

## STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF NOVEMBER 18, 2015

FILE NO: MPA-15-141

AGENDA ITEM: F-4

**STAFF AUTHOR:** Lee Plemel, AICP, Community Development Director

**REQUEST:** Review of the Annual Master Plan report and action to make recommendations to the Board of Supervisors regarding the implementation of the Carson City Master Plan.

**RECOMMENDED MOTION:** “I move to recommend to the Board of Supervisors acceptance of the 2015 Master Plan annual report.”

### BACKGROUND

The purpose of this item is to:

1. Update the Planning Commission on Master Plan implementation activities; and
2. Review and make recommendations to the Board of Supervisors on the Master Plan Action Plan and other Master Plan-related matters.

NRS 278.190(1) states:

*1. The [planning] commission shall endeavor to promote public interest in and understanding of the master plan and of official plans and regulations relating thereto. As a means of furthering the purpose of a master plan, the commission shall annually make recommendations to the [Board of Supervisors].*

The purpose of reviewing the Master Plan at this time of the year is for the Commission to make recommendations to the Board of Supervisors prior to the Board setting City goals and priorities for the next calendar year. The Board of Supervisors typically establishes City and staff goals early in each calendar year. Staff anticipates bringing the annual Master Plan report to the Board of Supervisors in December or January. Master Plan Amendments are only reviewed four times a year (per NRS), with November being the last month during the year in which Master Plan Amendments are reviewed by the Planning Commission.

The Table of Contents from the 2006 Master Plan is attached to this report to provide a general overview of the broad “Guiding Principles” and goals of the Plan. The complete Master Plan document is not included in this packet due to its size. However, the Planning Commission may review their copies of the plan or go to the Master Plan documents web page at the following link to review the complete goals and strategies: [www.carson.org/masterplandocs](http://www.carson.org/masterplandocs). A copy can be obtained from the Planning Division upon request.

### ACTION PLAN ACCOMPLISHMENTS AND RECOMMENDATIONS

The Carson City Master Plan, adopted in April 2006, included an Action Plan chapter detailing specific actions necessary and/or desired to implement the goals and policies of the Plan. It includes the primary City department responsible for each specific action and the priority of the action established at the time of the adoption of the Master Plan. (Note that current Board of Supervisors priorities may be different than those established in 2006; the priority ratings in the draft 2016 Action Plan are merely intended to show how the action strategies were originally prioritized.) Attachment B is the 2016 Action Plan modified for this annual review.

The 2016 Action Plan matrix also includes some of the accomplishments towards the implementation measures. These actions and accomplishments are not all inclusive of the

citywide activities related to Master Plan implementation but are intended to show a sampling of some of the coordinated efforts that are occurring or are planned.

### **Accomplishment of 2015 Initiatives:**

The following action items were recommended for implementation by the Planning Division and Planning Commission as part of the 2015 Action Plan. A progress report and discussion on the status of each item is included, along with the related Master Plan Policy number. Additional accomplishments and progress towards action plan strategies are identified in the attached 2016 Action Plan.

1. Develop Capital Improvements Program for Downtown enhancements; 8.1c—Identify necessary streetscape enhancements and parking strategies to coincide with the potential reduction in lanes along Carson Street.
  - o Responsible Departments: *Public Works, Planning, Parks and Recreation*

Progress Report: The Board of Supervisors approved the conceptual design for the Downtown Carson Street project on November 6, 2014. Design for the Downtown Streetscape Enhancement project has continued through 2015 on schedule and the Board of Supervisors is scheduled to review the near-final 90% design in December 2015. Construction is tentatively scheduled for 2016, with completion by Nevada Day. City staff will continue to participate in design and construction issues through 2016.

2. 5.6b—Continue to explore opportunities to establish a business improvement district in Downtown to help pay for public infrastructure improvements and/or Downtown area marketing and events coordination.
  - o Responsible Departments: *Community Development, Public Works*

Progress Report: Staff worked with downtown property owners in 2015 to garner support for a “Neighborhood Improvement District” (NID) to help pay for maintenance of the proposed downtown improvements. As of the writing of this staff report, a property owner petition to initiate the NID was prepared and circulating for property owner signatures. It is anticipated that the NID petition will go to the Board of Supervisors in December 2015.

### **Recommendations for 2016:**

Staff recommends implementing the following Master Plan strategies in 2015, as highlighted on page 2 of the attached Action Plan:

1. Develop Capital Improvements Program for Downtown enhancements; 8.1c—Identify necessary streetscape enhancements and parking strategies to coincide with the potential reduction in lanes along Carson Street.
  - o Responsible Departments: *Public Works, Planning, Parks and Recreation*

***2016: Develop short-term and long-term parking strategies to accommodate future development, including consideration of implementing a parking fee-in-lieu program as identified in the Downtown Mixed-Use District development standards.***

A long-term parking strategy should be created to accommodate downtown development and redevelopment of existing buildings while providing for the parking needs of the entire downtown commercial area. The adopted Downtown Mixed-Use development code references a fee-in-lieu program to provide funds for future public parking in-lieu of providing on-site parking spaces (with certain limitations).

2. 5.6b—Continue to explore opportunities to establish a business improvement district in Downtown to help pay for public infrastructure improvements and/or Downtown area marketing and events coordination.

- Responsible Departments: Community Development, Public Works

***2016: Continue to work with property owners and businesses to establish marketing and event coordination in anticipation of completion of downtown project.***

With the anticipated completion of the Carson Street improvements in 2016 and the establishment of the Neighborhood Improvement District, the next step will be to attract new businesses and events to the downtown. Planning staff will work with the Business Development to implement strategies with the downtown businesses and property owners.

In addition to these implementation strategies related to the Downtown project, City staff will be planning for other corridor improvement projects in 2016 and subsequent years. Given anticipated Planning Division staff workload and staffing resource limitations, staff recommends the Downtown and other corridor improvements as the only Master Plan strategies for programmed implementation within the next year.

#### **MASTER PLAN AMENDMENTS**

There have been no property-owner initiated Master Plan Amendment (MPA) applications submitted in 2015. A Master Plan Amendment application was recently submitted for the Lompa Ranch property north of Fifth Street, which will be scheduled for review by the Planning Commission at a future meeting based upon completeness of the application. The Lompa Ranch is subject to a Specific Plan Area in the Master Plan, and the Master Plan requires an amendment to the Specific Plan before development occurs on the property. The Lompa Ranch is the ranch generally located along Fifth Street east of Saliman Road and west of the I-580 Freeway and represents the most significant remaining vacant, contiguous property to accommodate a large development in Carson City.

An increased number of requests for Master Plan Amendments could be an indication that the Master Plan and the Land Use Map should be evaluated for a possible update to the Plan. Since the adoption of the Plan in 2006, there have been only a limited number of requests. Staff believes this indicates that the existing Master Plan Land Use Map remains relevant to accommodate the desired development of the City and, therefore, is an indication that broader Master Plan Land Use Map updates or changes do not need to be explored at this time.

Assembly Bill 239 was adopted by the State Legislature in 2013 and requires local governments to adopt an “above-ground utility plan,” including designated corridors for large transmission lines over 200 kV, to be included in the Master Plan. This update has not been completed, to date, and is not ready for Planning Commission review at this time due to lack of available Planning Division staff and other application and project priorities. Staff plans to bring this amendment to the Planning Commission and Board of Supervisors in 2016 as staff workload allows. It is anticipated that this Master Plan Amendment will need to involve various City departments, coordination with surrounding counties (who have not yet adopted a utility corridor plan), and public outreach to identify above-ground utility corridors.

#### **LAND USE MAPPING CORRECTIONS**

There are two Land Use Map corrections that have been identified by the Parks and Recreation Department related to City property acquisitions over the last couple of years. Both are on the Planning Commission agenda as separate items to make the appropriate changes.

The first amendment relates to an Open Space program purchase of the Potter property near King Street and Ormsby Boulevard. The second amendment relates to a purchase of property on the east side of the I-580 Freeway between Highway 50 East and Fifth Street to make a City trail system connection. See Master Plan Amendment items MPA-15-153 and MPA-15-154 on this same Planning Commission agenda for more information regarding each of these amendments.

