

STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF NOVEMBER 29, 2017

FILE NO: MPA-17-191

AGENDA ITEM: E-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 direct staff to bring the Master Plan annual report back to the Planning Commission when the updated land use capacity analysis is completed."

Alternative motion: "I move to recommend to the Board of Supervisors acceptance of the Master Plan annual report as presented by staff."

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 year. Staff anticipates bringing the annual Master Plan report to the Board of Supervisors in January.

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 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, and the priority ratings in the draft 2018 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 2018 through specific implementation direction. Attachment A is the Draft 2018 Action Plan.

The 2018 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.

Recommendations for 2018:

In addition to the actions noted in the attached 2018 Draft Action Plan for implementation in the next year, staff recommends the following actions for the Planning Commission's and Board of Supervisors' consideration:

1. **Update the Master Plan Land Use Capacity Analysis – Master Plan Policy 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.*

A land use capacity analysis was conducted during the initial adoption process of the Master Plan in 2006. The analysis from the Master Plan is attached for reference. As the pace of development has increased to close to pre-recession levels in the last couple of years and there have been several projects approved for future development, revising the capacity analysis would help inform Planning Commission and Board of Supervisors decisions in updating the Master Plan and/or zoning. As of the writing of this staff report, Planning staff is working with GIS staff to develop the analysis. Staff will bring the analysis to the Planning Commission at the earliest available meeting, which is expected to be December or January.

2. **Master Plan Land Use Map/Zoning correction** — *Dean Court parcels (Northgate Lane and Arrowhead Drive vicinity).*

This possible correction was identified by the Planning Commission as the result of a recent setback variance application for one of the parcels within the subject area. See the discussion below under Land Use Map Corrections.

3. **Master Plan Land Use Map/Zoning correction** — *I-580/College Parkway vicinity.*

This area contains properties with zoning that is inconsistent with the Master Plan, as well as properties that potentially warrant a change of Master Plan land use designation. See the discussion below under Land Use Map Corrections.

4. **Master Plan Land Use Map/Zoning correction** — *South Carson, Cochise Street-Appion Way vicinity.*

This area is currently designated Commercial in the Master Plan but may not be suitable for commercial development. See the discussion below under Land Use Map Corrections.

5. **Master Plan Policy 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.*

Accessory dwelling standards were revised in 2007 to make it easier to construct guest buildings (secondary units of limited size) on residential properties. However, the code was not amended to allow the rental of these guest units to non-family members. During recent discussions on related matters with the Planning Commission in the last year, the Commission has raised the issue of possibly allowing the rental of guest buildings in order to help address affordable housing issues.

2017 MASTER PLAN AMENDMENTS

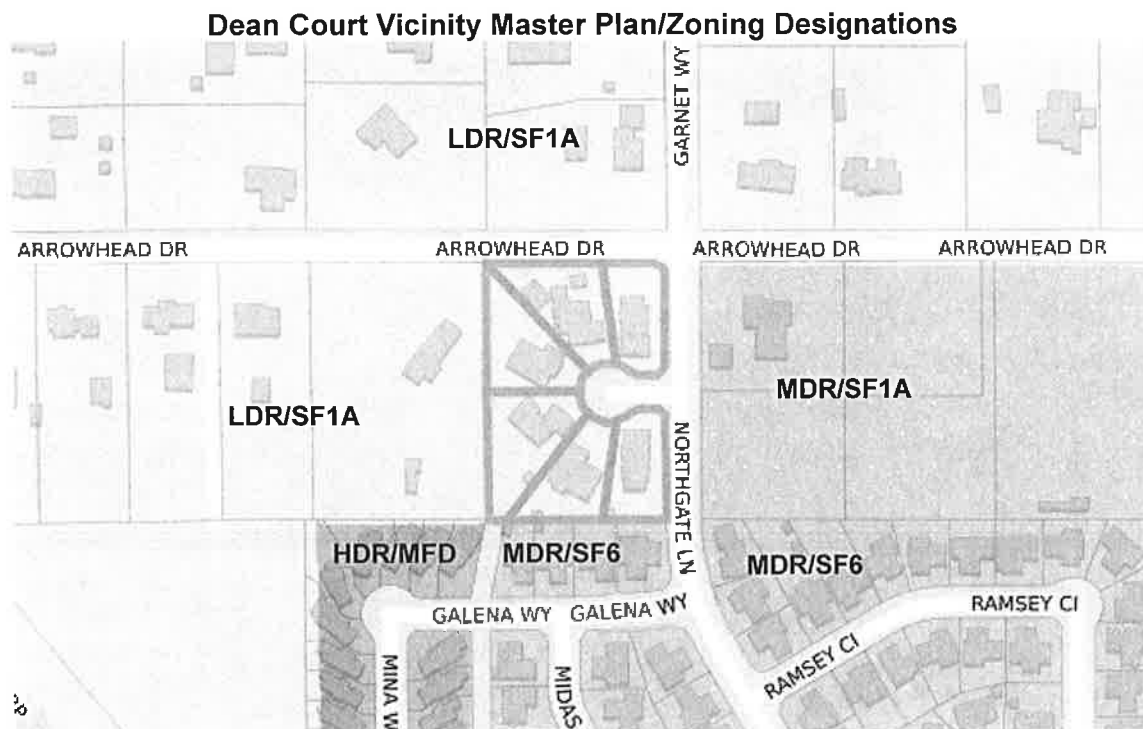
There were no Master Plan Amendment applications submitted or approved in 2017.

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 Master Plan Amendment requests. Staff believes this indicates that the existing Master Plan Land Use Map generally 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 are not an urgent issue to be addressed. However, there are a few specific areas that may warrant evaluation for possible Master Plan and/or zoning modifications, noted in the following Land Use Mapping Corrections section of this staff report.

LAND USE MAPPING CORRECTIONS

Dean Court:

The Planning Commission identified one possible Master Plan and Zoning Map correction in the last year as the result of a setback variance application for one of the parcels within the subject area. The subject properties are on Dean Court and Northgate Lane and are highlighted on the map below.



Master Plan Key:

LDR – Low Density Residential
 MDR – Medium Density Residential
 HDR – High Density Residential

Zoning Key:

SF1A – Single Family One Acre
 SF6 – Single Family 6,000
 MFD – Multi-Family Duplex

The subject parcels range in size from approximately 14,000 to 19,000 square feet (0.32 to 0.44 acres). The parcels are designated Low Density Residential (0.33 to 5 acres per dwelling unit) in the Master Plan and are zoned Single Family One Acre (SF1A, one acre minimum lot size). The zoning of the property establishes the required setbacks, which are larger in the SF1A zoning district than typically required for properties that are less than one-half acre in size. When constructing any home additions or detached accessory structures, the required setbacks are difficult if not impossible to meet on the subject parcels. All of the subject parcels appear to have primary structures and accessory structures that do not meet the current SF1A setback requirements. Following are the required setback comparisons for the SF1A and SF12 zoning districts.

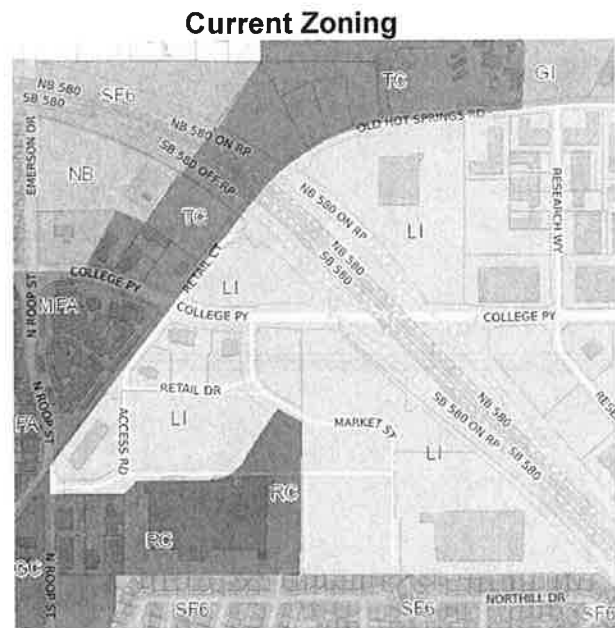
Required setbacks by zoning district:

Zoning	Front	Rear	Side	Street-side
SF1A	30 ft.	30 ft.	15 ft.	20 ft.
SF12	20 ft.	20 ft.	10 ft.	15 ft.

Upon concurrence of the Planning Commission and Board of Supervisors, staff recommends that the Planning Commission direct staff to contact the property owners of this area to get feedback on a possible Master Plan and Zoning Map amendments to change the Land Use designation of the properties from Low Density Residential to Medium Density Residential, and to change the zoning from Single Family One Acre to Single Family 12,000 (SF12).

