

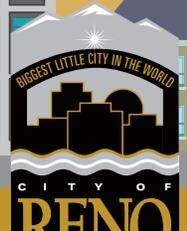
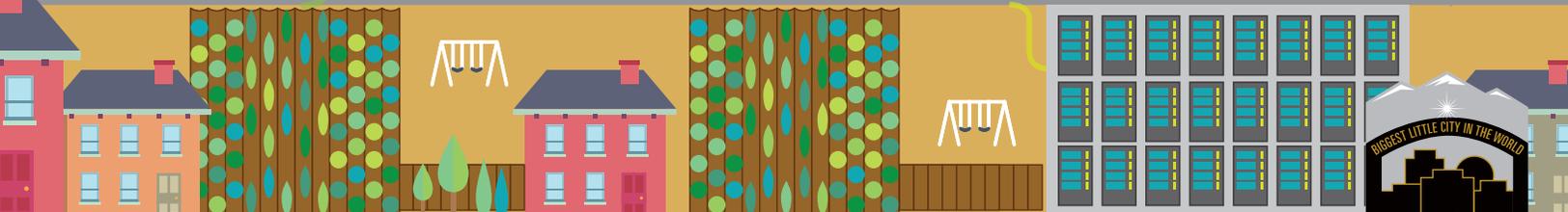
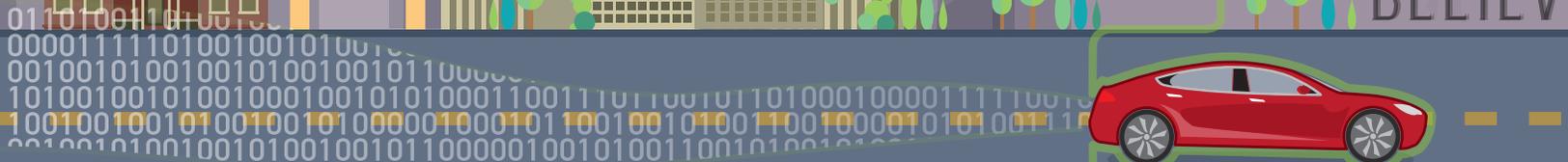
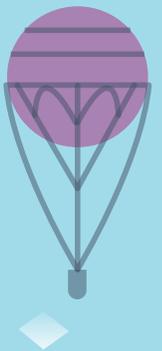


REIMAGINE RENO

Master Plan Assessment

January 2016

Draft



REIMAGINE
RENO
planning for the future

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INTRODUCTION

About the Process

In the spring of 2015, the City of Reno launched a multi-year, community-based effort to prepare a new master plan. In the almost 20 years since the City last undertook a major master plan update effort, the City, community, and region have changed and evolved. The City's current population (236,883) represents an increase of more than 56,000 people since 2000 and is forecast to increase by an additional 72,000 people over the next twenty years—reaching nearly 310,000¹. The ReImagine Reno process is an opportunity to assess where Reno is today, and to explore trends and key issues that influence the City's future. It is also an opportunity to articulate a vision for the future, to explore potential tradeoffs associated with that vision, and to ensure the updated Master Plan is an effective tool to help guide the community toward its desired outcomes.

¹ Source: US Census and Nevada State Demographer, 2015.

Purpose of this Assessment

Just as the City, community, and region have changed and evolved over the past ten years, so too has the role of the master plan or comprehensive plan for many communities across the country. The purpose of this assessment is to identify which aspects of the current Master Plan have worked well and should be carried forward, which aspects need to be revisited as part of the plan update process, and what potential gaps exist in the plan that need to be addressed.

This assessment contains observations from the consultant team based on our review and assessment of the current City of Reno Master Plan, interviews with numerous stakeholders, discussions with City staff and elected and appointed officials, and the results of extensive community input received as part of Phase I outreach. These observations also draw from our professional experience and research of best practices from around the country as to the most innovative and effective comprehensive plans.

This Master Plan Assessment is one of several standalone work products included as part of the Phase I Summary Report to help guide potential next steps for the ReImagine Reno process:

INTRODUCTION

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- **Community Profile:** this section provides an overview of existing conditions in the City and region. It also highlights trends and key issues that will influence Phase II of the ReImagine Reno process, with respect to a range of topics—population, employment, housing, infrastructure and services, and others. The Community Profile also contains two technical memorandums (incorporated as appendices) developed by Economic & Planning Systems, Inc.—one that provides an overview of market context and another that provides a summary of initial fiscal impact analysis findings developed through creation of a fiscal model. These memorandums helped inform the development of the Community Profile during Phase I and will help inform Phase II discussions as well.
- **Public Input Summary Report:** this section provides an overview of Phase I public engagement activities and summarizes the input received from the nearly 6,000 people who participated.

This assessment will be refined based on input received from City Council and Planning Commission in January 2016.

Organization of this Assessment

This document is organized into four parts in addition to this introduction:

- **Planning Context**—provides an overview of the current Master Plan framework and highlights related plans that help inform future growth and investment in the City of Reno.
- **Analysis of Current Master Plan and Recommendations for Improvement**—provides an overview of key themes and areas for improvement based on the consultant team’s assessment of the current Master Plan. Best practices examples are referenced throughout the discussion.
- **Best Practices in Comprehensive Plans**—includes examples of best practices in comprehensive plans from around the country as relevant to specific recommendations for improvement identified for Reno.
- **Phase II Work Plan Recommendations**—outlines a recommended approach and preliminary work program for Phase II of the ReImagine Reno process.

Planning Context

BACKGROUND ON THE CURRENT MASTER PLAN

The 1998 City of Reno Master Plan, The Great City Plan, is a long-range plan to guide where and how the City will grow over the next ten to twenty years. It provides policy guidance on a range of issues, including land use, transportation, housing, public facilities and services, recreation and open space, conservation, and historic preservation. The City's planning area includes the City of Reno and its Sphere of Influence—an area into which the City could be expected to expand its limits over a twenty-year period.

The current Master Plan emerged from the City's Making it Great Initiative, which was conducted in the late-1990s and involved an extensive community outreach effort. It has been amended and updated numerous times since it was initially adopted. It has also been informed by several iterations of the Truckee Meadows Regional Plan, as required by law, including the most recent 2007 update.

The current Master Plan has three different levels of applicability; Citywide, Center and Corridor, and Neighborhood.

Citywide plans include a Policy Plan and other plans that apply to the entire City and its Sphere of Influence. Center and Corridor plans are for the eight centers and five transit oriented development corridors (TODs) in the City and its Sphere of Influence. Neighborhood plans cover other areas, not in centers or corridors, which have been designated as appropriate for more detailed planning. Policies in center, corridor and neighborhood plans elaborate, with greater detail, upon general policies contained in the citywide and regional plans. Center, corridor and neighborhood plans must conform with and not be in conflict with policy direction of the citywide plans and the Truckee Meadows Regional Plan.

BASIS FOR THE MASTER PLAN

In accordance with Nevada Revised Statutes (NRS) 278.160, the City of Reno is required to include a series of elements in its Master Plan, as appropriate to the City and as may be made the basis for the physical development. The table below outlines the elements as required by NRS, along with the corresponding section(s) in the City's current Master Plan and the date of their adoption or most recent amendment. The Policy Plan, last amended in April 2012, provides citywide policy guidance with respect to all of the required elements.

Table 1: Required Master Plan Elements

REQUIRED ELEMENTS	CORRESPONDING CITY OF RENO MASTER PLAN SECTIONS (CITYWIDE)*
Conservation	Conservation Plan (Adopted October 2008)
Historic Preservation	Historic Plan (Adopted November 2012)
Housing	Housing Plan (Adopted 2008)
Land Use	Land Use Plan (Adopted August 2010)
Public Facilities and Services	Public Services, Facilities, and Infrastructure Plan (Amended September 2009) Population Plan (Adopted October 2008)
Recreation and Open Space	Open Space and Greenways Plan (Adopted March 2007)
Safety	Public Services, Facilities, and Infrastructure Plan (Amended September 2009)
Transportation	Public Services, Facilities, and Infrastructure Plan (Amended September 2009)

*The City's Master Plan also includes numerous center and corridor plans and neighborhood plans not listed above.



RELATIONSHIP TO OTHER PLANS AND POLICES

Numerous plans and policies inform, and in some cases help implement, different aspects of the City of Reno Master Plan.

Regional Growth and Development

- [Housing Study \(TMRPA, underway\)](#)
- [2014-2034 Washoe County Consensus Forecast \(TMRPA, 2014\)](#)
- [Industrial Lands Needs Analysis \(TMRPA, 2013\)](#)
- [Truckee Meadows Regional Plan \(TMRPA, 2012\)](#)
- [University of Nevada, Reno: Campus Master Plan 2015-2024; University Regional Center Plan \(2014\)](#)

Sewer and Wastewater

- [2011-2030 Comprehensive Regional Water Management Plan \(Northern Nevada Water Planning Commission/Western Regional Water Commission, 2011\).](#)

Water

- [2011-2030 Comprehensive Regional Water Management Plan \(Northern Nevada Water Planning Commission/Western Regional Water Commission, 2011\).](#)
- [2010-2030 Water Resources Plan \(TMWA, 2010\).](#)
- [2010-2030 Water System Facility Plan Update \(TMWA, 2010\).](#)

Transportation

- [2014-2018 Regional Transportation Improvement Program \(RTC, 2013\)](#)
- [2035 Regional Transportation Plan \(RTC, 2013\)](#)
- [Reno Sparks Bicycle & Pedestrian Plan \(RTC, 2011\)](#)

Education

- [Envision WCSD 2020: Investing in Our Future \(WCSD, 2015\)](#)
- [WCSD Data Gallery \(includes information on capacity and needed repairs\)](#)

Other

- [Washoe County Community Health Needs Assessment \(2015\)](#)
- [Housing for All: A Plan to End Homelessness](#)
- [Washoe County Senior Services Master Plan](#)





ANALYSIS OF CURRENT MASTER PLAN AND RECOMMENDATIONS FOR IMPROVEMENT

Successes and Strengths of the Current Master Plan

Overall, the current Master Plan contains a number of strengths that provide a solid foundation on which to build:

- **Emphasis on regional collaboration.** The current Master Plan supports a long-standing emphasis on regional growth management considerations and a track record of cooperation with the City of Sparks, Washoe County, the Truckee Meadows Regional Planning Agency, the Regional Transportation Commission, University of Nevada Reno, Washoe County Health District, and numerous other regional stakeholders.
- **Solid foundation of core sustainability principles.** The current Master Plan touches on many of the core sustainability principles embodied in contemporary master plans—infill and redevelopment, environmental protection, energy and water conservation, renewable energy, access to social and human services, housing diversity, growth management, and many others. Although there are gaps and opportunities to strengthen and further integrate the consideration of these principles as part of the plan update, the basis for those discussions is firmly in place.
- **Detailed hierarchy of plans and policy direction.** The current Master Plan establishes a hierarchy of plans and policy direction to address specific needs in different parts of the City and address regional requirements. This hierarchy includes center and corridor plans, neighborhood plans, and other functional plans to help implement citywide policies.
- **A track record of regular updates.** Individual plans within the current Master Plan have been regularly updated (typically every five years) to ensure they remain current and relevant. As a result, the Master Plan has a solid foundation that will allow a significant portion of its substance to be updated, reorganized, and augmented as needed as part of the plan update process, as opposed to needing to “start from scratch,” which is more typical with most plans of this age.



ANALYSIS

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Areas for Improvement

In addition to the strengths identified above, we have identified the following areas for improvement:

- Establish a shared vision that is clear and compelling
- Sharpen focus on 21st century challenges and opportunities
- Create an integrated (and more intuitive) policy framework
- Clearly define the City's capacity for future growth
- Strengthen focus on Downtown/University linkage
- Establish a framework for implementation and monitoring

Each of these is described in more detail in the following section.

CITYWIDE GOALS: CITY OF RENO POLICY PLAN (AMENDED BY CITY COUNCIL—APRIL 2012)

- Serve as a leader to promote regional action to ensure effective, efficient and equitable delivery of services for the residents of Reno.
- Develop financial resources to the fullest potential.
- Promote entrepreneurial activities.
- Provide for maximum efficiency and effectiveness in delivery of City services.
- Develop budget policies that promote long-term financial stability.
- Inform, educate and involve citizens.
- Encourage cultural opportunities for residents and visitors.
- Provide effective municipal services, provide for safety and maintain a sound infrastructure through a well-planned and responsive customer oriented delivery system.
- Enhance teamwork, cooperation and problem-solving within the City organization.
- Promote diversity in the work force.
- Plan growth which is sensitive to the environment and recognizes significant community resources.
- Encourage an economic base which provides for long term economic health and improved quality of life.

The ReImagine Reno process provides an opportunity to step back and explore community values, and to think critically about the type of place the community would like Reno to be in the future.

ESTABLISH A SHARED VISION THAT IS CLEAR AND COMPELLING

As the current Master Plan has been amended over time, the overarching vision on which it was based has become less clear. In lieu of a vision statement or similar expression of community values, the Policy Plan, which serves as a framework for each of the other citywide plans, includes a list of twelve goals (listed below) as a foundation for the policies that follow. Although the goals do provide some insights as to the community values they represent, they are not comprehensive in nature and a number of them are focused less on the City of Reno as a community and more on the City as an organization. The ReImagine Reno process provides an opportunity to step back and explore community values at a much higher level, and to think critically about the type of place the community would like Reno to be in the future. Through its broad-based community engagement process, the City has sought input from a diverse cross section of people and interest groups. Nearly 6,000 people participated in the first round of public engagement during Phase I! During Phase II, this input will be used to help inform the development of a “big picture” vision for Reno that can be used as a guide for strategic decision-making over the next ten to twenty years. Four themes were identified by participants in Phase I public engagement efforts as critical components of the City’s vision for the future. In descending order of importance, they are: 1) A base for outdoor activities; 2) An arts and culture center; and 3) A technology center, and, polling equally, a university town. During Phase II, these themes or initial vision concepts will be explored further as part of continuing conversations.

Many contemporary comprehensive plans supplement (or simply replace) the traditional vision statement with a set of “big ideas” that more concisely convey the community’s vision and values and provide strategic direction. While the terminology used to describe these “big ideas” varies by community—guiding principles, tenets, themes, cornerstones, or something altogether different—the common characteristics they share is that they are all succinct, memorable, and firmly grounded in community input. This approach can make the plan more relevant and relatable to “non-planners,” and help build consensus surrounding a set of common ideals that the community as a whole can work towards. Just as important as defining these “big ideas” is conveying why they are important to the future of the community. Creating a highly graphic summary version of the plan can also be an effective way to convey key initiatives and increase its accessibility to a broader audience. (See Best Practices: Vision and Values.)

Regardless of how the community’s vision is articulated, generating support for it—within the City of Reno organization, the community at large, and among regional stakeholders will be an essential part of the ReImagine Reno process. Even more important, however, will be the need for the City to build on the momentum generated by the process, and to demonstrate a commitment to stick with the vision over time and to collaborate with stakeholders and the community at large on its implementation. Reno’s vision should provide a framework for decision-making that is clear, but flexible. While City leadership, staffing, and levels of citizen engagement, and community priorities will all evolve over time; the core values expressed as part of the vision should be broad enough to remain relevant over an extended period of time.

SHARPEN FOCUS ON 21ST CENTURY CHALLENGES AND OPPORTUNITIES

Since the City's current Master Plan was initially adopted nearly twenty years ago, comprehensive plans have evolved in both substance and role. Traditional planning assumptions relied upon the past to foretell the future with regard to growth and economic projections and largely assumed that other factors—whether climate conditions, technology, cultural norms, energy supply, ecosystems, water resources, natural hazards, or human health—would remain relatively stable. The new reality for planning is one in which the future is evolving and uncertain. As such, contemporary comprehensive plans are broader in terms of the range of topics they address and the linkages between the topics. They are also broader in role, having much stronger linkages to governance.

