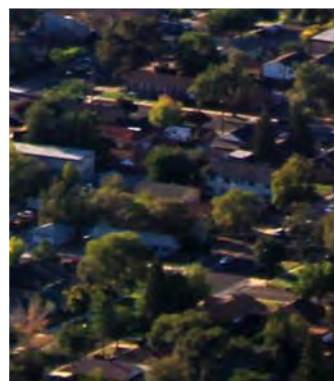
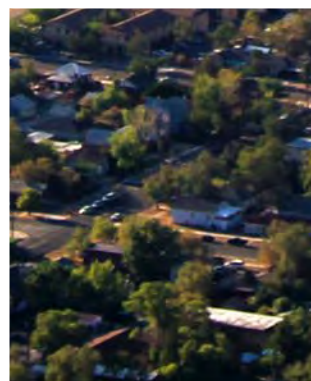


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CHAPTER 5
IMPLEMENTATION PLAN





CHAPTER 5

IMPLEMENTATION PLAN

The City of Reno Master Plan establishes an ambitious vision for the future, as defined through a robust public process. Implementing this vision will require a sustained commitment on the part of City elected and appointed officials, City staff, the City's many partners in the region over the next ten to twenty years. This chapter establishes a framework to support the implementation of the guiding principles, goals, and policies contained in this Master Plan. It is organized into two parts:

- **Priority Initiative.** Outlines a "short list" of key priorities to help advance the community's vision and focus implementation efforts over the next one to two year.
- **Implementation Strategies.** Contains a comprehensive list of implementation strategies organized by the eight guiding principles that serve as a framework for the citywide goals and policies in the Master Plan.

This chapter is intended to be the most fluid element of the Master Plan. While some of the implementation strategies contained in this chapter are already underway or will be initiated over the next one to three years, some will be carried out over a longer timeframe. Others represent ongoing efforts that will be carried out as part of day-to-day decision making over the full life of the Master Plan. This chapter should be reviewed and updated on an annual or biennial basis to: monitor the City's progress-to-date; identify new priority initiatives or updates to current priority initiatives; review and refine the anticipated timing of longer-term strategies; and, add new implementation strategies or remove/refine existing ones, as needed.

ROLE OF THE IMPLEMENTATION CHAPTER

In addition to conveying a clear commitment to the implementation of the Master Plan, this chapter plays a variety of roles in helping to:

- **Set realistic expectations.** Implementation of many aspects of the Master Plan will require the allocation of funds and staffing resources—both of which are limited today. It is critical to acknowledge the significant constraints the City faces with respect to the lack of resources and financing tools. It is also critical to acknowledge that while resource limitations will pose constraints in terms of the speed with which some implementation strategies can be carried out, incremental progress can be made. Establishing clear priorities will help ensure that the resources that are available are focused where they will be most impactful in the near-term.
- **Foster a culture of collaboration.** The Master Plan is comprehensive in its scope. As such, this chapter reflects related plans as well as ongoing efforts and initiatives that have been identified as priorities by various City departments and the City Council independent of the Master Plan process, but that directly support the implementation of the community's vision. Close collaboration among City staff, elected officials, appointed officials, a diverse array of partner entities and organizations, and the community-at-large will be needed to see the ideas and concepts included in the plan come to fruition, and the strategies listed here implemented.
- **Reinforce the “cross-cutting” nature of the plan’s guiding principles, goals, and policies.** The range of issues addressed by the Master Plan is broader than it has been in the past. Along with traditional policy considerations like housing, transportation, parks and open space, land use, and growth management—the Master Plan now incorporates new or expanded policy guidance on issues like local food access, sustainable development, climate change, and community health, among others. The expanded scope of the Master Plan is reflective of community priorities—as conveyed through the ReImagine Reno process—as well as a stronger focus within the City of Reno organization on issues like sustainability and resiliency. With this expanded focus comes a need to reinforce the “cross-cutting” or interrelated nature of the guiding principles, goals, and policies addressed by the Master Plan.
- **Establish a framework for monitoring progress over time.** Progress that is made toward achieving the community's visions and goals must be monitored, and the results of that monitoring be made available to the community at large.

PRIORITY INITIATIVES

Six initiatives have been identified as key priorities to help advance the community's vision and focus implementation efforts over the next one to two years. Listed in no particular order of importance, they include:

- Develop a Targeted Affordable and Workforce Housing Strategy
- Align the Annexation and Land Development Code with the Master Plan
- Continue to Advance Implementation of the Downtown Action Plan
- Demonstrate the City's Commitment to Responsible and Well-Managed Growth
- Develop a City-Focused Economic Development Strategy
- Pursue Opportunities to Increase Flexibility and Available Tools for Funding and Financing Infrastructure and Services

A brief explanation of each priority initiative is provided below. Each initiative highlights a specific implementation strategy—or group of implementation strategies—that the City will focus on over the next one to two years. Efforts to advance these initiatives are already underway in several cases. Furthermore, some of the initiatives are cross-cutting in that they work in tandem to help advance the goals and policies of the Master Plan.

Develop a Targeted Affordable and Workforce Housing Strategy

WHY IT'S IMPORTANT

The availability of affordable and workforce housing plays a critical role in Reno's quality of life, as well as in the vitality and resilience of the local and regional economy. In recent years, concerns about the rising cost of housing, motel conversions, homelessness, and limitations in the overall housing supply have become more acute. Master Plan goals and policies focus on expanding housing options across the spectrum and establish a foundation for monitoring housing trends over time. Concurrent with the ReImagine Reno process, the City has been exploring a variety of opportunities to address the City's most critical housing needs. However, no formal strategy has been adopted.

WHAT IT ENCOMPASSES

This priority initiative seeks to advance the City's recent and ongoing efforts through the creation of a targeted, near-term housing strategy designed to facilitate and incentivize the creation of affordable housing units for low income residents and attainable housing for the City's workforce. Formal adoption of the Affordable and Workforce Housing Strategy is recommended to help define desired outcomes/targets and guide the allocation of staff time and other resources. (IMP-4.1a)

Related implementation strategies: IMP-4.1b, IMP-4.1c, IMP-4.1d, IMP-4.1e, IMP-4.1g, IMP-4.1i, 4.1j, and 4.1k.

Align the Annexation and Land Development Code with the Master Plan

WHY IT'S IMPORTANT

In order for the Land Use Plan and Design Principles in this Master Plan to be effective, the City's Annexation and Land Development Code must be consistent with the goals and policies of the Plan. State law requires that the process of aligning an updated Master Plan with underlying zoning is initiated within one year of plan adoption.

WHAT IT ENCOMPASSES

As a first step following the adoption of the Master Plan, a targeted assessment of the City's Annexation and Land Development Code provisions will be prepared to determine how they support or hinder the implementation of the updated Master Plan. The code assessment will build on the initial focus areas identified as part of the implementation strategies listed below, and outline recommended approaches that can then be executed by City staff as part of a broader Annexation and Land Development Code update. In some cases this process will involve the identification and removal of potential barriers to Master Plan implementation; in others, it will involve the creation of new tools or mechanisms to achieve the intent of the Master Plan. This priority initiative encompasses implementation strategies under multiple guiding principles.

Related implementation strategies: IMP-1.2e, IMP-2.1c, IMP-2.2c, IMP-2.5b, IMP-3.1b, IMP-3.1c, IMP-4.1c, IMP-4.3c, IMP-4.4c, IMP-4.4d, IMP-5.3c, IMP-7.1a, IMP-7.1b, IMP-7.1h, IMP-7.2c, IMP-7.4a, IMP-7.5d, and IMP-7.7b.

Continue to Advance Implementation of the Downtown Action Plan

WHY IT'S IMPORTANT

Revitalization of the Downtown Reno Regional Center is central to the community's vision. The Downtown Action Plan serves as a more tactical guide to addressing community concerns regarding public safety, blight, homelessness, and others. It also provides a framework for targeted physical improvements and overall patterns of development desired within the various downtown districts. The Downtown Action Plan was developed concurrent with the Master Plan. As such, many of the implementation strategies under Guiding Principle 3: Thriving Downtown and University District mirror those found in the Downtown Action Plan.

WHAT IT ENCOMPASSES

This initiative supports ongoing efforts to implement the more programmatic aspects of the Downtown Action Plan and highlights additional strategies related to zoning and infrastructure-related considerations in Downtown.

Related implementation strategies: All strategies under Guiding Principle 3, IMP-1.3e, IMP-2.2b, IMP-2.2d

Demonstrate the City's Commitment to Responsible and Well-Managed Growth

WHY IT'S IMPORTANT

While many of the land use patterns within the City's sphere of influence have been largely set by past decisions, the goals and policies in this Master Plan convey the community's desire for the City to play a more proactive role in promoting a fiscally responsible and sustainable pattern of development in the future.

WHAT IT ENCOMPASSES

This initiative identifies actions to further incentivize infill and redevelopment in priority areas, ensure future greenfield development is consistent with the goals and policies of this Master Plan, and support the City's sustainability initiatives. A key aspect of this initiative is the need for the City to initiate discussions with regional partners on multiple fronts. Priority implementation strategies include:

- Establishing and enforcing a time-limit and phasing policy for planned unit development entitlements, in accordance with NRS 278A.580 (IMP-2.1h)
- Identifying areas that can easily be removed from the sphere of influence and initiating a regional plan amendment (IMP-2.1f);
- Initiating discussions with regional partners to explore the feasibility of establishing a "tiered" sphere of influence that distinguishes and/or potentially removes those areas within the sphere of influence that are unlikely to be absorbed by the City within the 20-year growth horizon due to lack of services, access, market demand, contiguity, or other factors (IMP-2.1g);
- Review and update planned unit development requirements to incorporate more specific guidance to support the goals and policies of this Master Plan with respect to mix of uses, housing types, and other considerations (IMP-2.1c);
- Develop a standard approach, factors, and process for measuring the fiscal impact of large development projects and PUDs. (IMP-2.1d);
- Conducting a more in-depth evaluation of potential infrastructure deficiencies (and estimated costs associated with remedying those deficiencies) in identified infill and redevelopment priority areas (IMP-2.2a);
- Initiating discussions with RTC and other regional partners about the ability to reduce Regional Road Impact Fees for infill development and/or broaden the utilization of these fees to better support infrastructure that supports infill and redevelopment areas. (IMP-2.2f);
- Explore the creation of variable rates for sewer connection fees to better align the cost of new growth with areas generating demand for improvements (IMP2.3g);
- Completing the Sustainability and Climate Action Plan and committing to monitoring the City's progress toward established targets over time (IMP-2.5a); and
- Establishing a framework for and providing ongoing support for monitoring of the Master Plan (IMP-2.4a, IMP-4.1h, IMP-8.1b, IMP-8.1e).

Related implementation strategies: IMP-2.1a, IMP-2.1c, IMP-2.3a, IMP-2.3f, IMP-2.5b, IMP-2.5e, IMP-4.2a, IMP-6.2a

Develop a City-Focused Economic Development Strategy

WHY IT'S IMPORTANT

The City of Reno works closely with the Economic Development Authority of Western Nevada (EDAWN) and the Governor's Office of Economic Development (GOED) on economic development activities, but currently lacks a strategy to define how regional economic development policies and strategies should be applied at the local level. This Master Plan defines a series of goals and policies to promote a resilient local and regional economy and also defines the types of employment uses (and preferred locations for those uses) the City of Reno wishes to attract. However, additional work is needed to define and execute the City's economic development strategy.

WHAT IT ENCOMPASSES

This priority initiative involves the creation of a city-led economic strategy that identifies roles and responsibilities in coordination with regional partners and tailors target industries, priorities, and supporting land area to better reflect Reno's economic development vision. (IMP-1.1a)

Related implementation strategies: Supported by all strategies under Guiding Principle 1: Resilient Local and Regional Economy.

