

STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF DECEMBER 21, 2016

FILE NO: MPA-16-174

AGENDA ITEM: F-6

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 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. Staff anticipates bringing the annual Master Plan report to the Board of Supervisors in 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. A copy can be obtained from the Planning Division upon request.

Also attached is the new Carson City Strategic Plan, adopted by the Board of Supervisors in 2016. The Strategic Plan identifies the Vision, Mission, Values and Strategic Goals of the City. Implementation of the Master Plan policies should follow and implement the Strategic Plan. The Planning Commission should consider the Strategic Plan in reviewing the current Master Plan and in making any applicable recommendations to the Board of Supervisors regarding the Master Plan.

ACTION PLAN ACCOMPLISHMENTS AND RECOMMENDATIONS

The Carson City Master Plan, adopted in April 2006, included an Action Plan chapter detailing specific actions to implement the goals and policies of the Master 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 2017 Action Plan

are merely intended to show how the action strategies were originally prioritized. Through this review process, the Board of Supervisors may set different priorities for individual actions in 2017. Attachment A is the Draft 2017 Action Plan.

The 2017 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 2016 Recommendations:

The following action items were recommended for implementation by the Planning Division and Planning Commission last year as part of the 2016 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 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.
 - 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.

Progress Report: 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). Planning and Public Works staff have started discussions regarding the implementation of a parking strategy and fee-in-lieu program and plans to continue working on this in 2017.

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.

Progress Report: With the completion of the Carson Street improvements and the establishment of the Neighborhood Improvement District, the next step will be to attract new businesses and events to the downtown. Planning and Business Development staff continues to work on this implementation strategy. The Carson City Redevelopment Authority has authorized financial support for necessary equipment and infrastructure to support downtown events. The Carson City Visitors Bureau has taken over as the lead agency for marketing events in Carson City.

Recommendations for 2017:

Staff recommends continuing to work on the implementation strategy noted in #1, above, for the downtown area. City staff also will be planning for other corridor improvement projects in 2017 and subsequent years.

2016 MASTER PLAN AMENDMENTS

A Master Plan Amendment application was reviewed and approved in early 2016 for a portion of the Lompa Ranch property. The Lompa Ranch property is 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. The Lompa Ranch is subject to a Specific Plan Area in the Master Plan (Chapter 8), and the Master Plan required an amendment to the Specific Plan before development occurs on the property. The approved Master Plan Amendment and associated Zoning Map Amendment approval will allow for the development of the property with a mix of residential types and some commercial uses in compliance with the original intent of the Specific Plan for the property.

The only other Master Plan Amendment application received in 2016 was to change a 5.6-acre portion of property west of Mountain Street from Medium Density Residential to Mixed-Use Residential for a congregate care facility as part of the Vintage Planned Unit Development project. This Master Plan Amendment would be tied to the development of the project. Review of this application by the Board of Supervisors will occur in December 2016, after the Planning Commission's annual Master Plan review on November 30.

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 Master Plan policy amendment is scheduled for review by the Planning Commission on November 30, 2016.

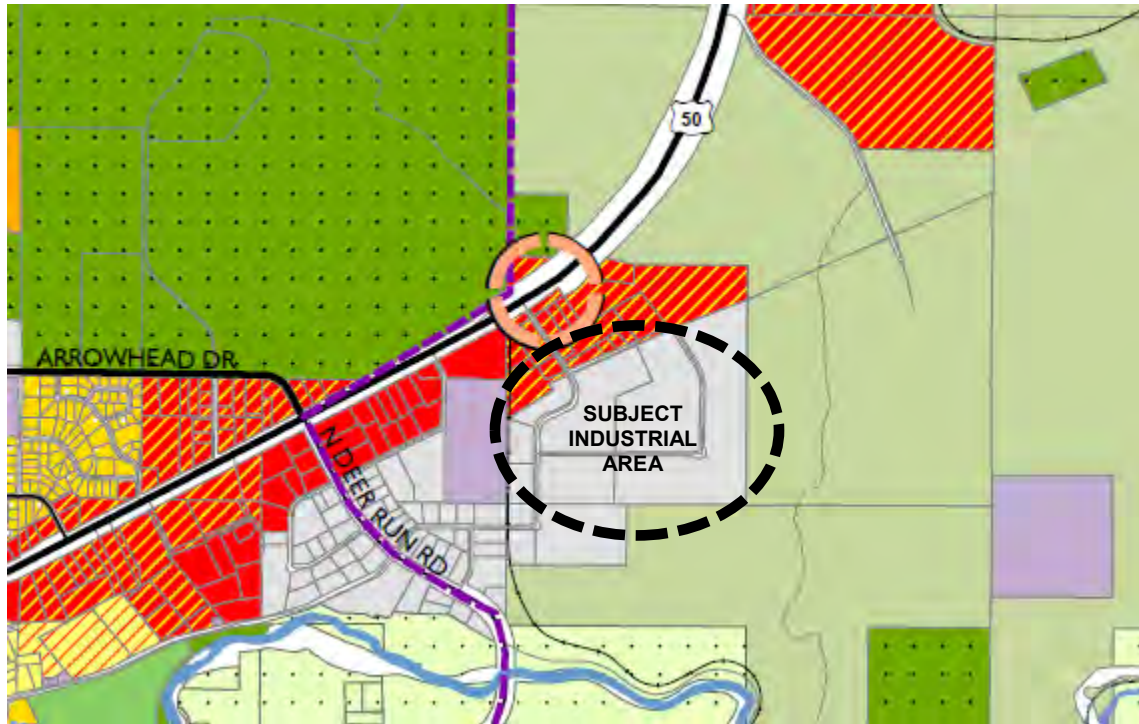
An increased number of requests for Master Plan Amendments could be an indication that the Master Plan and the Land Use Map should be evaluated for a possible update to the Plan. Since the adoption of the Plan in 2006, there have been only a limited number of requests. Staff believes this indicates that 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.

LAND USE MAPPING CORRECTIONS

There were no Master Plan Land Use Map corrections identified in 2016. Past Land Use Map corrections have mostly been related to the transfer of ownership of properties into City ownership, usually through open space purchases. The Carson City Open Space Program is generally shifting focus from the purchase of property to the maintenance of the properties that the City has already acquired, though the Open Space Division continues to monitor opportunities for the purchase of desired open space properties.

