

STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF NOVEMBER 28, 2018

FILE NO: MPA-18-161

AGENDA ITEM: E.8

STAFF AUTHOR: Lee Plemel, AICP, Community Development Director

AGENDA TITLE: To make recommendations to the Board of Supervisors regarding the 2018 Annual Master Plan Report.

STAFF SUMMARY: State law (NRS 278.190) requires the Planning Commission to annually make recommendations to the Board of Supervisors regarding the implementation of the Master Plan. Staff will provide the Planning Commission with information regarding past, current and future Master Plan implementation actions for the Commission's consideration.

RECOMMENDED 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 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.

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 may 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 2019 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 2019 through specific implementation direction. The Draft 2019 Action Plan is attached to this staff report (Attachment A).

The 2019 Action Plan matrix also includes some of the accomplishments towards the implementation measures, as well as plans for implementation in the next year. 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 2019:

In addition to the actions noted in the attached 2019 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. **Develop and launch new development permit software in September 2019** —
Master Plan Policy 5.7b: Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.

This is the Community Development Department's primary focus in 2019, as the entire citywide financial and permitted systems are being replaced. The new system will provide complete electronic plan submittal and review for all building permits, zoning permits, and business licenses. Community Development staff will be working with the consultant software design team for three days twice per month from January 2019 through September 2019, when implementation is scheduled. Other projects for the year will be implemented around this schedule.

2. **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. A possible ordinance was initiated at the Planning Commission in 2018, and staff was given direction to look at broader changes related to guest buildings as they pertain to various sections of the Municipal Code. Staff will bring a broader ordinance back to the Planning Commission in 2019 for a recommendation to the Board of Supervisors.

3. **Review Title 18 and the Development Standards (design, landscaping and parking)** —
Master Plan Policy 5.7b: Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.

Title 18 (Zoning) and the associated Development Standards were adopted in 2002 as part of a major Title 18 update. Since then, ordinances have been adopted as needed to address specific issues and make certain modifications. The Planning Division should review Title 18 and the Development Standards for recommendations to the Board of Supervisors regarding possible amendments, which may include technical clarifications as well as substantive changes. For

example, the City has received numerous Administrative Permits and Special Use Permits for detached accessory buildings, and the threshold for requiring an Administrative or Special Use Permit may be evaluated. This item includes a broader review of Title 18 and the Development Standards than the specific change regarding accessory dwellings noted above, and may take more than a year to complete.

4. 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 in 2017 as the result of a setback variance application for one of the parcels within the subject area and was identified for correction in 2018 but not completed. This should be completed in 2019. See the discussion below under Land Use Map Corrections.

5. 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. This area was identified for correction in 2018 but not completed. See the discussion below under Land Use Map Corrections.

6. Master Plan Land Use Map/Zoning correction — Hamm property, city open space purchase (Timberline neighborhood vicinity).

The Carson City Open Space Program recently purchased approximately 206 acres of property on the west side of the valley, just south of the Timberline/Westwood neighborhood. The Master Plan Land Use designation should be changed to reflect this change. See the discussion below under Land Use Map Corrections.

LAND USE MAPPING CORRECTIONS

Dean Court:

The Planning Commission identified one possible Master Plan and Zoning Map correction 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.

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.

Dean Court Vicinity Master Plan/Zoning Designations



Master Plan Key:

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

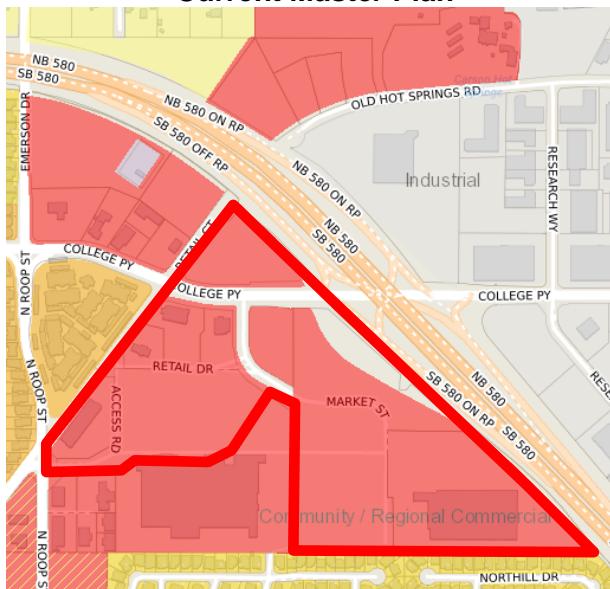
Zoning Key:

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

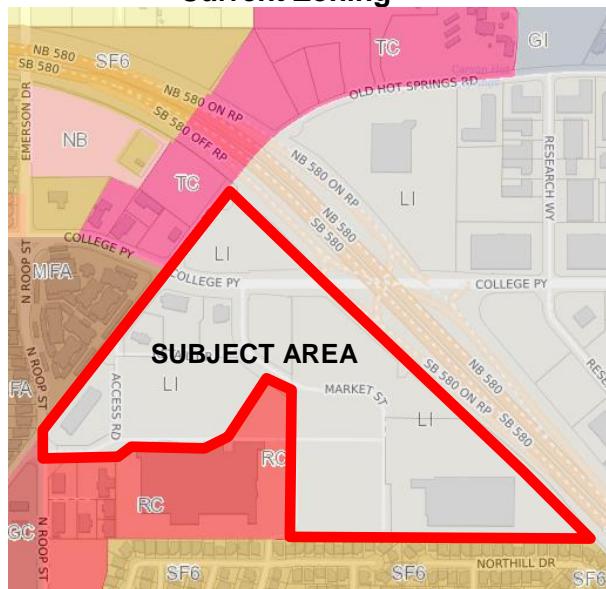
Upon concurrence of the Planning Commission and Board of Supervisors, staff recommends that the Planning Commission direct staff to contact the property owners of this area to get feedback on a possible Master Plan and Zoning Map amendments to change the Land Use designation of the properties from Low 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:

