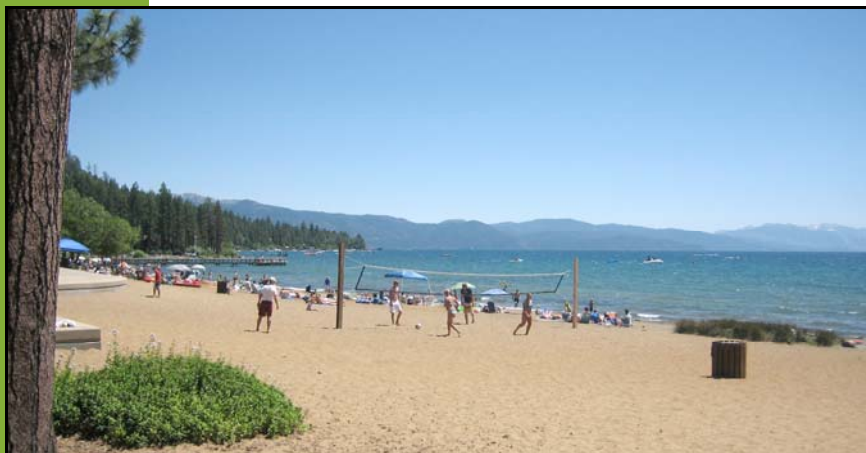




**NORTH TAHOE PUBLIC
UTILITY DISTRICT**

**RECREATION AND PARKS DEPARTMENT
2006-2007 MASTER PLAN**



ROYSTON HANAMOTO ALLEY & ABNEY
LANDSCAPE ARCHITECTS & PLANNERS

➤ **SECTION I. EXECUTIVE SUMMARY**

- ## Purpose of the Master Plan
- ## Planning Process
- ## Organization of the Master Plan
- Section I. Executive Summary
- Section II. Introduction to the Master Plan
 - Ch. 1 – Introduction
- Section III. Needs Assessment
 - Ch. 2 – Public Participation in the Master Plan Process: Data and Analysis
 - Ch. 3 – Recreation Facilities: Inventory and Review
 - Ch. 4 – Recreation Resources: Inventory and Review
- Section IV. Implementation Plan
 - Ch. 5 – Implementation Plan
 - Ch. 6 – Mission, Goals, Policies, and Actions
 - Ch. 7 – Funding Strategy
 - Ch. 8 – Ongoing Planning
- Section V. Appendices
 - Appendix A: Notes, Surveys, and Reports
 - Appendix B: Maps and Diagrams
 - Appendix C: Safety and Accessibility

➤ **SECTION II. INTRODUCTION TO THE MASTER PLAN**

Chapter 1 - Introduction

- ## General Background of the North Tahoe Region
- ## Background of Planning in the Region
- ## Agency
- ## Philosophy of Recreation and Parks in North Tahoe
- ## Principal Objectives of This Master Plan Report
- ## Articles of the Vision for Recreation and Parks in North Tahoe

➤ **SECTION III. NEEDS ASSESSMENT**

Chapter 2 – Public Participation in the Master Plan Process: Inventory and Analysis

- ## Introduction
- ## Public Participation in the Master Plan Process
 - ◇ Seniors Potluck Dinner
 - Summary Analysis
 - ◇ Community Workshop I
 - Summary Analysis
 - ◇ Boys and Girls Club of North Lake Tahoe: Interview
 - Summary Analysis
 - ◇ Residential Telephone Survey
 - Summary Analysis
 - ◇ Intercept Surveys
 - Summary Analysis
 - ◇ Telephone Interviews of Affiliates and Associates of NTPUD
 - Summary Analysis
 - ◇ Community Workshop II
 - Summary Analysis
 - ◇ Mail Surveys Sent in Residential Utility/Sewerage and Water Bills
 - Summary Analysis
- ## Table 2.1 – Public Input Summary

Chapter 3 – Recreation Facilities: Inventory and Review

- ** Introduction
- ** Current NTPUD Park Facilities
 - ◇ North Tahoe Regional Park (NTRP)
 - ◇ Tahoe Vista Recreation Area (TVRA)
 - ◇ North Tahoe Community Conference Center (NTCCC)
 - ◇ Other NTPUD Properties
- ** Properties Owned by Other Entities and Maintained by NTPUD
 - ◇ Kings Beach State Recreation Area (KBSRA)
 - ◇ Coon Street Recreation Area – Picnic Area & Dog Park
 - ◇ Kings Beach Neighborhood Park – Kings Beach Elementary School Multi-Use Field & Little League Baseball Field
 - ◇ Placer County Properties
 - ◇ California Tahoe Conservancy (CTC) Properties
 - ◇ U.S. Forest Service Trails and Land
- ** Other Recreation Facilities in the District
 - ◇ Boys and Girls Club of North Lake Tahoe (BGCNLT)
 - ◇ Private Recreation Facilities
- ** Accessibility Standards for Facility Design
- ** Guidelines for Play Areas
- ** Playground Safety Compliance
- ** Table 3.1 – Review of NTRP, KBSRA, TVRA, and NTCC for Safety, Maintenance, and Accessibility
- ** Summary

Chapter 4 – Recreation Resources: Inventory and Review

- ** Introduction
- ** Partnerships and Benefit-Based Programs
- ** Recreational Programs
 - ◇ Direct Funding
 - ◇ Indirect Support
- ** Other Recreation Resources
- ** Summary

➤ **SECTION IV. IMPLEMENTATION**

Chapter 5 – Implementation Strategy

- ** Introduction
- ** Policy Development – *The Direction We Want To Go In*
- ** Facility Development Plan – *The Attributes We Want*
 - ◇ Table 5.1 – Facility Development Plan “To-Do” Chart
 - ◇ Table 5.2 – Facilities Upgrades Time Table
- ** Program Development Plan – *The Quality We Want*
- ** Assessment Plan – *What We Have and Need*
- ** Annual Report – *How Are We Doing?*

Chapter 6 – Mission, Goals, Policies, and Actions

- ** Prevalent Issues
- ** Mission Statement
- ** General Goals
- ** Specific Goals
 - ◇ Goal 1 – Coordination & Connection
 - Policies 1.01-1.03
 - Actions 1.01-1.04
 - ◇ Goal 2 – Facilities
 - Policies 2.01-2.03

- Actions 2.01-2.09
- ◇ Goal 3 – Programs & Events
 - Policies 3.01-3.06
 - Actions 3.01-3.15
- ◇ Goal 4 – Approach, Safety, & Access
 - Policies 4.01-4.04
 - Actions 4.01-4.07
 - Table 6.1 – Specific Recommendations for NTPUD to Meet ADA Standards at NTRP, KBSRA, NTCCC, and TVRA
 - Table 6.2– Specific Recommendations for NTPUD to Meet ADA Standards at Playfields and Sports Fields at NTRP
 - Table 6.3 – Specific Recommendations for NTPUD to Meet ADA Standards at Playground Facilities at NTRP and KBSRA
- ◇ Goal 5 – Stewardship
 - Policies 5.01-5.02
 - Actions 5.01-5.06
- ◇ Goal 6 – Administration, Management, and Maintenance
 - Policies 6.01-6.03
 - Actions 6.01-6.08
- ◇ Goal 7 – Community Outreach
 - Policy 7.01
 - Actions 7.01-7.11

Chapter 7 – Funding Strategy

- ** Introduction
- ** Funding Principles
- ** Park Funding
 - ◇ Current Sources of Funding
 - ◇ Potential Sources of Funding
- ** Creation of Local Trusts or Philanthropic Organizations
- ** Events and Competitions
- ** Property Taxes and Park Impact Fees
- ** Debt Financing
- ** Costs and Revenues
 - ◇ Topic 1: Measure C and User-Based Revenues
 - Table 7.1 – NTPUD Facilities Budget for Fiscal year 2006-2007
 - Table 7.2 – NTPUD Facilities Revenue for Fiscal Year 2006-2007
 - Recommendations 1.a-1.d
 - Table 7.3 – Proposed Fee Schedule
 - ◇ Topic 2: Revenue-Generating Facilities
 - Recommendations 2.a-2.e
 - Table 7.4 – Proposed Boat Launch Fee Schedule
 - ◇ Topic 3: Staffing and Organization
 - Recommendations 3.a-3.f
 - ◇ Topic 4: Revenue-Generating Programs
 - Recommendations 4.a-4.d
 - Table 7.5 – Sample of Cost and Profit for a USSSA Slow-pitch Softball Tournament for One Weekend and for a Ten-Weekend Playing Season
 - Table 7.6 – Sample of Cost and Profit for a Disc Golf Tournament for One Weekend and for a Ten-Weekend Playing Season
 - Table 7.7 – Sample of Potential Profits at the NTRP for a USSSA Slow-pitch Softball and Disc Golf Tournaments During the Playing Season
 - ◇ Topic 5: Sharing Resources
 - Recommendations 5.a-5.b

- ◇ Topic 6: Revenue-Generating Policies
 - Recommendations 6.a-6.b
- ◇ Topic 7: Time Table
 - Table 7.8 – Proposed Time Table for Fiscal Growth Topics 1-6
- ** Summary Analysis
- Chapter 8 – Ongoing Planning**
- ** Introduction
- ** Update Methodology
- ** Update Schedule
 - ◇ Table 8.1 – Update Schedule for Years 2007-2017
 - ◇ Table 8.2 – Update Schedule for Years 2017-2027
- ** Update Elements
- **SECTION V. APPENDICES**
- Appendix A: Notes, Surveys, and Reports**
- ** A.01 – Seniors Potluck Survey
- ** A.02 – Notes: Meeting with Isabelle Rodriguez at Boys and Girls Club of North Lake Tahoe
- ** A.03 – Report: Residential Telephone and Mail Surveys
- ** A.04 – Telephone Survey Questionnaire
- ** A.05 – EIP: TRPA Four-page Progress Report
- ** A.06 – North Lake Tahoe Resort Association Report of the Financing Strategies Working Group, November 2005
- Appendix B: Maps and Diagrams**
- ** B.01 – North Tahoe Public Utility District Facilities and Boundaries
- ** B.02 – Kings Beach State Recreation Area Opportunities + Constraints Diagram
- ** B.03 – North Tahoe Regional Park Opportunities + Constraints Diagram
- ** B.04 – US Forest Service Management Map Area C: North Shore Trail ATM
- Appendix C: Safety and Accessibility**
- ** C.01 – US Consumer Product Safety Commission (CPSC) Public Playground Safety Checklist
- ** C.02 – Review of Accessibility of Kings Beach State Recreation Area for the North Tahoe Public Utility District
- ** C.03 – Preliminary Park Assessments
- **REFERENCES**
- **ACKNOWLEDGEMENTS**
- **LIST OF TABLES**
- ** Chapter 2 – Public Participation in the Master Plan Process: Data and Review
 - ◇ Table 2.1 – Public Input Summary
- ** Chapter 3 – Recreation Facilities: Inventory and Review
 - ◇ Table 3.1 – Review of NTRP, KBSRA, TVRA, & NTCC for Safety, Maintenance, and Accessibility
- ** Chapter 5 – Action Plan
 - ◇ Table 5.1 – Facility Development Plan “To-Do” Chart
 - ◇ Table 5.2 – Facilities Upgrade Time Table
- ** Chapter 6 – Mission, Goals, Policies, & Actions
 - ◇ Table 6.1 – Specific Recommendations for NTPUD to Meet ADA Standards at NTRP, KBSRA, and TVRA
 - ◇ Table 6.2 – Specific Recommendations for NTPUD to Meet ADA Standards at Playfields and Sports Fields at NTRP
 - ◇ Table 6.3 – Specific Recommendations for NTPUD to Meet ADA Standards at Playground Facilities at NTRP and KBSRA

- ## Chapter 7 – Funding Strategy
 - ◇ Table 7.1 – NTPUD Facilities Budget for Fiscal Year 2006-2007
 - ◇ Table 7.2 – NTPUD Projected Revenue for Fiscal Year 2006-2007
 - ◇ Table 7.3 – Proposed Fee Schedule
 - ◇ Table 7.4 – Proposed Boat Launch Fee Schedule
 - ◇ Table 7.5 – Sample of Cost and Profit for a USSSA Slow-pitch Softball Tournament for One Weekend and for a Ten-Weekend Playing Season
 - ◇ Table 7.6 – Sample of Cost and Profit for a Disc Golf Tournament for One Weekend and for a Ten-Weekend Playing Season
 - ◇ Table 7.7 – Sample of Potential Profits at the NTRP for USSSA Slow-pitch Softball and Disc Golf Tournaments During the Playing Season
 - ◇ Table 7.8 – Proposed Time Table for Topics 1-6
- ## Chapter 8 – Ongoing Planning
 - ◇ Table 8.1 – Update Schedule for Years 2007-2017
 - ◇ Table 8.2 – Update Schedule for Years 2017-2027

EXECUTIVE SUMMARY

❖ PURPOSE OF THE MASTER PLAN

The ability of the North Tahoe Public Utility District (NTPUD) Recreation and Parks Department to provide unique recreation experiences and opportunities to residents of and visitors to the North Tahoe region is rooted in a well-conceived and robust Master Plan that can be confidently executed and periodically reviewed and updated.

The need for a Recreation and Parks Master Plan was identified by the NTPUD in an effort to provide a framework of goals and policies necessary to meet public recreation needs over the next twenty years. Included in the Master Plan are an Action Plan and Goals to serve as guidance for decision-making.

The Master Plan will also aid the District in establishing eligibility for State, federal, and private funding and grants that can help to finance future construction of facilities and the founding of new programs.

❖ PLANNING PROCESS

The process for this Recreation and Parks Master Plan includes an Assessment of Community Needs and the development of a subsequent strategy, or Implementation Plan, to meet those needs.

The planning process includes three significant milestones:

- Administrative Draft Master Plan
- Draft Master Plan
- Final Master Plan

The Administrative Master Plan includes both a Needs Assessment and an Implementation Plan that establishes goals and priorities, identifies funding alternatives, and makes recommendations for parks and recreation facilities and programs. The Draft Master Plan synthesizes into the Administrative Draft Master Plan comments from public review as well as comments provided by the NTPUD. The Final Master Plan incorporates any additional review comments provided by the NTPUD.

❖ ORGANIZATION OF THE MASTER PLAN

The Recreation and Parks Master Plan is composed of five sections:

- Executive Summary
- Introduction
- Needs Assessment
- Implementation Plan
- Appendices

The Needs Assessment includes an inventory of existing facilities, amenities and programs, and financing mechanisms. Based primarily on the summary analyses acquired through a series of public workshops, as well as the analyses of current recreation facilities and resources, the Needs Assessment addresses the need for park and recreation facilities and programs through the year 2020. The Needs Assessment serves as the foundation for recommendations made in the Implementation Plan.

Section II – Introduction to the Master Plan

Chapter 1. Introduction

The North Tahoe Public Utility District (NTPUD) approved the formation of the North Tahoe Recreation and Parks Department on 29 July 1968. The agency's first Recreation and Parks Master Plan was contracted in the year 2000. This updated Master Plan of 2006-2007 seeks to establish Recreation and Parks guidelines based upon extensive community input from a wide range of groups and individuals.

The NTPUD is within the northeast region of Placer County, California, on the northern shore of Lake Tahoe, the highest lake of its size in the United States. The Recreation and Parks Department maintains most of the public beaches within the NTPUD service area, the boundaries of which range from the Nevada Stateline in Crystal Bay to Dollar Hill. In addition, the District owns and operates nearly 250 acres of property throughout the North Tahoe region, along with two buildings comprising approximately twenty thousand square feet.

Executive Summary

There are three “Articles of Vision” that serve as a basis for the direction of this Recreation and Parks Master Plan:

- Article 1 – Multi-use Facilities
- Article 2 – Regional Unity
- Article 3 – Control Development

Section III – Needs Assessment

Chapter 2. Public Participation in the Master Plan Process: Data and Analysis

The content of Chapter 2 consists of surveys, interviews, and public meetings that were conducted with a wide variety of residents of and visitors to North Tahoe. The conversations and responses are used to develop Goals, Policies, and Actions in the Implementation Plan.

Key needs identified through this community process are various programs overall; facilities improved and updated for safety, accessibility, and maintenance; hiking and biking connections; and better communication of information from the District to the community.

Chapter 3. Recreation Facilities: Inventory and Review

Chapter 3 provides an inventory of existing recreation facilities and amenities in the District. There is a wide variety of experiences available at the numerous developed facilities within NTPUD boundaries. In addition, the District owns four undeveloped properties. This chapter organizes facilities into three headings:

- Current NTPUD Park Facilities – these are facilities owned or co-owned by the NTPUD.
- Properties Owned by Other Entities and Maintained by NTPUD.
- Other Park and Recreation Facilities in the District – these are facilities NTPUD neither owns nor maintains.

Also included in this chapter are standards and guidelines for accessibility and safety in facility design and play areas. Four facilities receive detailed assessment: Tahoe Vista Recreation Area, North Tahoe Regional Park, North Tahoe Conference Center, and Kings Beach Recreation Area.

Chapter 4. Recreation Resources: Inventory and Review

Chapter 4 is an overview of the existing programs and agencies that provide recreation opportunities to the North Tahoe community. There are a limited number of partnerships between NTPUD and other entities, and the District provides funding, directly and indirectly, for some programs. Currently, the existing programs do not maximize the available facilities resources to their fullest potential.

Section IV – Implementation Plan

Chapter 5. Implementation Strategy

The goals set forth in Chapter 6 will be reached through the Implementation Plan, a conceptual strategy for meeting the recreation needs of the North Tahoe community and for making the Recreation and Parks Master Plan a living document that can be fine-tuned and adjusted as the needs of the community change and grow.

Chapter 6. Mission, Goals, Policies, and Actions

Chapter 6 presents the Recreation and Parks Master Plan mission statement, along with goals, policies, and actions that provide direction to and set standards for the District in addressing prevalent issues.

General Goals are provided to give a basic framework within which the District can develop more specific goals. Each specific goal has associated policies and actions for execution of the Master Plan. There are seven specific goals organized in the following manner:

- Goal 1 – Coordination and Connection
- Goal 2 – Facilities
- Goal 3 – Programs and Events
- Goal 4 – Approach, Safety, and Access
- Goal 5 – Stewardship
- Goal 6 – Administration, Management, and Maintenance
- Goal 7 – Community Outreach

Chapter 7. Funding Strategy

Chapter 7 identifies the various funding sources currently being used by the District as well as potential funding opportunities. One of the sensitive situations for NTPUD, from a financial standpoint, includes an unrecognized nexus between North Tahoe and Martis Valley, a situation that manifests an uneven financial burden upon the District and its residents.

There are “Seven Topics” offered for the District to consider in creating a revenue-generating strategy:

- Topic 1 – Measure C and User-Based Revenues
- Topic 2 – Revenue-Generating Facilities
- Topic 3 – Staffing and Organization
- Topic 4 – Revenue-Generating Programs
- Topic 5 – Sharing Resources
- Topic 6 – Revenue-Generating Policies
- Topic 7 – Time Table

Chapter 8. Ongoing Planning

Chapter 8 includes discussion and a timeline for revisions and updates to various chapters of the Recreation and Parks Master Plan.

Section V – Appendices

Appendix A: Notes, Surveys, and Reports

Public input in the form of meetings and surveys shaped the direction of the Recreation and Parks Master Plan. Notes and reports resulting from some of these interactions are presented in Appendix A, if not in Chapter 3. In addition, reports from other entities are included that are directly or indirectly related to Recreation and Parks in the community.

Appendix B: Maps and Diagrams

Appendix C: Safety and Accessibility

Reviews for safety and accessibility were conducted for this Master Plan report. Included in Appendix C are criteria used in assessment and results of reviews.

INTRODUCTION

❖ GENERAL BACKGROUND OF THE NORTH TAHOE REGION

The North Tahoe Public Utility District consists of the unincorporated communities of Kings Beach and Tahoe Vista as well as the residential communities of Ridgewood, Cedar Flat, Carnelian Bay, Agate Bay, Brockway, and part of Dollar Point.

The area served by the North Tahoe Public Utility District is situated along the California side of the northern shore of Lake Tahoe in the northeast region of Placer County. The District is adjacent to the Tahoe City Public Utility District (TCPUD) along the western boundary while the northern boundary is United States Forest Service (USFS) land. The state of Nevada borders the eastern side of the District and the shores of Lake Tahoe comprise the entire southern boundary. (See Appendix B.01)



With a depth of more than 1,600 feet, Lake Tahoe is the highest lake of its size in the United States. Its surface averages a level of over 6,200 feet. The Lake is flanked by the Carson Range to the west and the Sierra Nevada Range to the east, and is drained only by the Truckee River. Formed more than a million years ago by a combination of geologic block faulting and scouring glaciers, the unique Lake Tahoe Basin has become a modern-day source of beauty and recreation in the North Tahoe area.

Near the turn of the century, the Lake became a summer vacation destination. With the completion of Interstate-80 and year-round maintenance of Highway-50 in the 1950's, Greater Bay Area residents could reach the Lake within four hours. The Olympics at Squaw Valley in 1960 helped popularize snow sports in the region. There has since been an onslaught of rapid development all around the Lake.

The uniqueness of the North Tahoe region cannot be overstated. The natural beauty ranges from lake vistas to forested mountains. Both the summers and winters hold opportunities for outdoor activities. Visitors constitute a large portion of the population at any given time, along with providing the strongest base of revenue for the region. Second homeowners also provide a valuable income base, while year-round residents constantly test their endurance of the seasonal fluctuations.

❖ BACKGROUND OF PLANNING IN THE REGION

In an effort to prevent the acceleration of pollution and of environmental degradation due to rapid development and population growth, governors and state legislators of California and Nevada developed a bi-state compact to protect the Lake Tahoe Basin. The Tahoe Regional Planning Agency (TRPA) was formed in 1969 and serves as an influential regulatory body guiding development around Lake Tahoe.

Through its 1987 General Plan, the TRPA provides environmental quality standards, called thresholds, as well as ordinances designed to achieve these thresholds. The Code of Ordinances within the 1987 General Plan regulates land use, density, land coverage, excavation, and scenic impacts with the intention of bringing the region into conformance with thresholds established for nine areas which are water quality, air quality, soil conservation, vegetation, wildlife habitat, fish habitat, noise, and recreation and scenic resources.

The TRPA is currently in the process of updating its General Plan in a collaborative project called

Introduction to the Master Plan

Pathway 2007¹. The collaboration is between TRPA, the United States Forest Service, the Lahontan Regional Water Quality Control Board, and the Nevada Division of Environmental Protection.

The NTPUD conducted surveys in 1988-89 and in 1997, then initiated its own draft Recreation and Parks Master Plan in 2000 that was not adopted by the District.

This Master Plan of 2006-2007 seeks to establish Recreation and Parks guidelines based upon extensive input from a diverse range of groups and individuals. With the many facilities and recreation resources available to the District, the Master Plan will aid in focusing energy and resources on the most viable areas for economic growth, and for fulfilling the needs of the community and of visitors to the community.

❖ **AGENCY**

The Board of Directors of the North Tahoe Public Utility District (NTPUD) approved the formation of the North Tahoe Recreation and Parks Department on 29 July 1968. A General Manager/CEO is employed by the Board to provide direction over all District operations, and the Recreation and Parks division is managed by the Parks and Facilities Manager.

The five members of the Board are elected by the voters in the District; and a Recreation and Parks Commission, consisting of local residents, advises the Board and District staff on the recreation facility and program needs of the community. The seven members of the Commission, consisting of five adults and two students, are appointed by the Board.

❖ **PHILOSOPHY OF PARKS AND RECREATION IN NORTH TAHOE**

The character and form of parks and recreation in North Tahoe is inevitably guided by the existing natural beauty and resources of the region. Parks and recreation must be both economically viable and an avenue of educating

users about ways to enjoy the environmentally sensitive region in a low-impact manner.

The process by which this occurs must be respectful of the needs of community members and be protective of North Tahoe's environmental assets so that future generations may be able to experience this seminal slice of nature and history.



❖ **PRINCIPAL OBJECTIVES OF THIS MASTER PLAN REPORT**

This report is designed to support the following principal objectives:

- Recommend avenues for maximizing development and utilization of existing facilities and recreation resources, particularly NTRP, KBSRA, NTCCC, and Mogilefsky properties.
- Recommend avenues for adjusting fiscal position of the District that liberates funds for operations and maintenance, particularly in the areas of complimentary use of facilities; maximizing value for funds distributed; and organization of staffing, responsibilities, and accountability.
- Recommend funding opportunities, particularly revenue-generating programs and events.
- Prevent the District and North Tahoe residents from bearing an unfair share of the burden of subsidizing recreation and parks facilities and programs for public benefit, particularly by recommending the District create formal Joint Use Agreements with neighboring communities and with North Tahoe organizations in order to maximize use of existing facilities.

¹ TRPA's revised General Plan as a result of Pathway 2007 will be an influential part of NTPUD's process in implementing its own Master Plan in the future. For more information on current Best Management Practices as set out by TRPA, go to <http://tahoebmp.org/default.aspx?tabindex=1&tabid=194>

❖ **ARTICLES OF THE VISION FOR RECREATION AND PARKS IN NORTH TAHOE**

North Tahoe is an extraordinarily unique community and therefore challenges to Recreation and Parks development can be difficult to overcome. However, these challenges are not only obstacles, but also serve as guides for the direction of Recreation and Parks.

⌘ **Article 1: Multi-use Facilities**

Always consider dual- or multi-purpose design of facilities.

Two foci resulted from public input: neighborhood and public. Residents seek neighborhood facilities that support family-oriented and day-to-day recreation such as playgrounds, pocket parks, and dog parks. The public-at-large is drawn to North Tahoe for a range of features that supports the full spectrum of recreation throughout all the seasons, in addition to being a desirable destination for conferences and retreats.



Desires of both residents and visitors do invariably intersect. Both contingents seek out the beaches, lake activities, sports facilities, outdoor entertainment, hiking, biking trails, open space, snow activities, and wedding venues.

⌘ **Article 2: Regional Unity**

Require development of connections that would link NTPUD-owned trails, properties, and recreation corridors within NTPUD boundaries as well as to those of USFS and other neighboring communities.

Currently, there is difficulty in connecting with existing trail networks and biking systems, causing a disjointedness in potentially fluid recreation activities. Hikers and bikers must drive to access contiguous trailways and bike paths, causing them to seek these recreation opportunities outside of North Tahoe.

⌘ **Article 3: Control Development**

Define development limits for each facility, thereby preserving the natural beauty inherent to each facility.

The District has many undeveloped recreation resources at its disposal, amounting to a *tabula rasa* from which to begin development. The advantage to this is creating specific pockets of activities in various locations in North Tahoe.

The NTRP, in particular, has the potential for over-development, given its high level of desirability for a wide variety of interest groups. Currently, there are four sports play fields, five tennis courts, hiking and biking trails, a par course, scouting campground and cabin, a picnic ramada, three children's play areas with play equipment, and nine holes of an eventual eighteen-hole disc-golf course in existence, with a soccer field soon to be constructed. See Chapter 3 for more information about NTRP. Also, under consideration are a skateboard/BMX park, campsites, mountain bike trails, hiking trails, and an amphitheater.

PUBLIC PARTICIPATION IN THE MASTER PLAN PROCESS: DATA AND ANALYSIS

INTRODUCTION

The Needs Assessment is an important part of the Master Plan. The intentions of this section are to catalog the existing needs and desires specific to the North Tahoe community, and based upon these valuable primary data, to arrive at goals and objectives for recreation in the area served by the NTPUD. The available data from public input come from a variety of sources. The analyses seek to understand and encompass all the varying needs of residents and visitors in the community in order to create the most suitable guidelines for the development of parks and recreation in North Tahoe.

The Needs Assessment is separated into the following chapters:

- Chapter 2 – Public Participation in the Master Plan Process: Data and Analysis
- Chapter 3 – Recreation Facilities: Inventory and Review
- Chapter 4 – Recreation Programs: Inventory and Review

❖ PUBLIC PARTICIPATION IN THE MASTER PLAN PROCESS

This chapter catalogs and analyzes public input data from eight areas, and provides summary analyses as follows:

1. Seniors Potluck Dinner, May 2006
2. Community Workshop I, 12 June 2006
3. Boys and Girls Club, Conversation with Executive Director Isabelle Rodriguez, 12 June 2006
4. Residential Telephone Survey, Summer 2006
5. Intercept Surveys, 3 July 2006 & 8 August 2006
6. Telephone Interviews of Affiliates and Associates of NTPUD, 3 July 2006
7. Community Workshop II, 7 August 2006
8. Mail Surveys Sent in Residential Water/Sewer or Utility Bills, Summer 2006

**** Seniors Potluck Dinner, Spring 2006**

This Potluck had 67 participants. Attendees were asked to fill out a survey (See Appendix A.01) consisting of a matrix with a list of activities across the top along with a column for additional comments. Listed below are the activity choices and the percentages of the 52 surveys completed:

- 61.5% Computer
- 59.6% Socials
- 50% Cultural
- 48.1% Fitness
- 44.2% Hiking
- 44.2% Bus Trips
- 44.2% Dance
- 13.5% Volunteer
- 42.3% Walking
- 32.7% Art
- 30.8% Cards
- 25% Committee
- 23.1% Wellness
- 20% Docent
- 17.3% Bingo
- 11.5% Estate

Other activities listed in the comments are:

- Music
- Bowling
- Yoga
- Snowshoeing
- Cooking Classes
- Book Club
- Golf
- Sewing
- Line Dancing
- Travel Speakers
- Seniors Volleyball
- Visit homebound seniors
- Environmental Education
- Bike Trail on North Shore
- Gardening
- Chess
- Bridge
- Potluck
- Boating
- Indoor Pool
- Tea Dance
- Travel Speakers
- Seniors Tennis
- Beach Center

Summary

The senior citizens of the North Tahoe community have a wide range of interests, from fitness and wellness to computers and art. This survey indicates the general need for seniors' programs in the District.

**** Community Workshop I, 12 June 2006**

This workshop, held at Kings Beach Conference Center on a Monday evening, was attended by 33 people from the Greater North Tahoe Area.

There was a presentation of the existing conditions of the North Tahoe Regional Park (NTRP), the Kings Beach State Recreation Area (KBSRA), and the North Tahoe Community Conference Center

Needs Assessment

(NTCCC). Next, there was group input and discussion about the NTRP and KBSRA, and general comments about NTPUD Recreation and Parks.

There was only a brief discussion about the Tahoe Vista Recreation Area (TVRA) because it was under construction at the time of this workshop. Finally, each person was asked to vote on their top choices for Indoor Facilities, Outdoor Facilities, and Programs.

General comments about NTPUD Recreation and Parks identified needs for programs, greater coordination and cooperation with other agencies, and more thorough communication with the community.

The following are the top choices of the participants in this workshop for what they would like to see added in the community:

Indoor Facilities (each person could choose 1):

- Swimming Pool
- Fitness Center
- Activity Center
- Additional Low-cost Community Meeting Space
- Affordable Wedding Venue

Outdoor Facilities (each person could choose 3):

- Bike trails (in North Tahoe and connections to Tahoe City trails)
- Hiking trails
- Skate/BMX park
- Disc golf course
- Camping sites
- Ice Rink
- Outdoor pool for instruction/recreation
- More playgrounds
- Small neighborhood tot lot/play areas
- Non-motorized boat storage at beaches
- Additional group picnic areas
- Dog park

Programs (each person could choose 5):

- Outdoor concerts
- Music in NTRP
- Yoga, meditation, and stress-relief classes
- Camps for school children
- Volunteer programs
- Cultural events - plays, concerts, summer series, musicals, small bands, movies, and performances
- Toddler programs
- Teen programs, activities
- Seniors' programs, trips, classes

- Adult sports leagues – Ultimate Frisbee, basketball, volleyball, baseball/softball, tennis

The four facilities focused upon for discussion were Kings Beach State Recreation Area (KBSRA), North Tahoe Regional Park (NTRP), Tahoe Vista Recreation Area (TVRA), and the North Tahoe Community Conference Center (NTCCC):

NTRP – Facilities Desired

- Bike Trails
- Skate/BMX Park
- Disc Golf
- Concessions
- Warming hut available for participants in winter activities
- Amphitheater
- Camping
- Additional group picnic areas
- Tennis building

The ideas generated about NTRP identified a desire to see the NTRP facilities maintained more rigorously and to provide better access through public transportation and trails.

KBSRA – Facilities Desired:

- Universal access to beach
- More play equipment
- Ice skating
- Boardwalk along shore and/or to Tahoe Vista
- New extended pier
- Small skate park for beginners
- Kayak/small boat storage

The ideas generated about KBSRA indicated a strong desire for upgrading all aspects of water access, connecting the facility to Tahoe Vista, and more frequent trash pick-up at the beach.

TVRA – Changes Desired:

- Create additional parking
- Add small boat storage

NTCCC – Changes Desired:

- Use the NTCCC for community events
- Increase programming at the center
- Provide affordable rental rate to the community
- Add a plaza at the center in order to support community events

Summary

There is an overarching desire for greater utilization of the available resources in the North Tahoe community. In order for the current facilities resources to fulfill the recreation needs of the community, the following areas should be addressed:

1. More community-based event programming along with activities programming, e.g., small bands concerts, cultural/art activities and fairs.
2. Connect regional areas to each other, e.g., more bike and pedestrian paths to NTRP, create a promenade from Coon Street boat launch to Tahoe Vista.
3. Improve overall bicycle, bus, and pedestrian access to facilities.
4. Increase the level of maintenance and clean-up at facilities.
5. Elicit more civic participation for implementation and execution of programs.
6. Become more amenable to unconventional funding opportunities, e.g. private sponsorships, coordination with other local entities such as Tahoe City Public Utilities District (TCPUD).
7. A major underlying concern of the community is the need for more programming to serve toddlers, adults, and seniors. This interest points to the larger issue of utilizing the immense resources available to a maximum potential.