An issue that has been identified by a property owner within the V&T Specific Plan Area relates to the Industrial Land Use Map designation on property south of Astro Drive. This property was designated Mixed-Use Commercial as drafted for adoption with the Master Plan in 2006, consistent with the Land Use designation of the properties along Highway 50 in that vicinity. An issue arose just before adoption of the Master Plan related to an old dump site on the property, and the City designated the property Industrial for liability purposes related to the dump site. The property owner has indicated a desire to change the designation back to Mixed-Use Commercial for future development of the property. This issue could be addressed through 1) an owner-initiated MPA application, 2) a staff initiated application with a more comprehensive

update of the V&T Specific Plan, which would include updated plans for the V&T Railroad depot, or 3) the Planning Commission or Board of Supervisors could initiate an application for the amendment. Since 2006, the property owner has worked with the City to address the issues related to the old dump site, which occupies a relatively small portion of the property.



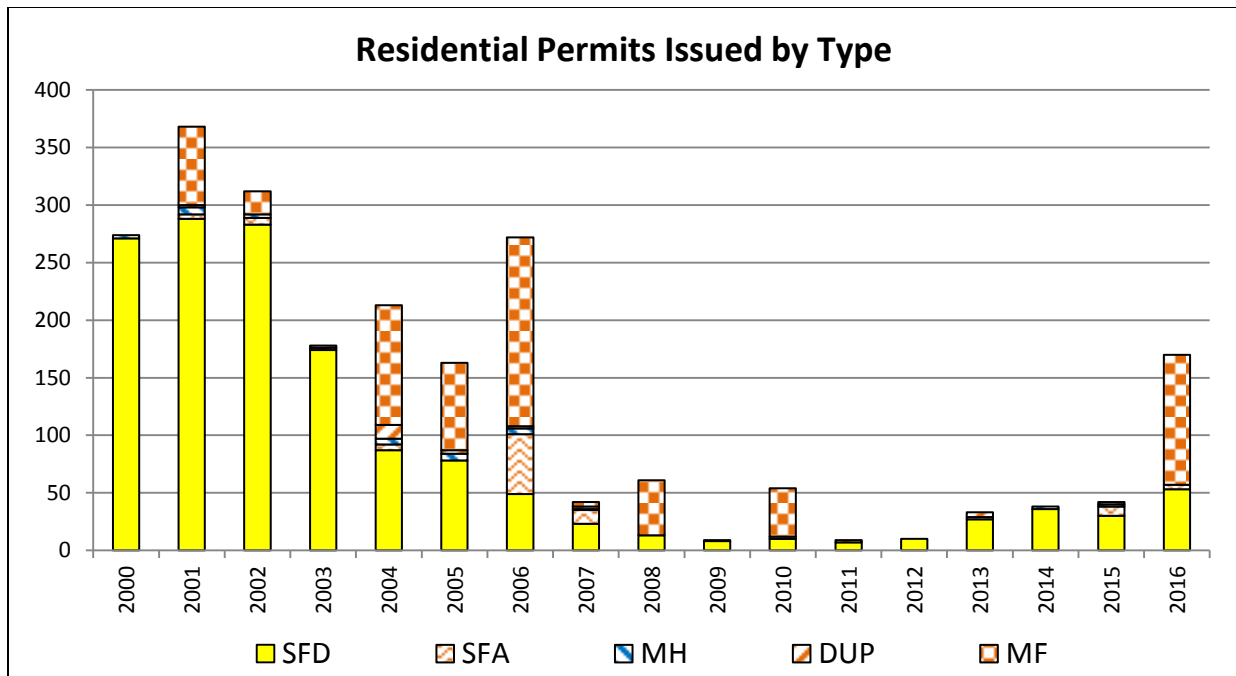
GROWTH TRENDS AND SUPPLEMENTAL INFORMATION

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.

[See chart on following page.]

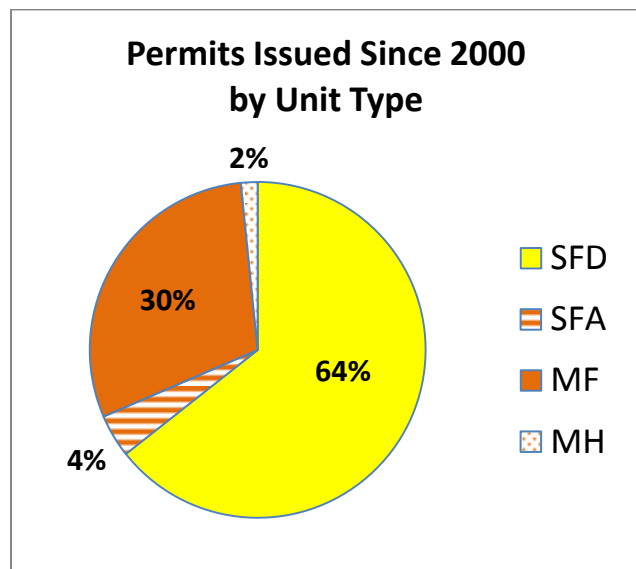


Source: Carson City Building Division
 * Through October 2016

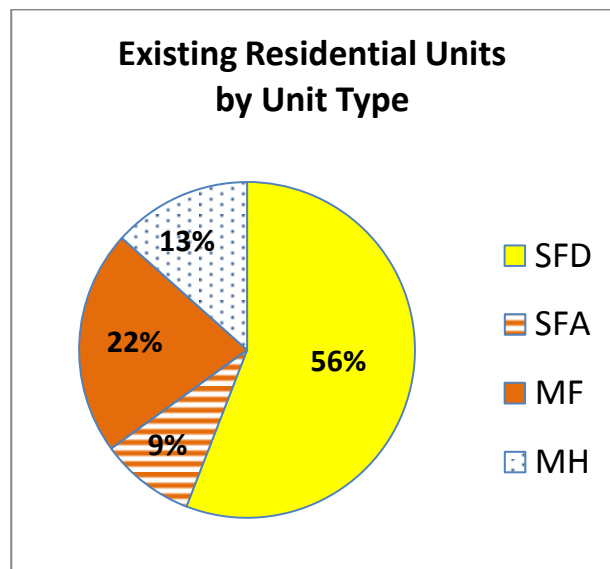
SFH = Single-family detached residence
 SFA = Single-family attached residence
 MH = Mobile Home

DUP = Duplex (two attached units, one ownership)
 MF = Multi-family dwelling (3 or more units, one owner)

As the above chart shows, a relatively large percentage of new residences constructed since 2000 have been multi-family dwelling units or single family attached units. (Single family attached units are units that are attached like multi-family units but are created as their own parcel for individual sale; multi-family dwellings are multiple attached dwellings units on one parcel.)