Pursue Opportunities to Increase Flexibility and Available Tools for Funding and Financing Infrastructure and Services

WHY IT'S IMPORTANT

Due to current State Statutes, tools available for the purposes of funding and financing infrastructure and services are limited. Furthermore, limitations in the tools that do exist hinder their usability. One of the most significant challenges for the City of Reno and other local governments is triggered by time limitations imposed on impact fees that require local governments to refund fees within a ten-year timeframe if the improvements the fees were slated to be used for have not been built. In addition, the depreciation component of property value assessments and taxation rules have a significant impact on revenues to provide public services and facilities. Depreciating revenues from existing development and the inability to raise taxes or locally control taxing powers results in a reliance on new development to maintain revenue levels and leaves the City vulnerable to economic downturns. The need to fund infrastructure to facilitate growth and the general lack of revenue for both improvements to existing infrastructure and public service provision has caused the City to leave many needs unfunded and unimproved.

WHAT IT ENCOMPASSES

This priority initiative involves the active pursuit of potential changes to State Statute for the purposes of increasing flexibility and available tools for funding and financing infrastructure and services, with an immediate focus on changes to regulations regarding impact fees and property tax depreciation. (IMP-2.1d)

Related implementation strategies: IMP-2.1d

IMPLEMENTATION STRATEGIES

This section contains a comprehensive list of implementation strategies. It should be used as a tool to guide the preparation of City department work programs, capital improvement planning, and the allocation of staff time and other City resources. It should also be used as a reference for community partners interested in supporting plan implementation. Strategies are organized by the eight guiding principles that serve as a framework for the master plan, and the goals listed under each:

- GP1: Resilient local & Regional Economy
- GP2: Responsible & Well-Managed Growth
- GP3: Thriving Downtown & University District
- GP4: Vibrant Neighborhoods & Centers
- GP5: Well-Connected City & Region
- GP6: Safe, Healthy, & Inclusive Community
- GP7: Quality Places & Outdoor Recreation Opportunities
- GP8: Effective Government

For each strategy listed, anticipated roles and responsibilities, timing, and resources required are identified, as defined below.

Roles and Responsibilities

For each implementation strategy, the City Department or organization responsible for leading the action is identified and coordinating partners are included. The responsible lead and partners are drawn from the lists below.

CITY DEPARTMENTS AND LEADERSHIP

- City Attorney
- City Clerk
- City Council
- City Manager's Office
- Community Development
- Communication and Technology
- Economic Development and Redevelopment
- Finance
- Human Resources
- Parks, Recreation, and Community Services
- Public Safety Dispatch
- Public Works
- Police
- Fire

- Reno Tahoe Airport Authority
- Regional Water Planning Commission
- Senior Citizen Advisory Committee
- Special Events Committee
- Urban Forestry Commission
- Washoe County District Board of Health
- Youth City Council

LOCAL GOVERNMENT PARTNERS

- Washoe County
- City of Sparks
- Reno-Sparks Indian Colony (RSIC)
- Pyramid Lake Paiute Tribe (PLPT)
- Storey County

REGIONAL AGENCIES, ORGANIZATIONS, AND SERVICE PROVIDERS

- Truckee Meadows Regional Planning Agency (TMRPA)
- Western Regional Water Commission (WRWC)
- Northern Nevada Water Planning Commission (NNWPC)
- Economic Development Authority of Western Nevada (EDAWN)
- Truckee Meadows Water Authority (TMWA)
- Regional Transportation Commission of Washoe County (RTC)
- Truckee Meadows Fire Protection District (TMFPD)

CITY BOARDS AND COMMISSIONS

- Access Advisory Committee
- Arts and Culture Commission
- Historical Resources Commission
- Neighborhood Advisory Boards (NABs)
- Planning Commission
- Recreation and Parks Commission
- Redevelopment Agency Advisory Board
- Reno Housing Authority

- Truckee River Flood Management Authority
- Washoe County School District (WCSD)
- University of Nevada-Reno (UNR)
- Truckee Meadows Community College (TMCC)
- Washoe County Health District (WCHD)
- Reno-Sparks Chamber of Commerce
- Reno-Sparks Convention and Visitors Authority (RSCVA)

STATE AND FEDERAL AGENCIES OR ORGANIZATIONS

- Nevada Department of Transportation (NDOT)
- Nevada Department of Employment, Training, and Rehabilitation (DETR)
- State Historic Preservation Office (SHPO)
- Federal Emergency Management Agency (FEMA)
- U.S. Forest Service (USFS)

Timing

Anticipated timeframes for completion of the implementation strategies are as follows:

- **Near-term:** these strategies will be completed within one to two-years following the Master Plan's adoption.
- **Longer-Term:** these strategies will be completed within two to five years following the adoption of the Master Plan.
- **Ongoing:** these strategies will be carried out through the day-to-day efforts of City staff and others on an ongoing basis.
- Strategies may be implemented sooner than the timeframes identified here if the opportunity to do so arises (e.g., grant funding becomes available) or as community priorities change over the Master Plan's planning horizon.

Resources Required

The types of resources needed to implement each of the strategies listed in this chapter are listed to inform preparation, planning, and budgeting for implementing the strategies as well as to help City staff and elected officials identify needs and gaps in the resources currently available. Types of required resources include:

- **Staff time.** Many strategies will require City staff time for completion or ongoing administration. Some build on City initiatives and efforts currently underway, while others will require staff to allocate time in addition to their current work plans. Where hours are not available to be allocated towards implementation of the Master Plan, hiring additional staff may be needed.
- **Outside Support/Funding.** Some strategies will require outside support or other specialized services to supplement staff time and expertise. Funding will be needed to hire and pay for such services as part of the implementation of the strategy. This could be achieved either through outside grants or other sources of funding or through the dedication of City resources.
- **Regional Collaboration.** Some of the strategies will be implemented in partnership with others in the region, such as TMRPA, EDawn, RTC, WCSD, or others. In some cases, strategies will be initiated by the City, in other cases, strategies reflect ongoing partnerships or initiatives that the City is already engaged in.
- **General Fund.** General Fund expenditures help to fund many of the programs and services typically associated with local government. The General Fund is also used to pay employee salaries, wages, and benefits. Generally, revenue that is not required to be accounted for in another fund contributes to the General Fund.
- **Other Funds.** The City has a number of other funds, such as special revenue funds and enterprise funds, which are legally more restrictive in terms of what the money in the fund can be used for. For example, the City's Sanitary Sewer Fund is an enterprise fund that generates revenue through user fees and connection charges, which must be spent on repair, maintenance, and operation of the City's sewer and stormwater system.
- **Capital Improvement.** Revenues from all of the City's funds are used to support capital projects and the implementation of the City's Capital Improvement Plan (or CIP). Funding for the CIP comes from a range of City funds with varying levels of restrictions or requirements governing the types of capital improvement projects they can fund.

Strategy	Responsibility	Timing	Resources
GP 1: RESILIENT LOCAL & REGIONAL ECONOMY			
1.1: Build strong partnerships and encourage local and regional collaboration on economic development initiatives			
IMP-1.1a. Develop an near-term economic development strategy for the City of Reno that: <ul style="list-style-type: none"> • Focuses on community development; • Identifies roles the City can and should play to support local and regional efforts; • Identifies and prioritizes investments in infrastructure and amenities in Reno’s employment areas; and • Identifies target industries that support and complement EDAWN’s target industries and provide greater focus for City efforts and align with the Master Plan’s vision and goals. 	Lead: City Manager’s Office Partners: Economic Development and Redevelopment, Community Development, Public Works	Near-term	Staff time, Regional collaboration, Outside support/funding (if needed)
IMP-1.1b. Expand capacity within the City to develop, implement, and manage the City’s economic development strategy and initiatives.	Lead: City Manager’s Office Support: Economic Development and Redevelopment	Near-term	Staff time
1.2: Promote a diverse and stable economic base			
IMP-1.2a. Develop a standard incentive package approach and standards of use for attracting and retaining businesses in target industries including small business loans, rebate of business license fees, coupled with other state incentives, and reduction of development fees or prioritization of capital investments development projects related to attraction and retention of major employers.	Lead: City Manager’s Office Partners: Economic Development and Redevelopment	Near-term	Staff time
IMP-1.2b. Develop a list of priority infrastructure and amenity investments to support employment in regional centers, industrial/logistics areas, innovation areas, and airport transportation areas to integrate into the City’s CIP. (See IMP-2.1a)	Lead: City Manager’s Office Partners: Public Works, Community Development, Local Government Partners, RTAA, Service Providers	Near-term	Staff time
IMP-1.2c. Work with EDAWN to develop a strategy to grow Reno’s base of outdoor recreation and arts-related businesses and events and promote Reno as a hub for these activities/amenities.	Lead: City Manager’s Office Partners: EDAWN, Reno-Sparks Chamber of Commerce, RSCVA	Near-term	Staff time, Outside support/funding, Regional collaboration
IMP-1.2d. Coordinate with the Reno-Tahoe Airport Authority on actions that support the attraction of development to the Reno-Stead Airport.	Lead: Community Development Partners: Public Works, RTAA	Near-term	Staff time, Regional collaboration
IMP-1.2e. Review and update as needed underlying zoning and development standards as part of the Annexation and Land Development Code to support the implementation of Design Principles for Innovation Areas, Industrial/Logistics Areas, and Airport Transportation Areas.	Lead: Community Development Partners: Economic Development and Redevelopment	Near-term	Staff time
IMP-1.2f. Analyze the City’s existing fiber network and identify ways the City can facilitate increased access to fiber for businesses and residents.	Lead: Public Works Partners: EDAWN	Longer-term	Staff time, Regional collaboration

Strategy	Responsibility	Timing	Resources
1.3: Support continued growth of Reno's technology and knowledge-based sectors			
IMP- 1.3a. Work with regional partners and engage the private sector to explore the implementation of initiatives identified in the DOT Smart City application.	Lead: City Manager's Office Partners: Economic Development and Redevelopment, UNR, RTC	Near-term	Staff time, Regional collaboration
IMP-1.3b. Develop a pilot program to identify ways to encourage testing of new technologies and ideas identified in the Department of Transportation Smart City application or through other opportunities.	Lead: City Manager's Office Partners: Economic Development and Redevelopment	Longer-term	Staff time Regional collaboration
IMP-1.3c. Encourage mixed-use development in areas designated as Regional Centers and Innovation Areas to increase the attractiveness to office users by creating a live, work, play environment with retail and entertainment opportunities for workers and residential uses to increase day and night time vitality.	Lead: Community Development Partners: Economic Development and Redevelopment, EDAWN	Near-term	Staff time
IMP-1.3d. Identify investments that enhance Reno's quality of life to attract businesses and a talented workforce.	Lead: City Manager's Office Partners: EDAWN, RSCVA, Reno-Sparks Chamber of Commerce	Near-term	Staff time
IMP-1.3e. Incentivize office space development and attraction of new employers to increase office workers in the Downtown Regional Center through reduction or waiver of fees for development, parking reductions, offset of sewer fees, use of tax increment and/or tax abatement.	Lead: Economic Development and Redevelopment Partners: Community Development	Near-term	Staff time
1.4: Support the growth, creation, and retention of local businesses and start-ups			
IMP-1.4a. Explore and work with partners on the creation or sponsorship of central gathering places that provide space and resources to aspiring/ start-up businesses.	Lead: City Manager's Office Partners: Economic Development and Redevelopment, UNR, EDAWN, TMCC	Longer-term	Staff time, Regional collaboration
IMP-1.4b. Work with partners to increase awareness regionally and nationally of startup activity in Reno by sponsoring and hosting of an annual start-up event to recognize local start-ups increase connections and networking, and/or through the creation of an online forum, webpage, or other means of connecting individuals in the community.	Lead: City Manager's Office Partners: Economic Development and Redevelopment, EDAWN, UNR, TMCC	Longer-term	Staff time, Regional collaboration
IMP-1.4c. Continue to support and promote the arts through events to showcase the arts community and by incorporating arts into public spaces.	Lead: Arts and Culture Commission Partners: Communications and Technology; Parks, Recreation, and Community Services	Near-term	Staff time, Regional collaboration

