



Office of Business Development

108 E. Proctor Street
Carson City, Nevada 89701
(775) 887-2101 – Hearing Impaired: 711
www.carson.org/obd

Date: July 28, 2014 **ITEM 5.2**

To: Redevelopment Authority Citizens Committee
Meeting of August 4, 2014

From: Lee Plemel, Community Development Director

Subject: Discussion and possible action to provide recommendations to the Redevelopment Authority regarding long-term policies for the use of undesignated infrastructure funds and other uncommitted Redevelopment funds.

Recommended Motion: Staff recommends that the RACC discuss possible recommendations for the Redevelopment Authority to consider and continue this item with additional direction to staff, as applicable, to bring back to a future RACC meeting for further discussion and action.

Discussion:

The primary purpose of this item is to provide a forum for RACC members to discuss possible recommendations to the Redevelopment Authority regarding policies for the use of undesignated Redevelopment funds. While this item is on the agenda for action, this discussion could be continued to a future RACC meeting for further discussion and information before final recommendations are made to the Redevelopment Authority/Board of Supervisors.

The Board of Supervisors is tentatively scheduled to hold a strategic planning session in October. Staff anticipates that part of their session will include discussion regarding the use of Redevelopment funds and general direction of the Redevelopment Authority. The RACC Chairperson has recommended that the members of RACC develop recommendations for the Redevelopment Authority prior to its strategic planning session.

The RACC may wish to discuss the types of programs the Redevelopment should implement in upcoming years. For example, should available funds be used for public infrastructure projects or individual property improvements? The Board of Supervisors suspended the individual property improvement program in 2010 and that suspension remains in effect until the Board chooses to amend the policies.

The following documents are attached to help facilitate this discussion:

Five-year Redevelopment budget projection – The attached projection was prepared by the Finance Department when the FY 2014-15 City budget was prepared. It assumes a “status quo” projection with general operating expenses, special event funding, and other expenses remaining the same. It anticipates a slight growth in property tax revenues, and also projects slight increases in wages each year.

The key line to look at is the “Infrastructure Projects (undesignated)” line. These are the expected remaining funds, after other expenses are paid, that may be used to support new

Redevelopment programs. It is projected that approximately \$1.5 million will accrue in this budget category over the next five years.

Redevelopment Areas Map – The Redevelopment Areas Map shows the location of Redevelopment Areas 1 and 2, collectively referred to as the “Redevelopment District.” Redevelopment funds are to be used to the benefit of these areas.

Redevelopment Area 1 Plan objectives – The attached section of the Redevelopment Plan for Area 1 shows the established objectives for the expenditure of funds for Area 1. Redevelopment Area 1 was established in 1986 and expires in January 2031.

Redevelopment Area 2 Plan objectives – The attached section of the Redevelopment Plan for Area 2 shows the established activities adopted for the expenditure of funds to achieve the goals for Area 2. Redevelopment Area 2 was established in 2004 and expires in July 2034.

Carson City Master Plan *Economic Vitality* Chapter, goals and objectives – Chapter 5 of the Carson City Master Plan includes all the adopted policies relating to the economic vitality of the City. This document is included as reference to show the broad range of economic goals and objectives in which Redevelopment can play a role, particularly within the Downtown Redevelopment Area.

Board of Supervisors’ 2012/13 Strategic Plan, goals and objectives – The 2012/13 Carson City Strategic Plan was adopted by the Board of Supervisors in July 2012. It ties some specific strategies into the broad goals and objectives of the Master Plan.

Should the RACC come to consensus on recommendations for the Redevelopment Authority, the RACC may make a motion to forward those recommendation to the Authority. Otherwise, no motion is necessary and staff will bring the item back to RACC for more discussion and action, as applicable.

If you have any questions regarding this item, please contact Lee Plemel at 283-7075 or lplemel@carson.org.