Source: Carson City Building Division



Source: Carson City Assessor

The first graph above shows the percentages of the various types of dwelling units that have been constructed since 2000. The second graph shows the total current inventory of housing by type in the entire City. As you can see by the graphs, there has been a slightly higher

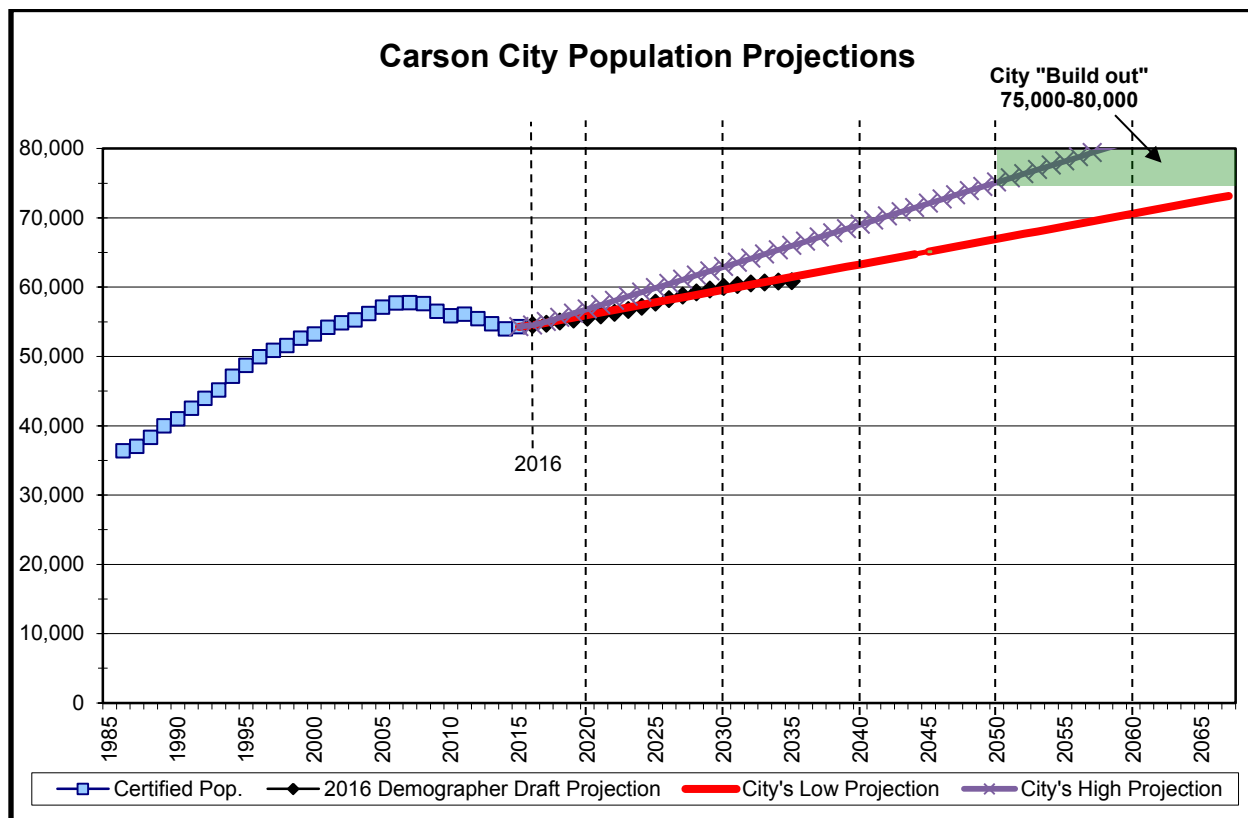
percentage of multi-family housing constructed in recent years, which could be expected as Carson City approaches buildout with large tracts of open land for residential development becoming scarcer and infill development becoming more of a focus for residential growth.

Another clear indicator in the above graphs is that residential construction has significantly picked up in 2016. This is expected to continue into 2017. In 2016, the residential development rate has still not reached pre-recession levels, but it is getting close and could reach these levels in 2017.

The City's Growth Management ordinance and annual review of the number of residential building permits that will be allowed in a given year manages the pace of growth in conformance with the Master Plan. Growth Management is reviewed annually by the Planning Commission each May and by the Board of Supervisors each July. A maximum of 640 new residential units will be permitted in 2017, per the most recent Growth Management review.

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. City staff's high and low projections represent a historic average growth pattern of approximately 0.6-1.0%. 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.



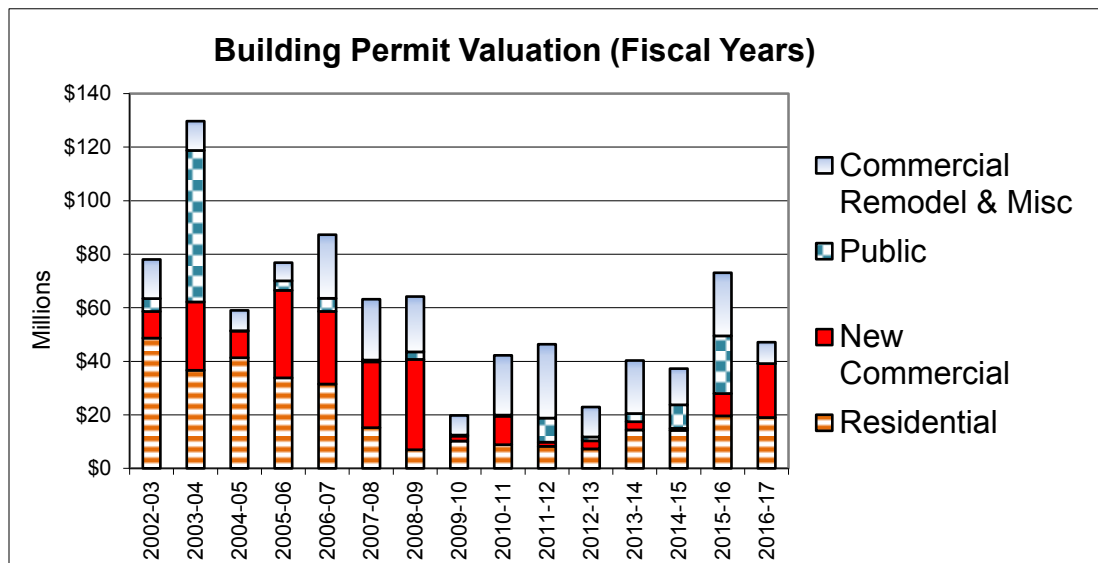
Source: Nevada State Demographer; Carson City Planning Division (City projection)

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. 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 15 years. This gives an indication of the overall pace of development and construction activity. In the first 1/3rd of Fiscal Year (FY) 2016-17 (July-October 2016), the valuation of new commercial and residential construction has already outpaced those categories compared to the last seven years and is on pace to meet or exceed some pre-recession levels.



