

## STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF NOVEMBER 19, 2013

FILE NO: MPA-13-139

AGENDA ITEM: G-3

STAFF AUTHOR: Lee Plemel, AICP, Community Development Director

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

**RECOMMENDED MOTION:** “I move to recommend to the Board of Supervisors acceptance of the Master Plan Action Plan priorities identified in the 2013 Action Plan as provided by staff for consideration in establishing City and staff goals for 2014, with no recommended changes to the goals and policies of the Master Plan.”

### BACKGROUND

The purpose of this item is to:

1. Update the Planning Commission on Master Plan implementation activities;
2. Review and make recommendations to the Board of Supervisors on the Master Plan 2014 Action Plan and other Master Plan-related matters; and

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 setting City goals and priorities for the next calendar year. The Board of Supervisors typically establishes City and staff goals early in each calendar year. Staff anticipates bringing the annual Master Plan report and recommendations from the Planning Commission to the Board of Supervisors in January. Master Plan Amendments are only reviewed four times a year, with November being the last month during the year in which Master Plan Amendments are reviewed.

In addition to the annual review of the Action Plan strategies, the Planning Commission may review the goals and policies of the Master Plan document to identify areas that may need to be reviewed in more detail. Last year, the Planning Commission and Board of Supervisors determined that the current goals and policies are still applicable and will guide future development in accordance with the desired growth patterns for the City.

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 is encouraged to review their copies of the plan or go to the Master Plan documents web page at the following link to review the complete goals and strategies: [www.carson.org/masterplandocs](http://www.carson.org/masterplandocs). A copy can be obtained from the Planning Division upon request.

### ACTION PLAN ACCOMPLISHMENTS AND RECOMMENDATIONS

The Carson City Master Plan, adopted in April 2006, included an Action Plan chapter detailing specific actions necessary or desired to implement the goals and policies of the Plan. It includes the primary city department responsible for each specific action and the priority of the action

established with the adoption of the Master Plan. (Note that current Board of Supervisors priorities may be different than those established in 2006; the priority ratings are merely intended to show how the action strategies were originally prioritized.) Attachment B is the 2014 Action Plan modified for this annual review.

The 2014 Action Plan matrix also includes some of the accomplishments towards the implementation measures as provided by the Planning, Engineering, Building, Public Works, Transportation, Water, Office of Business Development, and Parks and Recreation Departments/Divisions. These actions and accomplishments are not all inclusive of the activities related to Master Plan implementation but are intended to show a sampling of some of the coordinated efforts that are occurring or are planned.

### **Accomplishment of 2013 Initiatives:**

The following action items were identified for implementation by Planning Division staff as part of the 2013 Action Plan recommendations. A progress report and discussion on the status of each item is included, along with the related Master Plan Policy number. Additional accomplishments and progress towards action plan strategies are identified in the attached 2014 Action Plan.

1. V&T SPA 1.2 – Re-zone the private properties along Highway 50 East in the vicinity of the V&T Railroad alignment from General Industrial to a commercial designation consistent with the Master Plan Land Use Map.
  - o Responsible Departments: Planning

Progress Report: Planning staff inventoried existing zoning and uses within the V&T SPA (Specific Plan Area) in 2012, finding a mix of existing industrial/storage uses and vacant properties. If the area were rezoned to a commercial designation (e.g. General Commercial), a number of existing uses would become non-conforming. In 2013, the V&T Commission modified their long-term plans for the depot, apparently eliminating the Drako Way site as the preferred site. Staff has been working with V&T representatives to better understand current plans for the depot to be able to evaluate potential long-range land use issues. Staff will continue to monitor V&T plans to make appropriate recommendations regarding rezoning properties in the vicinity.

2. V&T SPA 1.1, 5.4a – *Develop and adopt specific design standards for development within the V&T SPA (Specific Plan Area) to protect the scenic quality of the V&T route.*
  - o Responsible Departments: Planning

Progress Report: Almost all existing development within the V&T SPA predates the existing Development Standards in the Carson City Municipal Code. Staff believes the existing Development Standards are adequate—at least in the short-term—to address compatibility with potential future V&T Railroad uses. When the Master Plan was adopted, it was planned to bring the V&T Railroad down to the Drako Way vicinity, but those plans have recently changed. Until a final depot location is determined, staff does not believe it is appropriate to develop specific standards beyond currently adopted design standards. Zoning of surrounding properties is a more important issue in protecting the viability of the Railroad, once a depot site is established.

5. 9.2c, 9.3a – *Housing rehabilitation – Explore setting aside a percentage of Community Development Block Grant funding for housing projects that can be used for refurbishing existing homes.*
  - o Responsible Department: Planning

Progress Report: CDBG funds in the amount of \$10,000 were included in the 2013-14 CDBG Annual Action Plan to support the Nevada Rural Housing Authority's weatherization program for low- to moderate-income families.

#### **Recommendations for 2014:**

It is recommended to continue to monitor plans for the V&T Railroad depot for potential rezoning of the area.

#### **MASTER PLAN AMENDMENTS**

There were no requests for Master Plan Amendments submitted in 2013. Staff believes that this indicates that the existing Master Plan Land Use Map remains relevant to accommodate the desired development of the City and, therefore, is an indication that broader Master Plan Land Use Map updates or changes do not need to be explored at this time.

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

There was no Master Plan Land Use mapping errors identified in 2013.

