



R/UDAT

Regional/Urban Design Assistance Team

ACCEPTING LIMITS AND FORGING A VISION

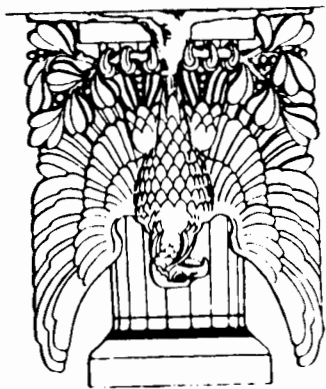
**NORTH TAHOE / TRUCKEE
RESORT TRIANGLE**

July 14 - 17, 1989



T H E A M E R I C A N I N S T I T U T E O F A R C H I T E C T S

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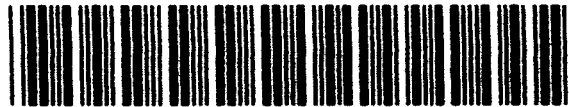
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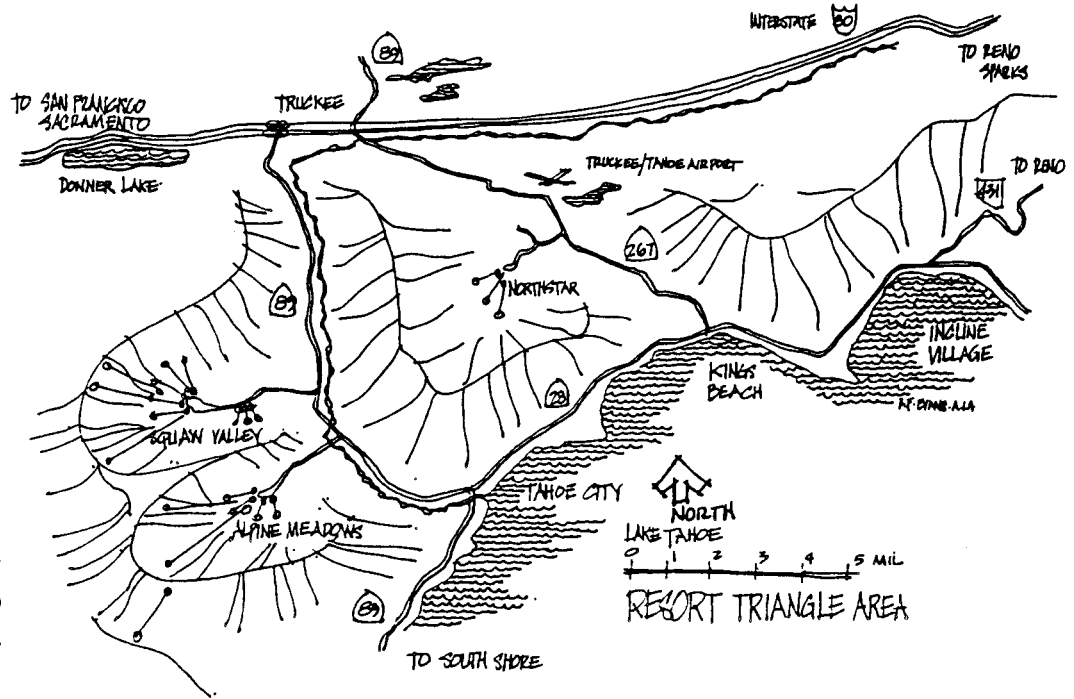
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FORWARD

The citizens of the North Lake Tahoe Truckee communities agreed they shared a primary concern: area-wide traffic problems. They sought a R/UDAT team assessment.

The team's assignment was to develop new ideas and potential solution for the "resort triangle".

The citizens, with remarkable support from both public agencies and private organizations, provided the team with many reports, plans, and position papers for advance study. On-site, the team toured the communities and area via car, bus, boats and plane. They then received first-person testimony and additional written material in each community. The team met with large groups in open meetings, one-to-one with particular local experts, and deliberated intensely among themselves. There was extraordinarily efficient support from the steering committee. With so much assistance, the work was completed in four days. Thank you.



The Team - Lake Tahoe

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ABOUT R/UDAT

THE TEAM'S ASSIGNMENT

THE TEAM'S ASSIGNMENT

Given that the triangle occupies a critical place in a beautiful mountain resort and recreation area of national significance, and given that the resulting influx of visitors overloads the region's road network creating serious delay, gridlocks and unsafe conditions, the team's number one assignment was to help develop new ideas and to recommend solutions for presentation to the citizens of the region.

The team was expected to review, evaluate, and propose feasible alternatives for transportation and parking problems, both locally and regionally, in the immediate, short and long run. Additionally, the team was expected to identify appropriate mechanisms for coordinating and implementing solutions that would cut across multi-jurisdictional boundaries.

WHAT WE LEARNED ABOUT THE SITUATION

Aside from observations obvious to all, such as the eight million people living within a drive of four hours, we developed an appreciation for the particular situation of the locale:

- o We learned that the topographic and environmental conditions which make the area attractive to visitors also make significant regional highway improvements impractical and very expensive.

- o We found that visitors have no real alternative to the automobile for access to or movement within the area at this time.
- o Unlike many other resorts of comparable attraction and scale, the recreation areas and skiing accommodation/entertainment areas in this triangle are separated from one another by considerable distances. This increases automobile dependence and congestion.
- o Automobile dependence and resulting traffic congestion is steadily worsening, prompting genuine concerns for loss of business, declining property values, and deteriorating environmental conditions, not to mention severe inconvenience for local residents.
- o Community coordination is particularly difficult because the area is divided between two states, three counties and several special districts. For example, one regional agency has jurisdiction only inside the Tahoe Basin, while the transportation issue is both inside and out of the watershed.
- o The problem is not purely transportation; land use issues are intertwined. The problem also manifests itself in a variety of ways locally. Each community and resort has a unique group of demanding land use and traffic dilemmas. The particulars at each site force vexing technical and economic limitations and tradeoffs.

- o Finally, we found a public and private community that had generated a tremendous amount of enthusiasm and support for dealing with transportation issues.

WHAT WE DID

Before arriving we read several hundred pages of documentation consisting of policy statements, plans, and situation analyses. These were provided by local government, regional agencies and private organizations. We even received local newspapers.

Upon arriving we were afforded and took the opportunity to see the region from the air, by car and bus and on the water. We then heard the spirited testimony of several dozen private individuals and representatives of public and private organizations. The rich mixture of issues they shared and the solutions they suggested are outlined in the Appendix. We listened; we learned; we asked questions.

In addition to the public hearings in Truckee, Tahoe City, and Kings Beach we individually sought out the knowledge of many local experts. We were provided with a room full of maps and areal photographs, a library, access to photography, typists, telephone, cars - anything we could use was provided. We found the local steering community was particularly well-organized.

We held one meeting with the Steering Committee after the public hearings. During that meeting we asked members of the Committee to express their individual visions of a desired future for the resort triangle.

Finally, we deliberated among ourselves at great length. The issues examined ranged from the problems and opportunities inherent in overlapping governing bodies, or the absence of a governing body, to the best location for parking areas. The only thing we did not do was enjoy the recreational facilities at Granlibakken Inn or get enough sleep.



SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS FOR ACCEPTING THE LIMITS AND FORGING A VISION IN THE NORTH LAKE TAHOE AND TRUCKEE COMMUNITY

CONJURING VISIONS/MASTERING CHANGE

- o The 'Resort Triangle' communities of Truckee, Squaw Valley, Tahoe City, and Kings Beach now find themselves bound together in an agony of traffic congestion. But, new era is dawning.
- o You are beginning to haltingly recognize limits, the benefits of creative incrementalism, the wisdom of a land ethic based on stewardship, and the possibilities of treading more gently than you have.
- o It is imperative to recognize that 'trend is not destiny'. "The best way to predict the future is to create it." Mental gridlock has gripped many of our minds and institutions making intelligent creativity more difficult than ever.
- o Create meaning by articulating a vision.
- o Empower yourselves to accept a new sense of responsibility for your actions and the directions of your lives.

CONTOURS OF A VISION

- o Depend on creative incrementalism and a modest appreciation of your capabilities and resources.
- o Embrace restraint and discipline.
- o Resolve the schizophrenia between beauty of the natural environment and the drabness of much of the built environment.
- o Focus on your centers and connections between centers.
- o Rest on the technologies of simplicity not of nostalgia.

- o Software and management should eclipse hardware and control.
- o Speak in the vocabulary of community and involvement.

CREATING AND NURTURING COMMUNITY

- o Resist 'siege mentality' in addressing the Resort Triangle/issues.
- o Involve the whole Resort Triangle community to better influence your future.
- o Institute grassroots, livingroom meetings within the 'Resort Triangle' to absorb the R/UDAT experience and to take the necessary next steps toward implementation.

21ST CENTURY RESORTS

- o Invest more in both the Tahoe resorts and the North Tahoe/Truckee communities.
- o Public-private partnerships are a mutual necessity. Resorts sell communities and communities sell resorts. Downtown amenities are just as important as on slope improvements.
- o Resorts should reflect the realities of new technologies and investment imperatives.
- o Increased density should be considered to increase the funding for necessary amenities and mass transit potentials.
- o Hospitality and service are the key.
- o Not only preserving, but enhancing the natural environment is the competitive key.
- o Essentially it will take a level of initiative and control that is not presently being exercised in the Resort Triangle, but which we highly recommend.

THE FRAMEWORK

- o Understand and live with TRPA's rules.
- o Be patient with governmental systems that are as imperfect as citizens.
- o Take responsible stewardship to heart.
- o Expect to reduce vehicle miles traveled in the Basin by 10% of the 1981 VMT.
- o Adapt, use and fund the Tahoe transportation district so it can own and operate an expanded public transportation system.
- o Pool resources, centralize within the entire Resort Triangle services, and coordinate land use decisions to improve the area's ability to command its fair share of available governmental resources, provide for the ever-expanding numbers of visitors, assure its residents their unique and valuable sense of community and provide affordable comprehensive and coordinated transportation.
- o Support, use and encourage programs of the Conservancy, Forest Service and TART.
- o Get full-time TRPA staff assistance on the north shore at the Assistant Executive Director.
- o Get TRPA to provide transportation policies for the 89 and 267 corridors and I-80.

PLANNING TO GET THERE

To tackle the transportation problem, the Resort Triangle must:

- o Concur on its vision of the future at the North Tahoe/Truckee area
- o Adopt a transportation program in keeping with it's vision

- o Assume and sustain local responsibility
- o Become feisty to activate it's transportation program
- o Present a cohesive front to the maze of institutions that become its new partners.
- o Incorporate the North Tahoe communities
- o Unite to facilitate the early passage of a transportation initiative.
- o Form a Resort Triangle Transportation Management Association to coordinate the operations of the independent mass transit services and would market these services jointly.

SPECIFIC PLANS AND OPTIONS -- REGIONAL LEVEL THINKING

STRATEGIC REGIONAL APPROACH

- o Pull together as a cohesive regional entity to address, control and manage your transportation problems.
- o Expect no more than several thousand riders on a Truckee River rail line. It's virtually impossible to get federal transit funds with this volume of riders.
- o Do not expect waterborne transit to compete economically with the costs of surface transportation, autos or transit.
- o Market transportation services in an organized way to increase the options available to guests and residents.
- o Use the TMA as an ongoing entity to pool vehicles, labor, marketing support, parking management, traffic management and operations to manage the Triangle as one transportation system.

- o Establish a new, expanded Triangle transit service area.
- o Engage the day to day services of a traffic engineer to work with the counties and Cal-Trans to improve traffic flow throughout the Triangle.
- o Create a third lane on Highway 89 from Truckee to Squaw Valley and up the Squaw Valley Road. Reserve it for buses, car pools and vanpools of 4 plus to and from the ski area.
- o Add uniformed, radio-equipped "gridlock" busters" within the Resort Triangle.
- o Propose that ski areas offer a "group discount" package for all groups of eight or more who arrive together with a bus or van.
- o Institute postal delivery at the entrance of major subdivisions.

Truckee Recommendations:

- o Build an intermodal terminal with parking
- o Relocate the agricultural station
- o Add double left turn lanes: Hwy 89 to I-80 Westbound On-Ramp.
- o Add a third lane for seasonal HOV use only to Highway 89.

Squaw Valley Road - HOV Lane & Other Elements

- o Add a third lane for HOV
- o Institute traffic control measures
- o Initiate an internal valley shuttle
- o Enforce traffic regulations

Tahoe City Recommendations

- o Build Highway 89 by-pass
- o Establish Interpretive Center in Gatekeepers Area
- o Put the Tourist Information Center at the "Y".

- o Build intermodal terminal & parking.
- o Obtain the gravel pit.
- o Develop off-street long-term parking for visitors at gravel pit and move Caltrans Maintenance Facility here.

Kings Beach Recommendations

- o Build intermodal terminal with a small amount of adjacent parking.
- o Improve pedestrian safety across Hwy. 28.
- o Develop beach services and expand beach at Hwy. 28 and Coon Street.

PAYING FOR YOUR FUTURE:

- o Consider four major sources of local revenue:
 - o 0.5% Transportation/Sales Tax
 - o Transient Occupancy Tax
 - o Recreation Service Ticket Tax
 - o Assessment Districts
 - o Match these local revenue sources with regional, state and federal funds.

CARRYING ON

Do it!

**CONJURING VISIONS/
MASTERING CHANGE**

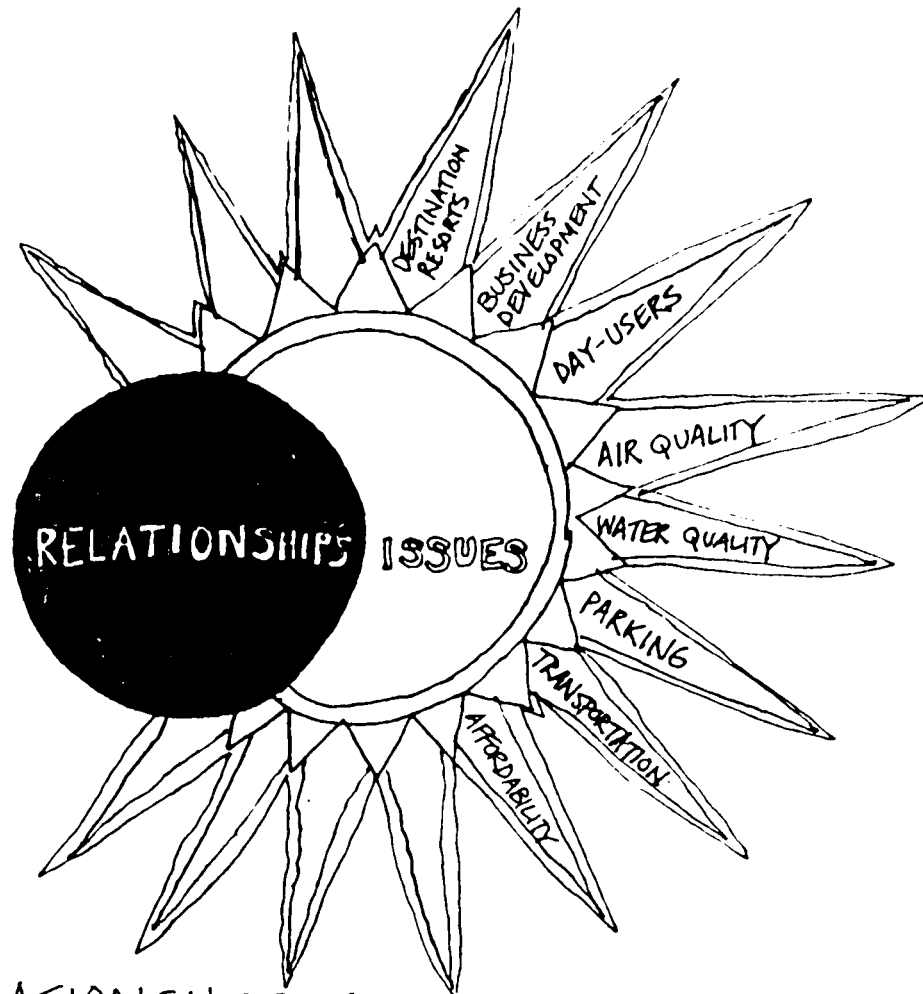
CONJURING VISIONS/MASTERING CHANGE

A SPECIAL PLACE WITH UNIQUE OBLIGATIONS

Lake Tahoe is the gem. It is recognized locally, regionally, nationally and internationally for its pristine waters, breath-taking panoramas, and unparalleled geology. Over the last century and a half pioneers, trappers, settlers, and tourists have come to use and enjoy its wonders. When the country was young and our population was small these incursions and subsequent abuses were swallowed by the sheer vastness of the land. Our frontier ethic forged in the face of seemingly inexhaustible resources, coupled with our relentless push westward fulfilling our "manifest destiny" left scars and changes but the land endured. We are now experiencing a time of almost insatiable demands on the fragility of the lake and its basin. Whether this era spanning the last quarter century of the millennium and characterized by Kenneth Clark as the "age of heroic materialism" and by the late Edward Abbey as the era of "more and more of more and more" is about to end is open to conjecture. The only certainty is that the Lake Tahoe region is suffering its excessive consequences and that limits to this binge are being sought. We are witnessing the inescapable negative feedback loops of water degradation, air pollution, and over use. The 'Resort Triangle' communities of Truckee, Squaw Valley, Tahoe City and Kings Beach now find themselves bound together in an agony of traffic congestion, and they have yet to discover the joys of congestion.

Because of its highly desirable and unique characteristics the region is now the focal point of increasing publicity and national attention. It can no longer sleepily hide in its mountain remoteness. Indeed, the harsh glare of the public spotlight constantly intrudes and illuminates even the most seemingly mundane and localized issues. As most celebrities discover, living in the fishbowl is hardly glamorous. It exacerbates tensions and dissolves the serenity that many sought when moving here. The difficult, but inescapable, question that looms like a nightmare on the horizon is whether the Lake Tahoe Region has now reached its apex; whether it will never get better but only be further degraded. Has the Lake become a 'national sacrifice area' rather than the national treasure





RELATIONSHIPS ECLIPSING ISSUES

that was discovered here? What will be here once you get here?

As in few other places the congruence between the environment and the economy are exposed. Inconsistencies and dissonances stand in stark relief: the beauty of the natural environment contrasted with the mediocrity and clutter of much of the built environment. The fact that the communities have largely ignored the public assets upon which they rely: cloaking the lake front, practicing 'de facto' privatization of public vistas; and constructing buildings inconsistent with either the history or spirit of the land. But now a new era is dawning. An era of environmental awareness predicated on a fundamental realization that no one can escape the deleterious effects of degradation. You can no longer isolate yourself by living upwind from all sources of pollution. This inescapable interrelatedness is leading to a transformation of ethics and outlook. We are beginning to haltingly recognize limits, the benefits of creative incrementalism, the wisdom of a land ethic based on stewardship, and the possibilities of treading more gently than we have. These realizations can be seen as opportunities for creative transformation rather than mere adjustments to a paradise lost.

With the honor of living in a special place comes the very real but difficult obligations of recognizing, protecting and enhancing the specialness. In the face of the kind of demands and economic imperatives fostered by our society this becomes a herculean task. The legitimacy of non-local interests must be recognized, even as they impose more onerous and cumbersome regulations on the daily business of just living here. The frictions between those who seek to

protect from a distance and those who live with the protections imposed are plain to see. As inconveniences and costs rise, successful models are sought in Europe and elsewhere to counteract the 'American edifice complex'.

The abiding question remains as to whether we can continue to inhabit and use this special place without plucking it clean. And whether we are mature enough to honor the spirit of the natural landscape and reflect its brilliance in our planning and building. Lake Tahoe is a bell-weather. Because of its uniqueness it is playing out the great morality play of the last quarter of the 20th millennium. It is being watched, analyzed and emulated. Its agonies and successes will be repeated many times as the limits, compromises and psychology learned here become commonplace in a world of interrelatedness and constricted choices.

CAST OF CHARACTERS : STAKEHOLDERS

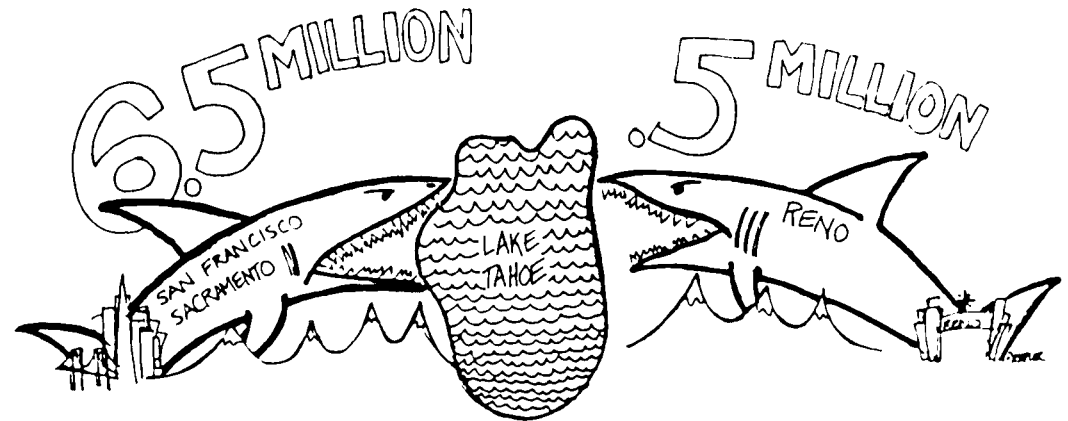
"Whose lake is this?" This is the type of difficult but intriguing question that ferrets out the cast of characters or 'stakeholders' that must be consulted in any decisions affecting the future planning of the Tahoe region. Marketing types perform 'segmentation' studies to determine relevant stakeholders, and assign values to each group based on the 'psychographics' of individual group members. Without performing sophisticated surveys it is safe to conclude that the Resort Triangle has many players each with a unique and justifiable point of view.

In the first instance the region can be segmented geographically into four or five separate communities: Truckee, Squaw Valley, Tahoe City, Kings Beach and Crystal/Incline. Each community has a different history and ambience, a slightly different economy and a unique political orientation reflecting these other differences. Within these communities people segment not only along the traditional socio-economic and political-religious lines, but further fissure along the chasm of 'old-timers' and 'new-comers'. Each grouping holds a definable set of values representing their backgrounds and travels, their landholdings and reasons for relocating. Communities predicated primarily on lifestyle choices, such as those located in the Tahoe Basin's 'Resort Triangle', attract a disproportionate number of transplants and become what is known as 'intentional communities' where values and opinions are emotionally and resolutely expressed in political and public forums. Politics become both an extension of lifestyle and a form of entertainment.

Another important group of stakeholders are the tourists who are attracted to the area. They can be segmented into day-users and destination tourists. Each group represents different interests and economic realities. Questions of impacts, equity, paying your way all come into play. Tourists can also be divided into sporting and amenity interests as well. Some like to sail, others ski, hike, bike, raft, horseback, or shop. Each has a point of view, not all of which are compatible with each other.

There are also stakeholders who have official and semi-official capacities. These include media, state officials (Attorney General), federal agencies like the Forest Service, intergovernmental bodies (TRPA, the Conservancy), environmental groups (League to Save

Lake Tahoe), and user groups (Walton League). Again they express legitimate interests that must be accounted for, and can only be ignored at the potential peril of torpedoing the planning process. They can also be subject to internal tensions as was expressed by a Forest Service official at the public hearing who stated that 'he didn't know whether to sing the national anthem or dance the local swing'.



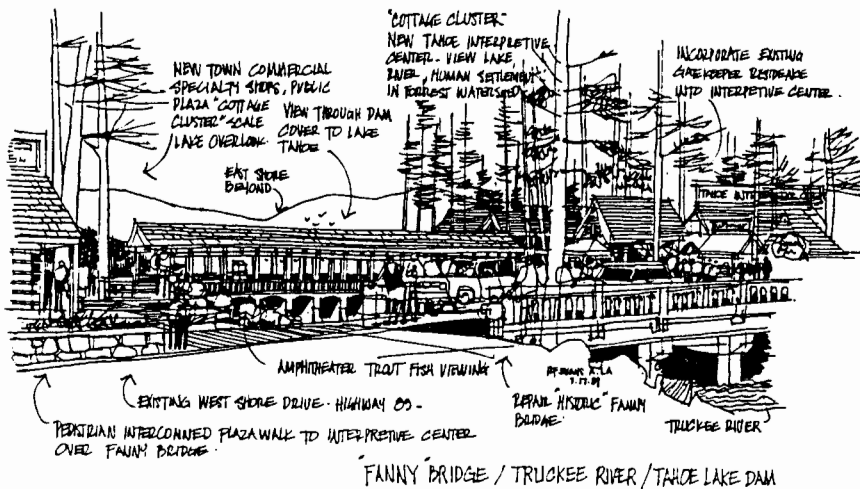
BIG FISH....LITTLE POND

LEADERSHIP IN CHANGING TIMES

Change is sometimes expressed as a constant. The rate and velocity has increased dramatically in recent years. What used to be a tumultuous interlude between relative periods of calm is now seen as a daily fact of life. Indeed, even the nature of change itself has changed. It is insufficient to think of change as either progressive or regressive. It is more appropriate to think of it as a pregnant opportunity for those who become attuned to its new contours. Psychologically the only person who seems to like change is a baby with a wet diaper. We seem ill-prepared by our own

emotional constitutions to respond to the constant stresses engendered by this new reality. And yet our future somehow will be guided by those who not only understand, but thrive on the challenges presented. Given the fact that so many variables are always in motion it is imperative to recognize that 'trend is not destiny'. As Peter Drucker has said, "the best way to predict the future is to create it". Sounds easy, but a form of mental gridlock has gripped many of our minds and institutions making intelligent creativity more difficult than ever.