RHAA reported at the subsequent Community Workshop 2 about the following issues identified at the first Community Workshop:

- Improve communication to the community.
- Outreach to a broader community base.
- Cooperate with other jurisdictions and agencies to improve and increase programs and services.
- Use existing community resources for programming – BGCNLT facilities, school facilities.

- Build new facilities in an appropriate regional architectural style.
- Use TRPA Best Management Practices.

**** Boys and Girls Club of North Lake Tahoe, Conversation with Executive Director Isabelle Rodriguez, 12 June 2006**

The Boys and Girls Club of North Lake Tahoe (BGCNLT) in Kings Beach is a facilities and programming resource for children ages 5-18. The five core areas are Character and Leadership Development; Education and Career Development; Health and Life Skills; The Arts; and Sports, Fitness, and Recreation.

The key issues identified during the conversation with Isabelle (See Appendix A.02) were:

1. There is not any programming for toddlers.
2. There is no programming for parents with their children.
3. There is a lack of programming that engenders participation from the Spanish-speaking population in the North Tahoe community.
4. The facilities at BGCNLT are an untapped resource for the NTPUD. All areas, except for the gymnasium and the community room which are owned by the Kings Beach Elementary School, are available for outside programming during BGCNLT's dark hours.
5. More collaboration with High Schools and Junior High Schools is needed.

Summary

From this conversation with Isabelle, there is an underlying need for programming and collaboration in the North Tahoe community. The lack of programming for those in the Spanish-speaking population can be changed by beginning with an understanding of the Latino culture. There is more likelihood of participation from Spanish-speakers in Town Hall Meetings and at places such as the Catholic Church or the Family Resource Center, places where the facilitators are trusted.

‡ **Residential Telephone Survey, Summer 2006**

A total of four hundred residential telephone surveys were completed over a period of nine weeks by Dr. James Fletcher and his telephone survey team. The survey (See Appendix A.04) consisted of fifteen questions developed by District staff based upon past survey questions and the results of the first Community Workshop.

Dr. Fletcher offered in-depth analysis of the data collected from the telephone survey which can be found along with the survey methodology (See Appendix A.03). Following is general data from the telephone survey:

- Respondents – (79.8%) White, (13.8%) Hispanic or Latino, (2.0%) Asian/Pacific Islander, (4.3%) Refused to answer
- Household Incomes – (32.8%) Less than \$50,000, (47%) \$50,000-\$124,999, (20.2%) \$125,000 and above.
- Amount over \$76 annually respondents are willing to pay for facilities and programs added to the NTPUD – (21.5%) None, (15.8%) \$10-\$20, (8.3%) \$21-\$30, (5.8%) \$31-\$40, (6.3%) More than \$40, (42.5%) Not sure.

Some of the findings from the telephone survey about recreation and programs are as follows:

- Kings Beach State Recreation Area is the facility in the District most used by those surveyed. North Tahoe Regional Park and Tahoe Vista Recreation Area are the next most used facilities.
- Activities with the highest participation rates are swimming at beaches, in lakes, rivers or streams; hiking; mountain biking; resort skiing/snowboarding; kayaking; snow skiing/snowboarding; and going to a playground or tot lot with children.
- The outdoor recreation facilities respondents would most like to see added in the District are a swimming pool for recreation or lessons, a dog park, a skateboard park, dirt bike/mountain bike access trails, an ice rink, hiking/walking/jogging paths, and a track and field.

- The indoor recreation facilities respondents would most like to see added in the District are a swimming pool and a fitness center, although (37%) did not want any additional indoor recreation facilities.

- The types of programs most respondents participated in the year prior to the survey are special community events, music/dance/performing arts, and arts/crafts/cooking.

- Respondents of this survey have a diverse range of programs they would like to see added in the District.

Responses in the telephone survey varied between different economic and ethnic groups:

- NTRP is more heavily used by members of households with annual incomes of \$50,000 and above than by those of less than \$50,000.

- KBSRA is more heavily used by members of households with annual incomes of \$125,000 and above than by those of less than \$125,000.

- Activities with more participants from households with annual incomes of \$125,000 and above are kayaking; hiking; mountain biking; snow skiing/snowboarding; and snowshoeing.

- Hispanic respondents have higher participation rates in swimming at beaches, in lakes, rivers or streams; playing organized soccer; playing organized basketball; playing informal soccer; playing informal basketball; and visiting playgrounds or tot lots with children.

- White respondents have higher participation rates in kayaking; hiking; mountain biking; snow skiing/snowboarding; and resort skiing/snowboarding.

Summary

This residential telephone survey indicates a difference between the recreation preferences of those with incomes below \$50,000 annually and those with incomes \$125,000 and above annually. There is also a difference in recreation preferences between Whites and Hispanics.

Many of the 42.5% of people who are not sure about paying more money

annually to support facilities and programs wish to have more information about and specificity of projects before deciding on an amount of additional funds.

Intercept Surveys, 3 July 2006 & 8 August 2006

Intercept surveys were conducted on two different days at two of the most popular beaches in North Tahoe, Kings Beach Recreation Area and North Tahoe Beach (formerly Beach Center). A total of seventy-two surveys were completed.

Most of the respondents were visiting from elsewhere, including Reno, Incline Village, Truckee, Tahoe City, Northstar, and Tahoe Donner; and from as far away as Sacramento, San Francisco, and Chicago.

Summary

The beaches maintained by the District are impacted heavily by visitors from within and outside of Placer County. Many of the visitors are from regions of Martis Valley, an area of the County containing many housing developments from which occupants travel to recreation facilities within the NTPUD, establishing a nexus between the two regions. Primary concerns identified were the decline of maintenance of the beaches and the need for improvements of facilities such as the pier.

Telephone Interviews of Affiliates and Associates of NTPUD, 3 July 2006

This survey of stakeholders was conducted on 3 July 2006, a holiday for many people because it was the Monday before July 4th. Thirty phone calls were made and six surveys completed. Late in July, nine more interviews were completed, resulting in fifteen total interviews. The responses were candid and insightful and indicated an overall support of the NTPUD.

Question 1: What is your relationship and/or affiliation to NTPUD? The intention of the question was to identify the interests of the interviewee. In an effort to maintain anonymity of the respondents, the responses to that question are not presented in this report.

Question 2: How would you describe your level of satisfaction with the facilities and parks within the

NTPUD? Interviewees were asked to choose from the following:

- Not at all satisfied · Somewhat satisfied
- Satisfied · Not sure/Don't know · N/A

Of the fifteen interviews, there were eight "Somewhat satisfied" answers and seven "Satisfied" answers.

Question 3: What are the District's greatest strengths as an administrator of parks and facilities in the community?

- Willingness to take on projects.
- Commitment to quality of the properties.
- Local presence, accountability, knowledge of area, responsive to citizens.
- Source for getting things done locally.
- Greatest strengths are rooted in the many opportunities and great potential with the properties. A variety of experiences in nature are available, from beach to forest.
- The ability to provide recreation for both visitors and locals.
- The potential to delegate responsibility and oversee it.
- The ability to work within constrictions (financial, political, etc.).
- The potential to obtain grants for funding.

Question 4: If you could make improvements to parks and facilities in the community, what would those be?

- Set higher standards for design and maintenance, do a comprehensive master plan that analyzes and directs appropriate placement of concessionaires so as to avoid "Wally World-ing" the lakefront with motley commercialization. Take a more sensitive approach to visual and environmental impact of commercialization on the lakefront.
- Complete a disc golf course.
- Build a skate park
- Tie in trail system to Tahoe City's Trail System.

Needs Assessment

- Would like to see the Bike Trail completed.
- Improve the pier at Kings Beach, put in a spa beach center at the lake, and put in ice skating at Kings Beach during the winter.
- Take measures to expand access to public recreational boating, improve navigational channel, and dredge a channel at Tahoe Vista boat ramp.
- Better boat launch facilities—during drought years, the water level goes down and cars try to go out with their boats, but this is an environmentally hazardous practice so there is a need to provide a prepared surface that extends out during the drought.
- Need more parking at facilities, better signage, and better upkeep of properties.
- Improve ball field conditions.
- Implementation of artificial turf on the fields would be beneficial in that no fertilizer is used, there is less pooling, less water is wasted, and there is less maintenance.
- Provide more parking at TVRA.
- Provide lakeside universal access parking.
- Build kayak and rowboat storage at the water, thereby reducing the need to drive with boats.
- The litter problem needs to be addressed through education, enforcement, or direct clean-up.
- Provide more litter receptacles to discourage littering.
- Upgrade signage of notices regarding public access to the beaches.
- Provide an additional soccer field.
- Provide another multi-use field.
- Provide a clubhouse at tennis courts with a deck and restrooms.
- Upgrade facilities for safety.
- Improve the timing of the sprinklers so they are not on in the afternoon or during games.
- Build with the idea of long-term maintenance as a factor in choice of materials.
- Make more destination areas for winter and summer.

- Enforce restrictions on snowmobiles and motorbikes when they are out of bounds.
- Create a system that ensures local users do not pay twice, once in taxes and again in parking fees.

Question 5: Given your current affiliation with NTPUD, how would you change or modify that relationship to better serve the parks and facilities needs of the people you serve?

- Orchestrate cooperative master planning efforts between Tahoe City, NTPUD, and Placer County—results would be cost savings and better evaluation of needs and funding in the North Tahoe area.
- Would like to have better board leadership.
- The District should represent themselves at other organizations' meetings as e-mail and phone conversations are not adequate for communication.
- There is a need for better reporting and documentation so costs of maintenance and operations are more clear.
- Measure C is terribly limiting—should have combined funding efforts with Tahoe City, need to reassess funding policies.
- Increase staffing during peak season in order to better maintain the parks and beaches at those highly impacted times.
- Allocate more funds for maintenance.
- Improve parking process during events in order to avoid back-ups at facilities.
- Look more at a long term relationship with promoters such as for baseball tournaments, rather than at short term funding goals. For example, charging tournament use fees while charging tournament participants for entrance fees is a careless oversight that signifies a need to better manage relationships with those who would bring revenue to the area.
- Discourage noisy water vehicles.
- Building relationships with other stakeholders—can coordinate

efforts, build a shorthand language with each other.

- Hold meetings with other departments to go over issues and possibilities so information is not found out incidentally. Things may be able to get done in a more timely manner.
- Through more cooperative ventures, share staff, equipment, and purchasing with other departments and organizations.

Question 6: How would you describe your level of satisfaction with recreation programming within the NTPUD? Interviewees were asked to choose from the following:

- Not at all satisfied • Somewhat satisfied
- Satisfied • Not sure/Don't know • N/A

Of the fifteen interviews, there were four "Somewhat satisfied" answers, four "N/A" answers, two "Not at all satisfied" answers, three "Not sure/Don't know" answers, and two "Satisfied" answers.

Question 7: If you could make improvements to recreation programming in the community, what would those be?

- Develop and create programs, elicit community involvement—look to TCPUD as an example of community involvement in programs.
- Bring in movies at night and concerts at Kings Beach Plaza, as opposed to classes.
- Program swim lessons at a new recreation/swim center.
- Expand tennis program.
- Generate income that could be spent on the parks.
- Provide more opportunities for cultural events.
- Bring more sports tournaments to the area.
- Track and field would be good for bringing meets, people, and revenue to the area.
- Implement adult programs—look to TCPUD for an example of adult programs.
- There is no need for adult programs.

- Provide programs for teens that teens perceive as "cool" or "hip" so they will actually participate in the programs.
- Provide programs for toddlers.

Question 8: Given your current affiliation with NTPUD, how would you change or modify that relationship to better serve the recreation programming needs of the people you serve?

- The NTPUD board is very scornful—they ask for funding but when they are asked for any sort of compliance or cooperation, they become defensive and biting which engenders a lack of trust.
- Take a regional approach—work with agencies in other areas to coordinate programs.
- The District should not do programming at the BCGNLT because that would be double staffing – leave the programming to BCGNLT.
- The District needs to provide programs, period.
- More communication, outreach, and marketing of what is available.
- Increase funding and political coordination with others—build bridges rather than burn them.

Question 9: What are other ideas or observations about parks, facilities, and programming you would like to share with NTPUD?

- Should consider Stoker Property for the skate park—it is pretty much accessible for everyone, can skate right to it.
- The Auto Park System is a great idea for capturing revenue while giving residents free or reduced rates.
- Bring in outside help when necessary, such as with the master plan.
- The tennis facility has a spectacular setting.
- The board trumps what the community wants.

Needs Assessment

- Pointing out problems in relationships seem to fall on deaf ears at the NTPUD—need to be more conciliatory, especially with those that would bring in revenue to the area.

Summary

A summary look at some of the key points identified by stakeholders offers insight into potential and collaborative opportunities that can be considered in the parks and recreation planning process.

All indications point to a great need for the NTPUD to create a collegial foundation with other municipal agencies and to establish collaborative relationships with willing partners. These partnerships can result in funding opportunities for some of the District's projects as well as an efficient use of resources within the District.

Community Workshop II, 7 August 2006

This second workshop took place at the NTCCC on a Monday evening. The purpose of this workshop was to present the input, thus far, from the community; to provide another discussion opportunity for those community members that did not attend the first workshop; and to get feedback on the information gathered up to this point.

Data from the telephone surveys completed to this date was presented by Jim Fletcher of Chico State University:

- Respondents – (46%) male, (54%) female. Fletcher reported that this is a balanced outcome.
- Ethnicity – (81%) White, (10%) Hispanic, (2%) Asian, (7%) Refused to Answer
- Most Heavily Used North Tahoe Areas – (35%) KBSRA, (21%) TVRA, (19%) NTRP, 9% None of the Areas Listed
- Average Recreation Use Days – (27) Swimming at Beaches, Lake, etc., (25) Hiking, (14) Resort Skiing/Snowboarding, (8) Trail Running, (8) Soccer (organized), (7) Kayaking
- Most Preferred Outdoor Recreation Facility – (15%) Swimming Pool for Recreation,

(10%) Dog Park, (5%) Track and Field, (4%) Road Bike Trails, (4%) Ice Rink, (4%) Soccer Fields

• Most Preferred Indoor Recreation Facility – (22%) Fitness Center, (19%) Swimming Pool, (39%) None Preferred

• Most Preferred Program or Class – (5%) Dance Instruction, (4%) Arts and Crafts, (3%) Preschool Care, (3%) Baseball or Softball, (3%) Golf, (3%) Cooking, (57%) None Preferred

• Would you be willing to pay \$xx.00 extra annually over the \$76.00 currently paid annually? – (48%) Not Sure, (24%) None, (12%) \$10 - \$20, (6%) \$21 - \$30, (1%) \$31 - \$40, (8%) More than \$40.

During discussion, the following ideas and issues were added:

General

- Consider transit availability in locations of facilities and programs.
- Improve maintenance through the help of volunteers and master gardeners.
- Reduce or eliminate parking fees for residents, carpools, and alternative fuel vehicles

NTRP

- Improve access by transit systems.
- Improve trail/walk system within the park.
- Upgrade facilities for universal access, safety, and general maintenance.
- Improve signage on trails, interpretive signage, and signage to the park.
- Mitigate light pollution from the ball fields.
- Accommodate mountain biking.
- Add music in the park.

KBSRA

- Offer more community events/programs at Coon Street Plaza.
- Improve environmental stewardship—add filtration basin, control erosion.

- Change regulations/policies—permit dogs on the beach at certain hours, allow alcohol on the beach.
- Incorporate more art and interpretive signage.

Those participants that did not vote during Community Workshop I had an opportunity at this workshop to vote on their choices for facilities and programs they would like to see added in the community:

Indoor Facilities (each person could choose 1):

- Fitness center* ** indicates*
- Swimming pool* *top choices*
- Teen and Youth club facilities*
- Meeting facilities
- Library

Outdoor Facilities (each person could choose 3):

- Dog park/beach* ** indicates*
- Amphitheater* *top choices*
- Skate/BMX park*
- Swimming pool for recreation or lessons*
- Hiking/walking/jogging path*
- Bike trails*
- Dirt bike/Mountain bike access trails
- Bike trail to Tahoe City
- Universal access to the water

Programs (each person could choose 5):

- Outdoor concerts* ** indicates*
- Computer classes* *top choices*
- Seniors programs*
- Yoga, meditation, stress-relief classes*
- Teen programs
- Communication to the community
- Hybrid fuel incentive
- Swimming lessons
- Volleyball leagues
- Aerobics, spinning, or fitness classes
- Volunteer programs
- Music in the NTRP
- Plays/performances
- Indoor concerts
- Before or after school daycare
- Camps for school-age children
- Baseball or softball leagues
- Basketball leagues
- Tennis leagues and/or lessons
- Web design classes
- Dance classes
- Outdoor/Nature classes

Summary

The outcome of the Community Workshop II essentially echoed the responses from the previous workshop and of the telephone survey. While there had been reference to environmentally sound practices in previous survey responses, this workshop produced more vocal advocacy for environmental stewardship.

As indicated previously, there is a need in the community for overall programming, improved and updated facilities, hiking and biking connections, and better communication.

** Mail Survey Sent in Residential Utility/Sewerage and Water Bills, Summer 2006

The questions from the Residential Telephone Survey were adapted into a mail survey. The District mailed three thousand surveys in residential utility/sewerage and water bills and received 511 total responses. Dr. Fletcher compiled and analyzed the responses resulting in the following outcomes:

- Respondents – (79.3%) White, (3.1%) Hispanic or Latino, (2.3%) Asian/Pacific Islander, (0.2%) Black/African-American, (0.8%) Other, (14.3%) Refused to answer
- Household Incomes – (12.3%) Less than \$50,000, (48.9%) \$50,000-\$124,999, (38.8%) \$125,000 and above.
- Amount over \$76 annually respondents are willing to pay for facilities and programs added to the NTPUD – (22.9%) None, (17.6%) \$10-\$20, (12.5%) \$21-\$30, (5.9%) \$31-\$40, (11.2%) More than \$40, (29.9%) Not sure.

Summary

Due to the under-representation in this mail survey of non-white respondents and of those with annual incomes less than \$50,000, conclusions about recreation and programs can be made only in particular categories. According to this survey, the category of people who are white and with annual incomes \$50,000 and above show there are 47.2% that have a willingness to pay more money annually for additional facilities and programs.

Table 2.1 Public Input Summary

<p align="center">THEMES, IDEAS, AND CONCERNS FOR PARKS AND RECREATION IN NORTH TAHOE</p>	<p align="center">Seniors Potluck Dinner, May 2006</p>	<p align="center">Community Workshop 1, 12 June 2006</p>	<p align="center">Residential Telephone Survey, Summer 2006</p>	<p align="center">Intercept Surveys, Summer 2006</p>	<p align="center">Telephone Interviews of Affiliates and Associates of NTPUD, 3 July 2006</p>	<p align="center">Community Workshop II, 7 August 2006</p>	<p align="center">Mail Surveys Sent in Residential Bills</p>
Community swim, spa, fitness center	♦	♦	♦			♦	
Hiking, jogging, running, and/or biking trails and/or paths	♦		♦			♦	
Organized recreation activities for Senior Citizens	♦	♦				♦	
Organized recreation activities for Adults		♦			♦	♦	
Organized recreation activities for Teenage Youth		♦			♦	♦	
Organized recreation activities for Toddlers					♦		
Organized recreation activities for Children with their Parents							
Organized volunteer programs and opportunities	♦	♦					
Offer community education classes and/or instruction in areas such as computers, crafts, cooking, fitness, etc.	♦	♦				♦	
Offer more cultural events such as plays, concerts, movies, etc.		♦			♦	♦	
Affordable facilities for multi-purpose community and family activities such as weddings, party catering, etc.		♦				♦	
Facilities for youth activities such as a skate/BMX park, a youth club, neighborhood playground/tot lots, etc.		♦	♦			♦	
Facilities for activities that have been identified as a need in the community such as a disc golf course, an ice rink, a skate/BMX park, and camping sites		♦			♦	♦	
Provide non-motorized boat storage at the water		♦		♦	♦		
Increase number of neighborhood facilities such as dog parks or beaches, track and field, and tot lots			♦			♦	
Improve public safety and accessibility on trails, throughout parks and recreation facilities, at beaches, and for children's play areas		♦			♦	♦	
Upgrade and improve the conditions of facilities such as piers, playfields, and play equipment		♦		♦	♦		
Join recreation resources between NTPUD and neighboring communities.					♦	♦	
Link facilities within the community to other facilities within and outside the community such as beaches, bike trails and hiking trails		♦		♦	♦	♦	
Use environmentally sound practices and materials						♦	
Increase maintenance and upkeep at all facilities		♦		♦	♦		
Improve signage throughout the community and at facilities						♦	
Improve and/or increase public transit to facilities						♦	
Improve communication to the public, marketing of events and activities		♦				♦	
Expand public outreach and provide forums to a more broadened community base, e.g., the Spanish-speaking segment of the community						♦	
Improve reporting and documentation					♦		
Willingness to pay more money annually for additional facilities and programs			♦				♦

RECREATION FACILITIES: INVENTORY AND REVIEW

INTRODUCTION

This chapter assesses the existing facilities of the NTPUD and identifies facilities operated by other agencies that are available to meet the recreational needs of the North Tahoe Community. (See Appendix B.01) This report looks in detail at three park facilities—North Tahoe Regional Park, Tahoe Vista Recreation Area, and Kings Beach State Recreation Area along with the contiguous exterior of the North Tahoe Conference Center. Sections discussed in this chapter include:

- ✦ Current NTPUD Park Facilities
 - North Tahoe Regional Park (NTRP)
 - Tahoe Vista Recreation Area (TVRA)
 - North Tahoe Community Conference Center (NTCCC)
 - Other NTPUD Properties
 - Firestone Property
 - Stoker Property
 - Mogilefsky Property
 - National Avenue Community Daycare Center
 - Bike Trail
- ✦ Properties owned by other Entities and maintained by the NTPUD
 - Kings Beach State Recreation Area (KBSRA)
 - Coon Street Plaza
 - Coon Street Recreation Area
 - Kings Beach Neighborhood Park
 - Placer County Properties

- California Tahoe Conservancy (CTC) Beaches
- U.S. Forest Service Trails & Land
- ✦ Other Recreation Facilities in the District
 - Boys and Girls Club of North Lake Tahoe
 - Private Recreation Facilities
- ✦ Accessibility Standards for Facility Design
- ✦ Guidelines for Play Areas
- ✦ Playground Safety Compliance
- ✦ Table 3.1 – Review of NTRP, KBSRA, TVRA, and NTCC for Safety, Maintenance, & Accessibility
- ✦ Summary

❖ CURRENT NTPUD PARK FACILITIES

The NTPUD owns two major parks – North Tahoe Regional Park (NTRP) and the Tahoe Vista Recreation Area (TVRA). The District also owns and operates the North Tahoe Community Conference Center (NTCCC). Additional NTPUD recreation facilities include Secline Beach and a bike trail from the Regional Park to Highway 267. The District has three undeveloped properties: the Firestone Property, the Mogilefsky Property, and the Stoker Property (owned by the NTPUD Sewer Fund).

In addition to its own properties, the District maintains facilities for the California Tahoe Conservancy, Placer County Parks, State of California Department of Boating and Waterways, and the California State Department of Parks and Recreation including a major facility, the Kings Beach State Recreation Area. The District also maintains one baseball field adjacent to the Kings Beach Elementary School property and a multi-use field adjacent to the Boys and Girls Club.

⌘ **North Tahoe Regional Park (NTRP)**



The NTRP is one of the best-kept secrets in the North Tahoe Area. The 124.5-acre facility contains both active sports facilities and informal recreation opportunities. Located in a dense pine forest, the park has stunning vistas of Lake Tahoe visible from many points. In addition to its active sports facilities, the park has ten kilometers of trails and large areas of undeveloped open space that connect into adjacent National Forest Land and Placer County open space. Park facilities are on three large terraces, the result of filling and grading for the land's former usage as sewerage ponds.

This regional park is the site for:

- 5 tennis courts
- 2 hardball fields
- 2 softball fields with soccer overlay
- Track-and-field
- Soccer field
- Snow park for sledding and snowmobile riding
- 1 multi-purpose field

- Disc Golf course
- Playground with several play structures
- Groomed lawn area near the playground
- Thomas Llewellyn Scout Area for youth group camping, including small log cabin
- Ramada picnic area with barbecues and picnic tables
- Children's garden space
- Handball court
- Basketball hoop on a parking area
- Restrooms including heated restrooms at the snow park
- Sand volleyball court
- Picnic Areas
- Bike trails—paved and off-road
- Hiking trails, snowshoe and cross country trails
- Interpretive nature trail
- Par course
- Small portable building for concessions



There are many large undeveloped areas of the park, particularly on the uppermost terrace, that can meet the demands for other recreational facilities. Recently, half of a disc golf course was implemented with the remainder to be completed in 2007. Additional uses under active consideration for the NTRP are a skate park and extension of the paved bike trail. Another feature that is under discussion is an amphitheater on the upper level of the park, where the vistas are most stunning. (See Appendix B.03)

Primary issues at NTRP are maintenance problems, compliance with new safety codes for playgrounds by the Consumer Product Safety Commission (CPSC) and accommodating universal access according to the Americans with Disabilities Act (ADA) and California Title 24. Maintenance issues include overuse of turf areas, erosion, soil compaction, and drainage problems. Due to

budget constraints, the District has available a limited number of full time maintenance workers to handle routine maintenance. As a result, larger projects are deferred until summer when the District hires additional seasonal workers.

Nearly all play equipment at NTRP is in need of some repair, upgrade, or replacement for safety and universal access. When evaluated for conformity with the CPSC (playground safety codes), most of the playground equipment in the park does not meet current standards with the exception of the newest large deck structure. In addition, the surfacing under the equipment does not meet fall hazard attenuation requirements or accessibility requirements. However, the District has just received a grant to replace the surfacing to address this problem.

Challenges for universal access include the dramatic changes in levels due to the natural topography, which are difficult for disabled and elderly persons to navigate. Additional issues include lack of designated accessible parking, no accessible restrooms, and poor access to the playground equipment. Please see Table 3.1 and Appendix C for a full listing of issues for access and safety.

⚡ **Tahoe Vista Recreational Area (TVRA)**



This 2.7-acre park area, located along Lake Tahoe in Tahoe Vista, was completed July 2006. Parking to support this lakeside beach facility is planned along National Avenue with construction of such dependent upon receipt of grant funding.

The park has a major boat launch facility, picnicking, and 800 feet of lakeshore frontage. The boat launch includes an area for wash-down prior to launching that serves to reduce noxious weeds in the lake and at the launch facilities. The park design incorporates sustainable design features including permeable paving and storm water detention facilities.

TVRA includes the following facilities:

- Boat launch
- Temporary kayak storage rack that is lockable
- Limited lakeside parking and extra long parking spaces for vehicles with boat trailers
- Beach staging area with pervious paving
- Picnic areas with tables
- Interpretive signage with story boards
- Earthen path access to beach
- An overlook area
- Stone walls
- Seasonal concession storage
- Bike racks
- Accessible unisex restrooms

The current surface material along the promenade and at the overlook is not accessible, but the District is aware of the problem and has plans to install material for universal access Summer of 2007.

There is a 3.6-acre support parcel at the intersection of North Lake Boulevard (Highway 28) and National Avenue. Phase II construction for this location will address automobile parking, boat trailer parking, fee collection facilities, bicycle trails, a transportation shelter, pedestrian circulation facilities and landscaping elements.

North Tahoe Conference Center (NTCC)



Located adjacent to the Kings Beach State Recreation Area, the Conference Center is a major meeting space for the North Tahoe Community. The 16,170 square feet accommodate meetings, conferences, and classes in its eight meeting rooms and on its outdoor terrace overlooking the Lake. The terrace at the Conference Center connects to the promenade that runs through KBSRA and provides passive recreation opportunities, while KBSRA's sandy beachfront continues past the NTCC. Parking is available in the adjacent KBSRA parking area.

Owned and operated by the District, the center is supported variably by user fees, Measure C funds and Resort Association grants. The center is available to the community for rental as well as for community events. The Center's prime shoreside location makes it popular for wedding events, which generate the greatest bulk of rental income. Currently, the center's primary community recreation functions are community meetings and classes including gymnastics, yoga, martial arts, and jazzercise.

Issues for the exterior spaces include the drop-off from the terrace onto the beach and no detectable warnings at flush walks adjacent to vehicular routes. (See Table 3.1)

Other NTPUD Properties

◇ *Firestone Property*

This 103.7-acre property is designated to support the North Tahoe Bike Trail connection to Tahoe City. A new community center and swimming pool were proposed for the site; however, the funds could not be raised in the community after a failed bond measure.

◇ *Mogilefsky Property*

Another undeveloped parcel of land is the 16.5-acre parcel north of the NTRP. Located at a higher elevation than the NTRP and therefore receiving more snow, the site has potential as a winter sports facility such as a snow mobile park. This forested property also has modest view opportunities to Lake Tahoe. Due to its adjacency to National Forest Service land, Mogilefsky provides a vital link in the regional trail system, as well as providing a suitable space to develop campsites.

◇ *National Avenue Community Daycare Center*

Located adjacent to their headquarters and corporation yard, the District owns a small building of 3,800 square feet. The Placer County Office of Education currently leases the building for use as a pre-school through July 2007.

◇ *Secline Beach/Griff Creek*



Secline Beach/Griff Creek consists of a small beach with amenities limited to picnic tables, barbecues and a temporary restroom in the summer. Limited parking is available.

The Griff Creek portion of the site is a Stream Environment Zone (SEZ), a special buffer zone of marsh, grasses, and a pond to protect riparian habitat. Located just south of the junction of Hwy 267 and North Lake Blvd, the beach area and picnic site is comprised of a set of parcels owned variously by Placer County, the California Tahoe Conservancy, and the NTPUD.

❖ *Bike Trail*

The District maintains a paved asphalt bike trail that extends from the NTRP, through U.S. Forest Service land, to nearly Highway 267. There are proposals to add trail links, including one from Highway 28 to National Avenue and a second nine-mile trail that will link NTRP to the existing bike trail that currently terminates northeast of Tahoe City. These extensions of the Bike Trail will provide better linkages in the North Tahoe Area.

❖ *Stoker Property*



Another area of undeveloped land is the Stoker Property, owned by the NTPUD Sewer Fund. This 2.2-acre property is located in a residential area of Kings Beach, five blocks north of Highway 28. At one time, it was designated as overflow parking for beach visitors. Recently, some people in the community have expressed a desire to locate an in-town skate park here due to the easily accessible location for young non-drivers that would use the facility.

❖ **PROPERTIES OWNED BY OTHER ENTITIES AND MAINTAINED BY THE NTPUD**

The District maintains several properties they do not own or lease, but have contractual maintenance agreements with the owners.

❖ **Kings Beach State Recreation Area (KBSRA)**



The Kings Beach State Recreation Area (KBSRA) is a 12.8-acre shoreline park in the center of Kings Beach. The KBSRA is contiguous with the North Tahoe Conference Center, the Coon Street Plaza, Boat Ramp and Picnic Area. The beautiful beachfront, with clear vistas of Lake Tahoe and the Sierras, is a highly treasured facility, serving as a community park and as a focal point for the Kings Beach area. KBSRA is owned by the State of California with whom the District agrees to maintain the facility under a local operating agreement and has certain rights to raise revenues from concessions and parking fees to help maintain the site. The District is in the process of renewing this operating agreement with the State.

KBSRA includes the following facilities:

- Sandy beachfront
- Pier
- Concessionaire for water sports
- Playground
- A sand volleyball court
- Paved promenade from the Conference Center to Coon Street launch area
- 19 picnic tables throughout the park

Needs Assessment

- Several mounted grills on pads and in sand
- Restrooms
- Outdoor showers—high and low
- Drinking fountains—high and low accessible
- Benches distributed throughout the park and along the paved path
- Parking for 160+ cars, 2 of which are marked accessible
- Lighting



The beach is one of the largest public access points along the North Shore and provides opportunities for swimming, water sports, picnicking and sunbathing. A promenade and historic stonewalls frame the beach.

The pier at KBSRA offers opportunities for fishing and access to boats. Identified by the District for replacement, the pier is in disrepair. The spacing between boards is greater than ½", which makes the surface difficult to navigate for persons in wheelchairs. The railing is too low for persons in wheelchairs to see beyond it, and the chain link fabric on the safety railing has holes in it. The District, along with the California Tahoe Conservancy (CTC) and the State Parks Department, will implement a new pier.



The playground contains one large structure with both lower and higher components popular with many age groups. In an effort to make the structure more accessible, the District has placed engineered wood fiber surfacing in the play area. However, sand from the beach blows up and covers the entire surface creating a maintenance issue for KBSRA and making this surfacing non-compliant for accessibility. See Table 3.1 for a listing of maintenance issues.

Some areas at KBSRA requiring improvement for universal access (see Appendix B.02) are picnic and grilling areas, curbs, paths, and stairs. Additional issues include more than a ½" surface differential in paving in some areas. The stairs do not meet accessibility and building codes including extension of handrails beyond the stairs and striping on the treads. There is a need to increase the number of accessible picnic tables, and to remount barbecues for access. See Table 3.1 for a listing of safety and access issues.

¶ Coon Street Recreation Area

◇ Coon Street Picnic Area and Dog Park

This area, owned by the California Department of Boating and Waterways (DBW) and maintained by NTPUD, is approximately one acre on the eastern side of Coon Street opposite the Coon Street Boat Launch. This is a patch of green space and rocky beach for the dogs to play, along with a few picnic tables from which to enjoy the lake view.

◇ Boat Launch



Directly east of Kings Beach State Recreation Area, the boat launch facility of just under one acre contains a concrete boat launch ramp with adjacent wood dock, restroom, parking and picnic facilities. The picnic area also serves as an informal dog park. The California State Department of Boating and Waterways (DBW) owns this property and contracts the District to maintain it.

≡ Kings Beach Neighborhood Park

The District maintains two adjacent and contiguous properties. The first is a multi-use field owned by the Kings Beach Elementary School and the second is a baseball field owned by the Catholic Church and leased to Little League Baseball.

