

STAFF REPORT FOR THE PLANNING COMMISSION MEETING OF DECEMBER 20, 2022

FILE NO: MPA-2022-0486

AGENDA ITEM: 14.O

STAFF AUTHOR: Hope Sullivan, AICP, Community Development Director

AGENDA TITLE: For Possible Action: Discussion and possible action regarding recommendations to the Board of Supervisors (“Board”) concerning the annual Master Plan report.

STAFF SUMMARY: Nevada Revised Statutes (“NRS”) 278.190 requires the Planning Commission to annually make recommendations to the Board regarding the implementation of the Master Plan. Staff will provide the Planning Commission with information regarding past, current and future Master Plan implementation actions for the Commission’s consideration.

RECOMMENDED MOTION: “I move to recommend to the Board of Supervisors acceptance of the Master Plan annual report as presented by staff.”

BACKGROUND

The purpose of this item is to:

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

NRS 278.190(1) states:

1. *The [planning] commission shall endeavor to promote public interest in and understanding of the master plan and of official plans and regulations relating thereto. As a means of furthering the purpose of a master plan, the commission shall annually make recommendations to the [Board of Supervisors].*

The purpose of reviewing the Master Plan at this time of the year is for the Commission to make recommendations to the Board prior to the Board setting City goals and priorities for the next year. Staff anticipates bringing the annual Master Plan report to the Board in January 2023.

The Table of Contents from the 2006 Master Plan is attached to this report to provide a general overview of the broad “Guiding Principles” and goals of the Plan. The complete Master Plan document is not included in this packet due to its size. However, the Planning Commission may go to the Master Plan documents web page at the following link to review the complete goals and strategies: www.carson.org/masterplandocs.

Also attached is the Carson City Strategic Plan, adopted by the Board in September 2021. The Strategic Plan identifies objectives and tactics for each of the City’s strategic goals. Of note, associated with quality of life and community is a tactic to Update the Master Plan, with a targeted completion date of 2025. Associated with sustainable infrastructure is a tactic the “encourage growth within existing urban boundaries and infill in existing developed areas to prevent “sprawl” and higher infrastructure maintenance costs.” This tactic is consistent with the Master Plan’s guiding principle 1 which calls for a compact and efficient pattern of growth. The Planning Commission may consider the Strategic Plan in reviewing the current Master Plan and in making any applicable recommendations to the Board regarding the Master Plan.

ACTION PLAN ACCOMPLISHMENTS AND RECOMMENDATIONS

The Carson City Master Plan, adopted in April 2006, included an Action Plan chapter detailing specific actions to implement the goals and policies of the Master Plan. It includes the primary City departments responsible for each specific action and the priority of the action established at the time of the adoption of the Master Plan. Note that current Board's priorities may be different than those established in 2006, and the priority ratings in the draft 2023 Action Plan are merely intended to show how the action strategies were originally prioritized. Through this review process, the Board may set different priorities for individual actions in 2023 through specific implementation direction. The draft 2023 Action Plan is attached to this staff report.

The draft 2023 Action Plan matrix also includes some of the accomplishments towards the implementation measures, as well as plans for implementation in the next year. These actions and accomplishments are not all inclusive of the citywide activities related to Master Plan implementation but are intended to show a sampling of some of the coordinated efforts that are occurring or are planned.

Accomplishment of recommended actions from the 2022 annual review:

Following is a status report on actions that were identified in last year's annual Master Plan review as priorities for planning in 2022:

1. **Review Title 18 (the Zoning Code) and the Development Standards to make recommendations to the Board regarding possible amendments — Master Plan Policy 5.7b: Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.**

This action was identified as the primary focus of special planning activities for 2022. The Planning Division conducted meetings regularly with the Planning Commission in 2020 and 2021 to review Title 18 (Zoning) and the associated Development Standards, which were adopted in 2002 as part of a major Title 18 update. At its meeting of November 16, 2021, the Planning Commission conducted a public hearing on the proposed modifications and made a recommendation to the Board on five chapters of Title 18 and four divisions of the Development Standards. At its meeting of January 20, 2022, the Board reviewed the recommendation of the Planning Commission and provided direction. The District Attorney's office is drafting the ordinance consistent with Board direction and it will be presented at a joint meeting of the Planning Commission and Board on March 3, 2023.

2. **Master Plan Land Use Map/Zoning corrections**

At its meeting of June 16, 2022, the Board approved the following Master Plan amendments to cause City owned facilities to have appropriate Master Plan designations given the function of the land.

- MPA-2022-0223: Master plan amendment to change the master plan designation from Medium Density Residential ("MDR") to Parks & Recreation ("PR") for the parcel located at 1205 Race Track Rd., APN 010-732-05.
- MPA-2022-0215: Master plan amendment to change the master plan designation from Medium Density Residential ("MDR") to Open Space ("OS") for the parcel located at 1640 Tule Peak Circle, APN 010-733-03.
- MPA-2022-0219: Master plan amendment to change the master plan designation from Medium Density Residential ("MDR") to Parks and Recreation ("PR") for APNs 008-852-

28, 008-754-28, and 008-754-29 and Low Density Residential (“LDR”) to Parks and Recreation (“PR”) for APNs 008-052-24, 008-051-23, 008-051-24, and 008-051-25. The parcels are located on the east side of Imus Road between Arrowhead Drive and Genoa Lane.

- MPA-2022-0234: Master plan amendment to change the master plan designation from Community / Regional Commercial (“C/RC”) to Open Space (“OS”) for a parcel located at 5480 Morgan Mill Road, APN 008-371-31.

At its meeting of July 21, 2022, the Board approved zoning map amendments to cause City owned and controlled facilities to be zoned for public uses consistent with the land use as follows.

- ZA-2022-0217: Zoning map amendment to change the zoning designation from Single-family 6,000 (“SF6”) to Public Neighborhood (“PN”) for APN 008-852-28 and a portion of 008-754-28; and from Single-family 1 acre (“SF1A”) to Public Neighborhood for APNs 008-052-24, 008-051-23; 008-051-24; 008-051-25; 008-754-29; and a portion of 008-754-28. The parcels are located on the east side of Imus Road between Arrowhead Drive and Genoa Lane.
- ZA-2022-0221: Zoning map amendment to change the zoning designation from Single Family 5 acre (“SF5A”) to Public Community (“PC”) for parcels located on both sides of Sierra Vista Lane approximately 1 mile south of Carson River Road, APNs 010-121-08; 010-121-18; and 010-121-20.
- ZA-2022-0233: Zoning map amendment to change the zoning designation from General Industrial (“GI”) to Conservation Reserve (“CR”) for a parcel located at 5480 Morgan Mill Road, APN 008-371-31.
- ZA-2022-0231: Zoning map amendment to change the zoning designation from Single-family 12,000 (“SF12”) and Conservation Reserve (“CR”) to Public Community (“PC”) for APN 007-061-18; and from Single-family 21,000 Planned Unit Development (“SF21-P”) to Public Community (“PC”) for APNs 007-322-32; 007-381-17; 007-382-27; 007-382-28; 007-383-07; 007-384-13; 007-385-09; 007-392-39; 007-394-16; 007-394-17; 007-401-06; 007-401-21; 007-401-36; 007-401-52; 007-401-68; 007-402-26. The parcels are located on both sides of Kings Canyon Road and Longview Way, within and adjacent to the Long Ranch Estates Planned Unit Development
- ZA-2022-0220:: Zoning map amendment to change the zoning from Single-family 12,000 Planned Unit Development (“SF12-P”) to Public Neighborhood Planned Unit Development (“PN-P”) for the parcel located on the east side of Oak Ridge Drive, approximately 300 feet south of W. College Parkway, APN 007-462-13.
- ZA-2022-0222:: Zoning map amendment to change the zoning from Single-family 6,000 SPA (“SF6-SPA”) to Public Neighborhood SPA (“PN-SPA”) for the parcel located at 1205 Race Track Rd, APN 010-732-05.
- ZA-2022-0224: Zoning map amendment to change the zoning from Single-family 6,000 (“SF-6-SPA”) to Public Neighborhood (“PN-SPA”) for the parcel located at 1640 Tule Peak Circle, APN 010-733-03.

At its meeting of December 20, 2022, the Planning Commission will consider the following Master Plan and zoning map amendments as identified by the Board as part of the 2021 Annual Master Plan Annual Report to correct mapping errors and inconsistencies.

- ZA-2022-0501: Amending the zoning map to change the zoning from Public Regional (“PR”) to Retail Commercial (“RC”) for the parcel located at 775 Fleischmann Way, Assessor’s Parcel Number (“APN”) 001-201-30.
- ZA-2022-0497: Amending the zoning map to change the zoning from Public Community (“PC”) to Single-Family 6,000 (“SF6”) for the parcel located at 700 Fleischmann Way, Assessor’s Parcel Number (“APN”) 001-141-20.
- MPA-2022-0496: A master plan amendment to change the master plan designation from Mixed-Use Commercial (“MUC”) and Medium Density Residential (“MDR”) to MDR across the entire parcel, located at the northeast corner of S. Saliman Road and Colorado Street, Assessor’s Parcel Number (“APN”) 010-061-87.
- ZA-2022-0495: Amending the zoning map to change the zoning from Limited Industrial (“LI”) and Single-Family 1-acre (“SF1A”) to Single-Family 6,000 (“SF6”) for the parcel located at the northeast corner of S. Saliman Road and Colorado Street, Assessor’s Parcel Number (“APN”) 010-061-87.
- MPA-2022-0499: A master plan amendment to change the master plan designation from Medium Density Residential (“MDR”) to Mixed-Use Commercial (“MUC”), located at 1700 Colorado Street, Assessor’s Parcel Number (“APN”) 010-061-76.
- ZA-2022-0500: Amending the zoning map to change the zoning from Limited Industrial (“LI”) and Single-Family 6,000 (“SF6”) to General Commercial (“GC”) for the parcel located at 1700 Colorado Street, Assessor’s Parcel Number (“APN”) 010-061-76. (
- MPA-2022-0502: A master plan amendment to change the master plan designation from Mixed-Use Commercial (“MUC”) and Medium Density Residential (“MDR”) to MUC across the entire parcel, located at 1601 Fairview Drive, Assessor’s Parcel Number (“APN”) 010-061-84.
- ZA-2022-0494: Amending the zoning map to change the zoning from Limited Industrial (“LI”) and Single-Family 1-acre (“SF1A”) to LI for the entire parcel located at 1601 Fairview Drive, Assessor’s Parcel Number (“APN”) 010-061-84.

LAND USE MAPPING CORRECTIONS

Planning staff annually reviews the Master Plan Land Use Map and Zoning Map for areas that may be considered by the Planning Commission for amendment to the Master Plan Land Use Map or rezoning consistent with the existing Master Plan. This may be based on changes in ownership—such as City open space purchases—or other changed conditions related to the property or area in question.

LOMPA RANCH NORTH SPECIFIC PLAN: PARK SITES

The Lompa Ranch North Specific Plan was adopted on March 17, 2016. Section 3.1.3 of the Specific Plan calls for a 10 acre park on the west side, and Section 3.1.4 calls for a 3 acre park on the east side. Since the plan adoption in 2016, subdivision of land has occurred and the

parcels that will house the parks have been create. In the case of the westside, the subject property has a Master Plan designation of Open Space and a zoning designation of Multi-Family Duplex. In the case of the eastside, the subject property has a Master Plan designation of Mixed Use Residential and a zoning designation of Single Family 6000. To create consistency with the Specific Plan, staff recommends both parcels receive a Master Plan designation of Parks and Recreation and a zoning designation of Public Neighborhood. The two parcels are depicted below.

Lompa Park Sites

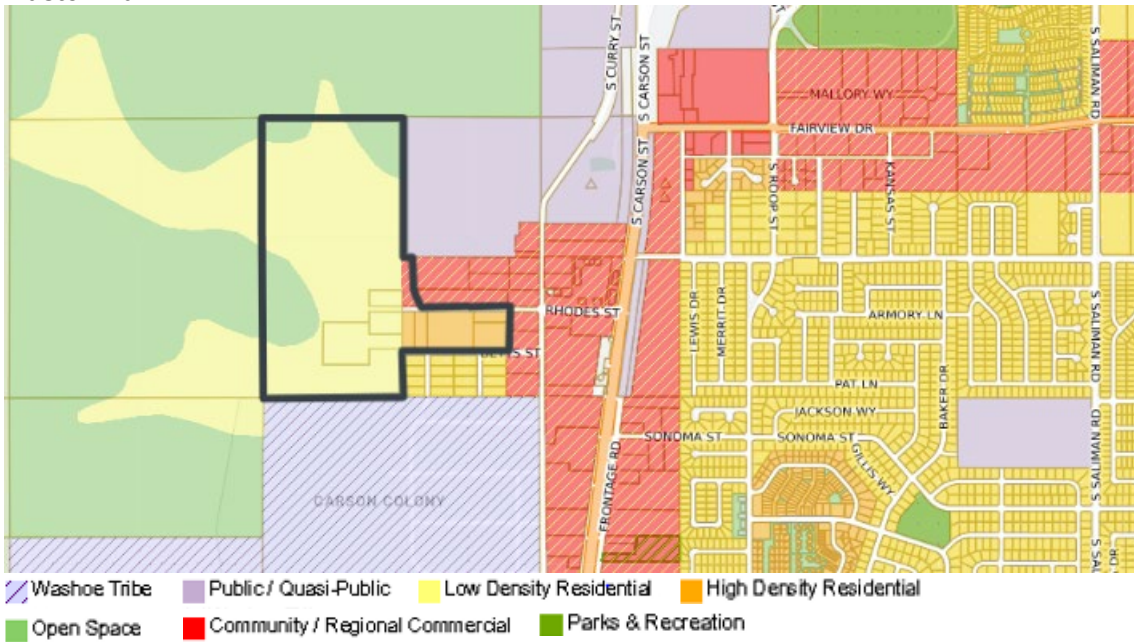


WEST END RHODES STREET / BETTS STREET

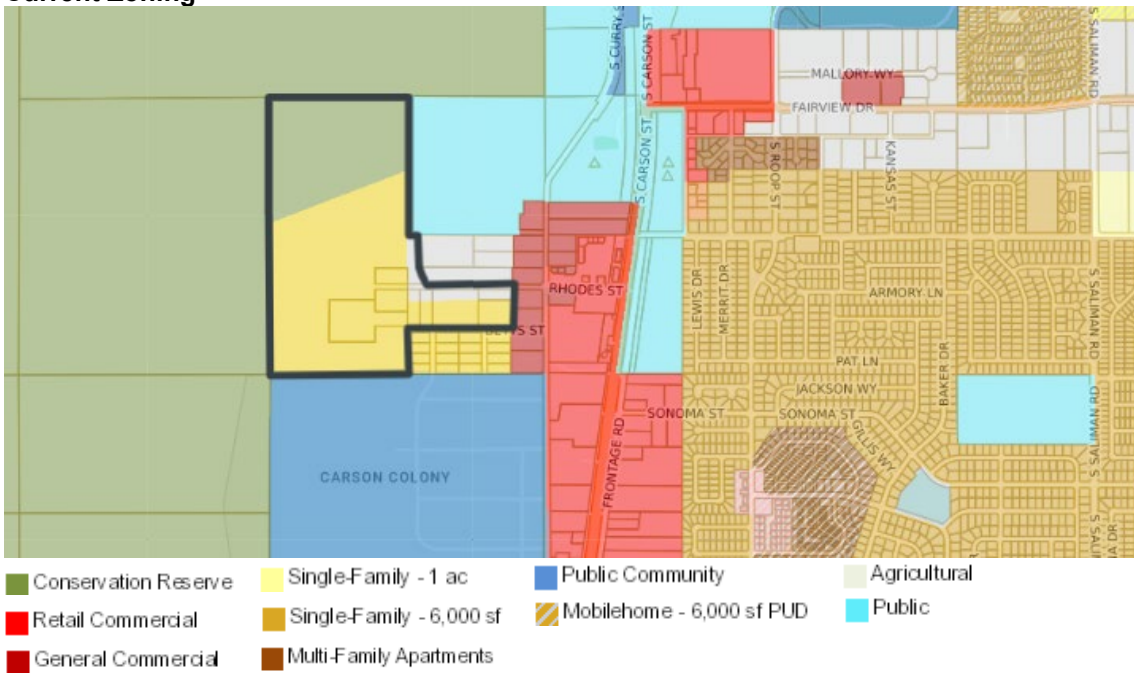
There are a number of vacant parcels at the west end of Rhodes Street and Betts Street. The Master Plan designation is High Density Residential, Low Density Residential and Open Space while the zoning is Limited Industrial, Single Family 12,000, and Conservation Reserve. Therefore, the zoning is inconsistent with the Master Plan designation.