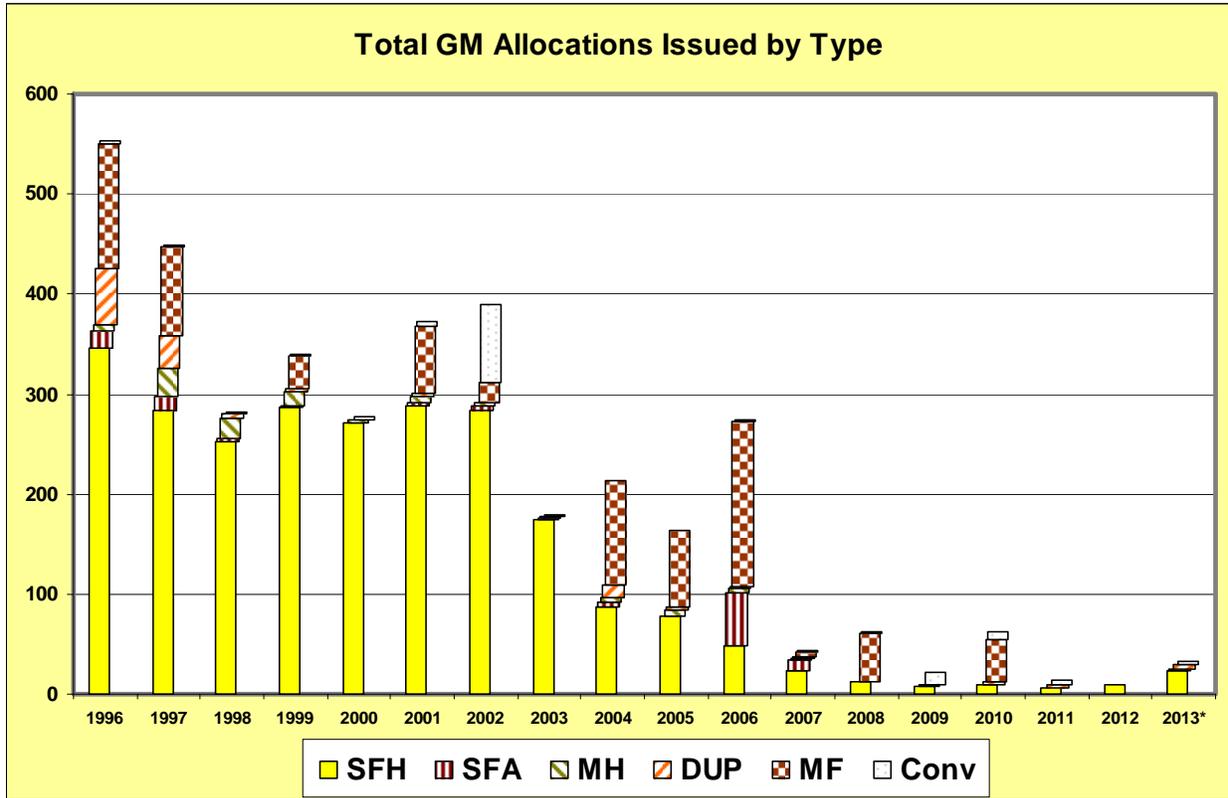
#### **GROWTH TRENDS AND SUPPLEMENTAL INFORMATION**

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

#### **Residential Growth and Development Trends:**

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

As expected with continued housing market issues, the issuance of residential permits has slowed significantly since 2006. The City is beginning to see a slight increase in the number of new single-family homes being constructed over the last year and staff anticipates this moderate upward trend to continue based upon conversations with people in the residential development business. There are approximately 1,300 approved single-family detached residential lots potentially available for future construction in existing and approved subdivisions, including over 1,000 approved subdivision lots that have not yet been recorded.



Source: Carson City Building Division

\* Through November 15, 2012

SFH = Single-family detached residence

SFA = Single-family attached residence

MH = Mobile Home

DUP = Duplex (two attached units, one ownership)

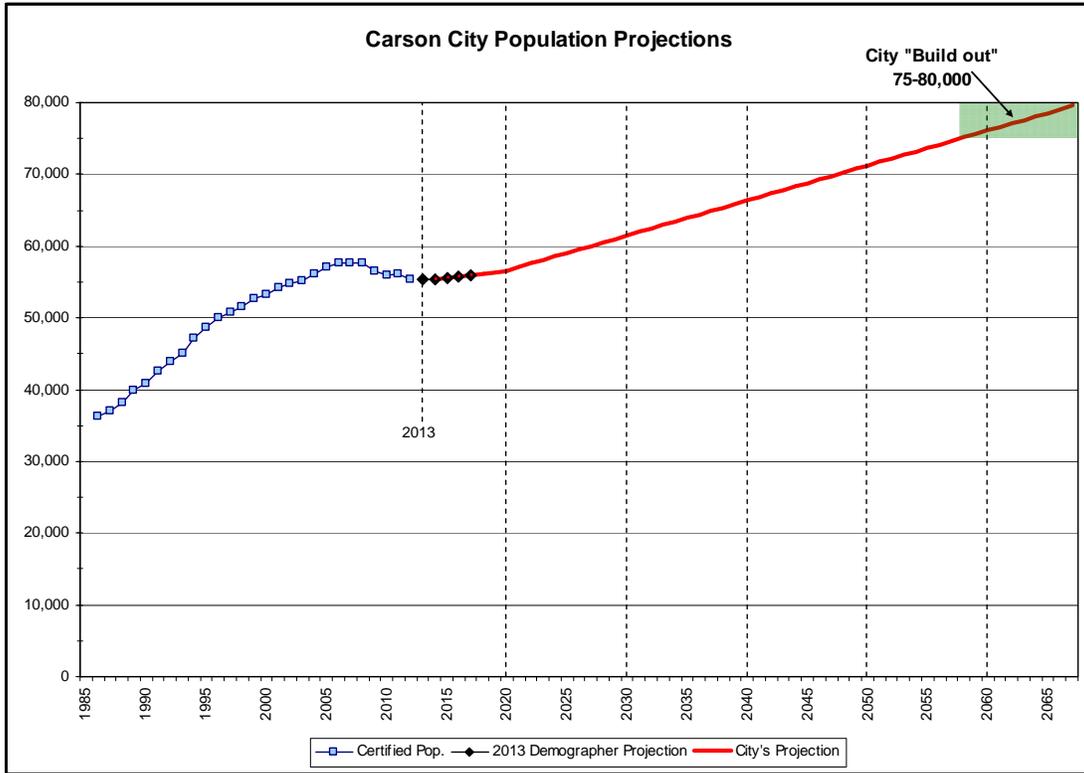
MF = Multi-family dwelling (3 or more units, one owner)

Conv = Conversion from private well to City water system

**Population:**

City staff uses population projections to coordinate long-range plans such as the Transportation Master Plan, Water Plan, and Wastewater Reuse Plan. Below is a chart showing the latest State Demographer projections as well as the projection the City will use in evaluating long-range plans. Of note is that the State Demographer's 2013 projections are positive for the first time in 3-4 years due to improved economic forecasts. City staff is planning for moderate growth for the next few years, consistent with State Demographer projections, then increasing to a more historic growth pattern of approximately 0.8-1.0 percent.