College Parkway/I-580 Vicinity:

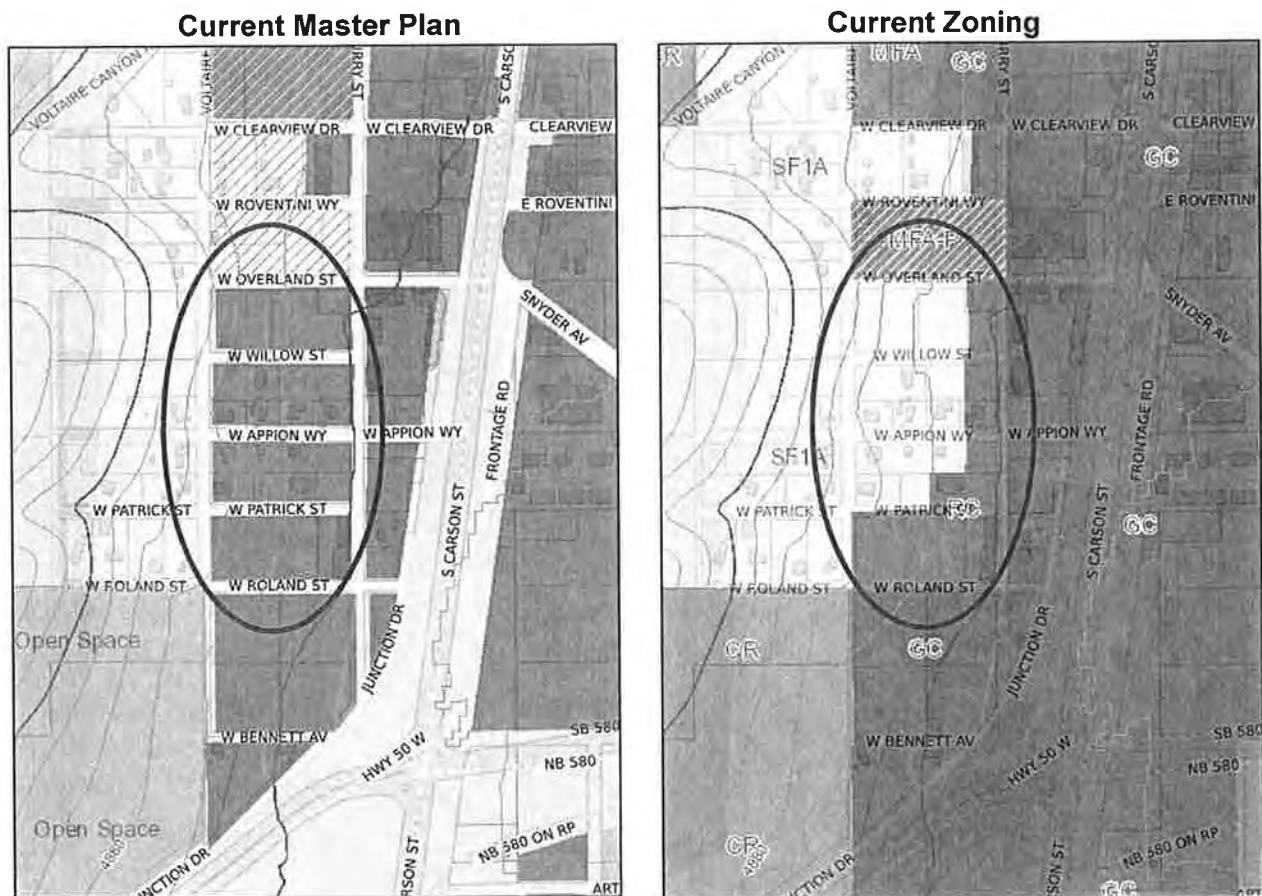
An area that the Planning Commission and Board of Supervisors may identify for Master Plan consistency rezoning is in the vicinity of I-580 and College Parkway (see the Master Plan and Zoning maps below). Specifically, a significant portion of the property to the west of freeway in this area is designated Commercial on the Master Plan Land Use Map but is zoned Limited Industrial. The property has developed with commercial uses within and adjacent to the shopping center, and it is anticipated that commercial uses will continue to develop in this area. It would not be desirable or compatible to develop industrial uses as would be permitted by the current zoning.



Within that same vicinity but on the east side of I-580, north of Old Hot Springs Road, there is a portion of property designated Commercial and zoned Tourist Commercial. This zoning is also a remnant of development plans dating back to before the design and construction of the freeway through this area. The Tourist Commercial zoning district is relatively limiting in the types of permitted uses, generally geared specifically towards tourist accommodations. The nature of the uses actually occurring in that area and limited access to the area is not conducive to tourist accommodations. Staff recommends evaluating appropriate Master Plan designations and zoning for this area after the updated land use capacity analysis noted above is completed.

South Carson, Cochise Street Vicinity:

An area that has generated particular development interest over the last few years has been the area in the vicinity of Cochise and Voltaire Streets, noted in the maps below. These properties are designated Commercial in the Master Plan with most of the property currently zoned Single Family One Acre. The primary interest in the properties has been for higher density residential development, and there has been no interest in commercial development on the properties west of Cochise Street.



The thought regarding this area being designated Commercial during the initial Master Plan approval in 2006 was that there would be a significant demand for commercial development near the freeway intersection upon completion of the freeway. Upon completion and evaluation of the updated land use capacity analysis noted above, staff recommends revisiting the appropriateness of the Master Plan Land Use designation for this area.

There are no further Land Use Map corrections identified by City staff for 2017. Past Land Use Map corrections have mostly been related to the transfer of ownership of properties into City

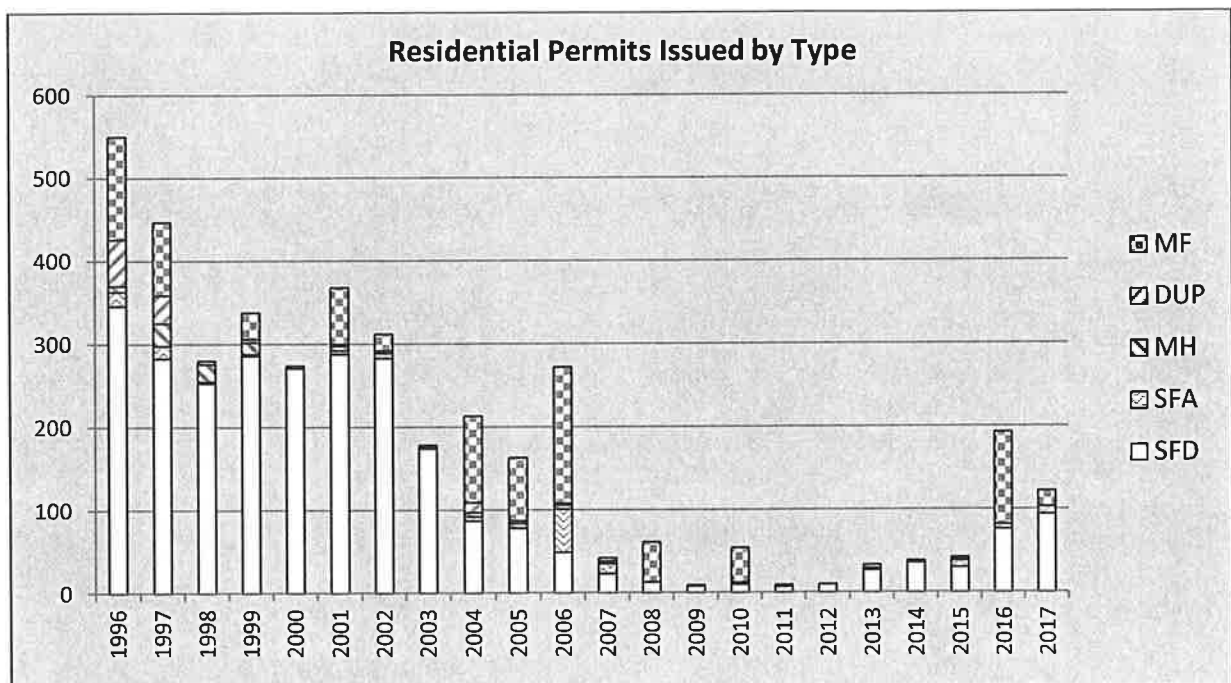
ownership, usually through open space purchases. The Carson City Open Space Program is generally shifting focus from the purchase of property to the maintenance of the properties that the City has already acquired, though the Open Space Division continues to monitor opportunities for the purchase of desired open space properties.