Staff recommends amending the Master Plan to replace the Open Space designation on this private property with the Low Density Residential Designation. To allow the zoning to implement the Master Plan, staff recommends that the areas designated as High Density Residential be zoned for Multi-family Apartment and the area designated as Low Density Residential be zoned Single Family 21,000. The following maps depict the Master Plan and the zoning.

Master Plan



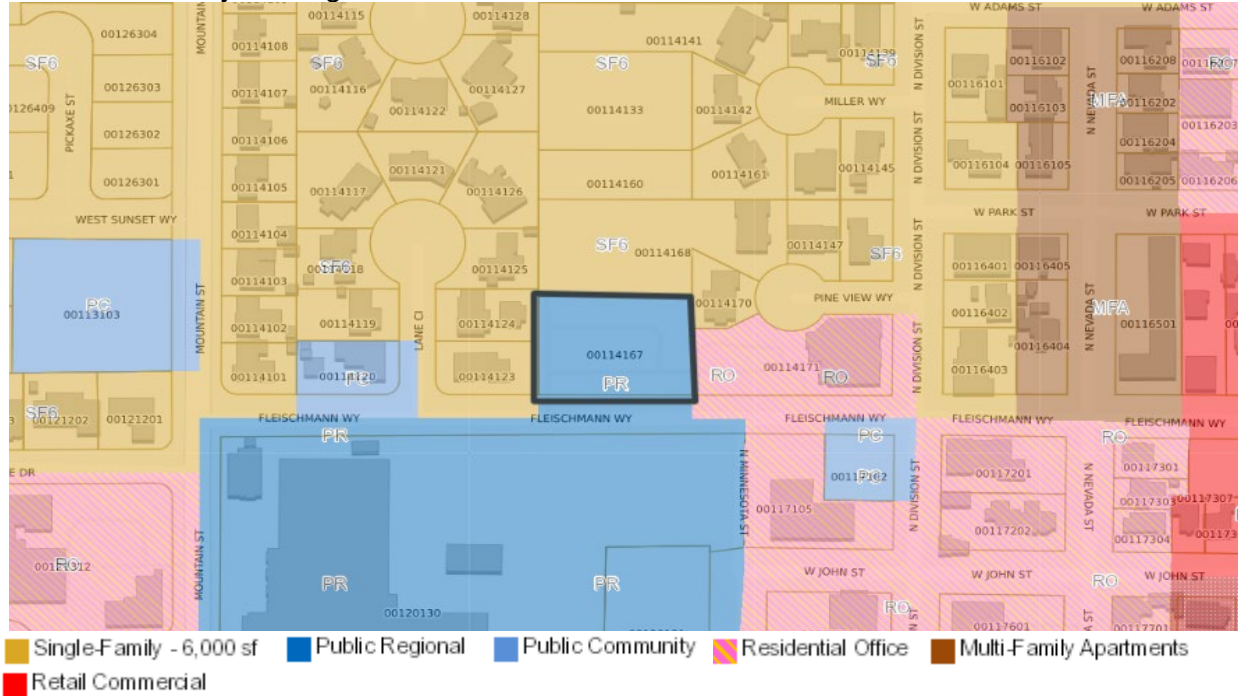
Current Zoning



FLEISCHMANN WAY PARKING LOT

The parking lot on Fleischmann Way across from the old hospital is owned by Carson Tahoe Hospital and has a Master Plan designation of Medium Density Residential. Although not owned by a public agency, it has a zoning designation of Public Regional. To create Master Plan consistency, staff recommends rezoning the subject property to Single Family 6,000.

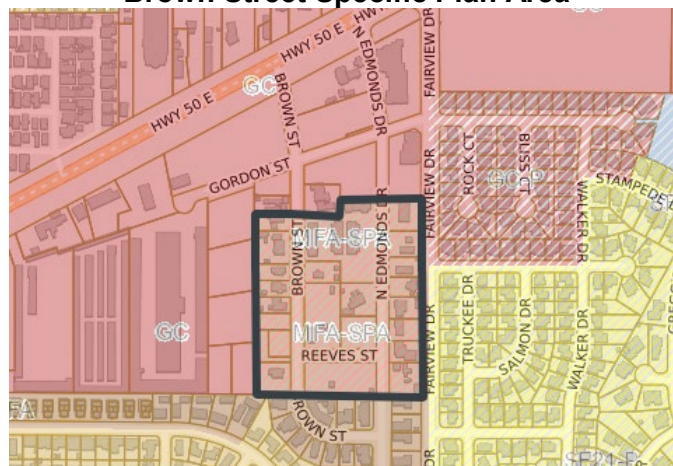
Fleischmann Way Parking Lot



BROWN STREET SPECIFIC PLAN AREA (SPA)

Last year, the Board requested that Planning Commission review the Brown Street Specific Plan. This 10.9 acre area is located, generally, south of Highway 50 and west of Fairview Drive. Mr. Millard owns approximately one third of the land within the boundaries of the Brown Street SPA, and has expressed concern that the design requirements of the SPA create a financial burden for developers and do not entice development or promote an aesthetic. As staff did not have time to work with the Planning Commission on this review last year, staff recommends it be reviewed this year to determine if modifications would be appropriate.

Brown Street Specific Plan Area



2022 MASTER PLAN AMENDMENTS

All 2022 Master Plan amendments were to address mapping errors to create consistency with existing land uses as opposed to policy changes. A large number of requests for Master Plan Amendments could be an indication that the Master Plan and the Land Use Map should be evaluated for a possible update. Since the adoption of the Plan in 2006, there have been only a limited number of Master Plan Amendment requests. Staff believes this indicates that the existing Master Plan Land Use Map generally remains relevant to accommodate the desired development of the City.

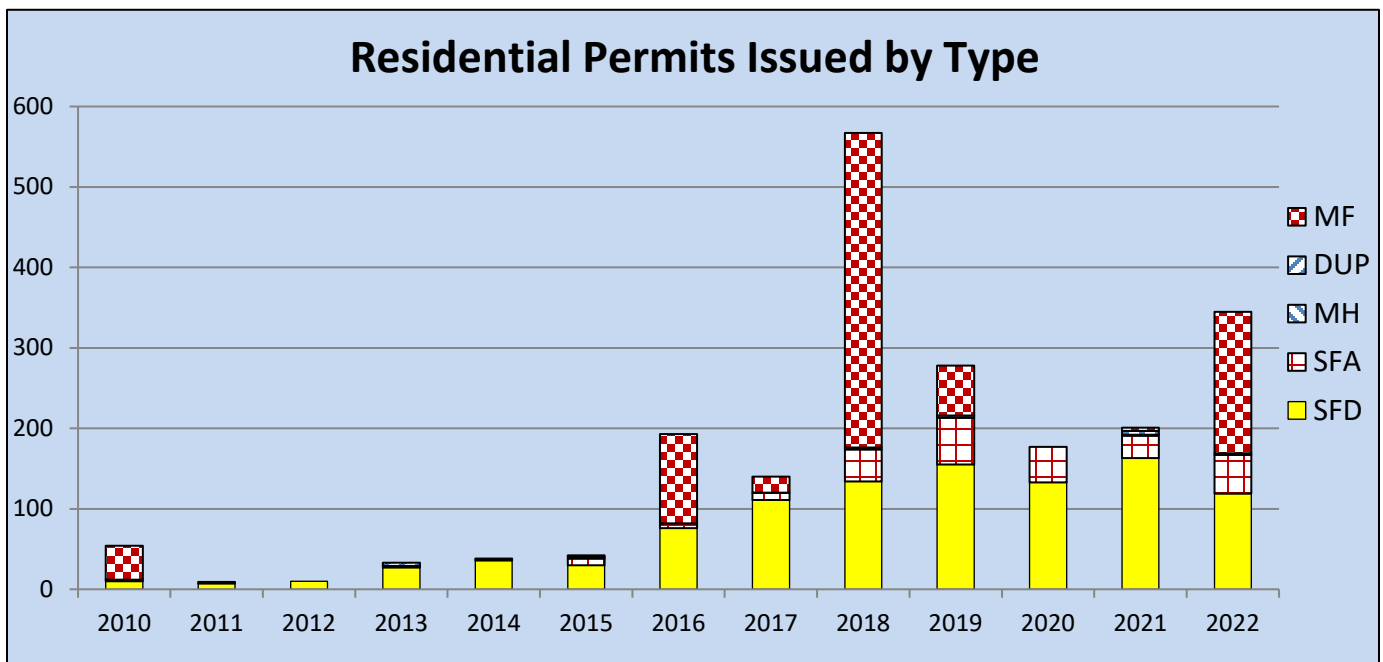
GROWTH TRENDS AND SUPPLEMENTAL INFORMATION

Master Plan Policy 1.1a — Monitor growth trends and conduct periodic reviews of the City’s growth capacity to ensure the Master Plan is consistent with the City’s Water and Wastewater Master Plan.

Pursuant to Master Plan Policy 1.1a noted above, the annual Master Plan report provides an opportunity to review information related to growth and development trends in Carson City and other information that may be useful in formulating long-range land use planning strategies. This information may also help identify issues that should be addressed in future planning programs.

Residential Growth and Development Trends:

The chart below shows the total number of new residential building permits by the type of housing unit. It shows that residential construction significantly picked up in 2016 after nine years of virtually no residential growth during the recession as well as picked up again in 2022. The Multifamily residential construction in 2022 includes the 140 units that comprise Little Lane Apartments. The large spike in 2018 reflects permits for the 370 Carson Hills apartment units being issued in a single year. Although there is a spike in 2022, staff has observed that housing starts have dropped significantly in the last three months. Specifically, September had five single family home housing starts and 18 multifamily units, October had four single family housing starts and one duplex, and November only had seven housing starts. .



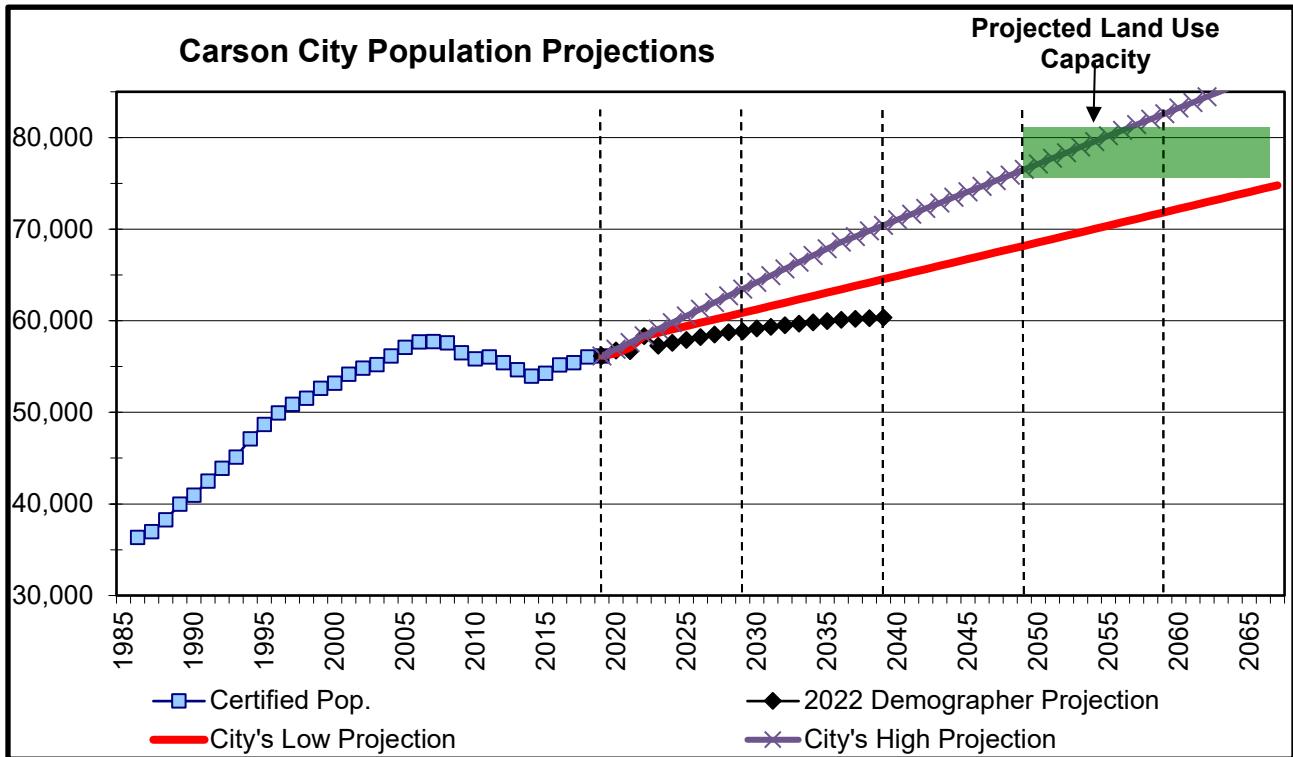
Source: Carson City Building Division Through November 2022

SFD = Single-family detached residence
 SFA = Single-family attached residence
 MH = Mobile Home

DUP = Duplex (two attached units, one ownership)
 MF = Multi-family dwelling (3 or more units, one owner)

Population and land use capacity:

City staff uses population projections to coordinate long-range plans such as the Transportation Master Plan, Water Plan, and Wastewater Reuse Plan. The following chart shows the latest State Demographer projections as well as the projection the City uses in evaluating long-range plans. City staff's high and low projections represent a historic average growth pattern of approximately 0.6-1.0%. Note that per the 2020 United States Census, the City's population in 2020 was 58,269.

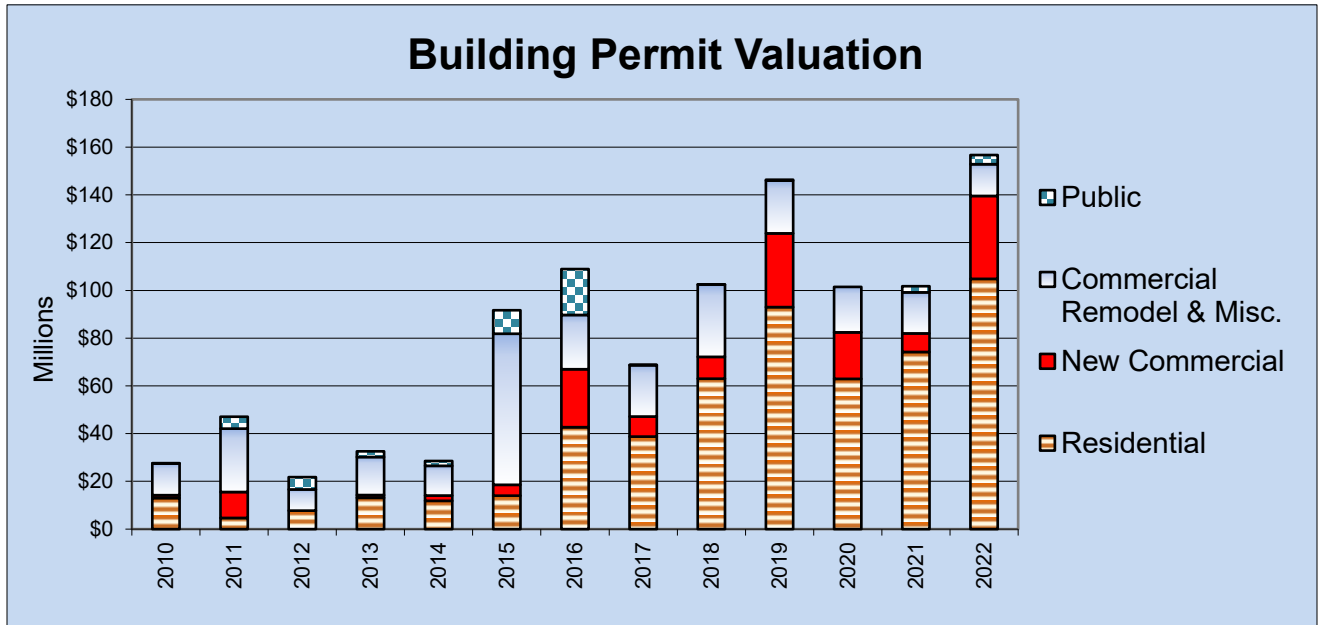


Source: Nevada State Demographer; Carson City Planning Division (City projection dated 2022)

The recent land use and water capacity analysis conducted by the Public Works and Community Development Departments in 2022 was included with the annual Growth Management report to the Growth Management Commission. The findings confirm that the City has enough water to accommodate full residential and non-residential build-out of the City under the current Master Plan Land Use designations and densities. This is updated annually with the Growth Management Report, and Planning Division staff will work with Public Works staff to integrate the parcel-level water usage projections into applications for larger development projects and land use decisions as part of the Growth Management Commission, Planning Commission's and Board review, as applicable.

Construction Activity and Development Trends:

The following chart shows building permit valuation history over the last 12 years, through November 2021. This shows the general amount of expenditure on construction citywide (not adjusted for inflation), which is an indicator of general economic investment in properties. Both residential and non-residential construction activity was very busy in 2022. However, with interest rates increasing, a shortage of labor, and supply chain issues, staff has seen a drop off and expects that 2023 may see less activity.



