



SOUTH SHORE VISION PLAN

Kahle Drive to Ski Run Boulevard

South Lake Tahoe, California / Stateline, Nevada

Prepared by Design Workshop for the South Tahoe Alliance of Resorts, September 2011

This Vision plan was initiated by the South
Tahoe Alliance of Resorts.

It has the advantage of utilizing a number of
recent studies and other planning efforts that are
focused on the South Shore area.

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PROJECT SUMMARY



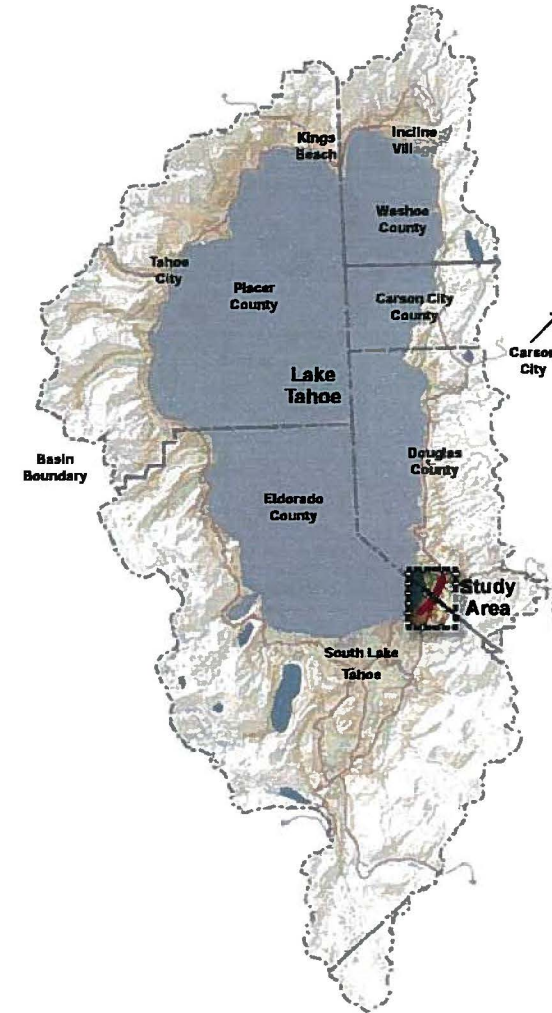
Purpose and Need

The South Shore Vision Plan is a planning process focused on the properties adjacent to US Highway 50 between Kahle Drive and Ski Run Boulevard. Initiated by the South Tahoe Alliance of Resorts (STAR), the process involves participants from the City of South Lake Tahoe and Douglas County, regional planning agencies, local business and community leaders and property owners along the US Highway 50 corridor within the study limits. Unique when compared to previous planning studies for the area, the process recognized that implementing a new vision for the South Shore depended heavily on the involvement of those with a vested interest in the future of the area. Integrating key concepts from previous planning studies was essential to establishing a future vision that the greater community can support.

The question this plan has answered is "what is the desired outcome for the future". This vision planning process was undertaken to also inform the ongoing Regional Plan Update undertaken by the TRPA. The vision for the most significant tourist destination in the region includes some of the following key issues.

- Reinventing the area to address the older and obsolete built environment.
- Improving the market and economic conditions that currently exist.
- Assessing transportation needs, including the proposed US 50/South Shore Community Revitalization Project and "Main Street" narrowing.
- Defining and understanding travel and tourism barriers.
- Finding solutions to other impediments to redevelopment.
- Assessing the limits to the potential for redevelopment.
- Analyzing current summer and winter programs.
- Identifying new attraction/uses and improving the bed base.
- Initiating environmental enhancements.
- Coordinating with the Lake Tahoe Basin Prosperity Plan to find solutions for revitalizing the Basin economy.

A high degree of optimism exists among the South Shore Vision Planning participants because the process is an opportunity to collectively help define the content of the Regional Plan Update and among other things reconsider the impediments to reinvestment in the economic health of the community. The Vision Plan also identifies strategies for overcoming current code and regulatory hurdles that have thus far been an impediment to redevelopment. And finally, by illustrating a compelling future vision, the plan serves as an essential tool for attracting new capital investment which is crucial to achieving the physical, economic and environmental improvements that will benefit the area.



Lake Tahoe Basin regional context.