Strategy	Responsibility	Timing	Resources
1.5: Support the development of a diverse, educated, and adaptable workforce			
IMP-1.5a. Work with EDawn to identify the depth of workforce for target industries and identify gaps. Identify strategies to address gaps.	Lead: City Manager's Office Partners: WCSd, UNR, TMCC, EDawn, Chamber of Commerce	Near-term	Staff time, Regional collaboration
IMP-1.5b. Work with local and regional partners to align education programs with target industries.	Lead: City Manager's Office Partners: WCSd, UNR, TMCC, EDawn, Reno-Sparks Chamber of Commerce	Near-term	Staff time, Regional collaboration
IMP-1.5c. Explore opportunities to encourage entrepreneurship and increase exposure to training and resources in high schools.	Lead: City Manager's Office Partners: WCSd, UNR, TMCC, EDawn, Reno-Sparks Chamber of Commerce	Near-term	Staff time, Regional collaboration


Strategy	Responsibility	Timing	Resources
GP 2: RESPONSIBLE & WELL-MANAGED GROWTH			
2.1: Support a fiscally-responsible growth pattern and annexation policy to maintain and improve existing levels of service for current residents and future generations.			
IMP-2.1a. Establish and maintain a prioritized list of specific infrastructure improvements and public investments needed to support planned growth in the areas defined as Priority Locations for Growth (See Policy 2.1a).	Lead: Public Works Partners: Community Development, Economic Development and Redevelopment	Near-term	Staff time
IMP-2.1b. Require a fiscal impact analysis be completed as part of large development projects and PUDs and develop a standard approach, factors, and process for measuring the impacts of such projects.	Lead: Community Development Partners: Finance, Public Works, City Manager's Office, Fire, Police, Local Government Partners	Near-term	Staff time, Outside support/funding
IMP-2.1c. Review and update planned unit development requirements to incorporate more specific guidance to support the goals and policies of this Master Plan (e.g., mix of uses, housing types).	Lead: Community Development Partners: Planning Commission	Near-term	Staff time
IMP-2.1d. Pursue changes to State Statute that would increase flexibility and available tools for funding and financing infrastructure and services to support new development, including: <ul style="list-style-type: none"> Flexibility for impact fee utilization over a longer timeframe; Reform of property value assessment and taxation rules to address impact of depreciation calculation; and Infrastructure financing tools. 	Lead: City Manager's Office Partners: Finance, Community Development, Public Works, Local Government Partners	Longer-term	Staff time
IMP-2.1e. Update the City's <i>2010-2017 Annexation Program</i> to align with the goals and policies of this Master Plan.	Lead: Community Development Partners: Public Works, City Manager's Office, Fire, Police	Near-term	Staff time
IMP-2.1f. Identify areas that can be easily removed from the sphere of influence and initiate a regional plan amendment.	Lead: City Council Partners: Community Development, TMRPA, City of Sparks, Washoe County	Near-term	Staff time
IMP-2.1g. Initiate discussions with regional partners to explore the feasibility of establishing a "tiered" sphere of influence and a framework for evaluating potential adjustments on an annual or biennial basis.	Lead: City Council Partners: Community Development, TMRPA, City of Sparks, Washoe County	Near-term	Staff time
IMP-2.1h. Establish and enforce a time-limit and phasing policy for planned unit development entitlements, in accordance with NRS 278A.580.	Lead: Community Development Partners: Planning Commission	Near-term	Staff time
2.2: Encourage infill and redevelopment.			
IMP-2.2a. Develop a consolidated list of improvements needed to facilitate and/or encourage development in different Priority Locations for Infill and Redevelopment (see Policy 2.2a) and prioritize capital improvements in these locations as part of the CIP.	Lead: Public Works Partners: Community Development, Fire, Economic Development and Redevelopment	Near-term/ongoing	Staff time
IMP-2.2b. Develop a standard set of incentives to encourage infill and redevelopment in priority growth areas that could include reduction or waiver of development fees, offset of sewer fees, and/or use of tax increment. Explore the need to recalibrate existing regulatory incentives (e.g., parking reductions, density) where they are not achieving desired intent.	Lead: Community Development Partners: Public Works, Finance, City Council, City Manager's Office	Near-term	Staff time

Strategy	Responsibility	Timing	Resources
<p>IMP-2.2c. Review and update as needed underlying zoning and development standards as part of the Annexation and Land Development Code to support the implementation of the Design Principles for Regional Centers, Urban Corridors, and Innovation Areas. Place a particular emphasis on:</p> <ul style="list-style-type: none"> • Alignment of minimum densities; • Transitions in height/density/intensity adjacent to Central Neighborhoods; • Parking requirements/shared parking; • Support for housing options; and • Use of regulatory incentives where feasible 	<p>Lead: Community Development Partners: Economic Development and Redevelopment, Public Works</p>	Near-term	Staff time, Outside support/funding
<p>IMP-2.2d. Make information regarding existing service levels and potential infrastructure deficiencies/needs in Priority Locations for Infill and Redevelopment (see Policy 2.2a) available to developers and property owners considering infill/redevelopment projects and actively work with them to reconcile potential barriers to infill/redevelopment.</p>	<p>Lead: Community Development Partners: Public Works, Economic Development and Redevelopment</p>	Ongoing	Staff time
<p>IMP-2.2e. Work with RTC and the City of Sparks to implement transit and bicycle improvements in Priority Locations for Infill and Redevelopment (see Policy 2.2a).</p>	<p>Lead: Public Works Partners: Community Development</p>	Ongoing	Staff time
<p>IMP-2.2f. Initiate discussions with RTC and other regional partners about the ability to reduce Regional Road Impact Fees for infill development and/or broaden the utilization of these fees to better support infrastructure that supports infill and redevelopment areas.</p>	<p>Lead: Community Development Partners: Community Development, TMRPA, City of Sparks, Washoe County</p>	Ongoing	Staff time, Regional collaboration
<p>2.3: Ensure effective, efficient, and equitable delivery of City services and infrastructure.</p>			
<p>IMP-2.3a. Develop a comprehensive public services, facilities, and infrastructure plan that projects anticipated needs associated with projected development in different quadrants of the City as well as revenue and expenditure forecasts associated with those needs. (identified as CMO FY16/17 Strategic Initiative)</p>	<p>Lead: City Manager's Office Partners: Public Works, Finance, Community Development</p>	Near-term	Staff time, Outside support/funding
<p>IMP-2.3b. Develop a standard approach and maintain an annual or biennial assessment of levels of service—using multiple metrics as feasible—in the City's four quadrants (as well as within Priority Locations for Growth (see Policy 2.1a)) and monitor the impact of new development on existing levels of service.</p>	<p>Lead: Community Development Partners: Public Works, Fire, Police, City Manager's Office</p>	Near-term/ongoing	Staff time
<p>IMP-2.3c. Apply minimum level of service standards requirements consistently in accordance with the Master Plan.</p>	<p>Lead: Community Development Partners: Public Works, Fire, Police, City Manager's Office</p>	Near-term/ongoing	Staff time
<p>IMP-2.3d. Establish parameters for and consistently require shared maintenance agreements in conjunction with parkland set asides or dedications in new planned unit developments.</p>	<p>Lead: Parks, Recreation, and Community Services Partners: Community Development, City Manager's Office</p>	Near-term/ongoing	Staff time
<p>IMP-2.3e. Consistently apply restrictions and permitting thresholds for development outside of existing fire service areas, as defined by this Master Plan.</p>	<p>Lead: Fire Partners: Community Development</p>	Ongoing	Staff time
<p>IMP-2.3f. Require fire protection mitigation measures for development outside of existing fire service areas, as defined by this Master Plan.</p>	<p>Lead: Fire Partners: Community Development</p>	Ongoing	Staff time
<p>IMP-2.3g. Explore the creation of variable rates for sewer connection fees to better align cost of new growth with areas generating demand for improvements.</p>	<p>Lead: Public Works Partners: Community Development</p>	Near-term	Staff time

Strategy	Responsibility	Timing	Resources
2.4: Collaborate with regional entities and service providers on growth and infrastructure issues.			
IMP-2.4a. Maintain, periodically update, and make publicly available an inventory of developable employment and residential land by type within the City's sphere of influence.	Lead: Community Development	Ongoing	Staff time, Outside support/ funding
IMP-2.4b. Actively work with service providers to align planned infrastructure improvements and expansions in levels of service with the City's Priority Locations for Growth (see Policy 2.1a) and guide urban densities into the incorporated cities.	Lead: Public Works Partners: Community Development, Fire, Police, City Manager's Office, City of Sparks, Washoe County, TMWA, WRWC, RTC, NDOT	Ongoing	Staff time
IMP-2.4c. Approve final maps and building permits only when adequate water capacity is procured by the developer and reserve sewage treatment capacity for final maps and building permits only upon payment of sewer connection fees. For projects where payment of sewer connection fees is delayed until the issuance of a certificate of occupancy, reserve sewage treatment capacity following building permit approval.	Lead: Community Development Partners: Public Works	Ongoing	Staff time
2.5: Promote the use of sustainable development practices.			
IMP-2.5a. Support the completion of the Sustainability and Climate Action Plan as a means to: <ul style="list-style-type: none"> Establish benchmarks that compare the City of Reno against peer communities on a variety of climate and sustainability metrics (using the STAR Communities Evaluation tool); Establish specific targets, such as for GHG reduction or the percentage of energy that comes from renewables, that reflect community priorities and help promote a more sustainable and resilient future; and Support the implementation of the goals and policies contained in this Master Plan. 	Lead: City Manager's Office Partners: Community Development, Public Works	Near-term	Staff time
IMP-2.5b. Establish development standards and incentives as part of the Annexation and Land Development Code to support the implementation of the Design Principles for Sustainable Development (see Area-Specific Policies), as well as the forthcoming Sustainability and Climate Action Plan.	Lead: Community Development Partners: City Manager's Office, Public Works	Near-term	Staff time, Outside support/ funding
IMP-2.5c. Implement recommendations that emerge from the Sustainability and Climate Action Plan upon completion and commit to monitoring the City's progress toward established targets over time. Incorporate tracking of key metrics as part of the City's Open Performance Dashboard.	Lead: City Manager's Office Partners: Community Development, Public Works	Longer-term/ ongoing	Staff time, Outside support/ funding
IMP-2.5d. Require new developments to include Low Impact Development (LID) features suitable for Reno's climate and soil conditions as defined by the <i>Truckee Meadows Structure Controls Design and Low Impact Development Manual</i> and the adopted LID ordinance.	Lead: Community Development Partners: Public Works	Ongoing	Staff time
IMP-2.5e. Update the City of Reno dashboard on the Global Covenant of Mayor's for Climate & Energy site to incorporate baseline data and targets to reflect the City's progress toward its stated commitment to GHG reduction.	Lead: City Manager's Office Partners: Community Development, Public Works	Longer-term/ ongoing	Staff time, Outside support/ funding