Through November 2022
 Source: Carson City Building Division

CONCLUSION

The 2006 Master Plan was adopted during a period of economic growth in Carson City. Implementation of the Land Use Plan requires private development to occur. After 2006, there was a long period of relatively little development that occurred compared to the growth that was occurring prior to 2006, delaying implementation of projects pursuant to the Master Plan.

As part of the annual Master Plan reviews, the Planning Commission and Board have systematically made relatively minor changes to the Land Use Map as issues have been brought to their attention or certain conditions related to the properties have changed. There have been no major requests for changes to the Master Plan since its adoption.

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

- The overarching goals and objectives in the Master Plan are relatively broad policy statements under which the Board have discretion to direct detailed implementation strategies. The current Master Plan still reflects the general long-term goals of the community, desiring to implement principles of compact, diverse growth with a focus on infill development in the long-term development of the City.
- The relatively slow pace of City growth during the recession resulted in the delay of implementation of the Master Plan. Since the Master Plan provides land uses for growth up to a buildout population of approximately 75,000-80,000, and since growth has occurred

slower than was expected when it was adopted, the “life” of the plan could be extended. Projections are that Carson City will not reach this buildout population for 30 to 50 or more years.

- Except as noted earlier in this staff report for specific areas of the City, there has been little activity from Carson City property owners, businesses, or residents to change the Master Plan Land Use Map or other goals or policies of the Plan. Most Master Plan Amendment applications since 2006 have been initiated by the City to address changes in public ownership of properties or have been initiated to implement policies from the adopted 2006 Master Plan.

The City’s Strategic Plan calls for an update to the Master Plan to be completed by 2025. In the interim, staff will continue to work with the Planning Commission on updating Title 18 and the Development Standards.

If there are individual policies within the Master Plan or areas of the Land Use Map that the Planning Commission or Board think should be reconsidered in the short-term, those individual policies or areas should be identified so that a more detailed evaluation and discussion can be planned. Otherwise, staff recommends continuing to pursue the implementation strategies of the Action Plan as directed at the discretion of the Board, and pursuant to the City’s Strategic Plan.

Attachments:

2023 Draft Action Plan Report
2021 Carson City Strategic Plan
2006 Master Plan Table of Contents

Master Plan

Draft Action Plan 2023

ACTION PLAN MATRIX – ANNUAL REVIEW

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

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

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

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

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

Action items have generally been grouped together by related items and priority, with higher priority items first. **Bold text** in the “**Status/Accomplishments**” column indicates new or updated information since the last annual review.

Action Plan Matrix

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
PRIORITY ACTIONS PER 2006 MASTER PLAN			
Establish Downtown Mixed-Use Zoning District.	1	Planning, Redevelopment	COMPLETED (2007)
Establish interim mixed-use evaluation criteria.	1	Planning	COMPLETED (2006)
Establish mixed-use zoning districts.	1	Planning, Engineering, Building	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria and monitor development patterns for need for additional Mixed-Use zoning districts. Staff and funding have not been available to take on the significant public process of adopting new zoning districts and associated standards.
<p>Develop Capital Improvements Program for Downtown enhancements.</p> <p>8.1c—Identify necessary streetscape enhancements and parking strategies to coincide with the potential reduction in lanes along Carson Street.</p>	1	Public Works, Planning, Business Development	<p>2016: Carson Street improvements completed.</p> <p>2018: Curry Street and east-west cross street improvements completed.</p> <p>2020: A downtown parking study was completed. The results of the parking study will be used to develop short-term and long-term parking strategies to accommodate future development.</p> <p>2020: Streetscape and utility improvements were completed on E. Telegraph Street.</p> <p>2022: Improvements are complete for Curry Street between Musser Street and 5th Street.</p>
3.2d—Establish sign controls for the Carson City Freeway corridor.	1	Planning	COMPLETED (2008)
OTHER ACTIONS			
5.6b—Continue to explore opportunities to establish a DBA, LID, and/or BID in Downtown to help pay for public	1	Business Development	2016: Downtown Neighborhood Improvement District (NID) established to pay for downtown maintenance.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
infrastructure improvements and/or Downtown area marketing and events coordination.			<p>Ongoing: Continue to work with NID, DBA and CVB on event and marketing strategies.</p> <p>2021: South Carson Street Neighborhood Improvement District (SCNID) was established to pay for the maintenance of for the South Carson Street corridor.</p> <p>2023: City staff will propose a Neighborhood Improvement District for the East William Street Corridor.</p>
5.6a—As part of a new mixed-use zoning district for Downtown, establish incentives (e.g., density bonuses, an expanded range of permitted uses, or reduced parking requirements) that complement existing redevelopment tools.	1	Planning, Business Development	COMPLETED (2007)
5.6e— Develop a Downtown Parking Strategy that identifies and recommends solutions to short and long-term parking deficiencies, and provides a basis for necessary zoning revisions.	1	Planning, Business Development	COMPLETED (2007)
2.2a—Remove barriers within existing residential zone districts to encourage the incorporation of a mix of housing types outside of the PUD process. (Including review of Engineering standards)	1	Planning, Engineering	PUD/Common Open Space Revisions COMPLETE (2007)
1.4b—Update current cluster practices to ensure that the resulting density of the clustered development is consistent with the parcel's land use designation, the surrounding development pattern, and the level of roadway improvement which currently exist or will be required to be provided to the site.	2	Planning	COMPLETED (2007)

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	<p>Accessory dwelling standards revised in 2007; rental of guest dwellings is still prohibited</p> <p>2023: The Planning Commission and Board of Supervisors will review accessory dwelling standards as part of the Title 18 update</p>
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	<p>Wetland, soils and earthquake hazards are reviewed with development proposals; hillside areas are required to be identified with applications.</p> <p>Open Space Evaluation Form and Open Space Opportunities Map have been developed and can be used to assist in developing this inventory</p>
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

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>4.1a—Continue to pursue opportunities to expand the City's existing recreation center and construct a second recreation center in another location.</p>	<p>2</p>	<p>Parks & Recreation</p>	<p>The Multi-purpose Athletic Center (MAC) opened in 2016. Indoor amenities include a 1/8th-mile elevated walking track and courts for basketball, volleyball, futsal/indoor soccer, and pickleball.</p> <p>2019-2020: Efforts to update the Carson City Community Center were initiated, beginning with the renovation of the Bob Boldrick Theater. The theater was remodeled with new seats, handrails, paint, floor resurfacing and a microphone system. An accessibility evaluation is underway and scheduled to be completed in 2021.</p> <p>2021: The Robert "Bob" Crowell Board Room was renovated and an ADA assessment plan for the theater was completed, with renovations for further ADA improvements in 2022. To accommodate the demand at the MAC, a permanent parking lot was constructed in 2022.</p>
<p>5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.</p>	<p>2</p>	<p>Business Development †</p>	<p>2018: The Board of Supervisors identified downtown housing as an objective for 2018.</p> <p>Ongoing: Continue to explore opportunities to assist downtown housing projects.</p>
<p>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.</p>	<p>2</p>	<p>Business Development †</p>	<p>2016: Façade improvement program created and funded by Redevelopment Authority.</p> <p>The façade improvement program has been used on a number of properties in the downtown including The Bank Saloon in 2020.</p>
<p>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.</p>	<p>2</p>	<p>Rural Housing Development Authority, Planning</p>	<p>Ongoing through the Nevada Rural Housing Authority.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>6.2a—Develop standards for neighborhood infill and redevelopment.</p> <p>9.3 b—Establish infill and redevelopment standards to minimize impacts on existing neighborhoods.</p> <p>a—Establish guidelines for the incorporation of higher density residential at the fringe of existing rural neighborhoods, as well as on individual lots within them.</p>	2	Planning	Continue to implement mixed-use development using the adopted Mixed-Use Evaluation Criteria and monitor development patterns for need for additional Mixed-Use zoning districts.
<p>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.</p>	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.
<p>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.</p>	2	Planning	In 2020, the City accepted a proposal for affordable housing on City-owned property on Butti Way. Construction is underway for a 160 unit affordable housing project in 2022.
<p>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.</p>	2	Rural Housing Development Authority, Planning	Ongoing through the Nevada Rural Housing Authority.
<p>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.</p>	2	State Housing Division; NRHA, Planning	Ongoing through the Nevada Rural Housing Authority.
<p>10.1a—Establish financial, building and related incentives for the restoration and rehabilitation of historic structures and facilities.</p>	2	Planning, Business Development	The Façade Improvement Program has provided funds to three historic commercial properties.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	The Carson City railroad terminal is off of Flint Drive. Land surrounding the depot is in public ownership. The DT-MU standards were completed in 2007 to address compatibility with the Capitol.
<p>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.</p> <p>5.4a—Develop specific guidelines and policies for a tourism-focused activity center along Highway 50 East that will serve V&T Railroad visitors.</p>	2 2	Planning	Specific standards should be considered.
V&T SPA 1.2—Rezone the private lands in Carson City along Highway 50 East from General Industrial to a commercial designation consistent with the Master Plan Land Use Map.	2	Planning	Some rezoning has occurred at the request of property owners; i.e. Flint Drive property to GC/MFA in 2008. Staff recommends rezoning properties in the upper “gateway” area and highway corridor to protect the area from future incompatible uses while respecting existing uses.
V&T SPA 1.3—Identify critical views of the landfill area from V&T route and adjacent commercial areas and mitigate visual impacts by plantings, screening or other methods around the landfill.	2	Planning Public Works	Complete (2006)
V&T SPA 1.4—Prohibit new uses on public lands within the V&T-SPA that would conflict with the V&T and related commercial-tourism in the vicinity, such as uses that generate excessive noise, dust or odors, excluding the continued operation of the landfill.	2	Planning	Policy will be reviewed with future use requests.
V&T SPA 1.4—Consider limiting the use of public lands as part of any proposed disposal of the BLM property into Carson City ownership through a federal lands bill.	2	Planning	The adopted Federal Lands Bill limits uses of adjacent City property to public uses.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>V&T SPA 2.1—Parks and Recreation will continue to work with the V&T Commission and V&T consultants in locating appropriate pathway facilities along the Carson River corridor consistent with the V&T operation plans and the Unified Pathways Master Plan.</p>	<p>○</p>	<p>Parks & Recreation</p>	<p>The Serpa and Bently properties in the Carson River Canyon east of Deer Run Road, comprising of a total of 900 acres, have been purchased by the city as open space. City parks staff are members of the Stakeholder Committee for the Historic V&T trail, funded by a Recreational Trails and Conservation Assistance Grant.</p>
<p>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.</p>	<p>○</p>	<p>Parks & Recreation</p>	<p>Park Rangers actively patrol the Carson River corridor, provide enforcement and education opportunities to enhance stewardship by the community. A Senior Park Ranger position was approved by the Board as part of the FY21 budget to help expand these efforts. In addition, a full time Open Space Maintenance Coordinator was hired in 2018 to oversee maintenance projects, lead conservation crews and assist with operations and natural resource management. AmeriCorps VISTA volunteers coordinate volunteer and outreach programs throughout the corridor. Lastly, staff conduct an annual clean-up of a section of the Carson River corridor each summer that includes trash removal and noxious weed monitoring. These staffing efforts have continued to improve the cleanliness of the area and will improve wildlife habitat and water quality. Staff also work with local non-profits like River Wranglers and Muscle Powered to complete clean-ups, education and stewardship projects along the Carson River.</p> <p>The clean up area includes the corridor between the landfill and the railroad. The V & T Commission clean this area on a regular basis to preserve a relatively clean vista for passengers on the trains.</p>
<p>V&T SPA 4.1—Encourage continued collaboration with Lyon County and Storey County to minimize land use conflicts along the V&T corridor.</p>	<p>○</p>	<p>Planning</p>	<p>Planning staff consults with adjacent counties for all development applications at county boundaries. Community Development Director meets routinely with counterparts in Lyon County and Storey County.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>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.</p>	<p>○</p>	<p>Planning, Engineering, Public Works</p>	<p>Incorporated in the Growth Management Plan update every year to Growth Management Commission.</p> <p>2020: City staff linked water usage projections to land use changes to monitor long-term water capacity, to be reported annually with the Growth Management report. Staff is working with a consultant and nearing completion in updating the City's water reuse master plan.</p> <p>2021: City staff developed new tools in the application process for new water uses over 15,000 gallons per day. The tools help the Growth Management Commission review and compare the proposed use against typical/similar uses.</p>
<p>1.1c—Continue to encourage water conservation efforts at a community-wide and household level through education and incentive-based programs.</p>	<p>○</p>	<p>Public Works, Water</p>	<p>Ongoing education and outreach efforts. The City's existing Water Conservation Plan will be updated in 2023 and will satisfy new state regulations instituted in the 2019 Legislative Session.</p>
<p>1.1d— Continue to review applications for proposed residential development in accordance with the Carson City 1978 Growth Management Ordinance.</p>	<p>○</p>	<p>Planning</p>	<p>Incorporated in the Growth Management Plan update every year to Planning Commission.</p>
<p>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.</p>	<p>○</p>	<p>Building, Planning</p>	<p>Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.</p>
<p>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).</p>	<p>○</p>	<p>Building, Engineering, Planning</p>	<p>Carson City maintains current codes, includes the latest State-adopted energy efficiency codes.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.2a—Use levels of priority established by the Master Plan to help guide the future allocation of staffing and other resources devoted to infill and redevelopment objectives.	○	Public Works, Planning, Business Development	Reviewed with Annual Budget.
1.2b—Review the boundaries of the City's redevelopment areas periodically and adjust them as appropriate to support redevelopment objectives.	○	Business Development	Redevelopment boundaries were amended in 2007 to support redevelopment objectives.
1.2c—Ensure that improvements identified in the City's Transportation, Water, and Wastewater Master Plans are consistent with and supportive of the City's infill and redevelopment objectives.	○	Public Works	Capital Improvements Plans are updated annually. The Water Resource Plan and Water Use Analysis was updated in 2018, the Comprehensive Wastewater plan for collection system was updated in 2017 and the 2050 Regional Transportation Plan was approved by the Carson Area Metropolitan Planning Area (CAMPO) board in January 2021.
1.3a—Continue to coordinate with the BLM to ensure that its Urban Interface Plan is consistent with the Land Use Map.	○	Planning	The Federal Lands Bill (OPLMA of 2009) land transfers to the City for open space, parks, and economic development was completed in 2015. 2020: City staff continues to actively work with BLM on the remaining land disposal provisions and technical corrections desired by the City in the Legislation.
1.3b—Continue to coordinate with State and Federal Agencies on the Federal Lands Bill and monitor future land transfer opportunities, particularly within the urbanized area of the City.	○	Planning, Parks & Recreation	The Federal Lands Bill (OPLMA of 2009) land transfers to the City for open space, parks, and economic development was completed in 2015. 2021: City staff continues to actively work with BLM, Senate and Congressional delegations on the remaining land disposal provisions and technical corrections desired by the City. A federal lands bill was submitted for consideration, but unsuccessful in 2021 and 2022. Staff will continue to work with federal and state partners. Staff continues to seek opportunities for additional acquisitions, recreation opportunities, and projects in and around the City.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
1.4c—Require a detailed site analysis for any development at the Urban Interface to identify unique features to be protected.	○	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	Planning staff consults with adjacent counties for all development applications at county boundaries.
1.5c—Coordinate with regional planning organizations, such as the CAMPO, TRPA, and the TMRPA to ensure that adopted regional plans are mutually compatible with the goals and policies of this Master Plan.	○	Planning, Transportation	Staff continues to participate in coordination efforts. CAMPO adopted the 2050 Regional Transportation Plan (RTP) in January 2021. Staff is coordinating with the state and other Nevada MPOs (Washoe RTC, Southern Nevada, Tahoe) regarding state and regional long-range plan development.
1.5d—Coordinate with NV Energy and Southwest Gas on the location of new power lines and future facilities necessary to serve the community.	○	Planning, Engineering	<p>2017: The City adopted a power transmission line MasterPlan policy in accordance with State law.</p> <p>Ongoing: The City is working with NV Energy on an Underground Management Plan (UMP) to cooperate and plan for the undergrounding of power lines within specific areas of the City (i.e. corridor improvement projects, redevelopment areas, etc.).</p> <p>2021: Staff was successful in partnering with NV Energy on a 50/50 cost share agreement to assist with undergrounding power lines downtown on Curry Street.</p> <p>2022: Staff is investigating the East William Street and other corridors for additional UMP opportunities to promote better safety and reliability within the power grid while utilizing available cost sharing programs.</p>
2.1d—Discourage rezoning of properties that create incompatible land uses between adjacent zones, enforce standards for transitions between residential and commercial uses.	○	Planning	Reviewed by staff and the Planning Commission with zoning application requests.
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	○	Business Development	

