



ACTION GROUP BRIEFING PAPERS

October 2, 2008

Downtown Answers has been a dynamic and comprehensive follow up to last year's Urban Land Institute's special analysis of Carson City (see addendum EZ Read ULI recommendations); as a part of the Downtown Answers process, small, multi-disciplinary, issue-oriented research teams were formed to probe, analyze and discuss issues pertinent to the recommendations received by the Urban Land Institute and implementation of Carson City citizen's vision for downtown Carson City expressed in its 2006 master plan, *Envision Carson City*.

The areas of focus included transportation, business opportunity, in-town housing, public safety, beautification, events/promotions and civic investment. Over a 6 month period of time, each action group was asked to look at short and long term goals, implement any short term projects possible and conclude by presenting their findings and recommendations to the Redevelopment Authority/Board of Supervisors. The work of each Action Group is presented in this report.

Downtown Events & Promotions Action Group

Action Group Members

Action Group Leader:

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Members:

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I. 1. BACKGROUND

Get Down_2008

Opportunity:

Create an experience in 2008 that will build excitement for downtown Carson City's eventual transformation, while strengthening our local economy.

- **Audience:**
 - Carson City residents
 - Families
 - Adults
 - Seniors
 - Visitors
 - Back yard (within :30 min.)
 - Afar (heads in beds)

(Audience ...)

- Businesses
 - Downtown
 - Surrounding
- Non-profit organizations
- Other audiences/partners
 - State employees, etc.
 - Teachers
 - Young professionals

I. 2. EXECUTION

Get Down_2008

Carson City Office of Business Development, with the recommendation of the Carson City Downtown Consortium's Events and Promotions Action Group, Redevelopment Authority Citizens Committee and Redevelopment Authority joined in summer events by continuing to support existing events and strategically adding a few more along what was defined as the boundaries of the demonstration project area as Curry St. from 3rd to Spear and named the

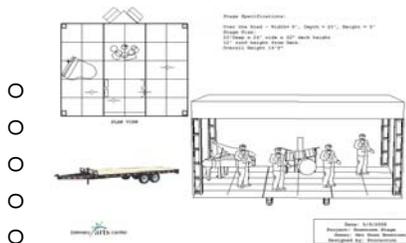
Curry St. Promenade:

- Friday & Saturday evening concerts at 3rd Street and Telegraph Street
June 13 through October 11, 7-11pm
- Saturday morning activities Curry Street from 3rd St. to Telegraph St
June 27- Oct. 4, 9am-1pm
 - Farmer's Market, 3rd and Curry parking lot
 - Green Thumb Alley: Community Garden demonstrations
 - Family Activities, including a Pop Up Park, on Telegraph, between Curry and Nevada Streets
 - Park, pedal and bike the Blue Line at Anne & Curry St.
- **Elevated Infrastructure:**
 - **Signs & Street Banners:**

Signs and banners guide visitors through their downtown experience, ensuring easy way- finding for parking and walking, and promoting weekly events.



- **Downtown-sized stage and lighting**



- **Branded barricade fencing**
- **Branded trash receptacles**

- **Partnered Outreach:**
 - **Media partnership with Carson Times**
 - www.downtowncarsoncity.com
 - **Comprehensive site with listings, links regarding downtown:**
 - **Arts & Culture**
 - **Entertainment**
 - **Restaurants**
 - **Nightlife**
 - **Shopping**
 - **Hotels/Lodging**
 - **Historical Sites**
 - **Posters and rack card distribution**
 - **Information kiosks**
 - **Downtown business sponsored broadcast advertising**

I.3. KEY ISSUES

Street life – Carson City’s life blood

Events throughout town, events downtown and downtown street life are a growing and important part of Carson City’s economy. All members agreed that the events that have taken place downtown this summer have been very successful and have definitely created a sense of excitement. Farmers Market, Fridays at Third, Wine Walk, Beer Crawl, Rock the Square, Pop up Park, etc., have all added life to downtown. It is a momentum that must be continued.

Destination Development, Inc. Roger Brooks’ presentation: *A Taste of the High Sierra*

- Committee members that attended the presentation felt the ideas were very good and attainable for Carson City.
- Some of the areas of concern are a perceived lack of parking downtown, that business hours need to be more consistent, and the consistency of the quality of the restaurants food offerings.
- They also felt that some of our residents are not fully understanding the vision of what our downtown could be and focusing more on the less important aspects.
- They feel that there is a good base that can be expanded.
 - The flowers at Firkin and Fox are a good example of what Carson City can be in the future and the team would like to see that expanded down both sides of the street all the way to the Nugget in the future.
 - The committee also talked about other business that would be good for downtown, such as:
 - a chocolate shop
 - ice cream parlor
 - a gourmet deli
 - and art galleries
- The team agreed that there should be strict guidelines for the hours shop owners should keep so that they are open on a consistent basis and open later in the evenings and on Sundays.
- They also feel there is a need for a printed schedule of downtown events that could be handed out by the businesses. Not everyone can go online, especially when they are visiting.

- The Downtown Business Association has agreed to take this on as a project and will be applying for a grant from the Nevada Commission on Tourism to produce a downtown event schedule for next year in the form of a fold out map, also known as a “Z Card”.