Attachments:

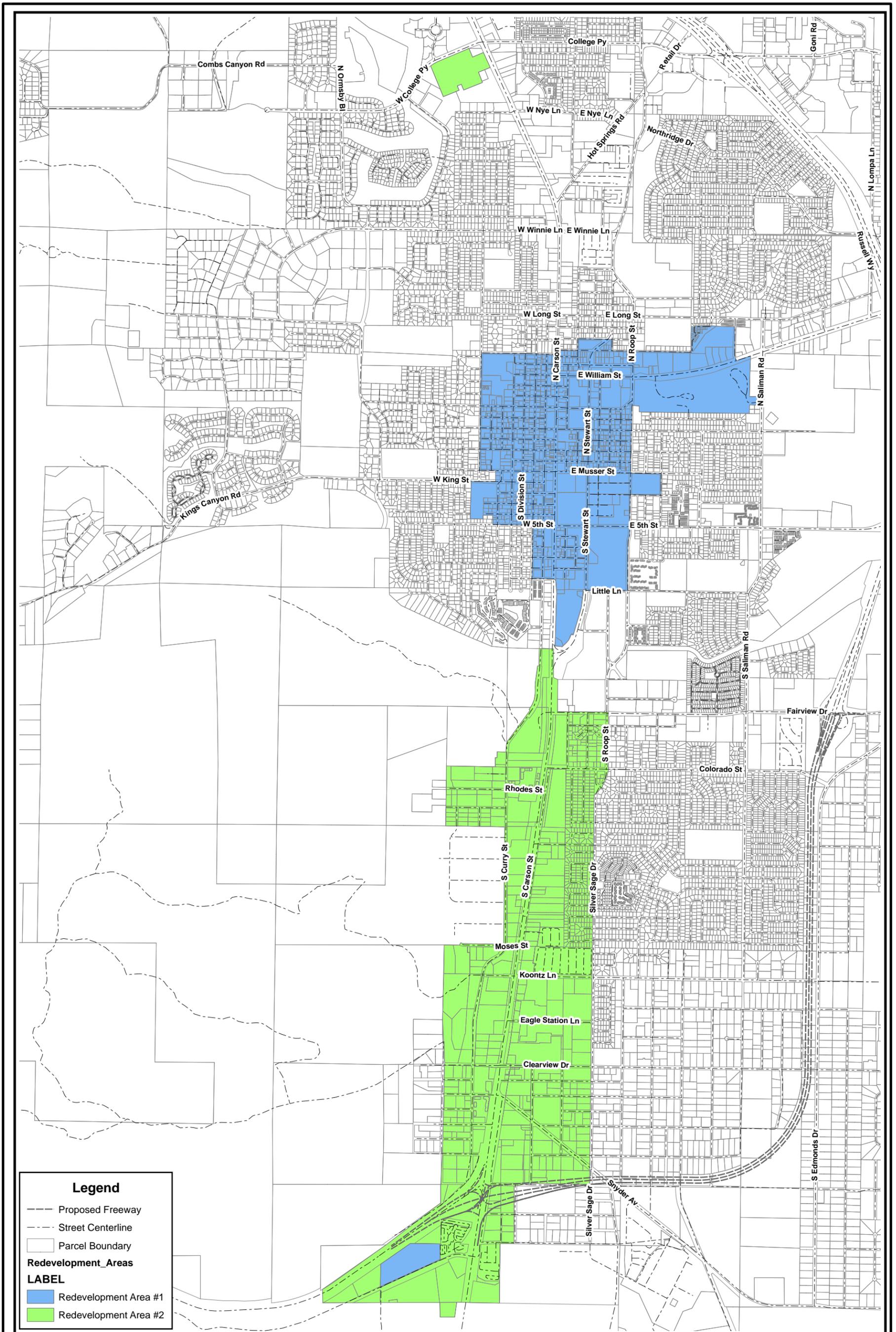
1. Five-year Redevelopment budget projection
2. Redevelopment Areas Map (Areas 1 & 2)
3. Redevelopment Area 1 Plan objectives
4. Redevelopment Area 2 Plan objectives/activities
5. Carson City Master Plan *Economic Vitality* Chapter, goals and objectives
6. Board of Supervisors’ 2012/13 Strategic Plan, goals and objectives