STRATEGY/ACTION	ADOPTED 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.	○	Planning, Parks & Recreation	On March 15, 2007, the Board of Supervisors adopted the Carson River Aquatic Trail into the Unified Pathways Master Plan (UPMP). The UPMP was updated and approved by the Board in 2018. The Master Plan is reviewed annually and updated, as necessary, to be consistent with public ownership of properties along the Carson River.
3.2a—Seek opportunities to transfer lands slated for disposal by the BLM or Forest Service into City ownership to preserve important hillside views and update existing cluster development and steep slope provisions as needed.	○	Planning	The Federal Lands Bill was adopted in 2009, permanently preserving thousands of acres of viewshed surrounding Carson City.
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. 2021: The City adopted an updated Hazard Mitigation Plan.
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.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
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	<p>The City reviews development plans to ensure incorporation of park facilities commensurate with development intensity and identified City needs.</p> <p>In early 2018, the Board of Supervisors approved an amendment to the Unified Pathways Master Plan. This plan addressed the City’s off-street/single track trail system, which will provide regional connectivity to Washoe and Douglas Counties.</p>
4.1c—Focus new neighborhood parks in areas currently underserved and in new neighborhoods.	○	Parks & Recreation	<p>Neighborhood park improvements in the Schulz Ranch subdivision were completed and are located within the City’s first Landscape Maintenance District to ensure sustainable funding for park and trail maintenance.</p> <p>The Lompa Ranch North SPA development will include a 10-acre park on the west side of the Carson City freeway, a 3-acre dog park on the east side of the freeway, and a multi-use path system through the development to connect to the parks. Lompa Ranch will also have an LMD to ensure sustainable long-term funding.</p> <p>As part of the Anderson Ranch Estates development, park improvements to the MountainStreet Trailhead will be made and a critical trail connection from Mountain Street to Ormsby will be built.</p>
4.1c—Establish an additional community park in the northern quadrant of the community.	○	Parks & Recreation	<p>Efforts are being redirected to rehabilitating existing facilities and address potential safety issues throughout the park system, rather than add to existing inventory. As developments come forward, citystaff will continue to look for cooperative park development opportunities in the northern quadrant of the city, where there is a sustainable funding source for maintenance of new parks.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
4.2a—Provide additional parks, sports complexes and indoor facilities convenient to all major quadrants of the city.	○	Parks & Recreation	The Multi-purpose Athletic Center (MAC) opened in 2016 to help meet the community needs for indoor recreation, sports activities, and special events. The City's first Disc Golf Course was completed in 2020 on the east side of Carson City along Flint Drive and Rifle Range Road. Neighborhood park improvements were constructed in the southeast portion of Carson in the Schulz Ranch subdivision, with two other parks totaling 13-acres proposed in the Lompa subdivision and additional park improvements proposed at the Mountain Street Trailhead as part of the Anderson Ranch Estates development.
4.2b—Continue to expand cost-effective sharing of facilities and resources with the City's existing and potential recreation partners.	○	Parks & Recreation	<p>City staff collaborates with a variety of non-profit organizations to improve, operate and enhance parks, trails and open spaces throughout Carson without further financial implications to the City's general fund. Partnerships include:</p> <p>Great Basin Institute: AmeriCorps VISTA program (1 full-time staff annually to the Department for Volunteer coordinator).</p> <p>Foundation for Carson City Parks and Recreation: Lease Wungnema House (operations and maintenance)</p> <p>Carson City Historical Society (operations of Foreman-Roberts House, a historic property on a City Park)</p> <p>Clear Creek Bowman-JDW Centennial Park Archery Range (ADA improvements)</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			<p>Friends of Silver Saddle Ranch – Silver Saddle Ranch (Programming and management)</p> <p>Muscle Powered –(Trail planning, construction, and maintenance)</p> <p>As well as other joint use agreements with Carson City School District, Boys and Girls Club of Western Nevada, Youth Sports Association, Sierra Inline Hockey, UNR Cooperative Extension, and other community groups to meet the recreational needs in the community.</p> <p>Partnering with local businesses and organizations as sponsors in order to offer community wide special events and community programming such as BOOnzanza, Homestead Holidays, Dive-In Movies at the Aquatic Facility and the teen ski program.</p>
<p>4.3a—Continue to review future development proposals for consistency with the City's Open Space Plan and continue to coordinate with the Open Space Advisory Committee and the Carson River Advisory Committee on Master Plan issues.</p>	<p>○</p>	<p>Planning, Parks and Recreations</p>	<p>Development proposals are routinely reviewed by City staff and advisory committees, as applicable. The Carson River Advisory Committee was dissolved in 2013, and the powers and duties were assumed by the Open Space Advisory Committee.</p>
<p>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.</p>	<p>○</p>	<p>Parks & Recreation, Open Space</p>	<p>In 2018, the City acquired 206-acres of land on the west side of Carson City (Hamm property) for essential regional trail connectivity, wildlife habitat and viewshed preservation. Additionally, 20 acres near Highway 50 West, which will allow for a regional trail connection to Douglas County. Staff is pursuing potential conservation easements and additional land acquisitions as identified in the City's Open Space plan for additional trail connectivity and wildlife habitat preservation.</p>
<p>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.</p>	<p>○</p>	<p>Planning, Business Development</p>	<p>2016: NNDA's Certified Sites program was established to help identify locations for businesses relocating to the City.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	○	Business Development	The City has an ongoing relationship with NNDA, our state-approved regional development authority, to work with to attract future employers to the City.
5.1c—Promote diverse job options and entrepreneurial opportunities.	○	Business Development	2018: The City took over management of the Adams Hub, a business incubator and resource center, managed by the Carson City Library. 2019: NNDA took over the management of Adams Hub.
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	○	Business Development	City staff will continue to work with NNDA, WNDD and other agencies to complete and implement the regional economic development plan.
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City’s resident labor force.	○	Business Development	
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	○	Business Development	
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	○	Business Development	
5.1h—Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.	○	Business Development	
5.1i—Plan for a diversity of ready-to-build sites with sufficient support infrastructure and services needed to meet demand of growing and targeted industries.	○	Public Works	2015: NNDA identified its first “Certified Site” for industrial use in Carson City in coordination with Public Works and Planning. 2018: Carson City awarded joint EPA grant with NNDA and Douglas County to complete environmental assessments for Certified Sites program and other properties.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.1i—Explore opportunities to pre-designate tourism improvement districts (i.e., STAR bond districts), enhance redevelopment areas and maximize the potential of all available economic development tools.	○	Business Development	
5.1j—Encourage a citywide housing mix consistent with the labor force and non-labor force populations of the City.	○	Planning	The City continues to receive and review housing projects that include a mix of housing types, including single family detached, single-family attached, and multi-family dwelling units.
5.1k—Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation.	○	Business Development	
5.2a—Work with local and regional economic development organizations on the development of a marketing strategy designed to attract national retailers to the community.	2	Business Development	
5.2b—Use available tools to attract retail tenants to underutilized spaces, and continue to explore the use of incentive programs to mitigate rising and prohibitive land costs.	2	Business Development	
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	○	Business Development	Ongoing: Beginning in 2016, an analysis by UNR has provided sales tax data so the City can compare pre-downtown construction retail sales with post construction years.
5.3a—Encourage the incorporation of home-based occupations and live/work units.	○	Planning	

]STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>5.3b—Encourage low cost, easily accessible, state-of-the-art telecommunications and other technology services throughout the City.</p>	<p>○</p>	<p>Planning, Public Works</p>	<p>Current City telecommunication ordinances are designed to promote communications.</p> <p>2020: The City worked with telecommunication carriers to develop small-cell “5G” standards for citywide deployment of the latest technology.</p> <p>Ongoing- The City considers the expansion of these technology services in the design of the major corridor improvements project, as well as other utility and street projects. As part of the South Carson Complete Streets Project and Phase 2 of the Roop Street Fiber Project, new fiber optic lines were installed in 2021 to enhance the City's fibernetwork.</p> <p>2022: The East William Street Corridor Improvement Project is projected to include new fiber optic redundancy and line enhancements.</p>
<p>5.3c—Use technology to increase information available to residents and businesses regarding growth patterns, economic conditions, development activity and other elements of the competitive landscape.</p>	<p>○</p>	<p>Planning, Business Development</p>	<p>Information provided in this Master Plan annual review and annual Growth Management review; and additional information is available to public year-round.</p>
<p>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.</p>	<p>○</p>	<p>Parks & Recreation, Business Development</p>	<p>With the public ownership of Carson River Canyon, staff will continue to pursue the planning and development of a trail system and seek opportunities with the V&T Railway Reconstruction Project. The Culture and Tourism Authority is spearheading efforts to promote downtown historic tours and interpretive opportunities. The Parks Department provides interpretive education opportunities lead by Park Rangers and AmeriCorps VISTA volunteers.</p> <p>Visit Carson City launched the new Kit Carson Trail in the westside historic district with 48 stops. Information on the stops is found on on-site markers and on the marking materials.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.4c—Support artists, arts organizations and related cultural institutions.	○	Business Development	Ongoing via Arts and Culture program, managed by the Carson City Culture and Tourism Authority.
5.5a—Seek necessary funding to improve the quality of existing recreational facilities, and to develop additional facilities.	○	Parks & Recreation	<p>The Department is focusing on reinvesting in its aging infrastructure. Three projects have been included in the City's 1/8% sales tax improvement projects: the MAC, Community Center and Rifle Range Improvements. The MAC was opened in early 2016. In 2019, significant improvements were completed in the Community Center's Bob Boldrick Theater, including new theater seats, refinished floors, acoustical carpet treatments and painting of the entire auditorium.</p> <p>Improvements completed in an effort to update the Bob Boldrick Theater Lobby with new paint, door curtains, monitors, and PA system with additional funds provided by the Robert Z. Hawkins Foundation and a community fundraiser led by the Carson City Chamber of Commerce. In 2021, an ADA assessment was completed on the theater and additional investments to implement that plan are anticipated to begin in 2022.</p> <p>In 2019, an over \$800,000 investment into the Carson City Rifle and Pistol Range was made for safety improvements and to bring the facility to National Rifle Association standards. A separate budget was implemented for the range with all revenue being directed back into operations and maintenance of the facility as directed by the Board. Full time, part time, seasonal and volunteer support now operates the facility and are all certified National Rifle Association Range Safety Officers</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			<p>Staff continues to prioritize projects for use of Residential Construction Tax including rehabilitation of existing neighborhood parks in conjunction with the City's asset management program. The City has successfully leveraged these funds as a portion of match for a Landand Water Conservation Fund and Community Development Block grants to install the City's first universally accessible playground at Ross Gold Park in 2019. In 2021, design of rehabilitation of Blackwells Playground began and will likely be constructed in 2022 utilizing RCT for neighborhood park development.</p> <p>From the Recreational Trails Program, a \$200,000 grant funded the construction of trail and trailhead improvements on the north end of the Prison Hill, which was completed in 2019. From the Southern Nevada PublicLand Management Act, \$1.8 million was awarded for three trail connections along Prison Hill, Silver Saddle Ranch and the old Buzzy's Ranch, which was completed in 2020. In 2021, an additional \$2.2 million was awarded for improvements to the Koontz Lane Trailhead on Prison Hill as well as an additional segment to the Prison Hill Loop Trail.</p> <p>Additional grants include the Nevada Off-Highway Vehicle Program for a site master plan of the motorized use area of Prison Hill and Nevada Department of Wildlife and National Rifle Association Foundation Range Program grant for improvements at the Rifle and Pistol Range.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities, and distribute materials to target markets or specific companies considering relocating to Carson City.</p>	<p>2</p>	<p>Parks & Recreation, Business Development</p>	<p>The City continues to provide promotional materials to the Carson City Culture and Tourism Authority for their use in marketing Carson City.</p> <p>The Parks, Recreation and Open Space Department plans to seek funds and cooperative partners to produce a digital newsletter, digital and hard copy parks and trails guide. The Department also produces an Activity Guide 2-3 times annually, which promotes department facilities, programs and events.</p> <p>2020-2021: The Parks, Recreation and Open Space Department has been working on creating informational recreation videos that highlight recreational opportunities in Carson City that can be shared through the CTA and other media outlets.</p>
<p>5.5c—Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe.</p>	<p>2</p>	<p>Business Development</p>	<p>Ongoing through the Culture and Tourism Authority.</p>
<p>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.</p>	<p>0</p>	<p>Business Development</p>	<p>Ongoing through the Airport Authority.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>5.5e—Provide the public services and public facilities necessary to sustain a high quality of life and attract business investment.</p>	<p>○</p>	<p>Public Works</p>	<p>Ongoing efforts include consideration of economic aspect of transportation projects by RTC, annual growth management activities, and long-term modeling efforts to assure adequacy of planned improvements. Ongoing master plan efforts for water and wastewater provide the direction to create well-planned, timely infrastructure to accommodate growth. The continual development of the City's asset management program will maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner that will ultimately improve quality of life.</p> <p>2020- As part of the Carson City Asset Management Program, the City completed a comprehensive documentation, assessment, and analysis of the City's facilities. The analysis will be utilized to efficiently develop an operational facilities management and capital planning tool that will enable the City to more accurately forecast operational, maintenance, and capital costs and needs. The intent of this project was to not only address current baseline conditions for 149 of the City's facilities, but also forecast future short- and long- term asset renewal capital needs using the data obtained from actual field assessments.</p>
<p>5.5f—Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.</p>	<p>○</p>	<p>Business Development</p>	
<p>5.5g— Emphasize educational resources of the community as an economic development tool.</p>	<p>○</p>	<p>Business Development</p>	<p>Connections between the Carson City Library the Carson City School District and Western Nevada College continue to support the education efforts in our community.</p>

STRATEGY/ACTION	ADOPTED 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.	○	Business Development	Façade improvement program created and funded by Redevelopment Authority. This program has been utilized by a number of property owners including it being utilized by the Bank Saloon.
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	
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	
5.7b—Maintain land-use policies and permitting procedures that are understandable, predictable and can be accomplished within reasonable time periods.	○	Planning	2019: New permitting software was implemented to facilitate online, electronic application submittal and payment. 2020-2022: Review Title 18 and the Development Standards for updates and possible amendments This draft update will be presented to the Board and Commission in March 2023.
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	
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	
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	○	Business Development	Participation as board members with the Western Nevada Development District act as our main collaboration tool.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	○	Business Development	
5.7g—Recognize the importance of adequate infrastructure in economic development and long-run economic stability.	○	Public Works	Ongoing – Consideration given to economic development of City as improvements are developed and long-term modeling conducted to assure adequacy of planned improvements. Continual development of the City's asset management program to provide procedures to maintaining City assets, better financial planning, and more sustainable infrastructure.
5.8a—To the extent of the City's control, maintain a balanced revenue system that is competitive for business and residential investment.	○	Business Development	
5.8b—Recognize the unique nature of Nevada's tax system and promote economic development alternatives that result in a net positive fiscal impact for the City.	○	Business Development	
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	○	Business Development	
5.9a—The City will continue to work with local businesses and property owners to encourage and assist in redevelopment efforts within the Redevelopment Area Boundary.	○	Business Development	
6.1a—Require the use of durable, long-lasting building materials for all new development.	○	Planning, Building	Current development standards and building codes require durable building materials.

