

STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF NOVEMBER 28, 2012

FILE NO: MPA-12-135

AGENDA ITEM: G-9

STAFF AUTHOR: Lee Plemel, AICP, Planning 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 approval 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 2013, with no recommended changes to goals and policies of the Master Plan.”

ALTERNATIVES

1. Modify the staff recommendations in the Action Plan or provide other recommended modifications or actions related to the Master Plan to the Board of Supervisors.
2. Identify goals and policies within the Master Plan for which the Planning Commission would like to have additional information or further discussion, and continue the annual review to the December 19 Planning Commission meeting to have more detailed discussion regarding those items.

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 2013 Action Plan and other Master Plan-related matters; and
3. Review the Master Plan goals and objectives to make a recommendation to the Board of Supervisors regarding the adequacy and/or applicability of the current policies and goals to determine if a new process is warranted to solicit additional public input on the Plan.

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. There will be two new Supervisors on the Board beginning in January 2013. Staff anticipates bringing the annual Master Plan report and recommendations from the Planning Commission to the Board of Supervisors in January or February.

In addition to the annual review of the Action Plan strategies, staff is requesting that the Planning Commission take a more detailed review of the goals and policies of the Master Plan document for discussion. Over the last several months, various issues have been discussed by the Board of Supervisors that have resulted in comments from some Supervisors that perhaps the goals and policies of the Master Plan should be re-examined to see if they are still

applicable given the economic conditions and development conditions that the City has encountered since the original adoption of the Master Plan in 2006.

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. A copy can be obtained from the Planning Division upon request.

Staff requests that the Planning Commission review the information provided in this report and make recommendations to the Board of Supervisors, as the Commission finds applicable.

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 2013 Action Plan modified for this annual review.

The 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 2012 Initiatives:

The following action items were identified for implementation by Planning Division staff by the Board of Supervisors as priority initiatives for 2012. 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 Attachment B, titled “Action Plan 2013.”

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 has inventoried existing zoning and uses within the V&T SPA (Specific Plan Area), 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. Staff delayed any further action towards rezoning this area pending discussions during this annual review regarding whether or not the goals and policies of the current Master Plan will be re-examined. With limited development occurring at this time, in general, and lack of water and sewer infrastructure serving the parcels in the Highway 50 East/Flint Drive area, there is not a significant, immediate threat of incompatible development occurring in this area in the near future.

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: This initiative has not been started pending the recommendations from this annual Master Plan review. 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. Since then, these plans have been delayed and there are currently no plans or funding to complete the Railroad to that location within the next few years.

3. 10.1c – *Map historic properties and market the City's historic resources. (Continue to maintain an inventory of historic properties with the City; map subject properties in GIS to better manage the inventory.)*
 - o Responsible Department: Planning

Progress Report: Various historic properties and tours—such as the “Blue Line” tour—have been mapped and are linked to the Carson City website. Staff will work with the Carson City Convention and Visitors Bureau to link this information with their website.

4. 9.2e – *Affordable housing – Explore the possibility of a motel property to renovate for housing at mixed-income levels that would also include transitional housing.*
 - o Responsible Department: Planning, Health and Human Services

Progress Report: This initiative has been explored and determined to be infeasible at this time. Constraints include a lack of funding to purchase privately-owned hotel properties to convert, lack of market demand for property owners to pursue such conversions, and zoning and building code issues in converting motels to multi-family residential facilities. City staff will continue to identify opportunities to address transitional housing needs, i.e. interim housing for persons or families transitioning from temporary housing to permanent housing.

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: This initiative is in progress. The next CDBG application cycle begins in January 2013. Planning Division (CDBG) staff will work with HUD to prepare an application to set aside some CDBG funding to use for housing rehabilitation for low- to moderate-income families.

6. 5.1d, h – *Develop a plan for encouraging growth in identified economic sectors.*
 - o Responsible Department: Office of Business Development

Progress Report: The City has been participating in regional economic development efforts rather than developing another independent plan. An economic study for the State was completed and identifies seven key sectors for Nevada's economy. The City has been participating with the WNDD (Western Nevada Development District), NNDA (Northern Nevada Development Authority) and USDA in a “Stronger Economies Together” program to develop an economic development strategy for the region. This strategy is anticipated to be completed in the next few months. In addition, a Business Resource Innovation Center

manager has been trained and is acting as a NSBDC (Nevada Small Business Development Center) Counselor and has been working with clients in Carson City who want to start new businesses or grow existing businesses. Staff will continue to participate in local and regional efforts to target economic sectors to promote in Carson City.

9. 5.9a – Redevelopment Area Assistance – Develop a new RACC (Redevelopment Authority Citizens Committee) with revised membership requirements, including members from Redevelopment Area #2 (South Carson Street area), and revised bylaws.
 - o Responsible Department: Office of Business Development

Progress Report: This initiative was completed in 2012.

10. 5.9a – Redevelopment Area Assistance – Develop Redevelopment policies for allocating special event funding based upon the recommendations of the Redevelopment Authority Citizens Committee.
 - o Responsible Department: Office of Business Development

Progress Report: This initiative was completed in 2012. Staff will continue to work with the Redevelopment Authority to refine the process.