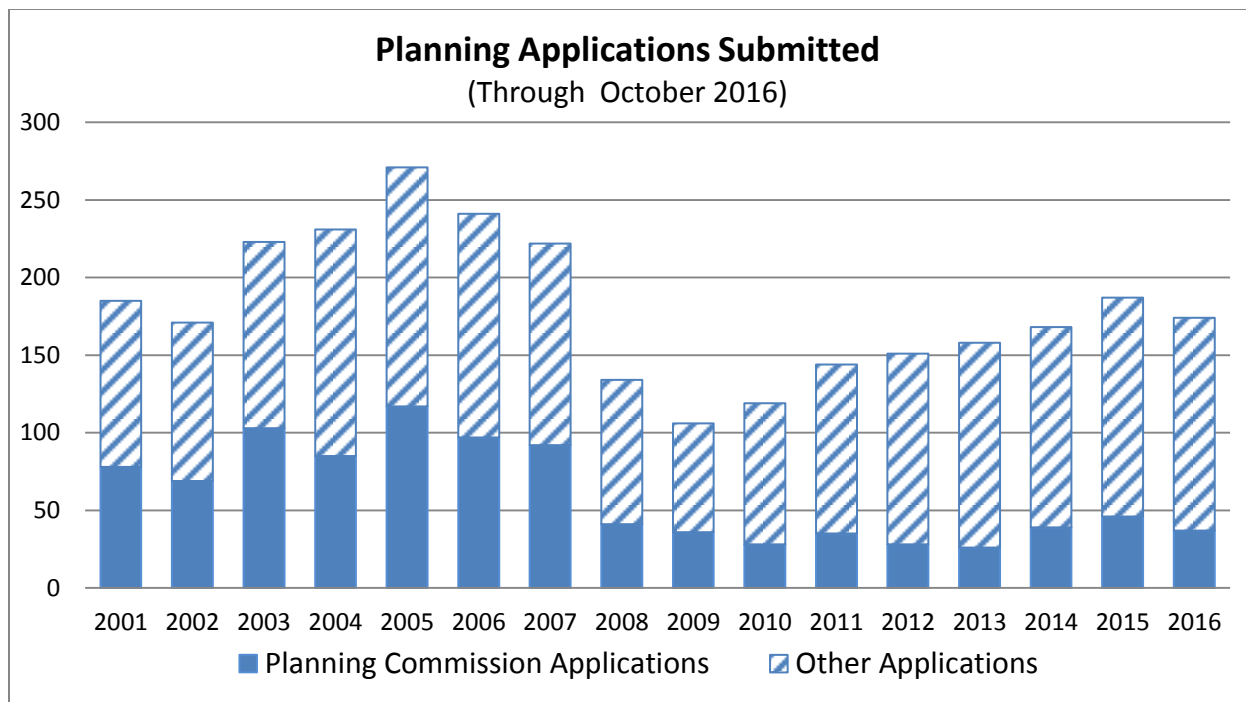
* July-October 2016 (1/3rd of FY 2016-17)

Source: Carson City Building Division

Planning Applications:

The charts below show a 16-year history of Planning application submittals, through October 2016. 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 and 2016 total application volumes exceeding 2002 levels when the Planning Division had six planners and three administrative assistants (the Planning Division currently has 2.5 planners, to administrative assistants, and a Community Development Director functioning as a planner). Additional duties have been added to the Planning Division since 2009 (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.

[See chart on following page.]

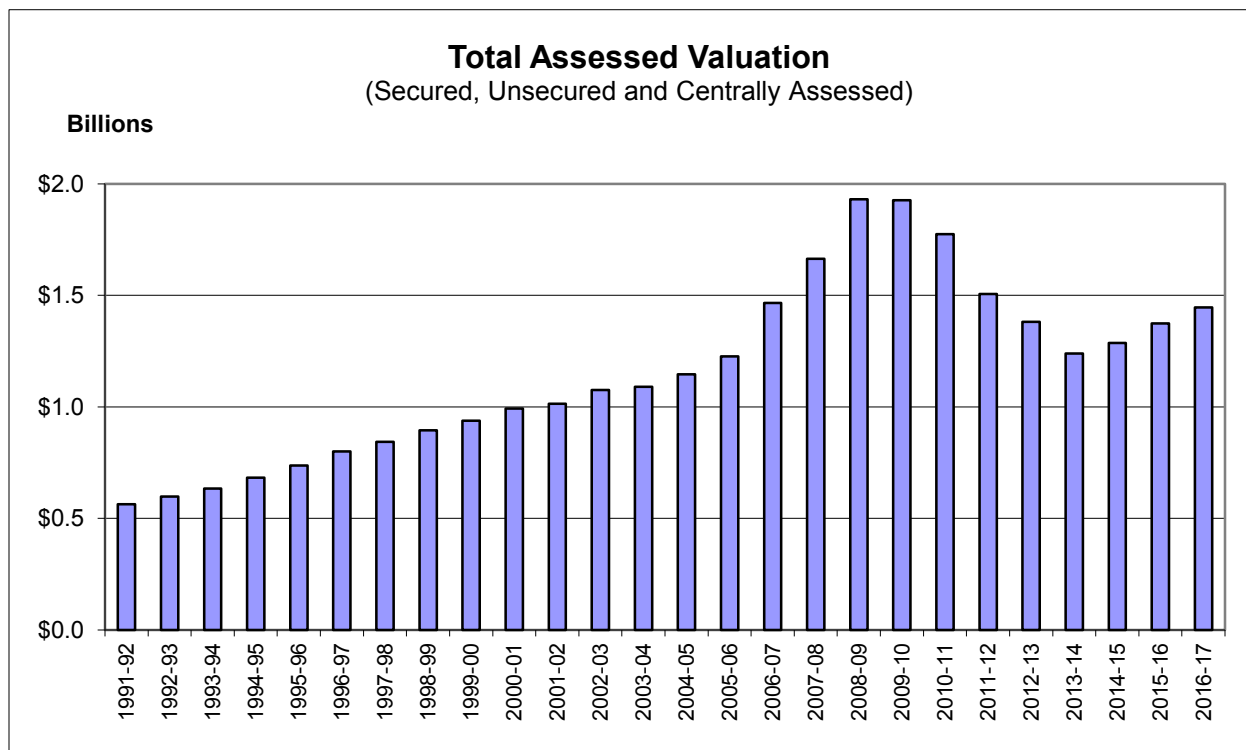


Through October 2016

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 three years after five straight years of decline, beginning to recover after the “housing bubble” and economic recession.