◇ Kings Beach Elementary School Multi-use Field



The multi-use field, located behind the Boys and Girls Club facilities and adjoining the baseball field, has a boundary fence on the perimeter, a set of three-tier wooden bleachers, moveable backstops for soccer and kickball, and can be used for playing baseball games. The

concessions building has service windows on either side for easy access by crowds at either field. The District receives no financial support for these properties. They are subsidized by Measure C revenues.

◇ Little League Baseball Field



The baseball field, adjacent to the Kings Beach Elementary School, has two sets of five-tier aluminum bleachers, a wood and chain link backstop, two dugout areas with bench seating, a goalpost scoreboard in the northeast corner of the field, a boundary fence along the perimeter, and a concessions building.

≡ Placer County Properties

The NTPUD maintains properties owned by Placer County, including named and unnamed beaches. Two of the named beaches are Steamer's Beach and Speedboat (formerly known as Buck's) Beach. Another beach the District maintains is Moon Dunes Beach, co-owned by Placer County and the California Tahoe Conservancy.

The District also maintains the grounds of the Kings Beach County Library, Secline Beach, and several unnamed beaches that Placer County owns on the North Shore of Lake Tahoe.

Funding for the maintenance of these beaches is from a contract with Placer County Parks.

Needs Assessment

❖ Moon Dunes Beach



Located in Tahoe Vista, Moon Dunes has a sandy beach, seasonal portable sanitary facilities, two picnic tables, and barbecues.

❖ Speedboat Beach



Near the California / Nevada border at the end of Speedboat Avenue, Speedboat Beach is a small sandy beach dotted with large rocks. There are seasonal portable sanitary facilities and very limited parking. During years of high water levels in the lake, the sand is subsumed, creating a larger wading and swimming area at the shoreline.

** California Tahoe Conservancy (CTC) Properties

Properties owned by the CTC and maintained by the District include the Coon Street Plaza, and a dirt lot adjacent to the Coon Street parking lot, North Tahoe Beach (formerly, "The Beach Center"), and Sandy Beach. In addition, NTPUD maintains properties co-owned by the CTC and other agencies, such as parts of the aforementioned Secline Beach and Moon Dunes Beach.

❖ Coon Street Plaza



Adjacent to Kings Beach State Recreation Area (KBSRA), the 1.7-acre Coon Street Plaza is a large paved area lined by benches and surrounded by trees, which, combined with the KBSRA, serves as the site for major community events. Current activities in the plaza include crafts fairs, art fairs and musical events, as well as special community celebrations. The California Tahoe Conservancy owns the plaza.

❖ North Tahoe Beach



Located in Kings Beach at the intersection of Highways 28 and 267, North Tahoe Beach is a newly renovated public beach with parking, sandy beach, grassy areas, volleyball courts, a large picnic shelter, picnic tables, barbecues and restrooms. An interpretive stone sculpture shows the depth of Lake Tahoe. Although the beach/park was renovated by and is owned by the CTC, the District maintains the property. The information kiosk at this location is staffed by Chamber of Commerce representatives who dispense information to visitors to the lake. The North Lake Tahoe Resort Association also rents this site for events.

◇ *Sandy Beach*



Adjoining Moon Dunes Beach and set back from Highway 28, Sandy Beach is a pleasantly small beach with grassy vegetation and is nestled in a newly reseeded tree area. Although there are no developed facilities at Sandy Beach, there are two picnic tables, one barbecue, and two benches for enjoying the spectacular views from the beach.

⌘ **United States Forest Service (USFS) Trails and Land**

The NTPUD maintains USFS trails as groomed cross country ski trails. Currently, the USFS is working on a Trail Implementation Plan to manage, adopt, build trails, and close user-made trails. (See Appendix B.04) The water tank adjacent to the NTRP is on USFS land.

⌘ **OTHER RECREATION FACILITIES IN THE DISTRICT**

Another major park and recreation facility within district boundaries that is not owned or maintained by the NTPUD but does provide recreational opportunities for the community is the Boys and Girls Club of North Lake Tahoe.

⌘ **Boys & Girls Club of North Lake Tahoe (BGCNLT)**



Built in 1998 adjacent to the Kings Beach Elementary School, the BGCNLT facility includes a gymnasium, classrooms, computer room, recreation room, craft room, meeting spaces, commercial kitchen, and office spaces. In addition to meeting the club's primary function of providing after school care, the facility accommodates community events, camps, and open gym play.

The District, through a written agreement, provides significant financial support to the BGCNLT from Measure C funds.

⌘ **Private Recreation Facilities**

Private recreation facilities in the North Tahoe Area include a nine-hole golf course; two miniature golf courses, one in Kings Beach and one in Carnelian Bay; a yoga studio; and several marinas. In addition, there are several watercraft rental and bike rental facilities throughout the area, as well as many winter sports equipment rental shops.

❖ **ACCESSIBILITY STANDARDS FOR FACILITY DESIGN**

Federal Law, the Americans with Disabilities Act (ADA) and Title 24 of the California State Code mandate that all public facilities must be reasonably accessible to and usable by all populations.

The Americans with Disabilities Act (ADA) was signed into law in 1990. Title 24 includes State of California accessibility standard guidelines, which are sometimes more restrictive than those of the ADA. These laws require that people with disabilities have equal access to the same public facilities that are available to people without disabilities. Facilities that receive public funds must be accessible to and usable by people with disabilities.

Of state and local governments and any public accommodation that would include park district facilities and programs, the ADA requires the following:

- Newly constructed facilities must be readily accessible
- Renovation or alteration of existing facilities must make them readily accessible
- Barriers to accessibility in existing facilities must be removed when "readily achievable".

Some minimum requirements include but are not limited to:

- One accessible route from site access point, such as a parking lot, to all major activities must be provided.
- All major activities must be accessible.
- Access to at least one of each type of smaller activity, such as picnicking or play elements, must be provided.
- If toilets are provided, then one accessible unisex toilet facility must be provided along an accessible route
- Displays and written information should be located where they can be seen by a seated individual and should provide information accessible to the blind.

❖ **GUIDELINES FOR PLAY AREAS**

In 2000, the Architectural and Transportation Barriers Compliance Board (Access Board)

amended the Federal American with Disabilities Act Accessibility Guidelines (ADAAG) by adding a special application section for play areas, which ensures that newly constructed and altered play areas are readily accessible to and usable by children with disabilities. The following is a summary of the rules for play areas:

Access Route

1) Provide a minimum of one accessible route within the boundary of the play area that connects all accessible features. In play areas over 1000 sq. ft. an accessible route is a minimum 60" wide. In play areas under 1,000 sq. ft., a route should be 44" wide with a 60" radius turning space at a minimum.

- A route can decrease to 36" width for a maximum distance of 60" to accommodate natural features or create a play experience.
- An elevated access route can be a minimum of 36" width and can be reduced to 32" width for a maximum distance of 24" (primarily intended for composite play structures).
- One of every different type of play component on the ground plane must be accessible and must be on an accessible route.

2) 50% of all fixed benches along the accessible route must have:

- Clear space for a wheelchair beside the bench
- Back and arm rests

3) Ramps along the accessible route cannot exceed a 1:16 slope.

Play Equipment

1) An accessible play component:

- Has a clear space on the same level for turnaround.
- Can be transferred for use with entry points located 11"-24" above the clear ground space.
- Supports manipulative features (driving wheel, game panels, etc.) within appropriate reach ranges of: 2-5 year olds (20"-36") and 5-12 year olds (18"-40").

2) Number of accessible play components:

For all play equipment:

- 33% of the same type of elevated play components must also be available on the ground (unless all elevated components are accessed by a ramp).
- One of each different type of play activity must be accessible.

Under 20 elevated components:

- 50% of all components must be accessible by either transfer platform or ramp.

Over 20 elevated components:

- 25% of all components must be accessible either by transfer platform or ramp.
- 25% of all components must be accessible by ramp.

❖ **PLAYGROUND SAFETY COMPLIANCE**

State Code (Senate Bill No. 2733) that adopted the *Consumer Product Safety Commission* (CPSC) Guidelines governs parks and playground safety. See Appendix C for a Public Playground Safety Checklist.

Existing and newly installed playground areas should be inspected by a Certified Playground Safety Inspector for compliance with current safety regulations and Americans with Disabilities Act access requirements. The

inspections are aimed at reduction of safety risks associated with slides, surfacing and climbing structures. The surface of each play component and play area must meet or exceed ASTM safety standards.

Each playground area must have an initial inspection to establish compliance or lack thereof with the current State regulations including ASTM safety standards and ADA access.

- Immediately remove life-threatening features from service until they can be corrected or repaired.
- Establish and schedule a prioritized maintenance program of repairs and modifications to meet or exceed State regulations.
- Establish a standardized periodic inspection and maintenance program (daily, weekly, or monthly depending on usage) for each playground area. Train staff to perform periodic inspections and make appropriate repairs when necessary.

If any playground apparatus area receives significant modifications, new play structure or apparatus or change in surfacing, the playground should be re-inspected by a Certified Playground Safety Inspector to review the modification or new equipment for compliance with safety requirements.

❖ **TABLE 3.1 REVIEW OF NTRP, KBSRA, TVRA, AND NTCC FOR SAFETY, MAINTENANCE, AND ACCESSIBILITY PER REVIEWS 18-19 MAY 2006 AND 12 JUNE 2006**

*** **North Tahoe Regional Park (NTRP)**

❖ Safety: NTRP		❖ Maintenance: NTRP	
Modify, repair, or replace play equipment as needed for compliance with Consumer Product Safety Codes (CPSC).	Modify or replace bleachers to include guardrails, and protection between treads so as not to exceed 30" fall height.	Direct and control drainage.	Update ball field lighting so as not to disturb neighborhoods adjacent to the park.
Add play area safety surfacing.	Modify or replace all stairs to meet code requirements.	Install barrier at top of slope above lower fields to limit foot traffic on slopes.	Improve signage at National and North Lake Blvd, indicating park location.
		Install fixed bleachers in banks.	

Needs Assessment

◇ Universal Access: NTRP			
Provide accessible pathways between facilities.	Install signage along nature paths indicating Level of Difficulty and Material of Pathway.	Provide ramp into play area for access to play structure.	Modify restrooms to meet code requirements.
Create accessible approaches between higher and lower elevations of the park.	Provide signed and reserved accessible parking at all facilities.	Provide accessible picnic tables with hard-surfaced access.	Provide accessible bleachers at the ball fields.
Provide accessible entries at all gates.		Modify Ramada for accessibility.	Provide more ground level play structures. (See "Guidelines for Play Areas" above)

Kings Beach Recreation Area (KBSRA)

◇ Safety: KBSRA		◇ Maintenance: KBSRA	
Modify, repair, or replace play equipment as needed for compliance with new safety codes.	Install warning curb or raise sand level along promenade to prevent dropping off the edge.	Install irrigation.	Replace wood fiber with resilient matting under play equipment so the matting can be swept regularly of the sand blowing from the beach.
Add play area safety surfacing.	Modify all stairs to meet code requirements.	Repair or replace pier.	
		Address litter and clean-up more frequently.	
◇ Universal Access: KBSRA			
Provide accessible surfacing for play structure.	Upgrade accessible parking signage and markings.	Provide universal access to beach and water.	Provide companion seating next to benches.
	Provide additional accessible picnicking and barbeques.	Add detectable warnings to ramps and edges of paths.	Provide more ground level play structures. (See "Guidelines for Play Areas" above)

Tahoe Vista Recreation Area (TVRA) – Completion of Construction July 2006

◇ Safety: TVRA	◇ Universal Access: TVRA
Provide appointed swimming hole in order to divert use of the retention pond as a swimming hole.	Install an accessible surface material on the promenade and overlook area.

North Tahoe Community Conference Center (NTCCC)

◇ Safety: NTCCC	◇ Universal Access: NTCCC
Install warning curb or raise sand level along promenade to prevent dropping off the edge.	Add detectable warnings to ramps and edges of paths.

❖ **SUMMARY**

The facilities of the NTPUD and the other recreation providers in the area offer a wide range of recreational opportunities for North Tahoe residents and visitors, from lakeside beachfront to mountainous tree-covered terrain. In order for these facilities to meet the needs of people with a wide array of interests and abilities, the District will need to make changes and upgrades for accessibility and safety.

This chapter of the Master Plan report reviews the existing facilities in the District for the status of their conditions and amenities. The tables can be used as a reference for quickly understanding the extent of improvements needed at the four primary facilities covered here. While there is much work to be done, the District can realistically take only one step at a time. The District can use the information about each facility provided here, along with the guidelines and standards, to prioritize short-term and long-term improvements in safety, accessibility, and future facility design.

RECREATION RESOURCES: INVENTORY AND REVIEW

INTRODUCTION

In 1993, the NTPUD made a conscious decision to eliminate recreation programming and therefore, eliminated staff for recreation programming. Since that time, programs in the District have been limited in number and scope. This chapter reviews organized recreation activities, events, and services available in the NTPUD. The following recreation resources are identified:

- Partnerships and Benefit-based Programs
- Recreation Programs
 - Direct Funding
 - Indirect Support
- Other Recreation Resources

❖ PARTNERSHIPS AND BENEFIT-BASED PROGRAMS

The NTPUD has mutually beneficial partnerships with some regional agencies for funding events and maintenance of facilities.

- ❖ *North Tahoe Business Association (NTBA)*

The NTBA provides leadership and facilitates redevelopment efforts to create a healthy balance of commerce, employment, entertainment, and livability while preserving the unique beach town atmosphere of North Lake Tahoe. For a July 3rd fireworks show presented by the NTBA, the District sponsors the banquet and provides facilities for related events. The District is collaborating with NTBA to bring six weeks of summer movies and six weeks of summer concerts to KBSRA.

- ❖ *California Tahoe Conservancy (CTC)*

The CTC advocates for open space conservation and public access. They provided funding for the Environmental Impact Report for the trail to Dollar Point. The CTC also owns and led the development of North Tahoe Beach. NTPUD maintains the North Tahoe Beach Property, but has no agreement with the CTC for implementing capital improvements.

- ❖ *Youth Trust Fund*

The Youth Trust Fund is administered by the NTPUD. The District administers a scholarship program for recreation programming in exchange for community service. The scholarship candidates are encouraged to do their community service at the District's Pancake Breakfast fundraiser.

❖ RECREATION PROGRAMS

⌘ Direct Funding

- ❖ *Boys and Girls Club of North Lake Tahoe (BGCNLT)*

The District allocates a substantial portion of Measure C revenues to the BGCNLT for youth programming and activities. The BGCNLT runs programs for youth ages 5-18 at their extensive facilities, providing before- and after-school programs, as well as a summer camp.

⌘ Indirect Support

The NTPUD uses Measure C funds to subsidize complimentary use of the facilities, maintenance, or field preparations to the following sports organizations:

- American Youth Soccer Organization (AYSO)
- Babe Ruth League youth baseball
- Pop Warner youth football
- North Tahoe High School sports (softball, baseball, tennis)
- Adult softball leagues managed by Tahoe City Public Utilities District (TCPUD)

- ❖ *Reduced Rental Fees*

The North Tahoe Community Conference Center is currently used for activities such as Tang Soo Do Karate which NTPUD supports with Measure C funds, as well as Yoga and Jazzercise. Groups that are community recreation related can use the space for a greatly reduced fee.

- ❖ *Activities for which Complimentary or Reduced-rate Facilities are Provided:*

- Pumpkin Patch
- Tree Lighting
- Easter Egg Hunt
- Drug Abuse Resistance Education (D.A.R.E)

❖ **OTHER RECREATION RESOURCES**

❖ *Little League*

The Little League program takes place on a field owned by the Catholic Church and maintained by the NTPUD.

❖ *Kings Beach Elementary School*

NTPUD has a joint powers agreement with the school in which NTPUD maintains the multi-use playfield and small soccer field with backstop for T-ball. The BGCNLT controls the multi-use playfield until 6pm. NTPUD has an opportunity for programming after 6pm.

❖ *Truckee Seniors Council*

Currently, NTPUD provides modest support for seniors programming such as for computer classes held at BGCNLT. Tahoe City and NTPUD sponsor a dinner to encourage a steering committee to initiate a seniors club or programs.

❖ *Private Providers of Recreation*

The district has contracts with private providers of recreation at three of its major facilities:

- NTRP – snow play hill, snowmobiles, summer tennis
- KBSRA – beach equipment, watertrikes, jet skis, parasail tours
- TVRA – kayak rentals and tours

SUMMARY

In order to facilitate community-building through recreation programming, the District will need to tap into unused available community resources and facilities. By fostering relationships with community agencies and organizations, there are opportunities to access valuable financial and programming resources in order to meet the recreation needs of the community.

IMPLEMENTATION STRATEGY

INTRODUCTION

The purpose of the Implementation Strategy is to ensure the Master Plan remains a living document that is used to guide decision making for many years to come. An implementation strategy must be realistic, founded on sound information, and include methods of accountability.

This Implementation Strategy provides direction for the District to accomplish its goals, keeping in mind the Prevalent Issues and Principal Objectives stated in the Introduction of this Master Plan Report.

The implementation tools are as follows:

- Policy Development Plan: *The Direction We Want To Go In*
- Facility Development Plan: *The Attributes We Want*
- Program Development Plan: *The Quality We Want*
- Assessment Plan: *What We Have and Need*
- Annual Report: *How Are We Doing?*

❖ POLICY DEVELOPMENT

An important tool for the District to implement the Master Plan is development of a policy framework within which to accomplish the goals set forth, or *The Direction We Want To Go In*.

Based upon the Needs Assessment, these are the areas that require the District's focus for establishing policy.

- ❖ Establish a nexus with other communities within Placer County

RECOMMENDATION: Pursue a dialogue with Placer County in order to find out what is required of the District to establish a nexus.

RECOMMENDATION: Execute more intercept surveys over several weekends during the busiest times of the peak seasons in summer and winter. This will create a greater validation of a nexus between North

Tahoe and visitors from neighboring communities within Placer County.

- ❖ Maintain commitment to accommodating the recreation needs of both residents of and visitors to the District.

RECOMMENDATION: Designate certain parks for a special community-wide focus. For instance, implement movie nights at the Coon Street Plaza and at TVRA plaza.

RECOMMENDATION: Publicize two major wedding venues in the District, making one less expensive than the other for residents.

- ❖ Encourage the formation of clubs and organizations in the community that are dedicated to user-maintained and user-supported facilities and programs.

RECOMMENDATION: Employ a volunteer coordinator and a program coordinator.

- ❖ Promote a philosophy of partnership with other local agencies for meeting the community's recreation needs.

RECOMMENDATION: Construct a formal agreement between BGCNLT and NTPUD.

- ❖ Pursue mutually beneficial relationships with other municipalities, community organizations, and local businesses.

RECOMMENDATION: Construct a formal Recreation agreement between Tahoe City PUD and North Tahoe PUD for sharing of facilities, collaboration of programs, and cooperation in connecting of regional trail systems.

❖ FACILITY DEVELOPMENT PLAN

This program will establish the standards and guidelines for all park, trail, and recreation facility development, or *The Attributes We Want*:

- ❖ Update and/or upgrade all existing and construct new facilities to have universal access, according to the standards of the Americans with Disabilities Act (ADA) and Title 24.
- ❖ Update and/or upgrade all existing and construct new facilities according to the

Implementation Plan

standards of the U.S. Consumer Product Safety Code (CPSC).

- ⌘ Develop design standards for parks, trails, and facilities.
- ⌘ Develop design review guidelines and procedures that include a design review checklist.
- ⌘ Maintain facilities in a safe and attractive fashion.
- ⌘ Construct new facilities and renovate existing facilities with the intention of environmental protection and safety.

Facility Development Starting Points

- ◇ The NTRP is ideal for an athletic complex featuring sports fields, a track and field, a recreation pool, and spa center; during the winter, groom cross-country ski trails, snowmobile trails, and winter survival courses.
- ◇ Complete the implementation of the disc golf course at NTRP. Ensure the course is suitable for professional level play, thereby providing an opportunity to hold professional tournaments.
- ◇ Develop the Mogilefsky Property into an environmental camping retreat center.

TABLE 5.1 Facility Development Plan “To-Do” Chart

NTRP	<ul style="list-style-type: none"> • Do not overdevelop the park. • Develop a facility in this park to serve as another wedding venue in the District. • Improve all sports fields and facilities for universal access and safety. • Replace or improve all play equipment for universal access and safety. • Develop a facility in this park for concerts and performances that can also serve as a wedding venue. • Provide infrastructure at the Ramada and at the amphitheater for sound amplification to support concerts, performances, and events. 	<ul style="list-style-type: none"> • Promote and encourage public transit access to the park. • Provide universal access between each facility in the park. • Improve the restroom facilities for universal access. • Improve fees collection for use of this park.
KBSRA	<ul style="list-style-type: none"> • Provide infrastructure for sound amplification to support movies, concerts, and performances. • Provide universal access on the sand and to the water. • Upgrade accessible parking signage and markings. 	<ul style="list-style-type: none"> • Improve all picnic and recreation facilities for universal access and safety. • Replace or improve all play equipment for universal access and safety.
TVRA	<ul style="list-style-type: none"> • Provide a designated swimming hole in order to divert swimmers from using the detention pond. • Provide infrastructure for sound amplification to support movies and other community events. • Install an accessible surface material on the promenade and overlook area. 	
NTCCC	<ul style="list-style-type: none"> • Install warning curb or raise sand level along promenade to avert falling off the edge. • Add detectable warnings to ramps and edges of paths. 	

TABLE 5.2 Facilities Upgrades Time Table

FACILITIES UPGRADES	WHEN		
	NOW	6 MOS	1 yr
Add more Trash Receptacles on the Beaches and other properties	♦		
Provide a universally accessible mat into the water at Kings Beach	♦		
Upgrade signage at NTRP and on National Avenue and Hwy 28 referring to NTRP	♦		
Upgrade playfields at NTRP	♦		
Provide donation boxes at free events	♦		
Install railing along rock wall pathway at KBSRA to prevent falling off the edge	♦		
Renovate the play equipment and matting at KBSRA to comply with current ADA and CPSC standards	♦		
Upgrade parking for universal access at KBSRA		♦	
Upgrade signage at KBSRA		♦	
Upgrade or replace all play equipment at KBSRA		♦	
Upgrade the facilities at KBSRA to current ADA standards		♦	
Build a skate/BMX park at a facility in the District			♦
Provide audiovisual infrastructure at KBSRA, TVRA, and NTRP			♦
Renovate the pier at KBSRA			♦
Connect bike routes in the NTRP to bike and trail routes on adjoining properties owned by other entities			♦
Provide kayak and canoe storage at TVRA and at KBSRA			♦
Upgrade signage throughout the District to be in coordination with new signage for NTRP and KBSRA			♦

❖ **PROGRAM DEVELOPMENT PLAN**

The Program Development Plan guides the characterization of the programs offered in the community, or *The Quality We Want*.

- ❖ Commit to serving all ages and all segments of the community.

RECOMMENDATION: Ask senior citizens to narrow their program choices to a handful and ask who would be willing to volunteer their skills to lead and organize the programs. Conduct the chosen programs at the BGCNLT and execute a transportation program for attendees.

RECOMMENDATION: Provide a forum for the Spanish-speaking community in order for the District to ascertain what programs are most desirable.

- ❖ Promote environmental awareness and understanding through programming efforts.

RECOMMENDATION: Facilitate organized volunteer opportunities such as a Beach Clean-up Day and a Park Clean-up Day.

RECOMMENDATION: Facilitate docent-led walks and tours at NTRP and at Firestone Property.

- ❖ Take leadership on promoting and coordinating tournaments and events in the District.

RECOMMENDATION: Employ or assign a program coordinator whose responsibilities will be to foster relationships with sanctioning bodies, to administer registration in programs, and to schedule facilities.

RECOMMENDATION: Initiate and facilitate fundraising events such as a Tri-athlon or Walk-a-thon.

RECOMMENDATION: Employ or assign a volunteer coordinator whose responsibilities will be to assemble a volunteer base, to assist the District in creating and achieving goals for volunteer activities, and to organize and execute volunteer events.

❖ **ASSESSMENT PLAN**

The intention of the Assessment Plan is to identify opportunities and constraints for recreation resources throughout the District, or *What We Have and Need*:

- ❖ Implement feasibility studies, as necessary, for recreation facilities desired by the community.

RECOMMENDATION: Before implementing the amphitheater and therapeutic spa center at NTRP, the District will need to perform a thorough study of environmental impact, a traffic study, and a financial study.

- ❖ Develop a document of recreation options and priorities along with associated costs, and review periodically for relevance and changing needs in the community.

RECOMMENDATION: The District will need to use the Tables 8.1 and 8.2 in Chapter 8 of this Master Plan Report as a guide for timing reviews and updates of each section.

- ❖ Evaluate facilities and programs for the opportunity to generate revenue.

RECOMMENDATION: Consult Chapter 7 of this Master Plan Report for suggested modifications at existing facilities for stimulating revenue-generating potential and for implementing revenue-generating programs.

❖ **ANNUAL REPORT**

The Annual Report is a way for the District to “check in” on itself, to ask, *How Are We Doing?*

- ❖ Highlight progress in achieving the Goals set forth in Chapter 6.
- ❖ Re-evaluate Goals, Policies, and Actions, as necessary, for relevance to needs in the community.
- ❖ Reset and review timeframes accounting for achievements made and setting new objectives.
- ❖ Evaluate processes, relationships, and expectations of Parks and Recreation in the District.
- ❖ Examine the District’s budget and expenditures, and adjust performance where necessary for satisfactory improvement in the next year.

❖ **SUMMARY**

This Implementation Strategy is an overall guide for the District to carry out goals and policies established in Chapter 6. Within the Implementation Strategy are a Policy Development Plan, a Facility Development Plan, a Program Development Plan, an Assessment Plan, and the Annual Report, all of which are tools for ensuring that recreation and parks meet the needs of the community and that the Master Plan is actively maintained and updated.

MISSION, GOALS, POLICIES, & ACTIONS

This section has been derived from the needs defined during Community Workshops, interviews of recreation and program providers in the community, and surveys of residents and non-residents (detailed in Chapter 2), along with the input and direction of the District staff, and updated elements of the 2001 Draft NTPUD Recreation and Parks Master Plan.

❖ **PREVALENT ISSUES**

Challenges abound due to the very uniqueness that draws people to live and to visit the North Tahoe community. This report identifies the following issues as the primary challenges the District faces for Recreation and Parks:

- There exists an exceptional amount of land and facilities resources, though a scarcity of resources for operations, maintenance, and programs.
- The District is within Placer County and North Tahoe’s facilities are used by residents throughout the County; however, this nexus is unrecognized by the County so the District receives no tax base from the County.
- The District has no tax base from users that come from outside the District and use facilities within the District.
- The balance between the divergent recreation needs of residents, part-time residents, property owners, and visitors.

❖ **MISSION**

The District’s mission for recreation and parks is to enhance the quality of life on the North Shore of Lake Tahoe by providing the best possible recreational facilities, activities, and environmental stewardship for the benefit, use, and enjoyment of its residents and visitors.

❖ **GOALS, POLICIES, & ACTIONS**

Goals included in this section serve as directives for development and maintenance of parks, trails, and recreation, and related programs. From the goals, policies are generated that indicate the process toward achieving the goals. The goals and policies are implemented by the

District through the actions set forth in this section.

❖ **GENERAL GOALS**

The following goals will guide the NTPUD in defining more specific goals, and in creating policies and determining actions for developing recreation in the North Tahoe community.

- Enhance the quality of life in the community through multiple recreation opportunities.
- Make all recreation facilities and activities accessible to all individuals, regardless of race, age, gender, religion, disabilities, or income level.
- Encourage economic growth in the area by increasing recreational opportunities that will attract visitors to the District.
- Celebrate the special geographic and environmental character of North Tahoe.
- Maximize park and recreation resources through positive working relationships, partnering, and collaborative efforts with other public agencies, nonprofit organizations, and the private sector.
- Pursue a variety of financing mechanisms for the acquisition, development, long-term operations and maintenance of the parks, trails, and recreation system.
- Monitor any actions and/or policies that will affect water quality, water flow and beach use and take appropriate actions to protect, preserve and enhance the recreational values of the North Lake Tahoe area.
- Activate undeveloped properties owned by the District to increase revenue for the District.

❖ **SPECIFIC GOALS**

The order presented here does not reflect the order of importance.

⚡ **GOAL 1 – CONNECTION & COORDINATION**

Coordinate with other regional municipalities in creating an integrated system of trails, bikeways, and open space. Establish

Implementation Plan

relationships with other entities that lead to an alignment of purpose and direction. Facilitate greater connectivity with recreation, parks, and programs in the region.

Policy 1.01 Create bike routes and hiking trails that tie into existing trails in the region.

Policy 1.02 Combine funding efforts with other regional entities.

Policy 1.03 Utilize existing community resources more for programming activities and events by revising existing joint use agreements and by pursuing additional joint use agreements with other agencies, schools, and private community businesses.

- ✧ **Action 1.01** Implement hiking trails at North Tahoe Regional Park that connect to National Forest Service trails adjacent to the park. The National Trails Fund (see Chapter 7) is a potential source of funding for communities to support hiking and walking in the U.S.
- ✧ **Action 1.02** Explore partnerships for new trail projects and connecting bike routes with Tahoe City, the USFS, Incline Village, and Washoe County. The Bikes Belong Grant Program (see Chapter 7) and the CTC are potential sources of funding for communities to support bicycle recreation.
- ✧ **Action 1.03** . Receive value for all residents for funding given to BGCNLT by the District. Coordinate with the Boys and Girls Club of North Lake Tahoe (BGCNLT) for use of their extensive facilities and staff during the times BGCNLT is not running programs
- ✧ **Action 1.04** Maximize use of the North Tahoe Community Center (NTCC) by using the Center for community events and by implementing more programs there. Create a multi-pronged marketing approach that attracts events, such as weddings, as well as appeals to participants in programs such as yoga or meditation. During the

summer, the panoramic views from the NTCC deck make the space highly desirable for those who practice yoga, meditation, t'ai chi, or other organized physical movement.

∞ **GOAL 2 – FACILITIES**

Provide a variety of active and passive recreation facilities in the North Tahoe area to both residents and non-residents.

Policy 2.01 Provide more destination facilities for winter and summer.

Policy 2.02 Accommodate requests from members of the community for recreation facilities to the extent of the District's financial and staffing abilities.

Policy 2.03 Improve existing facilities to a degree that the District can attract competitions and tournaments.

- ✧ **Action 2.01** Support the completion of a professional level disc golf course at NTRP for the purpose of drawing tournaments to the site. Encourage the expansion of a disc golf club dedicated to a user-supported and user-maintained facility. Refer to the Santa Cruz Delaveaga Disc Golf Club website as a precedent.
- ✧ **Action 2.02** Implement a skate/BMX park at NTRP.
- ✧ **Action 2.03** Construct a modest amphitheater of 500-750 person capacity on the upper level of the NTRP. Design the amphitheater in a manner that places the incredible vista as a stage backdrop. One example is the Mountain Winery in Saratoga that is an Historic Preservation Site, providing a performance and concert venue, as well as a site for weddings and other private gatherings. Another approach to producing events at the amphitheater can be seen in the Stern Grove Festival Association (SGFA). SGFA is a non-profit organization that provides free concerts to the public in the City of San Francisco's Sigmund Stern

- Grove by raising funds to pay for artists, operations, and production costs.
- Offer shuttle service from the NTCCC and the North Tahoe Beach, and encourage the use of public transit from Kings Beach to NTRP for events. The intent is to provide as many choices as possible for people to reach their destination, thereby activating an opening to expand the community's financial base. Where a consumer is placed, consumption can be expected along with an opportunity to patronize local businesses.
- ✦ **Action 2.04** Improve and upgrade the Ramada at NTRP to attract more rentals.
 - ✦ **Action 2.05** Once the ramada is improved and/or the amphitheater is built at NTRP, wedding venues will be available at both the NTCCC and NTRP. Decide at which facility the District wants lesser impact and set the cost higher than the other. The lower cost venue will provide an affordable wedding location for residents. Continue providing residents lower rental fees than those charged to non-residents.
 - ✦ **Action 2.06** Develop environmental campsites and hiking trails at the Mogilefsky Property using grant funding and/or capital financing. Marketing should emphasize sustainability practices at a lakeside forest retreat setting. Some examples of environmental campsites are Willow Creek and Pomo Canyon environmental campsites in Bodega Bay, and Andrew Molera State Park in Big Sur. Establish a simple registration system for tracking and payments (\$10-\$20 per night) and maximum occupancy per campsite.
 - ✦ **Action 2.07** Implement a spa retreat center at NTRP that includes a pool, hot tubs, saunas, and offers therapeutic massage. Addition of
- this element to the Regional Park is a complement to the many other sporting activities occurring within the park, establishes the NTRP as a destination, and attracts those wanting aquatic activity or a day spa experience. In addition, a swimming pool at the spa retreat center provides an alternative to swimming in the lake in the winter. Revenue is generated from memberships, day use fees, and sales of therapeutic packages. Space integral to the retreat center can be leased for a small café and retail shop. Examples include Mount Madonna Center in the Santa Cruz Mountains and Costanoa Coastal Lodge and Camp off Highway 1 in Pescadero.
- ✦ **Action 2.08** Renovate existing sports fields such as the ball fields, soccer field, and the track and field in the NTRP. The Cal Ripken, Sr. Foundation offers the Public Youth Baseball/Softball Field Refurbishment Matching Award (see Chapter 7) to support communities in expanding playing opportunities and improving field conditions for established baseball and softball programs.
 - ✦ **Action 2.09** Provide audiovisual infrastructure at KBSRA, TVRA, and NTRP in order to facilitate music, film, performance, and community events.

Implementation Plan

⌘ **GOAL 3 – PROGRAMS & EVENTS**

Provide a diverse range of programs and events in the North Tahoe area to both residents and visitors.

Policy 3.01 Provide affordable community-based events to residents.

Policy 3.02 Provide activities for people of all ages in the community.

Policy 3.03 Improve outreach to the Spanish-speaking community in North Tahoe.

Policy 3.04 Accommodate special events at NTPUD facilities.