In what retrospectively seems to be simpler times a fundamental consensus guided many of our actions. We shared a belief and value system widely subscribed to across a broad cross-section of diverse groups. But with the changes came the collapse of consensus confronting us with a babble of voices. Planning, visioning and leading becomes an exercise in faith with little certainty of success. Nevertheless it is possible to provide a vision for a sustainable and enjoyable future, and prescribe the elements of leadership and action necessary to attain it.



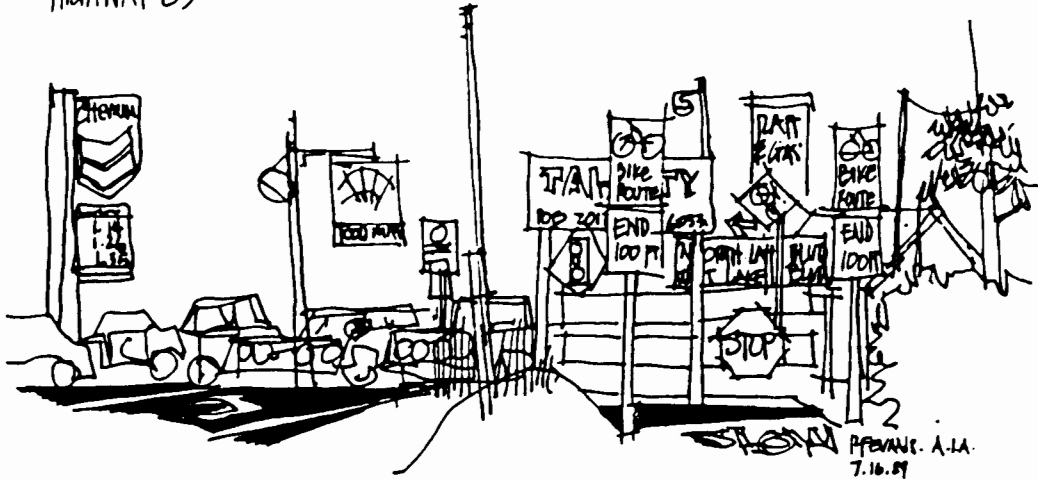
Some wag once defined vision as 'an unreasonable expectation based on inadequate evidence'. But all successful visions seem to have certain common characteristics: they must be empowering and inclusive; they must stretch people beyond their 'zones of comfort' and make them take that giant leap of faith from 'terra firma' to 'terra incognita'...that the region designated on the old maps as 'herein dwell dragons'; they must be provocateurs of drama much like the Trojan Horse that contained within its belly the hidden power to conquer and transform an empire; and most crucially they must be plausible, possible and preferable to what currently exists so that it can meet the harshest test of all...sale in the marketplace of ideas.

It is nostalgic and convenient to wish for the kind of galvanizing vision that once bound us together. But in an era of competing interests, single-issue constituencies, and legal bludgeoning we should content ourselves with multivisions to guide our multiple needs. It is the leaders job to harmonize these multivisions into an actionable plan despite their inherent inconsistencies. Americans, like their old Russian revolutionary counterparts, appreciate the 'propaganda of the deed'. Donald Trump said it best when he said that "in today's world to do nothing is as dangerous as to do something. We have a bias for action.

There are many tasks of leadership as Warren Bennis has pointed out. A leader must create meaning by articulating a vision; must command attention by communicating this vision; must align support by creating actionable projects; and must imbue trust by example and commitment. There are also a number of dysfunctional myths retarding the emergence of indigenous leadership in these tumultuous times. Many of us are still hoping for the 'lone ranger' to ride in and

save us from our own fears. This image is masculine, male and disconnected. Or we seek Peter Pan to restore the nursery room of our nostalgic rememberings, with all the bears neatly stacked on the shelves. This myth is infantile and enslaving. We need to recognize that the distinction between leaders and followers is mostly blurred and situation dependent. This means that we must empower ourselves to accept a new sense of responsibility for our actions and the directions of our lives.

EXISTING TAHOE CITY ENTRANCE
HIGHWAY 89



The 'Balkanization of authority', the bureaucratic malaise of conflicting regulatory jurisdictions, and the quagmire of multivision have all contributed to the emasculation of local communities. How to reclaim our future has become a relevant and essential question of the times. A 'Gordian Knot' that frames the pursuit of leadership for the foreseeable future. And as in the ancient Alexandrian legend a knifelike vision of

excellence, opportunity, empowerment and transformation and growth will be required to cut through the tangles of inertia and helplessness. It is a vision that the 'Resort Triangle' should embrace.

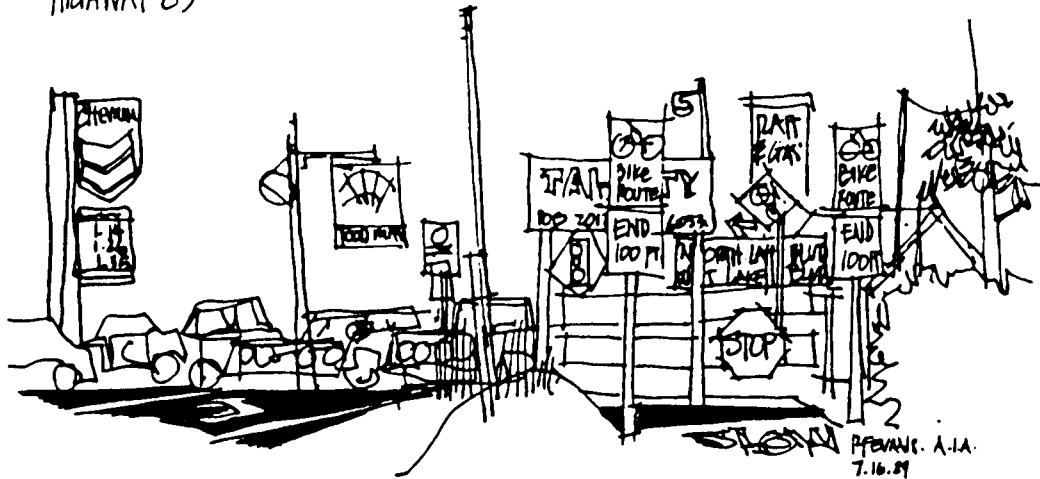
CONTOURS OF A VISION

While the specifics of such a vision are community-dependent, the contours are readily apparent:

- o It will be environmentally dependent; with a public trust doctrine and stewardship toward the resource clearly apparent;
- o It will depend on creative incrementalism and a modest appreciation of our capabilities and resources;
- o It will be community-dependent and locally supported;
- o It will embrace restraint and discipline but not see these as limitations or adjustments to loss, rather they will be perceived as opportunities for a higher form of creativity;
- o It will pursue excellence and the evolution of quality in all things;
- o It will seek to resolve the schizophrenia between the beauty of the natural environment and the compelling drabness of much of the built environment;
- o It will focus on centers and connections between centers;
- o It will be predicated on an appreciation of the regional and ecospheric aspects of local organizations;
- o It will seek balance and peace, and eschew enclave politics;
- o It will be value and amenity driven;
- o It will rest on the technologies of simplicity not of nostalgia;

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- o It will be value and amenity driven;
- o It will rest on the technologies of simplicity not of nostalgia;

- o Software and management will eclipse hardware and control;
- o New urban, town and resort forms will be appreciated reflecting the new realities of constant change;
- o The concept of world treasures will become paramount much like Paris is considered a world city.
- o And it will speak in the vocabulary of community and involvement.

Contours do not create a vision, but they do point a direction and set parameters to insure its marketability and success. These are the yearnings being expressed today; a successful vision will incorporate, embrace and respect them.



CREATING AND NURTURING COMMUNITY

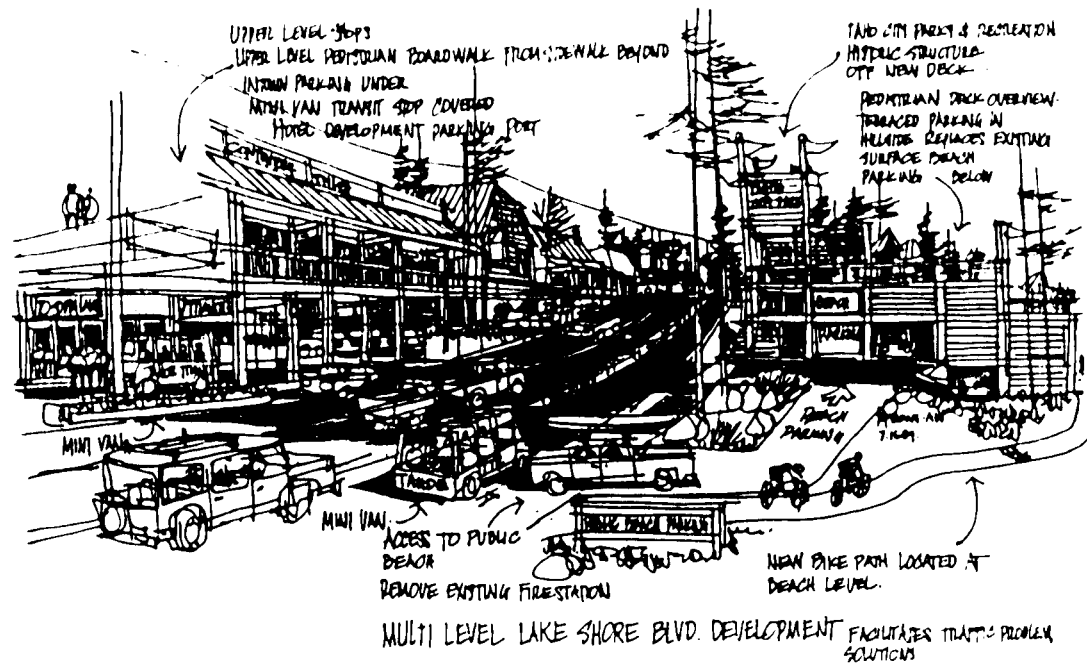
At the community hearings we detected a certain mood of 'siege mentality' in the Resort Triangle. We sensed that initiatives were proposed and control was being exercised from largely outside the Basin. This has engendered a politics of emasculation and a corresponding guerrilla-type local response to the legitimate regulations being imposed. Needless to say the situation does not appear particularly healthy. There is little coherence of interest in protecting what clearly should be protected.

It is imperative that a sense of community is either created or reestablished. Edmund Burke once called communities the "inns and resting places for the human spirit". While much has changed in the intervening 400 years since he uttered those words, our yearnings for a place to identify with remains strong. In 'intentional communities' this need is particularly acute since they are characterized by such a high level of transiency and rootlessness.

A community is a place that you feel at home in; that you have psychologically embraced as well as physically occupied. It is a state of mind and a place to be. It is characterized by caring, embracing and sharing. Most importantly it is a place where the relationships are more important than the issues. A place where sincere efforts are made to establish a web of interlocking support and informational networks as a bulwark against the tides of change and the dynamics of confusion.

Towns that achieve community empower themselves to act, and action breeds its own magic. But creating community is often seen as mysterious and unattainable. The Resort Triangle needs to speak the vocabulary of involvement and community if it hopes to influence its own future. A process that has proved successful elsewhere called Community Vision is recommended. It involves people at the grassroots level in non-bureaucratic settings. Living room meetings are scheduled to occur simultaneously on a chosen night in which 6 - 10 participants are invited to each living room. Each meeting has a facilitator to insure that all points of view are expressed and listened to. A service organization like the League of Women Voters or a Rotary is generally the sponsor. The most interesting aspect of the process is that participants are assigned to homes and that efforts are made to mix people geographically and socially. For instance in the Resort Triangle a living room meeting would mix people from Squaw Valley, Kings Beach, Tahoe City and Truckee. We just recently completed CommunityVision '89 in Park City, Utah. Over 400 participants attended meetings in 41 living rooms on the night of April 13, 1989. Many exciting initiatives began that evening for the Park City community, but more strikingly is the tremendous involvement and enthusiasm that emanated from the experience.

We highly recommend a similar process for the 'Resort Triangle' to help process the results of the R/UDAT experience and to take it the necessary next steps toward implementation.



21st CENTURY RESORTS

Resorts like people have life cycles. They are born or created, they grow and mature and then they decline and pass away. Often they are revitalized if care and attention is afforded them. Some grow old gracefully, others turn seedy and become an embarrassment. Many resorts rest on their laurels while younger and more vital areas grow up to supplant them. Some resorts experience a kind of Rip Van Winkle experience and suddenly awake to find themselves eons behind the times. We make these observations to enforce the obvious truth that times are always changing; that the resort business is dynamic and competitive; and that tourism is as technologically driven as any other business.

Changing demographics and lifestyle desires also spell major changes for the tourism and resort business. We are now seeing an aging population with many two wage earner families that have less leisure time but more disposable income than they did a decade ago. They have higher expectations and demand a greater array of upscale services and attractions. They are particularly aware of the 'hassle hurdles' involved in recreating, and seek opportunities that maximize quality time. They are willing to travel and pay a premium to achieve their wants. These facts account for the phenomenal growth of over 200% in the cruise line industry over the past decade while skiing achieved a much more modest 25-35% growth. The cruise industry has packaged a product and minimized the hassle hurdle, while the ski industry still has a long way to go.

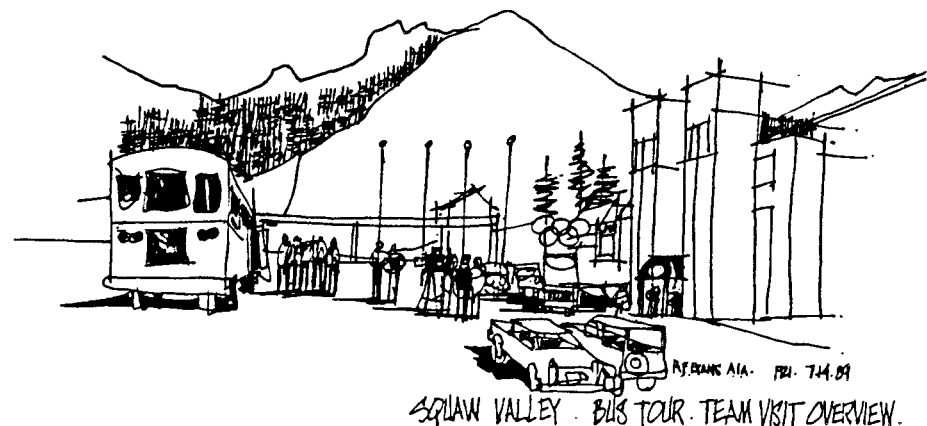
The implications are clear. We are facing a time when recreational choice has created a buyers market. When consumers are conscious of value and alternatives, and when resorts must invest in their future if they wish to survive. The Disney Corporation has a policy of investing 7 - 10% of its gross income in yearly improvements to constantly remain vital and renewed. This is an era of invest or die, as more product chases consumers than ever before.

On the other hand the types of planning, projects and amenities that benefit tourists usually benefit the local communities as well. And many forward-thinking communities are using tourism as an ambassador for attracting other lifestyle-dependent industries to their areas. These are industries in which workers have many locational choices and are tied into the 21st century worldwide information networks.

LESSONS FOR THE TRIANGLE

What does this mean for the Resort Triangle? We think the implications are clear:

1. There must be increasingly more investment in both the Tahoe resorts and communities.
2. Public-private partnerships are a necessity. Resorts sell communities and communities sell resorts. Downtown amenities are just as important as on slope improvements.
3. Resorts should reflect the realities of new technologies and investment imperatives. This means that increased density should be considered to both increase the funding for necessary amenities and mass transit potentials.
4. Hospitality and service are the key. In a recent speech the Japanese Trade Commissioner said that he was pleased to see that the guest was finally being considered king in the U.S., but you have a long way to go he said, because in Japan 'the guest is god'. The mission is clear. We must treat our guests and tourists with dignity, respect and caring.



5. Not only preserving, but enhancing the natural environment is the competitive key. Opportunities of access and interpretation must be provided. Mitigation measures must be carefully analyzed. In our communities as well as in our resorts, natural assets such as lake and river fronts, historic buildings and pedestrian orientation must be respected. All efforts to counteract the 'purple turkey feather - rubber tomahawk syndrome' of creating roadside attractions to fleece the tourist must be encouraged. This entails urban and historic design controls locally administered by incorporated governments. It means tough sign ordinances to stop the competition of commercial clutter. It means redevelopment authorities constituted to provide rational land uses and downtown parking and amenities. Essentially it will take a level of initiative and control that is not presently being exercised in the Resort Triangle, but which we highly recommend.

It should be understood that there is a downside to tourism. Like most industries there is an underbelly, a dark aspect. It often creates peak demands and seasonal tensions. It can incrementally damage the environment without careful monitoring and control. There are equity issues of housing employees who make minimum wages, and or transporting them to work. There are congestion issues that are plaguing the Tahoe Basin resulting from the rapid expansion of tourism and the fact that the area services of 7 million people in its day-use drive market.

There will be winners and losers in the tourist sweepstakes. The Resort Triangle is well situated and poised to benefit from the changes taking place. If attention is paid to this special place and its unique obligations; to the cast of stakeholders who legitimately are concerned with its future; to the visions, leadership and actions that will inform and create the future; to the community that will nurture and honor it; and to the towns and resorts that will support and benefit from it, we the R/UDAT Team are convinced that success will be yours. Recreation in the final analysis is a spiritual pursuit. It is a reconnection with the awe, wonder and splendor that is our patrimony. Those of you in this area have this to enjoy and owe the rest of us the obligation of preserving it so that we can come and re-create our lives with you.



FRAMEWORK

FRAMEWORK

This section sets out the constraints that apply to the issues we were asked to address and some opportunities that the plethora of agencies offer.

The Tahoe Basin and adjacent High Sierra is spectacularly beautiful, much loved and enjoyed, but not well managed. In times when it took several days to reach the Lake or, even more recently, when the drive took 6 to 8 hours, man could afford to let the basin take care of itself. In the last few years, we have been able to get to the Basin quickly from the rapidly growing Bay Area, Sacramento Valley, Sierra Foothill, and Carson Valley areas. Since the Squaw Olympics skiing has grown steadily. A healthy economy has allowed more people with both additional discretionary income and more leisure time to visit the lake.

It should not be surprising evergrowing demands are followed by increased responsibilities of stewardship for the priceless but limited resource that Lake Tahoe and the High Sierra represent. In response regulatory controls have grown rapidly in number and complexity. They are not likely to get fewer or simpler in the near future. They impact greatly what future visions may be realized and reduce options. We must understand the rules. We must be patient with governmental systems that are as imperfect as we citizens. We should take the task of responsible stewardship to heart.

NATIONAL, BI-STATE AND BASIN WIDE INTERESTS

Lake Tahoe Basin and the nearby High Sierra have unique environmental, ecological, recreational and social values which are threatened by increasing urbanization and burgeoning demands for recreation. Therefore, there is a strong national, state and regional public interest in protecting, preserving and enhancing the environmental, recreational and social values. This interest has been expressed nationally by Congress which has consented to the Tahoe Regional Planning Compact (Public Law 96-551; 94- STAT 3233, December 19, 1980).

TAHOE REGIONAL PLANNING AGENCY (TRPA)

The compact represents the agreement of the States of California and Nevada that the waters of Lake Tahoe must be conserved and the lands in the Basin must be used wisely. The compact establishes the Tahoe Regional Planning Agency and authorizes it to adopt and enforce a regional plan, to establish environmental threshold carrying capacities, to adopt specific ordinances to realize the plan's goals and objectives and to provide opportunities for orderly growth and development. In view of the national, bi-state and basin-wide interest in Tahoe demonstrated by the Congressional action, communities within the Basin should conduct their planning and mold their goals and objectives to conform to the policies and rules of the Compact and Tahoe Regional Planning Agency.

On September 17, 1986, the Tahoe Regional Planning Agency adopted a Regional Plan for the Lake Tahoe Basin which contains numerous goals and policies on land use, transportation, conservation and recreation as well as on other topics. From the perspective of North Shore communities, the goals and policies of the

Regional Plan should be viewed as a sort of constitution for the Basin with which local efforts should be consistent.

On May 27, 1989, Tahoe Regional Planning Agency adopted a Code of Ordinances to implement the Regional Plan. These ordinances are very detailed, complex and lengthy. Since then the ordinances have been amended and it may be expected that further amendments will be made from time to time in the future.

Certain provisions of the Regional Plan and the Code define and constrain how local needs may be addressed. No project requiring Tahoe Regional Planning Agency approval may be approved unless it complies with the Regional Plan and the Code. Tahoe Regional Planning Agency reviews and must approve all transportation-related capital improvement projects. It is not likely that significantly different rules will be adopted by Tahoe Regional Planning Agency in the near future. Therefore, these rules should be taken as a "given" as the North Shore addresses its needs.

Among the more important regional land use concepts affecting options for the North Shore are the following:

- o Base land coverage for new projects are set out specifically and are very limited, but transfers of coverages are possible in certain circumstances;
- o Environmental threshold carrying capacity designations limit growth;
- o Vehicular noise levels are specifically set out and specific single and cumulative event noise standards must be met.
- o Dependency on the automobile must be reduced partly by reducing vehicle miles traveled in the Basin by 10% of the 1981 VMT which was 1,700,000 (based on an average summer day)

- o Emission standards, set out in the 1982 Air Quality Plan, are to be implemented; however these appear mainly to affect the U.S. 50 corridor, and not the North Shore.
- o Flow of traffic should be improved, particularly through adding turn lanes, restricting turning movements, restricting lane use and modifying signals. It is recognized that increasing speed, for example from 5 to 10 MPH can reduce carbon monoxide emissions by up to 55% .
- o Degradation of water quality in Lake Tahoe should be arrested and reversed. This goal is to be achieved in a number of ways that affect land use and transportation options. Among the more important approaches are:
 - o Assuring that local governments and state highway agencies restore 25% of the stream environment zones that have been previously adversely impacted.
 - o Requiring best management practices to control runoff when road or parking projects are built.
 - o Controlling snow removal and road salting.
 - o Requiring new residential, commercial and public projects to offset 150 percent of any water quality impact, usually through off-site erosion and runoff control mitigation.

The Compact and the Regional Plan have specific and detailed goals for transportation . (See 94 U.S.S. STAT 3251 et seq. and Chapter III, Regional Plan). The Compact creates the Tahoe transportation district (TTD) as a special purpose district and grants it power to do, among other things, the following:

- o Own and operate a public transportation system to the exclusion of other publicly owned systems and to acquire existing public systems.

- o Adopt taxes so long as they are not ad valorem, business, against people or vehicles entering the Basin, or on gaming or gaming devices. Additionally any tax must be approved by two-thirds of the voters in the TTD.
- o Provide services outside the TTD to convenient airport, railroad and interstate bus terminals.

This part of the Compact may be changed by both Legislatures without further action by Congress. To date, TTD has not been able to secure funding and therefore is moribund.

The Transportation element of the Regional Plan establishes TRPA as the Regional Transportation Planning Agency for the State of California within that State's portion of the Basin. While the element endorses the 10% VMT goal there is no implementation for assuring that this will occur by 2005. Other goals of the element are to:

- o Increase mass transportation;
- o Assist operating agencies in securing funding;
- o Distribute California TDA (Transportation Development Act) funds consistently with the adopted Regional Transportation and short range transit plans;
- o Encourage expansion of private sector transportation services;
- o Assist in coordinating private and public transportation services;
- o Encourage transit service from Truckee and Northstar to centers of activity in the Basin;
- o Assure that community plans make specific recommendations for locating mass transit and waterborne terminals and community transfer points;

- o evaluate a separate bus transit and along the Truckee River between Tahoe City and Squaw Valley;
- o Provide air quality mitigation fees collected from projects and local governments for improving transportation support facilities; and
- o Provide bonus unit credits to multiple-residential and tourist accommodation projects that invest in transit improvements.

The element also contains policies on parking but these really amount to useless verbiage. Advisory language supports home mail delivery if neighborhood delivery does not adequately reduce vehicle miles traveled, but the decision as to whether that will happen is really left up to the U. S. Postal Service. Development of bikeways and pedestrian facilities are strongly supported. The provisions of waterborne transportation is also a goal and the Tahoe Regional Planning Agency is to prepare a feasibility study for water transportation by 1991.