I.4. RECOMMENDATIONS

Long term goals.

1. Encourage lodging properties to partner with us so that we can start to package the downtown Events to visitors. (It would be monumental if the Ormsby House could be included in this effort)
2. Create an incentive to be offered to new businesses that fit the new brand to help offset their rent for the first six months.

Short Term Goals

1. Continue the streetscape with flowers and trees
2. Ask the Chamber to sponsor a business make-over contest or project. Form a committee of individuals with design expertise to help businesses improve their curb appeal and their overall look, and then award a makeover each month. (this does not have to be expensive, a little paint and rearranging, better signage, flowers, can make a huge difference in helping a small business look more charming)
3. Try to bring more events downtown in the evenings, mid week and for all 4 seasons, especially for the shoulder season.
4. Encourage the Downtown Businesses to do more themed events that would coincide with Halloween, Ghost Walk, Rendezvous, Victorian Christmas, etc. . . . Encourage businesses to decorate and dress for these events as well.
5. Carson City has been chosen as an emerging culinary destination to showcase at the October Annual Meeting of the Western Association of Convention & Visitors Bureaus by Brian Baker, Partner, Cultivar Marketing. He will use our community as an example of a small, historic town that can showcase its varied culinary offerings by employing a few simple strategies. The committee would like to invite Mr. Baker to come to Carson City to present his strategy to the Carson City business community.

Downtown Civic Investment Action Group

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II. 1 Background

The Civic Investment Workgroup was provided with the following objective: *“Encourage government entities to plan for civic facilities so that these facilities can add to the synergy of the businesses and take advantage of the transportation, housing and other infrastructure offered in downtown.”* The Committee met two separate occasions and shared information and ideas via the internet, which proved to be an effective method of engagement and discussion. The following represents our final report:

II. 2 The “Heart” of Carson City

Like each one of us, having a healthy heart enhances, and ensures our quality of life. The same can be said of a community and its downtown. A healthy downtown can enhance our overall quality of life by making Carson City attractive for primary business, which will bolster private investment, which will create new jobs and wealth, which will create disposable income, which will spur additional retail investment, which will produce local government revenues that can be used to support public safety, parks, recreation, open space and all other government services – a significant factor in our overall quality of life. Focus on the heart of the City is focus on the health of the entire City.

II. 3. Civic Investment in Carson City

As a Capital City, the Civic Investment Workgroup clearly understands the importance of the presence of government entities in our downtown. The Capital Complex is already a cornerstone of Carson City and to build upon that is a logical extension of what has happened in the past. While the State of Nevada has a master plan for the expansion of most State Government offices, there are other stakeholders that are not represented in that master plan. Those should be looked upon as possible “tenants” in our Downtown. Building a downtown business population can help spur business investment in the Downtown. The Office of Business Development has developed the Institutional Alliance. This group consists of representatives from various government entities gather regularly to talk about civic investment in our Downtown. We strongly recommend these efforts continue. Opportunities for partnerships in civic investment are likely to be discovered in this forum.

Making downtown a destination for other activities is equally as important. Adding foot traffic on weekends and evenings can encourage still more investment. For this reason, locating a new Library in the core of our City is important. The Carson City Library has out-grown its current facility. We have an opportunity to pursue a new Library in a location that will provide economic benefit to the City and its residents. By putting a new Library in Downtown, we are encouraging foot traffic, civic engagement and investment in the heart of our City. This investment will demonstrate the economic vitality of Carson City, which will drive investment throughout our City.

But the Library must be more than just a place for books. It must be designed to be a public space, with ample gathering areas, inside and out. It must include gallery and performance space where we can celebrate the arts. It must have space designed specifically for our youth to gather. As with all age groups, teens need to have a place they can call their own – a place they can be proud of. Conference space is limited in this Capital City – a Library can help to address that situation. It should be a place for business as well. Placing a business incubator in the Library can enhance the entrepreneurial spirit of Carson City by providing a place for new business to start. With the foot traffic generated by all of these things, some space for retail services should also be included. Leases paid by the very businesses that benefit from the foot traffic can be used to offset the operational costs of the facility. And wherever possible, opportunities to share space with other

governmental entities – the State, Western Nevada College, Carson City School District and others- should also be explored. It goes without saying that a facility such as this would serve as a very effective transit hub. The creation of a new Library should be looked at as something beyond a replacement structure for an existing City service. It should be looked upon as an opportunity to invest in our City - in the arts, in business and in our future.

II. 4. Roundhouse District

The question arose early – where can a new Library be sited? Early on, the group looked at the existing Federal Building as a possible opportunity. After discussion with officials at the Government Services Administration, the owner of the facility, we discovered that the Federal Building was not available for such a transition. There were also concerns expressed by the Workgroup about the suitability of the existing facility and the efficiencies that could be pursued with a brand new building. However, the location of the Federal Building remains desirable. Looking to the north of the Federal Building, the vacant land on which the V&T Railroad Roundhouse once sat seems an ideal location. It is close to the Children’s Museum as well as the Nevada State Museum. Including a new Library in the vicinity could give this part of our Downtown its own identity. This area has been referred to as the “Roundhouse District.” The legal designation of a specific district can identify the area as an arts and cultural district, with common design standards and public art that sets it apart from other areas of interest. The synergy that all of the facilities within the Roundhouse District can create can be a significant attraction for residents and non-residents.