Policy 3.05 Provide a broad spectrum of cultural and ethnic events and activities.

Policy 3.06 Establish a variety of music and theater events on a regular basis at NTPUD facilities.

- ◇ **Action 3.01** Employ a Program Coordinator at the District.
- ◇ **Action 3.02** Develop relationships with a variety of promoters and producers that may consider staging revenue-generating events in the area.
- ◇ **Action 3.03** Program outdoor events at the parks such as dramatic productions in the park and concerts.
- ◇ **Action 3.04** Coordinate schedules with other regional programs to maximize revenue potential.
- ◇ **Action 3.05** Program activities for toddlers and senior citizens in the area.
- ◇ **Action 3.06** Explore ideas for providing camps for school age children.
- ◇ **Action 3.07** Program yoga, meditation, and/or stress-relief classes at a facility in the District.
- ◇ **Action 3.08** Solicit for cultural and ethnic events to be brought to North Tahoe.
- ◇ **Action 3.09** Program family-oriented outdoor events at the parks

such as movies and music at KBSRA and TVRA.

- ◇ **Action 3.10** Allow picnics, wine, and beer at outdoor events.
- ◇ **Action 3.11** Survey the Spanish-speaking community with the aid of either the BCGNLT or the Family Resource Center, trusted resources in the community. Present program choices in the following categories: family activities, teen programs, and toddler programs.
- ◇ **Action 3.12** Offer Seniors programs and classes at the BGCNLT in addition to the computer classes currently in effect there.
- ◇ **Action 3.13** Offer full moon hikes at NTRP.
- ◇ **Action 3.14** Offer moonlight kayaking from TVRA.
- ◇ **Action 3.15** Offer volunteer docent-led interpretive hikes at NTRP.

⌘ **GOAL 4 – APPROACH, SAFETY, & ACCESS**

Strengthen a commitment to providing safe and accessible environments for users with a diverse range of abilities and resources.

Policy 4.01 Include the construction of safe and accessible facilities in design standards.

Policy 4.02 Adapt existing recreation facilities and build new recreation facilities in a manner that complies with existing ADA standards and safety codes.

Policy 4.03 Provide adequate signage at all facilities with a goal of clear direction to would-be users.

Policy 4.04 Encourage and work with Placer County, TART, and the Truckee-North Tahoe Transportation Management Association to expand public transportation to recreation facilities.

- ◇ **Action 4.01** Update and upgrade accesses, pathways, picnic and barbecue areas, beaches, restrooms, parking areas, and

related amenities at parks and recreation areas to meet current ADA standards (See Chapter 3, Table 3.1).

- ✧ **Action 4.02** Renovate existing playfields and sporting areas to comply with current ADA standards (See Tables 6.1 and 6.2).

TABLE 6.1 Specific Recommendations for NTPUD to Meet ADA Standards at NTRP, KBSRA, NTCCC, and TVRA

NTRP	Create accessible approaches between higher and lower elevations of the park.	Provide accessible entries, including hardware, at all gates.
	Upgrade accessible parking signage and markings.	
	Provide accessible picnic tables with hard-surfaced access. Modify paving at the Ramada for universal access.	Provide accessible bleachers at the ball fields. Modify restrooms to meet code requirements.
	Provide ramps into play areas for access to play structures.	Provide accessible pathways between facilities in the park.
NTCC	Add detectable warnings to ramps and edges of paths	Upgrade accessible parking signage and markings.
KBSRA	Provide accessible surfacing for play structure.	Add detectable warnings to ramps and edges of paths.
	Install signage along nature paths indicating <i>Level of Difficulty</i> and <i>Pathway Material</i> .	Provide universal access to beach and water by implementing a modular rubber ramp on the beach and into the water.
	Provide additional accessible picnicking and barbeques throughout the park.	
	Provide companion seating next to benches.	Provide signed and reserved accessible parking.
TVRA	Install an accessible surface material on the promenade and overlook area.	

TABLE 6.2 Specific Recommendations for NTPUD to Meet ADA Standards at playfields and sports fields at NTRP

NTRP	Add detectable warnings to ramps and edges of paths.	
	Widen gateways and provide accessible hardware at all entries to the fields and into team dugouts.	Provide accessible pathways on the fields by implementing an accessible surface material.
	Provide accessible transitions between field and off-field areas.	Eliminate any vertical differentials of more than 1/2".
	Provide accessible bleachers at each field where there are bleachers.	

- ✧ **Action 4.03** Update and upgrade all playground facilities and equipment to meet current safety standards (See Table 6.3).

TABLE 6.3 Specific Recommendations for NTPUD to Meet ADA Standards at playground facilities at NTRP and KBSRA

NTRP	Provide 25% of all play modules as ground level play structures.	
	Provide ramps into play areas for access to play structures.	Provide accessible entries, including hardware, at all gates.
KBSRA	Provide accessible surfacing under play equipment throughout the play area.	
	Provide more ground level play structures—25% of total play modules	

- ✧ **Action 4.04** Increase transit to recreation areas, pursue relationships with the Placer County Department of Public Works, Washoe County Regional Transportation Commission, and the Town of Truckee, all of whom operate and fund the Tahoe Area Regional Transit (TART) system of buses and shuttles.
- ✧ **Action 4.05** Provide lakeside universal access parking.

Implementation Plan

- ✧ **Action 4.06** Provide recreation experiences for disabled persons such as wheelchair accessible fishing piers and direct access to the water by supplying sand wheelchairs and matting into the water, and/or by constructing an accessible boardwalk on the beach and into the water.
- ✧ **Action 4.07** Upgrade signage throughout the District, including universal access signage at existing facilities, entry signage to facilities, and signage indicating Public Access to beaches.

GOAL 5 – STEWARDSHIP

Protect the available natural recreation resources in North Tahoe in a manner of TRPA best management practices, in accordance with the EIP, and with the least amount of negative environmental impact possible, thus assuming the role of stewardship for the land and the resources within NTPUD.

Policy 5.01 Provide boating facilities along the shores of the lake in North Tahoe that are gentle on the environment, prevent negative impacts on water quality, and can be utilized during periods of low water.

Policy 5.02 Accommodate alternative modes of non-motorized transportation.

- ✧ **Action 5.01** Provide a prepared surface for vehicles to launch boats during periods of low water.
- ✧ **Action 5.02** Explore the possibility of adding kayak and canoe storage at lakeside beaches in the NTPUD in an effort to reduce the number of trips made by vehicles transporting boats to the water.
- ✧ **Action 5.03** Create a pedestrian trail system where possible.
- ✧ **Action 5.04** Create a bike trail system where possible.
- ✧ **Action 5.05** Provide more bicycle racks at KBSRA and Coon Street Plaza.

- ✧ **Action 5.06** Require wash-down of boats prior to launching in order to reduce invasive growth of Eurasian water milfoil weed in the Lake.

GOAL 6 – ADMINISTRATION, MANAGEMENT, AND MAINTENANCE

Establish parks, trails, facilities, and programs in a manner that is cost effective and manageable.

Policy 6.01 Provide and construct quality recreation facilities with the objectives of durability, efficiency, and economy.

Policy 6.02 Create standards that maximize the quality and efficiency of maintenance of recreation facilities and activities.

Policy 6.03 Create opportunities for the public to make financial contributions.

- ✧ **Action 6.01** Seek out long-lasting and indestructible materials for construction of facilities and provision of amenities.
- ✧ **Action 6.02** Discourage littering by providing more trash receptacles, especially on the beaches.
- ✧ **Action 6.03** Pursue more productions and events to be held at facilities in the NTPUD for the purpose of building revenue resources.
- ✧ **Action 6.04** Pursue grants to fund capital improvement projects and for new facilities projects.
- ✧ **Action 6.05** Establish programs with the purpose of improving the maintenance of the parks, trails and beaches in the NTPUD.
- ✧ **Action 6.06** Provide donation boxes at free events.
- ✧ **Action 6.07** Provide concessions at events.
- ✧ **Action 6.08** Improve parking fees collection methods in the parks and recreation facilities in the District.

GOAL 7 – COMMUNITY OUTREACH

Develop parks, trails, facilities, and programs in a manner that maximizes community involvement and support.

Policy 7.01 Engage community members from diverse backgrounds and interests to commit their time, labor, and/or expertise for the purpose of enriching the recreational, environmental, and/or cultural experience for residents of and visitors to the area.

- ✦ **Action 7.01** Employ a volunteer coordinator.
- ✦ **Action 7.02** Solicit community members for proposals of activity and program leadership.
- ✦ **Action 7.03** Provide programs in which community members can volunteer.
- ✦ **Action 7.04** Solicit assistance from community members for District projects.
- ✦ **Action 7.05** Explore relationships with organizations in the region that seek to establish or have established volunteer programs.
- ✦ **Action 7.06** Promote collaboration with neighboring entities to improve community involvement.
- ✦ **Action 7.07** Improve dispersal of information about the District's projects, activities, and programs.
- ✦ **Action 7.08** Address the littering issue through education and direct clean-up campaigns.
- ✦ **Action 7.09** Periodically conduct a community survey to identify recreation needs.
- ✦ **Action 7.10** Explore additional signage to advertise events.
- ✦ **Action 7.11** Contact large organizations that hold walk-a-thons, run-a-thons, bike-a-thons, swim-a-thons, or tri-athlons. Make known the availability of North Tahoe for their events.

FUNDING STRATEGY

INTRODUCTION

A funding strategy is necessary to implement the various action items listed in Chapter 6. As part of this process, it is necessary to identify the existing and potential funding sources and a final funding strategy.

All cost and funding elements should be evaluated and updated periodically to reflect current values and economic climate of the region. Existing funding sources should be reviewed and new funding sources should be identified.

- Funding Principles
- Park Funding
 - ◆ Current Sources of Funding
 - Measure C – Mello-Roos Community Facilities Act of 1982
 - Parking Fees
 - Concession Fees
 - Event Fees
 - North Lake Tahoe Resort Association Grants
 - ◆ Potential Sources of Funding
 - Grants
 - Creation of Local Trusts or Philanthropic Organizations
 - Events and Competitions
 - User Fees
 - Property Taxes and Park Impact Fees
 - ◆ Debt Financing
 - Excise Tax
 - Infrastructure Financing District
- Costs and Revenues
 - ◆ Topic 1: Measure C and User-Based Revenues
 - Recommendations
 - ◆ Topic 2: Revenue-Generating Facilities
 - Recommendations
 - ◆ Topic 3: Staffing and Organization
 - Recommendations
 - ◆ Topic 4: Revenue-Generating Programs
 - Recommendations
 - ◆ Topic 5: Sharing Resources
 - Recommendations
 - ◆ Topic 6: Revenue-Generating Policies
 - Recommendations
 - ◆ Topic 7: Time Table
- Summary Analysis

❖ FUNDING PRINCIPALS

No matter which improvements are ultimately constructed as part of the Master Plan, there are two basic principles that should guide future decisions regarding financing mechanisms. These principles are as follows:

1. Costs should be equitably distributed based on benefit received. Costs for new infrastructure and public amenities should be the responsibility of developers, property owners, and where appropriate, the public.
2. Sources of both capital and on-going maintenance revenue should be considered as a part of any financing strategy to ensure that all improvements can be maintained without placing an undue burden on the NTPUD.

❖ PARK FUNDING

The current park funding strategy for the District is based on several sources, including Measure C revenues, boat launch fees, concessionaires contracts, parking fees, facilities rentals, and capital improvement grants. Below is a discussion of funding sources currently in use, as well as information about possible additional sources.

** Current Sources of Funding

❖ *Measure C – Mello-Roos Community Facilities Act of 1982*

The District had been funded with property taxes. Then, during the budget crisis of the early 1990's, the State of California held back property tax revenue from special districts. The funding for Recreation and Parks was diverted to support the sewer infrastructure.

The Mello-Roos assessment, also called Measure C, was passed in 1992 in order to fund the NTPUD recreation facilities, operations, and programs. Services authorized for financing under Measure C include recreation program services; operation and maintenance of museums and cultural facilities; maintenance of parks, parkways, and open space; and operation and maintenance of flood and storm drainage systems.

❖ **Parking Fees**

Parking fees are currently assessed at North Tahoe Regional Park and at Kings Beach State Recreation Area, although not at Tahoe Vista Recreation Area.

Parking fees have traditionally been assessed through an honor system at NTRP, with an attendant assigned only during peak summer events. Park users infrequently complied with fee payment except when there was an attendant. The result is a greater impact to the park by more users than the parking receipts indicate. Revenues have been inconsistent due to variables such as staffing, weather, and sewerage spill, among others. The District has installed an automated gate system at NTRP that is in the process of being modified for operation when there is no attendant staffed.

In addition, maintenance costs have increased dramatically over the past two years while the parking fees have been insufficient to cover the costs of maintaining the park.

Currently, no parking fees are assessed at TVRA because there are few parking spaces. Funds are being raised to install a gate system during Phase II construction of a parking lot for boats and vehicles across Highway 28 on the corner of National Ave. Boat launch fees are collected on the honor system with the iron ranger or when an attendant is present.

❖ **Concession Fees**

Concessionaires, located at KBSRA, NTRP, and TVRA, offer a variety of activities. Watersport rentals include parasails, hang gliders, kayaks, water bikes and boats. Adventure activities are also offered such as guided kayaking, hiking, and mountain biking tours, and team-building programs. These fees are used to help maintain the parks in the District.

❖ **Event Fees**

The District has opportunities to program and stage events that can provide recreation for locals as well as bolster the area as a tourist destination. The following are regular revenue-generating events held at facilities within the NTPUD.

Big Blue Adventure Series

The Big Blue Adventure Series, promoted by Seventh Wave Productions, includes kayaking, mountain biking, hiking/trail running, and orienteering. The kayaking takes place at the beach of TVRA while most of the other related activities and festivities have been staged at the NTRP. Next year, however, the kayaking will be the only part of this event taking place at a facility in the District.

Lake Tahoe Triathlon

The Lake Tahoe Triathlon, promoted by Global Events Management, includes a one and one-half mile swim off the shores of KBSRA; a forty kilometer road bike course that begins at KBSRA, goes over Brockway Summit into Martis Valley and back to KBSRA; and a ten kilometer run that winds through Tahoe Vista and the NTRP with a finish line at KBSRA.

Makana Hoe Hawaiian Outrigger Canoe Regatta

The Makana Hoe Hawaiian Outrigger Canoe Regatta is held annually in September off the shores of Tahoe Vista Recreation Area.

Pacific Fine Arts Festivals

This production company has held a Fine Arts Festival at KBSRA for the past eleven years, which became so successful that a second annual Fine Arts Festival started three years ago. This second event is also held at KBSRA.

Kings Beach Farmers Market

Every Tuesday morning from June to October, the Farmers Market is held at Coons Street Plaza.

Tour de Tahoe – Bike Big Blue

The Tour de Tahoe, promoted by Bike the West, is a seventy-two mile road bike loop around Lake Tahoe, beginning and ending at the Horizon Casino Resort. The Tour is held twice a year, once in the summer and once in the fall. Participants pass through Tahoe Vista and Kings Beach.

⚡ **Potential Sources of Funding**

The District is in great need of additional sources of funding. The following is a listing with brief discussions as to potential sources of

funding including Grants offered by federal and state agencies and by private organizations. There is also some discussion of Events precedents that may be feasible for the NTPUD to establish for generation of revenues.

❖ **Grants**

The NTPUD is eligible for grants offered to public districts and municipalities, in general. There are also specific grants for which the District can capitalize upon its unique location in the Lake Tahoe Basin. Following is a brief discussion of some of these grants.

Propositions 12 and 40

There are two California state propositions passed by voters that appropriate funds for current eligible grant programs relevant to the NTPUD, Proposition 12 and Proposition 40.

Proposition 12, the 'Safe Neighborhood Parks, Clean Water, Clean Air, and Coastal Protection Bond Act of 2000', is intended to revive state stewardship of natural resources by investment in neighborhood parks and state parks, clean water protection, clean coastal beaches and scenic areas.

Proposition 40, the 'California, Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002', provides \$2.6 billion in bond funds for projects and grants for neighborhood parks, outdoor recreation, protection of wildlife habitat, clean beaches, water quality and watershed protection and restoration, and preservation of cultural and historical resources, among other things.

Public Access Program

The Public Access Program funds are offered by the Wildlife Conservation Board (WCB) of the State of California. The purpose of the program is to develop facilities in cooperation with local agencies for public access to hunting, fishing or other wildlife-oriented recreation.

Financial assistance is available for access projects including fishing piers, boat launching ramps, viewing structures, public access safety, trails, boardwalks, interpretive facilities, and lake or stream improvements. Support facilities such as restrooms and parking areas are also eligible for funding.

According to the Wildlife Conservation Law of 1947, the State must have a proprietary interest in the land or water on which improvements are made. A lease agreement of generally twenty-five years between the local agency and the State is entered prior to WCB's approval of a project. Operations and maintenance are assumed by the local agency with no additional cost to the State.

This program is funded primarily from horse-racing pari-mutuels, the Wildlife Restoration Fund, and the Federal Sport Fish Restoration Act Funds. WCB's regular income is also sometimes augmented by shares in other state and federal fund sources, as authorized for specific purposes or programs.

North Lake Tahoe Resort Association

The North Lake Tahoe Resort Association (NLTRA) administers the funds received from the Transient Occupancy Tax (TOT) and makes recommendations to the Placer County Board of Supervisors for distribution of the funds on a grant basis. The TOT is currently ten percent of lodging receipts in eastern Placer County (North Lake Tahoe area). Local voters will have an opportunity to vote in the year 2012 for an additional two percent increase.¹

The District is eligible for and has previously received grants from the NLTRA for infrastructure of recreation facilities that are tourism-related. The most recent grants have been provided for TVRA parking improvements and NTRP soccer field improvements. For fiscal year 2006-2007, NLTRA provided a \$15,000 grant for marketing support of the North Tahoe Community Conference Center (NTCCC)

California Tahoe Conservancy (CTC)

The CTC is an independent State Agency within the Resources Agency of the State of California. Established in 1984, the CTC has a mandate to develop and implement programs through acquisitions and site improvements to improve water quality in Lake Tahoe, preserve the scenic beauty and recreational opportunities of the region, provide public access, preserve wildlife

¹ Voters approved the 2% increase in 1996 and in 2002. For more information, see Appendix A.05.

Funding Strategy

habitat areas, and manage and restore lands to protect the natural environment.

Efforts have been expanded to join in public and/or private partnerships or collaborative efforts such as the provision of grants to other public agencies, including more than one hundred grants to local governments.

Public Access and Recreation Program

The CTC utilizes the Public Access and Recreation Program to fund its objectives which are to provide new access to the lake and other natural areas in the Tahoe basin; to expand access opportunities by providing parking and restroom facilities and other improvements at existing sites; to connect existing facilities with hiking, biking and cross-country ski trails, and to provide visitor information services. Some projects are funded directly and others are funded through grants to other agencies.

This grant and others disbursed by the CTC, are given in direct support of the Environmental Improvement Program (EIP). The EIP was established for the purpose of achieving and maintaining environmental thresholds that protect Tahoe's varied natural resources (Appendix A.05).

Lake Tahoe License Plate Program

The Lake Tahoe License Plate Program is funded by fees collected from individuals who purchase a Lake Tahoe license plate. Beginning in 2002-03, \$2.8 million was shifted from the State General Fund to the Environmental License Plate Fund (ELPF) to support the operations of the CTC. The funds from this program can be used as matching funds needed to qualify for special funding from various federal programs and other sources.

The CTC has used the money for biking, hiking, and cross-country ski projects as well as for connecting existing bits and pieces of trails into a comprehensive network in an effort to help lessen traffic congestion and related air and water quality problems.

Boat Launching Facilities Grant

The Boat Launching Facilities infrastructure grant is from the California Department of Boating and Waterways (DBW) for the purpose

of constructing launch ramps, boarding floats, shoreside or floating restrooms, shore protection, vehicle and trailer parking, vessel sewage pumpout facilities, and other boating related amenities.

Facilities must be built in environmentally acceptable areas, meet or exceed DBW design criteria, be economically feasible, and remain open to all boaters at reasonable prices. Recipients of this grant assume responsibility for operations and maintenance for a minimum of twenty years at no additional cost to the State.

Funding of these grants comes from the Harbors and Watercraft Revolving Fund (H&WRF) financed by fuel taxes paid by boaters and the repayment of principal and interest on loans.

Land and Water Conservation Fund (LWCF) Program

The Land and Water Conservation Fund Act passed by Congress in 1965 is intended to support cooperation between the California Department of Parks and Recreation and local agencies to "acquire, develop, and maintain outstanding property in perpetuity for outdoor recreation purposes." (p.4) The program, administered by the National Park Service, is financed by federal recreation fees, sales of federal surplus real property, federal motorboat fuels tax, and the Outer Continental Shelf mineral receipts.

Grants may be used to construct new or renovate existing facilities for outdoor recreation; to construct or renovate associated support facilities such as restrooms, and indoor facilities that support outdoor recreation activities in the immediate vicinity. Priority development projects include trails, campgrounds, picnic areas, natural areas, and cultural areas for recreational use.

If a grant is approved, the District would be required to initially finance the project, and the LWCF refunds fifty percent of the actual project expenditures, up to the grant amount, once the project has been completed. The match funds given by the District can be from any non-federal source with the exception of Community Development block grant money, and may include materials and services.

Truckee Tahoe Community Foundation (TTCF)

The TTCF, first established in 1998 with an initial endowment of one million dollars from William R. Hewlett, provides grants in the areas of arts and culture, civic and public benefit, education, nature, health and human services, recreation, and youth development. Eligibility for these community-based grants depends upon geographic location. Specifically applicants must be from Donner Summit, Truckee, Squaw Valley, or the west and north shores of Lake Tahoe.

The TTCF offered the Disc Golf Committee of North Tahoe (DGCNT) a \$6,000 Challenge Grant to be met by 15 November 2006 for the construction of a nine-hole disc golf course. The response from the community has been so positive that the DGCNT has decided to continue raising funds for an eighteen-hole course.

The Nature Fund

This TTCF fund, initiated in 2001, is intended to support the conservation, protection and responsible use of local natural resources.

Objectives are to:

- Preserve and protect open space and restore natural environments to protect native species and the quality of air and water.
- Build bridges, defuse conflict, and bring diverse constituencies together to participate in addressing environmental issues.
- Enhance responsible use of the natural environment.
- Encourage a healthy balance between environment, recreation, and development.
- Foster environmentally informed and responsible citizens who respect community perspectives.
- Support educational programs that teach young people and adults to value and protect natural resources.

Civic Engagement Fund Grant

This TTCF fund was initiated recently in 2006 and supports projects that encourage civic involvement and leadership among community members.

Objectives are to:

- Motivate more community members, representing diverse backgrounds and interests, to commit their time, money, and expertise to enhance the region's capacity for collaborative problem-solving.
- Enhance information sharing, communication, and cooperation between interested community stakeholders such as businesses, local governments, and nonprofits.
- Enhance the leadership skills and comfort level of community members so that they can take actionable steps in making an ongoing difference in the community.
- Build ownership for shared community visions and enhance community pride.

Requirements for this grant include engagement of the community in a manner beyond "business as usual", identification of measurable goals over a one-year timeframe, and provision of specific civic initiatives that do not supplant funds or duplicate services.

Bikes Belong Grants Program

The Bikes Belong Coalition is a non-profit organization that funds bicycle projects and facilities such as bicycle safety and education programs, paved paths, BMX tracks, single-track trails, mountain bike parks, rail trails, and bike lanes, routes, and crossings. Projects with a limited impact, such as the installation of a small number of bike racks, are not likely to be considered for this grant.

Public Youth Baseball/Softball Field Refurbishment Matching Award

The Cal Ripken, Sr. Foundation (CRSF) is an organization that awards money for the purpose of assisting communities in restoration of existing baseball/softball fields to expand opportunities for use and improve playing conditions. Eligible applicants of the Public Youth Baseball/Softball Field Refurbishment Matching Award can be a local government department of parks and recreation, a non-profit organization serving youth, and/or an established community baseball or softball league. All awards are contingent upon federal funding.

Grantees must match CRSF awards dollar for dollar, in cash or in-kind, although cash support is given greater consideration. Supplies,

Funding Strategy

equipment, and/or professional services include, but are not limited to:

- Consulting costs to identify needs and develop project plan
- Sub-base work
- Drainage Systems
- Grading work
- Synthetic surface
- Paint for fences, bleachers, dugouts, etc.
- Padding for fences
- Wind screens
- Equipment storage box
- Maintenance equipment such as rakes, hoses, weed whackers

The grant may not be used for new fields, field complex products, permanent structures or heavy equipment.

National Trails Fund

The American Hiking Society is an organization that offers the only privately supported national grants program providing funding to grassroots organizations that work toward establishing, protecting, and maintaining foot trails in America.

Projects funded by this grant include:

- Securing trail lands, including acquisition of trails and trail corridors, and the costs associated with acquiring conservation easements.
- Building and maintaining trails which will result in visible and substantial ease of access, improved hiker safety, and/or avoidance of environmental damage. (Higher preference is often given to projects with volunteer labor.)
- Constituency-building surrounding specific trail projects, including volunteer recruitment and support.

A caveat of this grant is that the recipient organization must have a 501(c)(3) non-profit status.

❖ ***Creation of Local Trusts or Philanthropic Organizations***

Grants offered by some private organizations and non-profit groups, such as the American Hiking Society above, are awarded solely to "grassroots" organizations, i.e. non-profit

groups. Therefore, an avenue of funding would be made available if the NTPUD were to start a separate non-profit organization for support of District activities. In addition, some federal subsidies are available only to non-profit organizations.

The District may pursue the creation and development of a locality-based trust dedicated to raising funds for parks or open space land acquisition. One example is the Yosemite Fund, authorized by the National Park Service to raise money for protection, enhancement, and preservation of the Yosemite National Park. Corporations and foundations make financial contributions, along with individuals who donate money and/or volunteer their services for operations and fundraising, keeping administration costs to a minimum.

A philanthropic organization can be created whose purpose is to organize charitable activities such as beach clean-up or trail maintenance. One example is the Friends of Santa Cruz State Parks, "a non-profit park partner" whose purpose is to facilitate and support educational programs, visitors' centers, and exhibits for the State Parks in Santa Cruz County. The Friends has a network of hundreds of individuals that donate thousands of hours as docents and volunteers at the parks.

❖ ***Events and Competitions***

The spectacular settings of the facilities in the District provide for promoters and coordinators a chance to hold their events in special surroundings from lakeside plazas to sports fields amidst the forest, all with opportunities for breathtaking views.

While there are currently a handful of events held at NTPUD facilities, more revenue could be generated by actively seeking additional tournaments and festivals. The District's habit of relying upon a few events to generate a regular income is in need of re-evaluation as the financial loss incurred has a greater effect when one or two events get cancelled and there is a very limited buffer of other events to bring in revenue.

The following is a list of possible events that may be worth pursuing, and precedents that can be explored for feasibility of incorporating these types of events in the District.

Summer Music Series

The Truckee-Donner Recreation & Park District presents concerts every Wednesday evening June through August at the “Salty” Gebhardt Amphitheater in the Truckee River Regional Park. Blue donation boxes are made available at the event to make it easy for audiences to contribute.

The amphitheater, above the Truckee River, is a landscaped bowl with a generous stage and lawn seating for up to one thousand people. This venue can also be rented for weddings, concerts, and other events.

Lake Tahoe Shakespeare Festival

This summer theater event, now thirty-four years strong, is held annually at Nevada’s Sand Harbor State Park on the northeast shore of Lake Tahoe. The festival features modern interpretations of Shakespeare plays along with occasional ballet performances and concerts. Concessions are available for purchasing food and wine, or theater-goers can bring a picnic and blanket to enjoy the sandy outdoor audience seating.

Lake Tahoe Music Festival

This music event, now in its twenty-fourth year, features an eclectic selection of music and related events held at several different venues throughout the North Tahoe area, including Donner Lake, Tahoe Truckee Seniors Council, Tahoe Donner Golf Range in Truckee, Truckee Elementary School, Boys and Girls Club North Lake Tahoe, and Squaw Valley. There are concessions available, although attendees are highly encouraged to bring picnics of food and wine.

The Squaw Valley venue has been improved recently with new playground bark surfacing for audience seating, the removal of rocks, and the filling of gopher holes. These improvements are results of contributions from Squaw Village Neighborhood Company and landscaper Steve Siig of Insignia Landscaping.

Lakeside Summer Concert Series

The Tahoe City Downtown Association (TCDA) in partnership with the Tahoe City Public Utility District (TCPUD), present free concerts on Sunday evenings at Tahoe City’s Commons

Beach from June to early September. Recently finished with its second year, this regular community event is open to people of all ages, and is a great opportunity for a family picnic. Audiences get chances to experience both local musicians and regional touring artists.

Lakeside Outdoor Movie Series

The Tahoe City Downtown Association (TCDA) in conjunction with Radiant Blue Events, present free movies outdoors on Wednesday evenings at Commons Beach from late June through August. This regular community event is open to people of all ages, and provides an opportunity for a midweek family picnic. Audiences can come early and enjoy a free talk about wildlife.

Mile High Century 100

This cycling event offers a series of non-competitive tours around the Almanor Basin, a large manmade lake located at 4,550 feet where the Sierra meets the Cascades. Cyclists can choose from a 108-mile ride that goes around Lake Almanor and through the Indian Valley, a 56-mile ride that encompasses the lake, or a more leisurely 33-mile ride. The event culminates in a big spaghetti feed.

Rather than a race, this event is designed to promote recreational bicycling “under the volcano” in the shadow of Mount Lassen Peak.

Triple Crown Sports

This organization produces qualifying sports tournaments for softball, baseball, soccer, and basketball. Triple Crown Championships are designed to create great baseball opportunities in family-friendly locations and have a national reputation for quality of play and quality of vacation experience.

Super Series Baseball®

This organization seeks tournament hosts throughout the nation and provides promotion and marketing assistance in the form of mailings, web page hosting, and custom graphics.

USSSA Tournament

The United States Specialty Sports Association (USSSA) sanctions sports tournaments across the nation, one of which is a slow-pitch softball

Funding Strategy

tournament that has been held in the past at the NTRP throughout the baseball season.

Costs to have a USSSA slow-pitch softball tournament are as follows:

<i>Sanction Agreement</i>	\$100
<i>Registration Fees</i>	\$20/team
<i>Insurance</i>	\$200/weekend
<i>Umpire(s)</i>	\$25 - \$50
<i>Tournament Director</i>	± \$195
<i>Awards</i>	± \$250
<i>Marketing</i>	\$ varies
<i>Facilities</i>	\$ varies
<i>Field Prep & Maintenance</i>	\$ varies

Professional Disc Golf Tournaments

Given the success of the DGCNT of fundraising in the North Tahoe community, there is a likelihood of providing an eighteen-hole disc golf course at a facility in North Tahoe. An impressive eighteen-hole course in the area could potentially generate revenues as a venue for disc golf tournaments.

A broad audience is attracted to competitions that have national stature, most likely those sanctioned by a governing body such as the Pro Disc-Golf Association (PDGA).

Associated costs of a disc golf tournament are as follows:

<i>Sanction Agreement</i>	\$50 - \$100
<i>Registration Fees</i>	\$2 - \$4/player
<i>Gratitude Package (optional)</i>	\$5 - \$7/player
<i>Cash Prizes</i>	± \$1,500
<i>Disc Prizes</i>	± \$150
<i>Catering</i>	\$ varies
<i>Marketing</i>	\$ varies
<i>Facilities Fees</i>	\$ varies
<i>Course Prep & Maintenance</i>	\$ varies

**** Property Taxes and Park Impact Fees**

Currently, the District does not garner an income from Placer County property taxes. This situation has caused a stress on the NTPUD to upkeep all facilities and operations at a reduced level of funding. The properties in the District such as KBSRA and North Tahoe Beach are regularly impacted with visitors from many areas within and outside the County, including Martis Valley, Reno, Incline Village, Tahoe City, Sacramento Valley, and the Greater Bay Area.

Specifically, the nexus between Martis Valley and the North Tahoe area shows a pressing need for funding from Placer County. While Martis Valley provides a higher property tax base to the county, fewer facilities used by Martis Valley residents and visitors are actually located in Martis Valley, but rather more are located in North Tahoe. Use of the recreation facilities in North Tahoe by non-residents is being subsidized by the residents of North Tahoe, causing an unfair financial burden upon the District and its residents.

This report recommends the District pursue Park Impact Fees from Placer County to support maintenance and operations of facilities impacted by people from throughout the County. The first step is for the District to do more intercept surveys for several weekends and weekdays during peak seasons in summer and winter.

Another dimension to the park use impact situation for North Tahoe is the adjacency with the state line. Incline Village in Washoe County, Nevada is the District's eastern neighbor. This community has prohibitive day use fees for many of its facilities leaving North Tahoe as the obvious recreation alternative for residents of Incline that do not pay the high fees in their own community. This report advises the District pursue Park Mitigation funding from Washoe County, Nevada, once a nexus has been established from additional intercept surveys.

**** Debt Financing**

◇ Excise Tax

Voters may approve a special tax with a two-thirds majority. Funds generated from this tax are dedicated for a specific purpose and for a specified period of time. The excise tax is a "user" tax, not a property tax, although it can be collected through property taxes. This type of tax could be established to develop community park facilities such as a community swim center.

From the mail-in surveys and telephone surveys conducted recently for this Master Plan, there is reason to believe people would be willing to pay ten to forty dollars more annually for construction and maintenance of new facilities and programs, contrary to the previously unsuccessful local ballot measure in 2005 for a community pool facility and recreation center.

❖ **Infrastructure Financing District (IFD)**

This fund can be used to finance improvements of community-wide benefit such as water supply and distribution, wastewater collection, or community or regional parks. The IFD draws funds from the property tax increment increases in land and building values for properties within the District. The funds generated by the incremental increase in property tax values, less amounts committed to school districts, can be used to pay off improvement bonds over a period of up to thirty years. Establishment of this type of fund for the NTPUD requires an arrangement with Placer County to distribute these funds to the District.