In April, 1988 the Tahoe Regional Planning Agency adopted the April 1988 Regional Transportation Plan Basin (RTP) to meet the biennial update requirement of California law. The Basin RTP, which has a target year of 2005 is the document with which proposals for transportation funding must be consistent.

The 1988 Basin RTP is also a useful source of information about expected future travel characteristics, growth patterns, vehicle fleet mixes, transit patronage, highway capacity and congestion and transportation needs of the handicapped. The Basin RTP reiterates the 10% vehicle miles traveled reduction goal and requires that transportation related facilities be located to avoid disturbing fragile soil types and stream zones. The policies section mainly contains motherhood statements that are of little significance or help as the North Shore examines its transportation needs. The Action Element is of more importance because it contains the Short Range Transit Plan (SRTP) which outlines the type of transit improvements that will be supported by Tahoe Regional Planning Agency in the 1988 - 1993 period.

Specific improvements are set out for the Tahoe City, Kings Beach and Incline Village communities. Transportation System Management (TSM) measures are far more in evidence than new facilities. However, new alignments (the "Tahoe City bypasses") and new parking lots are outlined for Tahoe City; two new turn lanes are identified by Kings Beach; and the Highway 28 widening is indicated for Incline Village. The SRTP also lists the initiation of point-to-point waterborne transportation between Tahoe City, Kings Beach, Incline Village and South Shore. While bikeways are strongly encouraged, specific listed projects for the next five

years are mainly in South Shore. As with most transportation plans, projects identified as needed far outstrip any likely available funding.

FRAGMENTED LOCAL GOVERNMENT

Another constraint faced by the triangle communities is the fragmented and distant governments which have the power and resources you need to accomplish your vision.

On the North Shore the Lake Tahoe Basin boundaries are described generally in the Compact and delineated specifically on TRPA maps. Generally the Basin includes the lakeward half of Highway 267 and the lakeward third of Highway 89 as they run from I-80. Significantly, from a transportation planning point-of-view, TRPA does not have jurisdiction over Alpine Meadows, Squaw Valley, or Northstar which are significant traffic generators, the Highway 89 or 267 transportation corridors, nor I-80 which is the route that most travelers use to reach the north shore basin. Moreover, TRPA staff resources are at least an hour away in South Lake Tahoe.

Logical transportation planning or transit operation cannot be done either for vehicles or transit without addressing I-80, Highway 89 and 267 from I-80 to Lake Tahoe, and Truckee which is the natural gateway to the north shore. Truckee suffers many impacts arising from the recreational attractions of the north shore and both corridors' ski resorts. In addition, significant expansion is being undertaken at Squaw Valley which will heavily impact land use, recreation, economics, and housing throughout the Truckee/Basin areas.

None of the communities of Truckee, Incline Village, Kings Beach, or Tahoe City are incorporated. Moreover, Truckee is in the extreme eastern end of Nevada County while the remaining California communities are in the extreme eastern end of Placer County. Incline Village is in the State of Nevada on the extreme western end of Washoe County. These political boundaries do not reflect the similarity of interests and the need for close cooperation among all the triangle communities. From a land use, transportation, recreation, and services point-of-view, this High Tahoe Environment is so fragmented that logical and efficient planning, services, and workable management programs for the visitors are difficult to achieve and coordinate. A pooling of resources, some centralization of services, and coordinated land use decisions would improve the entire area's ability to command its fair share of available governmental resources, provide for the ever-expanding numbers of visitors, assure its residents their unique and valuable sense of community and provide affordable, comprehensive and coordinated transportation.

As it now stands Nevada County controls Truckee from Nevada City, particularly land use decisions as well as transportation planning and funding. Placer County controls the North Shore communities and the ski areas near the summit, and along 89 and 267 from Auburn. Both capitols are far to the west beyond one of the higher Sierra passes. Washoe County, very large and centered in the rapidly growing Reno/Sparks area, administers Incline Village which is on its extreme western boundary. These remote county seats establish land use and transportation policies in their general plans, by their zones and through their permit decisions. They decide how taxes will be spent and what services will be provided. The counties are also usually the lead agencies when environmental analysis occurs.

There are also numerous special districts that provide airport, fire, utility, and recreational facilities and services, each with its own administrative overhead. Considerable savings to the taxpayer could result from a careful and selective consolidation of these numerous districts. More importantly, the region would enjoy greater political power and have better command over its destiny if it considered incorporation, preferably on the basis of a large city that embraced the major



"The law is interpreted with an unhealthy dose of politics."

transportation arteries, all the ski resorts and the existing small communities. However, while the area has much in common, as many who testified realize, it also contains distinctive neighborhoods that should be individually recognized and, empowered.

WATCHDOGS

There is a strong likelihood that any misstep by any agency or individual will suffer legal challenge. Many groups monitor decisions that affect the Basin to assure that they are consistent with the myriad of laws and regulations that apply. The League to Save Lake Tahoe expects the highest standards to be applied when decisions that affect this fragile and irreplaceable resource are reached. The Tahoe-Sierra Preservation Council insists that policies be fair, clear and equitable, particularly when private property rights are affected. The California Attorney General enforces all of that State's laws, including the California Environmental Quality Act. These interests as well as land owners and many others which have deeply held views about the Lake perform a watchdog role. They hold firm views on the many complex rules and procedures that apply. They often find themselves forced to litigation when they believe the values they hold are wrongly jeopardized.

It is both heartening and distressing to view the alacrity with which courts become the ultimate decision-makers for the Basin. Courts are not always the best equipped to make some of these decisions. The judicial process is expensive and can take many years. Litigation rents communities apart. Trust, compromise, and good will are the glue that allow difficult decisions to be made. However, our system identifies the judiciary as available when anyone believes a law violates the Constitution is being misinterpreted or has been misapplied.

The propensity for lawsuits means that special care must be taken to understand and apply the relevant laws whether they be the Compact, TRPA's Plan and Ordinances, the Porter-Cologne Act which imposes water quality responsibilities, the California Environmental Quality Act, or the many laws that govern general and specific plans, municipal and county organization, operation and finance. We may yearn for simpler and less litigious times but we aren't likely to see them in the Basin in the near future. In such circumstances special efforts must be made to share views and seek consensus from all interested parties, to clarify and explain the admittedly complex rules that apply, and to seek legal counsel before embarking on approaches about which there is significant disagreement. It also follows that access to a professional staff empowers whatever group can create a political entity with sufficient resources to negotiate from a position of informed strength.

OPPORTUNITY AGENCIES

Some agencies have successful programs that deserve strong public support and encouragement. Their programs provide opportunities that can be adapted to serve many of the expressed desires of the community.

CONSERVANCY

The California Tahoe Conservancy (Ca. Pub. Res. Code Sec. 66905 et seq.) offers two programs that can be more fully utilized by the Basin communities. First, the Conservancy can acquire lands:

- o To protect the natural-environment
- o To provide public access or recreation
- o To protect or enhance wildlife habitat
- o To manage acquired lands

California Public Resources Code 66950 provided 85 million for these purposes of which 70 million has been appropriated and about 50% of that has been spent. So, substantial funds remain, are some of which could help implement Basin community plans. The State of Nevada also provides funding for similar projects at a current level of 31 million of which 7 million is earmarked for erosion control. Some of these funds may be available to the Incline Village area.

Secondly, the Conservancy has a grant program that provides funds to local governments for three kinds of projects:

- o Erosion control
- o Wildlife enhancement
- o Public access

About 3.5 million has been allocated in fiscal year 1989/1990.

As with most public acquisitions and local grant programs compliance with program criteria and carefully prepared documentation greatly enhances chances of success. Local staff who are familiar with both local needs and the programs desires and have the greatest chance of success.

FOREST SERVICE

As much of the land in the triangle is part of the National Forest, the Service's Management Plans affect how those lands will be administered by the Service. Several people spoke to the appropriate use of the "64 acre parcel" at Tahoe City and the possibility of using Forest Highway funds to help fund projects to improve transportation. Representatives from both management units of the national forest indicated their willingness to

understand and adjust to local needs when that was compatible with their adopted policies. The local community should take advantage of this opportunity and explore in more detail whether funding assistance might help alleviate congestion on roads that relate to forests.

TART

Tahoe Area Regional Transit has been operating a successful but limited bus service along the Highway 28 corridor. This cooperative effort among the California north shore communities and Incline Village in Nevada is a good example of how local communities can combine to better serve their mutual needs. Citizens and TRPA's policies support expanding transit service to Truckee and, in the winter to the ski resorts. However, present funding is inadequate and equipment is aging. This well received transit service should be placed on a sound and predictable financial base. Efforts should be made to expand its services to the triangle which cannot occur without additional equipment and an injection of funds.

DEFINE AND EMPOWER

Each of the communities we visited expressed some dismay at the myriad agencies, plans and programs, a feeling of powerlessness, a strong sense of both their individual communities' distinctive personalities and an increased awareness of their need to cooperate with one another. We view the frustration as partly a yearning for simpler times as well as a desire to have more influence over the decisions that will continue to mold their region. It is important for the community to continue to define itself both in terms of common interests and needs as well as the special factors that make each neighborhood unique. We expect more common values will be discovered.

There seems little point in wasting energy butting heads with TRPA or other agencies that are merely complying with laws that are unlikely to change. Instead, effort should be devoted to expand the successful cooperative effort demonstrated by the recent successful school bond effort. We suggest early efforts should include:

- o Facilitating better coordination of ski shuttle service between resorts as well as to the communities.
- o Petitioning TRPA to provide full-time TRPA staff assistance on the north shore at the Assistant Executive Director level to improve the exchange of technical information and to avoid misunderstandings.

- o Petitioning TRPA to provide transportation and policies for the 89 and 267 corridors and to I80.
- o Lobbying of both Legislatures to reform the TTD so that it is adequately funded to operate transit and to consider subunits, such as TART, and Transportation Management Association (TMA) to function as the TTD on the North Shore.
- o Evaluating incorporation as a city, preferably as an entity that contains all of Placer County easterly of the western terminus of Sugar Bowl and the Truckee area.
- o Combining special districts to reduce administrative overhead and use the saved funds to expand services that are identified as most needed by the communities.



"We need workable solutions, not grandiose plans."

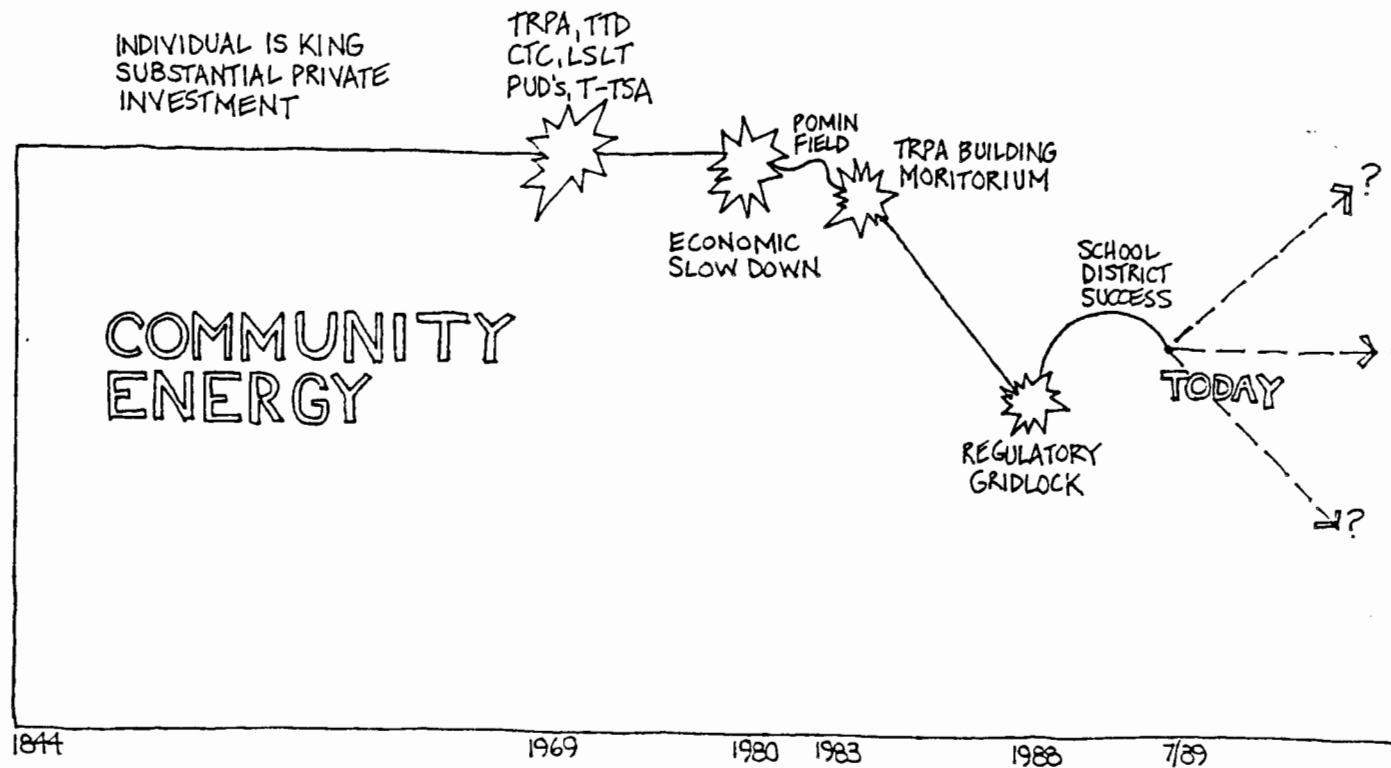
PLANNING TO GET THERE

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Evolution:

Within the maze of interest groups and agencies, we see some important dynamics at work.

COMMUNITY DYNAMICS



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This time period was characterized by substantial corporate investment in rail and waterborne transit, lodging, ski areas and casinos. Individuals enjoyed the natural and man made amenities with little attention to environmental impacts. No public or private entity assumed rigorous stewardship over the Lake Tahoe Basin.

1969 -- 1983: Visitors Unite and Institutionalize

During this time period, Lake visitors perceived their natural resource was threatened. A proliferation of institutions were created to protect the "Lake" for perpetual use. In absence of a viable local organization, the TRPA, TTD, LFLT, CTC, TTSA, PUD, and ETC emerged.

1983 - 1988: Regulatory Gridlock

This period extends from the TRPA moratorium on development activity in the Basin through 1988. During this time;

- o Volumes of regulatory ordinances were promulgated, each with their own fee schedules;
- o The local real estate market flattened and the construction sector disappeared;
- o Local property owners and merchants became frustrated in the regulatory maze;
- o Substantial private disinvestment occurred involuntary;
- o Legions of volunteer leaders were exhausted and regulatory gridlock occurred.

1981: Local Success #1: Pomin Field

After 13 years of regulatory processing, a core of community volunteers banded together to ignore regulatory constraints, and improve Pomin Field as a

baseball field for the children of the community. After subsequent attempts to secure court orders, pleas by the State Attorney General and irritation by the county government, the ball field remains an important Lake Forest asset. The community continues to celebrate the event.

March 1989: Local Success #2: School District Election

In March 1989, the North Lake Tahoe communities within the Truckee Tahoe Unified School District organized a grass-roots effort to pass an ordinance which provides the school district with more funding. This successful community effort was inspirational both to the local community and to us.

July, 1989: Local Success #3: R/UDAT

Transportation might be the third major community issue that can be tackled by a united local community.

To tackle the transportation problem, this community must:

- o Concur on its vision of the future at the North Tahoe/Truckee area;
- o Adopt a transportation program in keeping with it's vision;
- o Assume and sustain local responsibility;
- o Become feisty in its resolve to activate it's transportation program; and
- o Present a cohesive front to the maze of institutions that become its new partners.

Community Vision

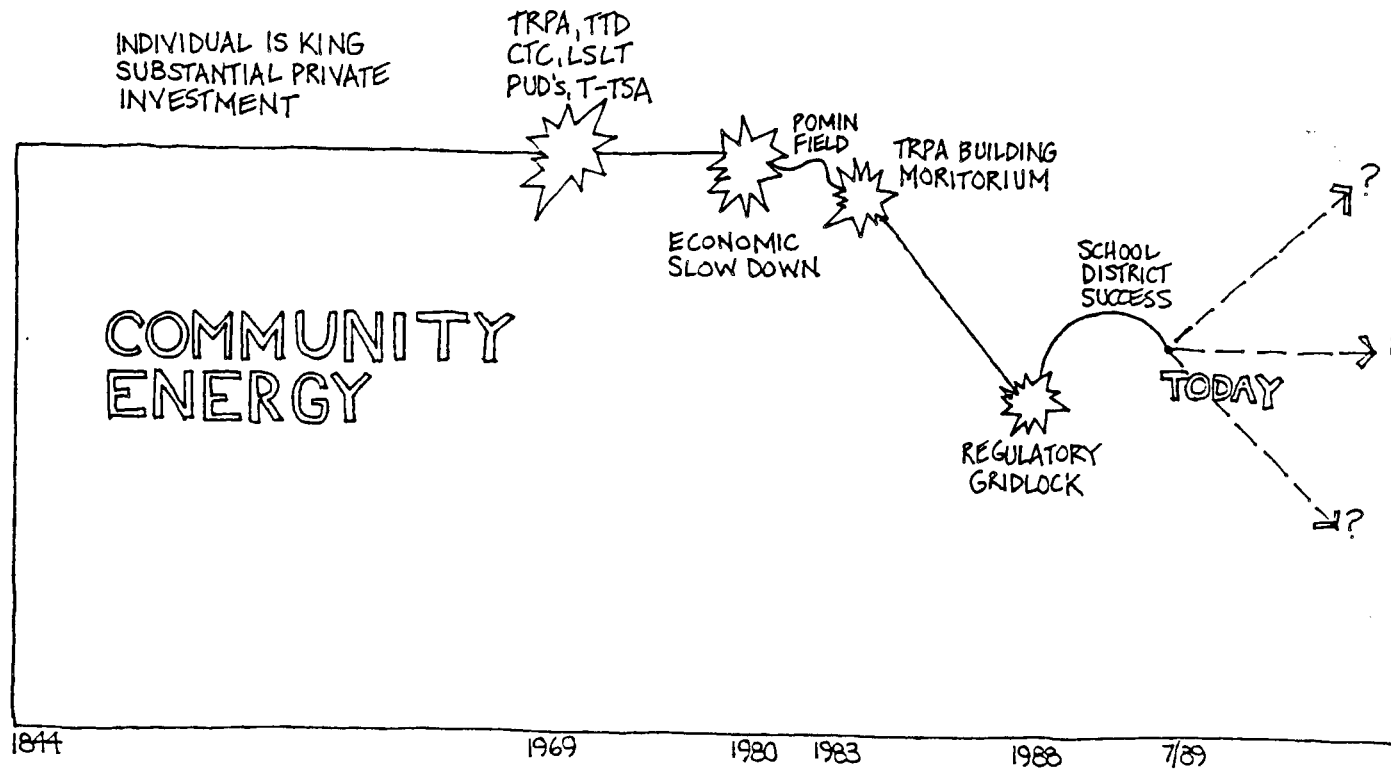
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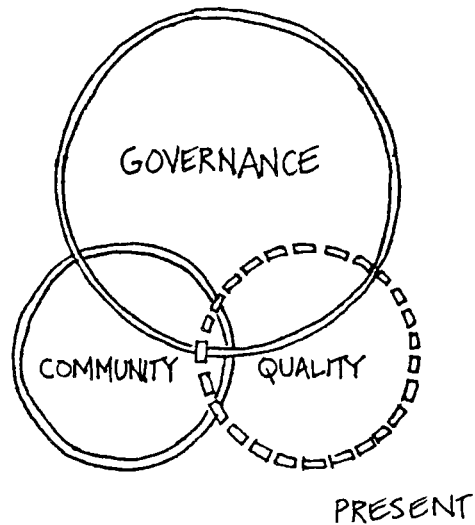
Community Vision

We asked individual R/UDAT steering committee members to provide us with three key words that

characterize their vision of the North Tahoe/Truckee area. It fascinated us that there was equal reference to regulatory or governance issues, regional/community issues and quality/environmental issues. The local community sees an integral role for regulatory organizations to preserve the Basin's environmental assets.

However, the system is not balanced.

- o The governance sphere is healthy and increasing in effectiveness;
- o The quality sphere is fragile and in jeopardy;
- o The community sphere needs to become stronger, more cohesive and more effective.



POWER TO THE PEOPLE

To become effective in the maze of county, regional and state institutions, we recommend local empowerment by activating three community-based organizations. In our judgement, countywide organizations cannot respond effectively to unique, resort related needs since their political centers are outside the Tahoe Basin. Nevada and Placer Counties are too large and too distracted to focus on the triangle area's problems. Voters in the Tahoe Basin communities represent only 9% of Placer County voters and 11% of Nevada voters. Our three recommendations follow:

Incorporate:

It is essential that the North Tahoe communities incorporate. We recommend that the Truckee community and the communities of Tahoe City/Kings Beach/Squaw Valley and Alpine Meadows become general law cities. The advantages are substantial:

- o Cities are eligible to receive a formula driven share of property and sales tax revenues from the county;
- o Cities may receive their negotiated share of transient occupancy tax (TOT) revenues and may increase the tax rate in their jurisdiction.
- o Cities may impose unique and equitable resort user taxes that can generate revenues to mitigate unique, peak related transportation demands.
- o Cities can retain their own staff which can be committed to solving their needs rather than relying on willing but often distracted county staff.
- o Cities can seek representation on regional agency boards.
- o Cities may become eligible for matching regional, state and federal funding programs.
- o Cities can assume existing district responsibilities with considerable cost savings and efficiency.

We recognize that negotiation with the Nevada and Placer Counties regarding revenue sharing and service delivery can be arduous. However, the potential return of local control over local concerns justifies the effort.

Expand and Fund The Tahoe Transportation District (TTD)

We are encouraged by the Tahoe Transportation District's recent action to request the State Legislature to amend SB142. This could enable TTD to expand their boundaries to include Truckee and to allow separate application of the 0.5% transportation/sales tax into the North Lake Tahoe/Truckee and South Tahoe area. We recommend that the North Lake Tahoe/Truckee voters unite to facilitate the early passage of the transportation/sales tax initiative.

Form a Resort Triangle Transportation Management Association

This non-profit organization can and should be activated immediately. It would be comprised of TART, the Alpine Meadows, Squaw Valley and Northstar ski area bus operators, all water borne services, and the local Chambers of Commerce. The school district would be invited to join when ready. The association, managed by consensus, would coordinate the operations of the independent mass transit services and would market these services jointly. The non-profit organization would activate all transportation system management recommendations. It would be eligible to receive revenues from the 0.5% transportation/sales tax, from the Urban Mass Transit Authority (UMTA) and from other public revenue sources discussed in a subsequent section. The association may grow to assume additional responsibilities for parking management or the association may elect to fold its activities into the Tahoe Transportation District.

**SPECIFIC PLANS AND OPTIONS--
REGIONAL LEVEL THINKING**

SPECIFIC PLANS AND OPTIONS - - REGIONAL LEVEL THINKING

PROBLEM & OBJECTIVES

The spectacular natural beauty of the Tahoe area attracts visitors from all over the United States, but with particular regularity for over seven million persons within less a four hour drive from the basin. Most of the visitors come by automobile in groups of twos or threes, adding thousands of relatively low occupant cars to the area. This is manageable in off-peak times, though it tends to cause seasonal gridlock during winter weekends and other summer holiday periods. Finding alternatives and incentives to reduce the number of low occupant automobiles is the major thrust of the team's recommendations. This objective is totally consistent with and supportive of the Tahoe Regional Planning Agency's requirement for achievement of a 10% vehicle miles traveled (VMT) reduction over the next ten years. It is recommended that this 10% VMT reduction objective be embraced for the extended Triangle planning area.

