Douglas County Board of Commissioners

AGENDA ACTION SHEET

1. **Title**: Presentation of the Douglas County Community Assessment Final Report by the Nevada Rural Development Council (NRDC).

2. **Recommended Motion:** Accept the presentation of the Douglas County Community Assessment Final Report by the Nevada Rural Development Council (NRDC).

3. **Funds Available:** N/A

4. **Prepared by:** T. Michael Brown, Douglas County Manager

5. **Meeting Date:** November 5, 2009 **Time Required:** 15 minutes

6. **Agenda:** Administrative

7. **Background Information:** NRDC has prepared a final report for the Douglas County Community Assessment. A copy of the final report and a summary of the results of the priority setting meetings are attached. Volunteer members of the Community Assessment team will provide an overview of the final report and discuss the next steps in the process. County staff has reviewed the final report and are in the process of putting together a database of the topics, issues and recommendations from the final report to determine linkages to the County's Strategic Plan. These linkages will be discussed when the Board reviews its Strategic Plan at an upcoming Board meeting.

8. **Committee/Other Agency Review:** Nevada Rural Development Council

9. **Reviewed by:**
   _____ Department Manager
   _____ District Attorney
   _____ County Manager
   _____ Other

10. **Commission Action:**
    _____ Approved
    _____ Denied
    _____ Other
    _____ Approved with Modifications
    _____ Deferred

Agenda Item # 26

Results of Priority Setting Meetings in Douglas County

Carson Valley

On Thursday, August 13, 2009, 53 people gathered at the CVIC Hall in Minden to review the eight themes identified in the Draft Final Report for the Carson Valley portion of the Douglas County Community Assessment. As a group, participants determined that the eight themes would be prioritized in the following manner:

- Business Opportunities
- Rural Character
- Seniors
- Infrastructure
- Youth
- Communication
- Essential Services
- Community Participation

At the end of the evening, 43 participants completed Worksheet C – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted interest in all eight themes with the largest numbers in the Senior Theme and the Business Opportunity Theme. Major sub-themes included a multi-generational or senior center with more affordable activities, improving efforts to support small businesses, developing the valley as a tourism destination by making use of its natural beauty through greater river access, more biking and hiking trails as well as improving arts and cultural activities, and increasing volunteer involvement in community efforts.

South County

On Thursday, September 3, 2009, 21 people gathered at the Community Building in Topaz Ranch Estates (TRE) to review the four themes identified in the Draft Final Report for the South County portion of the Douglas County Community Assessment. As a group, participants determined that the four themes would be prioritized in the following manner:

- Public Safety
- Infrastructure
- Community Participation
- Rural Character

At the end of the meeting, 5 participants completed Worksheet C – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted interest in Public Safety and Infrastructure. Sub-themes most mentioned include traffic issues on highways 208 and 395, a turn lane into TRE from highway 208, the need for an emergency preparedness plan, and changing the ball park into a dog park.

Lake Tahoe

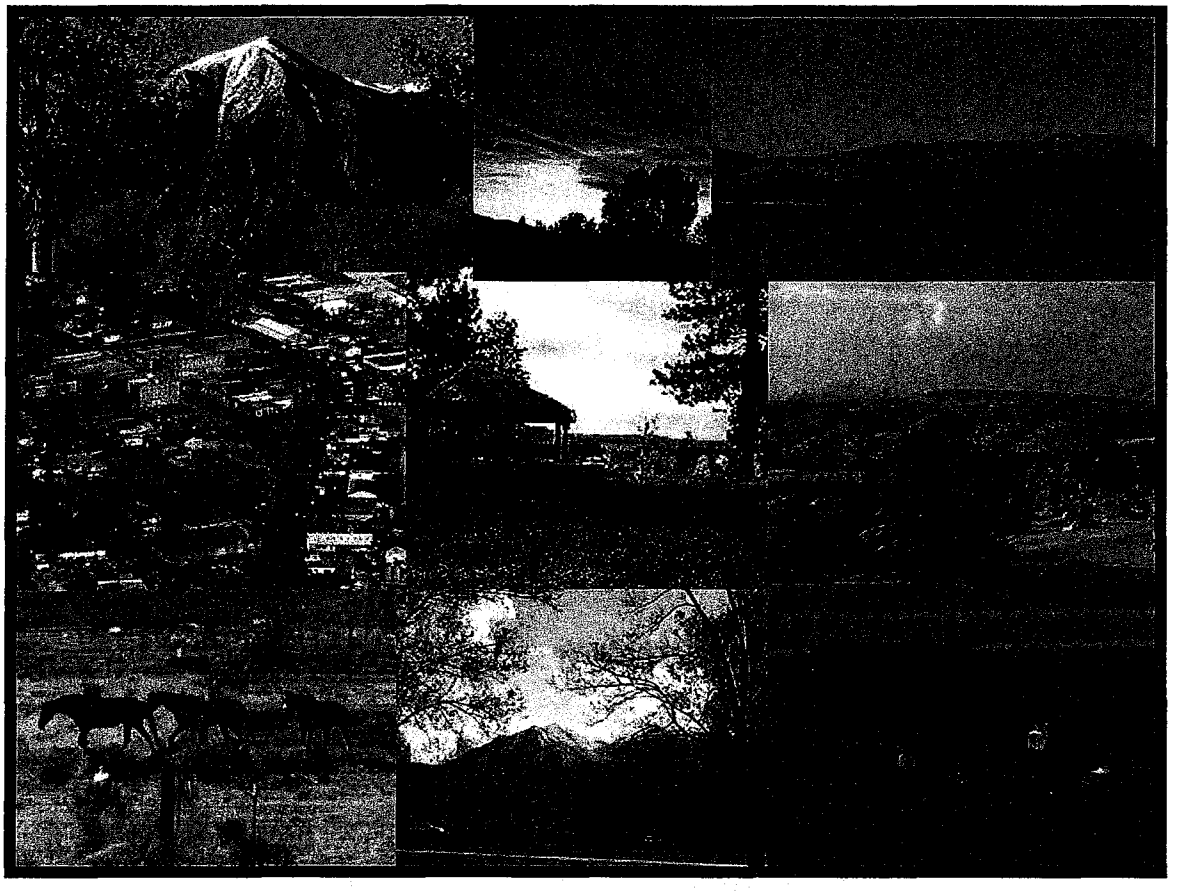
On Tuesday, September 8, 2009, 4 people gathered in the Lake Tahoe South Shore Chamber of Commerce conference room to review the five themes identified in the Draft Final Report for the Lake Tahoe portion of the Douglas County Community Assessment. As a group, participants determined that the five themes would be prioritized in the following manner:

- Economic Development
- Environmental Preservation
- Communication
- Transportation
- Housing

At the end of the meeting, all four participants completed Worksheet C (Get Engaged) – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted that all of the themes identified in the report are interconnected. No one theme can be addressed effectively without recognizing the impacts on the other areas of concern. The question was not which theme was most important, but rather that Economic Development provided the best starting point for action.

Douglas County, Nevada
Community Assessment

Final Report



Presented by:

Nevada Rural Development Council

Printed by: University of Nevada Cooperative Extension

Nevada Rural Development Council

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Douglas County, Nevada
Community Assessment

Final Report

September, 2009

Nevada Rural Development Council
P.O. Box 3926
Carson City, NV, 89702
nrdc@gbis.com
www.nevadardc.org

Nevada Rural Development Council

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Nevada Rural Development Council

Introduction

Welcome to the 'draft Final Report' of the Douglas County community assessment. The report contains three separate reports for each segment of the community assessment: Carson Valley, Tahoe, and South County.

This is considerable information in this report ranging from citizen comments to recommendations from the resource team including their resources. Please take the time to read it; if nothing else it should stimulate action and hopefully engagement by each of you in your community.

The resource team was challenged with the magnitude of this community assessment; it took four long days just to complete the Carson Valley segment. Each segment however led to much curiosity, learning, and motivation for the resource team members and steering committee. Simply, we all felt a genuine sense of commitment to this grass roots process and the communities of Douglas County. It was a pleasure and an honor to be invited into your communities, businesses, and friendship.

Acknowledgements

There are a great number of people that need to be thanked for their support and participation of this community exercise. First, Douglas County deserves high marks for living up to the words written in its Strategic Plan where it states its values in communication. This assessment would not have happened had Douglas County not wanted sincerely to "listen to its constituency." Then there were Team Captains and countless volunteers who took a genuine interest in helping with this process, taking considerable time to invite participation, make arrangements, send memos, etc. We will attempt to mention many of their names later in this document. There were great businesses that housed and fed the resource team and steering committee during the entire process. None of this process would have been made possible however without the participation of the citizenry. Not only did many of you participate, you also made us feel warm and welcome in your communities.

It is impossible however to be thankful without mentioning two groups that volunteered endless hours before, during, and after the assessment. These are the resource team members that came from across Nevada to volunteer their time and expertise for this exercise. This assessment was much more complicated than most because it involved more than one community and it required serious and separate thought to write meaningful reports. All of this started with a terrific steering committee that made everything happen. Normally this committee provides oversight and support. In this assessment the steering committee spent countless hours before the assessment started, then took a week of their time to volunteer in any capacity possible, sometimes filling in as resource team members when needed.

As in the case with all previous community assessments facilitated by the Nevada Rural Development Council, Nevada State Bank provided $1,000.00 to Douglas County to show their support of strategic planning in rural Nevada.

Another generous contributor to this process was the Nevada Small Business Development Center that provided staff that recorded all 2540+ comments from the citizens throughout Douglas County.

A thank you must also be extended to the Record-Courier for its support and generous coverage for the community assessment. Their willingness to cover this process is greatly appreciated.

And finally, tremendous support for this process including the printing of this report was provided by the University of Nevada Cooperative Extension via the Douglas County office and staff. The Cooperative Extension's support throughout the process is a major reason for the success of this exercise and it is also a testimonial to the Extension's commitment to Douglas County.

The Nevada Rural Development Council

The Nevada Rural Development Council (NRDC) is a 501(c) 3 non-profit organization dedicated to the enhancement of rural communities in Nevada. It is a collaborative public/private partnership comprised of federal, state, local, Tribal, university non-profit organizations and private sector individuals dedicated to collaboration and partnership.

The mission of the Nevada Rural Development Council is to "raise the capacity of rural communities." The NRDC seeks to raise the capacity of rural communities by:

- Providing rural communities with strategic planning assistance, including community assessments, asset mapping, and plan implementation.
- Providing leadership development as a foundation of every community.
- Providing access to resources.
- Serving as a networking link between resources and needs.
- Promoting the quality of life in the values, needs, and contributions of rural communities.

The Nevada Rural Development Council is governed by a 22 member board of directors and supervised by its executive committee. The executive committee members are: Keyth Durham, Shirley McCrosky, Shirley Walker, Winnie Dowling, and Doug Busselman. Through their determination and tenacity, the NRDC has continued its presence in rural Nevada through growth and challenging times.

For more information on the Nevada Rural Development Council, please contact:

Nevada Rural Development Council
P.O. Box 3926
Carson City, NV, 89702
nrdc@gbis.com
www.nevadardc.org

Strategic Planning & Community Assessments

Strategic planning is essential for every community to reach its goals and objectives. Without a plan, there is no roadmap to success. Residents of a community will follow community and elected leaders down any path if they believe in the plan presented to them. Community master plans are often the base for strategic planning in rural communities but often these plans are primarily land and water use plans. A "community plan" is an important compliment to a master plan; it does not replace it, rather it reinforces it. In this assessment, Douglas County expressed motivation to "find out the community's desires in implementing its new Strategic Plan."

Community assessments provide the first step, the visioning step, in the strategic planning process. It is a community based planning and assessment process consisting of interviewing a large number of people in the community, recording their suggestions, and having a team of experts write up implementation plans for community use. This is a very neutral, non-threatening process where citizens can give input without criticism or debate. Because it is citizen-based, it adds tremendous validation to master plans, strategic plans, community development plans, and the elected officials that use these plans for implementing strategies.

The benefits of a Community Assessment include providing an opportunity to hear from community members, offering an affordable process, opening of communication between citizens and government, bringing "outside ideas" into the community, identifying new resources for communities to use, and providing a source of in-kind contributions for grants. Additional results include leadership development, an increase in volunteerism, and also an increase in civic engagement.

On behalf of the Douglas County resource team, steering committee, and the Nevada Rural Development Council, we are honored to bring this great engagement process to your community. It is our hope that it will provide benefits short-term and long-term for the communities of Douglas County.

Clint Koble, Executive Director
Nevada Rural Development Council

Process for the Development of this Report

The Nevada Rural Development Council (NRDC) assembled a resource team to assist Douglas County in evaluating the community's challenges and assets in developing suggestions for improving its quality of life, social and economic future. All of these team members were trained and certified to complete the process.

Before the resource team started the four-day assessment they were briefed with the demographics of Douglas County and then given the listening session schedules for each community. The first component of the assessment was a community tour provided by Douglas County Manager Michael Brown. Then came the 24 one-hour listening sessions and over 2500 citizen comments that helped the resource team formulate the major themes for this report. This was accomplished by asking all participants in the listening sessions to respond to three questions. Their responses served as the basis for developing the final report and the ensuing action plan. The three questions were:

- **What do you think are the major challenges in your community?**
- **What are the greatest assets and resources in your community?**
- **What projects and initiatives would you like to see completed in the next 2, 5, 10, & 15 years in your community?**

At the end of each day, the resource team met to review the comments collected and to assemble the major themes. After the last listening session the resource team compiled a Preliminary Report and then presented it to the community.

During the following weeks after the community assessment, the resource team met to discuss the major themes, assignments, and important points to include in the final report. Team members met several times in working groups to offer assistance to each other in writing the final report. After writing reports, team members shared them with each other for support and additional resources.

The final report will be presented to the communities of Douglas County beginning Thursday, August 13, 2009 until all three segments of Douglas County are presented. Following each final report presentation, priorities will be chosen and residents asked to volunteer for committees. The NRDC will be working with the community during an extensive follow through campaign and assist in the development of strategic plans for the priority themes.

Resource Team Members

Bill Brewer, Housing Programs Director
USDA Rural Development
1320 So. Curry Street
Carson City, NV, 89703
Telephone: (775) 887-1222
William.Brewer@nv.usda.gov

Rod Jorgensen, Director of Counseling
Nevada Small Business Development Center
University of Nevada, Reno/MS 032
Reno, NV, 90557-0100
Telephone: (775) 784-1717
rodj@unr.edu

Des Craig, Director CDBG Program
Nevada Commission on Economic Development
108 E. Proctor Street
Carson City, NV, 89701
Telephone: (775) 687-4325
dcraig@bizopp.state.nv.us

Clint Koble, Executive Director
Nevada Rural Development Council
P.O. Box 3926
Carson City, NV, 89702
Telephone: (775) 546-3198
nrdc@gbis.com

Catherine Cole Ferandelli
Humboldt Development Authority
P.O. Box 590
Winnemucca, NV, 89446
Telephone: (775) 750-4420
ccoleapts@gmail.com

Ron Radil, Executive Director
Western Nevada Development District
704 W. Nye Lane, Ste. 201
Carson City, NV, 89703
Telephone: (775) 883-4413
rjradil@wndd.org

Robin A. Hodgkin
Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV, 89701
Telephone: (775) 687-7109
rhodgkin@nevadaculture.org

Steering Committee & Additional Volunteers

Steering Committee:

Carl Dahlen, State Leadership Specialist
University of Nevada Cooperative Extension
2221 Manhattan Drive
Carson City, NV, 89703
Telephone: (775) 230-0075
Dahlenc@UNCE.unr.edu

Kathy Halbardier, Small Business Counselor
Nevada Small Business Development Center
P.O. Box 319, 2285 Main Street
Genoa, NV, 89411
Telephone: (775) 784-2864
khalbard@clearwire.net

Dr. Steve Lewis, Extension Educator
University of Nevada Cooperative Extension
1329 Waterloo Lane
Gardnerville, NV, 89423
Telephone: (775) 782-9960
lewisst@UNCE.unr.edu

Carole Thompson, Consultant
Douglas County Business Industry Association
246 Dayton Valley Rd, Ste. 106
Dayton, NV, 89403
Telephone: (775) 297-5944
Caroledcbia@aol.com

Additional Volunteers:

Recorders:

Winnie Dowling, Deputy State Director
Nevada Small Business Development Center

Marie Graves, Client & Financial Specialist
Nevada Small Business Development Center

Team Captains/Co-Captains

Sector:	Team Captain/Co-Captain
Economic Development:	Renae Louie D.C. Business Council (775) 782-6715; bizcouncildc@aol.com
Students:	Marty Swisher: D.C. High School (775) 782-5136 phone; (775) 782-7039 fax;
Educators:	Rich Alexander/Sherri Smokey
Seniors:	Travis Lee & Paul Lockwood (775) 783-6455; (775) 265-2312
Government:	Michael Brown: D.C. Manager: (775) 782-9821; mbrown@co.douglas.nv.us
Real Estate/Bldg & Construction:	Carole Thompson: D.C. BIA: (775) 783-1782 phone; (775) 297-5944 cell; NEVADADCBIA@aol.com
Business Retail:	Bill Chernock: CVCC Exec. Director (775) 782-8144 phone; (775) 782-1025 fax; Bill@carsonvalleynv.org
Arts & Culture:	Brian Fitzgerald: (775) 782-9821 bfitzgerald@co.douglas.nv.us
Service Clubs/Non-Profits:	Cheryl Bricker: Executive Director Partnership of Community Resources P.O. Box 651, Minden, NV, 89423 1528 Hwy. 395, Ste. 100, Gardnerville, NV, 89410 (775) 782-8611 **pcrbricker@partnership-resources.org** Tom Peters – alexandra4thomas@yahoo.com
Financial Institutions:	Jeri Johnson/Janet Andraski: NSB
Genoa:	Sheryl Gonzales/Bill Bowersocks (775)782-8696 sgonzales@co.douglas.nv.us

Agriculture:	Mike Hayes – Mike.hayes@nv.nacdnet.net Paul Pugsley – paul.pugsley@nv.nacdnet.net
Washoe Tribe of NV & CA:	Rob Beltramo Washoe Tribal Planning Director 919 Hwy 395 South, Gardnerville, NV, 89410. (775) 265-4191
Healthcare/Social Services:	Karen Goode
North County/Indian Hills:	County Commissioner: Michael A. Olson Indian Hills GID Trustee, Brian Patrick
Religious:	Pastor Pete Nelson Carson Valley United Methodist Church 1375 Centerville Lane, Gardnerville, NV, 89410 (775) 782-4600 pete@carsonvalleyumc.com
Parks & Rec/Trails Assoc.:	Scott Morgan/Brian Fitzgerald (775)782-9828; smorgan@co.douglas.nv.us
Hispanics:	Father Paul & Josie Graves
Manufacturing:	Steve Tognoli – stognoli@eastforkfire.org
Tahoe:	Sue Shannon, Principle: GWHS: (775) 588-2446 Bee Gorman Lake Tahoe South Shore Chamber (775) 588-1728 Nancy McDermid, Tahoe Commissioner
TRE:	Larry Offenstein: GID Board President Debi Smith: TRE Water District Karen Beckerbauer

Schedule of Listening Sessions:

Carson Valley:

Minden/Gardnerville/Gardnerville Ranchos/Genoa/North County/Washoe Tribe of NV/CA

Monday, May 11, 2009
1:15pm – 2:15pm: Gardnerville Ranchos General Public @ East Fork Fire & Paramedic District's Ranchos Station 7, 940 Mitch Drive, Gardnerville
2:45pm – 3:45pm: Healthcare/Social Services/ Non-Profits @ Copeland Cultural Arts Center, 1572 Hwy 395, Minden
4:00pm – 5:00pm: Economic Development @ Copeland Cultural Arts Center, Minden
6:30pm – 7:30pm: Gardnerville General Public @ Copeland Cultural Arts Center, Minden
7:45pm – 8:45pm: Real Estate/Building & Construction @ Copeland Cultural Arts Center, Minden
Tuesday, May 12, 2009
8:15am – 9:15am: Public Safety: Sheriff/Fire/Paramedics/Judicial: @ Copeland Cultural Arts Center, 1572 Hwy 395, Minden
9:30am – 10:30am: Financial Institutions @ Copeland Cultural Arts Center, Minden
10:45am – 11:45am: Arts & Culture @ Copeland Cultural Arts Center, Minden
2:15pm – 3:15pm: Manufacturing @ Tahoe Ridge Production @ 2232 Meridian Blvd, Unit L, Meridian Park on Airport Road - Minden
3:45pm – 4:45pm: North County/Indian Hills General Public @ Indian Hills GID Meeting Room
6:30pm – 7:30pm: Genoa General Public @ Genoa Town Hall Meeting Room
7:45pm – 8:45pm: Agriculture @ Genoa Town Hall Meeting Room
Wednesday, May 13, 2009
8:00am – 9:00am: Douglas High School @ High School Library/Media Center
9:30am – 10:30am: Religious @ Douglas County Commissioners Chambers, Minden
10:45am – 11:45am: Seniors @ Douglas County Senior Center, Minden
1:15pm – 2:15pm: Washoe Tribe of NV & CA @ Washoe Housing Authority Headquarter Conference Room: Dresslerville Colony: 1588 Watasheamu Drive, Gardnerville
2:45pm – 3:45pm: Parks & Rec/Trails Association @ Douglas County Commissioners Chambers, Minden
4:00pm – 5:00pm: Educators @ Douglas County Commissioners Chambers, Minden
6:30pm – 7:30pm: Minden General Public @ Douglas County Commissioners Chambers, Minden
Hispanics: Held on June 27, 2009 @ St. Gall's Catholic Church
Kiwanis: Held on June 18, 2009 at monthly breakfast @ Sharkey's in Gardnerville
Thursday, May 14, 2009
8:00am – 9:00am: Douglas High School @ High School Library/Media Center
9:30am – 10:30am: Government: County/Towns/GIDs @ Douglas County Commissioners Chambers,
10:45am – 11:45am: Business/Retail/Chamber/Tourism/Hospitality @ D.C. Commissioners Chambers

Tahoe:

Wednesday, May 27, 2009

12:30pm – 1:30pm: George Whittell High School @ the high school
2:30pm – 3:30pm: Tourism/Gaming/Hospitality @ the Lake Tahoe South Shore Chamber
3:45pm – 4:45pm: Economic Development/Business/Retail @ the LTSS Chamber
6:00pm – 7:00pm: Environmental Preservation and Access @ the LTSS Chamber
7:15pm – 8:00pm: Evening Community Session

South County (TRE)

Wednesday, June 3, 2009

1:15pm – 2:15pm: Seniors/Disabled Transportation at the TRE Community Center
2:30pm – 3:30pm: Afternoon Community Session at the TRE Community Center
3:45pm – 4:45pm: Public Safety: Wildfire Mitigation at the TRE Community Center
6:15pm – 7:15pm: Economic Growth & Development at the TRE Community Center
7:30pm – 8:30pm: Evening Community Session at the TRE Community Center followed by a tour of TRE.

Executive Summary

The Douglas County community assessment was an exciting challenge and opportunity for the resource team that spend a total of six days in the course of completing the assessment in three separate locations: Carson Valley, Lake Tahoe, and South County. The challenge was to invest in the time and the opportunity was to learn so much about one of Nevada's most beautiful counties.

There are many summations to make regarding this group community effort. First, all the elements needed to take Douglas County into a successful future are present throughout the county. Starting with Douglas County, there is a commitment to community and citizen involvement as part of its governance. In its Strategic Plan adopted in 2008, Douglas County lists communication as a major value while defining its mission under the plan to include a safe, healthy, scenic, and vibrant community in which people prosper and enjoy an exceptional standard of living.

As for resources, Douglas County is as rich in human resources as it is in environmental resources. While there were some requests for more civic engagement, there were also many requests to harness and centralize the abundant human resources for the betterment of communities. Douglas County citizens need to rise up to the challenge of these requests and enhance their civic engagement and volunteerism to new levels. The resource team presented ideas to make this happen.

All through Douglas County we found citizens that loved their individual community from the pristine shores of Lake Tahoe to the rural character and openness of Carson Valley to the quiet and remote setting of South County. Douglas County needs to capitalize on a population that wants to remain and make model communities of where they live.

There were some decisive factors such as what to do with growth and business development that do need to be brought to a consensus. Above all, there was consensus with one overriding factor: Douglas County residents are very attached to their environment. This factor will determine the place and future of communities throughout Douglas County. Douglas County will have to complete their strategic planning around that single parameter if they are to be ultimately prosperous and successful.

Douglas County has many strengths to build on but it alone cannot bring the future to its citizens. Communities and citizens must engage with Douglas County to build a new and stronger governance.

Sincerely,

Clint Koble, Executive Director
Nevada Rural Development Council

Carson Valley: Major Themes and Sub Themes

(Not prioritized)

- **Business Opportunities**

  Sub-themes:

  Airport Utilization
  Arts & Culture
  Barriers to Business
  Business Incubator
  County Promotion: Need a source to do it
  Living Wage Jobs
  Small Business/Clean Industries
  Tourism Destination

- **Communication**

  Sub-themes:

  Cross-cultural
  Decision Making & Prioritization
  Education of Citizens & Leaders
  Regional Cooperation
  Town Hall Meetings
  Virtual Community Concierge

- **Community Participation**

  Sub-themes:

  Cross Promotions
  Invest in the Community
  Under-utilized Human Resources
  Volunteerism – Community Resource Directory

- **Essential Services**

  Sub-themes:

  Education
  Health
  Public Safety

- **Infrastructure**

  Sub-themes:

  Affordable Housing
  Bike Paths & Trails
  Coordinate Utility Services
  Multi-generational Complex
  Public Transportation
  Public Lands & River Access
  Roads – Traffic – Parking
  Water
  Floodplain

- **Rural Character**

  Sub themes:

  Natural Beauty & Resources
  People: Farmers and Ranchers, Native Americans
  Small Town Atmosphere

- **Seniors**

  Sub-themes:

  Affordable Activities
  Senior Center – new and larger
  Loss of Services: DMV & Medical
  Resource Bank
  Transportation

- **Youth**

  Sub –themes:

  Affordable Activities
  Employment Opportunities
  Financial Literacy
  Places to Hang Out
  Prevention Programs: alcohol, drugs, teen pregnancy & suicide
  Vocational Educational Opportunities

Team Member Recommendations and Resources

Theme: Business Opportunities: Des Craig

Issues:

During the course of the 4 days spent in the Carson Valley area (from May 11-14), listening to the many people who participated in the Community Assessment Listening Sessions, it became clear that there is considerable disagreement over how the community should develop over the next few years. This is not unusual in communities that are as diverse and multi-faceted as Douglas County; essentially it is impossible to please everyone.

The Listening Sessions did, however, identify a number of common themes, for example, the need for responsible business growth, the need to identify and foster viable business opportunities, and the need to develop an appropriate enabling environment in which businesses can develop.

Under responsible business growth, there were concerns on:

- How to protect the rural and aesthetic qualities of the area and still allow economic development or business growth,
- How to determine and control the best mix of businesses for the area,
- How and where to encourage and promote business development, and
- How to control the rate at which businesses should be allowed to grow.

More specifically the following issues and challenges were noted:

- There is a real need for more good-paying jobs
- Small business, light manufacturing and clean industry need more support
- Barriers and hindrances to business development need to be recognized and reduced
- As a whole, the county needs to do more to market itself as a viable business location
- The airport is an asset that could be better utilized
- The area has a tourism potential that is not being adequately marketed or developed
- More attention should be given to developing the business potential of arts and cultural activities

Below are some recommendations and resources that might be useful in answering some of these concerns.

Economic development in Douglas County is largely delegated to the Northern Nevada Development Authority (NNDA) based in Carson City. The time may have come for Douglas County to assume a more active role in economic development in the county. Perhaps an NNDA office in Minden with one or more staff dedicated to economic development in Douglas County could be considered.

The Douglas County Strategic Plan Overview of Summer 2008 shows economic vitality as one of the priority goals of the county leadership. Three objectives were listed under this goal namely:

1. Identify and establish a task force to create an economic development plan and strategy for Douglas County
2. Complete the public participation process for the development of the County's federal land bill, and
3. Define the opportunities for economic revitalization in various communities throughout the county.

At the time of writing this report it is not clear if any of the above objectives have been met, but, within the context of this segment of the Community Assessment report, objectives 1 and 3 are especially germane, and are strongly recommended if not yet implemented.

A specific task force should be set up to develop an economic development plan and strategy for Douglas County in conjunction with NNDA. The economic development strategic plan would require considerable public participation (meetings, surveys etc.) and maybe the involvement of external, impartial advisers/consultants. A series of targeted workshops could be hosted throughout the community to provide a greater understanding of economic development and how to create it. A professional community-wide survey could be conducted to determine the type of economic growth the community as a whole wishes to see in the medium to long term. A strategic plan for economic development would look in detail at the strengths and assets favoring growth and the challenges to growth and development, it would set development goals and objectives for the community, and would recommend a number of initiatives or actions that would lead to the preferred type and scale of growth and development.

Once an acceptable and realizable plan is in place, the task force could remain to oversee its implementation and actively participate in business recruitment, retention and expansion, and development activities within the county.

Such activities might include entrepreneurial training. During the course of the Community Assessment, several comments were made concerning the need for more small businesses in the community. Entrepreneurial/small business development can help rejuvenate a small rural community but an appropriate enabling environment is essential. The strategic planning referred to earlier should highlight the importance and role of entrepreneurship in community growth and development, but small businesses will not flourish and entrepreneurs will not come and stay unless the environment is right for their growth and development. Again, some research and planning are required.

A gap analysis and leakage study might be recommended to identify underserved areas of the local economy. This would involve looking at the strengths and weaknesses in the economy, and the demographics of the community and would ultimately show those areas where businesses might do well. The strategic plan referred to earlier might find that entrepreneurial training is necessary, and there are different ways in which this can be provided, for example, through the Main Street Program in Gardnerville, NxLeveL training, or a Hometown Competitiveness

Program. Currently most communities across the nation are facing financial difficulties, but a small business development fund or a local incentives program might be set up to encourage the development of small businesses. SCORE, a business counseling service using retired businessmen and provided by the Small Business Development Center at UNR should be contacted for assistance in entrepreneurial training. We were told during the Community Assessment of the large number of wealthy retirees in the Carson Valley area. Many of these will have business experience and may be a useful resource in promoting small business development in the valley.

A physical or virtual business incubator is another possibility to promote small business development. NNDA did some research on this in the past and the Nevada Commission on Economic Development (NCED) is looking into the possibility of launching a virtual incubator in rural Nevada. Douglas County may be ideally suited to host such a venture.

During the course of the Community Assessment, several commented that the community needed more small businesses. The difficulties experienced in setting up a small business in terms of permitting, licenses etc. were also raised. A component of getting the business environment right might therefore involve an investigation into the barriers and challenges to business development in the county. This would be a special study, it would go into more depth than the economic development strategic plan, and could be done by the task force referred to above along with NNDA or an external consultant.

Once the right enabling environment for business development is in place, a widespread marketing plan would help in attracting entrepreneurs, investors, new residents and visitors to the community. Every community has its strengths and weaknesses. The latter should be mitigated while the former need to be publicized and spread abroad. If a community is uncertain as to its future look and feel, if there is not a common purpose and vision, any effort to promote the community will probably fail. Once there is common purpose and a focus on the future, a good marketing plan is essential. Again, this is something that should probably be crafted and put in place by external professionals with no personal agenda. It will cost money to design and implement but its effectiveness will be measurable and easy to determine. Such a plan would obviously include an investigation and action plan on developing the Carson Valley as a tourist destination.