Project Participants

The stakeholder group for the Vision Plan consisted of the South Tahoe Alliance of Resorts, regional planning agencies, local government representatives, and property owners adjacent to US Highway 50. The following have been participants in the creation of this plan:

- Alfred Knotts (Tahoe Transportation District)
- Andrew Strain (Heavenly)
- Anna Hastie (Harrah's)
- B. Gorman (Tahoe Chamber)
- Blaise Carrig (Vail Resorts)
- Bob Mecay (Tahoe Beach Club)
- Brandy McMahon (Douglas County)
- Candace Stowell (Douglas County)
- Carl Hasty (Tahoe Transportation District)
- Carl Ribaud (Strategic Marketing Group)
- Carol Chaplin (LTVA)
- Chuck Scharer (Edgewood Companies)
- Claire Fortier (SLT Mayor Pro Tem)
- Corinna Osborne (Horizon)
- Dominic Acolino (Embassy Suites)
- Eric Roverud (Design Workshop)
- Gary Casteel, Jr. (Trans-Sierra Investments, Inc.)
- Gary Midkiff (Consultant)
- Greg Cambell (Marriott)
- Harmon Zuckerman (TRPA)
- Hilary Hodges (City of South Lake Tahoe)
- Jef Bauer (MontBleu)
- John Hester (TRPA)
- John Koster (Harrah's)
- John Packard (Harrah's)
- Joanne Marchetta (TRPA, Executive Director)
- Lew Feldman (Attorney)
- Lisa Granahan (Douglas County Econ. Dev.)
- Mansoor Alyeshmehmi (Ski Run Marina)
- Matt Fenn (SLT Lodging Association)
- Mike Bradford (Lakeside)
- Mimi Moss (Douglas County)
- Mitchell Mize (Edgewood Companies)
- Mo Rahmani (Highland Inn)
- Nancy McDermid (Douglas Co. Commissioner)
- Norma Santiago (El Dorado County Supervisor)
- Patrick Rhomey (Edgewood Companies)
- Patrick Wright (California Tahoe Conservancy)
- Pete Sontag (Heavenly)
- Richard Shaw (Design Workshop)
- Rick Gardner (Red Hut)
- Sharon Doughty (Ski Run Center)
- Steve Mokrohisky (Douglas County)
- Steve Teshara (Tahoe Prosperity Center)
- T. Michael Brown (Douglas County)
- Tony O'Rourke (SLT City Manager)



Members of the Vision Plan stakeholder group meet to discuss the potential that exists within the study area.



Stakeholder participants share ideas for overcoming the hurdles that exist to achieving a new vision for the South Shore.



Discussion of the key Vision Plan ideas and concepts.



Members of the stakeholder group identify additional opportunities for improving connections between the core nodes of the Vision Plan.

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EXISTING CONDITIONS ANALYSIS



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Existing Issues

Lake Tahoe has long served as a primary vacation area for residents of the San Francisco Bay Area and Northern California as well as a broader international and national market place. In particular, the area along the South Shore of Lake Tahoe near the California and Nevada border has historically been the center of tourism development. Between 1960 and 1978, when most of the commercial development that exists today was constructed, this area was considered one of the pre-eminent gaming and tourism destinations. However, in more recent years, a lack of reinvestment and other physical problems has contributed to the perception that Lake Tahoe has lost its luster as a world class recreation destination.

Three main factors have contributed to Tahoe's declining resort and tourism market. The first, and most significant, is that gaming revenues over the last 10 years have seen a precipitous decline. The proliferation of regional competition that was non-existent when Tahoe was at its peak, has been a major contributor to the declining South Tahoe gaming market. Indian gaming in Northern California offers a more convenient gaming destination than venues in Tahoe. Casino gaming is also now available throughout the United States. Where at one time gambling was only available in Nevada and Atlantic City, today most US residents can drive from their home to a casino in less than two hours.

Another reason for Tahoe's declining tourism economy is reflected in the general trend towards resort destinations that are focused on recreation experiences. While Tahoe is geographically well positioned to capitalize on this market, a lack of high quality accommodations and resort services has prevented the region from realizing its full potential. Visitors interested in destination areas seek special qualities in the natural environment, unique cultural experiences, built environments that are unified in a way that sustains, or even enhances, the geographical character of a place.

Third, regional regulatory policies that were implemented to preserve and enhance Lake Tahoe's water clarity have in some cases deterred redevelopment. Outdated built environments serve as reminders to an era when motor lodges prospered and casinos were the area's primary attraction. Moreover, the project approval process is unpredictable which has discouraged outside capital investment from flowing into the Basin.

Together these separate but intertwined forces have resulted in the growing perception that the South Shore area is run down and deteriorating into a second tier resort location.