VMT SAVINGS: RESIDENTS AND GUESTS



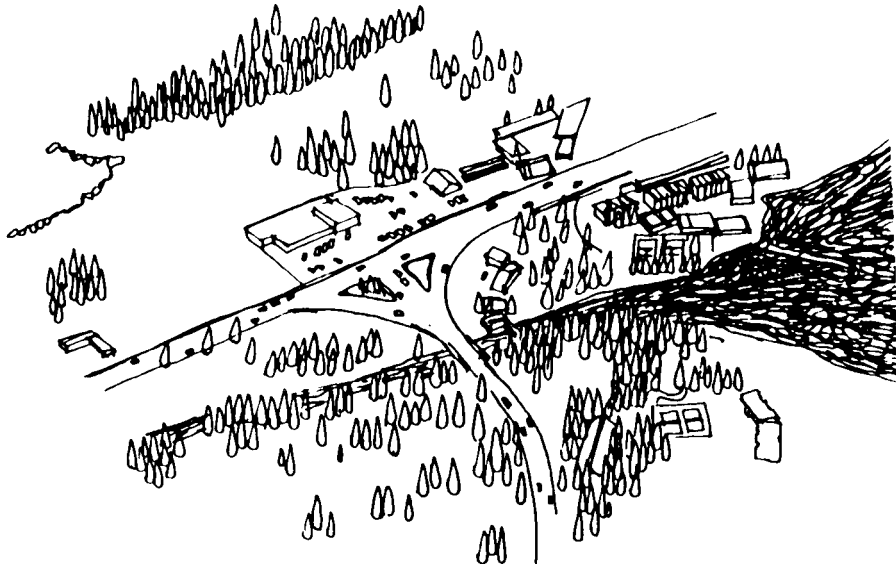
	WINTER		SUMMER	
GUESTS	DAY USE	DESTINATION	DAY USE	DESTINATION
	•HOV	•WALK	•SHUTTLE	•WALK
	•GROUP BUS	•SHUTTLE	•WALK	•BIKE
	•SHUTTLE	•HOV	•BIKE	•SHUTTLE
	•FERRY	•FERRY	•FERRY	•TRANSIT
RESIDENTS	•HOV		•BIKE	
	•SHUTTLE		•WALK	

COMMUNITY GROUPS AND GUESTS: A MARKET ASSESSMENT

We recognize that not every user of the North Lake Tahoe Triangle has the same transportation needs. Therefore, the users will not all respond to a single set of transportation solutions. The team has identified at least five subgroups who will need to be provided with different options if we are to achieve the objective of reducing our reliance on the low occupancy car. The basic groups are a) 15,000 year-round residents and b) guests to the Triangle which can increase the population ten fold. Guests come either in summer or winter and are either day users or stay for the weekend or longer.

- 1. Day-use Winter Guests** - Generally skiers. This group has the highest impact on the transportation system of the Triangle and will best respond to strategies which encourage high occupancy car (4+) or group van and busses (8+) from home areas (Sacramento, Reno, Santa Clara County). A few groups from South Lake Tahoe will be attracted to a combination of ferry and transit.
- 2. Weekend or longer Winter Guests** - Mainly skiers. This is another major impacter on the transportation system and will respond to strategies which allow them to access all facilities by walking (destination resorts) or High Occupancy Vehicles. Shuttles from remote parking also will work.
- 3. Day-Use Summer Guests**- Primarily users of the lake and Truckee river (rafters), this group will respond to strategies which will get them to park their cars and use transit or walk to water uses.

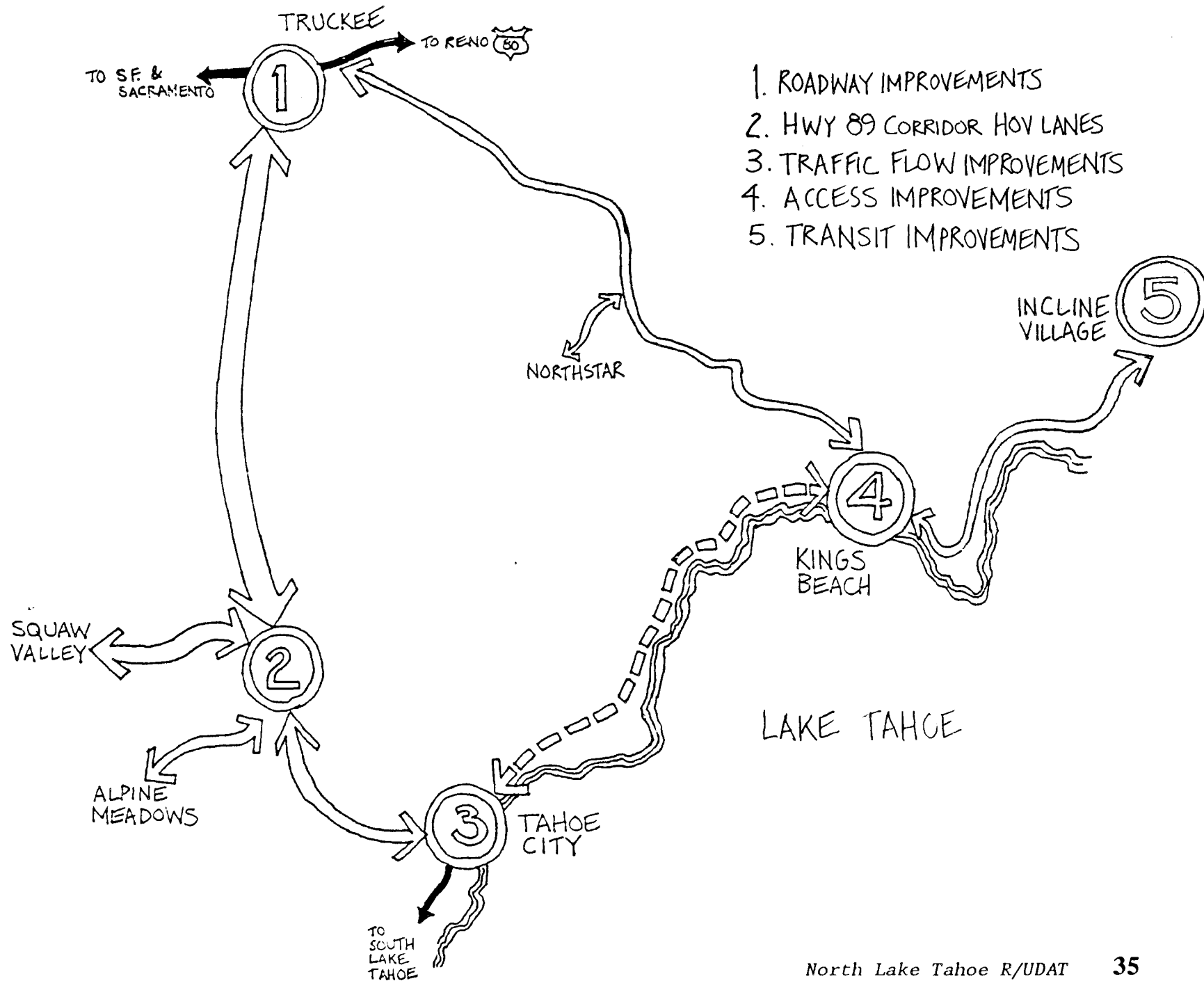
4. **Weekend or Longer Summer Guests** - Attracted to dispersed resort and condominiums. This group will respond in a minor way to strategies which encourage walking, biking and access by transit to congested centers.
5. **Residents** - They are most able to avoid the crowded transportation network by using the lake and mountain off peak. However, in the winter H.O.V. incentives and shuttle services provide to most realistic second option for the resident. In the summer, cycling and park/ride by transit to congested center provides a choice.



STRATEGIC REGIONAL APPROACH

It is essential that the varied communities pull together and operate like a cohesive regional entity to address, control and manage their transportation problems. This can be done through policy oversight from the Tahoe Regional Planning Agency under an reinvigorated Tahoe Transportation District with ambitious new directions. This will take a concerted effort to assure the coordinated planning, development and operation of many diverse elements of a regional transportation system: highways, transit, management of a new transportation management association (TMA) to effectively coordinate public and private transit services and even development of a non-motorized pathway system like bike/nordic trails to offer travel alternatives without automobiles.

The Regional Transportation Strategy set out in this report, includes a package of elements which are interdependent, and rely on each participant to fulfill their responsibilities. If they do, the plan could be successful in achieving its goals with a minimum expenditure in total costs, if not, then the effect of independent actions will only exacerbate the mobility, environmental and quality of life in the Resort Triangle.

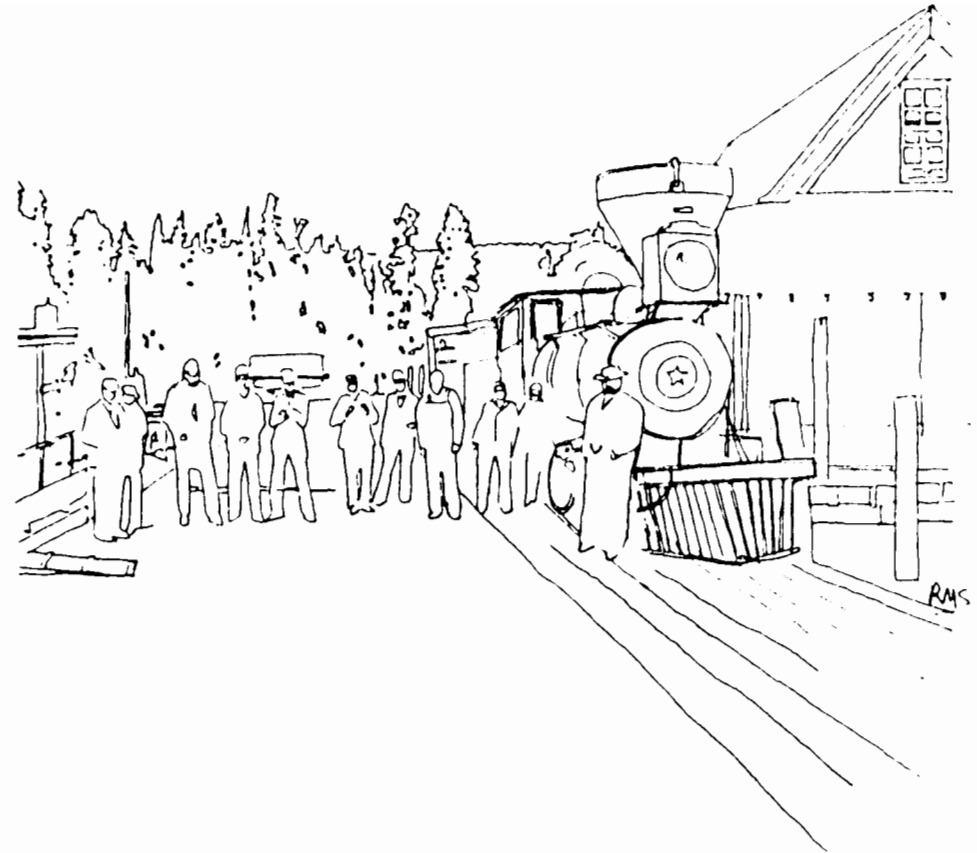


Retrospective

One can't help but reflect nostalgically on the early days in the Tahoe Basin when one could take a train from the Bay area through Truckee, connecting to another narrow-gauge train along the Truckee River to Lake Tahoe and boarding a ferryboat for a beautiful trip to one of the lake's resorts. However, that was back in the 1920's in the "golden days" of railroads. When our country had a population of only 109 million people in 1920, we had over 15 billion annual riders on the nation's transit systems. Now, in the 1980's, with more than double the population, over 240 million people, we only have just over 9 billion transit riders. What happened?! As the country developed and grew over the last 50 or 60 years, we've gone from high density central cities that could support cost-effective and virtually unsubsidized transit systems to sprawling low-density urban and suburban areas which have achieved their mobility, by design and necessity, through construction of a 42,000 miles interstate highway system. This trend progressively resulted in the demise of most urban rail and bus transit systems. In spite of the tremendous freedom of mobility the auto gives us, the combined impact of the incredible growth of automobiles with low density development patterns is now well documented for its unfortunate environmental and congestion effects in all parts of the county.

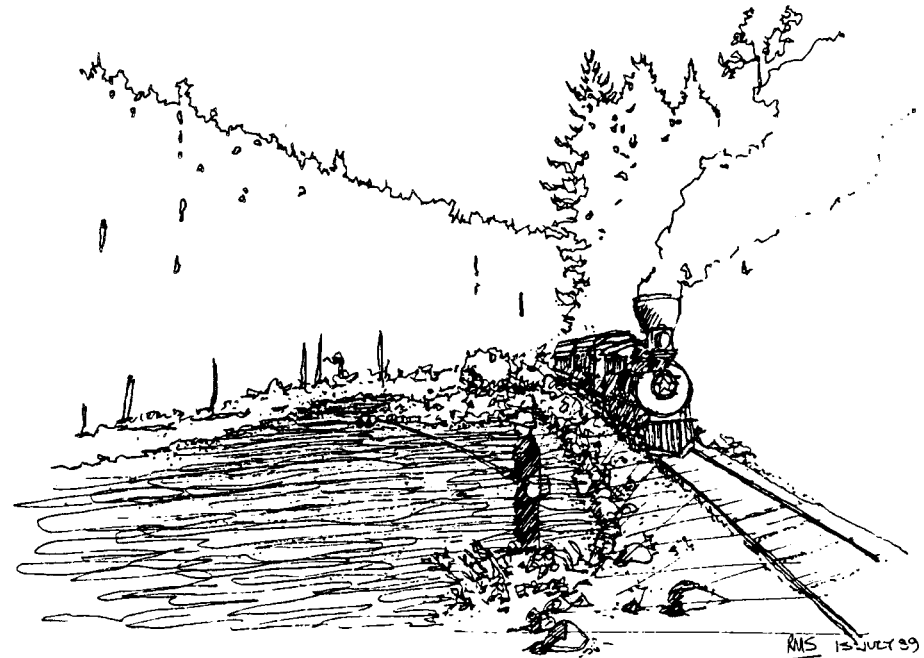
Realistic Expectations

The R/UDAT sincerely wishes it could readily promise a package of recommendations to "solve" the Tahoe area's transportation congestion problems. The real world of experience with supply and demand in transportation improvements requires that we advise you with the truth of what to expect -- from anyone! There is a logical tendency to try to build more capacity



into the typical traffic system to address congestion. However, unless very carefully developed highway/traffic management programs and complementary alternatives to the single or low occupant automobile are part of any ultimate "package" of system improvements, the "new" capacity that one develops in the road network usually just fills up and "congests" to the same old level of frustration one had before. Our approach is to be as honestly objective as possible, seeking to avoid leading you into any unfulfillable fantasies about returning to the "good old days" riding on gossamer guideways.

Rail Prospects? The beginning of the reality. Our team members have been involved in the planning, design and construction of several of the newer rail transit systems built (or just being planned) on the west coast. The most obvious corridor where one would like to place a rail line to help relieve Tahoe's significant seasonal peak traffic congestion problems would be Highway 89 from I-80 in Truckee to Tahoe City, like the old narrow-gauge. Such a system could cost well in excess of \$150 million just for its development, and several millions more every year for its operation. If one could expect it to "pay for itself" and relieve the congestion problems, even this staggering price might be worth the extraordinary effort to push for its development. To even get the federal transit agency to THINK about considering rail project funding for this type of endeavor, one now has to show that a minimum of 15,000 daily riders might use the system - every weekday of the year. These standards are a level of ridership needed to cover even less than half of the operating costs. When one realizes that the peak traffic we now find on Highway 89 barely amounts to 10% of this minimum figure, and that even New York



City can only attract about 50% of its commuters out of their automobiles with all its extensive rail systems, it would be foolhardy to expect more than a couple of thousand riders on a Truckee River rail line, even on a peak holiday weekend. This makes it virtually impossible to get federal transit funds into the picture, leaving only local funding prospects. The only suggestion we have with regard to much longer-range prospects for rail would be to still seek to at least protect potentially usable rights-of-way in the unforeseen eventuality that the total travel ball game changes; perhaps to the extent that automobile fuel becomes unavailable or some other unpredictable economic or environmental phenomenon occurs and the whole cost-revenue picture changes.

Ferry/Waterborne Transport? Not quite so gloomy a picture, as we already see it operating on Lake Tahoe today. However, this reality deals with the magnitude of numbers and expectations of its objectives. Waterborne transport simply can't economically compete with the costs of surface transportation, autos or transit. Though ferry travel is a delightful experience, it inevitably costs more to operate and its costs would be far greater than any realistically available revenues to provide the major amounts of service that would be required to carry enough riders to begin to make a measurable dent in traffic congestion around the lake. We certainly believe the continuance of the existing private ferry service from South Shore over to Sunnyside offers a wonderful and unique travel experience to visitors and residents and we encourage your support to coordinate with such services. However, as it offers little benefit for your traffic congestion relief objectives, we would not recommend your public investment in expansion of ferry services.

ACTION PLAN

Organization - "The software to make the System Work"

One of the elements which impressed us the most in studying the triangle were the myriad of transportation services in place and working productively. The ski areas all have invested major resources in ski shuttle and circulation services and traffic management. Larger resorts have vans on hand to serve guest needs. The school district has 24 school buses and three fully accessible vehicles available on weekends for guest services should they be needed. There is a functioning ferry system which links the south with the north and the Tahoe Area Regional Transit is breaking ridership records this summer and actually turning people away!!!

The challenge to the Triangle is to rationalize all of these services in an organized way to increase the options available to guests and residents.

We recommend the R/UDAT steering committee invite all parties to come together into a voluntary association or a transportation management association (TMA). Such a public/private partnership has the potential of leveraging available resources at work in both the public and private sectors to make the whole greater than the sum of the parts. There are a number of other examples of TMA's in urbanized California.

We propose to use the TMA on as an ongoing entity to pool vehicles, labor, marketing support, parking management, traffic management and operations to handle the Triangle as one transportation system. The funding of activities would be on a shared basis with the value of contributed capital and labor. The "systems" to be managed includes the following elements.

Operational Elements -- "Pieces of the Package"

The team heard an amazing amount of public testimony and received volumes of information on very interesting issues and concerns associated with the area's traffic problems. We regret that we can only respond to a limited number of these issues in the brief amount of time available for this R/UDAT project. The elements described below summarize the key items felt to achieve the greatest benefits to address the major problem and meet the objectives.

A. Transit

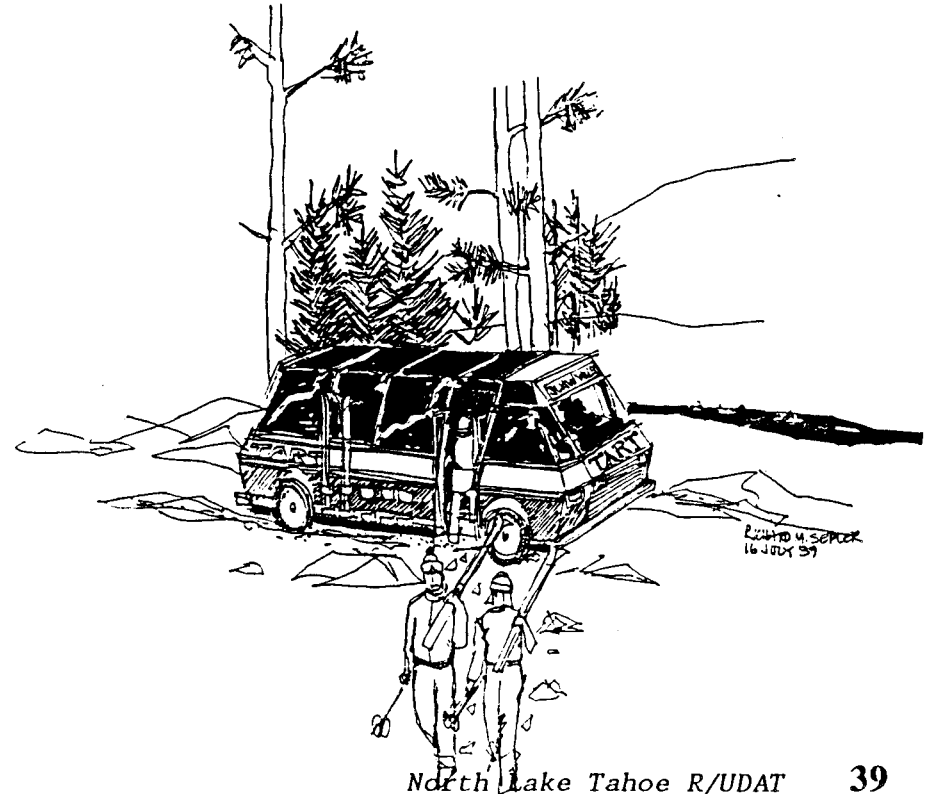
Service Corridors An examination of the Triangle area suggests that there are two important distinctions in the types of logical transit corridors and the services they seem to need. The Hwy 89 corridor from Truckee to Tahoe City and the Hwy 267 Corridor from Truckee to Kings Beach are true general "travel" corridors; pathways connecting destinations with higher speeds and without associated forms of pedestrian attractions along the way. The other type of corridor we would call a "tourist" corridor, essentially the lakeside-beach atmosphere along Hwy 28. This corridor is strongest in pedestrian character from Tahoe City to Kings Beach, but it also includes an extension over to the North Shore stateline casino area. We recommend that the new expanded Triangle transit service area recognize these distinctions develop transit services and acquire vehicles commensurate with the character of the corridors.

The service improvements in the "travel" corridors should connect Sunnyside, Tahoe City, Squaw Valley and Truckee in the one corridor and should establish a transit frequency of operation of 30 minutes in peak times and 60 minutes in off-peak times. Truckee to Northstar, Kings Beach and the North Shore casino area warrant similar public transit service. The "tourist" corridor would benefit from 15 minute frequencies in peak times, 30 minutes in the off-peak, utilizing smaller user-friendly vehicles that have wide doors, front and rear, allowing ease of entry and exit at frequent stops along the way.

Intermodal Terminals Coordinating and facilitating the transit corridor connections could be assisted by development of specific intermodal terminals within the communities located at the points of the Triangle area.

These terminals also offer an opportunity for residents or visitors to connect with private transit operations in the winter which are run by the ski resort operators and which will be coordinated with the public transit operations through the new TMA.

Demand-Responsive/Taxi Type Service The new system may also want to consider a different form of service than fixed-routes for the very lowest density areas or for elderly and disabled individuals. This would be similar to taxi type service, essentially providing small vans (wheelchair lift-equipped for elderly and disabled) used in an on-call mode for the special client groups. These might be dispatched from a central facility or they could be stationed in each of the three points of the Triangle area, perhaps at the intermodal terminal.



B. Traffic Management

Perhaps the most important first move of the TMA would be to engage the day to day services of a traffic engineer to work with the counties and Cal-Trans to improve traffic flow throughout the Triangle through the simple yet well placed application of a "bucket of paint" rather than the laying of asphalt.

We feel that there are a number of gains to be made by the clearer direction of turning movements, one-way couplets and channelization actions, particularly in Truckee, Tahoe City and Kings Beach.

C. Traffic Operation

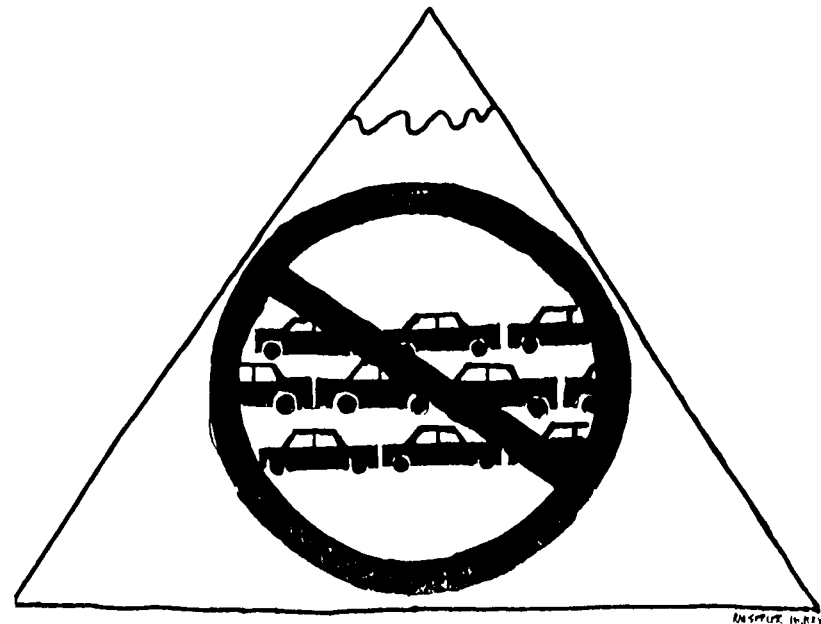
H.O.V. Lane - Highway 89 and Squaw Valley - The most important "application of paint" in terms of immediate yet effective action will be in the creation of a third lane on Highway 89 from Truckee to Squaw Valley and up the Squaw Valley road. However, this lane will not result in the most efficient and effective reduction of VMT unless it is reserved for buses and car pools and vanpools of 4 plus to and from the ski area.

We propose a reversible three lane facility that will provide a significant time advantage (up to 15 minutes) for car pools and buses both coming and going from Squaw Valley.

This one incentive will provide the most VMT reduction over the 10 year period in the triangle because of the heavy flow of traffic to Squaw Valley as the largest attraction in the triangle and the highest potential for conversion to buses and car pools.