Carson City Federal Building – the Future

The Workgroup met with the local manager of the Carson City Federal Building to discuss the future of the building. The Government Services Administration currently conducts a “Good Neighbor Program,” which takes input from the community when planning future improvements to property. Certainly, the needs of the tenants also have to be considered. The program also calls for GSA facilities to be a part of the community, part of its culture and part of its future. Thus, GSA representatives have agreed to consider recommendations provided through this workgroup and others. Our recommendations include general enhancements to landscaping and public areas at this time. However, we also recommend that any substantial changes be considered in light of an overall landscaping/public spaces/ pedestrian plan for the Roundhouse District. It is important that any improvements made to the Federal Building compliment the character and functionality of our Downtown.

II. 5. Summary of Recommendations

The following are recommendations offered through the work of the Civic Investment Workgroup:
Long term:

1. Create a new “library” facility in the Roundhouse District.
 - a. Secure the Property.
 - Before any design work can begin on a facility, its location must be identified.
 - b. Secure possible partners in the facility.
 - Look for partners – for ways of putting more than one service under one roof. This can enhance the facility and put public dollars to better use.
 - c. Secure the funding.
 - The Workgroup understands that the residents of Carson City will have to financially support a new Library.

2. Protect existing civic investment and historic structures in Downtown Carson City.
 - a. Continue discussions with other agencies as part of the Institutional Alliance in order to insure that our historic buildings now housing agencies can continue to be occupied and maintained.

Short Term:

1. Begin examining formation of the Roundhouse District. Property owners and the business community must be a part of this discussion. Because it could take some time to define the district and district requirements, discussions should start now.
2. Start preliminary design work for a new Library. Only after residents understand what this new facility will provide will they be able to answer the question as to whether they will support funding for it.
3. Prepare landscaping / public areas / pedestrian plans for Downtown which incorporates the Carson City Federal Building. Examine the possibilities of using the open space around the Federal Building as space for future special events.
4. Discuss interim facility / grounds improvements with the GSA. Consider the area as a transit hub and public area.
5. Ask the Arts and Culture Coalition to begin planning for public art in Downtown, including the Roundhouse District.
6. Continue the work of the Institutional Alliance in creating civic investment in Downtown.

Downtown Beautification Action Group

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Patricia Riggs

Scott Tate

III.1. Background

The Beautification Action Group was provided with the following objective: “*make the downtown clean, neat and attractive*” The committee met on several occasions, shared information and ideas via the internet and supported two planting efforts. A major clean up effort to include: power washing sidewalks and the like, for Main Street, Curry Street and the surrounding areas, and morning clean up sessions from 7:00 a.m. – 9:00 a.m. throughout the Farmer’s Market season. The following represents our final report.

III.2. Bloom Where We are Planted

The community's perception and pride in their environment can create a beautification momentum and including all ages and types of interests in this process bring ownership to the movement. Clearly all businesses, merchants, the city, and citizens must be engaged. Walking the downtown corridor provides enough background information as to the lack of cleanliness, lack of building maintenance, lack of planting, and lack of continuity in city planning and lack of city enforcement. This needs to change ideally immediately and realistically within this next year. If action is not perceived as immediate people lose interest. By the same token businesses that have taken pride in themselves and their community need to be rewarded by a city incentive plan.

III.3. Key observations about Downtown

- Lack of continuity and adherence to a themed redevelopment plan. This includes business signage which is inconsistent to a supposed theme and in multiple cases simply temporary banner signage which does not lend itself to a feeling of permanent business in the downtown.
- Lack of business building maintenance such as paint, dirty windows and buildings, torn and faded awnings, burnt out lights, broken signage and no effort to add any greenery to business surroundings.
- Lack of city enforcement for littering, building maintenance or adherence to a downtown redevelopment theme. Also the planting of the downtown seems to be

limited to the 3 blocks south of Telegraph rather than including its parameters of John Street to the Carson Mall and Valley Street to Division Street. Many of the businesses that take pride in community are being left out.

III.4. Specific Barriers to Beautification Plan:

- absentee landlords unwilling to participate in sprucing up their downtown properties
- businesses unwilling to water the planted baskets offered by the city
- need for expanded watering plan for city parking strips

III.5. Specific Opportunities for Beautification Plan:

- vacant lots in the downtown could allow for a community garden
- quaint business facades lend themselves to shingle signage which would give our signage issue continuity

III.6. Short Term Recommendations:

- **First of all... as one final effort for the year, a push for Carson City to engage in a City-wide effort to present a clean fresh face for all businesses for Nevada Day – celebrated this year on November 1.**
- An additional 14 minimum decorative garbage receptacles to be strategically located
- The continued maintenance of our cleanup efforts.
- The involvement of the prison system (good behavior inmate candidates) to participate in regular maintenance.
- An enforcement policy by the City initially by providing incentives to business and ultimately by fining those who litter and/or fail to maintain their properties.
- As part of the events permitting process, those hosting events provide for the cleanup
- Strengthen City's litter ordinance
- Enforce litter ordinance
- From W. Robinson St. along Curry St. north to W. 4th Street to Carson Street north back to Robinson Street - with doglegs at: 1) Laxalt Plaza, 2) W. Spear to Nevada Street parking lot and 3) King Street to Brewery Arts Center
- Tend the following items within these areas within the street boundaries listed above:
 - *parking lots (Nugget, Cactus Jacks, next to Citibank building & 3rd & Curry)
 - *streets
 - *sidewalks
 - *planters
 - *hanging planters
 - *fences
 - *lighting
 - *storm drains
 - *trash cans
 - *bike racks
- Types of Maintenance:
 - *trip hazards
 - *painting
 - *trash removal
 - *street debris
 - *sidewalk debris
 - *street "skank"
 - *sidewalk "skank"

- *storm drain grate cleaning
- *gardening
- *street sweeping/washing
- *sidewalk sweeping/washing
- *lighting

Frequency of recommended application (what ever that entails in terms of combinations of tasks) should be determined from two perspectives:

- 1) May - Oct. high season w/ signature events and high season w/out signature event
- 2) Nov. - April shoulder season w/ signature event and shoulder season w/out signature event

Definitions:

High Season Signature event = Carson City partnered or otherwise approved event anticipated to last 4 or more hours at a point on the Curry St. Promenade or up and down the Curry Street Promenade, is planned to be on/in a street or parking lot. Typically drawing 600 - ???? people

High Season w/out Signature event = Business specific, on property, entertainment or event along Curry St. Promenade or up and down the Curry Street Promenade. Typically drawing less than 500 customers

Shoulder Season Signature event = Carson City partnered or otherwise approved event anticipated to last 4 or more hours at a point on the Curry St. Promenade or up and down the Curry Street Promenade, is planned to be on/in a street or parking lot. Typically drawing 600 - ???? people

Shoulder Season w/out Signature event = Business specific, on property, entertainment or event at business located along Curry St. Promenade Typically drawing 200 - ???? customers.

Anticipated hours for each above category in 2009:

- 1) May - Oct.
 - high season w/ signature events = 225 hours
 - high season w/out signature event = 75 hours

- 2) Nov. - April
 - shoulder season w/ signature event = 50
 - shoulder season w/out signature event = 100

NOTE: costing out the above tasks and schedule within this area will begin the conversation between the businesses within the boundary and the City to determine how the businesses can participate in a portion of these costs at the point they are over and above services the City can provide. We believe a reality check for all downtown businesses and property owners is in order and will be very important as we move into the next phase of keeping downtown fabulous. Collaborative partnerships will foster success, as the City, its citizens and its businesses can not go it alone.

III.7. Long Term Recommendations:

- o Building our own greenhouse perhaps tapping off the hot springs for energy for the purpose of planting our own baskets and more of them. This could be a combined project with the high school further expanding the pride in community concept and blooming where we are planted.
- o Banning plastic bags usage by all businesses

- Consistent shingle signage
- Installing more park benches
- Expanding the hanging planters city program to more businesses
- If possible having the Christmas Tree lights all year
- Allowing this committee to be a part of the review process for new building and renovations for compliance to the overall flavor of the downtown redevelopment

- Cleanup of our north, south and east entry corridors and planting of these same areas. Cleanup also of the area below "C" hill on Curry Street.
- Utilization of Community Service and prison inmates for continued maintenance of cleanup efforts.
- Community arts garden at the Brewery Arts Center grounds

Downtown Transportation Action Group

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Sable Shaw
Robert Stansbury

IV.1. Background

An explicit goal of Carson City's Master Plan, *Envision Carson City* is that downtown is "pedestrian friendly." Within the context of pedestrians, as well as bicyclists and motorists, it is important that downtown residents and visitors know that they have special conditions while in downtown. The downtown core will have specific boundaries to indicate to all that pedestrians have specific rights to mobility. Motorists will be expected to operate at slower speeds and have more interface with pedestrians.

The bicycle element of the plan has two objectives: 1) create quality mobility options for all bicyclists and 2) provide a safe environment for bicyclists and all non-motorized transportation modes.

IV.2. Linkages make everything work!

City-wide transportation will be supportive of and compatible with Carson City's vision of downtown and downtown land uses, activities and businesses. Walking will be the primary mode of transportation in downtown Carson City. All forms of downtown transportation will be easy to use and understand. All transit resources available throughout Carson City and the region will be used to enhance accessibility to downtown and mobility within downtown.

IV.3. Short Term Goals:

The point of the short-term goals is to get immediate "bang for the buck" with smaller, hands-on projects that can be completed this summer.

Accordingly (short term goals, continued):

1) Striped crosswalks at Curry&Robinson, Curry&Washington, and King&Division (to provide access to the BAC).

2) Flags at these crosswalks

Note: Those who did the Curry Street walkability survey noticed several deficiencies, among the striped crosswalks. Our thought is that striped crosswalks in key places would be an easy and quick way to increase the walkability and accessibility of Curry Street. The flag idea came from Salt Lake City.