Finally, suggestions on how to use or develop the airport for economic development should probably wait until some of the above-mentioned strategic planning and other research is done. There is no question the Minden-Tahoe airport is a real asset to the community, just as its use and development are contentious issues among the community. There is no doubt the airport could be used for economic development and to promote business opportunities in the area, but more specific recommendations should wait the findings and outcomes of the research referred to earlier.

Resources:

A number of organizations have resources and guidance in the above areas, for example:

Nevada Commission on Economic Development – can provide further advice and guidance on community surveys, community/economic development training, strategic planning, entrepreneurial development, community marketing and business incubators. Contact Kimberly Elliott, Des Craig, Rick Horn Carson City. Tel 1-775-687-4325; www.expand2nevada.com

Rural Community Assistance Corporation: for assistance with facilitation and community surveys. Contact Eileen Piekarz, Reno. Tel 1-775-323-8882 www.rcac.org

Sierra Circle Consulting – for facilitating consensus and collaboration. Contact Patricia R. Tuecke, Reno. Tel 1-775-333-6998 www.sierracircle.com

Futures Corporation – for strategic planning assistance. Contact John Luthy, Boise, Idaho. Tel 1-208-345-5995 www.futurescorp.com

Small Business Development Center, UNR – for assistance with small business training and advice. Contact Winnie Dowling, Reno. Tel 1-775-327-2334; www.nsbdc.org

Northern Nevada SCORE, c/o SBDC, College of Business Administration - University of Nevada, Reno, NV 89557: Tel 1-775- 784-4436; Fax 1-775- 784-4337

Heartland Center for Leadership Development - for assistance in small rural community revitalization, including the Hometown Competitiveness Program. Contact Milan Wall, Lincoln, Nebraska. Tel 1- 402-474-7667 www.heartlandcenter.info

Sirolli Institute - for assistance in small rural community revitalization through small business development and enterprise facilitation www.sirolliinstitute.com

McQuinn Center for Entrepreneurial Leadership, University of Missouri – for information on resources available for entrepreneurship development http://mcquinn.missouri.edu/

USDA Rural Development – for business loans and grants and advice on business development. Contact Herb Shedd, Carson City. Tel 1-887-1222

North West Community Development Institute (NWCDI) – a joint venture between the Idaho Department of Commerce and Oregon Economic and Community Development Department, this Institute provides excellent training (for 1 week each year) for community and economic development practitioners. For more information contact: Gloria Mabbutt, Idaho Department of Commerce, Tel 1-208-334-2650 Ext. 2139; gloria.mabbutt@commerce.idaho.gov

Theme: Business Opportunities: Rod Jorgensen

The Douglas County assessment was my first experience as a resource team member. I have traveled through the Carson Valley many times, but seldom took the time to stop and peruse what the community had to offer or learn how the community felt about where they lived. I found the vast majority of individuals whom we heard from feel a strong tie to the beauty and rural feel of the area. I very much enjoyed our time spent in the Carson Valley and would like to thank the community for welcoming the resource team. I found our encounters with so many of you to be open and honest in expressing the problems and strengths of your community as well as what you would like to see for the future of the valley. The residents whom we listened to made a number of statements that were similar but none more so than that they believe they live in one of the most beautiful and natural areas in the country. I found this statement to be one that continues to resound with me. Many of us have lived in multiple geographic locations in the country and often thought we lived in a wonderful place. I cannot say that in the past number of years I have called where I live "beautiful".

Issues:

The one statement that I continually heard was "sustainable growth". This comment says, "Yes we need growth" but we would like to keep it to a manageable level and we don't really want large business, whether that be retail or distribution, to move into the south end of the valley. Larger manufacturing firms would be ok if they are clean and would bring with them a living wage scale. We like agriculture, not because it creates jobs but because it keeps our valley open, green, and pleasant to look at.

I would have to say that the top issue across all segments of the community is the issue of the traffic through Minden/Gardnerville. Virtually everyone realizes that this flow of traffic is going to increase in the coming years and is not only becoming dangerous but is creating a significant impediment to the success of local businesses in the downtown areas as well. A road, on which trucks and others who are simply passing through town on their way to somewhere else could travel, would diminish this high volume of traffic. A "ring road" would facilitate the businesses near and along Hwy 395 through the downtowns to work together to create a more accessible, friendlier, and peaceful shopping experience. The Main Street program is an example of this.

Tourism is another topic that needs to be explored. It's time for the Carson Valley to capitalize on its scenic beauty and rural nature by promoting those qualities.

There also appeared to be a strong desire for the development of more small businesses which would diversify the local economic base and provide jobs for the local youth. Concerns were raised about the barriers of getting into and the costs of doing business in the valley.

Recommendations:

A road that circumnavigates the communities of Gardnerville and Minden does not come without a cost—five cents per gallon additional tax on fuel would be required to get the road project placed higher on the Nevada Department of Transportation (NDOT) priority list.

With the Carson River flowing through the valley and the mountains nearby, you would be wise to market the valley as a tourism destination. You have many biking paths (and could develop more), a seasonal flow of water on the river, and hiking trails into the mountains (with groups that are working towards additional access). There are a number of local companies that focus their energies in drawing tourism to the area which should be combined with local agencies in a concerted marketing effort to promote the beauty and environmentally friendly wilderness experiences. Current business owners who are engaged in these endeavors should create an association - marketing themselves together to the broader regional population - which in turn will create a greater demand for additional private sector businesses to be created and grow.

Small business creation is critical to the vitality of any community. To promote small business growth, prospective entrepreneurs need to be mentored/assisted in addressing their fears (which cause hesitancy in business development) and encouraged that they will be successful. Many of the businesses in the south end of the valley are in fact small businesses. You do not have a large concentration of larger businesses . . . these are in the north county area. A prospective small business owner needs to: believe that individuals in the local area will shop with them, have the knowledge base to succeed, and have a level of continued educational opportunities and support to hone their skills. A consistent entrepreneurial education system needs to be in place to assist these would be entrepreneurs in feeling the comfort level they will need to launch their endeavors. On-going NxLevel training would be one source of assisting in creating this comfort level.

Another recommendation is the inception of a business incubator or collective in the local area where new businesses can place themselves among their peers in order to learn from each other. Business incubators and accelerators are programs designed to accelerate the successful development of entrepreneurial companies. There are two types. The first is an incubator without walls model, in which an incubation program offers entrepreneurs all of the business assistance services that a traditional bricks and mortar program does without providing a physical facility to house the clients. Incubators work through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company will stay in business for the long term. The National Business Incubator Association uses the terms incubator and accelerator interchangeably. The term accelerator is currently the more fashionable way of referring to incubators. There are though potentially subtle differences. Accelerators are more commonly restricting their tenant companies to those that are attempting to reach national or international markets. The resources of accelerators, and in many cases incubators, include but are not limited to high-tech workforce, management mentoring, business development mentoring, business plan development, fund raising mentoring, etc. The primary

difference I have identified between the two is that accelerators have no defined exit strategy for their clients. They prefer that their clients remain in the facilities long term. The typical incubator with walls concept assists the fledging business to mature to the point that they are urged and in cases required to move out of the incubator once the business has reached certain milestones of age and/or profitability. The newest design on programs to aid early stage business start-ups is called a Collective (Co-working). In co-working, a group of freelance entrepreneurs or solo entrepreneurs share one big office space with perks they might not get at home, such as a conference area, espresso machines, and the opportunities for socializing. Co-working usually gives members the option of renting a desk that can be shared or occupied by them solely. It also provides for a drop-in option, where people can stop by and work in an unreserved common area for a low fee or sometimes for free. Co-working differs from incubators in that it is aimed at solo freelancers, not just businesses with the potential for growth and job creation. Co-working is poised for a big takeoff due to the growth of one-person businesses. Solo freelancers want to network and socialize with others of a similar vein. The collective gives them this opportunity. There can be a free exchange of ideas, peer mentoring, collaborative efforts for given clients, and a means of creating relationships within the business community as well as outside of the business environment in personal activities. As a means of creating a desire by individuals with great ideas, but little direction, I strongly urge the pursuit of any or all of these programs. Giving the entrepreneurial mindset a step up with the assistance of these programs will naturally start a growth in such pursuits.

The Small Business Development Center also offers continued counseling for new and existing businesses in the valley. The community needs to work with those who are charged with aiding business in reducing the pain to open a business. This would involve one stop licensing centers that provide the information and direction to new business owners which would simplify what can be a rather complex process. The creation of a business to business mentoring program would also add to the comfort level that new entrepreneurs are seeking. Current business owners are busy individuals, but they can also remember the trials and tribulations they went through in trying to get their business launched. I feel that most would be happy to help a new fledgling entrepreneur if there was a formalized method to allow this to happen. The peer to peer mentoring could be operated through an incubator or collective as discussed above.

Resources:

Nevada Department of Transportation

NxLevel
Nevada Small Business Development Center
Kathy Carrico, State Training Director
www.nsbdc.org
775-784-1717

National Business Incubator Association

Themes: Business Opportunities: Ron Radial

One of the focal points brought forth in almost all listening sessions, regardless of sector, was:

> **Balance our economic situation with attracting more growth, while maintaining our quality of life**

Persons attending the listening sessions expressed a desire for increased economic activity in order to provide more jobs and tax revenues in the County. At the same time, attendees also expressed their desire to maintain and preserve the rural quality of life they all enjoy. The desire for economic growth and preserving the rural quality of life may seem to be contradictory. However, attendees also expressed the need for more civic engagement and better communication between all levels of the public and private sectors.

By working together, residents of Douglas County can foster economic growth and preserve their rural quality of life.

Issues:

During the listening sessions, the following Business Opportunities issues were brought forth:

- Airport Utilization
- Arts and Culture
- Barriers to Business
- County Promotion
- Living Wage Jobs
- Small Business/Clean Industries
- Tourism Destination

With the exception of "Barriers to Business" each of the above Business Opportunities issues can be developed to provide business opportunities to the residents of Douglas County.

Recommendations:

Douglas County has something in common with many communities in the U.S. and that is how to define "economic development". One school of thought states Nevada was fortunate in recent years (2001 through 2008), as businesses willingly came to Nevada for tax issues and the overall quality of life. Business recruitment in Nevada was relatively "easy" compared with other parts of the U.S.

Several comments were made by attendees at various listening sessions that people in the County had not determined what type(s) of businesses to attract. There needs to be an effort regarding small business development, instead of trying to attract the big box store businesses. It must be noted, due to the sales tax revenue generated by big box stores, the big box stores provide an enhanced revenue stream to the County for taxation purposes. However, downturns in the consumer economy adversely affect this revenue stream in a negative manner. We are now

seeing the affects of this economic downturn in Douglas County and in northern Nevada since the latter half of 2008.

The Douglas County Community Assessment brought residents together to participate in a number of listening sessions. The Community Assessment is the beginning of more civic engagement between the private and public sectors. This civic engagement can be broadened and enhanced to have discussions and input regarding the type of economic development to be developed and pursued.

The Gardnerville Main Street Program is a good venue to focus on small business development. The program's successes can then be expanded upon by other areas in the County. Utilizing existing assets to build and expand the economy will bring great returns.

The Northern NVision economic strategies regarding the targeted industries should be reviewed and this can be a basis for future economic and business development. These six targeted industries, in no particular order, are:

- Light Advanced Manufacturing
- Clean Energy and Bio-Agriculture
- Business and Technology Services
- Logistics and Distribution
- Tourism and Hospitality
- Regional Health Services

The Northern NVision recommendations can provide some direction regarding business development and economic development for Douglas County. The Northern NVison recommendations are based upon existing assets, however, this does not mean other unidentified business opportunities should not be considered or developed.

The County does have two assets for business development.

The first is the airport. Industrial park development has been occurring around the airport for some time. This development provides a physical basis for future development, particularly with the Meridian Business Park. The physical infrastructure is in existence and can be expanded upon.

The airport itself is an asset that could be further developed. However, local opposition to further airport development (expanding the runway and increasing load limits) has been a factor inhibiting airport development. Better communication and enhanced civic engagement may provide an answer as to what type(s) of airport development should be implemented.

Another issue brought forth in the listening session as an impediment to small business development in Minden and Gardnerville is the current routing of all traffic on U.S. 395. Many attendees stated the amount and type (trucks) of traffic was a hindrance to commercial small business development.

The Douglas County arts and culture environment is an asset and can be developed as small businesses. However, attendees stated a number of small galleries and arts associated small businesses have recently ceased operations. There is no doubt the small business development associated with arts and culture should continue to be developed throughout the County.
Recommendations –

- Build economic development/business opportunities based upon the existing data base.
- Utilize civic engagement to arrive at a consensus regarding development at the airport.
- The County should review their current policies regarding perceived business barriers.
- Utilize existing business development/promotion organizations to work with existing small business and entrepreneurs.
- Explore potential for additional Main Street projects.

Resources:

For anyone wanting to start a business a business plan is necessary. For NxLevel classes to develop a business plan contact:

Reno Nevada Small Business Development Center
University of Nevada, Reno
College of Business Administration
Ansari Business Building, Room 411
Reno, NV 89557-0100
(775) 784-1717

Public Sector Lending Programs:

Small Business Administration

Nevada State Development Corporation
6572 South McCarran Boulevard
Reno, Nevada 89509
775-826-6172

Other SBA Loan Programs – contact local lenders

Public Sector Loan Programs:
Rural Nevada Development Corporation
1320 East Aultman Street
Ely, Nevada 89301
(O) 775-289-8519
(F) 775-289-8214

For small business loans for start-up home based, contact
Ms. Deborah Prout, Nevada Microenterprise Initiative, 775-324-1812

Theme: Communication: Clint Koble

Comments: With its cultural diversity, Douglas County is bound to have communication challenges. This was certainly true regarding comments from Native Americans and Hispanics during their listening sessions. Comments included the presence of a language barriers, lack of centralized communication, lack of communication between citizens and governmental infrastructure as well as between service groups and non-profits, this area is divided not united, a clearer vision needs to be communicated by government, county meetings are at a time when people are working and cannot attend, more communication and learning about the educational and justice systems is needed by Hispanics. More communication was desired between Carson Valley towns from north to south. There were positive comments regarding communication to the Douglas County Sheriff Department on public safety issues.

Issues:

A key component in the definition of communication is the process by which information is exchanged between parties. It is one thing for someone to post a notice; it is another for people to see it or read it. Despite the challenges to communication in Carson Valley, Douglas County continues to strive for improved communication. In its Strategic Plan, Douglas County's mission statement starts with the words "Working together" that indicate a willingness to communicate with its citizens. In the same document it is a value that is exercised through "proactive listening and sharing of information". This community assessment, commissioned by Douglas County validates its sincere effort to hear from its citizens. Douglas County also uses its website well in order to communicate issues and events.

Sub-themes in this issue include: Cross Cultural Challenges, Decision Making & Prioritization, Education of Citizens & Leaders, Regional Cooperation, Town Hall Meetings, and Virtual Community Concierge. These sub-themes speak well to the communication issues for Douglas County to address; however, they do not preclude the absence of a responsibility of citizens to communicate back to their government and elected officials. This means attendance in regularly scheduled meetings and special town hall meetings. In addition to attendance it requires participation or an "exchange" of information if this issue is to be thoroughly addressed. Much is made for governmental failures, little is made of civic and community failure. This is an issue that requires action by all community citizens throughout all communities in Carson Valley.

Of all the communication issues raised, the lack of communication between the Native American and Hispanic communities is a serious one. Carson Valley residents have tremendous pride in their communities and environmental resources but until all people in Carson Valley prosper and enjoy an exceptional standard of living, the mission of Douglas County will never be reached. Much of that progress can be made through effective communication.

Recommendations:

Because I view effective leadership as having the means to communicate well, I will refer to several leadership initiatives during my recommendations for improved communication in Carson Valley.

Douglas County Commissioners already schedule their monthly meetings in several locations, Minden and Tahoe. Consideration could be given to meeting at the north or south ends of the county at least once per year. An invitation to Washoe Tribal leaders could also be extended to participate in these meetings.

The Douglas County website could provide links to the Washoe Tribe site to include communication on Tribal government and community activities. The Tribe's site has considerable information to utilize. While there are no established links that I could find for Hispanic information and activities to link to, Douglas County may want to link to the Nevada Hispanic Services office in Carson City.

Douglas County actively supports Leadership Douglas County and should continue to do so. I would suggest an emphasis on communication in the future, if the course can be altered, to accommodate needs of the community. Another component of Leadership Douglas County could be forums on how to improve communication that could be a program project.

There has been mention of Town Hall Meetings by county staff that have not been well attended. A suggestion would be to attend monthly functions of major service organizations such as the Carson Valley Chamber of Commerce, Kiwanis, Rotary etc. to communicate questions and answers regarding community issues. Attending a monthly meeting of the Washoe Tribe by county staff could help communicate many initiatives. These monthly meetings are usually well attended and could provide an excellent forum for Douglas County to communicate its issues.

Churches are often overlooked as a community resource or as a source to disseminate community and county information. Many of the churches in Carson Valley are community minded and they have dedicated staff that can communicate in Spanish. Many Hispanics desired to learn more about the school and justice systems in Douglas County. The churches and their staff could help communicate some of information related to those issues.

The Record-Courier communicates considerable information on youth, government, and activities. However, regular sections on government, youth, Hispanics, and the Washoe Tribe may effectively add to the communication of ideas, issues, and activities for Carson Valley residents.

There were several comments raised to include centralized communication; one citizen suggested a "community concierge" to improve communication on activities and events. This is an excellent idea and if followed through should link with Douglas County, the Towns of Minden and Gardnerville, Douglas County School District, all the GID's, the Washoe Tribe, and the Hispanic community. Should the suggestion in the community participation recommendation to establish a "volunteer director or coordinator", this position could provide much of that

information. I feel there is also an opportunity here for seniors and students to coordinate efforts to improve communication while also closing the gap between generations. Students can provide much of the technical expertise and also realize just how many things there are to do in within their community.

Resources:

NACO: (775) 883-7398; www.nvnaco.org ; Education and Training Programs: Certified Public Official Program

NV Commission on Economic Development: Board training. Contact Ken Pierson @ (775) 687-4325.

Rob Beltramo: Planning Director: Washoe Tribe of NV & CA: (775) 265-8600 x 1173; rob.beltramo@washoetribe.us

University of Nevada Cooperative Extension: Leadership training and programs:
Marlene Rebori – Reno: (775) 784-4848
Steve Lewis – Gardnerville: (775) 782-9960
Carl Dahlen – Carson City: (775) 230-0075

NV League of Cities: Training programs. (775) 882-2121; www.nvleague.org

Matrix Leadership: Jojo Meyers: (775) 230-9007; jlm@matrixleadership.net ; programs in Leadership, Management & Development for private firms, cities, and counties

Leadership Douglas County: Carson Valley Chamber of Commerce: (775) 782-8144

Nevada Rural Development Council: nrdc@gbis.com for leadership development

The book: "How to Win Friends & Influence People" by Dale Carnegie; an old but effective read on how to communicate with diplomacy and tact, become a more persuasive communicator, and be an effective leader. www.dalecarnegie.com

Theme: Communication: Des Craig

Issues:

In the listening sessions, we frequently heard references to a lack of communication throughout the entire Carson Valley community. It was said that a lack of communication existed between:

- The towns of Minden and Gardnerville, and between the towns and the County Commissioners
- The northern part of the county (e.g. Indian Hills) and the County Commissioners
- The rural parts of the county and the County Commissioners
- The town residents and those in the rural parts of the valley
- The many purpose-built districts and the County Commissioners, for example, water and sewer districts etc. and,
- Minority groups and the rest of the community, for example, between the native Americans, Hispanics etc. and local government

Communication is vital for development and it was interesting to note that in the 2008 Strategic Plan for Douglas County, communication is listed as one of the key values of the local government. In the Community Assessment listening sessions, participants expressed that communication problems contributed to a lack of consensus on a great many community development issues, e.g. the issue of growth, and, in particular, economic development. In general it was felt that the people did not hear enough from their elected officials; they were not sure how discussion topics were prioritized and decisions made; they felt the local government did not pay enough attention to the voice of the people. It was said that the Commissioners need to better communicate their decisions and policies to the people, and the people needed to be brought more into decision-making, and given the opportunity to express their needs to the locally-elected leaders.

Recommendations:

A number of suggestions on how to improve communication were suggested during the listening sessions. These and more are referred to below.

It was suggested that more frequent 'town-hall meetings' around specific topics and featuring elected officials, might be one way to enhance openness and communication between the people and locally elected officials.

While it is sometimes difficult to persuade elected officials that they would benefit from leadership training, there are a number of training courses available in Nevada for community leaders – elected officials, community organizers, economic developers, educators, church leaders, youth organizers etc. We understand leadership classes have been developed and run in Douglas County. This is something that should be continued and expanded.

Besides leadership training, the Nevada Commission on Economic Development Rural Economic Development section has an excellent board training module that is highly recommended for use by all present and future boards in Douglas County.

A major component of any leadership training should be how to communicate effectively and how to facilitate community and other meetings. The Institute of Cultural Affairs (ICA) has a program on Group Facilitation Methods called the Technology of Participation (ToP) which might be well worth investigating further. Consensus workshops are a valuable tool in improving communication and are highly recommended. If major differences of opinion on certain subjects are seriously impeding progress, there are professional conflict mitigation specialists that might be contacted to help resolve such differences.

The strategic planning for growth and development (referred to under the theme of Business Opportunities, by the same author) may highlight the need for better communications and may list some needed actions. One of these might be a rationalization and re-structuring of the number of district boards and committees tasked with community and economic development, and better communications between these boards and committees.

More cross-cultural events involving participants from all racial and ethnic groups are encouraged. There are a number of excellent parks and common facilities in Douglas County and these should be used to the fullest extent possible for cross-cultural activities.

The Record-Courier, the local weekly newspaper, is a source of local information and news but some felt that additional news and information on events in the community was needed to keep people better informed. A series of flyers on local events might be useful and distribution through the local schools might be one means to get the word out to the wider community on special events.

Finally, a resource guide providing details on events and who does what in the valley, would be useful in improving information flow and communication within and outside the community. This could be in print or on the internet and would detail activities and goings-on under several banner headings such as: recreation, heritage, cultural, tourism, agricultural, political etc.

Resources:

Nevada Rural Development Council: nrdc@gbis.com for leadership training.

Cooperative Extension, UNR – on leadership training. Contact:
Dr. Marlene Rebori, Reno. Tel. 1-775-784-4848, and
Carl Dahlen, Carson City. Tel. 1-775-230-0075
Steve Lewis, Minden. Tel. 1-775-782-9960

Nevada Commission on Economic Development – on board training. Contact Ken Pierson. Tel. 1-775-687-4325 www.expand2nevada.com

Sierra Circle Consulting – for facilitating consensus and collaboration. Contact Patricia R. Tuecke, Reno. Tel 1-775-333-6998 www.sierracircle.com

The Institute of Cultural Affairs in the USA: see http://www.ica-usa.org/index.php

Futures Corporation – for strategic planning assistance. Contact John Luthy, Boise, Idaho. Tel 1-208-345-5995 www.futurescorp.com

Heartland Center for Leadership Development - for assistance in small rural community revitalization, including the Hometown Competitiveness Program and leadership development. Contact Milan Wall, Lincoln, Nebraska. Tel 1- 402-474-7667 www.heartlandcenter.info

Western Nevada Resource Conservation and Development – P.O. Box 3543, Carson City, NV 89702. Tel. 775-883-2292 dan.kaffer@nv.usda.gov

Theme: Community Participation: Robin A. Hodgkin

The four days I spent in the Carson Valley with the Douglas County Community Assessment Team gave me the opportunity to see and appreciate all that my neighbors to the south have to offer Douglas County residents, Nevada's citizens, and our visitors from near and far.

I was impressed with the honesty with which everyone spoke to us with. Many, many thanks to your community, your residents and your local government and the staff, for the marvelous hospitality.

Issues:

Community participation begins with communication.

- Working together to promote all of the assets of the community (cross promotions)
- Invest in the community
- Utilizing all of the human resources of the community

Recommendation:

Develop an on-line Community Resource Directory

The communication process itself should be viewed as a major challenge and goal/project that requires careful planning, attention to detail and ongoing efforts to reach the greater community.

Develop a comprehensive strategic communication plan that serves as an umbrella plan for the community. As individual projects are planned and initiated (i.e. Carson Valley Arts Council's Copeland Lumber building converted to a community cultural facility), develop individual communication plans that are tiered to the strategic plan.

Plans should be specific in addressing such items as goals and objectives, timing, target audiences, assignments (who does what and when), etc. and use the communication tools or combinations of tools (groundwork, rollouts, fact sheets, Q & As, news releases, town meetings, briefings, field tours/site visits, media tours, etc.) that best fit the specific projects.

Since people are sometimes suspicious when members of a city administration or others directly involved in a project facilitate a meeting, consider bringing in outside and unbiased facilitators who have no direct interest or tie to the project.

The Nevada Rural Development Council has a list of facilitators that are available to help facilitate meeting.

Resources:

The following are a few suggestions as to ways in which Douglas County communities might work together to improve communications and develop civic pride including:

Utilize the How-To Guide from **The Project on Civic Reflection** to begin a program to build civic pride and improve communications in Douglas County.

What is Civic Reflection?

Imagine stepping back from the pressures of daily life and thinking about not *how* but *why* you do what you do. Imagine getting together with other civically engaged people and talking about your values and the choices you make in serving your community. Now imagine beginning this conversation by discussing short readings that help you gather and articulate your thoughts. This, in a nutshell, is civic reflection.

In civic reflection, a group of people with common civic work step back and think about their activities and commitments. Gathering in a hospitable place, they share refreshments and engage in facilitated conversation. The conversation focuses first on a short, thought-provoking reading and gradually opens up onto larger questions about civic engagement. *What obligations do we have to others in our community? Why join one association and not another? To whom should we give? What do we really expect of those whom we serve?* By reading and talking together about these underlying questions, participants gain a richer connection to one another—and to the important tasks of civic life.

To quote one participant, "The more we share our deep reflections with each other, the more we learn how to work together easily and effectively for the common good."

CONTACT:
Elizabeth Lynn
Director
The Project on Civic Reflection
1401 Linwood Avenue
Valparaiso, IN 46383
Phone: (219) 464-6767
Fax: (219) 464-5496
Elizabeth.lynn@valpo.edu
www.civicreflection.org

Visit their bookstore to order single copies of ***The Civically Engaged Reader***. Or to learn how to bring The Civically Engaged Reader to your community, group or organization today, contact Daniel Born or Don Whitfield at 1-800-222-5870. Currently $24.95

The Great Books Foundation
35 East Wacker Drive, Suite 400
Chicago, IL 60601-2205
www.greatbooks.org
Phone: 1-800-222-5870
Fax: (312) 407-0224

Co-venture with the Carson Valley Arts Council (CVAC) to turn the Copeland Lumber building into a community cultural center for the Valley. Utilize the downloadable publication ***The Arts in Small Communities 2006*** to expand the dialogue about arts and culture throughout Carson Valley.

CONTACT:
Brian Fitzgerald, CVAC President and Supervisor for Douglas County Parks and Recreation
Theresa Chipp, CVAC Interim Executive Director
Carson Valley Arts Council
1572 Hwy 395
Minden, NV 89423
Phone: 775-782-8207
info@cvartscouncil.com
http://www.cvartscouncil.com/

To obtain a free downloadable copy of the ***The Arts in Small Communities 2006*** by Maryo Gard Ewell and Michael F. Warlum visit http://www.gardfoundation.org/ to download.

> The Robert E. Gard Foundation is committed to helping people and their communities discover the vital role the arts play in their day-to-day lives.
>
> - We believe that the arts spring from the commonplace and celebrate our essential humanity
> - We believe that the arts, when nurtured and expressed, can change people and their communities for the better.
> - We believe that in community development through the arts, each of us has the capacity to "alter the face and the heart of America."

Build upon the work begun at the Carson Valley Arts Council's Cultural Tourism Summit of Thursday, May 28, 2009. Attendees identified a number of ways to work together to cross promote the assets of Carson Valley for the benefit of all.

Utilize the programs, services and grants available from the state arts council – The Nevada Arts Council. Learn more by visiting www.NevadaCulture.org/nac or contacting the Carson City staff.

CONTACT:
Robin A. Hodgkin
Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
Phone: 775-687-7109
rhodgkin@nevadaculture.org
www.NevadaCulture.com/nac

Douglas County could be participating in the Nevada Presenters' Network (NPN) to maximize their booking options for the Summer Concert Series. In addition, staff could attend the

Northwest Booking Conference at the members' registration rate under the statewide umbrella membership of the Nevada Arts Council, and also apply for a Professional Development Grant (PDG) of up to $650 to attend an out-of-state booking conference. Contact: Robin Hodgkin or Rossitza Todorova at the Nevada Arts Council for more information about how to participate in the NPN free statewide network.

Douglas County could apply to the Western States Arts Federation (WESTAF) for up to two Tour West grants of $2,500 to support performances by out-of-state performing artists.

CONTACT:
Western States Arts Federation
1743 Wazee Street, Suite 300
Denver, CO 80202
toll free: 888-562-7232
Phone: 303-629-1166
Fax: 303-629-9717
www.westaf.org

Theme: Community Participation: Clint Koble

Comments: There were many comments related to this theme directly and indirectly. "For high school students there wasn't enough to do, families need more to do together, there is isolation between generations with little crossover, not enough arts in the community, there are no financial incentives to volunteer, people don't want to get involved – we've lost our true sense of community, we need to integrate all the aspects of Native American life into other lives in the community, there is a language barrier that prevents more integration and participation with the rest of the community". The resource team received comments soliciting volunteerism and community participation from almost all of the Listening Sessions.

Issues:

Across the nation communities are witnessing a decline in community engagement and volunteerism as well as a decline in voter participation. Communities faced with aging demographics and term limits of local officials are looking for citizens to fill new roles in leadership and volunteerism. Nevada communities have not been immune to these issues and Douglas County is no exception. However, the need for community participation resonated throughout Douglas County. One citizen summed it this way: "We have lots of human capital if we could just find a way to bring it together with our opportunities". There is tremendous human capital in Douglas County; its human resources rival its environmental resources.

The sub-themes identified several of the issues related to this important community topic. These included Cross Promotions, Investing in the Community, Under-utilized Human Resources, and Volunteerism – Community Resource Directory. These sub-themes point out the need get generations, cultures, and communities together to make Douglas County a model place to live in. This need not only points to the desire of citizens of all ages to be more engaged, it also points out the need to have programs and places to facilitate that engagement happen. Citizen comments also pointed out several barriers to increased community participation: language, lack of facilities such as a multi-generational community center, and the lack of incentives and centralization to entice volunteers to get involved.

While the causes that have produced declining community participation could use more study, there are many ways that Douglas County could respond to the theme of community participation. There is no shortage of human capital and human desire to get involved in the many aspects of communities.

Recommendations:

It is often said that the number one reason people don't volunteer or get involved is because they were never asked. Assuming that is true, then those organizations needing increased participation and or volunteers need to continue to ask for it. Perhaps a different approach is needed for people to respond; we all get bombarded with electronic requests, maybe something more personable is in order.

Another key to increasing community participation is to know and understand what talents and desires citizens possess. An exercise in Asset Mapping provides a community with a database of talents and resources. With the abundant talent possessed by many Carson Valley residents, much could be done if they were harnessed to a community goal, need, or project. A good place to start with this exercise would be the Senior Center. Dr. Tom Harris of UNR has expertise in this area and the Nevada Rural Development Council has some templates on this process. The Douglas High School leadership class could undertake this project as a way to participate in government and in the community by interviewing a large number of individuals in all communities and cultures within Douglas County.