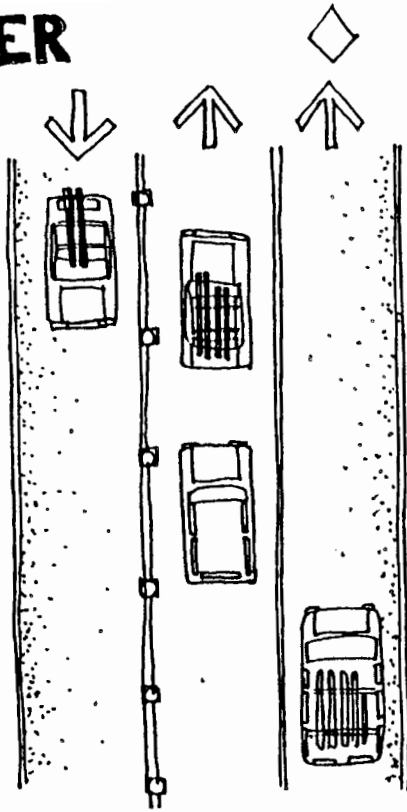
Gridlock Buster

Last President's Day, the heaviest traffic day in the Triangle, Squaw Valley Ski Corp placed uniformed staff in strategic location at points of friction in Tahoe City to direct traffic. The practice was so successful, we suggest that the TMA add to the team of uniformed, radio-equipped "gridlock busters" particularly at Truckee congestion point but also in other congestion points in the Triangle during the next ski season.

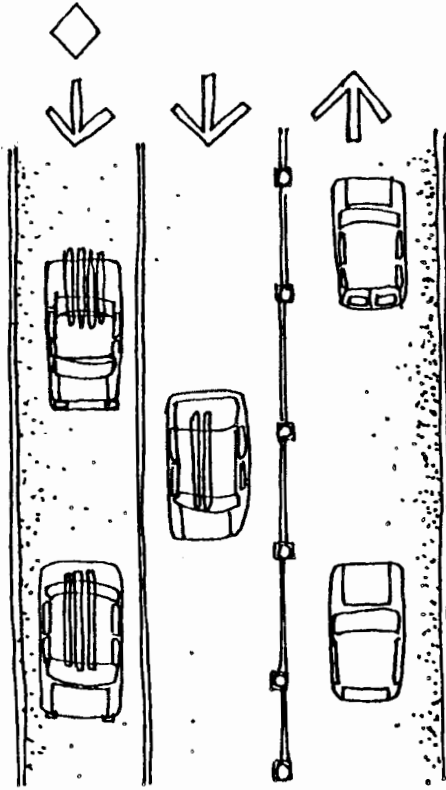


WINTER

AM

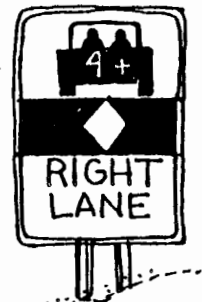
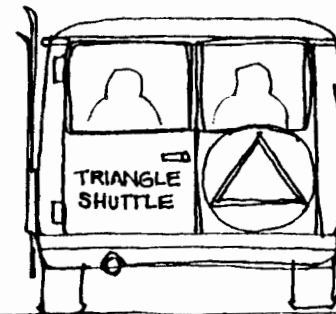
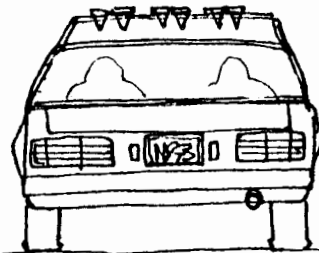
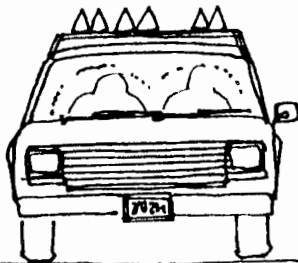
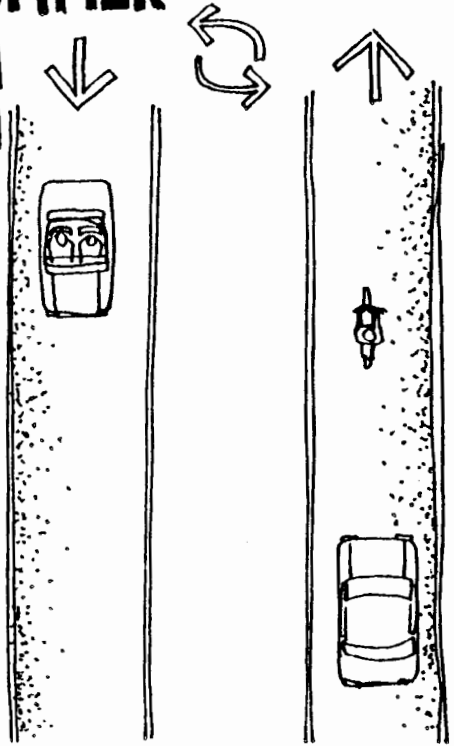


PM



SUMMER

AM
PM



Signage

Directional signage and changeable message signs also can be set up during busy periods to help direct traffic around particular points of congestion. Given the "closed" nature of the Triangle traffic system, signage established by the TMA traffic engineer in cooperation with Caltrans would be most effective.

D. Demand Management

o Pricing

The discount pricing of lift tickets can provide a powerful incentive. We propose that ski areas offer a "group discount" package for all groups of eight or more who arrive together in a bus or van. This could be a sort of a group package to include transportation, lift tickets and lodging.

Other pricing techniques should include deep discounts and employee transit passes or free transit services in the Triangle. Also raft packages should be offered at a discount along with transportation (van, bus) to any groups of eight or more.

o Avoiding the Peak

With the new high speed quad chairs, many skiers can no longer ski a full 7-hour ski day. A two-thirds day ticket which encourages skiers to quit early and get off the hill early should be offered.

Postal Delivery

The U.S. Postal Service should institute posted delivery to mail boxes at the entrance of major subdivisions as a measure of VMT reduction.

E. Parking Management

There is no free lunch! Every parking place that is free to the user is paid for in some other fashion, either in the rent of a building, the price of a ski pass, etc. Such

cross-subsidization represents a huge subsidy to the automobile. The auto day-user, particularly during the summer, does not "pay his way" when enjoying the mountains and water of Lake Tahoe. A uniform charge for parking will help recover the cost of services and provide transit services with a competitive advantage along the Lake Tahoe North Shore.

We are recommending consolidation of off-street parking supply in Truckee, Tahoe City and Kings Beach and a reduction of on-street parking to short-term and on elimination of angle parking to improve traffic flow. Employee parking is directed to remote locations.

The TMA can employ parking monitors to enforce public parking, parking turnover on-street and employee parking in remote locations.



F. Marketing

The Transportation Management Association, or Visitor's Bureau, should add marketing and transportation information as a critical management service. The user must understand the transportation options, schedules, parking locations and peak use hour for various alternatives to effectively use and enjoy the Triangle.

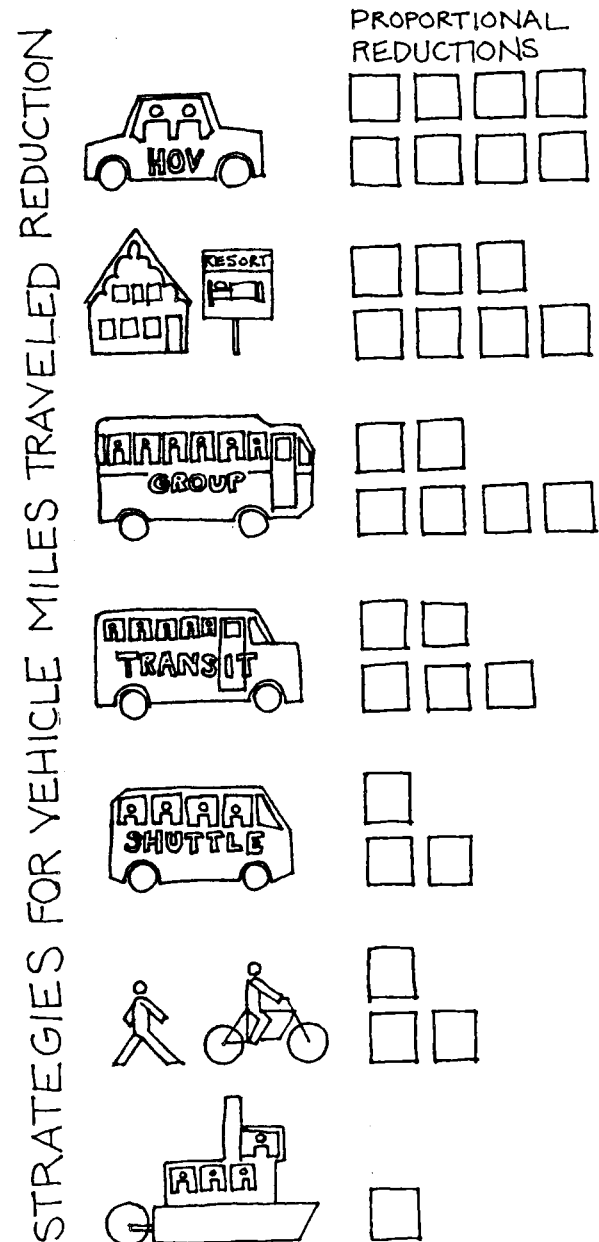
Possibly the most effective marketing function for the TMA, with major help from the Visitor's Bureau, will be to work with travel agents and packages in Northern California and Nevada to put together packages that offer ski lift discount for groups traveling with eight skiers or more.

Also, the Visitor's Bureau or TMA, could work with conventions, conference groups to encourage them to travel to the Triangle in a group.

Large festivals and major events in the Triangle should be organized with traffic management as a major component. Any advertising and promotion of events should be accompanied by a map of transportation services and advisories of likely congestion spots to avoid.

Benefits

The accompanying graphic illustrates our estimate of the actual benefits of the "software" application. We expect to achieve the most benefit from H.O.V. incentives. Development of destination resorts, which allow guests to walk to various attractions, also provides a significant VMT saving. Group buses from Northern California and Nevada can increase transit market share significantly. Enhanced transit and ski shuttles are judged the next most effective with cycling and walking (parking management) and the Ferry with the smallest impact.



CAPITAL ELEMENTS -- THE SOFT PATH TO HARDWARE... WITH CHANGE

The focus of the capital program seeks the most cost-effective use of the resources which might be brought to bear on the problems. This program describes the elements by geographic area or corridor.

Truckee

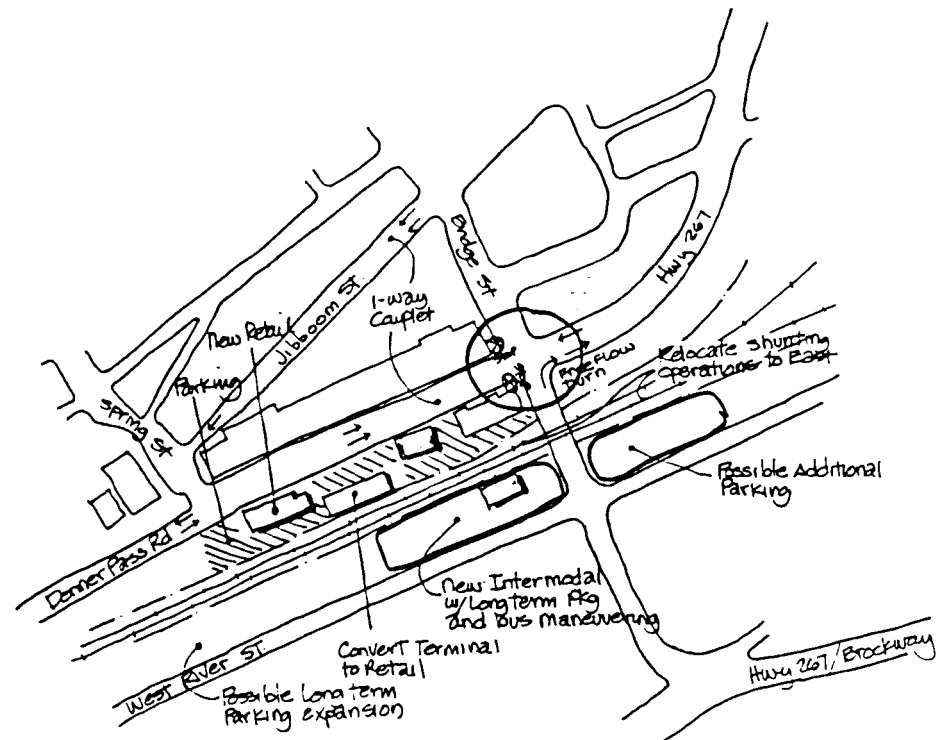
o **Intermodal Terminal with Parking**

Develop an intermodal transit terminal on the Denver Rio Grand railroad property on the south side of the tracks along West River Road at Hwy 267 in the Truckee business area. The terminal would provide a modest new terminal structure which could sell railroad and bus tickets, offer transit information and possibly even sell ski-lift tickets for area resorts. There would also be transit passenger loading areas for the new public transit operations and local private ski shuttle buses to take people to the ski areas who arrived either by train or automobile. Automobile drivers would have an opportunity to park in the long-term parking to be made available, starting with at least 200 spaces and expanding to other parcels west along West River Road as demand for such might warrant. Other compatible commercial uses for people leaving automobiles at the new terminal on West River Road to go skiing could be developed on or adjacent to the terminal facility.

In order to strengthen the commercial core, the recently renovated old train station could be converted to retail use and much of the other vacant areas on the north side of the tracks in the commercial district could be available to build consistent new historical theme buildings for retail and add needed off-street short-term parking. This could include such things like a sporting goods store, auto maintenance services or even a video store for visiting second-homeowners.

o **I-80 Access Issues**

> HWY 89 By-Pass - It appears that both of the proposed alternative route alignments under study by Caltrans offer questionable benefits for their cost estimates and may even create new problems for Truckee; a possible negative impact on local businesses and creating more complex



traffic problems at the existing I-80 interchange. It seems to us that nearly equal traffic benefits could be obtained with some of the significantly more modest traffic improvements like:

- One way couplet with Donner Pass Road eastbound between Spring and Bridge Streets and Jibboom Street westbound.
- Improve cross-track traffic movement northbound on Hwy 267 with essentially free right turn directed up to I-80;
- Relocate railroad switching function much further east to avoid any blocking of Hwy 267;
- Provide improved traffic information signage to direct people coming northbound from the resort areas along Hwy 267 to go directly out to the I-80 interchange on Donner Pass Road/Hwy 267.

o Relocate Agricultural Station

This station should be moved either east to avoid creating the major peak day traffic queues in Truckee, or it should be moved much further west beyond the Donner Lake on-ramp, for the same reason, but in this case to still "capture" what we understand are cheating the inspection station by going through other parts of Truckee to avoid the agricultural station.

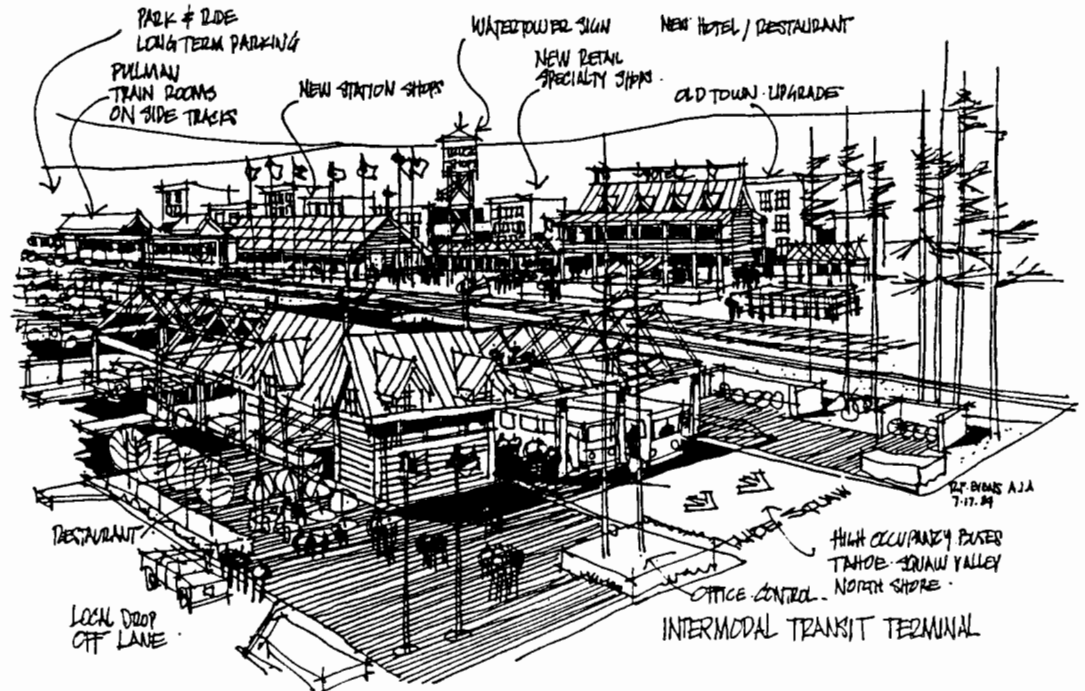
o Double Left Turn Lanes; Hwy 89 to I-80 Westbound On-Ramp

This item is needed to relieve the peak weekend queuing from the east on the Hwy 89 approach to I-80 westbound. This can be accomplished within the existing right-of-way. It could be effectively managed during peak congestion times with stationing of a Gridlock Buster to assist with traffic control.

Highway 89 Corridor

o Add Third Lane - Seasonal HOV Use Only

Restripe Hwy 89 and develop a center two-way left turn lane to allow a full three lane capacity between Truckee and Squaw Valley. In the summer or off-peak periods, only the two outer lanes would be used, maintaining the two lane character of the road along the Truckee River.



In the peak winter season, use the right lane in the peak direction of movement for an exclusive high occupancy vehicle (HOV) lane, with the center lane then being used in the same peak direction, but for general purpose traffic. As the peak direction shifts, typically on Friday nights, Saturday mornings and Sunday evenings, the other right side lane would become the HOV lane with the center lane then operating in that same peak direction. There are operational details to be carefully worked out with a traffic engineering study, but it is an effective practice that has worked well in many urban areas and in major event situations. This approach has been shown to offer major incentives for behavior modification, as no one enjoys sitting in stop-and-go traffic while other vehicles with four or more persons can cruise on by to the desired destination with little hassle and no frustrating delays.

o **Squaw Valley Road - HOV Lane & Other Elements**

The following items are all essential pieces that must be part of the Squaw Valley package of improvements. None should be allowed without a full commitment to the entire package:

> Third Lane for HOV - Allow development of a third lane on Squaw Valley Road to offer the incentive of an HOV traffic operation much the same as described above for Hwy 89 in the winter peak ski periods, including using the center lane as a two-way left turn lane for general traffic in winter off-peak and non-winter periods.

> Traffic Control Measures - Channel local resident traffic to selected internal access roadways where the Squaw Valley Ski operation will provide Gridlock Busters to assist with traffic control to assure that residents can get in and out of their own areas during the peak ski days.

> Internal Valley Shuttle - The Squaw Valley Ski operation will provide an internal circulation shuttle bus service during the peak ski days to provide Valley residents with the ability to have access to the slopes.

o **Traffic Control Enforcement - HOV Emphasis**
In order to assure achieving the objectives of the HOV lanes to encourage greater use of high-occupancy vehicles on both Hwy 89 and Squaw Valley Road during peak ski days, State and local law enforcement cooperation will be essential and such commitments should be obtained in advance of such HOV improvements being implemented.

o **Extend Truckee River Bike/Nordic Path**
The existing Truckee River bike path from Tahoe City to the River Ranch area should be extended along the old narrow gauge railroad right-of-way managed by the Tahoe/Truckee Utility District. This pathway would provide an excellent recreational and point-to-point travel opportunity for bicyclists in a much safer environment than currently exists northwest of the River Ranch area to the Truckee community. In the winter, this pathway would offer a unique cross-country skiing trail as well.



TRUCKEE RIVER BIKE AND NORDIC PATH

Tahoe City

o Highway 89 By-Pass

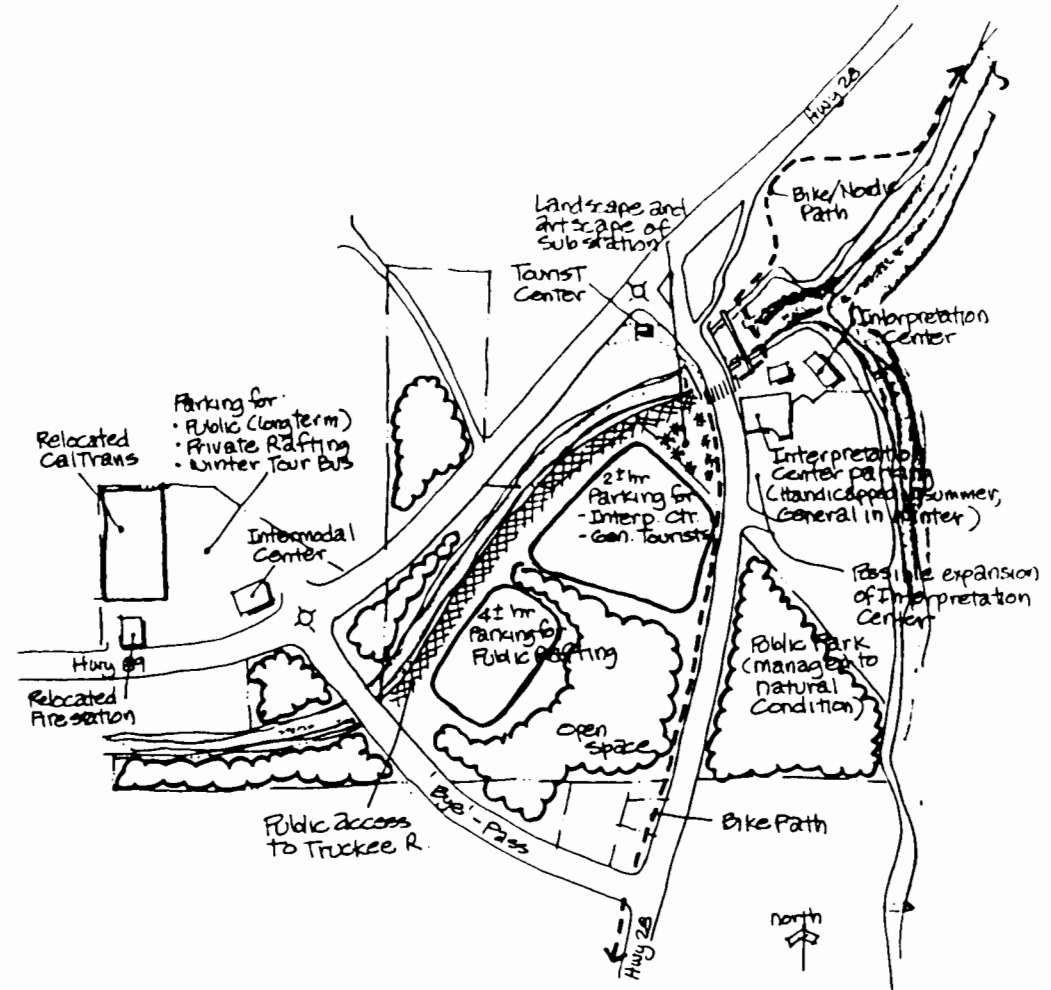
We recommend the development of the Hwy 89 By-Pass from the vicinity of the Caltrans Maintenance Facility across the Truckee River and along the 64 Acres site to connect to the existing Hwy 89 to the south. This by-pass offers an opportunity to achieve reduced traffic congestion at the existing Wye in Tahoe City along with development of several other projects discussed further in this section.