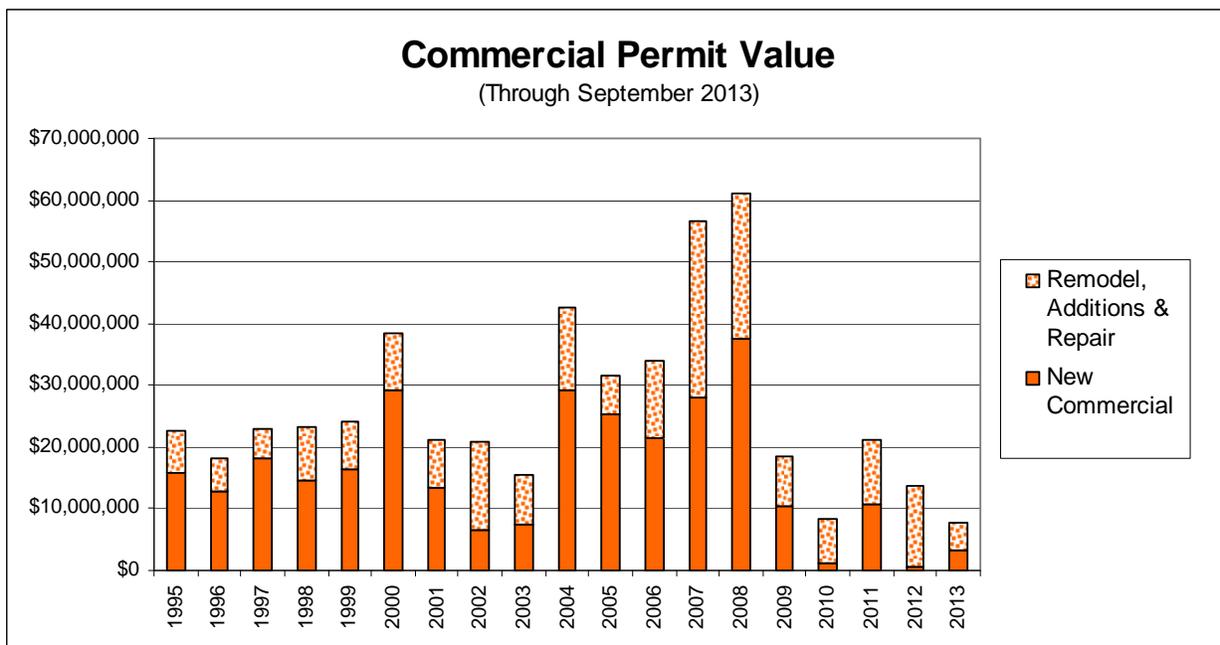
It is not anticipated that Carson City will reach its Master Plan buildout population of 75,000-80,000 for another 40-50 years, though growth trends will continue to be monitored. It would take approximately 8,000 additional dwelling units for Carson City to reach that buildout population (there are approximately 22,000 residential units in Carson City currently).



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

**Commercial Development Trends:**

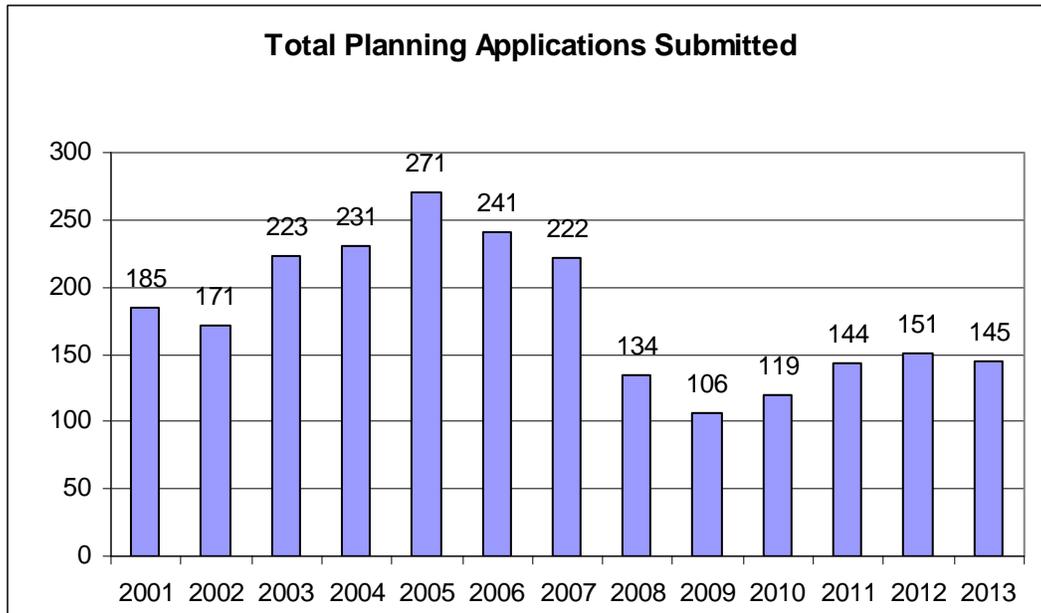
The following chart shows commercial building permit valuation history. Commercial permit valuation correlates to a slower pace of development as a result of economic conditions in recent years. While the 2013 permit valuation is behind pace with 2012 overall, new construction is increasing and more recent activity over the last few months indicate a slight increase in commercial construction activity.



