



# **MASTER PLAN UPDATE (2022-2027)**

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## **City of Carlin, Nevada**



Adopted by City of Carlin City Council  
September 28, 2022

In Partnership with:

*Impact*

Impact Evaluation & Assessment Services  
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This is an update to the City of Carlin's Master Plan written in 2013. After reviewing the results of their 2019 Master Plan Citizen Survey, the Master Plan completed in 2013, and the Comprehensive Economic Development Strategy (2020-2025), the City of Carlin identified five priorities:

1. Infrastructure
2. Housing
3. Economic Development
4. Support Youth and Elderly
5. Strengthen City of Carlin Governance Procedures

A series of workshops were held with City staff, board members, and community members to determine appropriate Action Steps for each element of the Master Plan (parks and recreation, cultural and historic resources, community facilities, transportation, public utilities, natural hazards, natural resources, economic development, housing, public safety, and land use).

This document begins with a brief introduction and analysis of various demographics of the community. It goes on to discuss Carlin's Vision, Mission, Values and the details of their identified priorities. We then identify specific Action Steps, current progress, estimated timeframes for resolution, and responsible staff and board members for each of the elements of the Master Plan. The Update ends with an Implementation Plan designed to help the City monitor their progress toward resolving each Action Step.

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*Carlin sign, February 2022, Photo Credit: JuiceBox Productions*

## Introduction to Carlin, Nevada



The City of Carlin, Nevada, lies within the Great Basin and Range in northeastern Nevada. The community, which is nestled around Interstate 80 and the Humboldt River, is just inside the western edge of Elko County and adjacent to the eastern edge of Eureka County.

Carlin's 2,674 residents live and work within approximately 12 square miles/7,182 acres among the hills and mountain ranges of the high desert.



*Carlin, NV, February 2022, Photo Credit: JuiceBox Productions*

**History.** The following paragraphs were by the Carlin Historical Society:



*A Challenger Locomotive in Front of the Passenger Depot in Carlin. Circa 1940s, provided by Carlin Historical Society. Photographer Unknown.*

*The community of Carlin was born with the construction of the transcontinental railroad by the Central Pacific Railroad Company in 1868. The railroad christened the new community Carlin in honor of William Passmore Carlin, a general who served during the Civil War. Prior to the arrival of the railroad, non-natives shared the area with the Shoshone, native inhabitants who practiced a hunter-gatherer lifestyle. After the railroad was built, Carlin prospered because of abundant water sources. The Humboldt River, several creeks, and natural springs meant the area was an ideal location for keeping a railroad running. The Central Pacific Railroad made Carlin the eastern terminus of the Humboldt Division. A town site was laid out and construction began. The railroad built a rail yard with a 16-stall roundhouse, turntable, machine shops, freight house, passenger depot, and housing. By 1869, a United States post office and a school district were formed.*



*Southern Pacific Co., Shop — Carlin, Nevada.*  
Carlin's 16-stall Roundhouse and Turntable. Circa 1940s, provided by Carlin Historical Society.  
Photographer Unknown.

*Carlin quickly became an important community in Elko County and the state of Nevada. It was the first established town in Elko County and boasted the only public library in the state. Carlin also served as a hub for various stage lines that connected remote communities with the railroad. The railroad industry attracted a variety of foreign residents, including Chinese and Italians, thus creating a diverse population. The Chinese helped to build the railroad from which Carlin was born. The Italians and Chinese built a thriving business community that consisted of restaurants, groceries, dry goods, and other essential services.*



*Carlin's Passenger Depot on Main Street. Circa 1920s, provided by Carlin Historical Society. Photographer Unknown.*

*The railroad continued to be the focal point of Carlin into the mid-20<sup>th</sup> century. The railyard evolved and expanded to meet the needs of a changing industry. Carlin's abundant sources of water again contributed to the community's future when one of the largest ice harvesting complexes on the West coast was built in Carlin in the early 1900s. The decline of the railroad began with the replacement of steam engines with those powered by diesel and the introduction of refrigerated railroad cars in the 1940s. The machine shops, roundhouse, and ice ponds were no longer needed. Passenger traffic on the railroad also declined with the emergence of automobiles as the preferred mode of transportation. The Southern Pacific Railroad continued to employ a large number of local workers into the 1960s. Today, almost all traces of the railroad industry in Carlin are gone but the tracks still run through the heart of the town.*



*Filling the Ice Houses of Carlin. Circa 1930s, provided by Carlin Historical Society. Photographer Unknown.*

*Fortuitously, a new industry emerged in the 1960s. Newmont Gold Mining Company discovered a large deposit of microscopic gold just north of Carlin (dubbed "The Carlin Trend") and new processing methods made the production of this type of deposit profitable. The mining industry is to this day the primary industry of Carlin and other nearby communities.*



*Nevada Gold Mines operation near Carlin, 2019, Courtesy: Nevada Gold Mines*

*The governance of the community was initially managed primarily by the railroad and prominent members of the community. Eventually, the needs of the community outstripped this ad hoc approach. Carlin adopted its first town charter in 1925 and was officially incorporated in 1971. A gas light power plant was constructed in 1924, a water and sewer system installed in 1934, and streets were paved by 1940. The town has been governed by a mayor and various configurations of boards since 1925.*

Many thanks to the Carlin Historical Society and the citizens of Carlin for this brief history of Carlin and accompanying photos.

**Previous Planning Efforts.** During the rapid expansion of gold mining in the 1980s, decisions were made to limit growth in the City of Carlin. Whether these were “good” or “bad” decisions is debatable and, ultimately, unanswerable. One result of these decisions can be demonstrated in the following analysis of population growth:

<b>Population Estimates from 1980 to 2020</b>			
	1980*	2020†	Percent Change from 1980 to 2020
City of Carlin	1,280	2,050	+60.15%
City of Elko	11,398	20,564	+80.41%
Elko County°	17,269	53,702	+203.97%

(Sources: \*Nevada State Demographer, 1980 Census  
 †2020: DEC Redistricting Data PL 94-171)

°Note: Much of the residential population growth in Elko County occurred in the community of Spring Creek. Spring Creek was, and remains, an unincorporated community south of the City of Elko. Thousands of individuals and families settled in the area beginning in the 1980s-present, primarily due to higher availability and lower than average housing costs. Population data from the 1980s is not readily available, but

the current population is younger, has a larger family size, and a higher fertility rate than the County of Elko and the State of Nevada in general.

Carlin was spared the worst of the growing pains that the neighboring City of Elko and community of Spring Creek experienced with rapid expansion, such as insufficient medical care, overcrowded schools, increased crime rates, and housing shortages. On the other hand, Carlin has not benefitted from the growth required to meet those communities' burgeoning population. Elko now offers a wide range of shopping and entertainment options, more diverse options for medical care, employment opportunities, more housing, and a wider range of schools to choose from. Carlin finds itself in competition with these other community's when trying to attract families and maintain the existing population. At the same time, Elko's residents often complain that the communities are losing their "small-town" feeling.

Carlin is striving to find a balance between maintaining the small-town, rural nature of the community while still planning for and maintaining a community where people of all ages can thrive. To that end, the City completed a Master Plan in 1999 and then again in 2013. They have made some progress on the recommendations. This Update is an attempt to review progress, propose new approaches, and re-invigorate active city planning.

The City of Carlin is first and foremost dedicated to supporting healthy, thriving individuals and families. The following pages are an attempt to describe characteristics of Carlin’s residents. Data labeled “City of Carlin” was collected on the ZIP-Code level (89822) unless otherwise noted.

<b>Population Estimates from 2000 to 2020</b>				
<b>(Source: Nevada State Demographer, Governor’s Certified Estimates, 2020)</b>				
	2000	2011	2020	Percent Change from 2000 to 2020
City of Carlin	2,161	2,376		+23.7%
Elko County	45,291	49,861	55,435	+22.3%
State of Nevada	1,998,857	2,721,794	3,145,184	+57.3%

Carlin’s growth over the past 20 years has been slightly higher than Elko County overall, but much slower than the State of Nevada.

The Nevada State Demographer projects Elko County’s population to increase by .07% by 2025, compared to the State of Nevada’s projected growth of 1.4% (Source: Five Year Population Projections).

<b>Age of Population</b>							
<b>(Source: 2019 ACS 1-Year Estimates DP05)</b>							
	Under 5	5-19 Years	20-34	35-59	60-74	75+	Median Age
City of Carlin	4%	17%	17%	42%	16%	3%	45
Elko County	7%	23%	21%	32%	12%	4%	34.1
State of Nevada	6%	19%	15%	21%	33%	6%	38.4

The median age of Carlin’s residents is a full 10 years older than that of residents of Elko County and 7 years older than residents of the State of Nevada.

**Carlin K-12 School Enrollment**  
(Source: Nevada Report Card)

	SY 2016/2017	SY 2017/2018	SY 2018/2019	SY 2019/2020	SY 2020/2021
Carlin Elementary School	205	202	211	230	175
Carlin Junior High	40	61	41	48	52
Carlin High School	85	76	72	72	72

Enrollments at Carlin Elementary and High Schools are below the five-year averages, while enrollment at Carlin Junior High is slightly above.

**Racial and Ethnic Characteristics of Population**  
(Source: 2019 ACS 1-Year Estimates DP05)

	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino (of any race)
City of Carlin	89%	1.5%	5%	.5%	0%	3%	1%	11%
Elko County	86%	.5%	6.5%	1%	0%	5%	1%	24%
State of Nevada	65%	10%	1%	8%	1%	11%	5%	29%

Residents in Carlin are more likely to be white than their counterparts in Elko County or the State of Nevada.

English is spoken by 98% of Carlin's citizens. The remaining 2% speak Spanish. (Source: SCS 5-Year Estimates S1601).

**Gender of Population**  
(Source: 2019 ACS 1-Year Estimates DP05)

	Male	Female
City of Carlin	54%	46%
Elko County	52%	48%
State of Nevada	50%	50%

The population of Carlin is slightly more likely to be male than female. This may not be surprising given the historically male-dominated natural resource industries prevalent in the area.

<b>Households and Families</b> (Source: 2019 ACS 1-Year Estimates DPO2)						
	Total Households	Average Household Size	Households with One or More Person Under 18	Average Family Size	Households with One or More Person 65 or Older	Householder Over 65 Living Alone
City of Carlin	757	2.64	28.5%	3.01	26%	5%
Elko County	18,065	2.85	38%	3.39	21.5%	4.4%
State of Nevada	1,143,557	2.66	29.5%	3.31	31.1%	4.2%

Carlin’s citizens are living in slightly smaller households than their counterparts in Elko County and the State of Nevada. Their households are less likely to include children under the age of 18 and have smaller family sizes in general. They are more likely to include a householder over 65 years of age living alone.

<b>Highest Level of Educational Achievement for Population 25 Years and Over</b> (Source: 2019 ACS 1-Year Estimates S1501)						
	Less than High School	High School Graduate or Equivalency	Some College, no Degree	Associate’s Degree	Bachelor’s Degree	Graduate or Professional Degree
City of Carlin	6.8%	51.3%	34.2%	4.2%	2.8%	0.6%
Elko County	13.7%	32.8%	27.5%	9.5%	10.3%	6.3%
Nevada	13.1%	27.8%	24.6%	8.8%	16.7%	9%

Carlin’s citizens are less likely than their counterparts in Elko County and the State of Nevada to have continued their formal education past high school or “some college.”

**Employment Characteristics**  
(Source: ACS 1-Year Estimates DP03)

	Population 16 Years and Over in Labor Force	All Parents in Labor Force (Children Under 6 Years)
City of Carlin	60.5%	41.3%
Elko County	69.4%	49.3%
State of Nevada	63.6%	63.9%

The top three industries in Carlin are:

- 1) Agriculture, forestry, fishing and hunting, and mining (43.2%);
- 2) Construction (12.1%); and,
- 3) Transportation and warehousing, and utilities and Educational services, and Health Care and Social Assistance (both 10.7%)

(Source: ACS 5-Year Estimates DP03)

**Commuting Characteristics**  
(Source: ACS 1-Year Estimates S0801)

	Work in County of Residence	Mean Travel Time to Work
City of Carlin	64.3%	31 Minutes
Elko County	86.1%	30.2 Minutes
State of Nevada	94.5	25.6 Minutes

Carlin’s citizens are more likely than those of Elko County or the State of Nevada to work in a county they do not live in and have longer commutes. In addition to the mines located in Eureka County, anecdotally we know that many people who live in Carlin work in the nearby City of Elko.

<b>Income and Poverty Rates</b> (Source: ACS 1-Year Estimates DP03)							
	Median Household Income	% Receiving Social Security	% Receiving Retirement Income	% Receiving Supplemental Security Income	% Receiving Cash Public Assistance	% Receiving Food Stamp/SNAP	% of All People Whose 12-Month Income is Below Poverty Level
City of Carlin	\$77,946	32.9%	18.6%	0%	0%	1.5%	8.8%
Elko County	\$81,232	22.9%	14.7%	2%	1.4%	6%	8.8%
State of Nevada	\$63,276	30.8%	24.5%	4%	2.6%	10.5%	8.7%

While Carlin is fortunate that gold mining brings relatively high incomes to the community, people who do not earn those high mining wages often struggle to pay inflated housing and other costs. These wage differences are represented on the chart below:

<b>Average Weekly Wages in Elko County</b> (Source: NV Dept. of Employment, Training and Rehabilitation Nevada Workforce Informer, QCEW, Q2 2021)				
Mining, Quarrying, and Oil and Gas	Utilities	Transportation and Warehousing	Educational Services	Health Care and Social Assistance
<b>\$2,085</b>	\$1,957	\$992	\$1,029	\$1,029

Carlin’s economy is closely tied with the price of gold. Over the past 10 years, the price per one ounce of gold has ranged from a low of \$1,134.60 to a high of \$2,034.80. These swings can impact everything from employment rates to housing costs.



(Source: Kitco.com)

Elko County's unemployment rate (2.3%) is lower than most other counties in Nevada, lower than the state average of 5.2%, and lower than the United States unemployment rate of 3.7% (Source: December 2021, Nevada Workforce Informer, not seasonally adjusted).

<b>Active Voters by Party Affiliation</b>						
(Source: 2021 Office of Nevada Secretary of State)						
	Democrat	Independent American	Libertarian	Nonpartisan	Other	Republican
Elko County	15%	5%	1%	23%	1%	55%
State of Nevada	39%	4%	1%	23%	1%	33%



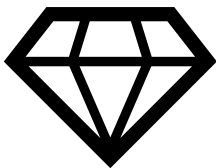
### Vision

The City of Carlin will create, grow, and sustain a thriving community for our citizens, our families, our children, our businesses, and our visitors.



### Mission

The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job creation and community improvement.



### Values

Priorities and decisions are made with respect for the values identified by residents:

- Rural
- Small Town
- Community Pride
- Open Spaces

### Priorities

After reviewing the results of their 2019 Master Plan Citizen Survey, the Master Plan completed in 2013, and the Comprehensive Economic Development Strategy (2020-2025), the City of Carlin identified five main priorities:

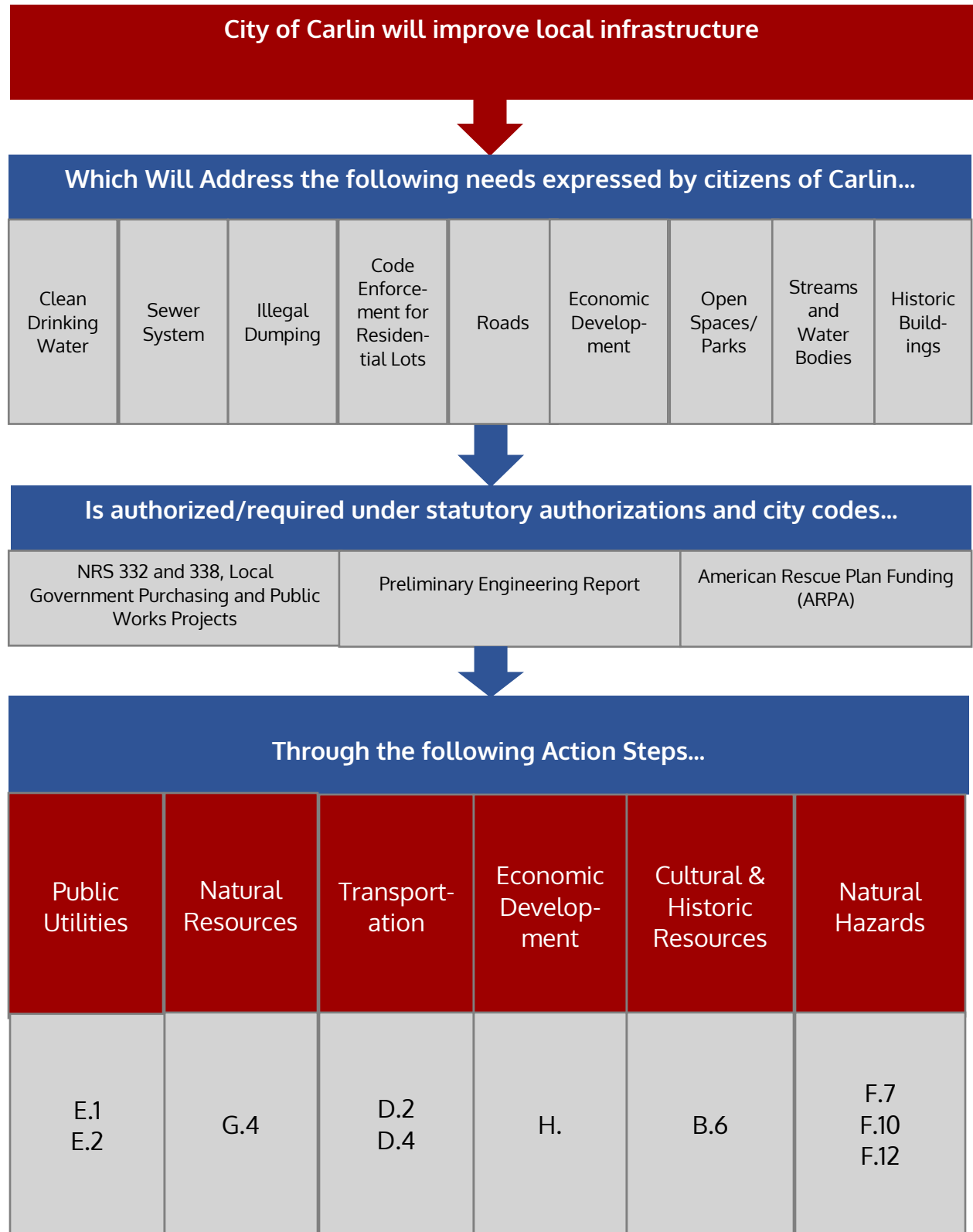
1. Infrastructure
2. Housing
3. Economic Development
4. Support Youth and Elderly
5. Strengthen City of Carlin Governance Procedures.

Each of the main elements of a Master Plan (parks and recreation, cultural and historic resources, community facilities, transportation, public utilities, natural hazards, natural resources, economic development, housing, public safety, and land use) were then explored to determine the best Action Steps to support the City's five priorities.

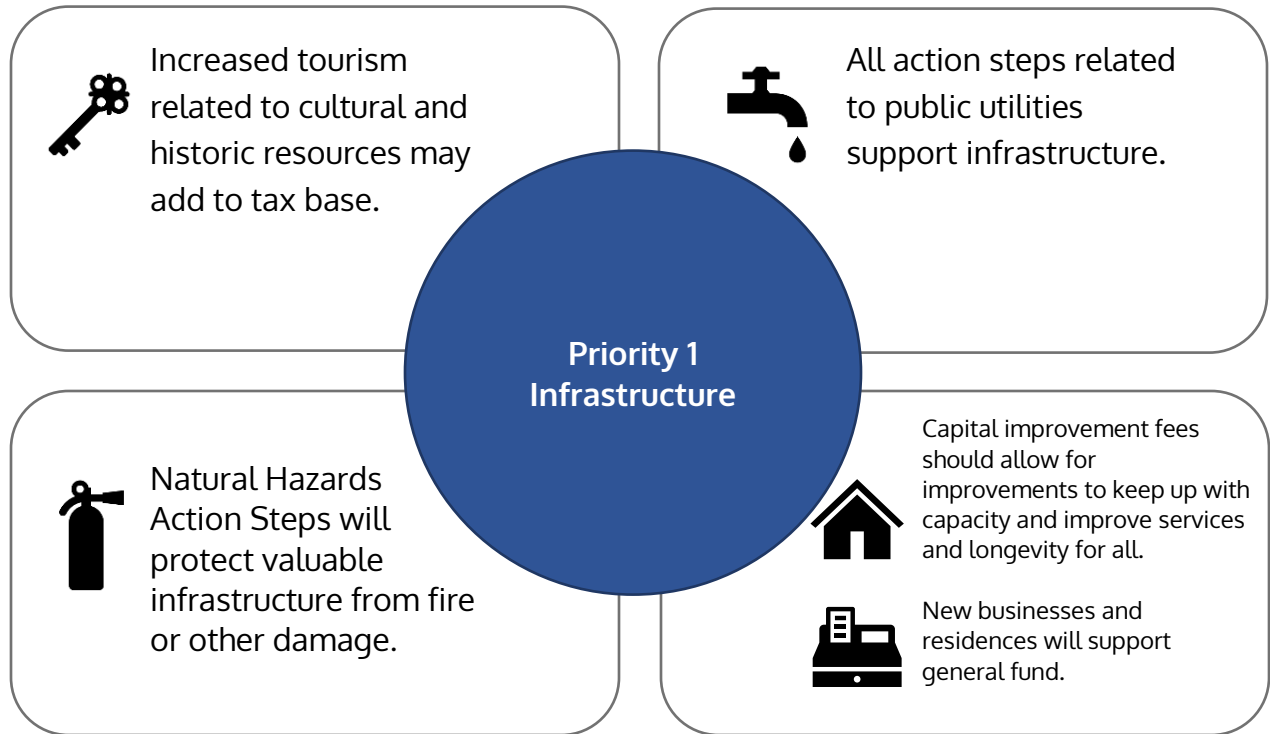


*Train in Carlin, February 2020, Photo Credit: JuiceBox Productions*

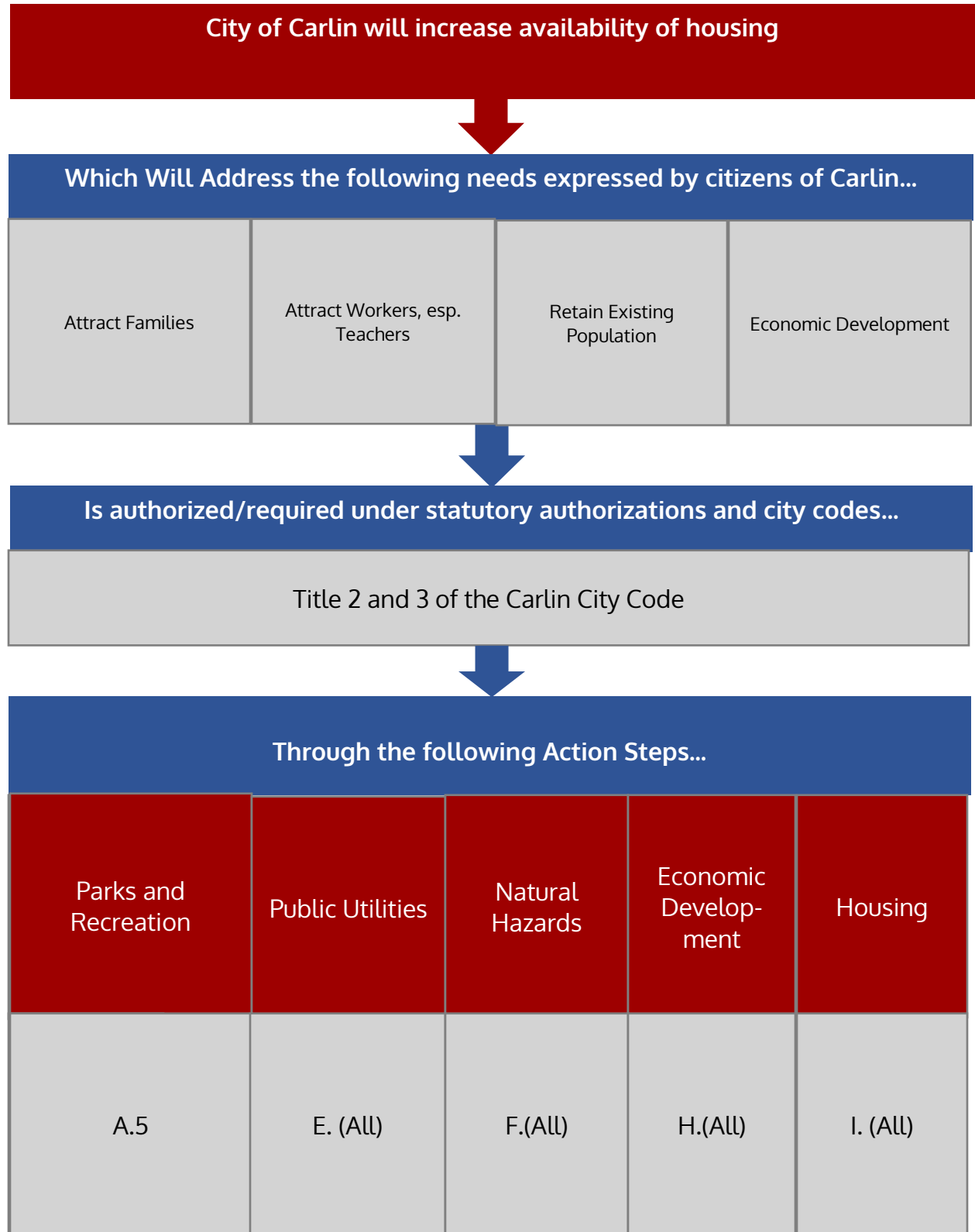
**PRIORITY 1: INFRASTRUCTURE**



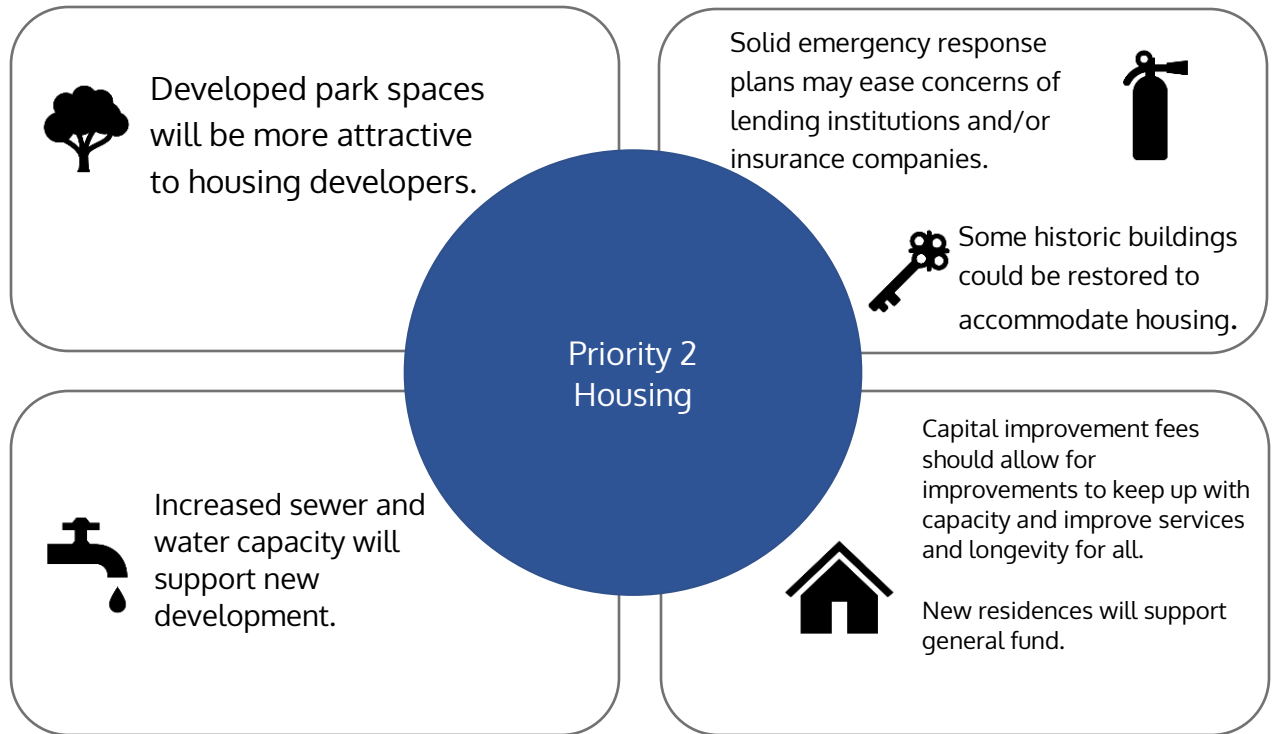
Connections between the elements of the Master Plan and this priority are identified in the following graphic:



**PRIORITY 2: HOUSING**



Connections between the elements of the Master Plan and this priority are identified in the following graphic:



**PRIORITY 3: ECONOMIC DEVELOPMENT**

**City of Carlin will support economic development through improved infrastructure, including Industrial Park**



**Which Will Address the following needs expressed by citizens of Carlin...**

Attract Families	Attract Workers, esp. Teachers	Retain Existing Population	Increase Local Shopping for Basic Items
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**Is authorized/required under statutory authorizations and city codes...**

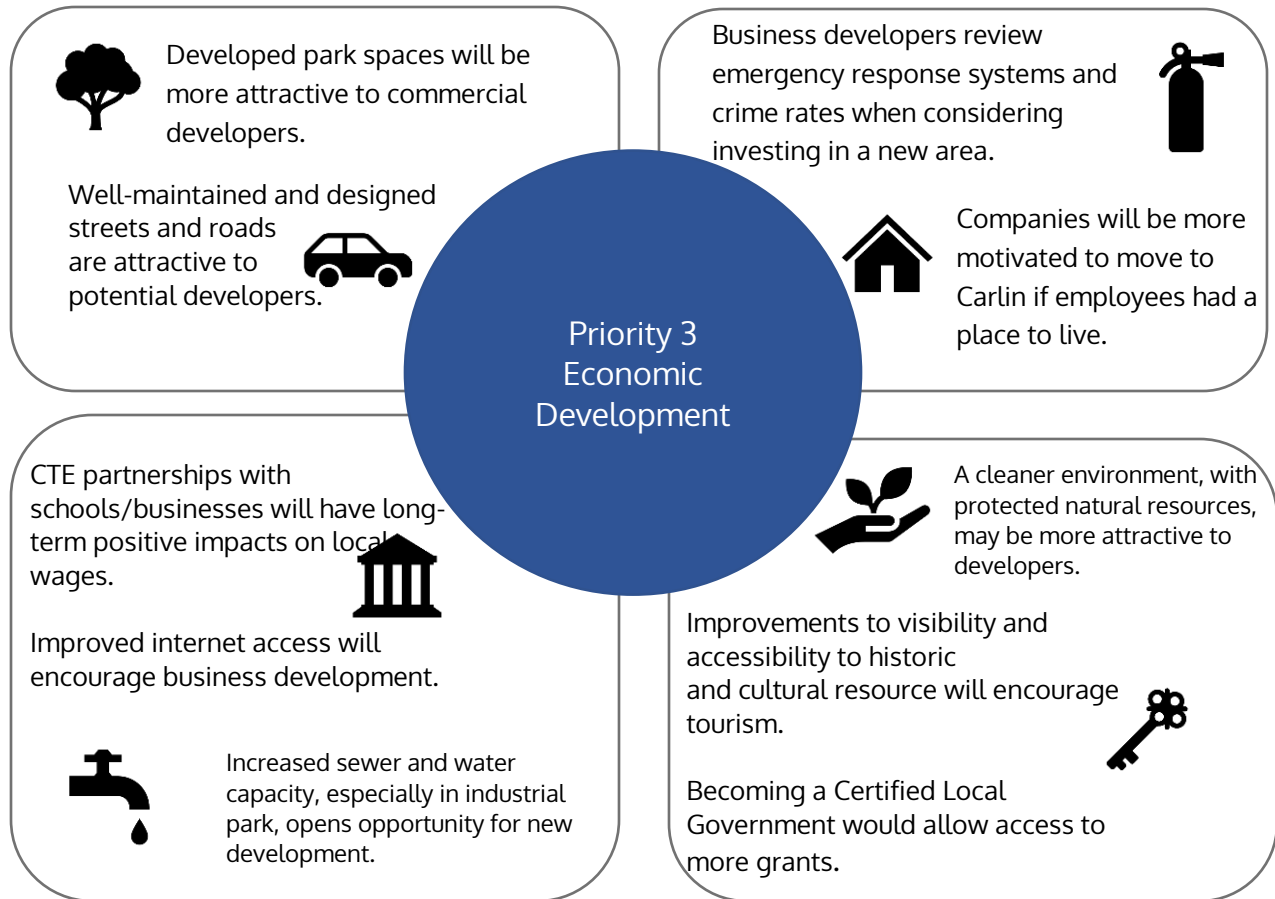
Title 5 of the Carlin City Code, Business Regulations