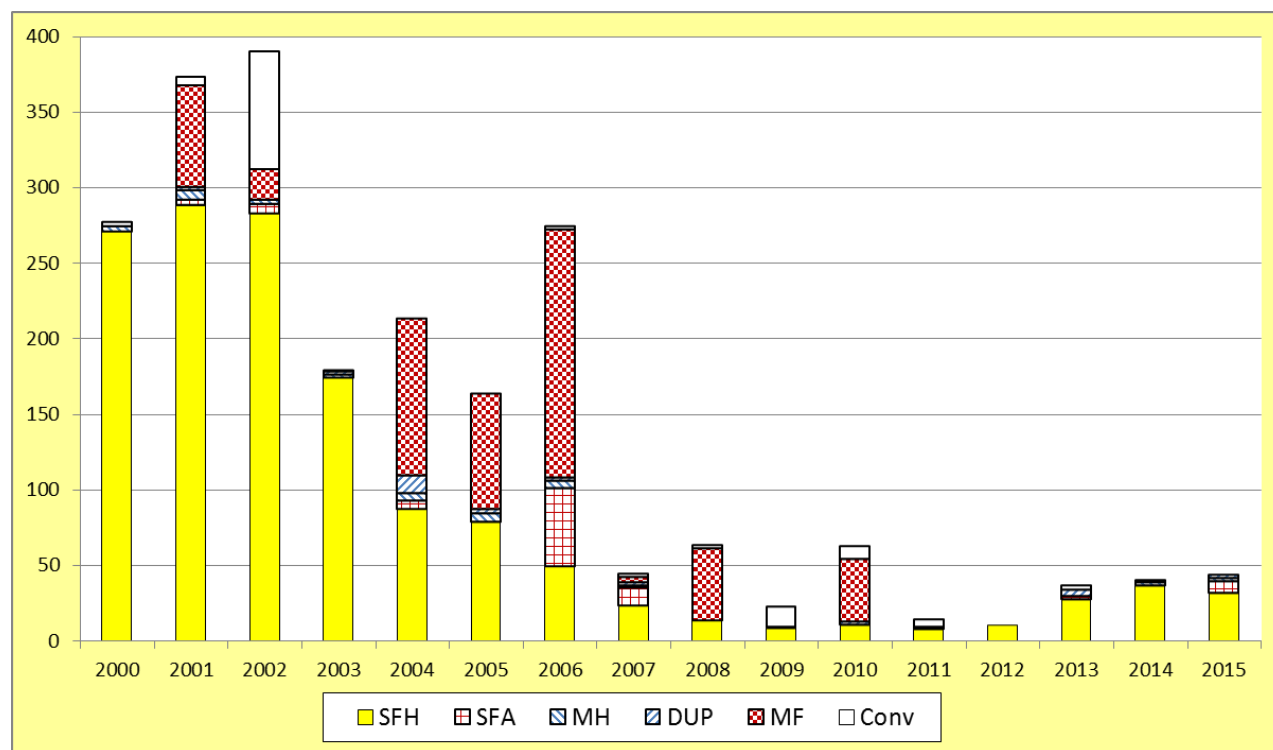
## GROWTH TRENDS AND SUPPLEMENTAL INFORMATION

The annual Master Plan report is an opportunity to provide information related to growth and development trends in Carson City and other information that may be useful in formulating long-range land use planning strategies. This information may also help identify issues that should be addressed in future planning programs.

### Residential Growth and Development Trends:

Following is a chart showing the total number of new residential building permits by the type of housing unit.

**Growth Management Allocations by Type**



Source: Carson City Building Division

\* Through October 2015

SFH = Single-family detached residence

SFA = Single-family attached residence

MH = Mobile Home

DUP = Duplex (two attached units, one ownership)

MF = Multi-family dwelling (3 or more units, one owner)

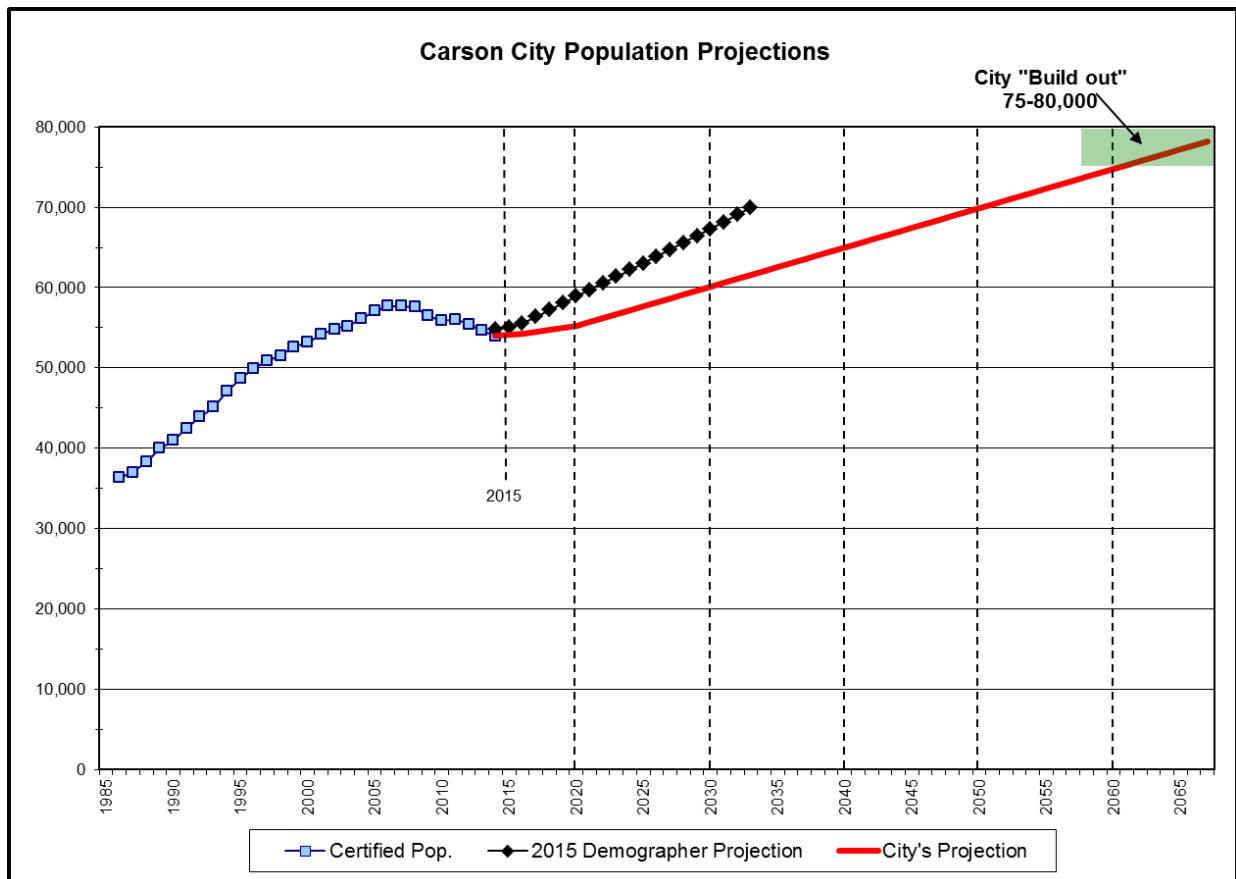
Conv = Conversion, private well to City water system

The submittal of applications for residential permits has remained relatively slow since 2007 when compared to 2006 and earlier. The City is beginning to see a slight increase in the number of new single-family homes being constructed over the last three years and staff anticipates this moderate upward trend to continue based on conversations with people in the residential development business.

There are approximately 1,100 approved single-family detached residential lots available city-wide for future construction in existing and approved subdivisions, including 869 approved subdivision lots that have not yet been recorded. Schulz Ranch (south Carson area) is currently under construction with infrastructure improvements for 100 recorded lots and another 105 future lots, and it is anticipated they will start construction of homes in 2016. This development and other approved developments could result in a residential development spike in 2016. In addition to approved developments, staff has noted as increased interest recently in zoning entitlements for single family residential and multi-family residential projects, including the application submitted for the Master Plan Amendment and rezoning of a large portion of the Lompa Ranch property as referenced previously in this report.

### Population:

City staff uses population projections to coordinate long-range plans such as the Transportation Master Plan, Water Plan, and Wastewater Reuse Plan. On the following page is a chart showing the latest State Demographer projections as well as the projection the City will use in evaluating long-range plans. Of note is that the State Demographer's latest (2014) projections have increased significantly compared to prior years. This is a result of improved economic forecasts for the Northern Nevada region and includes projected impacts from the proposed Tesla facility in Storey County with its direct and indirect impacts to growth. City staff's projection is for a more historic average growth pattern of approximately 0.8-1.0%, whereas the Demographer's projection is for growth closer to 1.5-1.8% over a sustained period. City staff will continue to monitor actual City growth and future Demographer projections to see if adjustments should be made in long-range planning assumptions.

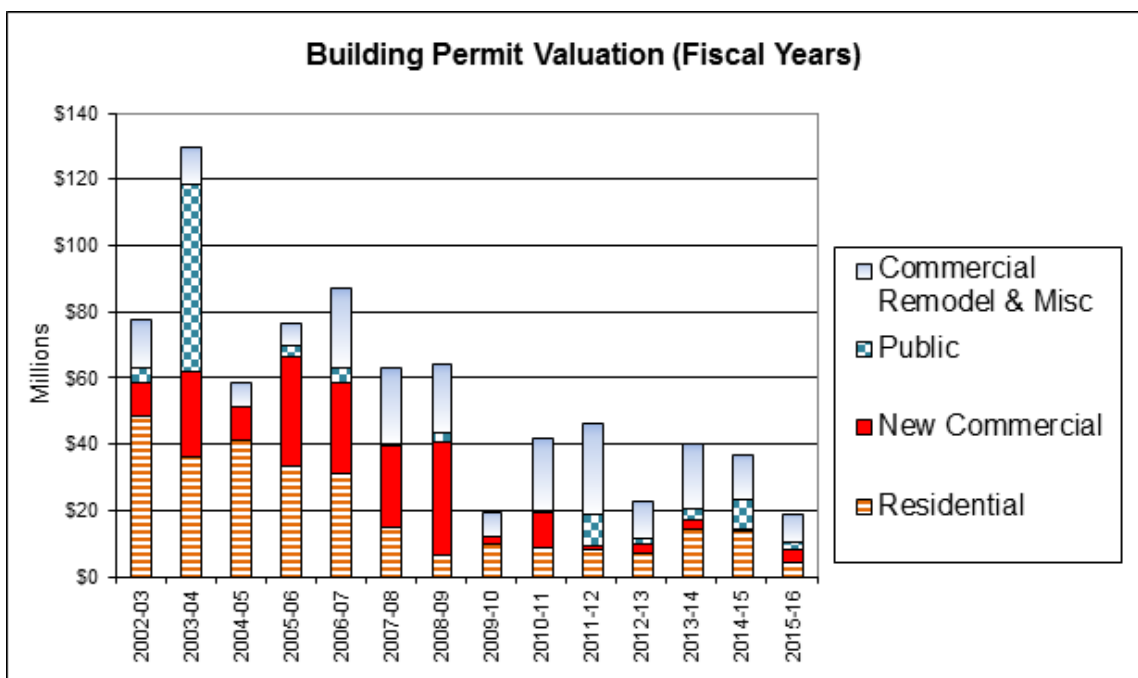


Source: Nevada State Demographer; Carson City Planning Division (City projection)

It is not anticipated that Carson City will reach its Master Plan buildout population of 75,000-80,000 for another 30-50 years, though growth trends will continue to be monitored. It would take approximately 8,000-10,000 additional dwelling units for Carson City to reach that buildout population (there are approximately 23,500 residential units in Carson City currently, approximately 5,000 of which are apartments). The projected buildout population of 75,000-80,000 identified in the Master Plan is based on the land use capacity provided by vacant land and infill projects and the availability of water to accommodate growth within the City.