Strategy	Responsibility	Timing	Resources
GP 3: THRIVING DOWNTOWN & UNIVERSITY DISTRICT			
3.1: Cultivate a vibrant and livable downtown environment that balances the needs of residents and visitors.			
IMP-3.1a. Dedicate the resources necessary to support the implementation of the <i>Downtown Action Plan (DAP)</i> .	Lead: City Council Partners: City Manager's Office, Economic Development and Redevelopment	Near-term/ ongoing	Staff time
IMP-3.1b. Review and update underlying zoning districts and design standards (and redevelopment standards) within the Downtown Regional Center as needed to align them with the downtown district boundaries, the Downtown Design Principles, and the <i>Downtown Action Plan</i> . Place a particular emphasis on: <ul style="list-style-type: none"> • Allowed uses • Promenade requirements • Street-level treatment • Parking requirements • Potential incentives to support other Downtown Action Plan or Master Plan goals (e.g., housing for all, active community spaces) 	Lead: Community Development Partners: Economic Development and Redevelopment	Near-term	Staff time
IMP-3.1c. Establish and adopt infill design standards for the Powning District in conjunction with other designated Conservation Districts.	Lead: Community Development Partners: Economic Development and Redevelopment	Ongoing	Staff time
IMP-3.1d. Continue to allow most projects within the Downtown Regional Center to proceed without discretionary review by the City of Reno as a means to encourage new development and promote revitalization.	Lead: Community Development Partners: Economic Development and Redevelopment	Ongoing	Staff time
IMP-3.1e. Conduct an inventory of historic properties within the Downtown Regional Center and establish a rating of overall historic significance to help guide and target rehabilitation and/or demolition.	Lead: Community Development Partners: Historical Resources Commission, Planning Commission	Near-term	Outside support/ funding
3.2: Enhance public safety and create inviting streets and public places for people.			
IMP-3.2a. Create and help fund a Downtown Management Organization, as defined by the <i>Downtown Action Plan</i> .	Lead: City Council Partners: City Manager's Office, New Downtown Partnership	Near-term/ ongoing	Staff time
IMP-3.2b. In collaboration with downtown partners, step up enforcement of the Downtown Property Maintenance Standards as adopted.	Lead: Community Development Partners: Economic Development and Redevelopment, New Downtown Partnership	Near-term/ ongoing	Staff time
IMP-3.2c. Continue to support and expand staffing for the Downtown Walking Team as part of a more robust community policing initiative.	Lead: City Manager's Office Partners: Police, City Council, New Downtown Partnership	Near-term/ ongoing	Staff time
IMP-3.2d. Identify and implement solutions to address homelessness through programs and partnerships focused on downtown needs.	Lead: Community Development Partners: City Manager's Office	Near-term/ ongoing	Staff time, General Fund
IMP-3.2e. Continue to support the Blight Mitigation Fund and establish a goal for upgrading, converting, and/or removing all blighted properties within Downtown within a certain timeframe (e.g. five years). Track progress toward this goal on the City's Open Performance Dashboard. (expanded from DAP)	Lead: City Council Partners: City Manager's Office, New Downtown Partnership	Ongoing, longer-term	Staff time, General Fund

Strategy	Responsibility	Timing	Resources
IMP-3.2f. Implement <i>Downtown Action Plan</i> recommendations related to the environment and experience in Downtown in terms of improving safety and cleanliness, enhancing public spaces and expanding access and amenities along the Truckee River.	Lead: Public Works Partners: Community Development, City Manager's Office, New Downtown Partnership	Near-term/ongoing	Staff time, CIP
IMP-3.2g. Seek opportunities to fill missing sidewalk segments and address other potential pedestrian barriers in Downtown as identified as part of the Reno Sparks Bicycle and Pedestrian Master Plan through public-private partnerships that occur in conjunction with proposed development projects and/or as part of planned maintenance projects.	Lead: Public Works Partners: Community Development, City Manager's Office, New Downtown Partnership	Ongoing	Staff time, Regional collaboration, CIP
3.3: Promote the continued revitalization of the downtown economy and built environment.			
IMP-3.3a. Support the implementation of <i>Downtown Action Plan</i> recommendations related to improving the economy in Downtown as part of the City's economic development strategy (see Policy 1.1a).	Lead: Public Works Partners: Community Development, City Manager's Office, New Downtown Partnership	Ongoing	Staff time, CIP
IMP-3.3b. Develop a standard set of incentives to encourage infill and redevelopment in Downtown, using the range of options provided in the <i>Downtown Action Plan</i> (DAP).	Lead: Community Development Partners: Public Works, City Council, City Manager's Office	Near-term	Staff time
IMP-3.3c. Explore the creation of a sewer connection fee credit bank/set aside program to offset sewer fees for development in Downtown.	Lead: Public Works Partners: Community Development, City Manager's Office	Near-term	Staff time
IMP-3.3d. Explore the modification of sewer and other user fees and taxes under City of Reno control to create a disincentive to hold vacant buildings and lots.	Lead: Community Development Partners: Public Works, City Manager's Office	Near-term	Staff time
IMP-3.3e. Explore the creation of a vacant building registration ordinance.	Lead: Community Development Partners: Public Works, City Manager's Office	Near-term	Staff time
3.4: Strengthen multimodal connections to and within Downtown Reno.			
IMP-3.4a. Implement <i>Downtown Action Plan</i> recommendations related to enhancing transportation & parking management, connections and key streets, and bicycle and pedestrian access to the Truckee River.	Lead: Public Works Partners: Economic Development and Redevelopment, RTC, UNR, New Downtown Partnership	Near-term/ongoing	Staff time
IMP-3.4b. Evaluate necessary street improvements to facilitate intensification of the Downtown Regional Center as well as the University District within the center.	Lead: Public Works Partners: RTC, UNR, Community Development	Longer-term	Staff time
IMP-3.4c. Encourage pedestrian safety and traffic calming improvements at Evans Avenue and 9th Street.	Lead: Public Works Partners: RTC, UNR, Community Development	Longer-term	Staff time
IMP-3.4d. Collaborate with RTC to prioritize traffic calming strategies, increased lighting, additional marked crossings with flashing beacons, and sidewalk widening in Downtown	Lead: Public Works Partners: RTC, UNR, Community Development	Longer-term	Staff time
IMP-3.4e. Review and update as necessary the City's on-street parking permit program for the Innovation Area near the University of Nevada, Reno and surrounding locations to ensure effectiveness and adequate enforcement. Ensure residents that have been granted reductions are ineligible to receive on-street parking permits.	Lead: City Clerk Partners: RTC, UNR, Community Development	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
 GP 4: VIBRANT NEIGHBORHOODS & CENTERS			
4.1: Encourage a diverse mix of housing options to meet the needs of existing and future residents of all ages, abilities, and income levels.			
<p>IMP-4.1a. Develop a near-term Affordable and Workforce Housing Strategy that identifies actions the City can take over the next two to three years to address affordable and workforce housing issues, including, but not limited to:</p> <ul style="list-style-type: none"> • Confirmation and adoption of working definitions for affordable and workforce housing; • Identify target groups to focus efforts on increasing housing for and support opportunities for the target groups. • Support programs that aid homeless and near homeless populations. • Support actions, programs and incentives that contribute to the creation and retention of housing affordable to renters earning less than 60% of AMI. • Support programs that provide home maintenance assistance aimed at to support home ownership retention for seniors and other for residents earning less than 100% of AMI. • Identify regulations and fees that can be reduced or waived to incentivize affordable housing construction and formalize the City's policy regarding available incentives, which could include: development fee reductions or waivers, sewer fee reductions and waivers, reduced development standards, reduced parking requirements, and recalibration of current density or height bonuses; • Identify potential funding sources to the City can create and use to support affordable housing projects; • Identify strategies to maximize use of City funds through partnerships with other entities; and • Receive City Council direction and approval of the strategy. 	<p>Lead: Community Development Partners: City Manager's Office, Reno Housing Authority, Non-profit housing agencies</p>	<p>Near-term</p>	<p>Staff time, Regional collaboration/ resources</p>
<p>IMP-4.1b. Establish an inventory of excess city-owned properties and identify parcels that are well- suited for use to achieve the City's housing goals.</p>	<p>Lead: Community Development Partners: City Manager's Office, Reno Housing Authority</p>	<p>Near-term</p>	<p>Staff time, Regional collaboration/ resources</p>
<p>IMP-4.1c. Adopt an Accessory Dwelling Unit (ADUs) ordinance and design standards, taking into account: unit size, parking requirements, design and character, tenure limitations, and other compatibility considerations.</p>	<p>Lead: Community Development Partners: Planning Commission</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-4.1d. Develop a standard incentive package, including development fee waivers or reductions and modified development standards (e.g., reduced parking or landscaping), for development projects that provide housing units affordable within the City's target income levels.</p>	<p>Lead: Community Development Partners: City Manager's Office, Public Works</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-4.1e. Identify and obtain new funding sources to support affordable housing. (FY17/18 Proposed Dept. Initiatives-CD)</p>	<p>Lead: Community Development Partners: City Manager's Office, City Council</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-4.1f. Partner with AIA and/or APA to conduct a design competition for smaller homes/ADUs with local design professionals to build community awareness of opportunities for creative housing prototypes that are aligned with the Design Principles for ADUs.</p>	<p>Lead: Community Development Partners: Planning Commission, UNR, NABs</p>	<p>Longer-term</p>	<p>Staff time</p>
<p>IMP-4.1g. Solicit developers through RFP or RFI to build housing on city- owned sites that further the City's affordable and workforce housing goals.</p>	<p>Lead: Community Development Partners: City Manager's Office</p>	<p>Near-term</p>	<p>Staff time, Regional collaboration</p>

Strategy	Responsibility	Timing	Resources
IMP-4.1h. Work with area partners to routinely monitor housing trends and identify gaps in types of housing and housing by AMI levels.	Lead: Community Development Partners: Reno Housing Authority, Non-profit housing agencies	Ongoing	Staff time, Regional collaboration
IMP-4.1i. Identify and implement solutions to address homelessness through programs such as Reno Works. (FY16/17 Strategic Initiatives-CD) (See also strategies under GP 6, goal 6.1)	Lead: Community Development Partners: City Manager's Office	Near-term/ongoing	Staff time, General Fund
IMP-4.1j. Develop a rehousing program aimed at helping seniors and other special needs populations seeking new housing due to substandard housing conditions and redevelopment	Lead: Community Development Partners: Reno Housing Authority	Longer-term	Staff time, Regional collaboration
IMP-4.1k. Increase staff capacity and resources to implement the affordable and workforce housing strategy	Lead: City Manager's Office Partners: Community Development	Longer-term	Staff time, General Fund
4.2: Promote the development of new neighborhoods that offer a range of lifestyle options and amenities that meet the short- and long-term needs of the community.			
IMP-4.2a. Develop targets for mixture of new permitted housing types and track progress on increasing diversity annually.	Lead: Community Development Partners: TMRPA	Near-term/ongoing	Staff time
IMP-4.2b. Align residential zoning districts in the Annexation and Land Development Code with Master Plan goals and policies and land use categories and update as necessary to ensure the full spectrum of desired housing types are allowed by right in the locations called for by the plan.	Lead: Community Development Partners: Planning Commission	Near-term	Staff time, Outside support/funding
4.3: Support continued investment in and ongoing maintenance of infrastructure and amenities in established neighborhoods.			
IMP-4.3a. Define and implement a neighborhood renewal program. (FY16/17 Strategic Initiatives-CD)	Lead: Community Development Partners: City Council	Near-term	Staff time
IMP-4.3b. Implement Motel Inspection Program (FY17/18 Strategic Initiatives-CD)	Lead: Community Development Partners: City Council	Near-term	Staff time
IMP-4.3c. Establish and adopt infill design standards applicable to all types of development for Central Neighborhoods, with a higher level of consideration given to designated Conservation Districts.	Lead: Community Development Partners: Economic Development and Redevelopment	Ongoing	Staff time
IMP-4.3d. Establish and fund a neighborhood improvement program for the NABs with a formal application process that allows neighborhoods to identify and implement priority infrastructure or quality of life improvements on an annual basis.	Lead: City Council Partners: City Manager's Office; Public Works; Community Development; Parks, Recreation, and Community Services	Long-term	Staff time, CIP, General Fund
IMP-4.3e. Give high priority to the use of CDBG funds for neighborhood conservation and revitalization initiatives.	Lead: Community Development Partners: Parks, Recreation, and Community Services	Ongoing	Staff time
IMP-4.3f. Increase funding for neighborhood code enforcement as resources allow and work with property owners to address blighted properties.	Lead: Community Development Partners: City Council	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
4.4: Encourage the creation of walkable community/neighborhood centers that provide a variety of services and amenities.			
IMP-4.4a. Develop an informational and resource guide for creating neighborhood centers to help direct developers, business owners, and residents in creating and fostering neighborhood commercial districts.	Lead: Community Development Partners: Reno-Sparks Chamber of Commerce	Longer-term	Staff time
IMP-4.4b. Seek opportunities to incorporate new City facilities and services (or satellite facilities to support existing services) as part of existing/future neighborhood centers where aligned with City priorities and the overall mix of uses in the center.	Lead: Police; Fire; Public Works; Parks, Recreation, and Community Services Partners: Community Development	Ongoing	Staff time
IMP-4.4c. Evaluate existing non-residential and mixed-use base districts in the Annexation and Land Development Code and update or expand as needed to specifically support the creation of walkable neighborhood centers in an existing context, as well as a greenfield context.	Lead: Community Development Partners: Planning Commission	Near-term	Staff time, Outside support/funding
IMP-4.4d. Evaluate existing base districts in the Annexation and Land Development Code and update or expand as needed to support the implementation of design principles for neighborhood corridors.	Lead: Community Development Partners: Planning Commission	Near-term	Staff time, Outside support/funding
4.5: Encourage pedestrian and bicycle connections as part of new development and integrate into established neighborhoods.			
IMP-4.5a. Work with RTC as part of the Pedestrian Safety Action Plan to implement missing sidewalk segments (as identified as part of the Reno Sparks Bicycle and Pedestrian Master Plan) and bike lanes on collector and arterial streets.	Lead: Public Works Partners: RTC, Community Development	Ongoing	Staff time
IMP-4.5b. Engage volunteers (e.g. student interns) and the NABs to assist in developing an inventory of missing sidewalk segments on local streets. Establish a list of priority segments for incorporation into the CIP each year.	Lead: Public Works Partners: Community Development, NABs, UNR	Longer-term	Staff time
IMP-4.5c. Review and update pedestrian access and circulation requirements in the Annexation and Land Development Code and consider establishing a connectivity index or similar strategy to ensure new development and infill/redevelopment fully support the implementation of the pedestrian and bicycle connectivity goals and policies of this Master Plan. Address the unique parameters of different place types in the community, using the Design Principles as a guide.	Lead: Community Development Partners: Public Works, Planning Commission	Near-term	Staff time