GROWTH TRENDS AND SUPPLEMENTAL INFORMATION

Pursuant to Master Plan Policy 1.1a noted above, 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.



Source: Carson City Building Division

* Through October 2017

SFD = Single-family detached residence

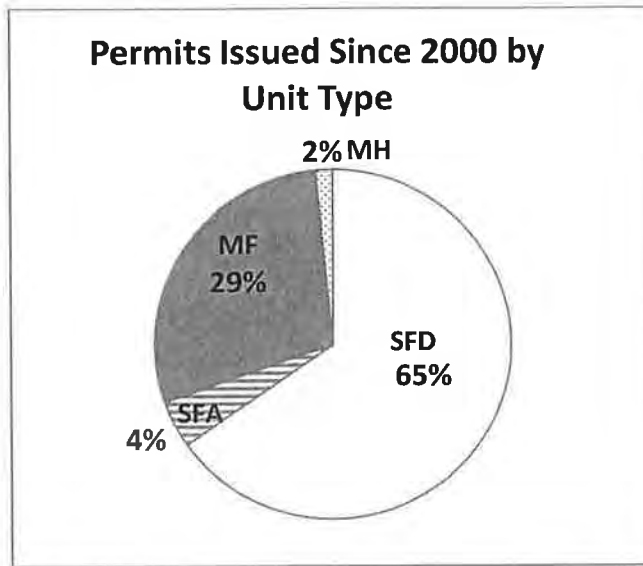
SFA = Single-family attached residence

MH = Mobile Home

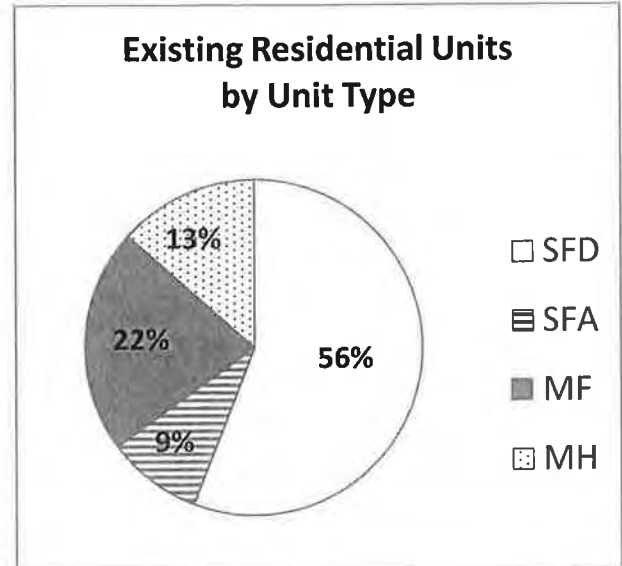
DUP = Duplex (two attached units, one ownership)

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

The above graph shows that residential construction significantly picked up in 2016 after nine years of virtually no residential growth. This pace of construction is expected to continue into 2018. In 2017, the residential development rate has still not reached pre-recession levels of 200-300 units per year, but it is getting close and could reach these levels in 2018.



Source: Carson City Building Division



Source: Carson City Assessor

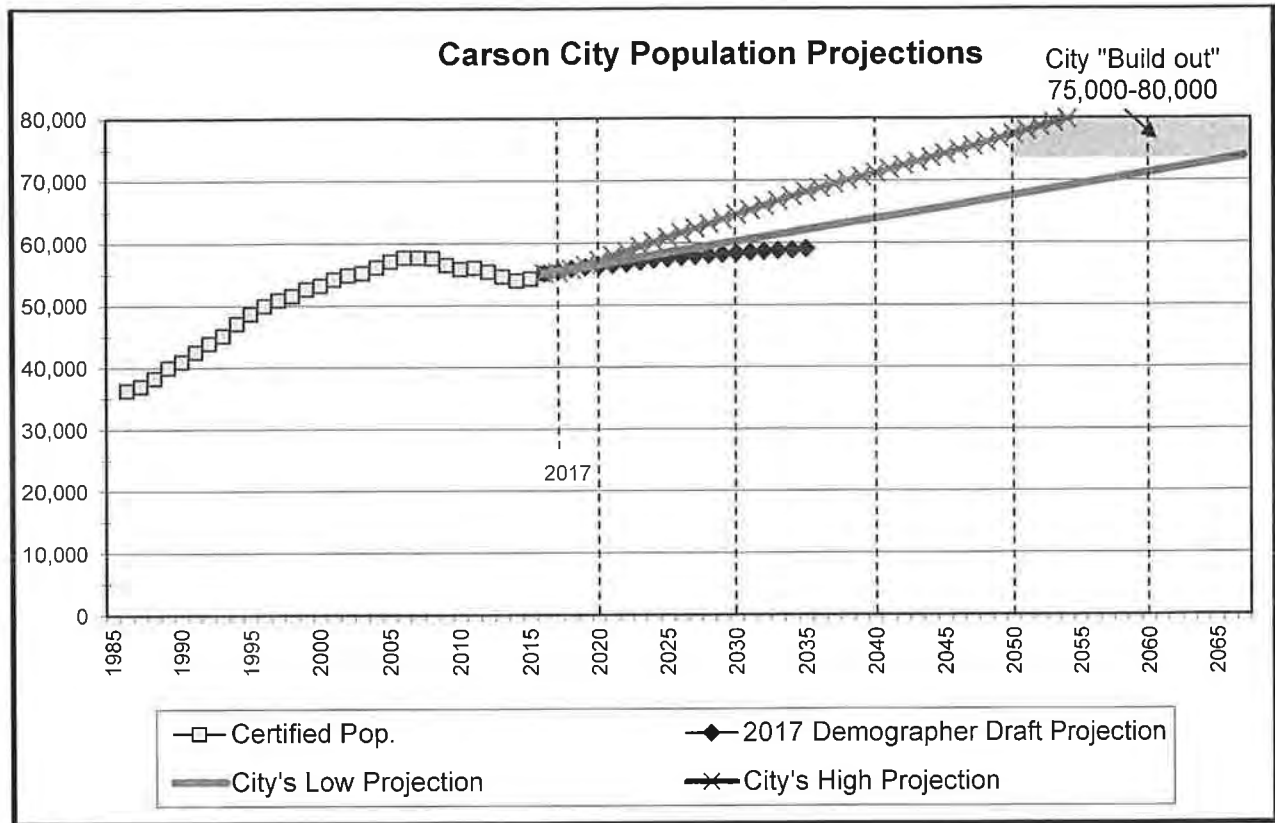
The first graph above shows the percentages of the various types of dwelling units that have been constructed since 2000. The second graph shows the total current inventory of housing by type in the entire City. As the graphs show, there has been a slightly higher percentage of multi-family housing constructed in recent years, which should be expected as Carson City approaches buildout and infill development becomes more of a focus for residential growth. However, the total percentage of attached housing products (multi-family and single-family attached) are approximately the same (33% since 2000 versus 31% existing), and more single-family attached units are expected to be constructed in 2018.

The City's Growth Management ordinance provides for an annual review of the number of residential building permits that will be allowed in a given year to manage the pace of growth in conformance with the Master Plan. Growth Management is reviewed by the Planning Commission each May and by the Board of Supervisors each July. A maximum of 658 new residential units will be permitted in 2018, 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.

While there has been a significant increase in planning/zoning approvals for projects in the last two years resulting in the approval of approximately 2,000 units for numerous projects, staff projects that various market forces will keep the total demand below the maximum permitted number of units and long-term growth trends will continue at a moderate pace.

