

Gardnerville Town Board

AGENDA ACTION SHEET



1. **For Possible Action:** Review, discuss and provide comments to the Housing Element of the Douglas County Master Plan Update; with public comment prior to board action.
2. **Recommended Motion:** Based on Board discussion
Funds Available: ☒ Yes ☐ N/A (requires staff time)
3. **Department:** Administration
4. **Prepared by:** Tom Dallaire
5. **Meeting Date:** August 1, 2017 **Time Requested:** 10 minutes
6. **Agenda:** ☐ Consent ☒ Administrative

Background Information: The next element has been released for the town to review.

7. **Other Agency Review of Action:** ☐ Douglas County ☒ N/A
8. **Board Action:**
☐ Approved ☐ Approved with Modifications
☐ Denied ☐ Continued

HOUSING ELEMENT

DRAFT

JULY 2017



HOUSING ELEMENT

PURPOSE

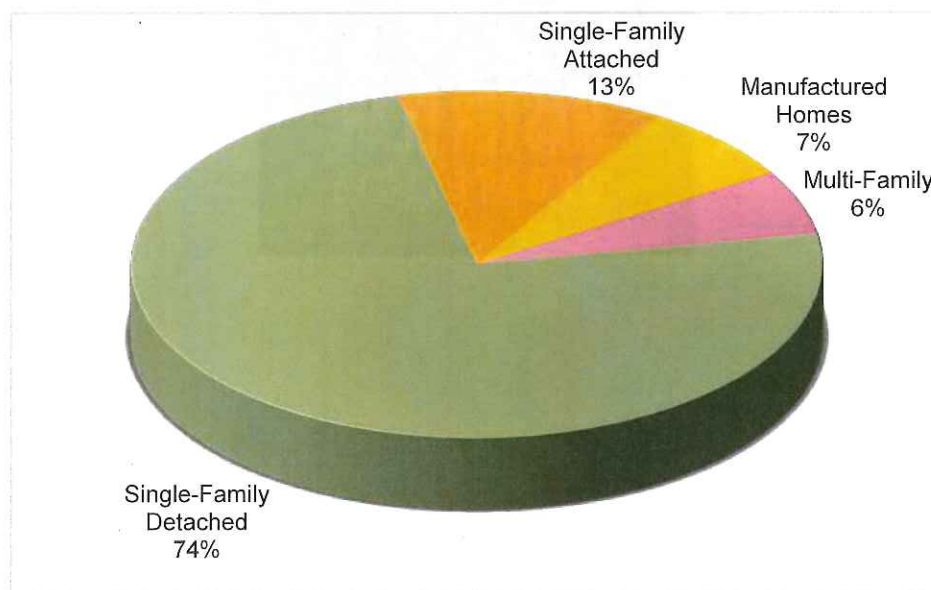
The purpose of the Housing Element is to present an overview of the housing inventory and housing market in Douglas County, to present an updated analysis of housing problems, and to present housing issues and opportunities. The Housing Element concludes with goals, policies, and actions to address housing needs in Douglas County.

Although the Housing Element includes analysis of the housing inventory and housing market for the entire County, the Housing Element goals, policies, and actions for the Tahoe Basin portion of Douglas County will be addressed in the South Shore and Tahoe-Douglas Area Plans.

HOUSING INVENTORY

According to the Douglas County Assessor, there are 24,663 housing units in Douglas County. As shown in Figure 1, 74 percent of the current housing stock is single-family detached units and 6 percent of the total is multi-family residential units.

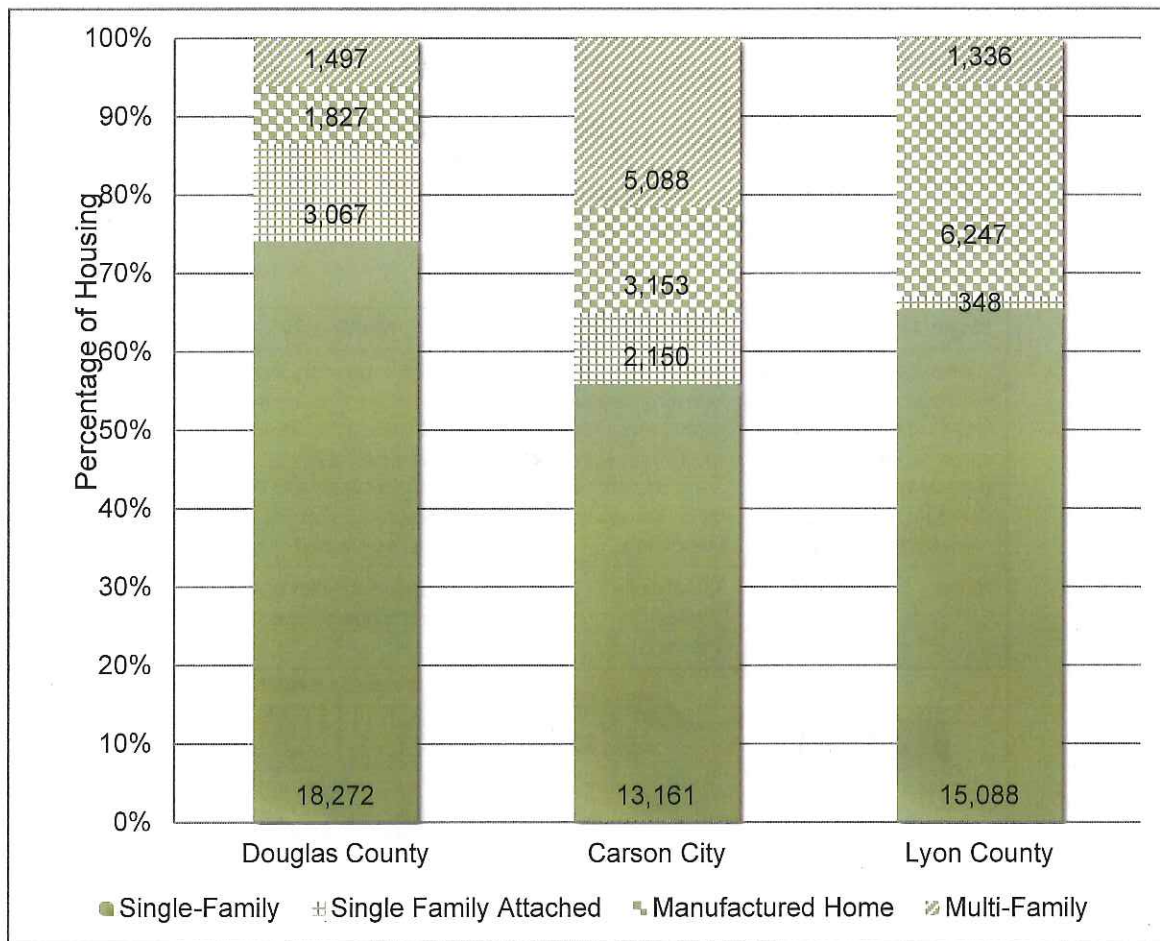
Figure 1
Douglas County Housing Inventory, 2016
(Total Units = 24,663)



Source: Douglas County Assessor Housing Counts, July 27, 2016

Figure 2 compares the 2016 housing inventory in Douglas County, Carson City, and Lyon County. Douglas County has the highest percentage of single-family detached units and the highest percentage of single-family attached units (duplexes and townhouses). Douglas County has more multi-family residential units than Lyon County but considerably fewer units compared to Carson City.

Figure 2
Regional Housing Inventory, 2016



Source: Certified Housing Counts from County Assessors, State Demographer's Office

Table 1 displays the change in Douglas County's housing inventory for the years 2010 and 2016. Single-Family detached units that are either site-built or modular increased by 528 units, or 2.98 percent. Single-Family detached units that are either manufactured or mobile homes decreased by 14 units. Multi-Family Units increased by 49 units with 30 of these units belonging to the Parkway Vista development in Gardnerville. Single-Family Attached units increased by five units.

Figure 3 provides a housing glossary to provide information on different housing types.

Table 1
Douglas County Housing Inventory, 2010 & 2016

Housing Type	2010	% of Total Units	2016	% of Total Units	Change 2010-2016
Single-Family Detached (Site Built/Modular)	17,744	73.6	18,272	74.1	528
Single-Family Detached (Manufactured/Mobile)	1,841	7.6	1,827	7.4	(14)
Single-Family Attached	3,062	12.7	3,067	12.4	5
Multi-Family	1,448	6.0	1,497	6.1	49
Total	24,095	100.0	24,663	100.0	568

Figure 3
Housing Types Glossary








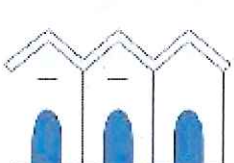




Single Family Detached	Single Family Attached	Multifamily
A free standing dwelling with one or more stories that shares no common wall with any other dwelling. Includes site-built, modular, and manufactured homes.	Two or more attached dwellings with one or more stories that share a common wall on at least one side. Land may be under separate ownership.	A multi story structure with at least 4 dwellings and at least 2 or more stories of dwellings. Common walls are shared and multiple units are stacked.
House	Townhouse Duplex Triplex	Apartment building Garden Apartments
   	   	   

Table 2 breaks down the housing inventory by Douglas County taxing areas. Of the 18,272 single-family detached units, more than half of the units are located outside of the three towns and major General Improvement Districts (GIDs). Of the 3,067 single-family attached units, almost 50 percent, or 1,232 units are located within the Kingsbury GID.

Table 2
2016 Douglas County Housing Inventory, by Tax Area

Tax Area	Single-Family Detached	Single-Family Attached	Multi-Family	Manufactured (Real & Personal)	Total Units
Gardnerville, Town of (521)	1,635	202	526	342	2,705
Gardnerville Ranchos(530)	3,443	684	148	2	4,277
Genoa, Town of (540, 545)	114	2	1	1	117
Indian Hills (350, 351, 355, 356)	1,615	0	122	94	1,831
Kingsbury GID (410,421,430)	1,007	1,232	106	13	2,358
Minden (510)	1,326	104	133	0	1,563
Topaz/Topaz Ranch (600, 610)	406	0	0	776	1,182
Other Tax Districts	8,726	843	461	599	10,630
TOTAL	18,272	3,067	1,497	1,827	24,663

Table 3 compares total housing units for each tax area in 2001 and 2016. The most significant housing increases occurred in Tax Areas 500 and 505. Total housing units in Tax Area 500 increased from 4,442 to 5,963 housing units, which represented the largest increase in absolute numbers. Tax Area 505 increased from 25 to 362 housing units, an increase of 1,348 percent.

Of the three towns, Gardnerville showed the largest increase in housing units between 2001 and 2016. The total housing units increased from 1,772 to 2,705 units, or by 933 units. The Town of Minden grew by 335 housing units between 2001 and 2016, an increase of 27.28 percent. The Town of Genoa grew by 7 housing units between 2001 and 2016.

In terms of the General Improvement Districts (GIDs), the Kingsbury GID grew by 606 units in Tax Area 430 and by 53 units in Tax Area 410, for a total increase of 650 housing units. The Gardnerville Ranchos GID grew by 430 units since 2001, an increase of 11.18 percent.

Table 3
CHANGE IN TOTAL HOUSING UNITS FOR EACH TAX AREA, 2001 to 2016

Tax Area	2001 Total Dwelling Units	2016 Total Dwelling Units	Change 2001 to 2016	Percentage Change
101	2	2	0	0.00%
110	721	705	16	-2.22%
120	22	22	0	0.00%
130	90	90	0	0.00%
140	72	78	6	8.33%
150	232	232	0	0.00%
160	79	77	(2)	-2.53%
170	239	240	1	0.42%
180	60	63	3	5.00%
190	125	126	1	0.80%
200	460	577	117	25.43%
210	104	101	3	-2.88%
220	448	513	65	14.51%
230	509	316	193	-37.92%
235*		137	137	N/A
330	610	809	199	32.62%
335	152	147	5	-3.29%
340	67	70	3	4.48%
350	746	945	199	26.68%
351	634	878	244	38.49%
355	6	6	0	0.00%
356*	0	2	2	N/A
410	706	759	53	7.51%
430	993	1599	606	61.03%
500	4442	5963	1521	34.24%
505	25	362	337	1348.00%
510	1228	1563	335	27.28%
521	1772	2705	933	52.65%
530	3,847	4,277	430	11.18%
540	25	28	3	12.00%
545	82	89	7	8.54%
600	303	403	100	33.00%
610	731	779	48	6.57%
Totals	19,532	24,663	5,131	26.27%

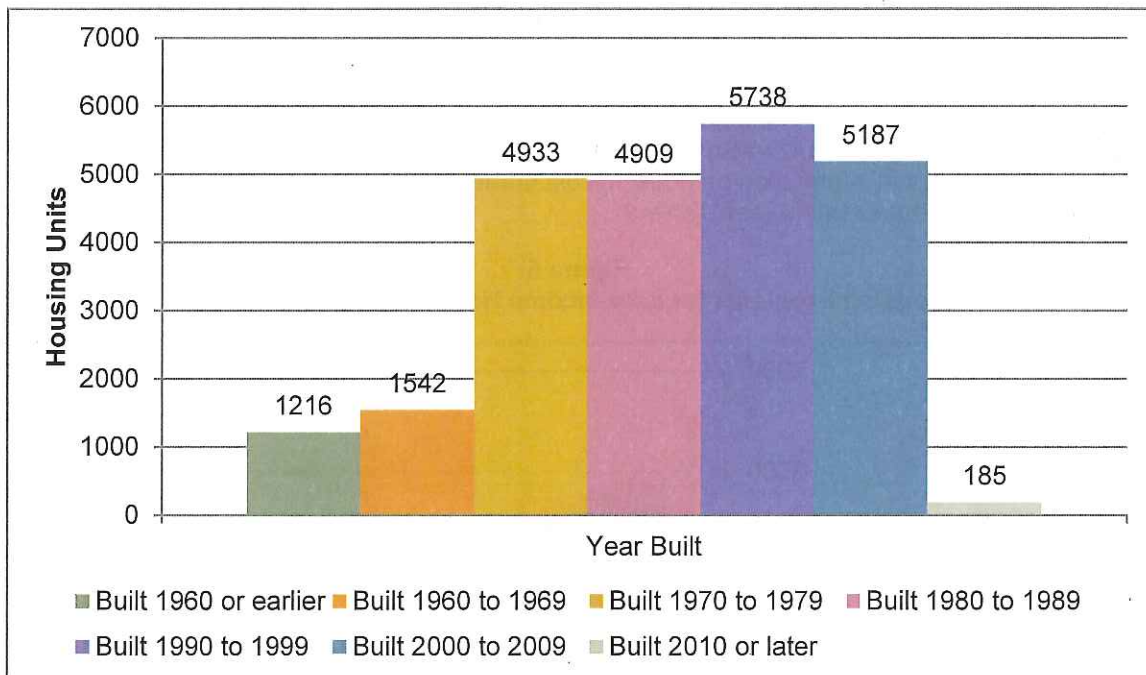
Sources: Douglas County Assessor, Nevada State Demographer.

*Tax Areas 235 and 356 did not exist in 2001

HOUSING CONDITIONS

Information on housing conditions in Douglas County comes from the American Community Survey (ACS) of the U.S. Census Bureau as well as HUD's Comprehensive Housing Affordability Strategy, also known as CHAS. The most recent five-year survey from the ACS provides information on the age of housing stock. As shown in Figure 4, the boom years for housing construction in Douglas County began in 1970 and continued until 2009. According to ACS, there were 5,738 units built between 1990 and 1999.

Figure 4
Year Structures Built in Douglas County



Source: American Community Survey, 2011-2015 Five-Year Estimate

The most recent CHAS data (based on 2010-2014 American Community Survey) for Douglas County also reports on the number of owner and renter-occupied households with housing problems. Housing is considered substandard when it includes any of these four housing problems: 1) housing unit lacks complete kitchen facilities; 2) housing unit lacks complete plumbing facilities; 3) household is overcrowded (more than 1.0 person per room); and 4) household is cost burdened (paying more than 30% of income for housing costs).

Table 4 provides figures on households which lacked complete plumbing and complete kitchen facilities in Douglas County. There were 34 households in Douglas County that lacked complete plumbing and 273 households that lacked complete kitchen facilities. Complete plumbing includes: 1) hot and cold running water; 2) a flush toilet; and 3) a bathtub or shower. Complete kitchen facilities include: 1) a sink with a faucet; 2) a stove or range; and 3) a refrigerator.

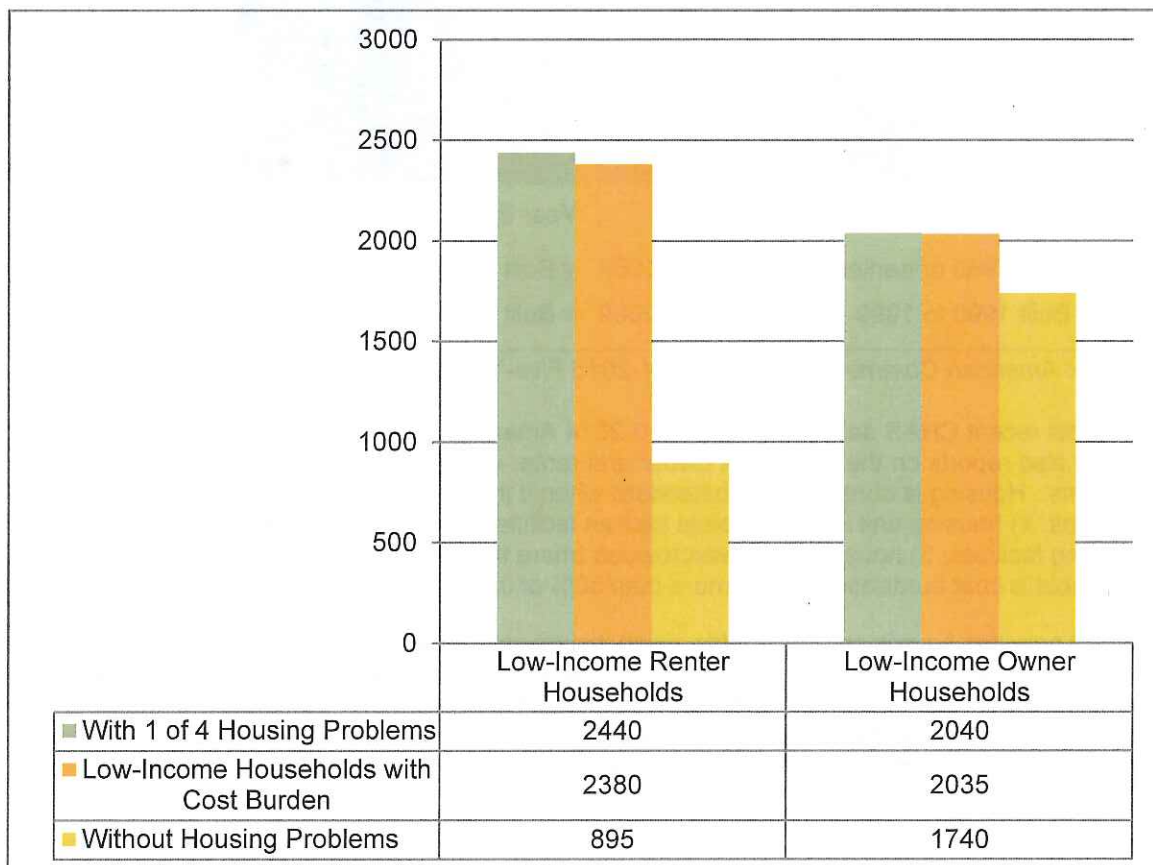
Table 4
Housing Conditions in Douglas County, 2015

	2015
Occupied Housing Units	19,779
Lacking Complete Plumbing	34
Lacking Complete Kitchen Facilities	273

Source: American Community Survey Five-Year Estimate, 2011-2015

Figure 5 depicts the number of low-income renter and owner households who are experiencing at least one of four housing problems. When cost burden is identified separately, it can be seen that for most low-income households, cost burden is the housing problem faced by the majority. Of the low-income renter households, for example, 2,440 households experienced one of four housing problems. When cost burden is examined, 2,380 low-income renters experienced housing cost burden. In other words, for 97.5 percent of low-income renter households, the one housing problem identified is cost burden. For low-income owner households, cost burden affected 2,035 out of 2,040 households with a housing problem, or 99.8 percent of the households. Additional information on housing cost burden is presented in the Affordable Housing section of this Element (see Table 9).

Figure 5
Housing Problems for Low-Income Households, by Tenure



HOUSING MARKET

The Douglas County housing market includes two submarkets: East Fork Township and Tahoe Township. The Tahoe Township housing market continues to reflect the higher housing prices associated with real estate in the Tahoe Basin. The housing market in the Tahoe Township is also influenced by the vacation home rental industry. The housing market in the East Fork Township remains dominated by single-family detached dwellings with few multi-family units constructed during the last ten years. Map 1 displays the location of the East Fork and Tahoe Townships.

The housing markets in both East Fork and Tahoe Township are experiencing rebounds after the Great Recession. Improved housing markets will result in improved employment numbers for construction and related industries but will also affect housing affordability. The National Low Income Housing Coalition identified Douglas County as the most expensive housing market in Nevada after Clark County (2016 Out of Reach Report).

HOUSING TENURE

As shown in Table 5, the percentage of owner-occupied units in the County has remained fairly constant. The 2010 Census reported that 71.8 percent of the occupied housing units were owner-occupied as compared to 28.2 percent for renter-occupied households. By comparison, the national homeownership rate continues to decline. The State of the Nation's Housing reports that the national homeownership rate was 63.7 percent in 2015 and 63.4 percent in 2016, based on the Housing Vacancy Survey.

While the number of renter households has been increasing since 2010, the multi-family housing stock has remained almost unchanged since 2010. The 6,044 renter households in Douglas County must rely on duplexes, triplexes, and single-family attached and detached dwellings (including manufactured homes) since there are only 1,497 multi-family dwelling units in Douglas County (See Table 1). Moreover, between 2010 and 2016, only 1 duplex has been permitted and only 55 multi-family units have been constructed (including 30 units for Parkway Vista Senior Apartments in Gardnerville), which has not kept up with the demand for these types of housing units.

Table 5
Household Tenure in Douglas County, 2010 Census and 2015 ACS

Year	Total Units	Occupied Units	Percentage of Occupied Units	Owner-Occupied Units	Percentage of Total Occupied Units	Renter-Occupied Units	Percentage of Total Occupied Units
2010	23,671	19,638	83.0%	14,105	71.8%	5,533	28.2%
2014*	23,677	19,765	83.5%	14,050	71.1%	5,715	28.9%
2015	23,710	19,779	83.4%	13,735	69.4%	6,044	30.6%

Source: 2010 Census and American Community Survey Five-Year Estimate 2014 and 2015

Map 1
East Fork and Tahoe Township Boundaries

Table 6 provides information on the number of vacant units in Douglas County based on the 2010 Census and more recent five-year estimates from the ACS. According to the ACS Surveys, the number of dwellings for sale decreased from 403 to 220 in 2015. The number of dwellings available for rent have decreased from 790 in the 2010 Census to 216 units in 2015.

Table 6
Vacant Units in Douglas County, 2010 to 2015

Total Vacant	2010 Census	2013 ACS	2014 ACS	2015 ACS
Available for Sale	403	239	228	220
Available for Rent	790	409	198	216
Other Vacant*	2,840	3,544	3,486	3,495

Source: 2010 Census, ACS Five-Year Surveys

*Other Vacant includes seasonal, recreational, or occasional units as well as units that are rented or sold, but not occupied. In the 2010 Census, 2,303 units (9.7 percent), were seasonal.