Key to the evolution of comprehensive plans has been an emphasis on the integration of sustainability and resilience considerations. Although closely related, sustainability and resilience are distinctly different:

- **“Sustainability”** seeks to manage normal forms of change through programs and procedures that consider growth impacts on environment, community, and economy.
- **“Resilience”** seeks to manage disruptive forms of change, such as natural disasters and economic downturns, through mitigation and adaptation plans and actions that anticipate and contain disruptive impacts.



CITY OF RENO “GREEN” AND SUSTAINABLE INITIATIVES

The City of Reno has a history of prioritizing “green” and sustainable initiatives since 2007 and has taken numerous steps to reduce its impact on the environment, lower its energy bills, and improve quality of life for its residents. Through the Energy Efficiency and Renewable Energy Initiative, started in 2009 under the Council Green Priority, Reno invested in a variety of energy projects designed to tap into Nevada’s wealth of solar, wind and geothermal resources. These projects included solar photovoltaic (PV) systems, a wind turbine demonstration program, solar thermal heating systems, lighting retrofits, control systems, and a variety of HVAC upgrades in City facilities. These efforts have dramatically increased the percentage of the City’s energy that comes from renewable sources and has also yielded energy and financial savings.

- The City’s commitment to sustainability was further underscored in August 2015, when City Council voted unanimously to join the Compact of Mayors, a global coalition of mayors and city officials committed to reduce local greenhouse gas emissions, enhance resilience to climate change, and track their progress publicly. Through this initiative, the City has committed to take the following steps:
- Take Inventory. Within one year, assess and report on the current impacts of climate change on the City through a community-wide greenhouse gas (GHG) inventory with a breakdown of emissions for buildings and transport sectors and identify climate hazards.
- Create reduction targets and establish a system of measurements. Within two years, update its GHG inventory to also include a breakdown of emissions from waste sector; set a target to reduce GHG emissions; conduct a climate change vulnerability assessment; and report on these efforts.
- Establish an action plan. Within three years, demonstrate through a strategic climate action and adaptation plan how the City will deliver its commitment to reduce greenhouse gas emissions and adapt to climate change.

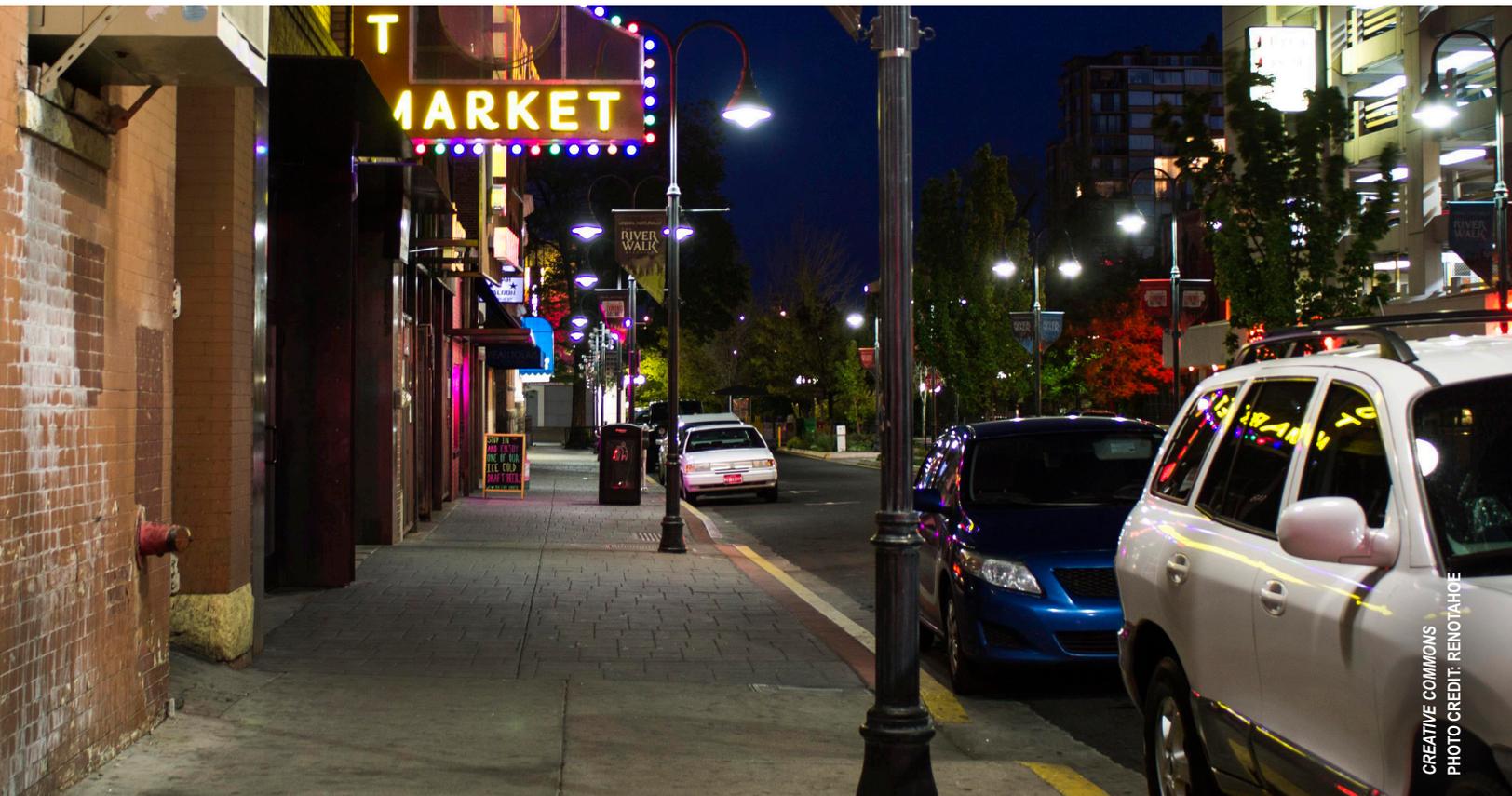
Incorporating climate change considerations more directly as part of the updated Master Plan will allow the City to address this issue in an integrated and coordinated manner, and to set the stage for a more detailed climate action and adaptation plan.

The City has a history of prioritizing "green" and sustainable initiatives.

This importance of addressing these considerations as part of the ReImagine Reno process is underscored both by the City's demonstrated commitment to 'green' and sustainable initiatives, and by the range of issues cited by stakeholders and the community at large as particular areas of concern. Some of these issues—such as urban agriculture and food security—are truly new topics that were not contemplated in the current Master Plan. Other issues—such as community health and wellness, water conservation, sustainable growth patterns, and climate adaptation—are addressed to varying degrees by current Master Plan policies. Increased focus on many of these issues has emerged in recent years and as part of Phase I public engagement efforts in part due to ongoing drought conditions in the West and concerns about the potential impacts of climate change on Reno's quality of life and economy (e.g., impacts to Truckee River and ski areas).

The Master Plan update process is an opportunity to explore the policy implications of these and other emerging issues—such as changing demographics and cultural norms, the sharing economy, and technological advances in transportation and logistics—on Reno's economy, community, and built environment. As part of Phase II, potential impacts and consequences of these varied issues and opportunities can be explored, along with goals, policies, and strategies to address them into the updated Master Plan, as appropriate.

Table 2 below summarizes the degree to which the current Master Plan addresses best practices for sustainable and resilient communities—along with other emerging issues identified as part of Phase I public engagement. For each topic, the table highlights related policies and initiatives, and identifies potential policy considerations to explore as part of the plan update process to address them. Issues are listed as distinct topics for ease of reference; however, many of these issues are interrelated and should be addressed in the updated Master Plan through overlapping goals and policies.



CREATIVE COMMONS
PHOTO CREDIT: RENO/TAHOE

Table 2: Policy Considerations

Current Master Plan Policies/References	Related Policies and Initiatives	Policy Considerations
SUSTAINABILITY		
<ul style="list-style-type: none"> Plan policies directly or indirectly address a range of topics that are essential to a sustainable future. Topics addressed include: growth management, energy conservation, renewable energy resources, transit-oriented development, natural resource protection, hazard mitigation, housing, air and water quality, and water supply, among others. The Housing Plan and Public Facilities, Services, and Infrastructure Plan both address sustainability in a more direct manner than other plan elements. 	<ul style="list-style-type: none"> Since 2007, the City has been prioritizing “green” and sustainable initiatives and has taken numerous steps to reduce its impact on the environment. (See Climate Adaptation and Energy sections below.) In late 2015, the City hired a Sustainability Coordinator to oversee a variety of initiatives, including the Compact of Mayors Commitment and development of a Sustainable Plan focused on promoting a coordinated approach to sustainability planning within the City and Region and leveraging investments. 	<ul style="list-style-type: none"> Restructure and augment current Master Plan policies to reinforce systems thinking. (See pg. 17 for a discussion of recommended improvements to the plan policy framework to reinforce this concept.) Address the range of specific policy considerations as identified in subsequent sections of this table, with an emphasis on areas identified as important to the community as part of Phase I public engagement efforts: <ul style="list-style-type: none"> Water conservation Local food access Housing affordability Renewable energy Waste reduction Identify desired outcomes in key areas—in collaboration with ongoing efforts related to the Compact of Mayors Commitment and development of a Sustainable Plan.
CLIMATE ADAPTATION/COMMUNITY RESILIENCE		
<p>Does not directly address the issue of climate change/climate adaptation, but includes a range of policies that promote community resilience. These include policies to support:</p> <ul style="list-style-type: none"> Energy conservation and development of renewable energy resources (see Energy discussion below for more detail); Higher density transit-oriented development in centers and corridors; Protection of natural resources; and Alignment of population growth and available water resources. 	<ul style="list-style-type: none"> A Climate Action working group was established in 2015 to identify potential policy directions/initiatives for consideration as part of the updated Master Plan. The working group’s recommendations—a series of goals for consideration as part of the Master Plan update process—were presented to the City Manager in November 2015. The City’s commitment to the Compact of Mayors sets the stage for evaluation of range considerations as part of a subsequent climate change vulnerability assessment. The Regional Plan establishes core policies with which the City’s current Master Plan is aligned. RTC continues work with communities in the region to enhance multi-modal transportation infrastructure—transit, pedestrian, and bicycle. In December 2015, the Nevada Drought Forum released recommendations to address water resource challenges. 	<ul style="list-style-type: none"> Set the stage for the preparation of a climate action and adaptation plan (as part of the commitment to the Compact of Mayors) by acknowledging the role of the Master Plan in helping the City plan for and take steps to address/manage the effects of climate change and incorporating recommendations developed by the Climate Action working group into broader policy discussions for consideration. Strengthen existing policies where appropriate and identify desired outcomes in specific areas (e.g., energy, water, compact and mixed use development, and integration of land use and transportation decisions). Explore linkages between climate adaptation/community resilience and the range of quality of life of life considerations identified by residents as important for the future—e.g., Truckee River and access to outdoor recreation opportunities, affordable housing, economic vitality, and others as part of Phase II policy discussions.

Current Master Plan Policies/References	Related Policies and Initiatives	Policy Considerations
ENERGY		
<ul style="list-style-type: none"> Policy Plan includes policies and objectives that support energy conservation programs; development of solar, wind and geothermal energy resources; energy efficient development and site design to take advantage of passive solar opportunities. Housing Plan addresses design considerations for solar access with greater specificity. Parks and Open Space Plan acknowledges the presence of geothermal resources in particular locations. 	<ul style="list-style-type: none"> Since 2009, the City has implemented numerous projects—solar photovoltaic (PV) systems, a wind turbine demonstration program, solar thermal heating systems, lighting retrofits, control systems, and a variety of HVAC upgrades in City facilities—as part of its Energy Efficiency and Renewable Energy Initiative. City’s commitment to the Compact of Mayors sets the stage for more detailed assessment and targets. The Regional Plan promotes and encourages sustainable design and construction practices and use of renewable energy sources. 	<ul style="list-style-type: none"> Strengthen policy discussion of existing solar, wind, and geothermal resources, as well as infrastructure for electric cars, with an emphasis on the role they play in a more sustainable and resilient future for the City and on specific outcomes desired (e.g., renewable target by 2025)—reinforcing input received as part of Phase I public engagement efforts that supports expanded use of renewable energy. Define locations where solar and wind facilities will be encouraged, or not, as part of Phase II public engagement efforts. Identify recommended actions to review and conduct targeted updates to the City’s Annexation and Land Development Code to address solar and wind facilities at varying scales and infrastructure for electric cars.
HAZARD MITIGATION/EMERGENCY PREPAREDNESS		
<p>Provides background information and some policy guidance on the location of defined hazards, such as floodplains or geologic features that exist within the City’s Sphere of Influence, but does not address wildfire hazards.</p>	<ul style="list-style-type: none"> An update to the Washoe County Regional Hazard Mitigation Plan (WCRHMP) was completed in July 2015. City’s website provides information on a range of emergency preparedness considerations for citizens, including information regarding earthquakes, wildfires, floods, and other natural or manmade disasters. This information is made available to residents through a link to the Washoe County Emergency Preparedness Guide. 	<ul style="list-style-type: none"> Identify all mapped hazards—floodplain, wildland-urban interface, geologic hazards, and others as applicable—as part of the Land Use Plan to increase awareness and reduce future risks to life and property from flooding, wildfire, or earthquakes. Incorporate a more robust set of policies to address the full spectrum of hazard mitigation and emergency preparedness considerations at a broad level; referencing the WCRHMP and internal operations plans for more detailed guidance.
ECONOMIC RESILIENCE		
<ul style="list-style-type: none"> Does not include an element specifically geared towards economic development considerations. Citywide policies support fiscally sustainable growth and infrastructure provision at a broad level. Limited references to the relationship between community resources (e.g., housing, transportation facilities, parks and open space), quality of life, market context, and economic development. 	<ul style="list-style-type: none"> The City of Reno works closely with the Economic Development Authority of Western Nevada (EDAWN) and the Governor’s Office of Economic Development (GOED) to undertake economic development initiatives within the Reno City limits. In September 2015, EDAWN released the EPIC Report which forecasts how many jobs and residents will potentially be located in the multi-county Study Area by 2020, based on projected growth trends. The Washoe County consensus forecast also includes an employment forecast for the 20-year horizon. 	<ul style="list-style-type: none"> Incorporate a robust set of policies to promote economic vitality and reinforce relationships with local, regional, and state partners. Economic and market considerations should be incorporated as part of the citywide policy framework, as well as within center and corridor plans. Key considerations include development of the local workforce and deepening Reno’s desirability as an innovation/high-tech manufacturing center.

Current Master Plan Policies/References	Related Policies and Initiatives	Policy Considerations
<ul style="list-style-type: none"> Generally speaking, Regional Center Plans (e.g., Downtown) and TOD Corridor Plans do not address the role of short and long-term market considerations in achieving minimum densities or other requirements. 	<ul style="list-style-type: none"> The City Council has consistently supported economic development through provision of necessary public services and facilities such as police, fire, streets, sanitary sewer, and parks provided by City departments as well as the Truckee Meadows Water Authority, Regional Transportation Commission, and Reno-Tahoe Airport Authority. The City Council has supported the creation of resources that encourage entrepreneurs and start-ups. 	<ul style="list-style-type: none"> Reinforce linkages between land supply, infrastructure, housing and the City's ability to be more proactive in supporting economic development initiatives. This could include both initiatives led by others and initiatives where the City could help lead (through public investment, public/private partnerships, or other efforts) to spur economic activity in a particular location. Strengthen linkage between the updated Master Plan and the City's CIP and budgeting process. Incorporate fiscal impact analysis findings as part of the plan update process—using the fiscal model to “test” the potential implications of different choices related to future growth and infrastructure investments. Address the role of quality of life considerations (e.g., housing options, arts and culture, education, access to recreation and services) and economic vitality within the context of policy discussions.