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
6.1b—Promote variety and visual interest in the design of new neighborhoods through the incorporation of varied lotsizes, building styles and colors, garage orientation, and other features.	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
6.1c— Promote variety and visual interest in the design of new development through the incorporation of well- articulated building facades, clearly defined entrances and pedestrian connections, landscaping, and other features as consistent with the City's Development Standards.	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
8.1b—Ensure that new development is consistent with the height and scale of development defined within the Downtown Character Areas as set forth in Chapter 6 of the Master Plan.	○	Planning	Ongoing through project review of new development pursuant to the adopted development standards.
9.2b—Create affordable and workforce ownership housing opportunities for households earning 80 percent to 120 percent of median area income.	○	Planning	2020: The City has made land available on Butti Way for affordable housing. Construction for a 160 unit apartment complex is underway.
9.2c—Encourage the development of new energy efficient housing and retrofitting for existing housing stock for energy efficiency to lower average monthly housing costs	○	Planning	
9.2c—Encourage the use of site design techniques for residential development that ensure and promote solar and wind efficiency.	○	Planning	
9.2c—Ensure the economical and efficient processing of development applications and building permits to minimize housing development costs.	○	Planning	
9.2d—Promote local, state and federal programs to encourage rehabilitation of existing housing stock and preservation of neighborhoods to ensure continued availability of affordable housing units.	○	Planning	

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
9.2e—Enforce appropriate standards for safe and decent/affordable housing in Carson City, such as length of stay limits for recreational vehicle parks and motels.	○	Code Enforcement, Planning	A coordinated motel inspection program was started in 2016. This program was modified in 2021 to put an emphasis on building and fire codes.
9.2f—Encourage and support efforts to create more affordable housing on a regional basis.	○	Planning	
10.1b—Continue to review rehabilitation and renovation proposals for compliance with adopted guidelines.	○	Planning	
10.1c—Continue to maintain an inventory of historic properties within the City. (Map subject properties in GIS to better manage the inventory.)	○	Planning	The Planning Division maintains a historic properties inventory and seeks expansion of the inventory through grants from the State Historic Preservation Office (SHPO).
11.1a— Continue to coordinate with the Carson Area Metropolitan Planning Organization (CAMPO), Nevada Department of Transportation, Regional Transportation Commission, adjacent counties, and other partners on transportation issues.	○	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 (UPMP) as appropriate to promote the most efficient use of R.O.W.s and resources.	○	Transportation Public Works, Parks & Recreation	<p>Ongoing – Public Works and Parks staff coordinate to include bicycle and pedestrian improvements when possible and appropriate, seeking multiple local and non-local funding sources. Staff developed the Carson City Safe Routes to School (SRTS) Master Plan, which was supported by the Carson City School District, Sheriff's Office, and RTC in October 2020. The SRTS Master Plan will serve to support the Unified Pathways Master Plan for pedestrian improvements in the City's public right of way. Staff cooperatively works through the development process to ensure new developments include appropriate bicycle and pedestrian improvements.</p> <p>The City now fully funds a full-time Trails Coordinator who oversees planning, construction and maintenance of its trail system, while making efforts to implement the contents of the UPMP.</p> <p>2022: The East William Street Corridor Improvement Project will incorporate major features of the UPMP into the project limits.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>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.</p>	<p>○</p>	<p>Transportation Public Works Parks & Recreation</p>	<p>Ongoing – Staff implements the multimodal transportation plan through updates to the plan, the transportation improvement program, and coordination among city departments. Public Works Transportation manages the JAC transit system. The 2019 JAC Transit Development and Coordinated Human Services Plan was developed and approved by RTC in October 2019, to serve as a long- and short- range plan for future transit service in Carson City. Improvements are pursued consistent with a Complete Streets Policy and ADA Transition Plan for Public rights-of-way.</p> <p>Transportation staff is conducting a feasibility study for the JAC downtown transfer station. The study will evaluate existing deficiencies and review alternative sites for the transfer station. The study will be completed in 2022.</p> <p>The Parks Department added a full time Trails Coordinator to its team in fiscal year 2020 to ensure trail planning efforts are comprehensive throughout the City and have regional connectivity.</p>
<p>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.</p>	<p>○</p>	<p>Planning, Transportation</p>	<p>The transportation model was updated in 2019 in anticipation of the 2050 Regional Transportation Plan which was approved by CAMPO in January 2021. Changes in recent and anticipated land use were accounted for and were included in the forecast scenarios.</p>
<p>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.</p>	<p>○</p>	<p>Planning, Transportation</p>	<p>Ongoing – Through the Major Project Review (MPR) process or other review processes, proposed developments are reviewed for transportation considerations by RTC staff. RTC staff also coordinate with Douglas County and Lyon County to incorporate known development projects from those adjacent counties into the regional Travel Demand Model.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>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.</p>	<p>○</p>	<p>Planning, Transportation</p>	<p>Staff continues to monitor traffic volumes and travel patterns on the roadway network to ensure adequate capacity and level of service (LOS) in light of development projects in and near Carson City. City staff continues to work with developers to ensure new projects will provide greater connectivity and not adversely impact traffic.</p> <p>2020: A traffic study was completed to analyze improvements on and adjacent to S. Carson Street to accommodate planned growth.</p>
<p>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.</p>	<p>○</p>	<p>Transportation</p>	<p>The City initiated corridor improvements along major gateways, starting with the completion of downtown Carson Street in 2016. In addition, preliminary design has occurred on William Street, with a grant received from the EPA. A complete streets corridor study was completed in June 2017.</p> <p>2020: The S. Carson St. Complete Streets Project was completed in 2021.</p> <p>2021: Carson City received a grant from the Nevada Department of Transportation (NDOT) to complete a feasibility study along E. William Street to gather public input, identify constraints and challenges, and inform the future design. Design of the project is began in 2022. Construction of the project will be partially funded through a federal grant. Construction is anticipated to be awarded in 2023.</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
<p>12.1a—Provide multi-use paths where necessary as identified on the Unified Pathways Master Plan map.</p>	<p>○</p>	<p>Planning, Parks & Recreation, Transportation</p>	<p>Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. The extension of the Freeway Multi-Use Path from Colorado St to the Linear Park Path was completed in 2021. The City was awarded \$1.6M in grant funding for the next phase, from Colorado St. to Pete Livermore Sports Complex. Design for the final phase is anticipated in 2021, with construction in 2022.</p> <p>In January 2021, the City was awarded another \$1.6M in grant funding for a new multi-use path connection between Roop Street and S. Carson Street. Construction is anticipated to occur in 2024.</p>
<p>12.1b—Implement the Unified Pathways Master Plan as adopted to promote the shared use of pathway corridors and increased access for persons with disabilities.</p>	<p>○</p>	<p>Planning, Parks & Recreation, Transportation</p>	<p>Ongoing – Public Works Transportation staff coordinates with Parks and Recreation staff to develop and propose projects and to seek funding. Regarding persons with disabilities, a concerted effort is being made to remedy non-compliant transportation facilities and to seek additional funding sources. In addition, the 2020 ADA Transition Plan for Public Rights-of-Way was approved by the RTC in April 2020.</p> <p>2018: ADA improvements to the JDW Centennial Park Upper Sports Complex were completed.</p> <p>2019: The first phase of a project to replace pedestrian access ramps and repair the Long Ranch Park's path system so it is accessible for users of all abilities is</p>

STRATEGY/ACTION	ADOPTED PRIORITY	PRIMARY DEPARTMENT(S)	STATUS / ACCOMPLISHMENTS
			<p>completed. Grant applications to continue ADA accessand trail improvements are underway.</p> <p>2020: The three multi-use trail segments constructed along Prison Hill, Silver Saddle and old Buzzy's Ranch are ADA-accessible and offer recreational opportunities to a variety of users.</p> <p>2021: An additional grant was awarded to continue constructing the Prison Hill loop trail, which will be constructed to be ADA accessible and offer recreational opportunities to a variety of users.</p>
<p>12.1c—Continue to require future development to construct on-site sidewalks and connections to adjacent pedestrian systems as needed and coordinate the dedication of R.O.W. for planned pathway connections at the time of development.</p>	<p>○</p>	<p>Planning, Engineering</p>	<p>Ongoing – Public Works staff reviews all development proposals to ensure appropriate facilities are included with new development.</p> <p>A funding assistance program was implemented through Redevelopment in 2020 to assist property owners with the costs of sidewalk reconstruction with new development.</p>



Carson City

FY 2022-2026

Strategic Plan





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September 2, 2021

Dear Carson City Residents:

The Carson City FY 2022-2026 strategic planning process was initiated in December of 2019. Although the COVID-19 pandemic delayed our completion of the plan in 2020, it gave us the opportunity to work with the new 2021 Board of Supervisors to bring the plan to fruition and provided several additional opportunities for online public input and outreach. Therefore, we are pleased to present to the citizens of Carson City a comprehensive strategic plan that represents the priorities of the Board of Supervisors as well as the community.

The purpose of strategic planning is to set priorities, to focus energy and resources, to strengthen operations, and to ensure that employees and other stakeholders are working toward common goals. The City's existing Strategic Goals are the six pillars of our community – *Economic Development, Efficient Government, Organizational Culture, Quality of Life and Community, Safety and Sustainable Infrastructure*. Based on these goals, City leadership developed multi-year tactics with performance measures to make Carson City a leader among cities as an inviting, prosperous community where people live, work, and play. The Carson City FY 2022-2026 Strategic Plan serves as a roadmap to guide where we are going and convey what our City aspires to be.

As we update our strategic plan following an unprecedented year which challenged our City in ways we could have never imagined, we reflect on our City's strength and resilience. We believe that Carson City is stronger than ever! We will use this plan to not only guide where we are going and the actions needed to get there, but also to tell us if we have been successful in our mission to preserve and enhance the quality of life and heritage of Carson City for present and future generations.

Our City continues to be "Proud of its Past ... Confident of its Future."

Sincerely,

A handwritten signature in blue ink that reads "Lori Bagwell".

Lori Bagwell
Mayor

A handwritten signature in blue ink that reads "Nancy Paulson".

Nancy Paulson
City Manager



Carson City's Vision, Mission & Values

Vision

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

Mission

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

Values

Customer Service

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

Organizational Culture

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

Integrity

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



Carson City's Strategic Goals

Economic Development

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

Efficient Government

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

Organizational Culture

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

Quality of Life and Community

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

Safety

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

Sustainable Infrastructure

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



Strategic Planning Process

The purpose of strategic planning is to develop overall goals for the City and a plan to achieve them. The strategic plan is essentially a roadmap for Carson City which will guide decisions for the next five years and beyond. The Carson City strategic planning process took place over 18 months in 2019 – 2021 as follows:

December 2019 – Planning Process Initiated: The Carson City FY 2022-2026 strategic planning process was initiated in December of 2019. Internal meetings were held with Elected Officials and Department Directors to determine priorities for the next five years.

February 27, 2020 – BOS Retreat: Carson City held the first Strategic Planning Workshop as a part of the annual Board of Supervisors' retreat. The workshop provided an opportunity for the Board of Supervisors, along with Elected Officials and executive staff to discuss recent accomplishments, long-term goals for Carson City, and strategic objectives for FY 2022-2026.

October 14 - October 31, 2020 – Public Survey: The City administered an online public survey to gauge overall community input on the proposed goals and objectives intended to steer City operations for the next five years.

February 22, 2021 – Draft Strategic Plan Posted: The draft strategic plan was posted on Carson City's website at carson.org/plan for public review and comment.

March 4, 2021 – Public Survey Results and Draft Plan: The public survey results and the draft plan document were presented to Board of Supervisors. A total of 338 survey submissions were recorded and 818 people viewed the survey online. The full survey results can be found in Appendix A on pages 43-51 of this plan.

March – July, 2021 – Internal Review: Elected Officials and Department Directors continued to further refine the objectives and tactics.

July 19, 2021 – BOS Retreat: The final Strategic Planning Workshop was held as part of the Board of Supervisors' retreat.

September 2, 2021 – Plan Approval: The Carson City FY 2022-2026 Strategic Plan was submitted to the Board of Supervisors for approval.



Carson City's Strategic Objectives & Tactics

The following tables represent the work plan for the objectives and tactics included in the strategic plan. Tactics should be complete within five (5) years; however, the plan will be evaluated on an annual basis and adjustments can be made based upon current conditions.



Economic Development

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

Cultivate Regional Partnerships

Promote Community Assets

Promote Businesses



Economic Development

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

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Cultivate Regional Partnerships	a. Enhance regional partnerships including meeting quarterly with quad-county County Managers.	City Manager	General Fund	Ongoing	Number of meetings held. Annual report on the results/ benefits of the partnerships.
	b. Support regional businesses that provide employment opportunities in multiple counties.	City Manager	General Fund	Ongoing	Number of new regional businesses.
	c. Work with NNDA to attract new businesses.	City Manager	General Fund	Ongoing	Number of new businesses.
	d. Participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	City Manager	General Fund	Ongoing	Submittal and input of legislative initiatives and Carson City projects to be included in the Northern Nevada Shared Federal Framework Document.
Promote Community Assets	a. Host a special events calendar that will focus on events that generate out-of-the-area visitors. Coordinate with Chamber of Commerce, to also provide dedicated link on VisitCarsonCity.com to the Chamber's locals/community calendar of events.	Visit Carson City - CTA	Transient Lodging Tax	2023	Special events tourism calendar to be hosted on VisitCarsonCity.com.
	b. Improve Airport terminal and entrance appearance.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	c. Build an additional airport access road on the north end of the airport.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	d. Attract investment in additional hangars on leased airport property.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	e. Attract investment on the property adjacent to the College Parkway terminal building.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	f. Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect hotels, Nevada State Prison Museum and V&T Railroad to downtown destinations.	Public Works, Visit Carson City - CTA	Redevelopment Funds, Transient Lodging Tax	2024	Completion of evaluation during 2023 Legislative Session.
Promote Businesses	a. Use available Redevelopment and grant funds to develop a five-year plan for Redevelopment expenditures and establish programs to retain existing businesses and stimulate new investments.	Community Development	Redevelopment	Ongoing	Dollars spent on improvements and number of businesses helped.
	b. Construct infrastructure, parking lot and sidewalk improvements to improve access to businesses.	Public Works, Community Development	Redevelopment	Ongoing	Dollars spent on improvements.
	c. Explore the possibility of a stand-alone convention center.	City Manager	Various Funds	2026	Report findings to the Board of Supervisors.
	d. Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.	Public Works, Parks, Community Development, Sheriff, Fire, Visit Carson City - CTA	Various Funds	2023	Completion of policy.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	e. Explore a policy of whether the City will provide incentives to projects with public/private partnerships.	Public Works, Community Development, Parks	General Fund/Redevelopment	2025	Present policy discussion to Board of Supervisors.



Efficient Government

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

Implement Best Practices

Improve Customer Service

Maximize Communication and Transparency



Efficient Government

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

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Implement Best Practices	a. Perform in-depth assessment of library space and services to more efficiently provide existing services and better serve changing needs of the community.	Library	General Fund, grants as available	2023	Completion of assessment with potential changes and next steps identified.
	b. Complete annual audit with no findings or budget violations.	Finance	All Funds	Ongoing	Complete annually.
	c. Update Fraud, Waste and Abuse Policy.	Finance	General Fund	2023	Completion of updated policy.
	d. Create and implement vote by mail processes and procedures in conjunction with the Secretary of State's Office and Nevada's 16 other counties.	Clerk	General Fund	2023	Completion of project.
	e. Create and implement Presidential Preference Primary Election processes and procedures pursuant to AB126 which was passed in the 81st legislative session.	Clerk	General Fund	2025	Completion of project.
	f. Perform redistricting/reapportionment pursuant to the 2020 census data.	Clerk/GIS	General Fund	2023	Completion of project.
	g. Implement and enhance a statewide voter registration system pursuant to AB422 & AB423 which were passed in the 81st legislative session.	Clerk	General Fund	2025	Completion of project.
	h. Standardize the mapping of parcels with the GIS department and the Assessor's Office to eliminate duplication of mapping.	Assessor	General Fund	2023	Completion of project.
	i. Complete parceling of Fire Station from Airport parcel.	Public Works	General Fund	2023	Recordation of parcel map.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	j. Identify the neighborhood, contributory values of all residential/commercial property in Carson City in order to complete the land costing module of the CAMA system to reduce errors in property valuations.	Assessor	General Fund	2023	Completion of project.
	k. Organize existing digital files maintained by the Treasurer's Office.	Treasurer	General Fund	2023	Completion of project.
	l. Analyze Granicus software for process improvements including migration towards paperless Board packets.	City Manager, Information Technology	General Fund	2023	Completion of project.
	m. Support program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	Public Works, Community Development	NV Energy	Ongoing	Amount of funding received per year from this program or length of power lines placed underground.
	n. Collaborate with local resources (small business/employment opportunities, non-profits/education opportunities and assistance with housing) to encourage client cooperation, motivation to change and promote successful outcomes.	Alternative Sentencing	General Fund, Grants	Ongoing	Number of clients that successfully complete probation.
	o. Work with local, state and federal partners to identify projects and programs that can provide a mutual benefit.	City Manager	General Fund	Ongoing	Percent of success rate; percent of federal funding for projects.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Improve Customer Service	a. Develop mapping features to disseminate capital projects information and road reports to public.	Public Works, Information Technology	General Fund	2025	Develop maps and embed on Public Works website, Carson Proud.
	b. Identify process improvements for business license.	Community Development	General Fund	2023	Complete successful renewal process.
	c. Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.	Public Works	Regional Transportation Commission	2024	Create graphs illustrating ridership trends.
	d. Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.	City Manager, Information Technology	General Fund	2023	Completion of update and/or migration to Tyler 311.
	e. Complete a comprehensive revision of Carson City Municipal Code.	Community Development, District Attorney	General Fund	2026	Completion of revised code; revise Title 18 in 2021-2022.
	f. Identify and fix over 88,000 documents for hyperlinking to the Recorder's Office from the Assessor website. Enhance the software to allow public to view recorded documents on parcels.	Assessor	General Fund	2023	Completion of project.
	g. Enhance the website to assist the taxpayers with an itemized report of personal property.	Assessor	General Fund	2023	Completion of project.
	h. Review workflow and develop new computer software system for parking tickets.	Treasurer, Sheriff, Information Technology	General Fund	2024	Successful implementation of new computer program.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	i. Prepare a Citywide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.	City Manager	General Fund	2023	Completion of Website Refresh.
	j. Meet with development community annually to review development code and discuss process improvements.	Community Development, Public Works	General Fund	Ongoing	Annual meeting.
	k. Update website to include forms and information about how to petition the courts to appoint the Carson City Public Guardian to serve as guardian for vulnerable adults who are unable to manage their personal and/or financial affairs.	Public Guardian	General Fund	2023	Completion of project.
	l. Update website to provide resources to individuals that want to be guardians of family members.	Public Guardian	General Fund	2023	Completion of project.
	m. Work with Courts to provide family guardianship training classes.	Public Guardian	General Fund	2023	Complete four classes per year.
	n. Create and implement an online public records request webpage to include public record request information (i.e. fees, form to submit request, contact information to submit request or request status).	Clerk	General Fund	2023	Completion of webpage and report annually of number of record requests received.
	o. Evaluate feasibility of splitting the Clerk-Recorder into two separate positions. This may require a statutory amendment.	Clerk	General Fund	2024	Completion of evaluation with recommendation to the Board.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Maximize Communication and Transparency	a. Digitize and preserve historical records from 1862 to approximately 1969 ranging from court financial documents, clerk minutes, sheriff financial documents, treasurer financial documents, recorded documents, patents, and mining documents.	Clerk/Recorder	Recorder Technology Fund, General Fund	2026	Completion of project.
	b. Create a central contracts repository and index.	City Manager, District Attorney	General Fund	2024	Completion of project.
	c. Create a resolution repository and index.	City Manager, District Attorney	General Fund	2023	Completion of project.
	d. Transfer fees and charges from Carson City Municipal Code to a Citywide revenue book.	City Manager, All	General Fund	2025	Completion of project.
	e. Update website to provide a user-friendly, interactive platform to ensure the residents of Carson City are informed of budgeted revenues and expenses.	Finance, Information Technology	General Fund	2023	Completion of project.
	f. Expand PW public information and outreach on capital projects, utilities, programs, and reporting.	Public Works, Parks	General Fund	Ongoing	Update website and develop policy and procedure on interacting and informing community through multiple mediums.