Table 7 compares the average household size for renter and owner households in Douglas County. The overall average household size for all occupied housing units in 2010 was 2.38 but the average size for owner-occupied households was 2.35 compared to 2.47 for renter-occupied households. The 2011-2015 ACS reported that the average household size for owner-occupied households had decreased slightly to 2.33 while the average household size for renter-occupied households had increased slightly to 2.48

Table 7
Average Household Size

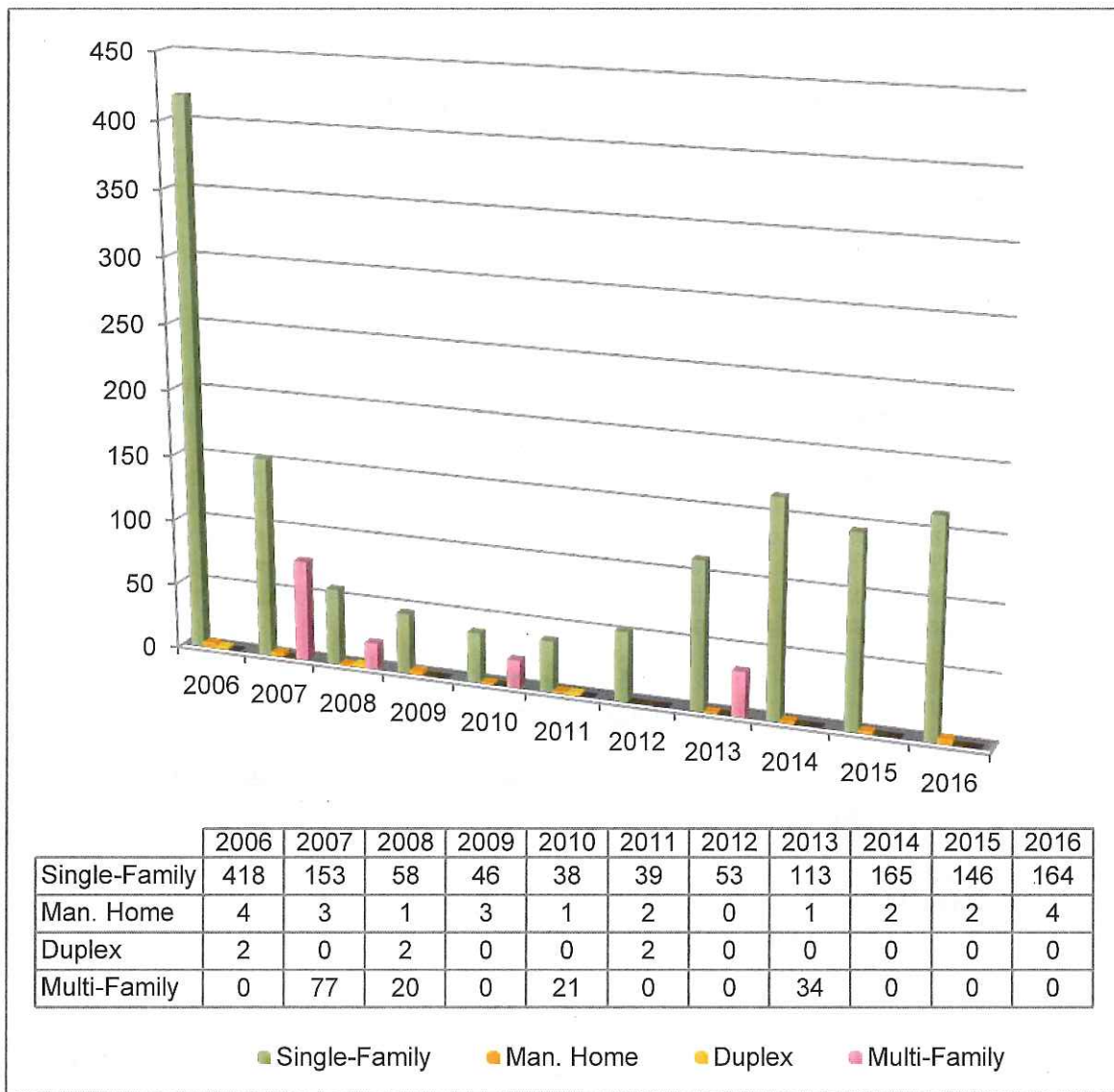
	2010 Census	2011-2015 ACS
Average Household Size of Owner-Occupied Unit	2.35	2.33
Average Household Size of Renter-Occupied Unit	2.47	2.48

Source: 2010 Census and 2011-2015 ACS

RESIDENTIAL BUILDING PERMITS

As shown in Figure 5, building permit activity in Douglas County has increased since the Great Recession period. In 2006, permits for new single-family homes totaled 418 but dropped to 38 permits in 2011. Permits for new single-family homes now exceed 100 per year with 146 and 164 permits in calendar years 2015 and 2016, respectively. Although the single-family market is improving, the multi-family market has remained lackluster. Since 2006, only 6 duplex units and 152 units of multi-family housing have been constructed in Douglas County. The 21 units of multi-family in 2010 was for the Mahogany Court affordable apartments in Minden while the 34 units in 2013 included 30 units for the Parkway Vista Affordable Senior development in Gardnerville. Building permits for new manufactured single-family homes have been less than 5 per year.

**Figure 6
Residential Building Permits, 2006-2016**



SALES TRENDS

The single-family housing market has improved since the Great Recession. As shown in Figure 7, housing sales in the East Fork Township increased from 595 in 2010 to 941 in 2016. For the Tahoe Township, single-family sales totaled 92 in 2010 but increased to 121 in 2016. Average sales prices for homes sold in both Townships are depicted in Figure 8. Tahoe Township home prices dropped to under \$750,000 in 2012 but have normally stayed above \$900,000. Housing prices in the rest of Douglas County have been steadily increasing since 2011

Figure 7
Single-Family Sales in Douglas County, 2010- 2016, by Township

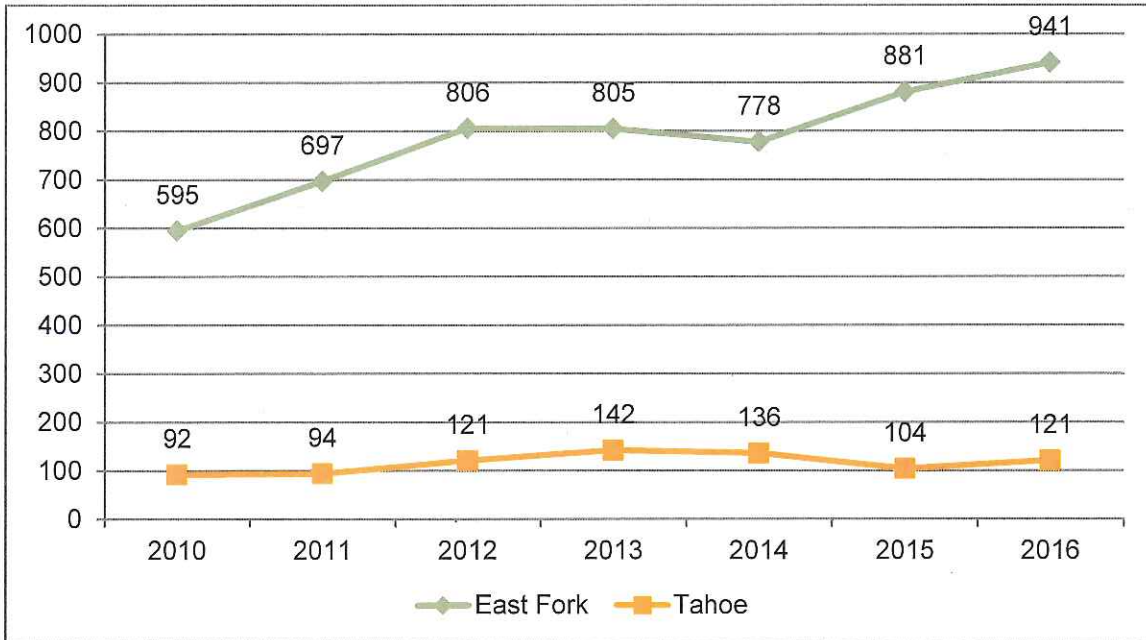


Figure 8
Average Single-Family Sales Prices, 2010-2016, by Township

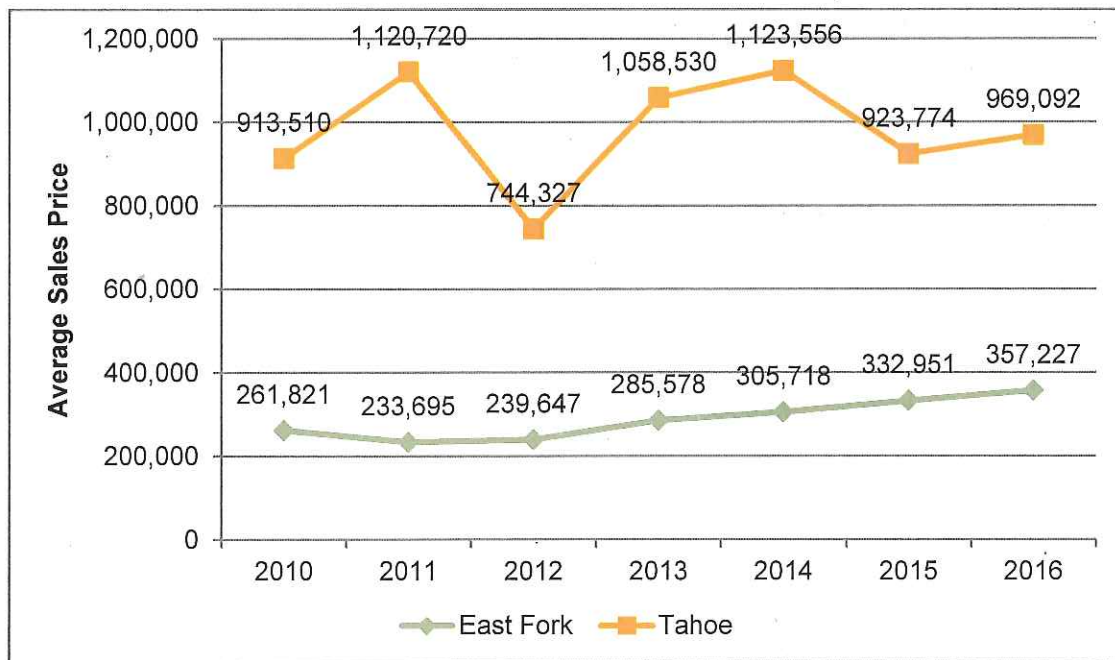
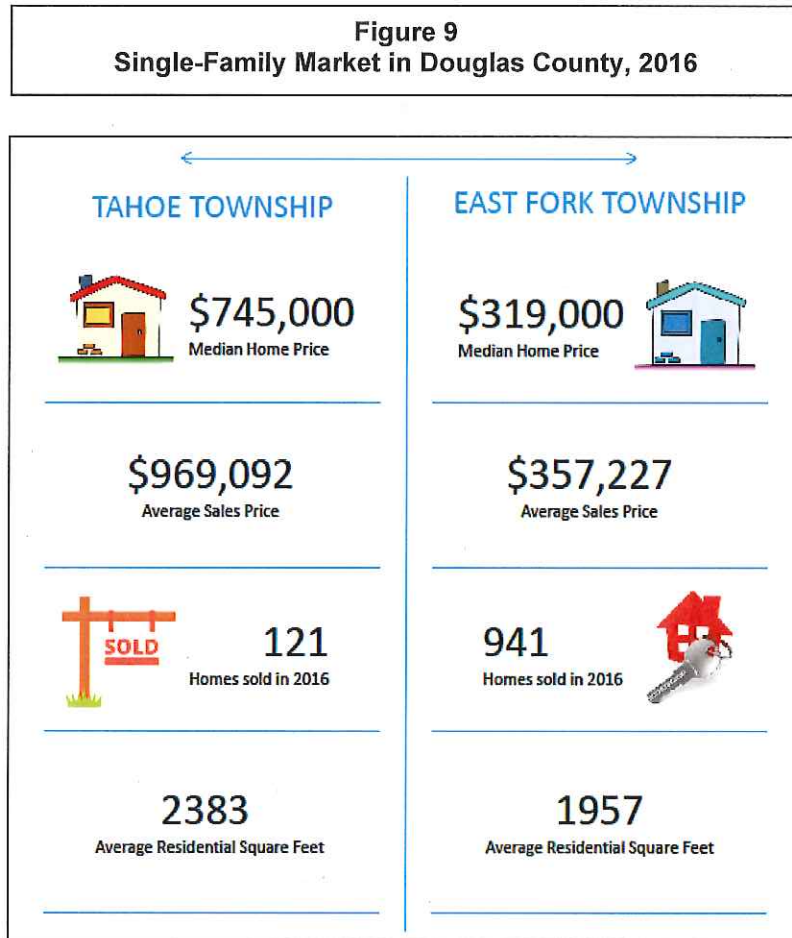


Figure 9 provides a snapshot of the 2016 housing market for single-family homes in Douglas County. Sales Prices in the Tahoe Township are approximately 200 to 300 percent higher than those in the East Fork Township. The median sales price for a single-family home in the East Fork Township was \$319,000 compared to \$745,000 in the Tahoe Township. The average sales price for the Tahoe Township was \$969,092, however, compared to \$357,227 for East Fork. The average residential square feet for single-family homes is 2,383 in the Tahoe Township compared to 1,957 square feet for homes in the East Fork Township. The national average was 2,392 square feet (2010 Census).



VACATION HOME RENTALS

Douglas County adopted a Vacation Home Rental (VHR) Ordinance in 2005 (Chapter 5.40). The ordinance only applies to properties located in the Tahoe Township (See Map 1). As of October 2016, there are 407 registered VHRs in the Tahoe Township. Although VHRs are prohibited in the Carson Valley (East Fork Township), review of VHR web sites indicates there are several VHR's operating in the Carson Valley. Douglas County is now considering amendments to the existing ordinance which may include stricter regulations as well as expansion of the VHR ordinance to the East Fork Township.

Maps 2-4 depict the location of VHRs in the north, central, and southern portions of the Tahoe Basin in Douglas County.

Map 2
Vacation Home Rentals
in Glenbrook

Map 3
Vacation Home Rentals
in Cave Rock Estates, Lincoln Park, and Skyland

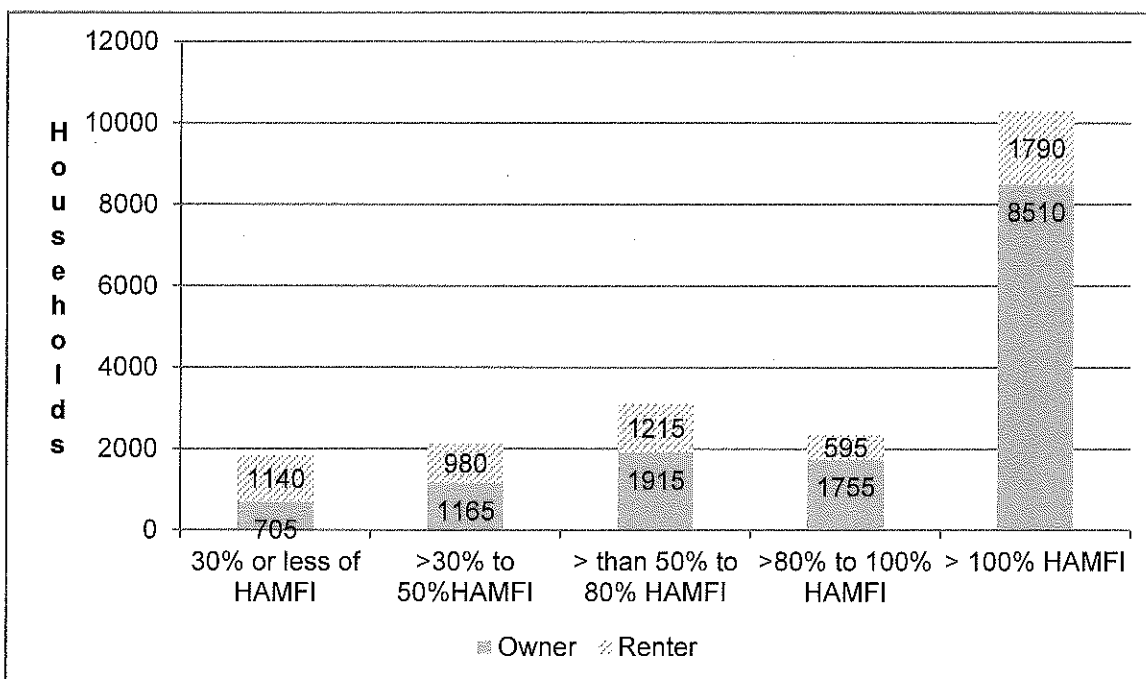
Map 4
Vacation Home Rentals
in Zephyr Cove, Round Hill, Lake Village, Kingsbury, and Stateline

AFFORDABLE HOUSING

Affordable housing includes, market rate housing as well as subsidized housing. In other words, housing is affordable if it does not require a significant percentage of household income. The standard rule of thumb is that housing costs, including utilities, should not exceed 30 percent of household income. Cost burden is defined as housing costs that exceed 30 percent of income while severe cost burden is defined as housing costs that exceed 50 percent of household income. Further, the focus is on housing costs for low-income households, or those below 80 percent of median income. Some communities may expand the income eligibility above 80 percent but usually affordable housing programs target households below 80 percent of median income. Housing can be affordable to low-income households without subsidies, but in tight housing markets, it becomes very difficult to find rental or owner-occupied housing affordable to low-income households without some form of subsidy.

Figure 10 provides a breakdown of household income distribution in Douglas County by tenure. Households below 30 percent of median income include 705 owners and 1,140 renters. Households with incomes below 30 percent of median income are defined as extremely low-income and would have incomes ranging from \$14,750 to \$24,300 depending on household size. For households with incomes between 30 and 50 percent median income, there are 980 renter households and 1,165 owner households. As household income increases, the proportion of owner-occupied households also increases. The tenure breakdown for households above 100 percent of median income, for example, includes 8,510 owner households and 1,790 renter households.

Figure 10
Household Income Distribution, by Tenure



Source: Comprehensive Housing Affordability Strategy (CHAS) based on 2010-2014 American Community Survey. HAMFI is the HUD Adjusted Median Family Income.

As shown in Table 8, the FY 2016 Median Family Income for Douglas County is \$69,400. This is based on a family of four. To qualify for subsidized affordable housing that serves low-income

households (up to 80 percent of median income), a household of four could not have income above \$56,150 per year. The income restrictions for affordable housing vary depending on the type of housing (e.g., permanent vs. transitional, owner or renter-occupied). Some affordable housing programs, such as the Low-Income Housing Tax Credit, target populations below 60 percent of median income.

Table 8
Douglas County Income Limits, FY 2016

Douglas County FY 2016 Median Family Income= \$69,400	Household Size			
Income Range	1	2	3	4
Extremely Low-Income (Less than 30%)	\$14,750	\$16,850	\$20,160	\$24,300
Very Low-Income (31 to 50%)	\$24,600	\$28,100	\$31,600	\$35,100
Low-Income (51 to 80%)	\$39,350	\$44,950	\$50,550	\$56,150

Source: HUD Income Limits, FY 2016(4/13/2016)

Table 9 breaks out the number of low-income owners and renters (below 80 percent of median income) that are experiencing severe cost burden (paying more than 50 percent of household income for housing costs, including utilities). For renter households with incomes below 30 percent of HAMFI, 76.3 percent of the households are paying more than 50 percent of their income for housing. Cost burden for owner households with incomes below 30 percent of HAMFI is also significant with 60.3 percent of these households paying more than 50 percent of their income for housing.

Table 9
Cost Burden for Low-Income Households in Douglas County





Household Income	Housing Cost Burden (Housing Cost > 30%)	Severe Housing Cost Burden (Housing Cost > 50%)	Total Households	Percent with Housing Cost Burden	Percent with Severe Housing Cost Burden
Renters					
< or = to 30% HAMFI	900	870	1,140	78.9%	76.3 %
30% to 50% HAMFI	785	430	980	80.1%	43.9%
>50% to 80% HAMFI	695	135	1,215	57.2%	11.1%
Owners					
<or = to 30% HAMFI	525	425	705	74.5%	60.3%
30% to 50% HAMFI	715	430	1,165	61.4%	36.9%
>50% to 80% HAMFI	795	375	1,915	41.5%	19.6%

Source: 2017 Comprehensive Housing Affordability Strategy (CHAS), based on 2010-2014 American Community Survey. HAMFI is the HUD Area Median Family Income.

Cost burden remains the most significant housing problem for low-income renter and owner households in Douglas County. Figure 11 provides information on the Fair Market Rents (FMRs) for the County and the wage required to support the FMRs based on housing costs not exceeding 30 percent of household income. The fair market rent for a one bedroom unit is \$705 per month, for example. To afford this unit, a household would need an hourly wage of \$13.15 per hour, or an annual salary of \$37,120.

The minimum hourly wage for an employee without health insurance is \$8.25 (or \$7.25 with health insurance). As shown in Figure 10, minimum wage workers could not afford more than \$429 per month based on the 30 percent standard for affordable housing. The Leisure and Hospitality sector, which has the highest number of employees in the County, has an average hourly wage of \$13.94 (DETER 2015). Affordable housing for leisure and hospitality workers could not exceed \$724 per month based on the 30 percent standard for affordable housing. For a Douglas County School District teacher making \$17.51 per hour, the affordable housing cost would be \$910 per month. Finally, for a Deputy Sheriff starting in the Douglas County Sheriff's Office, the starting salary is \$20.02 and affordable housing would be equal to \$1,041 per month. Housing costs include the actual monthly rent or mortgage as well as utilities.

Figure 11
FY 2017 Fair Market Rents in Douglas County and
Salaries Needed to Afford Housing

	Efficiency 	1 Bedroom 	2 Bedroom 	3 Bedroom 
Fair Market Rent Fiscal Year 2017	\$589/month	\$705/month	\$928/month	\$1,351/month
Housing Wage	\$11.33	\$13.56	\$17.85	\$25.98
Annual Salary Needed to Afford Housing	\$23,560	\$28,200	\$37,120	\$54,040
Work Hours/ Week at Minimum Wage	55	66	87	126

Employment	Minimum Wage	Leisure & Hospitality	School District	Deputy Sheriff
Hourly Wage	\$8.25	\$13.94	\$17.51	\$20.02
Annual Salary	\$17,160	\$28,988	\$36,431	\$41,641
Affordable Housing /month	\$429	\$724	\$910	\$1,041

AFFORDABLE HOUSING INVENTORY

Affordable housing in Douglas County is provided through subsidized housing units as well as Housing Choice Vouchers provided by the Nevada Rural Housing Authority.

Table 10 provides information on the affordable housing developments in Douglas County. At the current time, there are 442 affordable units, both renter and owner-occupied.

Table 10
Renter and Owner-Occupied Affordable Housing in Douglas County, 2016

Name of Development	Number of Units	Population	Income Target	Location
Renter-Occupied Units				
Aspen Grove	39	Families	N/A	Stateline
Crestmore Village-Phase I*	40	Families	45%, 50%	Gardnerville
Crestmore Village-Phase II	40	Families	30%, 45%	Gardnerville
Kingsbury Manor	36	Families	N/A	Minden
Lake Vista 1*	24	Families	60%	Kingsbury
Lake Vista II*	40	Families	60%	Kingsbury
Mahogany Court	21	Families	N/A	Minden
Meadow Brook	30	Families	N/A	Stateline
Parkway Vista	30	Seniors	40%, 50%	Gardnerville
Rancho Vista	36	Families	N/A	Gardnerville
Summit Crest*	28	Families	45%	Indian Hills
Owner-Occupied Units				
Arbor Gardens*	78	Families	110%	Gardnerville
TOTAL	442			

Aspen Grove, Lake Vista, and Meadow Brook are TRPA Mitigation Projects

**Developments with Douglas County Affordable Housing Agreements*

The only deed-restricted owner-occupied affordable housing in Douglas County is located at Arbor Gardens in Gardnerville. The subdivision includes 160 single family detached dwellings and 78 of these units are deed restricted. Since the developer entered into a density bonus agreement with Douglas County, the units will remain deed restricted for 15 years (as compared to 30 years for affordable rental housing). The deed restrictions for the affordable units at Arbor Gardens will begin to expire in September 2017.

The Nevada Rural Housing Authority provides several programs to provide affordable home ownership to Nevada Residents. Under its Home At Last Programs, NRHA has provided down payment assistance to 179 families, for a total of \$35,470,477. The Mortgage Credit Certificate Program has assisted 141 families for a total of \$27,939,156.