Source: Carson City Assessor

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, and it has only begun to significantly pick back up in the last year.

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.

During the last Master Plan annual review, the Planning Commission and Board of Supervisors affirmed the following findings.

- 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.
- 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. 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.

Regardless, some members of the Commission and the community have indicated that they believe it's time to update the Master Plan. If the Planning Commission desires to review the Master Plan for possible amendments (and if the Board of Supervisors agrees), perhaps the Planning Commission can take on small portions of the Master Plan for review and recommendations as staff time allows. Given current staffing and fiscal constraints, and given other large fiscal needs of the City (such as street maintenance), the Planning Commission and Board of Supervisors should carefully consider how any Master Plan update is approached, and should not be done just as an academic exercise.

To provide an example of the time and resources required to complete a comprehensive Master Plan update, it should be noted that Storey County just completed an “in-house” update of their Master Plan, completed by their planning department staff (for which they should be commended). It took Storey County seven years to update their Master Plan using that approach. It should also be noted that the 2006 Master Plan cost approximately \$500,000 in consultant fees plus countless hours of City staff time over more than a two-year period. This is generally the level of time and resource commitment it takes to properly engage the public for a

comprehensive Master Plan update. Planning staff does not anticipate getting access to those kind of resources for a comprehensive Master Plan update in the near future.

If there are individual policies within the Master Plan or areas of the Land Use Map that the Planning Commission or Board of Supervisors think should be reconsidered, staff believes those individual policies or areas should be identified so that a more detailed evaluation and discussion can be planned. Otherwise, staff recommends continuing to pursue the implementation strategies of the Action Plan as directed at the discretion of the Board of Supervisors, and pursuant to the City's Strategic Plan.

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.

Attachments:

- A. 2017 Draft Action Plan Report
- B. 2016-2020 Carson City Strategic Plan
- C. 2006 Master Plan Table of Contents (for reference)

Master Plan

Draft Action Plan 2017

ACTION PLAN MATRIX – 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
PRIORITY ACTIONS PER 2006 MASTER PLAN			
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	2016: Carson Street improvements completed. Curry Street improvements designed and anticipated for construction in 2018. 2017: Continue to plan improvements for side streets to tie in new improvements. Develop short-term and long-term parking strategies to accommodate future development.
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	COMPLETED (2008)
OTHER ACTIONS			
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	2016: Downtown Neighborhood Improvement District (NID) established to pay for downtown maintenance. 2017: Continue to work with NID, DBA and CVB on event and marketing strategies.

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.	1	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.	1	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)	1	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.	2	Planning	COMPLETED (2007)
2.1d—Develop standards for mixed-use development to address compatibility issues.	2	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.	2	Planning	Accessory dwelling standards revised in 2007; rental of guest dwellings is still prohibited.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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 plans.	2	Planning, Open Space	Wetland, soils and earthquake hazards are reviewed with development proposals; hillside areas are required to be identified with applications.
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.	2	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.	2	Parks & Recreation	The Multi-purpose Athletic Center (MAC) opened in 2016. The center has provided a significant improvement in meeting the recreation needs for the community.
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	2	Business Development	2016: A task has been identified to conduct residential housing survey with the focus to provide primary research for developers.
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.	2	Business Development	2016: Façade improvement program created and initial funding allocated by Redevelopment Authority.
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.	2	Planning	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.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.	2	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.
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.	2	Planning	2017: Planning staff continues to explore opportunities for the development of affordable housing on a City-owned property on Brown Street in conjunction with development of the area in conformance with the Brown Street Specific Plan Area.
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.	2	Rural Housing Development Authority, Planning	Continue to explore opportunities for grant funds to assist with housing rehabilitation and weatherization programs.
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.	2	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.	2	Planning, Business Development	2017: Research to be conducted to identify potential incentives that will benefit downtown and the historic district.
5.4a—Adopt design standards for developments that are adjacent to or highly visible from the V&T railroad or the State Capitol Complex.	2	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, 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.	2	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-	2		

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.	2	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.	2	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.	2	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.	2	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.	O	Parks & Recreation	The Serpa and Bently properties in the Carson River Canyon east of Deer Run Road, comprising of a total of 900 acres, have been purchased by the city as open space. The Parks, Recreation & Open Space Department 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.	O	Parks & Recreation	In fall 2015, the first Park Ranger for the Open Space Division was hired. The Ranger conducts regular patrols of the Carson River Canyon. A coalition of public agencies,

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			businesses, non-profit organizations and schools has annually worked to remove trash and protect wildlife habitat within the Carson River corridor.
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	Planning consults with adjacent counties for all development applications at county boundaries.
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	Incorporated in the Growth Management Plan update every year to Planning Commission.
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	Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.
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	Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.
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 updated in 2015. Next plan expected 2020. Comprehensive Wastewater plan started with collection in 2016. Treatment and reuse scheduled for 2017-2019.
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 conveyance from the BLM of the Ambrose Carson River Natural Area, Silver Saddle Ranch, and Prison Hill Recreation Area. Parks, Recreation, and Open Space Department staff continue to work with BLM and other state agencies on additional acquisitions, recreation opportunities, and projects in and around the City.
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	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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. CAMPO adopted the 2040 Regional Transportation Plan (RTP) in 2016. Staff coordinating with the state regarding the state long-range plan development.
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	2016: Staff is working with NV Energy and BLM to identify utility corridors and adopt a utility corridor plan.
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	2017: Inventory of downtown commercial vacancies to be conducted with assistance from local brokers.
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	○	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
homes and outbuildings of fire resistant materials).			
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.	○	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.	○	Parks & Recreation	The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs.
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	○	Parks & Recreation	The Schulz Ranch Subdivision development was approved with a 3.6 acre neighborhood park, several one acre detention basin parks, recreational trails, and open space/common areas. These park and trail facilities will be open for the public to use and enjoy. The Lompa Ranch North development was approved with a 10 acre park on the west side of the Carson City freeway and a 3 acre neighborhood park on the east side of the freeway.
4.1c—Establish an additional community park in the northern quadrant of the community.	○	Parks & Recreation	2015: The city acquired a 73-acre site on the north and south sides of Arrowhead Drive from BLM through the OPLMA of 2009 that will serve as a site for a future community park.
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	○	Parks & Recreation	The Multi-purpose Athletic Center (MAC) opened in 2016 to help meet the community needs for indoor recreation and sports activities. Also planning has begun on the City's first Disc Golf Course Complex to be located on the east side of Carson City along Flint Drive and Rifle Range Road. The project is anticipated to be completed in 2017-18, pending successful grant applications.