Organizational Culture

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

Engage Collaborative Teams

Strengthen Employee Development

Strengthen Leadership

Support Innovative Ideas



	Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
<p>Organizational Culture</p> <p><i>Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.</i></p>	Engage Collaborative Teams	a. Introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors through the existing supervisory training program.	City Manager	General Fund	2023	Completion of material to add to Supervisory training and implementation of material.
		b. Hold Directors and Citywide Update Meetings at least monthly.	City Manager	General Fund	Ongoing	Number of meetings held.
	Strengthen Employee Development	a. Explore opportunities and other incentives used to attract and retain talented staff.	All	General Fund	2024	Look at resignation /termination data including exit interviews and track new opportunities and ideas.
		b. Conduct an employee satisfaction survey every year and use to create efficiencies, maintain a positive working environment and identify needs.	City Manager, Human Resources	General Fund	Ongoing	Report on improvements or efficiencies created; number/percentage increase of employees completing survey.
		c. Prepare annual Human Resources Report to present to Board of Supervisors.	Human Resources	General Fund	Ongoing	Presentation of annual report.
		d. Create a Budget and Finance 101 Course for Management and Accounting Staff Citywide.	Finance	General Fund	2023	How many attendees, pre and post-test results.
		e. Adopt a continuity of operations policy and implement desk manuals for each employee that identifies the primary duties for that employee and enhances cross-training of other employees.	All	General Fund	2026	Identify and document two (2) tasks per month so that within 1-24 months, collective desk manual is completed.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	f. Expand efforts to ensure City employees and departments are aware of training and career development resources available.	Library, Human Resources	General Fund	Ongoing	Development of new employee welcome packet and number of new employees reached; departments cross-trained.
	g. Develop a personal career development plan for participating employees.	All	General Fund, Grant Funding	Ongoing	Number of hours of training from each department totaled annually. Amount of certifications /credentials obtained not just maintained.
Strengthen Leadership	a. Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	City Manager	General Fund	Ongoing	Include as part of annual employee satisfaction survey.
Support Innovative Ideas	a. Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow cost savings realized to return to department for supplemental requests.	All	General Fund	2023	Number of QI projects that have been initiated, are in progress, or completed.
	b. Create a program through City Manager's Office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs.	City Manager	General Fund	2025	Create policy and implement program.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	c. Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	City Manager, Human Resources	General Fund	Ongoing	Recognize Employee-of-the-Quarter 4 times per year at the BOS Meeting and longevity awards once per month.



Quality of Life and Community

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

Enhance Programs & Services

Engage Arts & Cultural Assets

Foster Community Collaboration



	Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
<p>Quality of Life and Community</p> <p><i>Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.</i></p>	<p>Enhance Programs & Services</p>	a. Update Master Plan.	Community Development	General Fund	2025	Completion of master plan update.
		b. Increase the number of tobacco and vaping educational presentations to youth by 5% per year, including through Parks and Recreation after school and summer programs.	Health	Grants – Funds for Healthy Nevada and Vaping Tax (Youth Vaping)	Ongoing	Number of presentations given.
		c. Enhance “Adopt a Watershed Program.”	Public Works	Stormwater	2024	Status on watersheds adopted and number of watersheds adopted.
		d. Continue progression of infrastructure tax projects.	Public Works	Infrastructure Tax, Utility Funds, Redevelopment	Ongoing	1) Completion of E. Williams Street, and 2) completion of N. Carson Street.
		e. Conduct two Columbia Suicide Screening trainings to one internal organization and one partner organization and ensure the community is using the same screening.	Health	General Fund	2023	Number of trainings conducted.
		f. Provide transitional housing and ancillary services for Specialty Court Programs and Human Services, including opportunities to obtain units through City-partnered affordable housing projects.	Justice/Municipal Court, Health	Indigent Funds, ARPA, General Fund	Ongoing	Number of offenders provided transitional housing.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	g. Provide UNR Extension programs for youth, adults, families, businesses and organizations that increases the quality of life based on the City's Needs Assessment outcomes.	UNR Cooperative Extension	Extension budget funds and federal, state, and local grant funding	Ongoing	Accomplishment of goals and course objectives will be assessed using program evaluation tools and validated survey instruments.
	h. Preparing residents and families for employment through STEM and practical soft skill education deemed essential by public and private sector employers through joint programs developed together by Carson City and state government, the Carson City School District, Western Nevada College, local employers and University of Nevada, Reno.	UNR Cooperative Extension	Extension budget funds and federal, state, and local grant funding	Ongoing	Program participant evaluations and informal data collection during programs.
	i. Review Public Administrator activities, duties, and rules. Develop strategies to improve its technological, administrative and community service abilities which may include creating its own dedicated position within the City or contracting out for services.	Clerk/Recorder/ Public Administrator	General Fund	2025	Report to Board of Supervisors.
	j. Maintain or improve the City's Community Rating System (CRS) classification and compare ratings with neighboring counties.	Public Works	Stormwater	Ongoing	Improve CRS classification for Carson City.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	k. Expand outreach efforts to engage directly with the community around technology, services, and materials available to them. Strengthen ongoing library engagement efforts at the Boys and Girls Club of Western Nevada and deliberately increase library outreach and engagement at K-12 school events.	Library	General Fund, Grant Funding	Ongoing	Number of outreach events participated in by school, number of community members, schools, and students reached. Reach every school in the Carson City area at least twice yearly.
	l. Increase the number of Meals on Wheels services to qualified homebound seniors.	Senior Center	Grant Funding	Ongoing	Percent increase in average meal count and percent decrease in wait list.
	m. Attract seniors of all stages of aging to participate at the Senior Center including underserved populations.	Senior Center	Senior Center Fund	Ongoing	Increase in monthly programs offered, grant program demographics and decrease wait list.
	n. Be the trusted advocate for seniors by connecting them to resources and services for healthy aging.	Senior Center	Senior Center Fund	Ongoing	Increase case management units of service and decrease wait list.
	o. Follow up on foodborne illness complaints within 24 hours.	Health	General Fund	2024	Percent of foodborne illness complaints that are followed up on within 24 hours.
	p. Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	Health	Grant Funds	Ongoing	Percent of Women, Infants, and Children (WIC) program participants that breastfeed their infants for at least 6 months.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Engage Arts & Cultural Assets	a. Explore opportunities to fund arts & culture.	City Manager, Visit Carson City - CTA	Various	Ongoing	Report on potential funding.
	b. Review and update Arts & Culture Master Plan and implement performance measures.	City Manager, Visit Carson City – CTA	Transient Lodging Tax	Ongoing	Completion of Master Plan update with performance measures.
	c. Find a location to reuse the Roundhouse Arch.	Public Works, Visit Carson City – CTA, Parks	General Fund	2024	Complete relocation.
	d. Develop Plans to improve utilization of the Mind of Da Vinci.	Visit Carson City - CTA, Parks	General Fund	2024	Completion of plan.
	e. Integrate public art into gateway improvements (corridor), parks and other capital projects.	City Manager, Visit Carson City – CTA, Public Works	General Fund, Transient Lodging Tax	Ongoing	Number of art pieces installed.
Foster Community Collaboration	a. Evaluate ways to partner with affordable housing developers to increase affordable housing units.	Community Development	General Fund	2024	Number of affordable units constructed or rehabilitated.
	b. Increase community awareness to enforce City ordinances when properties are not maintained to prevent erosion of property values and quality of life.	Community Development, All	General Fund	Ongoing	Measure the community engagement practices with code enforcement officers.
	c. Increase community engagement in City programs and activities.	Parks, Health, Visit Carson City - CTA, Sheriff, Fire	General Fund, Quality of Life	Ongoing	Community engagement will increase 5% each year for the next 5 years.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	d. Promote collaborations with city and local nonprofit leaders to optimize healthy living, ecological conservation, leadership development and sustainable preservation of Carson's heritage through education, research and outreach using UNR expertise and resources.	UNR Cooperative Extension, Health, Parks	Extension budget funds and federal, state, and local grant funding	Ongoing	Program participant evaluations and informal data collection during programs.
	e. Identify education and employment opportunities for Department of Alternative Sentencing clients.	Alternative Sentencing	General Fund	2024	Percent increase in identification of education and employment opportunities.
	f. Improve participation in volunteer programs.	All	Various	Ongoing	Percent increase in in-kind match for grants, percent increase in volunteer hours, and percent increase in value of volunteer labor.



Safety

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

Deter and Resolve Crime

Enhance Emergency Preparedness

Maintain Safe Facilities and Infrastructure





Safety

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

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Deter and Resolve Crimes	a. Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	Sheriff	General Fund, Grant Funding	Ongoing	Percentage of grant versus total cost of program (cost recovery).
	b. Provide traffic management program activities, including traffic management enforcement and education, with a goal of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	Sheriff	General Fund, Grant Funding	Ongoing	Percent changes in injury accidents, non-injury accidents, fatalities, DUI Enforcement, Traffic Citations, Special Event Activities, Joining Forces Activities, Enforcement of Underage Drinking Laws, Traffic Warnings Issued, Volunteer Enforcement Activities, and Educational Activities.
	c. Prepare Emergency Evacuation Plans for all City Buildings and perform emergency drills.	Fire, All	General Fund	2023	Completion of plans, perform drills twice per year.
	d. Utilize evidence based rehabilitative services to reduce recidivism.	Alternative Sentencing	General Fund	Ongoing	The data will be collected during Formal Probation Reporting week each month.
	e. Reduce occurrence rates of crimes against persons and property in the community.	Sheriff	General Fund	Ongoing	UCR and NIBRS.
	f. Strive to achieve Sheriff emergency response times that average 6 minutes.	Sheriff	General Fund	Ongoing	Percent of calls that average 6 minute or less response time.
	g. Automate data entry in criminal cases.	District Attorney	General Fund	2024	Completion of project.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	h. Automate communication with victims of crimes and law enforcement to provide instantaneous updates to case status.	District Attorney	General Fund	2023	Completion of project.
	i. Evaluate need for an intensive community-based program for the high-risk youth in the community due to China Springs Youth Camp closing the boys' program.	Juvenile Services	General Fund, Grants	2022	Complete evaluation. If program is implemented, use recidivism data to show 50 percent reduction in recidivism.
Enhance Emergency Preparedness	a. Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.	Fire, Sheriff, Public Works	CTAX Bonds, Federal Grant Funding, Potential NV Energy Partnership	2024-2026	Complete construction.
	b. Ensure timely and appropriate fire and EMS emergency response.	Fire, Dispatch	General Fund	Ongoing	Percent of calls that average 4 minute travel (response) time in urban areas.
	c. Implement replacement for Sheriff's Tiberon system and evaluate whether integration with court case management and fire management is appropriate.	Sheriff, Fire, Justice/Municipal Court, Information Technology	General Fund, 911 Surcharge	2024 - 2026	Completion of project.
	d. Implement Public Safety radio communications plan.	Public Works	CIP, Fleet, 911 Surcharge	2026	Percent of radios registered on statewide system.
	e. Establish a Fire Safety Public Education Program for elementary schools.	Fire	General Fund	2024	Educate all CCSD K-3 schools in basic fire safety.
	f. Provide ongoing Fire Safety Public Education Program for Seniors.	Fire	General Fund	Ongoing	Number of classes provided.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	g. Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.	Fire	General Fund	2023	Report on strategic priorities for Fire/EMS response as listed in Master Plan; report annually on progress of implementation of Fire Department Master Plan.
	h. Ensure workforce is aware of Incident Command System (ICS) - emergency response or is prepared to respond in the event of an emergency.	Fire, All	General Fund, Grant Fund	2024	Percent of staff from each department who have completed required ICS training and are trained in EOC position-specific operations.
Maintain Safe Facilities and Infrastructure	a. Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City's Cyber Security program.	Information Technology	General Fund	2023	Complete written plan; provide reporting on predictive analytics.
	b. Complete recommendations from Audit Committee regarding IT Vulnerability Audit.	Information Technology	General Fund	2024	Complete remediations.
	c. Improve pedestrian safety infrastructure by securing funding and completing selected Tier 1 and Tier 2 priority projects identified in Safe Routes to School (SRTS) Master Plan.	Public Works	RTC, Street Maintenance, Federal Funds	Ongoing	Amount of funding invested in completing Tier 1 or Tier 2 priority projects identified in SRTS master plan. Number of Tier 1 and Tier 2 priority projects completed.
	d. Enforce building codes and nuisance laws.	Community Development	General Fund	Ongoing	Number of stop work orders for building permits and the number resolved; code enforcement issues resolved.



Sustainable Infrastructure

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

Maximize Life of City Assets

Provide Safe Drinking Water

Meet Community Infrastructure Needs



Sustainable Infrastructure

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

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Maximize Life of City Assets	a. Complete a juvenile facility needs assessment and identify potential funding sources including possibly partnering with Storey County.	Juvenile Services	General Fund	2022	Completion of Facility Needs Assessment.
	b. Implement juvenile facility needs assessment.	Juvenile Services	General Fund	2023-2026	Completion of capital improvement plan; completion of project.
	c. Leverage facility condition assessment report to identify priority projects and drive facilities capital improvement project requests.	Public Works	General Fund, Extraordinary Maintenance	Ongoing	Number of FCA recommended projects completed.
	d. Develop a Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMPs) for all major asset systems to clearly outline objectives, priorities, and best practices for the maintenance and replacement of City assets.	Public Works, Parks	Various Funds, General Fund, Extraordinary Maintenance	2024	Completion of SAMP and AMPs.
	e. Explore disposal of excess City property & leased/licensed properties.	Public Works	General Fund	Ongoing	Revenue from property sale or lease.
	f. Acquire or lease new office space to create a centralized customer service center.	City Manager, Public Works	General Fund, Bonds, Redevelopment, Exchanges	2024	Complete acquisition or relocation.
	g. Implement park ambassador program.	Parks	General Fund	2023	Number of parks sponsored.
	h. Promote “Adopt a Park” or “Adopt a Spot” program.	Parks	General Fund	2023	Number of parks/spots sponsored.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	i. Complete a space needs assessment citywide starting with the courthouse.	Public Works	General Fund	2022	Completion of assessment and report to the Board.
	j. Evaluate expansion of Carson City Justice/Municipal Court to accommodate additional courtroom for increasing population to 60,000, including which departments/ functions need to remain at the courthouse and all necessary relocations.	Justice/Municipal Court, District Attorney	Court Restricted Funds, General Fund, Bonds	2024-2026	Completion of project.
	k. Relocate the Clerk/Recorder/Public Administrator office to a space capable of housing all departments and meeting each of their respective security, staffing and storage requirements, as well as allow for public parking and access and use as a polling location.	Clerk/Recorder/ Public Administrator	General Fund	2025	Complete relocation.
	l. Increase preventative maintenance versus reactive maintenance of City assets.	Public Works, Parks	Various	Ongoing	Percent increase in preventative maintenance work orders per year.
	m. Increase usage of physical and virtual library.	Library	General Fund, Grant Funding	2024	Increase number of library cardholders, daily count of library users, and number of participants in library programs by 20%.
Provide Safe Drinking Water	a. Upgrade Quill Water Treatment Plant in order to manage all of the water resources that Carson City has rights to use.	Public Works	Water	2025	Complete construction of plant upgrade.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	b. Complete Southeast Mandatory Sewer Extension Project to eliminate septic systems as a source of nitrogen contamination in the City's domestic water supply wells in the project vicinity.	Public Works	Wastewater	2025	Complete connection of remaining 140 residences.
Meet Community Infrastructure Needs	a. Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	Public Works	RTC, Street Maintenance	Ongoing	Graphically present increase in public/private investment spent each year.
	b. Pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.	Information Technology	General Fund	2026	Broadband services installed.
	c. Analyze number and types of events for impacts on City infrastructure and reinvest in aging infrastructure to attract special events and tourism to Carson City.	Visit Carson City - CTA, Parks, Public Works	Transient Lodging Tax	Ongoing	CTA reporting on events, dollars invested improvements, percent funds leveraged with grants for improvements.
	d. Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	Community Development	General Fund	Ongoing	Open space preserved outside "urban boundary" versus private property rezoned for higher density outside the urban boundary.
	e. Implement a secure, resilient, high availability network to support mission critical services and Public Safety.	Information Technology, Public Works	General Fund	2025	Make sure all equipment is supported by vendor and replaced prior to the vendors End of Lifecycle for each piece of equipment.



Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	f. Report to the Growth Management Commission peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	Public Works	Water, Wastewater	Ongoing	What percentage of capacity/efforts to increase capacity.
	g. Implement water/wastewater resources tracking with Community Development on a parcel basis to get data in real time.	Community Development, Public Works	Water, Wastewater	2025	Refine effort and have annual reporting.
	h. Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.	Public Works	CAMPO	2024	Completed TSMP.
	i. Align library technology resources to community priorities - perform updated Library Edge assessment.	Library	General fund, grant funding	2024	Percent above or below national or regional average; complete updated library technology plan.



Implementation Schedule

The below table represents the work plan for the tactics included in the strategic plan. Tactics should be complete within five (5) years; however, the plan will be evaluated on an annual basis and adjustments could be made based upon current conditions.

<i>Economic Development Tactics</i>	2022	2023	2024	2025	2026
Enhance regional partnerships including meeting quarterly with quad-county County Managers.	X	X	X	X	X
Support regional businesses that provide employment opportunities in multiple counties.	X	X	X	X	X
Work with NNDA to attract new businesses.	X	X	X	X	X
Participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	X	X	X	X	X
Use available Redevelopment and grant funds to develop a five-year plan for Redevelopment expenditures and establish programs to retain existing businesses and stimulate new investments.	X	X	X	X	X
Construct infrastructure, parking lot and sidewalk improvements to improve access to businesses.	X	X	X	X	X
Host a special events calendar that will focus on events that generate out-of-the-area visitors. Coordinate with Chamber of Commerce, to also provide dedicated link on VisitCarsonCity.com to the Chamber's locals/community calendar of events.		X			
Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.		X			
Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect hotels, Nevada State Prison Museum and V&T Railroad to downtown destinations.			X		
Explore a policy of whether the City will provide incentives to projects with public/private partnerships.				X	
Improve Airport terminal and entrance appearance.					X
Build an additional airport access road on the north end of the airport.					X
Attract investment in additional hangars on leased airport property.					X
Attract investment on the property adjacent to the College Parkway terminal building.					X
Explore the possibility of a stand-alone convention center.					X
<i>Efficient Government Tactics</i>	2022	2023	2024	2025	2026
Complete annual audit with no findings or budget violations.	X	X	X	X	X
Support program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	X	X	X	X	X
Collaborate with local resources (small business/employment opportunities, Ron Wood Center/education opportunities and assistance with housing) to encourage client cooperation, motivation to change and promote successful outcomes.	X	X	X	X	X
Work with local, state, and federal partners to identify projects and programs that can provide a mutual benefit.	X	X	X	X	X
Meet with development community annually to review development code and discuss process improvements.	X	X	X	X	X
Expand PW public information and outreach on capital projects, utilities, programs, and reporting.	X	X	X	X	X
Perform in-depth assessment of library space and services to provide existing services more efficiently and better serve changing needs of the community.		X			



Efficient Government Tactics	2022	2023	2024	2025	2026
Update Fraud, Waste and Abuse Policy.		X			
Create and implement vote by mail processes and procedures in conjunction with the Secretary of State's Office and Nevada's 16 other counties.		X			
Perform redistricting/reapportionment pursuant to the 2020 census data.		X			
Standardize the mapping of parcels with the GIS department and the Assessor's Office to eliminate duplication of mapping.		X			
Complete parceling of Fire Station from Airport parcel.		X			
Identify the neighborhood, contributory values of all residential/commercial property in Carson City in order to complete the land costing module of the CAMA system to reduce errors in property valuations.		X			
Analyze Granicus software for process improvements including migration towards paperless Board packets.		X			
Organize existing digital files maintained by the Treasurer's Office.		X			
Identify process improvements for business license.		X			
Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.		X			
Identify and fix over 88,000 documents for hyperlinking to the Recorder's Office from the Assessor website. Enhance the software to allow public to view recorded documents on parcels.		X			
Enhance the website to assist the taxpayers with an itemized report of personal property.		X			
Prepare a Citywide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.		X			
Update website to include forms and information about how to petition the courts to appoint the Carson City Public Guardian to serve as guardian for vulnerable adults who are unable to manage their personal and/or financial affairs.		X			
Update website to provide resources to individuals that want to be guardians of family members.		X			
Work with Courts to provide family guardianship training classes.		X			
Create and implement an online public records request webpage to include public record request information (i.e. fees, form to submit request, contact information to submit request or request status).		X			
Create a resolution repository and index.		X			
Update website to provide a user-friendly, interactive platform to ensure the residents of Carson City are informed of budgeted revenues and expenses.		X			
Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.			X		
Review workflow and develop new computer software system for parking tickets.			X		
Evaluate feasibility of splitting the Clerk-Recorder into two separate positions. This may require a statutory amendment.			X		
Create a central contracts repository and index.			X		
Create and implement Presidential Preference Primary Election processes and procedures pursuant to AB126 which was passed in the 81st legislative session.				X	
Implement and enhance a statewide voter registration system pursuant to AB422 & AB423 which were passed in the 81st legislative session.				X	
Develop mapping features to disseminate capital projects information and road reports to public.				X	



<i>Efficient Government Tactics</i>	2022	2023	2024	2025	2026
Transfer fees and charges from Carson City Municipal Code to a Citywide revenue book.				X	
Complete a comprehensive revision of Carson City Municipal Code.					X
Digitize and preserve historical records from 1862 to approximately 1969 ranging from court financial documents, clerk minutes, sheriff financial documents, treasurer financial documents, recorded documents, patents, and mining documents.					X
<i>Organizational Culture Tactics</i>	2022	2023	2024	2025	2026
Hold Directors and Citywide Update Meetings at least monthly.	X	X	X	X	X
Conduct an employee satisfaction survey every year and use to create efficiencies, maintain a positive working environment and identify needs.	X	X	X	X	X
Prepare annual Human Resources Report to present to Board of Supervisors.	X	X	X	X	X
Expand efforts to ensure City employees and departments are aware of training and career development resources available.	X	X	X	X	X
Develop a personal career development plan for participating employees.	X	X	X	X	X
Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	X	X	X	X	X
Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	X	X	X	X	X
Introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors through the existing supervisory training program.		X			
Create a Budget and Finance 101 Course for Management and Accounting Staff Citywide.		X			
Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow cost savings realized to return to department for supplemental requests.		X			
Explore opportunities and other incentives used to attract and retain talented staff.			X		
Create a program through City Manager's Office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs.				X	
Adopt a continuity of operations policy and implement desk manuals for each employee that identifies the primary duties for that employee and enhances cross-training of other employees.					X
<i>Quality of Life and Community Tactics</i>	2022	2023	2024	2025	2026
Increase the number of tobacco and vaping educational presentations to youth by 5% per year, including through Parks and Recreation after school and summer programs.	X	X	X	X	X
Continue progression of infrastructure tax projects.	X	X	X	X	X
Provide transitional housing and ancillary services for Specialty Court Programs and Human Services including opportunities to obtain units through City-partnered affordable housing projects.	X	X	X	X	X
Provide UNR Extension programs for youth, adults, families, businesses and organizations that increases the quality of life based on the City's Needs Assessment outcomes.	X	X	X	X	X
Preparing residents and families for employment through STEM and practical soft skill education deemed essential by public and private sector employers through joint programs developed together by Carson City and state government, the Carson City School District, Western Nevada College, local employers and University of Nevada, Reno.	X	X	X	X	X



Quality of Life and Community Tactics	2022	2023	2024	2025	2026
Maintain or improve the City's Community Rating System (CRS) classification and compare ratings with neighboring counties.	X	X	X	X	X
Expand outreach efforts to engage directly with the community around technology, services, and materials available to them. Strengthen ongoing library engagement efforts at the Boys and Girls Club of Western Nevada and deliberately increase library outreach and engagement at K-12 school events.	X	X	X	X	X
Increase the number of Meals on Wheels services to qualified homebound seniors.	X	X	X	X	X
Attract seniors of all stages of aging to participate at the Senior Center including underserved populations.	X	X	X	X	X
Be the trusted advocate for seniors by connecting them to resources and services for healthy aging.	X	X	X	X	X
Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	X	X	X	X	X
Explore opportunities to fund arts & culture.	X	X	X	X	X
Review and update Arts & Culture Master Plan and implement performance measures.	X	X	X	X	X
Integrate public art into gateway improvements (corridor) and other capital projects.	X	X	X	X	X
Increase community awareness to enforce City ordinances when properties are not maintained to prevent erosion of property values and quality of life.	X	X	X	X	X
Increase community engagement in City programs and activities.	X	X	X	X	X
Promote collaborations with city and local nonprofit leaders to optimize healthy living, ecological conservation, leadership development and sustainable preservation of Carson's heritage through education, research and outreach using UNR expertise and resources.	X	X	X	X	X
Improve participation in volunteer programs.	X	X	X	X	X
Conduct two Columbia Suicide Screening trainings to one internal organization and one partner organization and ensure the community is using the same screening.		X			
Enhance "Adopt a Watershed Program."			X		
Follow up on foodborne illness complaints within 24 hours.			X		
Find a location to reuse the Roundhouse Arch.			X		
Develop Plans to improve utilization of the Mind of Da Vinci.			X		
Evaluate ways to partner with affordable housing developers to increase affordable housing units.			X		
Identify education and employment opportunities for Department of Alternative Sentencing clients.			X		
Update Master Plan.				X	
Review Public Administrator activities, duties, and rules. Develop strategies to improve its technological, administrative and community service abilities which may include creating its own dedicated position within the City or contracting out for services.				X	
Safety Tactics	2022	2023	2024	2025	2026
Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	X	X	X	X	X
Provide traffic management program activities, including traffic management enforcement and education, with a goal of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	X	X	X	X	X
Utilize evidence based rehabilitative services to reduce recidivism.	X	X	X	X	X



Safety Tactics	2022	2023	2024	2025	2026
Reduce occurrence rates of crimes against persons and property in the community.	X	X	X	X	X
Strive to achieve Sheriff emergency response times that average 6 minutes.	X	X	X	X	X
Ensure timely and appropriate fire and EMS emergency response.	X	X	X	X	X
Provide ongoing Fire Safety Public Education Program for Seniors.	X	X	X	X	X
Improve pedestrian safety infrastructure by securing funding and completing selected Tier 1 and Tier 2 priority projects identified in Safe Routes to School (SRTS) Master Plan.	X	X	X	X	X
Enforce building codes and nuisance laws.	X	X	X	X	X
Evaluate need for an intensive community-based program for the high-risk youth in the community due to China Springs Youth Camp closing the boys' program.	X				
Prepare Emergency Evacuation Plans for all City Buildings and perform emergency drills.		X			
Automate communication with victims of crimes and law enforcement to provide instantaneous updates to case status.		X			
Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.		X			
Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City's Cyber Security program.		X			
Automate data entry in criminal cases.			X		
Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.			X	X	X
Implement replacement for Sheriff's Tiberon system and evaluate whether integration with court case management and fire management is appropriate.			X	X	X
Establish a Fire Safety Public Education Program for elementary schools.			X		
Ensure workforce is aware of Incident Command System (ICS) - emergency response or is prepared to respond in the event of an emergency.			X		
Complete recommendations from Audit Committee regarding IT Vulnerability Audit.			X		
Implement Public Safety radio communications plan.					X
Sustainable Infrastructure Tactics	2022	2023	2024	2025	2026
Leverage facility condition assessment report to identify priority projects and drive facilities capital improvement project requests.	X	X	X	X	X
Explore disposal of excess City property & leased/licensed properties.	X	X	X	X	X
Increase preventative maintenance versus reactive maintenance of City assets.	X	X	X	X	X
Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	X	X	X	X	X
Analyze number and types of events for impacts on City infrastructure and reinvest in aging infrastructure to attract special events and tourism to Carson City.	X	X	X	X	X
Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	X	X	X	X	X
Report to the Growth Management Commission peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	X	X	X	X	X



Sustainable Infrastructure Tactics	2022	2023	2024	2025	2026
Complete a juvenile facility needs assessment and identify potential funding sources including possibly partnering with Storey County.	X				
Complete a space needs assessment citywide starting with the courthouse.	X				
Implement park ambassador program.		X			
Promote "Adopt a Park" or "Adopt a Spot" program.		X			
Implement juvenile facility needs assessment.		X	X	X	X
Evaluate expansion of Carson City Justice/Municipal Court to accommodate additional courtroom for increasing population to 60,000, including which departments/functions need to remain at the courthouse and all necessary relocations.			X	X	X
Develop a Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMPs) for all major asset systems to clearly outline objectives, priorities, and best practices for the maintenance and replacement of City assets.			X		
Acquire or lease new office space to create a centralized customer service center.			X		
Increase usage of physical and virtual library.			X		
Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.			X		
Align library technology resources to community priorities - perform updated Library Edge assessment.			X		
Relocate the Clerk/Recorder/Public Administrator office to a space capable of housing all departments and meeting each of their respective security, staffing and storage requirements, as well as allow for public parking and access and use as a polling location.				X	
Upgrade Quill Water Treatment Plant in order to manage all of the water resources that Carson City has rights to use.				X	
Complete Southeast Mandatory Sewer Extension Project to eliminate septic systems as a source of nitrogen contamination in the City's domestic water supply wells in the project vicinity.				X	
Implement a secure, resilient, high availability network to support mission critical services and Public Safety.				X	
Implement water/wastewater resources tracking with Community Development on a parcel basis to get data in real time.				X	
Pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.					X



Plan Review Process

In order to meet the goals and objectives identified in this strategic plan, a Plan Review Process will be implemented that will monitor the progress of the tactics and performance measures.

The Plan Review Process is outlined below:

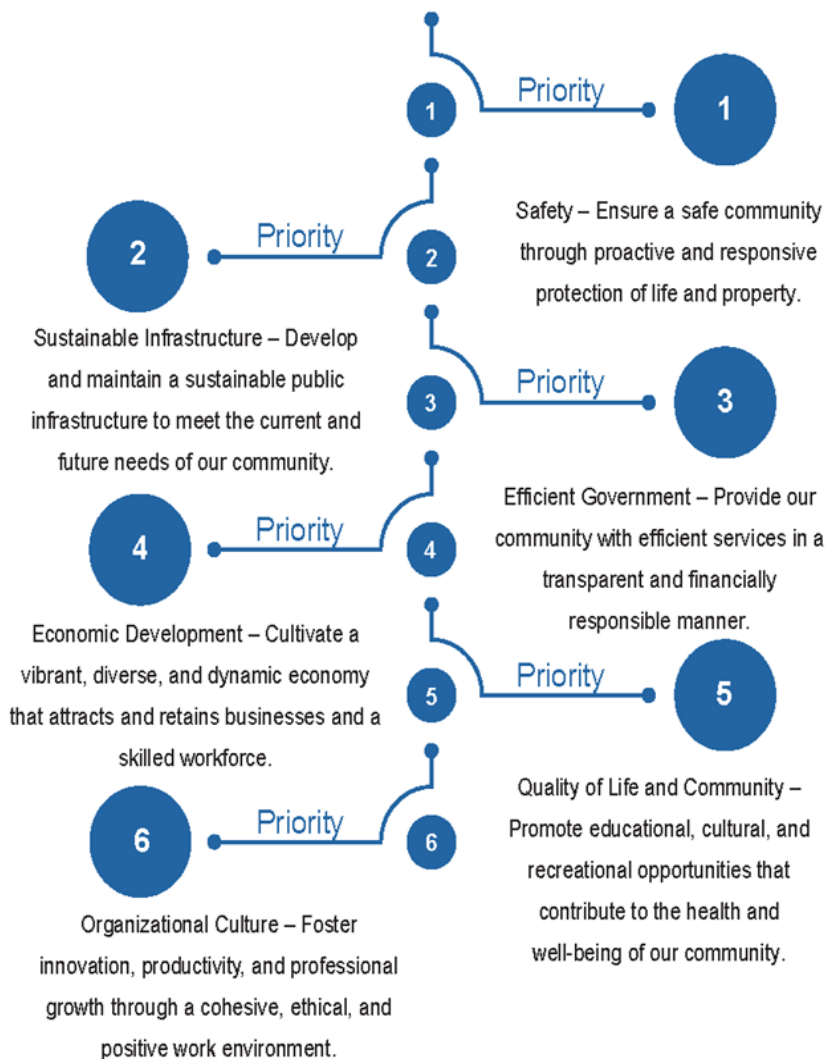
Monthly	Departments will monitor progress on Strategic Plan tactics and update performance measures on dashboard once implemented.
August	Provide annual update to Strategic Plan to report on accomplishments and performance measures. May adopt changes to tactics if needed.
January	During budget preparation, take into consideration Strategic Plan tactics.
April	During budget hearing, identify how requests align with Strategic Plan.



