

Master Plan Action Plan 2011

ACTION PLAN MATRIX – 2010 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 and completed within one to two years after Plan adoption. (3) - **Moderate Priority**, to be completed within three to five years after Plan adoption. (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. Recommended action items for the upcoming year are highlighted/shaded.

Action Plan Matrix

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
PRIORITY ACTIONS PER MASTER PLAN			
Establish Downtown Mixed-Use Zoning District.	1	Planning Business Development	COMPLETE (2007)
Establish interim mixed-use evaluation criteria.	1	Planning	COMPLETE (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.
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, Business Development, Planning	2011: Continue planning and programming future Carson Street improvements; work with City Center project team to develop downtown streetscape standards (if project proceeds).
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	COMPLETE (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	2010: Work with City Center project team to explore this as part of the downtown development plan. Ongoing via implementation of the CCCVB's branding recommendations.
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	1	Planning Business	COMPLETE (2007)

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provides a basis for necessary zoning revisions.		Development	
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.
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	Indoor Recreation Center plans are on-hold pending funding to construct and operate the Center as a drop-in facility. Parks & Recreation continues to explore ways to build the facility in phases or "shelling out" the structure. In addition, City staff continues to look at partnerships and fee based programs to assist in the maintenance and operations of the Center at the Boys and Girls Club site.
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. Carson City and the State have completed wetlands inventories. However, the programs are not user-friendly. In addition, the City has completed an assessment of the Carson Range watershed and initiated mitigation work at the Quill Ranch Water

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			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 are being removed from a mapped FEMA flood zone.
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.
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	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	Opportunities to initiate this effort will continue to be explored, resources permitting.
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	Continue to work with local housing agencies; identify strategies through the CDBG Consolidated Plan and Action Plan.
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; Rural Housing and Development Authority	Continue to work with local housing agencies.

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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).
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 completed in 2007.
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	
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	Consider use of CDBG funds.
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	
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.
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	2	Planning	Policy will be reviewed with future use requests.

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vicinity, such as uses that generate excessive noise, dust or odors, excluding the continued operation of the landfill.			
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—The Parks and Recreation will continue to work with the V&T Commission and V&T consultants in locating appropriate pathway facilities along the Carson River corridor consistent with the V&T operation plans and the Unified Pathways Master Plan.	○	Parks & Recreation	The Board of Supervisors jointly approved two land acquisitions (Bently and Serpa) with the V&T Railroad Reconstruction Commission. Parks and Recreation continues to have on-going dialogue with the V&T Railroad Reconstruction Project's design consultants regarding the City's potential land acquisitions and improvements to the existing water-based and future land-based recreational trails in the Carson River Canyon. The V&T project is compatible with the City's long-range goals of public land ownership in the canyon and the creation of a viable trail system while preserving the area's natural habitat and riparian corridor along the river.
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 and various government agencies has worked to remove trash and protect wildlife habitat within the Carson River corridor. In September 2009, the Nevada Division of State Lands spearheaded a multi-agency effort and removed 22 abandoned cars from the river canyon. The Carson River Advisory Committee and the Carson City Chamber of Commerce hold an annual work and education day on the Carson River called "Riverfest." In addition, our department has supported the clean up activities of the Kiwanis and Pinenut Mountain Trail Association, a group that pursues motorized recreational use.
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	○	Planning,	Annual MP Review; updated water plan completed in

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growth capacity to ensure the Master Plan is consistent with the City's Water and Wastewater Master Plan.		Engineering, Public Works	2009.
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	Continue to work with the Builders Association of Western Nevada (BAWN) to help implement the Sierra Green building program.
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	The Builders Association of Western Nevada (BAWN) has implemented the Sierra Green building program with the support of Carson City.
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	Water plan update completed in 2009.
1.3a—Continue to coordinate with the BLM to ensure that its Urban	○	Planning	

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Interface Plan is consistent with the Land Use Map.			
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 and will facilitate various federal land transfers to the City for open space, parks, and economic development. City staff has been working toward developing a conservation easement for the Silver Saddle Ranch and adjoining associated properties and the necessary legal agreements to transfer these federal lands to City ownership. Two other main components of the bill are the transfer of United States Forest Service and City lands and the sale of federal properties to the private sector. City staff continues to work towards the advancement and execution of these two tasks. It is estimated that the transfer tasks will be completed within the next six months. The sale of these properties to the private sector has been prioritized by the Board of Supervisors and will take multiple years to complete.
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.
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. 2010: Coordinated with TRPA on bike trail facilities along SR 28. 2011: Will coordinate with CAMPO for update to the Regional Transportation Plan (RTP)
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	○	Planning	Reviewed by staff and the Planning Commission with zoning application requests.