❖ **COSTS AND REVENUES**

The District operates with insufficient funding. Although projected revenues exceed projected costs by 23.46% for fiscal year 2006-2007 (Tables 7.1 and 7.2), funding suffers as a casualty of the District's magnanimity. As stated in the community feedback (Chapter 2), a strength the District has is a willingness to take on projects; however, these projects take an excess of funding that is not available to the District .

The following six Topics cover areas in which the District will be able to improve its fiscal performance, provides recommendations for making these improvements along with a suggested schedule (Topic 7) in which to frame its progress.

⚡ **Topic 1: Measure C and User-Based Revenues**

Measure C funds are distributed at the District's discretion throughout the community. An immediate 25% (\$118,625 in fiscal year 2006-2007) is given to the Boys & Girls Club of North Lake Tahoe while another percentage goes to fund the Locals' Benefit Program. The remainder must finance:

- ♦ the operations and maintenance of the revenue-generating North Tahoe Regional Park, Kings Beach Plaza (includes North Tahoe Conference Center), and Tahoe Vista Recreation Area, all of which operate at a deficit.

- ♦ the District-subsidized operations and maintenance of the playfields for the community's sports teams.
- ♦ the funding for non-revenue-generating beaches and facilities such as the Bike Trail and other NTPUD-owned beaches.
- ♦ the excess costs of operations and maintenance of properties owned by other entities such as Placer County Beaches and the Coon Street Boat Launch.

TABLE 7.1 NTPUD Facilities Budget for fiscal year 2006-2007

NACC PRE-SCHOOL	\$5,300
KINGS BEACH LITTLE LEAGUE	\$28,500
ELEMENTARY SCHOOL FIELD	\$14,593
NTPUD BEACHES	\$13,836
FIRESTONE PROPERTY	\$3,100
BIKE TRAIL	\$2,500
COUNTY BEACHES	\$70,783
NORTH TAHOE BEACH	\$51,125
KINGS BEACH PLAZA	\$34,255
CTC BEACHES	\$25,150
NORTH TAHOE REGIONAL PARK	\$283,011
KINGS BEACH STATE REC. AREA	\$155,000
TAHOE VISTA REC. AREA	\$27,492
STOKER PROPERTY	\$1,100
COON ST. BOAT RAMP	\$34,500
TOTAL	\$750,245

TABLE 7.2 NTPUD Facilities Revenue for fiscal year 2006-2007

CALIFORNIA TAHOE CONSERVANCY CONTRACT	\$106,500
TAHOE VISTA REC. AREA CONCESSIONAIRE, BOAT LAUNCH, RENTALS	\$25,000
MEASURE C REVENUE	\$474,500
COON ST. BOAT LAUNCH, PARKING	\$25,200
PLACER COUNTY CONTRACT	\$70,783
KINGS BEACH STATE REC. AREA CONCESSIONAIRES, PARKING	\$155,000
NORTH TAHOE REGIONAL PARK RENTALS, PROGRAMS, PARKING, ETC.	\$55,200
NACC PRE-SCHOOL RENTAL FEE	\$9,600
KINGS BEACH PLAZA PROGRAMS, ETC.	\$4,500
TOTAL	\$926,283

❖ **RECOMMENDATIONS**

1.a Re-evaluate the relationship between the District and the BGCNLT for equal reciprocity. For instance, it would be fair for the BGCNLT to grant the District \$118,625 worth of facility use and staffing for the fiscal year 2006-2007. Formalize an agreement.

1.b Levy a reasonable fee for use of each playfield to support maintenance and operations. This is useful to engender stewardship of and responsibility for local resources.

1.c The District must thoroughly evaluate whether price breaks to residents can be fully financed with Measure C funds. If the reduced fees cannot be supported with the available funds, then a second Mello Roos initiative must be considered by the community.

1.d Raise Parking Fees and levy Park Use Fees, depending upon the outcome of 1.c above. This report proposes residents receive a 30% discount on parking at TVRA and 40% discount at NTRP once the automated gate systems are in place. The proposed fee schedule for NTRP and TVRA year-round is as follows:

FEES	PARKING		DAY USE/PARKING	
	LOCAL	PUBLIC	LOCAL	PUBLIC
TVRA	\$7	\$10	-	-
NTRP	-	-	\$3	\$5

TABLE 7.3 Proposed Fee Schedule

∴ **Topic 2: Revenue-generating Facilities**

There is not enough revenue generated at the District's revenue-generating facilities because:

- ♦ there is a need to develop the District's properties.
- ♦ fees are not sufficient compared to fees charged by other Lake Tahoe communities for similar facilities.

❖ **RECOMMENDATIONS**

2.a Upgrade the Ramada and implement a modest amphitheater at NTRP. (See Chapter 6, Actions 2.03-2.05) This maximizes use of the space and revenue-generating capability by allowing a performance and a wedding at the same time in NTRP.

2.b Create "The Village" at NTRP, providing a small spa/retreat center, equipment rentals, shopping, and food and drink. Generate income through fees and membership dues for the pool/spa and lease of space to rental and retail shops. (See Chapter 6, Action 2.07) This also provides a destination for those who will not be participating in a spectator activity or those who accompany the participants in an activity.

2.c Develop camping at the Mogilefsky property. (See Chapter 6, Action 2.06) While this will not necessarily directly generate high profits, it will provide a marketing avenue for the District. The potential is

to market such activities as a “Bat and Camp” softball tournament—play ball at NTRP and campout in Mogilefsky.

2.d Raise boat launch fees. This report recommends that launch fees be charged, regardless of the season, for the following reasons:

- ♦ NTPUD is required, albeit at a reduced level, to maintain the facilities year round, not only during peak season. Use during any time of the year impacts the District and facilities are already operated and maintained at a deficit.
- ♦ Although the District chooses to allocate Measure C funds for price breaks to residents of NTPUD, these funds are inadequate for eliminating the deficit (See Topic 1 above).

A proposed rate schedule is as follows:

COON ST. BOAT RAMP and TVRA	Off Season (Oct. 1 – Wed. bef. Memorial Day)		Peak Season (Thu. bef. Memorial Day – Sep. 30)	
	LOCAL	PUBLIC	LOCAL	PUBLIC
Launch/Ramp Fee (parking not included)	\$5	\$8	\$10	\$13
Annual Season Pass: Calendar Year Jan-Dec	LOCAL		PUBLIC	
	\$85		\$250	

TABLE 7.4 Proposed Boat Launch Fee Schedule

2.e The rental fees for facilities such as NTCCC need to be revised such that price breaks are given only to residents of the North Tahoe community. Require evidence of residency such as a phone, water, or energy bill in the resident’s name.

⚡ **Topic 3: Staffing & Organization**

The District lacks the appropriate number of staff to operate and maintain all facilities; thus, implementing and administering programs is inconceivable.

❖ **RECOMMENDATIONS**

3.a Ensure paid staff at NTPUD is doing “fund-generating” work (See Chapter 6, Policy 6.02). For instance, rather than having paid staff working

the Annual July 3rd event, which is not “fund-generating”, shift the responsibilities of the paid NTPUD staff to concentrate efforts on bringing a softball tournament to the NTRP.

Fund-generating duties include, though are not limited to:

- ♦ Programming sports tournaments at the NTRP
- ♦ Marketing of events
- ♦ Administrative tasks necessary to carry out these duties
- ♦ Staff and volunteer coordination necessary to carry out these duties
- ♦ Fundraising events and any tasks necessary to accomplish these duties
- ♦ Grant funding acquisition
- ♦ Operations and maintenance of facilities for which there is paid use.

3.b Put full-time staff on salary so there is no overtime pay.

3.c Hold staff accountable for certain tasks that are agreed upon by NTPUD and the staff person and write this into a job description. The purpose of this is to find out exactly what needs to be done, who is going to do it, and approximately how much time it will take to get done. If there are tasks unaccounted for after all staff hours have been assigned, then this means one or both of the following:

- ♦ there is a need for another staff person.
- ♦ tasks need to be eliminated from the set of the District’s responsibilities.

Have this job description done for both peak seasons and non-peak seasons.

3.d Employ a volunteer coordinator at the District. This paid staff person will build a non-paid staff and organize them for producing non-fund-generating events and activities.

3.e Assign only volunteers to administer non-fund-generating tasks.

3.f Employ a program coordinator at the District. This paid staff person will be responsible for programming all of the District's facilities.

**** Topic 4: Revenue-generating Programs**

❖ **RECOMMENDATIONS**

4.a Create a non-profit foundation (See "Creation of Local Trusts and Philanthropic Organizations" in this chapter) that does one or more of the following:

- ♦ fundraising
- ♦ marketing
- ♦ builds a pool of volunteers to manage activities and staff events, and to be docents and educators

4.b Have the District's Program Coordinator (See 3.f above) schedule and publicize the District's own tournaments. By assigning an in-house staff person or a volunteer staff person (See 3.d above) to do its own promoting, the District can bypass the middleperson who tends to be a cost burden.

Tables 7.5, 7.6, and 7.7 contain samples of costs and profits that are likely for one weekend, and then for ten weekends of USSSA Slow-Pitch Softball and Pro Disc-Golf Association tournaments (See "Events and Competitions" in this Chapter for a listing of specific costs). The numbers are calculated based upon each softball team registering at \$270/team and each disc-golf player registering at \$75/player.

USSSA SLOW-PITCH SOFTBALL	(1) Weekend During the Baseball Season		(10) Weekends During the Baseball Season	
	(10) TEAMS	NTPUD	(10) TEAMS	NTPUD
COST	10 X \$270 = \$2,700	\$1,900	\$27,000	\$19,000
PROFIT	NTPUD			
	\$800		\$8,000	

TABLE 7.5 Sample of Cost and Profit for a USSSA Slow-pitch Softball Tournament for One Weekend and for a Ten-Weekend Playing Season

PRO DISC-GOLF	(1) Weekend During the Disc Golf Season		(10) Weekends During the Disc Golf Season	
	(100) PLAYERS	NTPUD	(100) PLAYERS	NTPUD
COST	100 X \$75 = \$7500	\$3,000	\$75,000	\$30,000
PROFIT	NTPUD			
	\$4,500		\$45,000	

TABLE 7.6 Sample of Cost and Profit for a Disc Golf Tournament for One Weekend and for a Ten-Weekend Playing Season

PROFITS AT NTRP	(1) WEEKEND		(10) WEEKENDS	
	SOFTBALL	DISC GOLF	SOFTBALL	DISC GOLF
NET PROFIT	\$800	\$3,000	\$8,000	\$45,000
	\$3,800		\$53,000	

TABLE 7.7 Sample of Potential Profits at the NTRP for USSSA Slow-pitch Softball and Disc Golf Tournaments During the Playing Season

4.c Given the professional format of the indoor space of the North Tahoe Community Conference Center (NTCCC), the programs emphasis for this facility needs to shift to:

- ♦ market the NTCCC in other regions of California, especially the Greater Bay Area, as a place for business or work retreats.
- ♦ market the outside deck at NTCCC in cities such as San Francisco, San Jose, Sacramento, and Fresno as a place to hold a week-long yoga or meditation retreat on the beach at one of the most beautiful natural locales in the world.

4.d Hold a fund-raising Tri-athlon (run, swim, bike) to benefit Recreation and Parks.

**** Topic 5: Sharing Resources**

Challenges with regard to resources are:

- ♦ trying to accomplish too many tasks with too few resources.
- ♦ an excess of facilities resources alongside a scarcity of leadership to implement programs.

❖ **RECOMMENDATIONS**

5.a Formalize a Joint Use Agreement (JUA) between NTPUD and BGCNLT

(See Chapter 6, Goal 1). Address the following subjects in the JUA:

- ♦ use of the BGCNLT facilities during un-programmed hours
- ♦ points of contact
- ♦ agreement upon provision of staffing for non-BGCNLT programs
- ♦ opening and closing protocols
- ♦ emergency protocols
- ♦ marketing of programs
- ♦ clean-up responsibilities

5.b Implement a Recreation Joint Use Agreement (JUA) between NTPUD and Tahoe City PUD (See Chapter 6, Goal 1). Address the following subjects in the JUA:

- ♦ fiscal responsibility for programs and facilities
- ♦ liability insurance
- ♦ program coordination and points of contact
- ♦ collaborate on allowing resident fee reprieves for programs in both North Tahoe and Tahoe City for residents of both areas
- ♦ opening and closing protocols at shared each facility
- ♦ emergency protocols at each shared facility
- ♦ marketing of programs
- ♦ clean-up responsibilities at each shared facility

¶ **Topic 6: Revenue-Generating Policies**

The District is in need of creating policies that ensure the District and the residents of North Tahoe do not bear an unfair share of the financial burden for development in the community.

◇ **RECOMMENDATIONS**

6.a Establish a Developer Fee Schedule based on estimated costs for land and park development.

6.b Work to further establish a nexus between North Tahoe and facilities users from other communities in Placer County. While the surveys done for this report serve as an initial corroboration of this nexus, the District will need to perform more surveys to establish an

undeniable basis for a request of Park Impact Fees from the County.

¶ **Topic 7: Time Table**

This report offers a Time Table (Table 7.8) for implementing the Recommendations in Topics 1-6 above. The proposed time intervals are one year, three years, and five years, respectively.

◇ **SUMMARY ANALYSIS**

The funding strategy for NTPUD currently consists mainly of revenues from Measure C, contracts for maintenance of beaches and parks, and revenues from parking fees and concessionaires.

Realization of profits from existing recreation facilities and resources will depend upon upgrades and appropriate development of District properties, especially NTRP and Mogilefsky, along with providing infrastructure that can support revenue-generating activities at other locations.

Generally speaking, grant funding is offered for capital improvement projects, and not for continued maintenance. The challenge, therefore, is to find creative ways to finance maintenance of facilities and programs. Fees collection methods need improvement at the parks and recreation facilities in the District. Gate systems are being installed at TVRA and NTRP towards this end, so that revenues generated can fund the costs of maintaining the facilities. This report recommends an increase in fees charged for Parking, Park Use, and Boat Launch to be correspondent with fees charged elsewhere in the region.

The District will need to initiate fiscal relationships with Placer County and Washoe County. Currently, the District receives no County funding for use of its facilities by non-residents despite the fact that parks in North Tahoe are used regularly by those from Martis Valley, Truckee, Auburn, Roseville, Incline Village, and Reno, among many other places. Another approach this report suggests for generating revenue is for the District to take the lead in scheduling and developing programs. A Program Coordinator and a Volunteer Coordinator are the keys for the District to set

Funding Strategy

TABLE 7.8 Proposed Time Table for Fiscal Growth Topics 1-6

FISCAL GROWTH TOPICS 1-6	1 yr	3 yrs	5 yrs
1.a Re-evaluate the relationship between the District and the BGCNLT for equal reciprocity	♦		
1.b Levy a reasonable fee for use of each playfield to support maintenance and operations	♦		
1.c Thoroughly evaluate the capacity of Measure C to finance price breaks for residents	♦		
1.d Raise Parking Fees and levy Park Use Fees (See this Chapter, 1.c)	♦		
2.a Upgrade the Ramada and implement a modest Amphitheater at NTRP (See also Chapter 6, Actions 2.03-2.05)		♦	
2.b Create "The Village" at NTRP (See also Chapter 6, Action 2.07)			♦
2.c Develop Camping at the Mogilefsky Property (See also Chapter 6, Action 2.06)		♦	
2.d Raise boat launch fees	♦		
2.e Revise rental fees such that price breaks are given to residents of only the North Tahoe community	♦		
3.a Ensure paid staff at NTPUD is doing "fund-generating work" (See also Chapter 6, Policy 6.02)		♦	
3.b Put full-time staff on salary so there is no overtime pay			♦
3.c Develop job descriptions for each staff person	♦		
3.d Employ a volunteer coordinator at the District	♦		
3.e Assign only volunteers to administer non-fund-generating tasks	♦		
3.f Employ a program coordinator at the District		♦	
4.a Create a non-profit foundation			♦
4.b Initiate in-house organization and promotion of tournaments and events (See this Chapter, 3.d and 3.f)		♦	
4.c Shift programming emphasis at the NTCCC	♦		
4.d Hold a fund-raising Tri-athlon to benefit NTPUD Recreation & Parks		♦	
5.a Formalize a Joint Use Agreement between NTPUD and BGCNLT		♦	
5.b Implement a Recreation Joint Use Agreement between NTPUD and Tahoe City PUD			♦
6.a Establish a Developer Fee Schedule based on estimated costs for land and park development	♦		
6.b Work to further establish a nexus between North Tahoe and facilities users from other communities in Placer County			♦

and sustain a community-driven agenda for recreation facilities and resources and be concurrently profitable.

An atmosphere of informality has been customary in the District's relationships with organizations and facilities users at the expense of the District and its residents. This report suggests a more formal approach to agreements as a way to ensure definitive benefits and returns for funds dispensed.

The future decrease in revenues due to the imminent loss of some events and fees indicates a need for the NTPUD to diversify its revenue base. In order to expand its revenue base, the District will need to access the numerous other funding opportunities available through events facilitation, increase in user fees, Park Mitigation funds, and the creation of a non-profit or philanthropic organization. In addition, the District will need to re-assess distribution of Measure C funds in a manner that maximizes their use for the North Tahoe community as a whole.

This report also advises the District make a thorough re-assessment of Measure C. The purpose is to recognize the realistic limitations of Measure C as a primary means to fund the demands of a robust and operational Recreation and Parks system in a community as unique as that of North Tahoe.

ONGOING PLANNING

INTRODUCTION

The NTPUD Recreation and Parks Master Plan is a means to guide growth and change by providing baseline data, policies, standards and recommendations. Ongoing planning is required to meet the changing needs of the community. Elements of the Master Plan must be re-evaluated and updated on a regular basis.

The purpose of this chapter is to discuss the specific elements vital to Ongoing Planning.

❖ UPDATE METHODOLOGY

Each chapter of the Master Plan focuses on a different topic. In any update of the Master Plan, the District should follow the chapter-by-chapter structure of this Master Plan and update each chapter as necessary.

❖ UPDATE SCHEDULE

The District should update aspects of the Recreation and Parks Master Plan according to the proposed schedule in this report and/or concurrently with any significant modification to the District's land use allocation and according to changes in relevant prevailing documents. A proposed update process is shown in Tables 8.1 and 8.2.

❖ UPDATE ELEMENTS

The following discussion will outline which issues will most likely require updates as part of the ongoing planning process.

⌘ Public Participation in the Master Plan Process: Data and Analysis (Chapter 2)

The analysis of public input provides valuable data and forms the basis for all Master Plan objectives and implementation guidelines. The goal of analysis of public demand is to confirm that the District is providing appropriate recreation facilities and programs. Assessment of needs and desires for different types and quantities of facilities and programs is recommended every three years.

⌘ Recreation Facilities: Inventory and Review (Chapter 3)

This chapter will require updating of the existing baseline data as the District renovates existing facilities and develops new facilities. The tables shown in Chapter 3 should be updated annually to keep pace with changes and upgrades.

Each facility should be subject to an annual inspection and report in order to identify qualitative inadequacies or potential safety hazards. The District should perform a comprehensive analysis of facilities at least every three years.

⌘ Recreation Resources: Inventory and Review (Chapter 4)

The update process for recreation programs is part of an ongoing operation. The inventory of the recreation programs should include a computer database of user information that summarizes the following:

- An annual tally of program units of service including:
 - Annual percentage of non-resident participation
 - Annual tally of waiting lists
- Cost efficiency
- Cost recovery
- Identification of trends in program participation
- An annual analysis of program user evaluations.
- Annual meeting of District staff to evaluate programs and deficiencies and discuss direction.
- Annual review of District policies that affect programs.
- Annual review of schedule of fees and facility charges.

❖ **UPDATE SCHEDULE FOR YEARS 2007-2017 (Table 8.1)**

YEAR	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
CHAPTER 2 – Public Participation in the Master Plan Process: Data and Analysis										
	X			X			X			X
CHAPTER 3 – Recreation Facilities: Inventory and Review										
<i>Baseline Data</i>	X	X	X	X	X	X	X	X	X	X
<i>Facility Inspection</i>	X	X	X	X	X	X	X	X	X	X
<i>Comprehensive Facility Analysis</i>	X			X			X			X
CHAPTER 4 – Recreation Resources: Inventory and Review										
<i>Program analysis</i>	X	X	X	X	X	X	X	X	X	X
<i>Tally of program units of service</i>	X	X	X	X	X	X	X	X	X	X
CHAPTER 5 – Implementation Plan										
	X	X	X	X	X	X	X	X	X	X
CHAPTER 6 – Mission, Goals, Policies, and Actions										
<i>Goals</i>	X									
<i>Policies, Actions</i>	X	X	X	X	X	X	X	X	X	X
CHAPTER 7 – Funding Strategy										
	X	X	X	X	X	X	X	X	X	X
CHAPTER 8 – Ongoing Planning										
	X				X				X	

❖ UPDATE SCHEDULE FOR YEARS 2017-2027 (Table 8.2)

YEAR	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CHAPTER 2 – Public Participation in the Master Plan Process: Data and Analysis										
	X			X			X			X
CHAPTER 3 – Recreation Facilities: Inventory and Review										
<i>Baseline Data</i>	X	X	X	X	X	X	X	X	X	X
<i>Facility Inspection</i>	X	X	X	X	X	X	X	X	X	X
<i>Comprehensive Facility Analysis</i>	X			X			X			X
CHAPTER 4 – Recreation Resources: Inventory and Review										
<i>Program analysis</i>	X	X	X	X	X	X	X	X	X	X
<i>Tally of program units of service</i>	X	X	X	X	X	X	X	X	X	X
CHAPTER 5 – Implementation Plan										
	X	X	X	X	X	X	X	X	X	X
CHAPTER 6 – Mission, Goals, Policies, and Actions										
<i>Goals</i>	X									
<i>Policies, Actions</i>	X	X	X	X	X	X	X	X	X	X
CHAPTER 7 – Funding Strategy										
	X	X	X	X	X	X	X	X	X	X
CHAPTER 8 – Ongoing Planning										
			X				X			

❖ **Implementation Plan (Chapter 5)**

Each section of the *Implementation Plan* needs to be evaluated in conjunction with the updates in public input and with changes in facilities and programs.

❖ **Mission, Goals, Policies, and Actions (Chapter 6)**

The Mission Statement and Goals for the District convey the enduring ideas and direction for Recreation and Parks in the North Tahoe community, and therefore should not be expected to change frequently. Policies and Actions are manifestations of a collection of ideas from the community and will require more frequent updates. This report recommends updating the Goals every ten years or whenever the TRPA General Plan is amended, and updating the Policies and Actions annually as progress dictates.

❖ **Funding Strategy (Chapter 7)**

These chapters should be adjusted each year as part of the preparation of each fiscal year

budget. Other aspects of these chapters may be impacted by the updates of individual sections of the Master Plan. Updates should be based upon careful needs assessment, public commentary, and policy direction.

The *Funding Strategy* update should focus on the following:

- Review of existing District financing and facility development
- Future demand and capital improvement costs
- Special facility program revenues
- Maintenance and operations costs
- Funding alternatives
- Financing strategies
- Maintenance contracts

❖ **SUMMARY**

The NTPUD Recreation and Parks Master Plan will require periodic updates and revisions to accurately reflect the community's changing needs. Various aspects of the Master Plan require updates annually, every three years, every five years, or every ten years.

Appendix A.01

Wellness	Fitness	Computer	Socials	Art	Hiking	Travel	Walking	Committee	Docent	Bus Trips	Dance	Volunteer	Estate	Cultural	Bingo	Cards	Comments
	x	x		x					x			x		x			Music
		x					x			x					x		Bowling
		x					x								x		Bowling
	x	x				x				x						x	Help with grocery shopping
	x		x								x			x			Yoga
	x	x	x	x	x	x			x		x			x			
		x	x							x							Bike Trail on North Shore
x	x		x		x		x							x			Bowling and Golf
	x	x	x	x						x				x			
		x	x														
	x	x	x		x	x	x										Build Beach Center and Bike Trails
x	x	x	x		x	x	x										Build Beach Center and Bike Trails, Seniors Volleyball
					x		x		x	x							Biking, Environmental Education, Snowshoeing
		x		x	x	x	x					x			x		Golf Trips, Bike Trails North Shore
x	x	x	x		x								x				Golf Trips
x	x	x	x	x	x	x	x		x	x	x			x		x	Cooking Classes, Travel Speakers, Book Club
x	x	x	x	x	x	x	x		x	x	x			x		x	Cooking Classes, Travel Speakers, Book Club
	x							x		x				x		x	
		x	x							x				x			Boating Activities, power and padle
	x	x				x				x	x					x	Line Dancing
		x			x				x					x			
		x	x	x							x			x			Golf
			x		x		x		x	x	x			x		x	Golf
	x	x	x			x		x		x							Care Service Sources
	x	x	x			x		x		x		x					
			x			x											
	x			x	x		x							x		x	Sewing, Gardening, Chess, Bridge
		x	x	x										x			
		x	x					x						x			Literary Authors
		x	x														Pot Luck, Senior's Tennis
	x	x			x		x							x			Visiting home bound seniors
	x																Yoga
x	x	x	x	x	x	x	x	x	x	x	x	x		x		x	Wants to be involved in Events Committee
	x			x	x		x										
		x	x		x	x	x			x	x	x		x	x		Development of the bike trail along the North Shore
		x															
		x		x													Swimming at a covered pool
			x	x			x									x	
		x	x													x	
		x	x													x	
	x		x														Indoor Pool
	x																
	x		x			x			x	x	x		x			x	
x	x	x	x	x	x	x	x	x					x	x	x	x	Book Club
			x		x		x										
x	x	x	x	x	x	x	x	x	x	x	x	x		x	x	x	Serve on Events Committee
x		x	x											x			Many Comments
x		x	x											x			Maybe Tea Dance...
														x			Maybe Tea Dance...
x				x	x		x							x		x	
		x														x	
				x	x												
12	25	32	31	17	23	20	22	13	10	23	23	7	6	26	9	16	

Appendix A.02

GENERAL

- Chartered 1998
- Isabelle Rodriguez, Director—began position Spring 2005 530.546.4324
- Open 7:30am-9:00am, 3:00pm-6:00pm; vacant 3:00pm-6:00pm, maybe to 8:00pm; closed Saturdays
Summer Camp 8:30am-5:00pm; vacant after 5:00pm
- Annual membership fee
- NTPUD finances program funding: \$115,000 per year

PROGRAMMING

- 6 core areas of learning
 - + Culinary Arts—cooking, survival
 - + Fine Arts—dance, painting
 - + Sports, Fitness, Recreation
 - + Career and Education Training—Powerhouse volunteer tutoring assistance, PowerPoints received to be spent at the PowerStore
 - + Health and Life Skills—Smart Girls and Boys (5th grade) make Smart choices, nutrition
 - + Character and Leadership—Leaders in Training (fifth graders), Torch Club (middle school ages), Keystone (16-18 years old) counselors
- Technology is added on—homework club, computer room
- Programming opportunities for the afternoon vacancy
 - + Teen Time
 - + Activities for kids and parents together
 - + Community relationship building
- Embedded learning—e.g. cooking classes facilitate learning measurements
- Nothing for toddlers—inactive daycare license
- Summer Camp 8:30-5:00

FACILITIES

- Commercial Kitchen
- Pottery wheel and Kiln
- Game room with pool tables, foosball
- Reading room
- Computer lab
- Owned by the school
 - + Gymnasium can be one full basketball court or 4 half courts
 - + Community Room

Identifying needs in the community

- Hard to get children from out of the area to the facility so need to take the programming to a facility that is accessible to them in their area by creating satellite programs in places like Truckee and Incline.
- Desire for collaboration with High Schools and Junior High Schools
- Space for a Skateboard Challenge
- Open Gym specifically for parents with kids
- Formalized sports leagues
- Active parent group

Reaching the Latino Community

- Contact with Catholic Church
- Contact with Family Resource Center where the community goes for food, medical, translation
- Contact at Latino Community events
- Frame the survey in a manner that relates to the Latino community
- Post an announcement in the Tahoe World
- Facilitate a Town Hall Meeting at Boys and Girls Club
- Motivate the children to bring their parents
- Provide incentives for filling out and returning the survey—food, gift certificate, something for their child

Appendix A.03

A Report of Findings From The
North Tahoe Public Utility District
Recreation and Park Master Plan
Residential Telephone and Mail Surveys

Prepared for
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225 Miller Avenue
Mill Valley, CA 94941

By
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Introduction

The North Tahoe Public Utility District (NTPUD) contracted with Royston, Hanamoto, Alley and Abey to update their master plan for parks and recreation. As part of this effort, a series of public workshops were held to identify issues that needed to be addressed through a survey of NTPUD residents. Dr. James Fletcher was subcontracted to develop and conduct a random digit dial (RDD) telephone survey of 400 residents and visitors in the District. In addition, NTPUD mailed a survey to all utility customers (approximately 3,000). The following report is a summary of findings from the telephone and mail surveys.

Methods

Survey Development

Survey topics and questions were developed from NTPUD staff input and public input from workshops and focus groups held with NTPUD residents. The draft questions were reviewed by NTPUD staff and changes were made based on their input.

The draft questions for the telephone survey were pre-tested on twenty randomly selected households in the NTPUD. Based on the pretest, modifications to several questions were made. The questionnaire with changes was reviewed by NTPUD staff and finalized for data collection (see Appendix A). The mail survey, developed by NTPUD staff, included most of the questions from the telephone survey with a few additional questions (see Appendix B).

Data Collection – Telephone Survey

A random sample of 3,200 telephone numbers within the NTPUD was purchased from Survey Sampling International (SSI) in Fairfield, Connecticut. These numbers were pre-screened to remove as many businesses and unassigned numbers as possible. This type of random telephone sample is the most representative of households with wire lines.

Telephone numbers selected in the sample were set up in a Microsoft Excel database for call management. Each telephone number was called up to five times to attempt completion of the survey. Targeted calling times included weekday days (Monday through Thursday), weekday evenings (Monday through Thursday), weekend days (Friday through Sunday), and weekend evenings (Saturday and Sunday). Calling outcomes were tracked in the Microsoft Excel database.

When a household was reached, the telephone interviewer asked to speak to the adult age 18 or older that had the most recent

birthday. Research by the American Association for Public Opinion Research (AAPOR) has shown that the most recent birthday method of household randomization produces almost identical results as the full household enumeration method of randomization, yet is less intrusive because the interviewer does not have to ask the first names of all adults living in the household. Studies show that the next birthday method of randomization results in fewer refusals from potential respondents.

A total of 400 interviews were completed over a nine week calling period. The lengthy calling period was required to facilitate reaching numbers that required repeated calling (up to five times) to talk with a potential respondent. A plethora of public opinion research shows that respondents who are difficult to reach are often different from easy to research respondents in terms of demographics as well as opinions. Thus, extra calling effort was made to maximize the degree to which the telephone sample represents households in the NTPUD.

Data Collection – Mail Survey

The mail survey was included in the utility bills of NTPUD customers and mailed by NTPUD staff. Of the more than 3,000 mailed, 511 usable questionnaires were returned. No follow-up efforts were employed to increase response rate.

Data Entry and Coding

A data codebook for the telephone survey was developed by Dr. James Fletcher to be utilized for entering responses from each telephone questionnaire into a database for statistical analyses. Data from the telephone survey were entered into a Microsoft Excel database, then imported into SPSS (Statistical Package for the Social Sciences) for analyses.

A data codebook and Microsoft Excel database were developed by Dr. James Fletcher for NTPUD staff to utilize when entering data from the mail questionnaires. Staff entered the data from all 511 questionnaires into the database and provided Dr. Fletcher an electronic copy to utilize in data analysis.

Data Analyses

Data from the telephone and mail surveys was merged into an SPSS database for analysis. Data were arranged in the database to permit comparisons within and between questions common to both surveys.

Frequency counts were computed for each of the survey questions (1) to check for out-of-range coding of responses (data entry errors) and (2) to determine the distribution of responses for each question. Next, comparisons (crosstabulations) of key questions including household income, ethnicity, zip code, and household type. Comparisons within each income group, ethnic group, zip code and household type were computed to identify similarities and differences.

Findings

Crosstabulations of household incomes, ethnicity, willingness to pay for facilities and services, local zip code, and household types revealed statistically significant differences between the response patterns in the telephone survey and the mail survey. The following is a summary discussion of major differences between the findings from the telephone and the mail surveys.

- The mail survey was found to under-represent North Tahoe residents with household incomes of less than \$50,000 per year, and to over-represent residents with incomes of \$125,000 or more (Table 1).
- The mail survey had almost no representation from the Hispanic community (3.8%), while the telephone survey had 14.7% Hispanic respondents (Table 2). In addition, 47 households were identified as Spanish-speaking only in the telephone survey. However, these households were not surveyed because of the cost of translating the survey into Spanish and a likely completion rate of no more than 60% (about 28 interviews).
- A significantly higher percentage of the telephone survey respondents said they were undecided regarding their willingness to pay to support facilities and programs they want added by the NTPUD (Table 3).
- The mail survey over-represented respondents from the 96140 zip code and under-represented respondents from the 96143 zip code (See Table 4)
- A t-test between the mean (average) family sizes reported in the mail and telephone surveys revealed no statistical difference between the means (significance = .429).

Since the mail survey data is not representative of the overall ethnic and income characteristics of NTPUD residents, the telephone survey data is reported when discussing overall findings for North Tahoe. Thus, the mail survey data has been aggregated with the telephone survey data and only utilized to

describe findings for North Tahoe residents within a particular household income group or ethnic group.

Table 1. NTPUD household income crosstabulated by mail versus telephone survey data.

Household Income Categories Recoded	Method of Data Collection		Total
	Telephone Survey	Mail Survey	
Less than \$50,000	99 32.8%	45 12.3%	144 21.6%
\$50,000 - \$124,999	142 47.0%	179 48.9%	321 48.1%
\$125,000 or more	61 20.2%	142 38.8%	203 30.4%
Total	302 100.0%	366 100.0%	668 100.0%

Pearson chi-square significance = .000

Note: Total number of respondents does not equal 911 due to individual non-response on the income question on both the mail and telephone questions. The percentage of non-response was higher on the mail survey (28.4%) than on the telephone survey (24.4%).