Harrah's



MontBleu



Horizon



Existing conditions near the intersection of US Highway 50 and Pioneer Trail



Typical Highway conditions and development character provide little walkability or connectivity between the parts of the community



Individual businesses are stand alone, each with their own parking, access and frontage.



At Ski Run Boulevard there is a gateway node and the opportunity to access Lake Tahoe.



The Lakeside area is the northern gateway of Highway 50 and is significant for travelers arriving via Reno.

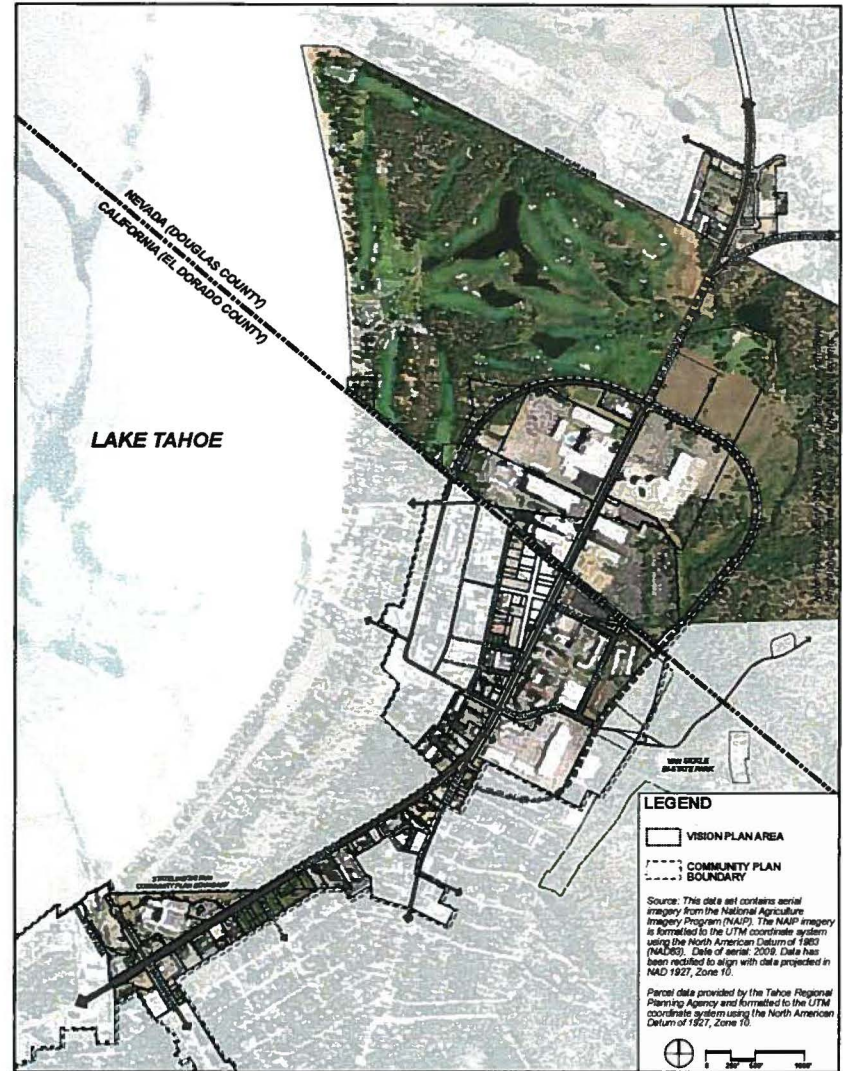
Existing Conditions

The vision planning process began by developing plans and information which provides a snapshot of the various factors relevant to understanding the issues within the study area. The maps shown on the following pages describe the land use, character of the built environment, environmental influences, connectivity, and ownership patterns within the study area. The story they tell is that the land use and development pattern we see today was heavily influenced by Highway 50 as well as the Nevada/California state line. At the time many of the parcels were developed, little consideration was given to the resulting visual quality or environmental impacts that continuous development along the corridor created.

A secondary consequence of the development that occurred within the corridor was the creation of large impervious parking areas. The Figure Ground Map highlights the imbalance between the overall area allocated for vehicles and the areas preserved for recreational uses. Almost by definition, properties are developed with parking as the foremost amenity. This is unlike other resort areas that emphasize their scenic surroundings by consolidating parking and preserving open space.