### Construction Activity and Development Trends:

The following chart shows building permit valuation history over the last 14 years. This gives an indication of the overall pace of development and construction activity. The City is approximately on pace to equal the 2014-15 total construction valuation in 2015-16. While the Planning Division has seen a recent increase in applications for zoning entitlements, those projects have not yet translated to a significant increase in construction but may start to have an effect in 2016.



\* July-October 2015 (1/3<sup>rd</sup> of FY 2015-16)

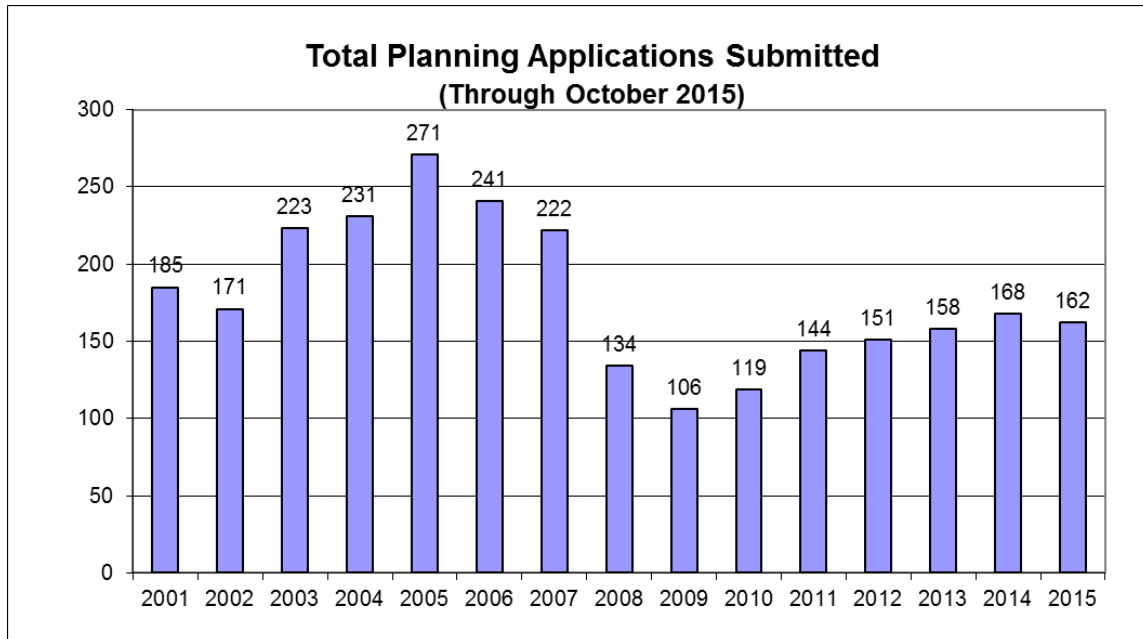
Source: Carson City Building Division

### Planning Applications:

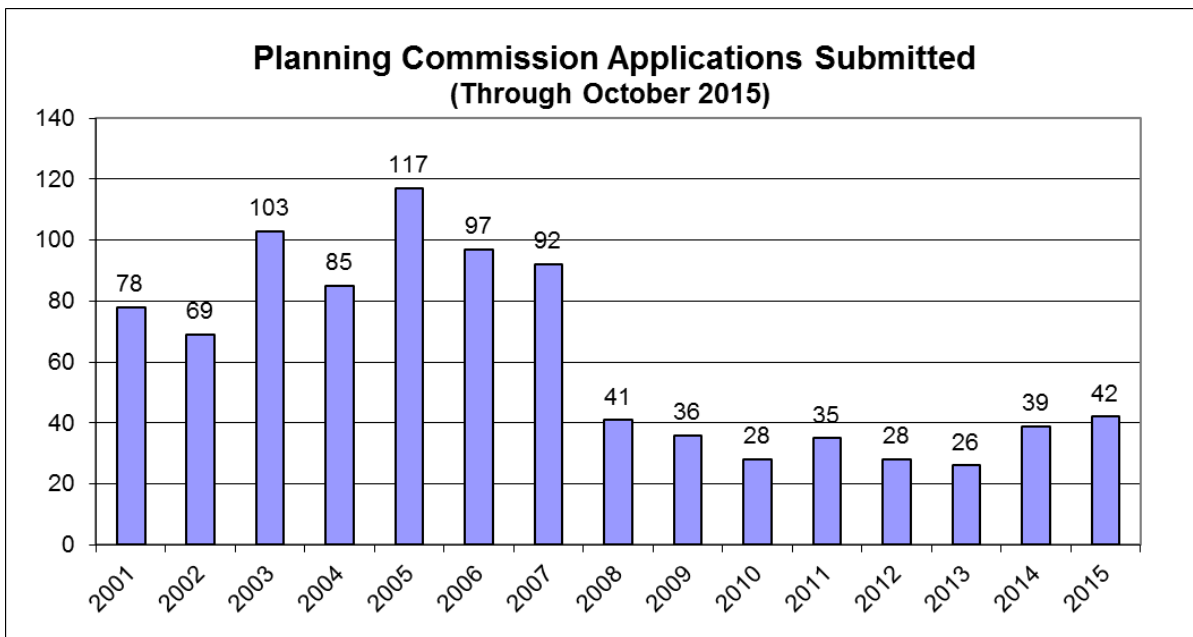
The charts below show a 15-year history of Planning application submittals, through October 2015. The first chart includes all Planning application types processed through the Planning Division, and the second chart shows only those applications that the Planning Commission reviews.

Planning and zoning application numbers “bottomed out” in 2009 and Planning and other development services staffing levels were reduced during that time period, accordingly. There has been a slight trend upward in development applications since 2009, with 2015 total application volumes approaching 2002 levels when the Planning Division had six planners and three administrative assistants (the Planning Division currently has two planners, to administrative assistants, and a Community Development Director functioning as a planner). Planning staffing levels have not increased since 2009, and additional duties have been added to the Division (e.g. Redevelopment and Code Enforcement). Planning staff has limited capacity

at current staffing levels to take on additional Master Plan implementation project or other special projects.



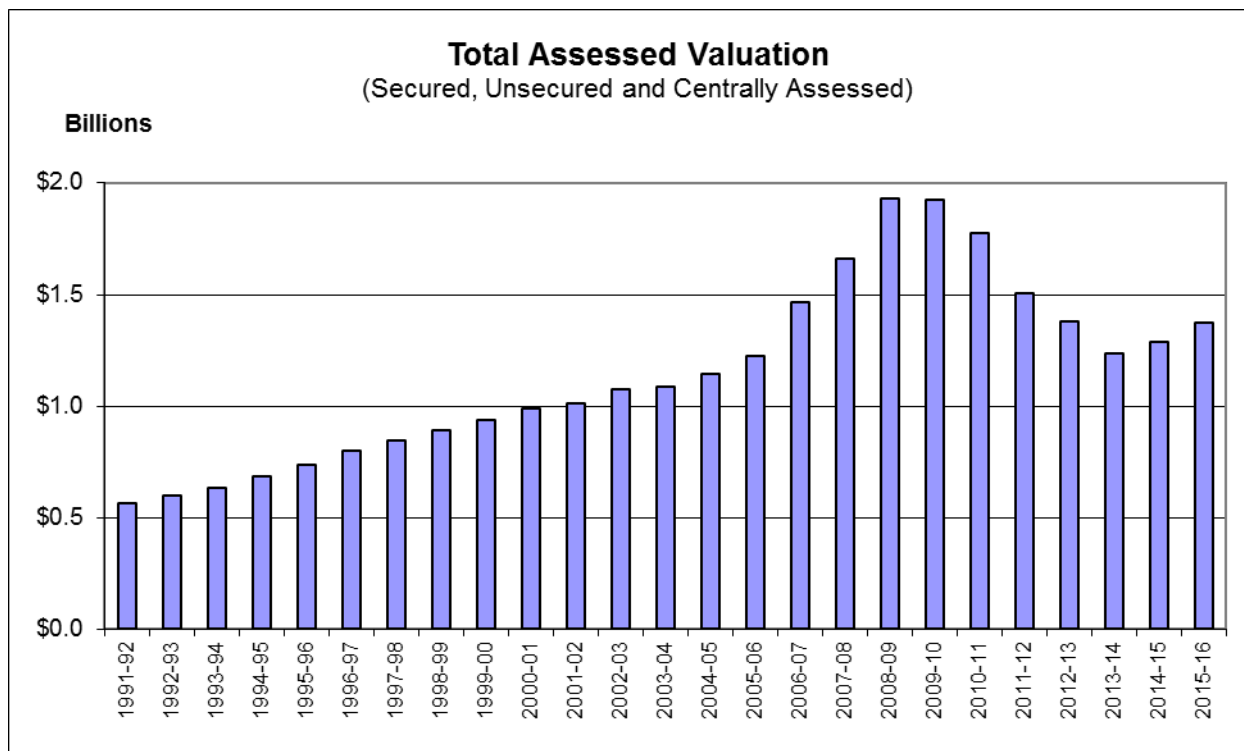
*Through October 2015*  
 Source: Carson City Planning Division



*Through October 2015*  
 Source: Carson City Planning Division

### Property Valuation:

The following chart shows total assessed valuation of property in Carson City. Total assessed valuation has increased the last two years after five straight years of decline, beginning to recover after the “housing bubble” and economic recession.