Table 2. Ethnicity of NTPUD residents and visitors who responded to the mail and telephone surveys.

Ethnicity of Mail and Telephone Survey Respondents	Method of Data Collection		Total
	Telephone Survey	Mail Survey	
White	319 85.3%	405 96.2%	724 91.1%
Hispanic	55 14.7%	16 3.8%	71 8.9%
Total	374 100.0%	421 100.0%	795 100.0%

Pearson chi-square significance = .000

Note: Total number of respondents does not equal 911 due to individual non-response on the ethnicity question on both the mail and telephone surveys.

Table 3. Willingness to pay to support facilities and programs they want added by NTPUD crosstabulated by method of data collection.

Willingness of survey respondents to pay to support facilities and programs they want added by NTPUD	Method of Data Collection		Total
	Telephone Survey	Mail Survey	
None	86 21.5%	117 22.9%	203 22.3%
\$10 to \$20	63 15.8%	90 17.6%	153 16.8%
\$21 to \$30	33 8.3%	64 12.5%	97 10.6%
\$31 to \$40	23 5.8%	30 5.9%	53 5.8%
More than \$40	25 6.3%	57 11.2%	82 9.0%
Not sure	170 42.5%	153 29.9%	323 35.5%
Total	400 100.0%	511 100.0%	911 100.0%

Pearson chi-square significance = .001

Table 4. Home zip codes of NTPUD residents who responded to the mail and telephone surveys.

Home Zip Codes	Method of Data Collection	
	Telephone Survey	Mail Survey
96140	56 17.1%	143 31.2%
96143	197 60.2%	185 40.4%
96145	4 1.2%	8 1.7%
96148	70 21.4%	122 26.6%
Total	327 100.0%	458 100.0%

Pearson chi-square significance = .01

Demographics of the Telephone Sample

For purposes of describing overall survey respondent characteristics, the telephone survey is more representative than the mail survey. The following is a summary of key demographic characteristics of telephone survey respondents.

- Almost 80% were White and 13.8% were Hispanic (Table 5).
- About two-thirds (65.5%) of North Tahoe residents have lived in the area for more than 10 years (Table 6).
- Just over half (52.4%) of the households surveyed had only one or two residents (Table 7).
- More than 90% of the telephone survey respondents said they own a home in the Tahoe or Truckee area (Table 8).
- The most prevalent household type in NTPUD is a household with two or more adults without children under 18 years of age (Table 9).
- Zip 96143 was the most prevalent local zip code in the phone survey followed by 96148 and 96140 (Table 10).
- Almost a fourth (24.5%) of telephone survey respondents refused to provide their annual household income. Of the ones who provided income information, about one-third (32.8%) of those who reported income said their household income was less than \$50,000 per year, and 47.0% reported incomes of \$50,000 to \$124,999. The remaining 20.2% said they had annual household incomes of \$125,000 or more (Table 11).

Ethnicities of NTPUD mail and telephone survey respondents

Table 5. Ethnicity of NTPUD telephone survey respondents.

Ethnicity	Number	Percent
White	319	79.8%
Hispanic or Latino	55	13.8%
Asian/Pacific Islander	8	2.0%
Other	1	0.3%
Refused to Answer	17	4.3%
TOTAL	400	100.2%*

*Totals more than 100.0% due to rounding error.

Table 5a. Ethnicity of NTPUD mail survey respondents.

Ethnicity	Number	Percent
White	405	79.3%
Hispanic or Latino	16	3.1%
Asian/Pacific Islander	12	2.3%
Black/African-American	1	0.2%
Other	4	0.8%
Refused to Answer	73	14.3%
TOTAL	511	100.0%

Table 5b. Ethnicity of NTPUD mail survey respondents (recoded to analyze White versus Hispanic only).

Ethnicity	Number	Percent
White	405	96.2%
Hispanic or Latino	16	3.8%
TOTAL	421	100.0%

Table 6. Number of years that telephone survey respondents have lived in the North Tahoe Public Utility District (n = 358).

Number of Years of Residence in NTPUD	Number	Percent
5 or less	65	18.2%
6 to 10	58	16.3%
11 to 15	42	11.8%
16 to 20	52	14.5%
21 to 25	43	11.9%
26 to 30	39	10.8%
31 or more	59	16.5%
TOTAL	358	100.0%

Table 7. Household sizes of NTPUD telephone survey respondents.

Household Size	Number	Percent
1	64	16.7%
2	137	35.7%
3	55	14.3%
4	60	15.6%
5	31	8.1%
6	16	4.2%
7	7	1.8%
8 or more	14	3.7%
TOTAL	393	100.1%*

*Totals more than 100.0% due to rounding error.

Table 8. Home ownership status of NTPUD telephone survey respondents.

Own or Rent a Home in the Tahoe/Truckee Area?	Number	Percent
Own	362	90.7%
Rent	37	9.3%
TOTAL	399	100.0%

Table 9. Household types of NTPUD telephone survey respondents.

Household Types	Number	Percent
One adult without children under 18 years of age	64	16.3%
Two or more adults without children under 18 years of age	190	48.3%
One adult with one or more children under 18 years of age	8	2.0%
Two adults with one or more children under 18 years of age	84	21.4%
Three or more adults with one or more children under 18	47	12.0%
TOTAL	393	100.0%

Table 10. Local postal zip codes of NTPUD telephone survey respondents.

Postal Zip Codes	Number	Percent
96140	56	16.9%
96143	197	59.3%
96145	4	1.2%
96148	70	21.1%
96161	4	1.2%
96191	1	0.3%
TOTAL	332	100.0%

Table 11. Annual household incomes of NTPUD telephone survey respondents.

Annual Household Income	Number	Percent
Under \$20,000	13	3.3%
\$20,000 to \$29,999	27	6.8%
\$30,000 to \$39,999	26	6.5%
\$40,000 to \$49,999	33	8.3%
\$50,000 to \$59,999	23	5.8%
\$60,000 to \$74,999	39	9.8%
\$75,000 to \$99,999	43	10.8%
\$100,000 to \$124,999	37	9.3%
\$125,000 to \$149,999	15	3.8%
\$150,000 to \$199,999	9	2.3%
\$200,000 or more	37	9.3%
Refused to Answer	98	24.5%
TOTAL	400	100.5%*

*Totals more than 100.0% due to rounding error.

**Most Frequently Used
Park or Recreation
Facility**

Mail and telephone survey respondents were asked which park or recreation facility they used most often in the North Tahoe area during the year prior to the survey. As shown in Table 12, Kings Beach State Recreation Area, North Tahoe Regional Park, and Tahoe Vista Recreation Area are the three facilities that were most frequently used by the largest percentages of NTPUD residents.

An analysis of the facilities most frequently used by ethnicity (White versus Hispanic) revealed that Kings Beach State Recreation Park was the most frequently used by both ethnic groups. However, North Tahoe Regional Park was the second most frequently used by Whites, while Tahoe Vista Recreation Area was the second most frequently used by Hispanics.

Frequency of use of the three top facilities by income categories revealed that North Tahoe Regional Park is more heavily used by members of households with annual incomes of \$50,000 or more than those with less than \$50,000 (Table 13). Kings Beach State Recreation Park is more heavily utilized by members of households with annual incomes of \$125,000 or more than by those with less than \$125,000 annual household incomes.

Table 12. North Tahoe park or recreation facility most often used during the past year (telephone survey only – n = 400).

North Tahoe Park or Recreation Facility	Number	Percent
Kings Beach State Recreation Park	153	38.3%
North Tahoe Regional Park	72	18.0%
Tahoe Vista Recreation Area	57	14.3%
Sand Harbor State Park	10	2.5%
Incline Village Recreation Center	10	2.5%
Patton Landing	8	2.0%
U.S. Forest Service Local Trails	7	1.8%
Commons Beach	4	1.0%
Coon Street Boat Launch	3	0.8%
North Tahoe Beach	3	0.8%
Lake Tahoe Beaches	3	0.8%
Emerald Bay State Park	2	0.5%
Truckee Regional Park	2	0.5%
Sugar Pine Point State Park	1	0.3%
Squaw Valley Park	1	0.3%
Pomin Park	1	0.3%
Skylandia Park	1	0.3%

North Tahoe Park or Recreation Facility	Number	Percent
Tahoe City Squaw Bike Trails	1	0.3%
Donner Memorial Park	1	0.3%
Lake Forest Boat Ramp	0	0.0%
Donner Lake	0	0.0%
Other	22	5.5%
Cornelian Bay	5	1.3%
Moon Dune Beach	4	1.0%
North Tahoe Conference Center	3	0.8%
Sandy Beach	2	0.5%
North Star	2	0.5%
Agatam	1	0.3%
River View	1	0.3%
Speedboat Beach	1	0.3%
Tahoe City Boat Ramp	1	0.3%
Nordic Center Trails	1	0.3%
Mountain Bike Trails	1	0.3%
None of the Areas	37	9.3%

Table 13. North Tahoe park or recreation facility most often used during the past year crosstabulated by annual household incomes (combined mail and telephone survey respondents – n = 668).

North Tahoe Park or Recreation Facility	Annual Household Income Range		
	<\$50,000	\$50,000 - \$124,999	\$125,000 or more
Kings Beach State Recreation Park	47.2%	49.2%	58.1%
North Tahoe Regional Park	25.0%	44.5%	40.9%
Tahoe Vista Recreation Area	23.6%	24.6%	30.0%

Participation in Recreation Activities Around Lake Tahoe

Mail and telephone survey respondents were asked how many days in the past year they and other members of their households participated in recreation activities in the North Tahoe Public Utility District or other areas around the Lake Tahoe Area. Table 14 displays each activity by category, percentage of households with one or more persons who participated in each activity at least one time, and the average (mean) number of days of participation by North Tahoe residents. Activities within each category of activity are arrayed from the highest percentage of households with at least one day of participation to the lowest percentage. The activity with the highest participation rate was swimming at beaches, in lakes, rivers or streams (77.7% participation rate) followed by hiking (67.4% participation rate). Other activities

with high participation rates include mountain biking (41.8%), resort skiing/snowboarding (40.2%), kayaking (35.5%), snow skiing/snowboarding (33.8%), and going to a playground or tot lot with children (32.7%).

When comparisons of activity participation rates for the most popular activities were made between higher income households (\$125,000 or more) and lower income households (less than \$50,000) several similarities and differences were identified (Table 15). For the top eight activities, participation rates were significantly higher for six among higher income households, and statistically the same for two (resort skiing/snowboarding and going to playgrounds and tot lots with children).

An analysis of recreation activity participation by Whites versus Hispanics revealed significantly different participation in certain activities (Table 16). For example, Hispanics have significantly higher participation rates than Whites in the following:

- Swimming at beaches, in lakes, rivers or streams
- Playing organized soccer
- Playing organized basketball
- Playing informal soccer
- Playing informal basketball
- Visiting playgrounds or tot lots with children

In contrast, Whites have significantly higher participation rates in the following:

- Kayaking
 - Hiking
 - Mountain biking
 - Snow skiing/snowboarding
 - Resort skiing/snowboarding
-

Table 14. Recreation activity participation by households in the North Tahoe area during the year prior to the mail and telephone surveys.

Recreation Activity Participation Around the North Tahoe Area During the Past Year	Percent of Households with One or More Persons Who Participated	Average Number of Days of Participation This Past Year
Watersports		
Swimming at beaches, in lakes, rivers or streams	77.7%	23.97
Kayaking	35.5%	6.38
Water skiing	20.6%	3.84
Swimming in public pools for recreation, exercise or lessons	12.6%	5.59
Jet skiing	8.7%	1.04
Sailing	7.9%	1.32
Paragliding	3.6%	.51
Paddleboating	3.5%	.22
Snowsports		
Resort skiing/snowboarding	40.2%	17.23
Snow skiing/snowboarding	33.8%	17.09
Snowshoeing	29.3%	5.42
Sledding	27.8%	3.37
Cross-country skiing/snowboarding	25.8%	8.43
Snowmobiling	13.0%	3.20
Backcountry skiing/snowboarding	9.5%	3.32
Winter camping	2.2%	.25
Outdoor Adventure		
Hiking	67.4%	25.78
Mountain biking	41.8%	11.82
Camping	11.4%	1.79
Trail running	10.9%	5.73
Backpacking	9.1%	1.24
Rock climbing	5.3%	1.18
Conventional Sports - Organized		
Soccer	9.2%	8.49
Tennis	6.0%	3.03
Basketball	5.4%	3.36
Baseball	4.2%	2.82
Softball	3.3%	1.76
Football	2.4%	1.78
Conventional Sports - Informal		

Tennis	13.1%	3.52
Soccer	5.7%	3.28
Basketball	4.8%	2.12
Softball	2.4%	.44
Baseball	1.9%	.36
Football	0.9%	.20
Other		
Went to a playground or tot lot with children	32.7%	7.83
Picnicked in developed sites at public parks	23.5%	3.17
Roller blading/skate boarding for youth or adults	9.1%	4.43
Disc golf	3.4%	.47
Rode BMX – Bicycle Motocross	2.6%	1.49
Used senior services or programs	2.5%	.28
Volleyball	1.3%	.39

Table 15. Similarities and difference in recreation participation rates by higher income versus lower income households in the North Tahoe area.

Recreation Activity Participation Around the North Tahoe Area During the Past Year	Participation by Households with Incomes of Less than \$50,000 Annually	Participation by Households with Incomes of \$125,000 or More Annually
Swimming at beaches, in lakes, rivers or streams	79.2%	87.2%
Kayaking	21.5%	47.2%
Hiking	62.5%	75.9%
Mountain biking	28.5%	44.8%
Snow skiing/snowboarding	14.6%	47.3%
Resort skiing/snowboarding	41.0%	42.0%
Snowshoeing	20.8%	33.0%
Going to a playground or tot lot with children	33.3%	34.5%

Table 16. Similarities and difference in recreation participation rates by Hispanic versus White households in the North Tahoe area.

Recreation Activity Participation Around the North Tahoe Area During the Past Year	Hispanic Households	White Households
Swimming at beaches, in lakes, rivers or streams	90.1%	77.3%
Kayaking	18.3%	37.7%
Hiking	47.9%	69.3%
Mountain biking	32.4%	39.2%
Snow skiing/snowboarding	11.3%	34.5%
Resort skiing/snowboarding	31.0%	41.3%
Playing organized soccer	31.0%	7.3%

Playing organized basketball	18.3%	4.3%
Playing informal soccer	26.8%	3.7%
Playing informal basketball	11.3%	4.4%
Going to a playground or tot lot with children	50.7%	31.2%

Outdoor Recreation Facility That NTPUD Residents Would Most Like To See Added

NTPUD survey respondents were provided a list of 29 outdoor recreation facilities and asked to indicate which one they would most like to see added by NTPUD to meet the recreation needs of their household. As shown in Table 17, the top five facilities were:

- Swimming pool for recreation or lessons
- Dog park
- Skateboard park
- Dirt bike/mountain bike access trails
- Ice rink

A crosstabulation of responses for the swimming pool for recreation or lessons by ethnicity (White versus Hispanic) revealed that a significantly larger percentage of Hispanics (31.0%) said they prefer a pool than Whites (11.7%).

Table 17. Outdoor recreation facilities that NTPUD residents would most like to see added by NTPUD to meet the recreation needs of their households (telephone survey only – n = 400).

Outdoor Recreation Facility	Number	Percent
Swimming pool for recreation or lessons	58	14.5%
Dog park	46	11.5%
Skateboard park	37	9.3%
Dirt bike/mountain bike access trails	18	4.5%
Ice rink	13	3.3%
Hiking/walking/jogging paths	9	2.3%
Track and field	8	2.0%
Soccer fields	7	1.8%
Playgrounds/tot lots	7	1.8%
Road bike trails	7	1.8%
Storage dock for kayaks	4	1.0%
BMX	3	0.8%
Volleyball	3	0.8%
Tennis courts	3	0.8%
Swimming pool – competitive events	2	0.5%
Picnicking/group facilities	1	0.3%

Disc golf	1	0.3%
Kiting/windsurfing launch	1	0.3%
Pocket parks	1	0.3%
NOT SELECTED		
Outdoor basketball courts	0	0.0%
Softball fields	0	0.0%
Baseball fields	0	0.0%
Football fields	0	0.0%
Roller hockey facilities	0	0.0%
Landing for paragliding	0	0.0%
Band shell/outdoor concert stage/amphitheater	0	0.0%
Campgrounds year-round	0	0.0%
Gardens	0	0.0%

Use of Indoor Facilities or Participation in Indoor Recreation Classes or Programs

Telephone and mail survey respondents were asked if they used indoor recreation facilities or participated in indoor recreation classes or programs for youth or adults during the year prior to the surveys. As shown in Table 18, 10.8% of the telephone survey respondents said they had participated in at least one program at least once in the year prior to the survey. A crosstabulation of participation by annual household income (less than \$50,000, \$50,000 to \$124,999, and \$125,000 or more) revealed no statistically significant differences in participation rates. Though non-participation was slightly higher among Hispanics (84.5% versus 78.9% for Whites), the difference was not statistically significant. Thus, non-participation rates for Whites and Hispanics are equivalent.

Table 18. Use of indoor recreation facilities or participation in indoor recreation classes or programs for youth and adults by one or more household members during the year prior to the survey (telephone survey only – n = 400).

Frequency of Use/Participation	Number	Percent
No use	355	89.2%
Once a year	1	0.3%
Once or twice a month or several times a year	8	2.0%
Once a week or 3 to 4 times per month	9	2.3%
More than once a week	25	6.3%
TOTAL	398	100.1*%

NOTE: Does not total 400 due to question non-response.

*Exceeds 100.0% due to rounding error.

Indoor Recreation Facility That NTPUD Residents Would Most Like To See Added

Telephone and mail survey respondents were provided a list of twelve possible indoor recreation facilities and asked to indicate which one they would most like to see added by NTPUD to meet the recreation needs of their household. As shown in Table 19, 37% said they did not want any additional indoor facilities. Another 36% said they wanted an indoor swimming pool, and 21.8% said they wanted an indoor fitness center.

A crosstabulation of preferences for the indoor swimming pool and the fitness center by household income group and by ethnicity revealed no significant differences in preferences by household income. However, a significantly larger percentage of Hispanic respondents (28.2%) selected an indoor fitness center as compared with 18.1% of White respondents.

Table 19. Indoor recreation facilities that NTPUD residents would most like to see added by NTPUD to meet the recreation needs of their households (telephone survey only – n = 400).

Indoor Recreation Facility	Number	Percent
None	148	37.0%
Swimming pool	104	36.0%
Fitness center	87	21.8%
Teen and youth club facilities and programs	6	1.5%
Indoor basketball court	6	1.5%
Senior activity center	4	1.0%
Activity center for classes	4	1.0%
Library	3	0.8%
Performing arts center	2	0.5%
Gymnasium	2	0.5%
Meeting facilities	0	0.0%
Fine arts center	0	0.0%
Warming huts	0	0.0%
Other	33	8.3%

Participation in Recreation Programs

Survey respondents were presented a list of seven recreation program types and asked to indicate how many times they and other members of their households participated in each one during the year prior to the survey. The percent of telephone survey respondents who said they had participated in each type of event at least once during the past year is shown in Table 20. Special community events; music, dance, performing arts; and, arts, crafts and cooking had the highest reported participation rates.

Table 20. Household participation in recreation programs in the Lake Tahoe area during the year prior to the survey (telephone survey only – n = 400).

Recreation Program	Number	Percent
Special community events	166	41.5%
Music/dance/performing arts	112	28.0%
Arts/crafts/cooking	59	14.8%
Fitness/wellness/gymnastics	5	1.3%
Organized competitive sports	3	0.8%
Reading/language/personal development	2	0.5%
Science/nature/environmental activities	0	0.0%

Recreation Program, Class or Activity That NTPUD Residents Would Most Like To See Added

Survey respondents were asked which recreation program, class or activity they would most like to see added by the North Tahoe Public Utility District to best meet the needs of their household. As shown in Table 21, a majority of the telephone survey respondents said they did not want any new programs, classes or activities added. The four programs that were selected by the largest percentages of respondents were:

- Dance instruction or classes
- Yoga, meditation, or stress relief instruction or classes
- Arts or crafts instruction or classes
- Swimming lessons

Table 21. Recreation program, class or activity that NTPUD residents would most like to see added by NTPUD to meet the recreation needs of their households (telephone survey only – n = 400).

Recreation Program, Class or Activity	Number	Percent
None	242	60.5%
Dance instruction or classes	18	4.5%
Yoga, meditation, or stress relief instruction or classes	14	3.5%
Arts or crafts instruction or classes	14	3.5%

Swimming lessons	11	2.8%
Outdoor concerts	9	2.3%
Cooking instruction or classes	7	1.8%
Pre-school care	5	1.3%
Gymnastics instruction or classes	5	1.3%
Golf	5	1.3%
Computer/Web design classes or instruction	5	1.3%
Baseball or softball	4	1.0%
Aerobics, spinning, or fitness instruction classes	4	1.0%
Teen programs	3	0.8%
Music instruction or classes	2	0.5%
Senior programs	2	0.5%
Drama instruction or classes	1	0.3%
Parenting classes	1	0.3%
Camps for school-age children during school recess	1	0.3%
Soccer	1	0.3%
Tennis	1	0.3%
Science or nature instruction or classes	1	0.3%
Reading, language, spelling or writing instruction or classes	1	0.3%
Music in regional parks	1	0.3%
Other	42	10.5%
NOT SELECTED		
Before or after school day care	0	0.0%
Adult day care	0	0.0%
Early childhood development classes	0	0.0%
Volunteer programs	0	0.0%
Martial arts classes	0	0.0%
Football	0	0.0%
Volleyball	0	0.0%
Badminton	0	0.0%
Personal development or business instruction or classes	0	0.0%
Holiday/seasonal celebrations or fairs	0	0.0%
Plays	0	0.0%
Hybrid fuel incentives	0	0.0%
Activities parking sticker	0	0.0%

Willingness to Pay for Facilities and Programs

Telephone survey respondents were told that the North Tahoe Public Utility District residents are currently paying approximately \$76.00 annually to assist in the funding of recreation facilities and services. They were then asked to think about the recreation facilities or programs they would like to be added by NTPUD, and to indicate how much more they would be willing to pay to support these. As shown in Table 22, 36.2% said they would be willing to pay at least \$10 per month more, and 42.5% said they were undecided. Of those who were undecided, many stated that their willingness to pay additional fees would depend on the specific program or facility for which the money would be utilized. The remaining 21.5% of respondents said they were not willing to pay additional fees.

A crosstabulation of willingness to pay by household income groups revealed that significantly higher percentages of respondents with household incomes below \$50,000 were unwilling to pay additional fees or were undecided than respondents in the other two income categories (Table 23). About half of respondents with household incomes of \$50,000 or more said they are willing to pay at least \$10 more in fees. In addition a significantly larger percentage of Hispanic respondents (50.7%) said they were undecided than did White respondents (34.7%) (Table 24).

Table 22. Additional amount that NTPUD residents would be willing to pay for recreation facilities or programs they would most like to see added by NTPUD to meet the recreation needs of their households (telephone survey only – n = 400).

Additional Amount They Are Willing To Pay	Number	Percent
None	86	21.5%
\$10 to \$20	63	15.8%
\$21 to \$30	33	8.3%
\$31 to \$40	23	5.8%
More than \$40	25	6.3%
Not Sure/Undecided	170	42.5%

Table 23. Willingness of NTPUD residents to pay an additional amount for recreation facilities or programs they would most like to see added by NTPUD to meet the recreation needs of their households crosstabulated by annual household income (telephone and mail surveys).

Willingness to Pay Recoded	Household income recoded			Total
	Less than \$50,000	\$50,000 - \$124,999	\$125,000 or more	
None	35 24.3%	63 19.6%	28 13.8%	126 18.9%
\$10 to \$40 or more	51 35.4%	166 51.7%	102 50.2%	319 47.8%
Unsure	58 40.3%	92 28.7%	73 36.0%	223 33.4%
Total	144 100.0%	321 100.0%	203 100.0%	668 100.0%

Pearson chi-square significance = .004

Table 24. Willingness of NTPUD residents to pay an additional amount for recreation facilities or programs they would most like to see added by NTPUD to meet the recreation needs of their households crosstabulated by ethnicity (White versus Hispanic) (telephone and mail surveys).

Willingness to Pay Recoded	Ethnicity		Total
	White	Hispanic	
None	160 22.1%	8 11.3%	168 21.1%
\$10 to \$40 or more	313 43.2%	27 38.0%	340 42.8%
Unsure	251 34.7%	36 50.7%	287 36.1%
Total	724 100.0%	711 100.0%	795 100.0%

Pearson chi-square significance = .014

Appendix A.04

Date: _____

CaseID: _____

FINAL (7/24/06)

**North Tahoe Public Utility District Recreation and Park Master Plan
Residential Telephone Survey**

Hello. My name is _____ and I'm calling on behalf of the North Tahoe Public Utility District. NTPUD is extremely interested in your opinions for future planning of recreation, parks, and open space areas, programs and facilities over the next 10 years. May I speak with the person age 18 or older who had the most recent birthday?

1. During the past year, what park or recreation facility did you use most often in the North Tahoe area? Please include all types of recreation facilities whether located in or outside North Tahoe Public Utility District. Please include public as well as private facilities. (DO NOT READ POTENTIAL RESPONSES.)

- Emerald Bay State Park
- Sugar Pine Point State Park
- North Tahoe Regional Park
- Kings Beach State Recreation Park
- Coons Street Boat Launch
- Tahoe Vista Recreation Area
- Truckee Regional Park
- Incline Village Recreation Center
- North Tahoe Beach
- Patton Landing
- Sand Harbor State Park
- Squaw Valley Park
- Donner Memorial State Park
- Lake Tahoe Beaches
- US Forest Service Local Trails
- Pomin Park
- Lake Forest Boat Ramp
- Skylandia Park
- Tahoe City/Squaw Bike Trails
- Donner Lake
- NONE Other (specify) _____

2. Now, I am going to read a list of recreational activities to you. Please estimate how many days in the **past year** you and other members of your household participated in each activity in the North Tahoe Public Utility District or other areas around the Lake Tahoe area. Include even those days when you participated for only a short period of time.

<u>Watersports:</u>	<u>North Tahoe Locations</u>
Swimming at beaches, in lakes, rivers or streams	_____
Swimming in public pools for recreation, exercise or lessons	_____
Paragliding	_____
Water skiing	_____
Jet skiing	_____
Kayaking	_____
Paddleboating	_____
Sailing	_____
<u>Snowsports:</u>	
Snow skiing/snowboarding	_____
Backcountry skiing/snowboarding	_____
Crosscountry skiing/snowboarding	_____
Resort skiing/snowboarding	_____
Snowshoeing	_____
Sledding	_____
Winter camping	_____
Snowmobiling	_____

2. (cont'd.) **Outdoor Adventure:**

- Mountain biking _____
- Hiking _____
- Backpacking _____
- Rock climbing _____
- Trail running _____

Conventional Sports - Organized:

- Soccer _____
- Softball _____
- Baseball _____
- Tennis _____
- Football _____
- Basketball _____

Conventional Sports - Informal:

- Soccer _____
- Softball _____
- Baseball _____
- Tennis _____
- Football _____
- Basketball _____

Other:

- Went to a playground or tot lots with children _____
- Roller blading/skate boarding for youth or adults _____
- Used senior services or programs _____
- Picnicked in developed sites at public parks _____
- Rode BMX—Bicycle Motocross _____

3. What is the **ONE OUTDOOR RECREATION FACILITY** you would **MOST** like to see added by the North Tahoe Public Utility District to meet the recreation needs of your household? (DO NOT READ LIST)

- Playgrounds/tot lots
- Pocket parks
- Hiking/Walking/jogging paths
- Disc Golf
- Outdoor basketball courts
- Softball fields
- Baseball fields
- Soccer fields
- Football fields
- Roller hockey facilities
- Volleyball
- Swimming Pool - competitive events
- Swimming Pool for recreation or lessons
- Picnic/group facilities
- Tennis Courts
- Track and field
- Ice Rink
- Landing for Paragliding
- Kiting/Windsurfing launch
- Storage Dock for Kayaks
- Fire pits
- Dog park
- Skateboard
- BMX
- Dirt Bike/Mountain Bike access Trails
- Road bike trails
- Band shell/outdoor concert stage/amphitheater (**IF CHECKED, ASK** what size facility would you like to have? _____)
- Campgrounds year-round

Gardens:(circle one) Botanical/Interpretive Children's Healing/Sensory Native Plant/Low water use

4. Thinking about the **past year**, did you or other members of your household use indoor recreation facilities or participate in INDOOR recreation classes or programs for youth or adults (READ CHOICES AND RECORD BELOW).

- More than once a week
- Once a week or 3 to 4 times per month
- Once or twice a month
- Several times a year
- Once a year
- No use

4a. What types of indoor facilities did you or other members of your household use?

5. What is the **ONE INDOOR RECREATION FACILITY** you would **MOST** like to see added by the North Tahoe Public Utility District to meet the recreation needs of your household? (DO NOT READ LIST)

- Gymnasium
- Fitness center
- Indoor basketball courts
- Activity Center for classes (dance, crafts, gymnastics, etc.)..
- Meeting facilities
- Teen and youth club facilities and programs.(i.e. pool tables, electric games, craft room)
- Senior activities facility
- Fine Arts Center (art gallery, exhibitions)
- Performing Arts Center (theater for music, performing arts)
- Library
- Warming huts
- Swimming Pool
- NONE
- Other (specify) _____ -

6. I am going to read a list of recreational program types to you. Please estimate how many times in the past year you and other members of your household participated in each activity in the North Tahoe Public Utility District or other areas around the Lake Tahoe area. Include even those days when you participated for only a short period of time.

North Tahoe Locations

Special community events	_____
Fitness/wellness/gymnastics	_____
Music/dance/performing arts	_____
Reading/language/personal development	_____
Arts/crafts/cooking	_____
Organized competitive sports	_____
Science/nature/ environmental activities	_____

7. What is the ONE program, class, or activity your household would MOST like to see added by the North Tahoe Public Utility District to meet the needs of your household? (DO NOT READ LIST)

- Pre-school care
- Before or after school day care
- Camps for school-age children during school recess or vacation periods
- Adult day care
- Music instruction or classes
- Drama instruction or classes
- Dance instruction or classes
- Parenting classes
- Early childhood development classes
- Teen programs
- Volunteer programs
- Senior programs
- Gymnastics instruction or classes
- Martial arts classes
- Baseball or softball
- Football
- Soccer
- Volleyball
- Basketball
- Tennis
- Badminton
- Golf
- Aerobics, spinning, or fitness instruction or classes
- Yoga, meditation, or stress relief instruction or classes
- Arts or crafts instruction or classes
- Cooking instruction or classes
- Science or nature instruction or classes
- Personal development or business instruction or classes
- Reading, language, spelling or writing instruction or classes
- Computer/Web design classes or instruction
- Outdoor concerts
- Music in Regional Parks
- Holiday/seasonal celebrations or fairs
- Plays
- Swimming lessons
- Hybrid Fuel incentives
- Activities parking sticker

- Other (specify) _____
- NONE

8. North Tahoe Public Utility District residents are currently paying approximately \$76.00 annually to assist in the funding of parks and recreation facilities and services. Thinking about those recreation facilities or programs you would like to see added by NTPUD, how much more would you be willing to pay to support these?

- \$10 to \$20
- \$21 to \$30
- \$31 to \$40
- More than \$40
- None
- Not sure/don't know

These last few questions will help us match recreation needs to the types of households in North Tahoe.

9. Would you please tell me the ethnic category with which you most closely identify? (DO NOT READ LIST)

- White
- Hispanic or Latino
- Asian/Pacific Islander
- Black or African American

- Other (specify) _____

10. How many years and months have you lived in North Tahoe Public Utility District?

Years _____

Months _____

11. Beginning with yourself, please tell me the age of each resident living in your household beginning with the youngest.

	<u>AGE</u>
Member 1	_____
Member 2	_____
Member 3	_____
Member 4	_____
Member 5	_____
Member 6	_____
Member 7	_____
Member 8	_____

12. Which of these categories best describes your household? (READ AND RECORD BELOW. RESPONSE SHOULD BE IN SYNC WITH RESPONSE TO Q.1&2. NOTE "ADULTS" INCLUDES ANY MEMBER 18 AND OVER)

- One adult without children under 18 years
- Two or more adults without children under 18 years
- One adult with one or more children under 18 years
- Two adults with one or more children under 18 years
- Three or more adults with one or more children under 18 years

13. Do you own or rent a home in the Tahoe/Truckee area?

- Yes (go to Q13a)
- No (skip to Q14)
- Don't Know (skip to Q14)
- Refused to Answer (skip to Q14)

13a. Is this your primary residence?

- Yes
- Don't Know

No

Refused to Answer

13b. What is the zip code of this residence? 96148 96140 96143 _____ (Other)

14. Are you spending the night in the Tahoe/Truckee or Reno area?

Yes (go to Q14a)

No (skip to Q15)

Don't Know (skip to Q15)

Refused to Answer (go to Q15)

14a. How many nights will you spend in the Tahoe/Truckee or Reno area during this trip?

_____ (enter number of nights)

14b. Where are you staying overnight?

Motel or hotel

Campground

Rental house, condo or cabin

Timeshare

Friends or relatives

Other _____ (specify)

14c. What is your home zip code? _____ (enter zip code)

15. Now I'm going to read you a list of household income ranges. That is the total income of all household members before taxes. Please stop me when I read the category that best describes your annual household income.

Under \$20,000

\$20,000 - \$29,999

\$30,000 - \$39,999

\$40,000 - \$49,999

\$50,000 - \$59,999

\$60,000 - \$74,999

\$75,000 - \$99,999

\$100,000 - \$124,999

\$125,000 - \$149,999

\$150,000 - \$199,999

\$200,000 and above

Thank you for completing the survey. Have a nice day/evening/weekend.