3) Install a bike rack at 3rd and Curry Streets.

This is to serve bicyclists who come to the events downtown. The Muscle Powered bike racks are fun and festive and will add to the downtown ambiance and an additional six slot rack will also be placed next to the Muscle Powered rack.

Outcomes:

*Request- New Crosswalks at Curry & Robinson to cross E to W and W to E SE Corner to SW corner and SE corner to NE corner.

Recommend - Provide crosswalk striping on all four legs of the intersection, the pedestrian ramps are being upgraded by the city's Blueline project, Robinson is a major street, and the Nugget Casino parking lot will be more visible and open for use.

*Request - New Crosswalks at Curry & Washington to cross E to W and W to E SE corner to SW corner and SE corner to NE corner.

Recommend - Do not provide any crosswalk upgrades at this time until pedestrian patterns are better understood and sidewalk infrastructure is upgraded.

*Request - Refresh Crosswalk at King & Division from SE corner to SW corner and SW corner to NW corner.

Recommend - The crosswalk striping is included in a sidewalk project currently underway. The project should be completed by mid September.

*Request - Provide Pedestrian Flags at W Spear and Carson St - affixed to main St. lamps at SW corner of Spear and SE corner of Carson St.

Recommend - Provide flags at this location only as a trial. NDOT must give the OK. The crossing is hazardous for pedestrians.

*Request - Provide Pedestrian Flags at Curry & Robinson affixed to lamps at N Curry and W Robinson SE corner, NE corner and SW corner

Recommend - Wait and see how peds use striped crossing and amount of use.

*Request - Provide Pedestrian Flags at Curry & Washington - affix to stop sign and 2 way sign and speed limit sign at NE Curry (the stop sign), NW Curry (the 2 way sign) and SE Washington & Curry (the 25 mph sign)

Recommend - Wait for ped infrastructure upgrades then evaluate.

*Request - Provide Pedestrian Flags at King & Division - affix to no not enter sign, stop sign, and bike route sign at SE Curry (do not enter), SW corner (stop sign) and NW (bike route sign)

Recommend - Wait and see how peds use striped crossing and amount of use.

IV.4. Long Term Goals:

We all noted the many deficiencies along Curry Street: discontinuous, narrow, and poorly maintained sidewalks, neglected planting strips, need for more (or more carefully placed) benches and other street furniture, etc. Anne suggested that an overall plan for the redesign of the street as a true pedestrian-friendly promenade was needed - not just a conceptual plan, but one done down to the level of design drawings and construction cost estimates. This is so that the City could then use the plan to seek funding for the improvements, phase the improvements, and carry them out. A project that has a real plan is a project more likely to be carried out.

We are calling this the "Curry Street Promenade Enhancement Project". We envision the City hiring a consultant, with grant funds, to carry out the project, which will consist of the following three steps:

- Carry out a "walking audit" of Curry Street with all stakeholders invited.
- Come up with a conceptual design to transform Curry Street into a walkable, festive, downtown promenade.
- Develop construction drawings and cost estimates for the improvements

Downtown Public Safety Action Group

Action Group Leader:

Jed Block

Action Group Members:

Jed Block

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Barry Smith

Linda Van Alfen

V.1. Background

The built environment has a tremendous impact on public safety. Planners and citizens alike want to create vibrant, integrated, self-policing, and sustainable communities. The aspects of the urban environment that influence crime and the fear of crime and recommend strategies for building—or rebuilding—communities where residents feel safe and are safe are broad and far reaching. Carson City wants its citizens to feel empowered and offer many and varied opportunities for positive action. The inherently safer downtown design of Carson City’s master plan, *Envision Carson City* (adopted 2006) eases law enforcement issues.

V.2. Downtown Answers is about prevention!

A message from Sheriff Furlong:

“I believe very strongly that one of the biggest challenges to law enforcement today is shared by everyone – the mobility of society. We all share a common ground of looking for a better life, and Carson City offers that to many. Unfortunately, newcomers often find limited resources and barriers, such as language, that are difficult to overcome. Drawing down language barriers and raising educational success rates will have the greatest impacts on our future. The successes that our community will achieve are going to be directly related to the educational achievements of the sustainable workforce and the relationships we foster at home and at work.”

The community’s safety is dependent on many factors – with the strength of the community, education, business, and recreation having the greatest investment value. Government must continuously evaluate the needs of the community as a whole, and not just a single entity.

Not only as the sheriff, but as your neighbor, I hope and dream that every individual’s efforts lead to a greater strength. Early intervention when problems arise is far less expensive and has a greater probability of success than imprisonment.

The return on investment? Morally and civically responsible individuals who recognize themselves as a member of a larger social fabric and therefore consider social problems to be at least partly their own. Such individuals are then willing to see the moral and civic dimensions of issues, to make and justify informed moral and civic judgments, and to take action when appropriate.”

V.3. Short and Long Term Goals:

- Safe, strategic events that screen in customers who don't typically bring behavior that requires an inordinate number of calls to law enforcement during said event. Events that have social standards with elevated dress, price points and a variety of different activities that suit the retail environment work well to increase public safety.
- Continued use of volunteer staff to provide a quality public safety presence at Downtown events.

