

CITY OF ELKO
JOINT REDEVELOPMENT AGENCY AND
REDEVELOPMENT AGENCY ADVISORY COUNCIL
REGULAR MEETING MINUTES
5:30 P.M., P.S.T., TUESDAY, OCTOBER 21 2008
ELKO CITY HALL, 1751 COLLEGE AVENUE, ELKO, NEVADA

CALL TO ORDER

The meeting was called to order by RDA Member, Chris Johnson and RDAAC Chairperson, Jacques Errecart.

ROLL CALL

Redevelopment Agency Present: Chris Johnson, Jim Conner,
John Patrick Rice,
Mayor Michael J. Franzoia (arrived at 5:55 p.m.)

Redevelopment Agency Absent: Jay Elquist

Redevelopment Agency
Advisory Council Present: Jacques Errecart, Lina Blohm,
Kelly Sutherland, Duane Jones
Steve Bowers (ex-officio member)

Redevelopment Agency
Advisory Council Absent: Morris Gallagher, Lori Lynch,
Randy Brown

City Staff Present: Curtis Calder, City Manager
Delmo Andreozzi, Assistant City Manager
Ed Wynes, City Planner
Ryan Limberg, Utilities Director
Ted Schnoor, Building Official
Don Zumwalt, Police Chief
Dawn Stout, Administrative Services Director

APPROVAL OF MINUTES: July 22, 2008 – Redevelopment Agency Meeting

****Mr. Conner moved to approve the July 22, 2008, Regular Meeting Minutes as submitted. Mr. Rice seconded the motion. The motion passed unanimously.**

August 19, 2008- Joint RDA and RDAAC Meeting

****Mrs. Blohm moved to approve the August 19, 2008 Regular Joint Meeting Minutes as submitted. There was a second to the motion. The RDAAC voted and the motion passed unanimously.**

The RDA didn't have a quorum to approve the minutes at this time but after arrival of Mayor Franzoia they took action on the minutes.

****Mr. Conner moved to approve the August 19, 2008, Regular Joint Meeting Minutes as submitted. Mayor Franzoia seconded the motion. The RDA voted and the motion passed with Mr. Rice abstaining.**

September 16, 2008 – Joint RDA and RDAAC Meeting

****Mr. Jones moved to approve the September 16, 2008, Regular Joint Meeting Minutes as submitted. Mr. Sutherland seconded the motion. The RDAAC voted and the motion passed unanimously.**

The RDA didn't have a quorum to approve the minutes at this time but after arrival of Mayor Franzoia they took action on the minutes.

****Mayor Franzoia moved to approve the September 16, 2008, Regular Joint Meeting Minutes as submitted. Mr. Conner seconded the motion. The RDA voted and the motion passed with Mr. Rice abstaining.**

September 18, 2008 – Redevelopment Agency Advisory Council Meeting

****Mr. Errecart moved to approve the September 18, 2008, Regular Meeting Minutes as submitted. Mr. Sutherland seconded the motion. The motion passed with Mrs. Blohm abstaining.**

I. PUBLIC COMMENT PERIOD

This agenda item is to provide time for the general public to address the City of Elko Redevelopment Agency and the City of Elko Redevelopment Agency Advisory Council regarding items of concern not specifically listed on the agenda. Action cannot be taken at this time, but a matter can be set on the agenda for a future meeting, as appropriate.

There were no public comments made at this time.

II. NEW BUSINESS

A. MISCELLANEOUS ITEMS, PETITIONS AND COMMUNICATIONS

1. Presentation by Tammy Westergard Carson City, Economic Development /Redevelopment Deputy Manager.

Mr. Andreozzi said first of all I want to thank Tammy for taking the time to come to Elko and to share her knowledge and her expertise with us. It's very nice of her to make this time available and on behalf of all of Elko I really appreciate you doing that. You're going to find her to be a very dynamic person and energetic and the really neat thing I think for us here in Elko is she's got some historical ties to Elko and I don't want to take her thunder away from her, so it's really a pleasure to have her at this home so we're really glad that you're here. You've got a good mix. You've got

some City Staff that's here. We're going to try to keep this informal. We've got City Councilmen here. We've got our Advisory Council. We've got a member of the public here. We want to keep this as informal as we can just so that we can learn from Tammy and glean some experiences from her and help further our goals and missions as far as Redevelopment is concerned. If I could just remind everybody to please when you have a question or something like that, please use the microphone. Tammy and I have talked a little bit about the format she's going to kind of just give you some background on Carson City and then we've already talked a little bit about Elko and she gets really excited about that too so I'm really looking forward to this conversation. Without any further ado, it's my pleasure to formally introduce you to Miss Tammy Westergard and turn it over to her.

Ms. Westergard said I'm assuming I need to speak into this for the same reason. Forgive me because sometimes in my effort to say things it seems like I'm trying to sell things and it's not. It's just when I am excited or passionate about things it just bubbles over. Having said that yes I am Tammy Westergard. I am here representing Let It Ride Stables, the 2008 black-jack challenge winner. It was a by the nose but our horse was master of his domain. It was appropriate for our major sponsor Western Nevada Supply because his name was Facetious John and we had a big toilet out in front of our stables so I think we might have won the stable decorating contest as well. We were very excited to have won. It was the first time since 2000. The closest we ever came before was third place but our jockey fell off so we were scratched and that's what we get for having a keg in the paddocks. It's been a steady climb to sobriety and see what all that good behavior it paid off right. That was really pretty fun, but I do come to Elko often. My grandparents are from here, Fred and Helen Harris lived in Elko for more than sixty years and so it is a second home to me. I've always thought that in a lot of ways Elko shared a lot of qualities with Carson City. You guys are geographically isolated so you're sort of the center of gravity in a lot of ways and we are the center of gravity in Carson City as the states Capital and we are also the Mercantile Center for everybody but the Truckee Meadows. We are a center point of contact for a large geographic boundary just like you are and we also have a lot of, I kind of call it, to me there's an undercurrent of wealth and sophistication in Elko that I see as well as in Carson City and to some degree, I think at least from my hometown in Carson City, we at times haven't set our standards high enough in terms of curb appeal because we know how great we are. We know what our hidden secrets are, and so we didn't pay attention in a lot of ways to some of those things that at this point matters a little bit to a community. Carson City is finally going to get a ring road around it. We aren't going to get a full blown bypass because of all the legislative and financial issues, but we will get a ring road around our downtown. It will be complete in just about ten short months and because of that, finally Carson City realizes that we have to make some decisions about how we're going to remain vibrant in our economic, in our center, and in our heart, so in a lot of ways, much like you guys, you've been involved with redevelopment. You've known downtown was important for a good long time but what is the gun to the head that's going to kind of keep pushing it along and so the same in Carson City. These downtown visioning efforts and all this stuff has been going on for a really long time, but in my opinion it's finally because the freeway is going to get around that that's creating that energy to get people off the dime and sort of willing to have conversations. Having said all of that, we're talking about Elko tonight and as I was chatting with Mr. Andreozzi and everybody about your Redevelopment Area and your district and your boundary. We pulled out the map. I haven't done a whole lot of homework to kind of see what challenges you guys are facing but my eyes popped out of my head when I looked at that map because the first thing that occurs to me is wow that's a lot of territory. Yeah that's really big, and the very nature of redevelopment projects is that they kind of evolve over time. They are a bit of at tapestry that requires, I kind of look at it like a quilt and it is within each square on the quilt that