Carson City Redevelopment Authority
 Projection
 FY 2015 - FY 2019

	FY 2015 Budgeted	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	
REVENUES						
Property Taxes	1,764,279	1,817,207	1,889,896	1,965,491	2,044,111	3% in FY 16, 4
Interest Revenue	3,000	3,000	3,000	3,000	3,000	
Charges for Services	11,000	11,000	11,000	11,000	11,000	
Other Local Govt Grants (Turf Maint)	5,379	5,379	5,379	5,379	5,379	
Beginning Fund Balance	256,689	184,669	200,000	200,000	200,000	
Total Rev and Fund Bal	2,040,347	2,021,255	2,109,275	2,184,870	2,263,490	
EXPENDITURES						
Debt Service	279,850	278,400	279,600	275,400	276,000	Actual
Fiscal Charges	500	500	500	500	500	
Sal and Ben:						
Parks	102,443	107,565	112,943	118,591	124,520	5% per year
Administrative	186,695	196,030	205,831	216,123	226,929	5% per year
Other Expenditures						
Services & Supplies	269,248	275,000	275,000	275,000	275,000	
Special Events & Activities	65,000	65,000	65,000	65,000	65,000	
Nevada Day	25,000	25,000	25,000	25,000	25,000	
Farmers Market	15,000	15,000	15,000	15,000	15,000	
Xmas Tree Lighting	10,000	10,000	10,000	10,000	10,000	
Michael Hohl Incentive	480,000	480,000	480,000	480,000	480,000	
Big 5/Big Lots Incentive (est)	50,000	50,000	50,000	50,000	50,000	
Gottschalks Incentive (est)	100,000	100,000	100,000	100,000	100,000	
Infrastructure Projects (Undes)	271,942	218,760	290,400	354,257	415,541	
Ending Fund Balance	184,669	200,000	200,000	200,000	200,000	
Total Exp and Fund Bal	2,040,347	2,021,255	2,109,275	2,184,870	2,263,490	
Tot Rev less Exp	0	0	0	0	0	

Services and Supplies:

General Fund Internal Service Charges	116,066
Professional Services	20,000
BRIC rent and utilities	51,382
Advertising/Marketing	14,000
Publications	16,000
Misc Serv & Supp (dues, supplies, etc.)	51,800
	269,248



Legend

- Proposed Freeway
- - - Street Centerline
- Parcel Boundary

Redevelopment_Areas

LABEL

- Redevelopment Area #1
- Redevelopment Area #2

Carson City
 GIS Division
 3505 Butti Way
 Carson City, NV 89701
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CARSON CITY, NEVADA
 THIS MAP IS PREPARED FOR THE CITY OF CARSON CITY
 FOR ILLUSTRATIVE PURPOSES ONLY. IT DOES NOT
 REPRESENT A SURVEY. NO LIABILITY IS ASSUMED AS
 TO THE SUFFICIENCY OR ACCURACY OF THE DATA
 DELINEATED HEREON.

Redevelopment Areas Carson City, Nevada

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 1 Inch = 2,000 Feet



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

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.

2. DESCRIPTION AND MAP OF THE PROJECT AREA

The boundaries of Project Area No. 2 are shown on the map and the boundary description has been incorporated into the ordinance that adopts the Redevelopment Plan

3. PROPOSED REDEVELOPMENT ACTIONS

A. Specific Redevelopment Activities

The Redevelopment Authority plans to carry out the following strategies to achieve the goals of redevelopment in Project Area No. 2:

1. **Assistance with site acquisition:** The Redevelopment Authority, by assisting with site acquisition for auto dealers, has the ability to influence the economics related to the expansion or retention of auto sales on South Carson Street. The use of financing tools and public/private partnerships will allow the Redevelopment Authority to work with existing auto dealers to obtain commitments to remain doing business and to expand their operations on South Carson Street.
2. **Relocation assistance:** The Redevelopment Authority has the capability to assist auto dealers to relocate from other parts of the region to South Carson Street. For example, auto sales operations currently located on North Carson Street could benefit from clustering with the dealers on South Carson Street to produce the synergy of an auto row.
3. **Expansion in number of franchises:** For example, Carson City lacks the following franchises: Volkswagen, BMW, Mitsubishi, Acura, and Mercedes. The Redevelopment Authority could provide inducements for auto dealers to increase the number of franchises offered on South Carson Street.
4. **Armory Site:** Currently, the State of Nevada owns the site of the former Nevada National Guard. With the concurrence of the State, the Redevelopment Authority could work with the State of Nevada to maximize private development potential on this site through the means authorized by this Plan.
5. **Improvements in traffic circulation, landscaping and streetscape:** South Carson Street is currently a major state highway making access difficult. Also, it has limited landscaping and attractive visual amenities. The anticipated completion of the freeway from Fairview Drive to South Carson Street will significantly reduce traffic and leave South Carson Street in City control, with the need to transition the street back from a state highway to a local arterial street serving the properties along it. The Redevelopment Authority has the ability to invest in infrastructure, traffic improvements, landscaping, maintenance and other public enhancements to improve