11. 5.9a – Redevelopment Area Assistance – Facilitate Development of revised objectives for Redevelopment Area #2 (South Carson Street area) from the newly created RACC.
 - o Responsible Department: Office of Business Development

Progress Report: An amended Redevelopment Area #2 plan is scheduled to go to the Board of Supervisors for adoption in December after two public meetings with the Redevelopment Authority Citizens Committee were conducted in 2012.

Recommendations for 2013:

It is recommended to continue to work on the uncompleted action items above.

MASTER PLAN AMENDMENTS

The only Master Plan Amendments submitted in 2012 are those that are being reviewed by the Planning Commission at the November meeting. These applications were all submitted by City staff and all address either property that was conveyed between the City and Federal agencies, property that was conveyed from private property to the Carson City Open Space program, or property owned by NDOT and affected by the construction of the Freeway (i.e. at Arrowhead Drive). The amendments are generally intended to correct the Land Use Map to appropriately designate the properties based upon their applicable public ownership.

Staff believes that these amendments and past amendments are relatively minor in the overall Land Use Plan and do not represent an indication that broader Master Plan Land Use Map updates or changes need to be explored at this time.

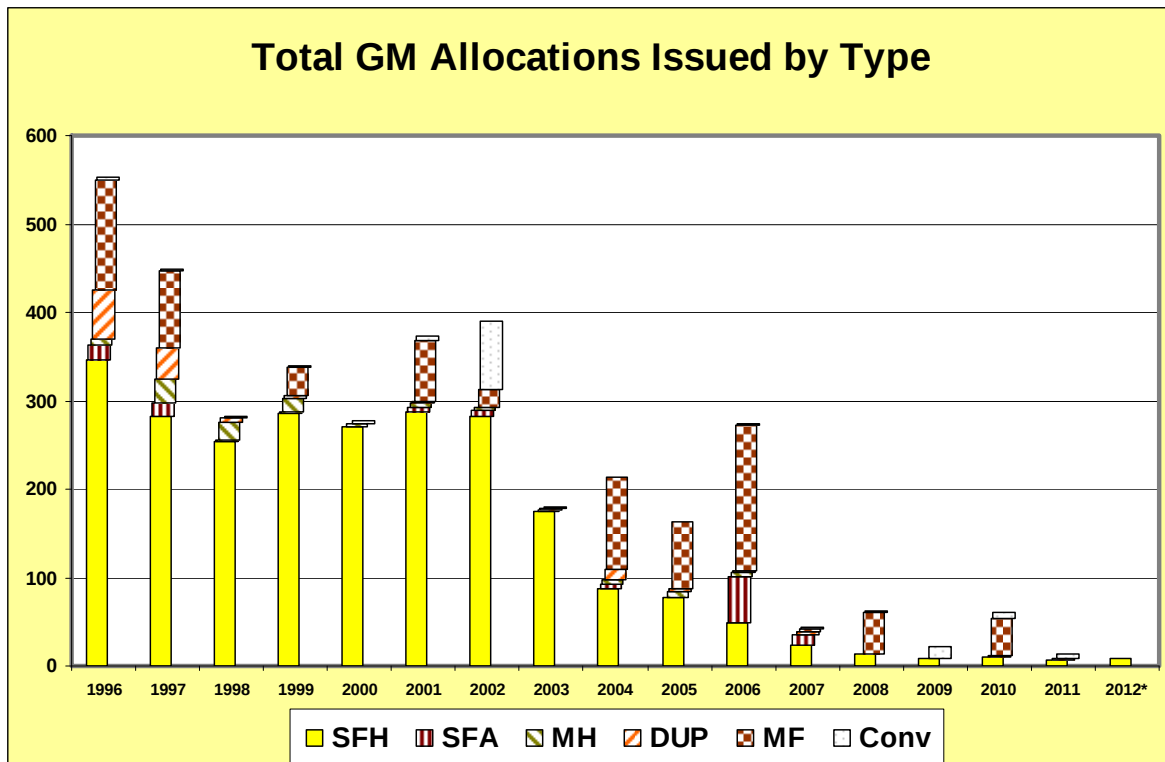
LAND USE MAPPING CORRECTIONS

There was no Master Plan Land Use mapping errors identified in 2012.

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.