makes up the whole and any good quilter will know and all you have to do is go to the Elko County Fair to see some gorgeous quilts that the quilter understands the overall look of what that piece is going to be before they go about the task but then it is kind of one square at a time. I haven't, just chatting, looked at your plan but I understand you do have a plan for the boundary but that it now might be at a place where you have to move forward and refine the plan to see kind of where do we go from here and okay we know that that's the shape of our quilt. Now how do we start to tackle the design? I don't know if you're interested, or you kind of want some perspective on where Carson City was or where we're at right now, and kind of the steps we've taken to get to where we are. Would that be helpful? I think what you guys need is to go about this, I'll tell you the little quilt that I'm seeing in my mind for you guys, I really think that you have to get key people around a table and then begin to refine the plan that you have and it doesn't sound to me like you have all the people that need to be a part of the conversation. It's your institutional leaders. It's the business community. I'm really pleased to see, where's the law enforcement gentlemen? Yeah that is wonderful that he's a part of this. It has to be public safety. It has to be the hospital. It's got to be the college. It needs to be the Convention Visitors Bureau. It needs to be the casino industry. The mining folks need to be represented here. The school district needs to be a part of this conversation. The downtown businesses themselves need to be a part of all of this. It doesn't have to be a gigantic huge group. It needs to be the very key stakeholders and the very key decision makers. The newspaper, the editor needs to be here, not covering this, but as a part of educating themselves and understanding how all of this works. That person needs to be here. The Chamber of Commerce, I don't if anybody's from the chamber here. They definitely need to be a part of this conversation and all of those entities I just mentioned need to come to the table without any preconceived notions ready to learn and to kind of understand what's in it for all of those partners on some basic level and then that's how I think you guys will be able to refine how you go about designing that quilt, and that's what happened in Carson City, so let me just take you through our Master Plan Process. We revisited our Master Plan and finally adopted a new Master Plan in 2006 and it's called Envision Carson City. Prior to that we hadn't taken on our Master Plan in almost twenty years and most communities revisit their Master Plan and refresh it like every four to five years. Master Plans are very dynamic and they're always changing kind of based on what's going on so you're always trying to make adjustments for it, and if you don't you're going to get left behind and yet if you don't have a good plan you don't know where you're going but you can plan until the cows come home but at the end of the day you have to work the plan in order to see any results, but I really think that you guys are still definitely in the planning stage. Our Master Plan highlights where we wanted to look at compact growth shift from single use commercial to mixed use and infill focus along highway corridors and in downtown. We wanted to shift from industrial designation to commercial or mixed use along our highway corridors as well. The guiding principles of our Master Plan focused on creating livable neighborhoods and activity centers throughout our community, so looking at quality design and development. Again, mixed use activity centers, stable cohesive neighborhoods, making sure that we have a vibrant downtown center. It can't be overstated that the vibrancy of your downtown will reflect on every other part of your community and in Elko the main parts of who we are in Elko are living in the downtown. The Basque restaurants are down there, the Court House is down there. You have the parking lot area, evidently you own that land so that's a town square right in the middle of the heart of all of that commercial and that wonderful district. Your building is an icon. It's the jewelry building right? That's just an iconic building in this community as is the Commercial Hotel and all of that. That's who we are in Elko. That's what we can identify with, at least in my opinion between that and the fairgrounds and this other beautiful civic side of the community. When I think about Elko and think about it in context of my Nevada heritage, this is where the real cowboys are. This is where our real agrarian roots and all of that stuff is really embodied in this community. The Folklife

Center is another really important asset, so preserving that authenticity is what is going to remain alive and visible and tangible within the downtown core. It can't really be replicated anywhere else, and so that vibrancy in the downtown center is really important and it protects the historic story in some of the resources that are down there. Key concepts for those centers, again, high quality development, a mix of housing types, making sure that you have mixed income housing and also different kinds of housing products, not all of them being the typical suburban development. Recognizing that there are housing products that are really important to that knowledge based worker. They want to be able to walk to certain places. They are happy in town homes or condos and things like that and being adjacent to public spaces and coffee houses and all that other kind of stuff. Not everybody wants the backyard and the chain link fence and that's true for every age group whether it's the retirees or the singles. Reestablishing downtown as a vibrant center and establish compact mixed use centers, so how do we set the stage for development. We had to readdress our zoning, and it sounds like that's something that you guys might have on your plate as well. We need to make sure that we have streetscape to spur economic growth. Make sure that there are mixed use zoned districts, so as I look at that map over there, thinking about the mixed use opportunities and how you want that to function in kind of different ways within that. There's a lot of room for that. Downtown Enhancement of Capital Improvements Program, making sure that there's opportunity for entertainment, culture, lodging, conference space, downtown housing. We saw that as one of our biggest opportunities, and also understanding that downtown is never complete it's very organic and that you have to keep tending to it all the time. Looking at the myths and this is why as we were talking earlier and once you hopefully gather that blue-ribbon committee, educating them is going to be really important right from the get go and taking away their preconceived notions. Looking at notions about many American cities are enjoying a downtown boom with a robust economy and market demand. Residential based downtowns are thriving. They don't have to be dying and decaying. Downtowns are special and attractive neighborhoods and the key is reconciling the many commercial, residential, and entertainment uses as well as parking and zoning. It's kind of comforting really to just sort of identify those to do because it is sort of overwhelming when you're standing there looking at it all. Myth number one what this place needs is a film festival, so people are thinking it's the silver bullet approach, well that relies too heavily on that event occurring and staying and you have some wonderful annual events obviously, Cowboy Poetry is becoming an international draw, and then the more homegrown things like the Elko County Fair where you can keep your own people at home are wonderful. Looking at a holistic approach to downtown activities is very important and looking at continuous year round events and activities and not just kind of gearing up and then dying down, gearing up and dying down. It's all about a certain street life that is ever creating that vibrancy and that energy. Then myth number two is zone for vertical mixed use. It's good but it's not always the silver bullet. It could be horizontal. One of the things in Carson City is we're concerned about our vistas so in our downtown zoning it's a tradition that nothing goes above the dome of the Capital. Well we all know the Ormsby House is taller than the Capital but that's the only one that's ever going to be taller than the Capital. We've very concerned about preserving our vistas so we have our verticality only so high and as you go out it steps out so you don't have that kind of claustrophobic feeling. What is critical is to have local resident populace within walking distance within about four or five blocks of that downtown corridor. When you have rooftops retail follows. Myth number three downtown needs a theme and I have to tell you Carson City is in the middle of violating our own myth. Our Convention and Visitors Bureau and our office jointly commissioned a tourism expert to kind of look at branding Carson City, and there's a difference between a theme and a brand although it starts splitting hairs and you just get all carried away in the language. What is important is that you have some sort of unified sense within your district and every community kind of does have a niche, but it usually ties back into what authentically you already know about

your community. It's those things that I mentioned earlier about Elko and its place in Nevada. Downtown's are reflection of the community's past and the past can be translated into a variety of architectural building styles. The design history including new development of a downtown creates the back-story and makes it interesting and meaningful to residents. Talking about creating design standards around some central theme like having everything being a lasso or something like that is silly, but talking about having design elements as it's noted here that makes things interesting and compelling and sort of honors who we are, but you can honor those kinds of things in a variety of ways to include contemporary looks. Parking is the problem. I can't even begin to tell you how that is the primary myth in Carson City. Everybody feels like there is not enough parking in Carson City and in today's reality, even when the legislature is in the Capital City, even at build-out of our community which is eighty thousand people we don't have a parking problem in downtown Carson City. We have a perceived parking problem for these very reasons. Everybody likes to blame it's woes on downtown and it's a perception, it's a way-finding problem not a parking problem. We need to have in Carson City as every community should have is a Comprehensive Downtown Parking Management System, very clear directional signage and then enforcement of the regulations, and the other thing that has to happen in Carson City for sure and to some degree it'll have to happen in downtown Elko is just training people to walk a block or two. Who cares? I know it sounds hysterical, but this is kind of how I feel about it. I'm going to go on the record. If you can't walk down here I'm not thinking I want you here anyways. You can't be all things to all people and so if your biggest issue is to be able to pull up in front of a store, there's Wal-Mart, go pull up and there's plenty of parking in the sea in front of Wal-Mart and the irony of that is that on the busiest days at Wal-Mart you're going to park in the back part of the lot. By the time you get to the front door and then get all the way back to the furniture section in Wal-Mart, you've walked ten times you could have gone to the Biltoki and to the jewelry store six times. It's a perceived issue, so it's just something that as a community you can begin to help to train one another and you do it through directional signage and you just do it through a different attitude. You welcome, you make that area much more pedestrian friendly. I'm so excited. I'm going to tell the story before I get to show my little video about what we did in our downtown, but we have the second of only two in the whole State of Nevada pedestrian flags now live in downtown Carson City, so for many of you who've been to Missoula, Salt Lake City, downtowns have caught on to those pedestrian flags a long time ago. It's a little system where you take, it looks like a little construction guy-flag and they live in buckets on either side of a crosswalk and you pick up a flag and you walk across the crosswalk and you dump the flag back in the bucket. Of course people have already ripped off a million of them, but you don't let that stop you. I'm digressing again, but this is another problem with Redevelopment. Everybody loves a good idea. Then they 'yeah, butt' it into the ground before it ever has a chance to take legs unless you can show me with a tangible product why it works and then you can't find anybody who is ever against it. It's the 'yeah, butters'. "Yeah, but people will steal the flags." Who cares? It's a buck to make new flags. The value of having those pedestrian flags on our downtown street is added value at the moment because if any of you have been to Carson City lately and tried to cross the street you take your life in your hands crossing the street in downtown Carson City. It will get better as the freeway gets around, we create a ring-road, but we're still going to have a significant amount of traffic. It'll be balanced between three streets instead of just barreling down one, and we can restrict semis off of our main street so that's going to be good because they can't see that little flag anyway, but not only does it help the pedestrian right then, but it implies a sense, it implies to the community that we value pedestrians. Those are the little things you can do. You can bike racks all over the place. You can make sure that you've got bike lanes striped all over town. Begin to retrain the community and help them understand it's just not all about a car. I know that that sounds ridiculous. I really know that, but I'm from here. I'm one of us, so I get how stupid that sounds and