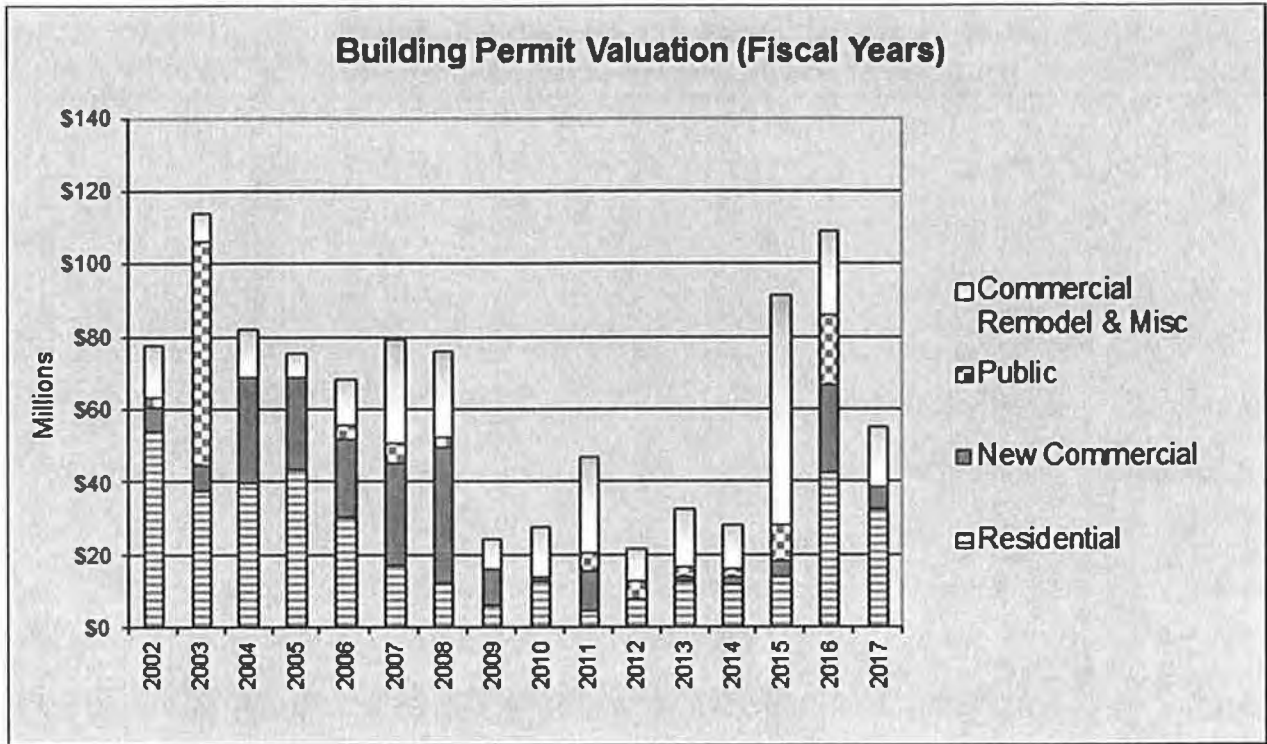


Source: Nevada State Demographer; Carson City Planning Division (City projection)

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.

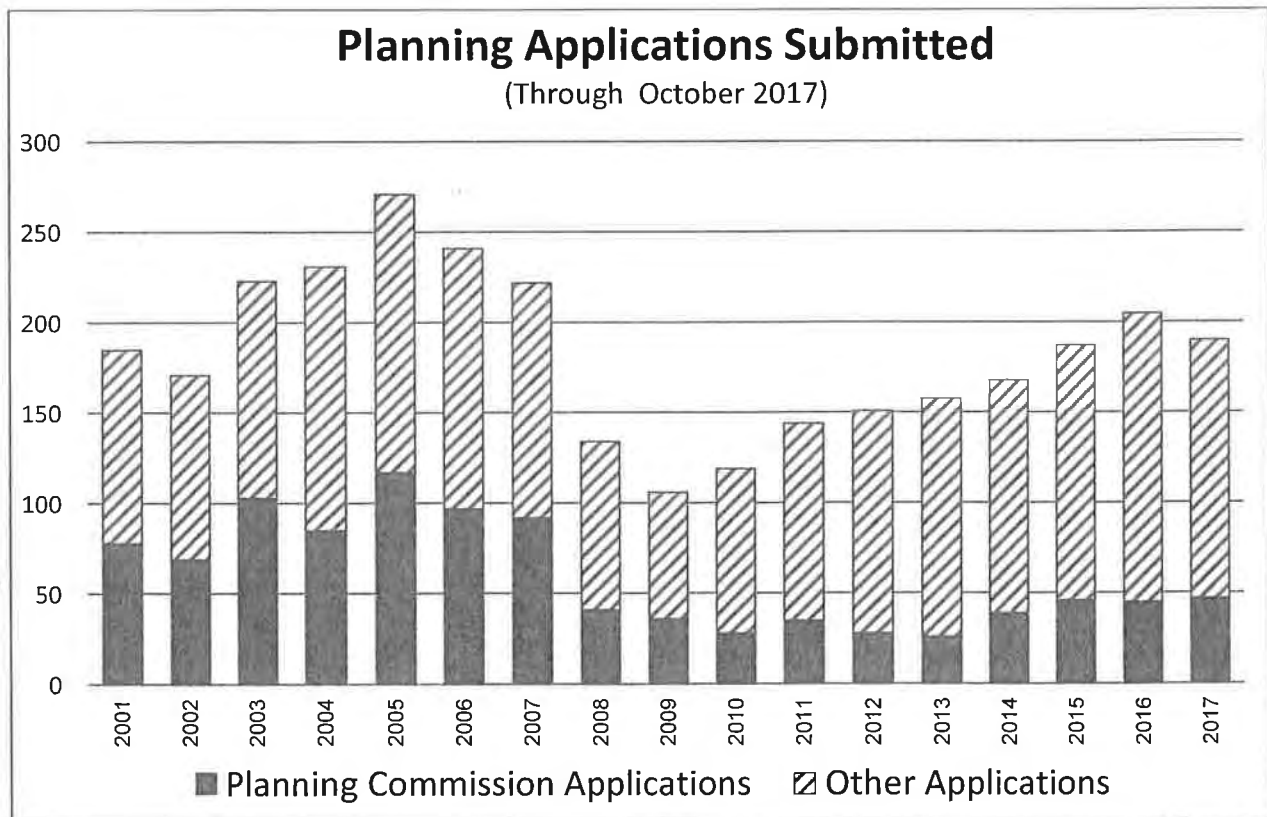
Construction Activity and Development Trends:

The following chart shows building permit valuation history over the last 16 years, through October 2017. This shows the general amount of expenditure on construction citywide (not adjusted for inflation), and can be an indicator of general economic activity. As with residential development noted above, overall construction has generally increased back towards pre-recession levels.



Through October 2017
 Source: Carson City Building Division

Planning Applications:

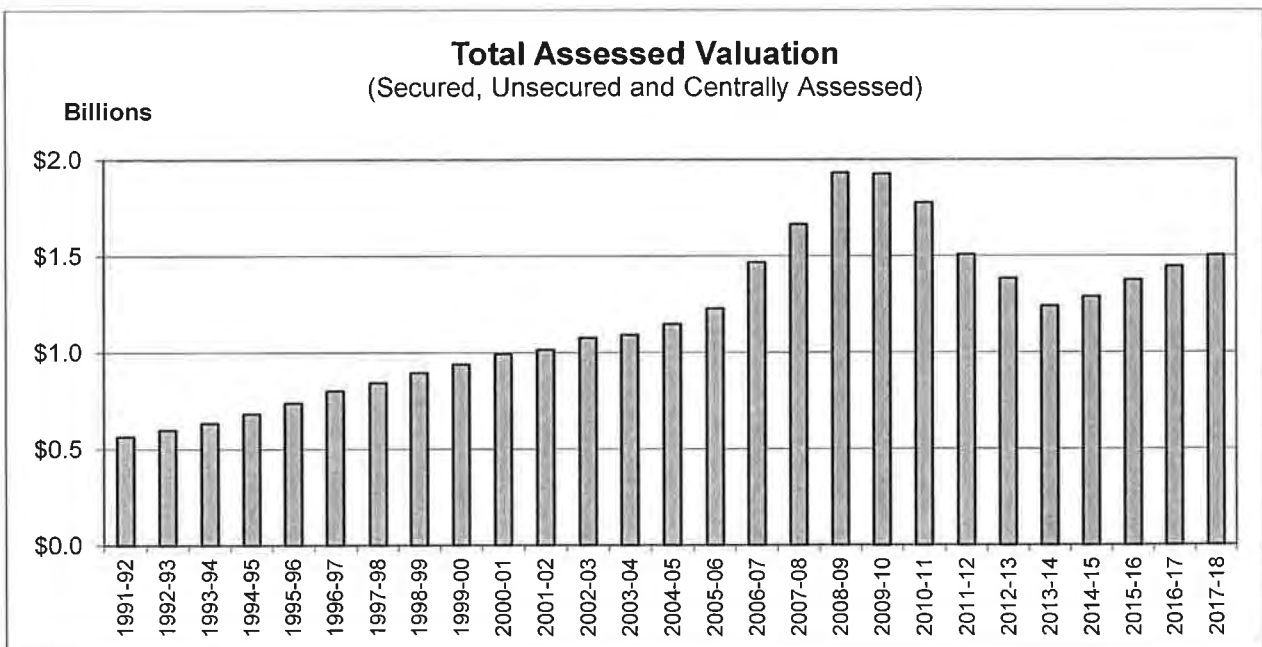


Through October 2017
 Source: Carson City Planning Division

The chart above shows a 17-year history of Planning application submittals, through October 2017. Planning and zoning application numbers “bottomed out” in 2009 and Planning and other development services staffing levels were reduced during that time period, commensurately. There has been a slight trend upward in development applications every year since 2009, with total application volumes the last three years exceeding 2002 levels when the Planning Division had six planners and three administrative assistants (the Planning Division currently has 2.5 planners, two 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.