URBAN AGRICULTURE/LOCAL FOOD ACCESS

<p>Urban agriculture and local food production are not addressed.</p>	<ul style="list-style-type: none"> Although the Washoe County Health District (WCHD) oversees regulations related to agriculture, the City has been coordinating with the WCHD and Washoe County Food Policy Council (WCFPC) over the last several years to identify specific opportunities to support local food access/urban agriculture through City policies and regulations. The City has supported various pilot projects in recent years to support local food production (e.g., providing space for community gardens on City-owned land) with limited success. Maintenance has been an ongoing challenge. Access to Healthy Food in Washoe County: A Framework for Food System Design provides specific recommendations which were supplemented by a draft Healthy Food Access Plan prepared by the WCFPC in 2014 to address issues related to chronic disease, hunger, and community food security. 	<ul style="list-style-type: none"> Building upon the draft Healthy Food Access Plan developed by the WCFPC in 2014 and community input received as part of Phase I, incorporate policies to support local food access, production, processing, and sales in the updated Master Plan and reinforce the linkage between these policies community health and wellness. Include urban agriculture as an allowed activity in all/most land use category descriptions within the updated Master Plan. Highlight strategies to remove potential barriers to local food production, sales, and processing in the Annexation and Land Development Code (in coordination with WCHD).
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Current Master Plan Policies/References	Related Policies and Initiatives	Policy Considerations
COMMUNITY HEALTH AND WELLNESS		
<ul style="list-style-type: none"> Air and water quality and other health, safety, and welfare considerations are addressed at a basic level. Comprehensive set of policies pertaining to human services—access to services, social equity, cultural diversity, etc. Support for sidewalks/trails and other facilities that encourage active lifestyles provided in the Public Services, Facilities, and Infrastructure Plan and Parks and Open Space plan; however, limited discussion of the role that the built environment plays in community health outcomes. 	<ul style="list-style-type: none"> Washoe County Health Needs Assessment (2015-2017) documents community health trends and identifies key areas of need for different populations and geographies, which include access to healthcare, food access and hunger, among others². Access to Healthy Food in Washoe County: A Framework for Food System Design provides specific recommendations which were supplemented by a draft Healthy Food Access Plan prepared by the WCFPC in 2014 to address issues related to chronic disease, hunger, and community food security. 	<ul style="list-style-type: none"> Strengthen linkage in the plan between the built and natural environment and community health and wellness generally. Support the community's desire for walkable neighborhoods by identifying specific opportunities for improvement (e.g., areas of the community that are currently underserved with respect to sidewalks, trails, parks, recreation opportunities or retail destinations) as well as transit. Strengthen linkage between demographic trends and community needs (e.g., aging population). Include policies to address key partnerships necessary to facilitate community health initiatives and to support—to the extent feasible—increased access to health and human services, and affordable housing, for vulnerable populations.
GROWTH AND DEVELOPMENT		
<ul style="list-style-type: none"> Land Use Element provides a framework for future growth and infrastructure concurrency, supported by standalone center, corridor, and neighborhood plans. 	<ul style="list-style-type: none"> The Regional Plan establishes core policies with which the City's current Master Plan is aligned. TMRPA staff is in the preparatory stages of a planned update to the Regional Plan in 2017 and has conducted extensive analysis surrounding residential and industrial. 	<ul style="list-style-type: none"> Explore the implications of possible growth scenarios (e.g., maintain focus on outward growth vs. shift focus toward infill and redevelopment in targeted locations like Downtown) on the community's livability and fiscal health and develop tailored policies to support the community's preferred direction.
MULTI-MODAL TRANSPORTATION		
<ul style="list-style-type: none"> Public Services, Facilities, and Infrastructure Plan addresses a range of mobility considerations and defines the City of Reno Major Street System. Open Space and Greenways Plan supports the Public Services, Facilities, and Infrastructure Plan—identifying priority bikeway and trail projects. 	<ul style="list-style-type: none"> The Regional Plan establishes core policies with which the City's current Master Plan is aligned. RTC continues work with communities in the region to enhance multi-modal transportation infrastructure—transit, pedestrian, and bicycle—through its Regional Transportation Plan and the Reno Sparks Bicycle & Pedestrian Plan. 	<ul style="list-style-type: none"> Expand policy emphasis on pedestrian and bicycle connectivity as a key consideration in the design of new neighborhoods and the retrofitting of established neighborhoods and commercial areas—building on preferences expressed as part of Phase I public engagement efforts related to walkable neighborhoods—a preference that is reflected in the current Master Plan. Continue to collaborate with regional partners on targeted investments in infrastructure to help the City maintain its status as a “20-minute town”—recognizing this will require an emphasis on improving access for all modes of travel (auto, bike, pedestrians, and transit) and an integrated approach to land use and transportation.

2 Additional detail on specific community health indicators are provided here: <https://www.washoecounty.us/health/programs-and-services/data-publications/washoe-county-health-infographics-2014.php>

Current Master Plan Policies/References	Related Policies and Initiatives	Policy Considerations
		<ul style="list-style-type: none"> Consider the short and long-term impacts of self-driving cars and other technological advances, such as autonomous logistics, on our road network and parking facilities. Explore ways to participate as a test site for self-driving cars as the technology develops and continue to support economic development initiatives related to drone technology.
TECHNOLOGICAL ADVANCEMENTS		
<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Reno-Stead Airport is a FAA designated Unmanned Autonomous Systems (UAS) Test Sites, one of only six nationally. The University of Nevada, Reno and the Desert Research Institute are two local public institutions performing innovative applied research in fields rapidly advancing fields of transportation and climate technology. EDAWN and Governor's Office of Economic Development focus on attracting high-tech companies to Northern Nevada and the State broadly Fiber network 	<ul style="list-style-type: none"> In assessment of industrial lands and economic diversification, consider opportunity to strengthen Reno's position as a distribution and logistics center by leveraging the proximity to drone test site and anticipate the land-use policy implications of aerial delivery for so-called "last-mile logistics." Anticipate and plan for land-use implications of connected vehicles, self-driving cars, and the expected transition from personal car ownership to cars-as-a-service. Anticipate and plan for continued deployment of "Internet of Things (IoT)"-type technology (e.g., smart grid, smart homes, intelligent transportation systems), particularly relating to public infrastructure.



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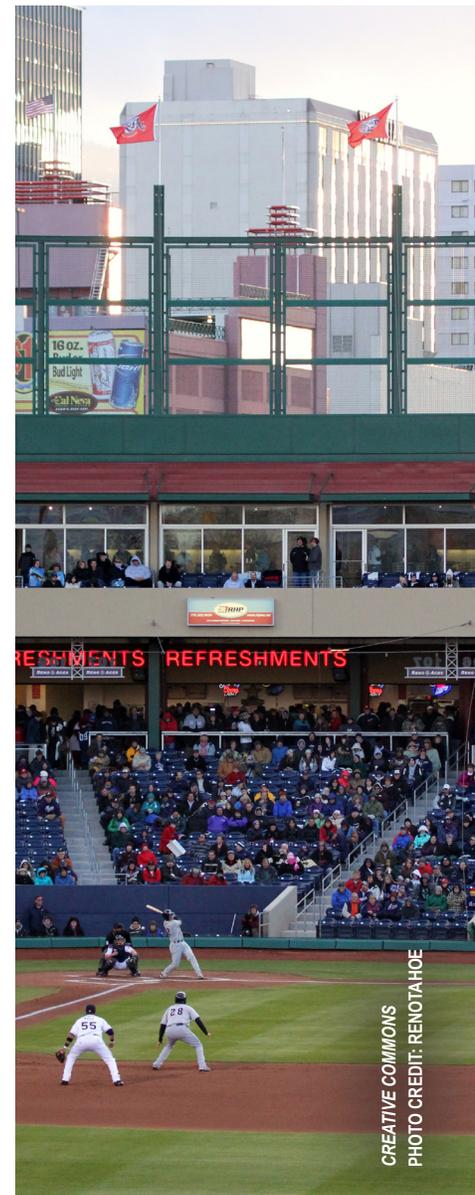
CREATE AN MORE INTEGRATED (AND INTUITIVE) POLICY FRAMEWORK

The relationship between citywide policies and topic- or area-specific policies can be challenging to follow in the current Master Plan. In order to be truly effective, the updated Master Plan must be viewed as an effective tool for not just City staff and planning commission members, but for neighborhood residents, business and property owners, elected and appointed officials, prospective residents or employers, and the community at large. The following steps—both organizational and substantive—are recommended for consideration to ensure the updated Master Plan is clear, succinct, and user-friendly for a variety of users.

- **Streamline and reduce redundancy.** The current Master Plan is organized as a series of free-standing plans. While this structure is convenient in that it allows each required plan to be updated independent of the others, it adds significant redundancy and length to an already complex document. Repetition in the acknowledgments and introductory sections—although they vary slightly from plan to plan—is especially confusing for users who are not familiar with the Master Plan, as is the lack of a detailed master table of contents or map index that allows the user to quickly reference what they are looking for. An integrated plan structure should be considered going forward to not just streamline the plan, but to promote systems thinking, as discussed in the prior section and the next bullet.
- **Create a clear linkage between vision, goals, and policies.** The organization of the current Master Plan does not provide a clear ‘through line’ between the stated goals and supporting policies. This structure increases the potential for certain policies to be missed and encourages the practice of applying individual elements of the current Master Plan in isolation as opposed to being viewed as an integrated system of considerations to be viewed in balance. A variety of potential options for creating a more integrated plan policy framework exist and should be explored as part of the ReImagine Reno process. Some of the more successful options are highlighted as part of the Best Practices for Comprehensive Plans included in this assessment.
- **Use consistent terminology and policy structure throughout.** The Policy Plan contains most of the goals and policies intended to apply citywide; however, some of the individual plans contain goals and more detailed policy guidance on specific topics (i.e. housing, historic preservation) that are also covered at the citywide level. The Policy Plan also contains some very specific policies that could be viewed as recommended actions. While most of the individual plans use terminology that is consistent with the Policy Plan, others simply describe a recommended direction or desired future and stop short of calling out specific policies that can be readily referenced by the user. For example, the Conservation Plan contains a list of ‘objectives’ for drainageways that have a very similar feel to the ‘policies’ in the Policy Plan. While objectives are defined in the Policy Plan, it is unclear whether they are being used in the same context in other plans. Going forward, existing language in all elements should be reviewed and updated to ensure consistent terminology and policy structure is used throughout the plan.
- **Consolidate technical information in a centralized appendix.** Several of the Master Plan’s individual plans contain technical information or extensive background narrative that is outdated and/or may not be used regularly. This information should

be reviewed, updated as necessary, and potentially consolidated in a technical appendix (along with lists of defined terms) where it can be referred to by City staff and others on an as needed basis. This approach would also allow the appendix to be updated independent of the Master Plan document, making more regular updates more feasible.

- **Strengthen discussion of partner roles and supporting plans.** As noted above, there are numerous functional plans that inform the City's Master Plan. While some of these plans are referenced in the current Master Plan (e.g., Truckee Meadows Regional Plan) in the introductory section for each element, others are mentioned only by name or are not referenced at all. A more robust discussion of the role of the City's many partners and service providers within the region (along with hyperlinks to applicable plans and other essential information) should be incorporated as part of the updated Master Plan to ensure consistent and accurate information is conveyed and to promote informed decision-making. This proposed addition could be a useful tool for new staff and elected and appointed officials going forward, as well as being useful for individuals and entities from outside the region who wish to quickly get the 'lay of the land' as they consider whether to relocate their business or develop a project in the City. (See following page.)
- **Consider integrating center and corridor and neighborhood plans.** As a supplement to the citywide policy framework, the current Master Plan contains nearly thirty individual plans for centers, corridors, and neighborhoods. Each of these plans varies in structure and level of specificity, which ranges from minimally identifying that a particular area is considered a Special Planning Area and that tailored development regulations apply (e.g., Mortensen-Garson Neighborhood Plan), to identifying detailed policies for a particular location (e.g., East 4th Street TOD Plan). As the City works to update its citywide policy framework, careful consideration should be given as to how the many area-specific plans are intended to fit together to create a cohesive and comprehensive plan for the community and whether some or all of them should be integrated as part of a unified plan. A key opportunity for consideration would be the ability to streamline the updated Master Plan by consolidating policies that apply in more than one location (e.g., general policies related to the City's many TOD corridors). Tailored policies and other area-specific information could be carried forward and updated (as necessary) where applicable.
- **Reevaluate level of specificity (and possibly extent) of area-specific plans.** In conjunction with the discussion above about the need to potentially integrate center and corridor and neighborhood plans, consideration should also be given as to whether the current level of specificity in some plans—which border on regulatory in nature—should be reevaluated as part of the Master Plan update process. Challenges related to the current level of specificity in the City's Master Plan have been most pronounced in adopted plans for the TOD corridors, which specify minimum densities for residential and non-residential development and include fairly prescriptive policies associated with building orientation and other site design considerations. Although the City has already invested significant time in completing targeted updates to its TOD corridor policies to provide increased flexibility, numerous stakeholders expressed concern that policies are still challenging to meet given the limited transit service that exists in some corridors



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SPECIALIZED DEPARTMENTS, AGENCIES, AND ORGANIZATIONS

Long-range planning and implementation of the City's Master Plan requires close coordination among dozens of City departments, partner agencies, and organizations. In addition to the primary departments, agencies, and organizations listed below, the City collaborates with many other stakeholders and organizations in the community on special projects.

Regional Planning

- Truckee Meadows Regional Planning Agency (TMRPA)
- City of Reno Community Development
- City of Sparks
- Washoe County
- Storey County

Transportation

- Nevada Department of Transportation (NDOT)
- Regional Transportation Commission of Washoe County (RTC)
- City of Reno Public Works Department

Water, Sewer, and Wastewater

- City of Reno Public Works Department
- Truckee Meadows Water Authority (TMWA)
- Western Regional Water Commission (WRWC)
- Northern Nevada Water Planning Commission (NNWPC)

Public Safety/Hazard Mitigation

- City of Reno Police Department (RPD)
- City of Reno Fire Department (RFD)
- Truckee Meadows Fire Protection District (TMFPD)
- Federal Emergency Management Agency (FEMA)
- Truckee River Flood Management Authority
- Reno-Sparks Indian Colony
- Pyramid Lake Paiute Tribe

Economy

- City of Reno Economic Development/Redevelopment Agency
- Economic Development Authority of Western Nevada (EDAWN)
- Nevada Department of Employment Training, & Rehabilitation (DETR)

Education

- Washoe County School District (WCSD)
- University of Nevada-Reno (UNR)
- Truckee Meadows Community College
- Sierra Nevada College

Recreation

- City of Reno Parks Recreation and Community Services
- Washoe County
- City of Sparks

Health

- Washoe County Health District (WCHD)

today and a market that is still largely driven by more auto-oriented development patterns. The issue of balancing a long-term vision with short-term realities is an important discussion. As part of Phase II growth discussions, further analysis is needed to explore trade-offs associated with potential adjustments to the extent and/or specificity of area-specific plans within the context of City-wide growth considerations. This analysis will ensure that the community is well-informed about the key choices to be made for the future and help inform discussions as part of the Regional Plan update in 2017.