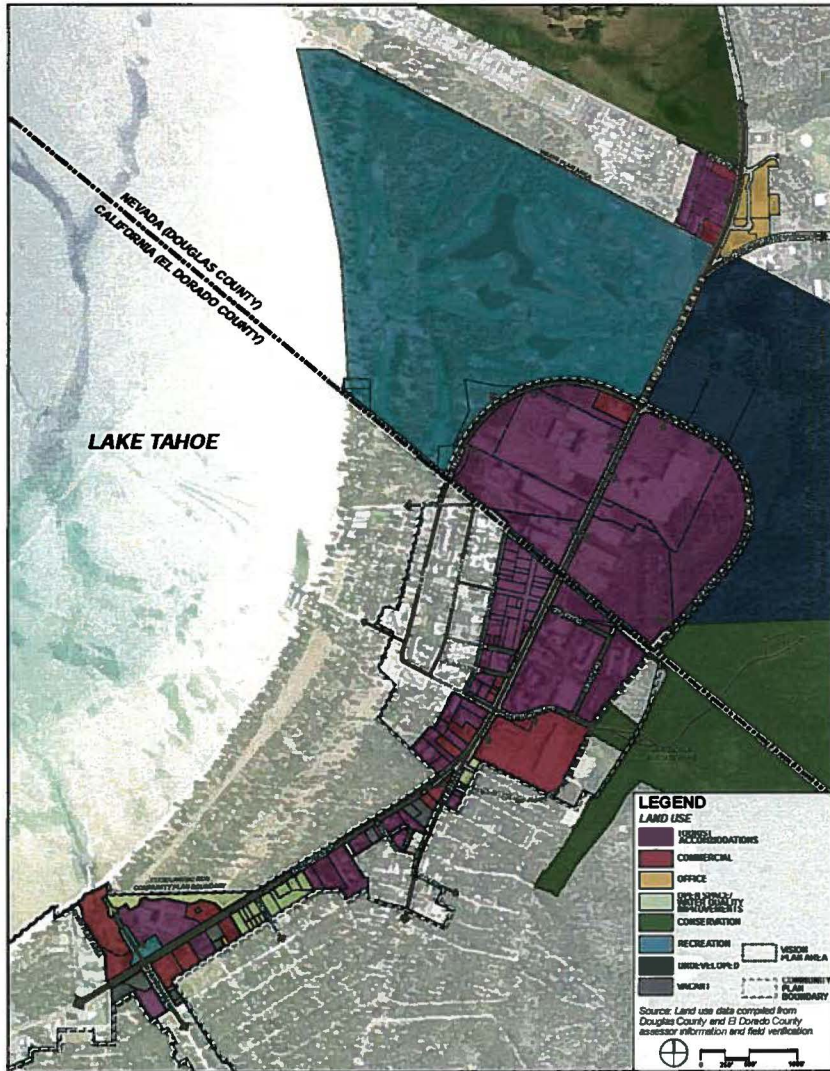
Over the last 10 years, traffic volumes on US Highway 50 have decreased by approximately 25% (recorded at Stateline Avenue, just west of the casino core) and the reason for such a vast reserve of parking is less obvious now than it might have been during an earlier era.

Streams that once flowed from mountain drainages through the study area and to the lake are no longer evident. These environments are important for filtering water runoff before entering the lake and in large measure are covered with buildings, roads and parking lots. Recognizing the impacts the study area has on lake water quality and potential to create environmental improvements will be an important part of the foundation for the future vision. An example is the high percentage of land coverage that exists today can be reduced considerably with a redevelopment approach.