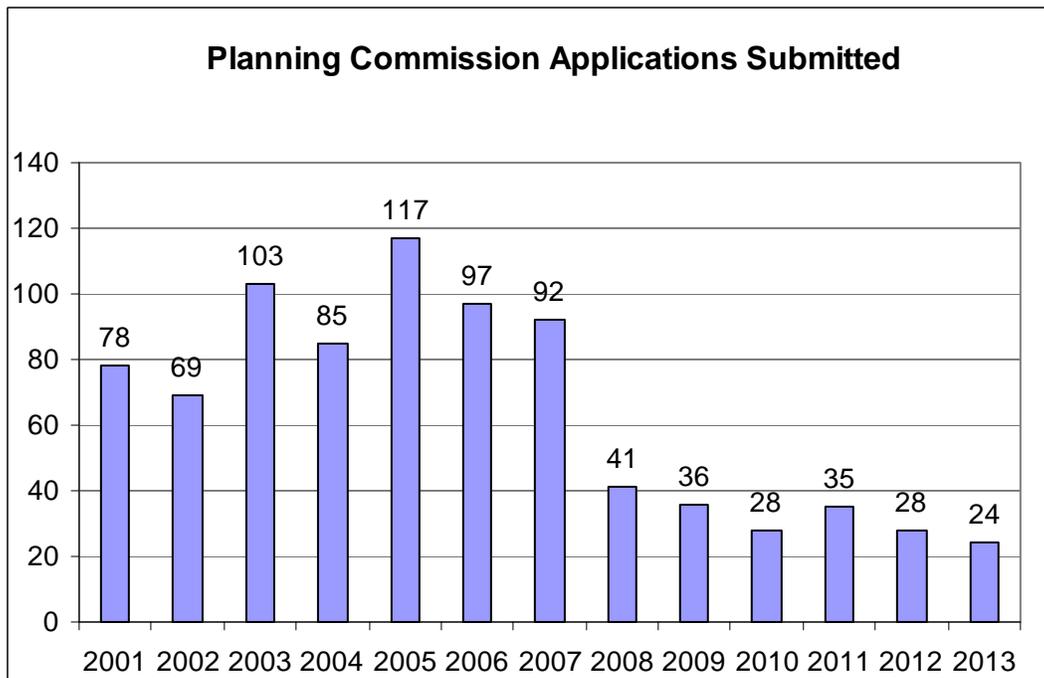
Source: Carson City Building Division

**Planning Applications:**

The charts on the following page show a 13-year history of Planning application submittals, through October 2013, including all Planning application types and applications that specifically go before the Planning Commission. Planning and zoning applications in recent years correlate to a slower pace of development as a result of economic conditions.



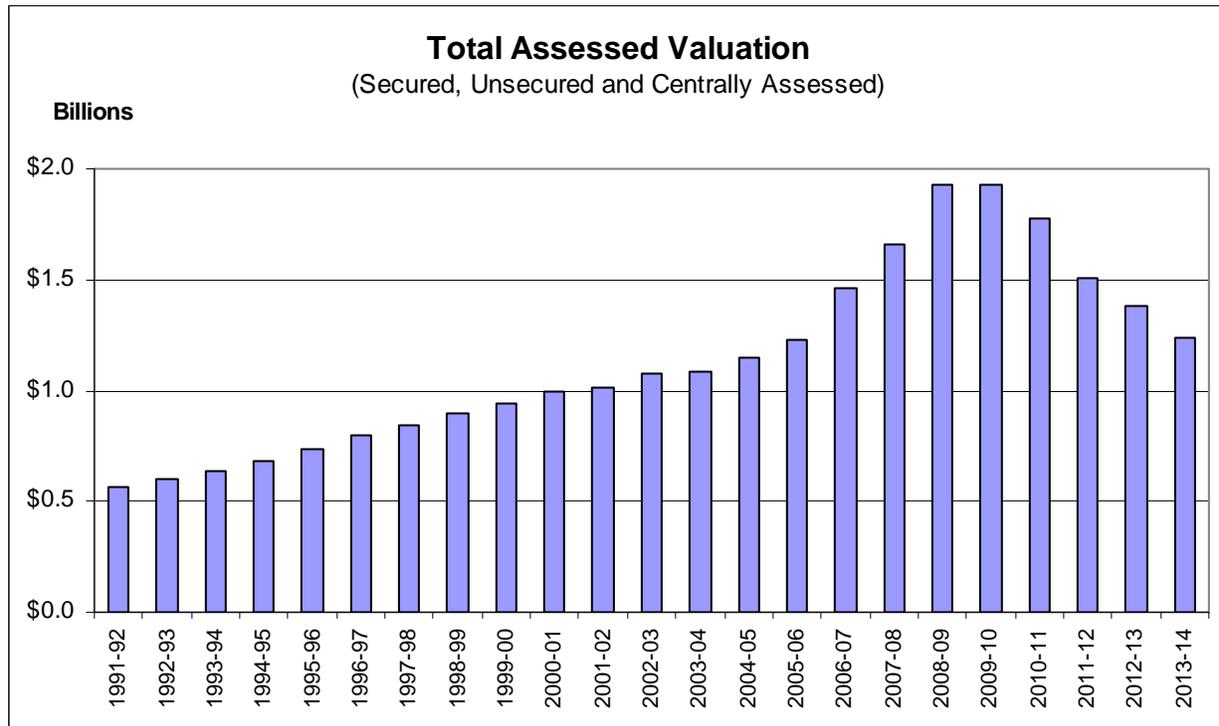
Through October 2013  
Source: Carson City Planning Division



Through October 2013  
Source: Carson City Planning Division

## Property Valuation:

The chart below shows total assessed valuation of property in Carson City.



Source: Carson City Assessor

## CONCLUSION

As the data above shows, the 2006 Master Plan was adopted during a period of economic growth in Carson City. Implementation of the Land Use Plan requires private development to occur. Since 2006, relatively little development has occurred in implementation of the Plan, including a lack of new downtown development and other mixed-use projects. It is anticipated that the pace of development will remain relatively slow for at least the next couple of years.