Property Valuation:

The following chart shows total assessed valuation of real property in Carson City. Total assessed valuation has increased the last four years after five straight years of decline, beginning to recover after the “housing bubble” and 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. After 2006, there was a long period of relatively little development that occurred compared to the growth that was occurring prior to 2006, delaying implementation of projects pursuant to the Master Plan.

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

- 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.

- 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.
- Except as noted earlier in this staff report for specific areas of the City, 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.

Since it has been more than 10 years since the adoption of the current Master Plan, some have called for an update of the Plan. Should the Board of Supervisors provide direction to staff to plan for such an update, staff would make a budget request during the next budget cycle, at which time the request would be evaluated for expenditure with other capital improvement requests.

Alternatively, the Board of Supervisors may provide direction to incrementally address certain areas where adjustments to the Master Plan are warranted, such as those areas identified and recommended in this staff report for consideration in the next year.

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, 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 2018 Action Plan, please contact Lee Plemel at 283-7075 or lplemel@carson.org.

Attachments:

- A. 2018 Draft Action Plan Report
- B. 2006 Master Plan Table of Contents (for reference)
- C. 2016-2020 Carson City Strategic Plan
- D. 2006 original Master Plan Land Use Capacity Analysis

Master Plan

Draft Action Plan 2018

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. **Bold text** in the "**Status/Accomplishments**" column indicates new or updated information since the last annual review.

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. 2018: Construction of Curry Street and east-west cross street improvements scheduled for completion. Future: 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. 2018: 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. 2018: Consider amending standards to allow rentals.

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 MAC has provided a significant improvement in meeting the recreation needs for the community. Indoor activities include a 1/8th mile elevated walking track and courts for basketball, volleyball, futsal/indoor soccer, and pickleball. The facility is also available for community special events and after school activities for the Boys and Girls Club.
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	2	Business Development	2018: The Board of Supervisors has identified downtown housing as an objective for 2018. Nevada Rural Housing Authority has recently completed a housing study that may inform the Board on housing needs that may be met in the downtown area.
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 funded by Redevelopment Authority. 2018: Funding continues to be allocated. Staff will reach out to property owners within the Redevelopment District to promote the program and encourage improvements.
6.2a—Develop standards for neighborhood infill and redevelopment. 9.3b—Establish infill and redevelopment standards to	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

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
minimize impacts on existing neighborhoods.			zoning districts.
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.			
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	2018: 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	Ongoing through the Nevada Rural Housing Authority.
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	Ongoing through the Nevada Rural Housing Authority.
10.1a—Establish financial, building and related incentives for the restoration and rehabilitation of historic structures and facilities.	2	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.	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.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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. 5.4a—Develop specific guidelines and policies for a tourism-focused activity center along Highway 50 East that will serve V&T Railroad visitors.	2 2	Planning	Existing design standards will ensure compatibility. Specific standards should be considered as plans for the V&T terminal are implemented.
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.	0	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

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			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 and conducts regular patrols of the Carson River corridor. In the summer of 2017, the Open Space Division hired its first full-time summer seasonal maintenance employee; and in fall 2017, the first full-time year-round Open Space Maintenance Coordinator will be hired. These staffing efforts have and will continue to improve and maintain the cleanliness of the area. Additionally, the increased City presence has helped deter illegal dumping activities.
V&T SPA 4.1—Encourage continued collaboration with Lyon County and Storey County to minimize land use conflicts along the V&T corridor.	O	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.	O	Planning, Engineering, Public Works	Incorporated in the Growth Management Plan update every year to Planning Commission. 2018: Update the land use capacity analysis.
1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.	O	Public Works, Water	
1.1d—Continue to review applications for proposed residential development in accordance with the Carson City 1978 Growth Management Ordinance.	O	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.	O	Building, Planning	Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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).	O	Building, Engineering, Planning	Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.
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.	O	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.	O	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.	O	Public Works	Capital Improvements Plans are updated annually. Water master plan updated in 2015. Next plan expected in 2020. Comprehensive Wastewater plan for collection system updated in 2017. Treatment and reuse master plans scheduled for 2018-2020.
1.3a—Continue to coordinate with the BLM to ensure that its Urban Interface Plan is consistent with the Land Use Map.	O	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.	O	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.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.4c—Require a detailed site analysis for any development at the Urban Interface to identify unique features to be protected.	O	Planning	Welland, 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.	O	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.	O	Planning, Transportation	Staff continues to participate in coordination efforts. CAMPO adopted the 2040 Regional Transportation Plan (RTP) in 2016. Staff is coordinating with the state and other Nevada MPOs (Washoe RTC, Southern Nevada, Tahoe) regarding state and regional 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.	O	Planning, Engineering	2017: The City adopted a power transmission line Master Plan policy in accordance with State law.
2.1d—Discourage rezoning of properties that create incompatible land uses between adjacent zones, enforce standards for transitions between residential and commercial uses.	O	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.	O	Business Development	
3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	O	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	O	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
important hillside views and update existing cluster development and steep slope provisions as needed.			Carson City.
3.3a—Continue to work with FEMA and other Local and State agencies to promote disaster prevention through strategic planning and coordination.	O	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).	O	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.
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. City staff is actively working with the Eagle Valley Trails Committee and Muscle Powered to amend the Unified Pathways Master Plan to incorporate the City's off-street/single track trail system, which would provide regional connectivity to Washoe and Douglas Counties. The plan amendment will be presented to the Parks and Recreation Commission and the Open Space Advisory Board in 2017 and to the Planning Commission and Board of Supervisors in early 2018.
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	O	Parks & Recreation	In 2018 a 3.6-acre neighborhood park and a one-acre detention basin park are scheduled to be constructed in the Schulz Ranch Subdivision. The Lompa Ranch North SPA development agreement was recently approved by the Board of Supervisors. The project includes a 10 acre park on the west side of the

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			Carson City freeway, a 3 acre neighborhood park on the east side of the freeway, and a multi-use path system through the development.
4.1c—Establish an additional community park in the northern quadrant of the community.	O	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.	O	Parks & Recreation	The Multi-purpose Athletic Center (MAC) opened in 2016 to help meet the community needs for indoor recreation, sports activities, and special events. The City's first Disc Golf Course will be completed in spring 2018 and will be located on the east side of Carson City along Flint Drive and Rifle Range Road. The project is funded by a Land and Water Conservation Fund grant.
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City's existing and potential recreation partners.	O	Parks & Recreation	City staff is collaborating with a variety of non-profit organizations to improve, operate and enhance parks, trails and open spaces throughout Carson without further financial implications to the City's general fund. Partnerships include: Eagle Valley Disc Golf Association-Disc Golf Course (construction and maintenance) Carson Rifle and Pistol Club-Rifle and Pistol Range (restroom, signage and safety improvements) Clear Creek Bowman-JDW Centennial Park Archery Range (ADA improvements) Friends of Silver Saddle Ranch – Silver Saddle Ranch (Programming and management) Muscle Powered –(Trail planning, construction, and maintenance) As well as other joint use agreements with Carson City School District, Boys and Girls Club of Western Nevada, Youth Sports Association, and other community groups to

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			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.	O	Planning, Parks and Recreations	Development proposals are routinely reviewed by City staff and advisory committees, as applicable. The Carson River Advisory Committee was dissolved in 2013, and the powers and duties were assumed by the Open Space Advisory Committee.
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.	O	Parks & Recreation, Open Space	The City continues to pursue open space acquisitions of properties along and near Highway 50, which could provide a trail connection to Douglas County and pursue 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 was completed in October 2017.
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.	O	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.	O	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.
5.1c—Promote diverse job options and entrepreneurial opportunities.	O	Business Development	
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	O	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.	O	Business Development	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	O	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	O	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.	O	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.	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.
5.1j—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	
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	
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	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	0	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.	0	Planning	
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	0	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.	0	Planning, Business Development	Information provided in this Master Plan annual review and annual Growth Management 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.	0	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.	0	Business Development	Ongoing via Carson City Arts and Culture Coalition, managed by the Carson City Culture and Tourism Authority.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	0	Parks & Recreation	Two projects have been included in the City's 1/8th-percent sales tax improvement projects: the MAC and Community Center Improvements. The MAC was opened in early 2016. The planning for the Community Center