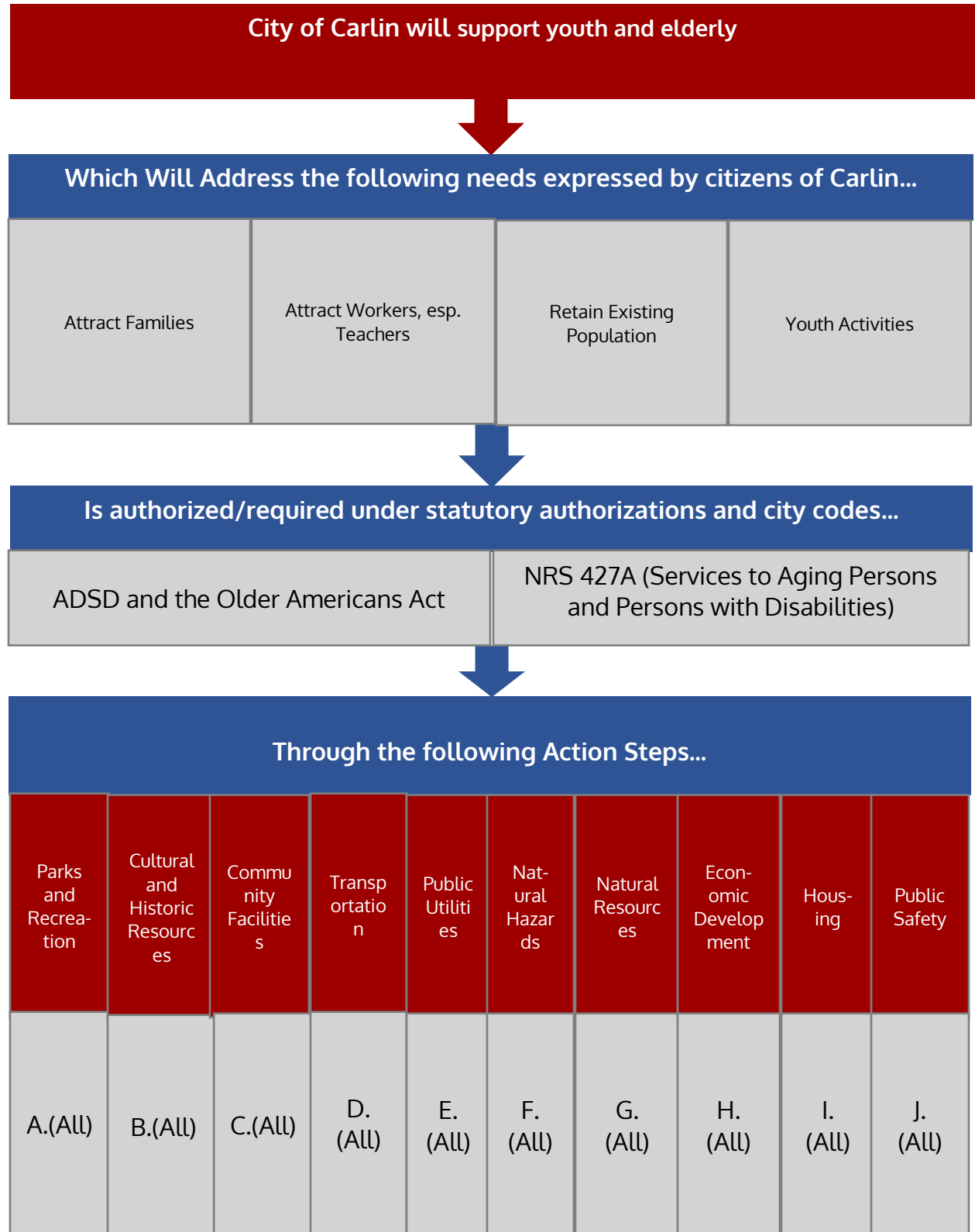
**Through the following Action Steps...**

Parks and Recreation	Cultural and Historic Resource	Community Facilities	Transportation	Public Utilities	Natural Resources	Economic Development	Housing	Public Safety
A.6 A.7 A.8	B.1 B.7 B.9 B.10	C.1 C.5 C.9	D.4	E.3-12	G.2 G.9	H.(All)	I.(All)	J.1

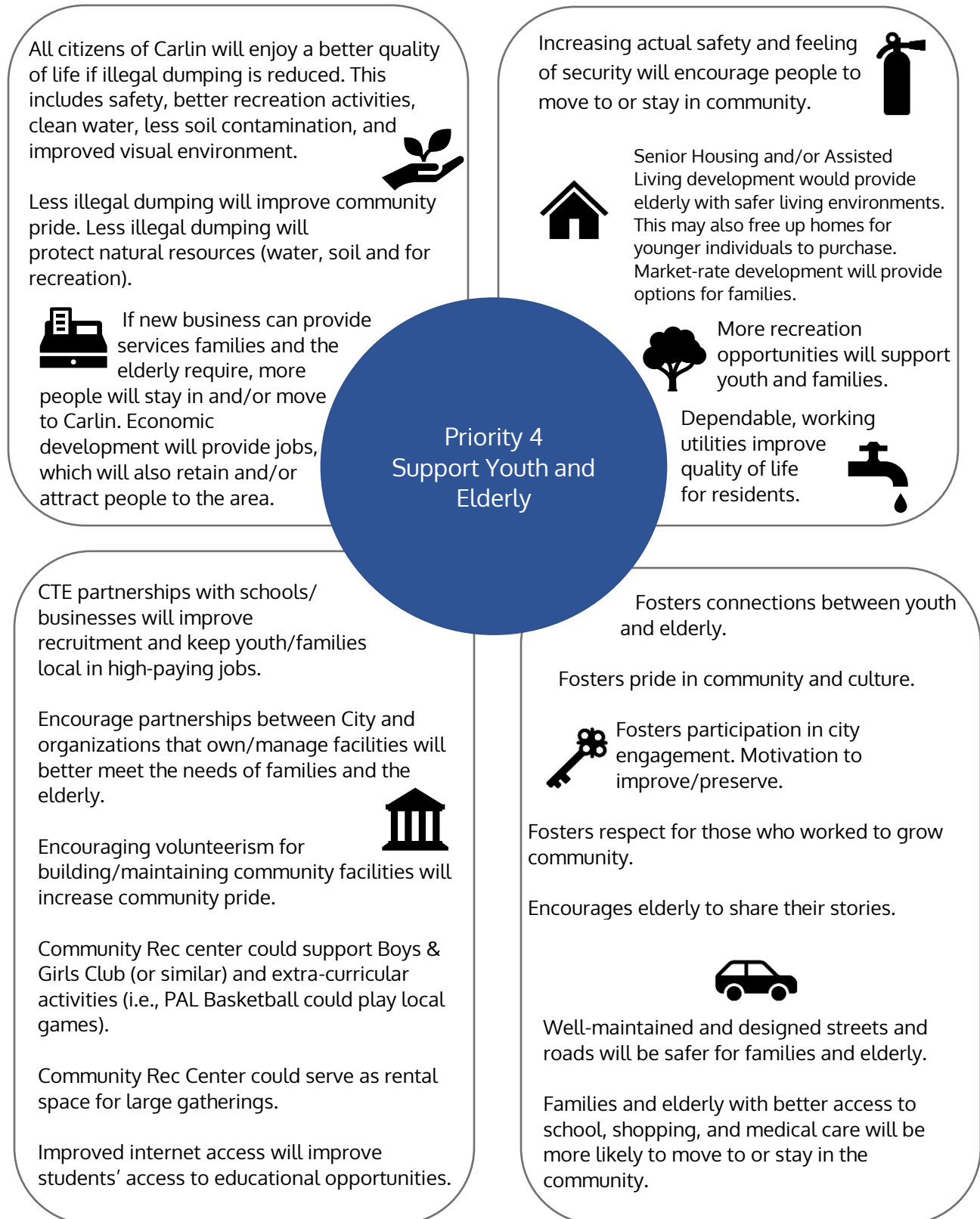
Connections between the elements of the Master Plan and this priority are identified in the following graphic:



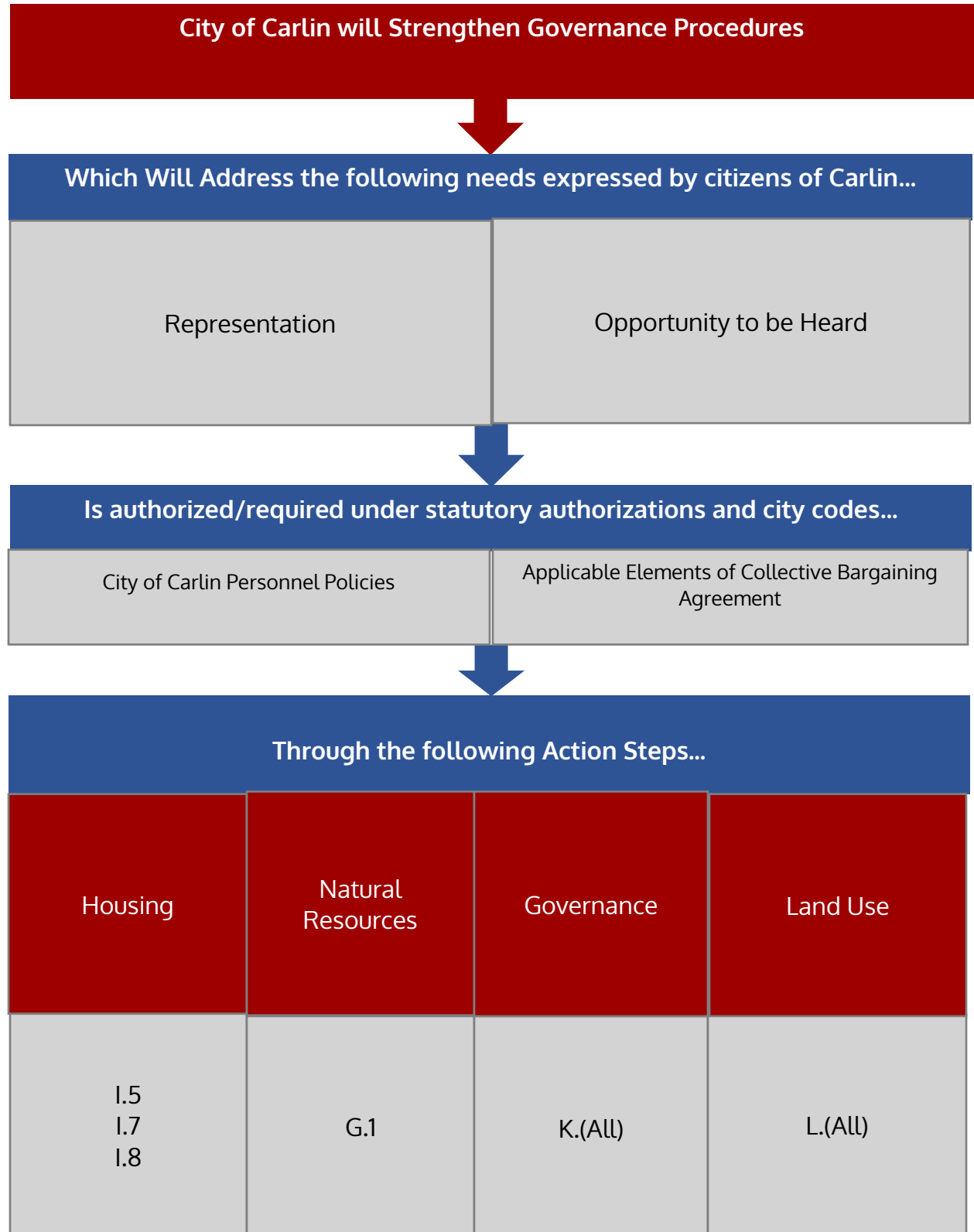
**PRIORITY 4: SUPPORT YOUTH AND ELDERLY**



Connections between the elements of the Master Plan and this priority are identified in the following graphic:




**PRIORITY 5: STRENGTHEN CITY OF CARLIN GOVERNANCE PROCESSES**



## Elements and Action Steps

The following elements (A-L) were selected based on requirements of the Nevada Revised Statutes and recommendations from the American Planning Association.

A series of workshops were held with City staff, board members, and community members to determine appropriate Action Steps for each element of the Master Plan. The following pages identify specific Action Steps, current progress, estimated timeframes for resolution, and responsible staff and board members for each of the elements of the Master Plan. Some of the Action Steps are repeated under multiple elements of the Master Plan. In those instances, the connection is marked with this symbol: . This was done intentionally as a way to alert readers/users that collaboration with others might be necessary to adequately address a specific Action Plan.

The timeframes and responsible parties may shift once work begins on any given Action Plan. These were simply the best guesses of workshop attendees and Planning Board members. One staff member and some representation from either the Planning Board or the City Council is included for each Action Step. This was done in an effort to share accountability and increase collaboration.

The Progress/Notes section in each table is intended to hold space for things that are currently in flux at the time of this writing and to provide space for users to keep their own notes.

Each element can be updated individually when the Planning Board deems enough progress has been made to justify revision. The processes for updating are outlined in the "Implementation Plan" section below.

## A. Parks and Recreation

Vision: Carlin harbors an active, healthy, and pleasant lifestyle through its parks, preserved natural open spaces, and cohesive network of recreational facilities.

Existing parks include Main City Park, Equestrian Park, Chinese Gardens Nature Study Area, and Gold Rush MX Park (leased from the City by a private entity). The City of Carlin maintains an active Parks and Recreation Board and Equestrian Park Board. For example, the Parks and Recreation Board recently worked through the process of acquiring "The Gathering Place," which has been used for multiple community purposes already.

A. PARKS AND RECREATION			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<b>A.1</b> Inventory parks, public open spaces, and playgrounds owned by the City to determine what spaces and amenities are currently available.		0-6 Months	Staff: Director of Public Works  Council: Liaison for Parks and Rec.  In collaboration with Parks and Recreation Board
<b>A.2.</b> Survey Carlin citizens to determine what they want in the future, usability of what is available, and quality of maintenance.		7-12 Months	Staff: City Manager, City Clerk  Council: Liaison for Parks and Rec.

<p><b>A.3</b> Once zoning ordinances are complete in compliance with Title 3, review land use controls in terms of protecting open spaces and parks.</p> <p>∞ Connected to Action Step under Parks &amp; Recreation, Economic Development, and Land use.</p>	<p>This is in progress with the Planning Board.</p>	<p>0-6 Months for completion by planning board</p> <p>7-12 Months for approval by council</p>	<p>Staff: Assistant City Clerk (Planning Board), Assistant City Clerk (Equestrian Park), City Clerk</p> <p>Council: Planning Board, Liaison for Parks and Rec., Full Council</p>
<p><b>A.4</b> Once inventory of existing parks, public open spaces, and playgrounds owned by the City is complete, explore strategies to develop parks, recreational areas, or open spaces in unconventional or underutilized areas. Examples include possibly utilizing property owned by the railroad as a public space or improving ponds owned by the NV Gold Mines for public use.</p> <p>∞ Connected to Action Step under Cultural &amp; Historic, Natural Resources, Economic Development, Housing, Land Use</p>		<p>13–18 Months</p>	<p>Staff: Director of Public Works, City Manager, Planning Board</p> <p>Council: Liaison for Parks and Recreation</p>
<p><b>A.5</b> Require developers to set aside property in new development areas for parks, public open spaces, and playgrounds. This will require a modification to the current permitting process. Parks, public open spaces, and/or playgrounds should suit the needs of the inhabitants or patrons of the new development. For example, a senior housing development might include senior- and family-friendly exercise stations.</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Director of Public Works</p> <p>Council: Liaison for Parks and Recreation, Liaison for Planning Board , Full Council</p>

<p><b>A.6</b> Develop a unified trail system in and near the community. One example would be a hiking/biking trail between the City of Carlin and Carlin Canyon, which might incorporate City sidewalks in the trail system.</p> <p>∞ Connected to Action Step under Cultural and Historic Resources.</p>		13-18 Months	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Parks and Recreation and Liaison for Planning Board</p> <p>In collaboration with Department of Transportation, Elko County</p>
<p><b>A.7</b> Re-visit plans for nature interpretive center and amphitheater at Chinese Gardens.</p> <p>∞ Connected to Action Step under Historic and Cultural Resources.</p>		13-18 Months	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Parks and Recreation and Liaison for Planning Board</p>
<p><b>A.8</b> Explore options to build a community recreation center that would provide opportunities for exercise as well as indoor public space for events.</p> <p>∞ Connected to Action Step under Community Facilities.</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: Liaison for Parks and Recreation and Liaison for Planning Board</p>



*Carlin City Park, January 2022. Photo Credit: Madison Mahon, Carlin City Manager*

**Additional Resources:**

[University of Delaware, Complete Communities Toolbox](#)

Parks and recreation master planning can foster healthy communities, promote conservation and environmental stewardship, stimulate economic activity, and provide transportation equity.

(Source: Complete Communities Toolbox, <https://www.completecommunitiesde.org/planning/inclusive-and-active/parks-rec-master-planning/>)

There is general agreement among city planners and recreation authorities that 30 to 50 per cent of the total park and recreation land of a community should be set aside for active recreation. Based on the recommended standard of one acre per 100 population, it has also been

stated that from 25 to 50 per cent of the total space should be developed for neighborhood use, with the remaining acreage in community, city-wide, or regional facilities.

(Source: <https://www.planning.org/pas/reports/report194.htm>)

National Recreation and Park Association (Source: <https://www.nrpa.org/>)

## B. Cultural and Historic Resources Preservation

**Vision:** Carlin honors the diversity, grit, and ingenuity of the indigenous people who first inhabited this land as well as those who moved to the area work on the railroads and mines by preserving the buildings, sites, and artifacts they left behind and the stories they have to share.

Unlike other aspects of this master planning process, there were no vision, objectives, or Action Steps specific to “Cultural and Historic Resources” identified in the last Master Plan.

There is an active Historical Society chapter in Carlin (<https://carlinhistoricalsociety.com/>). They operate a museum in a historic schoolhouse building that they lease from the City of Carlin.



The following people/locations/ items were identified as potentially important cultural or historic resources: district south of town; old street markers; oral history; railroad property; “Rolling Thunder” Medatonte location where commune was established in 1970s-80s; Indian Farms; Dann Sisters; Chinese railroad; Chinese gardens; Min Zhou’s documentary, “Going Home,” featuring the Carlin cemetery; international market; Italian settlement; diesel-generator powerhouse for the City; and, mining history.

*Historic Wagon, February 2022, Photo Credit: JuiceBox Productions*

**B. CULTURAL AND HISTORIC RESOURCES PRESERVATION**

ACTION STEP	PROGRESS / NOTES	TIMEFRAME (0-6 Months, 7-12 Months, 13-18 Months)	RESPONSIBILITY
<p><b>B.1</b> Explore becoming a “Certified Local Government” through Nevada State Historic Preservation Office (<a href="https://shpo.nv.gov/services/certified-local-governments">https://shpo.nv.gov/services/certified-local-governments</a>). This process would help Carlin implement policies and practices to protect cultural and historic resources and would allow Carlin to compete for grants specific to preserving resources.</p>		13-18 Months	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society Board.</p>
<p><b>B.2</b> The creation of a “Historic Preservation Committee” is a necessary component to becoming a Certified Local Government (see Action Step above). Regardless of the City’s decision about that, consider creating a Historic Preservation Committee whose purpose is to advise the City about appropriate handling of cultural/historic resources. For example, the City Public Works Department is storing old street markers but is not quite sure what to do with them. Or how should the City appropriately handle old redwood curbs when updating sidewalks?</p>		7-12 Months	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society</p>

<p><b>B.3</b> Inventory and map historical and culturally significant places and artifacts (Nevada State Historic Preservation Office)</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society</p>
<p><b>B.4</b> Work toward enacting local ordinances pertaining to preserving historic and cultural sites. Research best practices related to ordinances. This is important in its own right but is also a necessary component of becoming a Certified Local Government (see Action Step B.1).</p>		<p>13-18 Months</p>	<p>Staff: City Manager, City Clerk (Equestrian Park)</p> <p>Council: Full Council</p>
<p><b>B.5</b> The Nevada State Historic Preservation Office sent a historical architect to complete a survey of historic buildings in 2019. Consider copying that format to inventory places and artifacts that are not buildings. The Carlin Historical Society is willing to take on this project with some help from the City.</p>		<p>7-12 Months</p>	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society Board</p>

<p><b>B.6</b> Create a plan to protect, preserve, and/or protect historic buildings, see NRS 278.160(b).</p>		<p>13-18 Months</p>	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society Board.</p>
<p><b>B.7</b> Explore capturing oral histories related to various buildings/locations and connecting those with QR Codes. Post QR Codes on physical signs near buildings and on the City's website/social media pages.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Historical Society)</p> <p>Council: Full Council</p>
<p><b>B.8</b> Collaborate with China-Inbound Travel Association, Chinese Railroad Workers Descendants Association, and similar entities to establish Carlin as a designated cultural/historic site for Chinese tourists. Coordinate logistics to ensure Museum is open and staff/volunteers are available when tour buses are scheduled to stop.</p>		<p>7-12 Months</p>	<p>Staff: City Manager</p> <p>Council: Full Council</p>

<p><b>B.9</b> Continue efforts to renovate Old Church on Main.</p>	<p>City is working on grant applications currently.</p>	<p>13-18 Months</p>	<p>Staff: City Manager  Council: Full Council  Volunteers</p>
<p><b>B.10</b> Re-visit plans for nature interpretive center and amphitheater at Chinese Gardens.</p> <p>∞ Connected to Action Step under Parks and Recreation.</p> <p>Re-examine plans for "Mining Interpretive/Interactive Center," perhaps tied to Dean Heitt's book, "Before the Gold: Early Mining History of the Carlin Trend, 1874-1961." Ella Trujillo has created a memo about this. Some suggestions for this included a Universal Studios-type immersive simulation showing the mining process from beginning to end.</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Director of Public Works  Council: Liaison for Equestrian Park and Liaison for Parks and Recreation</p>



*Old Church on Main, February 2022, Photo Credit: JuiceBox Productions*

### **Additional Resources:**

#### American Planning Association

Over the past decade the scope of historic preservation practice has broadened to protect a greater array of cultural resources including historic districts, buildings, structures, sites, public works, transportation corridors, archaeological sites, heritage areas and corridors, cultural landscapes, objects and related built forms. Planners conduct these activities as part of a comprehensive planning framework that combines the benefits of preservation with other community planning objectives.

Planning and preservation work hand in hand to ensure the conservation of housing stock in residential neighborhoods, economic development and revitalization (including the preservation and revitalization of downtowns), protection of historic landscapes, and preservation and growth management of rural villages, and conservation of farmland. (Source: <https://www.planning.org/policy/guides/adopted/historic.htm>)

Historic Preservation, as defined by the National Trust for Historic Preservation, is identifying, protecting, and enhancing buildings, places,

and objects of historical and cultural significance. Government agencies, private entities, and individual citizens are all involved in these efforts.

Every community holds valuable pieces of the past. These historic elements are responsible for keeping a community's collective heritage part of its present. The process of historic preservation helps to ensure that these ties remain strong and that those resources remain intact for the enjoyment of future generations.

The National Historic Preservation Act of 1966 established that the federal government would work to preserve the nation's historic places by working with state and local governments. Today, the resources the NHPA created continue to bolster preservation efforts throughout the United States.

(Source: <https://www.completecommunitiesde.org/planning/inclusive-and-active/preservation/>)

*GIS Story Map on Historic Preservation*


(Source: <https://www.arcgis.com/apps/MapSeries/index.html?appid=dbc4cd68813945368caa7bd726384c4c>)

## C. Community Facilities

**Vision:** Carlin’s public buildings and facilities meet demand for all residents. Carlin’s public works and engineer continually evaluate and improve buildings and facilities as the population and economy change. The overall needs of the community are provided at a reasonable cost to the taxpayer.


Community Facilities are divided into two categories: school and community wide. The following were identified as “Community Facilities” owned by the City of Carlin: Library (Operated by the Elko County Library System); Senior Center; Community Center (currently leased to “Gathering Place” non-profit); Old Church on Main; and Historical Society Museum. (Note: fire and police facilities are addressed under “Public Safety” section below.)

<b>C. COMMUNITY FACILITIES</b>			
<b>SCHOOL FACILITIES</b>			
<b>ACTION STEP</b>	<b>PROGRESS/ NOTES</b>	<b>TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)</b>	<b>RESPONSIBILITY</b>
<b>C.1</b> Work with the school district to identify capital construction issues and identify where and how the City might support efforts.		7-12 Months	Staff: Director of Public Works  Council: Mayor
<b>C.2</b> Appoint a Liaison from the City Council to maintain communication w/ school district about enrollment trends for planning and budgetary purposes. Create list of expectations for this Liaison and include in onboarding packet.		0-6 Months	Staff: City Manager  Council: Mayor
<b>C.3</b> Add “update from School Board Liaison” to City of Carlin’s Master Calendar to occur at least annually.		0-6 Months	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor

<p><b>C.4</b> Communicate with neighboring communities to determine status of obtaining high speed Internet access (fiber optics). Move forward with Carlin's own agreements with providers and necessary infrastructure improvements.</p>		<p>0-6 Months</p>	<p>Staff: City Manager</p> <p>Council: Liaison for Planning Board, Planning Board</p>
<p><b>C.5</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include improvements to buildings or sharing of buildings.</p> <p> Connected to Economic Development and Governance.</p>		<p>7-12 Months</p>	<p>Staff: City Manager</p> <p>Council: Mayor</p>



*Carlin High School Football Field, February 2022, Photo Credit: JuiceBox Productions*

Community Facilities <i>COMMUNITY-WIDE</i>			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<b>C.6</b> Develop design standards for new construction that convey a unified aesthetic		0-6 Months	Staff: Planning Board  Council: Liaison for Planning Board
<b>C.7</b> Create a catalog of community facilities owned/managed by the City. Include those owned by other organizations but are used by the community.		0-6 Months	Staff: Planning Board  Council: Liaison for Planning Board
<b>C.8</b> Ensure that capital improvements schedule/plan is in compliance with NRS 278.0226. Schedule routine review and updates.   Connected to Public Utilities.	Carlin is primarily relying on Professional Engineer Report to act as capital improvement plan.	0-6 Months	Staff: Planning Board  Council: Liaison for Planning Board
<b>C.9</b> Encourage partnerships between City and organizations that own/manage facilities for community use to maximize potential. For example, Gathering Place is operated by Friends of the Library.		7-12 Months	Staff: City Manager, Director of Public Works, Fire Dept. Director  Council: Liaison for Public Works

<p><b>C.10</b> Consider new partnerships. For example, could Carlin partner with Boys &amp; Girls Club to build a new facility that would serve needs of both entities?</p> <p>∞</p> <p>Connected to Parks and Recreation Action Step of exploring building community rec center.</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Parks &amp; Rec)</p> <p>Council: Liaison for Parks and Rec</p> <p>In collaboration with Parks and Recreation Board</p>
<p><b>C.11</b> Promote volunteer opportunities to build/maintain community facilities. Example is how community members volunteered to help build the skatepark.</p>		<p>13-18 Months</p>	<p>Staff: Assistant City Clerk (Parks &amp; Rec), Admin. Operations Manager, Director of Public Works, Admin. Operations Manager</p> <p>Council: Mayor, Full Council</p> <p>In collaboration with all Department Heads and Boards</p>



*Carlin Branch Library, February 2022, Photo Credit: JuiceBox Productions*

## D. Transportation

**Vision:** Carlin’s road and street network are sufficiently maintained, safe, and efficient. Streets through new developments are planned to accommodate future growth. Local roads are protected from the impacts of heavy vehicle travel. The City is a source of information and coordination for residents who require assistance getting where they need to go.

Unlike Carlin’s previous Master Plan, the topic of “Transportation” is being separated into two categories: personal transportation and streets/roads.

Personal transportation has been identified as an obstacle for individuals throughout the region, especially the elderly, families with young children, and individuals with disabilities. The Nevada Department of Transportation’s Human Services Transportation Plan (2018) identified “more public transportation in Carlin” as a specific unmet needs or gap in service in Elko County.


No (0%) households in the City of Carlin answered the American Community Survey that they had “no access” to a vehicle. Thus the problems associated with a lack of transportation may not be widespread in the community, but the limitations of public transportation that are available, and the distance to necessary services, make any lack of transportation particularly difficult.

Public transportation currently available include:

GET My Ride offers demand response to and from City of Elko to Carlin for a fee, and,

Carlin Open Door Senior Center offers a demand response to senior citizens within the City of Carlin on weekdays, and to Elko once a week.

The nearest Greyhound Bus stations are in Fernley, NV (236 miles to the west) or Salt Lake City, Utah (251 miles to the east). Amtrak offers passenger rail service from the City of Elko (22 miles to the west) or Winnemucca (103 miles to the west). There is a small, regional airport in the City of Elko (22 miles to the west) that currently offers two commercial flights per day to Salt Lake City, UT. There is some discussion that this may be reduced to one flight per day (Source: Elko Daily Free Press, 12/10/2021, Harding, “SkyWest to Reduce Elko Flights, Unless City Can Help.”)

<b>D. TRANSPORTATION</b>			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<i>Streets and Roads</i>			
<b>D.1</b> Add routine review of capital improvements schedule/plan to City of Carlin’s Master Calendar.	Carlin is primarily relying on Professional Engineer Report to act as capital improvement plan.	0-6 Months	Staff: Planning Board  Council: Liaison for Planning Board
<b>D.2</b> Review capital improvements schedule/plan to ensure that it is in compliance with NRS 278.0226.   Connected to Community Facilities.		7-12 Months	Staff: Director of Public Works, City Manager  Council: Liaison for Public Works
<b>D.3</b> Explore options to reduce semi-truck congestion around Pilot parking lot/streets during their change-out/transloading.		0-6 Months	Staff: Director of Public Works  Council: Mayor
<b>D.4</b> Communicate with railroad to determine their plans for land east of town (from 10 <sup>th</sup> street) and explore possibilities for future City use.		7-12 Months	Staff: City Manager  Council: Full City Council

<p><b>D.5</b> Continue to seek capital improvement funds from such outside resources as Safe Routes to Schools and other programs sponsored by the Federal Highway Administration.</p>		<p>13-18 Months</p>	<p>Staff: Director of Public Works, City Manager</p> <p>Council: Liaison for Public Works</p>
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*Street in Carlin, February 2022, Photo Credit: JuiceBox Productions*

<p style="text-align: center;"><b>Personal Transportation</b></p>			
<p><b>D.6</b> Explore potential transportation options with school district for students who do not live close to schools, especially during winter months or at certain temperatures/snowfall.</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Admin. Operations Manager</p> <p>Council: Mayor</p>

<p><b>D.7</b> Explore expansion of GET My Ride to families within Carlin.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Admin. Operations Manager</p> <p>Council: Mayor</p>
<p><b>D.8</b> Explore improving times and flexibility of GET My Ride for rides outside City of Carlin (riders report it is inconvenient for shopping or pharmacy).</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Admin. Operations Manager</p> <p>Council: Mayor</p>
<p><b>D.9</b> In the alternative, explore partnering with Methodist Church to utilize their small bus for local transportation needs (e.g., children to and from school on cold days). Determine who at the City would be responsible for communication.</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Admin. Operations Manager</p> <p>Council: Mayor</p>
<p><b>D.10</b> Add update from Senior Center Director about advertisement regarding visits from social services from Elko County or State to Carlin for seniors to City of Carlin’s Master Calendar.</p>		<p>0-6 Months</p>	<p>Staff: Planning Board. Senior Center Director</p> <p>Council: Liaison for Planning Board</p>
<p><b>D.11</b> Explore options for visits from social services from Elko County or State to Carlin for all age groups.</p>		<p>7-12 Months</p>	<p>Staff: Senior Center Director</p> <p>Council: Liaison for Senior Center</p>
<p><b>D.12</b> Advertise in-person visits from social services from Elko County or State to Carlin, include in advertisement the services of PACE Coalition’s Mobility Manager on City website and/or social media pages</p>		<p>0-6 Months</p>	<p>Staff: Senior Center Director, Assistant City Clerk (social media, website)</p> <p>Council: Liaison for Senior Center</p>



*Carlin Open Door Senior Center and Bus, February 2022, Photo Credit: JuiceBox Productions*

**Additional Resources:**

[PACE Coalition's Transportation Needs Assessment, 2021.](#)

[NDOT Human Services Transportation Plan, 2018.](#)

[Senior Center Transportation Grant Reports.](#)

[National Association of City Transportation Officials](#) (Source: <https://nacto.org/publication/urban-street-design-guide/design-controls/functional-classification/>).

## E. Public Utilities

**Vision:** Carlin’s public utilities will meet demand for all residents. Carlin’s public works and engineer will continually evaluate and improve public utilities as the population and economy change. The overall needs of the community are provided at a reasonable cost to the taxpayer.

“Utilities” operated by the City of Carlin include liquid waste (sewer) and fresh water. Wells Rural Electric Company is the provider for electricity through a franchise agreement with the City of Carlin. The City enforces codes for utilities in residential and commercial buildings.

Roads and streets are addressed in the Transportation section above.

Sewer capacity is set by the size of the main lift station and sewer pond size. The main lift station is nearing capacity. The lift station will need to be upgraded or replaced to accommodate any major development.

The current sewer pond permit from the State of Nevada allows just under one million gallons per day, including any infiltration of groundwater. The City is close to that limit now.

Although most components of the freshwater system are well beyond their original life expectancy, the City believes their freshwater system could accommodate a small-scale housing development (12 homes or less) without additional upgrades. Development on a larger scale might require additional water storage systems and perhaps another well. Water tanks are inspected every five years by the Nevada Department of Environmental Protection.

The City is currently in the process of implementing recommendations from Professional Engineering Report completed in October 2020, as noted below. The proposed utility upgrades are intended to keep the system running efficiently, not necessarily to accommodate any additional loads created by housing or economic development.

**E. PUBLIC UTILITIES**

ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<p><b>E.1</b> Confirm that existing regulations/codes pertaining to underground utility installation for commercial and residential developments are in accordance with International Building Codes. If not, begin process to remediate.</p>		7-12 Months	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Planning Board, Liaison for Public Works</p>
<p><b>E.2</b> Complete Aboveground Utility Plan in accordance with NRS 278.0103 and NRS 278.165</p>	<p>Refer to Wells Rural Electric Company's Rules 2, 8 and 9.</p>	7-12 Months	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Planning Board, Liaison for Public Works</p>
<p><b>E.3</b> By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.</p>	<p>In progress. Moving forward with water/sewer improvements from PER and rate study.</p>	13-18 Months	<p>Staff: City Manager</p> <p>Council: Full Council</p>
<p><b>E.4</b> Identify and secure alternative funding sources required to replace and rehabilitate essential infrastructure.</p>	<p>City is in communication about this with USDA.</p>	0-6 Months	<p>Staff: City Manager, Director of Public Works</p> <p>Council: Liaison for Public Works</p>
<p><b>E.5</b> Replace Spring 1 Transmission Main (2022)</p>	<p>In progress. Scheduled to bid spring 2022.</p>	0-6 Months	<p>Staff: Director of Public Works, City Manager</p> <p>Council: Liaison for Public Works</p>

<b>E.6</b> Replace Transmission Mains (2023)	On track, dependent upon rate study and grant money.	13-18 Months	Staff: City Manager  Council: Liaison for Public Works
<b>E.7</b> South Distribution (2024)	On track, dependent upon rate study and grant money.	13-18 Months	Staff: City Manager  Council: Liaison for Public Works
<b>E.8</b> Confirm that recent water rate increases for self-funding are adequate.	In progress. Reviewing rate study end of January 2022.	0-6 Months	Staff: City Manager, Director of Public Works  Council: Liaison for Public Works
<b>E.9</b> Sewer System Condition +1/1 Survey (2021)	PER submitted to NDEP. Corrections pending.	0-6 Months	Staff: Director of Public Works  Council: Full Council
<b>E.10</b> Confirm that work on WWTP Monitoring Wells (2021) is complete.	PER submitted to NDEP. Corrections pending.	0-6 Months	Staff: Director of Public Works  Council: Liaison for Public Works
<b>E.11</b> Replace Priority 1 Pipes (2023)	PER submitted to NDEP. Corrections pending.	13-18 Months	Staff: City Manager, Director of Public Works  Council: Full Council
<b>E.12</b> Sewer Rates for Self-Funding	In progress. Reviewing rate study end of January 2022.	0-6 Months	Staff: City Manager  Council: Full Council

**Additional Resources:**

International Building Code (Source: <https://www.iccsafe.org/products-and-services/i-codes/2018-i-codes/ibc/>).