Strategy	Responsibility	Timing	Resources
GP 5: WELL-CONNECTED CITY & REGION			
5.1: Continue to develop a balanced, well-connected transportation system that enhances mobility for all modes.			
IMP-5.1a. Work with the development community, RTC, and others as applicable to ensure proposed development supports the implementation of <i>Regional Transportation Plan</i> priorities.	Lead: Public Works Partners: RTC, Community Development	Ongoing	Staff time
IMP-5.1b. Support NDOT and RTC in their efforts to lobby for and secure state and federal funding for implementation of improvements identified in the Reno-Sparks Freeway Traffic Study.	Lead: City Council Partners: RTC, NDOT, City of Sparks, Washoe County	Ongoing	Staff time
IMP-5.1c. Work with RTC as part of the <i>Pedestrian Safety Action Plan</i> to implement missing sidewalk segments (as identified as part of the <i>Reno Sparks Bicycle and Pedestrian Master Plan</i>) and bike lanes on collector and arterial streets. (safety initiatives referenced in FY17/18 proposed Department Initiatives-PW)	Lead: Public Works Partners: RTC, Community Development	Ongoing	Staff time
IMP-5.1d. Actively participate as part of ongoing or project-specific committees with RTC, NDOT, and other regional partners to clearly communicate and advocate for City priorities.	Lead: City Council Partners: Community Development, Public Works	Ongoing	Staff time
5.2: Actively manage transportation systems and infrastructure to improve reliability, efficiency, and safety.			
IMP-5.2a. Improve traffic flow with Traffic System Signal Optimization. (FY16/17 Strategic Initiatives-PW)	Lead: Public Works Partners: RTC	Near-term	Staff time
IMP-5.2b. Develop a bridge inspection and maintenance program. (FY17/18 proposed Department Initiatives-PW)	Lead: Public Works Partners: RTC	Near-term	Staff time
IMP-5.2c. Continue Neighborhood Street Improvement Program. (FY17/18 proposed Department Initiatives-PW)	Lead: Public Works Partners: RTC	Ongoing	Staff time
IMP-5.2d. Require tentative map applications to document, where applicable, a "Safe Route to School" plan, clearly showing the recommended pedestrian and bicycle routes to school.	Lead: Community Development Partners: Public Works	Ongoing	Staff time
5.3: Facilitate the movement of goods and services throughout the region via truck, air, and rail.			
IMP-5.3a. Work with NDOT, RTC, and other partners to implement the recommendations of the Nevada Freight Program Assessment-Statewide.	Lead: NDOT Partners: RTC, Public Works, Local Government Partners	Ongoing	Staff time
IMP-5.3b. Collaborate with the Reno-Tahoe Airport Authority (RTAA) on periodic updates to and implementation of RTAA master plans for the Reno-Tahoe International Airport (RTIA) and Reno-Stead Airport.	Lead: Community Development Partners: City Manager's Office	Ongoing	Staff time
IMP-5.3c. Collaborate with the RTAA on updates to city policies and regulations as applicable to ensure they will not limit airport operations or impede implementation of RTAA master plans for either airport.	Lead: Community Development Partners: City Manager's Office	Ongoing	Staff time
IMP-5.3d. Maintain and make available an updated Truck Route map.	Lead: Community Development Partners: Public Works	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
5.4: Encourage the use of transit, car or van pools, bicycling, walking, and other forms of alternative transportation.			
IMP-5.4a. Collaborate with RTC on the alignment of Regional Transportation Plan goals and recommendations, transit service planning, and other initiatives in support of the City's Priority Locations for Growth (see Policy 2.1a.).	Lead: Community Development Partners: RTC, Public Works	Ongoing	Staff time
IMP-5.4b. Concentrate transit-oriented development patterns, densities, and uses in identified Priority Locations for Infill and Redevelopment (see Policy 2.2a).	Lead: Community Development Partners: RTC, Public Works	Ongoing	Staff time
IMP-5.4c. Prioritize sidewalk and bike lane improvements in locations that will improve access to existing and planned BRT routes, as well as other bus routes with high ridership.	Lead: Public Works Partners: RTC, Community Development	Ongoing	Staff time
IMP-5.4d. Offer incentives to City of Reno employees who participate in trip-reduction programs sponsored by RTC	Lead: City Manager's Office Partners: RTC, Community Development	Ongoing	Staff time
IMP-5.4e. Work with RTC, the City of Sparks, and Washoe County to study the feasibility of formalizing increased transit use during periods of high air pollution levels.	Lead: City Manager's Office Partners: Community Development, RTC, WCHD	Ongoing	Staff time
5.5: Anticipate and plan for the implications and opportunities associated with connected vehicles, autonomous vehicles, and the expected transition from personal car ownership to mobility-as-a-service.			
IMP-5.5a. Organize educational opportunities for the public to learn about the future of automated vehicles and the City's plans to address this new technology as it develops.	Lead: NDOT Partners: Public Works, Community Development, UNR, Communications and Technology	Near-term	Staff time
IMP-5.5b. Explore ways to participate as a test site for autonomous vehicles as the technology develops and continue to support economic development initiatives related to the development and testing of unmanned aerial vehicle (UAVs or drones) technology in the City.	Lead: Public Works Partners: Economic Development, EDawn, RTC, RTAA	Near-term	Staff time, Regional collaboration
IMP-5.5c. Work with regional partners to develop a shared vision for the use of autonomous vehicles in the Truckee Meadows region, and develop an action plan for regulating AVs, creating standards for AV infrastructure, and sharing and collecting data related to the use of AVs, or the region's transportation network. Ensure the action plan is updated periodically to reflect advances in the technology or other changes.	Lead: Public Works Partners: Community Development, RTC, City of Sparks, Washoe County, TMRPA, UNR	Near-term	Staff time, Regional collaboration
IMP-5.5d. Implement key components of the Smart Roadway program from Reno's Department of Transportation Smart City application—a concept designed to improve the safety and efficiency of traffic management and explore the interaction and benefits of CVs/AVs in an urban environment.	Lead: Public Works Partners: City Council	Longer-term	Staff time, Capital Improvement
IMP-5.5e. Develop regulations for autonomous vehicles, specifically surrounding safety concerns and autonomous vehicle infrastructure as the use of AVs in the City grows. Periodically update/revise these regulations based on best practices or advances in the use or regulation of AVs.	Lead: Public Works Partners: Community Development, Planning Commission, RTC	Longer-term	Staff time

Strategy	Responsibility	Timing	Resources
GP 6: SAFE, HEALTHY, AND INCLUSIVE COMMUNITY			
6.1: Provide high-quality community safety and emergency response services.			
IMP-6.1a. Develop a more robust community policing initiative that leverages technology and information. (FY16/17 Strategic Initiatives-Police)	Lead: Police Partners: City Manager's Office, City Council, Communications and Technology	Near-term/ ongoing	Staff time
IMP-6.1b. Develop and implement a plan for identifying and addressing infrastructure replacement and maintenance needs related to public safety services.	Lead: Police Partners: City Manager's Office, City Council, Communications and Technology	Near-term	Staff time
IMP-6.1c. Increase police resources and personnel to increase ability to do neighborhood patrols. (FY16/17 Strategic Initiatives-Police)	Lead: Police Partners: City Manager's Office, City Council, NABs	Near-term/ ongoing	Staff time
IMP-6.1d. Continue Reno Crime-Free Multi-Housing Program. (FY17/18 Strategic Initiatives-CD)	Lead: Community Development Partners: Police	Near-term/ ongoing	Staff time
IMP-6.1e. Address aging infrastructure. (FY17/18 Strategic Initiatives-Police)	Lead: Police Partners: City Manager's Office, City Council	Near-term	General fund, CIP
IMP-6.1f. Continued expansion of Paramedic/ALS medical services provided to the community. (FY17/18 Strategic Initiatives-Fire)	Lead: Fire Partners: City Manager's Office, City Council	Ongoing	Staff time
IMP-6.1g. Develop and implement a multi-year plan for infrastructure replacement, including fire stations and apparatus. (FY17/18 Strategic Initiatives-Fire)	Lead: Fire Partners: City Manager's Office, City Council, Communications and Technology	Ongoing, Long-term	Staff time, CIP, General Fund
IMP-6.1h. Increase staffing levels ensuring all fire stations are fully staffed. (FY17/18 Strategic Initiatives-Fire)	Lead: Fire Partners: City Manager's Office, City Council	Ongoing	Staff time
IMP-6.1i. Revise and modify service areas and beats to better reflect and align with current service levels and approaches, the Land Use Plan, and the quadrant-based approach for assessing level of service standards and fiscal impacts established by this Master Plan.	Lead: Police Partners: City Manager's Office	Near-term, Ongoing	Staff time
IMP-6.1j. Locate a police station or sub-station in all four quadrants of the City with goal of making them open to public as staffing resources allow. Co-locate sub stations with other municipal services and in other City owned facilities when possible to reduce cost of operation.	Lead: Police Partners: City Manager's Office, Communications and Technology	Long-term, ongoing	Staff time
6.2: Promote a safe and more resilient community.			
IMP-6.2a. Evaluate development proposals on a case-by-case basis regarding the need for a Wildlands Interface Plan.	Lead: Fire Partners: Community Development Fire, Planning Commission	Ongoing	Staff time
IMP-6.2b. Develop and implement measures to minimize fire hazards in open and sagebrush areas. (From current MP- see IMP-6.2a)	Lead: Fire Partners: Community Development	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
IMP-6.2c. Encourage the installation of sprinkler systems for all new single-family units located outside of existing fire service areas to reduce the cost of building, operating and maintaining new fire stations.	Lead: Fire Partners: Community Development	Ongoing	Staff time
IMP-6.2d. Expand fire prevention and community outreach programs. (FY17/18 Strategic Initiatives-Fire)	Lead: Fire Partners: City Manager's Office, City Council	Ongoing	Staff time
IMP-6.2e. Adopt the State Fire Marshal Standards for the Wildland Urban Interface (WUI) as part of City code and consider designating a WUI overlay as part of this process.	Lead: Fire Partners: Community Development	Longer-term	Staff time
IMP-6.2f. Review and update floodplain management ordinances as needed in conjunction with efforts to update drainageway definitions and policies. (see Policy 7.1e and related strategies)	Lead: Public Works Partners: Community Development	Longer-term	Staff time
IMP-6.2g. Explore the feasibility of developing a seismic retrofit assistance program focusing on existing unreinforced masonry buildings.	Lead: Community Development Partners: FEMA, UNR	Near-term	Staff time
6.3: Support active lifestyles among residents of all ages.			
IMP-6.3a. Develop a comprehensive Parks and Recreation Master Plan to: Establish an updated inventory of facilities (aligned with categories and targets established by the Citywide Master Plan) Reflect the availability of new tools for acquisition, maintenance, and funding (as applicable); and Identify near-term/long-term priorities.	Lead: Parks, Recreation, and Community Services Partners: Recreation and Parks Commission, NABS, Senior Citizen Advisory Committee, Youth City Council, Community Development	Near-term	Staff time, Outside support/funding
IMP-6.3b. Continue to support city-programs that promote health and wellness for residents of all ages.	Lead: Parks, Recreation, and Community Services Partners: Community Development, City Manager's Office, City Council	Ongoing	General Fund
IMP-6.3b. Continue to support city-programs that promote health and wellness for residents of all ages.	Lead: Parks, Recreation, and Community Services Partners: Community Development, City Manager's Office, City Council	Ongoing	CIP, General Fund
6.4: Encourage health and wellness through access, education, and prevention.			
IMP-6.4a. In partnership with local homelessness related service providers, identify, and explore the feasibility of social impact funding/bonding programs to address and increase access to capital for homelessness.	Lead: City Manager's Office Partners: Police, Reno Housing Authority, Non-profit housing agencies, Homeless service providers, Local health providers	Long-term	Staff time, Regional collaboration
IMP-6.4b. Encourage year-end reports from all service providers funded by the Washoe County Human HOME Consortium.	Lead: City Council Partners: City Manager's Office, Community Development	Ongoing	Staff time, Regional collaboration
IMP-6.4c. Continue to support the implementation of the regional plan entitled " <i>Housing For All: A Plan to End Homelessness</i> ," in collaboration with partner agencies and jurisdictions.	Lead: Community Development Partners: City Manager's Office, City Council	Ongoing	Staff time, Regional collaboration