Map 5-6 displays the location of subsidized affordable housing in Douglas County. Affordable rental housing in the Carson Valley includes units at Crestmore Village, Kingsbury Manor, Mahogany Court, Parkway Vista, Rancho Vista, and Summit Crest. Affordable rental housing in the Tahoe Region includes Lake Vista, Aspen Grove, and Meadow Brook.

MAP 5
AFFORDABLE HOUSING IN THE CARSON VALLEY

MAP 6
AFFORDABLE HOUSING IN THE TAHOE REGION

The only affordable rental units for seniors are in the 30-unit Parkway Vista development in Gardnerville. Although Phase II of Parkway Vista has not been started, the five acre parcel is already zoned for additional affordable multi-family housing. According to the developer, New Beginnings, Parkway Vista has maintained 100 percent occupancy. Units that become vacant are rented quickly and the developer believes there is still a need for senior housing in Douglas County, particularly affordable senior housing. The Parkway Vista development cost approximately \$116,000 per unit, including hook-up fees, etc.

The amount of vacant acreage available for multi-family development includes parcels that are zoned either MFR (Multi-Family Residential) or MUC (Mixed-Use Commercial). Both zoning districts allow up to 16 dwelling units per acre. As shown in Table 11, there are currently 42.40 acres of MFR zoning and 17.97 acres of MUC zoning. In other words, there are only 60.37 acres of vacant acreage available for Multi-Family Residential development in Douglas County (outside of the Tahoe Basin). It should be noted that approximately 64 acres of multi-family zoning was removed from the North County Specific Plan in 2001.

Rural communities such as East Valley and Fish Springs would not have any MFR or MUC zoning since they are not located within an Urban Service Area. However, the amount of acreage available within the urban service areas of the Towns is very low.

Table 11
Vacant Acreage Zoned Multi-Family Residential or Mixed Use Commercial
in Douglas County, by Community/Regional Plan

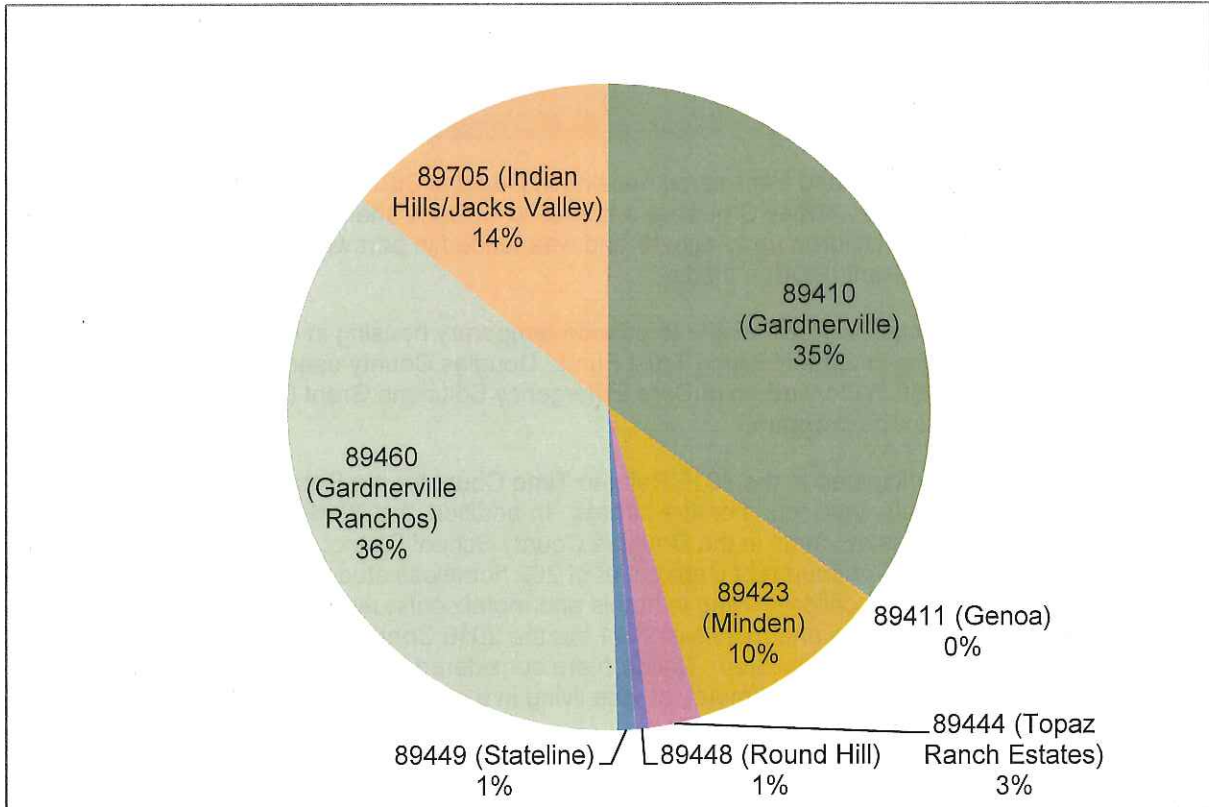
Community or Regional Plan	Multi-Family Residential (MFR)	Mixed-Use Commercial (MUC)
Airport	0.00	0.00
Agriculture	0.00	0.00
East Valley	0.00	0.00
Fish Springs	0.00	0.00
Foothills	0.00	0.00
Gardnerville*	19.75	1.66
Gardnerville Ranchos	3.65	0.00
Genoa	0.00	0.00
Johnson Lane	0.00	0.00
Indian Hills/Jacks Valley	2.18	0.00
Minden	12.65	16.31
Ruhenstroth	0.00	0.00
Pinenut	0.00	0.00
Sierra	4.17	0.00
Topaz Lake	0.00	0.00
Topaz Ranch Estates/Holbrook Junction	0.00	0.00
TOTAL	42.40	17.97

**Includes 5.08 acres for Phase II of Parkway Vista Development*

The Nevada Rural Housing Authority (NRHA) is providing Housing Choice Vouchers to 290 households, for a total of 1,202 individuals, in Douglas County. The Housing Choice Vouchers can be used for up to 110 percent of the fair market rents. Tenants are allowed to use up to 40 percent of their household income for the first year of the program. At the end of 2016, NRHA had closed its waiting list for Housing Vouchers. Of the 1,202 individuals served, 226 are disabled and 272 are 55 years or older. None of these vouchers are used at subsidized developments. The annual rental assistance amounts to \$1,802,940. According to NRHA, there were 1,393 housing choice vouchers for the entire state (outside of Clark and Washoe Counties)

The voucher waiting list is closed and there are 800 people on the current waiting list. In addition to Housing Choice Vouchers, NRHA also provides Tenant-Based Rental Assistance (TBRA) for Homeless Families and VASH-Rental Assistance for Veterans. Figure 12 depicts the location of NRHA vouchers in Douglas County based on zip codes. The highest percentage of vouchers are located in the Gardnerville Ranchos and Gardnerville at 36 percent and 35 percent respectively. The Indian Hills/Jacks Valley zip code contains 14 percent of the total vouchers while the Minden zip code accounts for 10 percent of the total vouchers in the County.

Figure 12
2016 Housing Choice Vouchers in Douglas County, by Zip Code



EVICCTIONS

In Nevada, landlords can evict tenants based on the Five-Day Late Payment regulation (NRS 40.2512) or the 30-day "No Cause" regulation. As shown in Table 12, the East Fork Justice Court served 861 renters with eviction notices during 2015 and 2016. Of this total, only 6 notices were successfully contested by the tenants.

Table 12
Evictions in East Fork Township, 2015 and 2016

Year	Evictions Served
2015	473
2016	388
TOTAL	861

SUPPORTIVE HOUSING

Supportive housing provides permanent housing for the frail elderly as well as individuals with disabilities, such as severe and persistent mental illness, developmental disabilities, and physical disabilities (e.g., traumatic brain injury). Many disabled people rely on Supplemental Security Income (SSI), which currently provides \$771 a month to individuals. Affordable rent for someone on SSI could not exceed \$231 per month.

At the current time, there is no affordable supportive housing in Douglas County. The Family Support Council is pursuing the development of supportive housing for persons with development disabilities. The proposed housing, to be known as Jesse's Ranch, would be located on the Seaman Ranch property in Minden.

EMERGENCY AND TRANSITIONAL HOUSING

The supply of emergency and transitional housing in Douglas County is very limited. The Family Support Council operates Abbey Crossing, a domestic violence shelter. Austin's House provides emergency shelter for children up to age 18 and was funded in part with Community Development Block Grant (CDBG) funds.

Douglas County Social Services is able to provide temporary housing in motels using funding from the Nevada Low-Income Housing Trust Fund. Douglas County used to apply for approximately \$8,000 in Continuum of Care Emergency Solutions Grant (ESG) funds but no longer participates in the program.

Douglas County participated in the 2016 Point-in Time Count for the Rural Continuum of Care. A total of nine individuals were found on the streets. In addition, the 2016 Continuum of Care reported 122 homeless students in the Douglas County School District. This is a decrease from the comparable 2012 Continuum of Care count of 202 homeless students. It should be noted that the number of homeless children living in hotels and motel continues to increase. There were four children living in hotels and motels in 2011 but the 2016 Continuum of Care reported the number had increased to 22 children. Children are considered homeless if they are unsheltered, living doubled up, living in a hotel/motel, or else living in a shelter, transitional housing, or foster care.

HOUSING ISSUES AND OPPORTUNITIES

2016 MASTER PLAN SURVEY

According to persons who participated in the 2016 Master Plan Survey, the Housing Element was rated as one of the top three Master Plan Elements needing improvement, after Growth Management and Land Use. Several survey respondents expressed concern with the lack of diverse housing stock and the expensive housing market in Douglas County. Some of the comments included, "More affordable rental apartments for young adults," "55 Plus Senior Housing and Senior Section 8," Rental Housing and Jobs," and "More truly affordable rentals for small families with pets and imperfect credit." One survey respondent implored the County to "implement some protections for renters." Another survey respondent stated they were paying \$800 to \$900 per month for a 1 bedroom apartment after utilities and stated "There's no way anyone working for minimum wage could afford it and there's very few jobs around here that pay more than minimum wage." One parent provided the following comment, "I am concerned about housing options....My daughter has been trying to move back to Gardnerville for almost two years and there is just nothing available."

INCREASING COUNTY SUPPORT FOR AFFORDABLE HOUSING

At the current time, the County's housing responsibilities are located in Douglas County Social Services and the Douglas County Community Development Department. Douglas County Social Services receives federal and state funding to provide emergency housing vouchers and case management. Douglas County Community Development reviews all development proposals, applies for CDBG funding on behalf of the County, Towns, and non-profit organizations, and monitors the deed restricted units at Arbor Gardens.

It may be beneficial for the County to create a dedicated division or department to address housing issues in the County. To address the County's capacity to address housing issues, it may be helpful for the Board of Commissioners to establish a Housing Task Force in 2018. The Task Force would include major employers, the Carson Valley Chamber of Commerce, non-profits organizations, and other stakeholders.

The County is in the process of adopting a memorandum of understanding (MOU) with the Nevada Rural Housing Authority which supports the development of affordable housing, rehabilitation of existing structures, and various affordable housing initiatives. One of the first steps outlined in the MOU is to develop a task force to review impediments to affordable housing.

GROWTH MANAGEMENT ORDINANCE EXEMPTIONS FOR AFFORDABLE HOUSING

The County's Growth Management Ordinance has been amended over the years to provide exemptions for certain types of housing. At the current time, deed restricted affordable housing is exempted from the Growth Management Ordinance and developers do not need to secure allocations for the affordable units. All property owners who wish to construct an accessory dwelling unit (ADU) on their property, however, must currently apply for a Building Permit Allocation under the County's Growth Management Ordinance, including the payment of \$361. Since many of the ADUs provide affordable housing for relatives and/or tenants, it is recommended that the County amend the Growth Management Ordinance and exempt ADUs from the Growth Management Ordinance.

EMPLOYEE RECRUITMENT AND RETENTION

The lack of affordable housing in Douglas County makes it difficult to recruit new public and private sector employees. As a result, the lack of affordable housing impacts economic development strategies. During stakeholder interviews, a repeated comment was the difficulty of recruiting new employees due to the lack of affordable housing in Douglas County.

The survey at the September 2016 Critical Issues Conference Douglas Business Group also reinforced this problem. When the participants were asked if there was sufficient housing stock to serve their employees, the response was 87 percent "No" and 13 percent "Yes" (based on 76 responses). When asked what the County could do to help, the responses were:

- 1) More single family residential (8 responses, or 11 percent)
- 2) More Multifamily (apartments and condos) (17 responses, or 24 percent)
- 3) Create live/work environments (2 responses, or 3 percent)
- 4) All of the above (43 responses, or 61 percent)

The lack of affordable housing also means that many employees in Douglas County need to commute to Douglas County for work, thereby adding to traffic congestion on County, state, and federal roads.

IMPROVING COUNTY DENSITY BONUS AND AFFORDABLE HOUSING AGREEMENT ORDINANCE

Douglas County adopted the Density Bonus and Affordable Housing Agreement Ordinance in 1996 (Chapter 20.440). Prior to 2001, the ordinance allowed affordable housing developers to request a density bonus of up to 25 percent where either: a) up to 20 percent of the units are affordable to households earning between 51 and 80 percent of the County's median income (currently \$39,350 to \$56,150; or b) at least 15 percent of the units are affordable to households earning up to 50.9 percent of the median income (currently under \$39,350). In 2001, the County amended the density bonus ordinance to also allow a density bonus if at least 20 percent of the units are owner-occupied single-family residences for households with incomes up to 110 percent of median income. The density bonus ordinance requires developers to record a deed restriction maintaining affordability for 30 years for rental housing or 15 years for for-sale housing.

The only development containing affordable owner-occupied housing is Arbor Gardens. The 160 unit development includes 78 deed restricted units, most of which were purchased between 2003 and 2006. The Affordable Housing Agreement for Arbor Gardens requires the developer to restrict the sale of these homes to households with incomes at 110 percent or less of the County median income. The Fiscal Year 2016 Median Income in Douglas County for a family of four was \$69,400. Applying the 110 percent income qualification would mean that a family of four could have a household income as high as \$76,340.

The 15-year deed restrictions for the affordable units at Arbor Gardens will begin to expire in 2018. Although Douglas County Community Development communicates with realtors who represent potential buyers of deed restricted units (to ensure the potential buyer meets the income restrictions), it has been noted that some of the deed restricted units have either been rented or else sold to buyers who are not income qualified. In 2012, the Community Development Department identified at least 17 deed restricted units that were sold without approval of the buyer by the County. In other words, these sales may have violated the deed restrictions and provided a windfall to the previous owner.

The Density Bonus Program was last used in 2007 for the Summit Crest Apartments on Mica Drive in Indians Hills GID.

The County could increase the supply of affordable housing by requiring developers of large subdivisions to provide 20 or 15 percent of the units as affordable housing. Arbor Gardens provides a good example of how this can work. There are several recommended changes to the County's Density Bonus Ordinance:

- 1) Remove the 2001 Amendment which raised the income limit to 110 percent of median income for the deed restricted units in the Arbor Gardens subdivision.
- 2) Remove the reference to special needs populations in the current ordinance. None of the affordable housing agreements target special needs populations.
- 3) Remove the "adverse impact" language in the current ordinance. This is a broad term that raises possible fair housing concerns.
- 4) Make the Density Bonus Agreement mandatory for all residential developments (owner and renter-occupied units) with more than 50 dwelling units. For example, a proposed subdivision with 160 units would be given a density bonus in return for the provision of affordable housing units.

INCREASING HOUSING DIVERSITY IN DOUGLAS COUNTY

The housing stock in Douglas County continues to contain more than 70 percent single-family detached units. To encourage more housing diversity as well as more affordable owner and renter-occupied residential development, the County could pursue the following options:

- 1) Remove the requirement that multi-family residential development obtain Multi-Family Residential land use designation for MFR (Multi-Family Residential) zoning and permit MFR zoning as a permitted zoning district within the Commercial land use category.
- 2) Lower the percentage of commercial usage required in MUC zoning districts.

VISITABILITY FOR NEW SINGLE FAMILY DETACHED AND ATTACHED HOMES.

The only dwelling units which are required to be accessible under the American with Disabilities Act (ADA) are multi-family developments with more than 4 units. Otherwise, single-family and single-family attached dwellings are not required to be accessible to persons with physical disabilities. To create housing that is more sustainable for current and future residents, Douglas County could require all new single family detached and attached dwellings to meet visitability standards. This would include one at-grade entrance, wider hallways on the first floor, and one accessible bathroom on the first floor of the dwelling. Requiring visitability standards now will avoid the need for homeowners to install ramps and accessibility modifications in their homes, which are often expensive. Visitability presents an opportunity for residents to age in place.

NRHA VOUCHERS IN DOUGLAS COUNTY

At the current time, NRHA provides vouchers to 290 households in Douglas County. The vouchers are used throughout the County and are not currently used in any of the subsidized affordable housing developments. Many landlords and apartment complexes do not accept Housing Choice Vouchers, however, which can mean that the supply of housing available for voucher holders is restricted. The County may want to explore incentives for landlords to accept vouchers.

HOUSING ELEMENT GOALS, POLICIES, AND ACTIONS

The following goals, policies, and actions for the Douglas County Housing Element set forth priorities for the next five to ten years.

HOUSING GOAL 1

TO INCREASE HOUSING OPPORTUNITIES IN DOUGLAS COUNTY BY REMOVING REGULATORY BARRIERS.

Housing Policy 1.1	Douglas County will support local efforts to increase affordable and supportive housing for families, elderly, and disabled populations.
Housing Action 1.1	Amend the Douglas County Development Code to include a provision on reasonable accommodation, in conformance with the Fair Housing Act.
Housing Action 1.2	Amend the Douglas County Development Code to remove limits on the number of unrelated persons that can live in a dwelling unit.
Housing Action 1.3	Amend the Douglas County Development Code to include minimum density requirements in the multifamily residential and mixed use commercial zoning districts.
Housing Action 1.4	Douglas County will change the Master Plan land use designations to permit multi-family zoning within the Commercial Land Use designation.
Housing Action 1.5	Douglas County will review the single-family design standards in the Development Code to determine whether or not impediments exist for the development of moderately priced entry level homes including single-family attached units.
Housing Action 1.6	Douglas County will revise the criteria in the Mixed-Use Zoning District to reduce the percentage of commercial usage required in MUC Zoning Districts.
Housing Action 1.7	Douglas County will amend the Building Permit Allocation and Growth Management Ordinance to exempt accessory dwelling units from the allocation provisions of the Ordinance.

HOUSING GOAL 2

TO INCREASE AWARENESS OF AFFORDABLE HOUSING NEEDS IN DOUGLAS COUNTY

- | | |
|---------------------------|---|
| Housing Action 2.1 | Douglas County shall convene a Housing Task Force during 2018 to examine housing issues in the County, including County organizational issues, and will prepare a report with housing recommendations to the Board of Commissioners by 2019. |
| Housing Action 2.2 | As part of the required annual report on the Master Plan, include a status report on affordable housing in Douglas County, including developments with density bonuses. |

HOUSING GOAL 3

TO REDUCE PREDEVELOPMENT COSTS ASSOCIATED WITH AFFORDABLE HOUSING DEVELOPMENTS, INCLUDING LAND ACQUISITION, AND OTHER UP FRONT DEVELOPMENT COSTS.

- | | |
|---------------------------|---|
| Housing Policy 3.1 | Support developments that include affordable housing with reduced development and building permits fees as well as reduced water and sewer fees. |
| Housing Action 3.1 | Prepare recommendations on strategies to reduce predevelopment costs for affordable housing, including donation of County tax parcels. |

HOUSING GOAL 4

TO INCREASE AFFORDABLE RENTAL HOUSING UNITS FOR ELDERLY AND DISABLED HOUSEHOLDS IN THE MINDEN/GARDNERVILLE AREA AND INDIAN HILLS.

- | | |
|---------------------------|--|
| Housing Policy 4.1 | Housing units for qualified elderly and disabled households shall be eligible for project cost reductions by exceeding Fair Housing and ADA accessibility requirements. |
| Housing Action 4.2 | Develop an additional 40 to 80 units of affordable rental units within ten years for elderly and disabled households. |

HOUSING GOAL 5

TO INCREASE AVAILABILITY OF AFFORDABLE HOMEOWNERSHIP OPPORTUNITIES FOR HOUSEHOLDS WITH INCOMES UP TO 80 PERCENT OF AMI.

- | | |
|---------------------------|---|
| Housing Policy 5.1 | Support community land trusts to develop and maintain entry-level housing stock for households with incomes below 80 percent of median income. |
| Housing Policy 5.2 | Encourage property owners to re-zone parcels as MFR or MUC within urban services areas of Douglas County. |
| Housing Policy 5.3 | Continue to support and retain Nevada Rural Housing Authority and USDA first time homebuyer programs in Douglas County. |
| Housing Action 5.1 | Douglas County will amend the Density Bonus ordinance to require developers to include a percentage of affordable units in large subdivisions in return for a density bonus. |

HOUSING GOAL 6

TO INCREASE HOUSING OPPORTUNITIES FOR SPECIAL NEEDS HOUSEHOLDS INCLUDING PERSONS WITH PHYSICAL AND MENTAL DISABILITIES, THE ELDERLY, AND AT-RISK CHILDREN.

- | | |
|---------------------------|--|
| Housing Policy 6.1 | The County shall cooperate with developers in the production of dwelling units accessible to persons with disabilities and shall encourage developers to consider incorporating minimal changes in the percentage of new units, which would make them more usable for persons with disabilities while not otherwise affecting their marketability. |
| Housing Policy 6.2 | Work with local housing groups to assist disabled persons with accessibility modifications. Encourage housing finance agencies such as, USDA, Nevada Housing Division and the Rural Nevada Housing Authority to make available housing rehabilitation funds for accessibility projects in Douglas County. |
| Housing Action 6.1 | Douglas County will prepare recommendations concerning visitability requirements for new single family detached and attached dwelling units. |

HOUSING GOAL 7

TO INCREASE RESOURCES TO MAINTAIN OWNER-OCCUPIED UNITS IN DOUGLAS COUNTY WITH PREFERENCE FOR ELDERLY HOUSEHOLDS.

Housing Policy 7.1

The County will continue to support existing local and home rehabilitation and weatherization programs in order to reduce ownership expenses and improve health and safety concerns.

Housing Policy 7.2

The County will continue to pursue state and local funding programs to address rehabilitation and weatherization needs in Douglas County.

Gardnerville Town Board

AGENDA ACTION SHEET



1. **For Possible Action:** Presentation to the board relating to the application "Agenda Free", its capabilities, and subscription options. Discussion and possible action to determine whether the tablets are effective for packet review or whether laptops should be purchased for a more efficient review of action items; with public comment prior to board action.

2. **Recommended Motion:** Based on board discussion.

Funds Available: ☒ Yes ☐ N/A (requires staff time)

3. **Department:** Administration

4. **Prepared by:** Tom Dallaire

5. **Meeting Date:** August 1, 2017 **Time Requested:** 30 minutes

6. **Agenda:** ☐ Consent ☒ Administrative

Background Information: Pdf file really did not work at the last meeting. The formal program and agenda packet is simpler for staff to build. But the end product is important for the board to be able to review the information and have the ability to create notes during the review that can be used at the board meeting.

Other Agency Review of Action: ☐ Douglas County ☒ N/A

7. **Board Action:**

☐ Approved ☐ Approved with Modifications
☐ Denied ☐ Continued

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8 Admin/96 Meetings yr.



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Summary

\$1815/yr - Selected Options

Tier 1: 2 administrators and 24 published meetings per year

\$990/yr - Upgrade to Additional Meetings and Users plus Minutes

\$330/yr - OCR for Searching and Accessibility

\$495/yr - Upgrade to Full Support

\$1815.00/yr - Total

Continue

Gardnerville Town Board

AGENDA ACTION SHEET



1. **Not For Possible Action:** Discussion on the Town Attorney's Monthly Report of activities for July 2017.

2.

3. **Recommended Motion:** N/A
Funds Available: ☐ Yes ☒ N/A

4. **Department:** Administration

5. **Prepared by:** Tom Dallaire

6. **Meeting Date:** August 1, 2017 **Time Requested:** 5 minutes

7. **Agenda:** ☐ Consent ☒ Administrative

Background Information: To be presented at meeting.