Source: Carson City Assessor

## PARKS AND RECREATION MASTER PLAN REVIEW

The Parks and Recreation Commission completed a year-long comprehensive review of the Parks and Recreation Master in May 2015. The purpose of the review was 1) to assess the City's accomplishments and progress towards implementation of the plan, and 2) to assess if the underlying principles of the Master Plan are still viable and if the Master Plan is still a relevant document. The Parks and Recreation Commission concluded that the Parks and Recreation Master Plan is still relevant and there is no pressing need to amend the plan at this time. See the attached Parks and Recreation Commission Report for more complete information regarding their findings.

## CONCLUSION

As the data above shows, the 2006 Master Plan was adopted during a period of economic growth in Carson City. Implementation of the Land Use Plan requires private development to occur. Since 2006, relatively little development has occurred towards implementation of the Plan, particularly compared to the growth that was occurring prior to 2006.

In addition, since 2006, a reduction of the availability of resources—both staff and money—has resulted in a relatively slow pace of implementation of the Action Plan strategies. With the availability of limited resources, resources must be directed to priority activities. While progress on the Action Plan implementation strategies continues to be made, the ability to take on the “larger” implementation projects has been and is expected to continue to be limited in the short term.

Following are some additional points for consideration:

- Staff believes the relatively slow pace of City growth recently has not been the result of the adopted Master Plan policies, but is primarily the result of regional and national economic conditions that have occurred since the adoption of the Plan in 2006. Since the Master Plan provides land uses for growth up to a buildout population of approximately 75,000-80,000,



and since growth is occurring slower than was expected when it was adopted, the “life” of the plan should be extended. Projections are that Carson City will not reach this buildout population for 30-50 years.

- There has been no pressure from Carson City property owners, businesses, or residents to change the Master Plan Land Use Map or other goals or policies of the Plan. Most Master Plan Amendment applications since 2006 have been initiated by the City to address changes in public ownership of properties.
- Staff believes the overarching goals and objectives in the Master Plan are relatively broad policy statements under which the Board of Supervisors have discretion to direct detailed implementation strategies—or not implement certain strategies. Staff also believes that the current Master Plan still reflects the general long-term goals of the community, desiring to implement “smart growth” principles in the long-term development of the City.

If there are individual policies within the Master Plan that the Planning Commission or Board of Supervisors think should be reconsidered, staff believes those individual policies should be identified so that a more detailed evaluation and discussion can be had regarding those policies. Otherwise, staff recommends continuing to pursue the implementation strategies of the Action Plan as directed at the discretion of the Board of Supervisors.

If you have any questions regarding the Master Plan annual report or the 2015 Action Plan, please contact Lee Plemel at 283-7075 or [lplemel@carson.org](mailto:lplemel@carson.org).

Attachments:

- A. 2006 Master Plan Table of Contents (for reference)
- B. 2016 Action Plan Report
- C. 2015 Parks and Recreation Master Plan Report

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General Intent .....	C-2
Mix of Uses.....	C-3
Mix of Housing Types .....	C-4
Density Range .....	C-5
Circulation and Access .....	C-6
Parking Location and Design .....	C-7
Relationship to Surrounding Development .....	C-8
Public Spaces, Parks, Open Space, and Pathways .....	C-9

## **APPENDIX D: AFFORDABLE HOUSING PLAN**

# Master Plan

## Draft Action Plan 2016

### ACTION PLAN MATRIX – 2015 ANNUAL REVIEW

The Action Plan Matrix provides a detailed list of the actions needed to implement the Plan. 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. **(3) - Moderate Priority**. **(O) - Ongoing**, are actions that occur continually.

The “**Timeframe for Action**” column indicates what actions have been completed or when actions are anticipated to occur. A blank space may indicate ongoing review items or unknown timeframes, as applicable.

Action items have generally been grouped together by related items and priority, with higher priority items first.



## Action Plan Matrix

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<b>PRIORITY ACTIONS PER 2006 MASTER PLAN</b>			
Establish Downtown Mixed-Use Zoning District.	1	Planning, Redevelopment	COMPLETED (2007)
Establish interim mixed-use evaluation criteria.	1	Planning	COMPLETED (2006)
Establish mixed-use zoning districts.	1	Planning, Engineering, Building	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria and monitor development patterns for need for additional Mixed-Use zoning districts. Staff and funding have not been available to take on the significant public process of adopting new zoning districts and associated standards.
Develop Capital Improvements Program for Downtown enhancements. 8.1c—Identify necessary streetscape enhancements and parking strategies to coincide with the potential reduction in lanes along Carson Street.	1	Public Works, Planning, Business Development	<b>2015: 90% design plans completed in conformance with the conceptual plan approved by the Board of Supervisors in November 2014. 100% Design due December 31, 2015; construction expected in March 2016.</b> <b>2016: Develop short-term and long-term parking strategies to accommodate future development.</b>
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	COMPLETED (2008)
<b>OTHER ACTIONS</b>			
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.	1	Business Development	<b>2015: Worked with Downtown property owners and businesses to implement a Neighborhood Improvement District to help pay for downtown improvements and/or maintenance.</b> <b>2016: Continue to work with property owners and businesses to establish marketing and event coordination in anticipation of completion of downtown project.</b>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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, or reduced parking requirements) that complement existing redevelopment tools.	<b>1</b>	Planning, Business Development	COMPLETED (2007)
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.	<b>1</b>	Planning, Business Development	COMPLETED (2007)
2.2a—Remove barriers within existing residential zone districts to encourage the incorporation of a mix of housing types outside of the PUD process. (Including review of Engineering standards)	<b>1</b>	Planning, Engineering	PUD/Common Open Space Revisions COMPLETE (2007)
1.4b—Update current cluster practices to ensure that the resulting density of the clustered development is consistent with the parcel's land use designation, the surrounding development pattern, and the level of roadway improvement which currently exist or will be required to be provided to the site.	<b>2</b>	Planning	COMPLETED (2007)
2.1d—Develop standards for mixed-use development to address compatibility issues.	<b>2</b>	Planning, Engineering, Building	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria in the Master Plan and monitor development patterns for need for Mixed-Use zoning districts.
2.2c— Include appropriate standards in the Carson City Municipal code for permitting and construction of attached or detached accessory dwelling units and that allow rental of the units.	<b>2</b>	Planning	Accessory dwelling standards revised in 2007; rental of guest dwellings is still prohibited.
3.1b—Establish an Environmental Lands Inventory to guide preservation efforts and to aid in the development review process, and require the identification of Environmentally Sensitive Areas prior to the development of detailed site	<b>2</b>	Planning, Open Space	Wetland, soils and earthquake hazards are reviewed with development proposals; hillside areas are required to be identified with applications.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
plans.			
3.2b—Review and update lighting regulations as needed to reduce light trespass and glare created by urban development and the lighting of recreational areas, particularly at the Urban Interface and near the WNCC Observatory.	<b>2</b>	Planning	Lighting regulations updated in 2008
4.1a—Continue to pursue opportunities to expand the City's existing recreation center and construct a second recreation center in another location.	<b>2</b>	Parks & Recreation	The Multi-purpose Athletic Center (MAC) will be completed in mid-December 2015 and opened in January of 2016. It is located next to the Boys & Girls Club on Russell Way.
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	<b>2</b>	Business Development	
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.	<b>2</b>	Business Development	
6.2a—Develop standards for neighborhood infill and redevelopment.  9.3b—Establish infill and redevelopment standards to minimize impacts on existing neighborhoods.  9.4a—Establish guidelines for the incorporation of higher density residential at the fringe of existing rural neighborhoods, as well as on individual lots within them.	<b>2</b>	Planning	
9.1b—Establish incentives, such as density bonuses or parking reductions, for the incorporation of higher-density housing within designated activity centers and along major gateway corridors where they may be served by future transit.	<b>2</b>	Planning, Engineering, Building	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria in the Master Plan and monitor development patterns for need for Mixed-Use zoning districts.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.2a—Identify public lands, including City-owned properties that would be appropriate for affordable housing development and create a plan for the development of affordable housing.	<b>2</b>	Planning, State Housing Division	Staff will continue to monitor housing needs and opportunities.
9.2a—Identify public lands, including City-owned properties that would be appropriate for affordable housing development and create a plan for the development of affordable housing.	<b>2</b>	Planning	
9.2c—Provide housing rehabilitation and weatherization programs and or direct assistance to households with a particular emphasis on fixed-income elderly residents of Carson City.	<b>2</b>	Rural Housing Development Authority, Planning	2013-14: CDBG funds were allocated for housing rehabilitee and/or weatherization for low- to moderate-income families through the NRHA's existing weatherization program.
9.3a—Develop strategies and incentives such as low-cost loans and design assistance programs to increase home ownership opportunities for residents and to promote regular maintenance and renovation within the City's established neighborhoods.	<b>2</b>	State Housing Division; NRHA, Planning	Continue to work with local housing agencies.
10.1a—Establish financial, building and related incentives for the restoration and rehabilitation of historic structures and facilities.	<b>2</b>	Planning, Business Development	
5.4a—Adopt design standards for developments that are adjacent to or highly visible from the V&T railroad or the State Capitol Complex.	<b>2</b>	Planning	Downtown DT-MU standards were completed in 2007 to address compatibility with the Capital. Plans for the V&T Railroad terminal location have changed over the last year, and Planning staff will continue to monitor the plans and progress.
V&T SPA 1.1—Develop and adopt specific design standards for commercial development and public-use development within the V&T-SPA to protect the scenic quality of the V&T route.	<b>2</b>	Planning	Existing design standards will ensure compatibility. Specific standards should be considered as plans for the V&T terminal are implemented.
5.4a—Develop specific guidelines and policies for a tourism-	<b>2</b>		