CLEARLY DEFINE THE CITY'S CAPACITY FOR FUTURE GROWTH

During initial stakeholder interviews, the need to quantify the City's overall capacity for future growth was mentioned repeatedly as a key issue to address as part of the Master Plan update, particularly in light of recent and emerging trends in employment and demographic shifts. The issues of development capacity and market demand are particularly important as they pertain to the extent to which the City will accommodate future growth through infill and redevelopment balanced with greenfield development. In general, a more robust discussion of factors influencing future growth opportunities in Reno should be explored as part of Phase II and incorporated as part of the updated Master Plan. Key considerations include:

- **Incorporate more robust discussion of development capacity and market demand.** The current Master Plan assumes an average minimum density of four people per acre, as required by the Truckee Meadows Regional Plan, and some areas of development at higher densities within the TODs and Regional Centers. It also assumes that infrastructure and services will be provided in response to a continuation of market trends. Phase II will build upon the Truckee Meadows Regional Planning Agency's (TMRPA) residential and industrial buildable land inventories to tailor the results to Reno specifically and develop a series of maps that document available, buildable land to help frame discussions of how and where to accommodate growth.
- **Take a more proactive approach to infrastructure provision.** Current City policy largely requires development to pay its own way and the cost of infrastructure needed to support new development is borne primarily by the developer, especially in areas of greenfield development. Placing the burden largely on the developer impacts where growth can and will go due to the economic feasibility of privately funding infrastructure to support new development. The investment of capital dollars into infrastructure can have a major impact on where development occurs and the resulting land use pattern. The City has the potential to more proactively chart its future growth patterns by leading with investments in needed infrastructure. This shift in approach and policy could greatly aid in achieving the vision set forth in the Master Plan but is not without risk of missing market demand or lacking revenue options. This proactive approach would also likely require the City to partner with regional agencies given the current roles and responsibility for providing services and infrastructure in the region. Potential trade-offs associated with different patterns of growth and approaches to infrastructure financing for key focus areas should be explored as part of Phase II.

Once the updated Master Plan is completed, it will be essential to establish a mechanism by which development and infrastructure capacity can be maintained on an ongoing basis in collaboration with TMRPA and other regional partners.



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The revitalization of downtown has been identified as a priority for City leadership and the community at large.



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STRENGTHEN FOCUS ON DOWNTOWN/UNIVERSITY LINKAGE

The revitalization of downtown has been identified as a priority for City leadership and the community at large. While some parts of downtown have experienced significant reinvestment in recent years and are thriving, others continue to struggle. There are several opportunities to consider:

- **Update Regional Center boundaries.** The University Regional Center Plan (URCP) replaces in its entirety the University of Nevada Reno Regional Center Plan (UNRRCP), adopted by City Council April 27, 2005 and amended September 23, 2009. The URCP shifts the current regional center plan eastern boundary west and the southern boundary south toward downtown Reno. These boundaries and their associated land-use categories are in the process of being updated by City staff and will be incorporated as part of the updated Master Plan.
- **Develop a plan of action for downtown.** Although the Downtown Reno Regional Center Plan is relatively recent, additional discussion is needed as part of the Master Plan update process to leverage the outcomes of the recent University Regional Center Plan (URCP) and to address the numerous downtown-specific challenges cited as part of initial stakeholder interviews and dozens of community focus groups, which include—vibrancy, blight mitigation, parking, public safety, cleanliness, homelessness, short-term housing, and vacant buildings to name a few. A detailed plan of action is needed to identify strategic priorities and promote collaboration among downtown property owners and businesses.
- **Identify strategies to catalyze reinvestment in the University District.** The URCP identifies the University District as an area generally inscribed by 9th Street to Downtown Reno, bounded in most part by North Virginia Street and Evans Avenue. The URCP seeks to catalyze reinvestment in this area with University-induced uses to create a vibrant, safe and secure mixed-use neighborhood that links the University and downtown Reno. A range of strategies to help kick start reinvestment in this area should be explored as part of the Master Plan update.

The extent to which these efforts will occur as part of parallel downtown initiatives being explored by the City and other stakeholders will be determined as Phase II efforts get underway. As such, it will be essential for the Master Plan update process to be closely coordinated with these parallel initiatives. Regardless of the ultimate approach(es) selected for downtown, it is anticipated that the updated Master Plan will play a critical role helping shape and/or reinforce future directions for downtown.

ESTABLISH A FRAMEWORK FOR IMPLEMENTATION AND MONITORING

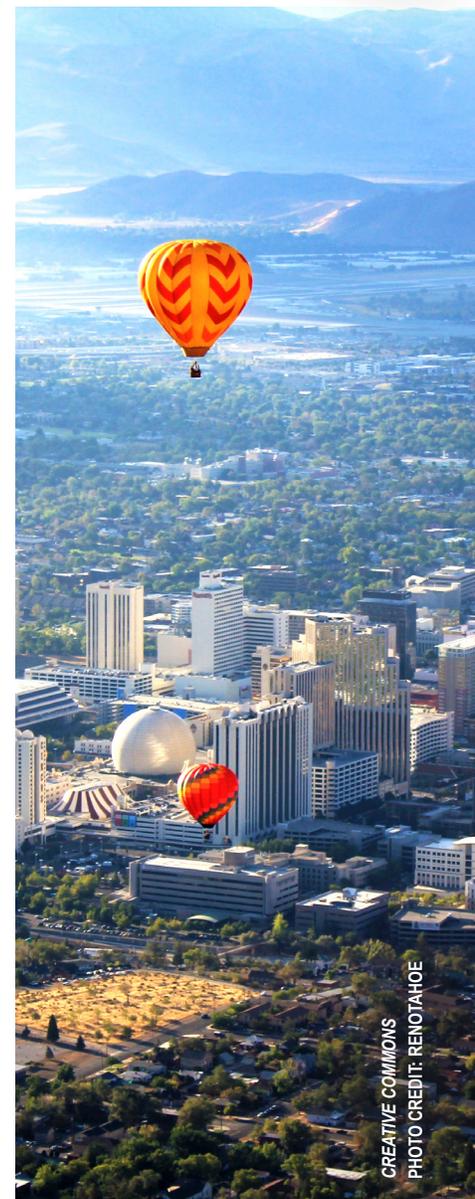
Although the importance of implementation is referenced throughout the current Master Plan, most participants in the stakeholder interviews noted that the Master Plan is primarily used in the review of individual development proposals. While ensuring future development is consistent with the City's goals and policies is an essential role that the Master Plan should continue to play, the updated Master Plan has the potential to be used much more strategically by Reno's elected and appointed officials and City staff in day-to-day decision-making. Opportunities

to strengthen the role of the updated Master Plan as part of the plan update process include:

- **Define a clear strategy for implementation.** Although some of the more recent plans within the current Master Plan (i.e., Housing and Historic Preservation) contain recommended actions to implement specific goals and policies, the Policy Plan and other plans contain only broad references. The updated Master Plan should include a clear strategy for implementation. While the specifics of how this tool should be structured will need to be determined as the updated policy framework emerges during Phase II, at minimum, it should include the following:
 - 1) A list of recommended strategies/actions that is aligned with the plan policy framework. (e.g., set of strategies/actions that accompanying each citywide goal).
 - 2) Identification of roles and responsibilities for carrying out each action—city departments as well as external stakeholders/partners.
 - 3) A suggested timeline for completion.
 - 4) Discussion of the plan amendment process.
- **Identify a “short list” of near-term priorities.** As a companion to a comprehensive implementation/action plan, the identification of a short list of near-term priorities can help focus the allocation of resources and staff time following the Master Plan’s adoption. It can also be used to continue momentum generated as part of the community engagement process, demonstrate a strong commitment to move the plan forward, and to promote transparency and accountability over time. Typically, near-term priorities are defined as ones that can be accomplished within one to three years of the plan’s adoption. While the “short list” may focus on a handful of areas where the City can make the most progress toward its vision, each item on the list may be reflective of a grouping of individual recommendations that could be accomplished simultaneously as part of a single initiative (e.g., a series of code updates to implement key Master Plan concepts).
- **Strengthen linkage to the City’s CIP and budgeting process.** Aligning the updated Master Plan with the City’s Capital Improvement Program (CIP) and the budgeting process can help foster accountability, promote collaboration between City departments, and build trust in the planning process. In accordance with the state law and the Regional Plan, the current Policy Plan recommends that the City prepare and annually update a Five-Year CIP to support implementation of the Master Plan, and recommends prioritization at three levels (listed in order from highest priority to lowest priority):
 - 1) infrastructure needs within center and corridor plan areas;
 - 2) areas, developed or not, within the existing City limits; and,
 - 3) areas outside of the existing City limits.While the City’s current CIP does reference priorities that include long-range plans generally it appears to focus more on project types generally as opposed to linking to a strategic Master Plan recommendation. The City also participates in the Regional Capital Improvements Program as required by state law. As part of the Master Plan update, opportunities to establish a more robust and innovative approach to the Regional CIP should be explored, along with the possibility of developing a dedicated revenue source to fund priority projects.
- **Identify specific outcomes and measures.** The most successful plans provide clear guidance to stakeholders, decision-makers, and the community at large about what to expect as a result of implementing the plan. Metrics are qualitative or quantitative measurement tools that allow comparisons between a starting condition or baseline and outcomes or changes over time. Metrics may be derived



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from scientific or technical measurements, such as air quality, as well as more general indices, such as miles of trails or average density within a TOD corridor. A discussion related to the types of outcome measures and metrics that would be most effective for measuring Reno’s progress should be initiated as part of the plan update process; however, ongoing discussions may be necessary to get the program fully underway and to add to it over time. The City’s Green Energy Dashboard is an example of how the City is already taking steps to track its progress related to its “green” and sustainable initiatives. The dashboard tracks energy production and energy savings accumulated by individual wind and solar installations both individually and citywide. New models for tracking are anticipated to emerge as part of the City’s Compact of Mayors commitment and Sustainable Plan and will need to be closely coordinated with Phase II efforts.

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BEST PRACTICES IN COMPREHENSIVE PLANS

The following best practices examples are intended to help inform discussions about the potential **structure** and **role** of the City's updated Master Plan. These examples draw from our professional experience and research of best practices from around the country as to the most innovative and effective comprehensive plans. Examples highlighted have been selected for their relevance to Reno in terms of their overall size and key characteristics to the extent feasible. They have also been selected as examples to illustrate different ways in which the 'areas for improvement' discussed in the prior section could play out as part of the plan update process, depending upon the City's preferences. Several of the communities cited in this section were identified by community members as part of Phase I public engagement efforts as models Reno should look to as it plans for the future. However, specific policy directions for Reno's updated Master Plan will be determined through ongoing discussions with the community as part of Phase II. Topics highlighted include:

- Vision and Values
- Plan Summary
- Integrated Policy Framework
- Growth and Development Context
- 21st Century Challenges and Opportunities
- Implementation and Monitoring

Although not specifically addressed in the assessment, it should be noted that all of the best practices examples featured are highly graphic in their presentation of material and that the 'look and feel' of contemporary plans is nearly as significant as the substance and guidance they contain. A plan that is visually appealing and conveys graphically what is important to the community can help engage a broader audience in its implementation, and can in turn make it an effective tool for marketing the community's assets and commitment to the future.



BEST PRACTICES

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COMPREHENSIVE PLAN STANDARDS FOR SUSTAINING PLACES

In early 2015, the American Planning Association (APA) released a report titled *Sustaining Places: Best Practices for Comprehensive Plans*. The report emerged from a four-year effort by the APA to define the role of comprehensive plans in addressing the sustainability of cities. The comprehensive plan standards below emerged from this effort and reflect best practices to be considered as part of any contemporary comprehensive plan process. The standards include principles to guide the content of plans, processes to address planning activities that take place during the plan update and define how it will be implemented, and attributes that shape the organization and characteristics of plans.

Principles

- **Livable built environment.** All elements of the built environment—land use, transportation, housing, energy, and infrastructure—work together to provide sustainable, green places for living, working, and recreating, with a high quality of life.
- **Harmony with nature.** Contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.
- **Resilient economy.** The community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.
- **Interwoven equity.** Fairness and equity is insured in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.
- **Healthy community.** Public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.
- **Responsible regionalism.** Local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.

Processes

- **Authentic participation.** The planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.
- **Accountable implementation.** Responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.

Attributes

- **Consistent content.** The plan contains a consistent set of visions, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.
- **Coordinated characteristics.** The plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal, state, and regional requirements, and horizontally with plans of adjacent jurisdictions.

Best Practices: Vision and Values

Many contemporary plans supplement (or simply replace) the lengthy vision statement found in many traditional comprehensive plans with a set of “big ideas” that more concisely convey the community’s vision and values and provide strategic direction. While the terminology used to describe these “big ideas” varies by community—guiding principles, tenets, themes, cornerstones, or something altogether different—the common characteristics they share is that they are all succinct, memorable, and firmly grounded in community input. The example below is from PlanOKC—Oklahoma City’s recently completed plan update.

Relevance to Reno:

Ensuring the City’s updated Master Plan incorporates a clear and compelling vision that is grounded in community input can help make Reno’s plan more relevant and relatable to “non-planners.” It can also help build consensus surrounding a set of common ideals that the community as a whole can work towards. Just as important as defining these “big ideas” is conveying why they are important to the future of the community.

Other examples include: Boise, ID

http://pds.cityofboise.org/media/114868/blueprint_boise-51414.pdf

1.0 BIG IDEAS

The result of the extensive research, analysis, and public outreach summarized in Chapter 1 was seven “Big Ideas” that define the overall direction of planokc. These ideas are incorporated throughout the Land Use Plan and element chapters. The following is an explanation of each of these Big Ideas.

TRANSPORTATION CHOICE & MOBILITY



Develop a transportation system that works for everyone.

Our city and its economy depend on a transportation system that helps people of all capabilities move to their destinations efficiently and provides them with a choice of modes.

Improving the condition, function, and connectivity of our existing street network is a top priority for our citizens. We can also improve system capacity, land use efficiency, air quality, urban quality, and public health by providing better facilities for active transportation: transit, walking, bicycling, and combinations of modes.

HOUSING CHOICE



Increase housing choice and diversity for all lifestyles.

Residents want neighborhoods that offer a variety of housing types such as large and small-lot single-family homes, townhomes, condominiums, and urban apartments.

We must provide a range of housing choices in attractive neighborhoods. A full range of housing choices allows all different types of households to live close to work, shopping, schools, recreation, and other places that are important to them.

HEALTHY CITIZENS



Build an urban environment that facilitates health and wellness.

A community is built by people working together, and a healthy population is more likely to be energetic, active, productive, and generally happier. Health is an important aspect of life in our city and there is room for significant improvement.

We must create and maintain facilities, infrastructure, and land use patterns that make it easy for people to live actively and incorporate healthy choices into their lives and the lives of their families.

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COMMUNITY ATTRACTIVENESS



Develop great places that attract people and catalyze development and innovation.

Civic investment and the creation of great places have been a tradition in Oklahoma City, from the Civic Center to Myriad Gardens to MAPS. We should continue to make places that through their special quality attract people and business.

We also need to understand that the idea of place-making is not limited to large-scale civic projects. We should also enhance corridors and design individual projects and new neighborhoods with an eye toward the experience that they offer to their customers and residents.

THRIVING NEIGHBORHOODS



Ensure stable, safe, attractive, and vibrant neighborhoods.

Stable and resilient neighborhoods are the building blocks of a great city. Better functioning, safer, and more attractive neighborhoods can contribute to achieving important community goals, including improved education for our children.

We should ensure thriving neighborhoods by building and maintaining high quality streets, infrastructure, and amenities; reducing the number of vacant and abandoned buildings; improving schools and neighborhood safety; and protecting historic buildings.