Current Master Plan



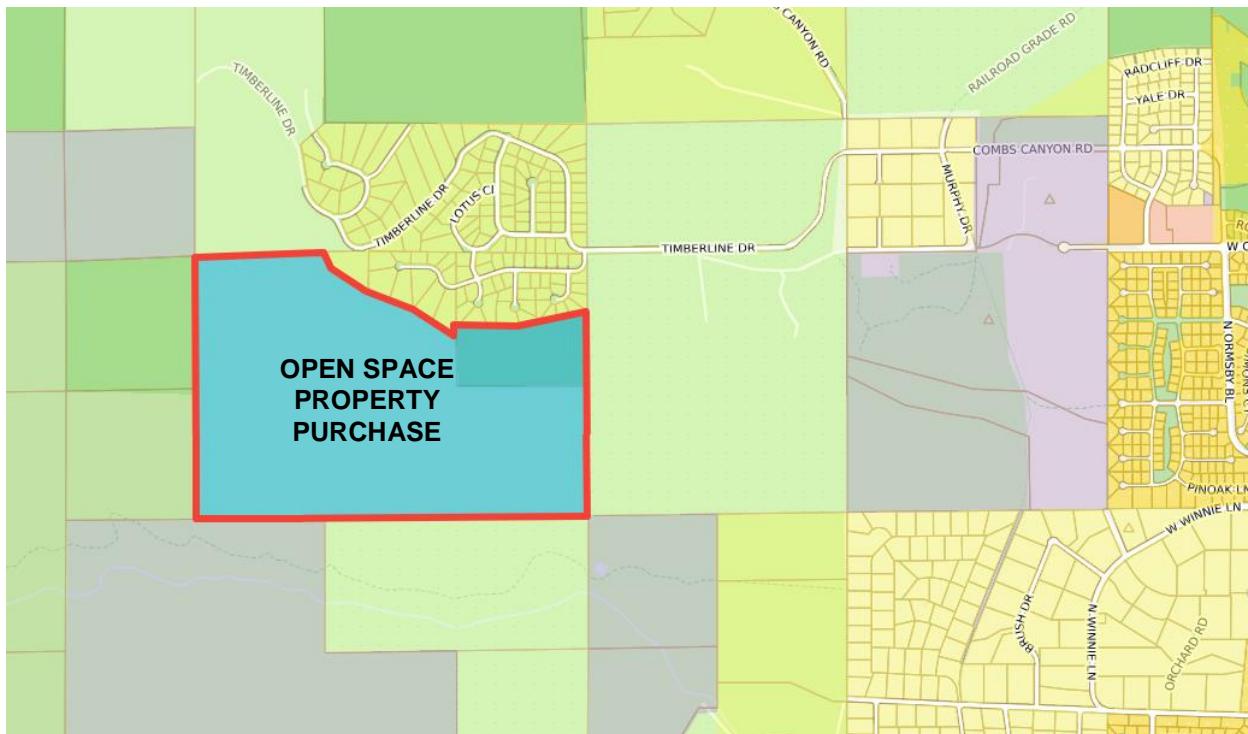
Current Zoning



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 above). 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.

Hamm Property Open Space Purchase:

The Carson City Open Space Program recently purchased approximately 206 acres of predominantly hillside and viewshed property on the west side of the valley, just south of the Timberline/Westwood neighborhood. The property is currently designated Conservation Reserve (Private), with a portion of it designated Open Space. The Master Plan designation for the entire property should be changed to Open Space as a result of the recent purchase by the City. Following is a map showing the location of the subject property.



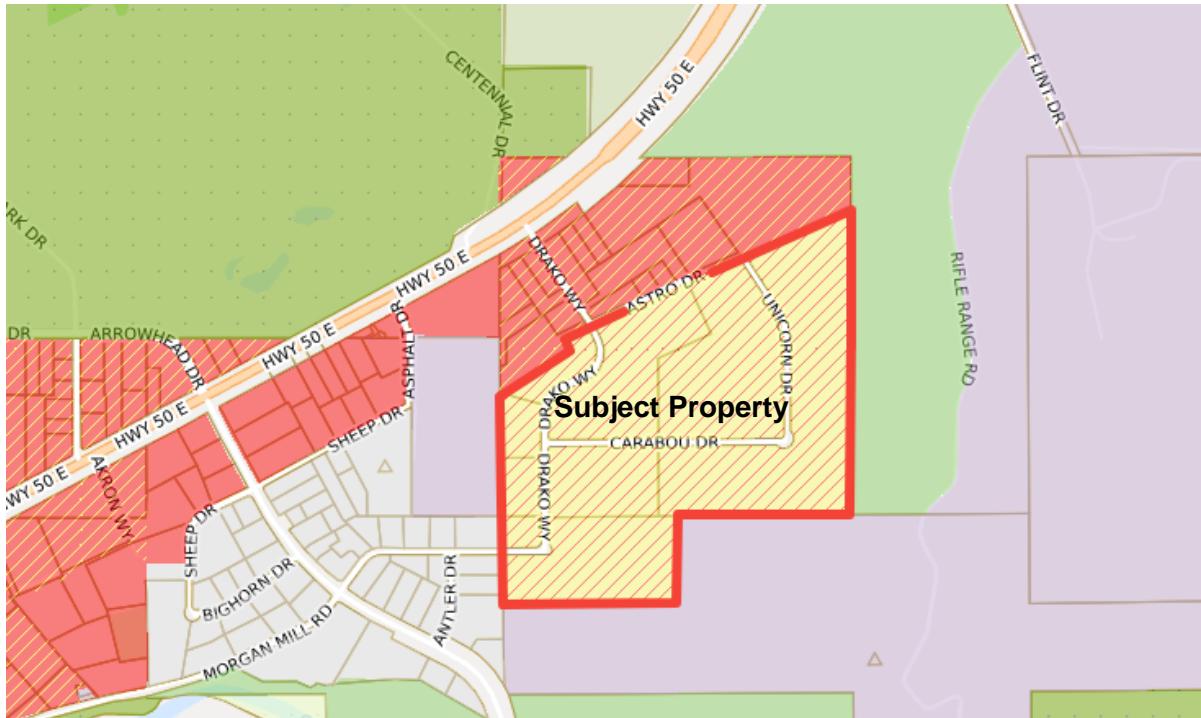
There are no further Land Use Map corrections identified by City staff for 2019. Past Land Use Map corrections have mostly been related to the transfer of ownership of properties into City ownership, usually through open space purchases. The Carson City Open Space Program is generally shifting focus 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.

2018 MASTER PLAN AMENDMENTS

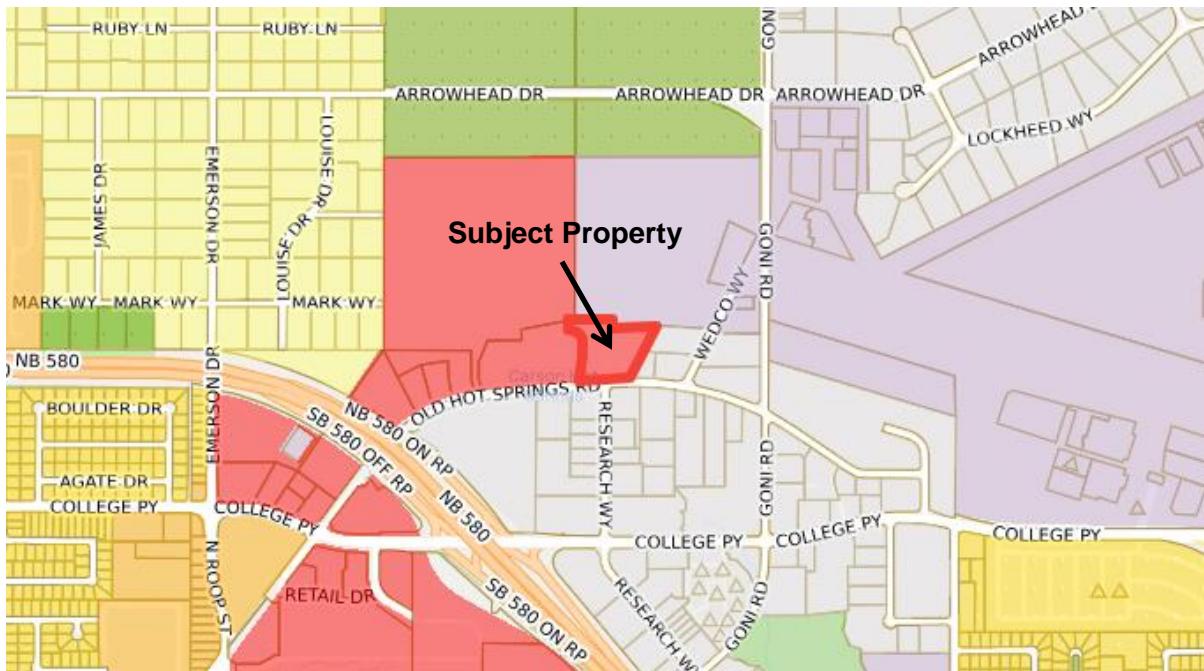
There were two Master Plan Map Amendment applications approved in 2018.