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

Following are some additional points for consideration:

- Staff believes the lack of City growth recently has not been the result of the adopted Master Plan policies, but is primarily the result of regional and national economic conditions that have occurred since the adoption of the Plan in 2006. Since the Master Plan provides land uses for growth up to a buildout population of approximately 75,000-80,000, and since growth is occurring slower than was expected when it was adopted, the “life” of the plan is extended. Projections are that Carson City will not reach this buildout population for 40-50 years.
- There has been no pressure from Carson City property owners, businesses, or residents to change the Master Plan Land Use Map or other goals or policies of the Plan. Most Master

Plan Amendment applications since 2006 have been initiated by the City to address changes in public ownership of properties.

- Staff believes the overarching goals and objectives in the Master Plan are relatively broad policy statements under which the Board of Supervisors have discretion to direct detailed implementation strategies—or not implement certain strategies. Staff also believes that the current Master Plan still reflects the general long-term goals of the community, desiring to implement “smart growth” principles in the long-term development of the City.

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

If you have any questions regarding the Master Plan annual report or the 2014 Action Plan, please contact Lee Plemel at 283-7075 or [lplemel@carson.org](mailto:lplemel@carson.org).

Attachments:

- A. 2006 Master Plan Table of Contents (for reference)
- B. 2013 Action Plan Report

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# Master Plan

## Draft Action Plan 2014

### ACTION PLAN MATRIX – 2013 ANNUAL REVIEW

The Action Plan Matrix provides a detailed list of the actions needed to implement the Plan. The matrix indicates the type of actions that will be required to implement the policies, and the priority of the actions to be initiated as adopted in the Plan. City staff and planning officials will need to update this matrix on an annual basis, or as necessary, to keep the responsibilities and actions current.

The “**Action**” column lists three possible categories of actions:

**R – Regulatory**, requiring amendments to the City’s development regulations. **PD – Policy Decisions**, to be implemented during day-to-day policy decisions by staff, Planning Commission, and the Board of Supervisors. **PR – Programs**, to be implemented by new or ongoing programs needed to carry out the goals of the Plan.

The “**Priority**” column lists four possible time frames for implementing actions: (1) - **Immediate Priority**, to be implemented with adoption of the Plan or soon thereafter. (2) - **High Priority**, to be initiated as soon as possible. (3) - **Moderate Priority**. (O) - **Ongoing**, are actions that occur continually.

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

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

**Action Plan Matrix**

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<b>PRIORITY ACTIONS PER 2006 MASTER PLAN</b>			
Establish Downtown Mixed-Use Zoning District.	1	Planning, Business Development	<b>COMPLETE (2007)</b>
Establish interim mixed-use evaluation criteria.	1	Planning	<b>COMPLETE (2006)</b>
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	2014: Continue planning and programming future Carson Street improvements as directed by the Board of Supervisors; work with Downtown 20/20 group and business associations to help implement enhancements.
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	<b>COMPLETE (2008)</b>
<b>OTHER ACTIONS</b>			
5.6b—Continue to explore opportunities to establish a DBA, LID, and/or BID in Downtown to help pay for public infrastructure improvements and/or Downtown area marketing and events coordination.	1	Business Development	2014: Continue to work with Downtown business groups to explore feasibility of implementing a Business Improvement District (BID) to help pay for improvements and/or maintenance.

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	COMPLETE (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	COMPLETE (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	COMPLETE (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.
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. The City has completed an assessment of the Carson Range watershed and initiated mitigation work at