EFFICIENT DEVELOPMENT



Develop efficiently to achieve fiscal sustainability and improve our quality of life.

Our dispersed, low-density development pattern is expensive to maintain and diverts resources from more established areas in the city.

We can produce greater efficiency by developing vacant and under-utilized land in areas with existing infrastructure; building more small-lot homes, townhomes, and condos; building new subdivisions close to existing development; and encouraging vertical and horizontal integration of land uses. Savings can be used to improve our streets, infrastructure, and civic amenities and to improve the quality of our city.

NATURAL CHARACTER



Preserve rural character and natural resources.

Our rivers, watercourses, lakes, woodlands, prairies, and sky are major assets that are highly valued by citizens and vital to the environment and to our physical and mental health.

We need to recognize the importance of these resources and protect them as we develop. We should use regulations and incentives wisely to allow the city to grow without compromising the integrity of our natural and rural areas.

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Source: <http://planokc.org/development-guide/big-ideas/>

Guiding principles

Not just where but HOW Portland will grow.

The Comprehensive Plan includes five Guiding Principles to recognize that implementation of this Plan must be balanced, integrated and multi-disciplinary. The influence of the Guiding Principles is seen throughout the Plan as they shape many of the individual policies and projects.



Economic Prosperity

Support a low-carbon economy and foster employment growth, competitiveness and equitably distributed household prosperity.



Human Health

Avoid or minimize negative health impacts and improve opportunities for Portlanders to lead healthy, active lives.



Environmental Health

Weave nature into the city and foster a healthy environment that sustains people, neighborhoods, and fish and wildlife. Recognize the intrinsic value of nature and sustain the ecosystem services of Portland's air, water and land.



Equity

Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, affirmatively furthering fair housing, proactively fighting displacement, and improving socio-economic opportunities for under-served and under-represented populations. Intentionally engage under-served and under-represented populations in decisions that affect them. Specifically recognize, address and prevent repetition of the injustices suffered by communities of color throughout Portland's history.



Resilience

Reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to changes from natural hazards, human-made disasters, climate change, and economic shifts.

For more information on how the Guiding Principles are used, please see About the Plan and Chapter 1: The Plan.

Best Practices: Plan Summary

Regardless of its length and appearance many people will simply never read their community's master plan from cover to cover. Having the ability to convey essential information about what is driving the plan, what it addresses, why it's important, and how it will be implemented available in a "nutshell" version can be invaluable. The example below from Seattle is used as a tool to supplement more traditional policy frameworks that lack the level of graphic flair and polish of the summary.

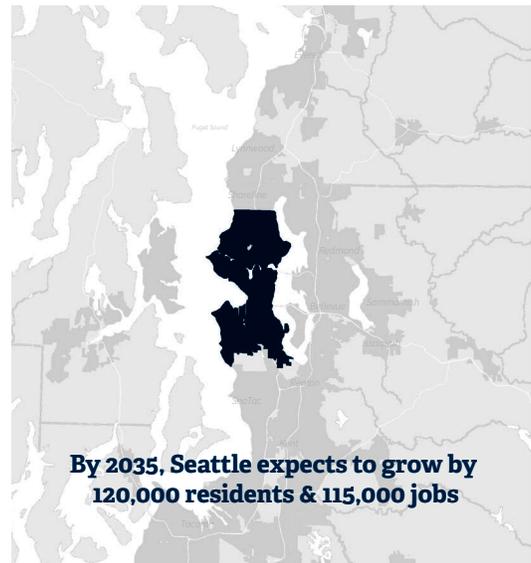
Relevance to Reno: *The assessment provides a variety of recommendations to help streamline the City's Master Plan and address concerns from stakeholders about its length and usability. In conjunction with those recommendations, the City should consider developing a robust executive summary that tells the "full story" in an informative and engaging way.*



Seattle is at the center of a dynamic and growing region.

The population of the Puget Sound region is expected to exceed 5 million by 2040. Over the next 20 years, Seattle expects to welcome a significant share of the region's growth.

Seattle's Comprehensive Plan contains goals and policies to guide future growth and decisions in a manner that reflects the City's core values and enhances the quality of life for all.



By 2035, Seattle expects to grow by 120,000 residents & 115,000 jobs



The State Growth Management Act (GMA) requires cities and counties to prepare Comprehensive Plans and update them regularly. The GMA's goals include reducing sprawl, protecting our agricultural and natural lands, and directing growth to areas that already have urban services.



The Puget Sound Regional Council (PSRC) is the regional growth management organization. Vision 2040, PSRC's growth management strategy, calls for concentrating population and job growth in designated centers and for using high-capacity transit to connect these centers. This framework is reflected in this Draft Plan.



King County's Growth Management Planning Council develops the twenty-year housing and job-growth targets for all King County jurisdictions. These policies address the need for affordable housing, local action to address climate change, and growing in ways that contributes to positive health impacts for residents.

Source: <http://www.seattle.gov/dpd/cityplanning/DraftPlanExecutiveSummary.pdf>

10 Key Proposals



The Draft Plan contains hundreds of policies. Over the last year, people have suggested bigger changes in some directions of planning for our city. The Draft Plan is an opportunity to discuss the pros and cons of these directions, and determine if they make sense for Seattle over the coming twenty years.



GROWTH STRATEGY

Guide more growth to areas within a 10-minute walk of frequent transit.



GROWTH STRATEGY

Estimate, monitor and report on growth and change citywide and in urban villages.



LAND USE

Create a Future Land Use Map that clearly communicates future development in urban villages, and provides more flexibility in changing between commercial, mixed-use, and residential development activities with urban villages.



LAND USE & HOUSING

Increase the diversity of housing types in lower density residential zones, including single family zones.



LAND USE

Designate a Stadium District on the Future Land Use Map, an area around the professional stadiums, where housing and hotels would be permitted while protecting freight mobility.



HOUSING & ECONOMIC DEVELOPMENT

Minimize displacement of marginalized populations as Seattle grows.



TRANSPORTATION

Move towards transportation service standards that consider all travel modes, including pedestrians, bicycles, cars, trucks, and transit.



PARKS AND OPEN SPACE

Set goals for parks and open space that focus on quality, equity, and proximity to jobs and residences.



NEIGHBORHOOD PLANNING

Update citywide neighborhood planning policies to reflect current practices.



COMMUNITY WELL-BEING

Plan for and locate schools to better serve Seattle's growing population.



Talk about these proposals online <http://2035.seattle.gov/>

Best Practices: Integrated Policy Framework

Demonstrating the interrelated nature of a community's vision, goals, policies, and actions is an important role of the comprehensive plan or master plan. The most effective policy frameworks reinforce the need for systems thinking—fostering collaboration among internal departments, coordination with external stakeholders and service providers, and a clear linkage to decisions made on a day-to-day basis. In the case of the example below, Plan Fort Collins, the structure of the plan was deliberately organized around the City's budgeting for outcomes priorities.

Relevance to Reno: As discussed, the organization of the current Master Plan does not provide a clear 'through line' between the stated goals and supporting policies. This structure encourages the practice of applying individual elements of the current Master Plan in isolation as opposed to being viewed as an integrated system of considerations to be viewed in balance.



\$ Economic Health

VISION

A healthy and resilient economy:

- Diverse jobs that enable citizens and businesses to thrive.
- Reflects the values of our unique community in a changing world.
- An innovative, creative, and entrepreneurial atmosphere.
- Strong partnerships and collaboration with the private sector, educational institutions, and other organizations.

KEY PRINCIPLES

- Pursuing the development of a vibrant and resilient economy that reflects the values of our unique community in a changing world.
- Supporting the growth of the innovation economy to set the stage for business development, job creation, and a thriving entrepreneurial environment.
- Supporting local, unique, and creative businesses.
- Encouraging the redevelopment of strategic areas within the community.
- Participating in regional economic development efforts.

PRIORITY ACTIONS

The following is a partial list of implementation actions identified as priorities in the Action Plan. [Please refer to the Action Plan for a complete list of implementation actions.](#)

NEAR TERM (2011-2012)

- Leverage the [Urban Renewal](#) team (existing) to address cross cutting redevelopment and infill challenges and explore new means of addressing the challenges inherent in this type of development
- Update the Economic Action Plan, including a competitive analysis of the city, development of a retail retention program, and continued support for business incubation and targeted industry cluster development
- Update the [Downtown Parking Plan](#)
- Prepare an analysis of existing conditions in the [Midtown Study Area](#)
- Support the [Downtown Development Authority](#)'s evaluation of a community marketplace

LONGER TERM (2013 AND BEYOND)

- Update the cost recovery model and utilize it for large annexations and subarea planning efforts



The economy policies emphasize job creation within the five adopted Targeted Industry Clusters, including: Clean Energy, Water Innovation, Bioscience, Technology, and Uniquely Fort Collins. Industry clusters are geographic concentrations of interconnected companies and institutions in a particular field.



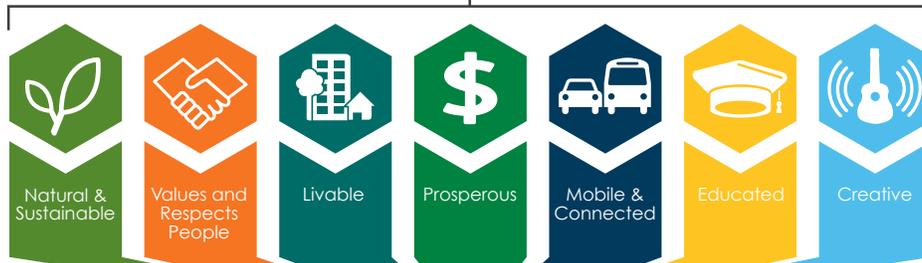
The recently completed Innosphere (formerly Rocky Mountain Innovation Initiative) building will incubate, support and accelerate the success of innovation-based startup companies in Northern Colorado.

Source: <http://www.fcgov.com/planfortcollins/economic.php>.

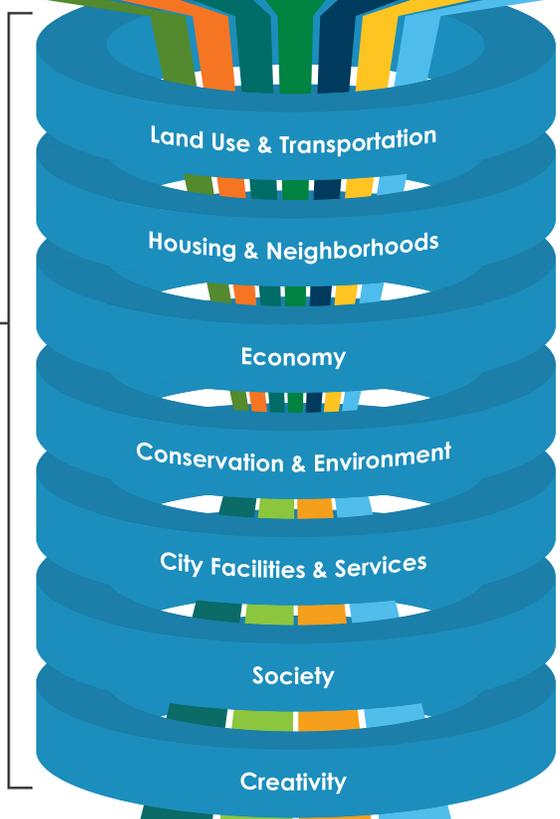
As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all.

WHY?

Because we have a community vision for the type of place we want Austin to be in 2039. That vision includes...

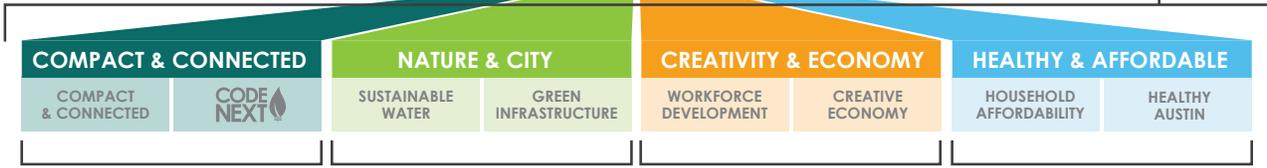


BUILDING BLOCKS
These Building Blocks are the foundation of Imagine Austin's policies.



HOW & WHO?

PRIORITIES
Imagine Austin's 8 priority programs can be boiled down to 4 easy-to-remember themes. There are 8 inter-departmental teams championing these initiatives.



- Invest in a compact and connected Austin.
- Revise Austin's development regulations and processes (CodeNEXT).
- Sustainably manage our water resources.
- Use green infrastructure to protect environmentally sensitive areas.
- Invest in our workforce, education systems, entrepreneurs, and local businesses.
- Invest in Austin's creative economy.
- Increase household affordability throughout Austin.
- Creative programs for a healthier community.



Best Practices: Growth and Development Context (Infrastructure and Services)

There are many factors that influence a city's capacity for future growth—land availability, service availability, and land ownership. Often, this information is maintained by different departments within the City and can be challenging to interpret and compile in an efficient manner. The example below, from a recently completed plan for Oklahoma City provides an example of how these considerations can be clearly and concisely conveyed in the plan for the average user, as well as an interactive map to help inform a variety of users about the City's ability to serve different locations within the planning area.

Relevance to Reno:

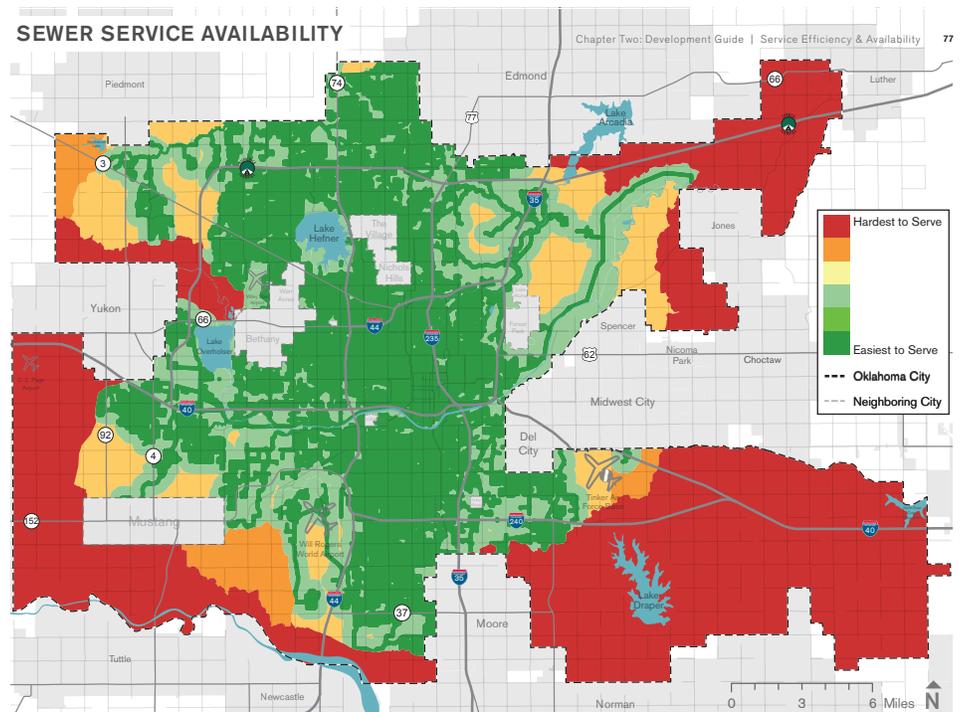
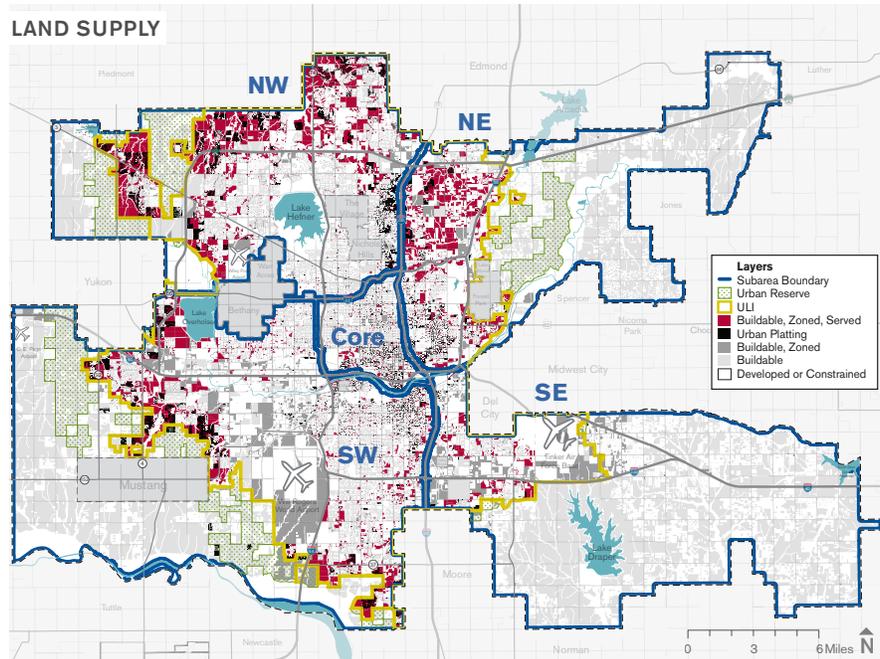
Understanding the geographic extent of available land and infrastructure and services considerations can be particularly challenging for Reno given the size of its planning area and its complex regional structure. Exploring the possibility of developing a similar development guide and tool in the Truckee Meadows could be a valuable resource for Reno and its regional partners.