8. **Other Agency Review of Action:** ☐ Douglas County ☒ N/A

9. **Board Action:**

☐ Approved ☐ Approved with Modifications
☐ Denied ☐ Continued

Gardnerville Town Board

AGENDA ACTION SHEET



1. **Not For Possible Action:** Discussion on the Town Manager's Monthly Report of activities for July 2017.
2. **Recommended Motion:** No action required.
Funds Available: ☐ Yes ☒ N/A
3. **Department:** Administration
4. **Prepared by:** Tom Dallaire
5. **Meeting Date:** August 1, 2017 **Time Requested:** 5 minutes
6. **Agenda:** ☐ Consent ☒ Administrative

Background Information: See attached report.

7. **Other Agency Review of Action:** ☐ Douglas County ☒ N/A
8. **Board Action:**

<input type="checkbox"/> Approved	<input type="checkbox"/> Approved with Modifications
<input type="checkbox"/> Denied	<input type="checkbox"/> Continued



Ken Miller , Chairman
Cassandra Jones, Vice Chairwoman
Linda Slater, Board Member
Lloyd Higuera, Board Member
Mary Wenner, Board Member

Town Manager Monthly Report July 2017 Board Meeting

- A. Gardnerville Station (former Eagle Gas):** Dube` has provided the final set of plans. They are in my office. I contacted Jean at CDBG and she says not to submit the plan until we receive the notice to proceed and have a contract with the county and CDBG on the funding. Again, here we sit. Plans are ready to go and the applications are prepared. Pete is working on the contract docs now and we are waiting on the prevailing wage rates from the CDBG office for the final contract documents. I contacted Mimi about the community center building permit fees and the project paid the building department \$68,000 in fees for the project. I did write a letter to Larry requesting the county waive or reduce the building permit fee, but I will have to do that through the County Commissioners and it will be setting a precedent on future county owned projects. Do you have any issues with paying the permit fee? Or should I pursue waiving it?
- B. 395 Crosswalks:** no word on this project. – Still waiting on right of way.
- C. Kingslane Sidewalk Project:** I called and left Dean Morton at NDOT a message; no response. I need to call him during normal business hours or go pay my friend a visit. March 30th 2016 is when we heard back from him on the 50% submittal.
- D. Toiyabe Storm Drain Project & Maintenance yard plans:** - I submitted the plans for a Site Improvement Permit, plan review. DC has several very minor issues that ROA is working through now. The contract amount in the estimate was over \$250,000 so we split the work in two phases. This is well over the \$160,000 budget we had and will decide on what to cut after the bids come in. The Water Company will not let us move the hydrant back 4 feet due to a 10' separation requirement from any storm drain. So we will create an island and have the sidewalk go around the hydrant. With that modification to the plan, we needed to relocate a light pole and change the plan for the sidewalk. The project will go out to bid after I return, unless Geoff and Carol can get it out prior to my return. The award will then be in September.
- E. Chichester Estates Park Ditch Storm Drain Outlet:** I did not make time to work on these improvement plans. I need to get it out to bid. We did see an issue with the irrigation water running fast. This is a priority so we can get this out to bid as well for award in September.
- F. 395 Sidewalk @ the French:** I dealt with Tony this month. They decided the maintenance crew can fix the issue and not do any curb replacement. The curb will be replaced as part of a larger project. I have had a conversation with Kim Summers (East Fork), Renee at the French and Steve at Buckaroos. Kim is not happy about her driveway being removed. Steve and Renee are excited about the alley being closed off for a pedestrian use and possibly bocce ball court would be great asset for them. People run into the French building all the time with their vehicles and she is tired of fixing that side of the building, as it really causes a lot of damage. She is excited about the future plans and does want a Basque decorative tree on the front sidewalk of her place or the alley. Once the plans are to a point where we can see where things lie, we will have a workshop on the design of the alley.
- G. Heritage Park Right of Way issues:** Farr West was out doing the surveying this month. I am looking for some preliminary documents to review soon.
- H. Office Items:**
- 1 The last Movies in the Park looked great. Geoff, Mike, Ryan and Steve are doing a great job with those. The public turned out for Princess Bride. It was nice to see such a crowd at a live movie showing.
 - 2 Finished the selfie station for the town and main street events. We were able to get the battle born signage on it thanks to Roberta's effort.
 - 3 Attended a manager lunch at KGID. Lots of discussion on district items.

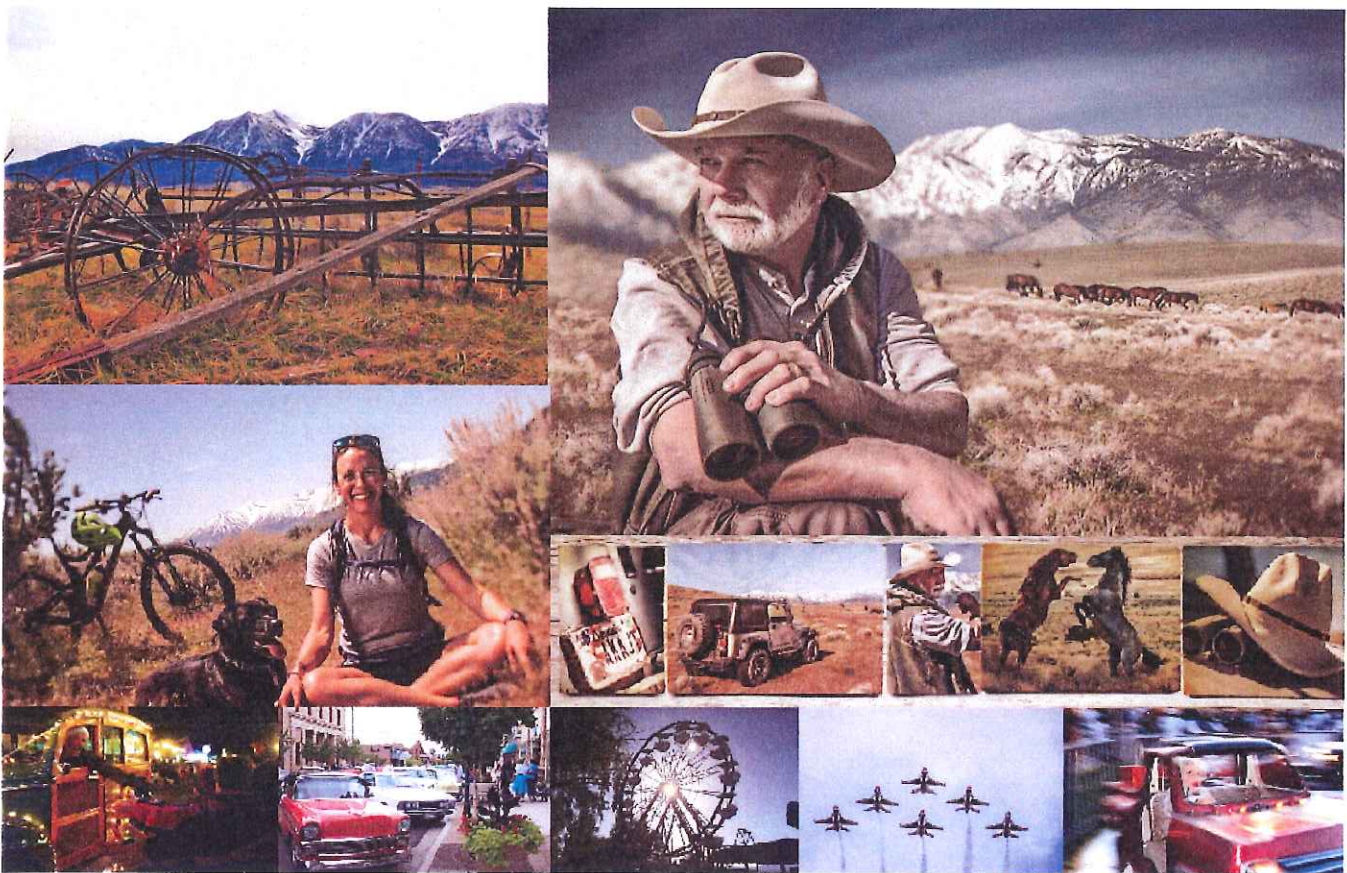


Ken Miller , Chairman
Cassandra Jones, Vice Chairwoman
Linda Slater, Board Member
Lloyd Higuera, Board Member
Mary Wenner, Board Member

- 4 Inspected Phase 2C during the final walk through of the Ranch. They continue to work on Phase 2D and 2E. That is on the list to be approved at the meeting.
- 5 Attended the Visitors Authority meeting. They have released a new video that we can share soon. There is a lot of conversation around the air BB and vacation rental units both in the valley and the lake. They also published the strategic plan for the visitors authority. That document is attached.
- 6 Awarded the bid for the fence between the Village Motel and the Hellwinkel Channel to Tahoe fence as they were the only fence contractor to respond out of the four we contacted.
- 7 Attended the Chamber Economic Development meeting. They are reviewing the master plan as well. The housing element is being reviewed this month.
- 8 I am doing an evaluation on the town assessed values, in an effort to have an exercise with the board in September, prior to the county commissioners reviewing the master plan amendments. I asked the question if this is the right time to expand the town urban service boundary. We do not have to annex these properties into the town. The majority of the board members wanted to see the town grow in the future to the north and to the west. This is a 20 year master plan update. We have pushed against the urban service boundary in the south now for years and have extended it west and south since I have been here at the town. We even have a development being built in phases that will extend the town to the urban service boundary to the north. We need to be proactive now so if and when development comes in and the current requests we have before us are proposed in the next 5 years, we can plan roads accordingly. The county staff is not taking on this role and changing anything in the master plan. They have not supported many modifications to the masterplan unless it was multi-family housing. That is the need. But property is so pricey developers have not supported that type of development yet. So attached is a plan showing the approved Corley Ranch, the property to the west and I laid out some proposed roads that are logical and line up with the existing intersections. **How do you see Gardnerville built out to the east? Would you add any parks? Do you feel we need more commercial, MFR, more homes. If you had a chance to build out Gardnerville over the next 50 years how would your Gardnerville look?** Please draw in what or how you would like to see the land developed. This will help give me a base to create a plan and have a discussion with the board in September.
- 9 I will be out of the office until Tuesday, August 8th. Please have a safe trip and travels, and I will be back in touch when I return.

2017-18

VISIT CARSON VALLEY STRATEGIC PLAN



“Start with the Why”



2017-18 Strategic Plan



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Executive Summary

Drawing from a recent study published by DMA West - In a time in which travel-related content is ubiquitous across media and travelers are accessing more of it than ever, DMO websites remain an ever-important resource throughout travelers' journeys—from the inspiration to take a trip to the essential details of their itineraries. In fact, in January 2017, well over one-third of American leisure travelers reported having used a DMO website in the past year to research and/or plan travel—a figure that is up nearly 10 percent from July 2009.

DMO websites occupy an important position in the landscape of travel resources. These sites are amongst the most trusted and valued resources after travelers' direct contact with their own friends and family. And while they do not yet have the same rate of use as reviews websites such as TripAdvisor and Yelp, they are seen as having equal importance to these sites in travelers' paths to selecting the destinations they will visit.

In addition to being a commonly used and trusted travel planning resource, DMO websites are seen by their users as “inspirational,” “valuable,” “well organized,” and “authoritative” sources of information. Reading these words draws us back to Carl (SMG) and our January strategy session. A key word really resonates above the many – INFLUENCE!

As we filter through the many standout successes within the past year, a few come forth as clear winners. We should all take pride in having embarked on two critical steps in 2016-17. The launch of a contemporary and relevant website coupled with all the layers of effort put forth to now promote its utility and use. VisitCarsonValley.org

We also stepped back and dug deeper into “Why visit Carson Valley?” A great step! Fast forward to today and we have a much clearer picture as to where we're headed and why.

It's been said vision without execution is hallucination. Drawing from this 2017-18 plan, it now becomes the year of execution and consistency. We have the team, we have the direction, we have the necessary resources, and we have a good idea as to what needs to come next. Please take the time to review this plan and consider your unique talents, resources and role in helping us to achieve our goals in the coming year.

Carson Valley Brand

Background

In 2012 Carson Valley (through the visitors authority) conducted extensive research and a thorough brand exercise to establish a brand foundation and create a clear voice for the destination. Carson Valley developed a new logo, tagline, signage, creative, website, etc. Since then, some modifications have been made to the above and the creative had become somewhat diluted.

S&J Marketing (S&J) was retained and tasked with revisiting the past research and conducting new informal research to execute a brand audit. S&J wanted to confirm that the Carson Valley brand was still true and meaningful to its audience. S&J Marketing conducted informal research, reviewed previous research, studied and considered the current tourism landscape and executed site visits.

Once that exercise was complete, S&J developed a new creative campaign to support the brand and to communicate “why” the destination is a must-see. The creative will connect with the audience in an emotional way and give the audience a compelling reason to visit.

Brand Expansion and Evolution

The compelling reason (and a central part of the “why”) to visit Carson Valley isn’t just the outdoor activities, the historical spots, restaurants or golf courses themselves. It’s that each offers rugged, raw, authentic and inspirational experiences. And the sum of all these experiences is something a little unique, a little unexpected and a little wild.

It’s a place of discovery, a place to discover your wild side. Every authentic adventure has a “wild” element to it and it can be anything a visitor wants to make it. Someone may literally discover their wild side in the outdoors and among the wilderness or sipping a Picon Punch or checking out a funky antique shop. There’s a way to tap into your wild side in everything we offer. Even the locals have unique personalities, stories and experiences to share. So, we want to encourage visitors to come explore, relax, experience and most of all, come Find Your Wild.

Brand Sheet (summary)



HS-4

SHARED ARCHETYPES (CONSUMER + CARSON VALLEY, NV)



Adventurer:

Fearless. Risk taking. Focus.
Daring. Spontaneity. Hunger
for new experience.



Athlete:

Strength and power.
Discipline. Competence.
Bravery. Honor. Achievement
orientation.



Entrepreneur:

Confidence to be led by
vision. Talent for innovation.
High tolerance for ambiguity
and complexity. Skill as a self
starter.



Explorer:

Independence. Bravery.
Freedom. Self-sufficiency.
Nonconformity.



Sovereign:

Rank. Tradition. Benevolence.
Assumed authority. Inherited
responsibility. Nobility.
Stability.

ARCHETYPE FAMILIES AND THEIR PLAUSIBLE ACTIVATIONS

Sovereign + Storyteller

Museums/History, Traditional, Community Events

Adventurer + Athlete + Explorer + Pioneer

Gliders, Wild Horse Tours, Eagle/Bird Watching, Hiking, Biking, Shooting, Fishing

Athlete + Hedonist + Caregiver

Golf, Skiing/Snowboarding/Snow Play, Bars/Brew Pubs/Distilleries, Restaurants, Hotels

Entrepreneur + Maverick + Gambler

Gaming

CVVA has adopted and is developing the following campaign
"Legends of the Valley"

This campaign has fun with the various characters of the Carson Valley, presenting a mixed bag of adventures -- from adrenaline rushes to the pleasure of pulling up a bar stool or dialing in on a long-sought shot of a bald eagle. The tone of this campaign is one that -- on Carson Valley's behalf -- is self-deprecating. We poke fun at ourselves while conveying our attributes. At the same time, we challenge our viewers to do something off-kilter in life and take the kind of adventure that goes a long way toward enhancing your Facebook status.

As job one, a series of photo shoots, video and story-telling is underway around five "legends" (in Phase One). Additional campaign creative and other applications will be communicated and shared with the board on an ongoing basis. The five "legends" as our starting point are:

- ⇒ JT Humphrey – Photographer, Wildlife Adventurer, Guide
- ⇒ Kate – mountain biker (along with her black lab – Cash)
- ⇒ JB and Marie – JT Basque (owners/entrepreneurs)
- ⇒ Dana – bartender and aspiring dirt bike land speed record contender – Genoa Bar
- ⇒ Cole – 19 year old pilot and soon to be Marine officer/aviator - SoaringNV

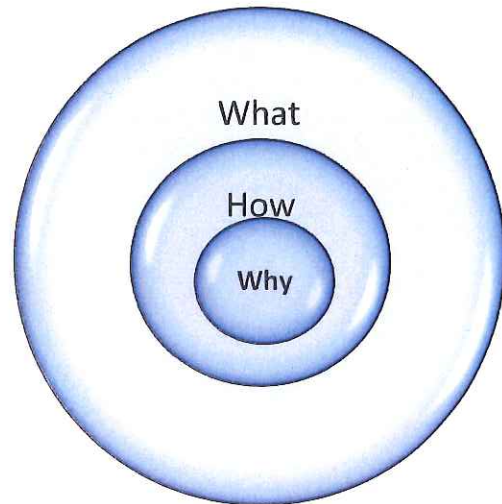
Target Audience

Objectives: Increase tourism to our region by creating awareness of Carson Valley. Our core goal with advertising and promotion is to increase web traffic, collect email addresses for continual engagement, increase referrals to hotel websites (influence).

Target: We are shifting to a younger audience and reaching out to the millennials. While continuing to cultivate visitation from our core audience 50+, we intend to reach Adults 30+, HHI \$50,000 - \$150,000. Interests include: outdoor enthusiasts, history buffs, travelers, budget travelers. Our geographic target begins with the Sacramento region inclusive of Stockton/Modesto, and individuals with intent (or currently traveling in) to travel to Reno and South Lake Tahoe. Expansion will include the SF Bay Area – with particular emphasis on the south and east bay regions and in line with the same target audience and interests.

Travelers to Carson Valley typically turn right when the pack turns left. They are early adopters seeking new (undiscovered) experiences. They seek the opportunity to create a greater emotional connection with the place and the people.

Our visitors are drawn to the “why”. Our goal is to reach them by creatively expressing the why, and then move on to the how and what. Most companies do the exact opposite – they offer xyz (the what), here’s where to go to get it (how) and are you ready to buy? (why). To the contrary, we will intentionally continue to work from the inside out beginning with the why (and as is more fully expressed in our brand campaign work described in the prior section of this plan).



Travel Nevada

For additional perspective, the following draws from Travel Nevada's Summary (and it is important we strive to be in lockstep).

Demographics - Travel Nevada will focus its domestic marketing on a millennial target audience and primarily those that live within 300 miles of the Nevada border. With this audience as a focus, we also want to ensure Nevada continues to appeal to current Boomer and Gen X visitors. The current Nevada visitor profile shows a visitor seeking entertainment and with funds to spend.

Current Nevada traveler profile: • Average Age: 48.57 years old • Household Income: \$76,030 (mean) • Length of stay in Nevada: 3.85 days (mean) • Average number in party: 2.42 • Average spend per day: \$189 per day

Top five feeder markets: 1. California (33.92%) 2. Arizona (8.57%) 3. Nevada (7.82%) 4. Utah (4.69%) 5. Texas (4.55%)

Top five activities done while in Nevada: 1. Casino Resorts (50.24%) 2. Gaming (37.3%) 3. Dining (40.86%) 4. Live Performance (23.93%) 5. Shopping/Malls (16.86%)

Current Situation – Plus + Delta Δ

Celebrate successes

We live in a “more world”. Yet just for a brief moment, let’s slow down long enough to recognize and celebrate our successful accomplishments in fiscal year 2016-17. Not by the efforts of any one individual, but the shared work of so many! Thank you.

- ✚ Team development
- ✚ Grant work – new and existing projects
- ✚ Strategic thinking
- ✚ Economic impact studies (SMG)
- ✚ New agency (S&J) and brand campaign
- ✚ New website (NetPilot)
- ✚ Community engagement – “inside out” (WhyCV)
- ✚ Follower engagement and development (social)
- ✚ Out of market targeted plan – CC Media (expanded resources and media channels)
- ✚ Financial and fiscal process improvements and admin/overhead savings
- ✚ Familiarization tour facilitation and support (Travel NV and RTT)
- ✚ Major event promotion and support

As another healthy exercise, it is valuable to dig deeper and assess what’s working (so we can make sure to implement ways in which we will keep doing the good work) and then, what are some areas of opportunity/improvement? It’s referred to as Plus + /Delta Δ (what’s working+/areas of opportunity or improvement Δ)

Plus + - What’s Working	Delta Δ - Areas of Opportunity or Change
Income	Income
+ TOT Trend + Co-op (shared expense projects) + Grants (State support)	Δ Prepay (ID carryover opportunities from 16-17) Δ Fin reports - Reporting and timing (semi in new yr) Δ Minimal merch sales (minimal purchases) Δ Future funding sources/growth?
Advertising & Communications	Advertising & Communications
+ Moving to online platforms + New brand campaign (S&J) + CC Media + Co-ops (Golf, Wedding, Billboard) + Regional vendor relationships (favorable rates) + Mtn Resort TV and partner exposure (no hard cost)	Δ More online emphasis (same as May June 2017) Δ Less print advertising Δ Move % adv \$ more to PR/content Δ More TV/video – content and ads Δ Need more photography to support the campaign Δ No Carson Valley Visitors Authority in messaging
Web-Internet	Web-Internet
+ New site + Blog/Story Content + E-newsletter + Content/listings	Δ Email lead gen and custom templates (f/u) Δ Blog Δ SEO/SEM improvement and expansion Δ Metrics-reporting (depth/insights) Δ E-newsletter template and timing Δ More web leads
Social Media	Social Media
+ Angela - command of all platforms + Growth and engagement + Development influencers + Alignment of messaging to other communication	Δ More content images needed (lifestyle and people) Δ Community engagement/support
Sales	Sales
+ Fam tours Travel NV – continue to support + RTT – Leads + Other Regional Partnerships	Δ Not equipped to effectively support sales (reduce) Δ Lead process follow-up Δ Community structure/support Δ Drop consumer shows (no value or method to measure) Δ Drop CalSAE and NASC (?) shows and memberships

Plus + - What's Working	Delta Δ - Areas of Opportunity or Change
Public Relations	Public Relations
<ul style="list-style-type: none"> + Boost spring campaign with storytelling component (3) + WhyCV contests + Trailer/kiosk (and vehicle) 	<ul style="list-style-type: none"> Δ Need PR firm to push out content! Δ Refine WhyCV (2-3x in 2017/18) Δ Co-op program (needs overhaul). Stop for 1 yr? Δ Reset criteria for any co-op (much tighter) Δ Community tourism summit (?) Δ Fri-Sun trailer/kiosk at key traffic locations (?)
Print Collateral	Print Collateral
<ul style="list-style-type: none"> + Visitor guide + Quality presentation + Distribution programs (Certified) 	<ul style="list-style-type: none"> Δ Cost of visitor guide Δ 4x9 may solve two needs (tear sheet and local tvl info) Δ Distribution of visitor guide
Event Promotion	Event Promotion
<ul style="list-style-type: none"> + Promotion and messaging + Growth in popularity of major events 	<ul style="list-style-type: none"> Δ Support the promotion of the highest producing tourism events Δ Room night goals and measurement (+ halo)? Δ Event "noise" (too many regionally to grab attention)
Infrastructure	Infrastructure
<ul style="list-style-type: none"> + Wayfinding Phase 1 + Seed money key projects (product development) 	<ul style="list-style-type: none"> Δ Establish timing & opportunity add'l dollars for signage
Research - Reporting	Research - Reporting
<ul style="list-style-type: none"> + Economic Impact report + Social media reports + Website analytics/site performance 	<ul style="list-style-type: none"> Δ more past guest info – intercept Δ What's next? (clarify maintenance plan going forward) Δ Other reporting opportunities? (ID) Δ Measure "influence"
Overhead - Admin	Overhead - Admin
<ul style="list-style-type: none"> + Savings!! (equipment/leases - \$4,000K+/yr) + Contractors + Rent/location 	<ul style="list-style-type: none"> Δ Shared drop box folder for board Δ Office storage Δ Office processes - defined and written
Human Resources - Team	Human Resources - Team
<ul style="list-style-type: none"> + Team engagement + Specialization/abilities + Relationships local and tourism community + Volunteers 	<ul style="list-style-type: none"> Δ Talent development budget Δ Compensation/reviews (staff) Δ Development/engagement of volunteers

Key Strategic Initiatives

Our primary strategic objectives for 2017-18 will support the path we have already embarked upon and are summarized in these key points:

- Maintain our focus on a broader Strategic direction (established in early 2017).
- Capitalize on our greatest product opportunities (Bently Heritage opening Q3), homerun events, special offers, or other opportunities as they may arise.
- Emphasis on influence and growth.
 - Content is King
 - Campaign –tell your story
 - The Why (Phase 2) – Creating the emotional connection
 - Grow website traffic and email leads
 - Expand on our voice (email leads)
- Leverage and expand our partnership relationships (internal and external).