The first amendment was a change from Industrial to Mixed-Use Residential in a portion of the V&T Specific Plan Area, as adopted with the Master Plan in 2006. This change was in

compliance with the Specific Plan policy for changing the designation to Mixed-Use. Below is the resulting Master Plan designation for the property.



The second Master Plan Map Amendment was for a property on Old Hot Springs Road, adjacent to the Hot Springs Resort property. This amendment changed the Master Plan Land Use designation from Industrial to Commercial, which put the designation back to what it was when the Master Plan was adopted in 2006. The property had recently been changed from Commercial to Industrial for a proposed project that did not go forward, and the property owner requested changing the designation back to Commercial in order to develop the property as an RV park. Below is the Master Plan map showing the subject property.



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.

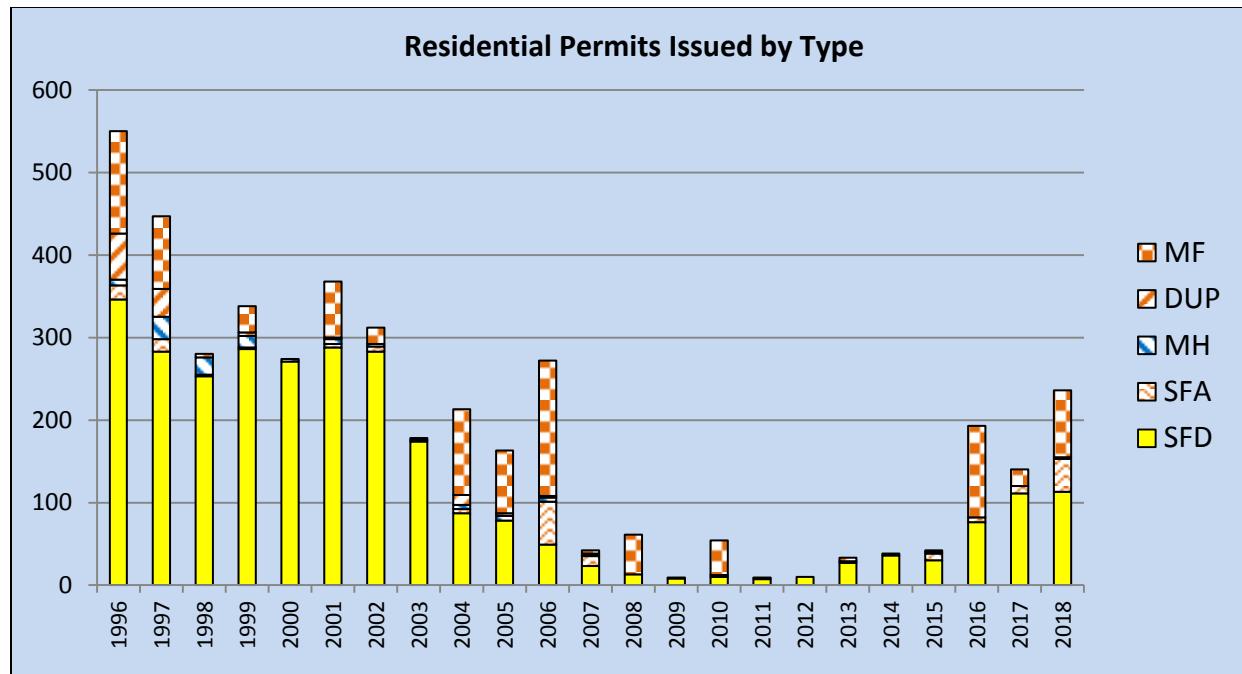
GROWTH TRENDS AND SUPPLEMENTAL INFORMATION

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.*

Pursuant to Master Plan Policy 1.1a noted above, the annual Master Plan report provides an opportunity to review 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:

The chart below shows the total number of new residential building permits by the type of housing unit. It shows that residential construction significantly picked up in 2016 after nine years of virtually no residential growth. This pace of residential construction is expected to continue into 2019. In 2018, the residential development rate just reached pre-recession levels of 200-300 units per year.



Source: Carson City Building Division

Through October 2018

SFD = Single-family detached residence

DUP = Duplex (two attached units, one ownership)

SFA = Single-family attached residence

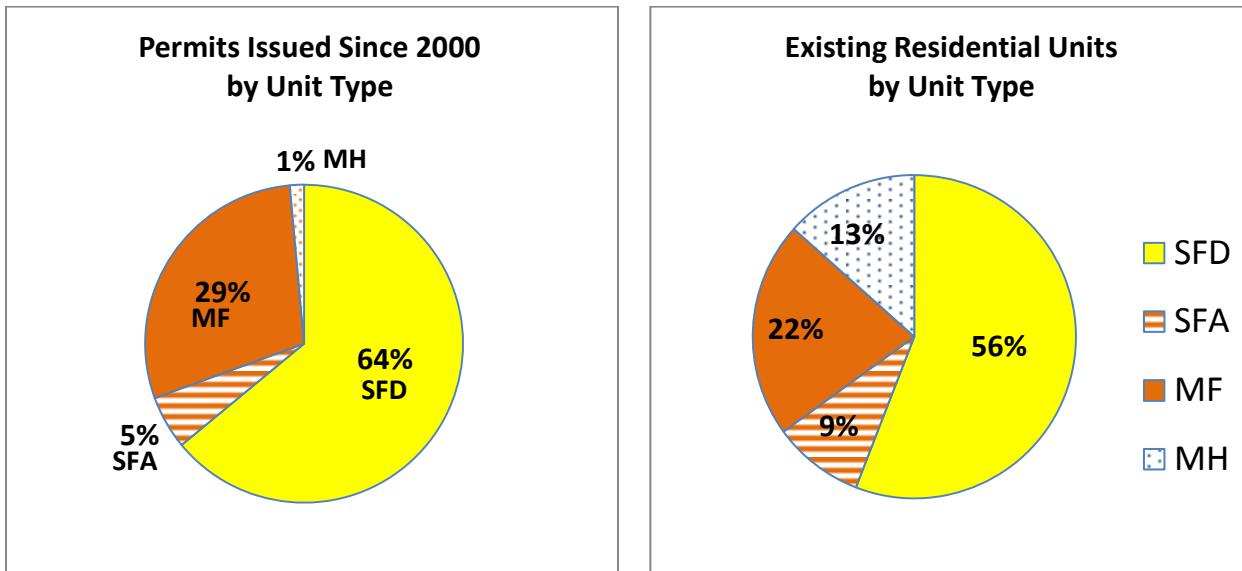
MF = Multi-family dwelling (3 or more units, one owner)

MH = Mobile Home

While there has been a significant increase in planning/zoning approvals for projects in the last two years resulting in the approval of more than 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.