In-town Housing Action Group

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Angus McLelland
Sandra Mullet
Christine Newell
Jan Neubert
Lee Plemel
Rachel Richards
Bruce Robertson
Molly Walt

VI.1. Background

There isn't a strong residential tradition in downtown Carson City, but as transportation costs continue to escalate, housing costs recalibrate and other attractions come to downtown this residential component will grow. It important this growth is strategically managed because Carson City doesn't want an urban housing market at two extreme ends of the spectrum, we want to encourage a continuum of housing that addresses a range of needs.

Carson City has been the subject of an intensive, community-wide planning effort that has culminated in a 36-block Downtown Revitalization Vision and adoption of a mixed-use, form-based urban code. The City is now beginning the process of seeking cooperative ventures between the public and private sector based on a market demand analysis to achieve goals of Downtown revitalization.

This public-private partnership will foster sustainability and optimize the development of mixed-income residential projects for our municipal workers, college housing and possible facilities, premium lodging and conference space that will help create a walkable, liveable urban village in the Downtown of Nevada's state capital.

VI.2. Correcting a jobs / housing imbalance

Approximately 55,000 residents call Carson City home, yet Monday – Friday our town balloons up to between 75,000 and 80,000. We are a commuter town, with white collar professionals whether they are public servants at the local, state and federal levels, Western Nevada College staff, Carson Tahoe Regional Healthcare or the many, many private professionals who serve these sectors:

attorneys, accountants, engineers, marketers, name just a few. In fact of the 7,000 state workers alone, not even half of them live in Carson City – they have some of the best jobs in our community but every night they drive their paychecks out of town and invest those dollars into neighboring communities. Correcting this imbalance will not only grow our sales tax base but will also grow our property tax base with the efficiency of more dense housing that can serve our municipal workers and allow our community the advantage of a balanced citizenry.

VI.3. Short and Long Term Recommendations

- Through grant funding and future tax increment Office of Business Development should procure a full time housing specialist with skills in Federal, State, City and private sector development to focus on municipal worker housing.
- Continue to bring the streets to life which assists in creating the perception of safety and security and also vibrancy which will help sell in-town living.
- Neighborhoods have a common basis. We can't artificially create a neighborhood, but we can work from existing historical neighborhoods. Basic amenities, such as lighting, should exist prior to development, or at least be planned in conjunction with the development. Public amenities and improvements need to be consistent with, and reinforce the overall housing plan. Smaller infrastructure projects spread out over a larger area may benefit the housing market more than expensive infrastructure projects concentrated in smaller areas. For example, providing well lighted streets that make streets more walkable and add to the perception of safety throughout the City will increase the curb appeal of downtown housing and benefit not only the housing market, but the overall attractiveness of downtown.
- Private sector needs to buy into the city improvements so that there is some agreement as to what the end result for the community will be. This will save money over the long run.

Business Development Action Group

Action Group Leader:

Chris MacKenzie

Action Group Members:

Karen Abowd
Jean Barrette
Chris Bayer
Carol Brown
Monica Coleman
Michelle Cullen
Rhonda Doyle
Bob Fredlund
Sandy Foley
Julie Grady
Sarah Hill
Victor Honein
Lynne Keller
Jim Knasiak
Jenny Lopiccolo
Mark Lopiccolo
Kim Macaluso
Chris MacKenzie
Miya MacKenzie
Jason Martinez
Cheryl Mathwig
Amy McCready
Mike McIntosh
Jolene Miley
Rosemary Nebesky
Phylis Patton
Julie Peters
Jim Phalan
John Procaccini
John Reiser
Micheal Robbins
Andrew Robison
Kristin Robison
Darryl Rubarth
Jennifer Russell
Mark Schloss
Margaret Schneweis
Jenny Smith
Steve Tackes
Stephen Thomas
Ramie Thomas

Carson City should have a downtown where the commercial and civic importance mirror the significance government brings to this community as the state's capital. Main Street, Carson Street, and the various streets both east and west of Carson Street, are positioned to be the preferred location of many entrepreneurial small businesses and shop owners. To make this a reality many challenges stand in the way of success. To increase the potential for success of our Downtown business community, there have been some positive steps taken in recent years. To increase the potential for lasting success, we must concurrently accomplish the larger goals of Downtown revitalization: public infrastructure redevelopment, public-private partnership initiatives and the various public space development projects as per the recommendations of our seven Consortium action groups.

The **business action group** has accomplished two crucial initiatives in a short period-of-time:

- It aligned key downtown business and property owners to come together and become a part of an overall, unified business driven strategy that supports existing business, and strategically invites new business opportunity.
- It secured the general use of 2 vital surface parking lots, one on Carson Street and one just west off of Curry & Plaza Streets. For many years, these centrally-located, surface parking lots had signage that clearly implied that its use was restricted to its owner's customers and / or employees only. Not any more. These anchor businesses have embraced the far reaching understanding that collaboration benefits all, including the citizens of the City.