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residential and commercial uses.			
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	○	Business Development	Ongoing
3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	○	Planning Parks & Recreation	On March 15, 2007, the Board of Supervisors adopted the Carson River Aquatic Trail into the Unified Pathways Master Plan. This action set in motion a bi-county planning effort to construct two river parks to facilitate whitewater boating in the Carson River Canyon. The Planning Division has initiated the process to achieve this consistency for these public lands, in accordance with the OPLMA of 2009.
3.2a—Seek opportunities to transfer lands slated for disposal by the BLM or Forest Service into City ownership to preserve important hillside views and update existing cluster development and steep slope provisions as needed.	○	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding Carson City.
3.3a—Continue to work with FEMA and other Local and State agencies to promote disaster prevention through strategic planning and coordination.	○	Public Works, Fire Department	Ongoing training occurs—coordinating efforts with the Fire Department.
3.3b—Ensure new neighborhoods, particularly at the Urban Interface, are designed to minimize the impacts of potential natural disaster events (e.g., provide multiple access points, maintain defensive space in forested areas, and construct homes and outbuildings of fire resistant materials).	○	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.
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	○	Parks &	John Mankins Park (2007) in the Silver Oak Subdivision

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and in new neighborhoods.		Recreation	Development and Ronald D. Wilson Memorial Park (2008) in north Carson City have opened. 2011: Currently, City staff is working with the Lakeview Subdivision residents and equestrian groups to develop a conceptual trailhead design at Lakeview Park. Adjacent to the Northridge Subdivision, the Fulstone Wetlands Project is currently under construction and when completed will provide decomposed granite accessible trails, a concrete multi-use path, and native/naturalized landscaping.
4.1c—Establish an additional community park in the northern quadrant of the community.	○	Parks & Recreation	2011: City staff will begin a public process to develop a Conceptual Site Development Plan for John D Winters Centennial Park. This planning process will include a community park, expansion of the upper sports complex, trail system development, a dog park, various other site amenities and a possible sports and recreational facility.
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	○	Parks & Recreation	In March 2009, the City opened the newly renovated Carson City Fairgrounds, and the urban fishing pond opened on September 11, 2010. Also, City staff is currently designing the City's first dog park. Depending on the Public Works Department's work schedule and fund-raising efforts by Parks for Paws, the park is scheduled to begin construction at Fuji Park in either late 2010 or early 2011. Earlier this spring, the Morgan Mill Road River Access Area was opened for the 2010 whitewater boating season on the Carson River. The City is also working with Silver State Schools on planning an educational facility that may be located at JDW Centennial Park and may include an athletic field and gym available for community use. On the west side of Carson City, our department is working with the United States Forest Service and Muscle Powered in the planning and development of the Kings Canyon to Ash Canyon Trail, as identified in the Unified Pathways Master Plan. Between the Western Nevada College and Ash Canyon Road a primitive bicycle trail loop has been developed by Muscle Powered. The City is pursuing coordination with this non-profit organization to officially approve this trail and to plan, construct, and manage new

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			ones in this area. With the help of the Friends of the Silver Saddle Ranch and the Sierra Business Council, an effort to create "Nevada's Great Park" has been initiated. This idea grew out of the OPLMA of 2009 and Silver Saddle Ranch/Carson River "charrette" to create a vision for the acquisition and management of the public lands along the Carson River, a 4,000 acre nature park.
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. Recent project partners include Parks for Paws and local equestrian groups. The Chamber of Commerce continues to support our department with organizing clean up events at our parks and along the City's trail system. This year our department began working with various community groups on an Adopt-a-Park Program. Future endeavors will include working with more local service clubs and businesses to maintain the City's parks and trails. In addition, our department will be continuing to use local engineering and planning firms to assist with grant applications. These grant applications will focus on bridges and trail segments to complete "missing links" in the City's trail system. The City has renewed our joint use agreement with the Carson City School District and has been able to obtain the use of the old Carson High School soccer field for the department's adult soccer program. In addition, our department has been successful in obtaining the use of the Stewart gym, owned by the State, for our youth basketball program. Two significant events must be noted: 1) State of Nevada Conservation and Resource Protection Grant Program "Question 1 Program" funds are depleted, and 2) Due to the OPLMA of 2009, Carson City now has access to the Southern Nevada Public Lands Management Act grant funds for