The first chart below shows the percentages of the various types of dwelling units that have been constructed since 2000. The second chart 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.



Source: Carson City Building Division

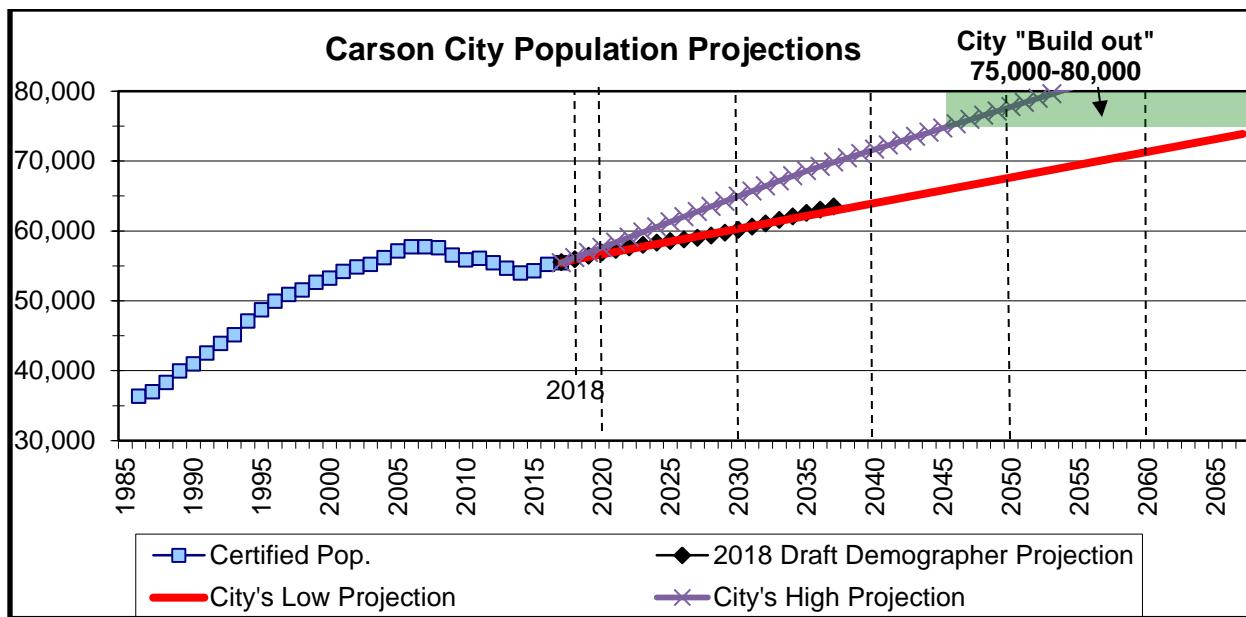
Source: Carson City Assessor

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 659 new residential units will be permitted in 2019, 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 uses 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.

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. 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.

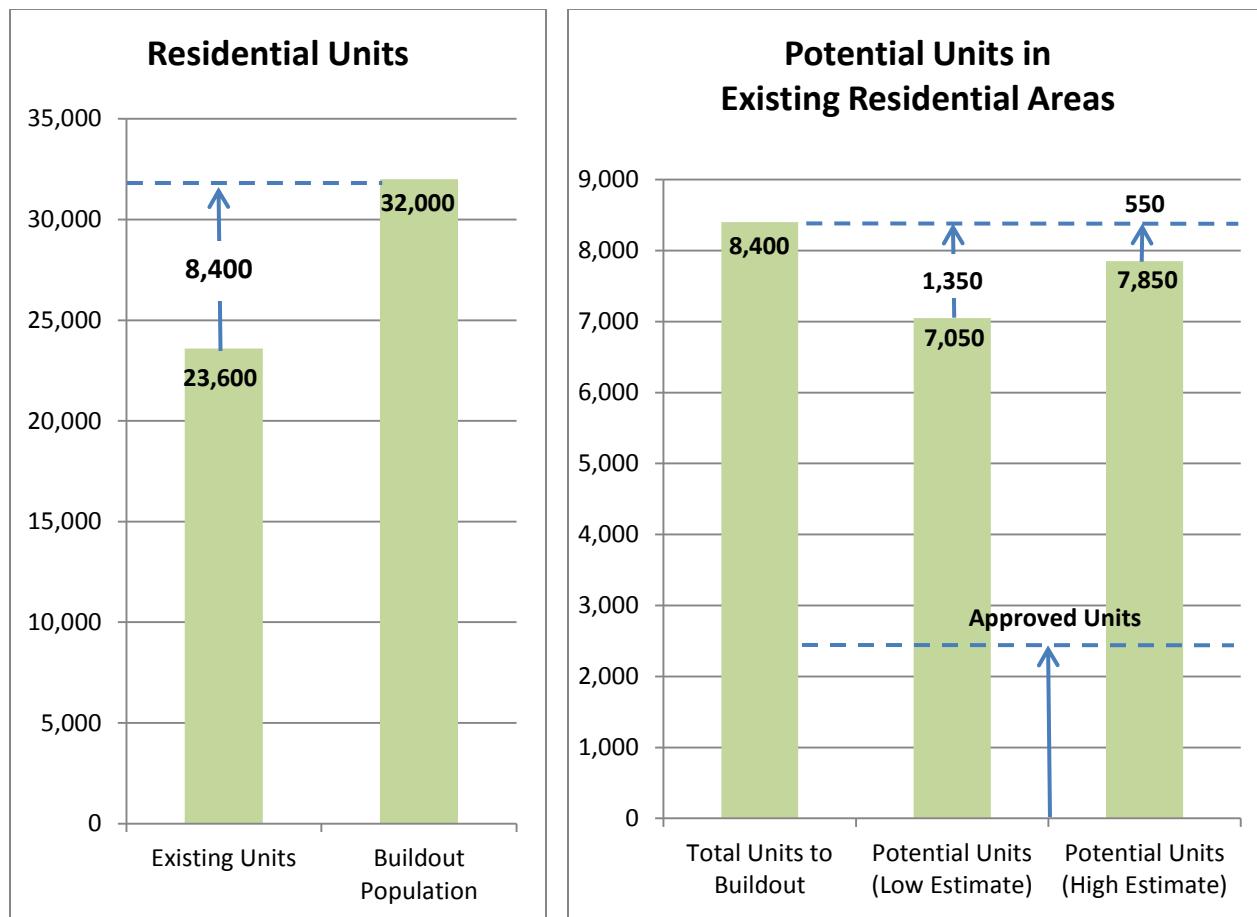


Land Use and Water Capacity Analysis:

Planning staff has been working with Public Works staff on a city build-out analysis for water usage based on existing Master Plan Land Use designations of vacant and underdeveloped properties. As of the writing of this staff report, Public Works was still working with the water usage consultant team on the final data and conclusions. Generally, the findings confirm that the City has enough water rights to accommodate full residential and commercial build-out of the City under the current Land Use designations and densities. Public Works hopes to have more detailed information for the Planning Commission to report at the meeting.