VII.2. Key Issues

- How do we accelerate development in the 36-block area of downtown?
- How can city government better its internal communication and common goal orientation within to make this a reality?
- How can city government streamline its licensing and regulatory practices to make locating and running a business downtown less difficult?
- How do we continue the success of the Curry St. Promenade *Get Down_2008* demonstration project?
- Since the Downtown Consortium's Business Action Group (DCBAG) voted to accept Roger Brooks branding action plan, *A Taste of the High Sierra*, how do we support and help facilitate the recommendation?
- Because the DCBAG recommends that downtown businesses continue their alliance, and actually broaden that alliance effort how can we facilitate this effort?
- Now the DCBAG is recommending mechanisms by which such an alignment would be accomplished and how the downtown businesses may have involvement and oversight regarding the branding execution and implementation.
- DCBAG noted prior to this summer that there have been many good ideas. Now we have an opportunity to re-route traffic and re-imagine our main downtown streets. The Consortium and Office of Business Development want to help bring the vision to reality.
- DCBAG noted that traffic is important – whether it's foot traffic or car traffic and that many are concerned without either kinds of traffic all will be negatively impacted, therefore this plan is the right way to address the changes that will come because of the soon to be changing traffic patterns.
- DCBAG noted that there must be ways for residents and visitors alike to explore downtown and that this group can help implement the vision.

VII.3. Key Accomplishments

- Endorsement by the following stakeholders:

- Downtown Business Association
 - Key Property and / or Business Owners
 - Carson City Chamber of Commerce
 - Northern Nevada Development Authority
 - Nevada Business Connections
- Secured joint changes of use on two premium downtown parking lots – one for all customers and one for all downtown employees.

VII.4. Short Term and Long Term Recommendations

Short Term Goals:

- Creation of a special business advisory committee to advise the Redevelopment Authority in regards to redevelopment area objectives as they relate to business. The composition of this Committee should include:
 - 1 non voting representative of City
 - 1 member of the public (must be resident of Carson City)
 - 2 property owners
 - 6 business owners
 - 2 restaurant oriented
 - 2 retail
 - 2 professional

This Advisory Group could work to bring specific recommendation to the Redevelopment Authority as amendments to the redevelopment plan are considered, as objectives guiding the awarding of incentives are determined, the use of incentives are identified and as public infrastructure projects are planned. Additionally ensure direct communication between downtown property and business owners and city government.

- Initially focus on Curry Street and up to the Brewery Arts Center to implement a template and hopefully find success that would move outward over time to spur success throughout the 36 block area of downtown.

Long Term goals:

- Have advisory group bring specific information to the Redevelopment Authority regarding the establishment of a Business Improvement District in downtown.
- Have advisory group approach other downtown property and business owners about the potential for of a downtown Business Improvement District (B.I.D.) and advise the Redevelopment Authority of viability and potential acceptance of creating such a district.

IMPORTANT ADENDUM:



EZ Read Transcript

Carson City Project Analysis Session



Urban Land Institute - Fall Meeting

Las Vegas, Nevada

October 25, 2007

Time: 3:00 pm to 5:00 pm

Location: The Venetian, Level 4, Lando 4201

Format -

- A two-hour question and answer review/briefing from seven ULI panelists in an open session.

Panelists -

- 7 highly qualified professionals who volunteer their time to ULI and are chosen for their knowledge of downtown redevelopment and screened for objectivity (full listing of panel members and brief biographies at back of EZ Read: **Appendix A**).

Attendees -

- 31 individuals from Carson City as well as ULI fall meeting attendees and other interested parties (full listing of individuals and representing entities at back of EZ Read: **Appendix B**).

Objective -

- To receive an over-the-shoulder look at Carson City downtown redevelopment plans from the widely respected brain trust of the Urban Land Institute.

Open -

Each of the panelists has a “briefing book” in which we attempted to detail an honest, self-appraisal of today’s community strengths and many challenges.

- Strengths:
 - Western Nevada College
 - Carson Tahoe Regional Healthcare
 - State capital of an exciting, dynamic state whose landscape is unparalleled with natural beauty.
 - We are rich in culture. Carson City itself chronicles the history of the west in our historic buildings and museums.
- Weaknesses:
 - assumptions that seem to support the status quo and sometimes justify decisions that seem to be more reactionary than visionary.

How do we make sure all of our efforts and infrastructure put people first to reveal a healthy, sustainable picture that can civically engage our citizens and help ensure the growth we get is the growth we want?



The Plan (based on the over-the-shoulder look)

1 2..... 3.....

urgent steps:

- Signage
- Sidewalk cafes
- Start building a base of supportive retail
- Celebrate and reinforce your enthusiasm by frequent mention in press and other; always refer back to the plan – focusing on civic uses as catalysts for everything else
- Form a Carson City Progress Committee to continue talking about downtown revitalization – include private property owners, business owners & business operators in one committee and on a parallel course create a group representing institutional leaders to maximize opportunity to bring about catalytic civic buildings/functions.

immediate-planning steps:

- The timing of the turnover of Carson St. is critical: “Can Carson City just have three blocks now?” – make sure the streets narrow to two lanes, we have 20’ sidewalks and parking on the street (parallel blended with angled main street parking)
- “We’re making this region work” [Start more assertive discussions with neighboring jurisdictions]
- Find ways to get the private sector in the conversation
- Inspire a sense of urgency – for private entities and public entities
- Money. Carson City and the State of Nevada have to be very committed to funding the revitalization of downtown.

other important factors:

- Find the right partner and the right catalyst. Find something iconic and subsidize it through land assemblage – like your proposed “Roundhouse Cultural District”
- Provide housing above retail
- Find an enthusiastic property owner – like the Federal Government in the downtown building
- Choose a site then think about redevelopment arrangements that can take place there
- Strategically located facilities are critical. Moving the library, for example, is a very good idea.