Strategy	Responsibility	Timing	Resources
6.5: Increase the availability of and access to fresh, healthy, and local food.			
IMP-6.5a. Review and update Annexation and Land Development Code provisions with an eye toward identifying and removing potential barriers to local food production (including hydroponics and other emerging technologies), processing, and sales.	Lead: Community Development Partners: City Manager's Office, WCHD	Near-term	Staff time, Outside support/funding
IMP-6.5b. Support the efforts of partner organizations, community groups, and volunteers in developing and maintaining an inventory of local food assets.	Lead: City Manager's Office Partners: WCHD	Ongoing	Staff time, Regional collaboration
IMP-6.5c. Convene a meeting of food policy advocates with the intention of establishing a framework for organizing various initiatives and interests surrounding food policy and identifying a champion (or group of champions) within the region with the capacity and funding to serve as a resource going forward.	Lead: City Manager's Office Partners: WCHD	Near-term	Staff time, Regional collaboration
6.6: Foster a culture of inclusivity—embracing and respecting the diversity of Reno's residents.			
IMP-6.6a. Actively seek passage of progressive humane legislation on the state level. (Current MP)	Lead: City Council Partners: Human Rights Commission, City Manager's Office, Access Advisory Committee	Ongoing	Staff time
IMP-6.6b. Continue to support a range of adaptive and inclusion programs as part of the Parks, Recreation and Community Services Department.	Lead: City Council Partners: City Manager's Office; Access Advisory Committee; Parks, Recreation and Community Services Department	Ongoing	Staff time
IMP-6.6c. Update the City of Reno Americans with Disabilities Act (ADA) transition plan including City facilities and rights of way. (FY17/18 Proposed Department Initiatives-PW)	Lead: Parks, Recreation and Community Services Department Partners: Public Works, Access Advisory Committee	Ongoing	Staff time, CIP
6.7: Advocate for a strong and successful education system, workforce training, and lifelong learning opportunities.			
IMP-6.7a. Work with local, state, and regional partners to lobby for a sustainable funding source for K-12 education.	Lead: City Council Partners: Community Development	Ongoing	Staff time
IMP-6.7b. Continue to expedite processing time for school sites that require a Master Plan or zoning amendment, particularly those that occur as part of PUD amendments.	Lead: Community Development Partners: WCSD, Planning Commission	Ongoing	Staff time

Strategy	Responsibility	Timing	Resources
 GP 7: QUALITY PLACES AND OUTDOOR RECREATION OPPORTUNITIES			
7.1: Conserve and protect Reno’s natural resources and environment.			
<p>IMP-7.1a. Update Annexation and Land Development Code requirements to address distinctions (and similarities) in the values, ecosystem functions, and maintenance requirements associated with natural major drainageways versus artificial major drainageways. The update should consider:</p> <ul style="list-style-type: none"> • Allow the relocation of natural major drainageways only for ephemeral and intermittent streams. • Address hydromodification through appropriate grade control and other stabilization, especially with respect to vertical channel stability. • Prohibit landscaping of drainageways that would impair drainage functions. • Require mitigation for all permissible encroachments. • Require the use of best maintenance practices which include leaving woody vegetation, cattails, and other flow impediments in place, where appropriate, based on type of drainageway and condition. 	<p>Lead: Public Works</p> <p>Partners: Community Development; Parks, Recreation, and Community Services; Planning Commission</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-7.1b. Continue efforts to update and maintain a list of Major Drainageways that should be prioritized for improvements that address stormwater runoff, promote natural infiltration of runoff, reduce erosion, prevent sedimentation, and/or reduce expenditure of public funds. As part of these efforts, leverage updates to the <i>Watershed Management and Protection Plan</i>.</p>	<p>Lead: Public Works</p> <p>Partners: Parks, Recreation and Community Services</p>	<p>Ongoing</p>	<p>Staff time</p>
<p>IMP-7.1c. Develop and maintain a map of Major Drainageways.</p>	<p>Lead: Public Works</p> <p>Partners: Community Development</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-7.1d. Review and update as needed mitigation requirements for stormwater runoff and other non-point sources of water pollution within the environs of the Truckee River and its tributaries.</p>	<p>Lead: Community Development</p> <p>Partners: Public Works, Planning Commission</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-7.1e. Review the operation of sewage treatment plants, and where technically, economically, and legally possible, modify so that the effluent is used to create, maintain, restore or enhance wetlands and/or irrigate parks.</p>	<p>Lead: Public Works</p> <p>Partners: Parks, Recreation, and Community Services</p>	<p>Longer-term</p>	<p>Staff time</p>
<p>IMP-7.1f. Refer development applications that may impact threatened or endangered species and/or wildlife migration corridors to the appropriate agency for review and comment.</p>	<p>Lead: Community Development</p> <p>Partners: Planning Commission, NDOW, USFS, BLM</p>	<p>Ongoing</p>	<p>Staff time, Outside support/funding</p>
<p>IMP-7.1g. Explore opportunities to maintain or increase healthy wildlife habitats on private property that supports sensitive species through the State’s Private Lands for Wildlife program (from OS&G Plan).</p>	<p>Lead: Community Development</p> <p>Partners: NDOW, Community Partners</p>	<p>Longer-term</p>	<p>Staff time, Outside support/funding, Regional collaboration</p>
<p>IMP-7.1h. Work with TMWA to update the City’s development review process, zoning code, and Master Plan land use map to prevent the location of development or uses that could potentially contaminate groundwater resources within identified wellhead protection areas (WHPAs).</p>	<p>Lead: Community Development</p> <p>Partners: TMWA, Public Works</p>	<p>Near-term</p>	<p>Staff time</p>

Strategy	Responsibility	Timing	Resources
IMP-7.1i. Work with TMWA, residents, businesses and other property owners to raise awareness of identified wellhead protection areas and discourage practices or activities within these areas that could contaminate groundwater or otherwise threaten the quality of water drawn from TMWA's wells.	Lead: Community Development Partners: Public Works, TMWA	Ongoing	Staff time
IMP-7.1j. Encourage site design features, such as low-impact development techniques, that minimize impermeable surfaces, support treatment of stormwater runoff, and/or facilitate groundwater infiltration within wellhead protection areas.	Lead: Community Development Partners: Public Works, TMWA	Ongoing	Staff time
7.2: Establish an interconnected network of open space, greenways, and trails.			
IMP-7.2a. Identify and prioritize for acquisition, easements, or cooperative management arrangements with ditch companies, ditches that: <ul style="list-style-type: none"> • Can provide connectivity to other open space areas, such as portions of Steamboat and Highland ditches; and • Have the capacity to provide connectivity to other open space areas, such as City-owned drainageways. 	Lead: Community Development Partners: Parks, Recreation and Community Services; Public Works	Longer-term	Staff time
IMP-7.2b. Work with local and regional partners to map actual alignments (a.k.a., “true trail alignments”) of the conceptual trails and connections identified on the Greenways and Open Space Map contained in this Master Plan.	Lead: Parks, Recreation, and Community Services Partners: Community Development, Public Works	Near-term	Staff time, Regional collaboration
IMP-7.2c. Update the Annexation and Land Development Code to include open space and greenways design standards including building setbacks, lighting, fencing, signage, landscaping without invasive species, and irrigation.	Lead: Community Development Partners: Parks, Recreation, and Community Services	Near-term	Staff time, Outside support/funding
IMP-7.2d. Clarify the use of the term “open space” in all City documents to conform to the definition provided in this plan.	Lead: Community Development Partners: Parks, Recreation, and Community Services	Near-term	Staff time
IMP-7.2e. Continue to responsibly accept donation/dedication of privately owned properties consistent with adopted City policies and procedures for processing donations of private land. Explore the creation of conservation easements.	Lead: Parks, Recreation, and Community Services Partners: Community Partners	Ongoing, Near-term	Staff time
IMP-7.2f. Collaborate with partner agencies and organizations within the region, as well as at the state and federal level to support increased access to outdoor opportunities for residents throughout the Truckee Meadows.	Lead: Parks, Recreation, and Community Services Partners: Community Development, City of Sparks, Washoe County, State and Federal Agencies	Ongoing	Staff time, Regional collaboration
IMP-7.2g. Work with land trusts and other potential partners to support the conservation of private lands for open space, agricultural, or resource protection purposes.	Lead: Parks, Recreation, and Community Services Partners: Community Partners	Ongoing	Staff time, Regional collaboration
7.3: Maintain access to public lands at the urban/rural interface.			
IMP-7.3a. Review development applications for potential open space areas, corridors, access points to public lands, and buffers as identified in this plan and require that those areas be protected and allow for public access as a condition of approval.	Lead: Community Development Partners: Planning Commission; Parks, Recreation, and Community Services	Ongoing	Staff time, Outside support/funding