In regard to residential growth, the analysis shows that if all residentially designated properties in the Master Plan are developed to full densities, the expected unit count to reach the build-out population will still not be reached. This allows for additional residential units in commercial and mixed-use areas while still not exceeding our expected buildout population.

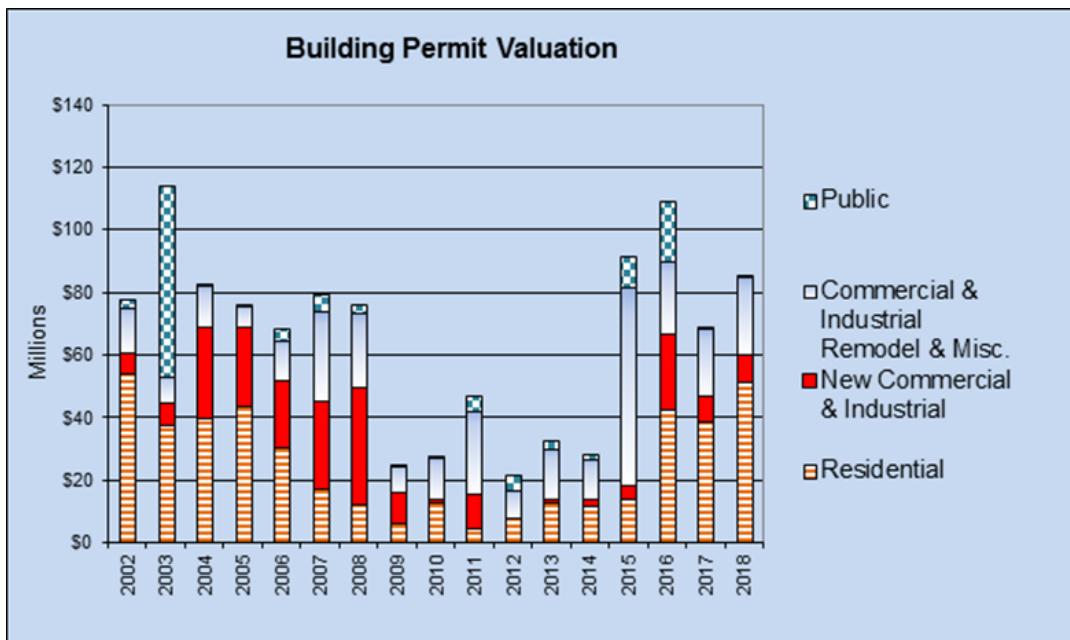
The first chart below shows where the City stands with existing residential units (approximately 23,600) versus "buildout" units (approximately 32,000), resulting in approximately 8,400 residential units to a buildout population of 75,000-80,000. The second chart shows an analysis of the buildout of all vacant and underutilized residentially-designated properties, with the high estimate being the development of all properties at maximum densities including the redevelopment of existing developed properties. The "potential units" projections also include developments on commercial or mixed-use properties with current approvals.



As this shows, there is some capacity to approve additional residential units in commercial and mixed-use areas while not exceeding our anticipated residential capacity. This can continue to be updated as new developments are approved and constructed. More importantly, the water usage analysis will provide data to help determine how certain land use changes will impact long-range water capacity. This data and the water usage model will be used as part of future land use decisions, e.g. changing Master Plan designations to higher densities or changing land uses from commercial to residential.

Construction Activity and Development Trends:

The following chart shows building permit valuation history over the last 17 years, through October 2018. This shows the general amount of expenditure on construction citywide (not adjusted for inflation), which can be an indicator of general economic activity. As with residential development noted above, overall construction has generally increased back to pre-recession levels.

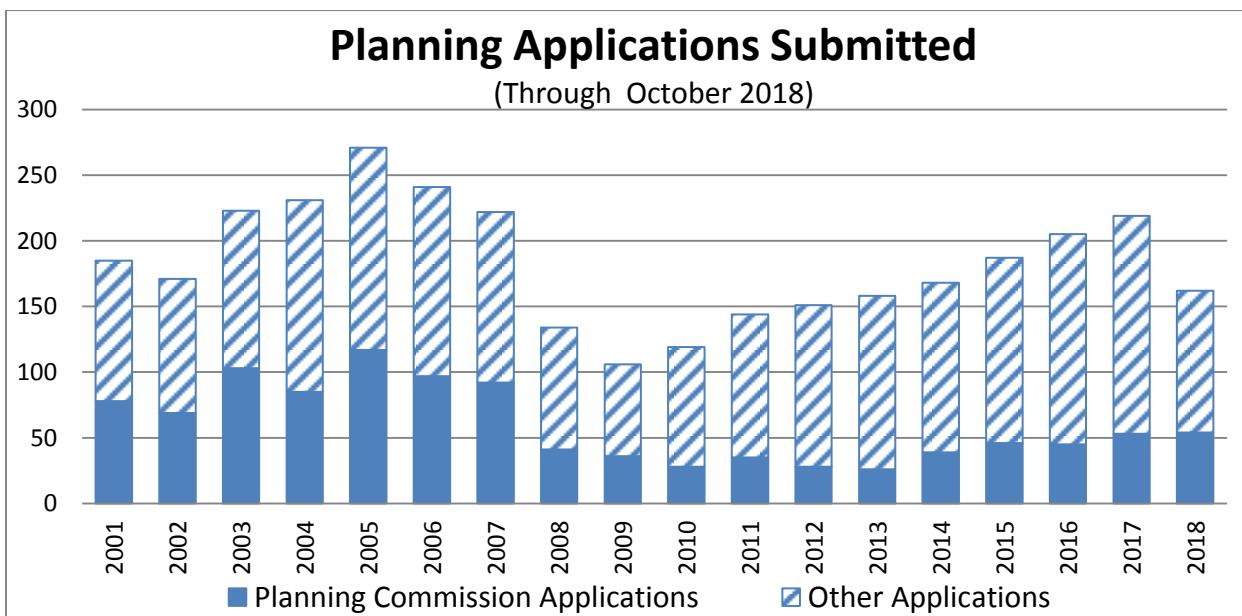


Through October 2018

Source: Carson City Building Division

Planning Applications:

The chart on the following page shows an 18-year history of Planning application submittals, through October 2018. 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 four years exceeding 2002 levels when the Planning Division had six planners and three administrative assistants. The Planning Division has added a full-time planner to the staff in the last year, bringing the current staffing total to three planners and two administrative assistants.



Through October 2018

Source: Carson City Planning Division

CONCLUSION

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 three 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 during the recession was not been the result of the adopted Master Plan policies, but was primarily the result of regional and national economic conditions that occurred after 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 could be extended. Projections are that Carson City will not reach this buildout population for 30 to 50 or more 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 or have been initiated to implement policies from the adopted 2006 Master Plan.

Since it has been more than 12 years since the adoption of the current Master Plan, it may be time to start planning for a comprehensive review and possible 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. 2019 Draft Action Plan Report
- B. 2016-2020 Carson City Strategic Plan
- C. 2006 Master Plan Table of Contents (for reference)

Master Plan

Draft Action Plan 2019

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: Curry Street and east-west cross street improvements completed. 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. 2019: Continue to work with NID, DBA and CVB on event and marketing strategies. City staff will work on the formulation of Neighborhood Improvement District for the South Carson Street corridor to correspond with the timing of the completion of the South Carson Complete Streets Project.