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 groups for the planning, operation, and maintenance of a future Disc Golf Course Complex and improvements at the City's Rifle and Pistol Range and JDW Centennial Park Archery Range. Also, the department is working with the Friends of Silver Saddle Ranch to share the programming and management of the historic ranch, Muscle Powered for trails planning, construction, and maintenance, and other joint use agreements with the Boys and Girls Club, Youth Sports Association, and other community groups to meet the recreational needs in the community.
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 City continues to pursue open space acquisitions of a parcel along Highway 50, which could provide a trail connection to Douglas County, and conservation easements near Kings Canyon which would provide a contiguous landscape of protected lands. A wetlands enhancement project, funded and designed by Ducks Unlimited, on the old Buzzy's Ranch will be completed by the end of 2016.
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	2016: NNDA's Certified Sites program was established to help identify locations for businesses relocating to the City.
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	○	Business Development	The City has an ongoing relationship with NNDA, our state-approved regional development authority, to work with to attract future employers to the City.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1c—Promote diverse job options and entrepreneurial opportunities.	○	Business Development	A Nevada Small Business Development Center-trained counselor is on staff to provide regularly-scheduled training and other business resources.
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	2016: Business development manager joined the board of directors of Job Opportunities In Nevada, a local provider of workforce development training. The manager is also on the Technical Skills Committee overseeing the Career & Technical Education programs at Carson High School and on the WNC Business Advisory Committee overseeing the business curriculum at the community college.
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	○	Business Development	2016: Business development manager is active with the Adams Hub, a business incubator that focuses on creating new businesses in the technology sector and other scalable industries.
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	○	Business Development	2016: NNDA has created the Western Manufacturer's Alliance whose specific mission is to provide added purchasing power for local manufacturers as well as other opportunities for collaboration.
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	See status of 5.1e, 5.1f, 5.1g

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.	O	Public Works	2015: NNDA identified its first “Certified Site” for industrial use in Carson City in coordination with Public Works and Planning. 2016: Carson City applying for joint EPA grant with NNDA to complete environmental assessments for Certified Sites program.
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.	O	Business Development	No specific plans at this time that fit this strategy.
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	O	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.	O	Business Development	2017: Business development manager to lead the creation of a local community foundation.
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.	2	Business Development	2016: A recent downtown survey showed results that showed demand for small, independent stores while lack of budget limits the ability to conduct a proper national retail recruitment program.
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.	2	Business Development	2016: With results of the downtown survey and the lack of budget, the business development manager will be personally recruiting businesses from the Reno/Sparks area that are looking to expand in the region.
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	O	Business Development	2016: A UNR analysis has provided sales tax data so the City can compare pre-downtown construction retail sales with post construction years (2017-2018) as well as data from 2006-2007.
5.3a—Encourage the incorporation of home-based occupations and live/work units.	O	Planning	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	○	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.	○	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.	○	Parks & Recreation, Business Development	With the public ownership of Carson River Canyon, staff will continue to pursue the planning and development of a trail system and seek opportunities with the V&T Railway Reconstruction Project.
5.4c—Support artists, arts organizations and related cultural institutions.	○	Business Development	Ongoing via Carson City Arts and Culture Coalition, managed by Parks and Recreation. The Community Development department has partnered with the Capital City Arts Initiative to display local artists' work. In 2016, the Visitors Bureau hired an arts and culture coordinator to better help manage activities and promote its visibility.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	○	Parks & Recreation	Two department projects have been included in the City's 1/8 th -percent sales tax improvement projects: the MAC and Community Center Improvements. The MAC was opened in early 2016 and the Community Center project will begin in 2018. After many sparse years, Residential Construction Taxes (RCT) funds are increasing. Staff is determining suitable projects including improvements to existing neighborhood parks for these funds. As a result, the City is planning to use these increased revenues for improvement Ross Gold Park and as matching funds for grant applications. Also, a grant from the Recreational Trails Program was awarded for trail and trailhead improvements on the north end of the Prison Hill Recreation Area. The project is anticipated to begin in 2017. Also, a grant nomination was submitted to

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			the Southern Nevada Public Lands Management Act for three trail connections among Prison Hill, Silver Saddle Ranch and the old Buzzy's Ranch. In coordination with Public Works, grant funding was received to complete the next segment of the Freeway Multi-Use Path from Highway 50 to 5 th Street.
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 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	2017: A task has been identified to update the "Business" section of the City's website, www.carson.org .
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	No specific plans at this time that fit this strategy.
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	2016: The creation of NNDA's Certified Sites program encourages development in areas that are most appropriate for businesses while honoring the need to maintain a high quality of life.
5.5g— Emphasize educational resources of the community as an economic development tool.	O	Business Development	Connections between the Carson City Library and Business Development with the Carson City School District and Western Nevada College continue to support the education efforts in our community.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	○	Business Development	Work continues with property owners and business owners to create opportunities through the DBA, NID and commercial brokers.
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.	○	Business Development	No specific plans at this time that fit this strategy.
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.	○	Business Development	Work continues to maintain a good relationship with the Carson City Chamber of Commerce.
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	○	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.	○	Business Development	No specific plans at this time that fit this strategy.
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.	○	Planning	
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	○	Business Development	Participation as board members with the Western Nevada Development District act as our main collaboration tool. The business development manager also acts as the local SBDC business counselor covering Carson, Douglas, Lyon and south Washoe counties.
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	○	Business Development	No specific plans at this time that fit this strategy.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	○	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.	○	Business Development	The city continues to review and update when necessary any current and potential revenue sources including connection fees, consolidated tax, property tax and other sources.
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.	○	Business Development	No specific plans at this time that fit this strategy.
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	○	Business Development	No specific plans at this time that fit this strategy.
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.	○	Business Development	No specific plans at this time that fit this strategy.
6.1a—Require the use of durable, long-lasting building materials for all new development.	○	Planning, Building	Current development standards and building codes require durable building materials.
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.	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
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.	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
8.1b—Ensure that new development is consistent with the height and scale of development defined within the	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
Downtown Character Areas as set forth in Chapter 6 of the Master Plan.			
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	
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	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	○	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.	○	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.	○	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 coordinates with the Parks, Recreation and Open Space Department. Staff worked through the development process to ensure new developments include appropriate bicycle and pedestrian improvements.
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.	○	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 the Parks, Recreation and Open Space Department. Public Works Transportation manages the JAC transit system. Improvements are pursued consistent with a Complete Streets Policy and ADA Transition Plan for Public rights-of-way.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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 was updated in 2015 as a component of the 2040 RTP, which was adopted by CAMPO in 2016. Changes in recent and anticipated land use were accounted for as part of the model update and 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 completion of downtown Carson Street, in 2016. In addition, preliminary design has occurred on William Street with a grant received from the EPA. A complete streets corridor study is underway for South Carso Street.