## F. Natural Hazards

Vision: The City of Carlin, volunteers, and private organizations have effective plans, resources, and training to mitigate against, prepare for, respond to, and recover from natural or man-made hazards.

Unlike other aspects of this master planning process, there were no vision, objectives, or Action Steps specific to "Natural Hazards" identified in the last Master Plan.

Natural Hazards most common to the area were identified as: wildfire; flooding; environmental contamination from local industry (transloading chemicals, mines, etc.); earthquakes; drought; and arsenic (naturally occurring, worsens during drought).

F. NATURAL HAZARDS			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
F.1 Review Emergency Action Plan to ensure that it addresses the City's response to all natural and man-made hazards identified (i.e., wildfire, flooding, earthquakes, drought, arsenic).		0-6 Months	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works, Planning Board  Council: Liaison for Fire Dept., Liaison for Police Department

<p><b>F.2</b> Confirm that Emergency Action Plan includes transportation/evacuation plans for children, elderly and disabled populations.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.3</b> Review Hazard Mitigation Plan to ensure that it addresses the City’s response to all natural and man-made hazards identified (i.e., environmental contamination from local industry).</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.4</b> Confirm that Hazard Mitigation Plan includes transportation/evacuation plans for children, elderly and disabled populations.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>

<p><b>F.5</b> Review Emergency Response Plan to ensure that it addresses the City’s response to all natural and man-made hazards identified.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.6</b> Confirm that Emergency Response Plan includes most up-to-date guidance to protect City infrastructure and public safety.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.7</b> Explore acquisition of Active Notification System (e.g., Nextel).</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>

<p><b>F.8</b> Consider formalizing door-to-door notification system through formation of volunteer Citizen Corp. (<a href="https://www.ready.gov/citizen-corps">https://www.ready.gov/citizen-corps</a>).</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.9</b> Initiate public education campaign to ensure that citizens are aware of the existence of plans, notification systems, evacuation centers, alternative transportation routes, etc.</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Assistant City Clerk (social media, website), Chief of Police, Fire Dept. Director, Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Public Works, Liaison for Police Dept.</p>
<p><b>F.10</b> Consider acquisition of backup generators for community facilities (specifically police and fire/ambulances).</p>		<p>7-12 Months</p>	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>

<p><b>F.11</b> Add update from Carlin’s LEPC representative to City of Carlin’s Master Calendar.</p>	<p>Local Emergency Planning Committees (LEPC) (<a href="https://serc.nv.gov/LEPCs/Elko/">https://serc.nv.gov/LEPCs/Elko/</a>).</p>	<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board</p>
<p><b>F.12</b> Request LEPC assistance in conducting preparedness drills and other planning activities specific to Carlin.</p>		<p>7-12 Months</p>	<p>Staff: Chief of Police, Fire Dept. Director  Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>F.13</b> Complete a seismic safety plan consisting of an identification and appraisal of seismic hazards such as susceptibility to surface ruptures from faulting, to ground shaking or to ground failures.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.</p>



*Floodplain, February 2022, Photo Credit: JuiceBox Productions*

### **Additional Resources:**

#### [American Planning Association](#)

The Hazards Planning program advances practices that promote resilience by reducing the impact of natural hazards on communities and regions. Every community is faced with **natural and man-made hazards** such as floods, wildfires, hurricanes, landslides, extreme temperatures, and more. Proper planning for hazards mitigation, post-disaster recovery, and climate change adaptation enables communities to be prepared for the 21st century.

Through original and applied research, APA's Hazards Planning program identifies practices that protect communities from natural and man-made hazards and educates planners and allied professionals about those practices.

Our mission is to support the development of safe, resilient communities that can minimize their losses from disasters while efficiently utilizing their resources to recover in an improved manner.

(Source: <https://www.planning.org/nationalcenters/hazards/>)

State of Nevada Emergency Response Commission

(Source: <https://serc.nv.gov/About/Home/>)

G. Natural Resources/Conservation

Vision: Carlin possesses abundant resources of clean air, water, and soil. The natural systems are protected through sustainable development policies. Carlin and Elko County work in tandem to enact policies that strive to support diversified agricultural, energy, and mineral production.

G. NATURAL RESOURCES/CONSERVATION			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPON- SIBILITY
<p><b>G.1</b> Complete Natural Resource Inventory as recommended by USDA (<a href="https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/">https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/</a>). Include any vacant lands owned by the city or county and blighted land in the city or county to determine whether such lands are suitable for urban farming and gardening (NRS 278.160(a)).</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: Liaison for Parks &amp; Rec., Planning Board</p>
<p><b>G.2</b> Complete Natural Resource Assessment (<a href="http://nemo.udel.edu/assessments.aspx">http://nemo.udel.edu/assessments.aspx</a>)</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: None</p>

<p><b>G.3</b> Confirm with the Elko County Recorder’s Office that no conservation easements are in place. If so, inventory conservation easements and ensure that all adjacent property owners are aware of their existence. Economic Development Plan mentioned conservation district and farmers and agricultural procedures as assets under Goal #1. Insure our Action Steps do not contradict anything already in place.</p>		<p>0-6 Months</p>	<p>Staff: City Clerk (Equestrian Park)</p> <p>Council: Liaison for Planning Board. Liaison for Equestrian Park.</p>
<p><b>G.4</b> Seek out education specific to conservation easements. Determine whether conservation easements would benefit community.</p>		<p>7-12 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>G.5</b> Identify and assess mining, agricultural, and industrial production hazards or risks (i.e., dewatering and impact on aquifer). Ensure routine monitoring of water and soil at these locations. Consider whether conservation easements would protect these areas.</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Fire Dept. Director. Public Works Director.</p> <p>Council: Liaison for Planning Board and Liaison for Public Works</p>

<p><b>G.6</b> Add the exploration of grant funding for the expansion of solar system to City of Carlin’s Master Calendar.</p> <p>When/if grant funds become available, create Action Steps to apply.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>G.7</b> Add applications for DOE EECBG funds to promote alternative energy development to City of Carlin’s Master Calendar.</p> <p>When/if grant funds become available, create Action Steps to apply.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>G.8</b> Add update from Director of Public Works related to preventing and cleaning up illegal dumping sites to City of Carlin’s Master Calendar.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board). Public Works Director. Code Enforcement Officer</p> <p>Council: Full Council.</p>

<p><b>G.9</b> Address illegal dumping through:</p> <p>a. Continue week-long (two weekends) town clean up event that offers vouchers for free access to landfill.</p> <p>b. Enforce ordinances against illegal dumping as much as possible when offenders can be identified.</p> <p>c. Collaborate with BLM, Elko County, and Eureka County to encourage code enforcement related to illegal dumping.</p> <p>d. Coordinate City, county, state, and federal employees, local industries, and volunteers to clean up the following areas:</p> <p>i. Debris (natural and illegal dumping) from waterways</p> <p>ii. Maggie Creek</p> <p>iii. Mary’s Wash Area/Gun Range</p> <p>iv. Suzie’s Creek</p> <p>v. Equestrian Park</p>		7-12 Months and ongoing annually	<p>Staff: Chief of Police, Director of Public Works, Fire Dept. Director</p> <p>Council: Liaison for Public Works, Liaison for Equestrian Park , Liaison for Police Dept.</p>
<p><b>G.10</b> Continue to provide for safe and efficient solid waste (i.e. trash) collection, treatment, and disposal. Consider viability of installing transfer station.</p>	<p>Transfer station has been discussed. Dumpsters are difficult to use. Rates would need to be adjusted. Public Works maintains, Elko Sanitation takes away.</p>	13-18 Months	<p>Staff: Director of Public Works</p> <p>Council: Full Council</p>



*Humboldt River, I-80, February 2022, Photo Credit: JuiceBox Productions*

**Additional Resources:**

[NRS 111.390 – NRS 111.440.e](#)

## H. Economic Development

Vision: Carlin creates, grows, and sustains a thriving community for citizens, families, children, businesses, and visitors.

The City of Carlin completed a Comprehensive Economic Development Strategy (2020-2025) through the University Center for Economic Development, College of Business at the University of Nevada, Reno. Those recommendations are included in the following Action Steps.



*Agricultural property within City of Carlin, February 2022, Photo Credit: JuiceBox Productions*

**H. ECONOMIC DEVELOPMENT**


ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<b>H.1</b> Add update related to alternative funding for key <b>commercial</b> development opportunities to City of Carlin’s Master Calendar.		0-6 Months	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board
<b>H.2</b> Consider sending interested City representatives to conference or training related to economic development.		0-6 Months	Staff: City Manager  Council: Mayor  In collaboration with NNRDA.
<b>H.3</b> Develop a framework of incentives to recruit targeted industries (original deadline was 2021).		7-12 Months	Staff: City Manager  Council: Mayor  In collaboration with NNRDA.
<b>H.4</b> Add an update regarding capital improvement fees from new <b>commercial</b> developments to City of Carlin’s Master Calendar.	Capital improvement fees for utilities (water and sewer) are in place. Purpose is to pay for increased load on system.	0-6 Months	Staff: City Manager  Council: Full Council


<p><b>H.5</b> Consider whether costs for high-speed internet should be included in capital improvement fees from new commercial developments.</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Director of Public Works</p> <p>Council: Liaison for Public Works</p>
<p><b>H.6</b> Develop design standards for each type of land use that convey a unified aesthetic.</p> <p>∞ Connected to Action Step Community Facilities section.</p>		<p>13-18 Months</p>	<p>Staff: Planning Board</p> <p>Council: Liaison for Planning Board</p>
<p><b>H.7</b> Once complete, make Parks &amp; Rec and Natural Resource inventories and assessments available for commercial developers. Include: geothermal availability, water rights, flood plains.</p> <p>∞ Connected to Parks and Rec and Natural Resources Action Steps</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Director of Public Works</p> <p>Council: Liaison for Public Works, Liaison for Planning Board</p>

<p><b>H.8</b> Adjust scope of planning board to look at land use in the future (5- and 10-year goals) rather than one issue at a time. Specify how this is done with respect to open meeting laws.</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>
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*Business Establishment, February 2022, Photo Credit: JuiceBox Productions*

<p><b>H.9</b> Complete land use review with appropriate professionals (e.g., real estate developers, environmental engineers, construction engineers, public safety representatives, public works, etc.) and update maps with preferred <b>commercial development</b> areas highlighted. Make maps highly visible and accessible on City's website and social media.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Admin. Operations Manager, Assistant City Clerk</p> <p>Council: Liaison for Planning Board</p>
<p><b>H.10</b> Once maps are complete, ensure regulations/ordinances are in place to match best use of land.</p>		<p>13-18 Months</p>	<p>Staff: City Clerk, Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>H.11</b> Explore options with BLM to grow city (annexation). Coordinate with Nevada State Land Use Planning Advisory Council (SLUPAC) as necessary.</p>		<p>0-6 Months</p>	<p>Staff: City Manager</p> <p>Council: Mayor</p>
<p><b>H.12</b> Encourage landowners and stakeholders in unincorporated areas to participate in the development process.</p> <p> Connected to Action Steps in Governance.</p>		<p>0-6 Months</p>	<p>Staff: City Manager</p> <p>Council: Liaison for Planning Board</p>

<p><b>H.13</b> Update Zoning Codes and apply code requirements uniformly within each land use. Establish clear enforcement measures.</p>	<p>In progress. Currently being addressed by planning board and city engineer.</p>	<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board, Full Council</p>
<p><b>H.14</b> Require <b>commercial</b> developers to install basic utility systems in accordance with International Building Codes prior to the development with provisions for future growth.</p> <p> Connected to Action Steps in Public Utilities and Housing.</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Director of Public Works  Council: Full Council</p>

<p><b>H.15</b> Seek education related to processes and expected outcomes of a potential Community Development Corporation. Given the small pool of motivated stakeholders and limited funding, determine whether a:</p> <p>Community Development Corporation, Re-Development District, or Certified Local Government would best suit the City's needs at this time.</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: Full Council</p>
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<p><b>H.16</b> Seek education related to processes and expected outcomes of a potential Re-Development District. Given the small pool of motivated stakeholders and limited funding, determine whether a:</p> <p>Community Development Corporation, Re-Development District, or Certified Local Government</p> <p>would best suit the City's needs at this time.</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: Full Council</p>
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<p><b>H.17</b> Identify economic development opportunities related to tourism.</p> <p> Connected to Action Steps Parks and Rec and Historic and Cultural Resources.</p> <p>Examples: Improvements at Chinese Gardens and collaboration with In-Bound Chinese Tourism Assoc. Trail system within City of Carlin extending to Carlin Canyon. QR Codes connecting oral histories to historic and cultural resources.</p>		13-18 Months	<p>Staff: Director of Public Works</p> <p>Council: Full Council</p>
<p><b>H.18</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include improvements to buildings or sharing of buildings.</p> <p> Connected to Community Facilities and Governance.</p>		13-18 Months	<p>Staff: City Clerk (and Equestrian Park), Director of Public Works</p> <p>Council: Liaison for Planning Board, Liaison for Public Works</p>

<p><b>H.19</b> Create a “marketing” packet in physical and digital formats that can be easily given to potential developers that identifies the benefits of investing in Carlin, available amenities, etc. One suggestion was a marketing campaign called, “Carlin is Trending.”</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Assistant City Clerk (social media, website), Admin. Operations Manager</p> <p>Council: Liaison for Economic Development</p>
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**City of Carlin Commercial Net Assessed Values**  
(Source: Elko County Assessor’s Office)

	2011/2012	2021/2022	% Increase/Decrease 2011-2022
<p>City of Carlin- Commercial Real Property Taxable Value Land Use Codes 400, 402, 403, 404, 405, 407, 408, 410, 412, 420, 430, 440, 450, 460, 470, 480, 482, 490, 500, 510, 512, 513, 520, 580, 582, 590, 600, 605, 608, 695, 698</p>	\$3,667,022	\$10,229,515	+178.96%
<p>City of Carlin- Commercial Property Personal Taxable Value</p>	\$3,045,560	\$9,565,128	+214%
<p>Elko County</p>	\$281,308,098	\$411,021,998	+46.11%

**Additional Resources:**

Comprehensive Economic Development Strategy (2020-2025) through the University Center for Economic Development, College of Business at the University of Nevada, Reno

Rural Community & Economic Development


<https://goed.nv.gov/programs-incentives/rural-community-economic-development/>.


## I. Housing

Vision: Carlin has clean, safe streets and neighborhoods. Properties are free of weeds, junk cars, and degraded camp trailers. Development is appropriate to demand, provides for a cross section of incomes, is equitable, and provides a variety of options.

I. HOUSING			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<b>I.1</b> Explore alternative funding for key <b>housing</b> development opportunities within community through frequent, scheduled communication with NNRDA. Consider sending interested City representatives to conference or training related to housing. Utilize Title 4 for subdividing land.	In progress. City is regularly communicating with NV Rural Housing.	7-12 Months	Staff: City Manager  Council: Mayor, Liaison for Planning Board
<b>I.2</b> Continue to utilize capital improvement fees from new <b>housing</b> developments to fund capital improvements. Consider whether costs for high-speed internet should be included in capital improvement fees.	Capital improvement fees for utilities (water and sewer) are in place. Purpose is to pay for increased load on system.	13-18 Months	Staff: City Manager  Council: Full Board


<p><b>I.3</b> Once inventories are complete, make inventories and assessments available for housing developers.</p> <p>∞ Connected to Parks and Rec and Natural Resources Action Steps</p>		13-18 Months	<p>Staff: Admin. Operations Manager</p> <p>Council: Liaison for Public Works</p>
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<p><b>I.4</b> Complete land use review with appropriate professionals (e.g., real estate developers, environmental engineers, construction engineers, public safety representatives, etc.) and update maps with preferred <b>housing development</b> areas highlighted. Make maps highly visible and accessible on City’s website and social media.  Connected to Action Step in Economic Development related to adjusting scope of planning board to look at land use in the future (5- and 10-year goals) .</p>	<p>Planning board is currently reviewing and re-zoning maps in accordance with Title 3. Specifically reviewing whether areas that are zoned commercial should be. Working toward consistent zoning.</p> <p>Adding new zones, such as low-density residential area (as opposed to existing rural or high-density).</p>	<p>0-6 Months and Ongoing</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>I.5</b> Once maps are complete, ensure regulations/codes are in place to match best use of land.</p>		<p>13-18 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>

<p><b>I.6</b> Require <b>housing</b> developers to install basic utility systems in accordance with International Building Codes prior to the development <i>with provisions for future growth</i>.</p> <p> Connected to Action Steps for Public Utilities</p>		0-6 Months	<p>Staff: Director of Public Works, Building Inspector, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Public Works, Liaison for Planning Board</p>
<p><b>I.7</b> Collaborate and plan with neighboring property owners (i.e., railroad, federal, state, etc.) for maintenance, current use, and potential future use of properties adjacent to land owned by the City. This may be accomplished through Memorandums of Understanding with City, through terms of easements, etc. Coordinate with Nevada State Land Use Planning Advisory Council (SLUPAC) as necessary.</p>		13-18 Months and Ongoing	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>

<p><b>I.8</b> Code enforcement. Review existing ordinances and related fines and fees related to abandoned buildings, inoperable vehicles, weeds, trash, etc., to determine if they are adequate and meet most recent standards. Update if appropriate.</p>		<p>13-18 Months and Ongoing</p>	<p>Staff: Code Enforcement Officer, Admin. Assist. for Police, Director of Public Works, Fire Dept. Director, City Clerk (and Equestrian Park)</p> <p>Council: Liaison for Equestrian Park, Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>I.9</b> Add an update from Code Enforcement Officer, Building Inspector, and Police Department to City of Carlin's Master Calendar pertaining to code enforcement activities related to abandoned buildings, inoperable vehicles, weeds, trash, etc.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>I.10</b> Re-invigorate "Yard of the Month" or similar incentive program (residential and commercial).</p>		<p>0-6 Months</p>	<p>Staff: Admin. Operations Manager, Assistant City Clerk (social media, website)</p> <p>Council: Full Council</p>
<p><b>I.11</b> Add update regarding "Yard of the Month" to City of Carlin's Master Calendar.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>

<p><b>I.12</b> Encourage infill development of significant density within urban core. This may be accomplished, in part, by providing an updated list of vacant properties with contact information for current owner on City’s website and/or social media accounts.</p>		<p>13-18 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>I.13</b> Proactively address reasons mortgage companies hesitate to invest in Carlin. Some have suggested the following barriers to obtaining a residential mortgage in Carlin: zoning issues, low appraisals, mobile homes as real property vs. personal property, age of property, and an overly cumbersome process. This may be remedied by including a “Frequently Asked Questions About Buying Property in Carlin” page on the City’s website. This page might include links to NV Rural Housing, maps showing available properties, information about site-built vs. manufactured homes, etc.</p>		<p>13-18 Months</p>	<p>Staff: Assistant City Clerk (social media, website), Assistant City Clerk (Planning Board),</p> <p>Council: Liaison for Planning Board</p>

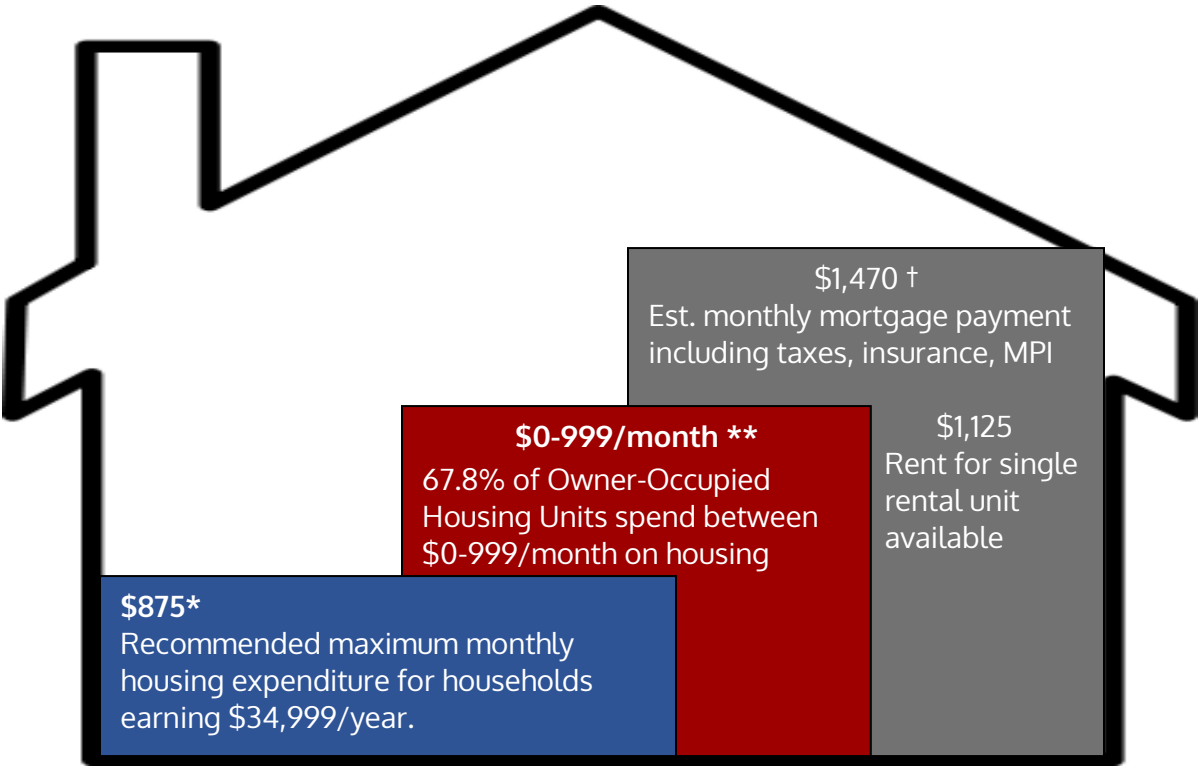
<p><b>I.14</b> By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.</p>		13-18 Months	<p>Staff: City Manager, Senior Center Director, Building Inspector, Director of Public Works, Assistant City Clerk (Planning Board)</p> <p>Council: Entire Council, Mayor, Liaison for Planning Board</p>
<p><b>I.15</b> By July 1, 2023, identify, plan and develop at least one market-rate housing project.</p> <p> Connected to Action Steps in Land Use.</p>		13-18 Months	<p>Staff: City Manager, Senior Center Director, Building Inspector, Director of Public Works</p> <p>Council: Entire Council, Mayor, Liaison for Planning Board</p>

<p align="center"><b>City of Carlin Residential Property Net Assessed Values</b> (Source: Elko County Assessor's Office)</p>			
	2011/2012	2021/2022	% Increase/Decrease 2011-2022
<p>City of Carlin- Residential Real Property Taxable Value Land Use Codes 200, 201, 210, 220, 230, 231, 240, 270, 280, 282, 300, 301, 310, 313, 320, 322, 330, 331, 333, 340, 350, 370, 380, 382, 390</p>	\$12,667,869	\$17,725,299	+39.92%
<p>City of Carlin- Residential Property Personal Taxable Value</p>	\$2,343,782	\$2,358,105	+1%
<p>Elko County</p>	\$484,913,864	\$876,675,240	+80.79%

**City of Carlin Housing Characteristics**  
(Source: ACS 5-Year Estimates DPO4)

	% Occupied	Renter Occupied	Owner Occupied	Age (Mode)	Mobile Homes	Multi-Unit
City of Carlin	69.8%	26%	74%	31-42 Years	35.5%	4.8%
Elko County	83.7%	28.8%	71.2%	21-30 Years	19%	16.2%
State of NV	88.9%	43.4%	56.6%	21-30 Years	5.4%	30.8%

People living in Carlin are far more likely to live in a mobile home and far less likely to live in a multi-unit dwelling than their counterparts in Elko County or the State of Nevada. Carlin’s citizens are more likely to own their home.



The Joint Center for Housing Studies recommends utilization of a “30-percent of income standard” to measure housing burden.

\*8.8% of individuals living in Carlin have earnings that fall below poverty guidelines. 21% of households earn \$34,999 or less per year. The maximum housing expenditure for these households would be \$875/month.

\*\*The majority of residents' housing expenditures (67.8%) falls in line with the Joint Center for Housing Studies' 30% recommendation (Median income = \$77,946 x 30% = a maximum housing expenditure of \$1,948.65). (Source for housing expenditure: 2019 ACS 5-Year Estimates S2503).

†Average cost of the 4 homes listed on Zillow.com is \$225,750 (accessed 1/28/2022). Estimated mortgage payment includes estimated insurance and taxes. There was just one rental available, which was a 3 bedroom, 2 bath for \$1,125/month.

<b>City of Carlin Affordable Housing</b>			
	Tier 1 (NRS 278.01902)	Tier 2 (NRS 278.01906)	Tier 3 (NRS 278.01904)
% of Population in Each Tier	34%	14.1%	51.8%
Affordable Monthly Expenditure, including utilities	Up to \$1,169	\$1,169-1,559	\$1,559-2,338

Housing costs in Carlin appear to be appropriate to the median income, however there may not be enough housing (rental or purchase) available to maintain the population or support growth. There are not enough housing options available for the 21% of the population who earn \$34,999 or less a year and there is no federally subsidized low-income housing available in Carlin.

Vision: Carlin’s public safety services will continue to meet demand for all residents. Carlin’s Chief of Police and Police Department continually evaluate and improve public safety services as the population and economy change. The overall needs of the community are provided at a reasonable cost to the taxpayer.

The City employs a Chief and 5 officers, and a non-sworn animal control officer. The categories listed in the table below are a synopsis of more detailed information provided by the City of Carlin. This is intended to be an overview of the demand for police services rather than an in-depth analysis of police activities.

<b>Carlin Police Department</b>			
<b>(Source: City of Carlin)</b>			
	2020	2021	% Change
Code Enforcement	na	1,336	na
Animal Control	301	1,617	+437.2%
Traffic Stops	883	421	-52.3%
Arrests	98	93	-5.1%
Citations	290	140	-51.7%
Assists	370	396	+7%
Civil Service	170	277	+62.9%
Business/Residence Checks	1,451	2,605	+79.5%
Hours Worked	9,528	9,052	-4.9%
Calls for Service	2,010	2,616	+30.1%



*City of Carlin Volunteer Fire Department, January 2022. Photo Credit: Madison Mahon, Carlin City Manager*

The City of Carlin employs on Fire Dept. Director and one full-time Firefighter/EMT. The Carlin Volunteer Fire Department is primarily comprised of volunteer emergency medical technicians and firefighters.

<b>Carlin Volunteer Fire Department</b>			
<b>(Source: City of Carlin)</b>			
	2020	2021	% Change
Ambulance	308	434	+40.90%
Fire	336	441	+31.25%
Non-Transports	65	111	+70.76%
Ambulance Standbys	4	23	+475%
Vehicle Accidents	47	69	+46.80%
Transport by Elko Ambulance	4	10	+150%
Cancelled After Being Called	14	8	-42.85%
<b>Total Calls</b>	<b>434</b>	<b>617</b>	<b>+42.16%</b>
Calls in the City Limits	317	489	+54.25%
Calls in Elko and Eureka Counties	117	128	+9.40%

Calls for nearly all ambulance and fire services increased between 2020 and 2021. The City may wish to routinely review this data to ensure adequate resources are available.

Nevada Health Centers operates a small Community Health Center Program in Carlin (the Carlin Community Health Center). This is part of a larger network of Federally Qualified Health Centers operated by Nevada Health Centers throughout the State of Nevada. The Carlin clinic provides basic family medicine. The affiliated clinic in nearby Elko provides behavioral health, children’s medical, dental, and specialty care through telemedicine.

**J. PUBLIC SAFETY**

ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<p><b>J.1</b> Provide adequate facilities to maintain efficient levels of fire/ambulance and police protection in the face of changing community conditions (i.e., new blasting manufacturer business, hazardous materials being shipped and used, population fluctuations, etc.).</p>	<p>Firehouse is work in progress. Building is not yet complete or ready to be occupied. Expected completion in 2022.</p>	<p>7-12 Months</p>	<p>Staff: Director of Public Works  Council: Liaison for Fire Dept., Liaison for Public Works</p>

<p><b>J.2</b> Provide adequate equipment (e.g., vehicles, etc.) for fire/ambulance and police protection. Maintain a log of equipment and schedule for replacement or upgrade.</p>		7-12 Months	<p>Staff: City Manager, Director of Public Works, Admin. Operations Manager, Fire Dept. Director, Admin. Assist. for Fire Dept., Chief of Police, Admin. Assist. for Police</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>J.3</b> Add update regarding recruitment and retention and equipment inventory from Chief of Police and Fire Dept. Director to City of Carlin's Master Calendar.</p>		0-6 Months	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>
<p><b>J.4</b> Develop recruitment and retention plan for Police and Fire to maintain adequate levels of appropriately trained (initial and on-going) volunteers and paid staff to meet demands for call volume, time required for rig and gear checks, etc.</p>		7-12 Months	<p>Staff: Chief of Police, Admin. Assist. for Police, Fire Dept. Director, Admin. Assist. for Fire Dept., City Manager</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>

<p><b>J.5</b> Create inventory and restock appropriate personal gear for volunteer and staff fire/EMS personnel specific to structure fires, wildland fires and ambulance calls. This includes, but is not limited to coats, boots, helmets, gloves, respirators, tools, emergency shelters, backpacks, etc.</p>		7-12 Months	<p>Staff: Fire Dept. Director, Admin. Assist. for Fire Dept.</p> <p>Council: Liaison for Fire Dept.</p>
<p><b>J.6</b> Locate and enter into Memorandum of Understanding with appropriately trained mental health provider to support volunteers fire/EMS, law enforcement, and others involved with emergency services.</p>		7-12 Months	<p>Staff: City Manager, Fire Dept. Director, Chief of Police</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept</p>
<p><b>J.7</b> Educate public about importance of displaying visible street addresses and curb markings. Enforce existing code (Carlin Code 2-4-6.)</p>		0-6 Months	<p>Staff: Assistant City Clerk (social media, website), Code Enforcement Officer, Admin. Assist. for Police</p> <p>Council: Liaison for Fire Dept., Liaison for Police Dept.</p>

## K. Governance

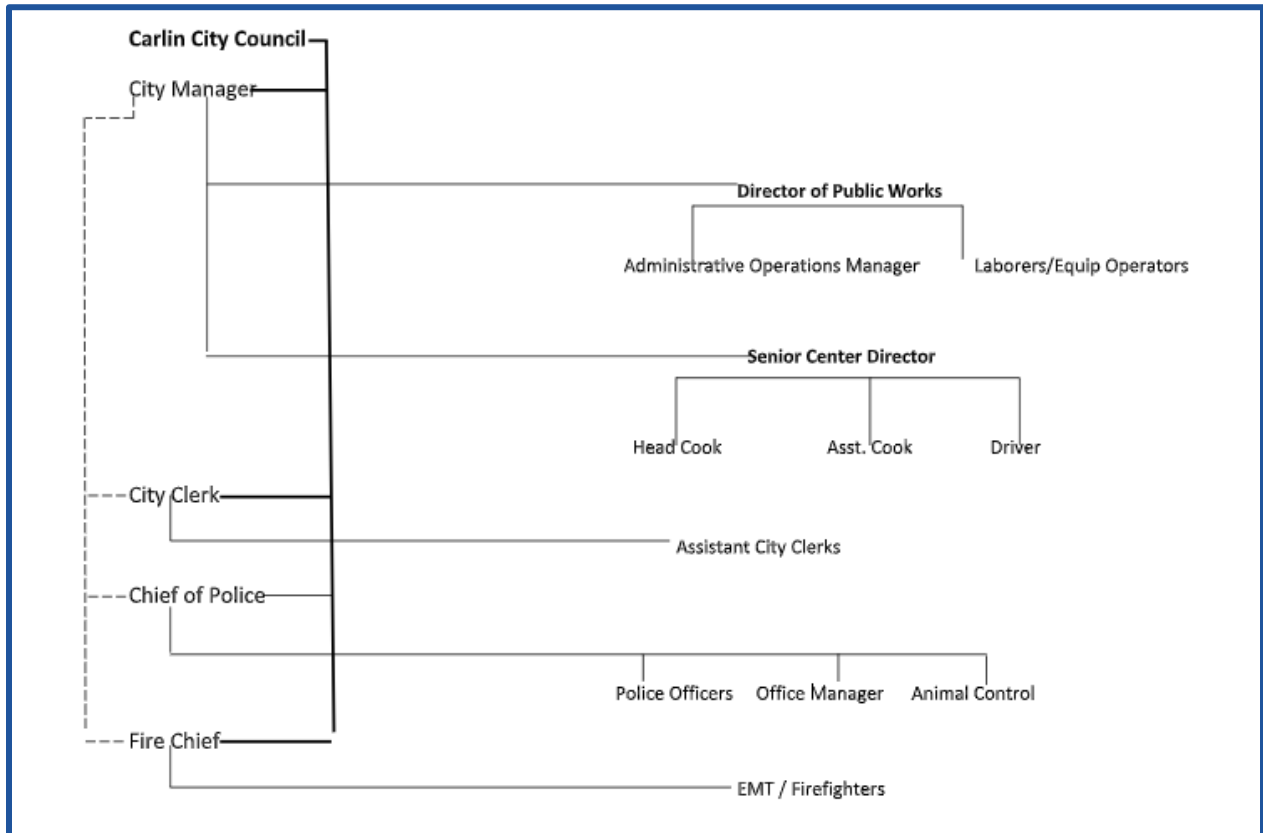
**Vision:** Carlin’s City Council and various boards, taskforces, and subcommittees are fully populated and regularly meet quorum. Boards, taskforces, and subcommittees are formed and disbanded as specific needs arise and are met. Community members attend and participate in meetings of City Council, boards, taskforces, and subcommittees and believe their voices are being heard. Open positions within the City are filled in a reasonable timeframe with qualified employees. Employees have the tools, training, and resources required to effectively complete their work and cross-training and succession plans are in place.