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: Planning Commission had discussion and gave direction to staff regarding code amendments related to guest buildings. 2019: Consider guest building regulation amendments to include allowing rental of guest buildings, with standards.

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. Indoor amenities include a 1/8 th -mile elevated walking track and courts for basketball, volleyball, futsal/indoor soccer, and pickleball. Efforts to update the Carson City Community Center are underway, beginning with the renovation of the Bob Boldrick Theater scheduled in 2019.
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 identified downtown housing as an objective for 2018. 2019: Apartments in a mixed-use building at 308 N. Curry Street are expected to open. Continue to explore opportunities to assist downtown housing projects.
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. 2019: Continue funding the façade improvement program. Reach out to property owners within qualifying areas to promote the program and encourage improvements.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
6.2a—Develop standards for neighborhood infill and redevelopment. 9.3b—Establish infill and redevelopment standards to minimize impacts on existing neighborhoods. 9.4a—Establish guidelines for the incorporation of higher density residential at the fringe of existing rural neighborhoods, as well as on individual lots within them.	2	Planning	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria and monitor development patterns for need for additional Mixed-Use zoning districts.
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	2019: The City property management team will explore opportunities for the development of affordable housing on various City-owned properties, and will bring an item to the Board of Supervisors for direction regarding these properties.
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	The Façade Improvement Program has provided funds to three historic commercial properties.
5.4a—Adopt design standards for developments that are adjacent to or highly visible from the V&T railroad or the	2	Planning	Downtown DT-MU standards were completed in 2007 to address compatibility with the Capital. Plans for the V&T

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
State Capitol Complex.			Railroad terminal location have changed, and Planning staff will continue to monitor the plans and progress.
V&T SPA 1.1—Develop and adopt specific design standards for commercial development and public-use development within the V&T-SPA to protect the scenic quality of the V&T route. 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	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. City parks staff are members of the Stakeholder Committee for the V&T trail, funded by a Recreational

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
Unified Pathways Master Plan.			Trails and Conservation Assistance Grant.
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.	<input checked="" type="radio"/>	Parks & Recreation	The City has added a temporary part time Park Ranger Aide to assist its two full time Park Rangers. Park Rangers actively patrol the Carson River corridor, provide enforcement and education opportunities to enhance stewardship by the community. In addition, a full time Open Space Maintenance Coordinator was hired to oversee maintenance projects, lead conservation crews and assist with operations and natural resource management. These staffing efforts have continued to improve the cleanliness of the area.
V&T SPA 4.1—Encourage continued collaboration with Lyon County and Storey County to minimize land use conflicts along the V&T corridor.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Planning, Engineering, Public Works	Incorporated in the Growth Management Plan update every year to Planning Commission. 2018: City staff hired a consultant to conduct a land-use based water usage analysis to spatially analyze the projected demand for future water across the City.
1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.	<input checked="" type="radio"/>	Public Works, Water	
1.1d— Continue to review applications for proposed residential development in accordance with the Carson City 1978 Growth Management Ordinance.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Building, Planning	Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.

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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).	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Planning	The Federal Lands Bill (OPLMA of 2009) land transfers to the City for open space, parks, and economic development was completed in 2015. 2018/2019: City staff is actively working with BLM on the remaining land disposal provisions and technical corrections desired by the City in the Legislation.
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.	<input checked="" type="radio"/>	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. 2018/2019: City staff is actively working with BLM on the remaining land disposal provisions and technical

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			<p>corrections desired by the City in the Legislation.</p> <p>Staff continues to seek opportunities for additional acquisitions, recreation opportunities, and projects in and around the City.</p>
1.4c—Require a detailed site analysis for any development at the Urban Interface to identify unique features to be protected.	<input checked="" type="radio"/>	Planning	Wetland, soils and earthquake hazards and hillside development are reviewed with development proposals.
1.5a—Coordinate with Lyon, Washoe, and Douglas Counties to ensure that applicable Master Plans for each jurisdiction are mutually compatible with the goals and policies of this Master Plan.	<input checked="" type="radio"/>	Planning	Planning consults with adjacent counties for all development applications at county boundaries.
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.	<input checked="" type="radio"/>	Planning, Transportation	<p>Staff continues to participate in coordination efforts.</p> <p>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.</p>
1.5d—Coordinate with NV Energy and Southwest Gas on the location of new power lines and future facilities necessary to serve the community.	<input checked="" type="radio"/>	Planning, Engineering	<p>2017: The City adopted a power transmission line Master Plan policy in accordance with State law.</p> <p>Ongoing: The City is working with NV Energy on an Underground Management Plan to cooperate and plan for the undergrounding of power lines within specific areas of the City (i.e. corridor improvement projects, redevelopment areas, etc.)</p>
2.1d—Discourage rezoning of properties that create incompatible land uses between adjacent zones, enforce standards for transitions between residential and commercial uses.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	

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3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	<input checked="" type="radio"/>	Planning, Parks & Recreation	On March 15, 2007, the Board of Supervisors adopted the Carson River Aquatic Trail into the Unified Pathways Master Plan. The Master Plan is reviewed annually and updated, as necessary, to be consistent with public ownership of properties along the Carson River.
3.2a—Seek opportunities to transfer lands slated for disposal by the BLM or Forest Service into City ownership to preserve important hillside views and update existing cluster development and steep slope provisions as needed.	<input checked="" type="radio"/>	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding Carson City.
3.3a—Continue to work with FEMA and other Local and State agencies to promote disaster prevention through strategic planning and coordination.	<input checked="" type="radio"/>	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).	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Parks & Recreation	The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs. In early 2018, the Board of Supervisors approved an amendment to the Unified Pathways Master Plan. This plan addressed the City's off-street/single track trail system, which will provide regional connectivity to Washoe and Douglas Counties.
4.1c—Focus new neighborhood parks in areas currently	<input checked="" type="radio"/>	Parks &	A 3.6-acre neighborhood park is under construction in the

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underserved and in new neighborhoods.		Recreation	<p>Schulz Ranch Subdivision, with anticipated completion in 2019.</p> <p>The Lompa Ranch North SPA development includes a 10 acre park on the west side of the Carson City freeway, a 3 acre dog park on the east side of the freeway, and a multi-use path system through the development to connect to the parks.</p>
4.1c—Establish an additional community park in the northern quadrant of the community.	<input checked="" type="radio"/>	Parks & Recreation	<p>It was anticipated that 73-acres off of Arrowhead Drive could be a potential park site. After conducting due diligence, several historic mill site claims encumber the property and the need for an airport buffer have eliminated this site at this time. With a significant backlog in infrastructure preservation projects, efforts are being redirected to rehabilitating existing facilities and address potential safety issues, rather than add to existing inventory. As developments come forward, city staff will continue to look for cooperative park development opportunities in the northern quadrant of the city.</p>
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	<input checked="" type="radio"/>	Parks & Recreation	<p>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 2019 and will be located on the east side of Carson City along Flint Drive and Rifle Range Road.</p>
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City's existing and potential recreation partners.	<input checked="" type="radio"/>	Parks & Recreation	<p>City staff collaborates 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:</p> <p>Truckee Meadows Parks Foundation: Americorps Vista program (3 full time staff annually to the Department for Public Relations, Outreach and Education, and Volunteer coordination. The Americorps live rent free in the City's Governor's Field Sports Complex caretaker residence in</p>

