MINUTES
Workshop Meeting
Reno City Council & Redevelopment Agency Board
Tuesday, October 20, 2015 ● 9:00 AM
Reno City Council Chamber, One East First Street, Reno, NV 89501

Hillary Schieve, Mayor

Council Members:
Ward 1 – Jenny Brekhus
Ward 2 – Naomi Duerr
Ward 3 – Oscar Delgado
Ward 4 – Paul McKenzie
Ward 5 – Neoma Jardon
At-Large – David Bobzien

A Roll Call

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
<th>Arrived</th>
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<tbody>
<tr>
<td>Hillary Schieve</td>
<td>Mayor</td>
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<td>Jenny Brekhus</td>
<td>Councilmember</td>
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<td>Naomi Duerr</td>
<td>Councilmember</td>
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<td>Oscar Delgado</td>
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<td>Paul McKenzie</td>
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<td>Neoma Jardon</td>
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<td>David Bobzien</td>
<td>Councilmember</td>
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<td>Dick Scott</td>
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<td>Andrew Clinger</td>
<td>City Manager</td>
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The meeting was called to order at 9:25 AM.

B Pledge of Allegiance

C Public Comment

NO ACTION WAS TAKEN ON THIS ITEM.

D Approval of the Agenda (For Possible Action) - October 20, 2015.

RESULT: APPROVED [UNANIMOUS]
MOVER: Paul McKenzie, Councilmember
SECONDER: Neoma Jardon, Councilmember
AYES: Schieve, Brekhus, Duerr, McKenzie, Jardon, Bobzien
ABSENT: Oscar Delgado

E Standard Department Items

E.1 Presentation, discussion and potential direction to staff regarding the Strategic Plan for the City of Reno. (For Possible Action)
City Manager Clinger said that today's workshop is a follow-up to the March 10, 2015 Strategic Planning Workshop. The results were tabulated and staff is seeking final approval of the plan and goals. We need to determine how to focus our resources and establish goals so staff can move forward in a way that supports the vision and goals established by the Council. Today we hope to review and refine those goals.

Erica Olsen, OnStrategy facilitator, said that staff is seeking agreement on the plan. We will review the March 2015 Strategic Planning Workshop, discuss how you want to use the Strategic Plan (Plan), and provide an overview of the Plan to ensure that staff is aligned with the Council's goals. We are seeking action on the two-year plan and suggestions regarding how to roll it out.

A film made during the previous workshop was shown, and included statements regarding the legacy of the current Council and how the City can work together to manage and deliver services to build a better community.

Ms. Olsen set some ground rules for the discussion, noting that everyone should strive for consensus and share the stage.

Ryan High, Budget/Strategic Initiatives Manager, provided an overview of the planning timeline.

Ms. Olsen said that the purpose of the Plan is to help the Council and staff stay focused, and referred to the suggestion for tying 'L' agenda item to the City's budget and goals.

Discussion ensued regarding using umbrella initiatives rather than goals; tweaking the Plan, including the vision statement; keep 'L' items in line with the Plan and the Council's priorities; whether the timing of the March 2015 Workshop was fortuitous because the new Council members did not at the time have enough experience to know what the issues were (e.g., nowhere in the goals is infrastructure growth, and we need to prioritize those issues); changes in the landscape and the City's finances over the past several months; establishing goals for moving forward; identifying Reno as an economic power rather than just a university town; grouping Council priorities into a small rather than large number of categories; identifying gaps in the Fiscal Year 2016-2020 Roadmap provided on page 15 of the staff report; and understanding the ReImagine Reno initiative.

Maureen McKissick, Strategic Development Administrator and Assistant to the City Manager, provided an update on the ReImagine Reno initiative.

The discussion returned to the information provided on the page 15 Roadmap: the goal of providing a healthy and efficient business environment; providing the resources
necessary to ensure a healthy business environment; a sustainable versus healthy business environment; and supporting an entrepreneurial culture without providing subsidies.