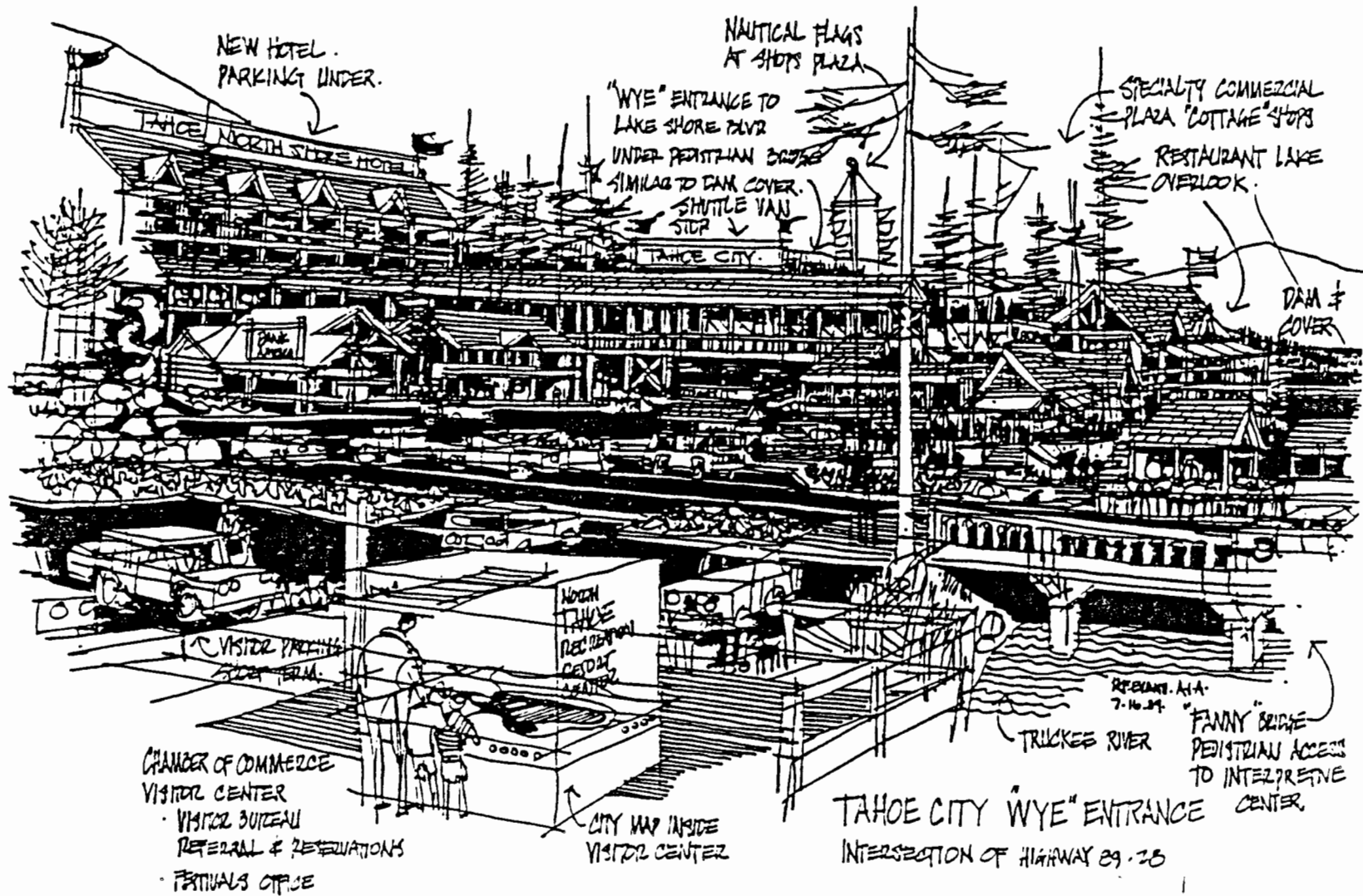
o Interpretive Center in Gatekeepers Area

We recommend that a key objective for US Forest Service development of the Interpretive Center, gaining appreciation of the Lake Tahoe environment can be best achieved by its development on the Gatekeepers Cottage area to take full advantage of the view of the lake and proximity to the City's core of activities. This development could also include a parking area of sufficient size to accommodate handicapped parking in the summer and almost all winter visitors.

o 64 Acres

Develop the balance of parking for the Interpretive Center and general tourist parking. Locate this parking generally on the northern portions of the site to maximize proximity to Tahoe City activities. In addition, public access to the Truckee River will be allowed for rafters, with the balance being maintained in a significantly restored natural wooded state.



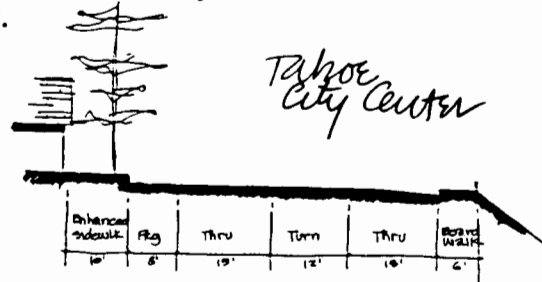


o **Tourist Information Center**

A new, highly visible, well-signed tourist information building should be developed at the entrance to Tahoe City off Hwy 89 in the area of the existing Wye. Opportunities exist to reorganize street space and parking in this area, affording more efficient access to the center and retail activities.

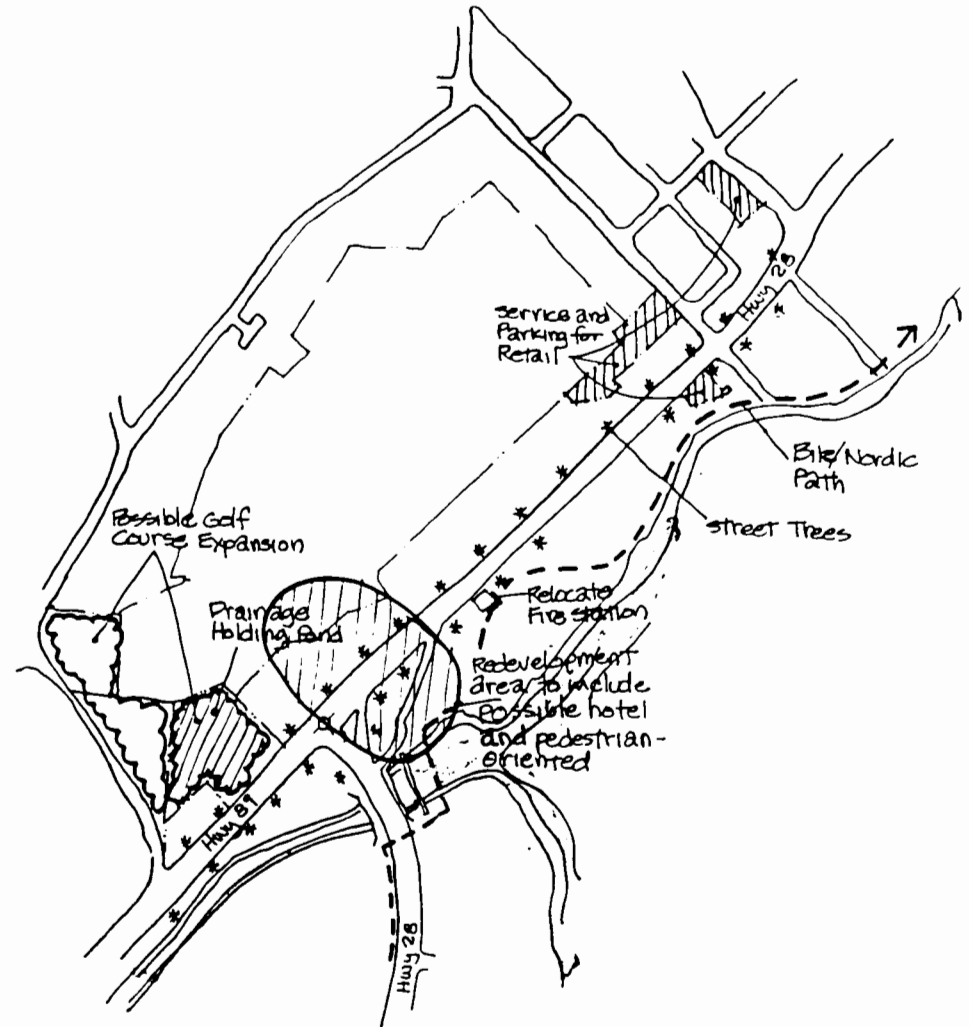
o **Intermodal Terminal & Parking**

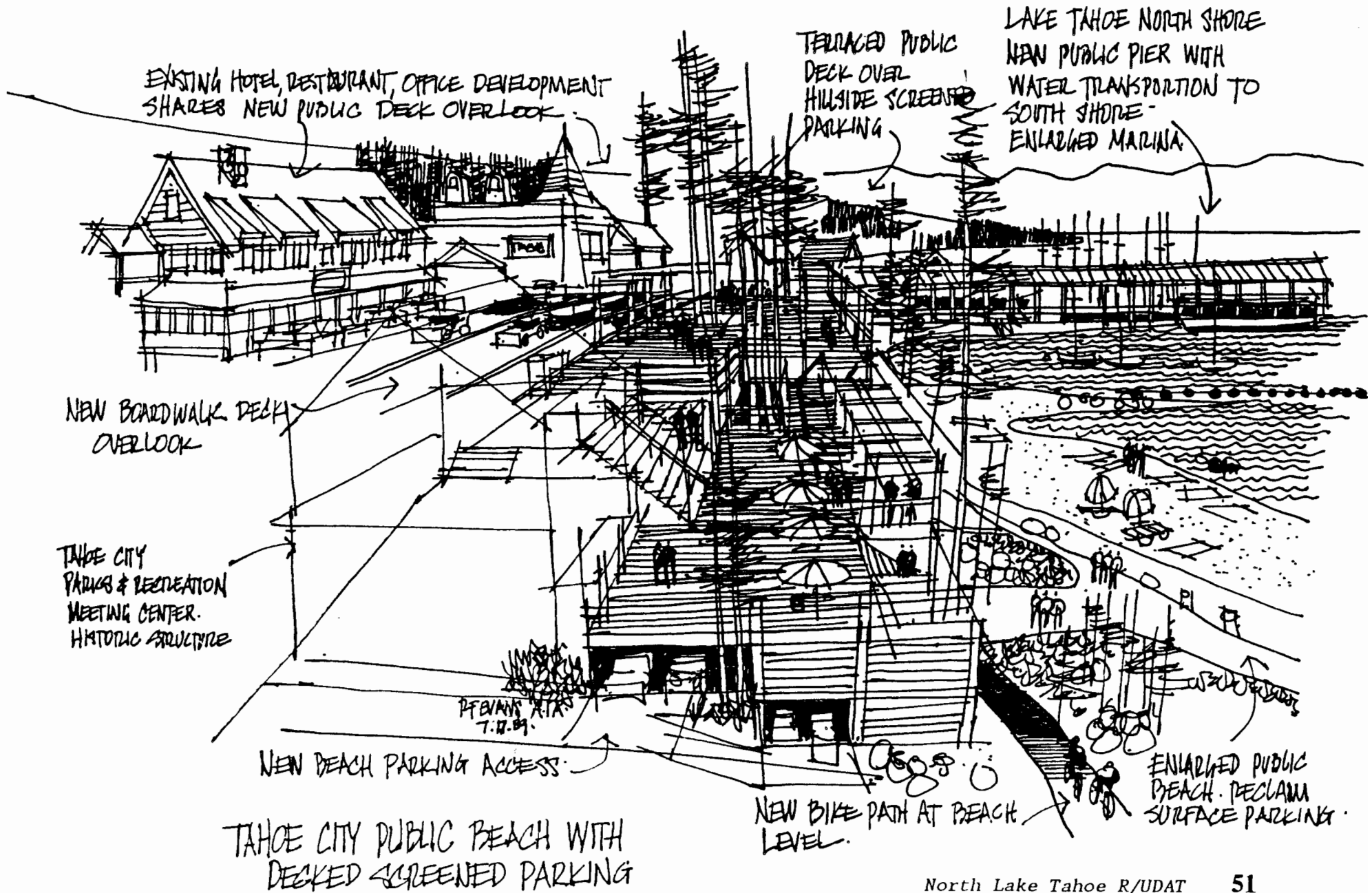
Obtain the gravel pit property across from the Caltrans Maintenance Facility and develop an intermodal bus transit facility to allow convenient off-street transfers between the full range of public transit buses operating in the area; tourist corridor buses, travel corridor buses and the ski shuttles in the winter season. This terminal would be developed with a covered shelter, lighting, heating and public information kiosks. Use of this property also allows for extensive development of off-street long-term parking for visitors and the over-night private group ski buses that will be able to bring people to the area. With the development of the by-pass, the Caltrans Maintenance Facility could be moved away from the river and across the street to the gravel pit property. A land exchange could be accomplished to swap recreational raft parking on the river side when moving the Caltrans Maintenance Facility. The acquisition of the land could be facilitated by the California-Tahoe Conservancy.



o **Downtown Roadway Changes - Pedestrian Orientation**

Develop three lane roadway, with two general purpose lanes and a center left turn lane. The sidewalks should also be widened and improved with landscaping and diagonal parking eliminated, to be replaced by parallel parking.



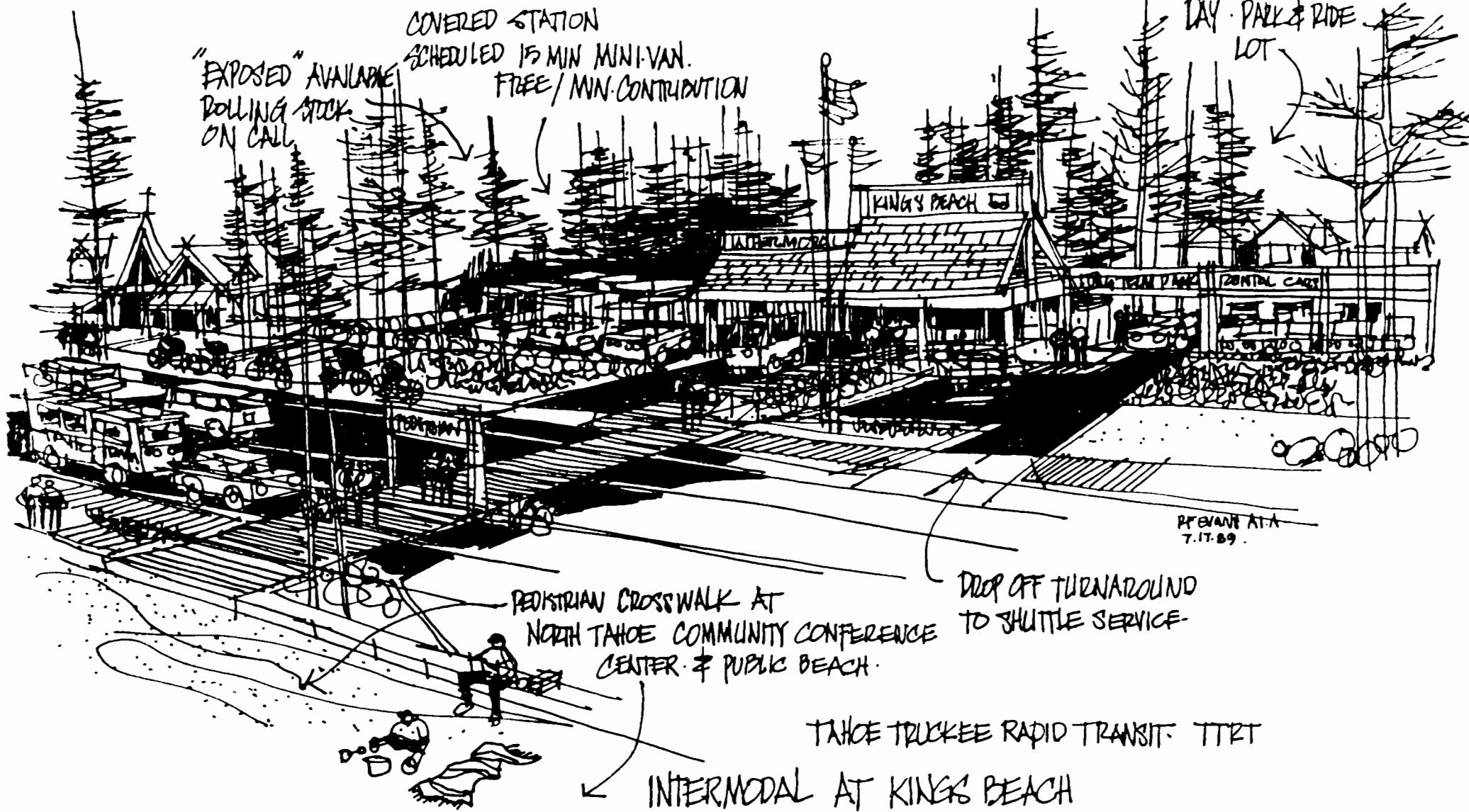


HIGH OCCUPANCY VEHICLE (HOV) RENTAL VANS & (NO CAR)

DAY-PARK & RIDE LOT

COVERED STATION
SCHEDULED 15 MIN MINI-VAN.
FREE / MIN. CONTRIBUTION

"EXPOSED" AVAILABLE
ROLLING STOCK
ON CALL



PREPARED AT-A
7.17.89

PEDESTRIAN CROSSWALK AT
NORTH TAHOE COMMUNITY CONFERENCE
CENTER & PUBLIC BEACH.

DROP OFF TURNAROUND
TO SHUTTLE SERVICE-

TAHOE TRUCKEE RAPID TRANSIT: TTRT

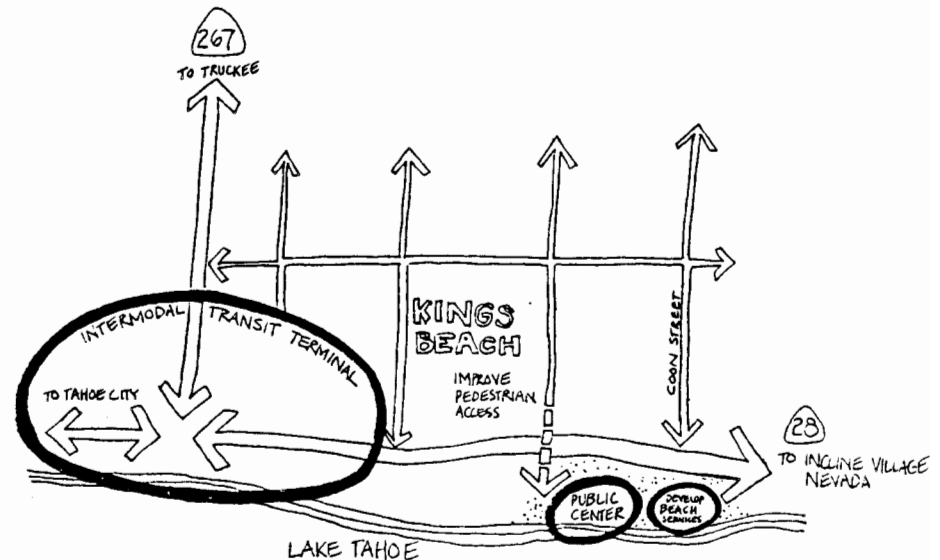
INTERMODAL AT KING'S BEACH

- o **Off-Street Parking Development**
Undertake development of a modest amount of off-street parking in three locations:
 - a. Immediately west of Grove Street, behind the existing retail areas, to allow parking for service vehicles;
 - b. On a site located one block east, for employee parks; and,
 - c. On the south side of Hwy 28.
- o **Lakeside Recreation Trail**
The proposed Public Utility District Lakeside bike trail is an excellent project that offers enhanced opportunities to experience the lakefront area in Tahoe City. It can also be used for Nordic skiing in the winter time.
- o **Hwy 89 to Hwy 28 By-Pass**
Except for the minimal area needed to develop the off-street parking noted above, we do NOT believe that this proposed by-pass is a useful or necessary project.

Kings Beach

- o **Intermodal Terminal**
Develop the same type of terminal proposed for Tahoe City in the vicinity of Hwy 28 and Hwy 267 in Kings Beach. This terminal should also have parking, though to a lesser amount than at Tahoe City; about two acres of land should be adequate for this element.

- o **Roadway Review - Pedestrian Safety Focus**
We have reviewed the proposal to go to three lanes and do not feel it is warranted to reduce from four lanes at this time. The purpose of pedestrian safety could be improved by:
 - a. Investigation of installation of a pedestrian crossing signal at the State Recreation Area;
 - b. Better aligned parallel parking with striping adjacent to the moving traffic lane; and,
 - c. Paving the sidewalk and extending the curb two feet into the roadway.



- o **Conservancy Parcel**
This parcel at the corner of Hwy 28 and Coon Street should extend public use of the beach, including extending a portion all the way up to Hwy 28. It also provides the opportunity to add some additional parking and beach related services -- food stands, etc.
- o **Dollar Hill to North Lake Tahoe Regional Park Bike Trail**
We support the development of this Public Utility District trail to offer a safer pathway for cyclists in the summer periods and Nordic skiers in the winter. It is a great alternative for a non-motorized pathway.

Transit System

- o **Intermodal Terminals**
As noted previously, three intermodal terminals will be needed for the expanded transit system.
- o **Bus Fleet Expansion**
 - > Travel Corridor Buses - Approximately 8-12 additional 30-35 foot buses would be needed to support expanded fixed route service in the various travel corridors.
 - > Tourist Corridor Buses - About six smaller airport shuttle style new buses would be needed to serve the lakeside tourist corridor between Tahoe City and the North Shore Stateline area. We suggest considering acquisition of fun, large windowed buses with front and back doors and perimeter interior seating for ease of access at frequent stops along this corridor.
 - > Accessible Vans - In order to meet the needs of the disabled community, and to allow flexibility for possible future demand response taxi-type services at off-hours, acquire up to four fully accessible lift-equipped vans.

> Bike Racks & Ski Racks On Buses - In order to offer flexibility for cyclists travelling around the Tahoe area, bike racks are suggested for the front of the buses; this position allows for greater safety with driver visibility of the bikes. Additionally, include exterior ski racks for convenience to the ski resorts.

- o **Public Amenities**
A number of other special amenities are generally required throughout the transit service area to assure full utilization and effectiveness of the system. We recommend obtaining at least 50-75 new bus shelters, new bus stop signs with a Triangle area theme logo for clear identify for the system, and public information kiosks at major high boarding points to fully describe the transit systems routes and schedules.

Non-Motorized Bike/Nordic Pathway Network

We recommend creation of an integrated area-wide network of separated bike/Nordic pathways (as noted in Tahoe City and Kings Beach) to enable opportunities for a safe and pleasant mobility experience for guests and residents around the Tahoe area without having to depend on the automobile.

"We don't know how to deal with the lack of flexibility in public agencies."

SELECTED STREET PARKING REMAINS
AT SHOPS. PROVIDES ACTIVITY/SCALE
OF UNIQUE STREET.

CARVE OUT
PEDSTRIAN WALKWAY.
AT SHOPS

TAHOE/KINGS BEACH/INCLINE
TART SHUTTLE STOP & SHELTER.

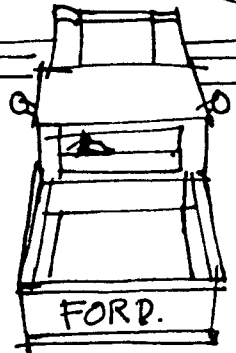
REINFORCE
EXISTING "COTTAGE"
SCALE SHOPS

HISTORIC STRUCTURES
PRESERVE

REFRANNS-NA-
7.16.09.

BICYCLE
TURN OUTS

CAPTURE LANDSCAPING
OPPORTUNITIES - REPLACE
ASPHALT WHERE NOT REQUIRED
FOR DRIVES OR WALKS



PEDISTRIAN PROTECTION
ISLANDS.
SEATING.
LANDSCAPING.
EXTEND NEW
BOARDWALK

NORTH SHORE BLVD. ENHANCEMENT
TAHOE-KINGS BEACH. HIGHWAY 28

PAYING FOR YOUR OWN FUTURE

PAYING FOR YOUR OWN FUTURE

The most challenging component of any public venture is agreeing on a common vision and set of related projects. When there is a concurrence on a vision, and there is a collective will to activate this vision through a series of projects, the financing often follows with surprising ease.

We recommend consideration of four major sources of local revenue. The driving force behind these particular funding recommendations is the principle of equity: charge the user for the services and facilities developed for their use. Each funding source should be used to leverage other readily available regional, state and federal sources of revenue. Many of the recommended transportation improvements are designed to ease peak visitor impacts. The recommended flat fees and taxes be paid substantially by day and overnight users.

REVENUE SOURCE: 0.5% Transportation/Sales Tax:
We recommend the local community help the Tahoe Transportation District pass the 0.5% transportation sales tax in the North Tahoe/Truckee area.

REVENUE YIELD:
In 1988, a 0.5% sales tax would have yielded approximately \$850,000; \$250,000 from Truckee and \$600,000 from North Tahoe.

POSSIBLE APPLICATIONS:
These local revenues might be leveraged with regional, state and federal revenues to finance proposed transportation management association projects assessment district improvements, bikeway construction, transportation system management programs, and improvements to state and local highways.

REVENUE SOURCES: Transient Occupancy Tax.
With incorporation, new cities in the North Tahoe/Truckee area will be eligible to share the existing 8% transient occupancy tax revenues currently imposed in Nevada and Placer counties. In addition, we suggest each new city give careful consideration to increasing the tax rate to a minimum of 12%. Higher transient occupancy tax rates might be considered in special project areas that are within a redevelopment area using tax increment financing.

REVENUE YIELD:
In the North Tahoe area, an 8% Transient Occupancy Tax would yield approximately 5.3 million annually. These yield projections are based upon the following assumptions: 45% occupancy rate, \$100/night for homes and condominiums, \$45/night for hotel and motel rooms, 3,594 homes/condominiums, 1,000 hotel and motel rooms. Comparable information for Truckee was unavailable for our review.

POSSIBLE APPLICATIONS:
This tax would clearly be imposed on the short term visitor. In the interest of equity, these revenues should be applied to transportation projects related to solving visitor related transportation projects.