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			projects located within the Carson River corridor.
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. Currently, our department is working with the United States Forest Service to acquire properties through the Forest Service Legacy Program. As of recently, there have been two land donations to the Open Space Program totaling 116 acres. However, within the next few years the program emphasis will shift from acquisition to land management. In preparation, the Open Space Advisory Committee has made budget recommendations that have been approved by the Board of Supervisors for establishing resource management and fire suppression accounts.
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	
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	○	Business Development	Ongoing – Efforts include partnership with NNDA, EDAWN, NCED. Supporting Target 2010 initiatives
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City's resident labor force.	○	Business Development	

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5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	○	Business Development	Ongoing – consideration given to industry workforce needs
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	○	Business Development	Ongoing – Efforts include partnership with NNDA, EDAWN, NCED. Supporting Target 2010 initiatives
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	Ongoing – Efforts include partnership with NNDA, EDAWN, NCED. Supporting Target 2010 initiatives, as well as implementation of CCCVB's branding recommendations
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	Ongoing--Improvements are done as a part of other projects and are upsized to include future growth issues.
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	Foster public-private partnerships enabling mixed use, sustainable development – via implementation of CCCVB branding recommendations
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	Ongoing – Efforts include partnership with NNDA, EDAWN, NCED. Supporting Target 2010 initiatives
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	Ongoing – Carson City Downtown Consortium, CCCVB, EDAWN & NNDA Can-Do brand. Implementation of the CCCVB's branding recommendations, especially relative to targeted retail recruitment
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	Implementation of the CCCVB's branding recommendations
5.2c—Closely monitor the diversity of retail sales activity in the City and	○	Business	Implementation of the CCCVB's branding

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promote economic development activities which reduce retail leakages.		Development	recommendations for downtown as well as using OBD / Redevelopment tools targeted at business owner partnerships and property owner partnerships
5.3a—Encourage the incorporation of home-based occupations and live/work units.	○	Planning	Home-based occupations are permitted. No additional issues identified.
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	○	Planning Public Works	Telecommunication ordinances are designed to promote communications.
5.3c—Use technology to increase information available to residents and businesses regarding growth patterns, economic conditions, development activity and other elements of the competitive landscape.	○	Planning Business Development	Information provided in this annual review and additional information is available to public year-round.
5.4b—Continue to explore opportunities to establish trail access to the Carson River Canyon that honors and interprets the historic V&T railroad, expand Downtown walking tours and interpretive signage exhibits, and identify new opportunities to showcase the City's historic resources.	○	Parks & Recreation Business Development	Parks and Recreation is continuing to pursue the planning and development of a trail system in the Carson River Canyon by focusing on the acquisition of private property along the River and by seeking opportunities with the V&T Railway Reconstruction Project. Two significant aspects of the V&T / Carson River Canyon include: 1) Public safety concerns (Fire and Sheriff) that will come with the increase of recreational uses, and 2) Issues related to the mercury contamination within the riverbed, including the superfund designation for these lands. The Board of Supervisors has adopted a white paper that supports the City's acquisition and development of recreational facilities within the superfund designated areas of the river.
5.4c—Support artists, arts organizations and related cultural institutions.	○	Business Development	Ongoing via Carson City Arts and Culture Coalition.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	○	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"