Note:

For a complete written transcript of the entire ULI Carson City Project Analysis Session and/or the full audio recording, please visit www.downtowncarsoncity.com and follow the ULI link.



Appendix A (panel bios)

Chair

William H. Hudnut, III

Senior Resident Fellow, ULI/Joseph C. Canizaro Chair for Public Policy

ULI-the Urban Land Institute

Washington, DC

Former four-term Mayor of Indianapolis and Congressman, author, public speaker, TV commentator, think tank fellow, elected official, and clergyman, Bill Hudnut currently occupies the Urban Land Institute/Joseph C. Canizaro Chair for Public Policy at the Urban Land Institute. Hudnut is probably best known for his sixteen-year tenure as Mayor of Indianapolis, 1976-1991. He spearheaded the formation of a public-private sector partnership that led to Indianapolis' emergence during the 1980s as a major American city.

Panel

Lewis Bolan , Principal

Bolan Smart Associates, Inc.

Washington, DC

Mr. Bolan is an Adjunct Professor of Real Estate at Johns Hopkins University. He is a member of the Board of the Allan L. Berman Real Estate Institute at Johns Hopkins.

James A. Cloar, President & CEO

Downtown St. Louis Partnership, Inc

Saint Louis, MO

Jim Cloar has been President & CEO of the Downtown St. Louis Partnership and of the Downtown St. Louis Community Improvement District since December 1, 2001.

Richard L. Perlmutter, Principal

Argo Investment Company

Rockville, MD

Mr. Perlmutter co-founded Argo Investment Company in 1996. Since inception, Argo's projects include over 2 million square feet of commercial and residential space. As senior vice president of Bank of America, Mr. Perlmutter was responsible for managing its real estate portfolio.

Richard T. Reinhard, Deputy Executive Director

Downtown DC BID

Washington, DC

Mr. Reinhard is Deputy Executive Director, Planning and Development, for the Downtown DC Business Improvement District, a non-profit organization that works to improve the environment, the economy, and the social equity of Downtown Washington to create a premier commercial, cultural and residential destination. Rick teaches urban planning at Virginia Tech's National Capital Region campus.

Ross Tilghman, Director

Tilghman Group

Seattle, WA

Mr. Tilghman heads up the Tilghman Group, a division of Leora Consulting Group, providing real estate planning services. Tilghman brings 20 years of urban planning experience, including serving as executive director of a downtown business improvement district.



Appendix B (Carson City attendees)

CARSON CITY COMMUNITY LEADERS / ACTIVISTS / CITIZENS

Phyllis Patton, Chair, Carson City Library Board of Directors
Anne Macquarie, Planner, Lumos & Associates / Musclepover
Robert Crowell, Northern Nevada Development Authority / Rotary / Carson City School Board
Sonia Taggart, Taggart & Taggart, Attorney's at Law
Dave Frank, Reporter, Nevada Appeal
Barry Ginter, Editor, Nevada Appeal – our hometown newspaper
Candy Duncan, Executive Director, Carson City Convention and Visitors Bureau
Ronni Hanniman, Executive Director, Carson City Chamber of Commerce

CARSON CITY EDUCATION COMMUNITY

Dr. Carol Lucey, President, Western Nevada College
Dr. Mary Pierczynski, Superintendent, Carson City School District

CARSON CITY HEALTHCARE COMMUNITY

Cheri Glocker, Carson Tahoe Regional Healthcare

STATE OF NEVADA PUBLIC OFFICIALS

Peter Barton, Acting Administrator, Division of Museums & History
Randall Sayre, Board Member, Gaming Control Board
Todd Westergard, Chief of Administration, Gaming Control Board
Coy Peacock, Department of Transportation

ELECTED OFFICIALS

Robin Williamson, Supervisor and Redevelopment Authority Chair
Shelly Aldean, Supervisor

CARSON CITY POLICE AND FIRE

Stacey Giomi, Carson City Fire Chief

City of Carson City MANAGEMENT STAFF

Walter Sullivan, Development Services – Planning Department
Larry Werner, Development Services – Building Department
Jeff Sharp, Development Services – Engineering Department
Robb Fellows, Development Services – Public Works
Lee Plemel, Development Services – Planning Department
Roger Moellendorf - Parks and Recreation Department
Andy Burnham - Public Works
Linda Ritter - City Manager
Joe McCarthy - Office of Business Development
Tammy Westergard - Office of Business Development
Sara Jones - Carson City Library Director
Patrick Pittenger - Public Works
Vern Krahn – Parks Department