“Governance” is not typically included as an element of a Master Plan. In this case, however, the City of Carlin believed it was appropriate to intentionally re-invigorate some of their governance procedures. Issues related to public engagement were raised at every workshop during this planning process.



*City of Carlin Offices, January 2022. Photo Credit: Madison Mahon, Carlin City Manager*

The basic organization of the City is depicted on the following chart:





The City also administers three boards, namely: Planning Board, Parks and Recreation Board and Equestrian Park Board. The Planning Board serves as an advisory board to the City Council. The Parks and Recreation Board and the Equestrian Park Board are both charged by the City Council to plan and execute recreational opportunities to the City of Carlin and the surrounding communities.

The City abides by and enforces a set of codes and ordinances, the "Carlin, NV Code of Ordinances," which can be found at: <https://codelibrary.amlegal.com/codes/carlinnv/latest/overview>. The Code is updated any time there is an Ordinance passed by the City Council. To pass an Ordinance, the City Council must read the new Ordinance by title in a City Council meeting. The Ordinance must then be posted in two public locations after the First Reading. Ten days after the First Reading, the Ordinance advances to a Second Reading and possible adoption at a City Council meeting. If approved and adopted, the Ordinance must be posted again publicly, and becomes effective ten days after the second public posting. It is then sent to the Codifiers to be codified into the City Code.

The residents of Carlin have a representative on the Elko County Commission. They fall within the second congressional district. In 2021, the State of Nevada completed a redistricting process (Source: <https://www.leg.state.nv.us/Division/Research/Content/items/2021-nevada-redistricting-overview-maps-and-statistical-tables>). This resulted in the City of Carlin being placed in a separate senate district from the rest of Elko County. They now fall into Senate District 14. The aforementioned redistricting project also changed Carlin’s assembly district to #32.

<b>K. GOVERNANCE</b>			
<b>ACTION STEP</b>	<b>PROGRESS/ NOTES</b>	<b>TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)</b>	<b>RESPONSIBILITY</b>
<b>K.1</b> Compile a list of city procedures (i.e., budget, hiring, open meeting laws, etc.) common to all departments and boards and schedule training sessions for each.		0-6 Months	Staff: City Manager, all staff, all Boards  Council: Full Council
<b>K.2</b> Add an update from City Manager on citywide training schedule and progress.		0-6 Months	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>K.3</b> Complete an assessment of the training, tools, software, and staffing needs of all departments. Prioritize needs and create a schedule for procurement.		7-12 Months	Staff: City Manager, all staff, all Boards  Council: Full Council
<b>K.4</b> Request that each department create an internal training plan that will build continuity of knowledge from department heads throughout department.		0-6 Months	Staff: City Manager, all staff, all Boards  Council: Full Council

<p><b>K.5</b> Add an update from City Manager on department/board specific training, tools, software, and staffing needs, department training plans, and progress being made.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>
<p><b>K.6</b> Create onboarding packets for all city council, departments, boards, and liaisons for specific entities that include description of duties and expectations. One example would be to detail expectations for attending and reporting back about LEPC meetings.</p>		<p>7-12 Months w/ Annual Review</p>	<p>Staff: City Manager, City Clerk, Assistant City Clerks, Senior Center Director, all Boards, all Departments</p> <p>Council: Full Council</p>
<p><b>K.7</b> Add an update from City Manager on onboarding packets.</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>
<p><b>K.8</b> Develop deliberate plan to engagement with Carlin Citizens. This plan should utilize all forms of print and social media. Consider working with marketing firm. One recommendation was a campaign called "Keeping Carlin on Track."</p>		<p>7-12 Months</p>	<p>Staff: City Manager, City Clerk, Assistant City Clerk (Planning Board), Assistant City Clerk (social media, website)</p> <p>Council: Planning Board, Full Council, Liaison for Planning Board</p>

<p><b>K.9 Staffing.</b> It is increasingly difficult to replace employees with applicants who have appropriate experience and education. The City’s benefit package is relatively equal, but the City has difficulty competing with local mines in terms of hourly wages. Consider revising current job announcement template to focus on life/work balance to entice workers who may not want to work the 24/7 rotating schedules often required at the mines. Also expand places that announcements are circulates (i.e., Indeed, publications specific to type of job opening, etc.). See program from State of Idaho Dept. of Transportation  <a href="https://itd.idaho.gov/news/hands-on-construction-training-and-free-commercial-drivers-license-offered-next-spring-in-east-idaho/">https://itd.idaho.gov/news/hands-on-construction-training-and-free-commercial-drivers-license-offered-next-spring-in-east-idaho/</a></p> <p> Connected to Action Steps outlined for Community Facilities/Schools CTE.</p>		0-6 Months	Staff: City Manager  Council: Full Council
<p><b>K.10</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include internships or work experience opportunities with City.</p> <p> Connected to Community Facilities and Governance.</p>		13-18 Months	Staff: City Clerk (and Equestrian Park), Director of Public Works  Council: Liaison for Public Works, Liaison for School District (TBD)

<p><b>K.11</b> The City of Carlin will create a master calendar to assist in their efforts to formalize procedures and communication. Examples include formally checking in with Elko County School District or monitoring progress of utility upgrades. This calendar may take any form that is approachable and acceptable to the City of Carlin (i.e., shared Google calendar, paper calendar, or imbedded in city management software that may be purchased by the City).</p>		<p>0-6 Months</p>	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board, Liaison for Planning Board</p>
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## L. Land Use

A Land Use Plan would typically be completed concurrently with a Master Plan. However, because the City of Carlin is currently engaged in several different land inventories and updating their zoning ordinances, the Land Use Plan will be completed as those pieces come together.

### Land Characteristics

See Appendix B.

### Current Land Ownership and Use

Current Land Ownership within City of Carlin (Source: Elko County Assessor's Office)						
	Private	BLM	City of Carlin	City of Carlin Streets & Highways	Elko County School District	Elko County
Acres	3,615.629 +/-	1,711.698 +/-	884.954 +/-	926 +/-	43.720 +/-	.115
% of Total	50%	24%	12%	13%	.6%	.4%

The City of Carlin's current zoning ordinances are codified in Title 3 of their Code of Ordinances (Source: [https://codelibrary.amlegal.com/codes/carlinnv/latest/carlin\\_nv/0-0-0-1303](https://codelibrary.amlegal.com/codes/carlinnv/latest/carlin_nv/0-0-0-1303)).

Current Zoning Districts				
Residential	Low-Density Residential	Medium-Density Residential	High-Density Residential	
Commercial land use designations:	General Commercial	Limited Commercial	Restricted Commercial	Highway Commercial
Industrial:	General Light Industrial	Manufacturing Medium	Mobile Home/Mobile Home Parks	Recreational Vehicle Parks
Rural Residence/Farming				
Public Facilities				

The Planning Board is currently reviewing zoning maps in accordance with Title 3. Specifically, they are reviewing whether areas that are zoned commercial should be and are working toward consistency in allowable activities. They are also addressing new zoning categories, such as those required for cannabis dispensaries. Carlin's last Master Plan (2013) includes a table outlining the allowed uses in each zoning district (pages 83-86).

<b>Current Land Use within City of Carlin</b> (Source: Elko County Assessor's Office)		
Land Use Description	Parcel Count (#)	% of Total Acres
Vacant - Unknown / Other (LUC 100)	38	1,508
Vacant – Splinter and Other Unbuildable	5	8.663
Vacant – Single Family Residential	59	59.222
Vacant – Commercial (LUC 140)	22	14.387
Vacant – Industrial (LUC 150)	16	1,232.95
Single Family - Single Family Residence (LUC 200)	285	49.418
<b>Current Land Use within City of Carlin - Continued</b> (Source: Elko County Assessor's Office)		
Land Use Description	Parcel Count (#)	% of Total Acres
Single Family - Residential with Minor Improvements of Various Types (LUC 290, 282)	51	146.764
Multi Residential of Various Types (LUC 300, 310, 313, 320, 330, 331, 340, 350)	83	44.891
Commercial - General Commercial (LUC 400)	52	67.147
Commercial of Various Types (LUC 402, 403, 408, 410, 430, 440, 480, 482, 490)	9	38.426

Industrial - General Industrial - light industry, trucking and warehousing, service, repair, etc. (LUC 500)	6	329.967
Industrial - Commercial Industrial - retail or office use combine with Industrial Use (LUC 510)	3	22.033
Industrial - Mini- Warehouses (LUC 512)	2	11.624
Industrial - Heavy Industrial (LUC 520)	1	5.19
Industrial - Industrial with Minor Improvements of Various Types (LUC 580, 582)	4	44.147
Rural - Agricultural Qualified per NRS 361A - Vacant (LUC 600)	9	2,094.87
Agricultural Deferred with Improvements but no Residences (LUC 695)	1	183
Agricultural Deferred with Multiple Residences (LUC 698)	1	132.36
Utilities (LUC 700, 710)	2	315.36
Parks for Public Use (LUC 900)	3	14.093

A review of records from the Elko County Recorder's Office revealed 19 easements of record (Source: <https://records.elkocountynv.net/>). Thirteen of these easements were with Wells Rural Electric, two were with Southwest Gas, three were with AT&T, and one was with Barrick Goldstrike Mines, Inc.

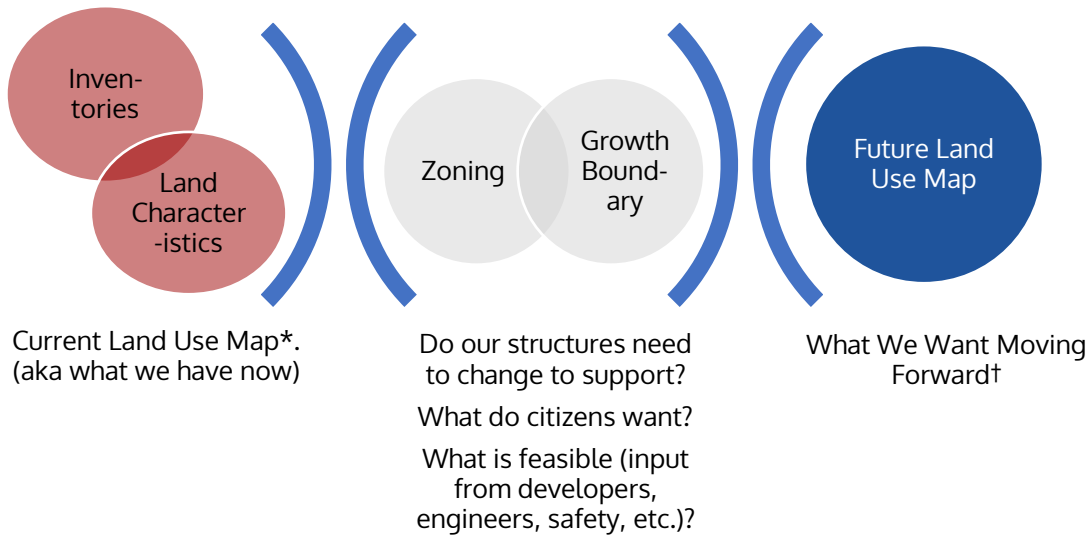


*Carlin, NV, February 2022, Photo Credit: JuiceBox Productions*

## Future Land Use Designations

After the inventories (parks, public open spaces, and playgrounds [A.1]; historic and cultural places and artifacts [B.3]; natural resources [G.1]; utilities, streets and roads [L.4]; school facilities [L.5]; open lots and vacant properties [L.1]; and, civic centers/public buildings [L.6];) detailed in the Action Steps above and below are completed, the City will complete a land use review with appropriate professionals (e.g., real estate developers, environmental engineers, construction engineers, public safety representatives, public works, etc.) and community members and update maps with preferred **commercial** and **residential** land use designations highlighted (see Action Steps H.9 and I.4).

This graphic may help readers/users follow how these steps work together:



\*Note: The Current Land Use Map will incorporate the zoning districts being updated currently by the Planning Board.

†Note: The Future Land Use Map will include what you want to see in terms of residential and commercial properties, open spaces, and natural resources conservation.

The existing “urban growth boundary” (see 2013 Master Plan) will be revisited for appropriateness.

Zoning districts will be re-visited to ensure alignment with future land use designations in accordance with NRS 278.250.

Interactive maps will be created for easy distribution to potential commercial and residential developers.

L. LAND USE			
ACTION STEP	PROGRESS/ NOTES	TIMEFRAME (0-6 Months 7-12 Months 13-18 Months)	RESPONSIBILITY
<p><b>L.1</b> Inventory and map parks, public open spaces, and playgrounds owned by the City to determine what spaces and amenities are currently available</p> <p>∞ Connected to Action Steps in Parks &amp; Rec and Natural Resources</p>		0-6 Months	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Parks and Rec.</p> <p>In collaboration with Parks and Recreation Board</p>
<p><b>L.2</b> Inventory and map historical and culturally significant places and artifacts (Nevada State Historic Preservation Office)</p> <p>∞ Connected to Action Steps in Cultural and Historic Resources Preservation</p>		0-6 Months	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society</p>
<p><b>L.3</b> Complete Natural Resource Inventory as recommended by USDA (<a href="https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/">https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/</a>). Include any vacant lands owned by the city or county and blighted land in the city or county to determine whether such lands are suitable for urban farming and gardening (NRS 278.160(a)).</p>		13-18 Months	<p>Staff: City Manager</p> <p>Council: None</p>

<p><b>L.4</b> Inventory and map utilities and streets/roads, including paths for bicycles and pedestrians, satellite parking and related facilities, and general plans for sewage, drainage and utilities, and rights-of-way, easements</p>		<p>0-6 Months</p>	<p>Staff: Director of Public Works</p> <p>Council: Liaison for Planning Board, Liaison for Public Works</p>
<p><b>L.5</b> Inventory and map school facilities</p>		<p>0-6 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Mayor, Planning Board Liaison for School Board (TBD)</p>
<p><b>L.6</b> Inventory and map locations and arrangement of civic centers and all other public buildings</p>		<p>0-6 Months</p>	<p>Staff: Director of Public Works</p> <p>Council: None</p>
<p><b>L.7</b> Inventory and map open and vacant properties and identify if they are appropriate for residential or commercial use</p>		<p>7-12 Months</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Mayor, Planning Board</p>

<p><b>L.8</b> Planning Board is currently reviewing the zoning of all lots within the City of Carlin to determine appropriate zoning (conservation, rural, residential, or industrial, mixed-use, general land use categories)</p> <p>∞ Connected to Parks &amp; Rec, Economic Development</p>		0-6 Months	<p>Staff: Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board</p>
<p><b>L.9</b> Complete Current Land Use Maps using information garnered from all of these inventories (school and community facilities, utilities, parks and open spaces, vacant land, natural resources, cultural and historic places and artifacts)</p>		13-18 Months	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board</p>
<p><b>L.10 Create Future Land Use Maps:</b></p> <p><b>Housing</b> Opportunities and Limitations</p> <p><b>Parks and Open Spaces</b> Opportunities and Limitations</p> <p><b>Commercial Development</b> Opportunities and Limitations</p> <p>Future land use maps will include information about the land such as: topography, slope, drainage, geology, soils, and land cover, as well as access to geothermal or other resources, utilities, streets and roads, in an easily accessible format for potential developers.</p>		13-18 Months	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board</p>

## Additional Resources/Examples:

### Nevada Planning Guide

*Future land designations, such as conservation, rural, open space, residential, or industrial, are general land use categories and are not the same as zoning districts, which are regulatory tools that help to implement a Master Plan. A future land use depicts the desired development pattern for a community. The future land use may represent what actually exists, such as an industrial land use, or may represent a future land use that is more appropriate, such as commercial land uses. Where is the best location for future residential development? Where should urban development be located? Where are sensitive lands located? Where should urban development be prohibited? Is there adequate land for industrial development? The future land uses need to represent general categories of land uses that are most appropriate for a particular community. Typically, a community will include a chart in the Master Plan to depict the zoning districts which are compatible with each future land use.*

(p. 7)

<https://www.reno.gov/services/city-maps-mapserver>

<https://blog.mapbox.com/building-maps-first-participatory-urban-planning-7ad84ca3cc3e>

<https://www.planetizen.com/features/102056-top-planning-websites-2018>

<https://www.esri.com/news/arcuser/1002/interactive.html>

Readers/Users of this Master Plan should read the full content of the Element they are working on to understand the context. For example, if I were tasked to begin working on Action Item C.6 , *Develop design standards for new construction that convey a unified aesthetic*, I would read the full element C. Community Facilities. I would then cross-reference the Priorities to see how this Action Step might support them. Finally, I would read any additional resources referenced and then do my own research.

It is expected that the element sections of this document (A-L) will be updated and new versions adopted as Action Steps are resolved and new ones are adopted. For example, if the majority of the Action Steps in the Natural Hazards element are resolved, a new set can be established and adopted. The Foreword, Introduction, People First, and Priority sections will remain unchanged until a full update of the Master Plan is required (usually every five years).

As of this writing, the procedure for updating individual elements (A-L) or parts of the Implementation Plan are as follows:

1. The City Manager will compile a report, prior to the Planning Board meeting, of any of the recommended changes (additions, changes, or subtractions) for Action Steps from each Element (e.g., A. Parks and Recreation, D. Transportation, etc.) or the Implementation Plan.
2. The Planning Board will review the report and then make recommendations for changes for the City Council to adopt. This will allow the Planning Board to share authority and responsibility among the Planning Board, Departments, and the City Council.

Action Steps from the above Element tables (A-L) are re-printed in the "Tier" tables below. They are categorized by the expected timeframe for resolution (at least resolution for the first step in a project). For these purposes, "resolution" means that an Action Step has been satisfactorily addressed.

Tier 1 Priorities are slated for completion within six months of the adoption of this Master Plan, Tier 2 between 7-12 months, and Tier 3 between 13-18 months. As time goes on, Action Steps will move up to a higher Tier. For example, six months from the adoption of the Master Plan, items from Tier 2 will be moved to Tier 1 and so on. The Tiers will be re-visited every six months for five years.

As projects move forward, it is expected that these Action Steps will be modified, new Action Steps will be added and, consequently, timeframes will change. We will use

Action Step D.3 from the Transportation element as an example of how the tiered system might work:

D.3 as currently written: *Explore options to reduce semi-truck congestion around Pilot parking lot/streets during their change-out/transloading.* The expected timeframe for this initial exploration of solutions is 0-6 months, so it appears on the list of Tier 1 Action Steps.

Let us assume that the best solution found is to 1) post signage and 2) designate a more suitable semi-truck parking location nearby. This solution would require two new Actions Steps (post signage and designate more suitable parking location). The Transportation Element (D) would be updated. Then the new Action Steps would be added to the appropriate Tier below (perhaps signage would be Tier 1 and entering into agreements for the more appropriate parking location would be in Tier 2). See "Reporting and Tracking Procedures" below for further discussion of this example. Every effort has been made to make this Implementation Plan as detailed and comprehensive as possible so that topics don't "fall through the cracks." It is understood, however, that the administrative support personnel who will be responsible for tracking changes to the Action Steps in each Element and monitoring the Tier system may wish to implement their own changes for ease of use.

## Tier 1 Action Steps

Tier 1 Action Steps 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>A.1</b> Inventory parks, public open spaces, and playgrounds owned by the City to determine what spaces and amenities are currently available.	Parks & Recreation	Support Youth and Elderly	Staff: Director of Public Works  Council: Liaison for Parks and Rec.  In collaboration with Parks and Recreation Board
<b>A.3</b> Once zoning ordinances are complete in compliance with Title 3, review land use controls in terms of protecting open spaces and parks.	Parks & Recreation	Support Youth and Elderly	Staff: Assistant City Clerk (Planning Board), Assistant City Clerk (Equestrian Park), City Clerk  Council: Planning Board, Liaison for Parks and Rec., Full Council
<b>B.3</b> Inventory and map historical and culturally significant places and artifacts (Nevada State Historic Preservation Office).	Cultural and Historic Resources Preservation	Support Youth and Elderly	Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board  In collaboration with Carlin Historical Society
<b>B.7</b> Explore capturing oral histories related to various buildings/locations and connecting those with QR Codes. Post QR Codes on physical signs near buildings and on the City's website/social media pages.	Cultural and Historic Resources Preservation	Support Youth and Elderly Economic Development	Staff: City Manager, Assistant City Clerk (Historical Society)  Council: Full Council

Tier 1 Action Steps ( <i>Continued</i> ) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>C.2</b> Appoint a Liaison from the City Council to maintain communication w/ school district about enrollment trends for planning and budgetary purposes. Create list of expectations for this Liaison and include in onboarding packet.	Community Facilities	Support Youth and Elderly Economic Development Strengthen City of Carlin Governance	Staff: City Manager  Council: Mayor
<b>C.3</b> Add "update from School Board Liaison" to City of Carlin's Master Calendar to occur at least annually.	Community Facilities	Strengthen City of Carlin Governance	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor
<b>C.4</b> Communicate with neighboring communities to determine status of obtaining high speed Internet access (fiber optics). Move forward with Carlin's own agreements with providers and necessary infrastructure improvements.	Community Facilities	Economic Development	Staff: City Manager  Council: Liaison for Planning Board, Planning Board
<b>C.6</b> Develop design standards for new construction that convey a unified aesthetic	Community Facilities	Economic Development	Staff: Planning Board  Council: Liaison for Planning Board
<b>C.7</b> Create a catalog of community facilities owned/managed by the City. Include those owned by other organizations but are used by the community.	Community Facilities	Strengthen City of Carlin Governance	Staff: Planning Board  Council: Liaison for Planning Board
<b>C.8</b> Ensure that capital improvements schedule/plan is in compliance with NRS 278.0226. Schedule routine review and updates.	Community Facilities	Strengthen City of Carlin Governance	Staff: Planning Board  Council: Liaison for Planning Board
<b>D.1</b> Add routine review of capital improvements schedule/plan to City of Carlin's Master Calendar.	Transportation	Strengthen City of Carlin Governance	Staff: Planning Board  Council: Liaison for Planning Board

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>D.3</b> Explore options to reduce semi-truck congestion around Pilot parking lot/streets during their change-out/transloading.	Transportation	Infrastructure Support Youth and Elderly	Staff: Director of Public Works  Council: Mayor
<b>D.7</b> Explore expansion of GET My Ride to families within Carlin.	Transportation	Infrastructure Support Youth and Elderly	Staff: City Manager, Admin. Operations Manager  Council: Mayor
<b>D.8</b> Explore improving times and flexibility of GET My Ride for rides outside City of Carlin (riders report it is inconvenient for shopping or pharmacy).	Transportation	Infrastructure Support Youth and Elderly	Staff: City Manager, Admin. Operations Manager  Council: Mayor
<b>D.10</b> Add update from Senior Center Director about advertisement regarding visits from social services from Elko County or State to Carlin for seniors to City of Carlin's Master Calendar.	Transportation	Strengthen City of Carlin Governance	Staff: Planning Board  Council: Liaison for Planning Board
<b>D.12</b> Advertise in-person visits from social services from Elko County or State to Carlin, include in advertisement the services of PACE Coalition's Mobility Manager on City website and/or social media pages.	Transportation	Support Youth and Elderly	Staff: Senior Center Director, Assistant City Clerk (social media, website)  Council: Liaison for Senior Center
<b>E.4</b> Identify and secure alternative funding sources required to replace and rehabilitate essential infrastructure.	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager, Director of Public Works  Council: Liaison for Public Works
<b>E.5</b> Replace Spring 1 Transmission Main (2022).	Public Utilities	Infrastructure Housing Economic Development	Staff: Director of Public Works, City Manager  Council: Liaison for Public Works

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>E.8</b> Confirm that recent water rate increases for self-funding are adequate.	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager, Director of Public Works  Council: Liaison for Public Works
<b>E.9</b> Sewer System Condition +1/1 Survey (2021).	Public Utilities	Infrastructure Housing Economic Development	Staff: Director of Public Works  Council: Full Council
<b>E.10</b> Confirm that work on WWTP Monitoring Wells (2021) is complete.	Public Utilities	Infrastructure Housing Economic Development	Staff: Director of Public Works  Council: Liaison for Public Works
<b>E.12</b> Sewer Rates for Self-Funding.	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager  Council: Full Council
<b>F.1</b> Review Emergency Action Plan to ensure that it addresses the City's response to all natural and man-made hazards identified (i.e., wildfire, flooding, earthquakes, drought, arsenic).	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works, Planning Board  Council: Liaison for Fire Dept., Liaison for Police Department
<b>F.2</b> Confirm that Emergency Action Plan includes transportation/evacuation plans for children, elderly and disabled populations.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>F.3</b> Review Hazard Mitigation Plan to ensure that it addresses the City's response to all natural and man-made hazards identified (i.e., environmental contamination from local industry).	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>F.4</b> Confirm that Hazard Mitigation Plan includes transportation/evacuation plans for children, elderly and disabled populations.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>F.5</b> Review Emergency Response Plan to ensure that it addresses the City's response to all natural and man-made hazards identified.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>F.6</b> Confirm that Emergency Response Plan includes most up-to-date guidance to protect City infrastructure and public safety.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>F.11</b> Add update from Carlin's LEPC representative to City of Carlin's Master Calendar.	Natural Hazards	Strengthen City of Carlin Governance Housing Economic Development	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board
<b>F.13</b> Complete a seismic safety plan consisting of an identification and appraisal of seismic hazards such as susceptibility to surface ruptures from faulting, to ground shaking or to ground failures.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>G.3</b> Confirm with the Elko County Recorder's Office that no conservation easements are in place. If so, inventory conservation easements and ensure that all adjacent property owners are aware of their existence. Economic Development Plan mentioned conservation district and farmers and agricultural procedures as assets under Goal #1. Insure our Action Steps do not contradict anything already in place.	Natural Resources/Conservation	Infrastructure	Staff: City Clerk (Equestrian Park)  Council: Liaison for Planning Board. Liaison for Planning Board
<b>G.6</b> Add the exploration of grant funding for the expansion of solar system to City of Carlin's Master Calendar.  When/if grant funds become available, create Action Steps to apply.	Natural Resources/Conservation	Infrastructure Public Utilities	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board
<b>G.7</b> Add applications for DOE EECBG funds to promote alternative energy development to the City of Carlin's Master Calendar.  When/if grant funds become available, create Action Steps to apply.	Natural Resources/Conservation	Infrastructure Public Utilities	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board

Tier 1 Action Steps ( <i>Continued</i> ) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>G.8</b> Add update from Director of Public Works related to preventing and cleaning up illegal dumping sites to City of Carlin's Master Calendar.	Natural Resources/Conservation	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board). Public Works Director. Code Enforcement Officer.  Council: Full Council
<b>H.1</b> Add update related to alternative funding for key <b>commercial</b> development opportunities to City of Carlin's Master Calendar.	Economic Development	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board
<b>H.2</b> Consider sending interested City representatives to conference or training related to economic development.	Economic Development	Strengthen City of Carlin Governance Housing	Staff: City Manager  Council: Mayor  In collaboration with NNRDA.
<b>H.4</b> Add an update regarding capital improvement fees from new <b>commercial</b> developments to City of Carlin's Master Calendar.	Economic Development	Strengthen City of Carlin Governance Housing	Staff: City Manager  Council: Full Council
<b>H.9</b> Complete land use review with appropriate professionals (e.g., real estate developers, environmental engineers, construction engineers, public safety representatives, public works, etc.) and update maps with preferred <b>commercial development</b> areas highlighted. Make maps highly visible and accessible on City's website and social media.	Economic Development	Economic Development Housing	Staff: City Manager, Admin. Operations Manager, Assistant City Clerk  Council: Liaison for Planning Board
<b>H.11</b> Explore options with BLM to grow city (annexation). Coordinate with Nevada State Land Use Planning Advisory Council (SLUPAC) as necessary.	Economic Development	Economic Development Housing	Staff: City Manager  Council: Mayor
<b>H.12</b> Encourage landowners and stakeholders in unincorporated areas to participate in the development process.	Economic Development	Strengthen City of Carlin Governance Housing	Staff: City Manager  Council: Liaison for Planning Board

Tier 1 Action Steps ( <i>Continued</i> ) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>H.13</b> Update Zoning Codes and apply code requirements uniformly within each land use. Establish clear enforcement measures.	Economic Development	Economic Development Housing	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board, Full Council
<b>H.14</b> Require <b>commercial</b> developers to install basic utility systems in accordance with International Building Codes prior to the development with provisions for future growth.	Economic Development	Economic Development Housing	Staff: City Manager, Director of Public Works  Council: Full Council
<b>I.4</b> Complete land use review with appropriate professionals (e.g., real estate developers, environmental engineers, construction engineers, public safety representatives, etc.) and update maps with preferred <b>housing development</b> areas highlighted. Make maps highly visible and accessible on City's website and social	Housing	Housing Economic Development	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board
<b>I.6</b> Require <b>housing</b> developers to install basic utility systems in accordance with International Building Codes prior to the development <i>with provisions for future growth</i> .	Housing	Housing Infrastructure Economic Development	Staff: Director of Public Works, Building Inspector, Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Public Works, Liaison for Planning Board
<b>I.9</b> Add an update from Code Enforcement Officer, Building Inspector, and Police Department to the City of Carlin's Master Calendar pertaining to code enforcement activities related to abandoned buildings, inoperable vehicles, weeds, trash, etc.	Housing	Strengthen City of Carlin Governance Housing Economic Development	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board

Tier 1 Action Steps ( <i>Continued</i> ) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
I.10 Re-invigorate "Yard of the Month" or similar incentive program (residential and commercial).	Housing	Economic Development Support Youth and Elderly	Staff: Admin. Operations Manager, Assistant City Clerk (social media, website)  Council: Full Council
I.11 Add update regarding "Yard of the Month" to City of Carlin's Master Calendar.	Housing	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
J.3 Add update regarding recruitment and retention and equipment inventory from Chief of Police and Fire Dept. Director to City of Carlin's Master Calendar.	Public Safety	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
J.7 Educate public about importance of displaying visible street addresses and curb markings. Enforce existing code (Carlin Code 2-4-6.)	Public Safety	Support Youth and Elderly	Staff: Assistant City Clerk (social media, website), Code Enforcement Officer, Admin. Assist. for Police  Council: Liaison for Fire Dept., Liaison for Police Dept.
K.1 Compile a list of city procedures (i.e., budget, hiring, open meeting laws, etc.) common to all departments and boards and schedule training sessions for each.	Governance	Strengthen City of Carlin Governance	Staff: City Manager, all staff, all Boards  Council: Full Council

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>K.2</b> Add an update from City Manager on citywide training schedule and progress.	Governance	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>K.4</b> Request that each department create an internal training plan that will build continuity of knowledge from department heads throughout department.	Governance	Strengthen City of Carlin Governance	Staff: City Manager, all staff, all Boards  Council: Full Council
<b>K.5</b> Add an update from City Manager on department/board specific training, tools, software, and staffing needs, department training plans, and progress being made.	Governance	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>K.7</b> Add an update from City Manager on onboarding packets.	Governance	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>K.9</b> Staffing. Consider revising current job announcement template to focus on life/work balance to entice workers who may not want to work the 24/7 rotating schedules often required at the mines. Also expand places that announcements are circulates (i.e., Indeed, publications specific to type of job opening, etc.). See program from State of Idaho Dept. of Transportation <a href="https://itd.idaho.gov/news/hands-on-construction-training-and-free-commercial-drivers-license-offered-next-spring-in-east-idaho/">https://itd.idaho.gov/news/hands-on-construction-training-and-free-commercial-drivers-license-offered-next-spring-in-east-idaho/</a>	Governance	Strengthen City of Carlin Governance	Staff: City Manager  Council: Full Council

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>K.11</b> The City of Carlin will create a master calendar to assist in their efforts to formalize procedures and communication. Examples include formally checking in with Elko County School District or monitoring progress of utility upgrades. This calendar may take any form that is approachable and acceptable to the City (i.e., shared Google calendar, paper calendar, or imbedded in city management software that may be purchased by the City).	Governance	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>L.1</b> Inventory and map parks, public open spaces, and playgrounds owned by the City to determine what spaces and amenities are currently available.	Land Use	Support Youth and Elderly Economic Development Strengthen City of Carlin Governance	Staff: Director of Public Works  Council: Liaison for Parks and Rec.  In collaboration with Parks and Recreation Board
<b>L.2</b> Inventory and map historical and culturally significant places and artifacts (Nevada State Historic Preservation Office).	Land Use	Support Youth and Elderly Economic Development Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board  In collaboration with Carlin Historical Society
<b>L.4</b> Inventory and map utilities and streets/roads, including paths for bicycles and pedestrians, satellite parking and related facilities, and general plans for sewage, drainage and utilities, and rights-of-way, easements.	Land Use	Support Youth and Elderly Economic Development Infrastructure Strengthen City of Carlin Governance	Staff: Director of Public Works  Council: Liaison for Planning Board, Liaison for Public Works

Tier 1 Action Steps (Continued) 0-6 Months (Resolved by November 2022)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
L.5 Inventory and map school facilities.	Land Use	Support Youth and Elderly Economic Development Strengthen City of Carlin Governance	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor, Planning Board Liaison for School Board (TBD)
L.6 Inventory and map locations and arrangement of civic centers and all other public buildings.	Land Use	Support Youth and Elderly Infrastructure Strengthen City of Carlin Governance	Staff: Director of Public Works  Council: None
L.8 Planning Board is currently reviewing the zoning of all lots within the City of Carlin to determine appropriate zoning (conservation, rural, residential, or industrial, mixed-use, general land use categories).	Land Use	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board