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, Recreation and Open Space 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 2017.
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 the Parks, Recreation and Open Space Department 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 2015 the Parks, Recreation and Open Space Department completed ADA improvements to the JDW Centennial Park Upper Sports Complex and there are other ADA site improvements planned for 2017. In the near future, the department will be constructing ADA improvements at the JDW Centennial Park Archery Range. 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.



Strategic Plan

2016-2020

May 4, 2015

Dear Citizens of Carson City:

It was said many years ago by Benjamin Franklin that if you fail to plan, you plan to fail. In this context we are presenting to you the newest version of the Carson City Five-Year Strategic Plan. The purpose of our strategic plan is to help us set a course of action for the next five years by establishing goals for our community and government, determining how to effectively achieve those goals and assessing and reporting our progress.

The strategic plan was developed over a six-month process, including work sessions on goals and objectives with City leadership, a staff survey, department strategy development and refinement, a board of supervisors retreat and public meetings.

The foundation of our planning process was focused on key changes in our recent history. With the beginning of economic recovery, hiring a new city manager and the election of a new member of the board of supervisors, we felt that it was important to include these events when creating our long-term plans. The planning process was steered by the priorities from everyone including the Board of Supervisors, City management & staff and the public at-large. As we execute this plan, we will leverage and build upon these priorities during the annual budget process, directed at available human and capital resources.

As you read through the plan, please note that the goals and objectives are in alphabetical order and not in any particular order or priority. There are also quotes from citizens who participated in our public process throughout the plan.

Strategic planning is a continuous process. We see this plan as a living document and will be updated as our community changes. This is your plan, your city, your community.

Sincerely,

[signature]

Robert Crowell

Mayor

[signature]

Nick Marano

City Manager

Mission, Vision & Values

VISION

A leader among cities as an inviting, prosperous community where people live, work, and play.

MISSION

To preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers, and visitors.

VALUES

Customer Service

We value our residents, businesses, and visitors by committing to provide efficient and effective customer service.

Organizational Culture

We value an environment that fosters a proactive, team-oriented approach to delivering solutions.

Integrity

We value an ethical and accountable government that is open, accessible, and a responsible steward of public funds.



Strategic Goals

Economic Development

Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.

Efficient Government

Provide our community with efficient services in a transparent and financially responsible manner.

Organizational Culture

Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.

Quality of Life and Community

Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.

Safety

Ensure a safe community through proactive and responsive protection of life and property.

Sustainable Infrastructure

Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.

Economic Development

Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.

OBJECTIVES & STRATEGIES

Cultivate Regional Partnerships

- Work closely and strengthen connections with partners at various organizations, such as NNDA, WNDD, GOED, Western Nevada College, neighboring counties, Carson City Chamber of Commerce, and Carson High School, to cultivate local and regional economic development projects.

Develop Downtown

- Create a readily identifiable downtown core, in part by completing the Downtown Carson Street and 3rd Street Plaza projects, which is unique and vibrant with a mixture of entertainment, housing, specialty retail, offices, and other commercial uses creating a model that can be extended to other business corridors.
- Plan and operate City utilities to meet the needs of future development.
- Develop and implement a Commercial Area Vitalization District (CAVD).

In five years, "I would like to see the building of a strong community with parks and outdoor recreational opportunities, a walkable downtown with an outdoor presence when weather allows, and a strong, varied economy of both local business and larger national or international companies."

Market Community Assets

- Maintain an events calendar to promote tourism and local participation in special events.
- Host special events and tournaments on or in parks and recreation facilities.
- Market City assets to support events.
- Leverage arts and cultural organizations as drivers of community and economic development.

In five years, I see "a world class and contemporary capital city while honoring the past and heritage."

Support Businesses

- Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.
- Support local businesses by addressing needs and opportunities for growth among new and existing businesses.

Economic Development

Support Development

- Provide infrastructure that supports community needs.
- Streamline plan review and business licensing processes and integrate the use of technology.

PERFORMANCE MEASURES

- > Total jobs created
- > Percentage increase in business tax base
- > Percentage of occupied downtown commercial space
- > New commercial and residential permit dollar volume per capita



Photo Credit: Cathleen Allison

Efficient Government

Provide our community with efficient services in a transparent and financially responsible manner.

OBJECTIVES & STRATEGIES

Implement Best Practices

- Coordinate training across departments and provide professional development.
- Implement best practices identified by departments and reflecting industry practices and/or standards.
- Strive to achieve no reportable financial audit findings and achieve the GFOA award for Excellence in Financial Reporting.

In five years, I see "A community where the voices of the residents are heard and where information is widely shared so that citizens can make informed decisions."

Leverage Technology

- Reduce reliance on paper by increasing electronic capabilities.
- Provide the necessary tools, within budget, to support job efficiency and productivity.
- Provide reliable technology infrastructure for the organization.
- Improve and expand the use of technology by employees.
- Improve access to City information for residents and visitors.

Maximize Communication and Transparency

- Develop and implement a long-term financial plan that reflects service levels desired by the public.
- Prepare effective budgets, including accurately forecasting revenues and expenditures.
- Provide consistent, timely financial reports to the Board of Supervisors and Public, including budget to actual comparisons for major funds and grants.
- Enhance community awareness and input to City activities and operations.

"Rational, considered allocation of scarce resources is critical to our City's health and future."

Streamline Processes

- Reduce staff time required for repetitive tasks.
- Analyze internal processes for efficiency and implement technology solutions where feasible.