- traffic circulation and the appearance of South Carson Street. This strategy includes forming a business improvement district to address maintenance needs in the area.
6. **Marketing assistance:** A strong marketing program has the potential of contributing to the success of auto sales operations on South Carson Street. The Redevelopment Authority can assist auto dealers with marketing efforts to enhance Carson City as an auto purchase destination for the region. This assistance could include helping to establish a strong and active Dealer Group to conduct destination advertising and other marketing efforts such as special events. It could also include assistance with signs and other design features to create identity for South Carson Street as an auto purchase destination for the region.
 7. **Re-use of existing sites if a regional auto mall proceeds:** If a regional auto mall is developed in Carson City, the Redevelopment Authority could assist dealers to obtain productive and financially viable re-use of their existing sites on South Carson Street.
 8. **Re-use of vacant retail buildings:** Since the Plan was adopted in 2004, numerous businesses have been affected by the economy, resulting in a high commercial vacancy rate. Additionally, the vacant former K-Mart building on North Carson Street has been added to the plan to address the vacancies and deterioration of the property and other properties in the vicinity. The Redevelopment Authority could assist with various types of incentives, including economic studies, to encourage new, viable uses for these buildings.
 9. **Utility Extensions:** While the Plan Project Area is largely served by existing public infrastructure, there are some properties to which utilities such as water and sewer lines do not currently reach. The Redevelopment Authority could assist in constructing necessary utility lines to serve new development on commercial properties within the Plan Project Area upon submittal of a plan for a project that would benefit the Redevelopment District.
 10. **NDOT right-of-way:** The Nevada Department of Transportation owns significant right-of-way along Carson Street. In some cases, NDOT owns up to 70 feet of property behind existing street improvements. This significantly limits adjacent property owners' ability to use this property for economic development purposes. The Redevelopment Authority can assist property owners in working with NDOT to dispose of these excess rights-of-way or provide financial assistance to help to lease or purchase these rights-of-way from NDOT to the extent the law and NDOT may authorize.

In conducting the redevelopment activities as set forth above, the Redevelopment Authority shall be enabled by the authority and requirements set forth in Section 5 of the Plan.

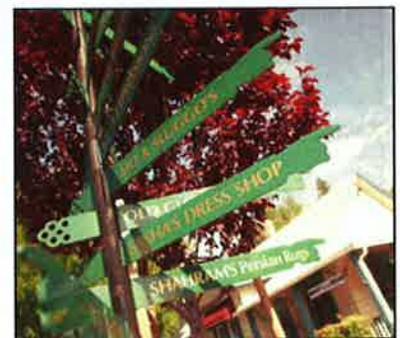
Chapter 5: Economic Vitality

Carson City derives its overall health and economic success from its ability to maintain a strong and diverse base of jobs, to provide a supply of varied housing choices for its employees, to provide a range of services and recreational opportunities for residents and visitors, and to generate tourism through the promotion of its unique characteristics and historic amenities. Furthermore, the City recognizes the revitalization of the Downtown as an important component of the community's long-term health and vitality. The Master Plan promotes the continued enhancement of the Downtown and surrounding residential neighborhoods as the focus of the community.



Principles for achieving Economic Vitality focus on:

- Retaining and enhancing the City's strong employment base;
- Diversifying the City's economic base to include a broader range of retail services downtown, along its major gateway corridors, and in targeted locations along the Carson City Freeway;
- Emphasizing the role of technology and knowledge-based industry in the City's economy;
- Promoting the City's historic and cultural resources to enhance its tourism base;
- Promoting the City's many parks, pathways, open space, and recreational amenities and overall quality of life as a tool for attracting new businesses to the community;
- Promoting Downtown revitalization;
- Promoting a collaborative approach to economic development;
- Promoting fiscal and economic health; and
- Continuing to support redevelopment efforts.



The City will promote Downtown revitalization efforts and seek to provide a broader range of retail services.