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			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. Due to the economic slow down and resulting City budget reductions, it is now a challenge for Parks and Recreation to maintain our existing parks and recreational facilities. As a consequence, some facility maintenance has been deferred. City staff continues to look towards innovative means to find the manpower and budget resources to maintain our existing facilities. The construction of these facilities is also integrated with other City construction projects which usually results in longer time frames for the planning and construction of department projects.
5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities, and distribute materials to target markets or specific companies considering relocating to Carson City.	2	Parks & Recreation Business Development	Our department continues to provide promotional materials to the Carson City Convention and Visitors Bureau for their use in marketing Carson City. Some of these materials include the 2 nd edition of the Bicycle Route Map and Safe Cycling Guide and Carson River Aquatic Trail Map. Parks and Recreation provides and maintains a web site dedicated to the City's entire recreation programming, services, park facilities, and open space properties. Finally, the Carson City Chamber of Commerce recently developed a marketing video which highlights the City's parks, trails, and open space as a key quality of life component.
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.	○	Business Development	Ongoing via implementation of the CCCVB's branding recommendations
5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.	○	Public Works	Ongoing efforts include consideration of economic aspect of transportation projects by RTC, annual growth

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			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.	○	Business Development	Ongoing
5.5g— Emphasize educational resources of the community as an economic development tool.	○	Business Development	Ongoing
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	○	Business Development	Ongoing
5.6f—Recognize the unique opportunity created by the state government cluster and contribute to the stabilization and redevelopment of Downtown through the provision of supporting services.	○	Business Development	Ongoing via partnership with Downtown Answers Downtown Carson City Institutional Alliance
5.7a—Work with other levels of government and with the private sector to support and encourage activities associated with the re-use, expansion and economic development as necessary and appropriate.	○	Business Development	Ongoing
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	○	Planning	Staff continues to work on ways to simplify the application process, including electronic submittals.
5.7c—Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.	○	Business Development	Ongoing via implementation of the CCCVB's branding recommendations
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, including some related to current conditions.
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	○	Business Development	Ongoing – Carson City Downtown Consortium, CCCVB, EDOWN & NNDA Can-Do, Business Connections and via implementation of the CCCVB's branding recommendations, especially relative to targeted retail

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
			recruitment
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	○	Business Development	Ongoing
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	○	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.
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	Ongoing
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	Ongoing – Carson City Downtown Consortium, CCCVB, EDawn & NNDA Can-Do, Business Connections and via implementation of the CCCVB’s branding recommendations, especially relative to targeted retail recruitment
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	Ongoing via implementation of the CCCVB’s branding recommendations and close partnership with the Carson City Downtown Consortium – as well as using the above as a template for Redevelopment Area #2
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	○	Business Development	Ongoing
6.1a—Require the use of durable, long-lasting building materials for all new development.	○	Planning, Building	
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	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
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	Continue to work with the Builders Association of Western Nevada (BAWN) on the Sierra Green building program.
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	
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	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
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	Mapping complete (2008). Mid-century inventory completed; documents digitized and made available on HRC website (2009). 2011: Additional inventory will be completed with CLG grant.
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.
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. Public Works Transportation staff actively working to increase transit system service and ridership. The R.T.C./Public Works Transportation staff has been important partners in providing multimodal transportation facilities at Fuji Park and the Community Center / Aquatic Facility. These park facilities have new bus stops, wide sidewalks, and associated bike lanes. This has been accomplished through planning coordination with Parks and Recreation and has been constructed with RTC and Federal Transit funding. It is anticipated this multimodal approach will increase transit system service and ridership to park and recreation facilities.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
11.2a—Conduct periodic updates to the City's transportation model based on future development projections to ensure the feasibility of development patterns portrayed on the Land Use Map.	○	Planning Transportation	2011: Will update City's transportation model.
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 – Numerous efforts are underway to improve north/south transportation alternative, including planning, design, or construction projects on the following facilities: Carson City Freeway, Curry Street, Carson Street, Roop Street, and Stewart Street.
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	2011: Will continue to coordinate freeway landscaping enhancement and Gateway Signs projects. 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, Transportation Parks & Recreation	2011: Current projects underway include a multiuse path alignment study for the freeway, and design/construction of multiuse paths on Roop St and the Moffat Open Space. Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding.
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, Transportation Parks & Recreation	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.
12.1c—Continue to require future development to construct on-site sidewalks and connections to adjacent pedestrian systems as needed and	○	Planning	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	TIMEFRAME FOR ACTION / ACCOMPLISHMENTS
coordinate the dedication of R.O.W. for planned pathway connections at the time of development.		Engineering	