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			the Quill Ranch Water Treatment Plant for Kings and Ash drainages. The Public Works Department has initiated a FEMA re-mapping project for a more accurate designation of the flood zones and their locations within Carson City. As a result, more than 100 homes have been removed from a mapped FEMA flood zone.
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 Parks and Recreation Department is continuing to work with consultants to develop an affordable design and is seeking additional funding for the project.
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	2	Business Development	
6.1d—Establish incentives such as façade improvement programs, design assistance programs, tax credits, or similar strategies to promote more attractive gateway corridors for the City.	2	Business Development	
6.2a—Develop standards for neighborhood infill and redevelopment. 9.3b—Establish infill and redevelopment standards to minimize impacts on existing neighborhoods. 9.4a—Establish guidelines for the incorporation of higher density residential at the fringe of existing rural neighborhoods, as well as on individual lots within them.	2	Planning	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.1b—Establish incentives, such as density bonuses or parking reductions, for the incorporation of higher-density housing within designated activity centers and along major gateway corridors where they may be served by future transit.	2	Planning, Engineering, Building	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria in the Master Plan and monitor development patterns for need for Mixed-Use zoning districts.
9.2a—Identify public lands, including City-owned properties that would be appropriate for affordable housing development and create a plan for the development of affordable housing.	2	Planning, State Housing Division	Staff will continue to monitor housing needs and opportunities.
9.2a—Identify public lands, including City-owned properties that would be appropriate for affordable housing development and create a plan for the development of affordable housing.	2	Planning	
9.2c—Provide housing rehabilitation and weatherization programs and or direct assistance to households with a particular emphasis on fixed-income elderly residents of Carson City.	2	Rural Housing Development Authority, Planning	2013: CDBG funds were allocated for housing rehabilitee and/or weatherization for low- to moderate-income families through the NRHA’s existing weatherization program.
9.3a—Develop strategies and incentives such as low-cost loans and design assistance programs to increase home ownership opportunities for residents and to promote regular maintenance and renovation within the City’s established neighborhoods.	2	State Housing Division; NRHA, Planning	Continue to work with local housing agencies.
10.1a—Establish financial, building and related incentives for the restoration and rehabilitation of historic structures and facilities.	2	Planning, Business Development	Structural analysis completed on two historic structures with grant funds (2008); Brewery Arts Center analysis completed (2010). Brewery Arts Center brick façade restored in 2011.
5.4a—Adopt design standards for developments that are adjacent to or highly visible from the V&T railroad or the State Capitol Complex.	2	Planning	Downtown DT-MU standards were completed in 2007 to address compatibility with the Capital. Plans for the V&T Railroad terminal location have changed over the last year, and Planning staff will continue to monitor the plans and progress.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>V&amp;T SPA 1.1—Develop and adopt specific design standards for commercial development and public-use development within the V&amp;T-SPA to protect the scenic quality of the V&amp;T route.</p> <p>5.4a—Develop specific guidelines and policies for a tourism-focused activity center along Highway 50 East that will serve V&amp;T Railroad visitors.</p>	<p align="center"><b>2</b></p> <p align="center"><b>2</b></p>	<p align="center">Planning</p>	<p>Existing design standards will ensure compatibility. Specific standards should be considered as plans for the V&amp;T terminal are implemented.</p>
<p>V&amp;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.</p>	<p align="center"><b>2</b></p>	<p align="center">Planning</p>	<p>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.</p>
<p>V&amp;T SPA 1.3—Identify critical views of the landfill area from V&amp;T route and adjacent commercial areas and mitigate visual impacts by plantings, screening or other methods around the landfill.</p>	<p align="center"><b>2</b></p>	<p align="center">Planning Public Works</p>	<p>Complete (2006)</p>
<p>V&amp;T SPA 1.4—Prohibit new uses on public lands within the V&amp;T-SPA that would conflict with the V&amp;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.</p>	<p align="center"><b>2</b></p>	<p align="center">Planning</p>	<p>Policy will be reviewed with future use requests.</p>
<p>V&amp;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.</p>	<p align="center"><b>2</b></p>	<p align="center">Planning</p>	<p>The adopted Federal Lands Bill limits uses of adjacent City property to public uses.</p>
<p>V&amp;T SPA 2.1—Parks and Recreation will continue to work with the V&amp;T Commission and V&amp;T consultants in locating appropriate pathway facilities along the Carson River corridor consistent with the V&amp;T operation plans and the Unified Pathways Master Plan.</p>	<p align="center"><b>0</b></p>	<p align="center">Parks &amp; Recreation</p>	<p>The Board of Supervisors approved two land acquisitions (Bently and Serpa) with the V&amp;T Railroad Reconstruction Commission. The purchase of these two properties were finalized in 2012. Parks and Recreation continues to have on-going dialogue with the V&amp;T Railroad Reconstruction Project’s design consultants regarding the potential for improvements to the existing water-based and</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			future land-based recreational trails in the Carson River Canyon.
V&T SPA 3.1—Encourage continued cleanup and patrol of the Carson River corridor to protect the scenic resource through partnerships with public and private agencies.	○	Parks & Recreation	A coalition of the public, private and various government agencies have annually worked to remove trash and protect wildlife habitat within the Carson River corridor.
V&T SPA 4.1—Encourage continued collaboration with Lyon County and Storey County to minimize land use conflicts along the V&T corridor.	○	Planning	
1.1a—Monitor growth trends and conduct periodic reviews of the City’s growth capacity to ensure the Master Plan is consistent with the City’s Water and Wastewater Master Plan.	○	Planning, Engineering, Public Works	Annual MP Review; updated water plan completed in 2009; Wastewater Reuse Plan put on hold due to lack of growth.
1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.	○	Public Works, Water	Ongoing education and outreach efforts.
1.1d— Continue to review applications for proposed residential development in accordance with the Carson City 1978 Growth Management Ordinance.	○	Planning	Annual Growth Management
1.1e— Encourage the use of sustainable building materials and construction techniques, through programs such as the US Green Building Council’s LEED (Leadership in Energy Efficiency and Design) program.	○	Building, Planning	
1.1f—Encourage the incorporation of site planning and other design techniques that promote solar and wind efficiency in the construction of new homes and non-residential development and the use of new and emerging technologies that lead to increased energy conservation (e.g., maximizes solar exposure to capture energy and speed snow melt during winter months).	○	Building, Engineering, Planning	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.2a—Use levels of priority established by the Master Plan to help guide the future allocation of staffing and other resources devoted to infill and redevelopment objectives.	○	Public Works, Planning, Business Development	Reviewed with Annual Budget
1.2b—Review the boundaries of the City's redevelopment areas periodically and adjust them as appropriate to support redevelopment objectives.	○	Business Development	Redevelopment boundaries were amended in 2007 to support redevelopment objectives.
1.2c—Ensure that improvements identified in the City's Transportation, Water, and Wastewater Master Plans are consistent with and supportive of the City's infill and redevelopment objectives.	○	Public Works	Capital Improvements Plans are updated annually. Water plan update completed in 2009. Reuse master plan update temporarily put on hold due to lack of growth.
1.3a—Continue to coordinate with the BLM to ensure that its Urban Interface Plan is consistent with the Land Use Map.	○	Planning	
1.3b—Continue to coordinate with State and Federal Agencies on the Federal Lands Bill and monitor future land transfer opportunities, particularly within the urbanized area of the City.	○	Planning, Parks & Recreation	The Federal Lands Bill (OPLMA of 2009) was adopted to facilitate various federal land transfers to the City for open space, parks, and economic development. Transfers between the USFS and Carson City occurred in 2012. Staff continues to work to complete the land transfers and sales with the BLM.
1.4c—Require a detailed site analysis for any development at the Urban Interface to identify unique features to be protected.	○	Planning	Wetland, soils and earthquake hazards and hillside development are reviewed with development proposals.
1.5a—Coordinate with Lyon, Washoe, and Douglas Counties to ensure that applicable Master Plans for each jurisdiction are mutually compatible with the goals and policies of this Master Plan.	○	Planning	Mutual agreement reached with Douglas County in 2008 for water service in north Douglas; continue ongoing planning with County staffs.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.5c—Coordinate with regional planning organizations, such as the CAMPO, TRPA, and the TMRPA to ensure that adopted regional plans are mutually compatible with the goals and policies of this Master Plan.	○	Planning, Transportation	Staff continues to participate in coordination efforts. 2013: Coordinated with TTD on SR 28 corridor management plan and on transit planning efforts. Coordinated with CAMPO for the conduct of its annual planning work program.
1.5d—Coordinate with Sierra Pacific Power and Southwest Gas on the location of new power lines and future facilities necessary to serve the community.	○	Planning, Engineering	Staff continues to work with NV Energy on future facility planning.
2.1d—Discourage rezoning of properties that create incompatible land uses between adjacent zones, enforce standards for transitions between residential and commercial uses.	○	Planning	Reviewed by staff and the Planning Commission with zoning application requests.
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	○	Business Development	
3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	○	Planning, Parks & Recreation	In 2007, the Board of Supervisors adopted the Carson River Aquatic Trail into the Unified Pathways Master Plan. The Master Plan is reviewed annually and updated, as necessary, to be consistent with public ownership of properties along the Carson River.
3.2a—Seek opportunities to transfer lands slated for disposal by the BLM or Forest Service into City ownership to preserve important hillside views and update existing cluster development and steep slope provisions as needed.	○	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding Carson City. The land transactions between the USFS and Carson City were initiated in 2011.
3.3a—Continue to work with FEMA and other Local and State agencies to promote disaster prevention through strategic planning and coordination.	○	Public Works, Fire Department	Ongoing training occurs—coordinating efforts with the Fire Department.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
3.3b—Ensure new neighborhoods, particularly at the Urban Interface, are designed to minimize the impacts of potential natural disaster events (e.g., provide multiple access points, maintain defensive space in forested areas, and construct homes and outbuildings of fire resistant materials).	○	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.
3.3c—Continue to educate existing residents on appropriate measures to be taken to minimize the potential loss of life and property in the event of a wildfire or other natural disaster.	○	Fire Dept.	The Fire Department is active in resident education, particularly in wildland interface areas.
4.1b—Identify opportunities for the incorporation of park facilities as part of new developments commensurate with demand created and consistent with the City’s adopted standards.	○	Parks & Recreation	The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs.
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	○	Parks & Recreation	John Mankins Park (2007) in the Silver Oak Subdivision Development and Ronald D. Wilson Memorial Park (2008) in north Carson City havehas opened. 2012: A trailhead was completed at Lakeview Park, and the Fulstone Wetlands Project was completed.
4.1c—Establish an additional community park in the northern quadrant of the community.	○	Parks & Recreation	The Parks and Recreation Department with concurrence of the Parks and Recreation Commission has put the site development planning of the John D Winters Centennial Park on hold until funding can be acquired for the project.
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	○	Parks & Recreation	Work continues on the Kings Canyon to Ash Canyon Trail through a collaborative effort between the Parks & Recreation Department, Muscle Powered and the Great Basin Institute. It estimated that the seven mile trail will be completed in 2014. Work is also progressing on the Waterfall Trail located in Kings Canyon. The Board of Supervisors accepted a land transfer from NDOT for 11 undeveloped acres of property located along Imus Drive for the future development of a neighborhood park for the north