GUIDING PRINCIPLE 5: A STRONG DIVERSIFIED ECONOMIC BASE

The City will seek to maintain and enhance its enviable base of primary jobs and to provide a broader range of retail services that serve both residents of Carson City and those in surrounding counties.

The City will also seek opportunities to promote its historic and recreational resources and overall quality of life as a means of generating tourism revenue and attracting new employers to the community. The City will strive to approach economic development activities using a collaborative and innovative approach that encourages cooperation between the public and private sector, and with other jurisdictions as appropriate to achieve the objectives of this Master Plan.



The City will promote the retention and expansion of established major employers.

GOAL 5.1—MAINTAIN AND ENHANCE PRIMARY JOB BASE

5.1a—Retention/Expansion of Established Employers

Retain and promote the expansion of major employers already established within the community, such as the State of Nevada; Carson-Tahoe Hospital's Regional Medical Center and associated facilities; the Western Nevada Community College; the extensive manufacturing community; finance, real estate and insurance industries (FIR); banking, and other knowledge-based industries. 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.

5.1b—Business Support and Recruitment

Use available tools and programs, such as the Northern Nevada Development Authority's Business Retention Program and UNR's Small Business Development Center and its graduate School of Business, to support existing businesses and to recruit new, well-established companies to the community. Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community and promote expansion and recruitment of industries that offer career opportunities for both secondary and post-secondary school graduates.

5.1c—Diverse Employment Opportunities

Promote diverse job options and entrepreneurial opportunities for persons interested in full-time or part-time employment or desiring to own their own business.

5.1d—Industrial Specializations

Identify, develop and enhance multiple industrial specializations. Improve opportunities for productive employment in key sectors, including, without limitation, those already present in Carson City.

5.1e—Workforce Training

Promote activities that have the potential to upgrade the skill and wage levels of the City's resident labor force and those likely to enter the labor force (e.g., local college graduates). Encourage educational opportunities for the development and/or upgrade of skills required for employment, advancement and entrepreneurship.

5.1f—Incentives

Encourage public economic development assistance for applicants that can increase the average wage rate in their industrial sectors, provide high-quality benefit packages and enhance existing and locally targeted industry clusters.

5.1g—Vertical Diversity

Promote vertical diversity, which includes the identification and encouragement of industries consistent with the natural environment, existing industries and targeted clusters. Vertical diversity can be obtained through reducing supply chain costs, shared research and development objectives and other co-location efficiencies.

5.1h—Diversity of Industry

Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.

5.1i—Development Opportunities

Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries. Consider pre-designating tourism improvement districts (i.e., STAR bond districts), enhancing redevelopment areas and maximizing the potential of all available economic development tools.

5.1j—Housing Mix

Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City, recognizing that imbalance on either end of the spectrum may have adverse economic and fiscal impacts.

5.1k—Social Services

Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation, including training, job placement, child care, health care and transportation services.



The City will encourage educational opportunities that promote the development of necessary skills for employment and advancement of its labor force.



Industry that favors steady employment patterns contributes to a more stable economy.



The City will encourage a mix of housing consistent with the labor force and non-labor force populations of the City.

GOAL 5.2—PROMOTE EXPANSION OF RETAIL SERVICE BASE

5.2a—Encourage Regional Retail

Encourage the development of regional retail developments consisting of shops, restaurants, entertainment venues, offices, hotels, premium amenities and upscale gaming venues in the City to allow residents access to a variety of retail service and entertainment needs close to home, and to attract patrons from surrounding growth areas. Work with local and regional economic development organizations, such as the Carson City Retail Recruitment Team and the Chamber of Commerce, on the development of a marketing strategy designed to attract national retailers to the community, particularly within the Downtown CBD and where access can be provided from the Carson City Freeway.

5.2b—Encourage Reuse/Redevelopment of Underused Retail Spaces

Encourage the redevelopment and reuse of underutilized retail spaces along major gateway corridors (such as the vacant K-Mart building on North Carson Street, the Eagle Station and Southgate Shopping Centers on South Carson Street, and the Downtown central business district) with tenants that will serve the broader community. Use available tools, such as adding additional redevelopment districts, to attract retail tenants to underutilized spaces, and continue to explore the use of incentive programs, such as capital projects subsidies (e.g., access improvements and façade upgrades) and land subsidies to mitigate rising and prohibitive land costs.