## Tier 2 Action Steps

Tier 2 Action Steps 7-12 Months (Resolved by May 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<p><b>A.2.</b> Survey Carlin citizens to determine what they want in the future, usability of what is available, and quality of maintenance.</p>	Parks and Rec.	Support Youth and Elderly	<p>Staff: City Manager, City Clerk</p> <p>Council: Liaison for Parks and Rec.</p>
<p><b>A.5</b> Require developers to set aside property in new development areas for parks, public open spaces, and playgrounds. This will require a modification to the current permitting process. Parks, public open spaces, and/or playgrounds should suit the needs of the inhabitants or patrons of the new development. For example, a senior housing development might include senior- and family-friendly exercise stations.</p>	Parks and Rec.	Support Youth and Elderly Housing	<p>Staff: City Manager, Director of Public Works</p> <p>Council: Liaison for Parks and Recreation, Liaison for Planning Board , Full Council</p>
<p><b>B.2</b> The creation of a "Historic Preservation Committee" is a necessary component to becoming a Certified Local Government (see Action Step above). Regardless of the City's decision about that, consider creating a Historic Preservation Committee whose purpose is to advise the City about appropriate handling of cultural/historic resources.</p>	Cultural and Historic Resources Preservation	Economic Development Strengthen City of Carlin Government	<p>Staff: Assistant City Clerk (Historical Society)</p> <p>Council: Liaison for Planning Board</p> <p>In collaboration with Carlin Historical Society</p>

**Tier 2 Action Steps 7-12 Months (*Continued*)**  
(Resolved by May 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>B.5</b> The Nevada State Historic Preservation Office sent a historical architect to complete a survey of historic buildings in 2019. Consider copying that format to inventory places and artifacts that are not buildings. The Carlin Historical Society is willing to take on this project with some help from the City.	Cultural and Historic Resources Preservation	Support Youth and Elderly Economic Development	Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board  In collaboration with Carlin Historical Society Board
<b>B.8</b> Collaborate with China-Inbound Travel Association, Chinese Railroad Workers Descendants Association, and similar entities to establish Carlin as a designated cultural/historic site for Chinese tourists. Coordinate logistics to ensure Museum is open and staff/volunteers are available when tour buses are scheduled to stop.	Cultural and Historic Resources Preservation	Economic Development	Staff: City Manager  Council: Full Council
<b>C.1</b> Work with the school district to identify capital construction issues and identify where and how the City might support efforts.	Community Facilities	Support Youth and Elderly Economic Development	Staff: Director of Public Works  Council: Mayor
<b>C.5</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include improvements to buildings or sharing of buildings.	Community Facilities	Support Youth and Elderly Economic Development	Staff: City Manager  Council: Mayor

Tier 2 Action Steps 7-12 Months <i>(Continued)</i> (Resolved by May 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>C.9</b> Encourage partnerships between City and organizations that own/manage facilities for community use to maximize potential. For example, Gathering Place is operated by Friends of the Library.	Community Facilities	Support Youth and Elderly Economic Development	Staff: City Manager, Director of Public Works, Fire Dept. Director  Council: Liaison for Public Works
<b>D.2</b> Review capital improvements schedule/plan to ensure that it is in compliance with NRS 278.0226.	Transportation	Infrastructure	Staff: Director of Public Works, City Manager  Council: Liaison for Public Works
<b>D.4</b> Communicate with railroad to determine their plans for land east of town (from 10 <sup>th</sup> street) and explore possibilities for future City use.	Transportation	Infrastructure Economic Development	Staff: City Manager  Council: Full City Council
<b>D.6</b> Explore potential transportation options with school district for students who do not live close to schools, especially during winter months or at certain temperatures/snowfall.	Transportation	Support Youth and Elderly	Staff: City Manager, Admin. Operations Manager  Council: Mayor
<b>D.9</b> In the alternative, explore partnering with Methodist Church to utilize their small bus for local transportation needs (e.g., children to and from school on cold days). Determine who at the City would be responsible for communication.	Transportation	Support Youth and Elderly	Staff: City Manager, Admin. Operations Manager  Council: Mayor
<b>D.11</b> Explore options for visits from social services from Elko County or State to Carlin for all age groups.	Transportation	Support Youth and Elderly	Staff: Senior Center Director  Council: Liaison for Senior Center

Tier 2 Action Steps 7-12 Months ( <i>Continued</i> ) (Resolved by May 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>E.1</b> Confirm that existing regulations/codes pertaining to underground utility installation for commercial and residential developments are in accordance with International Building Codes. If not, begin process to remediate.	Public Utilities	Infrastructure Housing Economic Development	Staff: Director of Public Works  Council: Liaison for Planning Board, Liaison for Public Works
<b>E.2</b> Complete Aboveground Utility Plan in accordance with NRS 278.0103 and NRS 278.165	Public Utilities	Infrastructure Housing Economic Development	Staff: Director of Public Works  Council: Liaison for Planning Board, Liaison for Public Works
<b>F.7</b> Explore acquisition of Active Notification System (e.g., Nextel).	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>F.10</b> Consider acquisition of backup generators for community facilities (specifically police and fire/ambulances).	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>F.12</b> Request LEPC assistance in conducting preparedness drills and other planning activities specific to Carlin.	Natural Hazards	Infrastructure Support Youth and Elderly Housing Economic Development	Staff: Chief of Police, Fire Dept. Director  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>G.4</b> Seek out education specific to conservation easements. Determine whether conservation easements would benefit community.	Natural Resources	Infrastructure	Staff: Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board

**Tier 2 Action Steps 7-12 Months (Continued)**  
(Resolved by May 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>G.5</b> Identify and assess mining, agricultural, and industrial production hazards or risks (i.e., dewatering and impact on aquifer). Ensure routine monitoring of water and soil at these locations. Consider whether conservation easements would protect these areas.	Natural Resources	Infrastructure	Staff: City Manager, Fire Dept. Director. Public Works Director.  Council: Liaison for Planning Board and Liaison for Public Works
<b>G.9</b> Address illegal dumping through: (see action step).	Natural Resources	Economic Development	Staff: Chief of Police, Director of Public Works, Fire Dept. Director  Council: Liaison for Public Works, Liaison for Equestrian Park , Liaison for Police Dept.
<b>H.3</b> Develop a framework of incentives to recruit targeted industries (original deadline was 2021).	Economic Development	Economic Development Housing	Staff: City Manager  Council: Mayor  In collaboration with NNRDA.
<b>H.5</b> Consider whether costs for high-speed internet should be included in capital improvement fees from new commercial developments.	Economic Development	Economic Development	Staff: City Manager, Director of Public Works  Council: Liaison for Public Works
<b>I.1</b> Explore alternative funding for key <b>housing</b> development opportunities within community through frequent, scheduled communication with NNRDA. Consider sending interested City representatives to conference or training related to housing. Utilize Title 4 for subdividing land.	Housing	Housing	Staff: City Manager  Council: Mayor, Liaison for Planning Board

**Tier 2 Action Steps 7-12 Months (Continued)**  
(Resolved by May 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>J.1</b> Provide adequate facilities to maintain efficient levels of fire/ambulance and police protection in the face of changing community conditions (i.e., new blasting manufacturer business, hazardous materials being shipped and used, population fluctuations, etc.).	Public Safety	Support Youth and Elderly Infrastructure Economic Development	Staff: Director of Public Works  Council: Liaison for Fire Dept., Liaison for Public Works
<b>J.2</b> Provide adequate equipment (e.g., vehicles, etc.) for fire/ambulance and police protection. Maintain a log of equipment and schedule for replacement or upgrade.	Public Safety	Support Youth and Elderly Infrastructure	Staff: City Manager, Director of Public Works, Admin. Operations Manager, Fire Dept. Director, Admin. Assist. for Fire Dept., Chief of Police, Admin. Assist. for Police  Council: Liaison for Fire Dept., Liaison for Police Dept.
<b>J.4</b> Develop recruitment and retention plan for Police and Fire to maintain adequate levels of appropriately trained (initial and on-going) volunteers and paid staff to meet demands for call volume, time required for rig and gear checks, etc.	Public Safety	Support Youth and Elderly Infrastructure	Staff: Chief of Police, Admin. Assist. for Police, Fire Dept. Director, Admin. Assist. for Fire Dept., City Manager  Council: Liaison for Fire Dept., Liaison for Police Dept.

**Tier 2 Action Steps 7-12 Months (*Continued*)**  
(Resolved by May 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>J.5</b> Create inventory and restock appropriate personal gear for volunteer and staff fire/EMS personnel specific to structure fires, wildland fires and ambulance calls. This includes, but is not limited to coats, boots, helmets, gloves, respirators, tools, emergency shelters, backpacks, etc.	Public Safety	Support Youth and Elderly Infrastructure	Staff: Fire Dept. Director, Admin. Assist. for Fire Dept.  Council: Liaison for Fire Dept.
<b>J.6</b> Locate and enter into Memorandum of Understanding with appropriately trained mental health provider to support volunteers fire/EMS, law enforcement, and others involved with emergency services.	Public Safety	Support Youth and Elderly Infrastructure	Staff: City Manager, Fire Dept. Director, Chief of Police  Council: Liaison for Fire Dept., Liaison for Police Dept
<b>K.3</b> Complete an assessment of the training, tools, software, and staffing needs of all departments. Prioritize needs and create a schedule for procurement.	Governance	Strengthen City of Carlin Governance	Staff: City Manager, all staff, all Boards  Council: Full Council
<b>K.6</b> Create onboarding packets for all city council, departments, boards, and liaisons for specific entities that include description of duties and expectations. One example would be to detail expectations for attending and reporting back about LEPC meetings.	Governance	Strengthen City of Carlin Governance	Staff: City Manager, City Clerk, Assistant City Clerks, Senior Center Director, all Boards, all Departments  Council: Full Council

Tier 2 Action Steps 7-12 Months <i>(Continued)</i> (Resolved by May 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>K.8</b> Develop deliberate plan to engagement with Carlin Citizens. This plan should utilize all forms of print and social media. Consider working with marketing firm. One recommendation was a campaign called "Keeping Carlin on Track."	Governance	Strengthen City of Carlin Governance	Staff: City Manager, City Clerk, Assistant City Clerk (Planning Board), Assistant City Clerk (social media, website)  Council: Planning Board, Full Council, Liaison for Planning Board
<b>L.7</b> Inventory and map open and vacant properties and identify if they are appropriate for residential or commercial use.	Land Use	Economic Development Housing	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor, Planning Board

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## Tier 3 Action Steps

Tier 3 Action Steps 13-18 Months (Resolved by November 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>A.6</b> Develop a unified trail system in and near the community. One example would be a hiking/biking trail between the City of Carlin and Carlin Canyon, which might incorporate City sidewalks in the trail system.	Parks & Rec	Economic Development Support Youth and Elderly	Staff: Director of Public Works  Council: Liaison for Parks and Recreation and Liaison for Planning Board  In collaboration with Department of Transportation, Elko County
<b>A.7</b> Re-visit plans for nature interpretive center and amphitheater at Chinese Gardens.	Parks & Rec	Economic Development Support Youth and Elderly	Staff: Director of Public Works  Council: Liaison for Parks and Recreation and Liaison for Planning Board
<b>A.8</b> Explore options to build a community recreation center that would provide opportunities for exercise as well as indoor public space for events.	Parks & Rec	Economic Development Support Youth and Elderly	Staff: City Manager  Council: Liaison for Parks and Recreation and Liaison for Planning Board
<b>B.1</b> Explore becoming a "Certified Local Government" through Nevada State Historic Preservation Office ( <a href="https://shpo.nv.gov/services/certified-local-governments">https://shpo.nv.gov/services/certified-local-governments</a> ). This process would help Carlin implement policies and practices to protect cultural and historic resources and would allow Carlin to compete for grants specific to preserving resources.	Cultural and Historic Resources Preservation	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board  In collaboration with Carlin Historical Society Board.

**Tier 3 Action Steps 13-18 Months (*Continued*)  
(Resolved by November 2023)**

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>B.4</b> Work toward enacting local ordinances pertaining to preserving historic and cultural sites. Research best practices related to ordinances. This is important in its own right but is also a necessary component of becoming a Certified Local Government (see Action Step B.1).	Cultural and Historic Resources Preservation	Strengthen City of Carlin Governance	Staff: City Manager, City Clerk (Equestrian Park)  Council: Full Council
<b>B.6</b> Create a plan to protect, preserve, and/or protect historic buildings, see NRS 278.160(b).	Cultural and Historic Resources Preservation	Strengthen City of Carlin Governance Infrastructure	Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board  In collaboration with Carlin Historical Society Board.
<b>B.9</b> Continue efforts to renovate Old Church on Main.	Cultural and Historic Resources Preservation	Economic Development	Staff: City Manager  Council: Full Council  Volunteers
<b>B.10</b> Re-visit plans for nature interpretive center and amphitheater at Chinese Gardens. Re-examine plans for "Mining Interpretive/Interactive Center," perhaps tied to Dean Heitt's book, "Before the Gold: Early Mining History of the Carlin Trend, 1874-1961." Ella Trujillo has created a memo about this. Some suggestions for this included a Universal Studios-type immersive simulation showing the mining process from beginning to end.	Cultural and Historic Resources Preservation	Economic Development	Staff: City Manager, Director of Public Works  Council: Liaison for Equestrian Park and Liaison for Parks and Recreation

**Tier 3 Action Steps 13-18 Months(Continued)**  
(Resolved by November 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>C.10</b> Consider new partnerships. For example, could Carlin partner with Boys & Girls Club to build a new facility that would serve needs of both entities?	Community Facilities	Support Youth and Elderly Infrastructure	Staff: City Manager, Assistant City Clerk (Parks & Rec)  Council: Liaison for Parks and Rec  In collaboration with Parks and Recreation Board
<b>C.11</b> Promote volunteer opportunities to build/maintain community facilities. Example is how community members volunteered to help build the skatepark.		Support Youth and Elderly Infrastructure	Staff: Assistant City Clerk (Parks & Rec), Admin. Operations Manager, Director of Public Works, Admin. Operations Manager  Council: Mayor, Full Council  In collaboration with all Department Heads and Boards
<b>D.5</b> Continue to seek capital improvement funds from such outside resources as Safe Routes to Schools and other programs sponsored by the Federal Highway Administration.	Transportation	Support Youth and Elderly	Staff: Director of Public Works, City Manager  Council: Liaison for Public Works
<b>E.3</b> By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager  Council: Full Council
<b>E.6</b> Replace Transmission Mains (2023).	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager  Council: Liaison for Public Works

**Tier 3 Action Steps 13-18 Months (*Continued*)  
(Resolved by November 2023)**

<b>Action Step</b>	<b>Connected to Which Element of Master Plan</b>	<b>Supports Which Priority</b>	<b>Responsibility</b>
E.7 South Distribution (2024).	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager  Council: Liaison for Public Works
E.11 Replace Priority 1 Pipes (2023).	Public Utilities	Infrastructure Housing Economic Development	Staff: City Manager, Director of Public Works  Council: Full Council
F.8 Consider formalizing door-to-door notification system through formation of volunteer Citizen Corp. ( <a href="https://www.ready.gov/citizen-corps">https://www.ready.gov/citizen-corps</a> ).	Natural Hazards	Support Youth and Elderly Housing Economic Development	Staff: City Manager, Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept.
F.9 Initiate public education campaign to ensure that citizens are aware of the existence of plans, notification systems, evacuation centers, alternative transportation routes, etc.	Natural Hazards	Support Youth and Elderly Housing Economic Development	Staff: City Manager, Assistant City Clerk (social media, website), Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Public Works, Liaison for Police Dept.

**Tier 3 Action Steps 13-18 Months (*Continued*)  
(Resolved by November 2023)**

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>G.1</b> Complete Natural Resource Inventory as recommended by USDA ( <a href="https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/">https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/technical/nra/nri/</a> ). Include any vacant lands owned by the city or county and blighted land in the city or county to determine whether such lands are suitable for urban farming and gardening (NRS 278.160(a)).	Natural Resources/ Conservation	Strengthen City of Carlin Governance Infrastructure	Staff: City Manager  Council: Liaison for Parks & Rec., Planning Board
<b>G.2</b> Complete Natural Resource Assessment ( <a href="http://nemo.udel.edu/assessments.aspx">http://nemo.udel.edu/assessments.aspx</a> )	Natural Resources/ Conservation	Strengthen City of Carlin Governance Infrastructure Economic Development	Staff: City Manager  Council: None
<b>G.10</b> Continue to provide for safe and efficient solid waste (i.e. trash) collection, treatment, and disposal. Consider viability of installing transfer station.	Natural Resources/ Conservation	Strengthen City of Carlin Governance Infrastructure	Staff: Director of Public Works  Council: Full Council
<b>H.6</b> Develop design standards for each type of land use that convey a unified aesthetic.	Economic Development	Economic Development Housing	Staff: Planning Board  Council: Liaison for Planning Board

**Tier 3 Action Steps 13-18 Months (*Continued*)  
(Resolved by November 2023)**

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
H.7 Once complete, make Parks & Rec and Natural Resource inventories and assessments available for commercial developers. Include: geothermal availability, water rights, flood plains.	Economic Development	Economic Development	Staff: City Manager, Director of Public Works  Council: Liaison for Public Works, Liaison for Planning Board
H.8 Adjust scope of planning board to look at land use in the future (5- and 10-year goals) rather than one issue at a time. Specify how this is done with respect to open meeting laws.	Economic Development	Economic Development Housing	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
H.10 Once maps are complete, ensure regulations/ordinances are in place to match best use of land.	Economic Development	Economic Development	Staff: City Clerk, Assistant City Clerk (Planning Board)  Council: Liaison for Planning Board

**Tier 3 Action Steps 13-18 Months (*Continued*)  
(Resolved by November 2023)**

<b>Action Step</b>	<b>Connected to Which Element of Master Plan</b>	<b>Supports Which Priority</b>	<b>Responsibility</b>
<p><b>H.15</b> Seek education related to processes and expected outcomes of a potential Community Development Corporation. Given the small pool of motivated stakeholders and limited funding, determine whether a:</p> <p>Community Development Corporation, Re-Development District, or Certified Local Government would best suit the City's needs at this time.</p>	Economic Development	Economic Development	<p>Staff: City Manager</p> <p>Council: Full Council</p>
<p><b>H.16</b> Seek education related to processes and expected outcomes of a potential Re-Development District. Given the small pool of motivated stakeholders and limited funding, determine whether a:</p> <p>Community Development Corporation, Re-Development District, or Certified Local Government would best suit the City's needs at this time.</p>	Economic Development	Economic Development	<p>Staff: City Manager</p> <p>Council: Full Council</p>
<p><b>H.17</b> Identify economic development opportunities related to tourism.</p>	Economic Development	Economic Development	<p>Staff: Director of Public Works</p> <p>Council: Full Council</p>
<p><b>H.18</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include improvements to buildings or sharing of buildings.</p>	Economic Development	Economic Development	<p>Staff: City Clerk (and Equestrian Park), Director of Public Works</p> <p>Council: Liaison for Planning Board, Liaison for Public Works</p>

**Tier 3 Action Steps 13-18 Months (Continued)**  
(Resolved by November 2023)

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>H.19</b> Create a “marketing” packet in physical and digital formats that can be easily given to potential developers that identifies the benefits of investing in Carlin, available amenities, etc. One suggestion was a marketing campaign called, “Carlin is Trending.”	Economic Development	Economic Development	Staff: City Manager, Assistant City Clerk (social media, website), Admin. Operations Manager  Council: Liaison for Economic Development
<b>I.2</b> Continue to utilize capital improvement fees from new <b>housing</b> developments to fund capital improvements. Consider whether costs for high-speed internet should be included in capital improvement fees.	Housing	Housing Infrastructure	Staff: City Manager  Council: Full Board
<b>I.3</b> Once inventories are complete, make inventories and assessments available for housing developers.	Housing	Housing Economic Development	Staff: Admin. Operations Manager  Council: Liaison for Public Works
<b>I.5</b> Once maps are complete, ensure regulations/codes are in place to match best use of land.	Housing	Housing Economic Development Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board
<b>I.7</b> Collaborate and plan with neighboring property owners (i.e., railroad, federal, state, etc.) for maintenance, current use, and potential future use of properties adjacent to land owned by the City. This may be accomplished through Memorandums of Understanding with City, through terms of easements, etc. Coordinate with Nevada State Land Use Planning Advisory Council (SLUPAC) as necessary.	Housing	Housing Economic Development Strengthen City of Carlin Governance	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Planning Board

**Tier 3 Action Steps 13-18 Months (Continued)  
(Resolved by November 2023)**

<b>Action Step</b>	<b>Connected to Which Element of Master Plan</b>	<b>Supports Which Priority</b>	<b>Responsibility</b>
<p><b>I.8</b> Code enforcement. Review existing ordinances and related fines and fees related to abandoned buildings, inoperable vehicles, weeds, trash, etc., to determine if they are adequate and meet most recent standards. Update if appropriate.</p>	<p>Housing</p>	<p>Economic Development Strengthen City of Carlin Governance</p>	<p>Staff: Code Enforcement Officer, Admin. Assist. for Police, Director of Public Works, Fire Dept. Director, City Clerk (and Equestrian Park)</p> <p>Council: Liaison for Equestrian Park, Enforcement/Blight, Liaison for Fire Dept., Liaison for Police Dept.</p>
<p><b>I.12</b> Encourage infill development of significant density within urban core. This may be accomplished, in part, by providing an updated list of vacant properties with contact information for current owner on City's website and/or social media accounts.</p>	<p>Housing</p>	<p>Housing</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Liaison for Planning Board</p>
<p><b>I.13</b> Proactively address reasons mortgage companies hesitate to invest in Carlin. Some have suggested the following barriers to obtaining a residential mortgage in Carlin: zoning issues, low appraisals, mobile homes as real property vs. personal property, age of property, and an overly cumbersome process. This may be remedied by including a "Frequently Asked Questions About Buying Property in Carlin" page on the City's website. This page might include links to NV Rural Housing, maps showing available properties, information about site-built vs. manufactured homes, etc.</p>	<p>Housing</p>	<p>Housing</p>	<p>Staff: Assistant City Clerk (social media, website), Assistant City Clerk (Planning Board),</p> <p>Council: Liaison for Planning Board</p>

Tier 3 Action Steps 13-18 Months (Continued) (Resolved by November 2023)			
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<b>I.14</b> By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.	Housing	Housing	Staff: City Manager, Senior Center Director, Building Inspector, Director of Public Works, Assistant City Clerk (Planning Board)  Council: Entire Council, Mayor, Liaison for Planning Board
<b>I.15</b> By July 1, 2023, identify, plan and develop at least one market-rate housing project.	Housing	Housing	Staff: City Manager, Senior Center Director, Building Inspector, Director of Public Works  Council: Entire Council, Mayor, Liaison for Planning Board
<b>K.10</b> Explore partnership with schools/businesses to promote career and technical education (CTE) opportunities for youth. This may include internships or work experience opportunities with City.	Governance	Infrastructure Economic Development Strengthen City of Carlin Government	Staff: City Clerk (and Equestrian Park), Director of Public Works  Council: Liaison for Public Works, Liaison for School District (TBD)
<b>L.3</b> Complete Natural Resource Inventory as recommended by USDA.	Land Use	Infrastructure Strengthen City of Carlin Government	Staff: City Manager  Council: None
<b>L.9</b> Complete Current Land Use Maps using information garnered from all of these inventories (school and community facilities, utilities, parks and open spaces, vacant land, natural resources, cultural and historic places and artifacts).			Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Planning Board

**Tier 3 Action Steps 13-18 Months (Continued)**  
**(Resolved by November 2023)**

Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility
<p><b>L.10</b> Create Future Land Use Maps:  <b>Housing</b> Opportunities and Limitations</p> <p><b>Parks and Open Spaces</b> Opportunities and Limitations</p> <p><b>Commercial Development</b> Opportunities and Limitations</p> <p>Future land use maps will include information about the land such as: topography, slope, drainage, geology, soils, and land cover, as well as access to geothermal or other resources, utilities, streets and roads, in an easily accessible format for potential developers.</p>	Land use	Infrastructure Economic Development Strengthen City of Carlin Government	<p>Staff: City Manager, Assistant City Clerk (Planning Board)</p> <p>Council: Planning Board</p>

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## Ongoing Action Steps

These Action Steps represent ongoing, routine work of the Planning Board and should be added to the City of Carlin’s Master Calendar once it is in place. The wording of the Ongoing Action Steps may change as specific topics are addressed or morph, but these represent communications and activities that will not change over time. Specific Action Steps (i.e., A.2, L.4, etc.) are not identified. The intention of the Ongoing Action Steps is to capture the essence of the task, not necessarily the details.

Ongoing Action Steps for Routine Review				
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility	Frequency (Annually, Twice Annually, Quarterly, Monthly)
Review of Master Plan Elements to determine if any have changed enough to warrant updating. Review and re-ordering of Action Steps on Master Plan Tiers.	Governance	Strengthen City of Carlin Governance	Staff: Assistant City Clerk (Planning Board)  Council: Planning Board	Quarterly.
Prepare report for City Council that makes recommendations about implementing Master Plan (pursuant to NRS 278.190).	Governance	Strengthen City of Carlin Governance	Staff: City Manager  Council: Planning Board	Quarterly review by Planning Board (see above).  Annually, beginning in May 2023, or as needed based on review and acceptance procedures outlined in Implementation plan.

<p>Update from School Board Liaison about trends in enrollment, facility needs, opportunities for CTE collaboration.</p>	<p>Community Facilities/Schools</p>	<p>Support Youth and Elderly  Economic Development</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor, Planning Board Liaison for School Board (TBD), Liaison for Economic Development</p>	<p>Once a Liaison has been identified the first update may be anticipated in 0-6 months, then semi-annually</p>
<p>Update regarding capital improvements schedule and capital improvement fees.</p>	<p>Community Facilities  Transportation  Housing</p>	<p>Infrastructure  Housing  Economic Development  Support Youth and Elderly</p>	<p>Staff: Director of Public Works, City Manager  Council: Liaison for Public Works, Liaison for Economic Development</p>	<p>Within 0-6 months, then annually after the close of each fiscal year to review actual figures.</p>
<p>Update regarding Parks &amp; Rec. plans for future development</p>	<p>Parks and Rec.</p>	<p>Infrastructure  Support Youth and Elderly</p>	<p>Staff: Director of Public Works  Council: Liaison for Parks and Rec.</p>	<p>Initially within 7-12 months, annually thereafter before next budget is due.</p>

<p>Update from Senior Center Director regarding visits from social services from Elko County or State to Carlin for seniors and other age groups and advertising to the public.</p>	<p>Transportation</p>	<p>Support Youth and Elderly</p>	<p>Staff: Senior Center Director  Council: Liaison for Senior Center</p>	<p>Sem-Annually to Planning Board. Updates to public with monthly menus and on City website calendar.</p>
<p>Update from Carlin's LEPC representative, Fire and Police to review Emergency Action Plan, Hazard Mitigation Plan, Emergency Response Plan, Active Notification System.</p>	<p>Natural Hazards  Public Safety</p>	<p>Infrastructure  Support Youth and Elderly</p>	<p>Staff: City Manager, Assistant City Clerk (social media, website), Chief of Police, Fire Dept. Director, Director of Public Works  Council: Liaison for Fire Dept., Liaison for Police Dept., Liaison for Public Works</p>	<p>Initial update within 0-6 months, annually thereafter.</p>

<p>Update from Director of Public Works related to preventing and cleaning up illegal dumping sites.</p>	<p>Natural Resources/ Conservation</p>	<p>Economic Development  Support Youth and Elderly</p>	<p>Staff: Chief of Police, Director of Public Works, Fire Dept. Director  Council: Liaison for Public Works, Liaison for Police Dept., Liaison for Economic Development</p>	<p>Annually each spring tied in with town clean-up event planning.</p>
<p>Update from City Manager related to alternative funding for key commercial and housing development opportunities.</p>	<p>Economic Development  Housing</p>	<p>Economic Development  Support Youth and Elderly</p>	<p>Staff: City Manager  Council: Mayor, Liaison for Economic Development  In collaboration with NNRDA and NV Rural Housing.</p>	<p>Initially within 0-6 months, semi-annually thereafter in line with NNRDA and NV Rural Housing calendars.</p>

<p>Update regarding recruitment and retention and equipment inventory from Chief of Police and Fire Dept. Director</p>	<p>Public Safety</p>	<p>Support Youth and Elderly  Economic Development</p>	<p>Staff: Chief of Police, Admin. Assist. for Police, Fire Dept. Director, Admin. Assist. for Fire Dept., City Manager  Council: Liaison for Fire Dept., Liaison for Police Dept., Liaison for Economic Development</p>	<p>Initial equipment inventory within 0-6 months, annually thereafter.  Recruitment and retention report quarterly or more often if needed.</p>
<p>Update about decision to become a Certified Local Government or the creation of a Historic Preservation Committee and ongoing efforts to preserve cultural and historic resources.</p>	<p>Cultural and Historic Resources Preservation</p>	<p>Economic Development  Support Youth and Elderly</p>	<p>Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board, Liaison for Economic Development  In collaboration with Carlin Historical Society</p>	<p>Initially within 7-12 months for the initial steps, semi-annually thereafter or as needed.</p>

<p>Update about upgrades and maintenance to all utilities and conformity with appropriate codes and statutes.</p>	<p>Public Utilities</p>	<p>Infrastructure Housing Economic Development</p>	<p>Staff: Director of Public Works  Council: Liaison for Planning Board, Liaison for Public Works, Liaison for Economic Development</p>	<p>Initially within 7-12 months, annually or as needed thereafter.</p>
<p>Update about status of City hiring practices, department training plans, onboarding packets, and progress toward meeting employees' needs for training, supplies, etc.</p>	<p>Governance</p>	<p>Strengthen City of Carlin Governance</p>	<p>Staff: City Manager  Council: Full Council</p>	<p>One action item per month on the Council's agenda.</p>

Update related to citizen engagement, including encouraging involvement in planning process.	Governance	Strengthen City of Carlin Governance	Staff: City Manager  Council: Full Council	Monthly, especially regarding social media posts, vacancies on boards, etc.
Update regarding "Carlin is Trending" marketing campaign for commercial and residential developers.	Economic Development  Housing	Economic Development  Support Youth and Elderly	Staff: City Manager  Council: Full Council, Liaison for Economic Development	Initially 7-12 months, annually thereafter.
Begin process of engaging citizens in the next Master Plan, including written survey. Obtain input from external evaluator to maximize results (e.g., Impact Evaluation & Assessment Services)	Governance	Strengthen City of Carlin Governance	Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Planning Board	2025/2026

**Inventories and Maps to be Completed**

Inventories/Reviews/Maps to be Completed				
Action Step	Connected to Which Element of Master Plan	Supports Which Priority	Responsibility	Frequency (Annually, Twice Annually, Quarterly, Monthly)
Update related to Current Land Use Map	Economic Development  Housing  Land Use	Economic Development  Support Youth and Elderly	Staff: Assistant City Clerk (Planning Board), Admin. Operations Manager, Assistant City Clerk  Council: Liaison for Planning Board, Liaison for Economic Development	Initially monthly, until Current Land Use Map is complete, to include the new zoning ordinances and input from the inventory-related action items described below. Slated for completion in 13-18 months.