it's not that hard. When you don't have a parking problem in your downtown: that's the problem. You want to have a parking problem downtown. That means people are there. Myth number five, franchises will ruin our quaintness. Nothing could be further from the truth. If you've got a Starbucks in your downtown, that's a very good sign. If you have another Starbucks in your downtown that's an even better sign. If you have a third Starbucks in your downtown you're cooking with oil and you know the business that's going to do the best once you open your third Starbucks within a four-block area, the entrepreneur. That's exactly right. Tammy's Coffee is going to be selling it off the hook, so franchises don't ruin your quaintness if it's the right one. They have a local customer base they have historically developed in many downtowns like Woolworths and they can maintain the desired design integrity and they elevate the whole area. We recently got another, so Carson City is up to four Starbucks, and we got one on Highway 50 right at the east end of Mills Park, not at Mills Park but across the street. It instantly brought added perception and added value to that little neighborhood. Then we got a Kinkos/Fed-Ex going in right next door. Then we got the video shop and then just above we got a whole new housing development that is within walking distance of that one brand new Starbucks. Starbucks is different than a lot of franchises, but the bounce, as Stephen Colbair likes to talk about the Colbair Bounce. The bounce of the Starbucks is unique. Number six, everyone should be open during the same hours. It doesn't account for the nature of different businesses and dynamic hours create longer street life and an activity time frame. The thing you don't want to have happen is everybody closes at six o'clock. That does become a problem and those are the things that we're working with in Carson City as well. Competition is bad for business. Not true. Most successful downtowns cluster similar and compatible uses. They cluster those uses and expand and magnify the focus that the audience and the retailers want to draw, but you don't want to overdo it. You don't want to create a single purpose downtown, but for example restaurants are a good cluster of businesses and in most first generation downtown districts that are starting the revitalization project you will see bars in restaurants. That's the first indicator, and I can tell you in downtown Carson City as tough as this economy is we're holding our own in restaurants in downtown Carson City and even adding to the stock. The brighter lights the better. Find light between providing adequate lighting and giving the appearance of solving occurring problems. There's a fine line between that and then looking for alternative light sources like storefronts, bollards, and architectural lighting. All those things are an important part of the design process. Downtown will regain its prominence as the community's retail center. We don't want to necessarily try to be bigger than Wal-Mart. Downtowns create a certain niche in the retail and cultural environment in the whole market. Myth number ten, design controls scare developers off. Nothing could be further from the truth, not good ones you don't want the bad ones in your downtown anyway. Quality developers prefer quality standards because it protects their investment. Don't do anything until we have a market study. Well, that's not necessarily true either. You want to figure out what you want in your downtown. Market studies tracked past trends and don't necessarily relate to modern downtown retailing trends. Market studies do not tell you the appropriate mix of retail uses for what it is that you want. You decide what it is that you want with the input of those key players that I mentioned earlier and you're going to know exactly what you need. You're going to drill down to your exact opportunities. I did mention on that laundry list your economic development authority right? Those people definitely need to be there as well. Myth number twelve downtown needs drive-by traffic, only true for a few select market sectors such as convenience stores and gas stations. You want to have cars that have downtowns as their destination not a drive through to get to another place. Pedestrian friendly downtowns need to be walkable, human scale streets with easy parking. Create a housing market, rooftops bring retail. A mix of, if you could pioneer affordability strategy that could bring huge added value and as we were just chatting it looks to me like you have opportunity to create that on either end of your downtown. Those could be the bookends for what you're

pushing a real vibrant core in the center. You want to make sure again that there's a mix of occupants; young professionals, singles, couples, boomers, empty nesters, retirees, all will demand a level of service that will continue the upwards spiral. Street improvement, okay you guys have seen this. That's what we look like right now and this is who we want to be, and I'll go through these really fast and some of the renderings are over there up on the chalkboard area, and you guys have all seen that video too. Mr. Andreozzi tells me you played the video, where you heard the community voices talking about it. It's cool isn't it, that video, the 3-D thing. All of this is an important part of helping your community understand what your vision is and you will go through that visioning process with your community too, but you still have to get all that roundtable group so that you guys, that smaller group of all the key players knows what the quilt's going to look like then you solicit the input from your community. If you go about it the other way around, you'll never get there. This isn't a conversation for the whole world. No actually it's the Tourism Office for the State of Nevada. It's the Laxalt Building, but yeah this is where we want to go. As you guys think, doesn't this look like this could be Elko? This could seriously be right downtown Elko. This right here, these are called pocket parks. They're just little spaces within the public realm so that you can gather and just be.

Mr. Sutherland said I keep going back to Savannah, Georgia and they have those pocket parks. Unbelievable what that does to the whole ambiance of the area! I love those!

Ms. Westergard said that's exactly right, and we just actually opened our first pocket park so you guys all recognize the Laxalt Building. Right here is where we have a pocket park and then right here is the edge of the Nugget, so we just opened our first urban pocket park in downtown Carson City and that's where our pedestrian flags are. One side is the crosswalk from the Nugget, from that park and then it crosses across Main Street and it goes into Cactus Jacks. You guys have that same iconic old casinos. Here and in Carson City really are the only places left in the State that have our State's roots of our gaming parlors. Elko's casinos don't really aspire, well I mean the Red Lion is sort of different, but the ones that are downtown don't really aspire to be, we're not competing with Las Vegas here. That's not who we are or anything like that, but how wonderful is the old Commercial Hotel? It's just that old school Nevada gaming place with the loud slot machines and the neon and all that other stuff. That's real Nevada history and you don't want to let go of that. Carson City, trying to make the right things like you guys trying to make the right thing easy. Traditionally we had a land use base code that focus on separation of uses and it started in the early nineteen hundreds, but we switched that to a form based code which focuses on mass, height, bulk, and relation of structures to the public realm and surrounding districts, and our uses are more as a result of the form and less regulated. Those are the nuts that you guys are going to need to crack after the conversation with all the partners. You'll realize, okay we need to rezone some stuff and you'll look at the quilt, you'll go okay we want this square to look like this, that's the zone that we have, that's what we have to do. If we want it to look like this, this is what we're going to have to do. These guys can do it in their sleep. A use based code cares more about uses than management than form, but the form based code cares more about form management in uses. Why a form based code? It's very graphic oriented. Everyone knows what the development form should look like. It helps the City realize its vision for the downtown. It protects future property owners and provides for quality of future development. Design so buildings can change uses over time. The marketplace is what it is. That's what we love about our free market entrepreneurial opportunities, so create buildings where the marketplace can breeze in and breeze out and it doesn't create a detriment because you don't have the right use in that space and that works particularly well over in downtowns. Typical downtown uses, retail on the bottom, office and residential on the top. These are some examples, I'm sure you guys have seen things like that. This