Interviewer: Code respondent's gender

Male

Female

Final (7/24/06)

Appendix A.05



The Lake Tahoe Basin's extraordinary mountain beauty is a national treasure. The Lake itself is one of the largest and deepest in the world and the startling clarity of the water has drawn people to its shores for centuries.

Over the last 40 years, our enjoyment of this special place has caused changes in the ecosystem. The lake has lost an average of 1 foot per year of water clarity since the 1960s because of manmade development.

More than 50 public and private organizations joined together nearly 10 years ago to save Lake Tahoe. This report explains our progress to date.

The Environmental Improvement Program is a strategy to achieve the environmental goals for the Lake Tahoe Basin by healing past environmental damage, one project at a time.

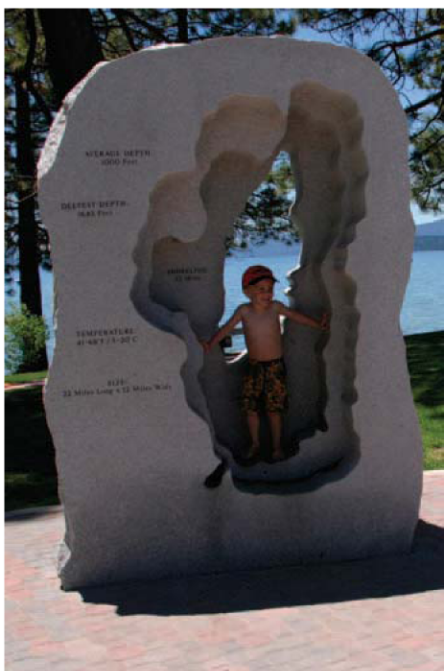
LAKE TAHOE'S TURNING POINT: THE EIP

The American public has made an important commitment — to protect, preserve and enhance the Lake Tahoe Basin by supporting the Environmental Improvement Program. This commitment benefits not only the environment, but also the social and economic health of the region. Most importantly, it ensures the future of Lake Tahoe for the enjoyment of generations to come.

Our commitment to the Lake's conservation takes shape in the form of EIP projects. These projects repair damage to water and air quality, forest health, fish and wildlife, recreation and scenic views. Cooperation and contributions from the federal, state, local and private sectors make the EIP, and the American public's commitment, a reality.



RECENT SCIENTIFIC REPORTS SHOW LAKE CLARITY GOALS ARE ACHIEVABLE WITH SUSTAINED INVESTMENT.

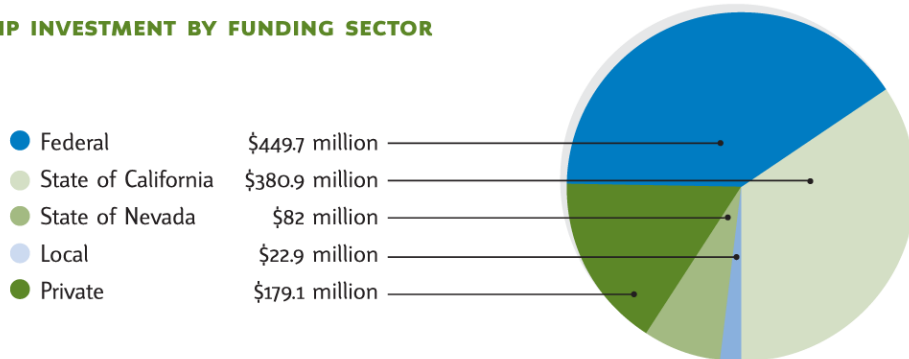


STEWARDS OF THE LAKE TAHOE BASIN

The 1997 Lake Tahoe Presidential Forum was a turning point in our history. The event inspired renewed commitment to the Tahoe environment and spurred the creation of the EIP. The EIP outlined a 10-year program of investment in the Tahoe Basin totaling \$908 million. Adjusted for inflation, the target is equivalent to \$1.2 billion in today's dollars. As of 2006, \$1.1 billion has been invested by Congress, the California and Nevada state legislatures, local governments and the private sector to implement the EIP.

The following chart illustrates how commitments that total \$1.1 billion have been made, by funding sector.

EIP INVESTMENT BY FUNDING SECTOR



Accomplishments in Conserving Lake Tahoe

Watershed Improvements

- Acquired more than 2,968 acres of sensitive land
- Improved over 27,450 acres for wildlife habitat
- Restored more than 367 acres of sensitive stream zones
- Treated more than 1,000 acres of storm water runoff
- Treated or removed 286 miles of dirt road in forests

Public Access and Recreation

- Constructed more than 76 miles of new trails
- Constructed or rehabilitated 75 public facilities

Vegetation and Fire Fuels Management

- Reduced fuels and fire hazards on approximately 19,000 acres
- Streamlined Forest Practice Rules to facilitate "fire safe" projects while protecting water quality
- Completed Community Wildfire Protection Plans throughout the Tahoe Basin

Air Quality Improvements

- Constructed eight facilities to increase transit ridership
- Reduced over 3.4 million pounds of emissions via alternative-fueled vehicles and transit system investments

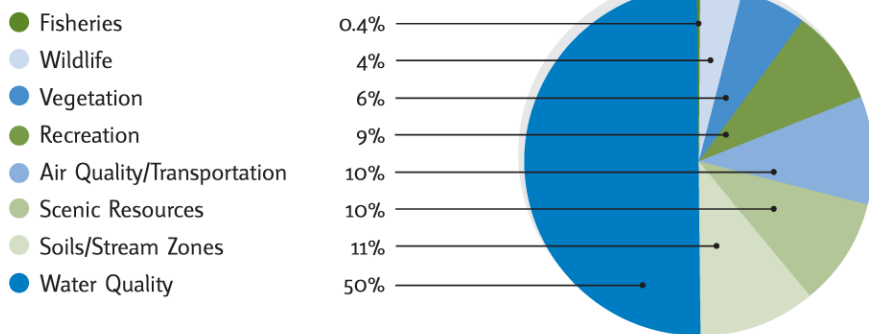
Research/Monitoring and Technical Assistance

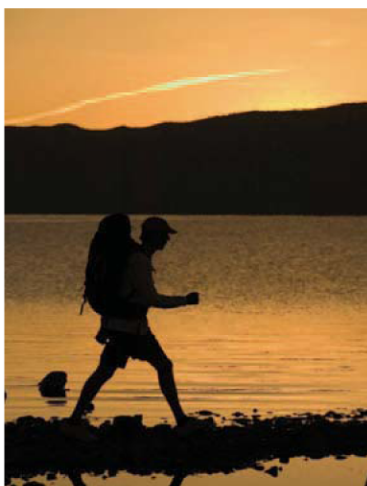
- Funded over \$47 million in research and monitoring projects
- Established the Tahoe Science Consortium to better inform agency decision-making
- Federal agencies have provided \$8.7 million in technical assistance to EIP partners.

Categories of Investment

The environmental and ecological value of the Basin is expressed in terms of nine categories called the "Environmental Thresholds." Of the \$1.1 billion committed, \$512 million has been invested in constructed projects.

EIP INVESTMENT BY ENVIRONMENTAL THRESHOLD





What's ahead?

Significant accomplishments have been made in improving the Tahoe Basin and we know more will need to be done. An update of the Environmental Improvement Program is underway in anticipation of the 10th anniversary of the Tahoe Presidential Forum. The update will be complete in early 2007 and will coincide with the work underway to update the management plan for the Lake Tahoe Basin. Program improvements, revised estimates and targets will be shared with the public and community who treasure this valuable resource.



Breakdown of Projects Conserving Lake Tahoe

Of the \$1.1 billion committed, \$512 million has gone toward the construction of 269 Environmental Improvement Projects and more than 9,100 private parcel water quality improvements throughout the Tahoe Basin.

PROGRESS TO DATE

Projects Constructed in Nevada

Largescale private projects (14) = \$7.9 million

Public projects (80) = \$80.1 million

Private parcel water quality improvements (5,110) = \$28.2 million

Total: 5,204 projects = \$116.2 million

Projects Constructed in California

Largescale private projects (59) = \$117.7 million

Public projects (64) = \$163.2 million

Private parcel water quality improvements (3,996) = \$23.3 million

Total: 4,119 projects = \$304.2 million

Projects Constructed on Federal lands throughout the Lake Tahoe Basin

Public projects (52)

Total: 52 projects = \$91.8 million

The Commitment and the Challenge

The Environmental Improvement Program allows us to be part of something larger than ourselves—the conservation of an irreplaceable icon.

Substantial progress has been made since the EIP was created in 1997. Lake-saving projects are on the ground. Meadows and streams have been restored. Transportation has improved. We've established a culture of cooperation and mutual support essential to streamlining the current and future implementation of the EIP. However, we're just getting started.

As the 10-year funding horizon comes to a close, new commitments must be made. While the 1997 funding targets have been achieved, escalating construction costs are raising the bar for the 10-year EIP target. \$500 million is still needed to complete projects currently in design. To ensure the health of the Lake Tahoe Basin, continued cooperation among funding and implementing entities is essential to completing projects identified in the EIP project list.

The future looks bright for Lake Tahoe. Recent science indicates that lake clarity can be achieved with sustained investment. The past decade of research will guide our policy choices to ensure the Tahoe legacy. The Environmental Improvement Program is the key to repairing past damage and minimizing today's impacts.

TAHOE REGIONAL PLANNING AGENCY

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Appendix A.06



Report of the
FINANCING STRATEGIES WORKING GROUP

November 2005

"As described in the *North Lake Tahoe Tourism and Community Investment Master Plan*, there are several potential avenues to increase funding and broaden sources of revenue beyond Transient Occupancy Tax. Although none are necessarily easy, the North Lake Tahoe Resort Association needs to take the lead in defining the opportunities, hurdles, and actions to secure several of these sources."

- Chapter 9, Conclusions and Recommendations
North Lake Tahoe Tourism and Community Investment Master Plan

Financing Strategies Working Group

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INTRODUCTION

In the summer of 2004, following more than one year of work, including significant public outreach and community involvement, the North Lake Tahoe Resort Association Board of Directors and the Placer County Board of Supervisors approved the *North Lake Tahoe Tourism and Community Investment Master Plan*.

The purpose of the Master Plan is to provide a practical roadmap for the tourism industry and community of North Lake Tahoe by defining a **long-term vision and investment plan** for the area that supports the vision and the specific goals and objectives set forth in the plan.

Long-Term Vision

The Vision Statement of the *North Lake Tahoe Tourism and Community Investment Master Plan* reads as follows:

“The natural environment of the North Lake Tahoe region is our greatest economic asset. Because of our community’s unique sense of place and values, the North Lake Tahoe Tourism and Community Investment Master Plan has been developed as a guiding document and investment strategy for the cooperative efforts necessary to achieve economic and environmental sustainability and community improvement. Our goal is to ensure the long-term enhancement of our natural and human environment, and historical and cultural heritage. The result of our vision will be an improved visitor experience and quality of life for residents in the North Lake Tahoe area.”

The *North Lake Tahoe Tourism and Community Investment Master Plan* develops and provides recommendations based on this guiding vision and the principles of environmental stewardship and sustainable tourism by addressing Situational and Competitive Analysis (Chapter 1), Environmental Stewardship (Chapter 2), Marketing (Chapter 3), Transportation (Chapter 4), Visitor and Community Facilities and Services (Chapter 5), Redevelopment (Chapter 6), Community and Workforce Housing (Chapter 7), and Investment Plan Funding (Chapter 8).

Specific recommendations, including the appropriate role of the North Lake Tahoe Resort Association, are identified in each chapter. There is a conclusion and summary of prioritized recommendations (Chapter 9).

Investment Plan

Any investment plan necessarily requires an adequate level of investment (funding) to achieve implementation. Chapter 8 (Funding the Master Plan) identifies Placer County Transient Occupancy Tax (TOT) as the primary funding source currently available to support Master Plan implementation. The County directs approximately 60 percent of the TOT collected within the North Lake Tahoe area to the North Lake Tahoe Resort Association to support the NLTRA's marketing programs, visitor information services, transportation, and infrastructure projects. Although the NLTRA has been successful in leveraging its TOT resources with funds from other sources and organizations, the Master Plan clearly documents and concludes that additional funding resources are necessary to support full Master Plan implementation.

To this end, Chapter 8 recommended that the following potential new funding sources be further examined by the community and various agencies to support marketing investment and transportation improvements, as well as visitor and community infrastructure, facilities, services, and operations/maintenance:

- Additional allocation of Placer County Transportation Development Act funds
- Sales tax for transit and transportation improvements
- Revenue from Community Service Areas (CSA)
- Revenue from Business and Property – Based Improvement District(s) (BID)
- Additional Revenue through the Placer County Redevelopment Agency
- Real Estate Transfer Tax (RETT)
- Recreation Tax
- Business License Tax
- Additional TOT

Under the heading of “Immediate Steps”, Chapter 8 recommended, “the NLTRA should take the lead to convene an ad hoc community-based working group to further examine and discuss the specific funding options recommended in this chapter. This group should develop additional information and detail regarding each proposal, discuss the relative legal and political feasibility of each, and consider development of a shorter list of more likely revenue opportunities. An initial report from this working group should be submitted to the NLTRA, Placer County, and the community for further discussion and consideration.”

This is the Report of the Financing Strategies Working Group, organized and convened by the NLTRA in the fall of 2004, consistent with recommendations of the Master Plan.

PRINCIPLES GUIDING THIS REPORT

Members of the Working Group established the following principles to guide the development of this Report.

1. All funding sources, including, but not limited to, private, public, grant foundations, and others should be explored.
2. Private sector funding sources should be explored and recommended.
3. Identify the practical relationship between who pays and who benefits.
4. Development of an integrated package of new and/or modified funding sources is desired.
5. It is important for any package of funding recommendations to have an overall sense of equability.
6. The relative stability of any proposed new and/or modified funding source should be fully examined, disclosed, and considered before a decision is made to include the source in an integrated funding package.
7. Before any new or modified funding source is proposed, justification for the proposed new funds must be clearly identified.

To assist in the preparation of this report, the NLTRA engaged the services of Mr. Richard Shanahan, Esq., a specialist in California municipal finance. Mr. Shanahan is a founder and senior partner in the law firm of Bartkiewicz, Kronick & Shanahan, a professional corporation headquartered in Sacramento. A summary of the work of the firm and Mr. Shanahan's personal biography are included with this report.

Based on questions submitted by the Working Group, Mr. Shanahan prepared a document entitled *Revenue Options for Funding the North Lake Tahoe Community Investment Master Plan*. This document was presented to the Working Group on March 3, 2005. The information contained in this document has been used to provide the foundation for this Report.

BACKGROUND REGARDING LOCAL GOVERNMENT TAX AND REVENUE AUTHORITY

In California, there are significant limitations and procedural hurdles relating to the approval and implementation of new or increased local government revenue. In particular, Propositions 13, 62 and 218 impose significant legal restraints on the authority of counties, cities and other local government agencies to raise revenue.

Briefly, the major revenue types can be categorized as follows:

A. General Taxes. Taxes are either general taxes or special taxes. A general tax is a tax imposed for general governmental purposes. A special tax is a tax imposed for a specific purpose or purposes. A new or increased general tax requires County Board of Supervisors approval and majority voter approval. General tax revenue is unrestricted revenue and may be used for the authorized specific purpose(s).

B. Special Taxes. A new or increased special tax requires County Board of Supervisors approval and two-thirds voter approval. Special tax revenue is restricted, and may only be used for the authorized specific purpose(s).

When considering the legal restrictions and political realities, there are some critical distinctions between general and special taxes. On the one hand, it may be preferable to pursue any new revenue so it can be "earmarked" specifically to fund objectives in the Master Plan. With an earmarking of tax revenue, however, the tax becomes a special tax that is more difficult to pass because of the two-thirds vote requirement.

If a decision is made to pursue a new revenue source under the definition of a "general tax", then the tax revenue must be unrestricted and the revenue would be placed in the County general fund. It would be possible for the Resort Association and the Placer County Board of Supervisors to have an informal understanding, even a political commitment that the additional revenue would be spent to implement the Master Plan; however, that understanding would not be a legal restriction and would not bind subsequent Boards of Supervisors. This was, in fact, the approach used by the NLTRA and Placer County Board of Supervisors when North Lake Tahoe voters approved a two percent increase in TOT in 1996 and again in 2002. The Board of Supervisors continues to direct these funds to support implementation of the adopted Master Plan.

C. Service Charges, User Fees, Regulatory Fees and Development Fees. There are a wide variety of local government fees, charges and rates that are paid to use revenue-producing enterprises (e.g., utility service), to cover the cost of providing a particular service, to defray the cost of administering programs, to defray the cost of providing public facilities related to development projects, and to mitigate the impacts of development projects. The use of fee revenue is limited to the purpose or purposes for which the fee is imposed. Generally, fees may be approved by the Board of Supervisors and must be supported by a rate study or other documentation that shows that the amount of the fee does not exceed the estimated reasonable cost of providing the service or other purpose for the fee. If a fee or charge is imposed upon a real

property parcel or upon a person as an incident of property ownership, then Proposition 218 imposes additional requirements and limitations.

D. Assessments. An assessment is a levy or charge upon real property for a special benefit conferred upon the property. Assessment revenue is restricted to the specified services or improvements that benefit the property. A new or increased assessment requires Board of Supervisors approval and majority approval of the benefited property owners, which is determined based on a special Property 218 (California Constitution Article XIII D) ballot proceeding with the majority approval or disapproval, determined based only on those property owners who complete and submit the assessment ballot.

In light of these restrictions on new taxes, assessments and other revenue, it has become very difficult for California cities and counties to approve new revenue. The Financing Strategies Working Group recognizes that in order to be successful, any effort to gain approval for new revenue must be developed and implemented through a sound and effective political and public relations strategy. Such strategies should include polling, marketing, and campaigning by an appropriate advocacy group. Most of the recent successes on new revenue approved by property owners and voters, including some in Placer County, were preceded by careful polling to determine the type and level of new revenues that would be supported by the property owners or voters.

BACKGROUND REGARDING PLACER COUNTY TAX AND REVENUE AUTHORITY

California counties are limited in their authority to levy and collect taxes and other revenue. Generally, Placer County may levy only those taxes and other revenues authorized by state law. The State Legislature must authorize all local taxes because there is no inherent County power to tax.

Placer County is a charter county, meaning that the citizens have adopted a charter, which is a type of local constitution that secures some benefits of local control or home rule. Charter counties, though, have limited powers. Charter county home rule authority is limited to matters concerning the structure and operations of local government. In contrast, charter cities have broader authority to adopt local ordinances with respect to municipal affairs. There is no corresponding "municipal affairs" authority for charter counties. Moreover, the Placer County Charter provides that the general law (i.e., the California Constitution and State Statutes) shall govern the levy and collection of taxes. The Placer County Charter, therefore, provides no additional tax or revenue-raising authority. Consequently, any new or increased tax or revenue must be based on some express authority found in state law.

ANALYSIS OF REVENUE OPTIONS

Note: The options listed below are not listed in any priority order. They are listed in the order in which they appear in the recommendations section of Chapter 8 (Funding the Master Plan) of the *North Lake Tahoe Tourism and Community Investment Master Plan* (pages 109-110).

Additional Allocation of Placer County Transportation Development Act Funds

Under current law, the State of California returns one-quarter of one percent of the existing state sales tax to counties and cities through the Transportation Development Act (TDA). This pass-through is based on a fair-share formula using census data, and is designed to provide support for local transit operations and transportation projects.

Currently, all of the TDA funds made available to the Placer County portion of the Lake Tahoe Basin are used to help support operations of the Tahoe Area Regional Transit System (TART). However, not all of the TDA funds received by the county for areas east of Donner Summit are committed to transit.

Chapter 8 of the Master Plan recommends that given the need for additional transit operating dollars described in the Plan, "Placer County should commit an appropriate additional amount of the TDA funds it receives for that portion of the county east of Donner Summit to transit operations in the North Lake Tahoe area".

Following Placer County Board of Supervisors approval of the TART Five Year Systems Plan (April 19, 2005), Placer County allocated additional TDA funds to support TART operations. Note: In partnership with the increased County TDA allocation, the NLTRA and private business sponsors also increased their financial support for TART operations.

Status/Application of Funding Source: Active and In Use

Sales Tax (Increase) for Transit and Transportation Improvements

In California, a locally approved increase in the sales tax has become a common method used to raise revenues to support transit and transportation system improvements. In 1998, the Resort Association was instrumental in the development and passage of California Senate Bill 1488 creating the North Lake Tahoe Transportation Authority. SB 1488 allowed the Authority to impose a special retail transaction and use tax up to a maximum tax rate of .50 percent, subject to approval by a two-thirds vote of the voters of eastern Placer County, for the purpose of providing a new source of funds for transit and transportation system improvements in eastern Placer County (the North Lake Tahoe area). Measure E, based on the authority in SB

1488, was placed before area voters in the fall of 2000. It failed to garner the two-thirds vote for passage.

Under the auspices of the Placer County Transportation Planning Agency (PCTPA), a steering committee of public agencies, private sector representatives and community-based organizations from throughout Placer County has been engaged in a process to explore options for raising new revenues to support transportation projects and transit system improvements. In a survey conducted in March of 2005, a one-half cent increase in the sales tax emerged as the most promising transportation revenue option. A report that summarized the survey results stated: "It appears that two-thirds support for a transportation tax is feasible but difficult."

Based on this direction, there are two potential courses of action for the North Lake Tahoe area in connection with the need for new funds to support transportation and transit system improvements: 1) should a countywide measure be placed on the ballot, North Lake Tahoe should seek to ensure that it has input on what projects will be funded in our area and that we receive our "fair share" allocation of the revenues generated. With appropriate assurances, North Lake Tahoe should support the ballot measure; 2) should a countywide proposal not be placed on the ballot, or be on the ballot but fail to be approved, North Lake Tahoe should prepare another area-specific proposal using the authority granted under Senate Bill 1488. As previously discussed, a careful strategy should be developed, including polling and opinion research, to determine the mix of projects that voters would be most likely to support at the two-thirds majority level required for passage.

Status/Application of Funding Source: Still An Important and Viable Option

Comparison of Sales Tax Rates in the Region

Placer County	7.250%
Cities in Placer County	7.250%
Nevada County	7.375%
Truckee	7.875%
Washoe County, Nevada (including Incline Village)	7.375%
Douglas County (including Stateline)	6.750%
City of South Lake Tahoe	7.750%
Carson City	7.000%

County Service Areas (CSA)

A Community Service Area is, in essence, an improvement district in which certain infrastructure improvements can be funded by special assessments paid for by the owners of properties that benefit from the improvements. The authorization for a county

to form a CSA is based on the County Service Area Law, part of the State Government Code.

Specifically, a CSA can provide (among other services not pertinent for purposes of this report) local park, recreation or parkway facilities and services and any other governmental services (referred to in the statute as miscellaneous extended services), which the county is authorized to perform and which the county does not perform to the same extent on a countywide basis. Miscellaneous extended services include, but are not limited to, the following: street and highway sweeping and lighting; soil conservation and drainage control; transportation services; and road, street, highway and bridge construction, improvement and maintenance, including drainage related facilities.

A county may establish zones within any CSA area with tax rates, service charges, benefit assessments or connection charges varying with the extent of benefit to each zone derived from services provided to the property within each zone or with the availability of other funds within a zone.

The CSA Law also authorizes a county to fund CSA services by imposing a special tax or a service charge. The county is authorized to levy and collect a special tax in any CSA or to fund any one or more services. As a special tax, it requires two-thirds approval of the voters within the CSA. A special tax under the CSA Law must be applied uniformly to all taxpayers or all real property within the county service area or zone, and could not be apportioned or spread based on relative benefits or burdens. The uniform application requirement of the CSA Law limits the flexibility of CSA special taxes.

The CSA Law authorizes a county to levy and collect a service charge to fund CSA services. For purposes of the requirements of Proposition 218, a CSA "service charge" may be either a non-property related service charge (not subject to 218), a property related service charge (subject to 218 and requiring either majority approval by the affected property owners or two-thirds voter approval by the electorate), or an assessment (subject to 218 and requiring majority property owner approval pursuant to an assessment ballot proceeding), depending upon how they are structured and levied.

A charge's characterization under 218 would depend on the purposes of the charge, who the charge is levied against, how it is collected, and how the charge is calculated and spread among those subject to the charge. For example, if the charge is based upon the estimated benefits from the service to be received by real property parcels, the charge is likely an assessment. If the charge is based upon the nature of the use, the charge likely would constitute a fee or charge; and the application of 218 would depend upon whether the charge is levied and collected against real property.

Status/Application of Funding Source: Placer County currently has a designated CSA in place that covers the entire county. It is theoretically possible for the Board of Supervisors to designate a specific CSA in the North Lake Tahoe area, which would allow revenues to be raised and expended within the CSA boundaries. However, it would be difficult to impose an improvement zone without a vote of support from the property owners within the CSA; and revenues generated would likely be best suited for limited types of public improvements, such as street improvements.

The CSA, as a revenue source for Master Plan implementation, does not appear practical or appropriate. However, should the County's proposed new CSA for the Martis Valley Community Plan area be activated at some point in the future, it is expected to generate funds in support of transit service for the Martis Valley area. If so, it would have relevance and applicability to Master Plan transit and transportation recommendations.

Mello-Roos Community Facilities District Act

The Mello-Roos Community Facilities Act is an alternative method of financing public improvements and certain services through special taxes. Implementation of the Act involves the formation of a community facilities district within a local government agency and the adoption of an ordinance levying the special tax, which must be approved by a two-thirds vote of the registered voters living within the district. A community facilities district is not a separate governmental agency like other special districts, but rather is a funding district analogous to an assessment district.

The types of capital improvement projects that can be financed under the Act are very broad, and include most improvements to real property that a county is authorized to construct. For financing of services, though, the list of authorized services is restricted to (among others) recreation program services; operation and maintenance of museums and cultural facilities; maintenance of parks, parkways, and open space; and operation and maintenance of flood and storm drainage systems.

The Mello-Roos Community Facilities District Act was not specifically identified as a funding source in the *North Lake Tahoe Tourism and Community Investment Master Plan*. However, it was a mechanism being used to help develop and bring to a vote the proposed Regional Recreation Center for North Lake Tahoe. The North Lake Tahoe Recreation Center Authority is the Joint Powers Authority formed by the Tahoe City and North Tahoe public utility districts under provisions of the Mello-Roos Community Facilities District Act.

Status/Application of Funding Source: This source is limited to the specific purposes as set forth in the Act, a method of financing public improvements and certain services through special taxes. It is applicable to certain qualified public improvements and services as identified in the Master Plan, but is not a source of funding for overall Master Plan implementation.

Business Improvement District (BID) and/or Property-Based Improvement District (PBID)

The Parking and Business Improvement Area Law of 1989 authorizes the formation of business improvement districts. Business improvement districts (BIDs) are a type of assessment district in which assessments are levied against business owners for use in improving the business area and/or promoting the business area and tourism within the area.

The county may form BIDs and levy assessments, subject to a protest hearing. The assessment is defeated if written protests are received from business owners in the proposed area that will pay 50 percent or more of the proposed assessments. Absent a majority protest at the hearing, the Board of Supervisors may proceed to levy the assessment.

Because BID assessments under the 1989 law are levied against businesses and business owners and not real property owners, these are not assessments within the meaning of Proposition 218; and the more stringent assessment ballot requirements of 218 do not apply to the levy of BID assessments. A proposed BID assessment, therefore, is more difficult to defeat (easier to pass) because the 50 percent protest is determined based on all assessed businesses, and not just those that submit written assessment ballots. In other words, in calculating 50 percent or one-half, the denominator is larger in a 1989 BID assessment proceeding (all assessed businesses), as compared with a 218 assessment proceeding where the denominator is assessed property owners that complete and submit a ballot.

There is a different but similar business improvement district law known as the Property and Business Improvement District Law of 1994. The services that can be financed under the 1994 law are somewhat broader than the 1989 law. The 1994 law, though, requires that the assessment be approved pursuant to Proposition 218. Consequently, assessments under this law are more difficult to pass.

Status/Application of Funding Source: BIDs/PBIDs can help fund elements of Master Plan recommendations in commercial core areas; in particular, those related to community marketing and promotion and projects and programs to improve business and tourism within the BID area.

As of this writing, commercial property and business owners in Downtown Tahoe City are exploring the use of a PBID or BID to fund marketing and promotional projects and programs to improve business and tourism in the downtown area. This effort is being led by the Tahoe City Downtown Association (TCDA), with support and financial assistance from the North Lake Tahoe Resort Association. Information from the research being developed will be shared with the North Tahoe Business Association (NTBA), as the NTBA has a similar need for dedicated funds to support goals of the Kings Beach Main Street Program and the proposed Kings Beach Commercial Core Improvement Project.

Placer County Redevelopment Agency

The Redevelopment Agency (RDA) has been created by the Placer County Board of Supervisors to develop and manage community improvement projects relating to economic development and infrastructure improvements in its project areas – Tahoe City, Kings Beach, and Tahoe Vista. In addition, the agency has countywide responsibilities for the Workforce Housing Program. The RDA has worked with the downtown business community (its targeted area to develop projects and programs specifically to improve long-term economic conditions).

The NLTRA is an association of businesses from a much broader geographic and business base. It encompasses the downtown areas that are the primary focus of the Redevelopment Agency. It has membership income as well as TOT revenue allocated to it by the Board of Supervisors, supported by local voters. The NLTRA's current

investment strategies are guided by the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan*, adopted by the NLTRA Board of Directors and the Placer County Board of Supervisors. Although broader than the Redevelopment Agency's area of responsibility, the NLTRA Master Plan has significant areas of correlation.

As a result, the Redevelopment Agency and the NLTRA are logical partners on planning, economic revitalization, infrastructure and related projects that will positively affect the downtown areas of Tahoe City, Kings Beach and Tahoe Vista. It is anticipated that the RDA and Resort Association will partner on such projects as appropriate. Note that in addition to its adopted North Lake Tahoe Redevelopment Plan, the RDA has a Redevelopment Implementation Strategy which it updates every five years.

Status/Application of Funding Source: Active and In Use

Note: Based on current authorization by the Placer County Board of Supervisors, which serves as the Board of the Redevelopment Agency, the Agency's powers expire in 2026. All Agency debt must be repaid no later than 2041. The Agency's ability to use eminent domain expires in 2008. The Agency and its powers can be renewed and extended by specific action of the Board of Supervisors acting as the Redevelopment Agency Board.

Documentary Transfer Tax (Real Estate Transfer Tax)

The Master Plan identifies a real estate transfer tax levied at the time of purchase and transfer of real property as a potential funding source. California law authorizes such a tax, known as a documentary transfer tax. The tax may be levied at the rate of \$0.55 for each \$500 of value of the property conveyed.

As identified in the Placer County Code, Placer County already levies a documentary transfer tax (referred to in the Code as a real property transfer tax) at the maximum rate of \$0.55. The revenue generated by this tax funds operation of the Placer County Clerk-Recorder-Elections Department. State law does not authorize the county to increase the rate beyond \$0.55.

Status/Application of Funding Source: Under current law, this is not a funding source available for Master Plan implementation.

Recreation Tax/Business License Tax

The Master Plan suggests adoption of a "recreation use tax" applied to "recreation equipment rentals (boats, kayaks, skis/snowboards, bicycles, etc.). Tax on ski lift tickets is a second level of recreation tax". In his research, Mr. Shanahan reports he was unable to find the legal authority for this type of county tax. However, it may be

possible to accomplish a similar objective through a new (or increased) county business license tax.

The current business license tax essentially covers the cost of administering the license program. If the amount of the tax were increased for the purposes of generating revenue, the increased tax would be subject to approval by the Board of Supervisors and by local voters.

Status/Application of Funding Source: An increase in the Placer County Business License Tax is potentially viable, although the process for securing the required level of support would be challenging. Among its positive attributes, it could generate funding (as an example, for marketing) from businesses that benefit from tourism but do not contribute financially to help fund tourism marketing.

Note: A unique travel and tourism industry “self-assessment” is in place to help fund the promotion of California (statewide) as a premier travel destination. More information about the California Tourism Assessment Program is set forth in the Appendix to this report.

Additional Transient Occupancy Tax

A two-percent increase in Placer County Transient Occupancy Tax in eastern Placer County (the North Lake Tahoe area) was the primary source of “new funding” for Master Plan implementation approved following adoption of the 1995 *North Lake Tahoe Tourism Development Master Plan*. The Board of Supervisors initially approved the two percent increase (from eight to ten percent); local voters have twice approved the increase - once in 1996 and again in 2002. The so-called “two percent” TOT will require voter approval again in 2012.

As reported in the *North Lake Tahoe Tourism and Community Investment Master Plan*, one percentage point of TOT generates approximately \$700,000 annually. Projecting a conservative growth rate of five percent, one percentage point of TOT would generate about \$1,000,000 annually by the year 2012. Because the TOT is paid entirely by the visitor, it may appear to be an ideal method of funding the needs and impacts of a tourism-based economy. However, there is a point at which the visitor considers the TOT to be excessive, and the room rate becomes non-competitive when compared with other destinations. Additionally, as stated several times during development of the 2004 Master Plan, lodging providers believe that it is unfair for one segment of the economy to provide funding for the programs and projects that benefit many others. TOT alone does not, and would not, provide sufficient revenues to meet all the identified or agreed-upon needs.

Comparison of TOT Rates in the Lake Tahoe-Truckee Region

North Lake Tahoe Area (Placer County)	10%
City of South Lake Tahoe	10%
City of South Lake Tahoe - Redevelopment Area	12%
Douglas County (Tahoe Township)	10%
Washoe County (Incline Village-Crystal Bay)	12%
Truckee	10%

Status/Application of Funding Source: TOT is an active, in-use source of funding for Master Plan implementation. Historically, Placer County has allocated approximately 50 percent of the eight percent “base” TOT collected within the North Lake Tahoe area back to the community to fund agreed-upon programs and projects. Since 1995, this revenue has flowed through the NLTRA for marketing, transportation and infrastructure development. Since 1996, TOT revenues flowing to the community through the NLTRA have also included the so-called “two percent” funds. These additional two points of TOT will require voter approval again in 2012.