SITE CONTEXT MAP

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EXISTING USE INVENTORY MAP

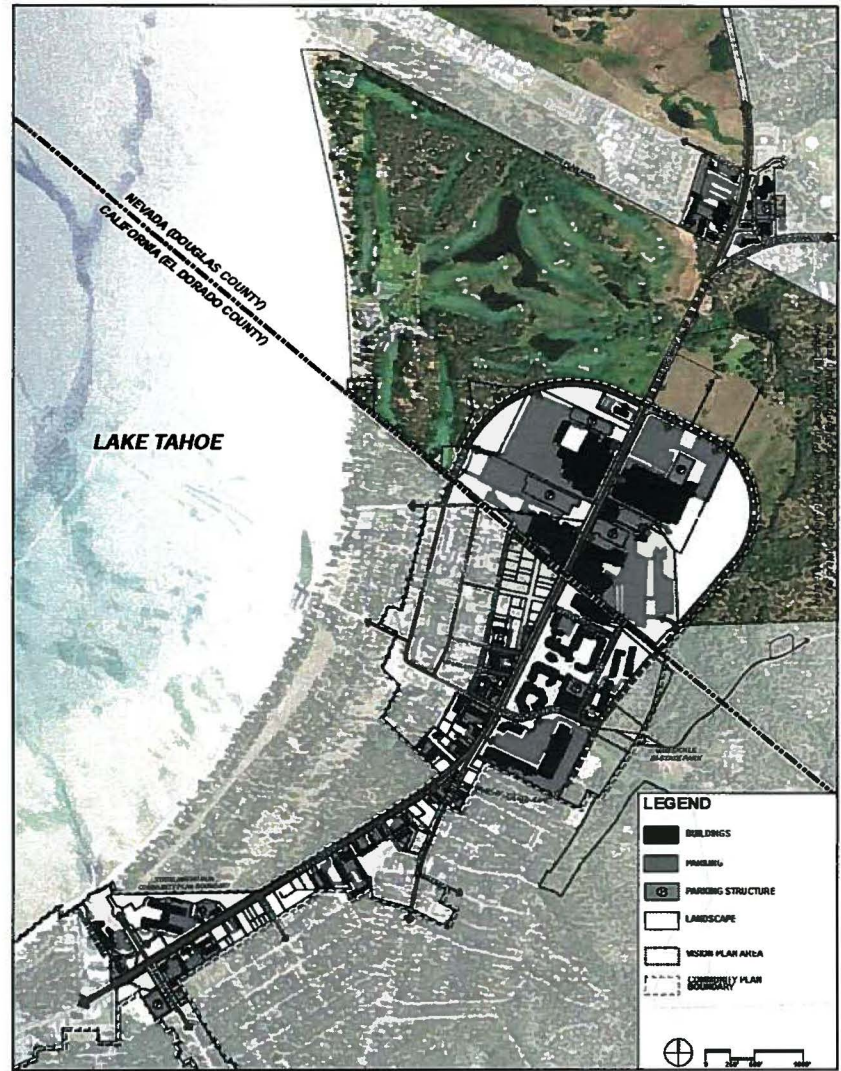
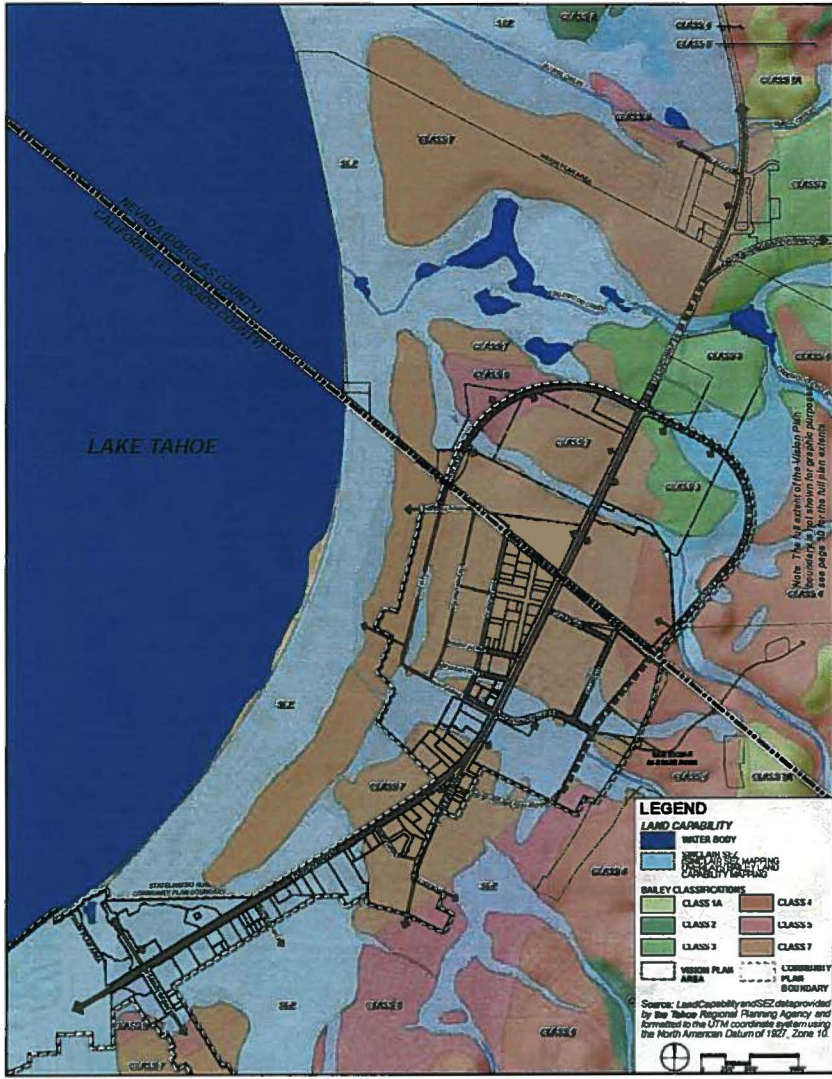
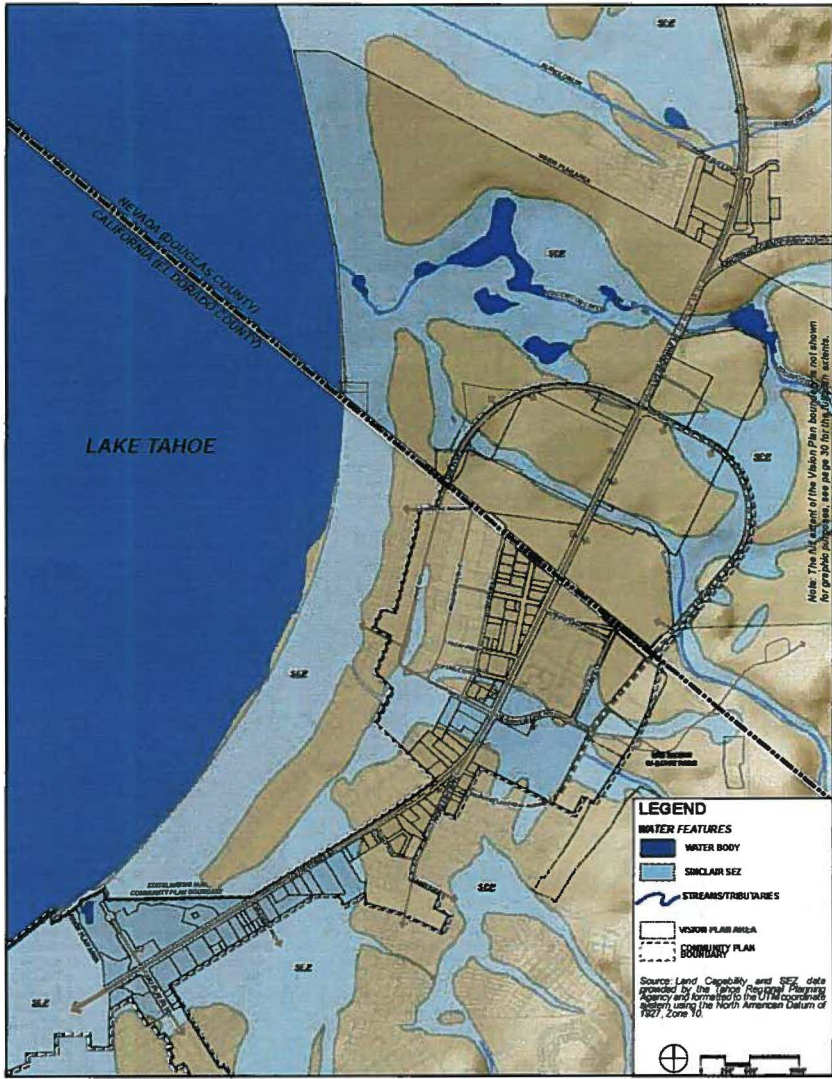