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			improvements will begin as funding becomes available. 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 in conjunction with the City's asset management program. The City has leveraged these funds as a portion of match for a Land and Water Conservation Fund grant to install a universally accessible playground at Ross Gold Park in 2018. From the Recreational Trails Program, a \$200,000 grant will fund trail and trailhead improvements on the north end of the Prison Hill. The project design has begun and construction is anticipated for 2018. From the Southern Nevada Public Land Management Act, \$1.8 million was awarded for three trail connections along Prison Hill, Silver Saddle Ranch and the old Buzzy's Ranch. The environmental studies will begin in 2017-2018, and construction may begin in 2019. Recent grant submittals include: • Nevada Off-Highway Vehicle Program for a site master plan of the motorized use area. • Nevada Recreational Trails Program for a path system rehabilitation project at Long Ranch Park. • Nevada Recreational Trails Program for path maintenance and safety improvements at the City's Linear Park. • National Rifle Association Foundation Range Program for signage improvements at the Rifle and Pistol Range. Additionally, Public Works received grant funds from the Federal Lands Access Program for improvements to Sierra Vista Lane and two adjacent trailhead facilities.
5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities,	2	Parks & Recreation,	The City continues to provide promotional materials to the Carson City Culture and Tourism Authority for their use in

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
and distribute materials to target markets or specific companies considering relocating to Carson City.		Business Development	marketing Carson City. In addition, the department began producing an on-line and hard copy activity guide in 2017 highlighting recreation opportunities for the community.
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.	0	Business Development	
5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.	0	Public Works	Ongoing efforts include consideration of economic aspect of transportation projects by RTC, annual growth management activities, and long-term modeling efforts to assure adequacy of planned improvements. Ongoing master plan efforts for water and wastewater create well-planned infrastructure to accommodate growth. The continual development of the City's asset management program will maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner that will ultimately improve quality of life.
5.5f—Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.	0	Business Development	
5.5g— Emphasize educational resources of the community as an economic development tool.	0	Business Development	Connections between the Carson City Library the Carson City School District and Western Nevada College continue to support the education efforts in our community.
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	0	Business Development	Façade improvement program created and funded by Redevelopment Authority.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	
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	Participation as board members with the Western Nevada Development District act as our main collaboration tool.
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	Ongoing – Consideration given to economic development of City as improvements are developed and long-term modeling conducted to assure adequacy of planned improvements. Continual development of the City's asset management program to provide procedures to maintaining City assets, better financial planning, and

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			more sustainable infrastructure.
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	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.	O	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.	O	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 Downtown Character Areas as set forth in Chapter 6 of the Master Plan.	O	Planning	Ongoing through project review of new development pursuant to the adopted development standards.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	A coordinated motel inspection program was started in 2016 and continues to ensure compliance with building, safety, and maintenance code standards.
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 a historic properties inventory and seeks expansion of the inventory through grants from the State Historic Preservation Office (SHPO).

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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 and Parks staff coordinate to include bicycle and pedestrian improvements when possible and appropriate, seeking multiple local and non-local funding sources. Staff cooperatively works 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.	O	Transportation Public Works Parks & Recreation	Ongoing – Staff implements the multimodal transportation plan through updates to the plan, the transportation improvement program, and coordination among city departments. 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.
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.	O	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. Staff is currently working with a contracted consultant to update the transportation model through incorporation of updated socio-demographic data and land use assumptions. Completion of the updated model expected Spring 2018.
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.	O	Planning, Transportation	Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.	O	Planning, Transportation	City staff worked with NDOT staff towards the completion of the Carson City Freeway. 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.	O	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, and South Carson Street. Complete streets corridor study was completed in June 2017.
12.1a—Provide multi-use paths where necessary as identified on the Unified Pathways Master Plan map.	O	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 construction from Colorado St to the Linear Park Path. This project phase is expected to be completed in December 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.	O	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 transportation facilities and to seek additional funding sources. In addition, the ADA Transition Plan for Public Rights-of-Way was developed in 2015 and is currently being implemented. Transportation staff has initiated 2017 ADA Transition Plan updates, expected to be completed Spring 2018. In 2018 ADA improvements to the JDW Centennial Park Upper Sports Complex are scheduled. This project is funded by a Land and Water Conservation grant. The City has applied for a \$200,000 Recreational Trail Program grant for the first phase of a

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			project to replace access ramps and repair the Long Ranch Park's path system.
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.	O	Planning, Engineering	Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.

Go to www.carson.org/masterplandocs to download the complete Master Plan documents.

Carson City Master Plan

Table of Contents

CHAPTER 1: PLAN OVERVIEW

MASTER PLAN BASICS	1-1
What is a Comprehensive Master Plan	1-1
Planning Area	1-2
Why Update the Master Plan?	1-2
How Are the Goals and Policies of the Master Plan Implemented?	1-4
How Does Zoning of My Property Relate to the Master Plan?	1-4
COMPLIANCE WITH NEVADA STATE STATUTES	1-4
CONSISTENCY BETWEEN THE MASTER PLAN AND ZONING	1-6
PLANNING AND PROPERTY RIGHTS.....	1-6
PLAN ORGANIZATION	1-8

CHAPTER 2: VISION, THEMES, AND GUIDING PRINCIPLES

VISION	2-1
THEMES AND GUIDING PRINCIPLES.....	2-2
1. A Balanced Land Use Pattern	2-2
2. Equitable Distribution of Recreational Opportunities	2-3
3. Economic Vitality	2-4
4. Livable Neighborhoods and Activity Centers	2-5
5. A Connected City	2-8

CHAPTER 3: A BALANCED LAND USE PATTERN

GUIDING PRINCIPLE 1: A COMPACT AND EFFICIENT PATTERN OF GROWTH	3-1
Goal 1.1 Promote the Efficient Use of Available Land and Resources	3-2
Goal 1.2 Promote Infill and Redevelopment in Targeted Areas	3-3
Goal 1.3 Promote the Preservation of State and Federal Lands as a Community Amenity	3-4
Goal 1.4 Manage the Impacts of Future Growth within the Urban Interface	3-4
Goal 1.5 Foster Cooperation on Master Plan Issues	3-5
GUIDING PRINCIPLE 2: BALANCED LAND USE MIX.....	3-6
Goal 2.1—Encourage Diversity in Citywide Land Use Mix	3-6
Goal 2.2—Expand Housing Variety.....	3-7

Goal 2.3—Provide Opportunities for a Range of Retail Services.....	3-8
GUIDING PRINCIPLE 3: STEWARDSHIP OF THE NATURAL ENVIRONMENT	3-8
Goal 3.1 Protect Environmentally Sensitive Areas.....	3-8
Goal 3.2 Protect Visual Resources	3-9
Goal 3.3 Minimize Impacts of Potential Disaster Events on the Community	3-10
LAND USE PLAN	3-11
Land Use Map	3-11
Land Use Categories.....	3-11
LAND USE MATRIX	3-15
LAND USE POLICIES	3-23
COMMERCIAL/EMPLOYMENT.....	3-23
General Commercial Policies—All Categories... ..	3-23
Neighborhood Commercial (NC).....	3-24
Community/Regional Commercial (C/RC)	3-25
Industrial (IND)	3-27
RESIDENTIAL	3-27
Conservation Reserve (CR)	3-28
Rural Residential (RR).....	3-28
Low-Density Residential (LDR)	3-29
Medium Density Residential (MDR).....	3-31
High Density Residential (HDR)	3-32
MIXED-USE	3-33
General Mixed-Use Policies—All Categories.....	3-33
Downtown Mixed-Use (DT-MU)	3-35
Mixed-Use Commercial (MUC)	3-39
Mixed-Use Residential (MUR)	3-43
Mixed-Use Employment (MUE)	3-45

CHAPTER 4: EQUITABLE DISTRIBUTION OF RECREATIONAL OPPORTUNITIES

GUIDING PRINCIPLE 4: AN INTEGRATED, COMPREHENSIVE PARKS, RECREATION, AND OPEN SPACE SYSTEM	4-2
Goal 4.1—Promote Recreational Equity at a Neighborhood Level	4-2
Goal 4.2—Maintain the City's Capacity and Excellence in Community-Wide Recreation	
Facilities and Programs	4-3
Goal 4.3—Expand the City's Open Space Network	4-3