While there are many citizens that want to get engaged and want to volunteer, they are unsure as to where their talents may be utilized and how they can get involved. I strongly suggest a link with Nevada Volunteers. Through their website and staff, they can accommodate individual and non-profit engagement. They can also provide a listserv that can help build a core of volunteers and people wanting to get engaged. For high school students looking for something to do, perhaps they could build their own listserv and provide a calendar of events and activities as well as solicitation to help put on some of these activities.

During our listening sessions we also received comments on the need for centralized information – a community calendar for example. Some comments wanted a "community concierge". Through the Nevada Volunteers, a 'Volunteer Director or Coordinator could provide valuable incentive and information for citizens to get involved with their community.

There are a number of institutions that have large community participation that are often untapped as facilitators of community participation, including churches, the Washoe Tribe of CA & NV, and the Senior Center. St. Gall's Church facilitated one of the largest listening sessions of the community assessment by hosting a listening session immediately after the Hispanic Mass on a Saturday evening. Many of the local church staff are very engaged with social and community concerns and they have access to large groups of people. The Senior Center is bursting at the seems with participation and people looking for something to do. The Washoe Tribe of Nevada and California is looking for participation in community participation and capacity development that cross over the culture divides of the community. These organizations need to be involved with a central place or position that posts information and also solicits participation. During the Hispanic Listening Session we heard requests for the Nevada Hispanic Services extend its service area to include Douglas County as a way to get more Hispanics involved with community programs and activities.

Douglas County posts Volunteer Opportunities on its website and the site presents many opportunities to participate within the community. I believe this site could be expanded somewhat and more attention should be made of it. The federal government does allow volunteer deductions for transportation, meals and lodging while away from home. Hours spent volunteering are not deductible but pro bono consulting if one is a professional donating their time to a city or county is allowed for deduction if not billed. Check IRS Publication 526: Charitable Contributions. Interested citizens should also contact their nearest Volunteer Fire Department.

The Partnership of Community Resources has many contacts with individuals and organizations that may need volunteers. The Partnership can provide a source of where help is needed. . There are many service and charitable organizations in Douglas County the Partnership can put people in contact with.

The Resource Center, which is part of the corporation for National & Community Service, produces a comprehensive guide for the recruitment of older adults as volunteers in intergenerational programs. It is listed in the Resources and it serves as an excellent guide for a community looking to focus and centralize its volunteership while also addressing intergenerational programs. Also in the Resources is a site (www.taxexemptworld.com/organizations/douglas-county-nv-nevada.asp) that lists all of the non-profit organizations in Douglas County. This site contains many service organizations and foundations that one may consider contacting to join, volunteer time, and or make contributions for the enhancement of Douglas County.

Much of people's participation is based on interest and passion. One thing to keep in focus is participation that ties the citizens to their values and heritage evidenced in the theme of Rural Character with its sub-themes of Farmers, Ranchers, Native Americans, Small Town Atmosphere, and Natural Beauty. The Copeland Cultural Arts Center may want to consider more activities and events that tie those values and sub-themes into greater community involvement.

Certainly if there is a need for more community participation there is more need to publicize this need. It's been identified as a priority; now is the time to start a community campaign to improve this theme. The residents of Carson Valley need to put its human capital and under-utilized resources to work for the benefit of its citizens and communities if they want to continue to live in a model community.

Resources:

Partnership of Community Resources: Cheryl Bricker, Executive Director: (775) 782-8611; pcrbricker@partnership-resources.org

Nevada Volunteers: Janet Wright, Volunteer Development Manager: (775) 825-1900; janet@nevadavolunteers.org

Dr. Tom Harris: Chair, Professor, and Director of UNR Department of Resource Economics for expertise in Asset Mapping. (775) 682-6733; harris@cabnr.edu

Travis Lee: Douglas County Senior Center: (775) 783-6455

Arts & Culture: Brian Fitzgerald: bfitzgerald@co.douglas.nv.us

Carson Valley Arts Council: Theresa Chipp: (775) 782-8207; tchipp@cvartscouncil.com

Douglas County: www.douglascountynv.gov ; check on Volunteer Opportunities on the Home Page.

Carson Valley Trails Association: Chick Moxley @ (775) 265-0766 or Melissa Granat @ (775) 783-1764. www.carsonvalleytrails.org

Washoe Tribe of Nevada and California: Rob Beltramo: Washoe Tribal Planning Director: (775) 265-8600, ext. 1173; rob.beltramo@washoetribe.us

Nevada Rural Development Council: Clint Koble, Executive Director: (775) 546-3198; nrdc@gbis.com for assistance in Asset Mapping

Marlene Rebori, Ph.D., Cooperative Extension. Program designer and instructor: Engaged Leadership for Rural Nevadans. (775) 784-4848; mreborit@unr.edu

Native TANF Program: Washoe Tribe of NV & CA. Contact Rob Beltramo, Washoe Tribal Planning Director: (775) 265-8600 x 1173; rob.beltramo@washoetribe.us

The Resource Center: A guide for recruiting older adults as volunteers in intergenerational programs: www.nationalserviceresources.org/node/17696

There are too many organizations to list for citizens to participate with. For a comprehensive list of organizations and resources, please check out: Directory of Douglas County non-profit organizations:
www.taxexemptworld.com/organizations/douglas-county-nv-nevada.asp

Western Nevada Resource Conservation and Development – P.O. Box 3543, Carson City, NV 89702. Tel. 775-883-2292 dan.kaffer@nv.usda.gov

Theme: Essential Services: Sub-theme: Education: Rod Jorgensen

Issues:

The issue within the community regarding education is the perception that there is a lack of available choices for secondary education. The Primary concern being that there is not a vocational/technical school in the valley. Also of concern is the lack of diversity in the Western Nevada College program offerings.

Recommendations:

I am uncertain if there is truly a lack of alternatives for secondary education beyond high school or whether this is an issue of individuals within the community being unaware of the choices that they have. I have listed below some of the educational resources within Douglas High School as well as for secondary needs. In addition I would urge the local business community to avail itself of the services of Nevadaworks and specifically their Workforce Investment Act funding.

Among the available courses at Douglas High School are classes in the vocational and technical areas. These include:

Auto Tech 1 & 2
Agri. Mech. Welding 1, 2, &3
Small Engines
Culinary Arts 1 & 2
Internship
COE Work Experience
Architectural Drafting and Design
Mechanical Drawing 1 & 2
Computer Maintenance
Computer Graphics 1 & 2

Introduction to Agriculture:
This class introduces students to the diverse fields of agriculture. A project-based approach allows students to apply information in a lab environment.

Floriculture:
Students use their floral design and business skills to run "Tiger Lily," a self-sufficient school operated floriculture business. Students create the floral designs and market them to their clients. This class also uses the DHS greenhouse for raising bedding plants for the spring public sale.

Equine Science:
This year the class has adopted "Flash" an orphaned foal. Students will use classroom knowledge to aid in Flash's training and care.

Natural Resources:
Students will use a scientific approach to managing Carson Valley's diverse natural resources. Projects in this class include creating a wetland nature trail behind Carson Valley Middle school, raising Lahontan Cutthroat trout for release, and collecting data on Nevada's wild horse population.

Great Basin College in Elko offers an array of online web based courses as well as interactive video courses and live internet courses. Their course offerings include approximately 178 web courses, an unknown number of interactive video courses and 10 live internet courses. The topics range across 41 different subjects for the web based and 4 on the live internet courses.

Nevadaworks, operating out of Reno, is the only agency that coordinates workforce development to meet the needs of employers in northern Nevada. The specific program that interested us was the Workforce Investment Act of 1998. This program provides on the job training for individuals who are looking to develop a new set of skills and reimburses the employer up to 50% of the wages paid to this individual for a period of months.

Western Nevada College (WNC) offers 158 web based classes in addition to a large number of on site classes per semester. WNC currently offers 5 degrees and one certificate in addition to one applied four year degree in construction management. They have seen a 28% increase in full time equivalency enrollment from 08 to 09. The college offers interactive video courses on topics that high school students may not be able to get at Douglas H.S. and offers many courses in the general education area which would be transferable to the university level. Management staff at WNC actively review the course offerings in the Carson Valley and assess those courses that historically have had high enrollment, discern what the local community members are asking for, and research what degrees individuals within the community are completing. They are always open to suggestions from the community and will have a counselor at the center 2 days per week this coming school year.

Resources:

Great Basin College
http://www.2.gbcnv.edu/cgi-bin/schedule/index3.cgi

Nevadaworks
http://www.Nevadaworks.com For information relating to the variety of services provided by this agency.

Workforce Investment Act of 1998
http://www.doleta.gov/USWORKFORCE/WIA/wialaw.txt

Western Nevada College
www.wnc.edu/location/douglas
Connie Capurro, VP of Academic and Student affairs

Theme: Education: Robin Hodgkin

The four days I spent in the Carson Valley with the Douglas County Community Assessment Team gave me the opportunity to see and appreciate all that my neighbors to the south have to offer Douglas County residents, Nevada's citizens, and our visitors from near and far.

I was impressed with the honesty with which everyone spoke to us with. Many, many thanks to your community, your residents and your local government and the staff, for the marvelous hospitality.

Issues:

Although readily available to the community it was stated throughout the listening sessions a need for a Community/Junior College and Vocational Trades School would benefit the community as a whole and provide opportunities for ongoing education as well as an opportunity to develop work skills.

Recommendation:

One option to increase vocational/technical education could be the Rural Rehabilitation Fund. The purpose of this fund is to improve conditions of agriculture, rural communities and youth leadership through education and training.

Resources:

Corporation for National and Community Service: www.nationalservice.gov
Objectives: To encourage elementary and secondary schools and community-based agencies to create, develop, and offer service learning opportunities for school-age youth; educate teachers about service learning and incorporate service learning opportunities into classrooms to enhance academic learning; coordinate adult volunteers in schools; and introduce young people to a broad range of careers and encourage them to pursue further education and training.

Theme: Essential Services: Healthcare: Bill Brewer

Issues:

There were many issues related to healthcare that resonated from all demographics in Carson Valley; this was not just a senior issue as one might suspect. Instead the resource team received many comments on the following:

- Drug and substance abuse; particularly meth
- Teen suicide
- Mental health issues for youth and adults
- Lack of healthcare services for the most needy: children, seniors, mental health patients
- Lack of Medicaid service providers
- Not enough primary care health services for indigent insured and non-insured

A great percentage of comments dealt with meth or substance abuse, teen suicide, and mental health issues.

Recommendations:

There were few if any recommendations from the public despite the outcry and demand for more and better healthcare services. This may be an indication of the complexity and cost of these services. One important comment that was received however stated the "need for a healthy attitude". I couldn't agree more; a positive attitude can contribute much towards increased fitness and less dependency on drugs and alcohol. Douglas County's strategic plan includes a "healthy community" in its mission statement. Perhaps more emphasis could be made on this.

There will always be senior healthcare issues and I'm sure the Douglas County Senior Center addresses many of these issues. It will be important for the Senior Center to maintain a close relationship with healthcare providers that can also provide information and education. In line with this is a need for senior exercise; proactive mental and physical exercises and programs that keep seniors healthy, energetic, motivated, and informed. It will be a challenge for seniors to transport themselves with the local DMV office being closed; perhaps the Senior Center can schedule trips to the DMV office in Carson City.

While the entire community in Carson Valley has embraced the issue of teen suicide, it must also embrace the causes. More of that information is needed for everyone, regardless of culture and community. In addition, education on symptoms has to be continually provided or the problem may not relent.

There were an extraordinary number of comments on mental health care. This will be a serious challenge with state budget cutbacks in programs and personnel. What is needed is a taskforce that can address several of these issues including substance abuse, suicide and mental health care. All available resources need to be identified; in addition, a plan to better deliver programs and services within the framework of services can be addressed in order to make dollars stretch and deliver.

Lack of Medicaid service providers will be difficult for citizens to address. Here again, medical professionals need to address the situation and possible remedies for the public.

There were also requests for more primary care providers for indigent insured and uninsured. This may be alleviated somewhat with more education about services. In the Hispanic listening session there were many requests for knowledge on the education and justice systems in Douglas County. Healthcare issues are no less complex for residents with language barriers. More effective use of church personnel and staff may be an answer as they are sensitive to indigent issues while also having bilingual capacity to inform residents of choices. While the Nevada Hispanic Services does not have an office in Douglas County, its office in Carson City may be contacted for ideas and information. There are also charitable foundations that can help provide access for healthcare services.

Tackling these issues may be complicated to say the least; however, it would be a great endeavor to be undertaken by a local volunteer committee comprised of citizens, churches, social service representatives and liaisons with Douglas County. The ramifications are more than just financial; they impact the delivery of Douglas County's mission to "provide a safe, healthy, scenic, and vibrant community in which people prosper and enjoy an exceptional standard of living".

Resources:

Nevada Department of Health and Human Services: Carson City Nevada, (775) 684-4000 for a variety of health care services.

AARP: www.aarp.com for a variety of health and medicare programs.

American Acadamy of Child and Adolescent Psycharity: www.aacap.org

Nevada Office of Rural Health: Center for Education and Heath Services Outreach: www.medicine.nevada.edu/cehso/orh

Carson Tahoe Regional Hospital and Carson Tahoe Regional Healthcare Foundation: www.carsontahoe.com

Carson Valley Medical Center Hospital and Clinics: www.cvmchospital.org

East Fork Fire and Paramedic Districts: www.eastforkfire.org

Theme: Essential Services: Public Safety: Ron Radil

Issues:

The following issues were identified from the listening sessions:

- Funding
- Revenue needed to provide services
- Need a stable funding source for Public Safety
- Wildfire/defensible space issues – challenge of protecting structures
- Emergency preparedness, an issue throughout the County
- Complete replacement of 911 system – a model and west coast test site for 911 system
- Ability to communicate with mutual aid responders
- Radio communication needs improvement
- We communicate (emergency radio) but we could do this better; this does need to be a priority
- We do have ability to talk with each other but we need to expand coverage
- We are not an island, it is critical we talk to our neighbors, particular in a disaster situation

Although there are issues, the following positives were mentioned regarding public safety:

- Emergency response is good
- Appreciate paramedics, fire, and police service
- Still delivering same level of service for county, although revenues have decreased
- Do a good job of getting information to the community; new web site; used grant funding

The listening session with public safety personnel provided some projects, which if implemented, would help improve the overall public safety:

- Need full service community center to deliver services: address teen suicide rate; Boys and Girls Club; youth working with seniors; career center for youth that will not be attending college to improve their skills and provide after school jobs
- Be proactive in identifying funding sources and look at many avenues of assistance
- Multi-generational recreation center, incorporate Boys and Girls Club and provide a place for interaction between youth and seniors

Recommendations:

- Utilize the Boys and Girls Clubs in Carson City and Yerington as resources to establish a Boys and Girls Club in Douglas County.
- Douglas County needs to prioritize their public safety needs and work to secure funding for implementation.
- Continue to work within Douglas County so emergency responders can communicate via radio in emergencies.

- Continue to work all Douglas County mutual aid providers so emergency responders can communicate via radio in emergencies.
- All levels of government within Douglas County and the private sector need to work together regarding defensible open space issues to prevent or alleviate wildfire.

Resources:

Douglas County

Boys and Girls Club

U.S. Forest Service

U.S. Bureau of Land Management, State of Nevada

Federal Emergency Management Agency (FEMA)

Department of Homeland Security

Theme: Infrastructure: Des Craig

Issues:

Infrastructure can cover a great many issues and challenges. Those mentioned in the Douglas County/Carson Valley Community Assessment include:

- The need for more affordable housing stock
- Improved recreational facilities, in particular the need for:
  - a multi-generational community complex catering for youth and seniors;
  - additional bike paths and walking trails
  - better access to the Carson River and additional river parks
  - a privately developed horse park
- Traffic and parking issues such as:
  - improved traffic control on Hwy 395 to allow better access at peak flow
  - a bypass to take the large volume of traffic away from the downtown areas of Gardnerville and Minden
  - additional parking facilities in downtown areas
- Improved public transportation
- Water supply and quality issues
- Flood plain protection and preservation, and
- Improved communications, especially cell phones and radio at the south end of the county

It was felt that if some or all of these issues could be tackled and improved, the quality of life in general would be enhanced, the community would be more attractive and accommodating, and more visitors and businesses would potentially come to the community.

Recommendations:

Again, it was interesting to note that 'infrastructure' is one of the county's priority goals in the 2008 Strategic Plan. The overview states that the county "will maintain and construct infrastructure necessary to meet current and future service levels". The top 3 objectives are listed as:

- Completing the water system interconnection between Carson City and Minden
- Completing the design and financing for Phase II of the wastewater treatment plan, and
- Defining the options for the Tahoe Bike Path

Further, under Regional Cooperation, the county intends to:

- Develop a coordinated street cut policy, and
- Develop an integrated plan for water services with Indian Hills and the county.

Community Master Planning is a necessary and vital tool to ensure orderly, cost efficient growth. Such plans look at all present and future infrastructural needs, rank them in terms of priority and make suggestions on implementation. The need for detailed, frequently up-dated infrastructural planning cannot be overemphasized.

There are several grant and loan programs available to assist rural communities enhance their infrastructure (see resources section below). Given a list of priority infrastructure projects, staff within the city, county and school district should be tasked with researching and identifying available funds to carry out the needed infrastructural improvements. Money is available from public and private sources - in some instances, the latter could include local businesses and developers.

Developing adequate affordable housing stock is often a contentious and difficult issue in rural America. A good starting point is to conduct a professional housing needs assessment which would benchmark the current situation, and through surveys and in-depth research determine the present and future housing needs of a community. The City of Winnemucca, Nevada conducted such and assessment in 2007 and found it very useful in bringing the community together to discuss the reality of the local housing situation, quantifying housing needs, and kick-starting some development activities.

The land trust concept should be researched to see if it might be applicable in parts of Douglas County. This is a concept that helps keep single family homes affordable. Prices are kept down by not selling the land under the homes. The land is leased to the house owner but not sold thereby keeping the price and value of the property at affordable levels. In order for the land trust concept to work there has to be a landowner willing to develop the land and sell the houses as mentioned above. This could be the county, a private developer or a non profit organization.

During the listening sessions at the high school and senior center, it was made clear by the students that they needed more activities and better facilities to recreate, while the seniors indicated their center is clearly in need of serious expansion or replacement. A multi-generational community center is recommended. Douglas County has an excellent swim center which is used widely by local residents. Perhaps the time has come to complement this excellent facility with a general purpose community center with recreational, arts and crafts, dining and meeting facilities.

The Carson River is obviously a great asset to the Carson Valley community yet there are obvious tensions between ranchers and those who enjoy the outdoors (fishermen, hikers, cyclists etc.), regarding access to and use of this great public asset. Perhaps a committee or task force could be set up that represents the various interest groups, to discuss and work out the troublesome issues, and arrive at resolutions that benefit all within the community.

Traffic issues are not easily resolved especially where state and federal governments are involved. This author has a European background and can testify that installing large, moderate speed roundabouts on major roads such as Hwy 395, can have a huge impact in controlling

traffic flow and highway access, speed and safety. These are not so popular in rural America but should be considered by Douglas County and the Nevada Department of Transportation.

The bypass around Minden and Gardnerville has been discussed for a long time and, as usual, has its supporters and detractors. Now would be a good time to address the financing issue given the availability of American Recovery and Reinvestment Act (Stimulus) funding. Again this would involve state and federal government agencies, but another opportunity of federal financing like this may not be available for some time.

The possibility of installing additional traffic signals in downtown Minden and Gardnerville and reducing the speed limit from 25mph to 20 or less, might work to slow the traffic and allow better access to and from the downtown part of Hwy 395.

While the county does have a public transportation system, it is small in terms of bus size and number of passengers, and is aimed mostly at the seniors and low income residents of the community. Given the cost of buying and maintaining private vehicles these days, and the above traffic congestion issues, it would seem logical to take advantage of these circumstances and expand and develop the public transportation system throughout the valley. Again, research and a feasibility study should be done by professional transportation consultants. Given the development of the northern part of the county and the fact that many county residents work in the industrial area, Carson City and beyond, and given the above traffic issues, it would seem timely to conduct such a study and to seriously consider developing the current bus system. In the first instance, the study should be funded by the county but the actual development of the public transportation system should probably involve a mix of public and private finance and management.

Water supply and quality issues are being addressed by the county and are priorities in the strategic plan as mentioned earlier. However, both residents and some county employees voiced concern on these issues indicating that there is probably a need for the county to explain more clearly its intentions and progress to date on addressing these issues.

Floodplain management and preservation are subjects that go well beyond the scope of this report. Suffice to say, there is a wealth of knowledge on these subjects elsewhere in America and overseas and any discussion and plans that need to be made by Douglas County should take into account problems and progress in these areas in other parts of the country. The Carson River floodplain is a treasure but is not unique. Prior research has been done and should be tapped in making any plans for the future development and management of the Carson Valley.

Resources:

The Nevada Association of Counties may have resources and be able to assist regarding county-wide planning processes. Contact Jeff Fontaine, Carson City. Tel 1-775-883-7863

Likewise, the Nevada League of Cities and Municipalities may also be able to assist regarding master planning processes. Contact David Fraser, Carson City. Tel. 1-775-882-2813

White Pine County recently received a grant to update their Land Use Plan. Contact Karen Rajala, White Pine County Economic Diversification Council, Ely, NV, Tel. 1-775-289-3065.

Nevada Rural Housing Authority for information and help with affordable housing issues, land trusts etc. Contact Nevada Rural Housing Authority, 3695 Desatoya Drive, Carson City, Nevada 89701. Tel 1-775-887-1795; Fax 1-775-887-1798; info@nvrural.org

Humboldt Development Authority (ref. Catherine Cole Ferandelli) on the Winnemucca 2007 Housing Needs Assessment. Tel 1-775-623-1064; Fax 1-775-623-1664

Federal Reserve Bank of San Francisco (On Rural Nevada Affordable Housing issues).
Contact Jan Bontrager, Regional Manager, Community Development, 101 Market Street, Mailstop 620, San Francisco, CA 94105; Tel 1-415-974-3370; Fax: 1-520-219-9996 Email: jan.bontrager@sf.frb.org; Website: http://www.frbsf.org/community/index.html

USDA-RD: for assistance with infrastructural planning and projects, especially water and waste water. Contact Kay Vernatter, Carson City. Tel. 1-775-887-1222

State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, including streets, curbs, gutters etc. Contact Des Craig, Carson City. Tel. 1-775-687-1812

NDEP: for assistance with water and waste water projects and handling waste in general. Contact Adele Basham, Carson City. Tel. 1-775-687-9488

Nevada Department of Transportation (NDOT), for information on grant financing for street improvements etc. Contact Carson City. Tel. 1-775-888-7000

Senators H. Reid and J. Ensign are interested in bringing additional federal resources to rural Nevada. Both should be contacted on roads, water and floodplain issues

For more information on roundabouts, see: http://www.iihs.org/research/qanda/roundabouts.html

Information on Public Transportation development: American Public Transportation Association: http://www.apta.com/media/releases/2004_poll.cfm

The Institute for Ecological Health has some interesting information on floodplain management: http://www.instituteforecologicalhealth.org/floodplain_management.html

Another useful reference is the book: Floodplain Management in Australia - Best Practice Principles and Guidelines, by Agriculture and Resource Management Council of Australia and New Zealand.

Western Nevada Resource Conservation and Development – P.O. Box 3543, Carson City, NV 89702. Tel. 775-883-2292 dan.kaffer@nv.usda.gov

Themes: Infrastructure: Ron Radil

The following Sub-Themes, in no particular ranking, were mentioned most often during the listening sessions:

- Affordable housing
- Bike Paths and Trails – access an issue
- Coordinate Utility Services
- Multi-generational complex
- Public Transportation
- Public Lands and river Access
- Roads, Traffic, Parking
- Water
- Floodplain

Maintain a functioning floodplain; development can hinder and take away from rural quality of life

Issues:

Traffic and parking on U.S. 395 through Minden, Gardnerville, through Washoe Tribe. U.S. 395 is the sole north/south transportation route through the County. As currently configured, all north/south traffic through the County runs through the Towns of Minden and Gardnerville and the Washoe Tribe. This traffic issue was mentioned at several listening sessions, including the seniors, economic development, arts, the school and others. Attendees stated the traffic issue was a barrier to small business development and retail in Minden and Gardnerville. In addition, the U.S. 395 traffic is a public safety issue, pedestrian (all ages) and emergency response.

Douglas County, as with most of northern Nevada, has an abundance of outdoor activities available to residents and visitors. Several attendees mentioned the great out door environment as being a benefit for residents and visitors. However, even though there are wonderful resources available, access becomes an issue as some of the sites must be accessed through private property.

While there are a number of trails available, funding has become an issue in marking and maintaining trails.

Several attendees stated there were flood plain issues. Extensive development throughout Carson Valley has altered the flood plain to the point the flood plain is not as efficient in containing, channeling and draining flood waters. Another issue is the water run off from developed areas may contain contaminants affecting water quality. More rapid run off of flood water out of the Valley means the groundwater in the Valley is not being recharged. If the groundwater is not being sufficiently recharged there may be water availability issues in the near future.

Public transportation is an issue, not only for seniors but for the general public. Students at the school stated public transportation is an issue for them to get to school, jobs (where available) and recreation.

Perhaps the greatest infrastructure issue for Douglas County is the 170 miles of sewer infrastructure throughout the County that need to be operated, maintained and replaced over time.

The County takes care of nine water systems and two sewer systems and may need to take over additional private systems.

The North Valley Waste Water Treatment Plant (NVWWTP) has been identified by the County for expansion of this facility to service the north part of Carson Valley, including Indian Hills GID. Expansion efforts have been implemented in 2009.

The historic development of infrastructure in Douglas County, based upon private developers, general improvement districts, towns and the County has resulted in a multitude of infrastructure authorities throughout the County.

Consolidation of the various water and sewer systems may be in the future, however, agreements for operation and funding will necessitate the residents working together to arrive at a consensus over this issue.

Recommendations:

- A collaborative effort should be on-going with Nevada Department of Transportation (NDOT) to explore alternatives to re-routing traffic from the current U.S. 395.
- Work with NDOT to install a left turn lane at the intersection for the Washoe Tribe of Nevada and California Tribal Headquarters.
- Continue to explore public transportation alternatives.
- The public and private sectors in Douglas County need to work together to enhance the trail system throughout the County.
- Douglas County Public Works needs to continue to work to further expand the North Valley Waste Water Treatment Plant.
- The public should be educated regarding the issues surrounding infrastructure in the County.

Resources:

Douglas County
Nevada Department of Transportation
Carson Water Sub-Conversancy
U.S.D.A. Community Facilities Program
Nevada Small Cities Community Development Block Grant Program
Western Nevada Resource Conservation and Development

Theme: Preservation of Rural Character: - Catherine Cole Ferandelli

This report addresses the theme of Preservation of Rural Character in Carson Valley. Every listening session (twenty four total) during the Carson Valley portion of the Douglas County Community Assessment included adamant feedback about preserving Carson Valleys' unique rural character. This report will address the challenge to this theme and offer solution-based ideas from feedback provided by local citizens. We thank those who attended the listening sessions and shared valuable input.

Issues:

For Carson Valley to thrive as a community that continues to enjoy and preserve its' rich rural terrain, character and heritage.

Recommendations:

I) RESOURCE IMPROVEMENTS:

A) Waste water improvements including potable water projects though out Douglas County. Utilitize "purple water" on Carson Valley golf courses.
B) Maintain an open and functional flood plain with county, state and federal support and protection
C) Complete the Martin Slew project
D) Keep water rights in Carson Valley
E) Achieve Master Plan of protecting 30,000 acres in Carson Valley
F) Seek "green business". Promote alternative energy businesses including bio-ag
G) All power lines should be underground
H) Create and implement a workable no growth or slow growth master plan that promotes rural lifestyle and engages community members
I) Explore the possibility of purchasing rural land under a land trust
J) Develop the Carson River as an asset
K) Find a way to compensate agricultural producers, provide ecosystem compensation. The agricultural producers provide wildlife habitat, viewscape and nutrient protection. If Carson Valley values rural character we pay for it. It is a critical component of rural character
L) Passage of the Ranch Act- to protect open, green rural spaces
M) Lands Bill- get it approved as its effects will be long term
N) Fire protection- need short and long term plans for protection of town and open space
O) Reauthorize Conservation Bond Act for Agricultural and Carson River protection
P) Open the Pioneer Trail
Q) Local environmental education- teach all our citizens through schools, community efforts, etc to be responsible stewards of Carson Valley's unique rural beauty

II) TOURISM:
Tourism promotion of Carson Valley as a unique rural recreational destination will bring more local revenue for preservation of rural character. Some suggestions were:

A) Ecotourism
B) Nevada Horse Park- a multi-purpose facility that will promote rural lifestyle as a tourist draw
C) Arts- cowboy poetry, 10-K run events
D) Promote the local Basque culture
E) Tourism themes that teach about western life, legacy, and arts
F) Ranch/farm tours
G) Community Center promoting rural tourism (i.e.: Carson River destination, fishing, hiking, bird-watching, camping and horse trail destinations locally and tying into Kingsbury over to the Lake)
H) Develop a nature preserve at Genoa

Resources:

With governmental funding at a critical "low", partnering with federal, state and local agencies is more important that ever.

USDA-Rural Development
1390 S Curry Street
Carson City, NV
775 887 1222
www.nv.usda.gov

State of Nevada- Conservation and Natural Resources Department
901 S. Stewart Street
Carson City, NV
775 684 2700

Bureau of Land Management
1340 Financial Blvd
Reno, NV
775 861 6400
www.nv.blm.gov

RCAC
3120 Freeboard Drive, Suite 201
West Sacramento, CA
916 447 2854
www.rcac.org

Nevada Commission on Economic Development
108 E Proctor Street
Carson City, NV
775 687 4325
www.expand2nevada.com/rural.html

Rural Nevada Development Corporation
704 W Nye Street, Suite 201
Carson City, NV
775 829 1048
www.rndcnv.org

Nevada Rural Development Council
704 W Nye Street, Suite 201
PO Box 3926
Carson City, NV
775 829 1048
www.nevrdc.org

National Rural Economic Association
100 E Grand Ave
Des Moines, IA
Phone: 515-284 1421
www.nreda.org

Robin A. Hodgkin
Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
Phone: 775-687-7109
Fax: 775-687-6688
rhodgkin@nevadaculture.org
www.NevadaCulture.org/nac

Western Nevada Resource Conservation and Development
P.O. Box 3543
Carson City, NV 89702
Phone: 775-883-2292 dan.kaffer@nv.usda.gov

Theme: Rural Character: Robin Hodgkin

The four days I spent in the Carson Valley with the Douglas County Community Assessment Team gave me the opportunity to see and appreciate all that my neighbors to the south have to offer Douglas County residents, Nevada's citizens, and our visitors from near and far. I was impressed with the honesty with which everyone spoke to us with. My thanks to your community, your residents and your local government and their staff, for the marvelous hospitality.

Issues: Rural Character – People & Small Town Atmosphere

Citizens were united throughout Douglas County – our friendly, resourceful, talented, independent, generous, kind people are our most impressive resource. We live up to the Douglas County motto – Great People, Great Places.

Passion for the community is illustrated by the following quotes:
"Preserve our heritage, culture, the look and feel of Carson Valley."
"Blessed with what God has provided us."
"Let's celebrate our western heritage."
"I didn't move here to live to see it begin to look exactly like Southern California."
"Take care of what we have already – repair, re-fit, reinvigorate."
"Celebrate the heritage of our families."
"Educate all about how to retain the scenic beauty of the Valley – stewardship."