Ms. Olsen said that the strategic priorities should be clarified and the goals should be modified/changed/overhauled as necessary. The Council Members agreed on the following goals: a Healthy and Efficient Business Environment (instead of Efficient Business Environment); Vibrant Downtown; Safe and Healthy Neighborhoods; Planning for Growth, and Fiscal Stability and Sustainable Services.

Council Bobzien clarified that 'efficient' speaks to the transaction process while 'healthy' refers to building a welcoming place to do business.

Council Members Duerr and Brekhus discussed using the word 'healthy' as suggested by Council Member Bobzien.

Council Member McKenzie discussed the environment the City is looking to create for new businesses, and Council Member Bobzien stated that existing businesses are also included.

Ms. Olsen said that a lot of time was previously spent on identifying the strategic priorities, and a set of guiding principles was developed (see page 13 of the staff report). There are a lot of things that cross over into those, and from a planning perspective we are cascading the initiative directly off of the goals. I heard 'healthy,' 'vibrant,' and 'sustainable' as alternatives to a 'healthy' and efficient business environment, so we need to clarify that it is about a productive business environment that is broader than a transaction.

Discussion ensued regarding the list of 'L' items. Council Member Duerr said it should be determined where the code/zoning/permitting items fit, and a goal called Revise Our Code should be added. Council Member McKenzie said that Planning for Growth should include code, transportation, water and sewer issues, all of which are necessary in planning for growth. Council Member Brekhus said that code revisions should be done comprehensively with the same focus and purposefulness as the Master Plan and cannot wait for the Master Plan process. Ms. Brekhus said that Reno's values, visions, and needs should be implemented at the regional level.

City Manager Clinger explained that the need is to identify the purpose of fixing the code, such as the need to create a more efficient business environment.

Council Member McKenzie discussed the difficulty of identifying a goal under which the 'L' items fall. We are looking at putting 'L' items under a goal and not under a priority.
All of these 'L' items fall under a priority, but a lot of them do not match the goals that are outlined here, which is why we need to wordsmith the goals.

City Manager Clinger said that limiting 'L' items is an attempt to focus on what is most important. If the Council decides that a list of 70 things are important, then that is what is the most important. It is not an attempt by staff to say the Council cannot do things, it is an attempt to help us identify what to focus on, what things are most important to the Council, and make sure those things get done. You are getting into the tactical or the 'how' part of things. You need to tell staff what you want to accomplish so we can tell you how best to accomplish it.

Ms. Olsen said that the 'L' items are a reflection of where the Council wants to allocate resources (staff time and money). There might be some misalignment between some of the goals the City is trying to move forward and the staff level where the work is being done. We do not necessarily need to address every 'L' item on the list, but in the context of establishing City-level goals and focusing our priorities over the next 18 or so months, we can use the list as data to inform where there might be a gap in what you decided in March 2015 and what you are now thinking. If aligning the 'L' items to goals is too rigid a process, we should consider that later and instead set some goals with which the Council can agree. Let's get a plan and move on from there.

Discussion ensued regarding implementation of the downtown action plan; cross-functional initiatives; determining what the Council wants to accomplish and filling in the 'L' items under that goal; making downtown attractive for investment (blight is a lack of investment); broaden the Enhance the Infrastructure goal to include enhancing the infrastructure and programs that will lead to more activity in downtown (which includes investment); and creating a City-level goal with respect to code or provide direction that the code modification is an initiative where appropriate.

Council Member Duerr suggested removing the Trail Connectivity category and making it a more global Green Initiative (e.g., trees, pesticides, etc.). The Council agreed that Trails could be removed.

Council Member McKenzie said that the School District items should move over into the current year, and collaboration with the School District should move into Fiscal Year 2016-2017.