CHAPTER 5: ECONOMIC VITALITY

GUIDING PRINCIPLE 5: A STRONG DIVERSIFIED ECONOMIC BASE	5-2
Goal 5.1—Maintain and Enhance Primary Job Base	5-2
Goal 5.2—Promote Expansion of Retail Service Base	5-4
Goal 5.3—Recognize and Adapt to the Impact of Technology on Work and Workforce Patterns	5-5
Goal 5.4—Promote Tourism Activities and Amenities That Highlight the City's Historic and Cultural Resources	5-5
Goal 5.5—Promote Recreational Facilities and Quality of Life Amenities as Economic Development Tools	5-6
Goal 5.6— Promote Downtown Revitalization	5-8
Goal 5.7— Promote a Collaborative Approach to Economic Development	5-9
Goal 5.8— Promote Fiscal and Economic Health	5-10
Goal 5.9— Promote Redevelopment	5-12

CHAPTER 6: LIVABLE NEIGHBORHOODS AND ACTIVITY CENTERS

GUIDING PRINCIPLE 6: QUALITY DESIGN AND DEVELOPMENT	6-2
Goal 6.1—Promote High Quality Development	6-2
Goal 6.2— Promote Compatible Infill and Redevelopment	6-3
GUIDING PRINCIPLE 7: COMPACT, MIXED-USE ACTIVITY CENTERS	6-3
Goal 7.1— Establish Compact Mixed-Use Activity Centers to Serve the Community..	6-3
Mixed-Use Activity Center Case Study—Hwy 50 & Graves Lane	6-5
Mixed-Use Activity Center Case Study—Fairview Drive & Saliman Road.....	6-7
GUIDING PRINCIPLE 8: A VIBRANT DOWNTOWN CENTER FOR THE COMMUNITY	6-9
Goal 8.1— Promote Downtown Revitalization	6-9
Downtown Character Areas	6-12
GUIDING PRINCIPLE 9: STABLE, COHESIVE NEIGHBORHOODS OFFERING A MIX OF HOUSING TYPES	6-13
Goal 9.1— Promote a Mix of Land Uses and Housing Types within New Neighborhoods	6-13
Goal 9.2— Promote the Expansion of Affordable Housing Options within the Community	6-14
Goal 9.3— Maintain the Quality and Character of Established Neighborhoods	6-15
Goal 9.4— Protect the Character of Existing Rural Neighborhoods.....	6-15
GUIDING PRINCIPLE 10: PROTECTION OF HISTORIC RESOURCES	6-16
Goal 10.1— Preserve and Enhance Historic Resources	6-16

CHAPTER 7: A CONNECTED CITY

GUIDING PRINCIPLE 11: A SAFE, EFFICIENT, MULTI-MODAL TRANSPORTATION SYSTEM	7-1
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Goal 11.1— Establish an Integrated Multi-Modal Transportation System	7-1
Goal 11.2—Coordinate Land Use and Transportation Decisions to Support the Use of Alternative Modes	7-2
GUIDING PRINCIPLE 12: A UNIFIED PATHWAYS SYSTEM	7-3
Goal 12.1— Establish a City-wide System of Multi-Use Pathways.....	7-3

CHAPTER 8: SPECIFIC PLAN AREAS

INTRODUCTION	8-1
SCHULZ RANCH SPECIFIC PLAN AREA (SR-SPA)	8-1
Location and Applicability.....	8-2
Development Context	8-2
SR-SPA Land Use Policies	8-3
SR-SPA Circulation and Access Policies.....	8-4
SR-SPA Community Character and Design Policies	8-6
SR-SPA Parks and Open Space Policies.....	8-8
SR-SPA Infrastructure, Services, and Facilities Policies	8-10
SR-SPA Cultural and Environmental Resources Policies	8-10
SR-SPA Land Use Map	8-11
BROWN STREET SPECIFIC PLAN AREA (BS-SPA)	8-12
Location and Applicability.....	8-12
Development Context	8-13
BS-SPA Land Use Policies	8-13
BS-SPA Circulation and Access Policies	8-14
BS-SPA Community Character and Design Policies	8-15
BS-SPA Infrastructure, Services, and Facilities Policies	8-17
BS-SPA Land Use Map	8-18
LOMPA RANCH (LR-SPA)	8-19
Location and Applicability.....	8-19
LR-SPA Policies	8-20
LRSPA Land Use Policies.....	8-20
LR-SPA Circulation and Access Policies	8-21
LR-SPA Environmental Policies	8-22
LR-SPA Community Character and Design Policies	8-22
LR-SPA Parks and Open Space Policies.....	8-23
LR-SPA Public Utilities, Services, and Facilities Policies	8-23
LR-SPA Fire and Police Protection Policies.....	8-23
LR-SPA Land Use Map	8-25
EASTERN PORTAL—VIRGINIA & TRUCKEE RAILROAD GATEWAY SPECIFIC PLAN AREA (V&T-SPA).....	8-26
Location and Applicability.....	8-26

Background	8-27
V&T-SPA Land Use Policies	8-27
V&T-SPA Parks and Open Space Policies	8-28
V&T-SPA Cultural and Environmental Resources Policies	8-29
V&T-SPA Coordination Policies	8-29
V&T-SPA Land Use Map	8-30

CHAPTER 9: ACTION PLAN

IMPLEMENTATION ACTIONS.....	9-1
SUMMARY OF PRIORITY ACTIONS	9-2
ACTION PLAN MATRIX	9-4

APPENDIX A: RELATED PLANS & IMPLEMENTATION DOCUMENTS

RELATED PLANS	A-1
Parks and Recreation Master Plan (2006)	A-1
Unified Pathways Master Plan (2006)	A-2
Wastewater Collection System Master Plan (2006)	A-2
Water Master Plan (2005)	A-3
Stormwater Master Plan (2005)	A-4
Carson Area 2004 Transportation Plan.....	A-4
Airport Master Plan (2001)	A-5
Open Space Plan (1999)	A-5
Carson River Master Plan (1996).....	A-6
Carson City Historical/Archaeological Properties Preservation Plan (1996)	A-6
Tahoe Regional Planning Agency	A-6
Sierra Pacific Power Company Master Plan	A-7
IMPLEMENTATION DOCUMENTS.....	A-7
Carson City Municipal Code—Title 18 Zoning	A-7
Development Standards	A-8

APPENDIX B: BACKGROUND AND CONTEXT

PLANNING PROCESS & PUBLIC PARTICIPATION	B-1
Community Workshops and Forums	B-2
Project Website	B-2
Project Newsletters	B-2
Newspaper	B-2
Local Access Television	B-3
Stakeholder Group Meetings	B-3

Board of Supervisors, Planning Commission, and Advisory Board Updates	B-3
SNAPSHOT SUMMARIES	B-4
INVENTORY MAPS	B-19
DEVELOPMENT CAPACITY ANALYSIS.....	B-27

APPENDIX C: INTERIM MIXED-USE DEVELOPMENT CRITERIA

PURPOSE	C-1
MIXED-USE EVALUATION CRITERIA	C-1
Applicability	C-1
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



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.

Vision

Mission & Values

Strategic Goals

Strategic Objectives

Citywide Performance Measures

Departmental Strategic Implementation Plans

Departmental Performance Measures

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).

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.

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.

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."

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

STRATEGIC DIRECTION

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.

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

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.

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."

STRATEGIC DIRECTION

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 survey, 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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Scott Fahrenbruch	Lee Plemel	

AND

the Employees and Citizens of Carson City

PREPARED BY

Moss Adams LLP



LAND USE

FACTS AT A GLANCE

Carson City encompasses a total of 146 square miles. Although less than 10% of the City's total area is currently developed, nearly 75% of it is held by the U.S. Forest Service, the Bureau of Land Management, and the State of Nevada. These publicly-owned lands cover over 97 square miles and surround the urbanized area on three sides.

LAND USE	ACRES	% OF TOTAL
Residential		
Rural Residential	373	0.4%
Single-family Residential	4,754	5.3%
Mobile Home/MH Park	524	0.6%
Multi-family Residential	793	0.9%
Total:	6,444	7.2%
Commercial/Employment		
Commercial	913	1.0%
Office	141	0.2%
General Industrial	73	0.1%
Light Industrial	373	0.9%
Total:	1,500	2.2%
Public/Quasi-Public		
US Forest Service	13,688	15.1%
Bureau of Land Management	43,610	48.2 %
State of Nevada	5,138	5.7%
Education	296	0.3%
Washoe Tribe	448	0.5%
Utility	56	0.1%
Public/Quasi-Public ¹	4,284	4.7%
Total:	67,520	74.6%
Parks, Open Space, and Recreation		
Parks	1,651	1.8%
Private Open Space	106	0.1%
Public Open Space	208	0.2%
Recreation	337	0.4%
Total:	2,302	2.5%
Other		
Vacant Private Land	12,360	13.6%
Agriculture	424	0.5%
Rights of Way	2,804	3.0%
Total:	15,588	17.1%
Citywide Total	93,354	100%

Source: Existing Land Use Map, Clarion Associates, September, 2004.