Challenges to rural character and small town atmosphere included:

- Community building projects
- Working to maintain the small town atmosphere while working on the "Plans for Prosperity"
- Harnessing the communities 'people' resources
- Developing community pride
- Sharing community resources to complete priority projects

Recommendations:

Build civic pride through arts and culture and civic engagement projects

The communication process itself should be viewed as a major challenge and goal/project that requires careful planning, attention to detail and ongoing efforts to reach the greater community.

Develop a comprehensive strategic communication plan that serves as an umbrella plan for the community. As individual projects are planned and initiated (i.e. (i.e. Carson Valley Arts Council's Copeland Lumber building converted to a community cultural facility) develop individual communication plans that are tiered to the strategic plan.

Plans should be specific in addressing such items as goals and objectives, timing, target audiences, assignments (who does what and when), etc. and use the communication tools or combinations of tools (groundwork, rollouts, fact sheets, Q & As, news releases, town meetings, briefings, field tours/site visits, media tours, etc.) that best fit the specific projects.

Since people are sometimes suspicious when members of a city administration or others directly involved in a project facilitate a meeting, consider bringing in outside and unbiased facilitators who have no direct interest or tie to the project.

The Nevada Rural Development Council has a list of facilitators that are available to help facilitate meeting.

Resources:

The following are a few suggestions as to ways in which Douglas County communities might work together to improve communications and develop civic pride including:

Utilize the How-To Guide from **The Project on Civic Reflection** to begin a program to build civic pride and improve communications in Douglas County.

> **What is Civic Reflection?**
>
> Imagine stepping back from the pressures of daily life and thinking about not *how* but *why* you do what you do. Imagine getting together with other civically engaged people and talking about your values and the choices you make in serving your community. Now imagine beginning this conversation by discussing short readings that help you gather and articulate your thoughts. This, in a nutshell, is civic reflection.
>
> In civic reflection, a group of people with common civic work step back and think about their activities and commitments. Gathering in a hospitable place, they share refreshments and engage in facilitated conversation. The conversation focuses first on a short, thought-provoking reading and gradually opens up onto larger questions about civic engagement. *What obligations do we have to others in our community? Why join one association and not another? To whom should we give? What do we really expect of those whom we serve?* By reading and talking together about these underlying questions, participants gain a richer connection to one another—and to the important tasks of civic life.
>
> To quote one participant, "The more we share our deep reflections with each other, the more we learn how to work together easily and effectively for the common good."

Elizabeth Lynn, Director
The Project on Civic Reflection
1401 Linwood Avenue
Valparaiso, IN 46383
Phone: (219) 464-6767
Fax: (219) 464-5496
Elizabeth.lynn@valpo.edu
www.civicreflection.org

Visit their bookstore to order single copies of ***The Civically Engaged Reader***. Or to learn how to bring The Civically Engaged Reader to your community, group or organization today, contact Daniel Born or Don Whitfield at 1-800-222-5870. Currently $24.95

The Great Books Foundation
35 East Wacker Drive, Suite 400
Chicago, IL 60601-2205
www.greatbooks.org
Phone: 1-800-222-5870
Fax: (312) 407-0224

Co-venture with the Carson Valley Arts Council (CVAC) to turn the Copeland Lumber building into a community cultural center for the Valley. Utilize the downloadable publication ***The Arts in Small Communities 2006*** to expand the dialogue about arts and culture throughout Carson Valley.

CONTACT:
Brian Fitzgerald, CVAC President and Supervisor for Douglas County Parks and Recreation
Theresa Chipp, CVAC Interim Executive Director
Carson Valley Arts Council
1572 Hwy 395
Minden, NV 89423
Phone: 775-782-8207
info@cvartscouncil.com
http://www.cvartscouncil.com/

To obtain a free downloadable copy of the ***The Arts in Small Communities 2006*** by Maryo Gard Ewell and Michael F. Warlum visit http://www.gardfoundation.org/ to download.

> The Robert E. Gard Foundation is committed to helping people and their communities discover the vital role the arts play in their day-to-day lives.
> - We believe that the arts spring from the commonplace and celebrate our essential humanity
> - We believe that the arts, when nurtured and expressed, can change people and their communities for the better.
> - We believe that in community development through the arts, each of us has the capacity to "alter the face and the heart of America."

Utilize the programs, services and grants available from the state arts council – The Nevada Arts Council. Learn more by visiting www.NevadaCulture.org/nac or contacting the Carson City staff.

Contact:

Robin A. Hodgkin
Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
Phone: 775-687-7109
rhodgkin@nevadaculture.org
www.NevadaCulture.com/nac

Douglas County could be participating in the Nevada Presenters' Network (NPN) to maximize their booking options for the Summer Concert Series. In addition, staff could attend the Northwest Booking Conference at the members' registration rate under the statewide umbrella membership of the Nevada Arts Council, and also apply for a Professional Development Grant (PDG) of up to $650 to attend an out-of-state booking conference. Contact: Robin Hodgkin or Rossitza Todorova at the Nevada Arts Council for more information about how to participate in the NPN free statewide network.

Douglas County could apply to the Western States Arts Federation (WESTAF) for up to two Tour West grants of $2,500 to support performances by out-of-state performing artists.

Contact:

Western States Arts Federation
1743 Wazee Street, Suite 300
Denver, CO 80202
toll free: 888-562-7232
Phone: 303-629-1166
Fax: 303-629-9717
www.westaf.org

Theme: Seniors: Rod Jorgensen

Issues:

During our visit to the Carson Valley we attended a listening session at the Senior Center and in fact had lunch with the seniors. It was obvious from this session and from listening to other community members in other sessions that the current senior center has outgrown its' effective use. The lunch room was absolutely packed with very few seats remaining available. Some of our resource team felt that we should not be sitting there having lunch as it almost appeared we were taking seats away from the seniors. The most critical issue for the seniors we met with is an adequate facility. Beyond the lunch room there is very limited space to offer classes, play cards, do puzzles, or anything else. At this point the seniors use the lunch room area for those activities. They can use this space in the mornings early prior to setup for lunch, and can then use it after the lunch hour. It is just not a very good option.

Loss of the DMV station in Gardnerville is also an issue for the Seniors. As of the date of this writing, the DMV station is closed, with no anticipated date of re-opening.

Transportation issues were discussed by some seniors. It is a challenge for those seniors who do not have extended family in the area to transport themselves to various appointments and other business and household needs. This is an issue both for local travel as well as to Carson City and Reno. The senior group also talked about the need for more affordable activities.

Recommendations:

As I have stated in the youth section, it is time for the community to approve funding for a multi-generational complex or center. The senior center is bulging at the seams, the youth need a location to hangout, and many community groups need a location to meet and hold events. This is a significant project and one that the voters have shown is not a priority. It is and should be a priority. Across the country many millions of baby boomers are now retiring and will continue to do so. Douglas County will see their fair share of these retirees, who at some point will be looking to the senior center as a place for them to visit, play games, and enjoy their peers. A multi-generational complex/center will provide adequate space for the seniors, promote a far greater interaction between the youth and the seniors, and provide the community with additional space for group gatherings.

Given the current state of the State, the DMV station will remain closed, at least for the immediate future. The director of DMV, Edgar Roberts, stated that the office closures are the result of budget cuts. He went on to say that the DMV is actively seeking to place one of its self-service kiosks at a private location in the Gardnerville/Minden area. "We would like to maintain a presence in the Carson Valley," Roberts said, "so we are actively seeking applications from valley businesses interested in partnering with the department by hosting one of our self-service kiosks." The kiosk would allow motorists to renew vehicle registrations, reinstate registrations after insurance lapses, and print out drive records. Kiosk transactions are simple and fast. Records are updated instantly and the license plate decal or driver history is dispensed on the spot. I appreciate the potential of having a kiosk location available in Carson Valley but am

uncertain as to how many seniors would use it as an alternative to speaking with someone. I would recommend that the community pursue DMV on a regular basis, urging them to reopen the facility as quickly as is economically feasible. A continued effort in this direction can have an impact on when/where the DMV opens/reopens such locations.

Transportation for seniors in and around Gardnerville and Minden is in fact limited to a single unit taxi service and Douglas Area Rapid Transit (DART). DART operates Mon-Fri. from 8-5, with no weekends and one needs to call to schedule a ride. Possibly an expansion of the days of the week and hours of the day plus adding consistent routes would provide a greater level of satisfaction from the senior community. For travel to Carson City or Reno, there are bus services that do provide this service. It is a bit of a challenge given that one would have to ride on BlueGo from Gardnerville/Minden to Carson City, and from there either change over to the Regional Transportation Commission (RTC) line to Reno, or transfer to JAC and then to the RTC buses. The Blue Go (South Tahoe Area Transit Authority) runs not only in the South Lake area, but also down to Gardnerville/Minden and then to Carson City. They run 7 days per week, 24 hours per day and it takes approximately 20-60 minutes each way to get to Carson City from Gardnerville/Minden. Route 21x is the Carson City Express for service to Carson City. The fare is $2 each way. Once in Carson City, you can either ride on Jump Around Carson (JAC), with 4 routes in Carson City, or catch the RTC bus to Reno. JAC has special rates for seniors, who ride free if they participate in the 60+ senior citizen bus pass program. All 4 routes connect with RTC and BlueGo. JAC operates Mon-Fri. from 6:30-6:30 as well as Saturday from 8:30-4:30. The cost is $1. From Carson City, one can catch one of the 5 daily trips on RTC which travels between Reno and Carson City. The cost is $4 for one way, or $2.75 one way with a transfer from another operator.

As stated in the youth section, it appears that there are few means, beyond the local newspaper, to get information in the hands of the public as to all of the events and activities going on in the Carson Valley, many of which are in fact affordable. I would urge the community, possibly through the Chamber of Commerce, Arts Council, or whatever organization is willing and capable, to create a website which could carry a calendar of all of the events and activities going on. Each organization interested in posting their information could be provided password access to their section of the site to update their information periodically, thus lessening the burden for the originating organization. Because some individuals do not have use of or access to the web, this calendar could be printed monthly and posted around town for seniors, youth, and other local community members to view.

Resources:

Blue Go Transportation
www.bluego.org

Jump Around Carson (JAC)
www.carson-city.nv.us/index.aspx?page=1409

Regional Transportation Commission
www.rtc.washoe.com/public-transportation-3

Theme: Youth: Rod Jorgensen

While in Carson Valley for our assessment, we held two listening sessions with over 100 students at Douglas High School. I have always been involved in youth activities and having almost raised 3 sons, with one remaining in high school, I listened carefully to what these youth were telling us. We had no teachers/instructors in the room and hopefully, heard what these youth really had on their minds. What impressed me the most is that the youth of your community appreciate and value so highly the natural beauty, clean air, rural nature, family orientation and safety of their community. Many also mentioned the open fields, hiking, wildlife and access to open country as being important to them.

Issues:

I am going to start from what I feel I heard were the loudest cries and work my way down. First and absolutely foremost, I asked about jobs as many students had made comments about lack of jobs. I asked how many had been actively looking for jobs. Many, many hands went up. I then asked how many of those looking for jobs had been unable to find work. Most all of the hands remained in the air. Be this real or imagined, these students were telling us they cannot find part-time employment. Many times I heard students mention that there were things to do if you had money, and there was nothing to do that they could afford. I am uncertain if this is a recent circumstance due to the economic climate, or whether this has been an issue for many years. It does appear to be a major issue with the students. Part time work gives these students a means of self-support, a pride in their ability to earn something that they can then spend or save as they deem, allows these youth to see what the future could hold for them, and gives them less time to cause concern for their parents.

The second largest issue I heard was that there was nothing to do. I counter this with a number of students who said that there was plenty to do if you had money and some who mentioned that in fact there was much to do. I am uncertain that any youth in the country would not answer this the same way. The "grass is always greener…". When asked how many students would leave the area after graduation, many hands were raised. When then asked how many would return after a period of time, also many hands were raised. It appears to me that as with many youth, these students would leave to experience other cities/towns, gain an education formally or through practical application, and would hope to then return to their roots. I wanted to find out how many of this group really wanted to live elsewhere where there "were more things to do", so I asked how many thought there was little to do and then asked how many of you with your hands raised would move to Reno (where there perceivably would be more entertainment options) to have those options. Virtually all the hands went down. Effectively telling us, "There is nothing to do, but we don't want to leave". A good number of the youth discussed how they need a place to hangout or a place to play music. We also heard from some of the other listening sessions about the need for a multi-generational complex or center which could involve not only youth, but seniors and other community based groups as well.

A couple of the more interesting comments about what was need in the area of entertainment options were:

We need an amusement park
We want a mall
What about an IN-N-Out burger

Suicide came up from a few in the audience. I heard that there had been 5 suicides over the past year. I do not have a verification of this number, but did not want to dismiss this topic. We did hear the same in the Public Safety listening session. I have placed this here not because so many students voiced it, but because this topic has a long lasting impact on our youth.

Next would be Drugs. Both at the High School as well as at the Public Safety sessions, we heard from a good number that drugs were a problem. Meth appeared to be the dominant drug that many mentioned.

Other issues presented by fewer students included:

need lights at the skate park
more dirt bike tracks
need public transportation-one taxi in town
school district needs more money
school board should be more involved
more arts in elementary, middle and high schools

Recommendations:

I have been thinking long and hard about the jobs issue for the youth. I was very surprised that there was such an outcry from the students that we listened to. I have to believe that at least in part it is real. To identify how real is a challenge. I have been actively searching for information about stimulus funding which would create jobs, some which would aptly fit the youth of Carson Valley. In pursuing this course, I did find the American Recovery and Reinvestment Act of 2009 which will provide a limited amount of funding to the Douglas County School District. I also located The Energy Efficiency and Conversation Block Grant, which also has a limited amount of funding which will be available in Douglas County. Other sourcing for youth relevant jobs through local, state and federal agencies is highly recommended given the current climate and the perceived availability of stimulus monies. I would recommend that a local agency such as the Chamber of Commerce or other to create a job board tailored to the youth and challenge its' members to create positions which could be fit by high school age individuals.

Entrepreneurship is also a viable alternative for youth to locating a job. In an effort to provide the youth with sufficient education and understanding of the challenges they would face in creating their own small business, I would urge the community to look into NxLevel for youth, a high school level entrepreneurial program which can be offered through the Nevada Small Business Development Center in conjunction with Douglas High School.

Regarding the nothing to do statements made by the students, I do believe that there is much to do in Carson Valley. The number of community events held and family activities available are plentiful. We need to make certain that the youth are knowledgeable through disseminating all of the local events, and other activities that are held in the community. The high school newsletter could be used as a means of allowing the student body to become aware of many of these as well as alternative activities such as hiking, biking, rafting, and an array of others that don't necessarily cost much and would involve the youth in the areas natural beauty and bounty. In addition, I have listed in the resource section a plethora of youth services and youth related activities &organizations. Providing the student body with continued awareness of these will hopefully drive some to participation. The community needs to continue to pursue a locally funded multi-generational facility to be used by youth, seniors and other community groups. The current available spaces are overflowing and difficult to schedule due to usage. This location could be used to house the current Boys and Girls club, a relocation of the senior center, and be scheduled by local groups for their activities.

During the Public Safety session, I heard one mental counseling professional discuss youth education through peer mentoring, specifically for suicide intervention. This appears to be a very valid approach to counseling those who see such a dire alternative as the only way out. In addition, I heard about creation of a drop-in center as an additional approach to reaching youth. This appears to be an issue of significant concern for the youth of your community. Actively requesting and involving the participation of your mental health professionals and aiding them extensively will hopefully diminish this in the eyes of your youth

Given that we heard from both youth as well as law enforcement and public safety professionals about the drug situation in Carson Valley, I have to believe it to be real. I have seen in the youth services section (below) a number of organizations focused on drug prevention and awareness. In addition, the DARE program in Douglas County appears to be active.

Drugs, specifically methamphetamine has been the primary drug threat in the west for many years. The National Drug Intelligence Center has stated that methamphetamine is the drug-investigative priority for federal, state and local law enforcement agencies throughout the region. Nevada has the 7th highest rate of meth admissions to treatment, three times the national average. 76% of law enforcement agencies in the southwest stated the meth is their largest drug problem. Because of this use, robberies and burglaries, domestic violence, assaults, and identity theft have all increased. Continued education for the public in general and for law enforcement personnel in specific is critical to awareness and diminishing the use of this drug. Where there is meth there are meth labs. Programs such as Neighborhood Watch can be used to report suspicious activity in and around vacant or dilapidated properties. Farmers and landowners can be made to can an eye on vacant properties, outbuildings, and secluded areas. I would also direct you to the Montana Meth Project (listed below).

Resources

http://www.partnership-resource.org/main.asp?pID=52

Youth Services:
Boys and Girls Club of W. Nevada - 882-8820
Boy Scouts of America - 782-7607/782-5232
Carson Valley Swim Center - 782-8840
D.C. Sheriff's Explorers - 782-9941
Girl Scouts of America - 775/322-0642
4-H Group - 782-9960
Kids and Horses, Inc - 267-1775
Pro Teen - 782-9828
Stand Tall Don't Fall - 782-8611
STOP (Students Taking on Prevention) - 782-8611
Tobacco Education - 782-8611
Teens About Pregnancy Prevention - 782-8611
Youth Sports Association - 882-5056
Douglas County Parks & Recreation - 782-9828
Lake - 588-0271
Church Youth Groups
Calvary Chapel of Carson Valley youth contact Garrett Fauria - 265-3259
Carson Valley United Methodist Church youth contact Cindy McIntosh - 782-4600
Carson Valley Christian Center - 267-0151
HighSierra Fellowship youth contact 782-7486
Hilltop Community Church youth contact PJ Lewis - 267-3020
St. Gall Catholic Church - 782-2852
Trinity Lutheran Church youth contact Dean Galvin - 782-8153
Valley Christian Fellowship - 782-1961
Substance Abuse Prevention: Community Counseling Center - 882-3945
Western NV Regional Youth Ctr - 775-577-4200
Juvenile Probation Wilderness Prog - 782-9811
Youth Instruction: All About Dance - 782-3425
Suzy's Dance Workshop - 782-8717
The Academy of Dance Arts - 265-1009
West Coast Martial Arts - 782-8343
Wayne's Family Music - 782-7739
Community Learning: Brain Power (Learning disabilities) - 782-4256
Douglas County Public Library - 782-9841
Lake - 588-6411
Carson Valley Historical Society - 782-2555
Sierra Dojo - 782-1127

http://www.douglasconvsheriff.com/userpages/Youth-Programs.aspx (Youth programs within Douglas County, not part of the stimulus money
Energy block grant money specifically to Douglas county
(http://usmayors.org/climateprotection/documents/eecbghandout.pdf)

American Recovery and Reinvestment Act of 2009 (ARRA)
www.detr.state.nv.us/recovery.htm

NxLevel
Nevada Small Business Development Center
Kathy Carrico, State Training Director
www.nsbdc.org
775-784-1717

Priority Setting Results: Carson Valley

On Thursday, August 13, 2009, 53 people gathered at the CVIC Hall in Minden to review the eight themes identified in the Draft Final Report for the Carson Valley portion of the Douglas County Community Assessment. As a group, participants determined that the eight themes would be prioritized in the following manner:

- Business Opportunities
- Rural Character
- Seniors
- Infrastructure
- Youth
- Communication
- Essential Services
- Community Participation

At the end of the evening, 43 participants completed Worksheet C – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted interest in all eight themes with the largest numbers in the Senior Theme and the Business Opportunity Theme. Major sub-themes included a multi-generational or senior center with more affordable activities, improving efforts to support small businesses, developing the valley as a tourism destination by making use of its natural beauty through greater river access, more biking and hiking trails as well as improving arts and cultural activities, and increasing volunteer involvement in community efforts.

Comments: Carson Valley

Garnerville Ranchos Public (6)
maintaining rural character
communication between citizens and infrastructure
commercial building is overbuilt
keeping communication with Douglas county sheriff - public safety issues
get services to citizens
Drop off for school is at corner of Muir and Mitch but parents not dropping there.
parents drop off in front of Muir; craziness; school has no jurisdiction; not safe
demographics changing; senior population increasing. Maintaining senior services so we can keep healthy lifestyle
economic development - keeping jobs that keep youth, here but don't want to compromise growth
maintaining functional flood plain
little crossover between generations. Isolation between generations
ditto
providing services for seniors
multigenerational issues. Families need to do more together
create jobs locally
kids won't be able to afford and live here once things are back on track
more uses for river - parks, fisheries. Things that contribute to ruralism
preserve rural areas and our area
ditto
18 comments
Healthcare/Social Services/Non-Profits (21)
I'd like to buy a pair of trousers and shoes in this town and you can't do it
failing businesses, vacant buildings, economic times are challenging
not enough arts, would stimulate the economy more
emergency preparedness; water purification is a concern; we have a company here but they've never been approached www.aqua.sun.international.com
growth - too much, too fast because we have empty buildings
not enough arts
eradicate drugs, meth
county must get back to basics and live within budget
attract high paying jobs that wouldn't detract from the community
arts severely lacking
not enough cooperation between departments and citizens
health care delivery system has disintegrated and dysfunctional; needs work to bring assets together
not enough good jobs
lacking in mental health programs and senior day programs
not enough primary care health services for indigent insured and uninsured

lack of education, with respect to green programs, environmentally friendly
county's strategic plan doesn't recommend to any "soft" services - no reference
getting information out to people - 1 newspaper and lost radio station; difficult to know what's going on
highest suicide rate in nation
greatly inundated with substance abuse; mental health is an issue
mental health services have declined - increases substance abuse
family activities taken out of the area, not enough to do here
lack of jobs
public transportation; prevents low income access
lack of resources for low income residents
lack of mental health services; Medicaid service providers
lack resources for those most in need - children, senior, mental health, those in need
keep small town community and support local businesses first
few family activities
senior activities inadequate
echo lack of family activities
better health programs for seniors
problem with uninsured; not addressed
prioritizing budget - what will we do with our money?
lack of family activities
rely more on county for services
we could do a better job of recycling
senior day care is a big problem
mental health services
child protection services
things for teens to do
we need public comment on services
41 comments
Economic Development (13)
downtown parking is a major issue with businesses
struggling businesses
vacant and rundown businesses, not eye appealing
how do we change to thriving businesses and businesses looking for space downtown?
ditto businesses
trees taken down, views destroyed, then they sit there empty
businesses going out of business that have been here for years
overemphasis on big box and underemphasize on nurturing small business
ditto on jobs
ditto on small business need assistance
need businesses that aren't dependent on local economy - small manufacturing that would depend more on exporting than selling locally; bring dollars in from outside
economic or tax structure that is based on growth

diverse areas in county make it difficult to get arms around to help all components
obtainable housing; people turn it down because it hasn't been available
40% of our employees can't afford to live here
highly qualified, educated people in the right area for our business - specific technology
ditto on business assistance
ditto on construction, tearing down beautiful areas for construction
development agencies in northern Nevada except for NSBDC have dropped the ball in helping small businesses; they focus more on large businesses
push away from big box stores; small guys bring in most of the jobs, higher wages
most people can't afford rent here
ditto about more support for small businesses
workforce education is a challenge in this area
pockets where there is no radio signal - we need to work with sheriff's dept to find a solution
growth issue has divided the community
no growth mentality is not welcoming to new community members
in order to attract businesses here, must make concessions, since not a global location (time zone)
quite a bit of in-fighting at community meetings
renting and buying a home is extremely expensive here
28 comments
Gardnerville General Public (7)
lack of things for kids to do, especially teenagers
lack of appreciation for cultural history
lack of venues for talent
lack of culture and venues for such
housing for our children in the Valley. Need entry level housing
traffic on 395
sustainable revenue base for providing governmental services
sustainable demographics. We are getting older and grayer
cynicism within Gardnerville and Carson Valley
echo with sustainability. Need to find sustainability with quality of life
balance our budget compatible with growth
downtown parking
struggling businesses
vacant and run-down businesses on 395. boarded up windows. People don't want to park and check out our town
getting the word out to get people want to visit our unique shops
balance our economic situation with attracting more growth, while maintaining our quality of life
attract quality businesses - environmentally friendly, high paying jobs
no way for kids to learn skills, for example, a career center
if kids don't want to go to college, no other way to learn
ditto concerns with traffic on 395

transportation and circulation (bypass) problems
traffic is a big issue. Not a pedestrian friendly town.
need to attract tourists but no place to park
not a whole lot of things to do, for tourists
haven't thought outside the box on what kind of businesses we want to attract
creating excitement in our community to get involved instead of waiting for others to find solutions
maintaining our education system and higher education system
drainage and flood control
rapid decline of youth
28 comments
Real Estate/Building and Construction (8)
continuing to develop a strong economic base while maintaining quality of life
transitioning from our recent history to living on growth to living on sustainable growth and attributes of community, from standpoint of community
number of county vehicles; too much government; not efficient; building more when we have a lot of empty space
high quality programs for youth
see evidence of meth
for amount of government, we should be able to do something about drug problem
wild land urban interface; fire safe communities; reduce fuels, inadequate defensible space
political polarization on sustainability
redefine "sustainable" so that it is productive, vigorous, healthy; we need a healthy attitude toward a sustainable community
changes we're going thru; many changes; growth; now one town, not two; it now seems anti-business
difficulty in establishing a business
not enough family friendly events
political issues need to be overcome so that we can work together in community engagement
we've priced ourselves out of the community; lack of affordable housing
used to be a bedroom community; now we export people out because they can't afford to live here
lack of affordable housing
community is dysfunctional; difficulty with unity in thinking
we need to find what unites us, not what separates us.
sustainability
affordability
we have empty chairs here because we need goals that unite us
not allowed to say things without being judged
good point; we need common threads about why we've come here
follow thru is a problem; projects have not been what was promised - discourages people getting involved

agree that we have huge communication problems here in the community
we've grown so fast, we don't even want to know who our neighbors are
we've lost a true sense of community; people don't want to get involved, a basic necessity of life; we need to trust in each others
we need a cause to come together; can't be implemented thru government regulations
communication on all levels
people operate in their bubbles; people feel like their opinion doesn't matter or don't want the confrontation
lack of follow up in master plan
lack of communication
millions of dollars spent on arguing on how many houses can be built here
people think they know better than everyone else; meanwhile, business suffers
core problem - lack of respect for certain interest groups; everyone is in their own camp
keeping the county rural
real estate not given full disclosure on fire risks

Public Safety (24)
autism rates; many individuals thru mental health ending up in jails - wave of these individuals in adulthood
mental health issues - acute mental health and medical needs; suicide rate
at state and local level, not enough revenue stream to support government in current form
voters don't want new taxes; not aware of cost of government
can't seem to come up with a common goal; what piece of the pie affects them?
echo - economics is big issues
because no new taxes, shortfall with revenue affects services
community needs to realize we can't support services
keeping up with technology; related to funding
ditto; finding the best way to provide the best services with the lack of money
lack of funding is a problem; challenge is to keep up the officer services
mental health issues with kids
keeping kids in school
roadway infrastructure; we're trying to attract services; hard to do with one more artery
manpower with deputies, dispatch; more deputies in 1990s but have tripled the population
not enough money for safety and protection of our community
all about money; once we do get money, we need to be more fiscally responsible
Legislature needs to address tax structure and provide stable sources of funding
we're very sales tax dependent; we need a stable funding source
services must be provided at a certain level; once lose community, hard to get back
ditto
ditto with funding issue
ditto everyone
domino effect; add more officers will affect courts

we far exceed recommended cases per attorney; at least two attorneys down for all submitted
just increasing more officers affect prosecution
emergency preparedness
concerned about public rights
wildfire safety issues along urban; could be addressed better
water problems
lack of funding for arts
teen suicide
meth problem in high school
ditto - economics and how related to diverse population being served
infrastructure tied to most of problems
we need to remind people about importance of public safety; need to retain good people, pay a fair wage
in good times and tough times
senior population - mental issues
to attract businesses, need way for them to get here
demographics - geographic challenges - large county
teen suicide
substance abuse
wild land fire season; resources are limited - challenges of protecting structures
defensible space needs to be protected
radio communication needs improvement
we communicate (emergency radio) but we could do this better; this does need to be a priority
we do have ability to talking with each other but we need to expand coverage
misconception that fire services provided by volunteers
47 comments
Financial Institutions (8)
not enough money allocated to arts and education awareness
lack of daycare, child care
communication with events in the park
lack of financial knowledge, literacy
economic stature of where we are right now
because of the economy, banks are grouped together; getting people to research banks instead of grouping all together
lack of central communication; only the paper is available to get the word out; no central town crier
getting the word out that the Chamber has a web site that lists upcoming events
drug problem is huge here
fire siren has negative implications; we need to get rid of it. No purpose for that any longer
perception is that banks are not lending; this community is built on real estate development; this sector is in the toilet

banks have returned to fairly conservative practices in lending, frustrating to many
12 comments
Arts and Culture (5)
buy-in to arts and culture here; many don't realize the arts can help with health care, business and industry
arts looks frivolous but arts can benefit people… the salvation to mankind
people want arts in their lives but aren't willing to put in funding
loss of music and art in the school system; it's a critical part of the learning process
challenge is to access community for what is available
ditto of importance of art in schools
resources to promote arts
communication for people to know what's going on, what's available
art hasn't been recognized as an important priority or discipline
nothing for kids to do - that's our fault
getting artists involved is like herding cats because they are busy creating
not a huge buying public
few corporations here that we can attract as sponsors
some community entities do not believe that art is not intertwined with economic development
14 comments
Manufacturing (3)
taking care of 9 water systems and 2 sewer systems in county; educating commissioners on what we do
getting commissioners to understand wastewater; they are making decisions based on information they might not fully understand
commissioners need to better understand our infrastructure
water and sewer companies have never rebuilt infrastructure in 60-70 years because they've been keeping rates at bay; now falling apart
people just think water comes out of the spicket; how do you justify to ratepayers?
problems that county has taken on are because no one assumed infrastructure responsibility
public water system has regulations that must be followed; beyond recognition
production water well $750,000; regs must be followed
people don't understand why new rates have been adjusted; old infrastructure is not to code so must be adjusted
location of small manufacturers - has the county planned an area?
looking forward enough to look at types of jobs we want to attract - light manufacturing. Would be more stable than businesses counting on local dollars
are we going to be a bedroom community or do we want to attract industry?
we're depending on Carson and Reno to provide jobs for our citizens
recruit start-ups or existing businesses - where will they put them?
for every dollars we take in to support residential, we have to come up with dollars to support the infrastructure
170 miles of sewer infrastructure that I have to maintain; there is no plant for effluent

county doesn't pull in resources (employees) that could explain how the resources work
using potable weather for all landscaping; why not use effluent? In long run, will save money
inability of local governments to get down with people of the community and understand what's going on
don't know if I can afford to stay here when I retire; to catch up, there will be huge increases
sewer effluent is sent to Indian Hills. Also send effluent to Carson City. Would like to put in plant here
when area is booming, decisions aren't carefully made.
when economy went south, now we're reversing flows
attitude of area; no one wants manufacturing here
transporting is costly - inventory in and out. Don't have ability to hire on site cost effectively.
county doesn't rely on employees that are actually here; we don't have a way to draw on this resource pool
a lot of people with a lot of knowledge that aren't allowed to use that knowledge (employees with county)
affordable housing for employees
27 comments
North County (8)
unity
communication
understanding within communities that make up Douglas County
activities for youth, especially if it's not sports
water is an issue in the north valley - arsenic, nitrate in east valley
agree little for youth to do
we're not producing anything
challenge to grow business in this area
cows are nice but not producing revenue
challenge to grow small businesses, manufacturers
there is a NIMBY, Not in My Back Yard mentality here
People don't want to pay taxes
need to educate on the peoples' responsibility to pay taxes
ditto on everything
county needs adequate code enforcement regarding traffic, parking, county ordinances
lack of community engagement - lack of groups working together - towns, GIDs, service clubs, nonprofits; it's every man for himself
ditto on communication
contentious between this community and the other end of the county sometimes
agree. We are part of the county. GIDs will be subsumed sometime because we're part of the community.
workforce housing; affordable housing. There is a faction that says we are better than that but there are a whole lot of blue collar workers.