PlanOKC development guide chapter can be viewed here:

http://planokc.org/wp-content/uploads/2015/07/planokc_Chap2_DevelopmentGuide.pdf

Interactive maps can be viewed here:

<http://planokc.org/development-guide/land-use-plan/interactive-map/#okc-boundary>



Chapter Two: Development Guide | Service Efficiency & Availability 79

Source: <http://planokc.org/development-guide/>

Best Practices: Growth and Development Context

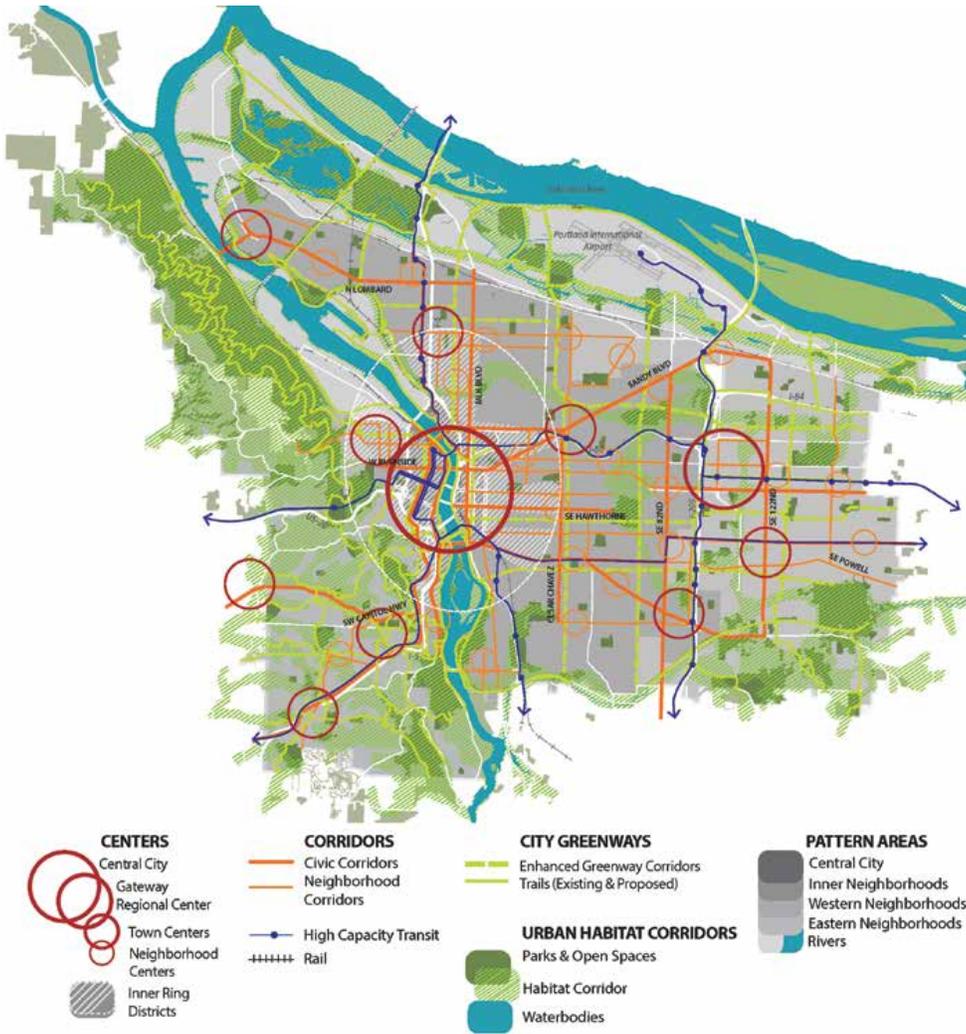
The examples that follow highlight graphic representations of the Portland's land use framework both citywide and specifically for employment sectors.

Relevance to Reno: *The ability to quickly convey the relevance of key plan concepts (e.g., Centers and Corridors or Employment centers) to a variety of audiences can help build understanding and support for broader plan objectives.*

INTRODUCTION

A city's form matters.

The Urban Design Framework shows how the Vision and Guiding Principles in the 2035 Comprehensive Plan are reflected in the location and form of future change.



For more information on the Urban Design Framework, see Chapter 3: Urban Form as well as the Urban Design Direction document.

What the new Comprehensive Plan can accomplish
The following pages summarize what each of the Guiding Principles is intended to accomplish.

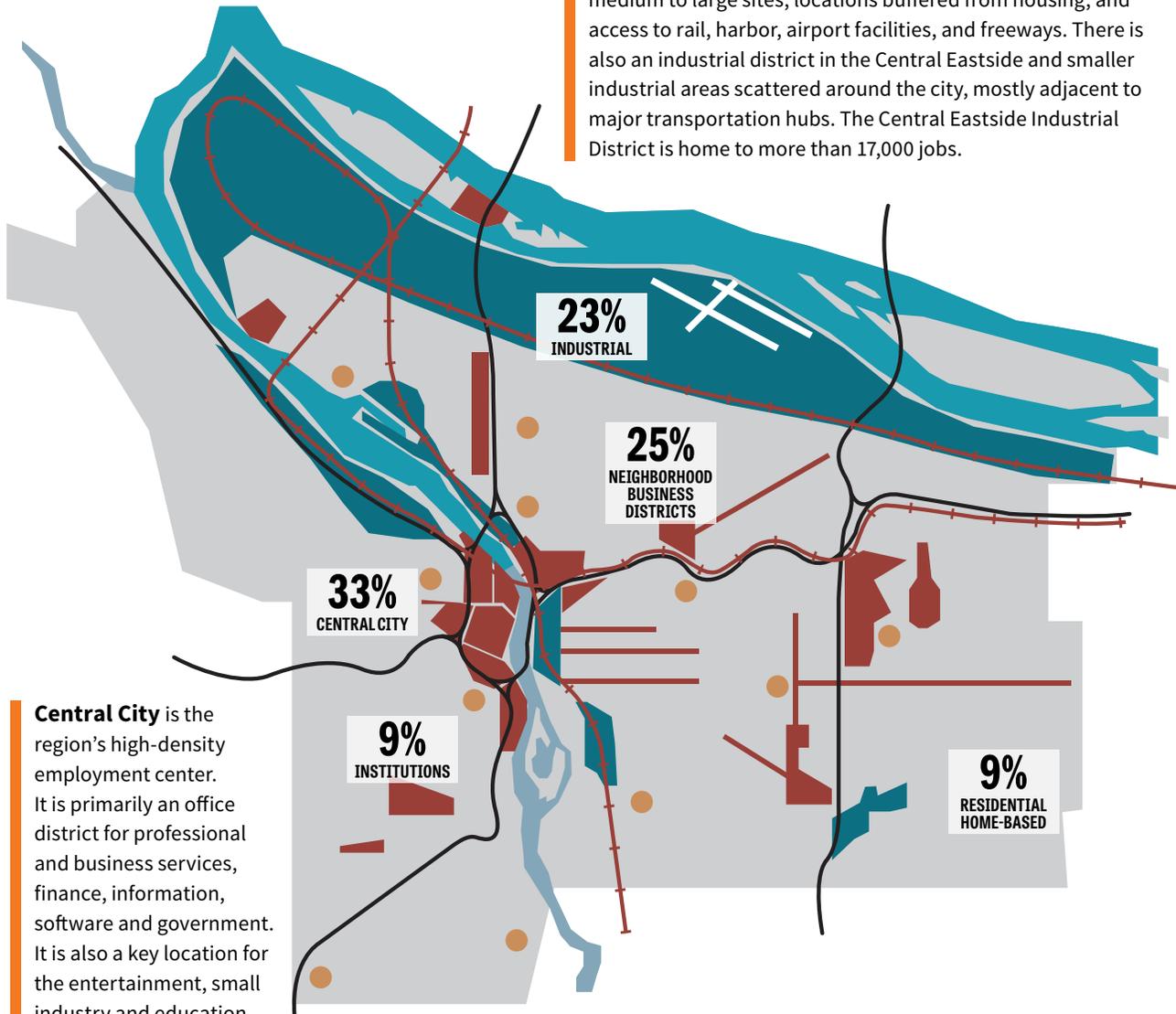
www.portlandoregon.gov/bps/pdxcomplan | August 2015

1-9

Portland's employment sectors

Portland's economy is split across four broad sectors that concentrate in different places in the city.

Industrial districts are in the low, flat areas along Portland Harbor and the Columbia Corridor, Oregon's freight infrastructure hub. Manufacturing and distribution sectors concentrate here. They typically need one-story buildings, medium to large sites, locations buffered from housing, and access to rail, harbor, airport facilities, and freeways. There is also an industrial district in the Central Eastside and smaller industrial areas scattered around the city, mostly adjacent to major transportation hubs. The Central Eastside Industrial District is home to more than 17,000 jobs.



Central City is the region's high-density employment center. It is primarily an office district for professional and business services, finance, information, software and government. It is also a key location for the entertainment, small industry and education sectors.

Campus institutions in the health care and education sectors are concentrated in large hospital and college campuses and dispersed smaller facilities. Major institutions are large employers with campuses that vary from pastoral expanses to more concentrated urban grounds. They are located throughout the city, often in or adjacent to residential areas.

Neighborhood commercial areas are mainly home to the retail, personal service and related sectors that serve customers on-site. These businesses locate amid their market areas, lining corridors across the city. They generally need ground-floor space along pedestrian or auto-oriented streets.

Nine percent of jobs are **home-based businesses in residential areas**.

Source: <http://www.portlandoregon.gov/bps/article/541677>

Best Practices: 21st Century Challenges and Opportunities

Since the City's current Master Plan was initially adopted nearly twenty years ago, comprehensive plans have evolved in both substance and role. Traditional planning assumptions relied upon the past to foretell the future with regard to growth and economic projections and largely assumed that other factors—whether climate conditions, technology, cultural norms, energy supply, ecosystems, water resources, natural hazards, or human health—would remain relatively stable. The new reality for planning is one in which the future is evolving and uncertain. As such, contemporary comprehensive plans are broader in terms of the range of topics they address and the linkages between the topics. In some cases, discussions surrounding traditional planning topics such as land use and transportation are simply expanded to help communities understand the potential tradeoffs of the specific policy choices they may be faced with.

2035 COMPREHENSIVE PLAN — RECOMMENDED DRAFT

Compact Urban Form Reduces Carbon

Integrating higher density land uses with safe active transportation and transit systems is critical in reducing the community's overall carbon emissions.

Investments in additional transit service, bike lanes and sidewalks is not enough. For example, buses often have reduced ridership in low-density single family areas and therefore require additional housing or job density to make transit operations viable.

Similarly, high walking and bike mode splits depend on having a certain density of destinations within ¼ mile and 3 miles, respectively.

By encouraging development of new housing units in focused geographic areas like centers – rather than spread across the city – grocery stores, restaurants, public spaces and other services can successfully operate within walking distance of local residents.

New multifamily buildings are less carbon intensive than single family homes as a result of shared interior walls and lower square footage per household (U.S. Energy Information Administration, 2013). Because Portland is already urbanized with limited opportunities for single family residential development, the vast majority – 80 percent – of new housing units are expected to be multifamily units. By 2035 the supply of multifamily housing is expected to grow by 95,000 units, far exceeding the expected single family growth of 26,000 units.



Visualizing a low-carbon community.

From increased tree canopy and rehabilitated buildings to improved safety for walkers, bikers and transit, to bustling neighborhood business districts, these renderings of different Portland neighborhood areas depict opportunities to achieve multiple community objectives — including reduced carbon emissions and improved resilience to climate change impacts.

Relevance to Reno:

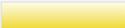
The Master Plan can play an important role in helping the City plan for and take steps to address/manage the effects of climate change and become a more sustainable and resilient community. Central to this conversation will be the need to explore linkages between climate adaptation/ community resilience and the range of quality of life of life considerations identified by residents as important for the future—e.g., Truckee River and access to outdoor recreation opportunities, affordable housing, walkable neighborhoods, economic vitality, and others as part of Phase II policy discussions.

Best Practices: Implementation and Monitoring

Establishing a clear framework for implementation and monitoring following a plan's adoption is essential. This framework can be established in the plan itself, but can also evolve into a more fluid form (e.g., web tracker) as qualitative and quantitative priorities sharpen and progress begins to take shape. The examples that follow highlight both implementation and action plan sections within adopted plans and dynamic tools being used to convey progress to communities as plans are being adopted.

Relevance to Reno: *The assessment highlights several potential ways in which a more robust implementation and monitoring framework could be incorporated as part of the Master Plan update. The example below highlights a plan monitoring dashboard developed by the City of Fort Collins to track their progress on the implementation of their comprehensive plan. This concept builds on a similar concept as Reno's existing Green Energy Dashboard.*

Outcomes and Measures (last updated: Dec-1-2015)

Outcome	Q3 2015 Results ?
 Community and Neighborhood Livability Fort Collins provides a high quality built environment and supports quality, diverse neighborhoods.	
 Culture and Recreation Fort Collins provides diverse cultural and recreational amenities.	
 Economic Health Fort Collins has a healthy, sustainable economy, reflecting community values.	
 Environmental Health Fort Collins promotes, protects and enhances a healthy and sustainable environment.	
 High Performing Government Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.	
 Safe Community Fort Collins provides a safe place to live, work, learn and play.	
 Transportation Fort Collins provides safe and reliable multi-modal travel to, from, and throughout the City.	