¹ Includes city-owned lands, churches, and other public/quasi-public uses not listed in the categories above.



TRENDS AND KEY ISSUES

EXISTING LAND USE PATTERNS

- ✓ Private vacant land and agricultural lands occupy nearly 13,000 acres within the City; however, much of the land is located away from existing urbanized areas of the City and is constrained by the presence of steep slopes, flood plain, or other natural features—limiting the amount of land available for future development.
- ✓ Approximately 7,100 acres of private land is potentially available for future development.
- ✓ Existing land uses within the City (both residential and commercial) have been developed at relatively low densities. As the City's land supply becomes more constrained, increased densities may need to be considered in some areas (such as the Downtown) to promote more efficient land use patterns and to accommodate future growth.

SEE MAPS:

Existing Land Use, 2004
 Current Zoning, 2004
 Proposed Land Use (Current 2003)
 Public/Private Ownership, 2004

SOURCES:

Carson City GIS; Carson City Assessor's Office; Clarion Associates.

12/27/04

DEVELOPMENT CAPACITY ANALYSIS

INTRODUCTION

This report is intended to assess the planning area's ability to accommodate development. It is based upon an analysis of physical opportunities and constraints that might have an impact on the ways in which land in the planning area might be used in the future. This includes such factors as preserving areas that are restricted from development due to environmental hazards; and projected demands for land to meet the region's needs for housing, employment, and other types of uses. Each of these factors will need to be carefully considered as the Comprehensive Plan update moves into its next stages of preparing and evaluating alternative scenarios for the future. It should be noted that this capacity analysis is based on land use designations under the City's current Comprehensive Master Plan. Changes to the plan that may result from the *Envision Carson City* planning process may ultimately change the capacity for development on vacant lands.

This analysis is designed to identify opportunities and constraints to development, and answer such questions as:

- How much developable land is there in the City, and how much potential development can be supported on this land under the City's current land use plan designations?
- What would "buildout" of the City look like under the current Comprehensive Plan?

Answers to such questions will assist the community and planning team as they develop alternative land use scenarios for future growth, as well as in recommending policies regarding public infrastructure and services, transportation, zoning, and the environment.

DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

Flood Prone Areas/Steep Slopes

The City contains areas that are not suitable for development due to constraints such as floodplain, steep slopes (typically on hillsides with slopes of 15% or greater) and geologically unstable areas. For purposes of this analysis, these are generally designated as Open Space/Public Regional or Open Space/Rural Residential (see *Current Development Capacity* map). These areas comprise approximately 2,343 acres, and are assumed to be unsuitable for urban uses. Some areas that are presently designated as floodplain will be modified as a result of the Freeway construction, and may be suitable for development in the future. This will be taken into account during the "Alternative Growth Scenarios" phase of the *Envision Carson City* planning process.

Infrastructure and Services Capability

The primary services that define the location and pattern of urban development include wastewater collection and treatment, and potable water treatment and distribution that can be provided with adequate fire protection flows. City staff has indicated that there are no significant constraints to development in the urbanized areas of the City.

Land Availability

The supply of land that could potentially be available for various uses in the planning area is affected by a number of factors. These include physical considerations and constraints, such as flood prone areas; current development patterns, which influence the potential future use of adjacent lands; current Land Use Plan designations, which influence the uses that would be permitted under current City policies; and the location and availability of infrastructure and services needed to support development. Previous sections of this analysis have addressed the physical and infrastructure considerations. The purpose of this section is to analyze the supply of land within the planning area that is potentially available for development.

This analysis compares three critical factors regarding potential development within the planning area. The first is a determination of the areas that are not available for development either because it is already developed, or is constrained from development by physical factors. The second factor is the supply of land within the planning area that is currently designated for various land uses, including residential, commercial/retail uses, and employment uses. The third factor is the supply of land within the planning area that is under federal jurisdiction, portions of which may be available for future urban development. Each of these factors is discussed briefly below.

POTENTIAL DEVELOPMENT CAPACITY

Developed Land

The City contains a total of 93,354 acres within its boundary. Of that total, approximately 7,944 acres are currently developed for a range of land uses, or in active use for a range of public purposes such as parks, schools, or utilities. Table 1 below summarizes the amount of existing developed land in the City.

TABLE 1 EXISTING DEVELOPMENT (2004)

RESIDENTIAL

LAND USE	DENSITY	ACRES	HOUSING UNITS
Rural Residential	> 5 ac/du	373	48
Low Density Residential	3 du/ac	4,754	12,161
Mobile Home	5 du/ac	524	2,921
High Density Residential	15 du/ac	793	7,412
Subtotal		6,444	22,542

NON-RESIDENTIAL			
	DENSITY (FAR)	ACRES	SQ. FT.
Commercial	0.25	913	7,247,575
Office	0.25	141	1,763,170
Industrial	0.20	446	3,280,159
Subtotal		1,500	12,290,904

Sources: Existing Development is based upon Existing Land Use Map acreages and residential units provided by the Carson City Assessor's Office (2004).

Developable Land Supply

The City contains a total of 7,956 acres of potentially developable land within its boundary. Of that total, approximately 2,343 acres are currently designated as *Open Space/Rural Residential/Recreational* on the City's Comprehensive Plan, largely due to physical constraints such as floodplain designation or steep topography. Table 2 below summarizes the amount of existing potentially developable land in the City, and its potential capacity for development based on its current designation on the City's Comprehensive Plan.

TABLE 2 POTENTIAL DEVELOPMENT			
RESIDENTIAL			
LAND USE	DENSITY	ACRES	HOUSING UNITS
Agricultural Residential (1 du/40 ac)	0.03	1,088	23
Rural Residential (> 5 ac./dwelling)	0.15	1,237	158
Low Density Residential	3	356	908
LDR/Mobile Home	3	0.3	1
Suburban Residential (1 du/1.5 ac)	0.67	1,127	642
Medium Density Residential	5	452	1,921
MDR/Mobile Home	5	21	89
High Density Residential	15	140	1,785
HDR/Mobile Home	15	22	279
Commercial/HDR	10	6	51

Open Space/Rural Residential/Recreational	0.03	2,343	50
Subtotal		6,792	5,907
NON-RESIDENTIAL			
	DENSITY (FAR)	ACRES	Sq. Ft.
Commercial	0.25	355	3,865,950
Neighborhood Business	0.25	5	58,806
Office	0.25	7	76,230
Industrial	0.20	797	6,943,317
Subtotal		1,164	10,944,303

Sources: Land Capacity Analysis Map (Clarion Associates), Carson City Assessor's data.

Notes:

1. Potential Development is defined as those properties with an existing land use designation of "agricultural" or "vacant" that is designated for future development by the City's (1996 Master Plan).
2. Residential Development potential reduced by 15% to allow for development efficiencies.

Potential Buildout of the City

Based on existing land use patterns and the estimate of potential development of existing vacant lands within the City, Table 3 estimates the potential buildout of the City, if it were to build out in a pattern that is consistent with the current Comprehensive Plan.

TABLE 3 POTENTIAL BUILDOUT			
RESIDENTIAL			
LAND USE	DENSITY	ACRES	HOUSING UNITS
Agricultural Residential (1 du/40 ac)	0.03	1,088	23
Rural Residential (> 5 ac./dwelling)	0.15	1,610	206
Low Density Residential	3	5,110	908
LDR/Mobile Home	3	0	1
Suburban Residential (1 du/1.5 ac)	0.67	1,127	642
Medium Density Residential	5	452	1,921

MDR/Mobile Home	5	545	3,010
High Density Residential	15	933	9,197
HDR/Mobile Home	15	22	279
Commercial/HDR	10	6	51
Open Space/Rural Residential/Recreational	0.03	2,343	50
Subtotal		13,236	28,449

NON-RESIDENTIAL

	DENSITY (FAR)	ACRES	SQ. FT.
Commercial	0.25	1,268	11,113,525
Neighborhood Business	0.25	5	58,806
Office	0.25	148	1,839,400
Industrial	0.20	1,243	10,223,476
Subtotal		2,209	23,235,207

Sources: Land Capacity Analysis Map (Clarion Associates), Carson City Assessor's data

Public Lands

There are more than 75,000 acres (117 square miles) of public lands within the City's boundary, most of which is under the jurisdiction of the U.S. Bureau of Land Management. Much of this land is in rugged hillside or inaccessible desert areas, or is high-value land for natural resource or recreational uses. However, some of the public lands surrounding the City's urban areas may be suitable for future urban development. The extent and potential uses of these potential "disposal" lands will be evaluated during the "Alternative Growth Scenarios" phase of *Envision Carson City*.