5.2c—Retail Leakage

Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages. In doing so, recognize the longer-term economic implications of primary versus secondary employment opportunities.

GOAL 5.3—RECOGNIZE AND ADAPT TO THE IMPACT OF TECHNOLOGY ON WORK AND WORKFORCE PATTERNS

5.3a—Home-Based Occupations

Encourage the incorporation of home-based occupations and live/work units that are generally consistent with the character of adjoining properties and surrounding neighborhoods.



The City will place an emphasis on expanding its retail service base to include a more diverse array of shops, restaurants, entertainment venues, and other features.

5.3b—Technology Services

Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.

5.3c—Access to Community Information

Use technology to increase information available to residents and businesses regarding growth patterns, economic conditions, development activity and other elements of the competitive landscape. Wherever possible, these resources should be interactive.

GOAL 5.4—PROMOTE TOURISM ACTIVITIES AND AMENITIES THAT HIGHLIGHT THE CITY’S HISTORIC AND CULTURAL RESOURCES

5.4a—Heritage Tourism

Support tourism activities associated with the major historic resources within the community, such as the V&T Railroad, the various cultural institutions, and the State Capitol Complex, by ensuring that future development supports the functions and visual character of these resources. Adopt design standards for developments that are adjacent to or highly visible from the V&T railroad alignment or the State Capitol Complex. Develop specific guidelines and policies for a tourism- focused activity center along Highway 50 East that will serve V&T Railroad visitors.

5.4b—Historical/Interpretive Opportunities

Encourage the development of historical opportunities, interpretive signage, and other amenities that complement and enhance the City’s historic resources. Continue to explore opportunities to establish trail access to the Carson River Canyon that honors and interprets the historic V&T railroad, expand Downtown walking tours and interpretive signage exhibits, and identify new opportunities to showcase the City’s historic resources.

5.4c—Arts and Culture

Support artists, arts organizations and related cultural institutions because of their significant contributions to the City’s healthy business climate; their role in creating a cultural environment that attracts other living wage employers, as well as tourists, to the region; and the substantial benefits they provide to the City’s residents and communities.



Interpretive signage, recreational activities, and other features that complement the City’s historic resources will be encouraged.



Tourism activities and amenities that highlight the City's historic resources will be promoted.



The City will seek to increase awareness of its many recreational amenities as a tool for businesses seeking a high quality of life for their employees.

GOAL 5.5—PROMOTE RECREATIONAL FACILITIES AND QUALITY OF LIFE AMENITIES AS ECONOMIC DEVELOPMENT TOOLS

5.5a—Community Recreational Facilities

Expand opportunities to generate visitor revenue by continuing to promote the use of the community's sports complexes, aquatic facility, community center, and theater for regional, state-wide, or national sports tournaments. Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.

5.5b—Recreational Amenities

Increase awareness of the City's parks, sport complexes, pathway system, open space system, and other recreational amenities as a tool for attracting businesses seeking a high quality of life for their employees. Develop promotional materials that highlight these facilities and distribute materials to target markets or specific companies considering relocating to Carson City.

5.5c—Lake Tahoe Gateway

Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe and its associated recreational and tourism amenities as a means of attracting additional tourism revenues and promoting the City as an attractive place to live and work.

5.5d—Airport-Related Uses

Continue to support the goals and policies of the Airport Master Plan. Encourage the development of airport-related commercial uses (e.g., sightseeing flights, skydiving, and extreme skiing tours) that will increase the City's visibility and marketability as a destination for tourists and recreational aviators.

5.5e—Public Facilities

Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment. Consider obtaining additional information directly from business operators to better define these services.

5.5f—Natural Resource Conservation

Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.

5.5g—Educational Resources

Emphasize educational resources of the community as an economic development tool. Enhance those resources where possible and efficient to do so.

GOAL 5.6—PROMOTE DOWNTOWN REVITALIZATION



5.6a—Downtown Revitalization

Encourage the redevelopment of underutilized properties, and the renovation and re-use of vacant buildings in the Downtown core. Establish additional incentives (e.g., density bonuses, an expanded range of permitted uses, or reduced parking requirements) that complement existing redevelopment tools.