agree on workforce housing
people have an opportunity to live here now
it's nice to have our teachers, deputies living here
civic engagement is a challenge
maintaining an open functional flood plain
needs also to be diverse housing here - apartments, townhouses, single family housing
families should have an opportunity to live here
prevailing attitude is that we don't want those people here; lose quality and diversity by doing that
end up with a terribly aging community that is even more entrenched in how they feel; scary
last dairy just moved out; ranches have subdivided, interested in other options to feed their families
kids aren't coming back to agriculture, ranches; average age 50-60
challenge to promote to businesses and getting the word out that green is a benefit
a lot of retirees
32 comments
Genoa General Public (26)
keeping a rural feeling, the reason we moved here for
eliminating major, high density development
keeping unity for our major event, Candy Dance. Working under one permit, a major fundraiser. Douglas County needs to support, keep it strong
finding steady source of income to fund infrastructure of Genoa
local cookie cutter ordinances, makes it difficult to comply with unique characteristics - zoning, code requirements for commercial district, parking not sufficient
county - attracting new businesses from out of state
county - keep trying to regulate economics. Try to impose slow growth initiatives. County is doing micromanaging. Let economy dictate.
agree that we need Douglas County's support, not be kept by the county.
businesses are concerned about permits. Think you're ready to go. County changes what they want - moving target. Not good for business
keep changing things that are required - the target moves. Sends bad message to new businesses. County not easy to do business with.
concern about small businesses that have gone out of business. What can county do to promote the area.
concerned about open space and rural feel of area
why do we keep reinventing wheel every few months. Gone thru long range planning sessions, same as right now. No follow thru. A lot of people
here have spent the time doing what we're doing now. What happened to that information? (referencing town of Genoa plan)
emergency evacuation plan - especially for Candy Dance event
what happened to continuation of sewer project in Genoa?
county level - could county commissioners review returning 1 or more air tankers back to airport; why did we lose?
people not using recycling business as could or should be?

why can't we use what is already here (buildings)?
awareness of recycling and how it could benefit us;
difficult time for small businesses
after 8 years as a small business, can't afford to keep it open any more
don't have people keeping the dinner dollar here in town; not as many tours; not as much business as when first opened up
not foot traffic in Genoa for a small business
clash between wills between people who want to be a bedroom community and those that want to be a tourist destination; we just need to decide
what we want to be and then do it. Make it work! This is also a county issue. We need to come together
this area is very divided, not united
economic vitality v. controlling growth. It touches it all. Problem - density.
ditto, keep it beautiful. Support business.
traffic
agree with what's been said
roads - we have private roads but everyone has access. Who repairs, maintains?
real concern - fire in the mountains. It terrifies us. Greater fire protection and planning for fire.
Genoa: speed grooves, not bumps at three areas in town
we don't have foot traffic for small businesses
Candy Dance and its future. It provides 70% of income. If dies due to lack of support by Douglas County, then they need to financially support us.
Candy Dance has been here since 1919.
attracting business. If we had an educated labor force generated thru young families in the county, it would attract businesses here. Snowballs.
Carson Valley is not attracting young families
strengthening our relationship so that we're looked at as part of the county, yet an independent entity
Genoa - overflow parking. When we have an event, parking is a problem.
keeping businesses viable and keeping the businesses that have survived, especially in Genoa. Few businesses doing well here.
find formula for state and county revenue that is more reliable and predictable than what we have today.
bike trails and paths are a nice thought but are cumbersome. We're supposed to build and be our burden, as written by the county; burden faced by land owner
some of these trails ideas have become very problematic; not set in stone; need trial period for issues to have a chance to re-work or re-hash
need help from development organizations to get 6 months of help for this town when we're deader than smoke
46 comments
Agriculture (14)
hard to keep it green in this county; we have to do ridiculous conservation easements that don't really make sense
determine if we'll be part of the county or now. Wants it to stay green and rural but we

need to act like that.
put ag community first; we've always been one and it needs to be at forefront; other things fall in behind or move on
find funding source by which to protect these ranches and open spaces
trying to find balance. If it's not a family farm anymore, how do you keep it going? What is economic source of keeping it green?
ditto on farming first
ditto on farming first
what is the culture going to be; preserving the ranchland
Get rid of death taxes can't afford to stay in this valley with inheritance taxes.
suburban rules. People don't understand what we're building. Leave us alone.
noxious weeds are going to kill us if we don't get on board
market locally. Produce beef but we can't sell it locally. No way to process locally.
keeping water in the valley, attached to land
ag must be first
whitetop
keep the ranches
come up with a way to compensate ranchers; well thought out plan to help ranchers
next generation is the challenge; passing it on.
weeds
people want it green. Without young people in this, we're done. Average age is 59.
understanding the water and the river, taking it out just because they want it.
lack of vocational training about agriculture
agriculture undervalued in community
ag provides flood control for free; taken for granted
once given up, it's gone
figuring out how to use the physical assets of this community
communities are being eaten up like this around the west
not communicated to people that live here how important the ag community is and how it gets green
came here to protect my interest
sales tax did not pass; people here are not willing to pay for it.
30 comments
High School (70) - 1st session
old people
drug issues
ditto
ditto
ditto
no problems
nothing to do
nothing to do that they can afford
ditto

ditto
ditto
drug issues
drug issues and trust in others
high school competencies - tests that are required for them to graduate
suicide rate too high
ditto
the amount of smokers
the drug and smoking rates go up because there is nothing to do
ditto
ditto
ditto
the cuts that are being made to education - it's not the kids' fault - also, high school competency is a challenge
ditto
people who don't know how to drive - need driver's education
jobs - can't find jobs/not accepting other people's dress codes
jobs - can't find jobs
ditto
ditto
high school competencies, but the way that it's set up is that you're going to pass anyway
community needs to focus on which drugs are the most problematic (ecstasy)
driving - dealing with people don't know how to drive (i.e. 1st year drivers)
drug problem
ditto
drug problem and not having anything to do
not having enough jobs, not having anything affordable to do
education cuts/costing more money to go to college
ditto
ditto
nothing to do
number of student drop-outs/hard to find jobs
age of employment to be lower, maybe 15
deaths - suicide
nothing to do - there is a definite generation differences of what is considered fun
littering
suicide rate too high
suicide /drug issue
too much meth
nothing to do - have to go to Reno to do anything fun
school is not preparing them for the real world
driving - old people don't know how to drive

drugs/high school competency test
overpopulated - stop wasting precious ranch land
education system sucks
nothing to do
community doesn't focus on their age group - it's more of a family community
54 comments
Religious - 6
transients - how to deal with them
youth (young adults) - interaction with drugs
affordable housing (both rentals and purchasing a house), especially for single-parents families
sees a lot of coping skills (anxiety) and the need to overcome the negative and anxiety/cultural crossovers
being able to adapt, accept and understand others
lack of concise services (availability) - limited resources
Use of natural resources - are these going to be available and affordable to the students/youth groups?
Need to have something for the kids to do
community needs leaders to focus on what they have and make the best of it
county government is an obstacle - expensive to build and develop
too great of differential between public and private sectors
underutilization and need more community spirit
12 comments
Senior Center (100)
Trying to survive with expired driver's license
Ditto
See a nice senior citizen facility
Ditto
People losing their homes
Bankruptcy rates
Bigger senior center
Don't need everything to be built around the senior center that is currently planned on being built
rate of property taxes/services going down
taxes still going up on property that's declining
Will be a problem if the DMV leaves, don't want to have to drive to Carson City
Ditto
what are the banks going to do with all the empty houses
New senior center
no concerns that $100 wouldn't cure
just need more room for their activities/services
need a larger facility to congregate
don't think that they should move the DMV to Carson City-need to keep here in town

get the bypass completed
walkway needs to be repaired outside of the senior center
smaller government, less costs to the citizens
ditto
property taxes are too high
ditto
slow the growth, lots of empty houses
affordable housing for people with low income - both for multi and single family housing
need a new, larger senior center
ditto
ditto
need larger center for their activities (i.e. card games)
need medical, housing, someone to speak for them, nobody cares about them
New senior center
Ditto
Ditto
Too much traffic
Need a VA office here in Carson Valley
Ditto on VA and senior center
Ditto on the medical and senior center
Ditto on larger senior center
Ceramic room is packed like sardines
New senior center should be built in the middle of town
The seniors have to pay to play bridge since there is no room here at the Senior Center
Being able to walk along the river - easement that is barbed wire off
We have no homeless shelter for the homeless
Not enough low income housing or help for those in need
need a larger facility with more staffing
45 comments
Tribal (6)
Additional housing - to accommodate the younger generations (apartment complexes)
Bigger senior citizen complex
Housing and trying to get members involved in the community - more of an education problem
Integration of all aspects of Native American life into other lives of the community
Preserve the history of natural instinct beliefs of each Tribal group
Integration and preservation of history of the Native American life into the community
Not a lot for the youth to do
High suicide rate - what can be done?
Commercial development remaining consistent with the beauty of this area
Voting machine - taken away
10 comments

Recreation/parks and recreation (15)
Many divergent uses and limited resources
Access to the river, have to cross private property
Finding the money for maintenance
Keeping the rural feeling
Need bike paths or bike lanes
Ditto
Need for more venues/facilities for attracting sports participants
Bike trail systems
How to balance economic, stability and growth with preserving quality of life
work with neighbors (i.e. Carson City)
Trails have become dumping areas
Have access to wonderful resources/beautiful mountains, but have to cross private property
Bike path
The disconnect between services that are offered to youth and the older generations
Don't have the man power or funding to maintain trails - need to find a funding source
senior citizen center - need a new facility
need a multi-generational community center
community center/performance venues/field space for special events
river corridor - need access and trails that parallel the river
implementation of county-wide trails
conservation/nature/business balance of the river
interpretation and notification on trails/recreational activities on the major highways
huge draw/revenue maker to draw tourists into the valley to go on the bike trails
haven't prepared for population they already have
Certain buildings or facilities might be too close for someone, (i.e. I don't want that in my backyard)
keeping up with open spaces and trails is very important
finding new volunteers
work more together with private planning
Providing added recreational opportunities, as we currently don't have an indoor recreation space/community center (basketball court, karate classes, art class)
Gaining access to the many federal lands that are nearby (ranch land made into residential housing - land is developed, but need to have public access)
Need to find an economic base for the community that is not based on building homes, should attract businesses first, grow in a sustainable way
No place to meet without incurring costs
Lack of tourism clients (cultural arts facilities - tourist producing recreation activities)
Revenue generating facilities
Parks generate more revenues for recreational enjoyment - water parks
Access to the Carson River - great environmental resources that are hidden - underutilized resource
Federal intrusion - off-road vehicle/wilderness areas

Keeping water
37 comments
Educators (4)
More affordable opportunities for kids to be involved in
Drugs, alcohol, suicide
Loss of music and art in the elementary levels, comm. college - step child to WNC - lost administrator loss of this facility is a challenge, all requirements coming down to teachers and the way things need to be taught - individual education that they need
Fire safe community - steward of their property and support fire safe measures
People don't know and education is significant - retain and support the education of fire safety
Challenge to modify/change the education system so that they're more familiar with technology/students get on the same plane
Definitely not enough activities - loss of music and art is significant - positive outlet for them
Lack of ability to take classes at WNC, taking classes a high school - don't have the same opportunity
Cookie cutter - we're not all the same, we can't all be taught the same, try to teach all students the same way
Interested in being part of sustainable community - not entirely paved, sustainable agriculture, preserve the land that they have and feed the people that live here
More activities for the youth - pick up bad habits
Lack of employment opportunities
Making contact with the audience - need to have notifications, better communications about events, etc. devise contact system
No community center/central location for the youth
People move into the valley and don't feel a part of it, feel disengaged
Problems with communication - lack of getting the information out to the public
16 comments
High school - (89) 2nd session
Overpopulated - takes 30 minutes to get through town
Issue with drugs
Cops
Ditto
Issue with drugs
Issue with drugs
Cops
Overpopulation
Not enough places to go shopping - have to go to Reno
Not enough stuff to do
Town is boring
Amusement park
Not enough to do, not enough shopping
Need to have more entertainment

Drugs are bad
Ditto
Not enough stuff to do
Boring, issues with drugs
Boring
Boring
Not enough to do, leads to other things (drugs, alcohol, etc.)
Problems with alcohol
Overpopulation
Not enough jobs to keep the youth out of trouble
Quality of roads
No jobs
No jobs, speed limit through town
Overpopulated
No jobs
Lights at the skate park
Too much school
Smoking
Lights at the skate park
Need a new dirt bike track
Not enough popularity - not enough students in the school
the roundabout sucks
Ditto
There's nothing to do
The roundabout sucks and we need faster speed limits
Ditto
Too many birds
Too many drugs
Not enough to do
Ditto
Hard to get a job
Not enough shopping and cops are bad
Not enough public transportation
The roads are bad
Public transportation
Too many houses for sale and not enough people to buy them, speed limit on the main drag
Need a place to perform
The curfew is too early, should be later
The roads are bad
The curfew should be later
Not enough jobs for teenagers
Stoplight at Ironwood

Too many casinos
Nothing to do
Boring
The curfew should be later
Cops suck
Too much teen pregnancy
The school district is incompetent
Better public transportation
Ditto
The whole town is a challenge
Don't have a mall
Not enough to do
Bigger buildings to make more profit
Too much school
Recreational opportunities for people with disabilities
Too many high school competencies
How many credits they need to graduate
Speed limit on east valley is way too low
School district needs more money for programs - sports, band, etc.
Ditto
Too much testing
Ditto
Choices of curriculum
Deal with cops that are racist
More teachers on the school board , get the school board more involved
Raise the speed limit on the back valley
Too many rules
Better foster care system
Foster care system in the town is broken and is not getting the best use
84 comments
Government (11)
Nobody knows how to live in Douglas County - realistic expectations
Traffic
Traffic, educating citizenry, nobody knows how to live in Douglas County, realistic expectations
Angst towards having horse park
Clearer vision of what they want to be
Balancing water - maintaining ranching community and keep heritage
Quality of life, beauty, educate before they come - don't have all gov't amenities of urban areas (communication issues)
Meetings are held at a time when not everyone can come - more opportunities for town hall meetings
Growth in every manner (public safety, water, sewer, agriculture)

How do we show the people that we're listening and that we value them - huge volunteer base
How to deal with flood plain issues
Job creation - quality jobs, sustainable income
Some people feel like no one listens to them
Same people get up to talk to badger others, people who want to get up and talk positively get booed
Communication
Affordable housing (i.e. young married couples to go out and buy a house - hard to get credit, etc.)
Infrastructure needs (transportation, water, flood plains)
Meeting service demands cost effectively
Manage transportation for seniors
Too many districts - not good communication with others (very challenging)
Providing services - trying to bring water, sewer, gas (infrastructure)
Manage growth and communication
Cost of running for an elected office
Permits for water/sewer and price of land are sky high, not affordable
Commissioners represent the whole county
Affordability - property taxes
Affordability - rural loan programs
26 comments
Business/retail/chambers (12)
the County serious problem with dissolution of gaming
traffic
30 K define economic development
larger manufacture growth management element
Main Street Gardnerville
struggling businesses parking vacancies
ditto
more things for people of all ages to enjoy
concern failing math class does he need it to graduate counselors look favorably on it
advice kids getting at the high school level as they plan for college
level of education need higher expectation
hwy 395 a challenge with it going right through the middle
need to make downtown pedestrian friendly
bypass
tourism venues need more for festivals sports arts
biggest sense operating DC in an model that is recently broken gaming seniors
eco venues in need of an identity as a tourism product
dated tourism model between times
ditto
Indian gaming everywhere it is not unique

because gaming is flourishing everywhere by products like golf are being packaged elsewhere
down turn in building effects gaming and anything that a local would do
start to bring people in need transportation in want to move group do not have transportation or airport transportation
bedroom suite in home as a b&b cost of permit high changes tax cap 3 to 8
organization to sponsor conduct events like soaring venue stay close to airport with craft that would be a five star
signage to point through traffic to our parks and other venues picnic
inexpensive lodging capabilities trailers RV
sale of camping equipment up going back to old rec ideas pitch a tent
money or lack off leisure travel on the decline corporate and cutting pie into smaller pieces money
events like motocross unique people and unique interests
walkable venues on river
school kids vocational training in depth maybe a mentoring program
apprenticeships
lack of downtown culture area where people can congregate options
need to celebrate our Western heritage
arts drive economy
echo walkable downtown through community
Minden eyesores started building and sit vacant
change downtowns into thriving businesses to the extreme of wait lists
communication issue how do we get the workers out about the gems in downtown advertising
ditto expand on it difficult time to get tourists in town excite locals
when locals have a visitor want them to take them to the stores
agree
finish bypass
intimidating to walk with trucks on the highway
transportation system for groups get them down town
venues additional challenges location infrastructure that is not currently there costs
fragmented in our approaches especially in the area of funds
priority CV art council could create hub
parking no one agency has the power to tackle that project
ditto with add the length of venues longer stays
fragmentation of the valley and lack of communication
50 comments
Kiwanis Listening Session (35)
To maintain the look and feel of a rural community
Drugs and traffic
Growth: How do we keep a small town atmosphere
Traffic
Current state of the economy

No incentive to volunteer on a state and or federal level
Adequate county budget
Appropriate management of our natural resources
Preserving the small town flavor
Road building/repair
Increase in enforcement personnel
Reduce motorcycle noise
Not enough bike trails
Roads
Planning and development that works
Too much development without implementation and follow up
Not enough advanced and vocation education
Suicides
Maintaining character of the area
Develop open access to Lake Tahoe
Population growth
Affordable housing
Location, location, location: close proximity to the state capital
People are willing to support activities
Unique natural beauty
Open space and mountains
Natural beauty
Volunteerism
Tradition and spirit of helping others
People that live here – sense of community
Geography – water, mountains, valley
½ of the people
Scenic views
Outdoor activities
Volunteers: people with time and money
Natural resources
People
Natural beauty
Open spaces
Small town feeling
Maintain a frugal local government: should be leaner and meaner
Increase the police force to overcome drug problems
No more large development projects
Senior Center/Rec Center
Arts venue – short term
Plans for prosperity and more collaboration between Minden & Gardnerville– long term
Eliminate or reduce impediments to volunteerism, i.e. legal restraints or lack of legal incentives

Senior Center
Road maintenance program
Better funded Sheriff Department
Community transit to reduce traffic and to get elderly around town
Bypass
Ditto
Senior Center/Community Center
Accountability of planning: no more half completed projects w/o bonds and or follow up
More road repairs
Free and open access to Lake Tahoe to everyone, not just the wealthy
More bike paths and horse trails
A performing facility for theater, concerts etc.
Hispanic Community (56)
Language barrier
Ditto
Unemployment
Language barrier
Lack of communication (between Hispanics and non-Hispanics)
Lack of medical services
Jobs
Lack of free services in the community that were available in Spanish
Inequality of services
Language barrier
Inequality of wages between Hispanics and Non-Hispanics
Suppression of job information; leads to disqualification
Jobs
Lack of youth services
Lack of recreation services for Hispanics
Drugs and alcohol in the schools
Language barrier
Little response to Hispanic needs
Non-Hispanics get preference over Hispanics for opportunities for vocation learning and higher education
Jobs
The Partnership: English classes without cost and recreation for kids without cost
Education for undocumented residents and students
School is still free
Free lunches for low-income students
Free breakfasts
Peaceful community to live in
Tutoring programs for students that are struggling
Effective public safety
Public parks
Support for undocumented students

Support for kids
Skateboard park
Mass in Spanish @ St. Gall (everyone agreed strongly)
Father Paul (everyone applauded Father Paul; he is a source of care, comfort, compassion, trust, and assistance for them)
Religious groups and people
Anti-drug programs in school
Public transportation
Scholarships for students
Teen pregnancy support groups
St. Gall's Church
English speaking classes for Hispanics
More job opportunities
Access to vocational and higher education for undocumented students
More jobs for kids and adults
More local jobs so don't have to drive to Carson City
Youth/Teen Center
Drop in Center for Teens and all kids; offer music, games, tutoring etc.
More English speaking classes at more convenient times; currently not possible for people that work long hours
To learn more about the school and justice systems
More local transportation opportunities
A Job Connect Program for Hispanics; learn how to write a resume, take an interview, secure better jobs
The Nevada Hispanic Services in Carson City is great; please bring it to Douglas County!!!!
Bring back the DMV
More recreation and sports equipment in the parks for kids
More jobs

Tahoe: Major Themes and Sub Themes

(Not prioritized)

- **Transportation -** This was a theme mentioned across the board.

  Sub-themes:

  By-pass; ring road (behind the casinos)
  Turn lane
  Public transportation (especially funding for operating; there was funding to get vehicles but not funding to operate them)
  Environmental & economic development concerns
  Infrastructure: hike & bike trails; water transportation

- **Economic Development -** Again, this was mentioned across the board.

  Sub-themes:

  More redevelopment
  TRPA (Tahoe Regional Planning Agency); the development sector was more at odds with the TRPA than the public sector
  Environmental preservation
  Incubators
  Diversification
  Entrepreneurship
  Labor source
  Enviro-tourism
  Completion of the Convention Center
  Failure to promote the lake as a center piece
  Need for a Lake Tahoe Basin economic development coordinator

- **Environmental Preservation**

  Sub-themes:

  Economic development impacts
  Ordinances for defensible space
  Access to the lake and to public lands
  Stewardship
  Aquatic invasiveness (invasive species found on boats)

- **Communication -** There were two major sub-themes mentioned:

  Parity/Political Representation
  County Services
  School District

  Council of Government
  5 counties around the lake
  South Lake Tahoe and Tribe

  Additional Sub Themes:

  Transient population
  Community felt listened to death by various agencies including TRPA & EDA
  Tribe

Lack of a sense of community (youth were an exception)

- **Housing**

  Sub-themes:

  Moderate Housing needs (middle income housing); a new green housing development called the Sierra Colina Village that included sustainable homes

  Affordable Housing: 3 current projects are struggling for occupancy even though they appeal to minimum wage people; are below 50% LMI; is a challenge for funding

  Redevelopment requests: Consider existing housing and other buildings

Team Member Recommendations and Resources

Theme: Transportation: Carl Dahlen

The chance to visit the Lake Tahoe Basin is always a pleasure. On this visit that pleasure was enhanced because of the opportunity to meet with and hear from a wide variety of individuals who not only live and work in the basin but also care a great deal about its future. I want to thank everyone who took valuable time out of your day to share with the resource team your concerns, hopes and dreams for the future of Lake Tahoe. It will be people like you who will make your hopes and dreams come true.

Issues:

Comments related to the issue of transportation can be broken into five sub-issues. The needs for improved public transit and better bike and walking trails received the most comments. To a lesser extent, but of no less importance, the completion of the Loop Road around the Highway 50 Corridor, better use of the school transportation system and the airports serving the basin received comment as well. Comments related to the airports were positive statements on how well they serve the basin. The overarching concern, however, was how best to move residents, tourists and workers in and around the basin with the least negative impact on the environment.

Public Transit:

There were numerous expressions of support for Blue Go, the public transit system serving the Southern end of the Basin. One commenter indicated that Blue Go is an asset that needs to grow. It is an infant in status existing as an embryonic public transit system, an initial foothold that has been achieved. However though the system is capital rich and can get money through grants to purchase vehicles, maintenance is tough to fund. Blue Go has buses but no one to drive them. There is a need to build the service then attract the riders which is the other challenge. Mass transit around the Lake will benefit businesses and quality of life in the Basin. The other big ticket item is the lack of adequate infrastructure to bring people from Carson Valley or Carson City to the Stateline area where there are jobs. There is not enough funding to keep a system going when it is put in place. There was also a desire to take Blue Go and expand it into a complete line including a ferry on the Lake. It would become an integrated system that would keep cars out of the basin. Another suggestion was for a monorail system around the lake that potentially could be powered by solar energy. However, any efforts at improving public transit must be supported as a basin-wide effort. There is a need for basin wide support and funding for transportation. One suggestion was that a Council on Governments within the Basin could work on transportation basin wide.

Recommendations for Public Transit:

Meet with representatives of Blue Go to determine their current and future needs. Assist Blue Go in efforts to increase ridership and therefore revenues. Look for ways to promote use of the system. Work with major employers to provide incentives for their employees to ride the bus rather than bring their private vehicles to work. Make sure every motel and hotel room has a

transit schedule in a highly visible location. Encourage visitors to use Blue Go to travel in and around the basin making sure the other transit systems are coordinating with them. Help schedule meetings of the various local governments in the basin to discuss transit needs. Include the Nevada Department of Transportation and Caltrans in the discussions.
Resources for Public Transit:

Resources:

South Tahoe Area Transit Authority
Blue GO
John Andoh, Transit Administrator
128 Market Street, Suite 3-F
Stateline, NV, 89449
Phone: (775) 589-5284
jandoh@trpa.org

Nevada Department of Transportation
1263 South Stewart Street
Carson City, Nevada 89712
Jim Mallery, Manager
Aviation / Rail / Transit
Phone: (775) 888-7464
jmallery@dot.state.nv.us

California Department of Transportation
Division of Mass Transportation, MS #39
P.O. Box 942874, Sacramento, CA 94274-0001

Sharon Scherzinger: Division Manager:
sharon_scherzinger@DOT.ca.gov

Phone: (916) 654-8811

Bike and Walking Trails:

Another area of concern was the limited availability for safe movement of bicycle and pedestrian traffic in and around the basin. One comment in particular that summed up the feeling of many participants was, "I like riding around the Lake on my bicycle but I am at the mercy of the vehicles, if only we all could ride our bicycles." There was recognition that bicycles are less expensive and more environmentally friendly than motorized vehicles. Participants would like to see complete streets where you have the bike lane, a side walk and street in union. They recognized that it is tough to get it all of these done simultaneously. But currently there are not enough bike lanes and trails for residents or visitors to travel around the lake. This fact is particularly true in areas that are already developed like Skyland. They noted that several walking and biking trails are included in the master plan like on the California side, but they seemed unaware of any on the Nevada side of the Lake. Not only were participants concerned about safe travel on streets and highways, they would like to see more bike and walking trails elsewhere in the basin as well.

Recommendations for Bike and Walking Trails:

Currently the Douglas Count Master Plan calls for additional bike and walking trails in the Lake Tahoe Basin. There is a recognition that more people desire to have these trails available and

able to move bicycles and pedestrians safely. Contact the Douglas County Planning Division to find out what actions are anticipated in the plan to increase the number of trails. Also contact the Nevada Bicycle Advisory Board to determine what plans and actions are underway through the State of Nevada. Contact with the advisory board is through the Nevada Department of Transportation Bicycle and Pedestrian Program. Another action might be to join with groups that are advocating on behalf of bicycle riders such as the Lake Tahoe Bicycle Coalition. Working together with others who are promoting safe bicycle use can help focus whatever resources are available to increase and improve opportunities to safely bicycle and walk throughout the basin.

Resources for Bike and Walking Trails:

Lake Tahoe Bicycle Coalition
http://www.tahoebike.org
P.O. Box 1147
Zephyr Cove, NV 89448
BikeLakeTahoe@aol.com
Phone: (775) 586-9566

Douglas County Planning Division
PO Box 218
1594 Esmeralda Ave., Rm. 201
Minden, NV 89423
Phone: (775) 782-6210

Nevada Department of Transportation
1263 South Stewart Street
Carson City, Nevada 89712
Eric Glick, Manager
Bicycle/Pedestrian Program
Phone: (775) 888-7433
eglick@dot.state.nv.us

Completion of the Loop Road:

Another concern identified by participants was the need to reroute traffic out of the Hwy 50 corridor and away from downtown South Lake Tahoe. Completion of the Loop Road that currently bypasses the Casino Core on the Nevada side of the state line will decrease congestion and increase traffic flow for vehicles traveling through the basin.

Recommendations for completion of the Loop Road:

Since the work that needs to be done to complete the Loop Road is on the California side, Nevada residents need to coordinate efforts with the City of South Lake Tahoe and Caltrans to determine what efforts they may be able to undertake to help in this effort. The Engineering department at both the city and the state levels are the best place to start.

Resources for completion of the Loop Road:

California Department of Transportation
1120 N Street
P.O. Box 942873
Sacramento, CA 94273-0001

Caltrans District 3
P O Box 911
703 B Street
Marysville, CA 95901

Richard Land, Deputy Director
Project Delivery
Phone: (916) 654-5266

Jody Jones, Region Director
Phone: (530) 634-7640
jody_jones@dot.ca.gov

City of South Lake Tahoe
Public Works Administration
John Greenhut, Public Works Director

1052 Tata Lane,
South Lake Tahoe, CA 96150

Phone: (530) 542- 6035

School Transportation System:

Concern was expressed about possible budget cuts for the school transportation system. There was recognition that the system was not very efficient in its operation. One commenter talked about the use of a school bus to take 6 kids instead of using a smaller vehicle like a van. The commenter was concerned that this was a waste of resources. There was also a concern about a perceived lack of support for using buses for sports activities thereby limiting the ability of the schools to compete on a regional basis.

Recommendations for the School Transportation System:

Clearly identify concerns regarding the uses of the school transportation system and report the findings to the district office. Meet with district representatives to discuss concerns and suggest possible alternatives on how the system might be improved. One possible alternative would be for the schools to contract with Blue Go to provide transportation for students in the basin and thereby reduce the number of school buses needed. In terms of the use of the system for sports team travel, discuss the unique needs of schools in the basin that may need services over and above what might be needed for the valley schools.

Resources for the School Transportation System:

South Tahoe Area Transit Authority
Blue GO
John Andoh, Transit Administrator
128 Market Street, Suite 3-F
Stateline, NV, 89449
Phone: (775) 589-5284
jandoh@trpa.org

Douglas County School District
Transportation Department
Ron Christino, Lake Coordinator
Phone: (775) 588-1650
rchristino@dcsd.k12.nv.us

Carol Lark, Superintendent
Douglas County School District
1638 Mono Avenue
P.O. Box 1888
Minden, NV 89423
Phone: (775) 782-5134

Theme: Transportation: Rod Jorgensen

Issues:

Transportation was a topic mentioned by many. There are really two aspects to this topic. One is transportation within the communities at the south end of Lake Tahoe and the other is related to transportation around the lake. Any one of us that has driven to/or around the lake have experienced the traffic congestion during the peak months and should realize its negative impact on the environment of the Tahoe basin. Significant transportation improvement (which includes modifying the habits of those who live in the area as well as those who visit) is a long term process.

The lack of bike paths in the area is another issue that was raised by both the youth and adult segments of the community. I would like to expand this to include bike paths around the basin.

The bypass, or Loop Road, around South Lake also was brought up a number of times. When completed this bypass would ease the traffic flow on Hwy 50 through Stateline and South Lake Tahoe.

Recommendations:

Blue Go has been and will continue to be a vital component in moving people at the southern end of Lake Tahoe and to/from the Carson Valley. "I love that Blue Go exists". Blue Go has obtained grants that allow them to purchase additional capital equipment but cannot find funding to fully staff this additional equipment. This lack of funding limits the growth of the organization which in turn limits their transportation capacity.