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



Source: Carson City Building Division

* Through November 15, 2012

SFH = Single-family detached residence

SFA = Single-family attached residence

MH = Mobile Home

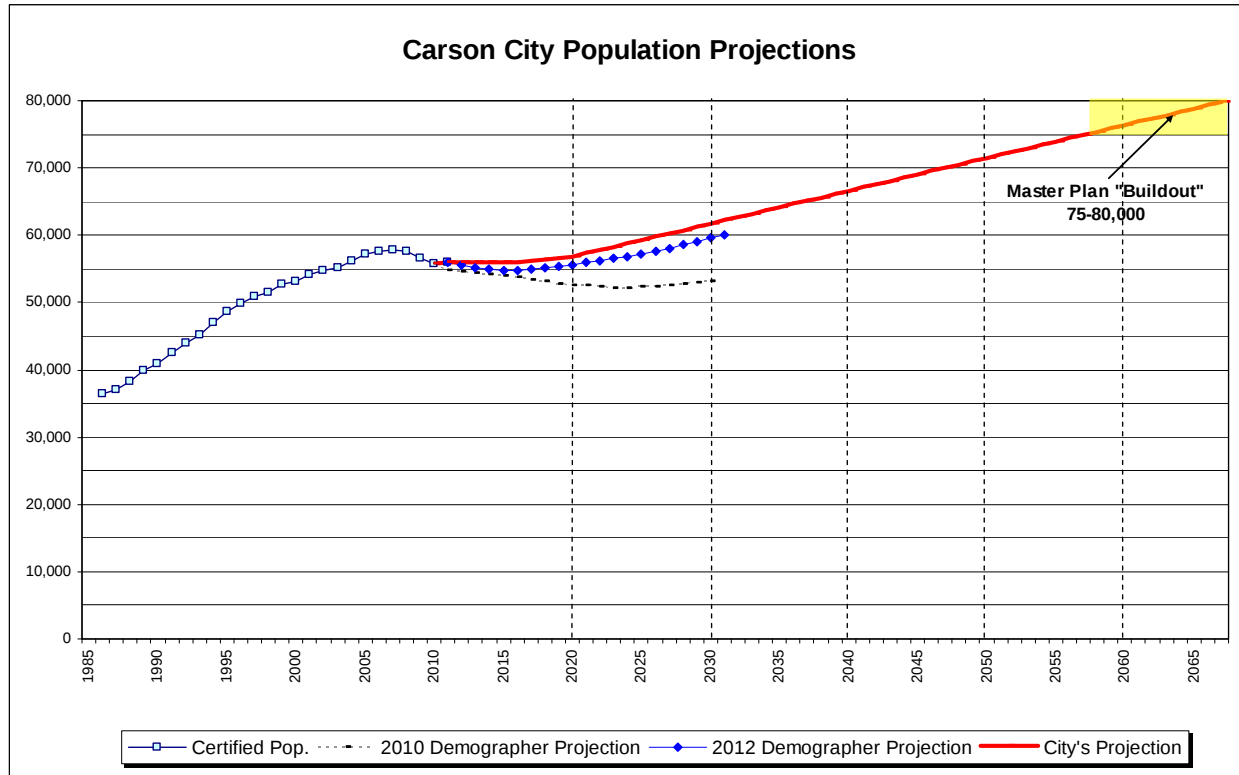
DUP = Duplex (two attached units, one ownership)

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

Conv = Conversion from private well to City water system

As expected with current housing market issues, the issuance of residential permits has slowed significantly since 2006. There are approximately 1,250 approved single-family detached residential lots potentially available for future construction in existing and approved subdivisions. It is anticipated that this inventory will decline in upcoming years as tentative subdivision map approvals expire and as the housing construction market is expected to remain relatively flat for at least the next couple of years, minimizing the likelihood of new subdivisions.

City staff uses population projections to coordinate other long-range plans such as the Transportation Master Plan, and 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.

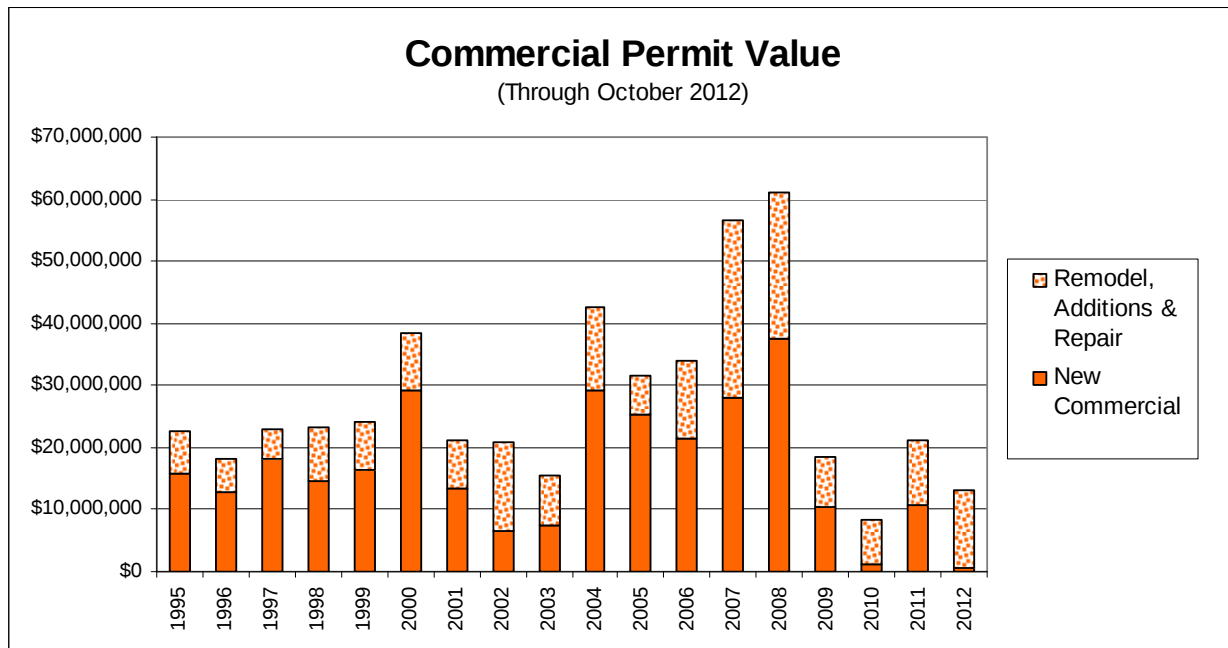


Source: Nevada State Demographer; Carson City Public Works, Planning Division (City projection)