Council Member Brekhus said that the 2016-2017 goal of reducing pedestrian fatalities and injuries is shooting too low. The goal is to be healthy, so we want to create opportunities and a safe environment. We need to promote opportunities for recreation and healthy exercise within our neighborhoods; improve opportunities for walking.
Council Member Jardon asked how that ties into pedestrian safety, and Council Member Brekhus replied that walking and health are tied. If the overall goal is to be healthy, you need to make sure the environment promotes being healthy. Make it enticing to be out there exercising. Council Members McKenzie and Jardon agreed that walkable neighborhoods are part of the Master Plan, and is not the same as pedestrian safety.

Ms. Olsen clarified direction so far as: 1) bring Regional Fire up to the broader level of Public Safety, expand it to include regional fire and emergency services, and make it a goal for this year and going into next year; 2) move School District into this year; 3) add the Green Initiative; 4) keep Pedestrian Safety as is; 5) leave Master Plan as a goal; 6) add an infrastructure goal under Planning for Growth for Fiscal Year 2016-2017; 7) develop a goal that supports Code Revision; 8) add storm water management, City facilities under the Infrastructure goal; 9) remove Fiscal Guidelines under all three columns (adhering to fiscal principles should be a guiding principal not a goal); and 10) remove Trail Connectivity under the Safe and Healthy Neighborhoods goal.

Discussion ensued regarding Fiscal Year 2016-2017 climate and drought initiatives; creating a new goal called Healthy and Efficient Business Environment; developing and implementing climate and drought plans; including infrastructure and partnering with the University as part of a healthy environment for business; equity in the fee and tax structure as a Strategic Theme; and adding debt management (paying off bonds) as a goal.

Ms. Olsen suggested that there are too many items under the Fiscal Year 2016-2017 column. Discussion ensued regarding the fact that the City is already working on many of them.

City Manager Clinger said that a lot of things that were discussion today were specific initiatives that are already underway. He requested direction for staff to develop them into a broader view of goals, whether it is infrastructure or areas related to code and public safety.

Council Member Jardon suggested that Revitalization should include "enhance the infrastructure and programs that will lead to a more attractive and active downtown." She said that includes clean-ups, business, and infrastructure (e.g., the Gateway Project, the Virginia Street Corridor project, buildings, housing, a rapid bus line up Virginia Street to the University of Nevada Reno, etc.).

Ms. Olsen suggested that staff massage and modify the goals that have been developed (as shown on the overhead screen), and bring them back for use during the upcoming budget process.
Discussion ensued regarding having staff map things such as interns, false alarms, historic resources, electrical and plumbing code, parking fees, Tribal matters, etc., and link them back to the overarching goals.

Council Member Bobzien said that some 'L' item proposals will not fit under specific Council goals and priorities because they are in response to a constituent's needs. We need to agree as a group that those requests should be put on the 'bike rack' for later consideration because only then will this Master Plan succeed in the long-run.

Ms. Olsen said that it should be made clear how to tie new 'L' items to the budget. The proposal on the table is that we use this plan to help establish which of the items should take priority and which should go on the bike rack, and the plan will be reviewed on a quarterly basis. The City does not need a set of goals if every 'L' item is to be tackled equally. We need a set of shared priorities (i.e., annual goals) to help staff move forward with the level and degree that resources permit, and anything else distracts them from doing that.

City Manager Clinger said that the Council Rules and Regulations Subcommittee requested that staff develop policies and procedures governing 'L' items, and today's feedback will help them accomplish that goal.

Ms. Olsen said that staff will come back in the next three to four weeks with a draft plan with notes regarding 'L' items that do not fit into any of the categories. It can then be decided what to do with those items (i.e., put them on the bike rack, add a goal category, etc.).

NO ACTION WAS TAKEN ON THIS ITEM.

F Public Comment

NO ACTION WAS TAKEN ON THIS ITEM.

G Adjournment (For Possible Action)

THE MEETING WAS ADJOURNED AT 11:37 A.M.