5.6b—Business Retention and Expansion

Promote the retention and expansion of existing Downtown businesses through recruitment and retention of local restaurants and trend retail, along with other complementary services that provide local entrepreneurial franchise opportunities. Continue to explore opportunities to establish a Downtown Business Association (DBA), Local Improvement District (LID) and/or a Business Improvement District (BID) in Downtown to help pay for public infrastructure improvements and/or Downtown area marketing and events coordination.

Downtown revitalization will be encouraged through the renovation and reuse of existing buildings where feasible, as well as through infill and redevelopment—these images illustrate how Downtown might look in the future as a result.



Downtown revitalization activities should build upon opportunities created by the City's state government cluster.

5.6c—Downtown Housing

Encourage the incorporation of additional housing in and around Downtown (e.g., lofts, condominiums, duplexes, live-work units) to establish a mixed-use environment that encourages around-the-clock activity, supports Downtown businesses, and promotes the perception of Downtown as a safe, vibrant, and inviting urban neighborhood.

5.6d—Public and Private Partnerships

Seek opportunities for public/private partnerships on individual projects with the potential to play a major role in or serve as a future model for Downtown revitalization efforts, in terms of their size, location, use (i.e., incorporation of attainable housing, joint use parking, structured parking, etc.).

5.6e—Downtown Parking Strategy

Ensure that the parking needs of both existing and future businesses, employees, and residents can be served using a combination of private and public parking. Establish a Downtown Parking Strategy that identifies and recommends solutions to short and long-term parking deficiencies.

5.6f—State Government Cluster

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 such as transportation enhancements, parking, utilities and police and fire protection, as well as the adaptive reuse of historic buildings that contribute to the commercial and cultural economic base of this area.

GOAL 5.7—PROMOTE A COLLABORATIVE APPROACH TO ECONOMIC DEVELOPMENT

5.7a—Public/Private Sector Collaboration

Promote collaboration. 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.

5.7b—Development Procedures

Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.

5.7c—Statewide Economic Development Efforts

Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.

5.7d—Business Cycles

Recognize that business cycles will occur and the competitive landscape is rapidly evolving. Provide planning flexibility that can be responsive to unforeseen or changing economic conditions and community needs within the context of the Master Plan.

5.7e—Neighboring Counties

Recognize that Carson City's economy and economic development are impacted by a broader economic unit that includes surrounding counties. Wherever possible, and where there is a net positive economic and fiscal gain, economic development strategies should collaborative.

5.7f—Property Value Retention/Enhancement

Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.

5.7g—Adequate Infrastructure

Recognize the importance of adequate infrastructure in economic development and long-run economic stability.

GOAL 5.8—PROMOTE FISCAL AND ECONOMIC HEALTH

5.8a—Balanced Revenue System

To the extent of the City's control, maintain a balanced revenue system that is competitive for business and residential investment.

5.8b—Fiscal Impact

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.

GOAL 5.9—PROMOTE REDEVELOPMENT

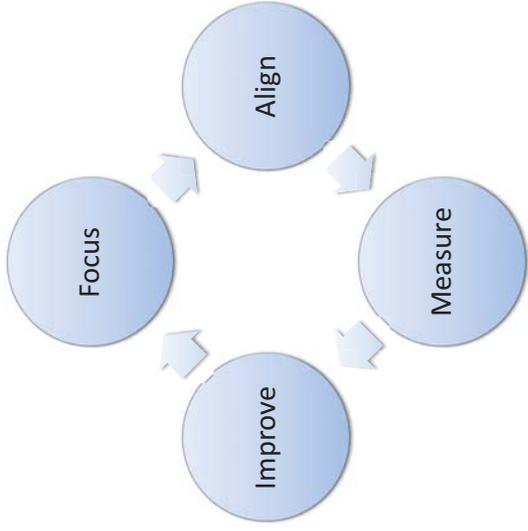
Illustrative rendering of a revitalized Carson Street as the result of continued infill and redevelopment efforts.

**5.9b—Redevelopment Areas**

The City will continue to work with local businesses and property owners to encourage and assist in redevelopment efforts within the boundaries of its existing redevelopment areas. Efforts should be focused on encouraging higher intensity and mixed-use development in Downtown and along major gateway corridors. Existing redevelopment areas boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.