Note that the Nevada State Demographer's 2012 projection anticipates a slight decline in population for the next few years before slowly trending upward. The demographer's projections are largely based upon economic model projections. However, City staff is recommending a more conservative approach to long-range planning in estimating no significant growth for the next few years then increasing to a more historic growth pattern of approximately 0.8-1.0 percent.

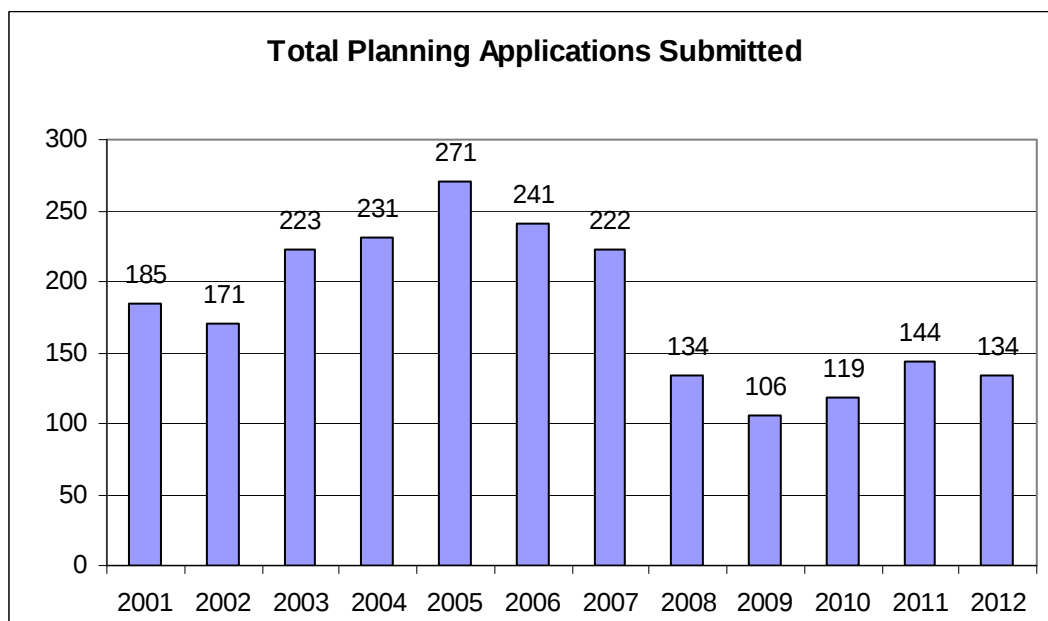
It is not anticipated that Carson City will reach its Master Plan buildout population of 75,000-80,000 for another 40-50 years, though growth trends will continue to be monitored. The City is approximately 8,000 additional dwelling units away from reaching that buildout population.

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.



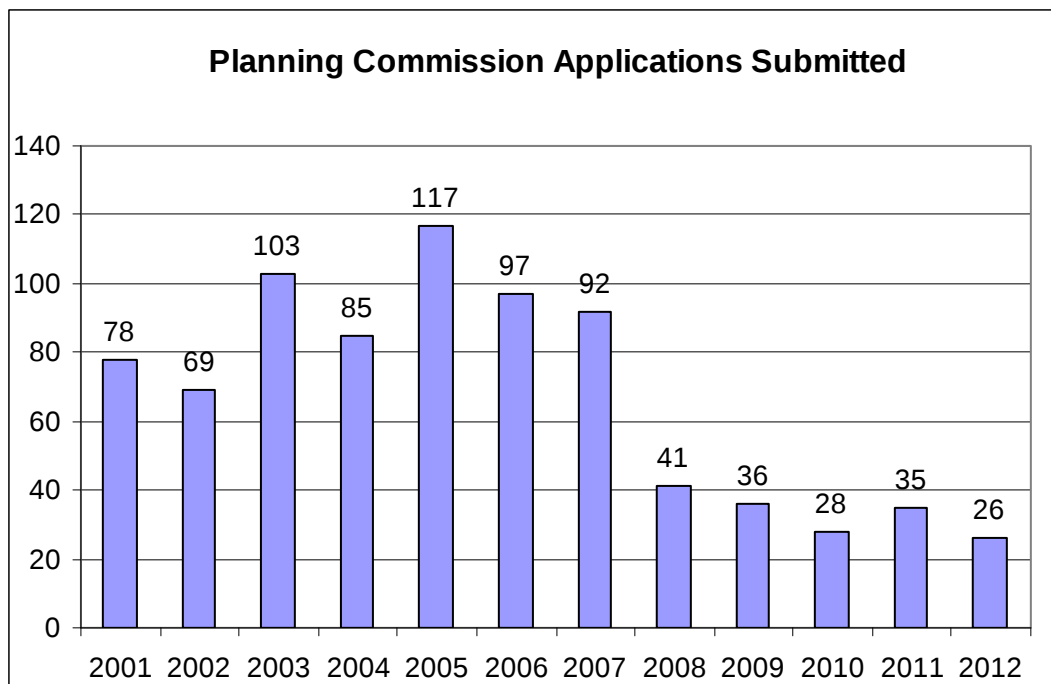
Source: Carson City Building Division

The following charts show a 12-year history of Planning application submittals, through October 2012, 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 in recent years.