The management of BlueGo needs to be sought out and sufficient aid provided to assist them in gaining greater ridership. Given greater riders, it is hoped that this would provide additional funds needed for the operational budget. Identify with management the current methods of marketing the enterprise and see what additional marketing options might avail themselves to cause not just the locals who are uncertain/unaware of the availability and routes that Blue Go travels, but also to make certain that the tourist population and part-time residents are fully aware of the routes and the cost effectiveness of traveling with Blue Go.

I haven't even spoken to the environmental advantages of less vehicular traffic within the Basin, which would be self-evident if ridership increased significantly, perceivably reducing vehicle flow in the basin.

Tahoe Area Rapid Transit provides service around the Westside of the Tahoe basin including travel to Truckee. The Nifty-Fifty Trolley does tours through South Lake Tahoe. The Tahoe Trolley serves Tahoe City, Squaw Valley, Tahoe Vista, Kings Beach, Crystal Bay, and Incline. In addition the South Shore Water Shuttle provides water transportation between Lakeside Marina and Camp Richardson with stops at Timber Cove Marina. There are a variety of tour operators who are chartered by groups to take trips around the lake. With so many choices available for alternative transportation around the Tahoe Basin, I found it odd that there is a lack

of transport around the east side of the lake from Incline to Hwy 50. Likely there is insufficient demand at this time, but it seems advisable that this area will need to be incorporated into the transportation loop that circumnavigates the Tahoe Basin.

I have talked with many people who live in or near the basin who have individuals periodically visit them. When they do, it is customary to take them on a trip around the lake. We all get in our cars and head up to the basin and drive around the lake with maybe a stop here or a stop there. We never think about "riding around the lake".

In one of our listening sessions, one suggestion made was that a Council of Governments within the Basin could work on transportation basin wide. I fully agree. Although it may not be currently economically feasible to have a transit system that covers the entire lake, there will be a point at which the environmental impact of all of these vehicles is greater than the lack of profitability of the system. When I travel to urban areas, I use the public transit system. It is most pleasant to leave the driving to someone else so I can enjoy the views and have the convenience of stepping off/stepping on when I choose...especially knowing that I don't have the burden of finding a parking spot! It may be that a Tahoe Basin transit system can never operate profitably but the environmental benefits for the area cannot be disregarded.

Biking and walking trails have two components. The first being adequate trails within the communities at South Lake, and the other being completion of a bike trail/lane that goes all the way around the lake. Currently I know of individuals that will kayak around the lake, hike or bike the entire Tahoe Rim trail, but never have talked with anyone that has ridden the circumference of the lake at lake level. We have taken our bikes to Sugar Pine and biked to Tahoe City and down the Truckee, but in many areas would not think about traveling along the highway to bike. It is just too dangerous. Biking issues within the local communities for continued improvements to the existing lands and trails in the urban area should be directed to the Douglas County Planning Division and the South Lake Tahoe Planning Department. For the basin component, I would urge you to focus your efforts through the Lake Tahoe Bicycle Coalition, the Nevada Dept. of Transportation and the California Dept. of Transportation as well as the proposed Council of Governments as a component in the basin wide integrated people moving system.

Resources:

Blue Go
www.bluego.org

Tahoe Area Regional Transit
www.placer.ca.gov/Departments/Works/Transit/TART.aspx

South Shore Water Shuttle
530-541-9800 Lakeside Marina
530-542-6570 Camp Richardson Resort & Marina: June through September 15th

Douglas County Planning Division
775-782-6210
www.douglascountynv.gov

South Lake Tahoe Planning Division
530-573-2020
www.ci.south-lake-tahoe.ca.us

Nevada Department of Transportation
775-888-7433
www.nevadadot.com

California Department of Transportation
www.dot.ca/gov

Lake Tahoe Bicycle Coalition
www.tahoebike.org

Theme: Economic Development: Rod Jorgensen

Issues:

Economic Development is a difficult topic for the Lake Tahoe Basin. Over the past number of decades, the economy of the basin has been dominated by tourism and consequently, the existing industry is tourism based. It can be said that 2/3 of the basin is seasonal. By this I mean that 2/3 of the homes in the basin are 2nd homes, 2/3 of the jobs are seasonal, and 2/3 of the economic base is tied to seasonal travel. What we are really talking about is Economic Redevelopment . . . taking what is there and changing its makeup to provide a broader and more diverse economic base. This will include looking at business opportunities within the environmental area that involve the research presently being done on and around the lake, identifying other small business types that would be attracted to the lake (but whom sell their services primarily beyond the bounds of the basin), and creating an enviro-tourism culture for those that visit. This would inevitably provide higher paying alternatives for the residents of the basin but, the challenge involves getting the cooperation and buy-in from five counties, one city, three development districts/authorities and all of the public and private stakeholders who operate within or have concern about impacts on the basin.

Recommendations:

A significant element of the identification of necessary changes is the formation of the Lake Tahoe Prosperity Plan (a pre-application has been submitted to the Economic Development Administration through the Western Nevada Development District). A basin wide economic development planning effort does not exist nor has a basin wide economic development strategy and action plan ever been attempted. The LTPPlan would evaluate potential economic opportunities throughout the basin by identifying existing business clusters in environmental technology, accelerators, and information technology. These clusters, as well as future clusters as yet unidentified, must operate effectively within the environmental laws that apply in the basin.

Within this plan, one of the proposed clusters would be the creation of accelerators, or incubators, which would encourage the development of entrepreneurial and small businesses endeavors. Business incubators and accelerators are programs designed to accelerate the successful development of entrepreneurial companies. There are two types. The first is an incubator without walls model, in which an incubation program offers entrepreneurs all of the business assistance services that a traditional bricks and mortar program does without providing a physical facility to house the clients. Incubators work through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company will stay in business for the long term. The National Business Incubator Association uses the terms incubator and accelerator interchangeably. The term accelerator is currently the more fashionable way of referring to incubators. There are though potentially subtle differences. Accelerators are more commonly restricting their tenant companies to those that are attempting

to reach national or international markets. The resources of accelerators and in many cases incubators, include but are not limited to high-tech workforce, management mentoring, business development mentoring, business plan development, fund raising mentoring, etc. The primary difference I have identified between the two is that accelerators have no defined exit strategy for their clients. They prefer that their clients remain in the facilities long term. The typical incubator with walls concept assists the fledging business to mature to the point that they are urged, and in some cases required, to move out of the incubator once the business has reached certain milestones of age and/or profitability.

The newest design on programs to aid early stage business start-ups is called a Collective (Co-working). In co-working, a group of freelance entrepreneurs or solo entrepreneurs share one big office space with perks they might not get at home, such as a conference area, espresso machines, and the opportunities for socializing. Co-working usually gives members the option of renting a desk that can be shared or occupied by them solely. It also provides for a drop-in option, where people can stop by and work in an unreserved common area for a low fee or sometimes for free. Co-working differs from incubators in that it is aimed at solo freelancers, not just businesses with the potential for growth and job creation. Co-working is poised for a big takeoff due to the growth of one-person businesses. Solo freelancers want to network and socialize with others of a similar vein. The collective gives them this opportunity. There can be a free exchange of ideas, peer mentoring, collaborative efforts for given clients, and a means of creating relationships within the business community as well as outside of the business environment in personal activities. As a means of creating a desire by individuals with great ideas, but little direction, I strongly urge the pursuit of any or all of these programs. Giving the entrepreneurial mindset a step up with the assistance of these programs will naturally start a growth in such pursuits.

Resources:

Western Nevada Development District
An Economic Development District (EDD) designated by the Economic Development Administration (EDA), U.S. Department of Commerce
704 W. Nye Ln., Suite 201
Carson City, NV 89703
Director: Ron Radil
775-883-7333
rjradil@wndd.org
http://wndd.org

National Business Incubator Association
www.Nbia.org
Business Incubators and Accelerators
Articles on Accelerators
http://www.burtwalker.com/?p=26

Articles on Co-working:

- Business Week: Where the Coffee Shop Meets the Cubicle
  http://www.businessweek.com/smallbiz/content/feb2007/sb20070226_761145.htm
- Business Week Images: Alternative Workspaces
  http://images.businessweek.com/ss/07/02/0227_coworking/index.htm
- SF Gate: Shared Work Spaces a Wave of the Future
  http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2008/02/19/MN7CV2JFE.DTL
- The New York Times: They're Working on Their Own, Just Side by Side
  http://www.nytimes.com/2008/02/20/business/businessspecial2/20cowork.html

Theme: Economic Development: Steve Lewis

Issues:

It is clear, the economic driver at the Lake is the Lake. The tourism and recreation economy is significant due to the beautiful environment. A listening session participant stated "our huge asset is the incredible environment we live in, it is the Lake and the mountains." The individual went on to say "we must protect and utilize (these assets) at the same time." The issue is not different from other locales. How can the economy sustain local businesses, enhance profitability, and attract new business to the area? Another comment was that their "economic development vision for Tahoe is focused on attracting families to come here, live and work in the new industries they bring." Gaming has long been considered one of the major economic engines at Lake Tahoe in Douglas County. Today gaming is still important but many recognize the need to diversify business types to shore up economic sustainability.

Recommendations:

The words "Lake Tahoe" are often attached to many things to bolster their attractiveness. For Lake Tahoe is just that – attractive. We encourage people to visit to enjoy the businesses and incredible beauty. But what do we do to help people get out on the Lake and truly experience the Lake? One listening session participant stated that "we have failed to promote the Lake as a centerpiece." There is opportunity in helping people, visitors, and gain access to the Lake and the beach. And how might tourists help maintain the Lake Tahoe environment? Geo-tourism is a new term to describe destination stewardship, a cross between eco-tourism and sustainable tourism. For instance, could there be opportunity for paying visitors to help harvest invasive aquatic species or help improve the trail system?

The local economy could also be improved through the development of renewable energy (solar, wind, biomass). One person suggested that there might be opportunity in water quality, water clarity types businesses since the population is focused on the clarity of Tahoe. Businesses that utilize and support the preservation of our natural resources could be viewed as favorable throughout the Lake Tahoe Basin.

Several individuals felt the economic conditions at the Lake, particularly in Stateline and South Lake Tahoe, would be enhanced greatly by the completion of the convention center, referred to recently as "the hole." We don't know the details of the project nor presume to know how to get it up and moving, but it could be very rewarding to realize a finished and functional convention center.

The creation of an economic development coordinator position or someone that focuses exclusively on improving the economic conditions of the immediate area would have some potential. This individual might serve to help projects such as Sierra Colina and the Edgewood Project get off and running. This individual might also help businesses locate labor sources to supply a growing workforce, facilitate economic incubator efforts, and conduct entrepreneurship workshops. The coordinator could be a real economic stimulator providing the focus held on the economic well-being of the entire region and all business and industries.

Resources:

Center for Sustainable Destinations
http://www.nationalgeographic.com/travel/sustainable/

Nevada Commission on Economic Development
http://www.expand2nevada.com/

Theme: Economic Development: Ron Radil

Douglas County is part of the Lake Tahoe Basin, a unique ecological site, not only unique to Douglas County, but unique in the world.

The region identified for Lake Tahoe Basin Prosperity Plan includes all land that sheds water into the Lake Tahoe Basin. The Basin is located in western Nevada and eastern California. California counties include El Dorado and Placer. Nevada counties include Carson City, Douglas and Washoe. There is one incorporated municipality: the City of South Lake Tahoe, El Dorado County, California.

A Basin wide economic development planning effort regarding the Basin's economy does not exist, nor has a Basin wide economic development strategy and action plan ever been attempted.

The Western Nevada Development District (WNDD) in collaboration with the chamber and other governmental entities has submitted an application to the U.S. Economic Development Administration for funding the Lake Tahoe Prosperity Plan. This planning effort will address the following Sub-Themes brought forth at the listening session on Economic Development. The following statements are taken from the application:

> The Lake Tahoe Basin is located in eastern California and western Nevada. The economy is based upon resort, tourism, hospitality, construction, retail trade and on the Nevada side, gaming.
>
> A greater than normal number of second homes in a resort/tourist area such as the Basin is to be expected. There are an estimated 68% second homes in the Basin. Second Home ownership results in a large number of part time residents who do not have a major stake in the area, as compared with those who live and work in the Basin on a full time basis. It also combines with land use restrictions to increase housing demand and prices, affecting residents' cost of living.
>
> The Tahoe Regional Planning Agency is tasked with preserving the Basin's unique environment through its oversight and regulation of land use and development throughout the Basin, consistent with the Compact creating TRPA.
>
> The above cited economic development issues means the Basin needs to evaluate alternatives to its current economy. Can there be clusters identified that can be grown in the Basin in conformance with the environmental requirements? Can the current economic assets be grown to expand the Basin's economy?
>
> The proposed Lake Tahoe Prosperity Plan is based upon identification of existing assets, potential clusters, subject to the environmental laws that apply in the Basin.
>
> Tourism, the major component of the Basin's economy is:
>
> - Seasonally sensitive, rendering already low paying jobs less secure
> - Cyclically vulnerable to the 2008 all time lows in consumer confidence
> - Impaired by high energy costs and their impact on discretionary income and spending

The development of the Lake Tahoe Prosperity Plan will strengthen the capacity of local organizations and institutions to undertake and promote effective economic development in the Basin through:

- The Basin's Prosperity Plan will provide a stakeholder driven economic development strategy and action plan for the Basin to diversify and enhance its economy in a manner consistent with environmental law in the Basin.
- Engage Basin stakeholders throughout the Basin
- Collaborative efforts between public and private sector groups will result from this project.
- Partnerships between the public and private sectors will be strengthened and a resulting collaborate effort regarding economic development, with the involvement of the Tahoe Regional Planning Agency, will be achieved.
- The project is asset based.
- Existing economic clusters will be identified.
- Potential economic clusters, based upon current assets, will be identified.
- The cluster identification will provide the basis to build and expand the current economy.
- Cluster identification will provide a basis for diversification leading to long term employment in the Basin.
- Prepare an economic development strategy *and* action plan for the Basin

The Lake Tahoe Prosperity Plan addresses the following goals, from both of the CEDS in California and Nevada:

- Encourages entrepreneurial and small business development through business accelerators that improve access to capital and creation of private leverage with existing public funds and potentially new public incentives.
- Promotes integrated clusters of "knowledge based" industries that capitalize on the region's assets to provide higher paying job opportunities for residents.
- Expand existing environmental research and development to include demonstration in the field of environmental technology, thus strengthening technology transfer opportunities between environmental researchers and private sector investment.
- Attains protection and restoration of natural assets by turning environmental challenges into economic opportunities.
- Build upon the abundance of arts and cultural opportunities as an economic development in the Basin.

- Builds regional, collaborative support for sustainable economic growth through a series of concrete action steps that are coordinated and maintained by a variety of public and private Basin stakeholders over the long run.

- Develops effective tools to retain existing companies and encourages economic diversification from within the Basin.

Identify existing clusters and identify potential clusters:

Identify Current Clusters:	**Identify Potential Clusters:**
1. Tourism	1. Ancillary businesses for existing clusters
2. Hospitality	2. Environmental Technology a. Air b. Water c. Waste Quality
3. Entertainment/Cultural	3. Information Technology
4. Recreation	4. International recreational research for outdoor apparel and equipment
5. Health Care	5. Health Care a. Telemedicine b. Sports Medicine
6. Education	6. A business accelerator: a. Green business b. General business
7. Government	9. Clean energy businesses
8. Research and Science	10. Transportation
9.Non-Profit Organizations	11. Historic Preservation
	12. Cultural

Sub-Themes:

- More redevelopment
- Tahoe Regional Planning Agency (TRPA), the development sector was more at odds with TRPA than the public sector
- Environmental preservation
- Incubators
- Diversification
- Entrepreneurship
- Labor source
- Enviro-tourism
- Completion of the Convention Center
- Failure to promote the lake as a center piece
- Need for a Lake Tahoe Basin economic development coordinator

Issues:

Issues identified in the Lake Tahoe Prosperity Plan application were:

The Lake Tahoe Basin economy is based upon resorts, tourism, construction and retail trade. In addition, the Nevada portion of the Basin is reliant upon gaming. A large percentage of the Basin's employment is in the accommodation and food sector. With the exception of tourism, the average wage for the jobs in the current sectors are low.

School children emergency telephone numbers provide a picture of employment in the gaming industry in Stateline, Nevada. There are 4,000 persons employed in the casinos at Stateline. Based upon the school children emergency telephone numbers, 80% of these employees reside in South Lake Tahoe, California.

The development of Tribal gaming venues on the western side of the Sierra Nevada in California is having an adverse impact upon gaming employment and revenues in the Basin. The recent high gasoline prices are affecting travel. These two elements result in a reduced number of visitors to the Basin, thus resulting in a reduction of business revenue, local government revenue and employment loss in the Basin.

Stakeholders within the Basin recognize the need to diversify the economy and provide the basis for economic sectors paying higher wage levels. As with most resort area situations, the workers are unable to live close to their work.

The Lake Tahoe Prosperity Plan proposal is based upon existing assets and identification of economic clusters that could be grown in the Basin. Stakeholders are very aware of the unique environment in the Basin that sustains the existing economy, as well as the environmental law that applies. The "New Market Economy" will advance, through this Prosperity Plan, an action plan to enhance the community, the economy, and the environment, consistent with TRPA's stated policy orientation.

See Attachment I, the Letter of Support from TRPA Executive Director John Singlaub, dated January 5, 2009.

In part, Mr. Singlaub's letter states:

> Awarding the requested EDA funds for the Prosperity Plan project will lead to the creation of an Economic Prosperity Plan for the Lake Tahoe Basin resulting in a plan to be implemented to diversify the Basin's economy. Economic diversity for the basin is crucial as the current economy is primarily based upon gaming, tourism and hospitality. These industries, as you are aware, are cyclical and do not provide higher paying wages for the people in the Basin.

Resources:

The Lake Tahoe Prosperity Plan, once completed, will provide the basis to pursue a number of resources for economic diversification.

However, the greatest resource will be the people, governmental entities, and other organizations throughout the Basin working together to diversify the economy and maintain and improve the quality of life in the Basin.

Theme: Economic Development: Carole Thompson

Issues:

Lake Tahoe has always ranked high on "must-do" vacation lists around the world. But over the past few decades, there's been a mounting concern about its health and environmental well-being. With development encroaching and pollution increasing, Tahoe's clear blue affect has been taking on a cloudy, greenish shade. The causes for the lake's decline are due to its complex, and sensitive environment. The destruction of sediment-filtering wetlands by development allowing runoff, loaded with pollutants, such as lawn chemicals, dirt, and parking-lot grime--to flow unchecked into the lake. In an effort to supervise and offer guidance for selecting and implementing Best Management Practices (BMPs), that help eliminate or reduce the discharge of pollutants from construction sites into the lake, community leaders began working with developers and government agencies emphasizing three major goals:

- Replace blight and update lodging and shopping areas with a natural theme
- Reduce pollution and restore the natural habitat
- Increase recreational access.

The question is, "Is it working?" The restoration of local habitats has both beautified the shore and helped reduce runoff. Linear Park, a paved path along U.S. 50 between Ski Run Boulevard and Pioneer Trail, features native plantings and a gently curving bike path. It appears to be a goal in progress at this time. The real celebrity of this area is, of course, Lake Tahoe. And like most celebrities, famous for its beauty, and captivating charm. Yes, the South Shore of Lake Tahoe relies on the allure of its Celebrity Lake, to attract tourism and provide their healthy local economy.

However, saving the lake is not the only issue confronting South Lake Tahoe residents. Saving the parks, and maintaining recreational areas, to promote tourist dollars is also an issue. Keeping state parks open at Lake Tahoe will probably be determined on the basis of financial strain:

- On how much it costs to maintain the parks.
- On the revenue generated by the parks.
- And on a success recruitment effort for financial assistance to keep the parks open.

However, due to a down economy, and the bi-governing influences and principles of crossover entities, this area faces unique and difficult economic challenges. While this situation has in the past been a positive source, interest and attention have diverged to some degree because of the limited funds and resources available. As a result, tourist dollars have become the dividing line of a competitive push for economic survival. Tourism has always been the foundation of a cooperative enterprise for the lake communities, and while common ground still exists, it may require some fresh thinking and ideas to nourish future economic goals and vacationer visualization.

Recommendations:

Tourism Promotional and Marketing Strategies: Geo-tourism is defined as "tourism" that sustains or enhances the unique character of a location. It includes and supports niche tourism segments, such as ecotourism, agri-tourism, culinary tourism and organic process movement, recreational arts, cultural-heritage tourism and well being for local residents. Biological environmental based marketing philosophies could be incorporated into Lake Tahoe's South Shore advertising campaign to attract a different kind of tourist. Safeguarding and protecting the unaffectedness of what already exists in this area is of primary interest and concern the world over. An effort to promote and develop a wider-range economic foundation by creating environmental outdoor classrooms, awareness and natural showcase could boost tourism, commerce and industry.

South Lake Tahoe, including the Stateline area has a permanent, year-round population of 34,000. Yet as a community it seems to be struggling to accomplish its targeted goals. Perhaps this can be attributed to their current distribution of information and communication system procedure. In order to get public support, you have to get people outdoors and show them what's at stake! Public and private motivation and participation efforts are mandatory to spur an economic tidal wave ashore for this area. Lack of interest and communication surfaced continuously during this "Listen Session." and may require an effort of evaluation to determine a more productive effective method.

Lake Tahoe can't make progress in improving recreation without financial investments in good facilities. If the parks are going on to the closure list, both the North and South Shore chambers will be receptive when the time comes, said Betty "B" Gorman, Lake Tahoe South Shore Chamber of Commerce president. Recreation is one of the Tahoe Regional Planning Agency's environmental thresholds, and these natural places need to be accessible to promote tourism. Lake Tahoe is within the Sierra District. Some parks in the basin include Emerald Bay State Park and Sugar Pine Point State Park. Lake Valley State Recreation Area is also in the district, and it contains the Lake Tahoe Golf Course.

To close Lake Tahoe, South Shore offers significant opportunities for economic sustainability and growth. Its challenges are as unique, as the community itself. Those who visit, stand in awe of Lake Tahoe's uncomplicated beauty, and natural appeal. And for those who live and work in the area, you need only to take a look around. The answers are right in front of you.

Resources:

Lake Tahoe Visitors Authority: www.bluelaketahoe.com or 800/288-2463.

Lake Tahoe South Shore Chamber of Commerce: www.tahoechamber.org

Tourism program to promote recreation, arts and culture launched, Peter Brumis: GeoSierra Team of Jacquie Chandler (messaging specialist and Tahoe Basin Geo tourism liaison to National Geographic), Peter Brumis (Ecomentum.com founder and international ecotourism expert and consultant.

The "Tahoe Project Team" created this web site to inform you about research and outreach projects in the Lake Tahoe region, pique your interest in learning more about our unique environment

The University Libraries' Knowledge Works developed the web site with support from Teaching and Learning Technologies, the Lake Tahoe Environmental Education Coalition (LTEEC), the University of Nevada Cooperative Extension, the Biological Resources Research Center, and the University of Nevada Academy for the Environment.

A Comparative Study of Benthic Invertebrates in Lake Tahoe: Project Leaders: Sarah Pitzer and Brant Allen, UC Davis Tahoe Environmental Research Center; Sudeep Chandra and Annie Caires, University of Nevada, Reno; Michelle Fergus, Tahoe-Baikal Institute Click here for the project presentation (PDF file, 2.2MB)

CONTACT:
Western Nevada Development District
An Economic Development District (EDD) designated by the Economic Development Administration (EDA), U.S. Department of Commerce
704 W. Nye Lane., Suite 201
Carson City, NV 89703
Director: Ron Radil
775-883-7333
rjradil@wndd.org
http://wndd.org

Themes: Environmental Issues: Steve Lewis

Issues:

As one would expect, the local community is very much aware of the spectacular Lake Tahoe environment and the special character it lends to this portion of Douglas County. Most of the assessment participants characterized the environment as "clean." The Lake itself is considered the centerpiece surrounded by forests and abundant wildlife. Someone mentioned that the Lake looks different every day. The residents enjoy a relatively low population with easy access to commercial areas without having to live there.

One of the main issues is to accommodate many people to enjoy and experience the environment without jeopardizing its integrity. In many respects, the economy is intrinsically linked to the environment. The economy is predominantly tourism based, thus more tourists equate to stronger economy. But what effect do more tourists have on the environment? The challenge is to alleviate environmental impact while hosting higher number of visitors.

The two most widely recognized environmental issues are wildfire prevention and erosion control. The recent Angora Fire heightened awareness to the devastating wildfire threat. Fuel reduction activity has been accelerated and many lands are being treated. The creation and maintenance of defensible space on Tahoe basin lands is an ongoing effort. At the same time, residents must be conscious of erosion control and preventing storm water runoff into the Lake.

Recommendations:

Start a fire safe chapter or if one already exists in your neighborhood, actively participate. Fire safe chapters have connection with sources that in-part or fully fund wildfire fuel removal. Sometimes, work crews are made available as well. Wildfire prevention begins with you – the property owner. Make sure your property is defensible. You may determine your property's wildfire survival potential by contacting any local fire department for assistance. California has ordinances that enforce roofing and defensible space. It was suggested that Nevada consider the same laws. We suggest you work with the enforcement agencies to get their impression of ordinance pros and cons. If the overall feeling is positive and it is expected that such laws help property owners and communities develop safer communities than proceed with the ordinance crafting.

Residents and visitors would appreciate more access to the Lake. Seek counsel with the Tahoe Regional Planning Agency to discuss a plan to improve Lake access in Douglas County. Ask where it might make best environmental sense to establish or enhance existing access. Based on TRPA's recommendation, develop a plan to strategically implement.

Stewardship of land and Lake was suggested as a short and long term project. Stewardship entails a trained eye to spot erosion, invasive species on land and in water, and a mindset focused on environmental consequences of each land use. Recycling, picking up dog waste, help inspect boats at the launches, or assisting in a community noxious weed pull are all actions one can take

to be a conscientious steward. Controlling erosion by using best management practices affects water quality by not allowing polluted waters to enter Lake Tahoe. Best management practices are used to facilitate the on-site capture and infiltration of storm water. Make sure your property site has had a recent BMP evaluation. Learn about the latest technology to reduce runoff and install BMP retrofits if needed. Implement BMPs and earn a certificate of completion.

Another environmental hazard prevalent in the Tahoe Basin is the high concentration of radon gas which emerges from the soil and seeps into buildings. Exposure to radon is a leading cause of lung cancer deaths annually across the U.S. People need to test their buildings for radon levels using a radon test kit, and if levels exceed the recommended standard, mitigation should take place.

Resources:

Tahoe Regional Planning Agency (TRPA) is the regulatory agency that is responsible for preserving the environmental quality for future generations.
http://www.trpa.org/ 775-588-4547

Tahoe Douglas Fire Protection District assists in property inspection and fire suppression
http://www.tahoefire.com/ 775-588-3591

Forest Service - Lake Tahoe Basin Management Unit provides firefighting resources on National Forest lands
http://www.fs.fed.us/r5/ltbmu/ 530-543-2600

Tahoe Integrated Information Management System (TIIMS) houses and disseminates information about the Lake Tahoe Basin's planning and restoration efforts.
http://www.tiims.org/ 775-589-5208

Nevada Tahoe Conservation District (NTCD) delivers conservation programs and technical assistance
http://www.ntcd.org/ 775-586-1610

Nevada Division of Forestry (NDF) promotes stewardship of our natural resources
http://forestry.nv.gov/ 775-684-2500

University of Nevada Cooperative Extension (UNCE) has information on radon, Living With Fire and the Tahoe Landscaping Guide
http://www.unce.unr.edu/ 775-782-9960

Nevada Fire Safe Council (NvFSC) mobilizes Nevadans to make their homes and neighborhoods more fire safe
http://nvfsc.org/nvfsc/ 775-884-4455

Themes: Housing: Catherine Cole Ferandelli and William Brewer

Issues:

Single-family residences for moderate-income workers and professionals in the Tahoe basin are at a critical shortage. Some low-income housing is available (80% Average Median Income and lower), which is not fully utilized. Moderate-income homebuyers (above 80% Average Median income-"moderate income") are often forced to live outside the basin and commute to work, or to live in housing that is not designed for single-family residence, such as a vacation-style lodge. This results in a continued sense of a lack of community for families that desire to work AND live in Lake Tahoe. Development of new housing in the basin is a real challenge due to limited availability of land and the need for redevelopment vs. new development.

Recommendations:

There is no easy solution to this particular problem, since public resources are not generally available to serve those with moderate incomes. The most likely solution to bring modest single family housing "on-line" would be to provide incentives to private-sector developers. Development in the Tahoe basin is controlled by the Tahoe Regional Planning Agency (TRPA). TRPA, with the help of professional consultants, could develop a comprehensive housing plan that would encompass the redevelopment of blighted or sub-standard housing, replacing it with new housing that would serve the needs of modest income earners. The end result would have the positive effect of helping to retain families in the basin and keeping the community strong. Part of this plan should include some incentives to developers (such as fee waivers or fee deferrals, density bonuses or the ability to negotiate street widths or property design) in order to maximize the use of the land while protecting the basin's environment. A critical examination of current policies will be needed since they are not meeting the needs expressed at the listening session.

Resources:

Lincoln Institute of Land Policy
113 Brattle St.
Cambridge, MA 02138-3400
800-526-3873
http://www.lincolninst.edu/

Rural Community Assistance Corp.
3120 Feeboard Dr., Suite 201
West Sacramento, CA 95691
916-447-2854
http://www.rcac.org/

US Green Building Council
Leadership in Energy and Environmental Design (LEED)
2101 L. Street, NW
Suite 500
Washington, DC 20037
1-800-795-1747
http://www.usgbc.org/

NeighborWorks America
1325 G St., NW
Suite 800
Washington, DC 20005-3100
202-220-2300
http://www.nw.org/

California Coalition for Rural Housing
717 K Street
Suite 400
Sacramento, CA 95814
916-443-4448
http://calruralhousing.org/

City of South Lake Tahoe
Housing Division
http://www.cityofslt.us/redevelopment-housing/housing.html
530-542-7417

Theme: Communication: Clint Koble

Issues:

The community assessment resource team heard a number of comments at the Lake Tahoe segment of the Douglas County community assessment that paralleled comments from South County: the lake portion of Douglas County is the stepchild of Douglas County and Douglas County is small enough that we all get the chance to know the County Manager and staff. Other comments spoke to issues of double standards within the school system; while this is a funding challenge it is nevertheless a challenge to communication.

There were however, comments that spoke to the unique communication issues facing the Lake portion of Douglas County. These dealt with the communication between all the different two-state jurisdictions and entities around the lake including HOA's and the Tahoe Regional Planning Agency (TRPA). Then there was the communication challenge of these agencies communicating back to the communities. While there were many comments that included the TRPA, there were also comments about the need to complete a regional plan for the Lake that included Douglas County and the need for the TRPA to develop the leadership necessary for those agencies involved in the plan to complete the regional plan. As a result of this regional plan may come additional communication challenges as residents and tourists may have additional regulations or agencies to learn about and comply with.

Residents also felt that Douglas County government did not understand the link to the Lake with Douglas County and how it impacts the residents of Lake Tahoe. Some suggested that the Washoe Tribe be more involved with the planning of the Lake. And finally, there were comments that advocated more education and communication by the U.S. Forest Service to the schools, communities, and tourists that frequented the Lake.

Despite the number of jurisdictions and agencies present around Lake Tahoe, there seemed to be optimism that communication could be improved in a number of ways.

Recommendations:

On several occasions the resource team received comments desiring a "council of governments" to improve communication between the various agencies, communities, and citizens. The desire to communicate even more than presently exists as residents want to know what is going on with the Lake as it is central to their lifestyle. The TRPA may consider this idea in its on-going attempts to improve communication around the Lake. Already it has been holding a series of town hall meetings to discuss and communicate the regional plan for the Lake.