Strategy	Responsibility	Timing	Resources
<p>IMP-7.3b. As annexation occurs and Master Plan land uses are assigned, protect high value open space areas in accordance with this plan.</p>	<p>Lead: Community Development Partners: Parks, Recreation, and Community Services; Planning Commission</p>	<p>Ongoing</p>	<p>Staff time</p>
<p>IMP-7.3c. Work with federal land management agencies to identify, formalize, or develop access points to public lands.</p>	<p>Lead: Parks, Recreation, and Community Services Partners: Community Development, USFS, BLM, Washoe County</p>	<p>Ongoing</p>	<p>Staff time, Capital Improvement, Regional collaboration</p>
<p>7.4: Increase Reno's profile as a center of arts and culture.</p>			
<p>IMP-7.4a. Review and update the Annexation and Land Development Code to:</p> <ul style="list-style-type: none"> • Evaluate the addition of live/work spaces in appropriate locations; and • Allow art in streetscapes and required landscape areas where appropriate. 	<p>Lead: Community Development Partners: Reno Arts and Culture Commission</p>	<p>Near-term</p>	<p>Staff time</p>
<p>IMP-7.4b. Update Reno Arts and Culture Commission planning documents (i.e. Arts and Cultural Master Plan or strategic goals) as appropriate to:</p> <ul style="list-style-type: none"> • Work with other governments and quasi-governmental agencies to include public art in their projects located within the City limits; • Utilize public art to designate districts and/or their entrances and to define Reno's sense of place and enhance visitor navigation; • Continue to assist in the selection of public art for all new facilities and parks; • Develop a public art grant program for private developers utilizing qualified arts non- profit organizations; • Improve access to healthcare and affordable housing opportunities located in the City's priority locations for infill and redevelopment to help retain creative individuals; • Examine processes and regulations to determine how the arts can further support City services and community priorities; • Encourage cultural festivals which showcase Reno's vibrant cultural diversity; • Encourage diversity in the City's galleries; • Develop an arts and culture awareness campaign for the City's website; • Support programs in the Parks, Recreation and Community Services Department which provide lifelong learning opportunities for arts education; • Encourage applicants to the Arts and Culture Grants Program to include and arts education component to their events and programs. • Encourage the Reno Arts and Culture Commission to reevaluate the Arts Grants Program annually to direct the use of these funding mechanisms to advance the Goals in this document, the Cultural Master Plan and the Public Art Master Plan; and • Encourage the Reno Arts and Culture Commission to assign Commissioners to attend the Washoe County School District Board meetings to provide information regarding the importance of adding art to their STEM program (STEAM). 	<p>Lead: Reno Arts and Culture Commission and the Cultural Affairs Staff of the City Manager's Office Partners: Community Development; Public Works; Parks, Recreation and Community Services; non-profit arts organizations</p>	<p>Near-term</p>	<p>Staff time, Outside support/ funding, Regional collaboration</p>

Strategy	Responsibility	Timing	Resources
IMP-7.4c. Work to increase funding for arts and culture by: <ul style="list-style-type: none"> Evaluating the feasibility of linking funding for arts and culture to population or some other factor; and Exploring mechanisms to increase funds allocated to the Public Art Grant Fund. 	Lead: City Manager's Office Partners: Reno Arts and Culture Commission	Near-term	Staff time, Outside support/funding
IMP-7.4d. Include arts and culture in City messaging regarding Reno's Creative Economy, Revitalization efforts, and Quality of Life messaging.	Lead: City Manager's Office Partners: Communication and Technology, Reno Arts and Culture Commission	Ongoing	Staff time
IMP-7.4e. Regularly update the Americans for the Arts economic impact study.	Lead: City Manager's Office Partners: Reno Arts and Culture Commission	Ongoing	Outside support/funding
IMP-7.4f. Encourage service and special event organizations that receive City funding to include educational offerings related to their event.	Lead: City Manager's Office Partners: Reno Arts and Culture Commission	Near-term	Staff time
7.5: Protect and preserve Reno's heritage and historic assets.			
IMP-7.5a. Work with the State of Nevada Historic Preservation Office to: <ul style="list-style-type: none"> Maintain the City's Certified Local Government (CLG) status in order to continue securing funds for historic preservation activities; Provide training to members of the Historical Resources Commission on their role in city government, applicable legal frameworks, and planning policy procedures; and Promote the Federal Rehabilitation Tax Credit program for eligible commercial properties listed in the National Register of Historic Places. 	Lead: Community Development Partners: Historical Resources Commission, State Historic Preservation Office	Ongoing	Staff time
IMP-7.5b. Regularly update the inventory of potentially eligible historic properties and associated survey forms using available funds such as annual Historic Preservation Fund grant funding through the State Historic Preservation Office.	Lead: Community Development Partners: Historical Resources Commission, State Historic Preservation Office	Ongoing	Staff time, Outside support/funding
IMP-7.5c. Develop a mechanism to identify and rank historic-age properties in a non-regulatory manner and make this information available via a public-facing GIS viewer to: <ul style="list-style-type: none"> Provide enhanced resources to property owners, developers, architects, and City staff; Assist the Historical Resources Commission and City staff in pursuing the addition of properties to the City Register; Assist the Historical Resources Commission in identifying historically important buildings in need of rehabilitation and entice preservation developers; and Ensure survey information relating to historic resources in the City is available to the public and other interested parties. 	Lead: Community Development Partners: Historical Resources Commission, Historic Reno Preservation Society	Long-term	Staff time, Outside support/funding

Strategy	Responsibility	Timing	Resources
<p>IMP-7.5d. Review and update the Annexation and Land Development Code to:</p> <ul style="list-style-type: none"> • Revise and clarify the Powers and Duties of the Historical Resources Commission to assist in reconfirming the Commission’s purpose; • Modify the composition of the Historical Resources Commission to include representation of other professionals and the public; • Revise and simplify the City Register designation process, clarify the eligibility criteria, and include historical integrity as a consideration; • Develop an administrative COA process to streamline the review of minor exterior modifications to properties on the City Register; • Develop a demolition by neglect provision and clarify findings to obtain a demolition certificate for properties on the City Register; • Integrate the goals of the Historical Resources Commission with broader Adaptive Reuse policy to incentivize the use and preservation of existing buildings stock in new and creative ways; • Revise incentives available to properties listed on the City Register to further encourage addition of properties; • Develop incentives for properties listed on the City Register to assist property owners in the protection of historic character in neighborhoods and to developers as tools to redevelop valuable historic building stock, such as a revolving loan fund; • Develop a process to review the effects development projects may have on nearby historic resources included in the Historic Register,; and • Develop mitigation measures deemed appropriate to lessen the impact on the public as a result of the loss or alteration of an historic resource. 	<p>Lead: Community Development Partners: Historical Resources Commission, State Historic Preservation Office, City Council</p>	<p>Near-term</p>	<p>Staff time, Outside support/ funding</p>
<p>IMP-7.5e. Develop design guidelines for the Certificate of Appropriateness (COA) process</p>	<p>Lead: Community Development Partners: Historical Resources Commission, State Historic Preservation Office</p>	<p>Near-term</p>	<p>Staff time</p>

Strategy	Responsibility	Timing	Resources
<p>IMP-7.5f. Develop a near-term strategic plan for the Historical Resources Commission that identifies actions the HRC can take to address historical resource issues, including but not limited to:</p> <ul style="list-style-type: none"> • Advocate for the reinstatement of an annual budget for the Historical Resources Commission and increased staff time to assist the historic preservation program; • Strive to protect historic resources that are City-owned property; • Expand the Historic Resources Commission's annual award program to encourage and recognize excellence in historic preservation in the community; • Develop a historic marker program to interpret, educate, and promote the region's history and to foster heritage tourism; • Increase understanding of historic preservation goals in non-historic preservation-related departments and commissions; • Actively pursue new listings to the City Register through outreach to private property owners of potentially eligible properties listed in the National Register of Historic Places; • Actively reach out to private developers to promote and facilitate investment in historic rehabilitation, especially in commercial buildings. • Develop and make available educational materials about preservation principles and techniques, the Secretary of the Interior Standards for Historic Preservation, the City Register of Historic Places, and other historic preservation programs; • Develop and distribute a preservation toolkit explaining a variety of preservation techniques and preservation policies unique to the City of Reno; • Monitor best practices across the wide array of programs that support historic preservation, from the Historical Resources Commission's technical preservation responsibilities to community planning, communications, the arts, tourism, and interpretive preservation; and • Establish heritage partnerships and networks with local, state, and national historic preservation and tourism organizations. 	<p>Lead: Historical Resources Commission</p> <p>Partners: Community Development, Historic Reno Preservation Society, State Historic Preservation Office, EDawn, RSCVA</p>	<p>Near-term</p>	<p>Staff time, Outside support/funding, Regional collaboration</p>
<p>7.6: Improve the quality of the public realm (e.g. parks, public spaces, streets) through context-sensitive design, targeted investment, and regular maintenance.</p>			
<p>IMP-7.6a. Support reducing the number of billboards within City limits and periodically review standards for electronic signs.</p>	<p>Lead: Community Development</p> <p>Partners: Planning Commission</p>	<p>Ongoing</p>	<p>Staff time</p>
<p>IMP-7.6b. Review and update design standards for signs within defined centers and corridors to promote signs oriented to the pedestrian scale rather than automobiles.</p>	<p>Lead: Community Development</p> <p>Partners: Planning Commission</p>	<p>Near-term</p>	<p>Staff time, Outside support/funding</p>
<p>IMP-7.6c. Develop maintenance and improvement plans for parks, plazas, and other significant public spaces that are managed or maintained by the City. Ensure that, where possible, such plans acknowledge and incorporate special considerations for or take advantage of any unique site features or characteristics, such as historic resources.</p>	<p>Lead: Public Works, Parks, Recreation, and Community Services</p> <p>Partners: Community Development, Planning Commission</p>	<p>Longer-term</p>	<p>Staff time, Outside support/funding</p>

Strategy	Responsibility	Timing	Resources
IMP-7.6d. Review crime statistics to identify City-owned or managed public spaces that are hot-spots for crime. Conduct safety audits of these locations and evaluate the potential for implementing CPTED or other crime prevention design features or principles through future upgrades or maintenance of the public space. Ensure users of these sites or locations are included in the process.	Lead: Community Development Partners: Police; Planning Commission; Public Works; Parks, Recreation, and Community Services	Longer-term	Staff time, Outside support/funding
IMP-7.6e. Develop a detailed set of roadway design standards that take into account uses and unique considerations, such as trees, present the City's centers, corridors, neighborhoods, and employment areas, as identified on the Structure Plan Map included in the Master Plan. Work with RTC to ensure these standards are applied to regional roadways not managed by the City of Reno.	Lead: Community Development Partners: Planning Commission; Public Works; RTC; Parks, Recreation, and Community Services	Near-term	Staff time, Regional collaboration
IMP-7.6f. Continue to improve park maintenance and expand the number of parks that meet the maintenance standards annually. (FY16/17 Strategic Initiatives- Parks)	Lead: Parks, Recreation, and Community Services Partners: City Council	Ongoing	Staff time, General Fund, Capital Improvement
7.7: Increase tree canopy and green infrastructure within the City.			
IMP-7.7a. Continue to expand community support for maintaining and enhancing the City's tree canopy. (FY16/17 Strategic Initiatives- Parks)	Lead: Parks, Recreation, and Community Services Partners: Urban Forestry Commission	Ongoing	Staff time
IMP-7.7b. Review, update, and modify tree planting specifications and retention requirements as part of the Annexation and Land Development Code as needed to support maintenance and enhancement of the City's tree canopy.	Lead: Community Development Partners: Parks, Recreation, and Community Services; Urban Forestry Commission	Near-term	Staff time
IMP-7.7c. Adopt landscaping standards for public street projects, with a focus on major streets and gateways. (From UFMP)	Lead: Community Development Partners: Public Works, Parks, Recreation, and Community Services Urban Forestry Commission	Near-term	Staff time
IMP-7.7d. Provide periodic opportunities for the community to participate in, and/or initiate tree-planting efforts in parks, open space, and public rights-of-way.	Lead: Parks, Recreation, and Community Services Partners: Public Works, Urban Forestry Commission	Near-term	Staff time, General Fund
IMP-7.7e. Continue implementing the tree replacement/replanting program three to five years in advance of roadway improvement projects when there is proposed removal of mature trees.	Lead: Public Works Partners: Parks, Recreation, and Community Services; RTC; Urban Forestry Commission	Ongoing	Staff time, General Fund, Capital Improvement