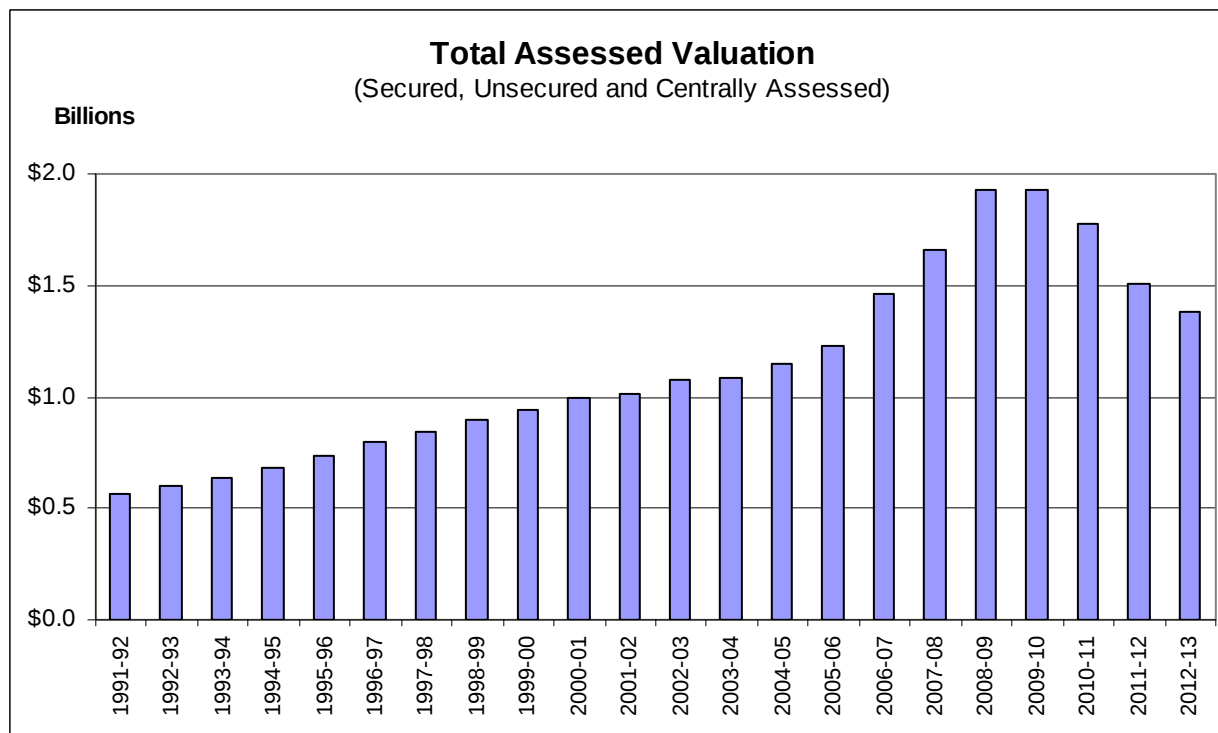
Through October 2012

Source: Carson City Planning Division



Through October 2012
 Source: Carson City Planning Division

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



Source: Carson City Assessor

REVIEW OF MASTER PLAN GOALS AND OBJECTIVES

During the last year, members of the Board of Supervisors have asked staff to review the Master Plan with the Planning Commission to determine if the goals and policies of the Plan are still applicable and pertinent given the slowdown in growth and economic conditions since the adoption of the Master Plan in April 2006. It has been suggested that perhaps the City should seek additional input from the public to affirm or modify the existing Master Plan goals and policies. Planning staff offers the following for consideration in reviewing the existing Master Plan and in considering a re-evaluation of the Plan.

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 implement 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.

CONCLUSION

The Master Plan was adopted in 2006 after nearly two years of public meetings, a significant amount of staff time dedicated, and a significant amount of money spent. Before any significant changes are made to the Carson City Master Plan, staff believes that it deserves an adequate public process to properly receive input from across the community. The Board of Supervisors may wish to dedicate resources to such an update of the Master Plan. However, the Planning Commission and Board of Supervisors should weigh the resources needed for such an effort versus the benefits of revisiting the plan. Any resources directed to updating the Master Plan could be used for other implementation strategies or projects. Limited staff resources are already stretched thin across the City, limiting the ability to take on large special projects.

While Master Plans should be reviewed periodically to ensure they address current trends and the goals and policies of the community, a slower-than-expected pace of growth, in itself, is not a reason to completely re-evaluate the entire document. In fact, it can be argued that since relatively little development has occurred since the adoption of the Plan, the review period for major updates to the Plan should be extended. Historically, major reviews and updates to the Carson City Master Plan have occurred every 10-15 years. It has now been six years since the adoption of the Master Plan.