Marketing & Communication

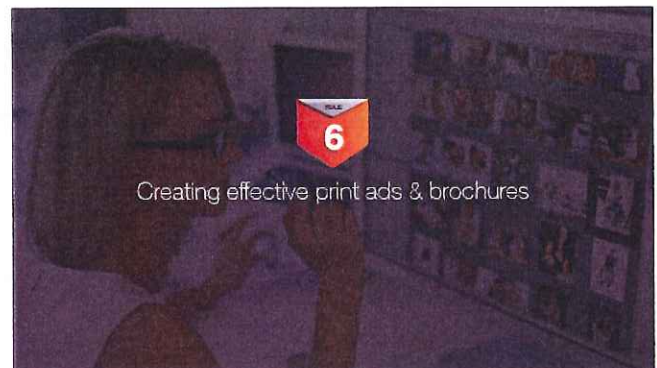
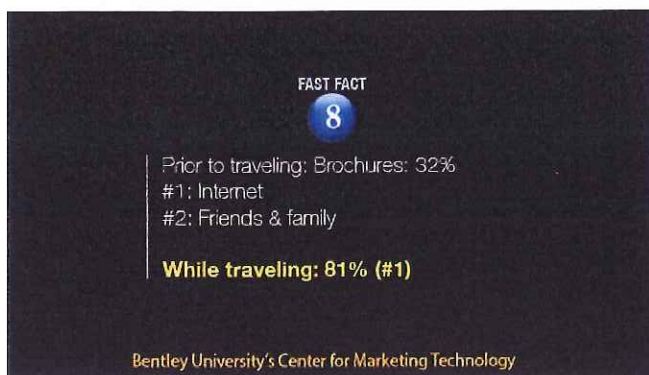
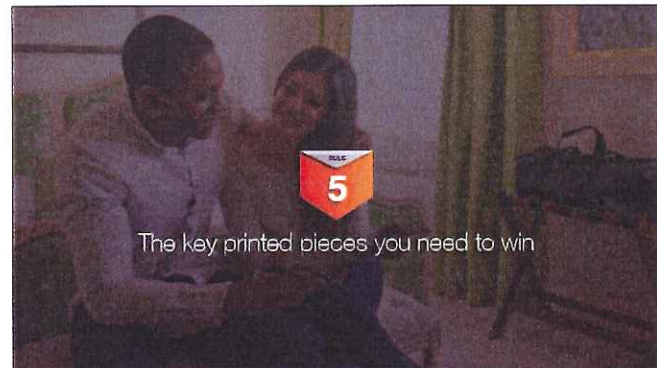
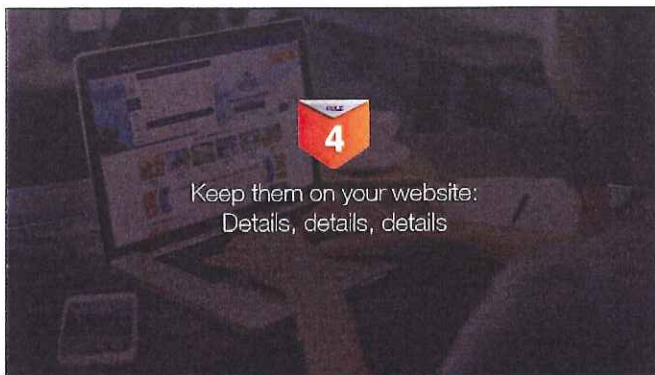
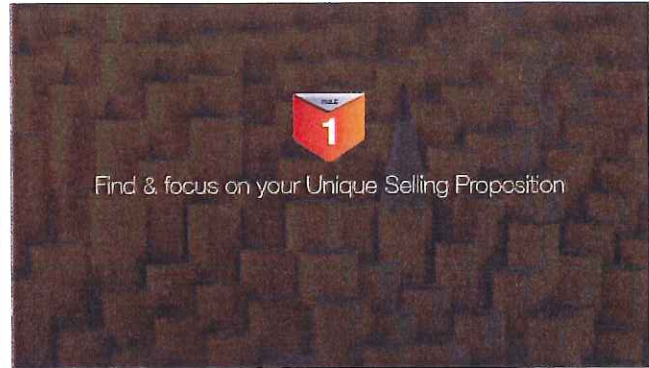
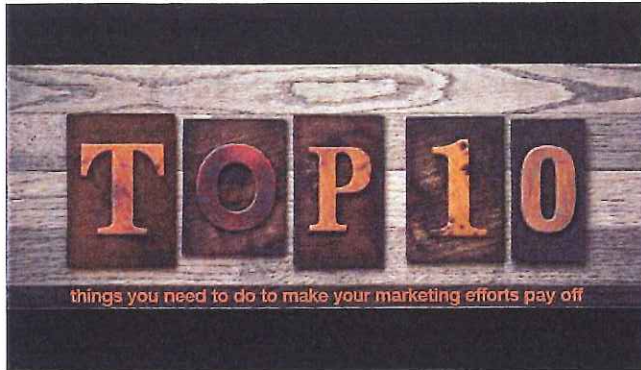
Using a simple visual representation, the following two charts express our desired priority direction. Build content, establish a branded campaign and launch, drive traffic to our website (and collect email addresses) measure our efforts. Modify and repeat.

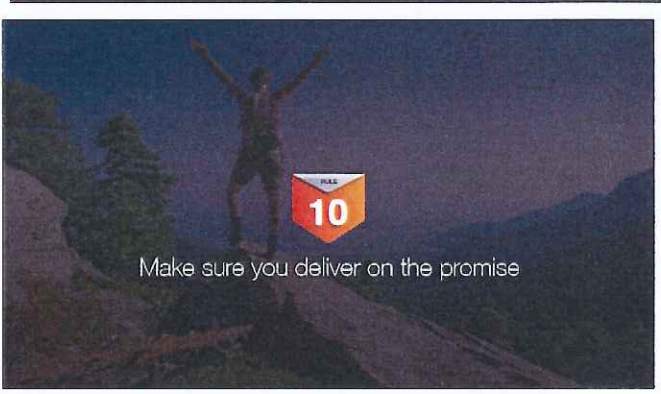
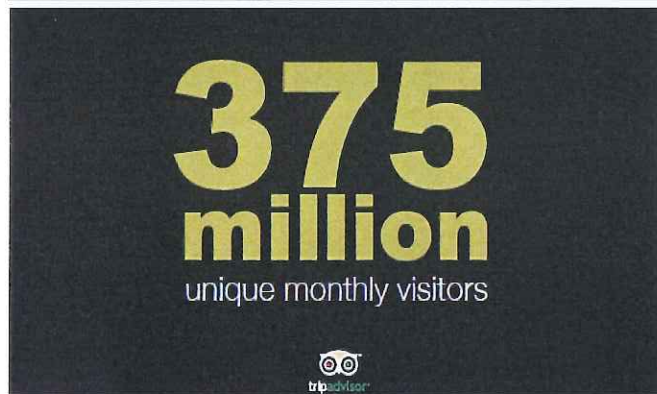
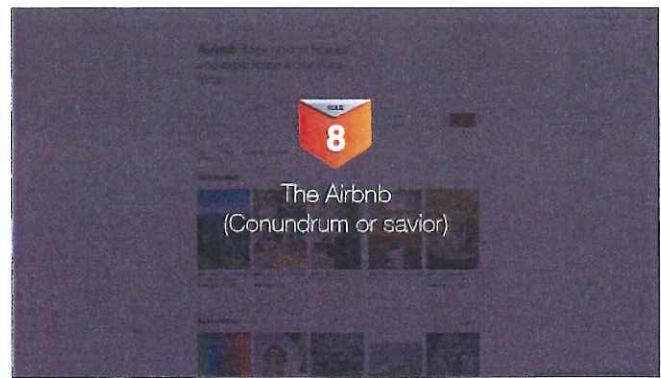


The image below simply illustrates our desire to integrate and coordinate all efforts around a central theme - Why Carson Valley? Through our advertising and other forms of communication, we will present a unified brand and messaging.



Healthy reminders. Based on a recent presentation from the Travel NV's Rural Roundup (in Elko), here are ten (10) key insights. Several are relevant to our planning and worthy of noting. Here are a few highlights:





One out of four people in this country are mentally imbalanced.




Think of your three best friends. If they seem ok, then you're the one. Perhaps it's time you found your balance. Book a spa stay at the incredible Kalahari Spa's "Sunny Retreat" this May. Bring your three best friends and save 30%. Book it right now while you're thinking clearly. www.sunnyretreat.com. Only in Wisconsin Dells.

1-800-123-4567.

Note - The full presentation is on file and will be utilized as a reference tool and by subject matter.

STRATEGIC – BOARD TOPIC DEVELOPMENT (Prioritize or add/edit). The following draft list was developed in Feb 2017 as a starting point for possible future board topics/discussion

ITEM	NOTES
Define our “why” (establish a clear identity)	What makes us relevant, interesting , (why come or come back)? What is the emotional connection to Carson Valley (define it). Multiple meetings and with the help of S&J. Ideally, we want everyone in this group to be able to clearly define it and then we “take it on the road”.
Goals	Refine and clearly define core strategic goals. How will we measure success? (influence)
Outfitters/recreation	Community meeting (used as possible first influence meeting)
Tourism Economic Impact	Take time in one of our meetings to have Carl give an overview and answer questions (on subsequent phases)
Price value message	How can we do a better job expressing our price/value message without simply saying cheap? (and by comparison to Tahoe or Reno). It is a sustainable advantage for our area.
Story telling	Board is to send Jan a list of cultural assets - story ideas (compelling stories such as Fresh Ideas, JT Basque and many others) which we can develop video, written and photo stories/blogs and other distribution
What would we do with another \$100k, \$200k? (and what are possible sources)	Or, are there projects we are not doing that we definitely should? (what’s the short wish list)
1% Increase Lake	Impact on valley? (how might this affect us and how can we be prepared to adopt a planning approach vs reacting?)
Board roles	Job descriptions/further definition of expectations (for board members and staff = “same page”).
Agenda	Strategic agenda vs old school (see sample)
Shuttle system Heavenly	What steps/actions can be taken to cultivate a better valley transport system for skiers and riders?
Staff or Board Opportunities	Co-op with other orgs (Tahoe South, Ski Lake Tahoe, etc.) Who, why, what, how?
Events	Tourism attracting events – why, how, what? Who would we partner with – i.e. production and influence – we’d prefer not to be in the event production business
Vision, Mission and Values	Vision – what is our desired future state? Mission – why do we exist? Values – core values are the guiding principles which dictate behavior and action. Review and determine whether they match our desired direction
Others?	

Tactical Marketing & Administration Priorities

The following outlines the top line tactical priorities for 2017-18. Drawing from the plus/delta exercise we will also inventory other initiatives worth prioritizing within this fiscal year. In short, additional work to fill in more detail and depth to each topic will be conducted by the team throughout the year. Appropriate vendor partners will be included as well. And finally, all efforts will proceed in concert with valued input and support by the board. Here are some of the high points:

Research

- ⇒ The economic impact project we began in 2017 will continue in 2018 with the completion of the final two (of four) phases
 - Phase three – past guest survey is being modified to a recreational research study
 - Phase four - online research (website capture of customer information through a simple request 4-5 questions immediately and then permission to do a follow-up – work on this phase will begin in July or August)
 - Note – after our completion of the overall project, we will evaluate what types of information we wish to continue gathering and establish a Research 2.0 plan. Our strategic direction relies on the capture and accuracy of relevant and current information.

Sources of Revenue – Grants and Partner Co-op programs

- ⇒ We will pursue any and all possibilities to apply for grant funding through Travel Nevada (spring and fall). Importantly we will also remain current on those projects that most closely align with the mission and direction for Travel Nevada. It only makes sense to “row in the same direction”.
- ⇒ Co-op opportunities will continue to be presented to our tourism partners. For 17/18 we will place emphasis on affinity print projects (golf and wedding) as well as a simple structure to the outdoor billboard on Highway 395 entering the valley.
- ⇒ From a broader long term (multiyear) perspective we need to strategize other forms of income for the organization. The competitive gap has the potential to widen. As two examples – Carson City added a 1% TOT to their income this year to support an arts program (under the leadership of the visitors authority). Virginia City will see 4 new properties built in the near future to support travelers to the TRIC tech area of Storey County and therefore will directly benefit growth in TOT.
- ⇒ While we have offered merchandise for sale in the past, it will not be a key initiative for this year. Smaller and practical options may work their way in as a few novelties, yet most travelers (and especially the international guests we serve with gifts on fairs) can’t travel with bulky items.

Brand Messaging

- ⇒ This topic has been more fully covered in the Brand section of this plan.
- ⇒ As we transition to a new campaign we find ourselves in need of greater consistency in communication across all forms of media (print collateral, advertising, outdoor, e-news, etc). During the coming year our emphasis will be to gradually convert all communications to a consistent design, look, feel, style and to include a uniquely recognizable form of creative copy writing.
- ⇒ Importantly we have identified 5 “legends”. Each will need to be extended into various forms of ads and communications. We will also consider other legend options over the course of this cycle as a 2.0 step (to include Bently Heritage’s master distiller and others).

Public Relations

- ⇒ Continuing the great work we’ve already begun, PR represents possibly the single largest opportunity for the coming year (and suggests we seek out a firm with the expertise and talent in tourism). Referring back to all our efforts and strategies surrounding “the why”, PR on a larger scale is the one missing link.
- ⇒ Ads and billboards can introduce Carson Valley in a few words, our message needs to be told in stories (and placed into wide distribution online and through the pros).

- ⇒ Our budget for 2017-18 includes resources for a firm as well as accompanying expenses.
- ⇒ Upon approval of the budget, we will begin working with a local Reno/Tahoe firm to bring them up to speed and to develop a well-defined annual plan.
- ⇒ Since we will not run a full-scale advertising effort during certain times of year, the PR will help to maintain our presence in key markets. It will also require more lead time to execute which will require a strong push throughout the year to “lead into our seasons” or other event opportunities.

Website 2.0

We now have a site we can widely promote and that matches the broadening customer base we seek. It's responsive, it's well designed and it's filled with highly valuable content. As a few top line initiatives for the coming year:

- ⇒ Blog
 - Develop & implement a rolling 12-month editorial blog calendar including guest postings from area businesses/experts and content developed by VisitCV staff/consultants
 - Implement a drop marketing campaign for evergreen blogs/webpages
 - Analyze site analytics monthly to ensure organic SEO techniques are fully utilized
- ⇒ E-mail leads will remain a critical aspect of our communication strategy. Expanding beyond the current flow of leads from a 3rd party we will develop multiple mechanisms to create a larger database of higher quality.
- ⇒ Utilize an influencer plan for blogs each week to ensure the blog are shared across platforms by more than our organization's social media.
- ⇒ Legends Campaign
 - The new S&J branding campaign has been executed for all marketing efforts beginning in May/June 2017. Legends of the Valley will need to be woven into the new website, beginning with a landing page. Currently key pages have updated copy reflecting the fun and lighter voice of the campaign.
 - Using photos, video vignettes, and copy, the landing page will focus on the story and the experiences. This appeals to younger visitors and equally resonate with our current more mature clients.
 - The new website was designed and executed before the campaign was developed, so while the site is beautiful there is a slight disconnect for folks who land on our home page via the ad campaign.

Advertising (digital and traditional) – ongoing and campaign(s)

- ⇒ There are really two core facets to our advertising efforts
 - Ongoing local/regional print advertising to include but not limited to:
 - Nevada Magazine (6 inserts – every 2 months)
 - Nevada Travel Planner (annual)
 - Getaway – regional travel guide (4x per year)
 - Real Weddings (2x per year)
 - Golfing Nevada (1x per year)
 - NCOT 5 state co-op (2x per year)
 - Between May and Aug (at minimum) we will run a definitive out of market multi media advertising campaign (and with more emphasis toward online digital, social media ads, outdoor billboard and radio/TV). The current campaign which started in May will run through August. Subject to what we are able to learn, we will adjust/modify a similar campaign to kick in again in late April, 2018.
- ⇒ We developed this approach towards the end of the 2017 fiscal year and will continue along the same lines during the course of the next year.
- ⇒ PR efforts will tie in and complement our ad direction and market choices.

SEO

- ⇒ Paid efforts through our vendor will continue in 17-18. We will also enhance the SEO program with refined word searches gained from our learnings over the past 6-12 months.

- ⇒ Blog influencers will assist our efforts in producing quality links to our site
- ⇒ We will also review backlinks to our previous website and ensure all appropriate backlinks are transferred to the new site (same will be done on Pinterest)
- ⇒ Analyze Google Trends and adjust the blogging calendar/content to ensure we are taking advantage of any appropriate unexpected trends

Email Marketing

While this topic is referenced in many points of the plan, it's important to add emphasis. A 2017 study of marketers states this: "Email is still the king. No matter how many sexy new channels come along to challenge the throne, they all come up short. 47% of marketers report that email generates the most ROI for their organization, and 58% plan to increase spending on email marketing during the next year. Both results place email far ahead of any other digital channel – long may it reign".

"Consumers don't grade on a curve. Whether you have a marketing team of 5 or 50, your marketing is sitting right next to the world's biggest brands in email inboxes, on websites, and in social feeds. Facing that kind of competition in a rapidly changing industry, it can be challenging for smaller teams with limited resources to keep up. Smaller marketing teams have one major advantage: They're more nimble. Use that agility to your advantage".

Our goal in this area will be an emphasis on quality sources, permission and quality content that engages the audience. We desire to build a relationship and can do so within this platform. Considering the classic "buyers' hierarchy", the goal is to develop interest, liking, preference, conviction and purchase. Each customer follows that path at their own pace.

Social Media

Social Media is an ever-adapting medium. What is the most popular platform today may be a whisper in a year. However, social media platforms are great for expanding our voice and connecting with our customers/potential customers. Our blog will become the "hosting" place for most of this content. Our growth on social media will continue; however, we will develop a more aggressive email collection platform. The blog and email list will be important for the overall health of our marketing plan since they are the platforms we fully control. Growth has been steady since October 2016. This growth has been achieved through quality content and appropriate language and hashtags based on the platforms.

Key Initiatives

- Twitter will continue to reach out more to influencers.
- Pinterest will be utilized more as we develop an editorial plan for the blog.
- WhyCV photo contests will provide additional online content
- Expand our "photographer partners" to ensure we have quality content and timely imagery while extending the reach of local photographers
- Ensure area/travel influencers via the blog influencer platforms are engaged with our other blog posts and social media accounts

Sales Support

- ⇒ In general, we do not have sufficient resources to fully advance within the sales area on our own. As a conservative estimate a full-time sales rep backed by show fees a travel expense budget and other necessary program support would require at least \$150,000 or more.
- ⇒ Yet, there is plenty we can do to support the efforts of our larger regional partners.
- ⇒ In general, we will fully support all Travel NV and RTT fams. We'll attend trade shows when we can act as a regional rep and be supported by regional travel funds and other ways in which we can remain engaged in the tour and travel community.

Print Collateral

- ⇒ Key pieces we will produce in 2017-18
 - Visitors guide (one to two times depending upon distribution rate)
 - 4x9 brochure – for distribution in Certified and Reno/Tahoe airport racks
 - Map pads – serving as a useful resource locally for our lodging properties and other key tourism partners – The pad is also sold to other non-tourism based companies to off-set costs.
 - Miscellaneous tactical projects as may be necessary
- ⇒ All collateral will be centralized for production and developed through our design firm to create a greater level of continuity and brand consistency.

Partnerships

- This list represents several familiar partners from the past as well as a few new future opportunities.
- ⇒ Travel Nevada – more emphasis in PR and social connectivity with their efforts
 - ⇒ Reno Tahoe Territory – support sales programs with the help of our private sector tourism partners. Yet, also seek to maximize our presence within newer openings such as the RITT website or PR efforts.
 - ⇒ Tahoe South – it started this year with AMGEM. Both orgs believe there are many other openings where we can pursue a greater measure of collaboration and complimentary tourism effort.
 - ⇒ Carson City – we have a name in common and much more. This relationship will be cultivated beyond its current somewhat stagnant state.
 - ⇒ Locals – WhyCV and other internal efforts will continue. Business meetings, community outreach, team support of worthy causes and more will continue to “connect us” within the Carson Valley. The Legends branding campaign is equally having its own special impact within the community.
 - ⇒ Major private sector influencers – Heavenly, Bently, our local lodging properties and others will be on our radar and deserving of advancing each relationship uniquely.
 - ⇒ Douglas County – through the efforts of the economic vitality program, the Pony Express Trail development and many other vitally important programs to the county’s success, we will consistently reinforce our desire to be at the table, engaged and a worthy contributor.
 - ⇒ Mainstreet programs – continue to look for synergistic ways in which we can more effectively apply limited resources toward a mutual/shared success.
 - ⇒ Teamwork is imperative. We will certainly seek out other influencers and stakeholders which may arise throughout the course of the year.

Mobile Visitors Center

- ⇒ The mobile unit will continue to be utilized primarily in the local region for special events and scheduled programs. Wine walk, Concert in the Park, Candy Dance, Aviation Roundup and other local events will be supported where and when there is a solid opportunity to reach visitors.
- ⇒ Another initiative we would like to pursue beginning in spring 2018 will be to test a few key traffic locations for visitors travelling through town. If we can catch some of those that drive “through it (town) not to it” we will have embarked on a worthwhile effort. Rather than the prior notion to find a higher traffic location for a permanent space, this approach will allow us to test a few possibilities as well as approaches. Potentially we can help more fully engage in the idea of a mobile visitors center during peak traffic periods (Fri-Sun in spring/summer to start). More planning and implementation steps will be considered and communicated.

Financial Audit

- ⇒ Beginning in the first quarter of our new fiscal year, we will take the necessary steps to secure a third-party accounting firm to conduct an audit of our past financials.
- ⇒ It is a recommended practice for non-profits at least every 3 years.

⇒ Based on the learnings/findings from the audit, we will also be able to further refine our overall accounting practices to gain an even greater level of assurance that all aspects of our book keeping and general finance practices are solid.

Please note – this outline is not meant to be an exhaustive list of every possible effort, action or tactic we intend to conduct in 2017-18. However, if a board member or other community tourism partner or contract partner believes there is any aspect of this plan requiring further explanation or clarification, it would be our pleasure to listen and respond accordingly. We value your input! Thank you.

Our Vision, Mission & Values

During 2017-18 and working as a team, we should validate these simple core principals.

Background - A well-crafted vision statement describes the organization as it would appear in a future successful state. When developing a vision statement, the organization should try to answer this question: If the organization were to achieve all of its strategic goals, what would it look like 5-10 years from now? An effective vision statement is inspirational and aspirational. It creates a mental image of the future state that the organization wishes to achieve. A vision statement should challenge and inspire the team.

A mission statement explains the company's reason for existence. It describes the company, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, customers, vendors and other stakeholders. The mission can change to reflect a company's priorities and methods to accomplish its vision.

A values statement describes what the organization believes in and how it will behave. Not all organizations create or are able to uphold a values statement. In a values-led company, the values create a moral compass for the company and its employees. This compass guides decision-making and establishes a standard that actions can be assessed against. A values statement defines the deeply held beliefs and principles of the organizational culture. These core values are an internalized framework that is shared and acted on by leadership.

Leadership cannot create a new values statement and expect the values to simply become core values for the organization. For an organization to have an effective values statement, it must fully embrace its values and use them to guide its attitudes, actions and decision-making on a daily basis. It should be attempted only by organizations that are willing and prepared to make a long-term commitment to the established company values.

Our Vision – what is our desired future state?