Strategy	Responsibility	Timing	Resources
GP 8: EFFECTIVE GOVERNMENT			
8.1: Align day-to-day decision-making and budgeting with the implementation of the Master Plan.			
IMP-8.1a. Include an assessment and/or discussion of conformance with the Master Plan in staff reports provided to the City Council, Planning Commission, and other boards and commissions as applicable.	Lead: City Manager's Office Partners: City Departments; City Council	Near-term	Staff time
IMP-8.1b. Continue to develop and add metrics to the Open Performance Reno dashboard. Add new metrics that provide a means for ongoing assessment and monitoring of the Master Plan's implementation.	Lead: Communication and Technology Partners: Community Development	Near-term	Staff time
IMP-8.1c. Incorporate implementation of the Master Plan into the City's annual budget development process. Explore the feasibility of including implementation of the Master Plan as a budget guiding principle and integrating the goals, policies, and implementation strategies of the Master Plan into departmental budget development.	Lead: City Council Partners: Finance; City Departments	Near-term	Staff time
IMP-8.1d. Integrate implementation of the Master Plan into the City's Capital Improvement Plan. Explore ways to utilize the goals, policies, and implementation strategies of Master Plan in CIP project selection Improvement Plan document.	Lead: City Manager's Office Partners: City Departments	Near-term	Staff time
IMP-8.1e. Explore dedicating the appropriate level of staffing (e.g. hiring a long-range planner, or similar position,) to overseeing the implementation of the Master Plan, including coordinating with other City Departments, other local governments, regional agencies, and other partners.	Lead: Community Development Partners: City Manager's Office, City Council	Near-term	Staff time, General Fund
8.2: Enhance teamwork, cooperation, problem-solving, and transparency within the City organization.			
IMP-8.2a. Establish inter-departmental teams or working groups within the City to ensure decision-making and long-range planning efforts are coordinated across departments; that data, reports, and studies are reviewed by and shared with relevant departments, and that policies adopted, decisions made, or projects planned by one department do not conflict with those of other departments or the guiding principles, goals, and policies of the Master Plan.	Lead: City Manager's Office Partners: City Departments	Ongoing	Staff time
IMP-8.2b. Include a summary of the Capital Improvement Projects Committee project prioritization process so that the public may understand why projects were or were not funded through that year's CIP.	Lead: City Manager's Office Partners: Clerk	Ongoing	Staff time
IMP-8.2c. Review existing City boards and commissions to assess whether the role of each body needs to be clarified among appointed members, staff, City Council, or in the ordinances establishing each board and commission.	Lead: City Manager's Office Partners: Department Liaisons, City Boards and Commissions, City Council	Near-term	Staff time
IMP-8.2d. Continue to utilize the Ethics Commission, as an independent body to issue advisory opinions, investigate complaints, and publish findings and recommendations regarding violations of the City's ethics code by elected and appointed officials, as well as staff.	Lead: City Council Partners: City Manager's Office, City Attorney, Civil Service Commission	Ongoing	Staff time
IMP-8.2e. Review and update as needed the City's ethics code, and other ethics provisions and regulations applying to City staff, elected officials (including candidates for elected positions), and appointed officials.	Lead: City Attorney's Office Partners: City Manager's Office, Civil Service Commission	Near-term	Staff time
IMP-8.2f. Develop an ethics training program focused on the selection and hiring of employees.	Lead: City Attorney's Office Partners: Civil Service Commission	Near-term	Staff time

Strategy	Responsibility	Timing	Resources
8.3: Develop and support leadership that reflects the diversity of the community.			
IMP-8.3a. Create and maintain a consolidated list of City staff who are able to speak languages other than English. Make this list available to the public, along with information about language spoken, City department so that non-English speakers may get in contact with appropriate multi-lingual staff.	Lead: Human Resources Partners: City Departments	Near-term	Staff time
IMP-8.3b. Explore programs to assess the multi-lingual capacity of City staff and investigate opportunities to provide language instruction or similar opportunities for staff interested in learning another language.	Lead: Human Resources Partners: City Departments	Near-term	Staff time
IMP-8.3c. Regularly collect demographic and socio-economic data on current members of City commissions and boards and compare to the Citywide statistics to understand how reflective the board or commission's membership is of the community as a whole.	Lead: City Manager's Office Partners: City Boards and Commissions	Near-term	Staff time
IMP-8.3d. Work with community groups, non-profits, regional service providers, commonly served populations, and minority populations to understand ways the City can change, update, or revise programs and services to better serve the City's diverse population.	Lead: City Manager's Office Partners: Parks, Recreation and Community Services; Police; Fire; Community Partners	Longer-term	Staff time, Outside support/funding, Other funds, Regional collaboration
IMP-8.3e. Explore the feasibility of providing regular cultural competency courses, trainings, or similar educational opportunities to City staff, appointed officials, and elected officials, especially those who come into contact with minority populations through their day-to-day responsibilities.	Lead: Human Resources Partners: City Manager's Office	Longer-term	Staff time
IMP-8.3f. Develop and adopt a non-discrimination ordinance to prevent discrimination on the basis of ability, age, culture, economic status, gender identity, national origin, race, religion, and sexual orientation, including economic, racial, cultural and individual differences in the provision City services, the administration of City programs, and the hiring of City staff. In addition, ensure the ordinance includes requirements for companies that are hired or contracted with by the City to provide the same protections to their employees.	Lead: City Council Partners: City Attorney, Civil Service Commission	Near-term	Staff time
IMP-8.3g. Develop and adopt a hate crime ordinance to enhance penalties for crimes committed within the City out of bias or prejudice towards a particular group or class.	Lead: City Council Partners: City Attorney	Near-term	Staff time
IMP-8.3h. Utilize the Human Rights Commission to advise City Council on ways that current or proposed ordinances, policies, or other action by the City can further the elimination of prejudice and discrimination. Additional duties should include the review of complaints of discrimination involving City departments or City services, and education and community outreach on issues related to human rights, discrimination, and Reno's diverse populations.	Lead: City Council Partners: City Manager's Office	Ongoing	Staff time
8.4: Encourage broad and meaningful citizen engagement.			
IMP-8.4a. Continue to facilitate interaction and communication between residents and City employees through the Neighborhood Advisory Boards.	Lead: Community Development Partners: All departments, City Council	Ongoing	Staff time
IMP-8.4b. Explore ways to expand "virtual" or digital participation in public meetings, particularly Neighborhood Advisory Board meetings, allowing residents to attend and participate in such meetings without attending in-person.	Lead: City Clerk Partners: Communications and Technology	Near-term	Staff time

Strategy	Responsibility	Timing	Resources
IMP-8.4c. Develop a framework or set of guidelines providing staff with direction on when to employ particular community engagement approaches (e.g., inform, consult, involve, partner). Include examples of engagement activities or techniques that could be used under each approach.	Lead: City Manager's Office Partners: City Departments	Longer-term	Staff time, Outside support/ funding
IMP-8.4d. Provide training or learning opportunities to City staff to advance their knowledge and experience with facilitating public meetings, community engagement approaches, or other methods for involving the public in decision-making in a meaningful way.	Lead: Human Resources Partners: City Manager's Office	Longer-term	Staff time, General Fund
IMP-8.4e. Evaluate and identify opportunities to introduce more participatory processes, such as community dialogues, small-group meetings, or online discussion groups, into existing decision-making procedures in order to increase the number of ways and approaches taken by the City to engage with the public.	Lead: City Manager's Office Partners: City Departments	Longer-term	Staff time
IMP-8.4f. Develop a framework for creating citizen task forces comprised of interested residents with backgrounds in a particular topic to assist staff in researching and developing strategies to address issues of community importance when they arise. The framework should include: <ul style="list-style-type: none"> • A process to assess whether or not the issue should be directed to an existing board or commission; and • Purpose and timeframe of the task force. 	Lead: City Manager's Office Partners: City Council, City Departments	Near-term	Staff time
8.5: Continually seek opportunities to increase the efficiency of City facilities and the effectiveness of government programs and City services.			
IMP-8.5a. Select a provider/platform for conducting statistically valid community surveys. Work with City Departments, City Council, and City Boards and Commissions to develop questions that help the City, elected officials, and appointed officials improve service provision, City programs, and governance.	Lead: City Manager's Office Partners: City Council, City Departments, Boards and Commissions	Near-term	Staff time
IMP-8.5b. Continue to identify and evaluate options for creating ongoing, long-term sources of revenue to support a dedicated capital projects fund to supplement the revenue currently set aside from the General Fund.	Lead: Finance Partners: City Manager's Office; City Council	Ongoing	Staff time
IMP-8.5c. Consider adopting sustainable procurement guidelines for products and services purchased by the City, including vehicles in the City's fleet. Ensure that energy or environmental impacts purchases may create are considered in procurement decisions.	Lead: Public Works Partners: City Manager's Office	Near-term	Staff time
IMP-8.5d. Periodically evaluate the efficiency of existing City facilities and infrastructure to assess whether the efficiency of these facilities in terms of water and energy usage could be improved. Priority should be given to measures that would reduce operating expenses.	Lead: Public Works Partners: City Manager's Office	Ongoing	Outside support/ funding, General Fund
IMP-8.5e. Develop a customer service survey or other mechanism to gauge satisfaction with the provision of City services and the customer service experience provided by City staff. Use the results to identify areas for improvement.	Lead: City Manager's Office Partners: Communications and Technology	Near-term	Staff time, General Fund
IMP-8.5f. Continue to pursue and implement programs, such as ONE and the Electronic Document Review process, that use technology to improve the efficiency and customer service experience for City customers.	Lead: Communications and Technology Partners: City Manager's Office	Ongoing	Staff time, General Fund, Capital Improvement

Strategy	Responsibility	Timing	Resources
8.6: Collaborate with local, regional, and state partners on issues of mutual significance.			
<p>IMP-8.6a. Facilitate regular meetings between the City Council, City leadership, residents, and legislators representing Reno in the State Legislature to raise awareness of issues and challenges facing the City, as well as to discuss changes to state laws, programs, or agencies that would enable or assist the City in addressing these challenges and/or implementing the Master Plan.</p>	<p>Lead: City Manager's Office Partners: City Council, City Departments</p>	Ongoing	Staff time
<p>IMP-8.6b. Work with other local governments, regional agencies, non-profits, and other organizations to develop strategic plans, or similar, for addressing issues or regional significance, such as housing affordability or an aging population.</p>	<p>Lead: City Manager's Office Partners: City of Sparks; Washoe County; Regional Agencies, Organizations, and Service Providers; State and Federal Agencies; Community Partners</p>	Ongoing	Staff time Regional collaboration
<p>IMP-8.6c. Initiate discussions with regional partners to explore representation on boards and commissions that enhances focus on urban policy issues and opportunities.</p>	<p>Lead: City Council Partners: City of Sparks; Washoe County; Regional Agencies, Organizations, and Service Providers</p>	Near-term	Staff time
<p>IMP-8.6d. Develop an Open Data policy providing a framework for making City data (including spatial data) available to the public and others in the region.</p>	<p>Lead: Communications and Technology Partners: City Attorney, City Departments</p>	Near-term	Staff time
<p>IMP-8.6e. Continue to work with groups such as Code for Reno to maintain the Open Data Reno platform for sharing and creating publicly accessible data. Work to consolidate City platforms and data dashboards so that data can be found in one place rather than across multiple dashboards, websites, or pages on the City's website.</p>	<p>Lead: Communications and Technology Partners: City of Sparks, Washoe County, TMRPA, TMWA, Community Partners</p>	Ongoing	Staff time