FIGURE GROUND MAP

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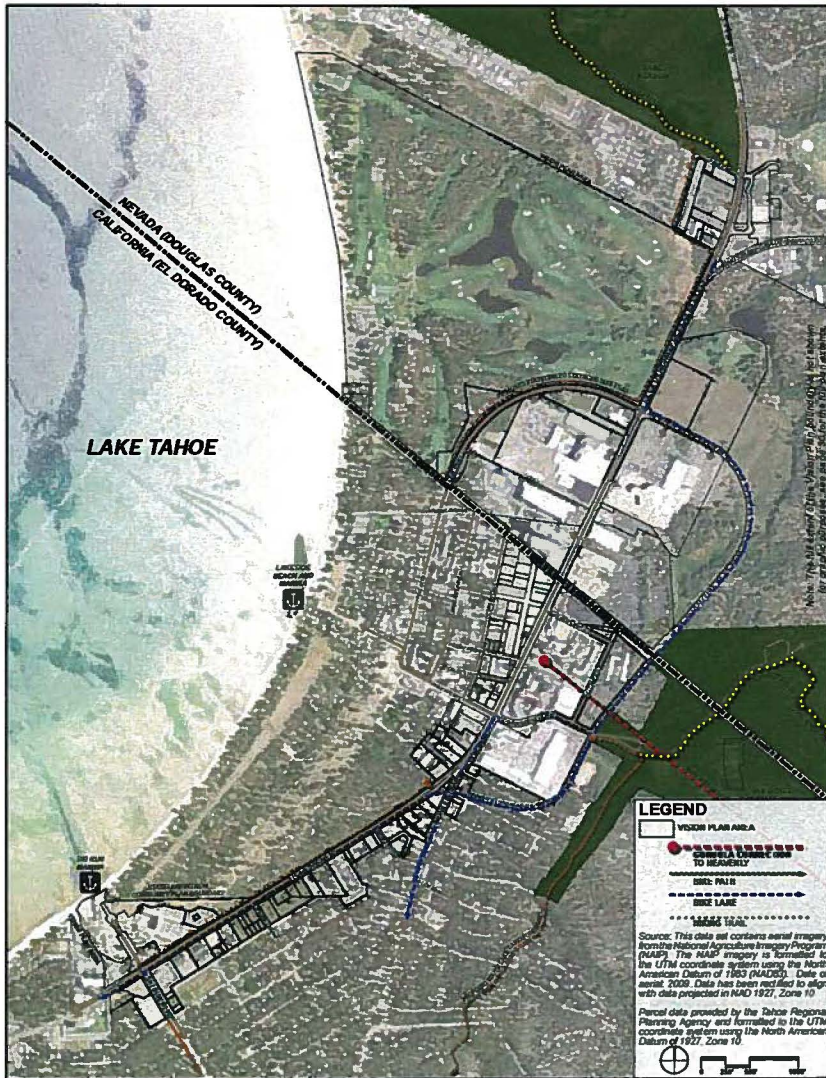


STREAM ENVIRONMENT ZONES MAP

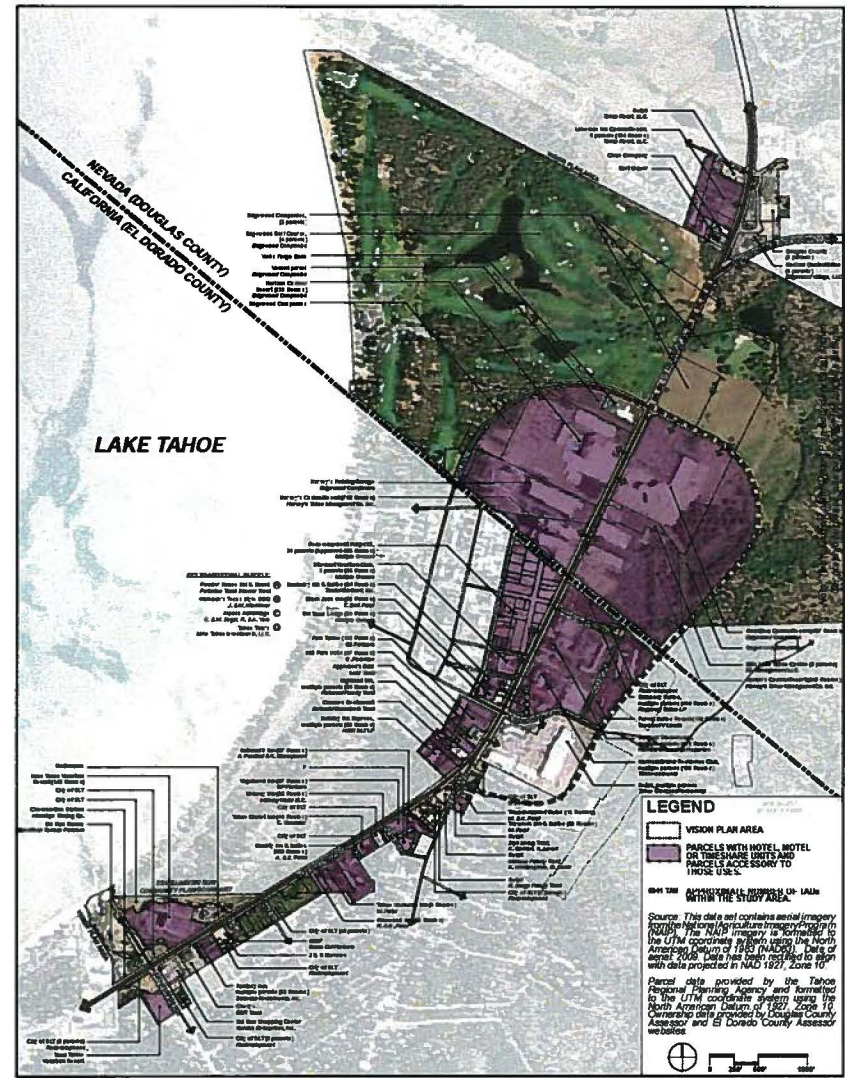


STREAM ENVIRONMENT ZONES MAP

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CONNECTIONS AND LINKAGES MAP