Appendix A - Public Input Survey Results

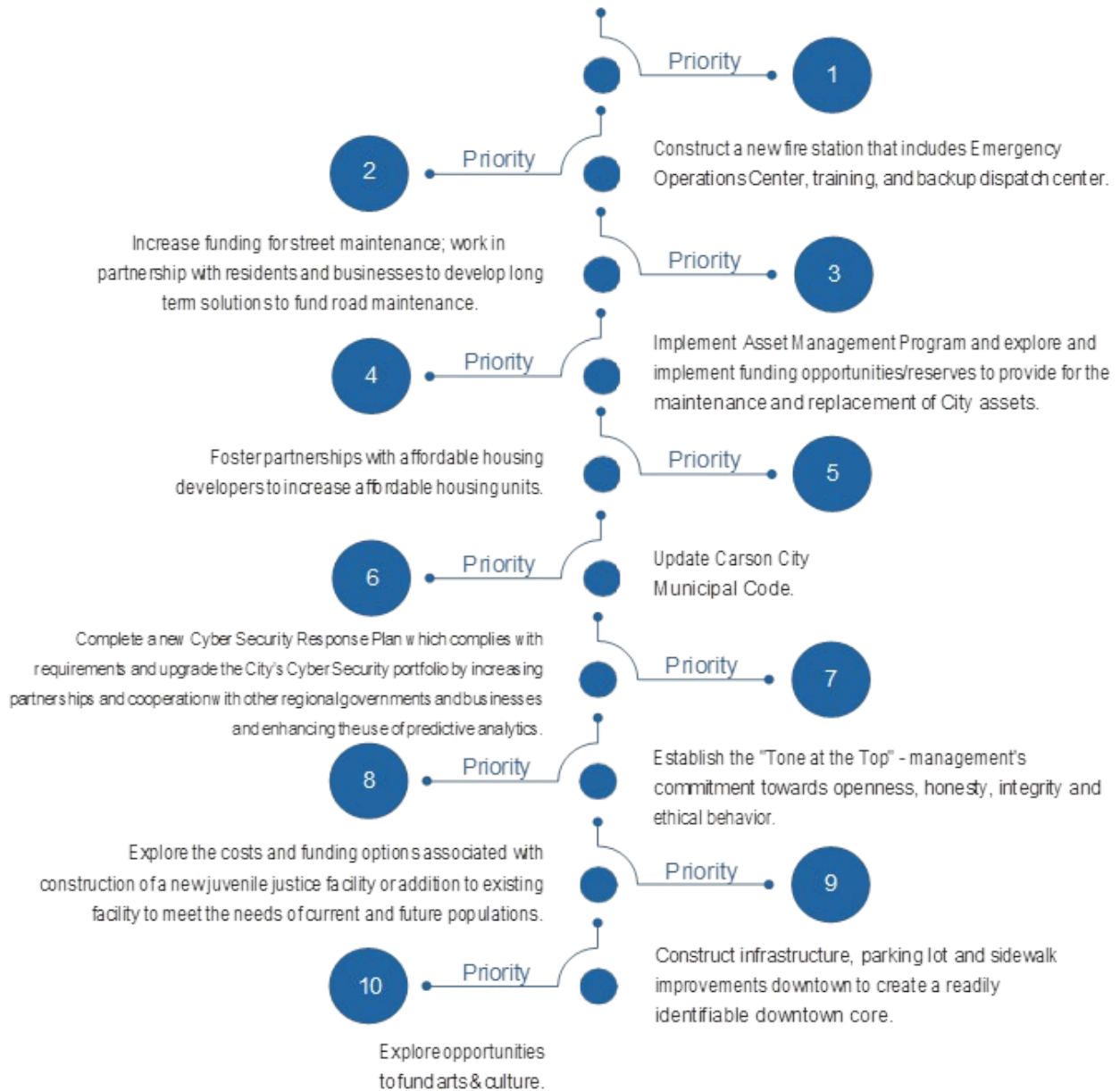
The results of the public survey that was held online from October 14, 2020 through October 31, 2020 are provided in the following pages. A press release and other social media marketing content announcing the survey were published on October 14, 2020. A total of 338 survey submissions were recorded and 818 people viewed the survey online. The survey closed on October 31, 2020 at 11:59 p.m.

Below are the City's six Strategic Goals as ranked by the survey. They are ranked based on the highest selection percentage for each priority to reflect the priority results.



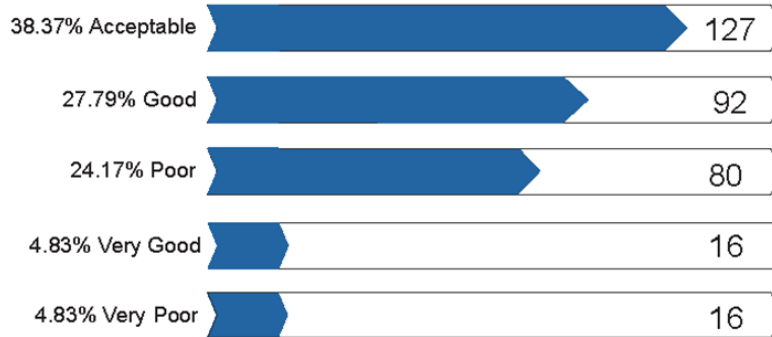


Citizens were asked to prioritize the identified Priority 1 Objectives and areas of focus for the next 5 years. They are currently ranked based on the highest percentage for each objective on each priority result.





How well do you think Carson City achieves its goal for Economic Development by cultivating a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce?



How well do you think Carson City achieves its goal for Efficient Government by providing our community with efficient services in a transparent and financially responsible manner?





How well do you think Carson City achieves its goal for Organizational Culture by fostering innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment?

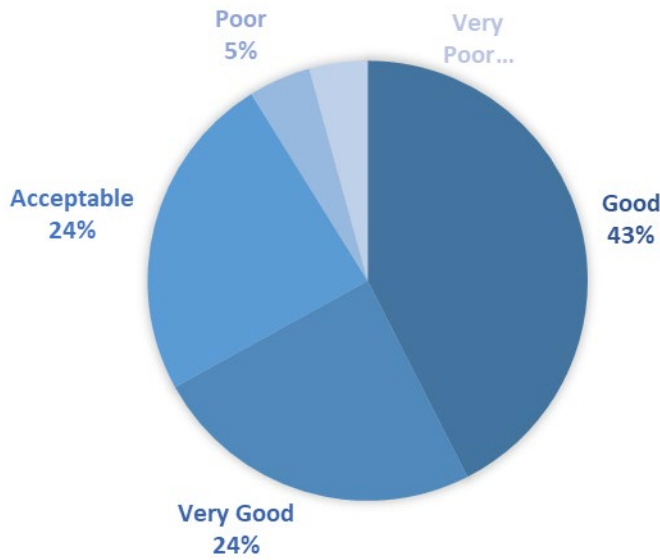


How well do you think Carson City achieves its goal for Quality of Life and Community by promoting educational, cultural, and recreational opportunities that contribute to the health and well-being of our community?

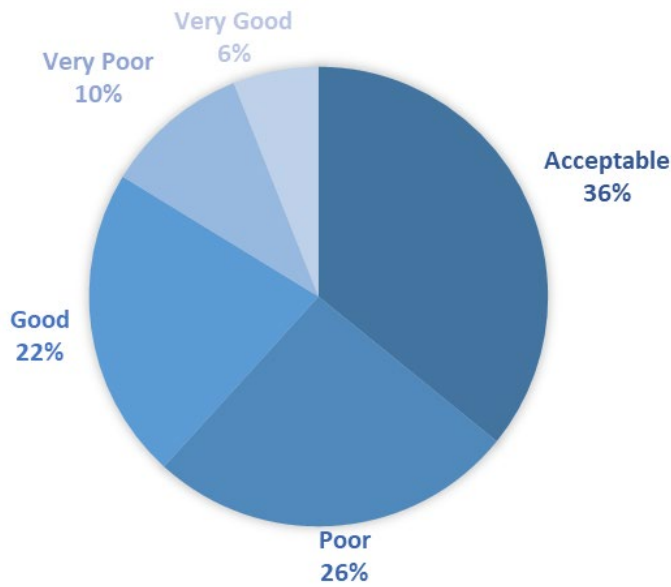




How well do you think Carson City achieves its goal for Safety by ensuring a safe community through proactive and responsive protection of life and property?



How well do you think Carson City achieves its goal for Sustainable Infrastructure by developing and maintaining a sustainable public infrastructure to meet the current and future needs of our community?





Are there any areas that should be addressed that are not addressed by the City's six Strategic Goals?

Rather than providing a series of suggestions, the answers were submitted through an open dialogue box; therefore, allowing citizens to express their ideas freely and share personal views. Out of 115 responses the most common areas that citizens felt needed to be addressed were: education, affordable housing, homelessness, and growth management.

- 2 mentioned juvenile services
- 3 mentioned sustainability
- 5 mentioned public safety
- 5 mentioned infrastructure
- 5 mentioned open space
- 8 mentioned growth management
- 8 mentioned homelessness
- 11 mentioned education
- 12 mentioned affordable housing
- 56 were miscellaneous and had no relation to one another

List three of Carson City's greatest attributes.

The top three mentioned attributes were location, community, and small-town feel. Below is the word cloud.



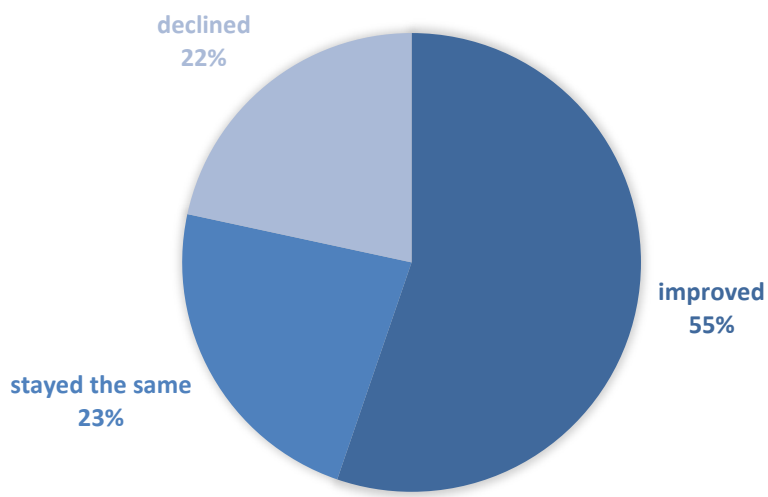


Finish this sentence in the field below: "The greatest challenge City leaders will face in the next five years is _____."

Words commonly mentioned were growth, affordable housing, population, infrastructure, and COVID.



During the time you have lived here do you think Carson City has improved, stayed the same, or declined?





Respondent Age Demographics

17 or younger – **0.6%**

18-20 – **0%**

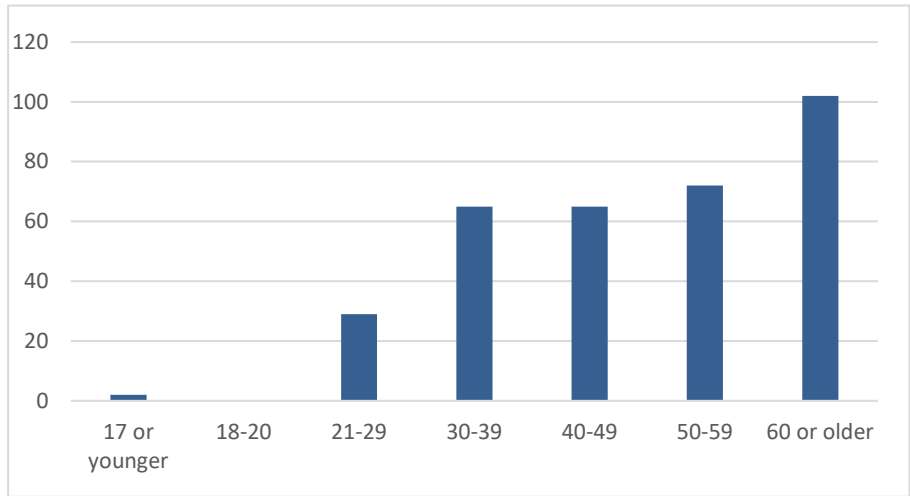
21-29 – **8.66%**

30-39 – **19.4%**

40-49 – **19.4%**

50-59 – **21.49%**

60 or older – **30.45%**



Respondent's Residency: how long the respondent has been living in Carson City.

Month/Months: **2.13%**

Between 1 and 5 years: **14.59%**

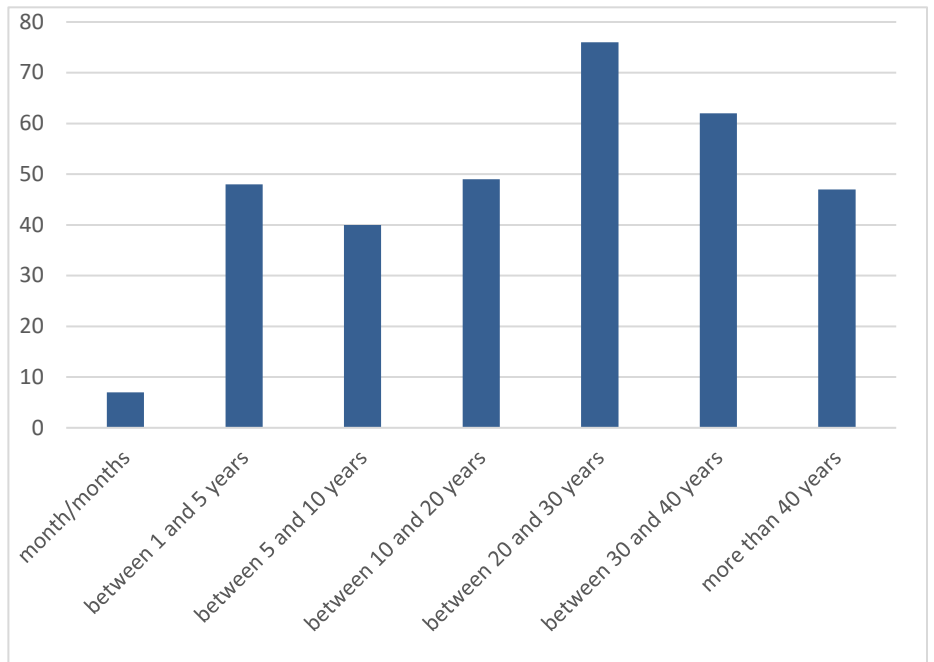
Between 5 and 10 years: **12.16%**

Between 10 and 20 years: **14.89%**

Between 20 and 30 years: **23.1%**

Between 30 and 40 years: **18.84%**

More than 40 years: **14.29%**





Acknowledgements

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

2020 Carson City Board of Supervisors

Robert Crowell, Mayor
Stacey Giomi, Ward 1
Brad Bonkowski, Ward 2, Mayor Pro Tempore
Lori Bagwell, Ward 3
John Barrette, Ward 4

2021 Carson City Board of Supervisors

Lori Bagwell, Mayor
Stacey Giomi, Ward 1, Mayor Pro Tempore
Maurice White, Ward 2
Stan Jones, Ward 3
Lisa Schuette, Ward 4

City Staff and Leadership

Nicki Aaker
Frank Abella
Ali Banister
Melanie Bruketta
Jennifer Budge
Janet Busse
Tod Colgrove
Maxine Cortes
Dave Dawley
Rachael Evanson
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And the Employees and Citizens of Carson City

Carson City Master Plan

Adopted April 6, 2006



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