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			end of town.
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City’s existing and potential recreation partners.	○	Parks & Recreation	In these tough economic times, Parks and Recreation has relied more on facility users (partners) for “sweat equity” to build and maintain the City’s recreational facilities. These partnerships are one way our department can continue to plan projects and apply for grant funds to construct new recreational facilities.
4.3a—Continue to review future development proposals for consistency with the City’s Open Space Plan and continue to coordinate with the Open Space Advisory Committee and the Carson River Advisory Committee on Master Plan issues.	○	Planning, Parks and Recreations	Development proposals are routinely routed through the Parks & Recreation Department and the advisory committees, as applicable.
4.3b—Continue to pursue opportunities to expand or enhance the community’s open space network using a range of available tools (as specified in the Open Space Master Plan) to help implement the objectives of this Master Plan.	○	Parks & Recreation, Open Space	The Open Space program will continue to pursue opportunities to enhance the community’s open space network. In 2012 over 900 acres of property was acquired for open space preservation in the Carson River Canyon. Within the next few years the program emphasis will shift from acquisition to land management.
5.1a—Continue to coordinate the City’s ongoing planning efforts and Land Use Map with major employers where applicable to ensure compatibility with their facility master plans and expansion efforts.	○	Planning, Business Development	
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	○	Business Development	
5.1c—Promote diverse job options and entrepreneurial opportunities.	○	Business Development	A Nevada Small Business Development Center-trained counselor is on staff at the BRIC (Business Resource Innovation Center) to provide regularly-scheduled training and other business resources.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	○	Business Development	City staff will continue to work with NNDA, WNDD and other agencies to complete and implement the regional economic development plan.
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City’s resident labor force.	○	Business Development	
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	○	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	○	Business Development	
5.1h—Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.	○	Business Development	
5.1i—Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries.	○	Public Works	
5.1i—Explore opportunities to pre-designate tourism improvement districts (i.e., STAR bond districts), enhance redevelopment areas and maximize the potential of all available economic development tools.	○	Business Development	
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	○	Planning	
5.1k—Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation.	○	Business Development	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.2a—Work with local and regional economic development organizations on the development of a marketing strategy designed to attract national retailers to the community.	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	
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	O	Business Development	
5.3a—Encourage the incorporation of home-based occupations and live/work units.	O	Planning	
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	O	Planning, Public Works	
5.3c—Use technology to increase information available to residents and businesses regarding growth patterns, economic conditions, development activity and other elements of the competitive landscape.	O	Planning, Business Development	Information provided in this annual review and additional information is available to public year-round.
5.4b—Continue to explore opportunities to establish trail access to the Carson River Canyon that honors and interprets the historic V&T railroad, expand Downtown walking tours and interpretive signage exhibits, and identify new opportunities to showcase the City’s historic resources.	O	Parks & Recreation, Business Development	Parks and Recreation is continuing to pursue the planning and development of a trail system in the Carson River Canyon. Approximately 900 acres have been purchased in the Carson River Canyon. Staff will be studying and planning a trail system, and the process will include public involvement through the Open Space Advisory Committee and the Parks & Recreation Commission.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.4c—Support artists, arts organizations and related cultural institutions.	0	Business Development	Ongoing via Carson City Arts and Culture Coalition, managed by Parks and Recreation. The BRIC has partnered with the Coalition to display local artists' work.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	0	Parks & Recreation	The opportunity to improve the City's existing recreational facilities and/or develop new facilities has been severely limited due to the downturn in residential development (Residential Construction Tax) and falling sales tax revenue (Question 18). Parks and Recreation now has to rely on matching various federal and state grants or "in-kind" matches to acquire project funding to develop additional park and trail facilities. In addition, department staff monitors federal legislation and White House initiatives associated grant opportunities for Healthy Communities. City staff continues to look towards innovative means to find the manpower and budget resources to maintain our existing facilities.
5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities, and distribute materials to target markets or specific companies considering relocating to Carson City.	2	Parks & Recreation, Business Development	Parks and Recreation continues to provide promotional materials to the Carson City Convention and Visitors Bureau for their use in marketing Carson City.
5.5c—Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe.	2	Business Development	Ongoing via implementation of the CCCVB's branding recommendations
5.5d—Encourage the development of airport-related commercial uses that will increase the City's visibility and marketability as a destination for tourists and recreational aviators.	0	Business Development	Continuing through the Airport Authority.