Travel Nevada - A vibrant quality of life for all Nevadans

Drawing from our Bylaws - Purpose: The CVVA is the entity responsible for receiving and distributing all appropriated Transient Occupancy Tax (T.O.T.), tourism grants and other tourism related funding. It shall be the primary responsibility of the CVVA to appropriate funding and expenditures to accomplish the mission of the CVVA.

Our Mission – why do we exist?

Our current mission reads as follows:

“To Market Carson Valley through Advertising, Promotions and Special Events.”

While we grew closer as a team and collaborated together this year, we learned we also exist to be a key influencer in travelers' planning. The “how” is less relevant with more emphasis on the “why”. Why do people love Carson Valley and how can we create a greater emotional connection? This understanding will help us to further prioritize and coordinate our efforts. Some great work has been accomplished in this area with more to follow.

Travel Nevada - Effectively promote statewide tourism to enhance the economic vitality of Nevada.

The current Personnel Manual reads - **Organization:** The Carson Valley Visitors Authority (the “CVVA”) is a non-profit organization formed to promote leisure and business travel to the Carson Valley. Under authority of the CVVA Board (“Board”) a paid staff will be employed to facilitate the operation of the CVVA.

Our Values – what are the core principals and behaviors driving our actions?

Travel Nevada - All programs are driven by three core values that guide the agency’s approach to partners and program development:



Next Step(s)

It would be recommended, as one of our strategic topics for the 2017-18 board meetings, we include further discussion in this realm. Whether simply validating current thoughts or advancing to a refined approach, it would be a healthy exercise to solidify our core vision, mission and values. All efforts can be gaged by their alignment with these principals. Board meetings, planning sessions or other general/daily practices should all be in alignment.

Key Performance Indicators

CVVA programs will be designed to be measurement-based and tracked in either real-time or following each campaign to ensure maximum effectiveness and return on investment. Key performance indicators concentrate primarily on creating a vibrant and sustainable economy, and assisting local partners in reaching their business objectives.

Drive revenue to Carson Valley through travel and tourism activities awareness and influence:

- ⇒ Raise brand engagement for consumers, travel trade professionals and partners. Performance will be based on a year-over-year increase in each user engagement media platform.
 - Ensure the Visit Carson Valley website is easy for consumers to use and offers not only information, but an impetus for consumers to act. Measure year over year traffic as well as influence through online studies.
 - Enhance consumer engagement through sharing and other social media programming. Measurement includes the number of engaged users.
- ⇒ Track lodging TOT (and when possible during campaign timeframes) to identify Visit Carson Valley's impact on the valley economy.
- ⇒ Measure and incrementally improve our integrated media/marketing campaign return-on-investment.
 - ROI determined based on paid, earned and social (owned and earned) media efforts.
- ⇒ Other measurement efforts can and will be set up as may be desired/necessary.

Addendum Reporting

Economic Impact Data (highlights from Phase 1 and 2 studies)

Phase One – base study

- ⇒ Douglas County lodging revenue has increased 40% over the past five years. Carson Valley's (including Topaz Lake) lodging revenue has increased 35% during that same time frame.
- ⇒ While occupancy rates have remained consistent, average room rates have increased 30% since 2011/12. Average Daily Rates in the Carson Valley (including Topaz Lake) have increased 35% since 2011/12.
- ⇒ It is estimated that the number of overnight visitors to the Carson Valley is approximately 164,688.
- ⇒ It is estimated that the number of overnight visitors to the Carson Valley generate approximately \$61.8 million in travel spending (based upon 2015-16 data).

Phase Two – email database study

- ⇒ Top Markets – CA 47%, Nevada 7%, Arizona 4.4%, Utah 3.6% - other 38%
- ⇒ CA Markets – 8.8% Bay area, 5.2% central valley, 11%, So Cal, 22% other CA
- ⇒ 24.8% have taken a trip to CV in the past year
- ⇒ Ave nights – 2.5, Party size – 2, 15% travel with children, arrival nights (Friday 28.04%, Thurs 19.63%, Sunday 13.08% = top 3) 62% arrived Mon-Thurs.
- ⇒ 84.11% pleasure travelers, yet a sizeable 12,15% business and pleasure
- ⇒ 23.8% said they would say an extra night with + information activities, dining, shops, entertainment, events, etc
- ⇒ Carson Valley is a place I– Like to visit (98%), offer recreation (94.1%), has friendly people (92.9%) - top 3
- ⇒ 94.5% rated their trip very good or excellent
- ⇒ Top advertising or promo sources – Internet (56.7%), Online Social Media (35.1%), Magazine ads (35%) – top 3
- ⇒ 24% used visitcarsonvalley.org for planning or purchase of their trip
- ⇒ 63.57% over age 51
- ⇒ 75% of respondents have not visited Carson Valley = opportunity

Occupancy-Rooms

The following chart illustrates room tax collections and occupancies for the past 5 years (June 2017 not available at the time of this report).

DOUGLAS COUNTY ROOM TAX COLLECTION AND OCCUPANCY RATES

	TOTAL	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
CARSON VALLEY													
NET ROOM REVENUE	9,901,558	1,434,980	1,271,881	1,246,151	892,184	630,800	705,770	630,524	560,408	714,408	815,279	999,174	
TAX PAID	1,287,204	186,547	165,345	162,000	115,984	82,004	91,751	81,968	72,853	92,873	105,986	129,893	
ROOM NIGHTS AVAILABLE	282,705	24,854	24,959	24,744	25,037	23,829	26,891	27,119	24,734	27,488	26,357	26,693	
ROOMS SOLD	121,835	14,849	13,897	13,724	11,075	7,773	9,168	8,447	7,867	8,961	11,904	14,170	
OCCUPANCY RATE	43.10%	59.74%	55.68%	55.46%	44.23%	32.62%	34.09%	31.15%	31.81%	32.60%	45.16%	53.09%	

CARSON VALLEY													
NET ROOM REVENUE	9,896,814	1,203,018	1,089,091	1,090,399	811,884	519,394	654,554	561,257	704,469	639,186	697,320	996,190	929,552
TAX PAID	1,308,603	156,392	141,582	141,752	105,545	67,521	85,093	72,963	91,581	83,095	90,717	129,505	142,857
ROOM NIGHTS AVAILABLE	305,343	26,601	26,625	25,392	26,695	25,888	27,141	21,206	25,442	25,919	26,191	27,249	20,994
ROOMS SOLD	139,575	16,118	15,016	14,660	12,924	8,586	8,949	7,756	9,580	9,691	10,439	13,401	12,455
OCCUPANCY RATE	45.71%	60.59%	56.40%	57.73%	48.41%	33.17%	32.97%	36.57%	37.65%	37.39%	39.86%	49.18%	59.33%

CARSON VALLEY													
NET ROOM REVENUE	8,961,946	1,097,578	1,142,127	924,355	655,635	503,806	539,778	496,772	562,061	587,494	606,894	827,443	1,018,002
TAX PAID	1,162,122	142,685	145,823	119,067	85,433	65,695	70,371	64,580	73,068	76,375	78,896	107,567	132,563
ROOM NIGHTS AVAILABLE	304,113	28,637	27,463	26,842	25,211	25,686	26,768	27,360	24,665	26,710	25,911	21,100	19,780
ROOMS SOLD	147,926	16,816	18,172	12,747	9,474	10,410	10,417	10,770	11,097	9,346	11,919	12,264	14,494
OCCUPANCY RATE	48.64%	63.13%	66.17%	47.49%	37.58%	40.53%	38.92%	39.36%	44.99%	34.99%	46.00%	58.12%	73.35%

CARSON VALLEY													
NET ROOM REVENUE	7,876,032	1,083,120	911,534	864,979	616,048	415,131	417,320	452,519	395,179	438,968	518,788	816,608	945,838
TAX PAID	1,023,884	140,806	118,499	112,447	80,087	53,967	54,252	58,827	51,373	57,066	67,442	106,159	122,959
ROOM NIGHTS AVAILABLE	306,392	25,726	26,523	25,756	26,400	25,031	25,907	25,480	22,942	26,179	24,876	25,894	25,678
ROOMS SOLD	138,902	17,565	15,883	14,911	11,836	9,591	8,994	9,260	6,402	7,996	8,375	12,838	15,451
OCCUPANCY RATE	45.33%	68.28%	59.88%	57.89%	44.83%	38.32%	34.72%	36.34%	27.91%	30.54%	33.67%	48.81%	60.17%

CARSON VALLEY													
NET ROOM REVENUE	7,514,059	939,484	874,139	911,292	622,441	412,083	415,595	432,378	410,379	404,356	527,987	705,733	858,191
TAX PAID	976,826	122,133	113,638	118,468	80,917	53,570	54,027	56,209	53,350	52,567	68,638	91,745	111,564
ROOM NIGHTS AVAILABLE	308,408	27,249	27,498	27,262	26,957	27,361	26,985	26,070	23,899	24,398	22,214	21,378	27,137
ROOMS SOLD	149,074	16,766	17,175	16,618	13,009	11,333	9,555	9,753	9,221	8,947	9,555	11,360	15,782
OCCUPANCY RATE	48.34%	61.53%	62.46%	60.96%	48.26%	41.42%	35.41%	37.41%	38.58%	36.67%	43.01%	53.14%	58.16%

Google Analytics (Website traffic and insights)

Note - There are some measures we want to track going forward (and for which we do not currently have any historical data). The chart here offers a snapshot of info currently available.

WEBSITE SNAPSHOT		July 2015 - April 2016	July 2016 - April 2017	% Change
Users		19,368	32,636	69%
Traffic Origin Location		NV, CA, TX	NV, CA, TX	
Number of pages viewed		75,210	96,332	28%
Time spent on the site		2:30	1:43	-31%
User acquisition - how did they find us?				
Channels	Organic Search	16,543	27,201	64%
	Direct	4,808	5,339	11%
	Referral	2,760	3,661	33%
	Social	826	1,418	72%
	Email	22	117	432%
Referrals (non-search engine)		Facebook, Chamber, Genoa	Facebook, Genoa, Chamber	
Social media platforms	Facebook	782	1,168	49%
	Twitter	14	164	1071%
	Instagram	0	61	

Other key metrics and analytics to be developed in 2017-18 for the website

- Users - new vs. returning (this will fluctuate due to running campaigns)
- Traffic Origin Location - ideally delineate "drive-to" states, focusing on CA/Nor Cal
- Number of pages viewed
- Time spent on the site
- User acquisition - how did they find us? Channels and referrals.
- User acquisition - search terms, landing pages (these were just enabled, there is no retroactive information)
- User acquisition - referrals from social platform
- Conversions - newsletter sign ups, click through to Where to Stay (this will need to be set up, no retroactive data)

Digital Metrics for our Campaign push and our Goal of Website Referral Traffic (via CC Media)

- Ad clicks - # of people who click the ad and go to the website
- Impressions - # of people who were served the ad
- Cost Per Click - amount of budget to generate an ad click
- Click Through Rate - clicks vs. impressions
- Phone calls via mobile phone ads

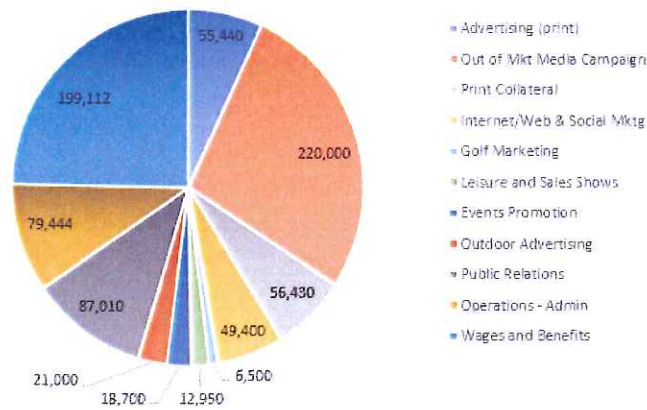
Social Media Metrics (as currently presented + any other insights or observations)

Outdoor, Print, TV and Radio Advertising measures

- Impressions
- Reach, frequency, GRP's (gross rating points)

VISIT CARSON VALLEY - BUDGET SUMMARY

Expense Breakdown 2017-18



LINE ITEM	BUDGET
Income	806,450
Advertising (print)	55,440
Out of Mkt Media Campaign	220,000
Print Collateral	56,430
Internet/Web & Social Mktg	49,400
Golf Marketing	6,500
Leisure and Sales Shows	12,950
Events Promotion	18,700
Outdoor Advertising	21,000
Public Relations	87,010
Operations - Admin	79,444
Wages and Benefits	199,112
Total Expenses	805,986

Overview



Marketing	527,430
Administration	79,444
Staff	199,112
	805,986

Please refer to the 2017-18 Approved Budget for full detail

This is an exercise for the future of Gardnerville.

Attached is a blank map showing possible road alignments along with several sheets of data, useful in planning the future of Gardnerville. The Map has roads drawn on it on a logical location, this is just what if scenario here. I would like for you to identify the areas use you would like the see Gardnerville grow in for the future. The County Staff did not support the town recommendation on Industrial Use, The planning commission over road their recommendation. After hearing the BOCC and the planning commission discussion this past month, I am very concerned for the future of the town and what would be our inability to adequately plan for the future of our town.

The town of Gardnerville is going to grow. Currently it has to grow as outlined in the master plan. The Urban service boundary would and could stay right where it is. Or we can help shape what the town looks like by working with the property owners allowing for a more structured growth. The Growth ordinance will not allow the town to grow too fast. But it does not help the town grow either.

I know I asked you your thoughts on the future of Gardnerville at the master planning Gardnerville Element. Development is inevitable in the next 5 years with the Virginia Specific plan.

I am concerned we cannot change the plan to include connector roads through to property we have outline as wanting to expand the town and urban service boundary in the future. How about we expand the urban service boundary now and start planning for the future. The board decided it was good to grow east and north. Can we recommend making that change in this version of the master plan update. Don't change the zoning yet, but the boundary can change.

Frank property and a smaller piece closer to East Valley road would be key to reducing the Pinenut flows into town to a manageable flow level. This will take a couple of detention ponds and regional flow channels. There should be master drainage plan prepared, but conceptually it would look like the attached plan.

I am asking you to review the plan. Mark the plan up and get it back to the town manager next month by the 14th of August. We can consolidate the plan. The public is welcomed to participate as well.

We will need a more diverse community and we should direct what kind of Multi Family housing we want. Duplex housing is taxed at a high rate than dingle family. Not all the uses are taxed the same and then are some with exceptions. The following pages outlines the tax use zones, the overall town value for net assessed value and acres. I added a pie and bar charts in an effort to show you that residential is not all we want in Gardnerville. While we do have some vacant commercial it very little vacant industrial, we need more of these zones in the future to keep the town operation and flush with Property tax funds.

Multi family Duplex is a good option to add more of that zone within the town.

More industrial would be good as well.

All our flood mitigation efforts todote will need to be ended with the capture of flood flows from the pine nut wash. This will allow development emergency access to flow around the existing development. If we could reduce the Pinenut flows from 4,400 cfs to 1,000 cfs or less we could accommodate those flows under the future streets.

I believe this could be our first step towards redoing the towns ^{plan} for prosperity.

I will be available for any of you participating in this excise when I return on August 8th.

Send me an email. Lets go to breakfast or Lunch. But I would like to have this conversation with you at some point about this.

<u>Utilities</u>	
700	Operating Communication, Transportation, and Utility Property of an Interstate or Intercounty Nature
710	Communication, Transportation, and Utility Property of a Local Nature
711	Communication, Transportation, and Utility Property of a Local Nature Under Construction
720	Communication, Transportation, and Utility Property of an Interstate or Intercounty Nature, Not Used in Operations (Locally Assessed)
731	Alternative Energy - Solar
732	Alternative Energy - Wind
733	Alternative Energy - Biomass
780	Locally Assessed Utility Use with Minor Improvements
790	Mixed Use with Locally Assessed Utility as primary use
<u>Mining</u>	
800	Mining Property - Locally Assessed - Pre-development or Abandoned Mine, Improvements not valued by State
810	Mining Property - Extractive Mineral, Valuation of Improvements by State, Land Valuation by County
820	Mining Property - Oil and Gas, Valuation of Improvements by State, Land Valuation by County
830	Mining Property - Geothermal, Valuation of Improvements by State, Land Valuation by County
840	Aggregates, Quarries, etc. - Locally Assessed
880	Locally Assessed Mine with Minor Improvements
882	Locally Assessed Mine with Minor Improvements - No livable structures
890	Mixed Use with Mine as primary use
<u>Public Use</u>	
900	Parks for Public Use
910	Cemeteries
920	Hospitals
921	Hospital or Skilled Nursing Home Under Construction
922	Skilled Nursing Homes
930	Special Use - Limited-Market Properties
960	Special Purpose Auxiliary Area
970	Special Purpose Common Area
980	Special Purpose with Minor Improvements
990	Mixed Use with Special Purpose as primary use

<u>Industrial</u>	
500	General Industrial - light industry, trucking and warehousing, service, repair, etc.
501	General Industrial - light industry, trucking and warehousing, service, repair, etc. Under Construction
510	Commercial Industrial - retail or office use combined with Industrial use
511	Commercial Industrial - retail or office use combined with Industrial use Under Construction
512	Mini-Warehouses
513	Truck Stops
514	Truck Stops with Motels
520	Heavy Industrial
521	Heavy Industrial Under Construction
560	Industrial Auxiliary Area
570	Industrial Common Area
580	Industrial with Minor Improvements
582	Industrial with Minor Improvements - with structures insufficient to determine intended use
590	Mixed Use with Industrial as primary use
<u>Rural</u>	
600	Agricultural Qualified per NRS 361A - Vacant
610	Agricultural Not Qualified per NRS 361A for deferment - Vacant
612	Agricultural Not Qualified per NRS 361A for deferment - with Residence
613	Agricultural Not Qualified per NRS 361A for deferment - with Manufactured Home
614	Agricultural Not Qualified per NRS 361A for deferment - with Commercial
615	Agricultural Not Qualified per NRS 361A for deferment - with Minor Improvements, No livable structures
616	Agricultural Not Qualified per NRS 361A for deferment - with Industrial
618	Agricultural Not Qualified per NRS 361A for deferment - with Multiple Residences
620	Open Space
622	Sites designated as Historic - Residential
624	Sites designated as Historic - Commercial
625	Sites designated as Historic - Industrial
660	Rural Use Auxiliary Area
670	Rural Use Common Area
680	Rural Use with Minor Improvements
682	Rural Use with Minor Improvements - No livable structures
690	Mixed Use with Rural as primary use
692	Agricultural Deferred with Residence
693	Agricultural Deferred with Manufactured Home
694	Agricultural Deferred with Commercial
695	Agricultural Deferred with Improvements but no Residences
696	Agricultural Deferred with Industrial
697	Agricultural Deferred with Residential Land Value but No Residence currently in existence
698	Agricultural Deferred with Multiple Residences

H8-4

<u>Multiresidential</u>	
300	Duplex
301	Duplex Under Construction
310	Two Single Family Units
311	Two Single Family Units Under Construction
313	Multi-Family Residence with Manufactured Home Conversion
320	Three to Four Units
321	Three to Four Units Under Construction
330	Five or More Units - Low Rise
331	Five or More Units - Low Rise Under Construction
333	Exempt or Partially Exempt Apartment Building
340	Five or More Units - High Rise
341	Five or More Units - High Rise Under Construction
350	Manufactured Home Park - Ten or More Manufactured Home Units
360	Multi-Family Residential Auxiliary Area
370	Multi-Family Residential Common Area
380	Multi-Family Residential with Minor Improvements
382	Multi-Family Residential with Minor Improvements - No livable structures
390	Mixed Use with Multi-Family Residential as primary use
<u>Commercial</u>	
400	General Commercial
401	General Commercial Under Construction
402	Parking and/or Parking Structures
403	Restaurants
404	Convenience Stores
408	Bars or Taverns without Restaurants
410	Offices, Professional and Business Services
411	Offices, Professional and Business Services - Under Construction
412	Residence used as Commercial Business
420	Casino or Hotel Casino
421	Casino or Hotel Casino Under Construction
430	Commercial Living Accommodations
431	Commercial Living Accommodations Under Construction
432	Bed and Breakfast
440	Commercial Recreation
441	Commercial Recreation Under Construction
450	Golf Course
460	Commercial Auxiliary Area
470	Commercial Common Area
480	Commercial with Minor Improvements
482	Commercial with Minor Improvements - with structures insufficient to determine intended use
490	Mixed Use with Commercial as primary use

A8-5

Douglas County Use Codes

<u>Vacant</u>	
100	Vacant - Unknown/Other
108	Vacant - Patented Mining Claim, Not Mined
110	Vacant - Splinter and Other Unbuildable
117	Vacant - Roads/Easements
120	Vacant - Single Family Residential
130	Vacant - Multi-Residential
140	Vacant - Commercial
150	Vacant - Industrial
190	Vacant - Public Use Lands
<u>Single Family</u>	
200	Single Family Residence
201	Single Family Residence Under Construction
210	Individual Residential Unit in a Multiple Unit Building - Condominium
211	Individual Unit in a Multiple Unit Building Under Construction
220	Manufactured Home Converted to Real Property
222	Manufactured Home (Converted) with Site Built Additions
230	Personal Property Manufactured Home on the Unsecured Roll
231	Manufacture Home Conversions Pending
232	Manufactured Home - Unsecured with Site Built Additions
233	Secured Manufactured Home with Site Built Additions (Not Converted)
236	Personal Property Manufactured Home Secured
240	Individual Residential Unit - Townhouse or Row House
260	Single Family Residential Auxiliary Area
270	Single Family Residential Common Area
280	Single Family Residential with Minor Improvements
282	Single Family Residential with Minor Improvements - No livable structures
290	Mixed Use with Single Family Residential as primary use

Assessed Value by Major Category

7/1/17

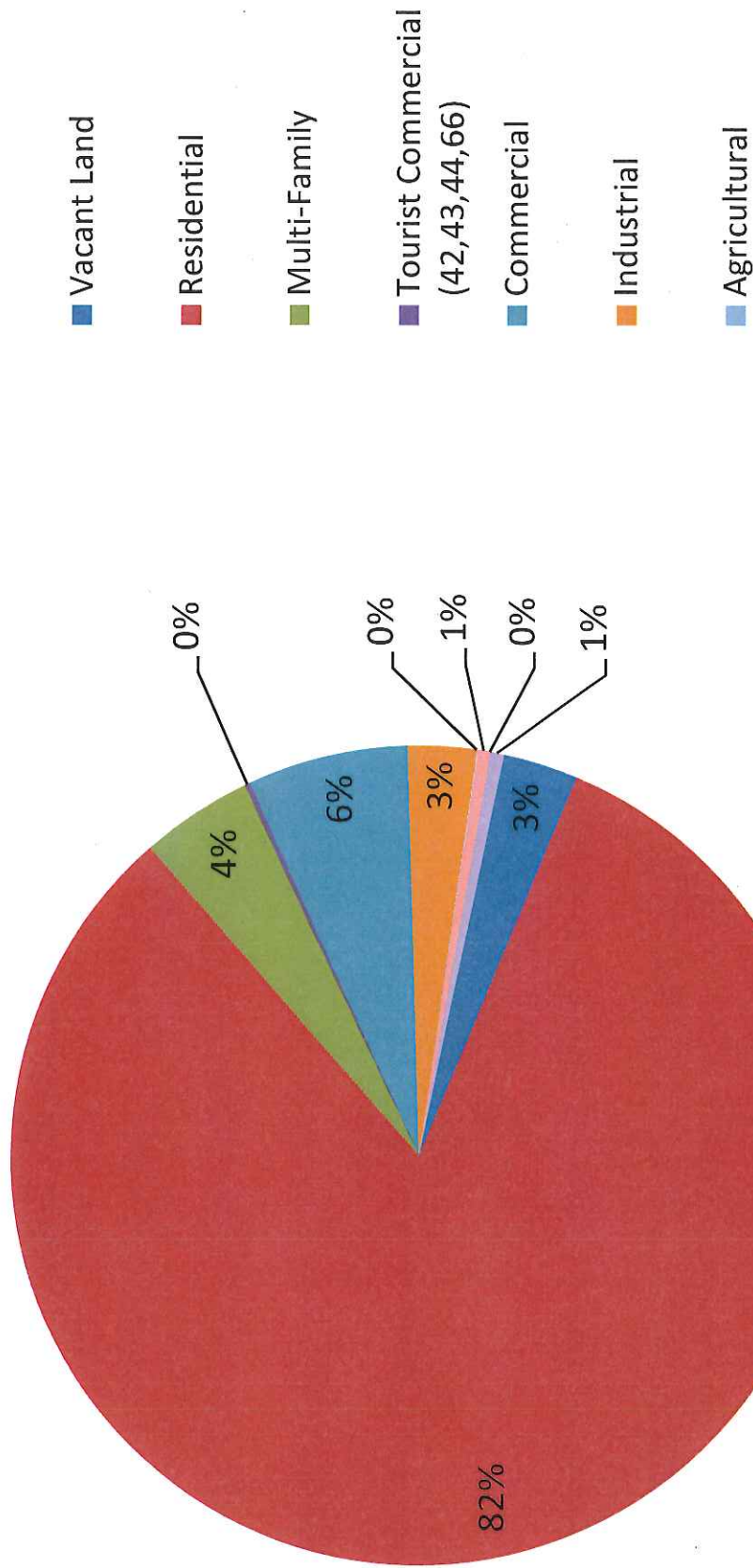
FY 17/18

		Parcels	% of Value	
Vacant Land	7,021,106	69	0.039	
Residential	118,390,418	1910	0.655	
Multi-Family	13,282,790	103	0.074	
Tourist Commercial (42,43,44,66)	1,628,219	5	0.009	
Commercial	29,398,988	148	0.163	
Industrial	7,352,676	63	0.041	
Agricultural	0	1	0.000	
Utilities	151,358	12	0.001	
Mining	0	0	0.000	
Public Use	3,479,166	13	0.019	
Total	180,704,721	2,324	1.000	