was before we actually changed it and it's all changed now and all this happened. We address vehicular and pedestrian connections, lighting, signage, building design, outdoor gathering spaces and amenities, parking, landscaping, street and sidewalk vending, renovation of existing structures. We streamlined the review process. We now have a by-right development. If it's done per the standards, you don't have to go in front of the Planning Commission. It's by-right. You know how happy that makes a developer? Protects existing historic character areas, encourages a broader mix of appropriate uses, the graphic depictions of appropriate building types in the various downtown character areas are very helpful. It helps you forge a healthy public private partnership. Visionaries and the private entities whose time and investment will determine success must lead the strategic process. Those visionaries are the ones I keep talking about around that table. City Leaders must do what it takes to create the right environment for parking, public safety, transit and form based codes. Partner with a catalytic development company possibly, assemble and prepare properties, finance the gap between conventional financing and the actual project costs, implement real estate strategy, owner occupied and rental housing. Mix of uses, retail, local services, office, all those different kinds of things, so this is straight out of our code book so it talks that you can see how the neighborhood transitions into the Main Street and the urban mix code, all of those things, how it all fits together so aren't you guys kind of seeing that? You guys could figure it out. That's it, so that kind of gives you a sense of the larger task at hand if you will. The reason why I keep talking about making sure that all those institutional partners and all those private partners are a part of this conversation is for two reasons, one is that there's no way that you guys can do this by yourself. You are the spear-headers of this at this point. You guys all recognize something has to be done. There's no way that you can do this by yourself. You don't have the money. You don't have enough people. There are too many other variables that are out of your control that can become roadblocks so what it is you're trying to do if you don't bring in the whole entire community, but that's the larger point. All of those people on that laundry list, they all have something to gain for their missions and their institutions and their interest private or public interest based on how you have this larger conversation about redevelopment and about downtown. We've talked a little bit and it sounds to me like housing is among the top of the needs in this community for a variety of different markets, and that housing affects every one of those institutional partners and every one of those private partners that I just said so that is one basic need that you all share that you could get those people around the table and have the conversation, but in addition to that as I said earlier the health and the vibrancy of your downtown core is an absolute reflection on everything else in the community. The college's ability to attract students, to attract faculty, to grow and to prosper and to raise money is completely dependent upon the perception of the community and how vibrant it is and the people that live here, the same thing with the hospital being able to attract the professionals to want to come and to work in the hospital and to be a part of all of that, the same thing with bringing in visitors. I'll tell you right now, tourism, a lot of communities like to bank on tourism because they think it's a cheap way to run your community. Nevada thinks it's a cheap way to run our entire state and we are now in the throws of putting all of our eggs in that basket, and the Commission on Economic Development for the State of Nevada was established under the brine administration, so we have only come to this table in terms of like trying to diversify our state's economy within the last very short time when you look at the history of our state, so we're behind the curve in changing our whole mindset and our paradigm about how is it that we are going to be healthy and create our own economies and self-sustaining and there's always the big tax question. There's always the big money question. There's always all those kinds of questions and if you let them, those will be the yeah, but that will continue to kill your dreams and your vision, but you don't have cash, but you have plenty of assets. You've got a ton of land I wish Carson City had that much land that we owned in our downtown. We own precious little square footage, I can tell you that right now. You hold a lot

of cards in terms of what it is that you could partner with the private sector and help get the right thing done. Not only do you own land but you have a certain amount of resources. You're a community. You could raise a barn if you had to without haggling over who was going to bring this or that to the table, so that's why it's important to get all of those institutional partners and all those other players to see how this effort at its basic level has something in it for them, and it's not about everybody being up in each other's business and it's the City Council's problem suddenly to worry about the Hospital Board or the School District or anything like that, that's not what I'm talking about. I'm talking about being able to have an intelligent conversation and find out what your basic needs are and then what is it that everybody can bring to the table and then that's where the Redevelopment Authority and the citizens and pulling in your Economic Development Agency and pulling in your Chamber. Then you guys become the fearless champions of doing the work of getting it done, but in the meantime you have buy-in from all the other resources that you absolutely have to get on the front end otherwise people often times just are what they are. They feel threatened, they just suddenly think they're going to be losing out or this isn't fair. That's kind of where I'm seeing you guys needing to go. I can tell you too that we have our fair share of all that political hassle. We don't have a Redevelopment. We're like you, a City Council that is also the Redevelopment Authority. Our elected officials aren't completely aligned about how they see Redevelopment and their role, so within our own family we're fighting one another and I have to tell you that sure doesn't make it very easy, and this is a big project. This is a big thing to do, the last thing you need to do is not be aligned in your own family, so for you all to kind of begin to get some education about what tools are available to you, what assets that you have that you might not think you have like land and some of those other things, how you can make those work for you. That would be my recommendation like kind of as a first step then you have something to go to that bigger blue ribbon committee with and say hey the City doesn't have a lot of extra money sitting around but we do have these assets and we do believe that with a public private partnership that seeks to do this, we could screen in the right opportunity and with that opportunity that's how you're going to benefit and then it's part of like a bigger picture. Like I said it does become a tough sell but if our community was way more aligned around that table because we have all those same folks that are more and less paying attention. I wish they were more paying attention and so our office is having to work triple time to give them the little show-me's to get their attention, and so that's what I want to show you and I'm going to show you this and then we can take some questions, but what this is this was a demonstration project so we have our plan, we have all of our new zoning, we have the fact that the freeway's getting around downtown, so we have done a lot of the homework that you guys still need to do and it's so anticlimactic because that's a lot of work and then it's like the City still doesn't buy into it. What do we have to do? That kind of goes back to the fact that our whole Board of Supervisors isn't aligned and their not leading the conversation in a proactive way, so that's a bummer but it is what it is so we have to correct that, so we launched a demonstration project that looked at seven different parts of downtown: transportation, public safety, housing, civic investment, events and promotions, and business development. I'm forgetting it but it'll show up on here. Those seven things so we created a huge community outreach and we gathered together people that started just like you into the Carson City Downtown Consortium and so we went through a series of community meetings in the winter. We gathered all these people at numbers of about three hundred citizens right now. They divided up into those action groups. They were all given a charge to think of one thing that they could deliver as a show-me, make some immediate recommendations meaning the things that because of the show-me now you need to stay focused for the next year, and then develop some longer term recommendations because of the show-me, stay focused next year do what you're supposed to do and then follow these longer term steps. Every one of those action groups had successes. We had over twenty physical successes from this effort that started in April and it just concluded. We brought over a

hundred and thirty thousand additional visits into our downtown, we raised sales tax for food and drinking places in Carson City, in fact I think the Department of Taxation numbers are out tomorrow or the next day, I can hardly wait, they're two months in arrears so we have June's numbers and we have July's numbers. In Carson City, in this horrible economy, in June we raised that line item 10.8% and in July we raised that 11.2% and I expect us to do even better in August. We hosted a series of events that you'll see that are on here, but it worked. We aligned two businesses to change uses on downtown parking lots, the Carson City Nugget and Cactus Jacks as gentlemen's agreements changed the signage for the Main Street parking that's right across the street, well it's where that crosswalk goes into right. The Laxalt ??? here, you walk into Cactus Jacks and then you know right next door to it, it's a whole city block it's an empty surface parking lot right in the middle of downtown. The previous paradigm was put a big fence around that and anybody besides a Nugget customer that's parking in here you're going to get a big ticket, right because that's how we get all territorial over parking and then the other parking lot that was just west of it was the Cactus Jacks parking lot and theirs was Cactus Jacks employees only, so now those two lots are completely changed. The Nugget lot says free downtown parking and the Cactus Jacks lot says downtown employees park here. To get the business community to cooperate on something it cost no money but to get them to see this in different terms was a huge achievement and we did begin to align some of those missing partners like I talked about so now we do have the endorsement of the Chamber, now we do have the Downtown Business Association. I understand you guys also have a Downtown Business Association. Is there anybody from that group here tonight? Good job. Those are important players, so this is the result and here it is.

A DVD presentation was played.

Ms. Westergard asked do you see how you guys have many of these same things?

Ms. Blohm said my question right now is Envision. Is Envision Redevelopment in Carson City? Who is Envision?

Ms. Westergard said the Envision 2006 is our community's Master Plan, so that's what we developed in 2006 and for the first time ever our community's Master Plan included Redevelopment tools as a part of our Master Plan.

Ms. Blohm said so there's quite a staff involved in order to complete and perform workshops, draw the people, establishing the marketing tools. That's not something that one small group of six or seven people can do.

Ms. Westergard said absolutely not and actually the Master Plan, the city itself should have, or hopefully may have resources available to dedicate to the Master Plan process. I mean you guys have a Master Plan I'm sure right? I don't know when the last time it was updated.

Mr. Andreozzi said it's about ten years old.

Ms. Westergard said so it needs some new life. Carson City, we contracted with Clarion and Associates out of Boulder, Colorado to take us through this Master Plan process and it was about a hundred thousand dollars. It was very competitive actually compared to what many of these kinds of resources typically cost. I think you're getting at something really important. I don't think that this city has to have a huge staff in order to execute all of this, but I do think you have to dedicate some resources for professional services that can take you one step at a time to get you where you

need to go, and then when you're there, and it doesn't have to cost a zillion dollars in those professional services to get you there. It's really important that you make good use of the brain-trust that you're paying for and you actually then have a commitment to working the plan, but I think you could definitely get there, and then even though the city has no money you have plenty of assets. One of the things that we were talking about, looking at the land that you have available right in the middle of your downtown you have that huge town square. You could look at that evidently part of the restrictions on the property is that it always has to be kept for public use, so you could build a building that allows for public use. We're doing a library, a twenty-first century library is an incredibly dynamic civic space that can have private partners whether it's retail, it functions much like an airport does, that's how airports work, and yet a civic space that could allow for office space, you could have residential, you could have a business incubator, you can bring a whole variety of partners to be a part of that knowledge center really. A library is a wonderful word in a lot of people's mind it conjures up a notion of passivity and twenty-first century libraries are far from passive. They're very dynamic and their profoundly effective economic development generators that bring in foot traffic and all those other kinds of things. To me that's one of the most valuable assets that you have in this community is that property that you have right down there in the middle of your town square, but you're a ways away from looking at that as one of the quilts that you're prepared to cut out and sew into the tapestry, one of the squares of the quilt, but the professional services that could help you get to there we're not talking about millions of dollars.