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
focused activity center along Highway 50 East that will serve V&T Railroad visitors.			
V&T SPA 1.2—Rezone the private lands in Carson City along Highway 50 East from General Industrial to a commercial designation consistent with the Master Plan Land Use Map.	<b>2</b>	Planning	Some rezoning has occurred at the request of property owners; i.e. Flint Drive property to GC/MFA in 2008. Staff recommends rezoning properties in the upper “gateway” area and highway corridor to protect the area from future incompatible uses.
V&T SPA 1.3—Identify critical views of the landfill area from V&T route and adjacent commercial areas and mitigate visual impacts by plantings, screening or other methods around the landfill.	<b>2</b>	Planning Public Works	Complete (2006)
V&T SPA 1.4—Prohibit new uses on public lands within the V&T-SPA that would conflict with the V&T and related commercial-tourism in the vicinity, such as uses that generate excessive noise, dust or odors, excluding the continued operation of the landfill.	<b>2</b>	Planning	Policy will be reviewed with future use requests.
V&T SPA 1.4—Consider limiting the use of public lands as part of any proposed disposal of the BLM property into Carson City ownership through a federal lands bill.	<b>2</b>	Planning	The adopted Federal Lands Bill limits uses of adjacent City property to public uses.
V&T SPA 2.1—Parks and Recreation will continue to work with the V&T Commission and V&T consultants in locating appropriate pathway facilities along the Carson River corridor consistent with the V&T operation plans and the Unified Pathways Master Plan.	<b>O</b>	Parks & Recreation	The Serpa and Bentley properties in the Carson River Canyon east of Deer Run Road, comprising of a total of 900 acres, has been purchased by the city as open space. Parks and Recreation continues to have on-going dialogue with the V&T Railroad Reconstruction Project’s design consultants regarding the potential for improvements to the existing water-based and future land-based recreational trails in the Carson River Canyon.
V&T SPA 3.1—Encourage continued cleanup and patrol of the Carson River corridor to protect the scenic resource through partnerships with public and private agencies.	<b>O</b>	Parks & Recreation	A coalition of the public, private and various government agencies have annually worked to remove trash and protect wildlife habitat within the Carson River corridor.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
V&T SPA 4.1—Encourage continued collaboration with Lyon County and Storey County to minimize land use conflicts along the V&T corridor.	○	Planning	
1.1a—Monitor growth trends and conduct periodic reviews of the City's growth capacity to ensure the Master Plan is consistent with the City's Water and Wastewater Master Plan.	○	Planning, Engineering, Public Works	Incorporated in the Growth Management Plan update every year to Planning Commission.
1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.	○	Public Works, Water	
1.1d— Continue to review applications for proposed residential development in accordance with the Carson City 1978 Growth Management Ordinance.	○	Planning	Annual Growth Management
1.1e— Encourage the use of sustainable building materials and construction techniques, through programs such as the US Green Building Council's LEED (Leadership in Energy Efficiency and Design) program.	○	Building, Planning	
1.1f—Encourage the incorporation of site planning and other design techniques that promote solar and wind efficiency in the construction of new homes and non-residential development and the use of new and emerging technologies that lead to increased energy conservation (e.g., maximizes solar exposure to capture energy and speed snow melt during winter months).	○	Building, Engineering, Planning	
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.	○	Public Works, Planning, Business Development	Reviewed with Annual Budget

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.2b—Review the boundaries of the City's redevelopment areas periodically and adjust them as appropriate to support redevelopment objectives.	○	Business Development	Redevelopment boundaries were amended in 2007 to support redevelopment objectives.
1.2c—Ensure that improvements identified in the City's Transportation, Water, and Wastewater Master Plans are consistent with and supportive of the City's infill and redevelopment objectives.	○	Public Works	Capital Improvements Plans are updated annually. Water plan update completed in 2009, update expected by end of 2015. Comprehensive Wastewater plan update to occur 2016-2019 and includes Collection, Treatment and Reuse.
1.3a—Continue to coordinate with the BLM to ensure that its Urban Interface Plan is consistent with the Land Use Map.	○	Planning	
1.3b—Continue to coordinate with State and Federal Agencies on the Federal Lands Bill and monitor future land transfer opportunities, particularly within the urbanized area of the City.	○	Planning, Parks & Recreation	The Federal Lands Bill (OPLMA of 2009) land transfers to the City for open space, parks, and economic development was completed in 2015 including the acquisition from the BLM of the Ambrose property, Silver Saddle Ranch and Prison Hill. Staff is focusing on the management and improvements of these properties.
1.4c—Require a detailed site analysis for any development at the Urban Interface to identify unique features to be protected.	○	Planning	Wetland, soils and earthquake hazards and hillside development are reviewed with development proposals.
1.5a—Coordinate with Lyon, Washoe, and Douglas Counties to ensure that applicable Master Plans for each jurisdiction are mutually compatible with the goals and policies of this Master Plan.	○	Planning	
1.5c—Coordinate with regional planning organizations, such as the CAMPO, TRPA, and the TMRPA to ensure that adopted regional plans are mutually compatible with the goals and policies of this Master Plan.	○	Planning, Transportation	Staff continues to participate in coordination efforts. Coordinating with CAMPO on the development of the 2040 Regional Transportation Plan (RTP). Staff coordinating with multiple regional agencies and the state regarding the Tahoe Reno Industrial Center.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.5d—Coordinate with NV Energy and Southwest Gas on the location of new power lines and future facilities necessary to serve the community.	○	Planning, Engineering	Staff will be working with NV Energy in 2015 to identify utility corridors pursuant to AB 239 (2013).
2.1d—Discourage rezoning of properties that create incompatible land uses between adjacent zones, enforce standards for transitions between residential and commercial uses.	○	Planning	Reviewed by staff and the Planning Commission with zoning application requests.
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	○	Business Development	
3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	○	Planning, Parks & Recreation	On March 15, 2007, the Board of Supervisors adopted the Carson River Aquatic Trail into the Unified Pathways Master Plan. The Master Plan is reviewed annually and updated, as necessary, to be consistent with public ownership of properties along the Carson River.
3.2a—Seek opportunities to transfer lands slated for disposal by the BLM or Forest Service into City ownership to preserve important hillside views and update existing cluster development and steep slope provisions as needed.	○	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding Carson City.
3.3a—Continue to work with FEMA and other Local and State agencies to promote disaster prevention through strategic planning and coordination.	○	Public Works, Fire Department	Ongoing training occurs—coordinating efforts with the Fire Department.
3.3b—Ensure new neighborhoods, particularly at the Urban Interface, are designed to minimize the impacts of potential natural disaster events (e.g., provide multiple access points, maintain defensive space in forested areas, and construct homes and outbuildings of fire resistant materials).	○	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.



STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
3.3c—Continue to educate existing residents on appropriate measures to be taken to minimize the potential loss of life and property in the event of a wildfire or other natural disaster.	O	Fire Dept.	The Fire Department is active in resident education, particularly in wildland interface areas.
4.1b—Identify opportunities for the incorporation of park facilities as part of new developments commensurate with demand created and consistent with the City's adopted standards.	O	Parks & Recreation	The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs. The first Landscape Maintenance District (LMD) was approved by the Board of Supervisors for the Schulz Ranch development in 2015.
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	O	Parks & Recreation	John Mankins Park (2007) in the Silver Oak Subdivision Development and Ronald D. Wilson Memorial Park (2008) in north Carson City have opened. 2012: A trailhead was completed at Lakeview Park, and the Fulstone Wetlands Project was completed. 2013: The city acquired 11 acres of property from NDOT for the purpose of developing a neighborhood park in north Carson City. The property is currently undeveloped. 2016: The Schulz Ranch LMD will provide a new three acre park plus recreational trails and open space/common areas in this new development.
4.1c—Establish an additional community park in the northern quadrant of the community.	O	Parks & Recreation	2015: The city acquired a 20 plus acre site north of Arrowhead Road from BLM through the OPLMA of 2009 that will serve as a future community park.
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	O	Parks & Recreation	2015: The Kings to Ash trail on the west side of Carson City was completed, and the MAC will be completed in December. Also planning has begun on the city's first Disc Golf Course to be located on the east side of Carson City along the Rifle Range Road. This project will be completed in 2016. The SNPLMA funded Eagle Creek Crossing Bridge project will also be completed in 2015. This project will connect the Empire Ranch Trail to Riverview Park.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City's existing and potential recreation partners.	○	Parks & Recreation	The Parks and Recreation Department is working with volunteer advocacy for the planning, design and construction of the future disc golf course. The department is also working with the Friends of Silver Saddle Ranch to share the programming and management of the historic ranch. The 2015 completion of the Ash to Kings Trail and the new Waterfall Trail was a collaborative effort by the department, USFS and Muscle Powered.
4.3a—Continue to review future development proposals for consistency with the City's Open Space Plan and continue to coordinate with the Open Space Advisory Committee and the Carson River Advisory Committee on Master Plan issues.	○	Planning, Parks and Recreations	Development proposals are routinely routed through the Parks & Recreation Department and the advisory committees, as applicable.
4.3b—Continue to pursue opportunities to expand or enhance the community's open space network using a range of available tools (as specified in the Open Space Master Plan) to help implement the objectives of this Master Plan.	○	Parks & Recreation, Open Space	The Open Space program will continue to pursue opportunities to enhance the community's open space network. Within the next few years the program emphasis will shift from acquisition to land management.
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.	○	Planning, Business Development	
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	○	Business Development	
5.1c—Promote diverse job options and entrepreneurial opportunities.	○	Business Development	A Nevada Small Business Development Center-trained counselor is on staff at the BRIC (Business Resource Innovation Center) to provide regularly-scheduled training and other business resources.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	○	Business Development	City staff will continue to work with NNDA, WNDD and other agencies to complete and implement the regional economic development plan.
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City's resident labor force.	○	Business Development	
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	○	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	○	Business Development	
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.	○	Business Development	
5.1i—Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries.	○	Public Works	
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.	○	Business Development	
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	○	Planning	
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.	○	Business Development	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.	<b>2</b>	Business Development	
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.	<b>2</b>	Business Development	
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	<b>O</b>	Business Development	
5.3a—Encourage the incorporation of home-based occupations and live/work units.	<b>O</b>	Planning	
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	<b>O</b>	Planning, Public Works	
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.	<b>O</b>	Planning, Business Development	Information provided in this annual review and additional information is available to public year-round.
5.4b—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.	<b>O</b>	Parks & Recreation, Business Development	Parks and Recreation is continuing to pursue the planning and development of a trail system in the Carson River Canyon by focusing on the acquisition of private property along the River and by seeking opportunities with the V&T Railway Reconstruction Project. 2013: A new trail from the Morgan Mill River Access Area to Deer Run Road which allows access into the Carson River Canyon was constructed through the use of volunteers. The department is currently working with Muscle Powered, to plan an extension of the V&T Trail on the west side of Carson City north to the Carson Tahoe Medical Center. 2016: The Eagle Creek Crossing Bridge project will be

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			completed. The department is also working with Muscle Powered to plan an interpretive walking trail (the Green Line Trail) through the historic east side of the city (east of Stewart Street).
5.4c—Support artists, arts organizations and related cultural institutions.	O	Business Development	Ongoing via Carson City Arts and Culture Coalition, managed by Parks and Recreation. The BRIC has partnered with the Coalition to display local artists' work.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	O	Parks & Recreation	Two department projects have been included in the city's 1/8-percent improvement projects: the MAC and Community Center Improvements. The MAC will be completed in December of 2015 and the Community Center project will begin in 2017. In addition after many sparse years, Residential Construction Taxes are increasing. Staff is determining suitable projects including improvements to existing neighborhood parks for these funds. SNPLMA funds are available to the city for recreation and conservation projects along the River. The Eagle Crossing Bridge project will be completed in 2016 utilizing these funds. The department is working with the Open Space Advisory Committee and the Parks & Recreation Commission to determine future SNPLMA projects.
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.	2	Parks & Recreation, Business Development	Parks and Recreation continues to provide promotional materials to the Carson City Convention and Visitors Bureau for their use in marketing Carson City.
5.5c—Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe.	2	Business Development	
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.	O	Business Development	.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.	O	Public Works	2014: Board of Supervisors funded commercial corridor improvements throughout the City.
5.5f—Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.	O	Business Development	
5.5g— Emphasize educational resources of the community as an economic development tool.	O	Business Development	
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	O	Business Development	
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.	O	Business Development	
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.	O	Business Development	
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	O	Planning	
5.7c—Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.	O	Business Development	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.7d—Provide planning flexibility that can be responsive to unforeseen or changing economic conditions and community needs within the context of the Master Plan.	O	Planning	
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	O	Business Development	
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	O	Business Development	
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	O	Public Works	
5.8a—To the extent of the City's control, maintain a balanced revenue system that is competitive for business and residential investment.	O	Business Development	
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.	O	Business Development	
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	O	Business Development	
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.	O	Business Development	
6.1a—Require the use of durable, long-lasting building materials for all new development.	O	Planning, Building	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
6.1b—Promote variety and visual interest in the design of new neighborhoods through the incorporation of varied lot sizes, building styles and colors, garage orientation, and other features.	O	Planning	
6.1c— Promote variety and visual interest in the design of new development through the incorporation of well-articulated building facades, clearly defined entrances and pedestrian connections, landscaping, and other features as consistent with the City's Development Standards.	O	Planning	
8.1b—Ensure that new development is consistent with the height and scale of development defined within the Downtown Character Areas as set forth in Chapter 6 of the Master Plan.	O	Planning	
9.2b—Create affordable and workforce ownership housing opportunities for households earning 80 percent to 120 percent of median area income.	O	Planning	
9.2c—Encourage the development of new energy efficient housing and retrofitting for existing housing stock for energy efficiency to lower average monthly housing costs	O	Planning	
9.2c—Encourage the use of site design techniques for residential development that ensure and promote solar and wind efficiency.	O	Planning	
9.2c—Ensure the economical and efficient processing of development applications and building permits to minimize housing development costs.	O	Planning	
9.2d—Promote local, state and federal programs to encourage rehabilitation of existing housing stock and preservation of neighborhoods to ensure continued availability of affordable housing units.	O	Planning	



STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.2e—Enforce appropriate standards for safe and decent affordable housing in Carson City, such as length of stay limits for recreational vehicle parks and motels.	O	Code Enforcement, Planning	
9.2f—Encourage and support efforts to create more affordable housing on a regional basis.	O	Planning	
10.1b—Continue to review rehabilitation and renovation proposals for compliance with adopted guidelines.	O	Planning	
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	O	Planning	The Planning Division continues to expand the historic properties inventory through annual applications for grants from the State Historic Preservation Office (SHPO).
11.1a— Continue to coordinate with the Carson Area Metropolitan Planning Organization (CAMPO), Nevada Department of Transportation, Regional Transportation Commission, adjacent counties, and other partners on transportation issues.	O	Transportation	Ongoing – City staffs the RTC and CAMPO and is responsible for ongoing coordination with NDOT and other agencies.
11.1b—Coordinate ongoing road improvement projects with recommendations contained in the City's Unified Pathways Master Plan as appropriate to promote the most efficient use of R.O.W.s and resources.	O	Transportation Public Works, Parks & Recreation	Ongoing – Public Works Transportation staff seeks to include bicycle and pedestrian improvements when possible and appropriate, seeking multiple local and non-local funding sources and coordinating with Parks and Recreation. During 2015, several Federal grants were secured and multiple projects were completed or begun and are in various phases of design and construction. The Public Works Department also constructed several bicycle and pedestrian improvements in conjunction with larger roadway and utilities projects.
11.1c—Seek opportunities for coordination in the implementation of the City's Transportation, Transit, Trail, and Pedestrian Plans. Actively encourage ridership of the city transit system.	O	Transportation Public Works Parks & Recreation	Ongoing – Implementation of the multimodal transportation plan through updates to the plan and the transportation improvement program and coordination with Parks and Recreation. Public Works Transportation staff actively working to increase transit system service

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			and ridership. Over the last couple of years, the R.T.C./Public Works Transportation staff has developed a Complete Streets Policy and ADA Transition Plan for Public Rights-of-Way and is working to implement both of these documents.
11.2a—Conduct periodic updates to the City's transportation model based on future development projections to ensure the feasibility of development patterns portrayed on the Land Use Map.	○	Planning, Transportation	The transportation model is currently being updated as a component of the 2040 RTP. Changes in recent and anticipated land use are being implemented as part of the model update and will be included in the forecast scenarios.
11.2b—Coordinate the review of development proposals with local transit providers and the Regional Transportation Commission as appropriate to respond to existing/planned transit service.	○	Planning, Transportation	Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff.
11.2c—Seek opportunities to enhance the City's north/south arterial and collector street network in conjunction with future development (as consistent with the Transportation Plan) to improve connectivity and support broader transit service.	○	Planning, Transportation	Ongoing –City staff working with NDOT staff towards the completion of the Carson City Freeway, which is expected in 2017. Staff continues to monitor traffic volumes and travel patterns on the roadway network to ensure adequate capacity and level of service (LOS). City staff continues to work with developers to ensure new projects will provide greater connectivity and not adversely impact traffic.
11.2d—Establish design and access standards for development occurring along major gateway corridors in order to preserve their functional integrity, capacity, safety and appearance.	○	Transportation	City staff has begun corridor improvements along major gateways, starting with the design of downtown Carson Street, which will be implemented in 2016-17. In addition, preliminary design has occurred on William Street with a grant received from the EPA. Ultimately, north and south Carson Streets will receive similar treatments.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
12.1a—Provide multi-use paths where necessary as identified on the Unified Pathways Master Plan map.	○	Planning, Parks & Recreation, Transportation	Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. The extension of the Freeway Multi-Use Path is currently under design and is expected to be constructed south to the Linear Park Path in 2016.
12.1b—Implement the Unified Pathways Master Plan as adopted to promote the shared use of pathway corridors and increased access for persons with disabilities.	○	Planning, Parks & Recreation, Transportation	Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. Regarding persons with disabilities, a concerted effort is being made to remedy non-compliant areas and to seek additional consistent funding sources. In addition, the ADA Transition Plan for Public Rights-of-Way was recently developed and is being implemented.
12.1c—Continue to require future development to construct on-site sidewalks and connections to adjacent pedestrian systems as needed and coordinate the dedication of R.O.W. for planned pathway connections at the time of development.	○	Planning, Engineering	Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.