REVENUE SOURCE: Recreation Service Ticket Tax
Although recreation tickets are not subject to sales tax in California, we suggest newly incorporated areas consider imposing a business license fee on facilities selling recreation tickets (ski areas, river rafters, etc.) and structure the fee as a flat rate per ticket sold. This, more than any other single taxing resource, would be levied on peak day users, including day users who do not use overnight accommodations or eat in the Tahoe

Basin restaurants. We recognize this recommendation will be controversial but we are driven by equity implications.

REVENUE YIELD:

A \$1 surcharge on ski lift tickets would yield approximately \$1.4 million annually. This annual revenue stream could finance \$14 million worth in capital projects if it were used to meet the debt service on a bond issue.

POSSIBLE APPLICATIONS:

In the interest of equity, these particular revenues are most appropriately used to finance the local match for projects directly related to peak day ski conditions.

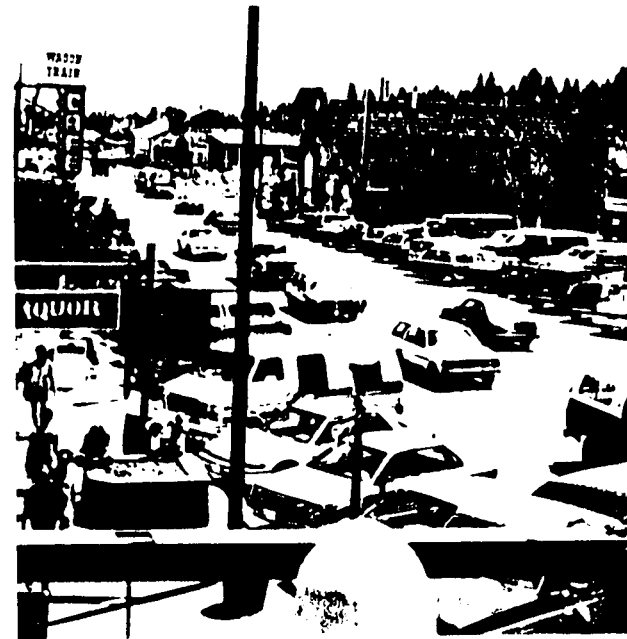
REVENUE SOURCE: Assessment Districts:

Using Assessment districts in commercial areas to finance off-street parking is most equitable since it is the commercial properties that will benefit. Assessment districts should be eligible to apply for local matching funds from the 0.5% transportation/sales tax, the transient/occupancy tax revenues, or other local sources.

REVENUE YIELD:

The annual revenue yield in each district should be equivalent to the annual debt service requirements, less any matching revenues.

Several recent attempts at forming assessment district's have been aborted due to protracted time requirements involved. One important function of the proposed new cities would be to lend continuing practical staff support to these important but often tedious efforts.



POSSIBLE APPLICATIONS:

Assessment districts could be formed among commercial properties to finance street improvements, off-street parking, erosion control, snow removal and other property-specific, and quasi-public improvements.

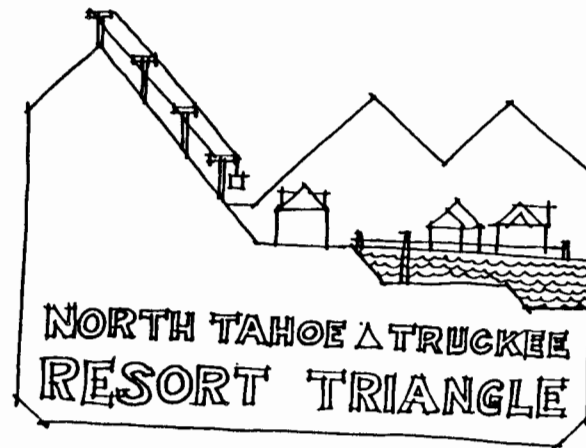
These sources of local revenue should be leveraged with regional, state and federal financing program, such as the following:

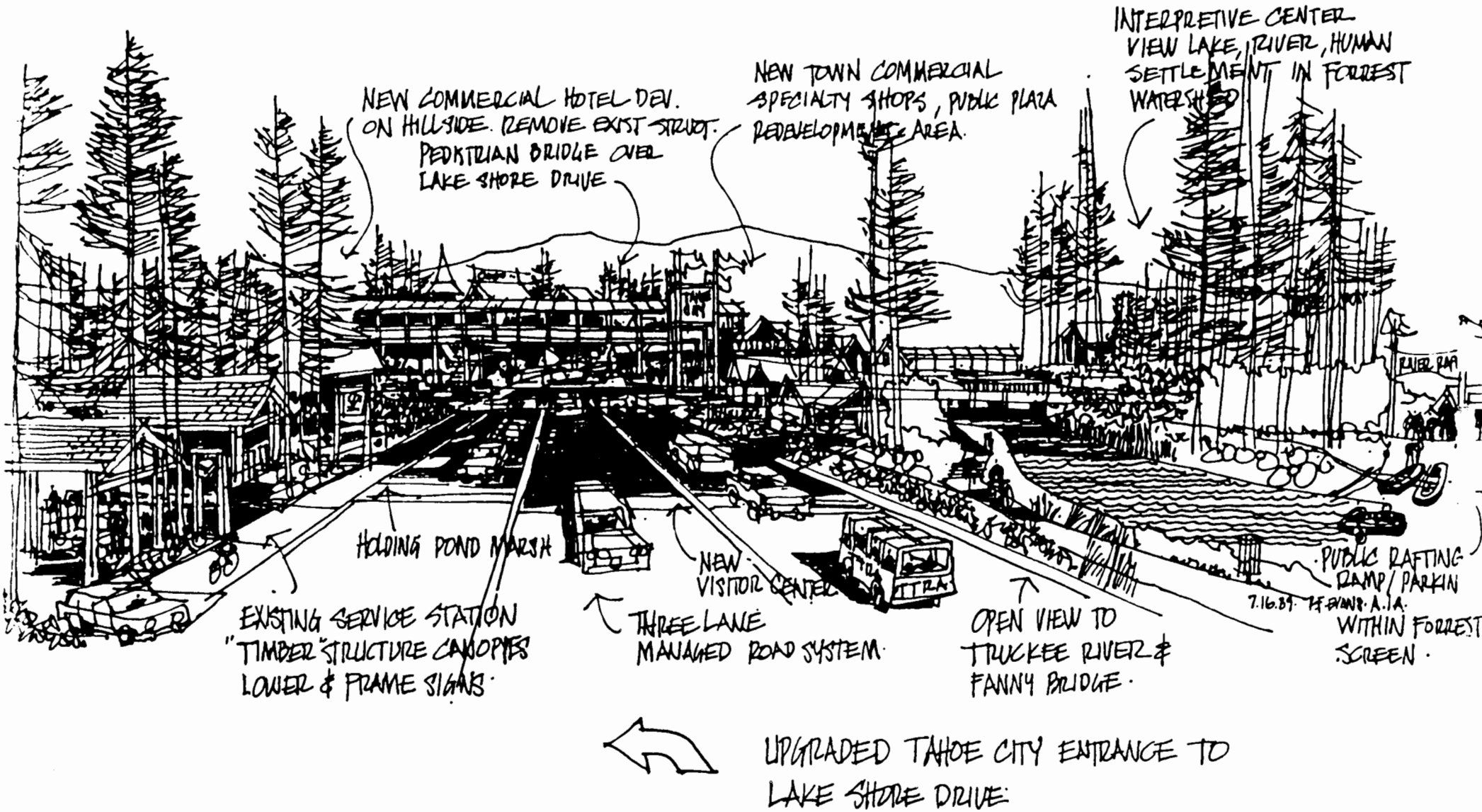
- o **The California Transportation Commission (CTC)**, the agency that prioritizes capital projects for Caltrans, gives priority consideration to local projects where there is at least a 25% local match. Projects which are presented with a 50% match receive the highest priority.
- o **California Tahoe Conservancy**. Although the Conservancy may not fund transportation projects directly, they may fund environmentally sensitive components of transportation projects. Erosion control costs associated with improvements to highways, bikeways or parking lots are likely eligible for funding by the Conservancy.
- o **Urban Mass Transportation Authority (UMTA)**. The UMTA currently has a strong bias towards funding projects with a private sector match. At a minimum, UMTA requires some public sector match. In the North Tahoe/Truckee Basin, mass transit currently is provided with 100% private or local public sector revenues. Applications from the proposed transportation management association (TMA) should, in our judgement, receive very favorable consideration from UMTA.

- o **United States Forest Service**. This federal agency may fund transportation projects which enhance the use and enjoyment of its facilities. Given the proximity of USFS lands to the North Tahoe/Truckee area, there may be funding opportunities to explore.

In addition to these major revenue sources, several other financing concepts should be explored. These include:

- o Tax increment financing through redevelopment agencies;
- o Real estate transfer taxation;
- o Parking fees and permits.





NEW COMMERCIAL HOTEL DEV.
ON HILLSIDE. REMOVE EXIST. STRUCT.
PEDESTRIAN BRIDGE OVER
LAKE SHORE DRIVE

NEW TOWN COMMERCIAL
SPECIALTY SHOPS, PUBLIC PLAZA
REDEVELOPMENT AREA.

INTERPRETIVE CENTER
VIEW LAKE, RIVER, HUMAN
SETTLEMENT IN FOREST
WATERSHED

EXISTING SERVICE STATION
"TIMBER" STRUCTURE CANOPIES
LOWER & FRAME SIGNS

HOLDING POND MARSH

NEW VISITOR CENTER

THREE LANE
MANAGED ROAD SYSTEM.

OPEN VIEW TO
TRUCKEE RIVER &
FANNY BRIDGE.

PUBLIC RAFTING
DAMP/PARKIN
7.16.89 T.F. EXHIBIT A.1A.
WITHIN FOREST
SCREEN.



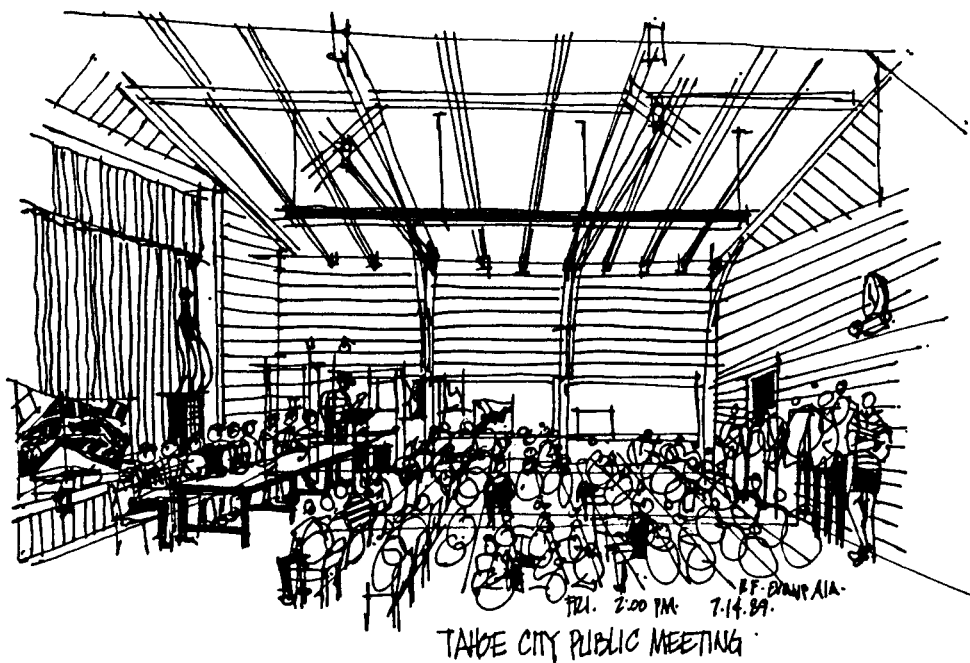
UPGRADED TAHOE CITY ENTRANCE TO
LAKE SHORE DRIVE

CARRYING ON

CARRYING ON

Transferring Ownership

During the fourth day, the day of the Team's presentation, local individuals who might have special interests in particular projects/ideas/initiatives will be asked to assume responsibilities. In some instances (e.g., Gridlock Busters), the role is to get nearly immediate action: experiment with Gridlock Buster volunteers at intersections by next week; in other instances (e.g., Incorporation), the role would be to set an agenda for action.



Moving Towards Sustainable Growth

It is obvious that peak seasonal tourist demands have overloaded the Triangle's public facilities. Area residents are alarmed at the evolving changes and inconveniences resulting from growth in traffic and environmental degradation. In order to obtain sustainable future growth, the Triangle must acknowledge the fragile limits of growth and achieve innovative methods to provide increased public financing for needed public facilities and services. A responsible growth management program can seek to achieve a coordinated, regional process protecting environmental quality, insuring community identity and providing adequate facilities and public services.

This process should assess local "thresholds" or limits to rapid development and community change. Specific environmental quality standards can be adopted and monitored as quality of life criteria, which include:

- o decreasing air quality - monitoring increasing levels of ozone
- o decrease in public access to the lake or loss of open space
- o traffic increases
- o crowded skiing conditions
- o decline of affordable housing for local employees.

If some means are not found to alleviate peak seasonal traffic impacts, the quality of the economy and the environment are likely to deteriorate to such a level that both residents and visitors stand to lose what attracts them there in the first place.

Each community can work with TRPA or their local governing agency, to adopt performance standards to determine when and how new public facilities and services will be provided. This type of growth management program will empower the local community to control its own destiny. These "quality of life" standards can help to balance and manage critical resort capacities and establish a relationship between community needs and services and tourist/resort needs and desires.

Therefore, a community driven growth management planning process could educate residents on the limits of growth while also providing a vision for long term sustainable development by:

- o Balancing community infrastructure to the rate of growth;
- o Maintaining "quality of life" standards;
- o Balancing the major components of the overall tourist/resort needs with community desires.

The long term vitality of the Resort Triangle area requires a conscious recognition and balance of the economic health of the region in order to afford and assure maintenance of the unique environmental quality of the Tahoe region.

Steering Committee's Continuing Role

In order to keep track of activities following the Team's presentation, the Steering Committee should undertake the following:

1. Pick up the baton from the R/UDAT team during the team's final presentation to the community. We suggest that individual Committee members take responsibility to convene an informal meeting of interested citizens, within the NEXT WEEK, on initiatives such as those listed below. The purpose of these meetings would be to invite conversation about the R/UDAT report; not to praise it, adopt it, discuss it out of hand or defend it. Simply discuss the Report's ideas (or lack thereof) that relate to the topic or situation selected. Evaluate its relevance and appropriateness to the participants' objectives for their community and redefine the initiative. Identify some "quick start" projects within the initiative that merit further investigation. Develop a plan of action and schedule. Identify any needs for continuing professional support.



2. Possible initiative for the small group discussions:

- o incorporation of several North Tahoe communities;
- o incorporation of the Truckee community;
- o formation of a Resort Triangle Transportation Management Association and its relation to Tahoe Transportation District;
- o forming a "Gridlock Busters" team and test the concept during selected summer weekends;
- o Truckee related transportation recommendations;
- o Tahoe City transportation related recommendations;
- o Kings Beach transportation related recommendations;
- o identifying short-term financial resources for continuing the planning program.

3. Following these small informal meetings the Steering Committee should convene, perhaps in an expanded form, to share the results. Find out how people feel about the topic and importantly, what they propose to do next. Don't aim to do everything right away. Be selective; be strategic. Pick the steps that can be done, given your time and resources and then do them.

4. Meld these individual agenda into a bigger game plan. Set up a system to manage yourselves to get in this game -- to win.

5. Go public at some point soon. Come back to the community-wide forum with **your** agenda. Tell them how **you** intend to proceed, and what it will take in time, money etc, to get where **you**, collectively, need to go.

6. Don't drop the ball; its in play and you are on a winning streak. **GO FOR IT!**



APPENDICES

APPENDIX

THE EXPRESSION OF ISSUES AND POTENTIAL SOLUTIONS GENERATED AT COMMUNITY MEETINGS IN TRUCKEE, TAHOE CITY AND KINGS BEACH.

The following remarks summarize the opinions expressed at three open public hearings. These remarks were compiled from detailed notes taken by Team members.

TRUCKEE COMMUNITY MEETING

Day Users Versus Destination Users.

- o Can they be mixed? Tahoe City General Plan trying to address destination objectives. Fundamentals issue of change = outside demand on area versus residents values.

Regional Growth

- o Growth is a regional problem, but the government requires that it be addressed locally. Local agencies do not have the funds or organizational ability to handle region-wide issues.
- o No growth option would bring land use and transportation into harmony, but has serious problems. Has major economic effects for service based economy: depressed tax base decreases infrastructure improvements; no new housing for low- and moderate income; levels of service fall, safety become greater issue; inverse condemnation lawsuits by property owners.

Traffic

- o Congestion begins in San Francisco.
- o From SR267 north to I-80 west, no light, requires turning across traffic. Diamond lane.
- o Need turn lanes downtown.
- o One way street on Commercial Row. Merchants worry how this will effect business.
- o Signals are inappropriate. Prefer traffic mitigation.
- o Where are the best new routes, if any, transportation types, how to mix development, how to tap some new funding??
- o Want viable, popular transportation systems, trans, walking trails, bike routes.
- o Access to I-80 is not cloverleaf, traffic entering freeway has to run gauntlet of cross traffic.
- o Bug station is a bottleneck on I-80.
- o Truckee By-Pass. If California Transportation Commission funds it (unlikely), could begin in 3-5 years. Self-help county. If local money is available, California Transportation Commission funds will match for to mitigate cumulative effects on transportation.

Emergency Vehicles

- o Need alternative routes for emergency/local traffic. Fire Department claims train switching interferes with emergency vehicles. Want to move station 1 out to I-80 if built.

Jurisdictions

- o How to deal with lack of flexibility in public agencies, overcome mental gridlock?
- o Need workable solutions, not grandiose plans.
- o Need leadership to generate funding.
- o Special legislation for regional transportation district, with special funding entity.

Revenue

- o Gas Tax. Governor just signed new bill to allow local jurisdictions to enact initiatives for gas tax (up to 100%) to fund transportation.
- o Forest Service Road Program could provide funds for transportation facility, maybe roads, maybe parking. (If private lands are not available).
- o Privately-funded toll road. AB680 established demonstration projects in Orange County allowing two privately financed toll roads.
- o Development fees to mitigate traffic impact.

Trains

- o Railroad is the reason for the town's existence.
- o The freights are not on schedules, they run when they're ready, so erratic, unplanned impact. Can the city or region require a train overpass and/or require freights to run to a schedule to plan impact? Plans to improve tunnels for double stacked cars.
- o Reno fun train successful, but does not drop off at Truckee. Amtrak generally full, would need additional rolling stock to service skiers.
- o In-town switching snarls traffic; can switch yard be moved, possibly to Mill site?

Parking

- o Only 400+ spaces exist; 800+ needed.
- o Downtown parking - merchants have not been willing to form assessment district to purchase parking.
- o Look into parallel parking to add lanes.

Urban Design Issues

- o Truckee is a destination, a tourist attraction. Don't destroy the image with an overpass. "I moved here to get away from the overpasses."
- o The Junction. Proposed development at I-80 of 135,000 square feet of commercial space, including K-Mart. Mountain Area Preservation Foundation and other community people litigating due to traffic impacts, no signalization, replacement of wetlands. Alternative location? Glenshire subdivision up Glenshire Drive causes road demand.
- o The Mill. Development pressure for north/east corner of town, about 600 acres, possible commercial/residential/light industrial when mill is moved. Additional area for RR switching, may relieve pressure on 267, now used for switching.
- o USFS Visitors Center and Administrative Facility planned at I-80, 267 intersection.
- o Historic preservation district. Widening Highway 267 would eliminate several historic buildings.

Environment

- o Concerns on natural resource, why people come up here in the first place.
- o Habitat protection for deer migration routes, summer range for Loyalton Truckee Herd.
- o Ozone in Tahoe Basin is among highest concentration of any US area, according to study in Fortune; now exceeds levels in LA basin on many days. Tree death attributed to ozone. Road salting policy also impacting tree death along roadway.

- o Elevation effects air quality output in cars tuned to sea level.

Health Care Access

- o Lack of transportation and accessibility prevents residents in Kings Beach, Tahoe City from getting to health care facilities in Truckee. Particular impact on elderly, disabled. Retirees are growing segment.

Squaw Valley

- o Expand existing shuttle service, also bus employees.
- o Harmonious use of Forest Service land for parking.
- o State owned land, prohibited residential development. When acquired privately, some development began. Squaw Creek first destination resort in Squaw Valley.
- o Ski Corp. wants 3 lanes, 2 that reverse in peak traffic times. Home owners want it to stay 2 lane, add buses, shuttle for campgrounds, mini-vans in valley.
- o Widening 89 from Squaw Valley to Tahoe City. Most are pro third lane Federal monies being sought.

Northstar

- o Now, this is the only full destination planned community in the region. Has strict design review guidelines about what gets built. Lift tickets sold are limited, close the mountain when it's full.

Rafting

- o Brings 2,000 people a day onto the river. Antagonism between rafters and fishermen. Placer County River Management Plan: input from fishermen, rafters, CalTrans, Forest Service, Fish & Game. Good example of multi-agency cooperative effort.

Truckee/Tahoe Airport

- o Increase in one-day skier AM/PM use, growth in charters. Growth of commuter commercial service in early '90s. Major problem is lack of local transportation connection.

TAHOE CITY COMMUNITY MEETING

Quality of Life

- o No cohesive vision for region. Quality natural environment, but no quality human environment. Lifestyle versus economics.
- o World class resort. Place in competitive posture. Balance with day use and locals' needs.
- o Tourism planning is good for local residents, too.
- o Economic and environmental impact are perceived as at odds, but in fact they go hand in hand.

General Problems

- o Vehicle miles of travel should be rolled back by 10% over 20 years to reduce emphasis on private cars.
- o Transportation and air quality are the highest risk areas in growth.
- o Poor levels of service.
- o Friction of uses: rafting, on street parking, snow, peak volumes are 50% higher demand than other times.

- o Poor pedestrian facilities.
- o Tendency toward strip development.
- o Random and inadequate parking.
- o Much of motel/hotel stock is unappealing.
- o Community plan seen only as traffic management effort, has no broad vision.

Suggested Solutions

- o Change land use pattern to encourage cluster development; transfer development rights.
- o Local circulation nodes.
- o Back street parking off Highway 28.
- o Pedestrian improvements.
- o Realign Highway 89 behind Forest Service 64 acres.
3rd lane for buses: HOV to Alpine, Squaw.
- o Aerial tram to Alpine.
- o Take TART to Truckee.
- o Signal at Grove?
- o Eliminate small bottle-necks.
- o Want waterborne transit from Tahoe City to Incline, Kings Beach, South Shore.

Traffic

- o Community planning is myopic, not multi-modal enough.
- o Post Office: no home delivery, generates traffic on daily basis.
- o Tourist Bureau encourages people to arrive in their own cars. Public transportation systems not integrated, information on schedules not coordinated. Can't get to south shore on public transport. Need to integrate all bus transport: school, TART, rafting, resort shuttles.
- o Consider traffic engineering at "Y," lights at Grove and/or Y, turning lanes.

- o Road expansion doesn't solve transportation problems. Need mass transit; suggest light rail, train, monorail.
- o Linkages. No connection between Truckee and North Shore. How can we build these connections? Do this, and we will get the Sacramento/Truckee, Reno/Truckee link.
- o Density at ski resorts is major solution to reduce trips.
- o Manual Traffic Controller. Squaw got permission from CalTrans to do this once, it appears to have worked better than signals. Squaw is willing to do this.
- o Widening Road. Problem: lose resident parking. Don't add asphalt.
- o By-pass. Proposed for Highway 89 and 28 at CalTrans maintenance facility.

Revenue

- o SB142 authorizes counties to add sales taxes to fund transportation. Failed 2 to 1 in the basin.
- o Amendment for North Shore: to have separate (from south shore) sales tax to implement transportation improvements.
- o Real Estate Transfer Tax.
- o Assessment districts. Property owners favor as way to get 10' sidewalks, frontage landscape, lighting.
- o How to get day users to pay costs of services?
- o Charge cars on peak weekends.

USFS Land

- o National forest is scenic background, should remain that way.
- o Need to provide good information for travelers coming into area. Also signage to get visitors to recreation facilities and lake. Brochure. Now all tourists see is clutter/chaos.
- o Public entry, information center to outline resources, and precautions to use environment in safe ways. Also provide parking to interpretive center and to town uses.
- o 64 Acre interpretive center. By-pass might allow not splitting 64 acres.

Bike Trails

- o Want to complete bike link from Kings Beach to Meeks on the west shore. Multiple use: joggers, equestrians, pedestrians. In 101 days, charted 106,000 users. Alpine to Squaw section should be complete in 2 years.

Emergency Vehicles

- o Hospital is in Truckee. Construction on highway 89 slows; also can have avalanche delays. 267 congestion. Medical calls on bike trails a problem.