Ms. Blohm said that's right where I was headed. Thank you very much.

Mr. Rice said it seems to me that we already have some of these workgroups in place with different organizations. I think about the beautification, we just developed an Arts and Culture Advisory Council, and I see other things that we already have in place that perhaps we can change the focus of what they're doing. Then getting to having some professional help, whether it's staff or consultancies, do we have a chicken egg thing here I guess is what I'm asking. Do we get these groups together first do you think?

Ms. Westergard said actually I don't. What I think you need to get together first are those institutional partners that I talked about. Those are the profoundly most important heads in the room and again it has to be the Downtown Business Association, the Chamber of Commerce, your Economic Development Authority head person or board or whoever those people are, your Hospital Board, your School Board, the college president, I'm talking the highest level on every level, your Convention and Visitors Bureau people, the owners of the gaming properties, representatives from the Mining Association, your biggest industries, those people have to be a part of a roundtable conversation. We have two Redevelopment Districts in Carson City now. We have the one in downtown that started in the late 1980s and then we have one that was just established in 2002 or 2003, it's our South Carson Redevelopment District. The missions of the two districts are different, but the way Redevelopment Districts are set up the process is the same, and so how refined your Redevelopment Plan is, I want you guys to compare to what we have in our South Carson Area. Our South Carson, the objective of that Redevelopment District was to refill our empty big boxes and to grow the Auto Sector in that end of our community, but what I think you guys need to do is get those key leaders and have someone facilitate that bigger conversation about where do we go from here and refine the plan that you have because through a refining process you will then get direction on now what's the order of operations. We kind of have a much more refined plan now where do we start and there are going to be all kinds of opinions about where you start and I have no idea where you will start, but what I can tell you is

starting in the right spot is really important because it is success within that first spot that then leverages success and makes it easier in the next spots, and that tends to be the hardest conversation to have. Everybody is all going to be on fire and they're going to realize what's in it for them and then they're going to think you need to start with them, when no that's not necessarily the case. Maybe you have to start with housing, maybe you have to start with the downtown, maybe you have to start with a certain amount of streetscape or strategic events and activities that are way more sewn together to create an affect on the business community in the downtown, but also put heads in beds and all that kind of stuff. Measuring those results is really important, but getting everybody to agree, yeah I can see what's in it for me and I also see where I am in the cue, I'm not first I'm third. The sooner I get number one done, the sooner I get my issues met, so it's that kind of vision and everybody working together that's really important, and so then once you guys go through that process and refine your plan, and I think you need a facilitator to help you do that, then you'll know what the next step is in terms of the larger visioning, creating a Master Plan for your whole community, allocating the resources to take your community through that. Then once you have that, then it's that blue ribbon team educating the whole rest of the community getting them all bought into it and everything and it is a big long process, but it's incremental and you have to celebrate your successes and you have to realize that it is just one step at a time.

Ms. Blohm said knowing where we are now, how long do you feel it should take us on a timeline to get through the process where we can actually realize one of our goals?

Ms. Westergard said I think you want to look at what is your first goal? How long will it take you to leave this room tonight, to call a meeting next weekend and go okay let's get the people who are not in the room in the room, and then let's talk about figuring out who could facilitate this process because all of you guys can sit with your plan and with our Redevelopment Area number two plan and you'll see in pretty short order what it is you need to do and you're going to go well I need some information from a housing specialist, I need this, I need that in order to figure it all out. It depends on how motivated you guys are to get something done. I don't think that it would take longer than one quarter, three months, get all the right people in the room, study these plans, go through this facilitating process, and then you're going to have a product and you're going to go great now we know that we need to spend a hundred thousand dollars on a Master Plan and then at least you have that information. Where am I going to find a hundred thousand dollars? Maybe that hundred thousand dollars comes kicked in from, everybody around that table goes no we know we need to do this, here's ten grand from ten institutions, then you go through Master Planning Process. The Master Plan process in Carson City, it took about nine months and we were everywhere, we were in schools, we were in churches, we were having meetings all over town. From that Master Plan process then we actually went to Winston and Associates which was an urban design team who actually gave vision, pictures, to what it was the community said it wanted, and that was a really important part of the conversation because getting everybody all fired up to go through the Master Plan process and expecting your community to show up to meetings then you have to report back to them and you have to show them what their input looks like, but then when you do that it creates expectation and then they see the pretty pictures and they want that tomorrow, and so it is very difficult to manage your community's expectations and how fast all this happens over what's very realistic, so that's why you do the little things as you can, then that's where you bring in the community and you look at those action groups and you're kind of doing the things over time that you can do and in the meantime you're working on really sophisticated and aggressive ways of partnering with the private development community to make the right thing easy. I said to these guys, Carson City has sent up the right smoke signal and finally the

universe is seeing our smoke signal. The right people are reading what we're sending up into the universe. We're on the map now because we finally got our act together, so in some ways it's not forever and you'll get that one catalytic project and then it'll seem like you're an overnight success when in fact you've all been working on it for a really long time. That picture of the street that was totally crowded and had the umbrellas, that's Carson City. It really is, it's on Third Street, that's the old Saint Charles Hotel that's right across from the Legislature, that three story disaster of a building that now has enjoyed over three million dollars in renovation and there's a fabulous restaurant on the bottom and within six months of the opening of that new restaurant on the bottom we got a new wine store open up kitty corner, so that whole third street area is really very vibrant now and the farmer's market, that's the one piece of property Carson City owns and so you saw the farmer's market, that's a parking lot right there. That's all we have. Look at what you guys have. You could do so much more. We have that parking lot so that's where we hosted this farmer's market and we had all that stuff going on up and down Curry Street, brought over a hundred and thirty thousand new people into our downtown into a part of our community that they hadn't been reintroduced to in years that they had written off, that they were frustrated there was nothing downtown and I don't want to drive there, walking up and down Curry Street, riding their bikes, young people. That is great. I think that that's kind of like the step, so the Master Plan thing took us nine months and then the pretty pictures, so like it's a year after that, then in the meantime we are getting our zoning and our redevelopment code all straightened out and passing all that, so we just passed our Mixed Use Zoning and Development Code just a year ago, so it's starting to happen just a little over time and you just keep celebrating the successes and you bring in street life that creates that vibrancy even when you don't have all the physical buildings there anyway.

Mr. Andreozzi said you've indicated that Carson City doesn't have a lot of property stock, have you considered looking at any public right of way to possibly vacate any excess right of way to turn that into an asset that could be sold?

Ms. Westergard said absolutely especially for those pocket parks so we're on a grid system and we have more streets going nowhere in Carson City than in downtown than you can shake a stick at, so some of the things that we do is for some of those pocket parks that we have available to us.

Mr. Andreozzi said earlier we were talking and we haven't talked about that yet tonight, but I was wondering if you could tell us a little bit about how you started out with some of the façade improvements.

Ms. Westergard said the Redevelopment District in downtown Carson City was established in the mid 1980s and our first generation, our first program was a façade improvement program where we helped up to twenty percent with property owners to help them restore the façade of a building because at the time there were over twenty-nine shut buildings when we were in high school in downtown Carson City. It was all about ditching out of the downtown, the suburban strip-malls were popping up all over Carson City and that's where all the retail activity was going. Twenty-nine shut buildings littered our downtown area so one of our first imperatives was to get those buildings filled up. The façade improvement program we had a small sort of beautification with flower baskets, those banners that you saw in the video, those were all brand new just this year, so we had that and a little bit of a beautification effort, one small capital improvement project on Telegraph Square where we built some planters, but really that was it, but with about three million dollars that we leveraged in incentives, we believe that we brought in about eleven million in investment. It definitely pays off and it worked, and so then now we're at the next generation of that, you know the buildings are working and they're full so we have to go to the next level of

programs and Carson City is right now making some decisions about entering into other kinds of public private partnerships to have arrangements with business owners not just with property owners and revolving loan programs and looking at specific kinds of businesses we're trying to screen in. More restaurants, certain kinds of boutique retail and all of that, so that's like a whole other level of how you make your programs work for you once your needs are such.