# Parks and Recreation Commission's Report to the Planning Commission and Board of Supervisors on the Parks and Recreation Master Plan



May 5, 2015

On March 4, 2014 the Parks and Recreation Commission began an extensive year-long review of the Parks and Recreation Master Plan adopted by the Board of Supervisors on April 6, 2006. The intent of this chapter by chapter review by the Commission was for the following two purposes. First, it was to assess the City's progress and accomplishments with the implementation of the plan. Second, it was to assess if the underlying principles within the Master Plan were still viable nine years later and if the Master Plan was still a relevant planning document. The Master Plan review was done throughout 2014 at seven different Commission meetings averaging approximately an hour for each chapter. The Commission completed its review of the Master Plan's last two chapters on November 5, 2014.

Through this report, the Commission will share its observations and conclusions with both the Planning Commission and Board of Supervisors on the relevant "highlights" from all eight chapters in the Master Plan and will note a number of issues to be addressed in any future update of the plan. In addition, this report will provide a "Snapshot in Time" on the increased use of the Bob Boldrick Theater and Community Center; the introduction of new recreation and aquatic programs; and the completion of many new park facilities from April 2006 to present. The Commission felt it was important for the Board of Supervisors to understand the overall effort that both the Parks and Recreation Commission and the Parks and Recreation Department has done to implement the Parks and Recreation Master Plan and the Parks and Recreation Department's continued efforts to provide a high level of public service with staff assuming more and more responsibilities in the face of large budget and staffing cuts.

## Chapter 1: Forward

- A) Even with the addition of many new parks and the expansion of the City's trail system, there is still much that needs to be done in the way of addressing recreational facility inadequacies. There are shortages of some recreational facilities within areas of the City to meet the needs of its current underserved population. In addition, there are some areas of the City that have more recreation resources than others. This will require the City to provide additional facilities and programs in the future.
- B) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission recommends in a future Parks and Recreation Master Plan that reviewing the plan every year (as noted in the Master Plan under "Policies" on page 1-5) is not realistic but to study the "feasibility of reviewing the Master Plan every five years" instead.

## Chapter 2: Executive Summary

- A) The key planning concepts within the Parks and Recreation Master Plan are still viable and a relevant guide for City staff, the Planning Commission, and Board of Supervisors. These key planning concepts are as follows:
  - a. Population Growth and the Need for Parks and Recreation
  - b. Neighborhoods and Recreation Equity
  - c. Emphasis on Natural Parks
  - d. Comprehensive Recreation Centers to Meet a Variety of Indoor Recreation Needs
  - e. The Economic Potential of Recreation
    - i. Sports Tournaments
    - ii. Unique Amenities Encourage Tourism
    - iii. A Quality Park System Attracts Business and Employees
  - f. Consistent Cost Recapture
  - g. Additional Funding is Needed for New Parks and Recreation Facilities
  - h. Maintaining and Expanding Recreation Partnerships

- i. Innovation in Recreation Programs to Meet Changing Needs
- B) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission had no changes or amendments in Chapter 2.

### Chapter 3: The Public Input Process

- A) The Parks and Recreation Master Plan was updated in 2005/06 along with the City's overall Comprehensive Master Plan. It would be important with any future update to the City's Comprehensive Master Plan to again include the Parks and Recreation Master Plan in this process.
- B) Significant effort was made to provide a variety of opportunities for community input including a statistically valid public opinion survey. This would be a very important aspect to include in the updating of the Parks and Recreation Master Plan.
- C) Parks and Recreation Department conducts follow up surveys every 3 to 5 years to track trends and attitudes. This keeps the department informed on current and evolving needs with the community.
- D) The Parks and Recreation Department in 2010 conducted an indoor recreation needs assessment survey. The community outreach included a variety of venues and involved 783 participants. The survey's results were consistent with the Parks and Recreation Master Plan's statistically valid public opinion survey. The results showed that indoor recreation facilities were given the lowest "satisfaction" ranking. It stated that 57% of the respondents were unsatisfied with the "Availability of Indoor Recreation Opportunities."
- E) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission recommends in a future Parks and Recreation Master Plan, "To conduct follow-up public opinion surveys when a review of the master plan is approved by the Board of Supervisors."

### Chapter 4: Trends

- A) During the review of the Parks and Recreation Master Plan, the Commission reviewed current demographic trends. Carson City's population in 2004 was 55,625 and in 2012 the City's population was 55,441.
- B) Several key concerns related to shifting demographics are related to facility expansion and recreation programming with Carson City's population segment (35-64). Carson City's population has been slowly growing older and the City's Hispanic population has been growing rapidly from 14% in 2000 to 21.3% in 2010.
- C) The Commission affirmed the fundamental "Community Build Out" assumptions in the Master Plan are still relevant for planning the City's facilities, parks, trails, and recreation programming.
- D) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission had no changes or amendments in Chapter 4.

### Chapter 5: Recreation Programs

- A) The department's Recreation Division has seen its budget reduced and a number of staff reductions from 2006 to present. However, in light of these staff and budget reductions, the Recreation Division has been able to maintain a number of existing offerings, provide a variety of programming innovations, and brought new programs on-line.
- B) The City partnered with the Carson City Visitors Bureau to support sports tourism within the community.

- C) When the Parks and Recreation Master Plan was developed in 2005 and approved by the Board of Supervisors in April 2006 the Recreation Division was looking at expanding the youth and sports program and providing many recreational program opportunities for the residents in Carson City.
- D) The Recreation Division experienced a significant staffing and budget reduction in the City's 2007/08 fiscal year. The Recreation Division had another budget reduction happen in 2009/10 fiscal year, including significant division reorganization. As a result of these staffing and budget cuts, the City's Recreation Division was reduced from 3 (2006 – Full Time) youth program staff to 1 ½ (2014 – Full Time) staff. The same was true for the sports program staff. The sports program staff went from 2 (2006 – Full Time) staff to 1 ½ (2014 – Full Time) staff. With these staffing reductions and a corresponding budget loss the Recreation Division has been only able to provide essential sport league and youth programs. All other amenity services were dropped and have not been re-established at this time. The biggest impact/reduction in the Recreation Division was in the administrative support staff services which was reduced by 2 ½ Full Time employees. The loss of this administrative staff not only impacted the youth and sports programs but had a significant impact to both pool and theater operations. Also, with these staff reductions the Parks and Recreation Department had to terminate the "Discover Us" which was staff's largest and most effective marketing tool.
- E) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission recommends in a future Master Plan that there be a table identifying existing recreation programming opportunities to provide a "snapshot in time" to compare the program changes over time and replace the word scholarship with "financial aid" to clarify the City has the ability to assist families by off-setting recreation program fees.

## Chapter 6: Facilities

- A) When the Parks and Recreation Master Plan was approved by the Board of Supervisors in April 2006, the plan was anticipating significant growth within the community and the need to provide additional park facilities to accommodate that growth in population. Although the population remained static, a number of new neighborhood park facilities have been added to the City's park system.
- B) The Parks Division incurred significant staffing and budget reductions in the City's 2007/08 fiscal year. As a result of these staffing and budget cuts, the City's Parks Division lost 3 full time and 13 seasonal workers. This resulted in a reduction of the Parks Division's level of service throughout the City's park system.
- C) The Parks and Recreation Department has acquired 3 new neighborhood park facilities and expanded another neighborhood park since 2006. The additional labor requirements for these areas were absorbed without any increase to our department's labor budget or its operational budget for materials.
- D) The Recreation Division's aquatic facility and theater saw budget cuts and staffing reductions. However, the aquatic facility and theater have maintained a number of existing offerings, provided a variety of program innovations, and brought new programs on-line.
- E) When the Parks and Recreation Master Plan was approved by the Board of Supervisors in April 2006 there was significant discussion in the plan about developing a "leisure pool" component to the aquatic facility and opportunities for improvements to the Bob Boldrick Theater. The recent passage of the 1/8<sup>th</sup> Cent Sales Tax increase includes funding for badly needed improvements to the theater.