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			<p>exchange for their services.</p> <p>Foundation for Carson City Parks and Recreation: Lease Wungnema House (operations and maintenance)</p> <p>Eagle Valley Disc Golf Association-Disc Golf Course (construction and maintenance)</p> <p>Carson Rifle and Pistol Club-Rifle and Pistol Range (restroom, signage and safety improvements)</p> <p>Clear Creek Bowman-JDW Centennial Park Archery Range (ADA improvements)</p> <p>Friends of Silver Saddle Ranch – Silver Saddle Ranch (Programming and management)</p> <p>Muscle Powered –(Trail planning, construction, and maintenance)</p> <p>As well as other joint use agreements with Carson City School District, Boys and Girls Club of Western Nevada, Youth Sports Association, Sierra Inline Hockey, UNR Cooperative Extension, and other community groups to meet the recreational needs in the community.</p>
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.	<input checked="" type="radio"/>	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.

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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.	<input checked="" type="radio"/>	Parks & Recreation, Open Space	The City recently acquired 206-acres of land on the west side of Carson City (Hamm property) for essential to regional trail connectivity, wildlife habitat and viewshed. The city anticipates additional acquisitions of properties along and near Highway 50 in 2019, which could provide a regional trail connection to Douglas County, In addition staff is pursuing conservation easements near Kings Canyon which would provide a contiguous landscape of protected lands.
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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	2018: The City took over management of the Adams Hub, a business incubator and resource center, managed by the Carson City Library.
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	<input checked="" type="radio"/>	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies	<input checked="" type="radio"/>	Business Development	

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to promote vertical diversity.			
5.1h—Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.	○	Business Development	
5.1i—Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries.	○	Public Works	2015: NNDA identified its first "Certified Site" for industrial use in Carson City in coordination with Public Works and Planning. 2016: Carson City applying for joint EPA grant with NNDA to complete environmental assessments for Certified Sites program.
5.1i—Explore opportunities to pre-designate tourism improvement districts (i.e., STAR bond districts), enhance redevelopment areas and maximize the potential of all available economic development tools.	○	Business Development	
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	○	Planning	The City continues to receive and review housing projects that include a mix of housing types, including single family detached, single-family attached, and multi-family dwelling units.
5.1k—Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation.	○	Business Development	
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	
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	

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5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Planning	
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	<input checked="" type="radio"/>	Planning, Public Works	<p>Current City telecommunication ordinances are designed to promote communications.</p> <p>2018: The City is working with telecommunication carriers to develop small-cell “5G” standards for citywide deployment of the latest technology.</p> <p>Ongoing: The City considers the expansion of these technology services in the design of the major corridor improvements project, as well as other utility and street projects. As part of the South Carson Complete Streets Project, new fiber optic lines are proposed to enhance the City’s fiber network.</p>
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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Parks & Recreation, Business Development	<p>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. The Culture and Tourism Authority is spearheading the effort to revive the blue line and its interpretive education opportunities. The Department added a full time Americorps VISTA Outreach and Education Coordinator to its staff with the goal of providing new interpretive opportunities for the public.</p>

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5.4c—Support artists, arts organizations and related cultural institutions.	○	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.	○	Parks & Recreation	<p>The Department is focusing on reinvesting in its aging infrastructure. Two projects have been included in the City's 1/8% sales tax improvement projects: the MAC and Community Center Improvements. The MAC was opened in early 2016. In February 2019, significant improvements will be completed in the Community Center's Bob Boldrick Theater. An approximately \$600,000 investment will be made to replace theater seats, refinish floors, replace acoustical carpet treatments and paint the entire auditorium.</p> <p>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.</p> <p>Additional grants include the Nevada Off-Highway Vehicle Program for a site master plan of the motorized use area and a National Rifle Association Foundation Range Program grant for signage improvements at the Rifle and Pistol Range.</p> <p>Additionally, a Federal Land Access Program grant improved Sierra Vista Lane and two adjacent trailhead facilities along the Carson River.</p>
5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities, and distribute materials to target markets or specific	2	Parks & Recreation, Business	The City continues to provide promotional materials to the Carson City Culture and Tourism Authority for their use in marketing Carson City. In addition, the department

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companies considering relocating to Carson City.		Development	<p>began producing an on-line and hard copy activity guide in 2017 highlighting recreation opportunities for the community.</p> <p>2019: The Parks, Recreation and Open Space Department plans to produce a parks and trail guide. In addition, the Department retained a full time Americorps VISTA Public Relations Coordinator to assist with public relations, marketing and advertising efforts.</p>
5.5c—Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe.	2	Business Development	Ongoing through the Culture and Tourism Authority.
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.	<input type="radio"/>	Business Development	Ongoing through the Airport Authority.
5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.	<input type="radio"/>	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 provide the direction to create well-planned, timely 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.	<input type="radio"/>	Business Development	
5.5g— Emphasize educational resources of the community as an economic development tool.	<input type="radio"/>	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

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			community.
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	<input checked="" type="radio"/>	Business Development	Façade improvement program created and funded by Redevelopment Authority.
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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	<input checked="" type="radio"/>	Planning	2019: New permitting procedures will be implemented with new permitting software to facilitate online, electronic application submittal and payment. 2019: Review Title 18 and the Development Standards for updates and possible amendments.
5.7c—Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Planning	
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	<input checked="" type="radio"/>	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 –	<input checked="" type="radio"/>	Business Development	

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commercial, industrial and residential.			
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	<input checked="" type="radio"/>	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 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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Business Development	
6.1a—Require the use of durable, long-lasting building materials for all new development.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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	<input checked="" type="radio"/>	Planning	Ongoing through project review of new development pursuant to the adopted development standards.

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pedestrian connections, landscaping, and other features as consistent with the City's 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.	<input checked="" type="radio"/>	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
9.2b—Create affordable and workforce ownership housing opportunities for households earning 80 percent to 120 percent of median area income.	<input checked="" type="radio"/>	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	<input checked="" type="radio"/>	Planning	
9.2c—Encourage the use of site design techniques for residential development that ensure and promote solar and wind efficiency.	<input checked="" type="radio"/>	Planning	
9.2c—Ensure the economical and efficient processing of development applications and building permits to minimize housing development costs.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Planning	