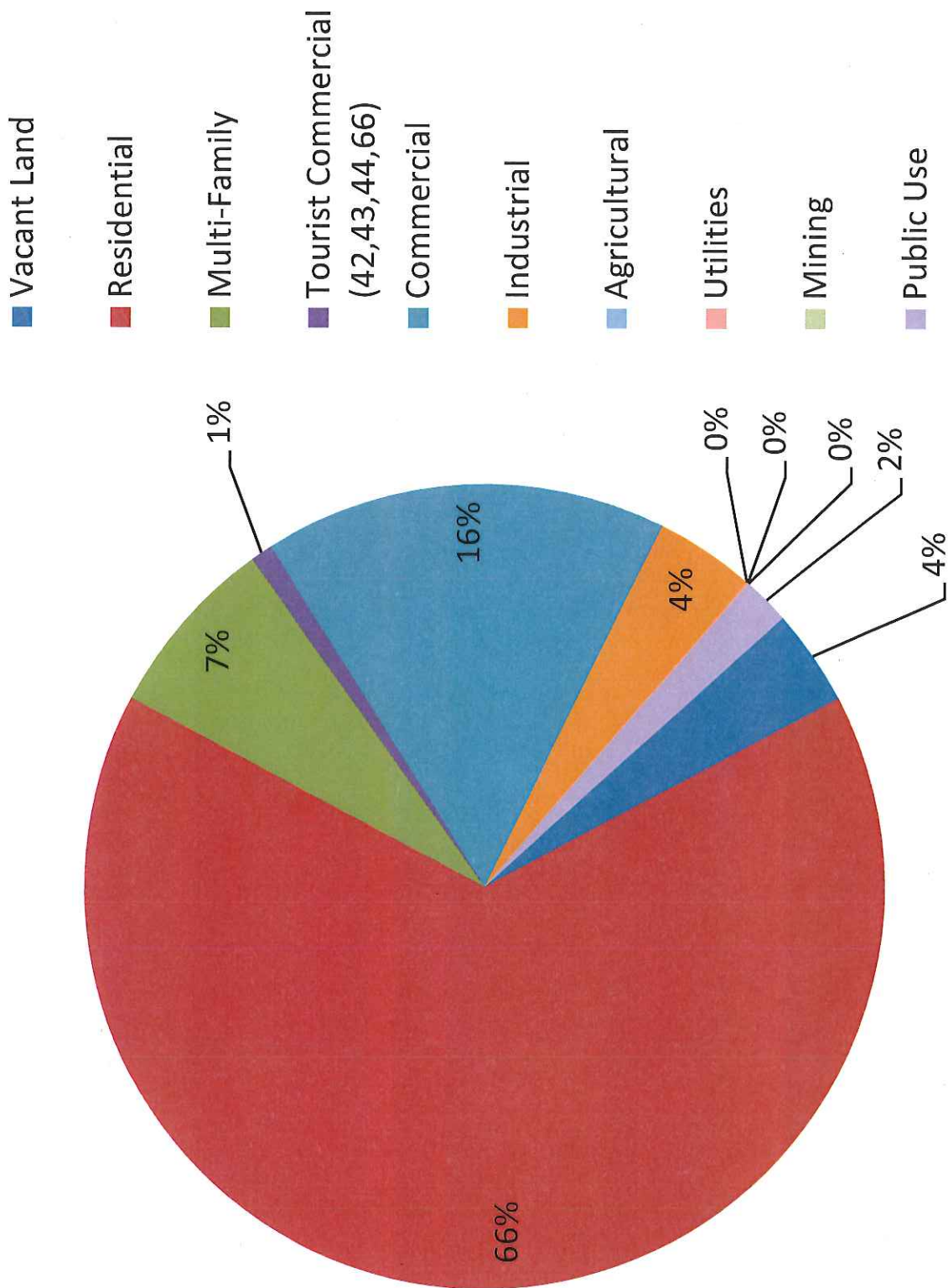
	Net Assessed Value	Acres	Average Assessed Value	
New Use Codes starting 1/2015				
Vacant Land <200	7,021,106	514 \$	13,650	
Highest return	863,450	13.63 \$	63,349	Vacant - Multi-Residential
Residential 200-299	118,390,418	384,436 \$	307,959	
Highest return	111,947,373	328,944 \$	340,323	Single Family Residence
Multi-Family 300-399	13,282,790	96.95 \$	137,007	
Highest return	1,033,402	2.41 \$	428,798	Duplex
Commercial 400-499	31,027,207	206.08 \$	150,557	
Highest return	770,756	3	242,376	Commercial Living Accommodations Casino is highest use. No more room for a new casino
Industrial 500-599	7,352,676	50.01 \$	147,039	
	6,046,326	40	152,727	General Industrial - light industry, trucking and warehousing,
Agricultural 600-699	-			
Utilities 700-799	-			
Mining 800-899	-			
Public Use 900-999	3,479,166	78.37 \$	44,394	
Highest return	3,479,166	9.41 \$	369,731	Average using all the open space Skilled Nursing Homes

48-17

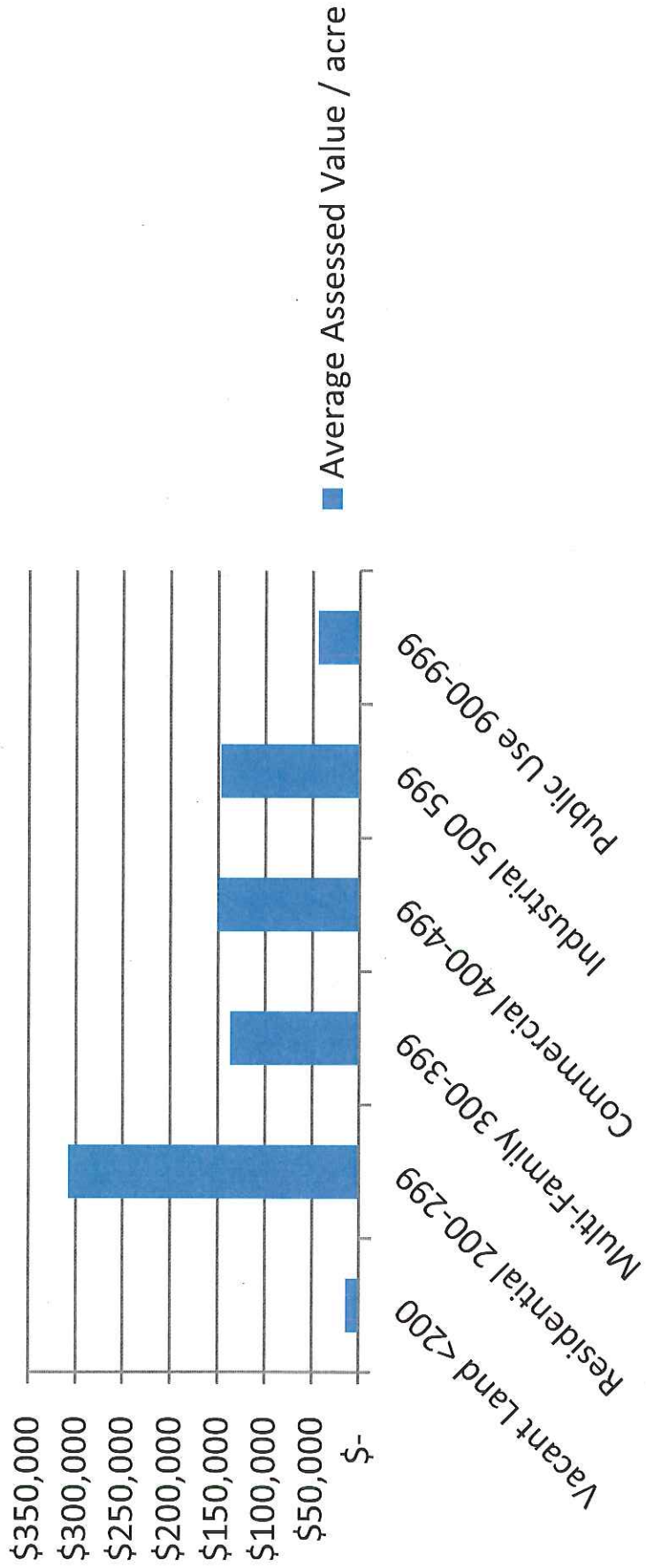
Assessed use Code Parcel Area



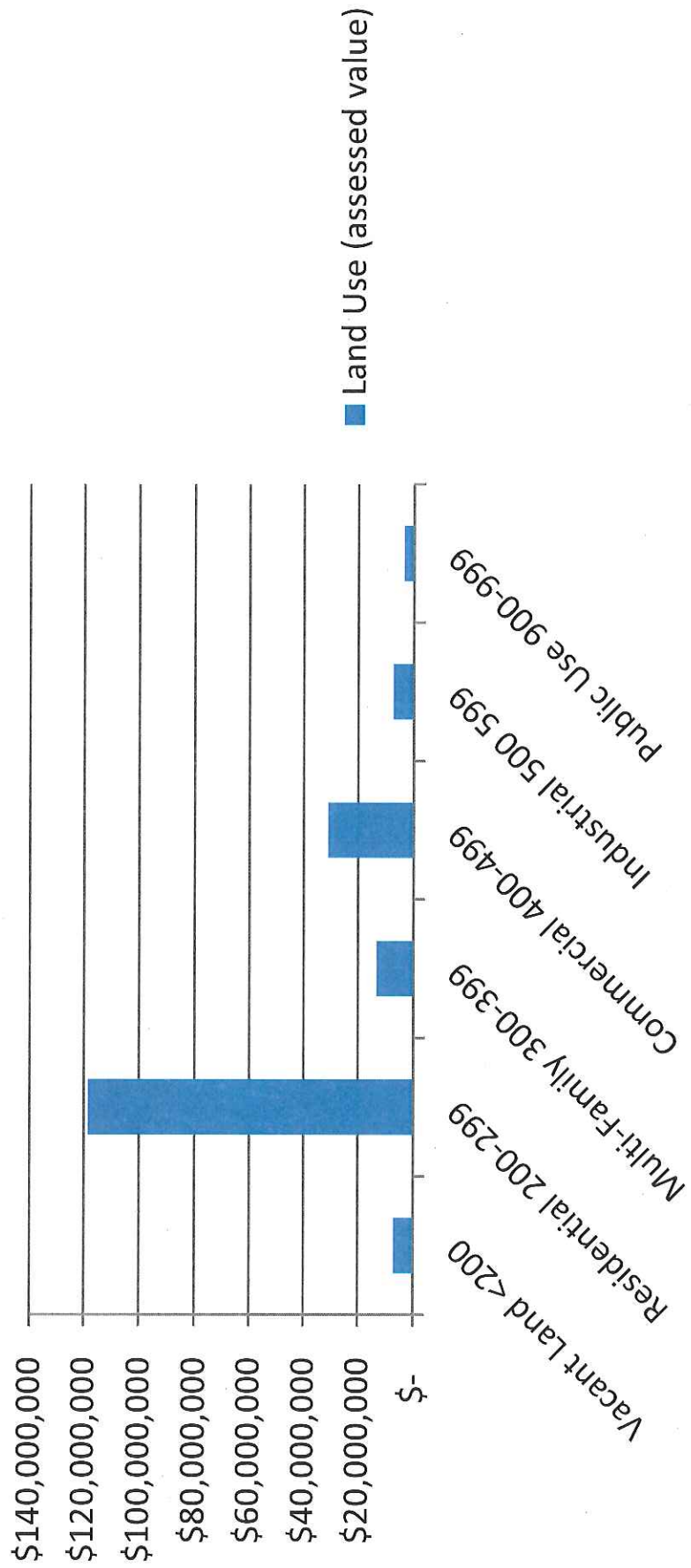
% of Value



Average Assessed Value / acre



Land Use (assessed value)



**Town of Gardnerville - Assessed Value per acre Summary
July 2017**

Use Code Description of code				
	Net Assesed Value	Acres	Net Assessed value per acre	
110	Vacant - Splinter and Other Unbuildable			
	\$ 106	7.457	\$ 14.21	
120	Vacant - Single Family Residential			
	\$ 2,961,350	346.64	\$ 8,543	
130	Vacant - Multi-Residential			
	\$ 863,450	13.63	\$ 63,349	
140	Vacant - Commercial			
	\$ 3,034,500	104.86	\$ 28,939	
150	Vacant - Industrial			
	\$ 161,700	2.68	\$ 60,336	
190	Vacant - Public l Acres			
	\$ -	39.09	0	
100-190	Net Assessed Value - for Vacant land (overall Town)			
	\$ 7,021,106	514.357	\$ 13,650.26	
200	Single Family Residence			
	\$ 111,947,373	328.944	\$ 340,323	
220	Manufactured Home Converted to Real Property			
	\$ 1,364,461	5.57	\$ 244,966	
236	Personal Property Manufactured Home Secured			
	\$ 1,190,180	7.17	\$ 165,994	
240	Individual Residential Unit - Townhouse or Row House			
	\$ 122,088,214	504.444	\$ 242,025	
270	Single Family Residential Common Area			
	\$ 118,157,014	411.916	\$ 286,847	
280	Single Family Residential with Minor Improvements			
	\$ 102,781	1.65	\$ 62,292	
	Single Family Residential with Minor Improvements - No livable structures			
282	\$ 120,741	9.03	\$ 13,371	
290	Mixed Use with Single Family Residential as primary use			
	\$ 138,332	3.01	\$ 45,957	
200-299	Net Assessed Value - For Residential land (overall Town)			
	\$ 118,390,418	384.436	\$ 307,959	

H8-12

300 Duplex			
\$ 1,033,402	2.41	\$ 428,798	
310 Two Single Family Units			
\$ 400,251	1.95	\$ 205,257	
320 Five or More Units - Low Rise			
\$ 3,935,500	16.8	\$ 234,256	
330 Five or More Units - Low Rise			
\$ 5,549,312	20.29	\$ 273,500	
350 Manufactured Home Park - Ten or More Manufactured Home Units			
\$ 2,103,165	46.33	\$ 45,395	
360 Multi-Family Residential Auxiliary Area			
\$ 27,609	0.03	\$ 920,300	
370 Multi-Family Residential Common Area			
\$ 39,096	7.79	\$ 5,019	
390 Mixed Use with Multi-Family Residential as primary use			
\$ 194,455	1.35	\$ 144,041	

Net Assessed Value - for Multi Family Residential

300-399 (overall Town)

\$ 13,282,790 96.95 \$ 137,007

400 General Commercial	per acre	
\$ 23,191,877	172.843	\$ 134,179
410 Offices, Professional and Business Services		
\$ 5,488,725	19.62	\$ 279,752
412 Residence used as Commercial Business		
\$ 135,670	0.83	\$ 163,458
420 Casino or Hotel Casino		
\$ 689,335	0.99	\$ 696,298
430 Commercial Living Accommodations		
\$ 770,756	3.18	\$ 242,376
460 Commercial Auxiliary Area		
\$ 32,099	0.48	\$ 66,873
470 Commercial Common Area		
\$ -	1.61	\$ -
490 Mixed Use with Commercial as primary use		
\$ 445,164	4.35	\$ 102,337

400-499 Net Assessed Value - for Commercial and tourist commercial (overall Town)

\$ 31,027,207 206.083 \$ 150,557

48-13

500 General Industrial - light industry, trucking and warehousing,
\$ 6,046,326 39.589 \$ 152,727

510 Commercial Industrial - retail or office use combined with
\$ 1,210,967 8.481 \$ 142,786

570 Industrial Common Area
1 0.735 \$ 1

580 Industrial with Minor Improvements
\$ 95,382 1.2 \$ 79,485

500-599 Net Assessed Value - for Industrial (overall Town)
\$ 7,352,676 50.005 \$ 147,039

620 Open Space
600-699 \$ - 0.35 \$ -

710 Communication, Transportation, and Utility Property of a Local
700-799 \$ 151,358 15.21 \$ 9,951

900 Parks for Public Use
\$ - 58.25 \$ -

910 Cemeteries
\$ - 5.18 \$ -

922 Skilled Nursing Homes
\$ 3,479,166 9.41 \$ 369,731

Special Purpose with Minor Improvements
980 \$ - 78.37 \$ -

900-999 Net Assessed Value - for public Use (overall Town)
\$ 3,479,166 78.37 \$ 44,394

RO ANDERSON BREAKDOWN

DOUGLAS COUNTY RECEIVING AREAS - UNDEVELOPED

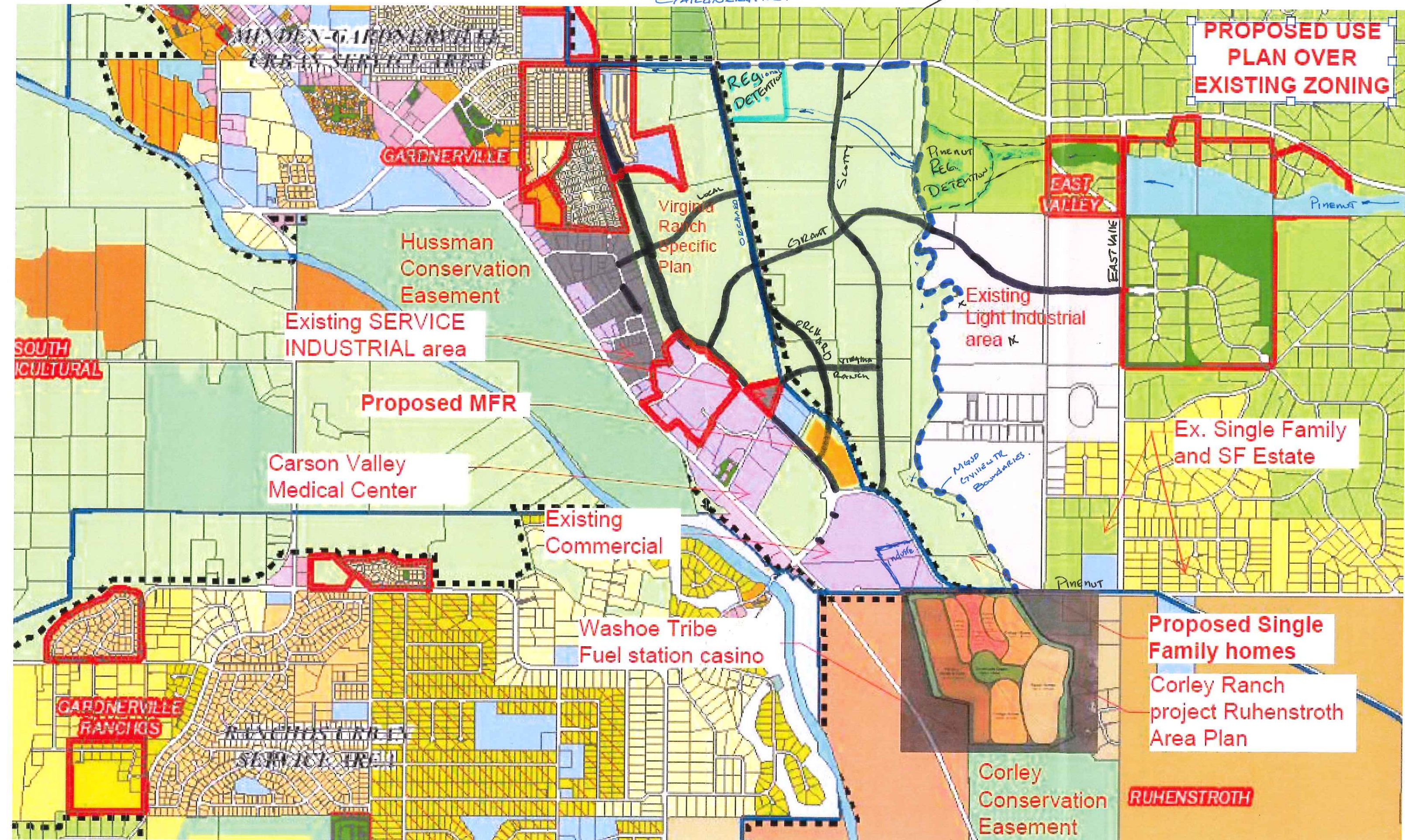
OWNER	LAND USE DESIGNATION	COMMUNITY PLAN AREA	Approx. ACRES	NOTES
Park Livestock	Receiving Area	Topaz	747	
Manzano	Receiving Area	Topaz	30	
Green	Receiving Area	Topaz	95	
Schmoker	Receiving Area	Topaz	21	
Elliot	Receiving Area	Topaz	47	
Cueva	Receiving Area	Topaz	37	
Subtotal for Topaz			977	Constrained by lack of community sewer
Subtotal of Undeveloped Unconstrained Receiving Areas				0
Ranch Sierra Group	Receiving Area	Gardnerville Ranchos	80	
Ranchos LLC	Receiving Area	Gardnerville Ranchos	542	Constrained by lack of 2nd access to U.S. Highway 395
Living Word Fellowship	Receiving Area	Gardnerville Ranchos	4	
Bolger	Receiving Area	Gardnerville Ranchos	1	
Bing Const	Receiving Area	Gardnerville Ranchos	178	Constrained by existing gravel pit
Maryann Road LLC	Receiving Area	Gardnerville Ranchos	22	
Edmonds	Receiving Area	Gardnerville Ranchos	19	
Makhanian	Receiving Area	Gardnerville Ranchos	51	
Wass	Receiving Area	Gardnerville Ranchos	24	
Sierra Holstein Vistas	Receiving Area	Gardnerville Ranchos	6	
Bently	Receiving Area	Gardnerville Ranchos	8	
Subtotal for Gardnerville Ranchos			935	
Subtotal of Undeveloped Unconstrained Receiving Areas				215
Corley Ranch	Receiving Area	Gardnerville	130	
Barton Health	Receiving Area	Gardnerville	34	
Peri	Receiving Area	Gardnerville	19	
Peg Land	Receiving Area	Gardnerville	206	TDRs have been acquired
Jacobsen	Receiving Area	Gardnerville	59	
New Beginnings	Receiving Area	Gardnerville	5	
Park Ranch	Receiving Area	Gardnerville	32	TDRs have been acquired
Opal Investments	Receiving Area	Gardnerville	97	Being developed; most TDRs already acquired
Subtotal for Gardnerville			582	
Subtotal of Undeveloped Unconstrained Receiving Areas				247
Seeman Trust	Receiving Area	Minden	38	
Anker	Receiving Area	Minden	42	Being developed; most TDRs already acquired
Park Newco	Receiving Area	Minden	5	
PeaPeg, LLC	Receiving Area	Minden	58	TDRs have been acquired
Park Ranch	Receiving Area	Minden	7	
Bently	Receiving Area	Minden	78	
Dryer	Receiving Area	Minden	11	
NV Northwest	Receiving Area	Minden	18	TDRs have been acquired
Brown	Receiving Area	Minden	6	TDRs have been acquired
Subtotal for Minden			263	
Subtotal of Undeveloped Unconstrained Receiving Areas				139
Bently	Receiving Area	East Valley/Johnson	1,574	
Subtotal for Airport			1,574	
Subtotal of Undeveloped Unconstrained Receiving Areas				1,574
Big George Ventures			20	TDRs have been acquired
Clear Creek			1,574	Being developed; most TDRs already acquired
Subtotal for Indian Hills/JV			1,594	
Subtotal of Undeveloped Unconstrained Receiving Areas				20
Total of Undeveloped Receiving Areas				5,925
Total of Undeveloped Unconstrained Receiving Areas				1,980
Receiving Area Controlled by Single Land Owner (Bently)				1,660
Net Area of Receiving Area Immediately Available & Unconstrained (other than Bently)				320

H8-15

LABILE PREFERRED
LAND USE FOR SOUTH EAST
GARDNERVILLE.