Given the parameters of many jurisdictions and entities from two states that surround the Lake, it is important for Douglas County staff to follow the mandates coming from these jurisdictions such as the TRPA and then communicate them to its citizens as well as formulate policies in conjunction with those jurisdictions.

It is important for the Lake Tahoe South Shore Chamber of Commerce to continue its part in communication regarding issues facing the Lake. Its Executive Director is well known around the Lake and she is an effective communicator. It is also important that the Chamber embrace Douglas County's value of communication in its strategic plan. If the Lake Tahoe Prosperity Plan application to the Economic Development Administration is approved, the Chamber will have an integral part in communicating to Douglas County the components of the Plan.

There are a number of entities that are resources for communication around the Lake including several newspapers and local radio stations. These need to be utilized constantly for communicating updates to tourists unfamiliar with local regulations and to the new people that are constantly relocating in and out of Lake Tahoe. This is a challenge for the jurisdictions and agencies with new residents having to learn about the Lake issues.

The resource team found the high school students in the Lake to be extremely well informed. They expressed issues important to them and their school during our listening session. It may be possible for the students to have a more formal voice in the Chamber, local newspaper, and with Douglas County. Students expressed an interest to exchange facilities for sports during their listening session; perhaps they would be willing to exchange ideas with Douglas High School and present their dialog to Douglas County.

Lastly, the economy of Lake Tahoe is contingent upon two major sectors: seniors/retirement and tourism. There are efforts to diversify the economy to include environmental businesses and prosperity but it will always be important for Douglas County to communicate with the senior and tourism sectors to maintain a pulse of needs, trends, and demands.

Resources:

Lake Tahoe South Shore Chamber of Commerce: Bee Gorman, President: (775) 588-1728; bgorman@tahoechamber.org ; www.tahoechamber.org

Tahoe Regional Planning Agency (TRPA): A two-state (NV & CA) regulatory board that makes environmental policies in the Lake Tahoe drainage area. (775) 588-4547; email: trpa@trpa.org ; website: www.trpa.org

TRPA Community Liaison: Jeff Cowen: (775) 589-5278; jcowen@trpa.org

Douglas County Strategic Plan: www.douglascountynv.gov

Leadership Douglas County: Contact Carson Valley Chamber of Commerce @ (775) 782-8144

University of Nevada Cooperative Extension Educators: Programs in Leadership & Communication:
Marlene Rebori: (775) 784-4848
Steve Lewis: (775) 782-9960
Carl Dahlen: (775) 230-0075

Theme: Communication: Des Craig

Issues:

The Lake Tahoe area is an area of stunning beauty, immense tourism value and economic potential. Unfortunately, during the Community Assessment listening sessions at Lake Tahoe on May 27, 2009 we heard a number of comments that indicated there were communication problems within the community and with the wider county. For example:

- The students at George Whittell High School felt the School Board paid more attention to Douglas High than the high school at Stateline;
- It was noted that there was no real sense of community, and little interest in community involvement, within the Lake Tahoe community as a whole. While only 5 listening sessions were held at the lake, it was difficult to characterize and define the community;
- Some felt that the Lake Tahoe community was not adequately informed by their elected officials; they were not sure how discussion topics were prioritized and decisions made; they felt the local government did not pay enough attention to the community at Tahoe. It was felt that the Commissioners needed to better communicate their decisions and policies to the people, and the people needed to be brought more into decision-making, and given the opportunity to express their needs to the locally-elected leaders;
- It was felt that there was inadequate communication and cooperation between the various jurisdictions that make up the Lake Tahoe Basin (most of which lie in California).

Communication is vital for development and it was interesting to note that in the 2008 Strategic Plan for Douglas County, communication is listed as one of the key values of the local government. However, while communication is recognized as important by the commissioners, the listening sessions in Tahoe and in Carson Valley identified communication as a problem area within the county (Ref. The Carson Valley Community Assessment Preliminary Report).

Recommendations:

A number of suggestions on how to improve communication were suggested during the listening sessions. These and more are referred to below.

The students at George Whittell suggested it might be a good idea to have student representation on the school board. It was also suggested that students from different schools could be exchanged for periods thereby improving dialogue between the schools in the county and neighboring counties.

It was suggested that more frequent 'town-hall meetings' around specific topics and featuring elected officials, might be one way to enhance openness and communication between the people and locally elected officials.

While it is sometimes difficult to persuade elected officials that they would benefit from leadership training, there are a number of training courses available in Nevada for community leaders – elected officials, community organizers, economic developers, educators, church

leaders, youth organizers etc. We understand leadership classes have been developed and run in Cason Valley, Douglas County. This is something that should be continued and expanded.

Besides leadership training, the Nevada Commission on Economic Development Rural Economic Development section has an excellent board training module that is highly recommended for use by all present and future boards in Douglas County.

A major component of any leadership training should be how to communicate effectively and how to facilitate community and other meetings. Consensus workshops are a valuable tool in improving communication and are highly recommended. If major differences of opinion on certain subjects are seriously impeding progress, there are professional conflict mitigation specialists that might be contacted to help resolve such differences.

Since some felt that news and information on events in the community was needed to keep people better informed, a series of flyers on local events might be useful. Distribution through the local schools might be one means to get the word out to the wider community on special events. If such information bulletins and special events were targeted at the year-round residents, perhaps a feeling of community might be fostered and developed. It was noted that people do tend to get involved around emotive subjects like lake water clarity and defensible space. Maybe these issues could somehow be combined with other issues of community-interest, thereby creating more community involvement across the board for a wide variety of community issues.

The concept of forming a Council of Governments involving all the local authorities that make up the Lake Tahoe Basin was suggested. While such a body could help greatly in communication and dialogue regarding environmental issues, there are many other issues such a forum could address, such as non-tourism based economic development, affordable housing, public transportation etc.

Finally, a resource guide providing details on who does what in the area, would be useful in improving information flow and communication within and outside the community. This could be in print or on the internet and would detail activities under several banner headings such as: recreation, heritage, cultural, eco-tourism, political etc.

Resources:

(See also the Carson Valley Community Assessment Preliminary Report)

Nevada Rural Development Council – on leadership training. Contact Clint Koble, Reno and Carson City. Tel 1-775-546-3198

Cooperative Extension, UNR – on leadership training. Contact:
Dr. Marlene Rebori, Reno. Tel. 1-775-784-4848, and
Carl Dahlen, Carson City. Tel. 1-775-230-0075
Steve Lewis, Minden. Tel. 1-775-782-9960

Nevada Commission on Economic Development – on board training. Contact Ken Pierson, Rural Economic Development, Carson City. Tel. 1-775-687-4325 www.expand2nevada.com

Sierra Circle Consulting – for facilitating consensus and collaboration. Contact Patricia R. Tuecke, Reno. Tel 1-775-333-6998 www.sierracircle.com

The Institute of Cultural Affairs in the USA: see http://www.ica-usa.org/index.php
The Institute of Cultural Affairs (ICA) has a program on Group Facilitation Methods called the Technology of Participation (ToP) which might be well worth investigating further.

Futures Corporation – for strategic planning assistance. Contact John Luthy, Boise, Idaho. Tel 1-208-345-5995 www.futurescorp.com

Western Nevada Development District: contact Ron Radil for more information on Councils of Government. Tel 1-775-883-7333; rjradil@wndd.org

Dr. Michael Havercamp: mikehavercamp@att.net on Medication and Conflict Resolution.

Priority Setting Results: Tahoe

On Tuesday, September 8, 2009, 4 people gathered in the Lake Tahoe South Shore Chamber of Commerce conference room to review the five themes identified in the Draft Final Report for the Lake Tahoe portion of the Douglas County Community Assessment. As a group, participants determined that the five themes would be prioritized in the following manner:

- Economic Development
- Environmental Preservation
- Communication
- Transportation
- Housing

At the end of the meeting, all four participants completed Worksheet C (Get Engaged) – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted that all of the themes identified in the report are interconnected. No one theme can be addressed effectively without recognizing the impacts on the other areas of concern. The question was not which theme was most important, but rather that Economic Development provided the best starting point for action.

Comments: Tahoe

High school students
teacher to student ratio
low population of locals, more chances
we all get along
ditto everyone knows everyone
friendly community
business community support of schools
high achieving kids in school
high achieving in sports
small community all support the sports
school sports
close community
small, family tight
more time for extra activities - arts, sports
excel in multiple areas
ditto everyone knows everyone
chances to know everybody
Kahle Park Community Center
small class room size
community involvement in the school
close community especially after fire
students tolerant of each other
lot of goofy kids bullied in a bigger school we love them
no clic setting like bigger school
the Lake
strong in charitable events fund raisers
clean environment
outdoor recreational activities
forever dance studio
skiing
parental involvement
wide extracurricular activities
teacher student ratio
safe
coming together as a community
doesn't take forever to get somewhere
opportunities to living in paradise
blue go transportation
skiing
blue go transportation

summer time economy tourism
environment around the Lake clean
safe
student teacher ratio
everyone fitting in no clics
opportunities to play more than one sport still can do cheerleading
we all make the team for everything.
all the community college offer classes that students can take

Tourism (7)
physical setting where we are and what we got, residents and tourists
lot of attention from outside like Washington DC helping to find constructive decisions/answers
resilience of residents and businesses desire to make it better, leave it as it was before
Lake and the associated recreational activities
SLTCC and LTVA and their efforts to market the area, EDA grant project that's focus in Lake wide
residents and the Lake protecting the environment while still expose it to more people
community's willingness to look at what is happening and necessity to modify behavior
Lake clean water air and the wildlife and renewable energy in sun and geo thermal
ditto especially as it relates to the resources that we have here
the Lake #1
existing businesses that have capital and willingness to grow their business
ditto to all
geothermal in Carson City and the area
ability of the people to host the visitors to have a better time, 3 million come whether we like it or not, be more of a host
existing embryonic public transient - Blue Go, an asset that needs to grow, infant in status including air transit, initial foothold has been achieved
ditto

Economic Development (7)
huge asset the incredible environment we live in, it is the Lake and the mountains, protect and utilize at the same time, economic development and redevelopment need to fit into our thinking
water clarity, R&D on this type of business/operation
the LAKE and our pristine environment
tremendous history with accesses to two major airports
sanctuary for the outside world, gaming was a draw for things to do when they got here
bad economy not impacted as other gaming central locations, LTVA and outdoor things to do and nightlife, foot traffic
the LAKE 78% of the economy driven by it
renewable energy which is way untapped

Environment (3)
more rural nature, not a city
we do have some recreation, we have Kahle Park
would like to see the pool which is in the plan at Kahle Park
the wonderful Lake, it is the centerpiece
by extension so many people save their money to go for a week and we live here year round, take advantage of that in a wise way
80% of the basin is still forest, we have wildlife, we can see bears and 2 deer the other day
we don't have a huge population, the beauty gorgeous
somewhat rural but we have access, easy access to commercial without having to live in those areas
Reno Tahoe Airport is wonderful
agree on the fact that there are no crowds, used to live in Hate Ashbury take a half hour to drive the first mile across town spent 45 minutes to go 12 miles
the Lake does really look good every day, tourism industry first with construction number 2
people here live in a rural environment but the people who live here part or full time are sophisticated world traveled not in a cornfield in Kansas people are great
potential here is an asset, Tahoe can be the back drop for a lot of innovative intellectual intelligent thought
we are small enough that we know the County Manager, his assistant, the County commissioners, the postmaster, we have access to the capital and have access to our legislature

General Public (1)
TRPA
Wildlife Center
Bird Sanctuary
great Chamber of Commerce
Green people, Keep Lake Tahoe Kind
League to Save Lake Tahoe
independently wealthy or people who need jobs, need way for people to make a living
volunteer driving veterans from Lake Tahoe to the VA hospital in Reno
Volunteerism, senior center take them off the hill for shopping, also a center on the South Shore
churches up here, Unity at the Lake
naturalist - in to nature
people are going to keep building, I don't like it
soon hope to have enough money to help the children
help others instead of building the big homes
the Lake
hope we can keep the two paddle boats and see more sailboats
erosion control is going great
animal waste in the Lake is getting under control
a lot of people coming from the Bay area and coast, people from Sacramento

reasons they come to Tahoe
4th of July, if you are up here we have the best fireworks
tourists are what keeps this town alive
great police force
our firemen are fabulous
every ten years it repeats itself
Ice skating rink is a lot more recreation for the family, bringing the family back
Five years see it different with people living in teepees or in houses made with material house where you feel like your in nature

South County Themes
(Not prioritized)

- **Public Safety**

  Sub-themes:

  Turn lane on Hwy 208
  Turn the intersection of Hwy 395 & 208 into a 4-lane
  Signage
  Access in & out (ingress & egress for emergencies)
  Emergency Preparedness Plan for people and animals, especially for seniors
  Wildfire Mitigation: Defensible space; greenbelt around TRE; remove brush
  Remote location
  Volunteer Fire Department staff challenges with training regs & requirements
  Fire Safety Council (has been in TRE for 3 months but not yet in Double Springs

- **Infrastructure**

  Sub-themes:

  Identify water resources; sub-theme: develop Water Resource Plan
  Waste disposal/waste water issues
  Water mains to support the fire hydrants
  Utilities: unreliable source of power
  Alternative to Propane: Natural Gas. Also sub-theme of current unregulated propane sources
  Baseball Park: under-utilized; find better or more uses
  Internet/cell phone/emergency radio issues
  GID: positive image
  Access to public lands
  Recycling

- **Rural Character**

  Sub-themes:

  Value of animals
  Parcel size: 2 acre minimum; need to enforce to keep identify
  ATV access to public lands
  Property easements that used to allow for animal passage
  People help each other
  People are happy with TRE; don't want much change
  Residents have to continue to be self-reliant or self-sustaining; maintain their independence; TRE is different than the rest of Douglas County
  Want mom & pop business only; fear over-development; sub-themes: county regulations that are barriers; highway frontage issues
  Quietness of area
  Growth planning needed

- **Participation & Communication**

  Sub-themes:

  Community participation is lacking but people help one another
  Fire Safety Council; has much value and interest
  The TRE internet: community grocery store bulletin board
  Sage Hens group
  Neighborhood Watch program

Team Member Recommendations and Resources

Theme: Public Safety: Carl Dahlen

Issues:

Having seldom gotten off the highway in South Douglas County, we found the opportunity to tour the residential areas around Topaz Lake, in the Highlands, at Holbrook Junction, and the Topaz Ranch Estates (TRE) to be very enlightening. Then as we met with local residents in the listening sessions, we were impressed with their candor regarding their communities. At the same time we heard many comments that told us the reasons people have for living in this part of the county. "I love where I live. We are up high and can look down and see a colt being born." "This is a place where I can have animals and I am able to walk by only the light of the stars." "We watch out for each other." "If I ever have a project, I can usually find a neighbor who can help." What we discovered by "getting off the highway," was a beautiful rural area populated by caring residents who want to preserve their rural life style while standing by each other when the need arises. We want to thank everyone who took the time to share their thoughts and concerns with the Resource Team. We came to appreciate the fact that it is people like you who will keep South Douglas County alive and well.

In regard to public safety, comments received during the listening sessions can be broken into three major concerns: Driving Hazards, Wildfire Threat, and Lack of Public Safety Resources. Each of these areas of concern received many comments describing the challenges they represent. However, those commenting also provided insightful suggestions as to possible actions the communities might take to mitigate these challenges.

Sub Theme: Driving Hazards:

Issues:

As traffic has increased over time on both Highway 208 and Highway 395, residents have recognized the increased risk of traveling on those roads. One major concern that was repeated often is the increased risk of getting onto and off of Highway 208 and into TRE. Essentially there is only one major access to the highway. The population in TRE is getting older and it is tough for them to get out on the highway. Residents also noted that as they wait to make a left into TRE they are intimidated by traffic barreling down behind them. Comments were made that people have been injured and even killed at this intersection. People believe highway 208 needs a turn lane since there has been more and more traffic in the last 10 years. They indicated that the Nevada Department of Transportation (NDOT) did a study a few years ago but people were unaware of the results of that study. They say they have approached NDOT representatives about making the intersection safer, but they have not been successful in getting any changes. The other concern is careless driving on Highway 395. One commenter indicated that he has been passed on the right and the left as he drives at 55 to maybe 60 miles per hour. They have even observed people passing over a double yellow line. The suggestion was made that there is a need for more passing lanes or four travel lanes from the state line to Gardnerville. Also, there was some concern about the lack of enforcement of speed and passing laws.

Recommendations:

Continue the dialog with NDOT representatives concerning traffic safety issues on both Highway 208 and Highway 395. Include other people in the dialog such as county representatives and elected officials. Both the Governor and the Lt. Governor are members of the NDOT Board of Directors. The dialog with NDOT should be formalized through the TRE General Improvement District (GID) and not just side conversations with interested parties. Research the incidence of highway accidents, injuries and deaths on the sections of highway in question. Use the findings of that research to build a case for improvements. Seek other sources of funding to cover the costs of highway and TRE access improvements. Those sources might include using funds generated by the GID through its taxing authority, county funds that might be available as well as funding from the Community Development Block Grant program. Use locally generated funds to leverage any funding from NDOT that may be available. In regard to unsafe driving, contact the Nevada Highway Patrol to request increased coverage for the sections of road most at risk. Also, contact the Douglas County Sheriff's Office requesting an increased presence along those highways as well. Meet with representatives of the Department of Public Safety to determine if there are other possible actions that might be undertaken to reduce unsafe driving on these highways.

Resources:

Nevada Department of Transportation
1263 South Stewart Street
Carson City, Nevada 89712
Kent Cooper
Assistant Director, Engineering
(775) 888-7440
kcooper@dot.state.nv.us

Nevada Commission on Economic Development
Des Craig, Director, CDBG
108 East Proctor Street
Carson City, Nevada 89701
(775) 687-4325
dcraig@bizopp.state.nv.us

Governor Jim Gibbons
Capitol Building
Carson City, NV 89701
(775) 684-5670
http://gov.state.nv.us/ContactX.htm

Lieutenant Governor Brian Krolicki
101 N Carson St, Suite 2
Carson City, NV 89701
(775) 684-7111
ltgov@ltgov.nv.gov

Nevada Highway Patrol
Department of Public Safety
Chris Perry, Chief
555 Wright Way
Carson City, NV 89711
(775) 687-5300
cperry@dps.state.nv.us

Nevada Office of Traffic Safety
Department of Public Safety
Traci Pearl, Highway Safety Coordinator
555 Wright Way
Carson City, NV 89711-0999
775-684-7476
tpearl@dps.state.nv.us

Douglas County Sheriff's Office
Ron Pierini, Sheriff
1625 8th Street
Minden, NV 89423
(775) 782-9903
http://www.douglasconvsheriff.com/

Theme: Public Safety: Steve Lewis

Sub Themes: Wildfire, Emergency Evacuation Plan, Lack of Resources

Issues:

Comments indicated there is much wildfire fuels reduction activity. South County residents are aware of the wildfire threat and are working diligently to thwart the hazards. Five fire safe chapters have been created in South County with the need to revitalize the Spring Valley/Double Springs Chapter. One individual stated "the fire safe council people are very proactive and have gotten more awareness out in the community." Despite concerted efforts, wildfire hazards still exist and more work needs to be done. "Making more people aware of the problem and many are not aware...it is a hard issue when you have absentee owners and elderly that cannot do the work" was the sentiment of a few attendees. The wildfire concern extends to vacant lots, some BLM lands and TRE General Improvement District easements. Most understand that maintaining defensible space is an on-going endeavor. Many willing people, the very capable volunteer fire department and the work of the fire safe chapters have brought a heightened awareness to the issue. However, the need for more fire hydrants, water storage, and fire boomers stationed closer, and difficulty recruiting and training fire fighters are limitations that effect South County's ability to successfully combat wildfires. But locals aren't necessarily looking for a hand-out, as one person put it "we need to look more to ourselves to find solutions...it would be more resourceful than looking for a bailout."

The establishment of an emergency disaster plan surfaced a number of times. There are a fair amount of elderly people, lots of animals, and remote areas with limited access in and out, making south county prime for a plan. One person stated "I know there are a lot of people in this community that are disabled or new to the community – how do we evacuate disabled as well as livestock and pets," while another asked "what if they close 208 and we can't get out?"

A lack of resources exists in south county due to its remote location and the depressed economic times. Cell phone coverage is spotty at best and the electric service is often interrupted. Propane service is quite expensive and no natural gas is piped to that portion of the county. The Sheriffs budget has been reduced, there has been reduced law enforcement presence, and the sheriff's substation has been relocated.

Recommendations:

The fire safe chapters are most effective at acquiring funds to effectively mitigate wildfire threat. The most challenging aspect of wildfire fuels reduction is to impress upon the citizenry that it is their responsibility. A fire safe chapter needs to not only reduce fuel loading but also spend time communicating with neighbors and helping them understand the responsibility each landowner holds. The fire safe chapters can work in concert with the East Fork volunteer fire department to disseminate life and property saving information to homeowners. At the same time the word must be spread that volunteer fire fighters are desperately needed. A recruitment campaign should be organized and implemented for the south county communities. Efforts need to be made to revitalize the Spring Valley/Double Springs Fire Safe Chapter. Again, this may be an issue of

recruiting a local champion to lead the charge. If one reflects on the things that have been accomplished in your communities, typically a champion or two come to mind. Find the next batch of champions. Look, there is one standing in front of the mirror.

The Division of Emergency Management under the Department of Nevada Public Safety has resources to help communities develop emergency evacuation/disaster plans. Perhaps the best approach would be for the individual communities to organize a committee to investigate plan development. The TRE General Improvement District, the Topaz Sage Hens, or the local fire safe chapter could help organize. Part of the emergency plan will be to inform others in the community, for a plan that few know about is about as good as no plan at all.

In regards to cell phone coverage, there may be other phone company options to pursue, namely satellite phone service. If you feel you have unfairly treated by any utility company make contact with the Public Utilities Commission of Nevada and explain the circumstances and ask for guidance.

Make a point to invite the Sheriff or his office to any and each South County community to present an annual "state of the sheriff's office" report. The Sheriff can explain the condition of the budget, the sheriff's office presence in South County and more importantly, he can listen to your concerns and suggestions. Maintaining that communication link is critical to better community safety.

Resources:

Division of Emergency Management, Department of Nevada Public Safety, Paul Burke, Planning Training & Exercise Supervisor, 775-687-0423, http://dem.state.nv.us/

Nevada Division of Forestry (NDF) promotes stewardship of our natural resources
http://forestry.nv.gov/ 775-684-2500

Nevada Fire Safe Council (NvFSC) mobilizes Nevadans to make their homes and neighborhoods more fire safe
http://nvfsc.org/nvfsc/ 775-884-4455

Public Utilities Commission of Nevada
http://pucweb1.state.nv.us/PUCN/(X(1)S(pxtqp155jbsqcp55h0ly4o23))/PUCHome.aspx
775-684-6101

Douglas County Sheriff's Office, Ron Pierini, Sheriff
http://www.douglasconvsheriff.com/ 775-782-9903

Theme: Infrastructure, South County: Des Craig

Sub Themes:

Infrastructure can cover a great many issues and challenges. Those mentioned in the South County listening sessions of the Douglas County Community Assessment include:

- Utilities
  - The area needs a natural gas pipeline
  - Power supply is somewhat erratic and unreliable
  - Telephone and radio coverage are weak in the area
  - Utility service providers are not very responsive to problems

- Roads
  - A turn-lane from R208 into TRE is badly needed
  - A second road out of TRE on to Hwy 395 is also needed
  - Road access to open lands surrounding TRE could be improved

- Water
  - There is uncertainty regarding the long term supply of water in the area
  - Water hydrants need to be extended throughout the TRE area

- Waste
  - There needs to be more and better planning for long range disposal of sewage and solid waste
  - A recycling center in the area would be appreciated

- Miscellaneous
  - The ball park needs to be rethought/redesigned for more and better use by local residents
  - The development of infrastructure and overall growth need to be managed carefully. There is resistance to too much growth too fast

It was felt that if some or all of these issues could be tackled and improved, the quality of life in general would be enhanced and the community would be more attractive and accommodating.

Recommendations:

As noted in the Carson Valley Preliminary Report, 'infrastructure' is one of the county's priority goals in the 2008 Strategic Plan. The overview states that the county "will maintain and construct infrastructure necessary to meet current and future service levels".

Community Master Planning is a necessary and vital tool to ensure orderly, cost efficient growth. Such plans look at all present and future infrastructural needs, rank them in terms of priority and make suggestions on implementation. While Douglas County has a master plan, we are not sure to what extent South County is covered. We would recommend that South County has its own

development/growth plan that looks at how the area should grow over the next 10-20 years, and estimates the infrastructure needed for the proposed growth. Such a plan would require considerable community input and would need to be updated and revised on a regular basis as circumstances and conditions change.

It might be worthwhile considering setting up community action groups around the various areas that require upgrading, e.g. a utilities group, a roads and traffic group etc. Each group would be responsible for identifying projects, researching funding sources, lobbying local government etc.

There are several grant and loan programs available to assist rural communities enhance their infrastructure (see resources section below). Given a list of priority infrastructure projects, residents could be tasked with researching and identifying available funds to carry out the needed infrastructural improvements. Money is available from a variety of public and private sources. While some of the available funds may have to come through the county, the residents of South County should not wait for, or solely depend on, the county to provide the necessary resources for infrastructure development.

The recently passed American Recovery and Reinvestment Act (providing so-called stimulus funding) has considerable funding for the development and expansion of infrastructure and broadband services throughout the country. Local governments can apply for assistance to construct and operate wired and wireless broadband systems, and to provide broadband networks and community support facilities to public safety, schools, libraries, medical and health care providers, community colleges and job-creating strategic facilities.

There is much discussion today on sources of alternative energy. If the community at TRE is experiencing inadequate or unreliable electrical power from the established provider, it might be worth considering an alternative energy project for the community. Is there sufficient solar or wind power available? The development of alternative energy sources could lead to a more reliable and greater power supply, and would also contribute to the economic development of the area.

Traffic issues are not easily resolved especially where state and federal governments are involved. The need for a turn-lane on R208 was mentioned a number of times and yet there was frustration that efforts to date had yielded no assistance from the local or state governments. It was noted that if a business developer wanted to open a business with direct access to the main road, he/she would have to have a turn-lane to allow safe access to the business premises. It seems that it might be easier for a business to obtain the necessary permits for a turn-lane than regular citizens. As a consequence if there was some way to attract a business to situate on R208, then the turn-lane issue could be solved, as well as bringing a new business to the area. The idea of a filling station complete with small supermarket, eatery, service center and car wash might be worth exploring.

A water availability and use study should be commissioned as soon as possible, and probably in conjunction with the above growth and development study. It is vitally important to have some idea of what the water resources are and how they will impact growth and development in the short and long term.

On waste disposal we are aware of two other rural communities in Nevada that have worked on this problem area. Elko County received CDBG assistance in 2006 and 2007 to construct solid waste bunkers in rural parts of the county, and the City of Wells is presently working on designing and permitting a new land fill. Contact details are provided below.

Wells and the City of Lovelock also have well designed, well utilized town parks comprising seating and eating areas, a covered area for outdoor gatherings, recreational sports facilities etc. Both jurisdictions have sought and found grant funds to develop their parks and should be contacted for more information. In addition to specific grant funds there are a number of foundations which specialize in support to recreational park development.

Resources:

The Community Development Department at Douglas County should be contacted with regards to planning for the South County area. Ref. Brandy McMahon, Associate Planner. Tel 1-775-783-6463

The Nevada Association of Counties may have resources and be able to assist regarding community planning. Contact Jeff Fontaine, Carson City. Tel 1-775-883-7863

White Pine County recently received a grant to update their Land Use Plan. Contact Karen Rajala, White Pine County Economic Diversification Council, Ely, NV, Tel. 1-775-289-3065.

USDA RD: for assistance with infrastructural planning and projects, especially water and waste water. Contact Kay Vernatter, Carson City. Tel. 1-775-887-1222

State and Small Cities CDBG Program: for assistance with infrastructural planning and projects, Contact Des Craig, Carson City. Tel. 1-775-687-1812

NDEP: for assistance with water and waste water projects and handling waste in general. Contact Adele Basham, Carson City. Tel. 1-775-687-9488

Nevada Department of Transportation (NDOT), for information on grant financing for road and street improvements etc. Contact Carson City. Tel. 1-775-888-7000

Senators H. Reid and J. Ensign are interested in bringing additional federal resources to rural Nevada. Both should be contacted on roads, water and waste disposal issues

Elko County, Community Development Department. Contact Lynn Forsberg, Public Works Director: 155 South 9th Street, Elko, NV 89801. Tel 1-775-738-6816

City of Wells. Contact Jolene Supp, City Manager. Tel. 1-775-752-3120

City of Lovelock. Contact Sandi Houston, Deputy City Clerk. Tel. 1-775-273-2356

Themes: Infrastructure: Bill Brewer

Issues:

The residents of South County expressed numerous concerns about their infrastructure. This is only natural due to South County's remote location and desire for self-dufficiency. I will identify many of the same issues that Des has previously listed:

- Identify water resources
- Waste disposal/waste water
- Water main compatability with fire hydrants
- Stable source of power
- Alternatives to propane
- Under-utilization of baseball park
- Internet/Cell Phone/Emergency Radio
- Public lands access
- Recycling program

Recommendations:

I will briefly address each of these important issues for the residents of South County.

Identify water resources:

A water resource plan needs to be in place for the future development and planning of South County residents and officials. There is an excellent water district at TRE and if such a plan is not in place, this would be an excellent consideration. Everyobdy needs to know what the water resources and reserves are in order to make future decisions.

Waste disposal/water disposal:

In addition to waste disposal comments there were some comments on the need for recycling. This indicates the residents' desire to address this issue along with possible recycling. A number of agencies and programs could address this issue once specifics are identified by the GID Board. As for water disposal needs, these could be identified in the water resource plan that would help in future planning.

Water mains to support fire hydrants:

If this is an issue, a thorough study or assessment of this situation needs to be completed soon. Wildfire mitigation is an important issue for South County residents and inadequate water main pressure could pose a serious problem for wildfire mitigation which could in turn be a deterent for people wanting to relocate to South County. Citizens needs to have the safety of protecting their possessions.

Stable source of electrical power:

It appears as if South County is "at the end of the road" when it comes to reliable power along with internet/cell phone/emergency radio coverage. This is more than inconvenient, it is a threat to safety and to business development however limited it is wanted or needed. During the assessment the resource team received assurances that the Douglas County Sheriff's Department was addressing the emergency radio issue. As for unreliable power, specifics need to be presented to the power source along with the impacts of inadequate power on the community. This is an issue to be brought forward by the GID. Cell phone and internet service carriers may be planning on updates; a check into their plans or a presentation by carrier representatives to the community may help improve the situation.

Alternatives to propane:

This often happens in rural locations with little if any competition or perhaps unregulated competition. Perhaps more negotiations with competition may provide better alternatives. There are also programs and services to better weatherize homes in order to reduce the need for energy.

Public land access:

This was a theme that resonated throughout the community; it is a reason why people move to South County and this issue needs to be addressed for future considerations. Contacting the local BLM office in Carson City to develop a plan for South County may be a consideration.

Under-utilization of the baseball park:

Many comments were received regarding this issue. At the heart of this is the need for a community exercise to reach a consensus on what to do to improve or change usage. A community committee could list alternatives for discussion and consideration.