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 2013 Action Plan, please contact Lee Plemel at 283-7075.

Attachments:

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

Table of Contents

CHAPTER 1: PLAN OVERVIEW

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

CHAPTER 2: VISION, THEMES, AND GUIDING PRINCIPLES

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

CHAPTER 3: A BALANCED LAND USE PATTERN

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

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

CHAPTER 4: EQUITABLE DISTRIBUTION OF RECREATIONAL OPPORTUNITIES

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

CHAPTER 5: ECONOMIC VITALITY

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

CHAPTER 6: LIVABLE NEIGHBORHOODS AND ACTIVITY CENTERS

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

CHAPTER 7: A CONNECTED CITY

GUIDING PRINCIPLE 11: A SAFE, EFFICIENT, MULTI-MODAL TRANSPORTATION SYSTEM	7-1
---	------------

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

CHAPTER 8: SPECIFIC PLAN AREAS

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

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

CHAPTER 9: ACTION PLAN

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

APPENDIX A: RELATED PLANS & IMPLEMENTATION DOCUMENTS

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

APPENDIX B: BACKGROUND AND CONTEXT

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

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

APPENDIX C: INTERIM MIXED-USE DEVELOPMENT CRITERIA

PURPOSE	C-1
MIXED-USE EVALUATION CRITERIA	C-1
Applicability	C-1
General Intent	C-2
Mix of Uses.....	C-3
Mix of Housing Types	C-4
Density Range	C-5
Circulation and Access	C-6
Parking Location and Design	C-7
Relationship to Surrounding Development	C-8
Public Spaces, Parks, Open Space, and Pathways	C-9

APPENDIX D: AFFORDABLE HOUSING PLAN

Master Plan

Draft Action Plan 2013

ACTION PLAN MATRIX – 2012 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. Recommended action items for the upcoming year are **highlighted/shaded**.

Action Plan Matrix

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
PRIORITY ACTIONS PER 2006 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. 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, Business Development , Planning	2013: Downtown streetscape enhancements, such as sidewalk and landscape improvements, are not presently in the CIP nor are they planned for the foreseeable future due to lack of funding.
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	COMPLETE (2008)
OTHER ACTIONS			
5.4a—Adopt design standards for developments that are adjacent to or highly visible from the <u>V&T railroad</u> or the State Capitol Complex.	2	Planning	Design standards for the V&T Railroad vicinity was identified as a priority by the Board of Supervisors. Downtown DT-MU standards were completed in 2007 to address compatibility with the Capital.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
V&T SPA 1.1—Develop and adopt specific design standards for commercial development and public-use development within the V&T-SPA to protect the scenic quality of the V&T route. 5.4a—Develop specific guidelines and policies for a tourism-focused activity center along Highway 50 East that will serve V&T Railroad visitors.	2 2	Planning	Adopting design standards for the V&T Railroad vicinity was identified as a priority by the Board of Supervisors.
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. The Board of Supervisors identified this as a priority in 2011.
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	O	Business Development	2013: City staff will continue to work with NNDA, WNDD and other agencies to complete the regional economic development plan.
5.9a—The City will continue to work with local businesses and property owners to encourage and assist in redevelopment efforts within the Redevelopment Area Boundary.	O	Business Development	2013: Redevelopment funds are unavailable for new initiatives in the current fiscal year. Staff will explore Redevelopment funding and programs for the fiscal year beginning in July 2013.
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: Staff will work with HUD to develop a program to use CDBG funds for housing rehabilitee and/or weatherization for low- to moderate-income families.
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	2013: Staff will work with property owners to help implement business districts, as property owner interest warrants.
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)

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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. 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 Treatment Plant for Kings and Ash drainages. The Public Works Department has

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			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	Budget restrictions still prohibit expansion of the City's existing recreation (community) center. A design option for the new Multi-purpose Athletic Center (MAC) has been selected. Staff is preparing a RFP to send to construction management firms to move forward with the construction of 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	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	
9.3a—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.
V&T SPA 1.3—Identify critical views of the landfill area from V&T route and adjacent commercial areas and mitigate visual impacts by plantings, screening or other methods around the landfill.	2	Planning Public Works	Complete (2006)
V&T SPA 1.4—Prohibit new uses on public lands within the V&T-SPA that would conflict with the V&T and related commercial-tourism in the vicinity, such as uses that generate excessive noise, dust or odors, excluding the continued operation of the landfill.	2	Planning	Policy will be reviewed with future use requests.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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.	O	Parks & Recreation	The Board of Supervisors approved two land acquisitions (Bently and Serpa) with the V&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&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.
V&T SPA 3.1—Encourage continued cleanup and patrol of the Carson River corridor to protect the scenic resource through partnerships with public and private agencies.	O	Parks & Recreation	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.	O	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.	O	Planning, Engineering, Public Works	Annual MP Review; updated water plan completed in 2009; Wastewater Reuse Plan update to start in 2013.
1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.	O	Public Works, Water	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.	O	Planning	Annual Growth Management