Mrs. Blohm said we really appreciate you being here at this late hour however the final question I have is your willingness to share. I can see that you have so much valuable material that would be so helpful as we walk along the path.

Ms. Westergard said I did bring a stack of materials that I put up on the credenza over there. This is a piece that we developed that kind of tells the whole downtown story and I think you guys will find it interesting and there's also a set of newsletters that kind of chronicle our process of involving all of those action groups and everything and stuff so you'd get a sense of how it all progressed as well as a little boil down fast fact that highlights the bump in sales tax, the number of people, etc. so that's all up there. The other thing that's up there is this, it's called the contextual back story of our downtown, to me this is one of the most important pieces that our office offers to anybody who's interested. In the first paragraph of this piece right here it lists economic development studies that have been done by Northern Nevada Development Authority, by EDON, by the Tourism Consultancy, it's all of our Master Plan and there's the other partners that are involved in this, Sierra Pacific Power, Southwest Gas, all these really important brain trusts looking at all the studies and looking at all of our regional opportunities, they're all listed in that first paragraph. The paper that it takes to print out every single one of those studies is two feet tall. I know it because I printed them all out, I read every word of all that stuff and I boiled it all down into three pages and it really tells an important story about looking at from a thirty thousand foot view about what your opportunities are and then realizing what they are and then that helps you know where you're going to start if you want to get to here how do you figure out where to start, and so I think that would be something that your Economic Development Agency, your Chamber, and all these other businesses would enjoy in terms of getting them out of those myopic views that they often times have and to be able to see the bigger picture. Help yourself to all that stuff up there, and all of this is on our website Downtownanswers.com, all of this stuff is all on it and you can get to that anytime.

Mr. Calder asked how long did it take before your Redevelopment Agency actually started seeing an influx of tax increment in order to fund all of these improvements and studies and all of that? You said about mid 1980s the district was formed, your first project was a building façade project but how long did it take until you started seeing money within the Redevelopment Agency?

Ms. Westergard said that's a really good question and let me be clear that Redevelopment didn't fund all the studies and all the efforts a lot of that was passed around to other parts of the city because everybody realized that there was something in it for them and so whether it was public works or public safety or whatever, we looked at it in those broader terms as well. The Redevelopment District in Carson City, it began to see some growth soon after it was created but not a ton, our budget right now is about 1.3 million dollars a year and we've bonded almost all of that, so it was pretty short order and I'm sorry I don't know exactly. I've been with the department for only two years so I'm not exactly positive of how long it took but I could definitely find that out for you and give you a time line of when we started to see some of that increment.

Mr. Calder said in a follow up question you said about 1.3 million a year currently, most of that's going to pay bonds. How is the department funded; your operations budget?

Ms. Westergard said we are funded from the Redevelopment Budget. We're our own separate government and so we're not funded from the general fund.

Mr. Calder asked so that 1.3 million dollars is part of your operating budget that pays the salaries, pays the bond of debt, pays all of that?

Ms. Westergard said yeah and we are a staff of two, myself and Joe McCarthy, and we just don't let that stop us. We talk everybody into drinking our Kool-aid and we just keep going.

Mr. Calder said I think it's important everybody in this room understands what Carson City is. Carson City is a consolidated government, it's actually a county and a city combined but it is a county taxing authority. We don't have those same financial tools available to a county so we'd be a little bit different but does the county/city contribute on a regular basis to funding projects or participate in funding projects?

Ms. Westergard said kind of, obviously we rely on resources from other departments for example, police and public safety definitely helped us out during all of these activities over the summer but one of the things that our Sheriff did in anticipation of this big push was to bring in a troop of fifty reserve officers so most of those folks were volunteers coming in down there. Obviously we interface with the Planning Department and we practically killed our Health Department with all the inspections that they had to go make when we were bringing in all those activities, so success comes at a price for sure. I'm not sure if I'm really answering your question. We kind of make it work. Our whole City Government is really passionate and understands that this is where our future is and kind of one of the reasons why I'm so glad to see this Sheriff here is because this is all about trying to address prevention in the face of a growing community that every community suffers from blight and crime and disease and all of those other things and Carson City just like you guys, you have a huge geographic area that you're responsible for services for a much bigger community than what actually lives here and that's the same in Carson City, so that really takes a toll on a community but so this effort is all about looking at where is the low hanging fruit for us to screen in civic and economic health to counter balance the needs of a community just like any other community in the United States.

Mr. Calder said those are my comments. I know when I lived in Reno, I lived in Reno in the mid 1980s and up until about the mid 1990s, and I'm familiar with their Redevelopment efforts and I know for a fact that they were really hindered at the beginning. Some of their smallest projects took a lot of public criticism and then of course the Mapes Hotel was a big Redevelopment Project. To this day has not really amounted in anything tangible other than an open space, but finally along First Street and the River Corridor they finally have some retail activity, but it took years for that come to fruition, and I'd say it's been twenty years in the making to get to where it is now and it sounds like Carson City's been twenty plus years in the making as well.

Ms. Westergard said it seems like most communities recognize at a gut level the importance of their downtowns but they really don't know what to do about it. Nobody really knows what to do about it and Redevelopment per say is very confusing. It takes a lot of criticism because often times there are political ideologies that become a part of the 'yeah, but' conversation and so when that happens then you never get anywhere and that definitely was the case in Reno until decline

just continued and the major institutions said wait a minute we've got to get around a roundtable and we have to figure this out because we're all going down a rat hole.

Mr. Rice said I was thinking the same thing if it takes that long. Another example though would be a community like Boise that twenty years ago, when I lived there, they were beginning their Redevelopment and it is a completely transformed community in twenty years, so what's the difference perhaps, and this is a rhetorical question but one that we might ask ourselves; what happened in Boise that didn't happen in Carson City or Reno and what did Boise do that we in Elko can learn from as far as making every moment count? You drive up and down, the green belt was a start in Boise but then everything else followed suit. Twenty years is not a long time and it is an entirely transformed community.

Ms. Westergard said you're exactly right, and Elko is in such a great position in my opinion because like Carson City, we're not in as bad of a boat as Reno was just because redeveloping Reno's core within context of a huge metropolitan center is a lot more difficult to do than within context of a smaller community like Carson City and Elko has, but like Reno and Boise, we have the civic assets; Capital City, college, hospital. Those are not little assets. Those are huge assets that add not only wonderful amenities to your community but also civic and economic health that helps you screen in all those right people that you want living in your community so that will be a great place for you to start when you because you said it, you get to call all those people and talk them into coming and having this beginning conversation and the thing about that is and you can put them on notice, but make sure that you have a facilitator that can help guide those smart people through the process so they don't feel like it was just one meeting and yeah we got all fired up but where do we go from there because the last thing you want to do is frustrate that group because that's you're a-team so you have to be prepared to know that you're moving forward and then you have to lead them through it, but you're exactly right because I can see that team sitting down here somewhere and going we're smart enough not to make the same mistakes and we're smart enough to see what they did right and we can copy that. It's not that hard.

Mr. Andreozzi said I've had the pleasure of talking to you on more than one occasion but you've given the City of Elko some advice, to me particularly, and I was wondering if you could share a couple of those thoughts that you've discussed with me. With the whole group we talked a little bit about the Ritter Resource. The other one that I was thinking about was, aw shoot it left my mind. Maybe if you can start with that one.

Ms. Westergard said funny enough, Linda Ritter came to Carson City via this wonderful community. She has had a front seat in this vision in Carson City and has been such a dynamic force in bringing all of that forward. She is one of those rare individuals who has the analytical and financial background and her understanding of government is excellent and she also can communicate very well. You get on the other end of a conversation with her and have a plan and then she's got major ties to Boise too, so that perspective that you're talking about, Linda Ritter would be an excellent choice in terms of bringing her in to help guide that bigger conversation. Her familiarity with Elko and all of it is just only major added value then what we have right here, so I think that that would be a really great idea and I do think that she would be open to it regardless of goofy politics. She still is a really important part of the team in Carson City, she is still on staff in Carson City and in a lot of ways we have two City Managers and she is just incredible and yet she's a little bit more freed up these days. In fact I asked her to come with me, but she just had her fourth grandbaby so that's what kept her from coming this evening, but I already know she would love to talk to you guys.

Mr. Andreozzi said you went on just long enough that I remembered what the other piece of advice was. In Carson City and some of the other areas there is a civic center that acts as an anchor. You'd mentioned in Carson City you've got the twenty-first century library and you touched on that a little bit, but I got the sense that you really felt like that is something that is important for any RDA really for the success of that RDA and maybe that's something that we should also identify as a community as well, but maybe if you could touch on that.