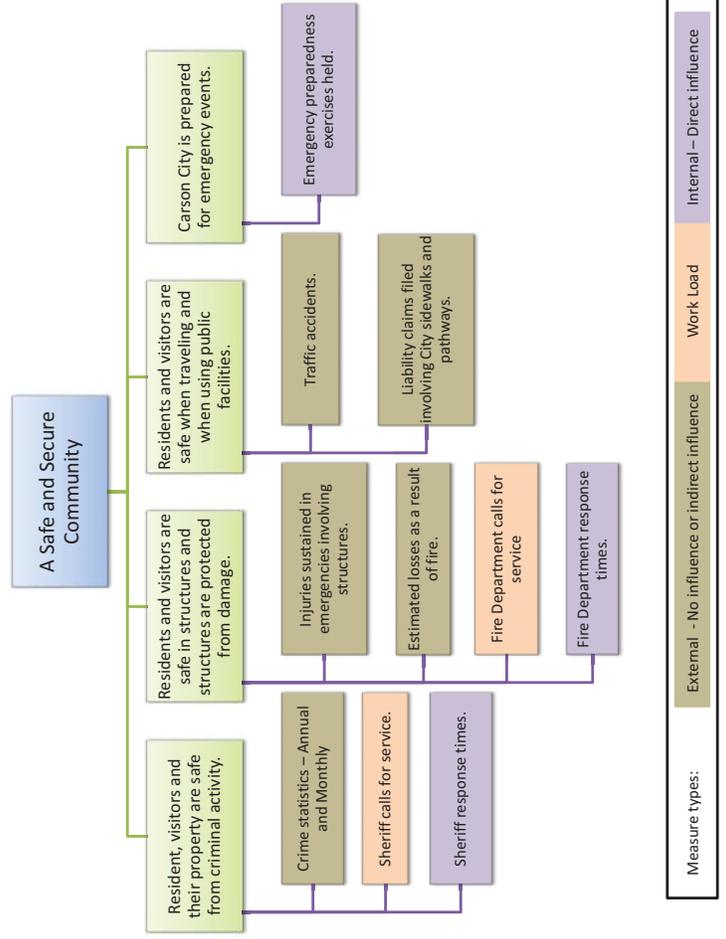
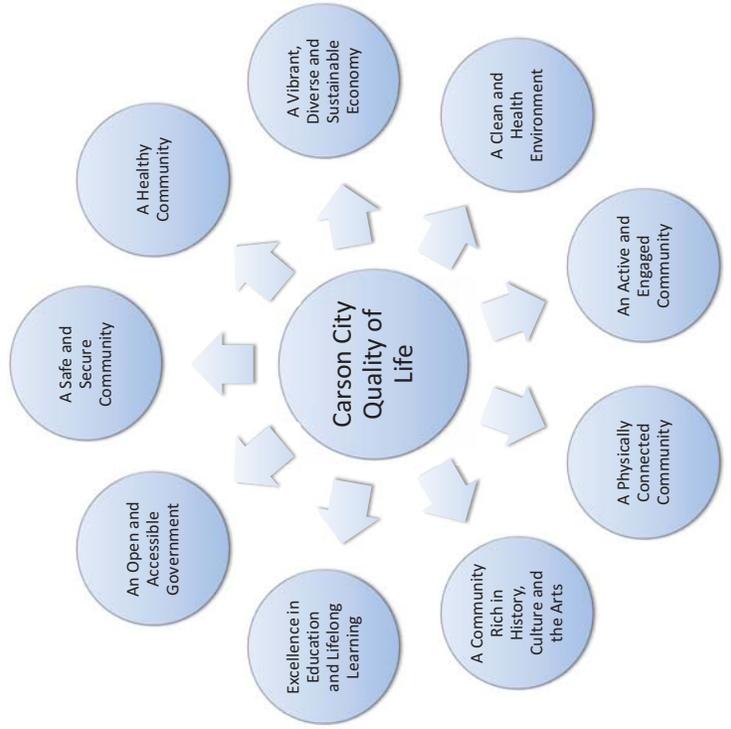


Strategy Execution / Performance Management Cycle



2012/13 Carson City Strategic Plan

Approved by the Board of Supervisors
July 5, 2012



Measure types: External - No influence or indirect influence | Work Load | Internal – Direct influence