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.1e—Encourage the use of sustainable building materials and construction techniques, through programs such as the US Green Building Council's LEED (Leadership in Energy Efficiency and Design) program.	O	Building Planning	
1.1f—Encourage the incorporation of site planning and other design techniques that promote solar and wind efficiency in the construction of new homes and non-residential development and the use of new and emerging technologies that lead to increased energy conservation (e.g., maximizes solar exposure to capture energy and speed snow melt during winter months).	O	Building, Engineering, Planning	
1.2a—Use levels of priority established by the Master Plan to help guide the future allocation of staffing and other resources devoted to infill and redevelopment objectives.	O	Public Works, Planning, Business Development	Reviewed with Annual Budget
1.2b—Review the boundaries of the City's redevelopment areas periodically and adjust them as appropriate to support redevelopment objectives.	O	Business Development	Redevelopment boundaries were amended in 2007 to support redevelopment objectives.
1.2c—Ensure that improvements identified in the City's Transportation, Water, and Wastewater Master Plans are consistent with and supportive of the City's infill and redevelopment objectives.	O	Public Works	2013: Beginning Re-use Plan Update. Capital Improvements Plans are updated annually. Water plan update completed in 2009.
1.3a—Continue to coordinate with the BLM to ensure that its Urban Interface Plan is consistent with the Land Use Map.	O	Planning	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.3b—Continue to coordinate with State and Federal Agencies on the Federal Lands Bill and monitor future land transfer opportunities, particularly within the urbanized area of the City.	O	Planning, Parks & Recreation	The Federal Lands Bill (OPLMA of 2009) 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.	O	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.	O	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.	O	Planning, Transportation	Staff continues to participate in coordination efforts. 2012: Coordinated with TTD on SR 28 corridor management plan. Coordinated with CAMPO for update to the Regional Transportation Plan (RTP), which was adopted in 2012.
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.	O	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.	O	Planning	Reviewed by staff and the Planning Commission with zoning application requests.
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	O	Business Development	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
3.1a—Ensure that the Master Plan and Land Use Map are consistent with the Carson River Master Plan.	O	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.	O	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.	O	Public Works, Fire Department	Ongoing training occurs—coordinating efforts with the Fire Department.
3.3b—Ensure new neighborhoods, particularly at the Urban Interface, are designed to minimize the impacts of potential natural disaster events (e.g., provide multiple access points, maintain defensive space in forested areas, and construct homes and outbuildings of fire resistant materials).	O	Planning, Engineering, Fire Department	Reviewed and enforced through the subdivision review process.
3.3c—Continue to educate existing residents on appropriate measures to be taken to minimize the potential loss of life and property in the event of a wildfire or other natural disaster.	O	Fire Dept.	The Fire Department is active in resident education, particularly in wildland interface areas.
4.1b—Identify opportunities for the incorporation of park facilities as part of new developments commensurate with demand created and consistent with the City's adopted standards.	O	Parks & Recreation	The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs.
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	O	Parks & Recreation	John Mankins Park (2007) in the Silver Oak Subdivision Development and Ronald D. Wilson Memorial Park (2008) in north Carson City have opened. In 2012 a trailhead was completed at Lakeview Park and the Fulstone Wetlands Project

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			was completed. Also in 2012 the City acquired 11 acres of property from NDOT in Carson City to set aside as a future neighborhood park. The Parks & Recreation Master plan identifies this part of town as deficient in parks and recreation facilities. In addition significant improvements consisting of a new picnic shelter, landscaping, restroom facilities were made to Carson River Park in east Carson City.
4.1c—Establish an additional community park in the northern quadrant of the community.	O	Parks & Recreation	2012: City staff is working to develop a Conceptual Site Development Plan for John D Winters Centennial Park.
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	O	Parks & Recreation	2012: The City's first dog park was opened at Fuji Park; work began on the Kings Canyon to Ash Canyon Trail, as identified in the Unified Pathways Master Plan. As mentioned above an improved trail head was constructed in the Lakeview neighborhood, significant improvements were made to Carson River Park and 11 acres were acquired for a future neighborhood park in north Carson City. Improvements for accessibility and new scoreboards were completed to the John D Winters Centennial Park softball complex.
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City's existing and potential recreation partners.	O	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.	O	Planning, Parks and Recreations	Development proposals are routinely routed through the Parks & Recreation Department and the advisory committees, as applicable.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
4.3b—Continue to pursue opportunities to expand or enhance the community's open space network using a range of available tools (as specified in the Open Space Master Plan) to help implement the objectives of this Master Plan.	O	Parks & Recreation, Open Space	The 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.	O	Planning Business Development	
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	O	Business Development	
5.1c—Promote diverse job options and entrepreneurial opportunities.	O	Business Development	Library and Business Development staffs are working with the Nevada Small Business Development Center to provided training and other business resources at the BRIC (Business Resource Innovation Center).
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City's resident labor force.	O	Business Development	
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	O	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	O	Business Development	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1h—Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.	O	Business Development	
5.1i—Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries.	O	Public Works	
5.1i—Explore opportunities to pre-designate tourism improvement districts (i.e., STAR bond districts), enhance redevelopment areas and maximize the potential of all available economic development tools.	O	Business Development	
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	O	Planning	
5.1k—Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation.	O	Business Development	
5.2a—Work with local and regional economic development organizations on the development of a marketing strategy designed to attract national retailers to the community.	2	Business Development	
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	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.	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. Additionally, the Board of Supervisors has implemented a quarterly “Active Strategy” report available to the public.
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 by focusing on the acquisition of private property along the River and by seeking opportunities with the V&T Railway Reconstruction Project. The City participated with NDOT and a private non-profit organization, GROW, to provide attractive landscape enhancements with the new I-580 construction. This project included a historical theme and included historical interpretive signage.
5.4c—Support artists, arts organizations and related cultural institutions.	O	Business Development	Ongoing via Carson City Arts and Culture Coalition, managed by Parks and Recreation.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	O	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 initiative associated grant opportunities for Healthy Communities. City staff continues to look towards innovative means to find the manpower