Ms. Westergard said and Linda will be another really good person to talk about that because she was the leader of that civic action group, so of the seven, she was the leader of the civic action group and she can talk to you about all of that. The main thing, looking at that and going oh wow, and then going well, where could we hit a home run, but be very clear, Redevelopment isn't about hitting the homerun. The homerun of Redevelopment is identifying that quilt and then over time making sure you've got every single square sewn in. If it were only that easy to hit the homerun, however some of the squares are more sort of economically vibrant than others. A twenty-first century downtown central library in Carson City, we know will absolutely serve a number of needs, not the least of which is our need to connect commerce with culture in our downtown. A library in the twenty-first century is a place of great vibrancy. It's open on weekends. It's open after hours. In Elko, as I look at what your resources are and what your needs are as a community, having something like a twenty-first century library in that downtown, it would be such an amazing draw. I was in Washington D.C. in May with our library director and we were doing some homework and then advocating for our own library we're looking at in Carson City to bring a downtown central library. It may or may not be in a Federal Building that's in our downtown. It may or may not be in the land that's across the street where the old roundhouse is, so just like the Mapes thing, Carson City's still heart broken that our roundhouse got torn down and all the materials got shipped off to a winery in Napa Valley. There are those sad parts about the physical built environment, but we know that a downtown twenty-first century library would be a profoundly valuable economic generator in our downtown and we know that there are ways to bring in the private sector to pre-sell leases, maybe residential, maybe we could have other partners like the Small Business Administration, and accompany a business incubator with a part of it. The way libraries work in this day and age are just so much more than what that word kind of conjures up to many people and library use is on the rise across the country and in Carson City we have a crappy little library that was built for a community of seventeen thousand. Do you know that every year there are more than two hundred and fifty thousand people that go in and out of the doors of our crappy little library? It is singularly the most used public space of any of our other public spaces; the ball fields, the hospital, those different kinds of programs, than all of them put together. That is really profound in terms of what need it serves and it's not just people checking out books and as the digital divide continues to widen in America, having a place where people can get access to internet and computer use and all that other stuff is just so important on every level; business development, ESL classes, tutoring, you name it. Do you know that when the Wynn opened in Las Vegas two years ago you could only apply for a job there online? The surrounding neighborhood libraries were slammed for over a year because of all the people that went to those libraries to apply for a job at the Wynn because either they didn't have computer access or they didn't have the skill sets to apply for the job online, that they didn't need those skill sets for the job that they were applying for. It's profoundly important and I could see how that kind of library could be the hub and that in a lot of ways could be the what's in it for me for some of those other institutional partners whether it's the school district or the hospital or the college and all that other stuff and I could also see this community absolutely falling in love with an amazing twenty-first

century library because in my opinion Elko has always possessed a level of sophistication while forward thinking that is not evident to people when they first come here.

Mr. Jones said nowadays we have a real push for energy conservation and I was curious if that is part of any plan in Carson City Leeds engineering. Can you address that?

Ms. Westergard said it sure is, in fact we have incentives for Leeds standard buildings in our Master Plan.

Mr. Sutherland said one of the things that I've always dreamt of is the housing up above and the energy issue is huge for that because it keeps them there and they can walk everywhere.

Ms. Westergard said absolutely and when you have denser housing it's less infrastructure, you're not running sewer lines and power lines and everything all out into everywhere beyond. It's all consolidated in one area so you're property tax value is higher. Lots of people think growth doesn't pay for itself. Well denser housing does.

Mrs. Blohm said we have a lot of housing available in downtown Elko. The problem being that none of it meets code so it's abandoned and existing code can't address the issues without it being prohibitively costly, so what do you recommend?

Ms. Westergard said well, those code questions unless there is historic preservation issues on some of your buildings, then deal with the code. To me that's like a yeah, but, so then change the code. I hate that code thing. Change the code. The codes have to meet health and safety. You have to preserve, you have to protect your community, but we're all smart people, so figure it out. I hate the code thing.

Mayor Franzoia said we looked at that, and that's kind of like the overlay we have, looking at areas in the downtown that are out of conformance or their old or whatever the case may be and then they can still function with minimal costs; paint, and this and that and the other thing is you overlay it and allow these facilities to exist with a different set of standards than new construction would require.

Ms. Westergard said yeah so that's why you guys kind of have to start at the beginning and then my guess is you go through the visioning process, you go oh wow we need a new Master Plan, so you get through that, you've got the vision and then at the same time you're kind of doing that, the whole community doesn't need to have the code conversation only these people need to have the code conversation but you need to know. Figure it out, make it work.

Mayor Franzoia said well if you don't make it work, then basically things that are a hundred years old you have to tear it down.

Ms. Westergard said so tear it down.

Mayor Franzoia said well you don't want to do that. It adds the ambiance to the community because of character of architecture. How do you make it fit in and not lose that history?

Ms. Westergard said so you identify those parcels that are that important to you and you save those and you get out the rest.

Mayor Franzoia said and you adjust the zoning or the ordinances accordingly.

Mrs. Blohm said it's a slam dunk.

Ms. Westergard said yeah, fix it.

Mr. Errecart said I just wanted to say thanks for coming and expressing all these things and with the enthusiasm that you do it. You brought up such a huge variety of all the smart growth issues that need to be addressed and understood by people here locally because they are not rocket science anymore. They're not pure art, their tried and true and they're being implemented all across the country, and I just want to make the comment to everybody else who's heard it before, I think it's become abundantly clear that we need someone with the skills of a Tammy Westergard to be on Staff here at the City managing this project, actively right from the beginning so that we get the most out of it. That's it.

Ms. Westergard asked can I address that a little bit? I totally understand the issue of bringing on Staff and how are we going to pay for it and all that other stuff. You're right about what the expectation is versus what the resources you're really dedicating to make it happen, and in a lot of ways the State of Nevada, going back to that, we formed the Commission on Economic Development in the late 1980s. We're way late to the table and this state even as a whole isn't very serious about Economic Development and Diversification away from our tourist industry, so first of all there's that. It's kind of like the spawn that we are from. Secondly, in the meantime, this whole team, you guys can continue to forward this on. It can happen from the City Council level. It can happen with the imperative of the City Manager bringing in all the other different departments, everybody realizing that they know that this is a priority so I'm going to give where I can, and we're just going to keep going even though it feels like nobody is really carrying the ball. You guys are setting yourselves up to be shepherds of this and I can guarantee you that if you engage the larger community and that laundry list of people that I said, that's like throwing kerosene on a fire because they're all hurting right now, so there has never been a better time for everybody to begin to figure out where do we go from here because housing may recalibrate across the country in terms of affordability and some of those things but transportation isn't going to and so we are in a new paradigm economically for a good long time anyway and so there's always opportunity and adversity so getting all the key players around the table, they will create that will and it will happen. Two people in our thing, it's the biggest joke in the world and we just keep doing it, but we can't do it all and we take a lot of heat and it's really not so happy when we have our own fighting in our own family that doesn't even value all of what's going on, but there's no way our little office can deliver on the expectation of our community but we just keep plodding forward. Get that group together. Mayors and City Councils are so profoundly effective in terms of leading the conversation. You can lead the expectation. You can deliver on your promise. You can.

Mr. Rice said I think we've gotten that group together in the past, but what it also takes is stick-to-itiveness. We also have the Redevelopment Plan in place, but the other opportunity is in the State of Nevada we're bottoming out and why not make these outrageous plans right now because our resources are only going to improve. I look at it and I work at the college and we're beginning our new strategic planning. We do it every five years and we've accomplished what we set out to do and now we're starting again, so we could be doing this in tandem at the same time but I'll do my part to get that group together and I think we all know we could name that committee right now. We know who we need on it and then get copies of the Plan which is bulky and we need to put it

together into some form where people coming to the table don't have to look at this three inch thick document but will have some sort of summary that's easier to swallow because as you're pointing out there're all the technical things that Mr. Wynes gets to do but the people at this table they don't need to understand those things.

Ms. Westergard said right, but you know what you can do is, and I don't know where you could cobble together a handful of pennies and call Linda Ritter because she can look at your plan, and she can read it, and she'll be able to tell in a New York second, okay here's where the things are. She'll cull out the information or you guys can look at Carson City's Redevelopment District Number Two Plan and see the detail in it and you guys both should read that, and then compare it to your Plan and like I said you'll be able to see where the deficits are and when/where you need to begin to really fine tune your Plan and then once you kind of have that identified, that's when you have the conversation with that group. I just think the most important thing is to have a level of commitment of your whole board that you guys are going to take the lead, you're going to lead the conversation and you're going to bind yourself to certain milestones and you're going to accomplish them one at a time, so the first one is get this group together.