<p>Update on inventory of parks, public open spaces, and playgrounds owned by City</p>	<p>Parks and Rec Land Use</p>	<p>Support Youth and Elderly  Housing  Economic Development</p>	<p>Staff: Director of Public Works  Council: Liaison for Parks and Rec., Liaison for Economic Development  In collaboration with Parks and Recreation Board</p>	<p>Initial review 7-12 months (slated for completion within 0-6 months), annual review. This will be used in completing the <b>Current and Future Land Use Maps.</b></p>
<p>Update on Natural Resource Inventory, Natural Resource Assessment and Conservation Easements</p>	<p>Natural Resources/ Conservation  Land Use</p>	<p>Infrastructure  Economic Development  Support Youth and Elderly</p>	<p>Staff: City Manager, Planning Board  Council: Liaison for Parks &amp; Rec., Liaison for Economic Development</p>	<p>Initial review 7-12 months (slated for completion within 0-6 months), review every five years. This will be used in completing the <b>Current and Future Land Use Maps.</b></p>

<p>Update on Inventory of Historical and Culturally Significant Places and Artifacts</p>	<p>Cultural and Historic Resources Preservation  Land Use</p>	<p>Economic Development  Support Youth and Elderly</p>	<p>Staff: Assistant City Clerk (Historical Society)  Council: Liaison for Planning Board, Liaison for Economic Development  In collaboration with Carlin Historical Society</p>	<p>Initial review 7-12 months (slated for completion within 0-6 months), review every five years. This may be used in completing the <b>Current and Future Land Use Maps.</b></p>
<p>Update on inventory and map of utilities and streets/roads, including paths for bicycles and pedestrians, satellite parking and related facilities, and general plans for sewage, drainage and utilities, and rights-of-way, easements</p>	<p>Parks and Rec.  Public Utilities  Economic Development  Housing  Land Use</p>	<p>Infrastructure  Housing  Economic Development  Support Youth and Elderly</p>	<p>Staff: Director of Public Works  Council: Liaison for Planning Board, Liaison for Public Works, Liaison for Economic Development</p>	<p>Initial inventory update in 7-12 months, semi-annually to discuss any new businesses or changes. This will be used in <b>Current and Future Land Use Maps.</b></p>

<p>Update on inventory and map of school facilities</p>	<p>Community Facilities Land Use</p>	<p>Support Youth and Elderly</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor, Planning Board Liaison for School Board (TBD)</p>	<p>Initial inventory update in 7-12 months, every five years unless reason to discuss new business or changes. This will be used in <b>Current and Future Land Use Maps.</b></p>
<p>Update on inventory and map of locations and arrangements of civic centers and all other public buildings</p>	<p>Community Facilities Land Use</p>	<p>Infrastructure Economic Development  Support Youth and Elderly</p>	<p>Staff: Director of Public Works  Council: Liaison for Economic Development</p>	<p>Initial inventory update in 7-12 months, annually to discuss any new business or changes. This will be used in <b>Current and Future Land Use Maps.</b></p>
<p>Inventory and map open and vacant properties</p>	<p>Economic Development  Housing Land Use</p>	<p>Economic Development  Support Youth and Elderly</p>	<p>Staff: City Manager, Assistant City Clerk (Planning Board)  Council: Mayor, Planning Board, Liaison for Economic Development</p>	<p>12 months to review inventory (slated for completion for 7-12 months), annually thereafter. Will be used in <b>Current Land Use Map.</b></p>

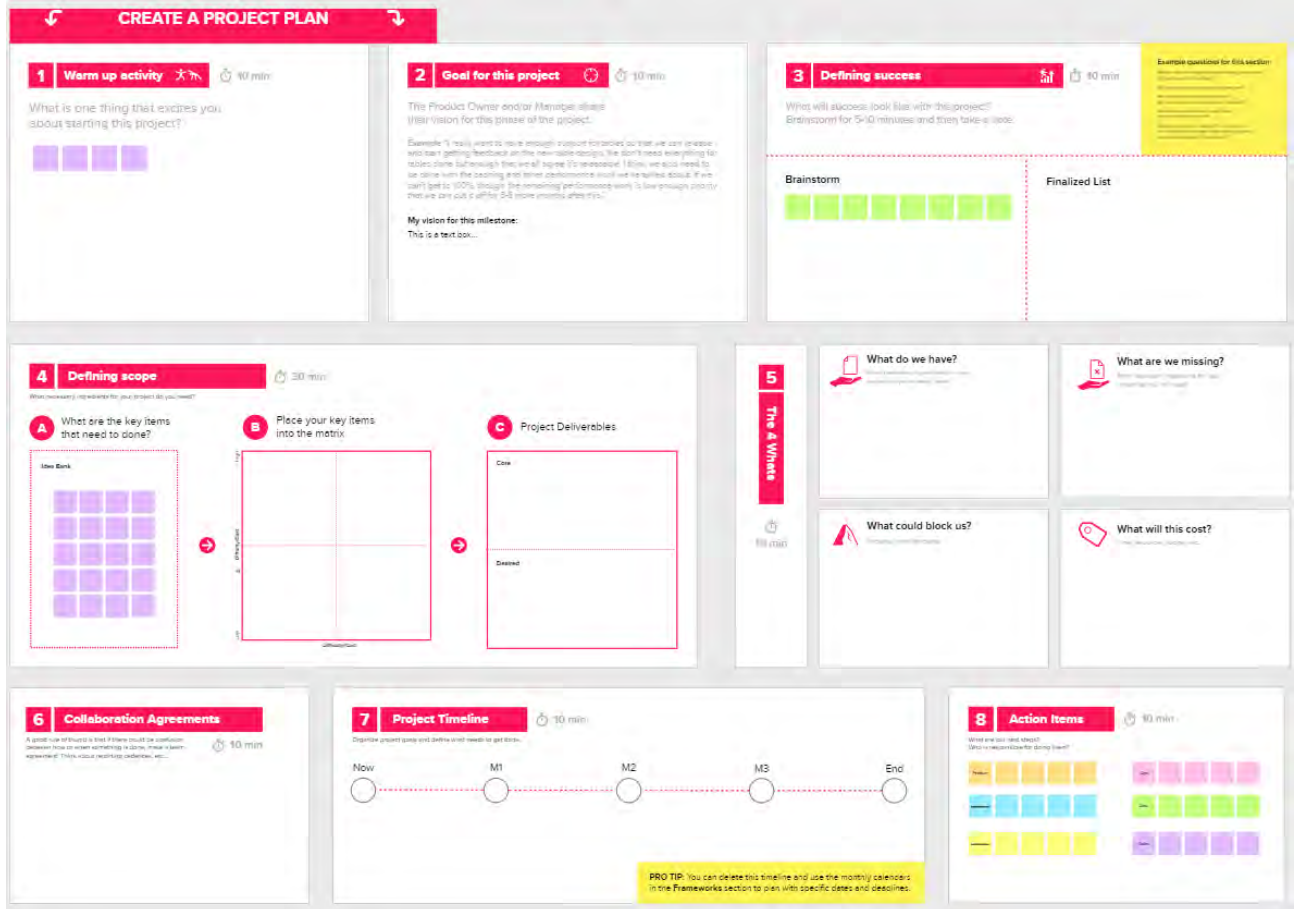
<p>Updated zoning maps in accordance with Title 3.</p>	<p>Land Use</p>	<p>Housing Economic Development</p>	<p>Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Economic Development</p>	<p>Initial update in 7-12 months, every five years unless reason to discuss new business or changes. This will be used in <b>Current and Future Land Use Maps.</b></p>
<p>Completion of Future Land Use Maps (what you want to see in the future)</p>	<p>Land Use</p>	<p>Housing Economic Development</p>	<p>Staff: Assistant City Clerk (Planning Board)  Council: Planning Board, Liaison for Economic Development</p>	<p>Initial review in 18 months (slated for completion in 13-18 months), every five years in connection with master plan revisions.</p>

## Reporting and Tracking Procedures

Some Action Steps are relatively simple. Tracking their implementation can be done simply using some variation of the "Stoplight Report" below:

Stoplight Report					
Action Item (letter.number identification)	Master Plan Element (Parks and Rec, Cultural and Historic Resources, etc.)	Related to Priority (Infrastructure, Housing, etc.)	Tier 1, 2, 3, or 4	Responsible Parties	
Date:					
GREEN/ COMPLETE (DETAILS)	IF COMPLETE, HOW ARE WE SURE THIS IS WELL AND TRULY HANDLED/ INSTITU- TIONALIZED? DO WE NEED AN ORDINANCE, A CHANGE IN JOB DESCRIPTION, TO CALENDAR A RE-CHECK, ETC?	YELLOW/ WORK IN PROGRESS	DO THE PEOPLE RESPONSIBLE FOR THIS ACTION STEP NEED ANY ADDITIONAL SUPPORT (E.G., PERSONNEL, MONEY, ETC., TO COMPLETE?)	RED/ CAN'T COMPLETE AT THIS TIME AND HERE'S WHY	DOES THIS LEAD TO A NEW CONCERN OR ACTION STEP?

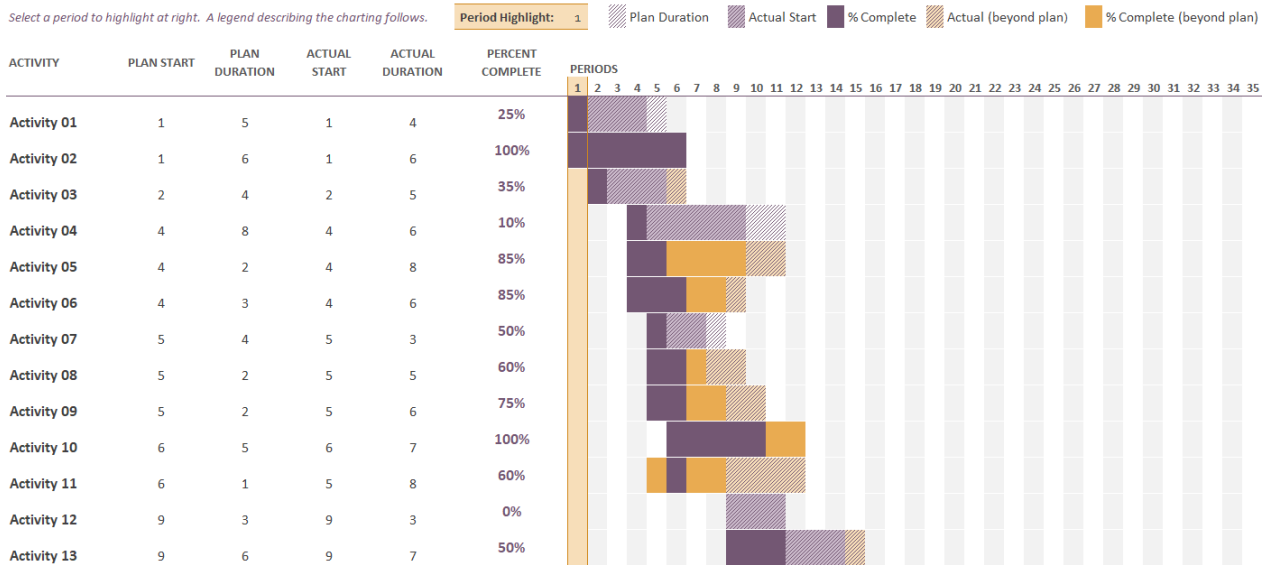
Some Action Steps are more complicated and will require the use of more complex project planning tools, see examples below:



Interactive, web-based, multi-user project plan template from Mural (<https://www.mural.co/>)

# Project Planner

Select a period to highlight at right. A legend describing the charting follows.



Gantt Chart template from Excel.

The City may wish to explore the benefits to adopting a more comprehensive project management software. Some examples include:

- monday.com
- robohead.net
- atlassian.com
- trackvia.com

There are also several software options for citywide management that might provide project management as well as support other city functions. Some examples include:

- citenserve.com
- municipalsoftware.com
- idtPlans.com
- encodeplus.com
- munilogic.com

We will return to our example of **D.3** to demonstrate how different Action Steps might require different reporting and tracking tools. Progress on the initial Action Step of exploring options could be reported to the Planning Board using the Stoplight Report (Green for Complete, but we need to add two new Action Steps: adding signage and locating a more appropriate parking location). The Action Step of adding signage

would also require the simple Stoplight Report. Locating more appropriate parking, however, would likely involve several sub-steps. The use of a more complex planning tool, such as a Gantt Chart or a web-based project planning tool would be more appropriate.

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## Acknowledgements

Carlin citizens who completed a written survey or took part in a planning workshop

Madison Aviles, City Manager

City Staff: LaDawn Lawson, City Clerk  
Melinda Harris, Assistant City Clerk  
Jaimie Maughan, Assistant City Clerk

Planning Board: Karla Jones, Chairperson  
Jan Brizee, Vice Chairperson  
Khatlyn Micheli  
Anna Claudine Meierhoff  
Liza Micheli  
Nikki Armstrong (Resigned)

City Council: Dana Holbrook, Mayor  
Lincoln Litchfield, Vice-Mayor, Councilperson  
Pam Griswold, Councilperson  
Margaret Johnston, Councilperson  
Cameron Kinney, Councilperson

Ella Trujillo, Carlin Historical Society

Janet Iribarne, Elko County Assessor

D. Mike Smales, Elko County Recorder

Frederick Steinmann, Assistant Research Professor with the University Center for  
Economic Development, College of Business at the University of Nevada, Reno

CTA Architects Engineers

Josh Hays, JuiceBox Productions <http://juiceboxproductionsco.com/>

Cover Art: *West Main Street, Carlin. January 2022. Photo Credit: Madison Mahon, Carlin  
City Manager*

### Carlin Qualities of Life

**What is it about the quality of life in Carlin that appeals to you?** 1  
 = Not Appealing to Me and 5 = Very Appealing to Me

Level of Citizen Involvement/Volunteerism																				Avg	3.616822												
3	3	4	3	5	1	5	4	5	3	5	3	3	4	4	4	2	3	3	4	4	4	4	4	4	5	3	3	2	2	5	Median	4	
																																Mode	3
3	3	4	5	5	5	4	5	5	2	5	3	4	4	5	4	2	3	3	5	5	5	4	2	2	4	2	3	2					
2											1	2	3	3	3	3	3	3	4	4	4	4	4	5	5	5	5	5	5				

The Rural Landscapes - Wide Open Space																				Avg	3.771429												
4	3	3	5	4	5	4	5	3	4	5	4	5	2	4	2	4	5	5	4	4	4	3	4	5	2	4	1	1			Median	4	
																																Mode	4
2	5	4	5	5	5	4	5	5	3	4	4	5	4	4	5	3	3	5	5	5	3	4	2	3	2	4	5	4					
3												1	2	2	3	3	3	3	3	3	3	4	4	4	4	5	5	5	5				

The Resource Based Nature of the Community (Farming, Ranching, Mining)																				Avg	3.844037														
4	3	3	3	4	5	5	5	5	3	4	4	3	4	3	4	4	4	5	5	4	4	4	4	2	4	5	4	5	4			Median	4		
																																Mode	5		
2	5	4	5	5	5	5	5	5	2	5	4	5	4	1	5	5	4	4	3	5	3	5	4	1	3	1	5	3	3						
3													1	2	2	2	3	3	3	3	3	3	3	4	4	4	4	4	5	5	5				

The Rural Work Ethic																				Avg	3.619048													
4	3	3	3	3	4	5	5	5	4	3	5	3	3	2	4	3	2	3	4	4	4	4	2	4	4	3	4	3	1			Median	4	
																																Mode	4	
3	4	3	5	5	5	5	5	5	3	5	3	5	4	4	4	2	4	3	5	5	5	3	1	3	1	4	3	4						
4													1	1	2	3	3	3	3	3	4	4	4	4	4	4	5	5	5	5				

The Friendly and Supportive Neighbors																				Avg	3.90566													
3	5	4	5	5	3	5	5	5	3			4	3	4	4	4	2	4	5	5	4	2	4	4	4	5	4	2	4			Median	4	
																																	Mode	5
2	4	5	5	5	5	5	5	5	3	5	2	4	4	5	4	5	2	4	5	5	5	5	4	1	1	2	5	3	2					
2													1	2	3	3	3	4	4	4	4	4	4	4	4	5	5	5	5	5				

The Feeling of Safety - Lack of Crime																				Avg	3.735849												
3	4	4	4	5	3	5	5	3	5	5	4	3	2	3	4	2	1	5	5	4	2	3	4	5	5	4	3	5			Median	4	
																																Mode	5
2	4	3	5	5	5	4	5	4	4	5	2	4	4	5	4	5	4	5	5	4	4	3	1	2	3	4	1						
1																																	

## Carlin Qualities of Life

<i>The Availability of Appropriate Housing</i>																				Avg	3.161905										
3	1	1	3	2	3	5	5	2	4	4	1	3	1	3	2	2	3	4	4	2	3	4	3	4	3	5	Median	3			
			3	3	5	4	3	4	3	4	2	5	5	3	2	1	5	3	1	4	2	4	5	4	2	2	2	2	4	Mode	3
3	3	2	4	5	5	3	4	3	4	4	1	3	4	2	4	5	3	3	5	5	1	2	2	4	3	2	1	4	3		
2																															

<i>The Traditional Family Values in the Community</i>																				Avg	3.787037											
3	3	5	3	4	3	4	5	5	2	5	5	4	5	4	4	4	2	3	5	5	5	2	3	3	5	3	4	3	1	Median	4	
			3	4	3	4	5	4	3	5	3	4	5	5	2	3	4	3	3	4	2	4	5	4	4	2	3	1	1	4	Mode	5
3	3	5	5	5	5	4	5	5	4	5	4	5	4	5	4	3	4	4	3	4	5	5	4	3	4	3	2	2	3	2		
3																																

<i>Good Employment Opportunities</i>																				Avg	3.666667										
3	3	4	3	3	4	4	5	5	2	4	5	3	4	1	3	4	4	1	3	5	2	4	5	5	4	4	4	5	Median	4	
			3	4	5	5	5	4	4	1	3	5	3	1	2	4	3	5	5	2	5	5	5	4	2	2	3	2	4	Mode	5
4	4	3	5	3	5	3	5	5	3	5	5	5	4	1	4	5	3	4	5	5	5	4	2	4	2	1	3	3	2		
3																															

<i>A Sense of Place - Familiarity</i>																				Avg	3.824074											
3	5	3	5	5	3	4	5	5	4	3	3	3	4	4	3	4	3	3	5	5	5	4	5	4	4	5	4	3	1	Median	4	
			5	4	3	5	5	4	4	4	5	1	3	5	5	4	5	4	3	4	4	3	4	4	5	2	2	3	2	Mode	5	
3	3	4	5	5	5	5	5	5	3	5	3	5	4	2	4	5	2	4	5	5	5	4	4	3	1	3	3	3	2			
3																																

<i>A Sense of Community</i>																				Avg	3.677778											
3	5	3	5	5	2	4	5	5	3	4	4	3	4	4	4	3	2	3	5	5	5	4	4	4	4	4	5	2	3	1	Median	4
			1	4	3	3	5	4	5	4	5	3	2	5	5	2	4	4	4	4	2	5	4	5	5	2	2	3	2	2	Mode	5
2	2	5	5	5	5	4	5	5	3	5	2	5	4	2	4	5	3	4	5	5	5	4	4	2	1	4	3	3	3			
2																																

<i>The Lack of Urban Sprawl</i>																				Avg	3.352381											
3	3	2	3	4	4	4	5	5	3	1	1	4	4	3	3	2	4	1	5	4	4	4	5	4	5	4	3	1	Median	3		
			1	3	3	3	3	3	3	4	5	3	3	5	2	4	5	3	2	4	2	3	3	3	4	5	4	1	4	4	Mode	3
3	2	5	3	5	5	5	3	3	4	1	5	4	2	3	5	2	4	4	1	4	2	3	3	2	4	3	3	3				
4																																

<i>The Clean Environment</i>																				Avg	3.761905											
3	3	4	3	3	5	4	5	5	3	5	5	4	3	1	4	3	3	2	4	5	5	2	4	5	5	3	4	3	5	Median	4	
			1	5	3	4	3	5	3	5	2	3	5	5	4	5	5	4	2	4	5	4	3	5	2	1	5	5	5	Mode	5	
1	4	4	5	5	5	3	5	5	4	5	4	5	4	1	4	5	3	5	5	5	4	3	2	1	2	5	3	1				
2																																

## Carlin Qualities of Life

<i>The Wildlife and Its Habitat</i>																				Avg	3.809524														
3	3	3	3	4	5	5	4	4	4	4	5	5	4	2	4	3	4	4	4	5	4	3	4	5	3	3	3	2	Median	4					
	1	5	4		4	4	5	3	5	2	3	5	5	4	5	5	3	4	4	2	4	3	4	3	1	4	4	4	Mode	4					
4	5	4	5		5	4	5	5	3	5	5	5	4	5	4	5	3	3	4	5	5	4	3		3	1	5	3	4						
3															1	2	2	2	3	3	3	3	3	3	4	4	4	4	5	5	5	5	5		

<i>The Smaller Population</i>																				Avg	3.583333															
5	5	4	5	3	3	5	4	5	5	1	4	5	4	2	4	4	4	1	4	3	4	4	4	5	5	5	2	3	1	Median	4					
	3	5	5	2	5	2	5	4	5	3	4	2	5	4	5		4	3	5	5	4	3	4	5	5	3	2	4	4	Mode	5					
3	5	4	3	5	5	1	5	3	4	5	1	5	4	1	4	5	2	3	1	1	3	4	4	3	3	1	5	3	3							
3															1	1	2	2	2	3	3	3	3	3	3	3	4	4	4	4	5	5	5	5		

<i>Good Income</i>																				Avg	4.009524														
3	3	4	3	4	4	5	5	5	3	3	4	4	4	4	3	4	4	2	4	5		4	4		5	5	4	4	5	Median	4				
	5	5	4	5	5	5	5	3	2	2	2	5	5	4	3	4	4	5	3	2	4	5	4	5	3	3	4	4	4	Mode	5				
4	5	3	4	5	5	5	5	4	5	5	5	4		5	5	2	4	5	5	5	4	4		3	3	3	3	3							
3															2	2	3	3	3	3	3	4	4	4	4	5	5	5	5	5	5	5	5		

<i>The Level of Health Services Available</i>																				Avg	3.190476										
3	3	3	3	3	4	2	5	5	2	5	4	3	3	1	3	4	3	5	3	5		1	2	3	3	2	4	3	5	Median	3
		4	4	5	4	3	3	3	2	1		3	5	2	4		4	1	4	3	3	5	3	2	3	1	1	3	3	Mode	3
1	3	3	5	4	5	4	3	5	4	5	2	4	4	1	5	1	3	4	5	5	3	3	3	4	2	3	3	4	1		
1										1	1	1	2	2	2	3	3	3	3	3	3	4	4	4			5	5	5		

<i>The Recreational Activities</i>																				Avg	3.420561														
2	3	3	3	5	4	4	5	5	3	3	3	4	3	2	3	2	4	3	2	4		2	3	4	5	4	2	3	5	Median	3				
	3	3	3	5	4	4	4	3	3	3	5	2	5	3	3		4	4	4	2	5	5	5	4	3	2	3	3	3	Mode	3				
3	2	3	5	5	5	2	5	2	4	3	4	4	4	1	4	4	3	3	1	5	4	3	2	1	4	1	3	3	3						
2															2	2	2	3	3	3	3	3	3	4	4	4	4	5	5	5	5	5	5		

<i>The Appropriate Land Uses</i>																				Avg	3.462264															
2	3	3	3	3	4	3	5	5	3	4	4	3	3	2	3	2	3	3	2	4		2	3	2	5	4	4	4	5	Median	3					
	3	3	3	5	4	3	4	3	3	1	5	2	5	4	2		4	4	5	5	4	5	4	3	5	4	3	4	3	Mode	3					
3	4	3	5	5	5	3	5	3	4	5	4	5	4	1	4	4	4	3	5	5		3	3	2	4	2	3	3	4							
3															1	1	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4	4	4	5		

<i>Good Transportation Routes</i>																				Avg	3.471698															
2	3	2	3	3	4	2	5	5	2	4	5	3	3	3	3	2	2	3	3	5		2	4	4	4	3	4	4	5	Median	3					
	3	3	4	5	4	1	4	3	1	3	3	3	5	4	3		4	3	5	2	4	5	4	2	1	3	3	4	3	Mode	3					
4	5	4	5	5	5	5	5	5	4	5	3	5	4	3	4	4	3	5	5	5		3	4	1	4	2	3	2	4							
3															1	1	2	2	3	3	3	3	3	3	3	3	4	4	4	4	4	4	5	5		

## Carlin Qualities of Life

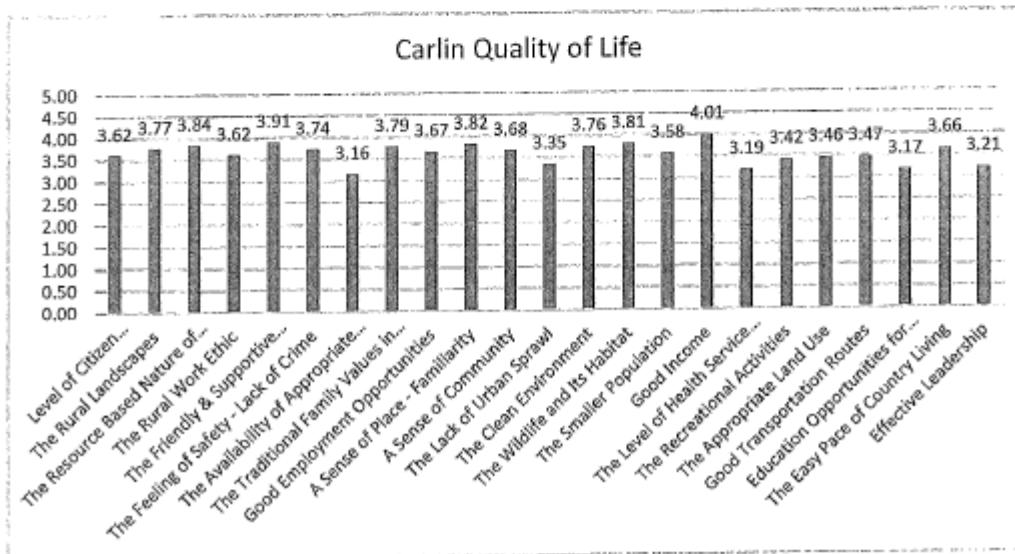
<i>Education Opportunities for Residents</i>																				Avg	3.169811										
2	3	4	3	2	2	3	5	5	2	4	4	2	3	2	3	2	3	3	4	4	1	2	3	3	4	4	3	5	<i>Median</i>	3	
		3	5	4	3	1	4	4	1	3	4	3	2	2	2		3	4	4	3	2	3	2	3	3	2	2	4	<i>Mode</i>	3	
3	5	2	5	4	5	3	5	3	4	5	2	5	4	1	4	4	5	3	4	2	4	4	2	2	3	2	3	3	2		
2											1	1	1	2	2	2	3	3	3	4	4	4	4	4	4	4	5	5	5		

<i>The Easy Pace of Country Living</i>																				Avg	3.657407													
3	5	5	5	2	3	4	5	5	4	5	4	4	4	3	4	4	2	3	5	4	4	4	4	5	4	2	4	1	<i>Median</i>	4				
		3	4	4	3	3	2	4	5	5	5	4	3	5	5	5		4	3	5	2	4	3	4	4	5	3	1	2	4	<i>Mode</i>	4		
2	5	4	5	5	5	5	5	5	3	5	4	5	4	1	4	5	3	4	1	5	4	3	3	4	2	1	5	2	3					
3											1	1	2	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	5	5	5		

<i>Effective Leadership</i>																				Avg	3.214953											
3	3	3	3	2	5	1	5	5	2	4	5	2	3	1	3	4	2	2	3	5	4	1	2	4	3	3	5	2	5	<i>Median</i>	3	
		3	1	5	4	4	4	5	1	5	5	1	5	2	4		5	1	5	2	3	5	3	3	1	1	1	1	4	<i>Mode</i>	5	
1	3	2	5	5	5	3	5	4	4	5	2	5	4	1	5	3	5	3	5	5	5	3	2	1	1	4	3	2	1			
1											1	1	1	2	2	2	2	3	3	3	4	4	4	4	5	5	5	5	5	5		

## Carlin Qualities of Life

Category	Avg
Level of Citizen Involvement/Volunteerism	3.62
The Rural Landscapes	3.77
The Resource Based Nature of Community	3.84
The Rural Work Ethic	3.62
The Friendly & Supportive Neighbors	3.91
The Feeling of Safety - Lack of Crime	3.74
The Availability of Appropriate Housing	3.16
The Traditional Family Values in the Community	3.79
Good Employment Opportunities	3.67
A Sense of Place - Familiarity	3.82
A Sense of Community	3.68
The Lack of Urban Sprawl	3.35
The Clean Environment	3.76
The Wildlife and Its Habitat	3.81
The Smaller Population	3.58
Good Income	4.01
The Level of Health Service Available	3.19
The Recreational Activities	3.42
The Appropriate Land Use	3.46
Good Transportation Routes	3.47
Education Opportunities for Residents	3.17
The Easy Pace of Country Living	3.66
Effective Leadership	3.21



## Community Goals

Please rate the following Community Goals on a scale from Least Important to most important.  
1 = Least 5 = Most

<i>Community Pride/Image</i>																				Avg	4.039604								
3	5	1	3	3	3	3	3	4	5	3	3	3	5	3	5	4	4	3	5	4	4	4	1	5	3	4	<i>Median</i>	4	
4	5	5	5	5	5	3	4	2	3	5	3	5	4	5	4	5	3	4	4	5	4	3	5	4	5	1	<i>Mode</i>	5	
4	1	5	5	5	5	5	3	5	4	5	1	4	5	5	3	1	5	5	4	3	5	5	5	5	5				
5										5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	3	3	3		

<i>Improved Infrastructure (i.e. roads, bridges, utilities)</i>																				Avg	4.7									
5	5	5	5	5	5	5	5	5	5	1	4	5	5	5	5	5	5	5	5	5	5	5	5	3	5	5	<i>Median</i>	5		
5	5	5	5	5	5	4	5	5	4	5	2	5	5	2	4	5	5	5	5	5	5	5	5	5	5	5	<i>Mode</i>	5		
5	5	5	3	5	5	4	5	4	4	5	4	5	5	4	5	5	5	4	5	4	2	5	5	5	5	5				
5										5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4		

<i>Keeping Rural Way of life</i>																				Avg	3.211009										
3	5	5	5	4	5	3	4	5	3	1	3	5	3	5	5	3	2	3	4	3	3	4	3	4	5	2	3	3	<i>Median</i>	3	
1	1	3	5	3	5	3	5	4	5	2	5	2	3	3	4	4	2	4	4	2	3	2	3	3	2	2	1	3	<i>Mode</i>	3	
2	4	5	4	5	5	1	5	3	3	4	3	5	3	2	5	4	3	1	4	3	3	2	2	3	1	4	2	3			
4										5	5	4	4	3	3	3	3	3	3	2	2	2	2	2	2	1	1	1	1		

<i>New Business Start-Ups</i>																				Avg	4.110092											
4	3	5	4	5	3	2	5	4	3	3	5	3	5	5	4	3	4	3	4	3	3	4	3	4	4	5	5	<i>Median</i>	4			
5	3	2	4	4	3	5	3	5	5	5	5	5	5	2	2	5	5	5	5	5	5	4	4	4	5	4	3	<i>Mode</i>	4.5			
4	4	4	3	5	5	5	5	3	5	5	5	4	5	4	5	3	4	5	4	5	3	4	4	4	4	1	5	4				
5										5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	3	3	3	1		

<i>Well-Trained Workforce</i>																				Avg	3.795455										
4	5	3	3	3	3	3	4	5	4	2	5	2	5	4	5	4	2	5	3	3	5	3	3	3	4	4	5	3	<i>Median</i>	4	
5	3	1	5	5	5	3	4	5	3	5	5	5	2	3	4	4	3	5	2	5	2	4	2	4	5	4	3	<i>Mode</i>	4		
4	3	4	4	5	5	3	5	4	4	5	2	5	3	4	4	2	4	5	3	5	3	3	3	4	3	3	4	5			
5										5	5	5	5	5	5	5	4	4	4	4	4	4	4	3	3	3	2	2	1		

<i>More Local Stores/Services</i>																				Avg	4.004545											
4	4	5	2	5	3	2	4	5	5	3	2	5	4	5	4	5	3	3	3	4	4	3	1	4	2	4	2	5	5	<i>Median</i>	4	
5	3	2	3	5	4	5	5	5	5	5	3	5	2	3	5	5	4	3	5	5	5	5	2	4	5	4	3	<i>Mode</i>	4			
5	3	5	4	5	5	4	5	5	4	5	4	5	4	4	2	4	5	4	5	4	2	5	4	4	1	4	5					
4										5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	3	3	1		

## Community Goals

<i>Historic Preservation</i>																				Avg	3.201835											
3	3	2	4	2	4	2	2	2	5	4	2	4	5	5	5	1	2	3	3	4	1	3	5	3	4	5	3	4	<i>Median</i>	3		
4	5	1	3	4	2	5	5	3	3	4	4	1	5	2	2	4	3	3	3	3	3	2	5	1	1	1	2	<i>Mode</i>	3			
3	3	4	4	5	5	3	5	4	3	5	3	5	4	4	4	5	2	5	4	2	5	4	1	2	1	3	1	2	1			
1										5	5	5	4	4	4	4	4	4	4	4	3	3	3	3	2	2	2	1	1	1		

<i>Attracting Industry</i>																				Avg	3.733945											
3	3	1	3	1	3	3	4	3	5	5	3	4	2	4	3	5	4	2	4	3	3	4	3	4	4	4	3	5	5	<i>Median</i>	4	
5	5	3	2	3	4	5	5	3	3	2	5	5	5	1	2	5	5	3	3	4	5	4	5	4	4	4	4	3	<i>Mode</i>	4		
5	4	4	2	5	5	5	5	4	3	1	5	5	4	5	4	5	3	4	2	2	3	4	4	5	4	5	1	5	4			
4										5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	3	3	3	3	1	1		

<i>Expanding Existing Industry</i>																				Avg	3.574074											
3	3	1	4	1	4	2	4	5	5	3	3	4	3	4	3	5	3	2	2	4	3	3	3	4	3	5	5	<i>Median</i>	4			
5	3	2	2	3	4	5	4	3	3	2	2	5	5	1	2	5	5	3	3	4	5	4	3	1	4	4	4	3	<i>Mode</i>	4		
4	4	2	3	5	5	5	5	3	4	5	5	4	5	4	4	4	3	3	2	4	4	4	2	4	3	2	5	4				
4										5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	3	3	3	2	1	1		

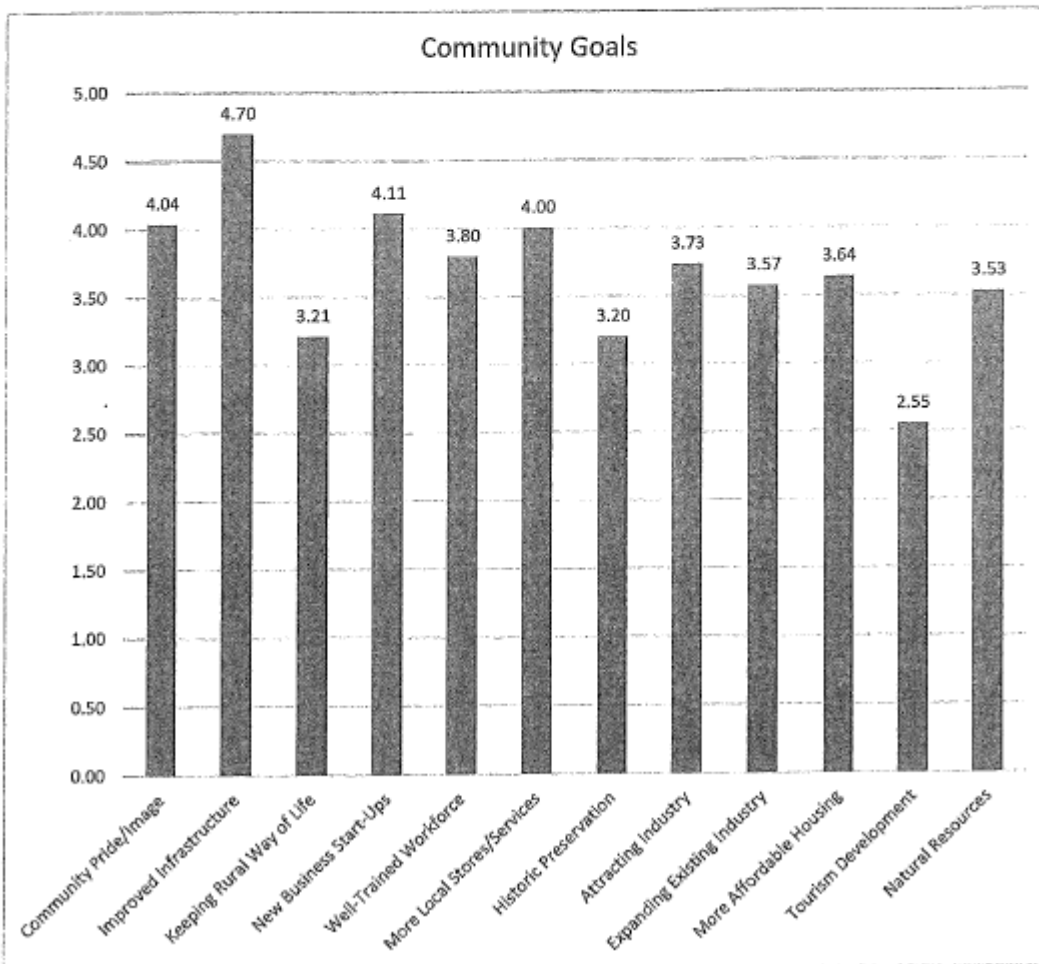
<i>More Affordable Housing</i>																				Avg	3.637615										
4	5	5	2	5	3	2	2	4	4	5	4	3	1	4	5	5	2	3	4	4	3	3	2	4	4	2	3	3	5	<i>Median</i>	4
5	3	1	1	5	3	5	5	3	5	5	4	4	5	1	5	5	3	2	2	5	2	5	3	4	4	4	2	<i>Mode</i>	4		
4	3	3	3	4	5	5	5	1	4	3	4	5	5	4	4	1	3	5	4	5	3	3	4	3	2	2	5	4			
4										5	5	5	5	5	5	5	4	4	4	4	4	4	3	3	3	3	2	2	1		