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			and budget resources to maintain our existing facilities. In 2012 the Parks & Recreation Department successfully acquired a grant from SNPLMA for the construction of a pedestrian bridge to cross Eagle Creek. This bridge will fill a missing link that will complete about nine miles of trail along the Carson River. The Parks & Recreation Department also received a grant to replace four scoreboards at the softball complex at John D Winters Centennial Park.
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.	O	Business Development	
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	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	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	
5.7d—Provide planning flexibility that can be responsive to unforeseen or changing economic conditions and community needs within the context of the Master Plan.	O	Planning	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.	O	Business Development	
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	O	Business Development	
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	O	Public Works	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.8a—To the extent of the City’s control, maintain a balanced revenue system that is competitive for business and residential investment.	O	Business Development	
5.8b—Recognize the unique nature of Nevada’s tax system and promote economic development alternatives that result in a net positive fiscal impact for the City.	O	Business Development	
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	O	Business Development	
6.1a—Require the use of durable, long-lasting building materials for all new development.	O	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.	O	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.	O	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.	O	Planning	
9.2b—Create affordable and workforce ownership housing opportunities for households earning 80 percent to 120 percent of median area income.	O	Planning	

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.2c—Encourage the development of new energy efficient housing and retrofitting for existing housing stock for energy efficiency to lower average monthly housing costs	O	Planning	
9.2c—Encourage the use of site design techniques for residential development that ensure and promote solar and wind efficiency.	O	Planning	
9.2c—Ensure the economical and efficient processing of development applications and building permits to minimize housing development costs.	O	Planning	
9.2d—Promote local, state and federal programs to encourage rehabilitation of existing housing stock and preservation of neighborhoods to ensure continued availability of affordable housing units.	O	Planning	
9.2e—Enforce appropriate standards for safe and decent affordable housing in Carson City, such as length of stay limits for recreational vehicle parks and motels.	O	Code Enforcement Planning	
9.2f—Encourage and support efforts to create more affordable housing on a regional basis.	O	Planning	
10.1b—Continue to review rehabilitation and renovation proposals for compliance with adopted guidelines.	O	Planning	
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	O	Planning	Mapping complete (2008). Mid-century inventory completed; documents digitized and made available on HRC website (2009). 2011-12: Additional inventories will be completed. Staff continues to seek grant funding to continue inventory.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
11.1a— Continue to coordinate with the Carson Area Metropolitan Planning Organization (CAMPO), Nevada Department of Transportation, Regional Transportation Commission, adjacent counties, and other partners on transportation issues.	O	Transportation	Ongoing – City staffs the RTC and CAMPO and is responsible for ongoing coordination with NDOT and other agencies.
11.1b—Coordinate ongoing road improvement projects with recommendations contained in the City's Unified Pathways Master Plan as appropriate to promote the most efficient use of R.O.W.s and resources.	O	Transportation Public Works, Parks & Recreation	Ongoing – Public Works 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.	O	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 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.
11.2a—Conduct periodic updates to the City's transportation model based on future development projections to ensure the feasibility of development patterns portrayed on the Land Use Map.	O	Planning Transportation	The transportation model was updated in 2011 to the horizon year of 2035. Additional travel model improvements effort began in 2012 to be completed in 2013.

STRATEGY/ACTION	PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
11.2b—Coordinate the review of development proposals with local transit providers and the Regional Transportation Commission as appropriate to respond to existing/planned transit service.	O	Planning Transportation	Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff.
11.2c—Seek opportunities to enhance the City's north/south arterial and collector street network in conjunction with future development (as consistent with the Transportation Plan) to improve connectivity and support broader transit service.	O	Planning Transportation	Ongoing –City staff working with NDOT staff towards the completion of the Carson City Freeway.
11.2d—Establish design and access standards for development occurring along major gateway corridors in order to preserve their functional integrity, capacity, safety and appearance.	O	Transportation	Freeway landscaping enhancement and Gateway Signs projects substantially complete by late 2012. 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.	O	Planning, Transportation Parks & Recreation	Construction of bike lanes and multiuse path on N. Roop Street to be substantially complete by late 2012. 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.	O	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 coordinate the dedication of R.O.W. for planned pathway connections at the time of development.	O	Planning Engineering	Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.