About Performance Measurement & Community Dashboard

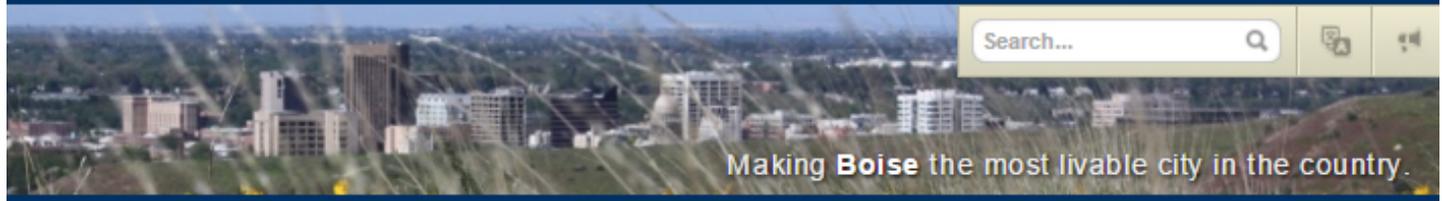
The City of Fort Collins is a data driven organization with a strong commitment to transparency. Our open budgeting process called Budgeting for Outcomes engages citizens to develop an organizational plan to provide the programs and services that are most important to the community. In recognition of this process and other accountability reporting, the City has been recognized by the International City/County Management Association (ICMA) for superior performance management efforts with a Certificate of Excellence from the ICMA Center for Performance Measurement™ (CPM).

The community outcomes are determined by City Council through the City's budgeting process. Progress toward each outcome is determined by averaging four to seven individual metrics.

Source: <http://www.fcgov.com/dashboard/index.php>

Relevance to Reno: The example below (from Boise, ID) reinforces the integrated policy framework concept discussed in the assessment, illustrating clear linkages between the plan's overarching themes (e.g., A Predictable Development Pattern) and priority actions. The summary table is accompanied by a more in depth discussion of priority actions to support each of the themes. The image on the following page highlights the City's ongoing implementation efforts at an even higher level.

ACTIONS	LEAD	PARTNERS	TIMING
<i>ES-5.4</i> —Create new mixed-use zoning districts to facilitate compact development.	PDS	PW, P&R	1
<i>ES-5.5</i> —Expand or create new standards to support sustainable uses.			1
<i>ES-5.6</i> —Develop a strategic plan to promote expanded opportunities for community-based and local food production.	PDS	P&R	2
<i>ES-5.7</i> —Establish incentives for energy conservation and sustainable development practices.	PDS, PW		2
THEME #2: A PREDICTABLE DEVELOPMENT PATTERN			
PDP-1: ESTABLISH INCENTIVES FOR INFILL DEVELOPMENT			
<i>PDP-1.1</i> —Prioritize infrastructure improvements in areas targeted for infill and redevelopment.	PDS, PW		2
<i>PDP-1.2</i> —Establish incentives for the production of housing on underutilized land.	PDS		2
PDP-2: INCREASE EDUCATION AND AWARENESS ABOUT INFILL DEVELOPMENT			
<i>PDP 2.1</i> —Promote the benefits and positive examples of infill development through an education campaign.	PDS		0
<i>PDP 2.2</i> —Seek community input on the development of new zoning districts and design standards for infill development. (See also, CSN-1).	PDS		1
<i>PDP 2.3</i> —Monitor progress of infill development and infill possibilities.	PDS		0
PDP-3: PLAN FOR COORDINATED GROWTH WITHIN THE ACI BOUNDARY			
<i>PDP 3.1</i> —Maintain a land capacity analysis for the AOCl using the improved land use data base.	PDS		0
THEME #3: A COMMUNITY OF STABLE NEIGHBORHOODS AND VIBRANT MIXED-USE ACTIVITY CENTERS			
NAC-1: ESTABLISH TOOLS NECESSARY TO ACHIEVE DESIRED PATTERNS OF DEVELOPMENT			
<i>NAC-1.1</i> —Create mixed-use and transit-supportive development zoning districts. Consider form-based approaches where appropriate. (See also CC.1.)	PDS		1
<i>NAC-1.2</i> —Develop design standards to implement the Community Design Principles in Chapter 4.	PDS		1
NAC-2: UPDATE THE CITY'S NEIGHBORHOOD PLANNING FRAMEWORK			
<i>NAC-2.1</i> —Update neighborhood planning framework.	PDS		2
THEME #4: A CONNECTED COMMUNITY			
CC-1: EXPAND NON-MOTORIZED TRANSPORTATION			
<i>CC-1.1</i> —Create mixed-use and transit-supportive development zoning districts. (See also, NAC-1, PDP-1, and EC-2).	PDS	ACHD, CCDC	1
<i>CC-1.2</i> —Adopt an updated master streets plan.	PDS	ACHD	2



Search... [Search icon] [Menu icon] [Mobile icon]

Home / Build Boise

PRESERVING BOISE'S LIVABILITY

Build Boise

Inspiring a Shared Vision for the Built Environment

The City's comprehensive guide to managing growth for the next 20 years is called [Blueprint Boise](#). It's a well thought out, detailed plan that outlines the City's vision. While this lengthy 300+ page document may be considered uninteresting to some, the ideas it contains are not.



To help make Blueprint Boise more relatable, show the comprehensive plan in action, and communicate a clear vision to the public, we developed the "Build Boise" concept. Our goal is to inspire a shared vision for the built environment and preserve Boise's livability for present and future generations.

Build Boise Action Steps

- **Redefine Downtown**
Expand the benefits of an active downtown
- **Energize our Neighborhoods**
Create new vitality in our neighborhoods
- **Connect the Community**
Create better transportation options throughout the city
- **Embrace Our Edge**
Plan for a sustainable pattern of development
- **Leverage Landholdings**
Sell, donate or improve city property as a catalyst for economic activity
- **Own Our Transportation Plan**
Provide a clear vision for transportation planning and priorities

LEARN MORE

- **Schedule a Presentation**
PDS Director Derick O'Neill has an engaging "Build Boise" presentation for groups or organizations that want to learn more.
- **Contact Meagan Curtis** at 384-3714 to schedule a speaking engagement.
- **Coming Soon**
A new website about Boise's efforts to promote livability throughout our community.

VISION IN ACTION

To demonstrate the City's vision in action, we developed five "Build Boise" objectives:

- **Communicate**
Communicate a clear vision to the public
- **Strengthen Links**
Strengthen links between land use, urban design, transportation and sustainability
- **Clear Guidance**
Provide clear guidance at the planning area level
- **Synchronize Regulations**

Source: <http://pds.cityofboise.org/home/build-boise/>

Relevance to Reno: The example below (from Austin, TX) reinforces the integrated policy framework concept discussed in the assessment, illustrating clear linkages between plan priorities (e.g., Healthy Austin) and supporting programs and departments. This brief overview is supplemented by a more detailed matrix of implementation strategies in the plan.

IMAGINEAUSTON
Vibrant. Livable. Connected.

Search Translate

ABOUT PRIORITIES DOWNLOADS SPEAKER SERIES BLOG CONNECT

Priorities

Who wants to rally behind a government plan that sits on a shelf? No one!

With that in mind, the City of Austin is organizing its operations, core services, decisions, and investments around Imagine Austin. We are also working with community partners to achieve the collective vision laid out in our 30-year comprehensive plan.

8 priority programs

Transforming vision into reality will require incremental steps over time. Eight priority programs provide the structure and direction to implement the plan. These programs build on some existing initiatives and are guided by community input provided during the process to create Imagine Austin.

HEALTHY AUSTIN

A Healthy Austin Program will reduce chronic and diet-related diseases and risk factors by coordinating access to community and health services, local and healthy food, physical activity, and tobacco-free living. This priority program seeks to create places where people can easily walk, bike, and find nearby healthy food options and healthcare.

[Find out more...](#)

CREATIVE ECONOMY

Growing and investing in Austin's creative culture is a cornerstone of the city's identity, as well as of its economy. The focus is to encourage and support Austin's live music, festivals, theater, film, digital media, and new creative art forms. In order to support the creative industry, this priority program will include educational and economic programs as well as programs that provide affordable transportation, work space, housing, and healthcare.

[Find out more...](#)

VIDEOS

Imagine Austin on the ground.

CODE NEXT
SHAPING THE AUSTIN WE IMAGINE

Join us!

ABOUT PRIORITIES DOWNLOADS SPEAKER SERIES BLOG CONNECT

Creative Economy

PREVIOUS PRIORITY NEXT PRIORITY

Priority Program 5: Grow and Invest in Austin's Creative Economy

IMAGINEAUSTON
Our plan for the future. In action today.

CREATIVITY & ECONOMY

Invest in our workforce, education, and businesses.
Invest in Austin's creative economy.

Growing and investing in Austin's creative culture is a cornerstone of the city's identity, as well as of its economy. The focus is to encourage and support Austin's live music, festivals, theater, film, digital media, and new creative art forms. In order to support the creative industry, this priority program will include educational and economic programs as well as programs that provide affordable transportation, work space, housing, and healthcare.

Contributing Departments:

Economic Development Department (Janet Seibert-Program Champion, Jim Butler, Megan Crigger, Preston Stewart, Vicky Valdez); Planning and Zoning (Paul DiGiuseppe, Kathleen Fox, Alan Holt); Parks and Recreation (Laura Esparza, Michele Rojas); Austin Public Library (David Inabnitt, Mike Miller).

For additional information about this priority program, see page 199 of Imagine Austin, or contact the Planning and Zoning Department liaison.

What's happening?

[ArtPlace America awards \\$656,500 to fund 2 Austin 'creative placemaking' projects](#)

Contact Info

Key Contact: Kathleen Fox
Position: Planning and Zoning Department Liaison
Phone Number: 512-974-7877
Email

VIDEOS

Imagine Austin on the ground.

CODE NEXT
SHAPING THE AUSTIN WE IMAGINE

Join us!

Source: <http://austintexas.gov/department/priorities>



PHASE II RECOMMENDATIONS

Overview and General Approach

A recommended approach and preliminary work program for Phase II of the ReImagine Reno process is outlined below. Specifics of this work program will be refined in early 2016 based on additional discussions with staff, input received as part of the Joint City Council and Planning Commission work session on January 20, 2016, and the results of the Phase II procurement process.

PRELIMINARY WORK PLAN

This preliminary work plan includes four primary tasks:

1. Plan Foundations
2. Focus Area Opportunities and Key Choices
3. Draft and Final Plan
4. Plan Adoption

Completion of Phase II work is anticipated to take approximately 14-16 months. Interim steps and work products, along with a tentative timeline for completion of individual sub-tasks, are outlined below.

TASK 1. PLAN FOUNDATIONS

Objectives:

- Establish a framework for community and stakeholder engagement efforts as part of Phase II.
- Conduct supplemental analysis to inform key issues that emerged from Phase I outreach.
- Establish preliminary foundation for the updated Master Plan that articulates the results of community outreach conducted during Phase I, as well as other recommendations and parallel work efforts.

1.1. PHASE II: PUBLIC PARTICIPATION PLAN

Phase II activities are designed to build upon the extensive and highly successful community and stakeholder engagement effort completed by City staff and others as

RECOMMENDATIONS

#RENOLENS
PHOTO CREDIT: GRANT WESLEY

part of Phase I. Project team members will work closely with City staff to develop a Public Participation Plan (PPP) for Phase II that defines specific roles and responsibilities and tools and techniques to be used. However, it is anticipated that City staff will continue to take the lead on most public engagement activities with support from project team members on:

- Targeted stakeholder meetings as appropriate (typically coinciding with scheduled trips for leadership updates);
- Strategy and tool development for community/stakeholder engagement (online and traditional format);
- Periodic work sessions with the Planning Commission and City Council to seek guidance and confirm overall direction throughout the process;
- Close coordination with parallel work efforts underway in the City and Region (e.g., Compact of Mayors commitment, downtown initiatives, Regional Plan update);
- Close collaboration with staff on an ongoing basis (e.g., bi-weekly calls with core staff and project team members).

This collaborative approach will ensure a strong local presence is maintained for the duration of the Master Plan update process, provide continuity in the community/stakeholder engagement discussion, and promote the efficient use of available resources.

Tentative timeframe: Mid-February 2016

1.2. DRAFT VISION, GUIDING PRINCIPLES, AND GOALS

Prepare a preliminary draft vision statement and/or set of guiding principles and goals that reflects:

- Overarching themes and “big ideas” identified as part of Phase I community outreach (goals can begin to shape more specific concepts for discussion as appropriate)
- Current Master Plan goals
- The spirit of recommendations from various working groups completed over the past year (e.g., Climate Action, Food Policy Council)



- Alignment with parallel planning efforts (e.g., Compact of Mayors commitment, downtown initiatives, Truckee Meadows Regional Plan update)
- Building upon the above, members of the project team will prepare an initial draft of the vision, guiding principles, and goals for staff review. A revised draft will be prepared based on input received for broader discussion as part of the Phase II public engagement.

Tentative timeframe: End of February 2016

1.3. LEADERSHIP UPDATE #2

As a follow up to the January 2016 work session, members of the project team and City staff will conduct a second work session with the Planning Commission and the City Council to:

- Present and seek direction on refinements to the draft vision, guiding principles, and goals;
- Provide an overview of the second community/stakeholder outreach series;
- Seek input on initial focus area concepts to be explored as part of Task 2; and
- Confirm next steps.

Tentative timeframe: April 2016

1.4. COMMUNITY/STAKEHOLDER OUTREACH : VISION AND GOALS

Community/stakeholder outreach activities will be conducted to confirm the “big ideas” that emerged from Phase I and to explore next level of detail through preliminary goals in each area that define what it would take to achieve the community’s vision in different areas. Specific stakeholder groups to be engaged will be addressed in greater detail in the Public Participation Plan (Task 1.1).

Tentative timeframe: April-May 2016

1.5. HOUSING DEMAND AND NEEDS ANALYSIS

Building on work completed in Phase I, EPS will conduct additional analysis to develop a housing demand forecast weighed against a housing needs assessment. Specific components of this analysis include:

1.5.a. Housing Demand Forecast

A housing demand forecast will be prepared to include an estimate of demand by consumer groups (age, income, household formation) and by type and locational attributes needed to attract development. As part of this effort, outreach to local and national developers will be conducted to help inform the identification of gaps in housing stock. Local outreach is anticipated to occur in conjunction with the second leadership update in April (Task 1.3).

1.5.b. Housing Needs Assessment

A housing needs assessment will be conducted to target the identification of housing at varying price points and geographies to address gaps in the City’s housing stock identified as part of the housing demand forecast.

1.5.c. Housing Strategies - “Raising the Bar”

EPS will identify potential housing strategies to help inform discussions related to the focus areas and policy direction as part of Task 2. Potential strategies to explore include:

- Reassessment of roles and responsibilities for providing infrastructure to support housing development.
- Proactive strategies for guiding housing development with a focus on City’s role in large scale planned unit developments.
- Strategies for attracting developments that fit the City’s specific needs.
- Strategies for allowing existing entitled and planned development to adapt to changes in market demand.

Tentative timeframe: February-March 2016

1.6. ANALYSIS OF ECONOMIC DEVELOPMENT OPPORTUNITIES

This task would help inform the focus area opportunities discussion during Task 3 as well as development of a new economic “element” in the updated Master Plan:

- What jobs does Reno want? Evaluation of economic opportunities Reno should pursue within its borders or allow to occur outside the City.
- Where should and can the jobs go? Translation of economic opportunities present in the region to specific locations/areas within Reno.
- How does Reno attract them? Identification of missing infrastructure and assets to attract desired economic opportunities.
- Implications on Reno of economic growth within the larger region. This will include consideration of key choices/options related to major economic drivers, such as the TRI Center, gaming, and tourism.