Mrs. Blohm said aren't pictures worth a thousand words and the point I'm getting at, yes we have a substantive Plan, could we get it into PowerPoint, bullet the high points so that we can give this stakeholder group a great overview without the task of going through pages and pages of tedious work. Is that something that a City Staff could look at doing?

Ms. Westergard said sure. Linda could do that for you too, and when you talk about pictures, you're not talking about pictures of what you want to be right you're just talking about like how it is right now?

Mrs. Blohm said all of it.

Ms. Westergard said and the reason why I say that is because that would be getting ahead of it because you're going to want to ask your community what they want it to look like, but the first thing is to just basically get the buy-in of all those key people so that they will begin to educate themselves about what the possibilities are and then understand what their role is in forwarding that vision. I mean that's the main thing, getting all those people to know what their role is and then okay hospital that's your job go do it, okay college that's your job go do it, okay convention that's your job go do it. Some of it at first is going to be for them to just pony up a little bit of money and they're going to say oh I can't we don't have any money and all that. I don't think they can afford not to. This is something that you can't afford not to do because progress is going to continue. Change is coming whether you want it or not, so either you anti up what it is you need to guide the change and the growth that you want to see or you're just going to passively sit by and it's going to overtake you. That's been the hardest thing for Carson City. We have been incredibly passive until now and the only reason why we have a gun to our head because the freeway is finally getting around downtown. That's the only reason why any of this is happening. I have a good friend some of you might know him, Andy McKenzie, lawyer in Carson City. He says the key to success is two things; attitude and timing and you don't always have control over both of them so you guys in the room have the right attitude and honestly the timing may be right because we're all in a pickle like you said we're bottoming out as an entire state. I have heard rumors already that the Legislature, you know all of our round meetings and everything, wants to have big conversations about redevelopment tools and looking at limiting how their used or accessing some of those resources to put into the State Funds and all that other kind of stuff, so in a lot of ways

that's kind of a micromanaging ideological perspective that says government has no place in partnerships with business. Well the fact of the matter is we have little other choice and it is not about any political paradigm. It's about doing what we need to do to make the right things easy.

Mr. Rice said we have examples of partnerships that work but the other thing is that we see them work all the time. I run the college foundation and we're all about public private partnerships and they work.

Ms. Westergard said right they do.

Mr. Andreozzi said this is a great discussion and this is what we certainly needed to happen. I don't know if we got to introduce you to everybody in the room Tammy, but we do have some great representation. We do have and I neglected to say earlier, but we do have a representative from the Elko County School District. We have Steve Bowers here with us tonight.

Ms. Westergard said that's perfect because often times school districts have big concerns about redevelopment because of the resources but there are ways to work around that as well, especially looking at capital improvement projects that the school districts might have, or what their needs are, so in order to keep the school district whole you go in and you pour concrete, you go in and you take care of this, you go in and you take care of that. It's not that hard. I really like what you said about as far as like the State, we're kind of bottoming out because one of the best parts about a state like ours if it is in fact bottoming out when did we ever let that stop us, so we know how to get the job done. It's not that hard.

Mr. Andreozzi said again on behalf of the City of Elko, the Mayor and City Council, our Advisory Council, members of the public, and our Staff we thank you very much for taking the time to come out here and I know I can always call you because I have, so thank you for that.

Mayor Franzoia said again Council does appreciate you coming up here. I think it's great. You're quite refreshing and all that and you've got a compassion I think is neat and I just love the way that you're just free-flowing with your comments and not afraid to say what it is. I like that. I just thought you've got the two different districts and between the two it is 1.3 million dollars or just the old one is?

Ms. Westergard said the old one is 1.3 million dollars. The new one actually was only established in 2003 I want to say. We have seen some successful projects in Redevelopment Area Number Two, not the least of which was the rehab of an old Supply One building which is now a Casino Fandango in Carson City which has been hugely successful. We call it Peppermill Lite in Carson City and there's now a Marriot Courtyard that is adjacent to it and a brand new Galaxy Theater right behind it, so that's been an incredibly successful redevelopment project plus we had our old Wal-Mart vacated, long, colorful story with Jethro from the Beverly Hillbillies bought the building, blah, blah, blah, we recently gave incentives to the property owner and brought Burlington Coat Factory to that old South Carson City area so now we have Burlington Coat Factory. We did up front the property owner two million dollars to do tenant improvements to that building that was vacant for seven years it was a public health and safety hazard. The former property owner had gone in and gutted the building, taken out all the copper, it was just a disaster. The whole shopping center was failing as you can imagine. Burlington Coat Factory just opened two months ago. As a result of bringing in Burlington Coat Factory we also landed Sportsman's Warehouse, but that was with no money up front, that's just a sales tax sharing agreement over a

period of time. Both of those projects have claw-backs and repayment provisions in them so that our total investment will be paid back to our community we estimate in less than four years, but the way this gets handled in the press and the way sometimes elected officials who have ideological differences or whatever their problem is the way they talk about it all it takes is one wrong comment to then fuel a whole town so now suddenly everybody hates redevelopment in Carson City because we're giving away money to big box stores.

Mayor Franzoia said they don't understand it. Are you using any star bonds?

Ms. Westergard said no star bonds are typically for tourist attractions but star bonds are what is being used at the Legends Project in Sparks that just opened that big huge Sheels Sporting Goods Store, but that's a really good point and the thing is and this is why it's really important to get that A-team together and then to educate them, and if they want to understand every tool that's available in redevelopment and every tool that is used in different parts of the State of Nevada that's fine. It's probably a good idea that they do have some basic understanding of that, but then they need to focus on the tools that you guys are likely going to use in Elko. You're not going to be using star bonds. You're probably going to use increment financing, some bonding stuff, some sales tax sharing mechanisms, and then you guys might have some really dynamic public private partnerships where you start building libraries. Maybe you're going to build a hotel. Who knows what you're going to build. Cities all across the country are doing these kinds of things. Denver has a Hilton Garden Inn right smack dab in the middle of it and it's owned by the City. The City knew it needed downtown lodging property and they built it.

Mayor Franzoia said I was down in Reno Thursday and Friday. We had a meeting, and on Friday we had the Mayor of Las Vegas as well as his redevelopment guy giving a presentation on that, and actually as big as they are, and they're more sophisticated because they're in a different dynamics by size than we could ever imagine being, but because of their size and the revenues generated by the improvements they've done, and they've got some great variety of tools to entice redevelopment in the community by existing property owners or new people coming in which is really, I was big eyed because what they've got because of their size and looking at bringing a couple hundred million dollars a year so they've got ways to leverage because doing nothing creates nothing and actually if you're in a downhill cycle of redevelopment you're in the losing provision. They looked at things by getting some monies back through increment financing back to encourage development. If they give away forty percent of what they're going to generate they get to make sixty percent which if they do nothing they get zero. It's clever, so I'm going to pick their brain. One thing I believe in as being the Mayor is the fact that why reinvent the wheel because we're new at the table is take what's already existing and save ourselves a lot of pain and grief.

Ms. Westergard said absolutely and take the tools that you're likely to use say even in the first ten years and focus on really understanding and learning how to use those tools and while it's fun to think about some of the bigger sexier tools that you can use, you might want to peek at them like a naughty magazine and then forget about it because that's what confuses the conversation in your community and that's what gets everybody hot and bothered under the collar and then all it takes is a handful of people picketing and complaining and all that and suddenly you've really set yourself back in terms of like momentum and all of those things so it is really important that you're A-team yeah they can understand and they can have a sense of what's all out there on the pallet but these are the handful that they're really going to become experts in.

Mayor Franzoia said no question we're limited on what's out in Las Vegas, we're limited to what could happen here, but it's the idea that we could paint that these are all possible with growth.

Ms. Westergard said absolutely in so many ways Elko really is so well positioned geographically to grow really big. You have a lot of resources. Why wouldn't you grow?

Mayor Franzoia said well we're the third cog in the wheel in Nevada. Reno's outgrowing itself, so is Las Vegas so the next place to come is our neck of the woods.

Ms. Westergard said yeah tons of potential but sort of first things first and you'll get there. It's easy.

****The meeting moved back to approval of the minutes for the RDA.**

NOTE: The Chairman or Vice Chairman reserves the right to change the order of the agenda and if the agenda is not completed, to recess the meeting and continue on another specified date and time.

III. ADJOURNMENT

There being no further business, the meeting was adjourned.

**Chris Johnson, Member
Redevelopment Agency**

**Jacques Errecart, Chairman
Redevelopment Agency Advisory Council**