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10.1b—Continue to review rehabilitation and renovation proposals for compliance with adopted guidelines.	<input checked="" type="radio"/>	Planning	
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	<input checked="" type="radio"/>	Planning	The Planning Division maintains a historic properties inventory and seeks expansion of the inventory through grants from the State Historic Preservation Office (SHPO).
11.1a— Continue to coordinate with the Carson Area Metropolitan Planning Organization (CAMPO), Nevada Department of Transportation, Regional Transportation Commission, adjacent counties, and other partners on transportation issues.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	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. The Parks Department added a part time Trails Coordinator to its team to ensure trail planning efforts are comprehensive throughout the City and have regional connectivity.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
11.2a—Conduct periodic updates to the City's transportation model based on future development projections to ensure the feasibility of development patterns portrayed on the Land Use Map.	<input checked="" type="radio"/>	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 CAMPO's 2017 Travel Demand Model update and were included in the forecast scenarios. Staff is currently working with a contracted consultant who maintains the transportation model through periodic incorporation of updated socio-demographic data and land use assumptions.
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.	<input checked="" type="radio"/>	Planning, Transportation	Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff.
11.2c—Seek opportunities to enhance the City's north/south arterial and collector street network in conjunction with future development (as consistent with the Transportation Plan) to improve connectivity and support broader transit service.	<input checked="" type="radio"/>	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.	<input checked="" type="radio"/>	Transportation	The City initiated corridor improvements along major gateways, starting with the completion of downtown Carson Street in 2016. In addition, preliminary design has occurred on William Street, with a grant received from the EPA. A complete streets corridor study was completed in June 2017. 2019: The S. Carson Street corridor study was completed in June 2017 and the S Carson St. Complete Streets Project is currently in the design phase with construction anticipated to start near the end of 2019.
12.1a—Provide multi-use paths where necessary as identified	<input checked="" type="radio"/>	Planning,	Ongoing – Public Works Transportation staff coordinates

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
on the Unified Pathways Master Plan map.		Parks & Recreation, Transportation	with Parks and Recreation staff to develop and propose projects and to seek funding. The extension of the Freeway Multi-Use Path from Colorado St to the Linear Park Path is currently in design. This project phase is expected to be constructed in 2019. The City was also awarded grant funding for the next phase, from Colorado St. to Edmonds Sports Complex. Design for the final phase is anticipated in 2019, with construction in 2020.
12.1b—Implement the Unified Pathways Master Plan as adopted to promote the shared use of pathway corridors and increased access for persons with disabilities.	○	Planning, Parks & Recreation, Transportation	Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. Regarding persons with disabilities, a concerted effort is being made to remedy non-compliant 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 ADA Transition Plan updates, expected to be completed Spring 2019. 2018: ADA improvements to the JDW Centennial Park Upper Sports Complex were completed. 2019: The first phase of a project to replace pedestrian access ramps and repair the Long Ranch Park's path system so it is accessible for users of all abilities is expected to be completed .
12.1c—Continue to require future development to construct on-site sidewalks and connections to adjacent pedestrian systems as needed and coordinate the dedication of R.O.W. for planned pathway connections at the time of development.	○	Planning, Engineering	Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.



Strategic Plan

2016–2020

May 4, 2015

Dear Citizens of Carson City:

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

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

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

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

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

Sincerely,

[signature]

[signature]

Robert Crowell
Mayor

Nick Marano
City Manager

Mission, Vision & Values

VISION

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

MISSION

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

VALUES

Customer Service

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

Organizational Culture

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

Integrity

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



Strategic Goals

Economic Development

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

Efficient Government

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

Organizational Culture

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

Quality of Life and Community

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

Safety

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

Sustainable Infrastructure

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

Economic Development

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

OBJECTIVES & STRATEGIES

Cultivate Regional Partnerships

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

Develop Downtown

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

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

Market Community Assets

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

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

Support Businesses

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

Economic Development

Support Development

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

PERFORMANCE MEASURES

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



Photo Credit: Cathleen Allison

Efficient Government

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

OBJECTIVES & STRATEGIES

Implement Best Practices

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

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

Leverage Technology

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

Maximize Communication and Transparency

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

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

Streamline Processes

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

Efficient Government

PERFORMANCE MEASURES

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



Photo Credit: TK

Organizational Culture

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

OBJECTIVES & STRATEGIES

Engage Collaborative Teams

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

Strengthen Employee Development

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

Strengthen Leadership and Succession Planning

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

Support Innovative Ideas

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



Photo Credit: Jeff Moser
(Flickr/facilitybikeclub)

Organizational Culture

PERFORMANCE MEASURES

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



Photo Credit: Carson City Public Works

Quality of Life & Community

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

OBJECTIVES & STRATEGIES

Enhance Programs and Services

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

Engage Arts and Cultural Assets

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

Ensure Quality Community Assets

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

Foster Community Collaboration

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

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

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

Quality of Life & Community

PERFORMANCE MEASURES

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



Photo Credits: Cathleen Allison

Safety

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

OBJECTIVES & STRATEGIES

Deter and Resolve Crime

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

Enhance Emergency Preparedness

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

Maintain Safe Facilities and Infrastructure

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

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



Photo Credit: Rick Cooper
(Flickr/randa)

Safety

PERFORMANCE MEASURES

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



Photo Credit: Carson City Fire Department

Sustainable Infrastructure

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

OBJECTIVES & STRATEGIES

Maximize City Asset Life and Utility

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

Meet Community Infrastructure Needs

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



Photo Credits: Cathleen Allison

Sustainable Infrastructure

PERFORMANCE MEASURES

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

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

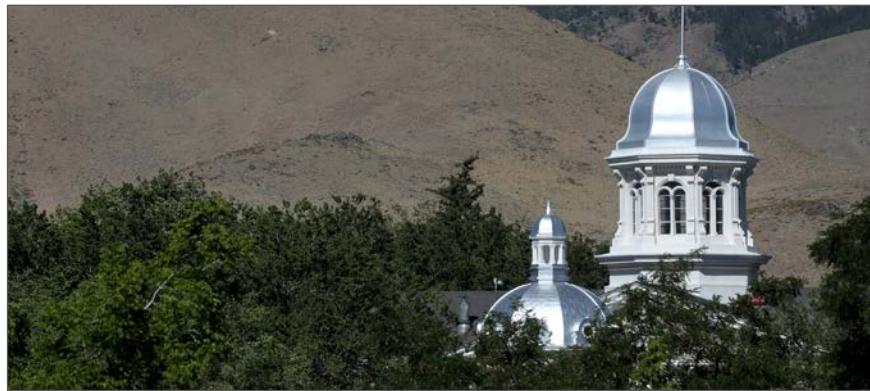


Photo Credit: Cathleen Allison

Community Priorities

Our public input process asked citizens, in forums held by the City and through an online 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.

Acknowledgements

The following individuals dedicated time and provided valuable input during the development of this strategic plan.

[Carson City Board of Supervisors](#)

Robert Crowell, Mayor

Karen Abowd

Lori Bagwell

Brad Bonkowski

Jim Shirk

[City Staff and Leadership](#)

Nicki Aaker	Tad Fletcher	Rachel Porcari
Steve Albertson	Ken Furlong	Nick Providenti
Ali Banister	Stacey Giomi	Michael Salogga
Ben Bianchi	Beth Huck	Bob Schreihans
David Bruketta	Vern Krahn	Darren Schulz
Melanie Bruketta	Sena Loyd	JoAnne Skelly
Janet Busse	Nick Marano	Cate Summers
Valerie Cauhape	Susan Merriwether	Tom Tarulli
Kim Christianson	Roger Moellendorf	John Wilkinson
Max Cortes	Nancy Paulson	Jason Woodbury
Susan Dorr-Pansky	Patrick Pittenger	Marena Works
Scott Fahrenbruch	Lee Plemel	

AND

[the Employees and Citizens of Carson City](#)

PREPARED BY

[Moss Adams LLP](#)

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