There are concerns and questions regarding the point at which the percentage of TOT becomes non-competitive; also, that it targets only one segment of North Lake Tahoe's tourism-based economy.

As documented in *The Economic Significance of Travel to the North Lake Tahoe Area* (Dean Runyan Associates, December 2003), total visitor spending in the North Lake Tahoe area (2002) was summarized as follows:

Accommodations	\$74 million	21%
Food & Beverage	\$75 million	21%
Retail & Other	\$79 million	22%
Recreation	\$128 million	36%

Clearly, lodging (accommodations) is only one segment of the North Lake Tahoe economy.

Nonetheless, an increase in the TOT remains a viable funding option, particularly if approved in combination with one or more new sources, consistent with the principle of equitability as discussed in this report.

State, Federal, County (Non-TOT) and Private Sector Funding

The North Lake Tahoe Resort Association has successfully maintained a policy of leveraging the expenditure of its project and program funds in partnership with state and federal sources, non-TOT funds from Placer County, and private sector sources. State funding partnerships for infrastructure and /or transportation/transit projects have come primarily from the California Tahoe Conservancy, the State Transportation Development

Act (TDA) and Caltrans. Federal funds have come through the U.S. Forest Service, Federal Transit Administration, U.S. Bureau of Reclamation, and the Federal Highway Administration. Placer County has provided partnership funds through various sources, including the Placer County Redevelopment Agency.

Numerous NLTRA Tourism Division marketing programs are implemented in partnership with other public and private sources. The private sources include NLTRA's member resorts and businesses. As an example, the NLTRA's marketing budget for FY-2004/05 was \$960,000. \$300,000 of this amount was leveraged with other public and private partners to generate additional cooperative marketing funds of \$1.9 million.

With contributions made through the Truckee-North Tahoe Transportation Management Association, the private sector provided \$48,250 during FY-2004/05 to help fund Tahoe Regional Area Transit bus and trolley operations and marketing programs to support these transit services.

Status/Application of Funding Source: Active and in use. The NLTRA will continue its policy of leveraging the expenditure of its project and program funds, looking for opportunities whenever and wherever possible.

Analysis of Existing Public Revenue Sources

As indicated on page 4, one of the principles guiding development of this report states: *"Before any new or modified funding source is proposed, justification for the proposed new funds must be clearly identified."* During the course of their meetings, members of the Financing Strategies Working Group discussed the importance of providing information to taxpayers as to how existing public revenues are spent at the county and local level.

Consistent with this principle, the NLTRA will look for opportunities to encourage or otherwise support studies or other mechanisms by which the public is able to learn how existing public revenues are expended at the county and local level.

SUMMARY

Of the nine potential sources of new public funding identified in the *North Lake Tahoe Tourism and Community Investment Master Plan*, two are currently active, one is viable/in development, three are viable for specific applications, one is potentially viable, and one is not viable.

<u>Source</u>	<u>Status</u>
Transportation Development Act Funds	Active
Redevelopment Agency Funds	Active
Sales Tax for Transportation Improvements	Viable/In development
Mellos-Roos Community Facilities Act	Viable for specific project application
Business Improvement District (BID) Property – Based Improvement District (PBID)	Viable for specific application [being explored to help fund downtown promotions and enhancements in Tahoe City and Kings Beach]
County Service Area (CSA)	Viable for specific applications [new CSA in the Martis Valley has been established to generate funds for transportation improvements in the Martis Valley]
Business License Tax	Potentially viable [currently funds only the cost of administering the tax]
Documentary Transfer Tax (Real Estate Transfer Tax)	Not viable under current state law
Additional Transient Occupancy Tax	Viable
State, Federal, County (Non-TOT) and Private Sector Funding	Active/Viable

Appendix

Background - The California Tourism Assessment Program

The Tourism Assessment Program was created when the California Tourism Marketing Act was adopted in 1995 with the passage of SB 256. The legislation authorized self-imposition of an assessment by businesses that benefit from travel and tourism. It also authorized the establishment of a non-profit, public benefit corporation, the California Travel and Tourism Commission (CTTC), to oversee the promotion of California as a premier travel destination.

In 2001, the Act was renewed by an 84 percent margin and will subsequently be renewable by industry vote every six years. The CTTC oversees the production of a variety of marketing activities, including advertising, visitor publications and cooperative programs - all designed to promote California to travelers, tourists and the travel trade.

The assessment is not a state law, nor a state tax. The enabling legislation was passed at the urging of the travel industry. The state does not have access to any assessment funds. Decisions regarding expenditures come directly from the travel and tourism industry through the 37 CTTC Commissioners and various industry groups.

As directed by statute, the California Division of Tourism administers the Tourism Assessment Program. As of January 1, 2004, the Division of Tourism was transferred to the Business, Transportation and Housing Agency, where the Agency's Secretary serves as Chair of the CTTC.

The Commissioners are travel and tourism industry leaders representing various regions and industry categories. They are elected by their peers, or appointed to serve on behalf of the Governor.

Businesses that receive the Tourism Assessment Form are identified by various means, including business lists, individual business promotion activities, on-site identification surveys, phone book listings and the Internet. Some businesses may not receive the Form because they do not meet the income threshold (gross revenues exceeding \$1 million, with eight percent coming from tourist oriented revenue). Each year, additional California businesses are contacted regarding the Tourism Assessment program. All potentially assessable businesses in California will eventually receive the Tourism Assessment Form.

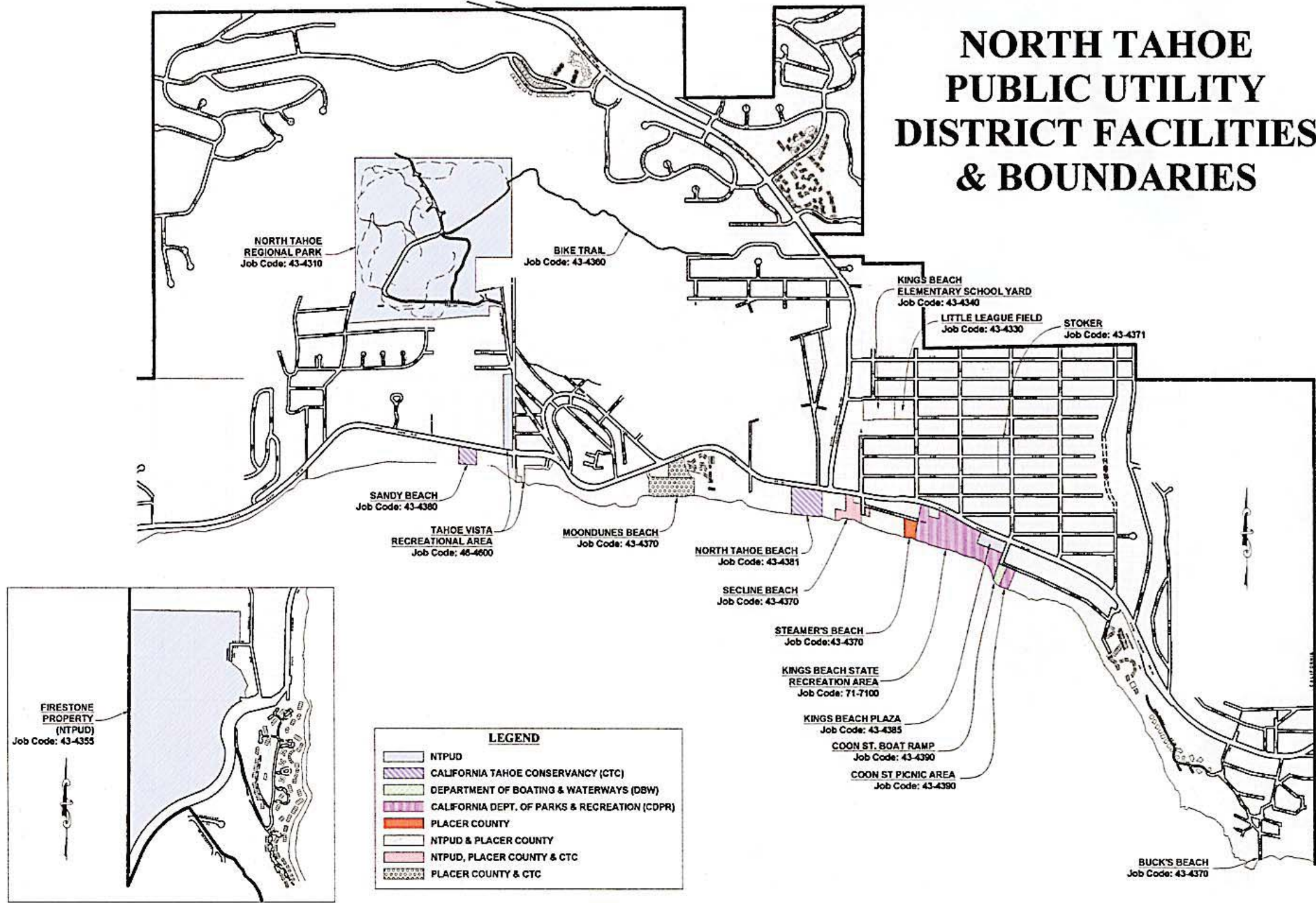
The legislation was created because of a dramatic downturn in California's domestic travel market share in the early 1990s. Legislators introduced the bill at the request of travel and tourism related businesses that experienced a resulting loss of business from the decline in market share.

The CTTC promotes tourism throughout the entire state and collectively does what other businesses cannot do individually. The travel industry stated a need to promote “the California destination” because no other organization promotes all of California. Without this program, California would be the only state in the nation without an aggressive marketing program.

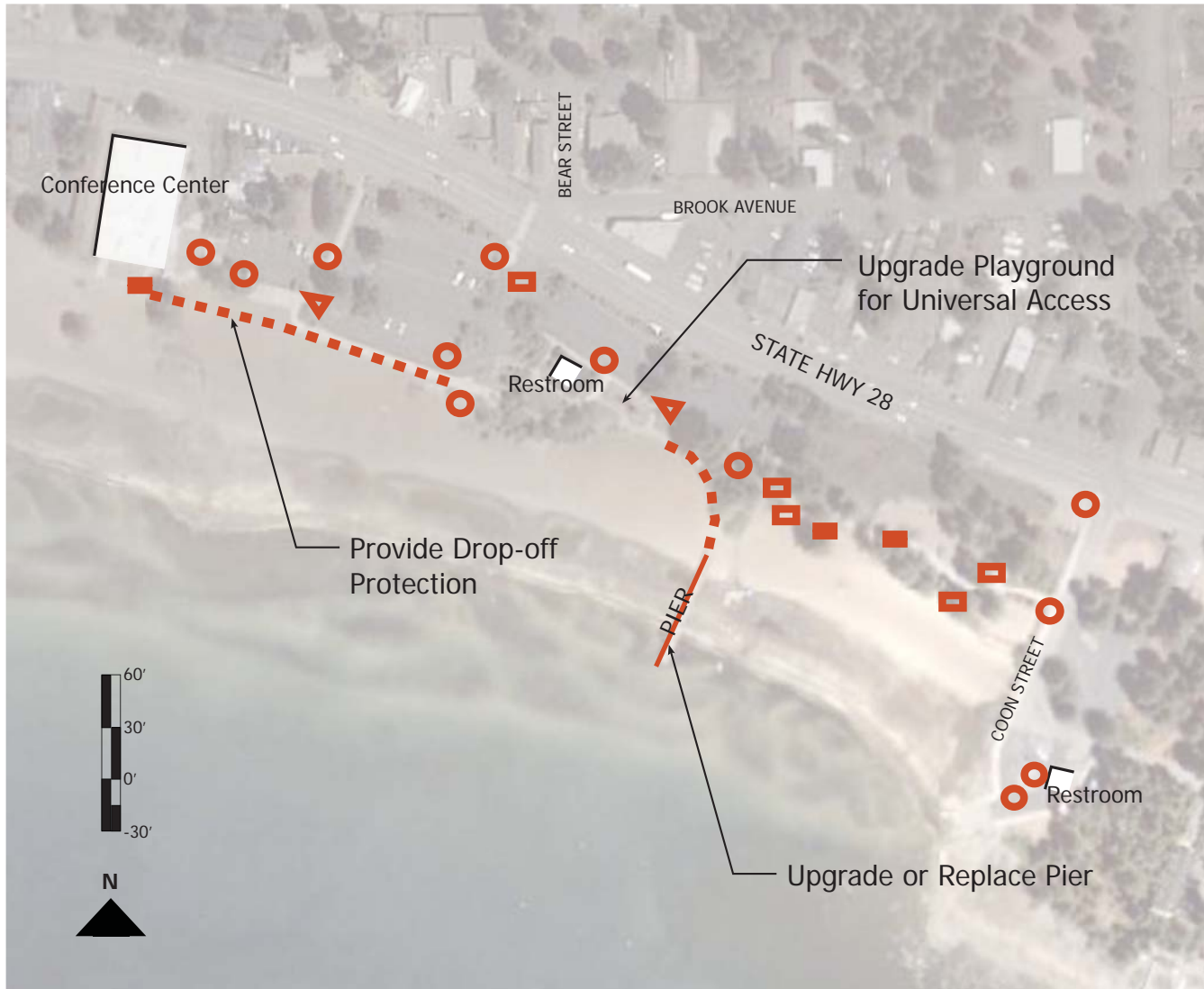
In the first six years of the Tourism Assessment Program (starting in 1998), the travel industry raised more than \$36 million. During this period, California’s share of the domestic travel market grew from 9.7 to 11.5 percent. California tourism generates approximately \$78.2 billion each year in spending, employees nearly 900,000 Californians, and contributions \$5 billion annually in state and local taxes.

For more information on the Tourism Assessment Program, go to www.visitcalifornia.com, or call the Tourism Assessment Program at (916) 322-1266. You may also contact the CTTC at (916) 444-4429.

Appendix B.01



Appendix B.02



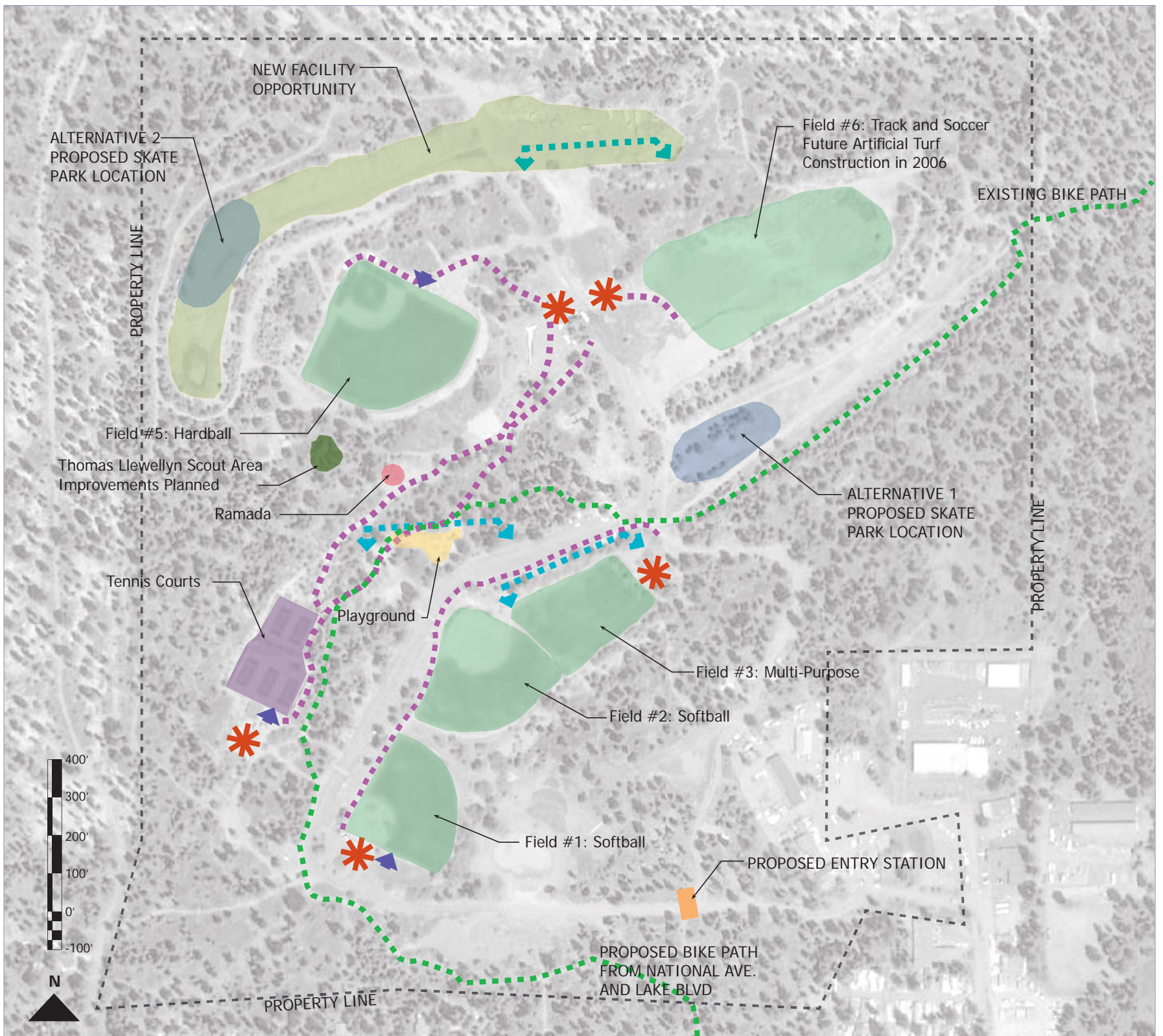
INDEX

- UPDATE SIGNAGE AND/OR DETECTABLE MARKINGS
- ▣ UNIVERSAL ACCESS EQUIPMENT (BBQ, PICNIC TABLES, SEATING) AND STRUCTURES (KIOSKS)
- COMPANION SEATING NEEDED
- ▼ UNIVERSAL ACCESS RAMP NEEDED
- - - - - UNIVERSAL ACCESS PATHWAY NEEDED








GENERAL OPPORTUNITES

- + PROVIDE UNIVERSAL ACCESS TO RECREATIONAL EXPERIENCES
- + PROVIDE UNIVERSAL ACCESS PATHWAYS
- + UPDATE ACCESSIBILITY MARKINGS AND CURB RAMPS

Appendix B.03



INDEX

-  UNIVERSAL ACCESS PARKING OPPORTUNITY
-  UNIVERSAL ACCESS PATHWAY OPPORTUNITY
-  VIEW OPPORTUNITY
-  UNIVERSAL ACCESS ENTRANCE OPPORTUNITY
-  PROPOSED ENTRY STATION
-  BICYCLE PATH
-  PROPERTY LINE

GENERAL OPPORTUNITIES

- + OPTIMIZE VIEWS
- + NEW FACILITY OPPORTUNITIES ON UPPER LEVEL
- + PROVIDE UNIVERSAL ACCESS PATHWAYS TO ALL ACTIVITIES
- + PROVIDE UNIVERSAL ACCESS PARKING
- + INCORPORATE DRAINAGE IMPROVEMENTS
- + UPDATE PLAYGROUND TO CONFORM TO NEW SAFETY CODES
- + RENOVATE RESTROOMS

Appendix B.04



North Shore Trail ATM Management Map Area C



Map A

MARTIS PK AREA:

1. Close user created OHV trail to protect resources and eliminate trespass across private land.
2. Construct new an OHV trail from Gas Line Road to 16N55.
3. Adopt and construct new non-motorized multiple use trails from 16N56 to the TRT.
4. Create a vista trail to Martis Pk. with universal access.

Legend

TrailHeads

- No Change
- Sign
- Sign/Parking

Trail Plan

- New Construction
- Adopt and Manage
- Repair/Reconstruct
- Adopt as Urban Trail

- Decommissioned
- Planned Decommission

Chronic Erosion Feature

- Low Risk to WQ
- Medium Risk to WQ
- High Risk to WQ

Stream Crossing WQ Risk

- Low Risk
- Medium Risk
- High Risk

Riparian Areas

Burton Creek Park Trails

State Park

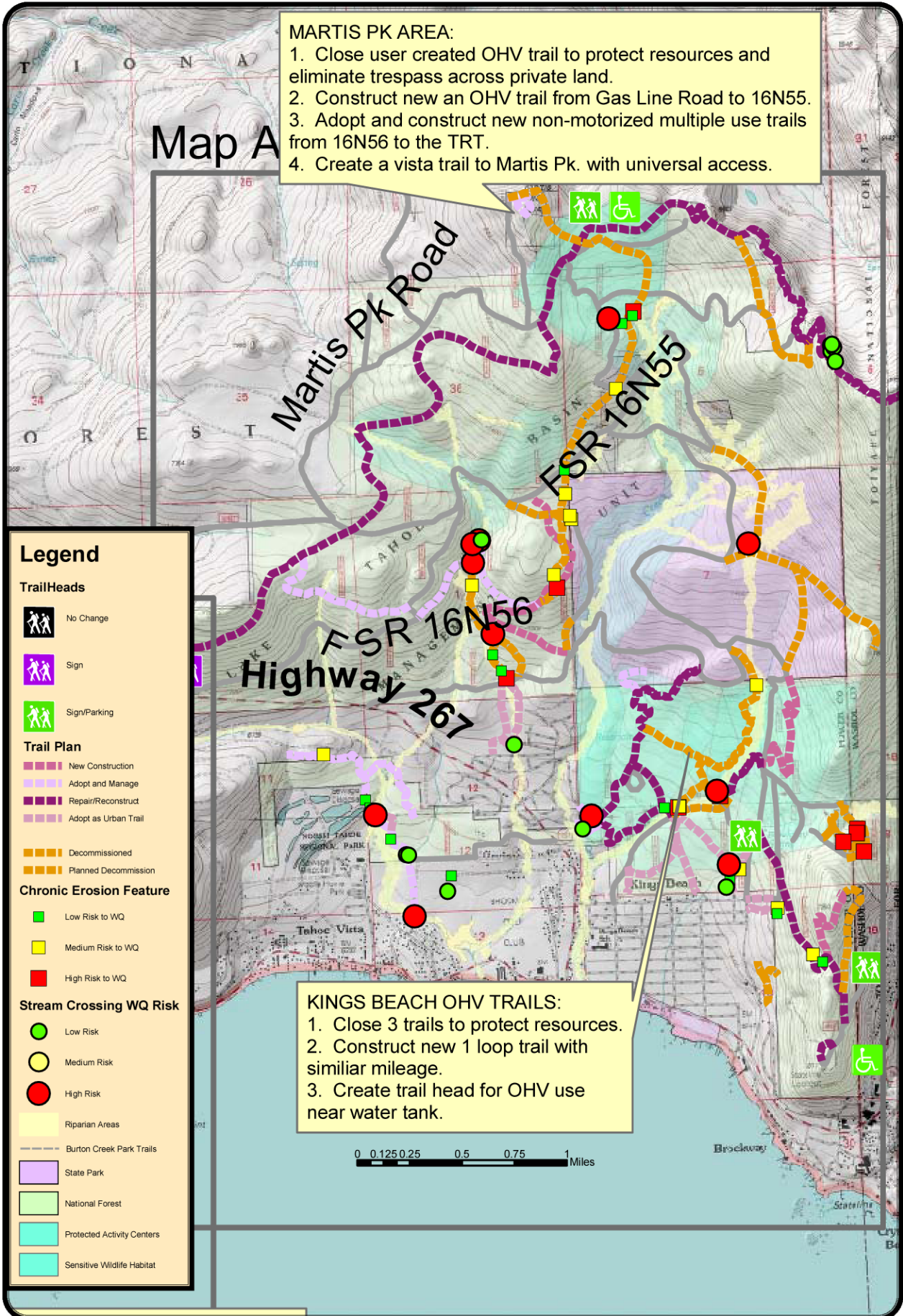
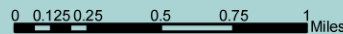
National Forest

Protected Activity Centers

Sensitive Wildlife Habitat

KINGS BEACH OHV TRAILS:

1. Close 3 trails to protect resources.
2. Construct new 1 loop trail with similar mileage.
3. Create trail head for OHV use near water tank.



Appendix C.01

Public Playground Safety Checklist

Here are 10 important tips for parents and community groups to keep in mind to help ensure playground safety.

- 1** Make sure **surfaces** around playground equipment have at least 12 inches of wood chips, mulch, sand, or pea gravel, or are mats made of safety-tested rubber or rubber-like materials.
- 2** Check that protective **surfacing extends** at least 6 feet in all directions from play equipment. For swings, be sure surfacing extends, in back and front, twice the height of the suspending bar.
- 3** Make sure play structures more than 30 inches high are **spaced** at least 9 feet apart.
- 4** Check for **dangerous hardware**, like open "S" hooks or protruding bolt ends.
- 5** Make sure **spaces** that could trap children, such as openings in guardrails or between ladder rungs, measure less than 3.5 inches or more than 9 inches.
- 6** Check for **sharp points or edges** in equipment.
- 7** Look out for **tripping hazards**, like exposed concrete footings, tree stumps, and rocks.
- 8** Make sure elevated surfaces, like platforms and ramps, have **guardrails** to prevent falls.
- 9** Check **playgrounds regularly** to see that equipment and surfacing are in good condition.
- 10** **Carefully supervise children** on playgrounds to make sure they're safe.

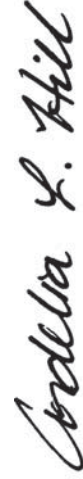
For additional copies, write: Playground Checklist, CPSC, Washington, DC 20207; call CPSC's toll-free hotline at 1-800-638-2772; or visit CPSC's web site at www.cpsc.gov.

Appendix C.02

Review of Accessibility of King's Beach State Recreation Area for the North Tahoe Public Utility District

1. Path of travel:
 - a. Curb ramps need detectable warnings and contrasting color.
 - b. Need to provide beach access.
 - c. Need detectable warnings to edges of paths that are flush with parking.
 - d. Walkway to dock exceeds 5% slope and needs handrails, curbing, and non-slip surfacing.
 - e. Need to raise level of sand at the edge of concrete pathway in order to reduce height of drop-off.
 - f. Need to repair joints that have more than 1/2" height differentiation.
2. Steps:
 - a. Need railings.
 - b. Need striping on tread of stairs.
3. Entry Kiosk:
 - a. Ticket dispenser needs to be lowered and accessible. Location needs to be offset by signage, indicating free parking for physically challenged.
 - b. Size of Kiosk, lip on threshold and door width need to be modified to provide access for individuals in wheelchairs.
4. Parking:
 - a. Need van accessible parking on State property.
 - b. Striping and painting needs to be updated on all accessible parking stalls.
 - c. Accessible parking signage needs to be updated.
 - d. One additional accessible stall needed- there are 57 total parking stalls with currently 2 signed accessible stalls. Three are required.
 - e. Accessible stall closest to plaza, adjacent to playground, lacks access ramp.
5. Playground:
 - a. Need 25% of total components as ground level play: (4) components based on (13) total components on play structure.
 - b. Accessible surfacing needed to one of each type of play.
 - c. Access to playing area over curb needed.
6. Steps to beach:
 - a. Railing needs extension beyond steps.
 - b. Railing needs to be more narrow, 1-1/4" to 1-1/2" in width or diameter
 - c. Need striping on tread of stairs.
 - d. Need ramp adjacent to stairs for access.
7. Fishing pier
 - a. Gaps in boards exceed 1/2".
 - b. Railing blocks views from wheelchairs—need accessible viewing area.
 - c. Repair of chain link needed for safety.
8. Plaza seating
 - a. Accessible companion seating areas needed next to benches.
9. Picnic Areas
 - a. Locations of three (3) picnic tables are accessible, but need to be placed correctly for 36" minimum turning radius. Currently, sixteen (16) picnic tables are located in non-accessible areas—need 50% of tables accessible and distributed in all major use areas.
 - b. Need 40% of accessible tables on an accessible route of travel.
 - b. Tables need modification for accessibility on at least one end.
 - c. Additional accessible barbecues needed.
 - d. Existing code-compliant barbecues need to be remounted for accessibility.
 - e. Need to provide 48" minimum clearance around barbecue.
10. Concessionaire
 - a. Need to extend concrete path to the counter.
 - b. Counters are 38" high. Need to be lowered to 28"-34".
 - c. Concessionaire will provide beach wheelchairs for beach access.
11. Phone at restroom needs TTD assistance

Sincerely,



Cordelia Hill, Principal
ROYSTON HANAMOTO ALLEY & ABEY

225 Miller Avenue
P.O. Box 937
Mill Valley, CA 94942-0937
415.383.7900 Fax 415.383.1433

15-Jun-06

Appendix C.03

Preliminary Park Assessments
May 18, 2006
RHAA

North Tahoe Regional Park

General Issues

- Drainage should be more controlled and directed
- Nature Paths
 - + Signage stating Difficulty Level and Material of Pathway
- Need Signed and Reserved Accessible Parking
- Stairs
 - + Striping
 - + Widths too narrow
 - + Handrails
- Water spigots and Drinking Fountains
 - + Hardware needs to be changed to ADA compliant levers
 - + Modify for general accessibility
- Picnic Tables
 - + Need more than 18" depth for wheelchair access
- Maximize views using benches and overlooks
- Entrances to all structures need accessible hardware
- Restrooms
 - + Move privacy screen to create accessible entry
 - + Modify for single stall to create accessible turning radius
 - + Add grab bars in the stall
 - + Add accessible sink and fixtures
 - + Add accessible hardware to doors, etc.
 - + Typical dimensions: 106" x 80-1/2"
 - + Adjust pathways for accessibility to bathrooms
- Trash cans
 - + Provide ADA compliant bearproof cans?

Entry

- Sign needed at National and lakefront street.

Lower Ball Field

- Bleachers
 - + 5-tiered bleachers need guard rails
 - + Accessible seating next to bleachers
 - + Accessible placement of bleachers
 - + If bleachers are retrofitted, fall heights must not exceed 30"
- Gates
 - + 5" high Kickplate at bottom of gate
 - + Accessible Hardware
 - + Entry widths too narrow
- Dugout
 - + Entry widths too narrow
 - + Accessible paving for entry
 - + Wood planks needed at bottom of dugout
- Score stand
 - + Check for accessibility

- Paths of Travel
 - + Use ADA compliant cell pavers for pathways
 - + Modify for accessible approaches from higher elevations
 - + Problem areas in accommodating storm drainage and pathway in limited space
- Need Safety Railing at edge of parking lot at top of concrete nook

Field 3 needs renovation.

Ramada

- Areas where drops exceed 1/2"
- Modify for accessibility to barbecue pit and sink
- Picnic tables
 - + need to be arranged for accessibility
 - + 27-1/2" h. x 18" d.
- Serving table
 - + Need hard level surface
 - + 37" at highest height. Needs to be on level accessible surface

Upper Ball Field

- Ticketing Window 42" h.
- Pass through (vending) window 52" h.
- Accessible seating next to bleachers
- Accessible pathway to seating next to bleachers
- Modify sideslopes to dugouts for accessibility

Tennis Courts

- Gate
 - + Modify entry for accessibility
 - + Add accessible hardware
- Accessible pathway between courts
- Accessible site parking

Cross Country Warming Hut

- Entry is 31-1/2" w.

Amphitheater

- Wheelchair access

Camping?

Play Ground

Entire area- Insufficient shock absorbing materials for heights
 Not enough ground level play to comply with ADA regulations

Swings

- Must be twice height of beam
- Replace all open S-hooks
- Eliminate any seats with exposed metal
- No more than 2 swings per bay
- Check installation date for lead paint issues
- Swings too close to poles

- 16" between chains, 29" swing to swing

Small Miracle Play Structure

- 80" fall material required
- Missing caps
- Loose plastic wall barrier
- Replace bolt on steering wheel play piece
- Adjust gap between platform and steps
- Adjust gaps between pieces of the slides for
- Adjust and replace screws and bolts for entanglement dangers
- Exit heights of slides: 15", 12", 8", 15" OKAY
- Missing plastic bolt covers under slide

Tall Miracle Play Structure

- Propose removal of entire structure
- Missing caps
- Head entrapment problems
- Fall height problems
- Step differentiation problems
- Drainage problems
- Grip size of bars too wide

Atom Structure

- Propose removal of entire structure
- Swings paths intersect each other

Horse Climber

- Propose removal of entire structure
- Head entrapment issues
- Potential of Lead Paint

Bounce Toys

- Propose removal of all spring toys
- Handles can impale eyes
- Springs can pinch

Older Gymnastic Structure

- Repair gaps on connections

Kings Beach State Recreation Area

General

- Provide access to Beach and water
- Upgrade accessible parking
- Provide accessible picnicking
- Provide companion seating next to benches

Path of Travel

- Add detectable warnings to ramps
- Add detectable warnings to edges of paths that are flush with parking
- Provide ramps adjacent to stairs

- Protect against drop-off with warning curb or raise sand level to reduce to less than 4"

Dock / Boardwalk

- Reduce gaps in boardwalk
- Provide accessible ramp
- Repair chain link
- Provide accessible viewing area

Picnicking

- Provide more accessible picnic areas in wider variety of locations
- Provide accessible tables
- Locate barbeques for accessibility

Steps

- Upgrade railings
- Add nosing stripes

Playground

- Provide accessible and safer surfacing
- Repair bolts
- Provide ground level play

Kiosk

- Not accessible

Conference Center

General

- Provide access to Beach and water
- Upgrade accessible parking
- Provide companion seating next to benches

Path of Travel

- Add detectable warnings to ramps
- Add detectable warnings to edges of paths that are flush with parking
- Provide ramps adjacent to stairs
- Protect against drop-off with warning curb or raise sand level to reduce to less than 4"

Tahoe Vista Recreation Area

- Provide Accessible Material on path to point
- Consider Raised platform for boat access

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2006-2007 Master Plan

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2006-2007 MASTER PLAN



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