Timing

- o New water system going into west shore, so whatever is suggested for infrastructure construction should be done after that's in place so won't have to dig it up and replace.

Jurisdictions

- o Broad regional authority is needed.
- o Tahoe District Transformation Board largely ineffective, it ought to be reconfigured into North Shore and South Shore components with private sector representatives.
- o Attorney General. All plans have to meet AG approval; environmental threshold of carrying capacities of basin. Community planning process. Per local residents: AG is shortsighted and interprets law with healthy dose of politics.
- o Private sector involvement is needed.

Tahoe City Golf Course

- o The 36 or 40' road, with 10' drainage right of way would impact the golf course. Need to preserve golf course? On wetlands. Heavy local use.

Parking

- o Put merchant/service parking behind buildings. Plan exists for 82 stall off-street parking behind businesses. Create parking lots and have ski areas pay the bill. Garages preferable to surface parking.

KINGS BEACH COMMUNITY MEETING

Parking and Pedestrian Safety

- o People avoid the pay parking and walk in.
- o Parking doesn't accommodate use of public recreation shoreline from Crystal to Cornelian Bay, so people park on highway and pedestrians cross at random spots.

- o How to deal with it: through rate increase? Are parking garages better or do they add traffic?
- o Parking lid: change from long to short term meters.
- o Elevated pedestrian crosswalks?

Traffic

- o "The real problem isn't the traffic, it's the bureaucrats who don't make decisions"
- o "Even the police don't slow down for us to cross the street"
- o Redesign road: down to three lane, middle used as turn lane, channelize. Turn lane at Highway 28/287.
- o Crystal Bay signal, reconsider.
- o Truck traffic on road is dangerous.
- o Bike facilities.
- o Multi-modal wanted: bus, train, waterborne.
- o Use traffic management to control traffic flow.
- o Combined mitigations; inter-jurisdictional coordination across county lines
- o No door-to-door taxi service.
- o Consolidate auto ingress/egress.
- o TART ridership up, need big buses, publicity campaign. Need Sunday service. Shelters at bus stops. Need transit connect to Truckee, Northstar. Need public relations campaign to encourage more use.

Low Income Housing.

- o Low income employee housing in Kings Beach area. Code enforcement, zoning violations. No transportation to/from Incline for workers during day or for night shifts.
- o Lack of communication between Anglo and Hispanic communities.

- o Need landlord/tenant mediation.
- o Racism. Need communications solution to bridge gaps.
- o Gang violence not yet a problem, but fear of it exists, need youth programs, sports, ways to address drop-out rate in high schools.
- o Incline and Crystal Bay don't want to deal with low-income housing; they should share the burden.
- o Hope for a redevelopment agency to be established.

Revenue

- o Recreation tax?
- o Tax on ski lift, facilities, sales tax.
- o Fee areas for recreational users.

Nature Conservancy

- o Offered self as resource to acquire sensitive land, fund local erosion control projects, provide public access, manage properties, restore for public use, work to expand existing public access and connect to facilities.
- o Also seen as problem: buying up land, taking out businesses and parking.
- o What to do about community space being removed by Conservancy?
- o Can Conservancy be used to acquire dock sites for waterborne transport?

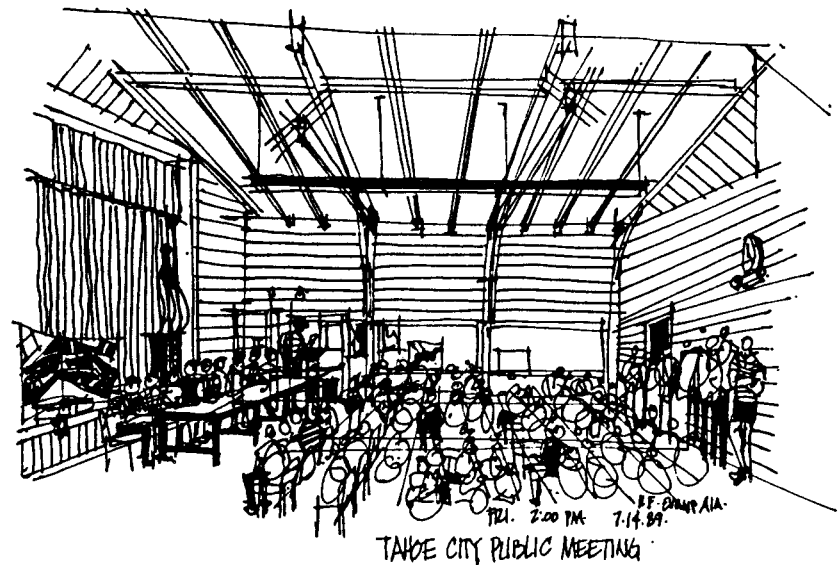
Community Design Issues

- o Need sidewalks.
- o Recreate civic cove off Kings Beach by moving Safeway.
- o Cluster, not strip development.

Jurisdictions

- o Community plans being done, locally focused, not taking into account regional issues.
- o Community is too small to support the infrastructure for a tourist base.

"The growth reality is a regional problem, but the government requires that we address it locally."



THOSE WHO TESTIFIED AT PUBLIC MEETINGS

Park Bechdolt
E.J. Belding
Beverly Bedard
Bob Bell
Ray Butler
Rick Castro
Sandy Coombs
Don Delaney
Bill Derrick
Terry Dyer
Janice Flanagan
John Gordon
Ron Hancock
Steve Grover
Dave Hansen
John Hoefler
Jeanette Holmes
Jeff Hurst
Roger Imsdahl
Jeannie Johnson
Ken Lewis
Lane Lewis
Mary Linde
Ginny Lynch
Dennis Machida
Ray Martin
Tom Martens

Julie Maurer
Robert McDowell
Janet Mize
Chaco Mohler
Stefanie Orozco
Tom Parilo
Dick Pegg
Craig Poulsen
Bob Reynolds
Joanne Roubique
Eric Sandel
Judy Segale
Al Smith
Darryl Smith
John Storm
Jerry Sun
Steve Teshara
Brent Thrans
G.B. Tucker
Robert Twiss
Ginger Walsh
Pat Weston
Bill Whitney
Duane Whitelaw
Kay Williams
Dave Ziegler



*"Even the police don't
slow down for us to cross
the street."*

R/UDAT STEERING COMMITTEE

Bill Briner, Executive Director
Chip Matcham AIA, Chairman
Tom Albright, Nevada County Transportation Committee
Shirley Allen, League To Save Lake Tahoe
Leif Anderson, Tahoe Regional Planning Agency
Tom Archer, Truckee Attorney
Sara Baldwin, United States Forest Service
Beverly Bedard, Greater North Lake Tahoe Chamber
Terry Dyer, Tahoe City Advisory Council
Art Grossman, Computer Consultant
Steve Grover, Alpine Meadows Ski Area
Cindy Gustafson, Placer County
Sherri Guzzi AIA
Mary Harrington, Tahoe City Advisory Council, AAUW
Merle Lawrence, Greater North Lake Tahoe Chamber
Mike Lundblad, Squaw Valley USA
Dick Pegg, Truckee-Tahoe Airport District
Paul Porter, Northstar-at-Tahoe
Craig Poulsen, Perini, Poulsen Properties
Janet Rabenau, Greater North Lake Tahoe Chamber
Bob Reynolds, Tahoe Area Regional Transit
Sky Richardson, Landscape Designer
Larry Sevison, California-Tahoe Conservancy
Dawn Steinbruner, Paper Clip
Steve Teshara, Tahoe Sierra Preservation Council
Nancy Wendt, Squaw Valley USA
Pat Weston, Cal Trans
Romany Woodbeck, Washoe County
Larry Young AIA, Ward-Young
Joyce Shields
Debbie Maize
Jeannie Johnson
Pat and Mary Harrington

AIA SUPPORT

Jim Christopher, FAIA
Peter Hasselman, FAIA
Ron Kull
Charles Matcham, AIA
Larry Young, AIA
Sherry Guzzi, AIA
Dick Munday, AIA
Clifford Graves



DONATIONS TO R/UDAT STUDY

SPONSORS (\$1,000 or more)

Alpine Meadows Ski Area
Nevada County Transportation Commission
Northstar-at-Tahoe
North Tahoe Public Utility District
Squaw Valley USA
Placer County
Tahoe City Public Utility District
Tahoe Regional Planning Agency
Tahoe Truckee Sanitation Agency
Truckee-Tahoe Airport District
Washoe County

SUPPORTERS (\$500 or more)

Central Valley Chapter AIA
Eden Management (Nahas Family)
Granlibakken
Greater North Lake Tahoe Chamber of Commerce
Rotary Club of Tahoe City
Rotary Club of Truckee
Truckee Downtown Merchants Association
Truckee-Donner Chamber of Commerce

CONTRIBUTORS (\$250 or more)

Shirley Allen
Barifot Photo Processing
Poulsen Properteis
Raymond Vail Associates
Squaw Valley Homeowners Association
Tahoe-Truckee Engineering Association

DONORS (\$25 or more)

Chambers Landing
Cindy Gustafson
Mary Harrington
Charles Matcham AIA
Mountain Area Preservation Foundation
Leo Poppoff
Steering Committee Members

IN-KIND SERVICES

Sierra Computer Consultants
Mountain Stock Photography
The Paper Clip
Truckee Donner Recreation District
North Tahoe Conference Center
Tahoe Lake School
Tahoe Area Regional Transit
Ward-Young Architects
The Store
Tahoe Crafts Printing
Air National Guard - Aerial Photography Unit
Cal-Vada Aircraft
North Tahoe Cruises
Tahoe Office Systems
Alpine Meadows Ski Area
Northstar-at-Tahoe
Tahoe Regional Planning Agency
North Lake Tahoe Chamber of Commerce
A Catered Affair

Lee Schegg
 Cliff Graves
 Peter Hasselman
 George Ticknor
 Barbara Northrup
 Marcos Ancinas
 Dick Munday, AIA
 Bob Crippen
 Loring Sagan
 Brent Thrans
 Ann Johnson
 Barbara Schellinger
 Mary Hakala
 Terry Yagura
 Eileen Stevens



"A lack of communication exists between Anglo and Hispanic communities."

"The real problem isn't the traffic, it's the bureaucrats who don't make decisions."

TAHOE TREE COMPANY
 NURSERY & LANDSCAPING
 P.O. Box 5325
 Tahoe City, CA 95730
 (916) 583-1911

July 14, 1989

To: the members of the RUDAT team

We regret that we cannot be present at your meeting in Tahoe City @ 2pm, but would like to wish you success with your study, and request that you consider the intersection of Hwy 89 south (w. Lake Blvd) and Grandblaken Road.

- A very dangerous situation exists with:
- ① a 35 mph speed limit which most drivers observe @ 50 mph
 - ② two opposing streets entering the Hwy at an offset from each other
 - ③ a condominium project and a residential area, plus several businesses using the intersection on a regular basis.

Your impact on resolving this dangerous situation is very welcome. Perhaps reduced speeds, eliminate the offset, middle turn lanes, a right hand turn lane on Grandblaken Road - any or all of these?

Thank you,
 Karen McWilde, Ed Bruine
 Leslie and John Hyde
 owners, Tahoe Tree Company



July 11, 1989

TO: THE REGIONAL URBAN DESIGN ASSISTANCE TEAM
 FROM: JULIE WILLIAMS
 CITIZENS FOR BETTER MOUNTAIN HIGHWAYS
 RE: JULY 14 - 17 TRANSPORTATION STUDY

Citizens for Better Mountain Highways (CBMH) is a broad-based organization composed of Sierra Nevada residents and business concerns whose economic livelihood and quality of life depends on open and accessible Sierra highways. Its aim is to promote commercial and recreational travel for local users of mountain roads as well as for the millions of tourists who visit the Sierra every year.

Our membership includes Sierra residents, including public officials; businesses such as ski resorts, restaurants, area lodges and other commercial interests; and recreational users who are particularly concerned with the increasing congestion plaguing the greater Lake Tahoe area.

We are very excited the RUDAT will be studying the Tahoe area, specifically the "resort triangle" served by Interstate 80 and state highways 89, 28 and 267. We feel this project is an excellent first step in solving the area's mounting transportation problems.

CBMH's primary charge is the need for open and accessible roads in and around the area. However, in the targeted study area, CBMH is especially concerned with the bottlenecks on the 267 corridor through Truckee and the urgent need for a replacement mechanism to improve traffic flow.

In addition, general Tahoe City congestion, major delays at the agriculture inspection station and the deficiency of shuttles or public transportation, particularly for tourists, are adding to the difficulties in this overburdened area.

We are anxious to view the results of your assessment and to explore your proposals.

"The lack of transportation and accessibility prevents residents in Kings Beach and Tahoe City from getting to health care facilities in Truckee."

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REFERENCES

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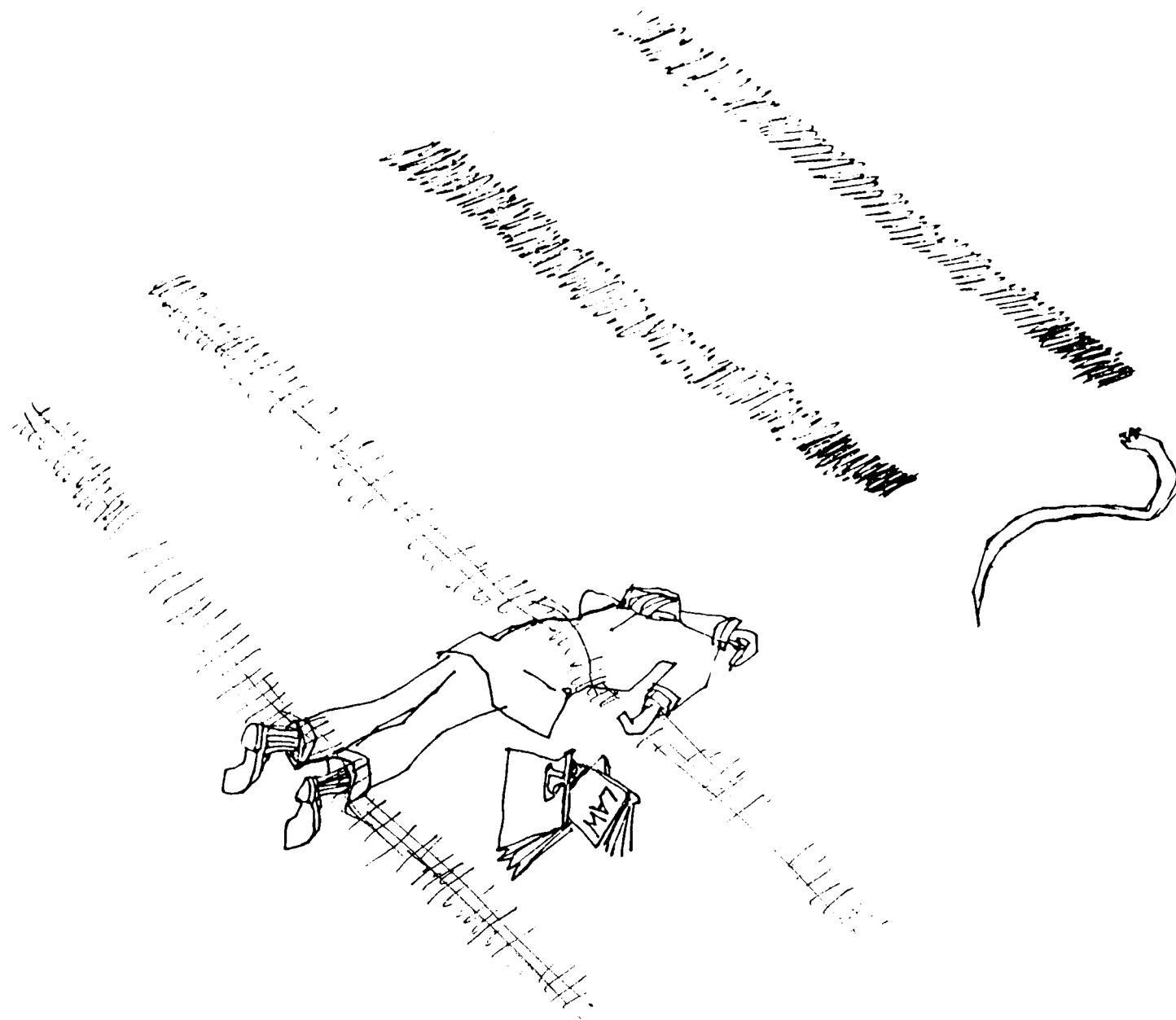
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ABOUT THE R/UDAT TEAM

ABOUT THE R/UDAT TEAM

JEAN ACKERMAN, ABD, University of Michigan, is President of Coley/Forrest, Inc., a firm which provides economic consulting services. She specializes in public finance, economic development, and real estate and financial feasibility analyses. In her consulting work, she has advised municipal and state governments, districts, and developers on alternative ways to finance key capital projects, and negotiated public finance solutions on issues where serious disagreement has stalled action.

A sampling of projects managed by Ms. Ackerman include the design of a public finance plan for the new Boulder Master Transportation Plan; support in the design of the public finance plan for the Transit Construction Authority; and a cost-effectiveness analysis of the Seattle (METRO) bus system.

ROBERT G. COPE, Ph.D., University of Michigan, is an Associate Professor of Policy, Governance and Administration, Faculty of Education, University of Washington. Scholarship, teaching and publications have emphasized conditions of effective college and university management from a strategic planning perspective and conditions associated with State and Nation-state economic development from a strategic planning perspective.

Mr. Cope has recently served as a consultant to the College of Dupage, Seattle University and College of Fine Arts, Wichita State University, and several assignments at San Diego State. Selected professional activities include Strategic Planning and Economic Development in Australia and consulting to the Weyerhaeuser Company on a wide variety of projects, including strategic planning for business units, technology applications, and developing personnel job assessment systems.



ALAN R. PENDLETON, J.D., Hastings School of Law, has served since 1983 as the Executive Director of the San Francisco Bay Conservation and Development Commission, a State agency responsible for managing San Francisco Bay. Prior to this appointment, Mr. Pendleton served as Deputy Director. He first joined the Commission's staff as Legal Counsel in 1971.

Mr. Pendleton has lectured extensively on coastal management. He is the author of several articles about environmental, land use, and coastal issues. His professional interests include the public trust, fresh water diversion, the limits of land use regulation, the loss of estuarine wetlands, and methods to address regional issues in the Bay Area.

MYLES COLIN RADEMAN, J.D., M.C.P., New York University, heads Rademan and Associates, a consulting firm specializing in keynote addresses and lectures, group facilitation, motivational and inspirational seminars, leadership, communication and creativity trainings, and strategic visioning for governmental, corporate and private enterprises. Mr. Rademan is also Director of Public Affairs for Park City, Utah where he is responsible for planning and economic development activities.

Professional activities include Board of Directors of the Western Colorado Rural Communities Institute, the Colorado Association of Ski towns; the American Planning Association, and the Utah Ski Association. Mr. Rademan was a Fulbright scholar in Asia and New Zealand and a Kellogg National Fellow in leadership.

WILLIAM T. ROACH, M.C.P. University of Pennsylvania, is Market Development Supervisor for the Transit Department of the Municipality of Metropolitan Seattle. His work includes the development of plans, products and services for emergency transportation needs and new organizational approaches to meet those needs.

Mr. Roach has developed products which include a Model Transportation Systems Management Ordinance for local jurisdictions, and land use and site design guidelines for encouraging public transportation parking management guidelines for high occupancy vehicles.



DENNIS M. RYAN, A.I.C.P. Ph.D, M.C.P., University of Pennsylvania, is Chairperson and Associate Professor in the Department of Urban Design and Planning, University of Washington, where he teaches Urban Design and Communications. His interests include local community planning, achieving continuity in the design of environments, issues of community identity, image and sense of place, and what the greying of America means to the planning and design of our urban environments.

Dr. Ryan has participated in numerous R/UDATS since 1976, including being a team leader in the Rio Grande Valley, Texas, 1988, and Howell, Michigan, 1982. He is especially pleased to be team leader on the North Lake Tahoe R/UDAT. He has come to Tahoe in the summers for the past 20 years, enjoying the beach at Rubicon--watching his 2 boys grow up appreciating the beauty of this special place.

RALPH EVANS, AIA, B.A., B. Arch. has been involved since 1966 in an "Architect as Developer" role in an effort to provide quality architecture for the user. Work has mainly centered around residential community developments. This experience has proven to be a new way for architect involvement in finance, construction and sales, in addition to the customary design role. His work has received numerous awards from the Utah Society, The American Institute of Architects.

Mr. Evans has served on the National Urban Planning and Design Committee, and has served in a variety of capacities for the Utah Society, AIA. He has participated in a number of R/UDATs since 1976. He was the Founder, Principal and President of Architects/Planners Alliance 1968-1984. In 1984 he began Ralph Rolland Evans/Architecture Planning Interiors.

J. DENNIS WILSON, A.I.C.P., M. Arch., and M.C.I.P., University of Pennsylvania, is both an architect and a professional city planner. He established J. Dennis Wilson & Associates to specialize in urban design, land use planning, and growth management services for both municipalities and the private sector.

Prior to forming J. Dennis Wilson & Associates, Mr. Wilson worked with Wallace, McHarg, Roberts and Todd in Philadelphia, and the Chandler Kennedy Architectural Group in Calgary. While with those firms, he was responsible for major planning and urban design projects in both the U.S. and in Canada. This experience is complemented by senior level government positions in the City Planning Departments of Calgary and Toronto, and most recently, as Director of Planning for the City of Dallas.

KING CUSHMAN, M.P.A., Syracuse University, is Director of Development and Community Affairs, Pierce Transit, Tacoma, Washington. As Director, he is responsible for strategic capital and operational service planning, marketing, scheduling, and customer services. Innovative capital project designs and operational programs helped achieve agency recognition in 1984 from the American Public Transit Association as the number one medium-sized transit system in the United States.

Mr. Cushman has served on the Puget Sound region's Transportation Operators Committee and several task forces of the Washington State Department of Transportation, representing public transportation system interests in the development of a State Transportation Policy Plan. He is an expert in regional interjurisdictional coordination policies, and has represented Pierce Transit on a regional technical committee developing a regional high capacity transit system plan (rail and busways).

TIMOTHY L. McMAHAN, J.D., Willamette University, B.A., University of Puget Sound, is enrolled in the Master's program in Urban Planning at the University of Washington. He is developing a specialization in growth management strategies, and land use and environmental law. He is interested in working to facilitate broader public participation and power in the land use planning process.

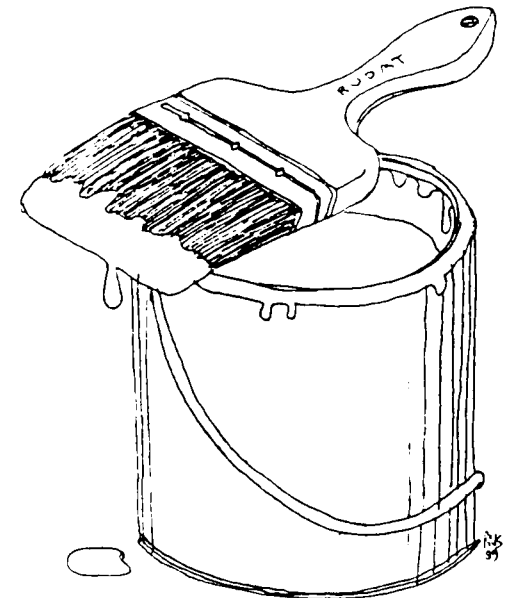
DAVID S. ROBISON, B.A., University of California, Santa Cruz, is nearing completion of two separate Master's degrees at the Institute of Marine Studies and the Department of Urban Design and Planning, University of Washington. The focus of his study at the Institute is directed toward an understanding of the planning and management of coastal and near shore environments. His research activity at the Department of Urban Design and Planning is focused on examination of various types of land use controls and growth management strategies used at the local, regional and state level.

SHERIDITH D. ROBISON, B.A., University of California, Santa Cruz, is in her second year of a Master's program at the Institute of Marine Studies, University of Washington. Her recent research activities focus on integrating the often conflicting goals of economic development and environmental protection within a framework for consensus. Recent projects involve developing tourism planning methodologies for coastal areas and examining the land use permitting of offshore oil and gas development.

RICHARD M. SEPLER, B.A., University of Washington, is enrolled in the Master of Urban Planning and Urban Design Certificate program at the University of Washington. His professional interests include urban design, public participation in the design/planning process, and information systems. Currently he is an information system design specialist for the Health Access Study, Children's Hospital, Seattle, Washington.

"California's natural beauty is a trust given to all of us. We must all work to ensure that our children and grandchildren will be able to enjoy Lake Tahoe and all the recreational and natural treasures of our state." Governor George Deukmejian

*"If you want to predict the future, create it."
Peter F. Drucker*



NA9127 R/UDAT
.L27R4 Accepting limits and
1989 Forging a Vision