- F) The Recreation Division had both staffing and budget reductions in the City's 2007/08 and 2009/10 fiscal years, including a significant reorganization. With these reductions, the Recreation Division has been able to provide only essential services and basic maintenance at the Community Center.
- G) One of the biggest impact/reductions for the Recreation Division has been associated with the Aquatic Facility and Theater. It was in the area of administrative support staff services which was reduced by 2 ½ full-time employees. The loss of this administrative staff not only impacted the youth and sports programs but had a significant impact to both pool and theater operations. This impact included reduction in pool operation hours.
- H) The Community Center's hourly staffing level was reduced by several thousand personnel hours. Unfortunately, less than one half of the funding has been restored. The remaining staff has performed admirably under these conditions. However, the Community Center and Bob Boldrick Theater are no longer polished in appearance and the existing equipment is increasingly showing its age. This lower service level related to building maintenance and the aging equipment is due to the reduced staffing levels and the lack of funding for equipment replacement.
- I) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission had no changes or amendments in Chapter 6.

## Chapter 7: Funding and Priorities

- A) The Parks and Recreation Department receives the majority of its funding for capital improvement projects from either the Quality of Life Initiative (Question 18) or Residential Construction Tax. Just recently the Board of Supervisors voted in a 1/8 Cent Sales Tax to help supplement the Multi-purpose Athletic Center Project budget and provide \$500,000 for Community Center improvements.
- B) The Commission takes no exception to the existing Tier 1 and Tier 2 General Priorities identified in this Chapter.
- C) In a future Parks and Recreation Master Plan update, the Commission wants to consider the reinvestment of sport tourism/economic development dollars into the sport complexes that generate these dollars.
- D) A high priority for the Commission is to provide restrooms (porta-potties) to park and trailhead facilities that currently do not have these structures in place.
- E) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission had no changes or amendments in Chapter 7.

## Chapter 8: Policies

- A) The Commission takes no exception to the existing policies identified in this Chapter.
- B) **Commission's Chapter Review Recommendation:** The Parks and Recreation Commission had no changes or amendments in Chapter 8.

After the Commission's year-long review of the Parks and Recreation Master Plan, the Commission has determined the existing policies and tenants of the Master Plan are still viable and relevant to guide to City staff, the Planning Commission, and Board of Supervisors in planning matters related to recreation matters and the City's park system. As a result, there is no pressing need to amend the Parks and Recreation Master Plan at this time. However, the Commission feels the trigger point for a future Parks and Recreation Master Plan update will be in the next 3 to 5 years after the completion of the Multi-



purpose Athletic Center. The reason for this position is the 2006 Master Plan identified 57% of the public as "Not at all satisfied" with the "Availability of Indoor Recreation Opportunities." It is anticipated that with the construction of the Multi-purpose Athletic Center and the new recreation programming that will occur in this facility there will be a positive change in the community's perception on "Availability of Indoor Recreation Opportunities." It would be at that time the Commission feels it would be appropriate to move forward with a Parks and Recreation Master Plan update.

Finally, the recent economic downturn has presented many challenges for staff in regards to both staffing and budget reductions, including the increased use of many of the City's facilities. In evaluating the use, our department compared 2013 booked event activity to comparable activity in 2014. The comparison showed an 8% increase for park venues and 20.7% for the Community Center (excluding programmed recreation activities/classes). Also, it is important to note that all the staff reductions within the Parks and Recreation Department have never been replaced over the past eight fiscal years. However, the department has moved forward with staff working more efficiently and doing more with less as they continue to implement the recommendations within the Parks and Recreation Master Plan. These accomplishments have included new park facilities distributed throughout the community, an increasing number and variety of recreation programs, addressing the increased use at the Community Center, Bob Boldrick Theater, Carson City Fairgrounds/Fuji Park, other City park facilities, all while providing additional services to support the City's special events. It is with this in mind that the Parks and Recreation Commission is optimistic about the future of parks and recreation in this community and the continued improvement to the City's quality of life.

Having said that, the Commission is becoming increasingly concerned related to the continuing demands being placed on staff, especially the cumulative impact over the past nine years, the addition of new City's facilities and programs, and the department's increasing responsibilities for special events without any additional staff. Included with the Commission's above concerns are all the deferred maintenance that is currently happening to existing park facilities and multi-use paths, Community Center, Aquatic Facility, and the aging fleet of Parks and Recreation Department's vehicles, lawnmowers, and handheld equipment. This equates into more downtime for equipment repair and employees being less productive. Also, staff has less time to address various planning issues related to the JohnD Winters Centennial Park, the Rifle and Pistol Range, and the Carson City Fairgrounds/Fuji Park, as examples. As a result, the Commission wants to encourage the Board of Supervisors to seriously consider replacing a number of Parks and Recreation Department staff lost during the last economic downturn to offset the Parks and Recreation Department's increased work load and responsibilities.

# Appendix

New Park Facilities, Multi-use Paved Paths, Recreation Programs, and Associated Support Services Increases since April, 2006 Document.

Parks and Recreation Commission's meeting minutes associated with the review of the Parks and Recreation Master Plan.

- 1) March 4, 2014
- 2) April 1, 2014
- 3) May 6, 2014
- 4) June 3, 2014
- 5) August 5, 2014
- 6) September 2, 2014
- 7) November 5, 2014
- 8) February 3, 2015
- 9) April 7, 2015

**NEW PARK FACILITIES, MULTI-USE PAVED PATHS, RECREATION  
PROGRAMS, AND ASSOCIATED SUPPORT SERVICES  
INCREASES SINCE APRIL, 2006**

**RECREATION PROGRAMS**

- Futsal Program
- Little Senators Basketball Program
- Ice Rink Set-up and Operations
- Contract Class Administration (Eleven contract classes and two Park & Recreation Department sponsored classes)
- New Software Program Administration
- Middle School After-School Program (brought back)
- Kinder Program (brought back)
- Adult (Men and Women's) Soccer Program

**AQUATIC FACILITY PROGRAMS**

- School Lifeguard Training Class
- Reno Swim Team
- Expansion of Existing Water Exercise Classes (including Aquacize and Range of Motion classes)
- Paddleboard Yoga
- Self-Paced Triathlon
- ASD Swim Lessons for Autistic Children
- Sage Ridge Swim Team
- Pre-Season High School Swim Team Program
- Star Club (Tigersharks)
- Masters Swim Team (Tigersharks)
- Scuba Usage – Reno and Carson Shops
- Drop-in Grown Ups and Guppies Swim Class
- Expansion of Ongoing General Programs (such as Lap Swim, Open Swim, Therapy Pool and Weight Room)

**COMMUNITY CENTER / THEATER SUPPORT SERVICES**

- Ice Rink Technical Support
- State Fair Technical Support
- Increase in Independent Contractor Classes (including the addition of Theater Independent Contractor)
- Increased Theater Usage
- Increased Equipment Rentals
- Increased Sierra Room Usage
- Increased Bonanza Room Usage

- Increased Off-site Technical Support for Special Events:
  - 1) IHOP Memorial Ceremony
  - 2) 9/11 Memorial Ceremony
  - 3) AYSO Season Opening Ceremony

## **PARK FACILITIES AND MULTI-USE PAVED PATHS**

- Ronald D. Wilson Memorial Park
- Baily Fishing Pond (including various phases of improvements)
- Carson City Fairgrounds (including various phases of improvements)
- Carson River Park – Phase 2
- Morgan Mill Road River Access Area
- Mexican Ditch Trail Bridges
- Linear Park Multi-use Path (by Moffat Open Space Property and Waste Water Treatment Plant)
- Linear Park Multi-use Path (Carson City Freeway Corridor / Under 5<sup>th</sup> Street Bridge)
- Fairview Drive Landscaping \* **(1)**
- Carson City Freeway/GROW Landscaping (Northern Leg) \* **(1)**
- Carson River Aquatic Trail
- Fairgrounds/Old Clear Creek Road Street Frontage Improvements
- Treadway Park
- John Mankins Park
- Fulstone Wetlands Landscape
- Lakeview Park Equestrian Trailhead Improvements
- Community Center West Parking Lot Area Landscaping
- Fuji Park's Dog Park
- BMX Track Lighting
- Imus Park Property (Undeveloped Site – Requires minimal maintenance)
- Multi-purpose Athletic Center (MAC)
- JohnD Winter Centennial Park (including various phases of improvements)
- Disc Golf Course Planning
- Nevada Fair
- Sports Tourism's maintenance impacts to the Pete Livermore Sports Complex (formerly Edmonds Sports Complex), JohnD Winters Centennial, and Governors Field
- Community Center (ADA Restrooms, Ramp, and Wheel Chair Lift Improvements)
- Carson Street landscape traffic islands and roadside right-of-way areas (North of Fairview Drive) \*\* **(1)**
- Downtown Planning (Carson Street, Curry Street and 3<sup>rd</sup> Street Plaza)
- Corridor Planning (North/South Carson Street and East William Street)
- Carson City Freeway (Southern Leg / Phase 2B-3) Aesthetic Treatments and Landscaping Planning / NDOT planning assistance

### **Legend**

- \* Maintained by Parks Division / Maintenance operations partially funded by Public Works (Gas Tax). Administrative costs are supported by the General Fund.
  - \*\* Maintained by Parks Division / Maintenance operations partially funded by Public Works (Gas Tax) and Redevelopment Authority funds. Administrative costs are supported by the General Fund.
- (1)** City will contract out maintenance operations in F.Y. 15/16. Contract management and oversight will be the responsibility of the Parks Division.