Resources:

USDA Rural Development: 1390 South Curry Street, Carson City, NV 89703 (775) 887-1222

CDBG: Des Craig, Director, (775) 687-4325: dcraig@bizopp.state.nv.us

BLM: Carson City BLM District Office, 5565 Morgan Mill Road, Carson City, NV 89706, (775) 885-6000

Theme: Rural Character: Clint Koble

Sub-Themes:

There's an old saying: "If it ain't broke, don't fix it"! The resource team found that the community spirit at South County was not broken; it was doing just fine. Residents there are very happy with South County just the way it is; that is why they moved there. The lifestyle reflects a genuine love for a rural community that resonated in many of the comments:

- It's quiet here and we like it that way; we're different than the rest of Douglas County
- There is a fear of over-development; we just need a few mom & pops to be self-sufficient; we want to keep our independence out here. However, there was also some concern about the commercial regulations imposed by Douglas County as too rigid and not feasible for residents to start a new business. There were comments asking for a different set of rules for small rural communities as opposed to larger urban communities
- Abundant was the trust in their local GID; residents felt that it served their issues as the only government present in the area
- Also abundant was the trust in each other; if we need help we just get a neighbor was often heard
- There was also a connection to land and animals: the space and value of having animals. South County was designed to allow for the passage of animals with certain easements and residents found that to their liking. They also liked and wanted to maintain their access to public lands; the residents like that about South County and they want to preserve it.
- While the residents oppose big development, they also wanted some growth planning to protect the rural character that they like and enjoy

Recommendations:

First of all, the residents know what they want. Having that consensus makes it easier to protect what they have for the future. Residents cannot become complacent just because they have trust in their current GID; they must remain vigilant to maintain their values. They need to continually vote in board members that will reflect their interests; it sounds easy but the voting percentages are oftentimes small and things could easily change. Above all, the residents need to communicate their values to people considering a move into the area in order for them to realize what values and principles exist in order for a smooth transition. As quaint as it is, it should be easy for residents and groups like the Sage Hens to welcome people into their area if they do not already.

As for TRE's relationship with Douglas County, I believe the GID Board needs to represent the need or desire for 'rural commercial regulations' to Douglas County in order to maintain what few mom & pops they currently have or to allow a few more in the area. Either that or TRE should request small business counseling for the businesses present or in the planning stages. We heard too often that some businesses started and didn't last very long; this may be a symptom of not being adequately prepared to open the business. The Nevada Small Business Development Center offers small business counseling and NxLevel Classes to write a business plan to take your business to the next level or to receive financing. The Nevada Microenterprise

Initiative and the Rural Nevada Development Corporation offer micro loans and small business loans respectively and their assistance should be considered.

Citizens were also adamant about preserving the 2 – acre parcel size in TRE. I couldn't agree more; it fits in with their values and their intended usage, so it must be preserved if TRE is to preserve its rural character and charm.

Access to public lands is often a challenge in a state like Nevada where so much land is owned and or controlled by the federal government. The GID Board needs to have a strong working relationship with the BLM or any other federal governmental entity in order to voice their needs and to work together to protect those needs.

Lastly, in addition to the local GID, the local Water District needs to continue its presence and support of TRE values and citizen needs; it is an active District and personnel have a close connection to residents and that needs to be maintained.

Resources:

Nevada Microenterprise Initiative: Commercial micro loans from $500.00 to $35,000.00. Contact: Debra Prout @ (775) 324-1812; dprout@4microbiz.org

Rural Nevada Development Corporation: Small business loan assistance from $35,000 and larger. RNDC is a non-traditional lender of last resort and specializes with lending assistance in rural communities. Call Mary Kerner @ (775) 289-8519; mary@rndcnv.org

Nevada Small Business Development Center: Contact Kathy Halbardier @ (775) 848-2864; khalbard@clearwire.net

Bureau of Land Management: Carson City District Office, 5665 Morgan Mill Road, Carson City, NV, 89701. (775) 885-6000.

Theme: Rural Character: Rod Jorgensen

Although I have traveled many times down Highway 395 to get to Topaz Lake and beyond, I had never turned east and was totally unaware of Topaz Ranch Estates. When the resource team turned at Holbrook Junction towards the east, I realized how many of you live in the Topaz Ranch Estates (TRE). The community center is a great addition to your community and it sounds like it is used frequently. I do appreciate your hospitality and showing us around the area.

On rural character, by and large, those that we heard at the listening sessions enjoy the rural character of the area and don't want any major changes in the way of significant business growth, housing growth, and the like. Everyone who spoke likes the larger parcels, the distance between neighbors, the quietness of the community, and the independence and self-reliance that they enjoy. I was so impressed when one couple talked about how if they need anything done around their place, they find a neighbor or someone else in TRE to hire or help them. It is as it should be in rural America.

Issues:

The residents that attended our listening sessions did bring up a few issues. First was the need for a few more mom & pop businesses only - no big boxes stores or corporate type businesses. Second, concern was expressed that there is no turn lane onto or off of Hwy 208 which forces traffic through TRE in order to get to the businesses. Nevada Dept. of Transportation (NDOT) will not allow business to open up with frontage on 208. A third issue that presented itself a couple of times was that the roads within TRE need a path along side them upon which the all-terrain vehicles can drive as they are making their way to public lands.

Recommendations:

I do agree that having more mom & pop businesses in TRE would be a nice convenience for the local residents. This is great to say, but not so easily accomplished. It was stated to me that when some businesses have looked at coming in, the costs to comply with all of the county and state regulations caused most to decide it was not fruitful to proceed. Although I appreciate that we have such regulations, I feel that there needs to be somewhat different sets of rules for rural versus urban applications. To pursue regulation changes would involve both county and state departments and could actually be many departments within each depending on the type of business opening. Your first stop should be the Planning Division of Douglas County. A second department, this one a State agency, would be the Nevada Dept. of Health and Human Services. Other agencies - county, state and federal - may also be involved, depending upon the business type. I have listed below the contact information. I believe that a change in how you are regulated should first start with the planning division and then work from there.

Resources:

Douglas County Planning Division
Planning Manager-presently vacant
775-782-6217
www.douglascountynv.gov/sites/CDAdmin/planning.cfm

Nevada Department of Health and Human Services
Health Care Quality and Compliance
Marla McDade, Bureau Chief
http://health.nv.gov/HCQC.htm

Nevada Department of Transportation

Theme: Community Participation & Communication: Robin Hodgkins

The afternoon I spent at Topaz Ranch Estates with the Douglas County Community Assessment Team gave me the opportunity to see and appreciate your independent community spirit and how everyone works to take care of one another. I was impressed with the honesty with which everyone spoke to us with. Thank you for your hospitality and the use of your community center.

Issues: Increasing community participation by all residents.

Recommendations:

Identify projects to work on together to build community spirit. One project that was identified at a June 3, 2009 Listening Session is to convert the rarely used baseball field into a dog park.

Resources:

The following are a few suggestions as to ways in which communications might be improved including:

- Work with the local business Joe's Convenience Store to establish a community bulletin board and resource center of information.

- Work with the county to establish a South County web presence for all of the communities businesses and organizations – formal or informal. We heard about or learned about the following: TRE Neighborhood Watch; Topaz Sagehens; Topaz Ranch Estates Water Co.; East Fork Fire and Paramedic District's Topaz Ranch Estates Volunteer Fire Department Station 4 and the Topaz Lake Volunteer Fire Department Station 5.

- Build upon the on-line presence developed at http://www.topaznv.com/ and form community action committee's to expand and personalize the content available to everyone.

Resources:

The following are a few suggestions as to ways in which Douglas County communities might work together to improve communications and develop civic pride including:

Utilize the How-To Guide from **The Project on Civic Reflection** to begin a program to build civic pride and improve communications in Douglas County.

What is Civic Reflection?

Imagine stepping back from the pressures of daily life and thinking about not *how* but *why* you do what you do. Imagine getting together with other civically engaged people and talking about your values and the choices you make in serving your community. Now

imagine beginning this conversation by discussing short readings that help you gather and articulate your thoughts. This, in a nutshell, is civic reflection.

In civic reflection, a group of people with common civic work step back and think about their activities and commitments. Gathering in a hospitable place, they share refreshments and engage in facilitated conversation. The conversation focuses first on a short, thought-provoking reading and gradually opens up onto larger questions about civic engagement. *What obligations do we have to others in our community? Why join one association and not another? To whom should we give? What do we really expect of those whom we serve?* By reading and talking together about these underlying questions, participants gain a richer connection to one another—and to the important tasks of civic life.

To quote one participant, "The more we share our deep reflections with each other, the more we learn how to work together easily and effectively for the common good."

Contact:

Elizabeth Lynn
Director
The Project on Civic Reflection
1401 Linwood Avenue
Valparaiso, IN 46383
Phone: (219) 464-6767
Fax: (219) 464-5496
Elizabeth.lynn@valpo.edu
www.civicreflection.org

Visit their bookstore to order single copies of ***The Civically Engaged Reader***. Or to learn how to bring The Civically Engaged Reader to your community, group or organization today, contact Daniel Born or Don Whitfield at 1-800-222-5870. Currently $24.95

The Great Books Foundation
35 East Wacker Drive, Suite 400
Chicago, IL 60601-2205
www.greatbooks.org
Phone: 1-800-222-5870
Fax: (312) 407-0224

Co-venture with the Carson Valley Arts Council (CVAC) to provide access to arts and cultural programs. Utilize the downloadable publication ***The Arts in Small Communities 2006*** to expand the dialogue about arts and culture throughout Carson Valley.

Contact:
Brian Fitzpatrick, CVAC President and Supervisor for Douglas County Parks and Recreation
Theresa Chipp, CVAC Interim Executive Director

Carson Valley Arts Council
1572 Hwy 395
Minden, NV 89423
Phone: 775-782-8207
info@cvartscouncil.com
http://www.cvartscouncil.com/

To obtain a free downloadable copy of the ***The Arts in Small Communities 2006*** by Maryo Gard Ewell and Michael F. Warlum visit http://www.gardfoundation.org/ to download.

> The Robert E. Gard Foundation is committed to helping people and their communities discover the vital role the arts play in their day-to-day lives.
>
> - We believe that the arts spring from the commonplace and celebrate our essential humanity
> - We believe that the arts, when nurtured and expressed, can change people and their communities for the better.
> - We believe that in community development through the arts, each of us has the capacity to "alter the face and the heart of America."

Utilize the programs, services and grants available from the state arts council – The Nevada Arts Council. Learn more by visiting www.NevadaCulture.org/nac or contacting the Carson City staff.

Contact:

Robin A. Hodgkin
Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
Phone: 775-687-7109
rhodgkin@nevadaculture.org
www.NevadaCulture.com/nac

Theme: Community Participation and Communication: Clint Koble

Issues:

The visit and listening sessions at Topaz Ranch Estates (TRE) was an interesting experience for the community assessment resource team. Instead of finding a community that largely feels lacking in many things, instead we found a community that embraced its remoteness and sparseness. While it paralleled Carson Valley with themes of Community Participation and Communication, South County exhibited several different strains of those issues. TRE is a community that doesn't necessarily crave community participation and communication, rather just enough of a dose to get by is desired. Residents like the peacefulness and intrusion-free lifestyle of TRE and they prefer to maintain that lifestyle. Some of the comments the resource team gathered during listening sessions included: we have an informal venue of communication, it's the bulletin board at Joe's Bar; the Sierra Scoop has been an effective means of letting people know what's going on down here, South County is a step-child of Douglas County, we have difficulty with internet and cell phone services – there are some dead spots, there are many vacant homes in South County – it's difficult to communicate with absentee homeowners, Neighborhood Watch Programs and Wildfire Mitigation issues usually get people involved with each other and the community, we somehow manage to pull together and help one another when needed.

There also appeared to be considerable appreciation and trust with the local GID Board. One citizen stated that: "The GID is the only local government down here that addresses local issues". There were some comments however that complained of a lack of community participation if there wasn't an impending emergency or compelling community issue. The necessary components or infrastructure needed for improved community participation and communication exists however at TRE and they will most likely continue to service the community well.

Recommendations:

First of all, despite its loosely organized community, TRE has many thoughtful and caring citizens that will carry the load when necessary. The Water District office and personnel perform a great task in alerting citizens and communicating issues through newsletters and notices sent in the mail. By sharing office space with the GID Board, both organizations communicate well with one another and pass that communication along to their constituents. There are also several local service organizations such as the Sage Hens that perform functions to fill local needs as well as pass along communication. All of these current efforts need to continue and to work with each other.

While there is a community bulletin board at Joe's Bar, there could be something somewhat more structured that includes community activities and issues. Perhaps the Sage Hens could undertake this responsibility and increase its effectiveness.

There are critical situations that always seem to draw volunteers but there are hints that increased volunteerism would benefit the community. There are positions of leadership along with future

issues that will have to be addressed; therefore the need for increased community engagement is warranted. Current issues including wildfire mitigation and neighborhood watch programs need continued support and participation. Future issues will need the same effort of local citizens.

South County citizens and GID Board Members should be encouraged to participate in Leadership Douglas County. In addition to developing leadership and communication skills, this program can help improve communication between Douglas County government and South County. Sharing a community calendar with Carson Valley may also increase community participation. The GID Board should embrace the Strategic Plan of Douglas County that includes communication as an important value and goal.

South County residents should request Douglas County Commissioners to have at least one monthly meeting per year in South County. With all of its senior population South County may consider some type of resource or asset mapping of its human capital. By knowing what experiences and talents TRE residents possess, the GID Board could better use its citizens to address local issues and activities.

Resources:

Partnership of Community Resources: Cheryl Bricker, Executive Director: (775) 782-8611; pcrbricker@partnership-resources.org for community services and participation

Nevada Volunteers: Janet Wright, Volunteer Development Manager: (775) 825-1900; janet@nevadavolunteers.org

University of Nevada Cooperative Extension: Leadership programs:
Marlene Rebori: Reno Extension @ (775) 784-4848
Steve Lewis: Douglas County Extension @ (775) 782-9960
Carl Dahlen: Statewide @ (775) 230-0075

Leadership Douglas County: Carson Valley Chamber of Commerce @ (775) 782-8144

NV Commission on Economic Development: Board Training. Contact Ken Pierson @ (775) 687-4325

Nevada Rural Development Council: Asset Mapping templates. Contact Clint Koble, Executive Director at (775) 546-3198; nrdc@gbis.com

Priority Setting Results: South County

On Thursday, September 3, 2009, 21 people gathered at the Community Building in Topaz Ranch Estates (TRE) to review the four themes identified in the Draft Final Report for the South County portion of the Douglas County Community Assessment. As a group, participants determined that the four themes would be prioritized in the following manner:

- Public Safety
- Infrastructure
- Community Participation
- Rural Character

At the end of the meeting, 5 participants completed Worksheet C – "Please identify the priority theme and sub-themes for which you would like to volunteer to help." In completing the worksheets, participants noted interest in Public Safety and Infrastructure. Sub-themes most mentioned include traffic issues on highways 208 and 395, a turn lane into TRE from highway 208, the need for an emergency preparedness plan, and changing the ball park into a dog park.

Comments: South County

Seniors/Disabled Transportation (6)
getting anybody to come to anything Joe's bulletin board
older people here sage hens
community volunteers sage hens
raise water rates
bitch and moan when you see them but won't come out
biggest problem is the age of the community newly wed or nearly dead
affordable housing and horse property
step child for many years
two years since the sheriff has been out to see us
fire council just established here so we will see more visitors
chairman of the GID along with another
started in the last 6 months neighbor hood watch getting good attendance
meetings are done potluck style which helps to get people to attend
isolation Mindenville, we all get lumped into TRE
725 homes in the TRE with 3/4 on GID just above 2000 people
transient population
Highlands has its own fire council
wild fire a problem lot of vacant homes
defensible space a problem many elderly cannot get out to do the clean-up
smallest property an acre
highway an issue without turn lane
motocross tracks showing up w/o plan
DART budget cut by parks & recreation will work if can get a group of people
highway good but the age of the population here is old and it is tough for them to get out on the highway we have killed a few
speed limit not enforced so very few that come out this far to patrol some even live out here and we still do not see them
highway 208 major need turn lanes more and more traffic in the last 10 years
blind curves with people trying to get out on the highway at the speed pull out and some one on their back
need sheriff out here see one and am in awe just stare
cell and internet service difficult some dead zones
cars and junk on properties there are rules but they are not enforced
clean-up day being canceled this year because of lack of dumpsters but over in first few hours lack of resources to haul it out
20 volunteers that not an issue
need help out here but where is the money going to come from
used to have a sub station staffed by volunteers crime out here more all the time but no one says anything
sub station moved to the Highlands

had a building donated to us double wide used also for tax preparation wanted to build a medical center which has gone belly up and the substation is manned by one person as a volunteer
crime rate not a lot but it is increasing need speed bump or they will not have a vehicle
transportation we lost our bus out here
totally agree with the turn lanes we have killed several people big trucks barreling down the road
need to clean the place up I am one that needs to I have three vehicles on my property
mechanical garage
ATV tracks access to the Pine Nuts needed surrounded by mountains need link
unsupervised kids need ATV friendly
need things for the teenagers to do
need dog park like Fuji Park
do not have access to natural gas have to pay for propane and be at their mercy no other options
propane companies make up the rules as they go

Open Session (10)
utilities services stuck with propane w/o any regulatory body over them prices dramatically difficult
I agree highest priority
age of the community tremendous amount of seniors really old home bound isolated
Spring Valley bunch of houses there like to see less houses we have our power make do with propane don't become too big
keep amenities in Carson City isolated where I live
frankly I am pretty happy left alone on the east side of TRE did have to put in $10K in fence because of an uncooperative neighbor dogs
395 scares me to death 9-10 years ago used to count cars now turning onto 395 crazy drivers drive far to the right quiet years do not want to be fearful
ditto
access to public lands may not remain that way keep eye on Federal & State lands
bring us up to code in terms of our infrastructure w/o bringing in development more we make it attractive the more
animals think they moved to Alaska I wish they would in terms of animals
echo above over developing the Community in the master Plan have cluster housing do not want to see that
water if they do develop that type of housing what will happen to water
ATVs closing down public lands ditto comments earlier try to keep sneaking in and closing off our access
need development to keep the community alive that is where you all come in to help us keep it out
need our animals
need help for the seniors that are isolated including medical
need something for the students
parks for animals on leashes
need activities for seniors after eating lunch feel that they are still a part of the community

need small businesses so you can keep families and dollars in the community
need roads in here improved
ditto the development issue we need some for the infrastructure no new development without using existing
ditto along the same line no lots less than 2 acres developed primary for horses easements for horse trails easement has gotten absorbed into the lots
agree regarding the highway it has been a problem talked to the city council at a republican meeting doesn't seem to be heard
has been passed on the right and the left I drive 55 to maybe 60 and I have a big old honkin engine I actually save gas blood alley hwy 133
I got my first ticket in 22 years
volume of traffic has increased on 395
flush out rental see development going to see it getting worse on 395
ditto 395
do need turn offs on highway on 208
not a lot of growth going on here but in Smith Valley lots happening people getting hurt here trying to make a turn
meshing of cultures not going smoothly

Public Safety (7)
we are a remote location so be certain that we are considered a priority keeping defensible space appropriate attention for safety issues with fire
ditto except I know that there are a lot of people in this community that are disabled new to the community evacuation how do we get disabled and animals as well stock and pets
ditto concern of mine but we built where we did the fire dept has been out and looked at our home dead trees due to draught
fire safety council supposed to be starting up again bring it back
we just started a fire council still in new stages we are not prepared if something happens now
with budget cuts hope that we are not loosing any of our infrastructure places where we can take our animals hope with the downsizing we do not loose places for short term boarding
defensible space very good getting ash it was very hot had my house trailer already hooked up to my truck I have a plan but there are a lot of people out here that do not have a plan and do not have wheels how do we know whether they will be cared for
evacuation plan know about it
getting people to buy in to their responsibility that it is their responsibility to manage their defensible space
compost your combustibles done with grant money great success
budget cuts with law enforcement neglected out here 4-5 deputies covering this large county and we will get left out
ditto on everything
evacuation plan alternate road blocked off and unusable only way out Route 208 which is the staging area blocked off on concrete pylons
when they close 208 not getting out
ditto and same with 395 cannot get anywhere

can go on quad to old 208 but they took it away need a way out
main thing that concerns me is getting everyone out scary if a mass evacuation of all 700 in the community we are second highest fire area in the state
having our fire boomer and tanker restationed somewhere else which was the first on our fire here

Economic Growth & Development (4)
lack of good labor force
want them to work a week not real long term employee mindset
more store frontage mom and pop businesses
year and half for strip mall took a while to take off one vacancy
off the highway drive in to the mall have to circle around
need driveway to get direct access then can get a turn lane
cannot get signage on the highway
ditto on driveway to the business access
community needs to support the businesses coffee shop
opening business on a shoe string and cannot last the test of time
small business is tough
no way for the South County to communicate fired their reporter $30 per article
live out at the Lake no economic growth or development
Sierra Scoop would give you an information page for your community
Sierra Scoop means of communicating to the greater Topaz mailed to every house every month
don't see Starbucks making it out here
potential to the Mom and Pop
no space for retail in the Lake area
property of frontage for retail
feed store garden shop ran into problems with Douglas County cause they are in a 500 hundred year flood zone
have to put in a water storage in place for fire suppression
standards in a rural development should not be so high as you have in urban areas
Mom and Pop shops do not have lots of bucks 1.5 to 3 million for ground work on the infrastructure for an RV park
start up costs put several businesses out of business before or just after they got started
driving to town for everything I need a big Wal Mart 25 miles for shopping especially on fixed income
example coffee shop with sign and access would have done wonderful
ditto on store front unfortunately lot a lot of opportunities when we moved to Cypress our library was not even in a building this size
getting started here tough getting started in rural
nobody is looking to build high rises out here not if they don't want to get shot
couldn't even sleep here when I first moved here used to hearing the trucks downshift
ditto on the drive of 25 miles for shopping

road on top or through mountains to get to 395 possibly Old Colony Road
not sure if a community of 1000 could support a small store 4-5 little stores not caring enough product to keep it going
take a community effort to support it but have higher prices and residents on fixed income
part of it is habit do our big shopping when we go in town have to go once a week for allergy shots I am allergic to everything out here
have to go to town for my sanity I am out there all by myself
library go across 395 to get to library

Open Session #2

Additional Resources

For a listing of all non-profits in Douglas County that includes foundations and charitable organizations www.taxexemptworld.com/organizations/douglas-county.nv-nevada.asp

Carson Tahoe Regional Healthcare
Carson Tahoe Minden Medical Center
925 Ironwood Drive
Minden, Nevada 89423
775/445-7800 & 775/783-7800
www.carsontahoe.com

Carson Valley Medical Center
1107 Highway 395
Gardnerville, NV 89410
775/782-1500
www.cvmchospital.org

Douglas County Manager
1594 Esmeralda Ave., Rm. 307
PO Box 218
Minden, NV 89423
775/782-9821
www.douglascountynv.gov

Douglas County School District
1638 Mono Avenue
PO Box 1888
Minden, Nevada 89423
775/782-5134
www.dcsdk12.org

Douglas County Sheriff's Office
1625 8th Street
Minden, NV 89423
775/782-9903
http://www.douglasconvsheriff.com/

Heartland Center for Leadership Development
650 "J" Street, Suite 305-C
Lincoln, Nebraska 68508
402/474-7667
www.heartlandcenter.info

Nevada Arts Council
716 N. Carson Street, Suite A
Carson City, NV 89701
775/687-6680
www.nevadaculture.org/nac

Nevada Association of Counties
201 S. Roop Street, Ste. 101
Carson City, NV 89701
(775) 883-7863
www.nvnaco.org

Nevada Commission on Economic Development
Community Development Block Grant Program
Rural Development
Procurement Outreach Program
208 East Proctor Street
Carson City, Nevada 89701
775/687-4325
www.expand2nevada.com

Nevada Department of Conservation and Natural Resources
Nevada Division of Environmental Protection
Nevada Division of Forestry
901 S. Stewart St., Ste. 5001
Carson City, NV 89701
775/684-2700
www.dcnr.nv.gov

Nevada Department of Health and Human Service
Nevada Office of Rural Health
4126 Technology Way, Suite 100
Carson City, Nevada 89706-2009
775/684-4000
www.dhhs.nv.gov

Nevada Department of Public Safety
Nevada Highway Patrol
Division of Emergency Management
Office of Traffic Safety
555 Wright Way
Carson City, NV 89711
(775) 684-4808
www.dps.nv.gov

Nevada Department of Transportation
1263 South Stewart Street
Carson City, Nevada 89712
775/888-7000
www.nevadadot.com

Nevada Fire Safe Council
440 West Spear Street
P.O. Box 2724
Carson City, Nevada 89702
Phone: (775) 884-4455
www.nvfsc.org

Nevada League of Cities and Municipalities
310 S. Curry Street
Carson City, NV 89703
775/882-2121
www.nvleague.org

Nevada Microenterprise Initiative
113 W. Plumb Lane
Reno, NV 89509
(775) 324-1812
www.4microbiz.org

Nevada Rural Development Council
704 W Nye Street, Suite 201
PO Box 3926
Carson City, NV 89702
775/829-1048
www.nevrdc.org

Nevada Rural Housing Authority
3695 Desatoya Drive
Carson City, Nevada 89701
775/887-1795
www.nvrural.org

NV Small Business Development Center
University of Nevada, Reno
College of Business Administration
Ansari Business Building, Room 411
Reno, NV 89557-0100
775/784-1717
www.nsbdc.org
Nevada State Development Corporation
6572 South McCarran Boulevard
Reno, Nevada 89509
775/770-1240
800/726-2494
www.nsdc-loans.com

Nevadaworks
6490 S McCarran BLVD
Building A, Suite 1
Reno, Nevada 89509
775/377-8600
www.Nevadaworks.com

Partnership of Community Resources
1528 Hwy 395, Suite 100
Gardnerville, Nevada 89410
775/782-8611
www.partnership-resource.org

Public Utilities Commission of Nevada
1150 E. William Street
Carson City, NV 89701-3109
(775) 684-6101
http://pucweb1.state.nv.us/PUCN/(X(1)S(pxtqp155jbsqcp55h0ly4o23))/PUCHome.aspx

Rural Community Assistance Corporation
3120 Freeboard Drive, Suite 201 - 2nd Floor
West Sacramento, CA 95691
916/447-2854
Reno, Nevada Office
775/323-8882
www.rcac.org

Rural Nevada Development Corporation
1320 East Aultman Street
Ely, Nevada 89301
775/289-8519
www.rndcnv.org

South Tahoe Area Transit Authority
Blue GO
128 Market Street, Suite 3-F
Stateline, NV, 89449
Phone: (775) 589-5284
www.bluego.org

Tahoe Regional Planning Agency (TRPA)
128 Market Street, Stateline, Nevada
PO Box 5310, Stateline, NV 89449
775/588-4547
trpa@trpa.org
www.trpa.org/

University of Nevada Cooperative Extension
– Douglas Office
1329 Waterloo Lane
Gardnerville, Nevada 89410
775/782-9960
www.unce.unr.edu

USDA Rural Development
1390 South Curry Street
Carson City, Nevada 89703
775/887-1222
www.rurdev.usda.gov/nv

US Bureau of Land Management
Carson City District Office
5665 Morgan Mill Road
Carson City, NV, 89701
775/885-6000

US Forest Service
Humboldt-Toiyabe National Forest
1200 Franklin Way
Sparks, NV 89431
775/331-6444
www.fs.fed.us/r4/htnf/

US Small Business Administration
Nevada District Office
400 South 4th Street, Suite 250.
Las Vegas, NV 89101
702/388-6611
www.sba.gov

Washoe Tribe of Nevada and California
919 US Hwy 395 South
Gardnerville, NV 89410
800-76-WASHOE
775/265-8600
www.washoetribe.us

Western Nevada College
1680 Bentley Parkway South
Minden, Nevada 89423
775/782-2413
www.wnc.edu

Western Nevada Development District
704 W. Nye Ln., Suite 201
Carson City, NV 89703
775/883-7333
rjradil@wndd.org
http://wndd.org

Western Nevada Resource Conservation and Development
PO Box 3543
Carson City, Nevada 89702
775/883-2292
dan.kaffer@nv.usda.gov

Western States Arts Federation
1743 Wazee Street, Suite 300
Denver, CO 80202
888/562-7232
www.westaf.org

20 Clues to Rural Community Survival

1. **Evidence of Community Pride:** Successful communities are often showplaces of care, attention, history and heritage.
2. **Emphasis on Quality in Business and Community Life:** People believe that something worth doing is worth doing right.
3. **Willingness to Invest in the Future:** In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.
4. **Participatory Approach to Community Decision Making:** Even the most powerful of opinion leaders seem to work toward building consensus.
5. **Cooperative Community Spirit:** The stress is on working together toward a common goal, and the focus is on positive results.
6. **Realistic Appraisal of Future Opportunities:** Successful communities have learned how to build on strengths and minimize weaknesses.
7. **Awareness of Competitive Positioning:** Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.
8. **Knowledge of the Physical Environment:** Relative location and available natural resources underscore decision making.
9. **Active Economic Development Program:** There is an organized, public/private approach to economic development.
10. **Deliberate Transition of Power to a Younger Generation of Leaders:** People under 40 regularly hold key positions in civic and business affairs.
11. **Acceptance of Women in Leadership Roles:** Women are elected officials, plant managers, and entrepreneurial developers.
12. **Strong belief in and Support for Education:** Good schools are the norm and centers of community activity.
13. **Problem-Solving Approach to Providing Health Care:** Health care is considered essential, and smart strategies are in place for diverse methods of delivery.
14. **Strong Multi-Generational Family Orientation:** The definition of family is broad, and activities include younger as well as older generations.
15. **Strong Presence of Traditional Institutions that are Integral to Community Life:** Churches, schools and service clubs are strong influences on community development and social activities.
16. **Sounds and Well-Maintained Infrastructure:** Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.
17. **Careful Use of Fiscal Resources:** Frugality is a way of life and expenditures are considered investments in the future.
18. **Sophisticated Use of Information Resources:** Leaders access the information that is beyond the knowledge base available in the community.
19. **Willingness to Seek Help from the Outside:** People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.
20. **Conviction that, in the Long Run, You Have to Do It Yourself:** Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

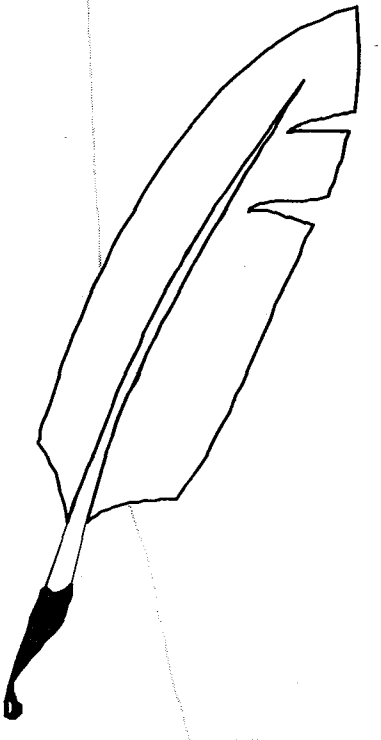
*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter*

Traits of Good Governance

Governance is the process of making and carrying out decisions.

Effective governance incorporates a variety of decision-making and implementation practices by a wide range of people, organizations, and institutions beyond government. These include non-profit groups, faith-based organizations, community foundations, citizen alliances, community colleges, business associations, and others.

Effective governance incorporates community building: processes that develop leadership, enhance social capital and personal networks, and strengthen a community's capacity for improvement.

It is the hope of the resource team that the community assessment process has provided encouragement and support for Douglas County's pursuit of effective governance.

Nevada Rural Development Council