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5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.	O	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.
5.5f—Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.	O	Business Development	
5.5g— Emphasize educational resources of the community as an economic development tool.	O	Business Development	
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	O	Business Development	
5.6f—Recognize the unique opportunity created by the state government cluster and contribute to the stabilization and redevelopment of Downtown through the provision of supporting services.	O	Business Development	
5.7a—Work with other levels of government and with the private sector to support and encourage activities associated with the re-use, expansion and economic development as necessary and appropriate.	O	Business Development	
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	O	Planning	
5.7c—Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.	O	Business Development	

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

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

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.2e—Enforce appropriate standards for safe and decent affordable housing in Carson City, such as length of stay limits for recreational vehicle parks and motels.	○	Code Enforcement, Planning	
9.2f—Encourage and support efforts to create more affordable housing on a regional basis.	○	Planning	
10.1b—Continue to review rehabilitation and renovation proposals for compliance with adopted guidelines.	○	Planning	
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	○	Planning	The Planning Division continues to expand the historic properties inventory through annual applications for grants from the State Historic Preservation Office (SHPO). Staff continues to seek grant funding to continue inventories.
11.1a— Continue to coordinate with the Carson Area Metropolitan Planning Organization (CAMPO), Nevada Department of Transportation, Regional Transportation Commission, adjacent counties, and other partners on transportation issues.	○	Transportation	Ongoing – City staffs the RTC and CAMPO and is responsible for ongoing coordination with NDOT and other agencies.
11.1b—Coordinate ongoing road improvement projects with recommendations contained in the City’s Unified Pathways Master Plan as appropriate to promote the most efficient use of R.O.W.s and resources.	○	Transportation Public Works, Parks & Recreation	Ongoing – Public Works Transportation staff seeks to include bicycle and pedestrian improvements when possible and appropriate, seeking multiple local and non-local funding sources and coordinating with Parks and Recreation. During 2013, multiple additional Federal grants were secured and several projects implemented.
11.1c—Seek opportunities for coordination in the implementation of the City’s Transportation, Transit, Trail, and Pedestrian Plans. Actively encourage ridership of the city transit system.	○	Transportation Public Works Parks & Recreation	Ongoing – Implementation of the multimodal transportation plan through updates to the plan and the transportation improvement program and coordination with Parks and Recreation. The R.T.C./Public Works Transportation staff has been important partners in providing multimodal

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			transportation facilities along Long Street, Nye Lane, Roop Street north of Winnie Lane, and on Silver Oak Drive east of N. Carson Street. These improvements were funded with Federal Transit funds, Federal Highway Funds, Federal Housing and Urban Development Funds, and RTC Funds.
11.2a—Conduct periodic updates to the City's transportation model based on future development projections to ensure the feasibility of development patterns portrayed on the Land Use Map.	○	Planning, Transportation	The transportation model was updated in 2011 to the horizon year of 2035. Additional travel model enhancements were undertaken in 2012 and completed in 2013. Further enhancements are included in the 2013/14 CAMPO planning work program.
11.2b—Coordinate the review of development proposals with local transit providers and the Regional Transportation Commission as appropriate to respond to existing/planned transit service.	○	Planning, Transportation	Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff.
11.2c—Seek opportunities to enhance the City's north/south arterial and collector street network in conjunction with future development (as consistent with the Transportation Plan) to improve connectivity and support broader transit service.	○	Planning, Transportation	Ongoing –City staff working with NDOT staff towards the completion of the Carson City Freeway. Phase 2B-2 was initiated in 2013 and will be complete in early 2014.
11.2d—Establish design and access standards for development occurring along major gateway corridors in order to preserve their functional integrity, capacity, safety and appearance.	○	Transportation	Freeway landscaping enhancements to be completed with Phase 2B-3 under design. City staff working closely with NDOT staff on that design effort. Ongoing – Public Works Transportation staff working with NDOT and neighboring counties on US 395 and US 50 corridor efforts.
12.1a—Provide multi-use paths where necessary as identified on the Unified Pathways Master Plan map.	○	Planning, Parks & Recreation, Transportation	Construction of bike lanes and sidewalks on East Fifth Street to be complete by late 2013. Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>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.</p>	<p>○</p>	<p>Planning, Parks &amp; Recreation, Transportation</p>	<p>Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. Regarding persons with disabilities, a concerted effort is being made to remedy non-compliant areas and to seek additional consistent funding sources.</p>
<p>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.</p>	<p>○</p>	<p>Planning, Engineering</p>	<p>Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.</p>