<i>Tourism Development</i>																				Avg	2.550459										
4	3	3	3	3	3	1	1	2	4	3	3	3	1	4	4	4	1	2	3	4	3	1	3	2	2	3	3	3	<i>Median</i>	3	
2	1	1	3	3	4	5	3	3	3	5	1	1	3	1	1	4	3	1	2	2	3	2	3	5	1	1	1	1	<i>Mode</i>	3	
1	3	3	2	5	5	2	3	1	3	1	1	5	3	3	3	4	1	1	2	4	4	2	2	2	1	3	2	3	1		
1										5	4	4	4	4	4	3	3	3	3	3	2	2	2	2	1	1	1	1	1		

<i>Natural Resources</i>																				Avg	3.527273										
3	4	5	4	5	4	3	2	4	4	2	2	5	2	4	4	4	3	1	3	4	5	3	2	3	2	5	3	3	3	<i>Median</i>	4
2	3	1	4	4	3	4	3	3	3	3	3	3	5	4	1	4	4	5	2	3	4	3	2	3	5	4	5	3	<i>Mode</i>	4	
4	4	3	4	4	5	5	5	5	3	5	3	5	4	5	4	4	1	3	5	3	5	4	4	3	4	3	5	3	5		
5										5	5	4	4	4	4	4	4	4	4	4	3	3	3	3	3	2	2	1	1		

## Community Goals

<b>Category</b>	<b>Average</b>
Community Pride/Image	4.04
Improved Infrastructure	4.70
Keeping Rural Way of Life	3.21
New Business Start-Ups	4.11
Well-Trained Workforce	3.80
More Local Stores/Services	4.00
Historic Preservation	3.20
Attracting Industry	3.73
Expanding Existing Industry	3.57
More Affordable Housing	3.64
Tourism Development	2.55
Natural Resources	3.53



## Economic Well-Being

*What do you see as economic strategies that are required to improve the economic well-being of Carlin? 1 = Least Important to Me and 5 = Most Important to Me.*

<i>Promote Tourism - Nature, Historic, or Scenic</i>																				Avg	2.923076923										
3	3	3	3	3	3	3	3	4	3	4	1	4	2	4	4	2	5	3	3	2	3	2	3	3	3	2	1	Median	3		
		1	4	3		5	5	3	2	5	1	1	5		5	5	2		2	2	4	1	4	3	5	1	1	1	3	Mode	3
2	3	4	3	5	5	3	3	4	2	5	2	4	4	5	3	4	1	3	1	1	4	3	2	1	1	4	3	3	1		
1										1	1	1	1	2	2	2	3	3	3	3	3	4	4	4	4	4	4	4	5		

<i>Retain Existing Buildings</i>																				Avg	4.440366972										
4	5	5	5	4	3	3	3	5	3	4	5	2	5	3	5	5	4	5	5	5	4	5	3	5	5	5	5	5	5	Median	5
		4	5	4	5	5	5	5	5	3	3	4	5	5	5	5	2	5	4	3	5	5	5	5	3	5	5	5	4	Mode	5
4	5	4	4	5	5	5	5	5	4	5	4	5	4	5	5	5	5	4	4	5	5	4	4	2	4	4	3	5	5		
5										3	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5		

<i>Create Clusters of Small Retail Businesses</i>																				Avg	3.759259259											
5	1	3	3	4	2	3	5	4	4	2	5	2	4	4	5	3	3	4	3	4	4	3	4	4	5	3	4	5	Median	4		
		3	1	4	4	4	4	5	2	4	5	4	4	1	5	4	2	5	5	2	4	5	4	4	3	5	4	5	2	Mode	4	
3	4	4	3	5	5	4	5	4	3	3	4	4	4	5	4	5	3	3	5	5	5	3	3	4	4	4	1	5	5			
4										1	2	2	3	3	3	3	3	3	4	4	4	4	4	4	4	5	5	5	5	5		

<i>Organize Festivals Around Local and County Activities</i>																				Avg	3.481481481											
5	4	2	2	4	2	3	5	4	3	4	4	3	5	4	5	3	2	3	4	5	1	4	3	3	5	2	2	5	Median	4		
		1	3	5	4	4	4	5	3	2	3	5	4	5	5	4	1	4	4	3	3	1	3	4	1	2	1	2	4	Mode	4	
2	3	5	3	5	5	5	5	5	2	5	4	4	4	4	5	4	4	4	3	5	4	5	4	3	1	2	3	3	2			
1										1	1	1	3	3	3	3	3	3	4	4	4	4	4	4	4	4	5	5	5	5		

<i>Seek Funding from the State and Federal Sources to Support Development Strategies</i>																				Avg	4.361111111										
5	4	2	2	4	3	4	5	4	4	2	5	1	5	5	5	4	4	4	5	5	3	5	2	4	5	5	3	5	Median	5	
		4	3	5	4	5	5	5	5	5	5	4	5	5	5	5	5	4	3	4	5	4	4	5	5	3	4	4	4	Mode	5
4	2	5	4	5	5	5	5	5	3	5	5	5	4	5	4	5	5	4	5	5	5	3	3	4	5	4	5	5	4		
4										4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5		

<i>Preserve Agricultural Lands</i>																				Avg	3.731481481										
4	5	3	3	5	3	4	3	5	3	4	5	1	3	5	5	3	4	5	5	2	4	1	4	4	3	5	1	Median	4		
		4	4	5	4	4	5	3	1	3	3	1	5	4	5	4	4	5	4	5	3	5	3	1	5	4	4	4	Mode	4	
4	3	4	4	5	5	5	5	5	2	5	3	5	4	5	4	5	5	3	5	3	4	5	2	2	4	2	5	4	4		
4										1	2	2	2	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	5		

## Economic Well-Being

<i>Preserve the Resource Extraction Industry - Mining</i>																				Avg	4.074074074									
5	5	3	3	4	3	5	5	2	1	5	3	3	5	5	5	4	4	5	2	5	2	4	5	4	5	5	Median	4		
		4	5	5	5	5	4	5	3	5	5	5	4	5	4	5	5	3	1	4	5	4	4	1	4	4	4	Mode	5	
4	3	3	4	5	5	5	5	3	3	5	5	4	5	4	5	4	4	3	5	5	4	3	3	4	1	5	3	4		
3										2	2	3	3	3	3	4	4	4	4	5	5	5	5	5	5	5	5	5		

<i>Attract Mine and Agricultural Related Businesses</i>																				Avg	4.004587156									
5	5	3	3	3	4	5	5	2	4	5	3	4	5	5	5	4	4	4	5	2	4	3	4	5	4	5	5	Median	4	
		4	3	5	5	5	5	5	3	2	5	5	4	5	4	5	5	4	1	4	5	4	4	1	4	4	4	Mode	5	
3	4	3	3	5	5	5	5	3	4	4	5	4	5	4	5	4	4	2	5	5	4	1	2	1	4	4	3			
3									1	2	3	3	3	3	4	4	4	4	4	5	5	5	5	5	5	5	5	5		

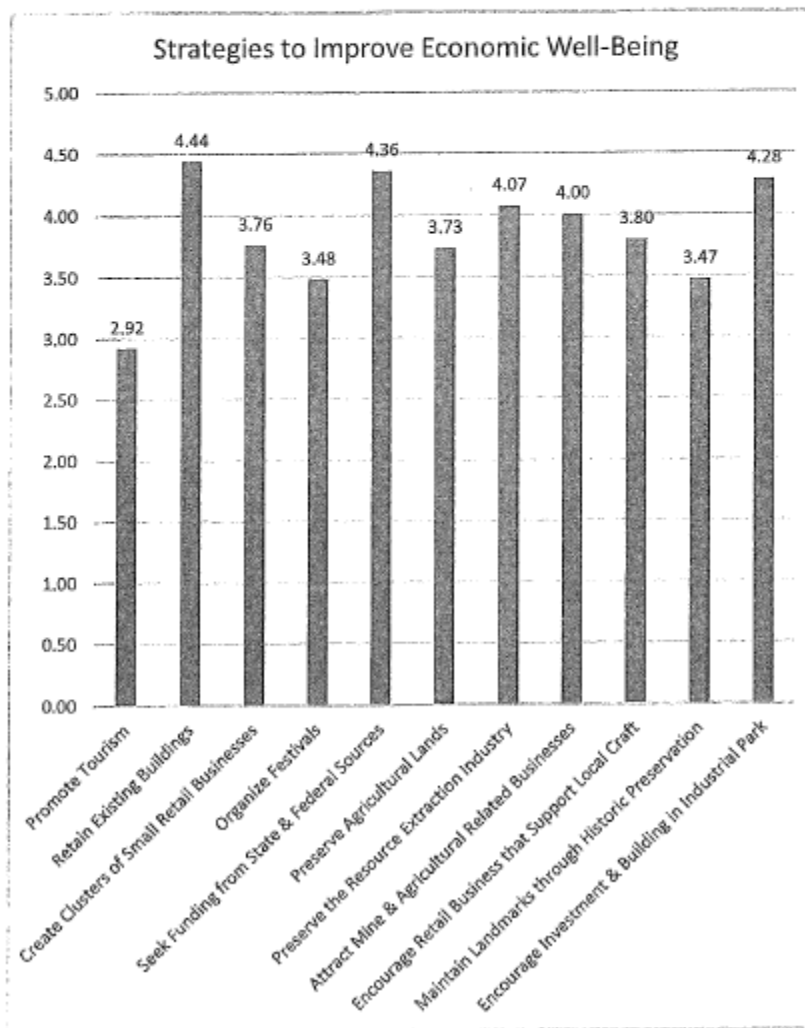
<i>Encourage Retail Businesses that Support Local Craft</i>																				Avg	3.796296296									
4	2	4	4	4	2	4	3	5	3	3	5	2	4	5	2	3	4	4	5	2	4	4	4	5	2	3	5	Median	4	
		3	3	4	4	5	5	3	5	4	4	5	3	4	5	5	4	1	3	5	3	4	3	4	4	4	2	Mode	4	
3	4	4	3	5	5	5	5	3	5	3	5	4	5	4	4	3	3	5	5	5	3	3	3	3	1	5	4			
4									2	2	2	3	3	3	3	4	4	4	4	4	4	4	4	4	4	5	5	5		

<i>Maintain County Landmarks Through Historic Preservation</i>																				Avg	3.472477064										
4	4	4	4	4	2	2	3	5	5	5	5	3	4	5	5	2	2	5	3	5	3	4	4	4	5	3	3	2	5	Median	4
		1	4	4	3	5	5	5	3	3	3	5	3	5	4	4	4	4	3	5	1	5	2	4	1	1	1	3	Mode	4	
2	3	4	4	5	5	5	5	2	5	2	4	4	5	4	4	2	4	5	1	5	4	2	1	1	3	1	3	1			
1									1	1	2	2	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	5	5		

<i>Encourage Investment and Building in the Industrial Park</i>																				Avg	4.28440367										
4	4	1	1	4	3	4	5	5	2	5	1	5	5	5	5	3	5	5	4	4	4	5	4	5	4	5	5	5	Median	5	
		4	3	4	5	5	5	5	5	5	5	5	3	4	4	2	5	4	2	4	5	4	5	3	5	5	5	3	Mode	5	
5	4	4	4	5	5	5	5	3	5	4	5	4	5	4	5	5	4	3	3	5	4	4	2	5	5	4	3	5			
5									3	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5		

## Economic Well-Being

Category	Avg
Promote Tourism	2.92
Retain Existing Buildings	4.44
Create Clusters of Small Retail Businesses	3.76
Organize Festivals	3.48
Seek Funding from State & Federal Sources	4.36
Preserve Agricultural Lands	3.73
Preserve the Resource Extraction Industry	4.07
Attract Mine & Agricultural Related Businesses	4.00
Encourage Retail Business that Support Local Craft	3.80
Maintain Landmarks through Historic Preservation	3.47
Encourage Investment & Building in Industrial Park	4.28



## Natural Resources

*Natural resources are an important part of any community. The water you drink, the open spaces, and the wildlife that you enjoy are all community resources. Listed below are natural resources found in the Carlin Area. Rate each of the natural resources.*

*1 = Least Important to Me. 6 = Most Important to Me*

<i>Vistas/Scenic Views</i>																				<i>Avg</i>	<b>3.830189</b>												
5	3	3	3	4	5	2	4	4	6	3		5	4	6	4	5	3	4	6	4	5	5	4	4	6	5	4	3	1	<i>Median</i>	<b>4</b>		
		1	3	4	5	6	5	2	2	3	1	6	3	6	5	3	4	3	4	6	4	6	3	6	4	4	4	5		<i>Mode</i>	<b>4</b>		
3	3	5	5	6	6	4	6	6	2	1	4	5	5	5		6	2	3	5	6	4	4	2	2	1	4	3	3	1				
2											1	1	2	2	2	2	2	2	2	2	2	2	2	4	4	4	5	5	5	6	6		

<i>Streams/Waterbodies</i>																				<i>Avg</i>	<b>4.773585</b>											
6	6	4	6	5	6	3	6	4	6	5		5	5	6	5	5	6	4	6	6	5	5	6	6	6	6	4	1	<i>Median</i>	<b>5</b>		
		6	6	6	5	6	5	3	6	6	5	6	3	6	6	4	5	6	4	5	4	5	4	6	5	5	6	5		<i>Mode</i>	<b>6</b>	
6	5	5	4	6	6	6	6	6	2	6	4	6	5	5		6	4	3	6	6	6	5	4	6	5	3	6	5	6			
5											1	1	2	2	2	2	2	2	2	2	2	2	4	4	4	5	5	5	6	6		

<i>Wildlife/Wildlife Habitat</i>																				<i>Avg</i>	<b>4.666667</b>										
5	3	2	3	5	6	6	5	4	6	3		5	5	4	5	5	4	5	6	5	5	4	6	6	5	3	4	1	<i>Median</i>	<b>5</b>	
		4	6	6	5	6	6	3	4	3	6	6	3	6	6	5	6	5	4	6	4	6	5	3	5	5	6	5		<i>Mode</i>	<b>6</b>
6	5	6	5	6	6	6	6	6	3	5	6	6	5	5		6	4	3	5	6		4	4	4	5	4	6	5	6		
5											1	1	1	1	1	2	2	4	4	4	5	5	5	5	5	5	6	6	6		

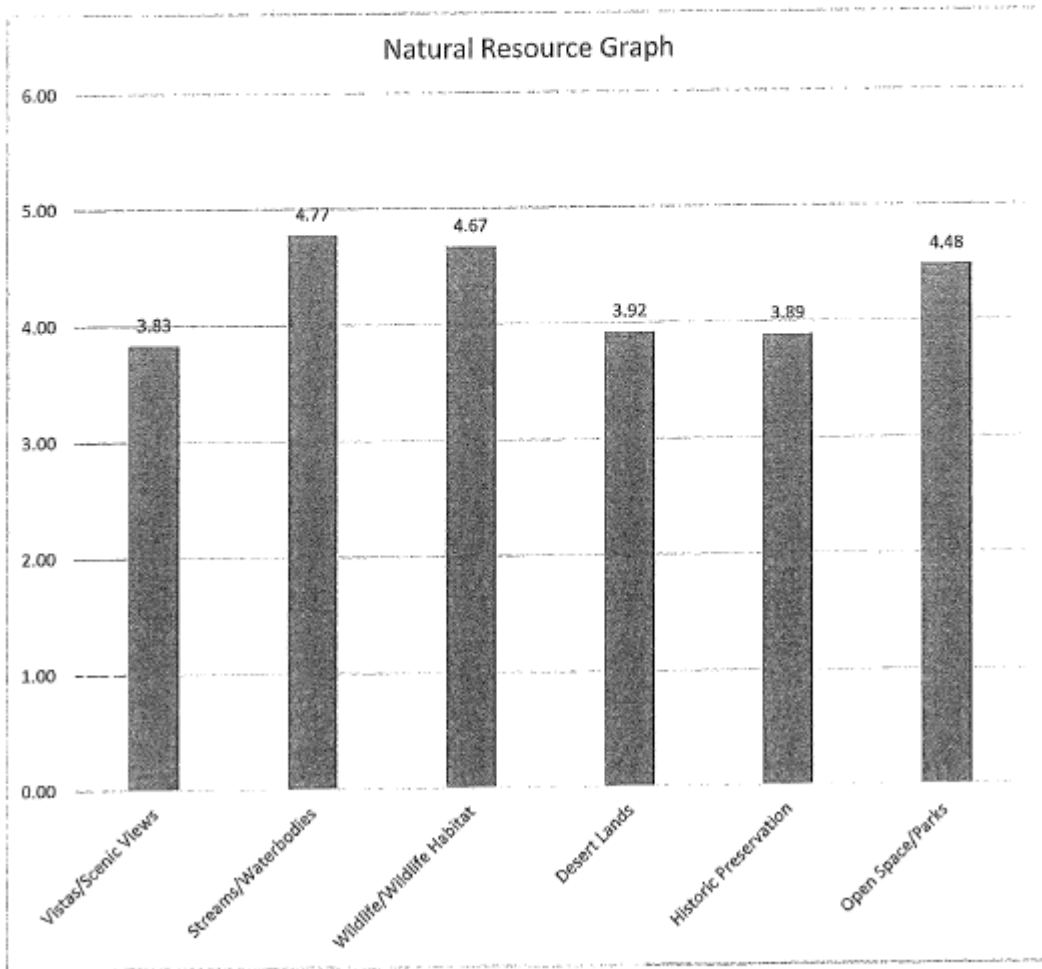
<i>Desert Lands</i>																				<i>Avg</i>	<b>3.919811</b>											
4	3	1	3	3	5	2	5	4	5	4		5	4	4	4	5	4	4	4	4	5	5	4	5	6	2	3	4	1	<i>Median</i>	<b>4</b>	
		3	4	4	3	6	6	4	1	2	1	6	3	6	5	3	3	4	4	3	4	3	3	5	4	4	4	5		<i>Mode</i>	<b>4</b>	
4	4	6	5	5	6	6	6	6	3	5	3	6	5	2		6	2	3	6	6	4	4	5	4	3	3	1	5	5			
4											1	1	1	2	2	2	2	4	4	4	4	4	4	4	5	5	5	5	6	6		

<i>Historic Preservation of Landmarks, Historic Buildings, &amp; Working Lands</i>																				<i>Avg</i>	<b>3.888889</b>										
6	6	3	3	3	5	3	5	2	6	5	5	5	4	5	6	5	1	3	4	4	5	5	6	5	6	6	3	3	4	<i>Median</i>	<b>4</b>
		1	3	5	3	6	6	3	1	3	4	6	3	6	6	2	1	4	4	5	2	5	2	6	1	1	1	4		<i>Mode</i>	<b>6</b>
2	3	3	5	6	6	5	6	6	3	6	4	6	5	5	6	1	4	6	3	6	5	2	2	1	5	1	3	1			
1											1	1	1	2	2	2	2	2	4	4	4	4	4	5	5	5	6	6	6		

<i>Open Space/Parks</i>																				<i>Avg</i>	<b>4.481132</b>										
6	6	2	6	4	4	4	6	6	4		5	5	4	6	6	5	6	4	6	6	5	5	4	5	6	5	2	5	1	<i>Median</i>	<b>5</b>
		4	3	6	4	6	6	3	6	5	4	6	3	6	5	2	2	4	4	2	4	2	4	3	6	6	6	5		<i>Mode</i>	<b>6</b>
5	4	5	5	6	6	6	6	6	3	6	3	5	5		5	6	3	3	5	3	6	4	5	3	6	3	6	5	6		
6											1	1	1	1	2	2	2	2	4	4	4	4	5	5	5	5	6	6	6		

## Natural Resources

Category	Ranking
Vistas/Scenic Views	3.83
Streams/Waterbodies	4.77
Wildlife/Wildlife Habitat	4.67
Desert Lands	3.92
Historic Preservation	3.89
Open Space/Parks	4.48



Please rate the following Community Goals on a scale from Least Important to most important. 1 = Least 5 = Most

Community Pride/Image																				Avg	4.039604							
3	5	1	3	3	3	3	3	4	5	3	3	3	5	3	5	4	4	3	5	4	4	4	1	5	3	4	Median	4
4	5	5	5	5	5	3	4	2	3	5	3	5	4	5	4	5	3	4	4	5	4	3	5	4	5	1	Mode	5
4	1	5	5	5	5	5	3	5	4	5	1	4	5	5	3	1	5	5	4	3	5	5	5	5	5			
5										5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	3	3		

Improved infrastructure (i.e. roads, bridges, utilities)																				Avg	4.7							
5	5	5	5	5	5	5	5	5	5	1	4	5	5	5	5	5	5	5	5	3	5	5	5	3	5	5	Median	5
5	5	5	5	5	5	5	4	5	5	4	5	2	5	5	2	4	5	5	5	5	5	5	5	5	5	5	Mode	5
5	5	5	3	5	5	4	5	4	4	5	4	5	5	4	5	5	5	4	5	4	2	5	5	5	5			
5										5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4		

Keeping Rural Way of life																				Avg	3.211009									
3	5	5	5	5	4	5	3	4	5	3	1	3	5	3	5	3	2	3	4	3	3	4	3	4	5	2	3	3	Median	3
1	1	3	5	3	5	3	5	4	5	2	5	2	3	3	4	4	2	4	4	2	3	2	3	3	2	2	1	3	Mode	3
2	4	5	4	5	5	1	5	3	3	4	3	5	3	2	5	4	3	1	4	3	3	2	2	3	1	4	2	3		
4										5	5	4	4	3	3	3	3	3	3	2	2	2	2	2	2	1	1	1		

New Business Start-Ups																				Avg	4.110092									
4	3	5	4	5	3	2	5	4	3	3	5	3	5	5	4	3	4	3	4	3	3	3	4	3	4	4	5	5	Median	4
5	3	2	4	4	3	5	3	5	5	5	5	5	2	2	5	5	5	5	5	5	4	4	4	5	4	3	3	Mode	4.5	
4	4	4	3	5	5	5	5	3	5	5	5	4	5	4	5	3	4	5	3	4	4	4	4	1	5	4	4			
5										5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	3	3	3	1		

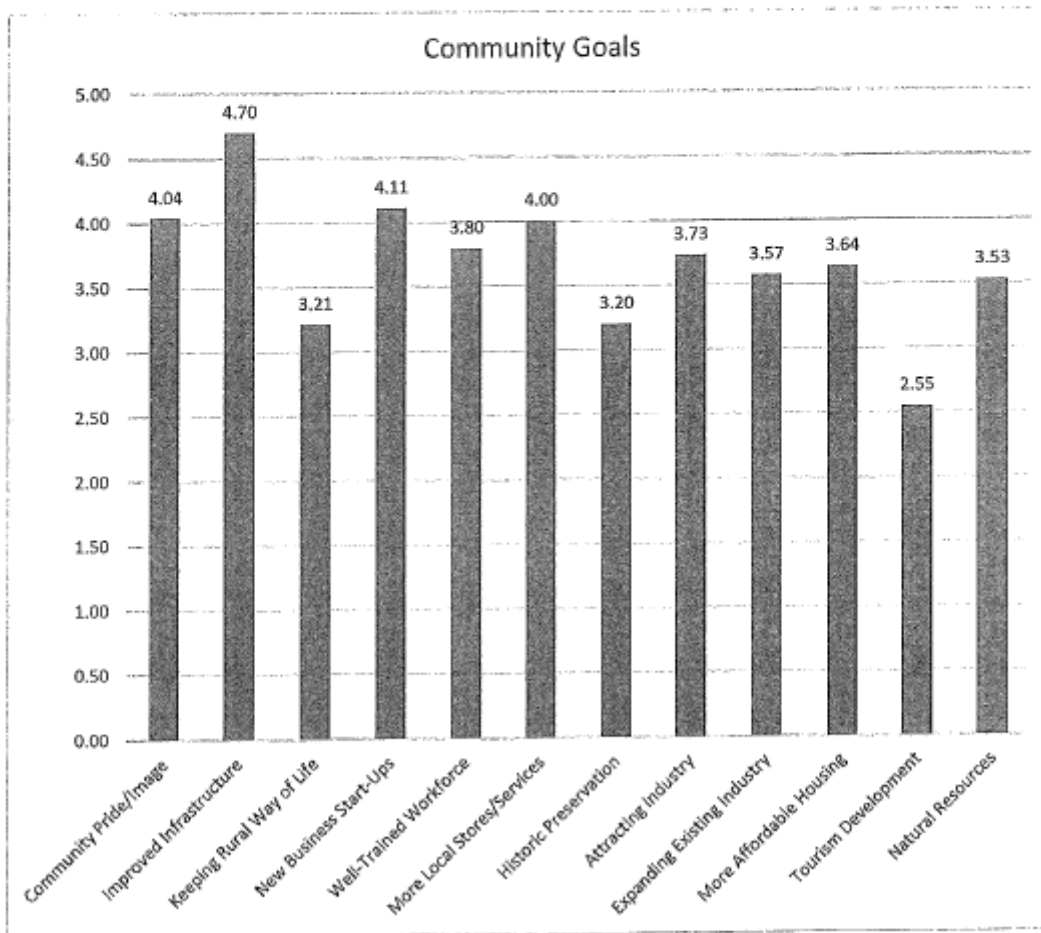
Well-Trained Workforce																				Avg	3.795455										
4	5	3	3	3	3	3	4	5	4	2	5	2	5	4	5	4	2	5	3	3	5	3	3	3	4	4	5	3	Median	4	
5	3	1	5	5	5	3	4	5	3	5	5	5	2	3	4	4	3	5	2	5	2	4	2	4	5	4	3	Mode	4		
4	3	4	4	5	5	3	5	4	4	5	2	5	3	4	4	2	4	5	3	5	3	3	3	4	3	3	4	5			
5										5	5	5	5	5	5	5	4	4	4	4	4	4	3	3	3	3	2	2	1		

More Local Stores/Services																				Avg	4.004545											
4	4	5	2	5	3	2	4	5	5	3	2	5	4	5	4	5	3	3	3	4	4	3	1	4	2	4	2	5	5	Median	4	
5	3	2	3	5	4	5	5	5	5	5	5	3	5	2	3	5	5	4	3	5	5	5	5	2	4	5	4	3	Mode	4		
5	3	5	4	5	5	4	5	5	4	5	4	5	4	4	2	4	5	4	5	4	2	5	4	4	1	4	5	4				
4										5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	3	3	1		

Historic Preservation																				Avg	3.201835										
3	3	2	4	2	4	2	2	2	5	4	2	4	5	5	5	1	2	3	3	4	1	3	5	3	4	5	3	4	Median	3	
4	5	1	3	4	2	5	5	3	3	4	4	1	5	2	2	4	3	3	3	3	3	2	5	1	1	1	2	4	Mode	3	
3	3	4	4	5	5	3	5	4	3	5	3	5	4	4	4	5	2	5	4	2	5	4	1	2	1	3	1	2	1		



<b>Category</b>	<b>Average</b>
Community Pride/Image	4.04
Improved Infrastructure	4.70
Keeping Rural Way of Life	3.21
New Business Start-Ups	4.11
Well-Trained Workforce	3.80
More Local Stores/Services	4.00
Historic Preservation	3.20
Attracting Industry	3.73
Expanding Existing Industry	3.57
More Affordable Housing	3.64
Tourism Development	2.55
Natural Resources	3.53

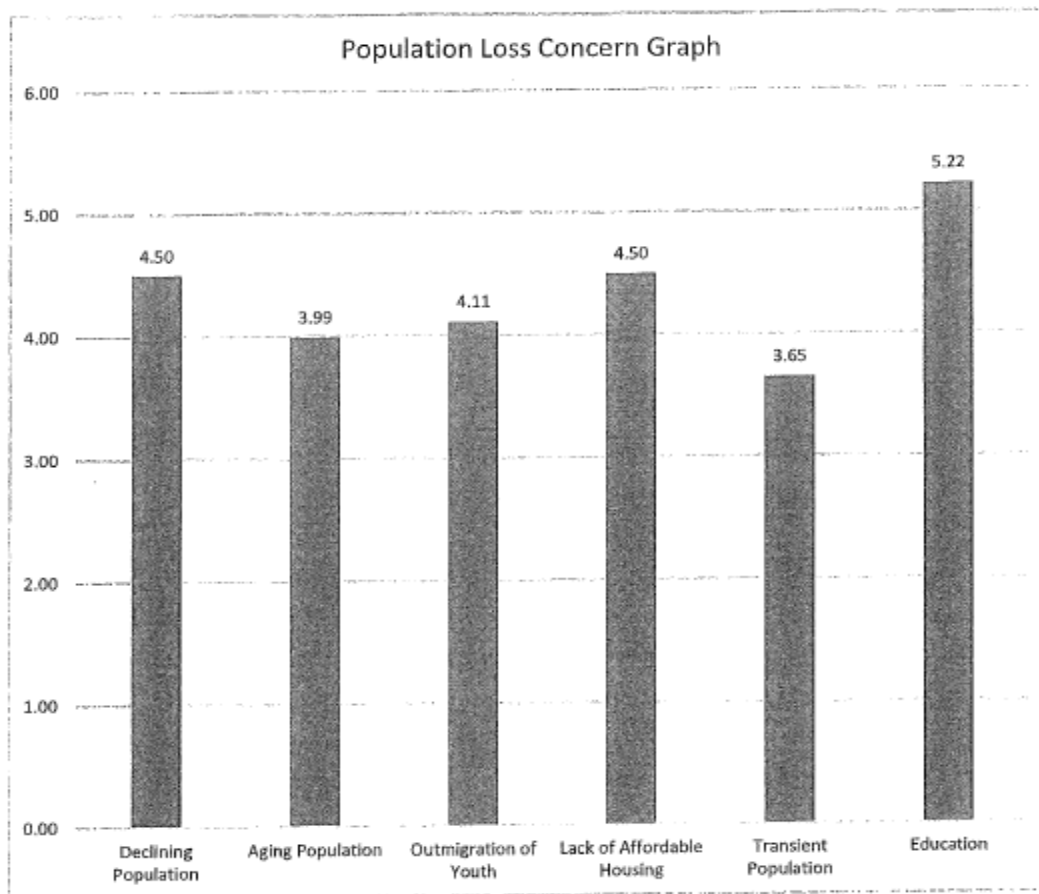


## Population Loss

<i>In what ways is population loss a concern to Carlin?</i>																																
<i>1 = Least Important to Me 6 = Most Important to Me</i>																																
<b>Declining Population</b>			<b>Avg</b>	<b>4.495238</b>																												
4	4	3	3	3	4	3	5	6	5			4	5	3	6	5	2	3	5	6	3	4	5	2	4	6	6	5	6	<b>Median</b>	<b>5</b>	
	4	3	1	1	6	6	6	3	4	5	1		2	6	1	6	5	2	1	6	1	6	5	6	6	6	5				<b>Mode</b>	<b>6</b>
6	5	6	3	5	6	6	6	6	2	4	6	4	3	6	5	6	6	3	3	6	4	4	3	5	5	6	2	6	6			
6											1	3	3	3	3	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6		
<b>Aging Population</b>			<b>Avg</b>	<b>3.99048</b>																												
5	5	3	3	3	3	2	5	3	3	6		3	3	4	6	5	2	3	3	6	3	4	2	5	5	6	6	5	1	<b>Median</b>	<b>4</b>	
	1	3	6	1	6	6	5	3	6	5	6		3		1	5	3	3	3	4	3	4	5	4	3	5	5			<b>Mode</b>	<b>3</b>	
4	4	5	3	5	6	5	6	3	3	4	5	4	5	6	5	6	3	3	3	6	5	5	4	5	5	3	2	6	3			
3											1	1	1	3	3	3	3	3	3	3	3	3	5	5	5	5	5	6	6			
<b>Outmigration of Youth</b>			<b>Avg</b>	<b>4.11058</b>																												
4	4	6	3	3	3	2	4	5	6	5		5	3	5	5	2	4	4	4	3	5	4	4	5	6	3	4	3	<b>Median</b>	<b>4</b>		
	3	3	3	1	5	6	5	3	4	5	5		2		1	6	5	2	2	6	2	6	5	5	4	5			<b>Mode</b>	<b>5</b>		
5	4	5	3	4	4	3	6	3	2	4	4	5	4		6	6	6	5	3	3	4	3	2	6	4	2	1	5				
6											1	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	6	6	6			
<b>Lack of Affordable Housing</b>			<b>Avg</b>	<b>4.49524</b>																												
5	5	6	2	6	4	1	4	5	6	6		2	3	5	6	5	2	5	5	3	3	5	6	3	3	3	6	6	<b>Median</b>	<b>5</b>		
	5	3	1	6	6	3	6	6	6	6		6	6	1	6	3	2	5	6	5	6	5	4	5	4	2			<b>Mode</b>	<b>6</b>		
4	3	6	3	5	6		6	3	4	1	5	6	5	6	6	5	2	3	6	6	6	3	4	6	4	4	5	6	5			
4											1	1	2	3	3	3	5	5	5	5	5	5	5	6	6	6	6	6	6			
<b>Transient Population</b>			<b>Avg</b>	<b>3.64623</b>																												
5	3	4	2	3	2	3	3	2	3	3	6	1	3	5	1	5	2	1	6	5	6	6	6	3	2	6	3	4	3	<b>Median</b>	<b>3.25</b>	
	1	6	1	6	6	6	4	2	5	5	6	6	3		1	5	5	2	3	6	3	3	6	2	3	1	4			<b>Mode</b>	<b>3</b>	
3	3	4	3	6	5	5	1	6	4	4	3	3	3		2	6	1	4	3	1	3	2	5	5	1	2	6	2	3			
2											1	1	2	2	2	4	4	4	4	4	4	5	5	5	5	5	6	6	6			
<b>Education</b>			<b>Avg</b>	<b>5.21905</b>																												
5	6	5	5	5	5	6	3	5	4	5		4	6	6	6	5	2	5	4	6	6	3	4	5	6	6	6	3	6	<b>Median</b>	<b>6</b>	
	4	4	6	6	6	6	6	5	5	6	6	6		1	6	6	3	6	6	6	5	5	5	5	6	4			<b>Mode</b>	<b>6</b>		
6	5	5	6	5	6	5	6	6	4	6	5	6	5		6	6	6	5	3	6	6	5	5	6	5	5	3	6	6			
6											3	3	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6			

## **Population Loss**

<b>Category</b>	<b>Average Ranking</b>
Declining Population	4.50
Aging Population	3.99
Outmigration of Youth	4.11
Lack of Affordable Housing	4.50
Transient Population	3.65
Education	5.22



Written comments from this survey are not included in this Appendix. Instead, they have been analyzed to determine patterns of responses that informed the selection of the City's five priorities. Those responses are available for public review at through the City offices.