Tentative timeframe: February-March 2016

1.7. DOWNTOWN INITIATIVES SUPPORT

Building on best practices research conducted as part of Phase I, project team members will provide support related to ongoing downtown initiatives and analysis needed to underpin policy directions and strategies needed in the Master Plan related to downtown. Key issues to be explored include possible strategies to:

- Foster continued collaboration and partnerships between the City of Reno and UNR to help spur public and private investment that will help create an active University District that links the core campus and downtown;
- Understand the future potential for gaming (through discussions with casino owners and operators) and explore how casinos and gaming fit within the community’s vision for downtown;
- Incentivize the reuse and rehabilitation of vacant buildings and storefronts in downtown;
- Address challenges associated with the prevalence of weekly rentals in downtown;



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- Catalyze development and infrastructure investments; and
- Establish a framework and policies for public-private partnerships.
- Many of these considerations could feed into the overall implementation strategy for the Master Plan to varying degrees, depending upon the ultimate timing and approach of a more “tactical” Downtown initiative.

Tentative timeframe: April 2016

1.8. REVISED DRAFT VISION, GUIDING PRINCIPLES, AND GOALS

Based on input received as part of the second community outreach series, the project team will prepare a revised draft of the vision, guiding principles, and goals. A brief summary of feedback received will also be incorporated as part of the revised draft to reinforce transparency and the role of ongoing community engagement in the process.

Tentative timeframe: Early June 2016

TASK 2. FOCUS AREA OPPORTUNITIES AND KEY CHOICES

Objectives:

- Explore growth scenarios and key policy choices to support the community’s vision and goals.
- Build upon TMRPA’s buildable lands inventories and scenarios, but tailor to Reno’s needs and questions.
- Help illustrate how potential policy directives will impact the build-out of these areas.
- Provide targeted inputs to the Regional Plan update, downtown initiatives, and other related efforts.

2.1. FOCUS AREA GROWTH SCENARIOS AND KEY CHOICES

Building on analysis developed by TMRPA and the project team during Phase I, project team members will work closely with City staff to develop series of scenarios that help Reno evaluate possible alternative futures and policy choices for different focus areas within the City, as well as potential tradeoffs associated with each. Supporting tasks include:

2.1.a. Delineation of Focus Area Parameters

Up to five focus areas will be defined for further analysis. Key characteristics of potential focus areas include areas where the community:

- Sees an opportunity exists to help shape anticipated growth patterns over the next five to ten years to meet the needs and desires of a changing community;
- Wishes to “test” potential alternatives to current policies in light of recent trends and input received; and,
- Wishes to explore possible infrastructure improvements or other incentives to help catalyze future investment or reinvestment.

Possible focus areas for consideration include downtown Reno, the North Valleys, the TOD Corridors, and Centers/“urban villages” among others. Initial focus area concepts



will be presented as part of the second leadership update in April.

Tentative timing: May 2016

2.1.b. Framing of Issues, Opportunities, and Growth Scenarios in Each Area

Alternative growth scenarios will be developed for each of the five focus areas to:

- Identify key issues related to future growth in each focus area (e.g., availability of infrastructure and services, economic considerations, sustainability considerations, transportation considerations, and infill and redevelopment potential).
- Tee- up major questions/choices that will be supported by the fiscal impact analysis below or that require specific input, such as: 1) what steps is the City willing to take to incentivize infill and reinvestment in targeted locations? Or 2) should infrastructure investments be prioritized in certain locations to support desired development patterns/uses?
- Illustrate alternative futures using images and visualization tools to help convey alternative approaches as appropriate.
- Materials for each focus area will be organized as a concise package of maps, narrative, and visuals that help inform the discussion and clearly frame key choices for consideration. In addition, broader policy questions not specific to a particular geography and targeted updates to the Future Land Use Map in other locations will also be explored to help inform community discussions.

Tentative timing: May-June 2016

2.1.c. Fiscal Impact of Future Growth Scenarios Analysis

EPS will build on the baseline fiscal conditions analysis and work completed by TMRPA to incorporate the level of service analysis and adapt the baseline model to allow for the testing of growth scenarios/key policy choices and the impact of growth by geographical area/context. This in-depth analysis will allow EPS to measure the impact of growth and test different policy approaches and quantifies the fiscal cost (surplus) of each. A key objective of this task will be to provide achievable ranges of development quantity and scale in various contexts (greenfield, TOD, infill) and locations (downtown, North Valleys, South Reno) to help “right size” regional approach to growth within Reno.

Tentative timing: May-June 2016

2.2. LEADERSHIP UPDATE #3

Members of the project team and City staff will conduct a third work session with the Planning Commission and interested members of the City Council to:

- Provide an update on public outreach and seek approval of the revised draft vision, guiding principles, and goals as a result of input received;
- Explore focus areas and scenarios as they relate to key policy decisions as a preface to a broader community discussion; and
- Confirm and seek approval on next steps.

Tentative timing: June 2016



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2.3. PRELIMINARY POLICY FRAMEWORK

The consultant team will prepare a preliminary draft of the Policy Framework for review and discussion. The Framework will expand upon the vision, guiding principles, and goals developed during Task 1, and will include an annotated outline of the new Master Plan structure that defines:

- Proposed updates to and consolidation of existing Master Plan policies within the context of the vision, guiding principles, and goals developed during Task 1.
- Proposed streamlining and reorganization of the following required NRS elements, with technical and substantive/technical updates, as needed:
 - Conservation
 - Historic Preservation
 - Housing
 - Public Facilities and Services
 - Population
 - Recreation and Open Space
 - Safety
 - Land Use
 - Transportation
- New topics and preliminary policy directions to support the community's desired future and ongoing City and regional initiatives related to economic vitality and diversification, sustainability, resilience, and others that emerge from additional analysis and discussions during Phase II.
- Proposed strategy for the reorganization and streamlining of center, corridor, and neighborhood plans within the context of the updated Master Plan.
- Identification of areas where more input and direction on policies is needed. This effort will build on the Focus Area discussion to assess how well recommendations are aligned with current City and regional policies.

Tentative timing: Late-June through August 2016

2.4. FINANCING INFRASTRUCTURE AND LEVEL OF SERVICE ANALYSIS

EPS will analyze the impact of varying levels of service on Reno's ability to serve future development. EPS will also work with City departments to understand how changes to their level of service, both up and down, will impact the fiscal health of the community. Recommended changes to revenue generation approaches and municipal finance tools will be provided that are directly related to growth to help ensure the burden of new development is equitable and fiscally beneficial to the City while not discouraging or preventing development. The analysis will include meetings with key department staff and outside agencies to form recommended policies for the City and identification of tools and regulatory changes (City of Reno, Regional, State) needed. Tailoring tools and strategies around desired growth patterns developed in the preferred growth scenario.

This task will be initiated concurrent with the Policy Framework Development (Task 2.3), targeting completion prior to the Implementation Plan Development during Task 3.

Tentative timing: Late-June through August 2016

2.5. COMMUNITY/STAKEHOLDER OUTREACH : FOCUS AREA OPPORTUNITIES AND KEY CHOICES

Community/stakeholder outreach activities will be conducted to explore community preferences with regard to the focus area opportunities and key choices. Specific stakeholder groups to be engaged will be addressed in greater detail in the Public Participation Plan (Task 1.1).

Tentative timing – Mid-July through End of August 2016

2.6. PRELIMINARY DIRECTIONS: FOCUS AREAS AND KEY CHOICES

Project team members will develop recommendations for each area based on input received during Tasks 2.3-2.5, weighting community preferences, plan goals, housing demand analysis, and economic development opportunities analysis. This information will be presented as part of the fourth leadership update and feed into the preferred draft Future Land Use Plan as part of Task 3.

Tentative timing: August 2016

2.7. LEADERSHIP UPDATE #4

Members of the project team and City staff will conduct a fourth work session with the Planning Commission and the City Council to:

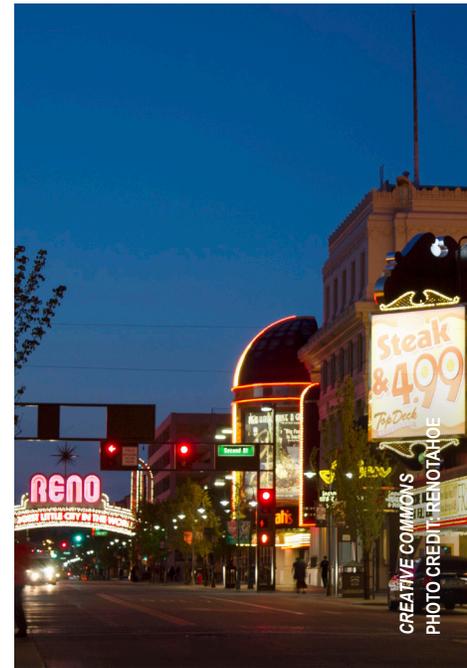
- Provide an update on the public outreach and present preliminary directions for the focus areas and key choices based on input received;
- Provide an overview of the results of the Financing Infrastructure and Level of Service Analysis and seek input on potential implementation strategies that could be explored to support the City's preferred outcomes;
- Provide an overview of the preliminary policy framework; and
- Confirm next steps.
- Input received as part of this update will be used to help inform the drafting process as the project team initiates development of the preliminary draft Master Plan and Implementation Strategies and a preferred draft of the Future Land Use Plan for review as part of Task 3.

Tentative timing – September 2016

TASK 3. DRAFT AND FINAL PLAN AND IMPLEMENTATION STRATEGIES

Objectives:

- Establish a strategy for implementation and monitoring of key plan objectives; and
- Assemble all interim materials developed to date into consolidated plan for review.





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3.1. PRELIMINARY DRAFT MASTER PLAN

Members of the consultant team will prepare a preliminary draft Master Plan for staff review that consolidates and incorporates all materials and input generated to date. The draft will be designed to be as a graphically rich and user-friendly document that is easy to use and update over time.

Tentative timing: September-November 2016

3.2. PREFERRED DRAFT FUTURE LAND USE PLAN

Building on input received as part of Tasks 2.1-2.6, a preferred draft Future Land Use Plan will be prepared for further review and discussion that integrates input and analysis conducted as part of growth scenarios. As appropriate, maps for individual Focus Areas or larger segments of the City will be prepared (e.g., North Valleys, downtown, South Reno) to supplement the citywide map since scale is challenging for legibility.

Tentative timing: September- November 2016

3.3. PRELIMINARY DRAFT IMPLEMENTATION STRATEGY

In conjunction with the preliminary draft Master Plan, the consultant team will prepare a draft Implementation Strategy to:

- Define the short, medium, and longer-term actions needed to achieve the goals and policies outlined in the plan.
- Link actions to an ‘ownership party’ who will be responsible for championing the issue through completion.
- Identify opportunities to strengthen linkages between plan policies and the City’s budgeting process.
- Identify points at which additional funding will be required to address capital needs (CIP funds) or administrative requirements (operating funds).
- Initiate a discussion about priorities and opportunities for collaboration.
- The implementation strategy will reflect the organization of the updated Master Plan and will identify ways for the public, private, and non-profit sectors to work together on specific elements. When agencies outside the City are identified, it will be framed as an invitation to join the City in the implementation effort. The goal is to broaden the spectrum of invested players that not only will advance the implementation effort, but also increase the level of buy-in and community investment.

Tentative timing: September- November 2016

3.4. PUBLIC REVIEW DRAFT MASTER PLAN AND IMPLEMENTATION/ ACTION PLAN

Building upon input received as part of Tasks 3.1-3.3, the project team will prepare a consolidated draft of the Master Plan and Implementation/Action Plan, responding to comments received, and making appropriate revisions. Comments and requests for modifications will be tracked and organized by department, agency, organization, and individual to ensure all input is responded to in a timely fashion. In addition, careful tracking will allow the team to identify common themes in feedback received for

discussion with City staff and elected/appointed officials during the review and public hearing process.

Tentative timing: End of November 2016

3.5. CODE ASSESSMENT

Clarion will prepare a targeted diagnosis/annotated outline of the City's current Land Development Code provisions and other related regulations, policies and practices to determine how they support or hinder the implementation of the updated Master Plan, with a particular emphasis on how well various provisions support the City's emerging sustainability objectives. The diagnosis/annotated outline will be reviewed by City staff and revised, as necessary. This process will help inform the Implementation/Action Plan and serve to "jump start" efforts to complete targeted updates to the Land Development Code following the Master Plan's adoption. This effort will build upon other targeted updates that are planned to be conducted by City staff concurrent with the Master Plan update process. Additional stakeholder meetings and discussions with City staff will likely be warranted as part of this task and will need to be further defined.

Tentative timing: End of November 2016

3.6. LEADERSHIP UPDATE #5

Members of the project team and City staff will conduct a final work session with the Planning Commission and the City Council prior to the initiation of the adoption process. The purpose of the update will be to:

- Present an overview of the preliminary draft Master Plan and Implementation Strategies for discussion;
- Provide an overview of remaining community/stakeholder engagement activities; and
- Confirm next steps.
- Input received as part of this update will be used to help refine the draft Master Plan and Implementation Strategies in preparation for adoption.

Tentative timing – Early December 2016

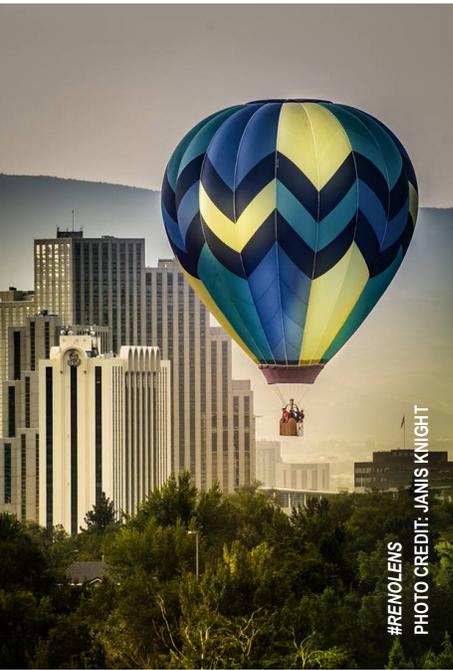
3.7. COMMUNITY/STAKEHOLDER OUTREACH ON DRAFT MASTER PLAN AND IMPLEMENTATION PLAN

A final series of community/stakeholder engagement events will focus on the public review draft of the Master Plan and Implementation/Action Plan. Specific stakeholder groups to be engaged will be addressed in greater detail in the Public Participation Plan (Task 1.1).

Tentative timing –December 2016 – January 2017



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TASK 4. PLAN ADOPTION

Objectives:

- Finalize the draft plan through the public review and adoption process.

4.1. ADOPTION DRAFT MASTER PLAN

The project team will prepare an adoption draft of the Master Plan, building upon input received as part of Task 3 outreach. Comments and requests for modifications will be tracked and organized by department, agency, organization, and individual to ensure all input is responded to in a timely fashion. In addition, careful tracking will allow the team to identify common themes in feedback received for discussion with City staff and elected/appointed officials during the review and public hearing process.

Tentative timing: February – March 2017

4.2. MASTER PLAN SUMMARY BROCHURE

The project team will prepare an executive summary booklet containing a high level overview of major trends, the Plan’s vision and policy framework, the Future Land Use map, and priority initiatives. This product could be used by elected officials, members of the business community, residents, and others as a “Coffee Table” version of the Plan. In our experience, the summary version of the Plan is often what gets used the most by “non-planners” and having such a tool can be a valuable means of increasing familiarity with the Plan and its content and ensuring that it is referred to on a regular basis.

Tentative timing: February – March 2017

4.3. PUBLIC HEARINGS

Key members of the team will participate in public hearings on the draft Master Plan, working closely with staff. Throughout the adoption process, comments and requests for modifications will be tracked and organized by agency, organization, and individual to ensure all input is addressed, as appropriate.

Following the public hearing process, a final set of plan documents will be provided to the City in electronic and hard copy format (if desired).

Tentative timing: April-May 2017



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