Efficient Government

PERFORMANCE MEASURES

- > Balanced budget with reserve funds meeting or exceeding target levels
- > Number of business processes improved through reengineering, workflow process improvement, or technology automation
- > Internal service department operating expenditures per City FTE
- > City department customer satisfaction ratings, external and internal



Photo Credit: TK

Organizational Culture

Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.

OBJECTIVES & STRATEGIES

Engage Collaborative Teams

- Implement programs that foster intra- and inter-departmental team building at all levels of the City.

Strengthen Employee Development

- Provide employee training to ensure professional certifications are maintained.
- Create a professional skills development and training program.
- Promote a culture that values diversity, fairness, and equality.

Strengthen Leadership and Succession Planning

- Focus on employee retention through career development and succession planning to transfer institutional knowledge and skills throughout the organization.
- Recruit and hire individuals who meet or exceed position qualifications.

Support Innovative Ideas

- Foster a culture of continuous quality improvement.
- Reward innovation.
- Recognize superior performance.



Photo Credit: Jeff Moser
(Flickr/facilitybikeclub)

Organizational Culture

PERFORMANCE MEASURES

- > Employee turnover rate
- > Percentage of management and key subject matter expert positions with succession plans
- > City employee safety: Number of worker days lost per claim
- > Professional development training participation rates



Photo Credit: Carson City Public Works

Quality of Life & Community

Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.

OBJECTIVES & STRATEGIES

Enhance Programs and Services

- Develop and maintain a bicycle and pedestrian friendly community.
- Identify at risk individuals, and connect them to appropriate programs and services.
- Increase community participation in City programs and activities, including public health programs.

Engage Arts and Cultural Assets

- Develop and adopt a Cultural Master Plan for Carson City.
- Leverage Redevelopment and other funds to support arts and cultural events and invest in public art.
- Utilize arts and cultural investments to engage Carson City's diverse economy and history.

Ensure Quality Community Assets

- Enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.
- Implement RTC Complete Streets policies.

Foster Community Collaboration

- Integrate and strengthen connections between employees and professional organizations.
- Continue to support the volunteer efforts of organizations and individuals.
- Promote diverse public participation in City initiatives.

"I love Carson City and have been in Nevada for 60 years. My children and their children are native Nevadans. I feel a sense of pride when I speak of Carson City, especially of the beauty in the downtown(...?)

In five years, "I would hope Carson City would develop into a town where both residents and visitors would feel welcome. I would hope CC would have a downtown where people could walk around easily, shop in unique stores, eat in nice restaurants, be able to park within walking distance of downtown, and enjoy musical performances and street fairs."

Quality of Life & Community

PERFORMANCE MEASURES

- > Recreation program registration
- > Library visitation rates
- > Code enforcement case resolution percentage
- > Miles of trails, sidewalks, and bike lanes maintained by the City
- > Citizen volunteerism rate



Photo Credits: Cathleen Allison



Safety

Ensure a safe community through proactive and responsive protection of life and property.

OBJECTIVES & STRATEGIES

Deter and Resolve Crime

- Maintain or improve a “crime resolution” rate above that of the statewide average and the regional average.
- Promote crime prevention programs throughout the community.
- Educate the senior population on issues related to their safety, and continue and improve the Stop Abuse of the Vulnerable and Elderly (S.A.V.E.) program.

Enhance Emergency Preparedness

- Ensure preparedness and public awareness through education and outreach.
- Prepare for natural or manmade disasters/incidents.

Maintain Safe Facilities and Infrastructure

- Operate and maintain the City’s traffic control system, including signs and signals.
- Conduct life safety inspections and maintenance of equipment, facilities, and infrastructure as required.
- Provide consistent enforcement of building codes and nuisance laws.

In five years, I see “A vibrant, creative, active and engaged community which will in turn reduce crime and help citizens to take ownership of their community.”



Photo Credit: Rick Cooper
(Flickr/randa)

Safety

PERFORMANCE MEASURES

- > Average incident response times per 1,000 calls: Fire, EMS, and Sheriff
- > Annual number of Alternative Sentencing office and home visits
- > Percent of fires contained in structure of origin
- > Motor vehicle accidents per capita



Photo Credit: Carson City Fire Department

Sustainable Infrastructure

Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.

OBJECTIVES & STRATEGIES

Maximize City Asset Life and Utility

- Manage the City's assets and capital investments in a way that maximizes their productivity and value.
- Create an executable funding plan for City capital, including equipment, facilities, fleet, infrastructure, and other City assets.

Meet Community Infrastructure Needs

- Seek to maintain the street system at the established level of service (LOS).
- Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.
- Ensure a safe and adequate infrastructure that meets current and future community needs.
- Construct, staff, and equip one new fire station to serve the north and west portions of Carson City as soon as economically feasible.
- Provide a conveyance and drainage system to maintain a controlled flow of storm water and clean potable water and treatment of wastewater, including required maintenance and replacement of equipment and facilities.



Photo Credits: Cathleen Allison

Sustainable Infrastructure

PERFORMANCE MEASURES

- > Lane-miles of roadway pavement improved
- > Wastewater treatment plant flow capacity remaining
- > City asset condition ratings: Streets, stormwater, water, sewer, facilities, and fleet

"We have a long list of needs and a short list of available funding. In order to meet our needs we must consider collaboration amongst service providers to streamline and get rid of gaps and duplication, to [collaborate] to build facilities and provide maintenance."



Photo Credit: Cathleen Allison

Community Priorities

Our public input process asked citizens, in forums held by the City and through an online sur-vey, to rank our strategic plan's goals and objectives. More than 200 citizens participated.

1. Quality of Life and Community

- Ensure Quality Community Assets
- Enhance Programs and Services
- Foster Community Collaboration
- Engage Arts and Cultural Assets*

2. Sustainable Infrastructure

- Meet Community Infrastructure Needs
- Maximize City Asset Life and Utility

3. Safety

- Deter and Resolve Crime
- Provide Timely Incident Response
- Maintain Safe Facilities and Infrastructure
- Enhance Emergency Preparedness

4. Economic Development

- Support Businesses
- Market Community Assets
- Support Development
- Develop Downtown
- Cultivate Regional Partnerships

5. Efficient Government

- Maximize Communication and Transparency
- Streamline Processes
- Implement Best Practices
- Leverage Technology

6. Organizational Culture

- Support Innovative Ideas
- Strengthen Leadership and Succession Planning
- Strengthen Employee Development
- Engage Collaborative Teams

* Objective added after public comment.

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AND

the Employees and Citizens of Carson City

PREPARED BY

Moss Adams LLP

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