The following Land Characteristics, Charts and Maps (including the six sections describing climate, topography, slope, drainage, geology, soils, and land cover) were reproduced from the Master Plan written by CTA Architects Engineers on February 17, 2013, with their permission. It was deemed unnecessary to update this relatively static information.

### Climate

*The climate of the region includes hot summers in the lower elevations, and cold winters. Precipitation is normally light at the lower elevations during all months of the year. At the higher elevations, precipitation is much greater and snow accumulates to considerable depths. Much of the snowmelt irrigates crops in the valleys. In winter the average temperature range in Carlin is 20 – 27 degrees F. The lowest temperature on record in the region is -43 degrees which occurred at Elko on January 21, 1937. In summer Carlin's temperatures average between 68 and 80 degrees With 107 degrees; the highest recorded temperature, of the region occurring in Elko on August 4, 1978. Total annual precipitation in Carlin is 15 inches. Of this 40 to 50 percent usually falls in April through September. The growing season for most Crops falls within this period. In 2 years out of 10, the rainfall in April through September is less than 2 inches. The heaviest 1-day rainfall during the period of record was 4.13 inches at Elko on August 27, 1970. Thunderstorms occur on about 20 days each year. The average seasonal snowfall is about 40 to 60 inches. The greatest snow depth at any one time during the period of record was 42 inches at Tuscarora on December 28, 1968. On an average of 20 to 30 days, at least 1 inch of snow is on the ground. The number of such days varies greatly from year to year. Every few years a blizzard with high winds and drifting snow strikes the area. Even at the lower elevations, snow remains on the ground for many weeks.*

*The average relative humidity in midafternoon is about 40 percent. Humidity is higher at night, and the average at dawn is about 70 percent. The sun shines about 80 percent of the time possible in summer and 70 percent in winter. The prevailing wind is from the southwest. Average windspeed is highest in the spring at 7 miles per hour*

### Topography

*The developed portion of the City of Carlin is a compact area lying within the 12.96 square miles of land that make up the city. Elevation of the urbanized area is approximately 4,900 feet above sea level. Surrounding the developed portion of*

*the city are large parcels of undeveloped land having diverse physical characteristics ranging from steep slopes to low lying wetlands along the creeks and the Humboldt River.*

*Generally, the northwesterly area of the city is comprised of low hills dissected by Mary's Creek and other small drainage courses. These hills rise about 225 feet above the urbanized area of Carlin with a maximum elevation of 5,125 feet. In the southeast portion of the city, south of the Humboldt River, the mountains are higher and steeper. Within the city limit a maximum elevation of 5,360 feet is reached, however, farther south much higher elevations are attained. Drainage courses reaching the city from the south are minor and not significant.*

*The principal physical feature to the south of the city is the Humboldt River with its mile-wide river plain. Approximately 75 percent of the land within the city limit lies north of the Humboldt River. Important tributaries to the Humboldt River within the city are Maggie Creek and Mary's Creek. The two creeks generally serve as the east and west boundaries of the urbanized portion of Carlin. Maggie Creek, east of the developed portion of Carlin, also is located in a wide river plain.*

### **Slope**

*About one-half of the area within the city limits of Carlin could be characterized as mountainous or hilly (slopes over 15 percent) while approximately 10 percent of the total area of the city have slopes in excess of 25 percent. Most of the steepest slopes are located outside of the urbanized areas. Scattered areas having slopes between 15 and 25 percent are found within the city primarily in the northern and western portions of the city. As the city moves South towards the Humboldt River, the slope lessens and the city becomes part of the flood plain of the river.*

### **Drainage**

*The main source of water for the planning area is the Humboldt River and it's tributaries, Maggie Creek, and Mary's Creek. The water is mainly used for irrigation. At lower elevations, water for livestock and wildlife is provided by the Humboldt River and its tributaries. Municipal water is provided from strategically located wells that supply the community.*

*Within the planning area are three principal flood prone areas of the city. These are the areas adjacent to the main water courses traversing Carlin: the Humboldt River, Maggie Creek and Mary's Creek. The extent of flooding probability for the entire city is shown on the Flood Plain map to the left. Much of the urbanized area is located outside these three flood prone areas.*

## **Geology**

*The landforms of the intermountain basins are characterized by two major physiographic land forms, the Basin and the Range. These land forms are made up of bounding mountains, piedmont slopes and the basin floor. The mountains in general rise more than 1,000 feet above the surrounding basin floor. The piedmont slope and basin floor are gross topographic forms that slope from the bounding mountains down to a flood plain. These formations are generally comprised of shale, siltstone, sandstone, and chert pebble conglomerate. Faulting that occurred during the Tertiary and Pleistocene eras are responsible for many of the topographic features in the survey area.*

*The intermountain basin holds a history of volatile land formation resulting from earthquakes and volcanic eruptions. Early faulting of the earth resulting from earthquakes occurring during the Tertiary and Pleistocene eras are contributors to the topographic features seen here today. Landscape features such as lake beds, ash tuff, and clastic deposits laid down by streams are the results of quakes, active volcanos, and water erosion that occurred during the Tertiary and Pleistocene epochs*

## **Soils**

*As indicated on the Soils Map that follows, there are a variety of soil conditions found in and around Carlin. Typically Donna, Eboda, Stampede, Hunnton, Wieland, and Puett soils overlie, the shale, siltstone, and sandstone that makes up the native rock of the region. Recent alluvium is the youngest material in the survey area. It is on the flood plains adjacent to the Humboldt River and its tributaries. It is stratified clay, silts, and gravel. Typically Devils gait, Woofus, Sonoma, Ocala, Welch and Crooked Creek soils overlie this material. Understandingly then the youngest soils and those with the greatest diversity within the Carlin study area are located along the lowland areas adjacent to the three major drainage courses flowing through the city; the Humboldt River, Maggie Creek, and Mary's Creek.*

*Upland areas exhibit more uniformity in soil types. Soil types found within the planning area are shown below. Followed by a listing of characteristics including slope irrigation capability, limitations on septic tank absorption, shrink-swell potential, erosion potential, and depth to water table.*

## **Land Cover**

*The developed portion of the City of Carlin is a compact area lying within the thirteen (13) square miles of land that make up the city. Elevation of the urbanized area is*

approximately 4,900 feet above sea level. Surrounding the developed portion of the city are large parcels of undeveloped land having diverse physical characteristics ranging from steep slopes to low lying wet lands along creeks and the Humboldt River.

These undeveloped lands are characterized with native trees, shrubs and grasses depending upon the physical locations and soils. Some of the more common native trees, shrubs, and grasses include:

**Native Grasses**

Bluebunch wheatgrass  
Idaho Fescue Bluegrass  
Bottlebrush squirrel tail  
Basin Wild rye  
Western Wheatgrass  
Alpine Timothy  
Mat Muhly  
Meadow Barley  
Stream bank wheatgrass  
Nevada bluegrass  
Thurber needle grass  
Basin wild rye  
Indian rice grass  
Webber rice grass  
Bluegrass  
Other perennial grasses  
Globe mallow  
Sedge  
Rush

**Perennial Forbs**

Taper tip hawks beard  
Balsam root  
Arrow leaf balsam root  
Taper tip hawks beard

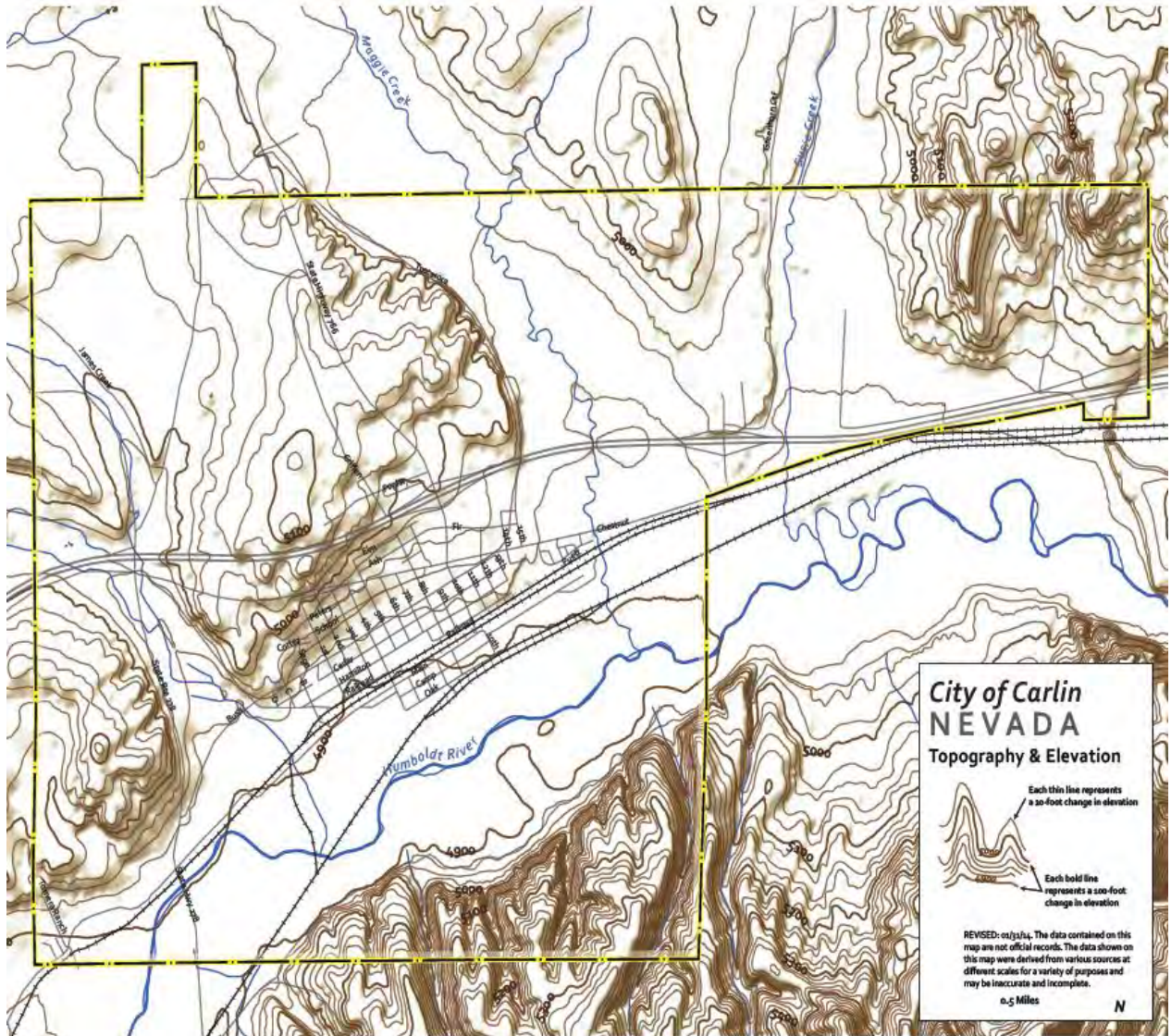
**Woody Shrubs**

Cinquefoil  
Low sagebrush  
Antelope bitterbrush  
Mountain big sagebrush  
Snowberry  
Serviceberry  
Big sagebrush  
Woods rose  
Currant

**Trees**

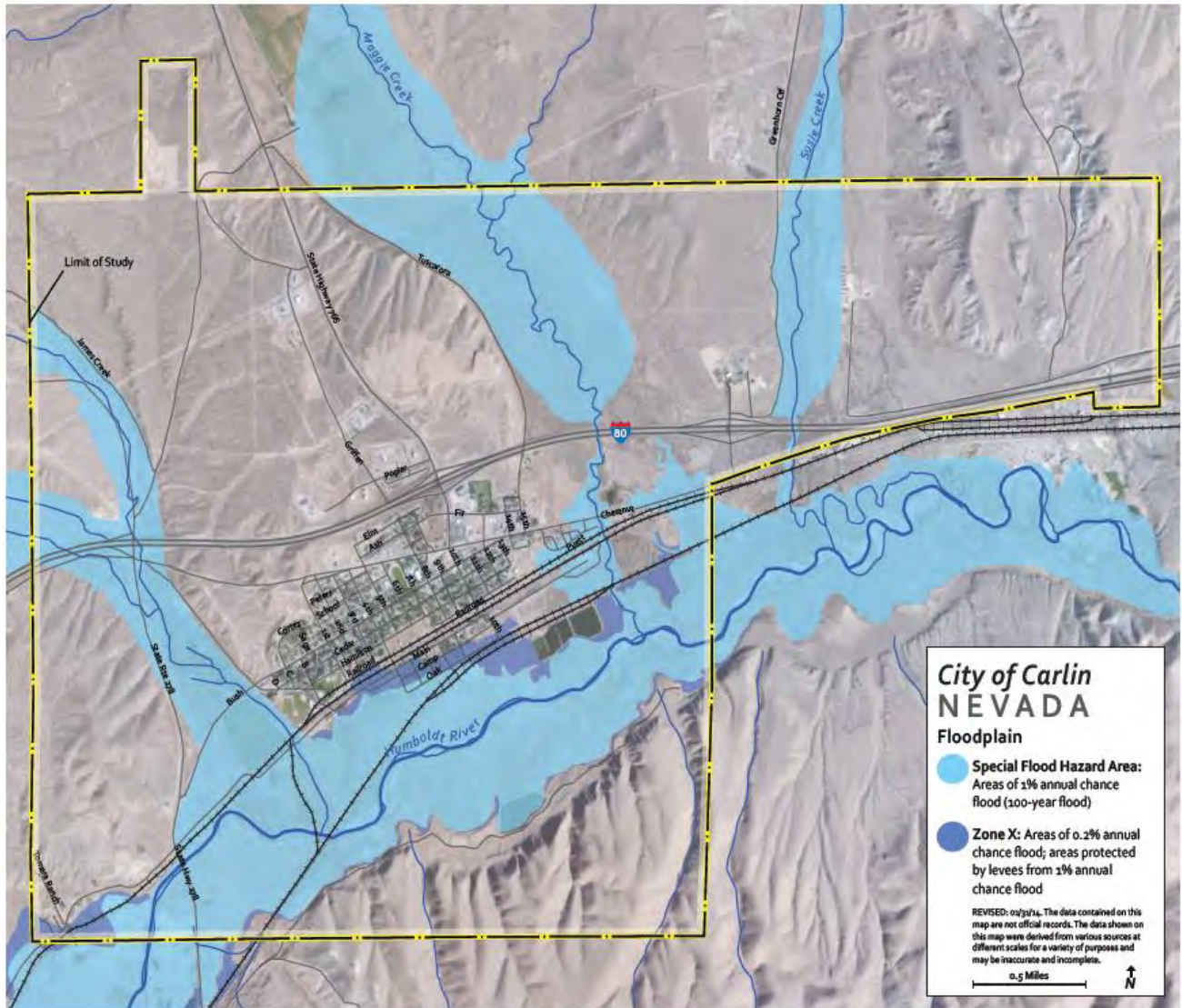
Willow  
Cottonwood

## Topography and Elevation



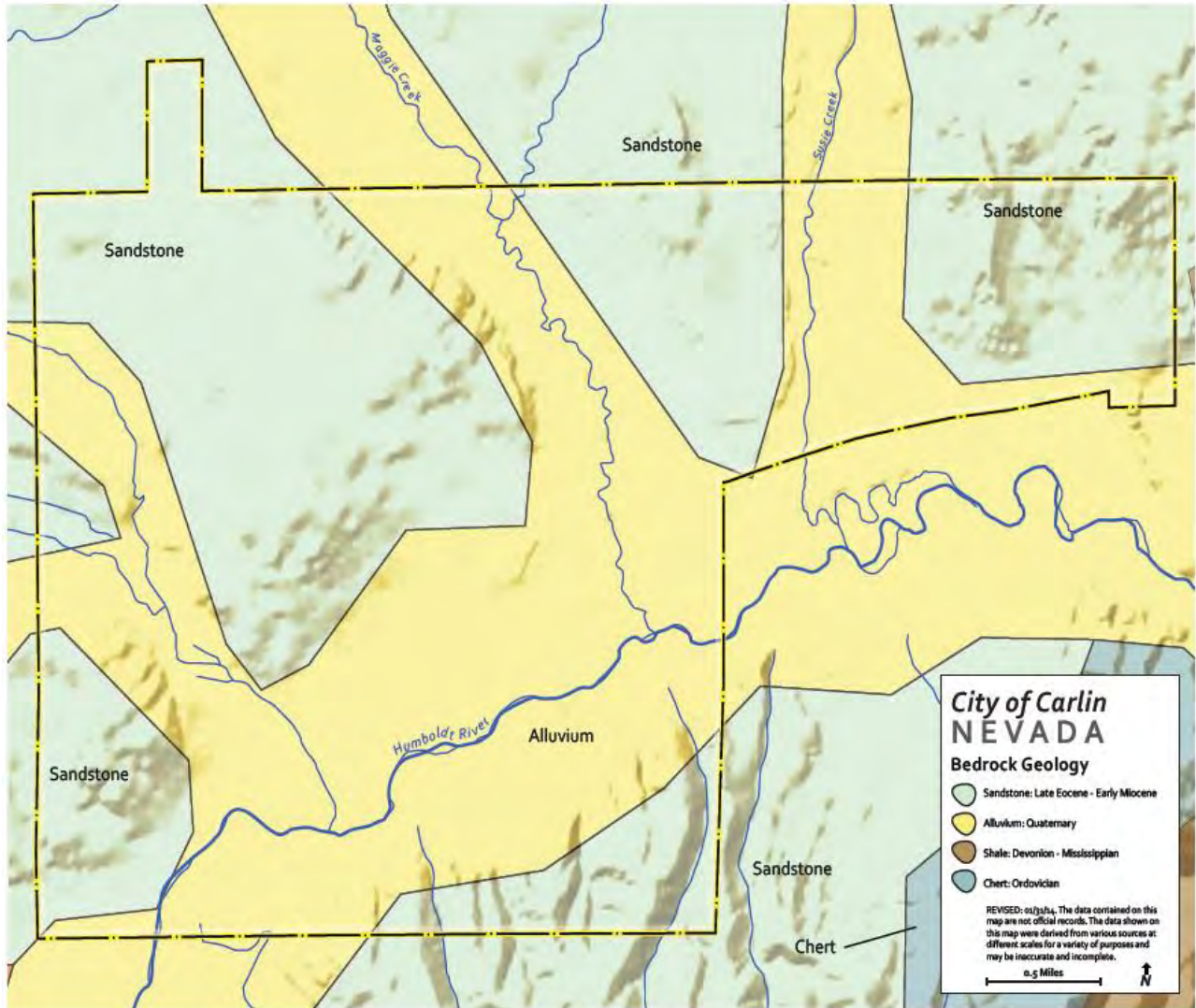
(reproduced from 2013 Master Plan, CTA Architects Engineers)

# Floodplain



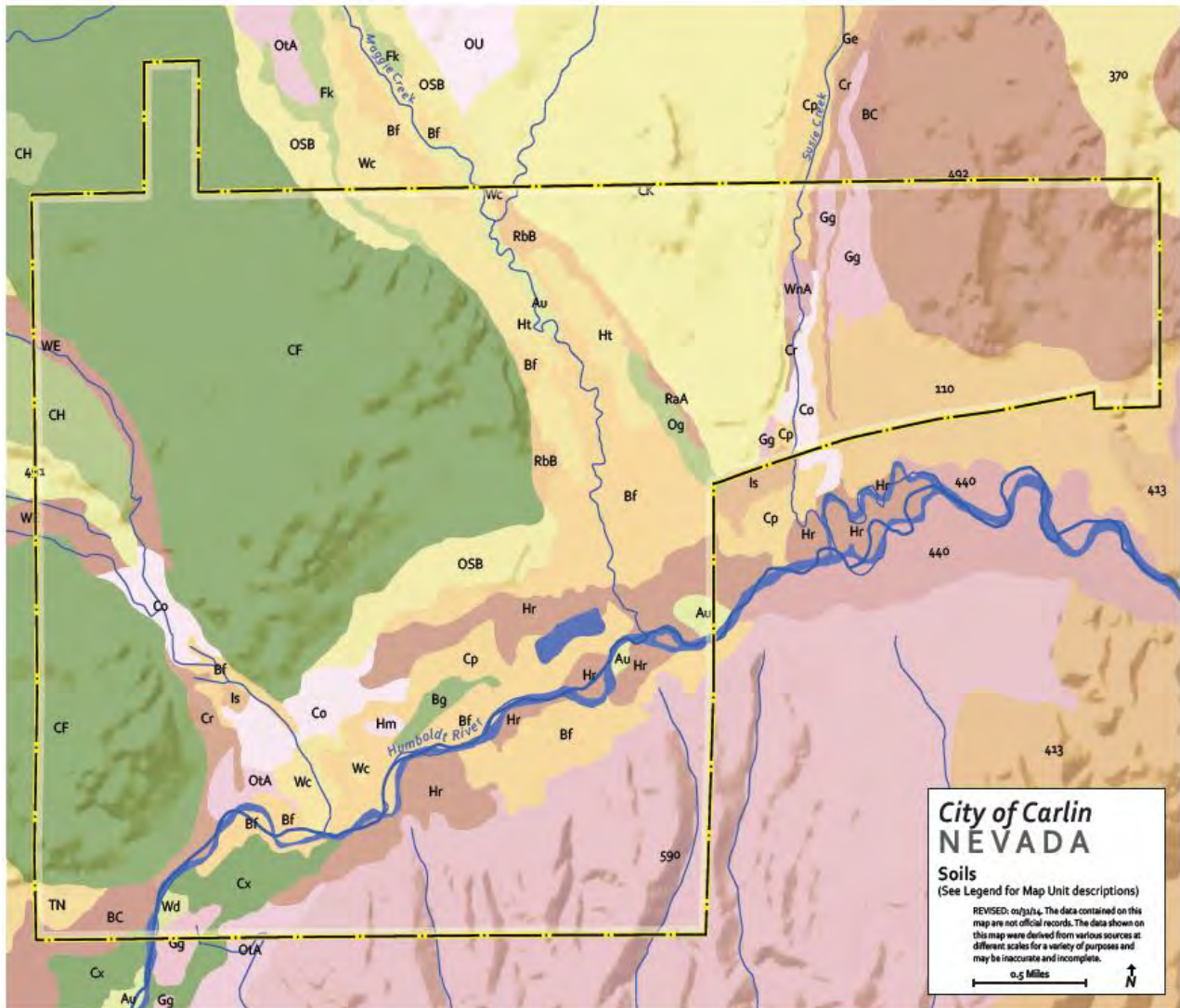
(reproduced from 2013 Master Plan, CTA Architects Engineers)

## Bedrock Geology



(reproduced from 2013 Master Plan, CTA Architects Engineers)

## Soils



(reproduced from 2013 Master Plan, CTA Architects Engineers. See legend and table of soil characteristics on next three pages.)

## Soils Continued (Map Legend)

### Map Unit

 110: Monarch-Ocala-Orovada association	 Cp: Cluro silt loam, drained, slightly saline
 133: Zevadez-Wieland-Dewar association	 Cr: Cluro silt loam, slightly saline
 191: Tustell-Gance-Mahala association	 Cx: Crooked Creek silt loam
 228: Enko-Kelk association	 Fk: Four Star loam
 282: Bloor-Enko association	 Fm: Four Star loam, drained
 283: Bloor-Connel-Kelk association	 Ge: Geysen silt loam
 370: Chiara-Cherry Spring-Orovada association	 Gg: Geysen silt loam, strongly saline
 413: Vanwyper-Bilbo-Soughe association	 Hm: Humboldt silty clay, strongly saline
 440: Devilsgait-Woofus-Devilsgait, gravelly subst*	 Hr: Husa loam
 465: Stampede-Gochea-Zevadez association	 Ht: Husa loam, slightly saline
 486: Hunnton-Chiara-Wieland association	 Is: Iron Blossom silt loam, strongly saline
 491: Orovada-Puett association	 ME: Mascamp-Carstump association
 492: Orovada-Humdun-Puett association	 OSB: Orovada gravelly fine sandy loam
 583: Sumine-Cleavage-Rock outcrop association	 OU: Orovada-Humdun association
 590: Bucan-Kelk-Orovada association	 Og: Ocala silt loam, strongly saline
 712: Samor-Nirac-Samor, steep association	 OtA: Orovada silt loam, 0 to 2 percent slopes
 810: Nirac-Izod-Izod, very steep association	 PC: Pie Creek-Susie Creek association
 971: Izod-Porrone association	 RE: Rad-Brock association
 992: Eboda-Loncan-Leevan association	 RG: Ramires-Chen-Pie Creek association
 993: Eboda-Quarz-Loncan association	 RH2: Ramires-Creva association, eroded
 Au: Alluvial land	 RH: Ramires-Creva association
 BC: Beowawe silty clay loam, heavy subsoil variant	 RaA: Rad silt loam, 0 to 2 percent slopes
 BZ: Bucan-Humdun-Rock outcrop association	 RbB: Rad silt loam, slightly alkali, 0 to 4 perce*
 Bf: Bicondoa silty clay loam, drained, slightly s*	 SR: Stampede-Donna association
 Bg: Bicondoa silty clay	 SU: Susie Creek-Pattani association
 CC: Chen-Pie Creek-Ramires association	 SW: Susie Creek-Short Creek association
 CF: Cherry Spring-Berning association	 TN: Tomera-Cherry Spring association
 CH: Cherry Spring-Cortez-Tomera association	 W: Water
 CK: Cherry Spring-Orovada association	 WE: Welch-Bosco association
 Co: Cluro silt loam, drained	 Wc: Welch loam
	 Wd: Welch loam, drained
	 WnA: Wholan silt loam, slightly alkali

(reproduced from 2013 Master Plan, CTA Architects Engineers)

## Soils Continued (Soil Characteristics)

<u>GENERAL SOIL CHARACTERISTICS</u>							
MAP SYMBOL	SUB-CATEGORY NOT SHOWN ON MAP	% SLOPE	IRRIGATION CAPABILITY CLASS-1	LIMITATION SEPTIC TANK ABSORPTION	SOIL SHRINK SWELL	WATER EROSION FACTOR-4 <sup>I</sup>	DEPTH TO WATER TABLE (FEET)-5
AU		0-2	NR	NR	NR	NR	NR
BC		0-2	NR	SEVERE	MODERATE	0.43	>6.0
Bf		0-2	III	SEVERE	MODERATE	0.28	3.5-6.0
Bg		0-2	IV	SEVERE	HIGH	0.28	0.0-1.5
BU	BUCAN	30-50	NR	SEVERE	LOW	0.32	>6.0
	CLURIDE	4-15	NR	SEVERE	LOW	0.55	>6.0
	OROVADA	4-15	NR	MODERATE	LOW	0.43	>6.0
CF	CHERRY SPRINGS	2-8	III	SEVERE	LOW	0.55	>6.0
	BERNING	15-30	NR	SEVERE	LOW	0.37	>6.0
CH	CHERRY SPRINGS	2-8	III	SEVERE	LOW	0.55	>6.0
	CORTEZ	2-8	IV	SEVERE	LOW	0.55	>6.0
	TOMERA	2-8	III	SEVERE	LOW	0.49	>6.0
CK	CHERRY SPRINGS	2-8	III	SEVERE	LOW	0.55	>6.0
	OROVADA	2-8	-III	MODERATE	LOW	0.43	>6.0
Co		0-2	II	SEVERE	LOW	0.49	>6.0
Cp		0-2	II	SEVERE	LOW	0.49	>6.0
Cr		0-2	II	SEVERE	LOW	0.49	4.0-6.0
eX		0-2	IV	SEVERE	LOW	0.32	1.0-1.5

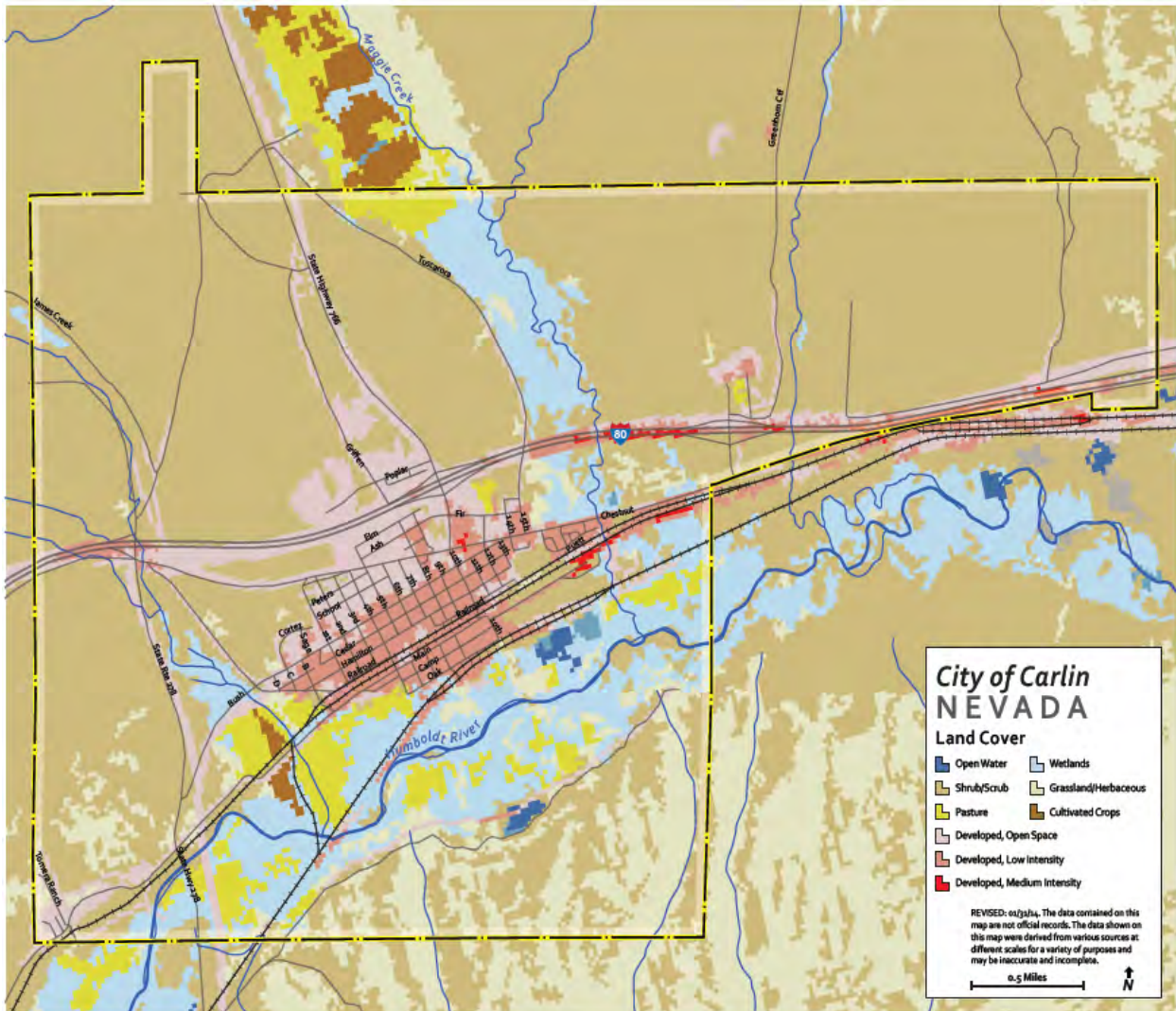
(reproduced from 2013 Master Plan, CTA Architects Engineers)

## Soils Continued (Soil Characteristics)

MAP SYMBOL	SUB-CATEGORY	% IRRIGATION	SLOPE CAPABILITY CLASS-1	LIMITATION ON SEPTIC TANK ABSORPTION FIELDS-2	SOIL SHRINK-SWELL POTENTIAL-3	WATER EROSION FACTOR-4	DEPTH TO WATER TABLE FEET-5
Fk		0-2	IV	SEVERE	LOW	0.28	1.5-2.0
Gg		0-2	N	MODERATE	LOW	0.43	>6.0
Hm		0-2	R	SEVERE	MODERATE	---	0.5-2.0
Hr		0-2	I	SEVERE	LOW	0.37	0.0-1.0
Ht		0-2	I	SEVERE	LOW	0.37	0.5-1.5
Is		0-2	N	SEVERE	LOW	0.55	>6.0
Og		0-1	N	SEVERE	MODERATE	0.43	3.0-3.5
OSB		2-4	I	MODERATE	LOW	0.37	>6.0
OtA		0-2	I	MODERATE	LOW	0.49	>6.0
OV	OROVADA	4-15	N	MODERATE	LOW	0.43	>6.0
	PUETT	15-30	N	SEVERE	LOW	0.28	>6.0
RaA		0-2	I	SEVERE	LOW	0.55	>6.0
RbB		0-4	I	SEVERE	LOW	0.55	>6.0
TN	TOMERA	2-8	I	SEVERE	LOW	0.49	>6.0
	CHERRY SPRINGS	2-8	I	SEVERE	LOW	0.55	>6.0
We		0-2	I	SEVERE	LOW	0.32	1.0-1.5
Wd		0-2	I	SEVERE	LOW	0.32	4.0-6.0
WE	WELCH	0-2	I	SEVERE	LOW	0.32	4.0-6.0
	BOSCO	0-2	I	SLIGHT	LOW	0.24	>6.0

(reproduced from 2013 Master Plan, CTA Architects Engineers)

## Land Cover



(reproduced from 2013 Master Plan, CTA Architects Engineers)