- PROPOSED MAJOR ROADS

~~DATE~~ August 14TH



Gardnerville Town Board

AGENDA ACTION SHEET



1. **Not For Possible Action:** Discussion on the Board members activities and liaison committee reports including but not limited to; Carson Valley Arts Council, Nevada League of Cities, and Main Street Gardnerville.

2. **Recommended Motion:** N/A

Funds Available: ☐ Yes ☒ N/A

3. **Department:** Administration

4. **Prepared by:** Tom Dallaire

5. **Meeting Date:** August 1, 2017 **Time Requested:** 10 minutes

6. **Agenda:** ☐ Consent ☒ Administrative

Background Information: To be presented at meeting.

7. **Other Agency Review of Action:** ☐ Douglas County ☒ N/A

8. **Board Action:**

☐ Approved ☐ Approved with Modifications
☐ Denied ☐ Continued

Dallaire, Tom

From: Nevada League of Cities & Municipalities <jwalker@nvleague.org>
Sent: Thursday, July 06, 2017 1:11 PM
To: Dallaire, Tom
Subject: City Courier - July 2017



NEVADA
LEAGUE OF CITIES AND MUNICIPALITIES

City Courier



2017 Upcoming Events

August 30-31, 2017
Board of Directors Retreat
TBD

October 10-12, 2017
NLC&M Annual Conference
City of Mesquite
CasaBlanca Resort

November 15-18, 2017
National League of Cities
City Summit, Charlotte, NC

What's Happening around the League

It's happening now....."Driving Nevada Forward" on-line conference registration is now open for both delegates and Sponsor/Exhibitors. We are offering great savings for early registration before August 31, 2017. Register now and save!!!!

NLC&M Board of Directors met last month in Las Vegas. Discussions included Marijuana Excise Tax, FY 2018 Federal Budget, adoption of NLC&M FY 2017-18 Budget and legislative matters. The Board appointed Mesquite City Attorney Robert Sweetin to the Advisory Council for Prosecuting Attorneys and authorized the creation of a League Alumni Association. More details will be forthcoming.

Nevada becomes 5th state in US to sell legal recreational marijuana

*By Regina Garcia Cano and John Locher, Associated Press
Las Vegas*

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For information on becoming a
"Friend of the
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At our last board meeting in April the
League adopted Resolution 17-01



For more information:

Sarah Lindsay
Email: uscommunities@naco.org
Phone: 202-942-4290
U.S. Communities Government
Purchasing Alliance
www.uscommunities.org

Cheers and long lines of tourists and locals alike greeted the first day of sales of recreational marijuana on Saturday as Nevada became the fifth state with stores selling pot to the public in a market that is expected to outpace all others in the U.S. thanks to the millions of visitors who flock to Las Vegas each year.



Veteran consumers, first-timers, twenty-somethings and retirees were among those who defied triple-digit temperatures before they made it into stores across the Las Vegas area, some of which opened shortly after midnight and later provided free water, live music, valet parking and coveted promotions on their valuable product. Eager employees guided customers and answered questions from product potency to Nevada's consumption regulations.

Minnesota resident Edgar Rosas Lorenzo on Saturday flew with his family to Sin City for his sister's wedding. But even before he checked in to his hotel, he stopped at a dispensary on the Las Vegas Strip.

Lorenzo, 21, said he learned of the legalization of recreational marijuana in Nevada while he was at the airport waiting for his flight to depart. He drove with his sister and soon-to-be brother-in-law from the rental car facility in Las Vegas straight to the dispensary. They waited in line about 40 minutes before he could buy one-eighth of an ounce of marijuana and hemp wraps.

"It was worth the wait. I'm going to come get some more tomorrow," Lorenzo said after paying about \$60 in cash at Essence dispensary. "It helps me sleep. I get back pain. I have a slipped disk."

Some dispensaries took to social media to spread the word or tried to draw in buyers with special events. Some gave away free marijuana to their first 100 customers, and at least one entered buyers into a raffle for free pot for a year.

Those 21 and older with a valid ID can buy up to an ounce of pot. Tourists are expected to make nearly two of every three recreational pot purchases in Nevada. But people can only use the drug in a private home as it remains illegal to consume it in public, including the Las Vegas Strip, hotels and casino floors. Violators face a \$600 fine.

"I have yet to figure that out," Lorenzo said of where he will smoke the weed he got at the Essence dispensary, which along with others had stacks of pamphlets stating the regulations in every checkout station.

Meanwhile, Kristin Deneal got in line outside a pot shop at 5:45 a.m., after a different store that opened at midnight closed



NLC Service Line
Warranty Program

- Nearly 12,000 households in Nevada enjoy sewer, water and/or in-home plumbing line coverage
- Over \$315,000 paid in repair costs
- Over 99% of Nevada claims approved
- Endorsed by the NLC&M
- Homeowners are educated about their service line responsibilities

What Nevada Customers are saying...

"I already told a neighbor how easy and wonderful your service is and he signed up. North Las Vegas did an outstanding job partnering with you. You did an outstanding job fixing our leak.

- Nancy S., North Las Vegas

To learn more about this unique program and how it can bring revenue and peace of mind to your community, please contact:

Mike Madden mmadden@utilitysp.net
or 407-616-2239 for more information.

before she could make a purchase. She brought a folding chair and sat by the door, striking conversations with the security guard and others as the line continued to grow before doors opened at 9 a.m.

Deneal, a Las Vegas resident, said she is elated at being able to legally buy the drug that for decades she has had to buy through acquaintances. Smoking marijuana helps her cope with health conditions while also working a stressful job at a bank, she said. "It looks like they have enough stuff for everyone, it's just a question of getting through the door," Deneal, 57, said.

State Sen. Tick Segerblom, one of the main proponents of marijuana legalization in Nevada, made the first purchase at The Source dispensary at a strip mall. Deneal and others followed. An hour after the door opened, at least 80 transactions had been recorded.

Some facilities are in strip malls, while others, in stereotypical Las Vegas fashion, are in neighborhoods shared by strip clubs. Some dispensaries have ATMs inside because they only accept cash transactions for marijuana. Lorenzo immediately posted photos of his stash on Snapchat. His friends have said they're jealous and asked where he bought the products, he said. Lorenzo said he will plan another trip to Vegas specifically to be able to legally purchase marijuana, not to visit the city's world famous casinos. "We just got here ... Instead of looking around in Vegas, I'm in a dispensary," he said.

Recreational marijuana sales began shortly after midnight, just months after voters approved legalization in November, marking the fastest turnaround from the ballot box to retail sales in the country. Hundreds of people lined up outside dispensaries that opened from 12 a.m. to 3 a.m. and had to turn away customers like Deneal. At Essence on the Strip, people were excited and well-behaved as a lone security guard looked on. A cheer erupted when the doors opened.

Despite the limits on where people can get high and restrictions on where the industry can advertise, dispensaries worked furiously to prepare for the launch. They stamped labels on pot products, stocked up their shelves, added security and installed extra checkout stations.

Nevada joins Colorado, Oregon, Washington and Alaska in allowing adults to buy the drug that's still banned by the federal government.

"I've been living in Vegas for 15 years, and I keep missing the cities that legalize marijuana and edibles. So I'm happy that it's here now," said Babs Daitch, who was waiting in line.



Nevada League of Cities & Municipalities are pleased to announce our new partnership with BoardDocs®, a cloud-based board management solution. As you know, the NLC&M works to improve governance throughout Nevada. With NLC&M BoardDocs, our goal is to help leaders with board management processes so they can further enhance opportunities for all constituents and the community. We see this partnership as another important way to serve our membership.

BoardDocs' powerful and easy-to-use services have helped well over 2,000 organizations dramatically lower costs, increase transparency and reduce board-related staff time by up to 75 percent from day one.

If you would like more information about NLC&M BoardDocs or have questions about the partnership, please contact the League office.

Las Vegas city manager Betsy Fretwell looks back on decades of public service

By Jamie Munks Las Vegas Review-Journal

One recession brought Betsy Fretwell to Las Vegas 26 years ago, and a different downturn dealt her one of the toughest challenges in her time here.



Fretwell, a South Carolina native, made the trek to Las Vegas fresh out of graduate school at the University of Georgia, when jobs were scant. "There was a recession then, too, and this place was somewhat recession-proof at the time," Fretwell said. Fretwell, whose last day with the city is today, was City Manager during the years when the recession ravaged the economy and forced local governments to make sharp cutbacks. Fretwell, 50, will retire from the city to take a high-ranking job with Switch Communications.

Her departure comes as the city is in rebound mode - the city's revenue streams reached 2008 levels for the first time this year. The city budget that took effect Saturday, the first day of the city's fiscal year, added and restored a combined 61 positions to the city workforce.

Decades of service

Fretwell, who joined the city as an assistant city manager in 2000, was promoted to a deputy city manager a couple years later. After a lengthy public sector career, Fretwell will lead Switch Communications' new smart city division.

Her public service career started more than two decades ago when she was selected for a one-year internship in the Clark County Manager's office. To her surprise, it turned into a permanent gig. "I thought for sure I'd be packing up all my little worldly belongings and driving back across the country to somewhere like Atlanta or Charlotte, in the Southeast, when I finished the internship," Fretwell said. "But things were going so fast here. There were incredible opportunities for people who were willing to commit to public service, and I fell right into that."

Fretwell reached the "pinnacle" in her profession, and could have "been city manager for life," Councilman Bob Coffin said. One of Fretwell's deputies, Scott Adams, will succeed her as city manager, and will immediately be challenged with the turnover of one-third of the City Council. Michele Fiore and Steve Seroka are slated to be sworn into office July 19. "I think he's going to

be great," Fretwell said. "There are a lot of things that are right in his wheelhouse, and I believe that he's in a great position to grab that baton and run."

Debra March sworn in as mayor of Henderson

Henderson Mayor Debra March was sworn in Tuesday night along with three other aldermen, making her the city's second female mayor. She replaces term-limited Mayor Andy Hafen, who handed her a personalized gavel before stepping aside. City Councilman John Marz and Municipal Court Judge Rodney T. Burr were also sworn in.



Debra March, face to camera, is sworn in as mayor of Henderson by Sabrina Mercadante at the City Hall in Henderson.

"What an honor it is for me to be here tonight," March, 63, said. "No one works harder than this city council. I think folks take it for granted, but we do it because we love this city." March joins Lorna Kesterson, who served from 1985 to 1993, as Henderson's only woman mayors.

With Tuesday's ceremony over, March discussed the three finalists for the Ward 2 appointment. The Henderson City Council unanimously voted to appoint Dan Shaw, the president and CEO of Rustler Investments and the Clark County Planning Commission's chairman. As a Henderson council member, Shaw will have to resign his Clark County Planning Commission post. Also during the meeting, Councilman Dan Stewart was named mayor pro tem.

March said she's optimistic about the future. "I'm looking forward to the opportunity to build on some wonderful strengths that the city already has," March said. "We have a great community and recent surveys show that our citizens are satisfied with our quality of life, but I want to take Henderson to the next level."

Plans for Henderson's future

March joined the council in 2009 after heading the Lied Institute of Real Estate Studies at the University of Nevada, Las Vegas. During her council tenure, March led the Southern Nevada Strong regional planning effort and served as Regional Transportation vice chairwoman.

Five Ways to Promote Civic Health Through Community Design

NLC Newsroom

Last week, the Center for Active Design (CfAD) published original research from the Assembly Civic Engagement Survey (ACES), a groundbreaking study to examine specific community design features that influence civic life, using large-sample survey methods and visual experiments.



The study was conducted as part of Assembly, CfAD's pioneering initiative to explore the role of community design as an essential tool for shaping civic engagement outcomes - including civic trust, participation in public life, stewardship and informed local voting. Assembly is funded by the John S. and James L. Knight Foundation, and represents a nascent field with tremendous potential for influencing the civic health of cities.

In 2016 CfAD fielded the ACES study to more than 5,000 respondents across the U.S., capturing a diverse cross-section of economic conditions, demographics, and population densities. The survey inquired about respondents' civic perceptions and behaviors, as well as design elements and maintenance conditions within their communities - generating a trove of data to measure and analyze relationships between characteristics of place and civic life. The study also incorporated an innovative photo experiment technique to explore the causal impacts of specific design interventions.

Over the next three months, CfAD will share evidence-backed approaches for how National League of Cities members can leverage design to enhance civic life. As the first article in the series, this post looks at five simple, relatively low-cost design opportunities that have emerged from the ACES research:

1. Boost local park popularity. ACES finds that living near a well-attended, popular park is associated with higher levels of civic trust, including greater satisfaction with local government. Interestingly, this finding holds true whether or not respondents report visiting the park themselves. Popular parks are associated with 29 percent greater satisfaction with the parks and recreation department; 14 percent greater satisfaction with police; and 13 percent greater satisfaction with the mayor. Cities should explore opportunities to improve park access and increase park popularity. Greater access can be achieved through additional entrances,

traffic calming, and pedestrian improvements. Popularity can be increased and sustained through public art, events and programming that reflect the culture and interests of local communities.

Popular parks are associated with greater satisfaction in local government. (Center for Active Design)

1. Clean up vacant lots. It's no surprise that signs of neighborhood disorder, such as litter and worn-down structures, can have a negative impact on civic trust. Often, poor conditions coalesce in vacant lots scattered throughout urban areas. ACES finds that vacant lots present a challenge - and an opportunity. A photo experiment demonstrates that even minimal upkeep of a vacant lot can boost trust in the police by as much as 10 percent, and trust in the government to do what's right by seven percent. Cities can establish and enforce maintenance standards for vacant lots, and work with community groups to facilitate lot maintenance and beautification efforts.
2. Cultivate community pride through gardens and public art. ACES finds that public art and community gardens are associated with elevated civic engagement. Index measures show that living within a 10-minute walk of a community garden is connected to four percent greater civic trust, seven percent greater participation in public life, five percent greater stewardship, and six percent greater informed local voting. Similar impacts hold true for access to public art. City decision makers can employ the power of community gardens and public art to mitigate negative impacts of vacant lots.

Community gardens and public art have been shown to counter the negative impacts of vacant lots. (Center for Active Design)

1. Convey welcome through signage. Messaging in public buildings can foster a sense of inclusion. ACES reveals that bilingual and inviting signage has a positive impact on perceptions of inclusion. Similarly, positive signage is just as effective in parks. A photo experiment shows that positive messaging in parks increases community pride by 11 percent, and increases respondents' belief that "the city really cares about people" by nine percent. Updating signage with positive, welcoming, and inclusive messaging is a low-cost approach to generating community pride and enhancing trust in government.
2. Provide seating and other amenities in public spaces. Public seating can support civic life. Many public buildings are directly adjacent to sidewalks, plazas and other public spaces that can be modified to create a more welcoming threshold. ACES finds that adequate outdoor seating is linked to higher civic trust - including

10 percent greater satisfaction with the parks and recreation department, nine percent greater satisfaction with police, and five percent greater community pride compared to respondents who report that public seating is inadequate. Offering additional seating options in public spaces, in combination with other simple enhancements such as plantings and improved lighting, can have a positive impact on civic trust and invite greater use of civic spaces.

More details can be found in the full ACES report, available for free download from the Center for Active Design. As the first study of its kind, ACES is only a starting point, a confirmation that the design of our public spaces and buildings can significantly encourage, or deter, our engagement in civic life. How we view our neighbors and government, how we participate in public life, and how we care for our public spaces - in essence, the core measures of our civic health - are all directly influenced by the physical environments we experience on a daily basis.

STAY CONNECTED



Nevada League of Cities & Municipalities, 310 S. Curry Street, Carson City, NV 89703

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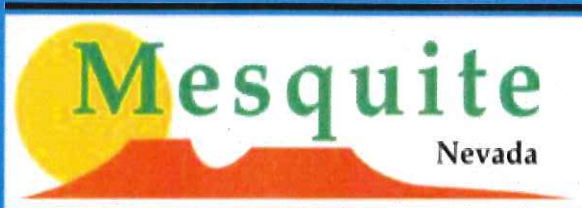
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Dallaire, Tom

From: Nevada League of Cities & Municipalities <jwalker@nvleague.org>
Sent: Thursday, July 20, 2017 11:15 AM
To: Dallaire, Tom
Subject: Conference Registration is Open



NEVADA
LEAGUE OF CITIES AND MUNICIPALITIES



**Annual Conference
"Driving Nevada Forward"**

**Hosted by: City of Mesquite
CasaBlanca Resort-Casino-Golf-Spa
950 W. Mesquite Blvd.
Mesquite, NV 89027**

October 10-12, 2017

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NEVADA

LEAGUE OF CITIES AND MUNICIPALITIES

When

Tuesday, October 10, 2017 at 7:30 AM PDT
-to-
Thursday, October 12, 2017 at 8:00 PM PDT
[Add to Calendar](#)

Where

CasaBlanca Resort-Casino-Golf-Spa
950 West Mesquite Blvd.
Group Code: 1NLC17 - www.casablancaresort.com
Mesquite, NV 89027



[Driving Directions](#)

Contact

Jo Walker
Nevada League of Cities & Municipalities
775-882-2121
jwalker@nvleague.org

"Driving Nevada Forward"

Please join us for our annual conference in the City of Mesquite. It's a perfect opportunity to network with colleagues and policy leaders from around the state. The conference will include keynote speakers, work sessions and social events that will help you form long-lasting relationships.

Required Information

Delegate Registration

First Name:

Last Name:

Email Address:

Confirm Email Address:

Spouse/Guest - Additional fee applies

First Name

Last Name

Fee

Type	Fee
<input checked="" type="radio"/> Member Registration \$295.00 after Thursday, August 31, 2017	\$245.00
<input type="radio"/> Non-League Member Registration	\$350.00
<input type="radio"/> Member Registration + Guest \$370.00 after Thursday, August 31, 2017	\$345.00

Registration Information

Municipality or Entity Information

Job Title:

Address 1:

City:

12-11

State:

--Choose--



ZIP Code:

Phone:

Arrival Date:



Departure Date:



Event/M meal Functions

Tuesday Oct. 10th - Welcome Reception & Putting Contest Falcon Ridge Golf Course

☐ Yes

☐ No

☐ Guest - Yes

Wednesday, Oct. 11th - Luncheon - CasaBlanca Resort

☐ Yes

☐ No

☐ Guest - Yes

Wednesday, Oct. 11th - Host City Reception - CasaBlanca Poolside

☐ Yes

☐ No

☐ Guest - Yes

Thursday, Oct. 12th - Banquet Luncheon - CasaBlanca

☐ Yes

☐ No

☐ Guest - Yes

Optional

Item	Qty.	Max Limit	Price
POWER - Part 1 - Wednesday, Oct. 10th Professional development certificate for elected and appointed officials Created by Extended Studies at the University of Nevada, Reno in partnership with the Nevada League of Cities and Municipalities. The Certified Public Official (CPO) Program is an in-depth series that provides diverse resources for educational and professional development responsive to the changing needs of elected and appointed officials in public office.	0	5	\$225.00 each
POWER - Part 2 - Wednesday, Oct. 10th Same description as above.	0	100	\$225.00 each
GOLF - CasaBlanca Golf Course Tuesday, October 10th - Shotgun start 8:30 a.m. Includes lunch and awards.	0	99	\$70.00 each

Payment

Payment Method

☐ Pay with PayPal or Credit Card

☐ Pay By Check

12-13

Payment Summary

Name	Type	Quantity	Fee	Total
	Member Registration	1	\$245.00	\$245.00
			Total	\$245.00

☒ Yes, I would like to receive your email newsletters

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12-14

MSG Board of Directors Meeting

July 18, 2017 6:00 PM

EXECUTIVE DIRECTOR MONTHLY STATUS REPORT

This report provides a brief overview of operations of Main Street Gardnerville program.

MONTHLY SUMMARY (ACTUAL JUNE 16-JULY 14)

- **Financial**

- Current Bank Balance: **\$ 140,057.97**
- Revolving Loan Balance: **\$ 31,649.01**
- Rec'd all money from TOG we are considered closed with TOG

- **Membership**

- Dana Childs at Affordable Ambiance a party rental company ran out of the Bridal Store
- Also trying to get Sunflowers & Sage to join from outside district
- **Also have some Multi-Level Marketing folks that are interested in membership. However, we need to revisit our membership requirements, terminology and categories for these folks and to better cover ourselves for wine walks and future events. SEE EXAMPLE mock up I have created.**

- **Organizational**

- Working on Committee Structure descriptions to help with policy & procedures
- Created a draft of a sponsorship trifold

- **Branding**

- Working on brochures for Wine Walk, Coffin Races and Revolving Loan

- **Social Media**

- **Twitter:** 378 to 387 followers; increase of 11 followers
- **Facebook:** 2,780 to 2,798 followers; increase of 18 followers
- **Instagram:** 176 to 192 followers; increase of 16 followers
- Added Nextdoor and Alignable to get more advertising out
- Featured by National Main Street Twitter tagged on July 4, 2017 with a picture of Freedom 5K
- Started **"Find it Friday"** on Facebook an online scavenger hunt
- Facebook Live of the new members State Farm, US Mortgage and Anytime Fitness

- **Website**

- Changed pay online items to include convenience fees
- Website application for Membership (Working on)
- Website Application for Coffin Race (Working on)

- **Constant Contact Mails**

	Open Rate	Click Rate
○ Biz Blast June 2017 Volume 1	27%	12%
○ Biz Blast June 2017 Volume 2	27%	7%
○ Biz Blast July 2017 Volume 1(New)	29% 30%	44% 15%
○ Wine Walk Name Survey	72%	.04%
○ Wine Down Email	27%	0%

- **Media Mentions**

- **Carson Valley Times:** MSG Seek Board of Directors position 6/19/17, MSG Dedicate bench honoring Garry Stone 6/26/17, Main Street Minden To Workshop, Focus Groups 7/8/17



- **Record Courier:** Stephanie Waggoner remembered at Celebration of Life 6/21/17, 4th of July Events Schedule 6/28/17, Sports Briefs: Freedom 5K Set for Tuesday 6/29/17,
- **Reno Tahoe Getaway-** Blog article- Main Street America: Discover Gardnerville, Minden and Carson City 6/20/17, E-blast- July Wine Walk 7/11/17

- **Press Releases**

- Stone Bench

OLD BUSINESS

- **Board of Directors Packets-**All committee minutes and agenda action item to be submitted no later than the **2nd Wednesday of every month by 5pm.**
- **Trademark/Tradename**
 - Still waiting to pay all at same time

NEW BUSINESS

- Please consider adding MSG to your LinkedIn account if you have one.
- Please write a review of HPG and Sidewalk Gallery on TripAdvisor to get our name out there more.
- I will be playing host to Lake Tahoe TV filming in Gardnerville Friday, July 21 and hope to get some on air time on behalf of MSG. www.laketahoetelevision.net
- Nevada Magazine article this fall, waiting for confirmation.
- September 12th, I will be on "Peak Inside Carson Valley" (a feature for www.mountainresorttahoe.com) highlighting the Coffin Races and Fall Harvest & Scarecrow Festival