OWNERSHIP MAP

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VISION PLAN

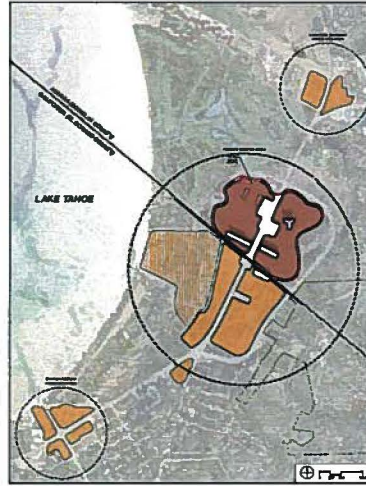


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Principles of the Vision

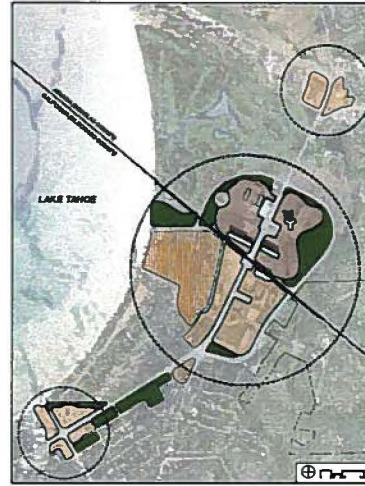
The following principles provide the foundation for a plan that seeks to redefine the physical attributes of the study area in a way that is economically sustainable and responsive to environmental conditions. The planning principles bring together key components from previous planning studies and supplements those ideas with additional concepts established by the Vision Plan team.

The principle ideas of the Vision Plan have been superimposed over the study area to illustrate the land use implications. Diagramming of the future vision was undertaken by the stakeholders. Parcel boundaries and right-of-ways were purposefully not treated as barriers. In some instances, policies and land use decisions which have already been implemented are shown in the diagrams to identify where significant steps towards achieving the vision are underway, and to highlight where future emphasis should be placed.



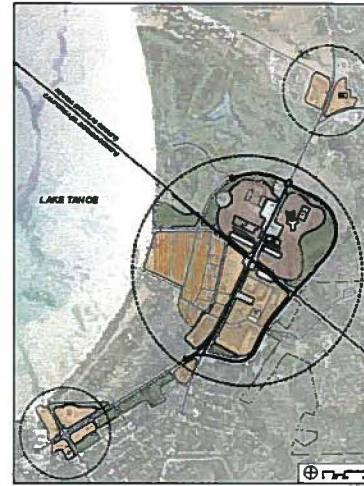
1. Establish a center and mixed use gateway nodes.

- a. Consolidate development to three locations.
 - Lower Kingsbury gateway mixed use area
 - Resort center area
 - Ski-run resort mixed use area
- b. Designate a Special Resort District for the highest density portion resort center area.



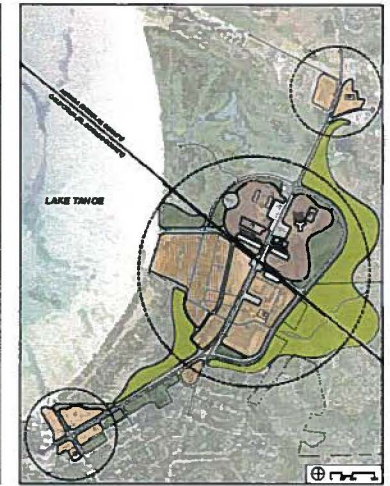
2. Establish the areas between the resort nodes on Highway 50 as open space areas.

- a. Replace strip development fronting Highway 50 by relocating uses and redevelop as open space.
- b. Reduce the coverage within Stream Environment Zones (SEZ).
- c. Improve the aesthetic character along US 50 and promote the inclusion of public art elements to enhance connections between the resort nodes.



3. Establish a Highway 50 realignment that allows traffic to flow around the center and results in a low speed Main Street in the center.

- a. Lake Parkway East becomes a 4 lane, 2 way realignment and provides access to Harrah's and MontBleu.
- b. Lake Parkway West provides access to Horizon, Harvey's and Edgewood.
- c. Provide gateway and directional signage for businesses within the resort core at critical intersections along the realigned Highway 50.
- d. Existing Highway 50 is converted to a 3 lane street with travel lanes in both directions and a center turn lane. Space that is gained will be used to create improved amenities for the community street.



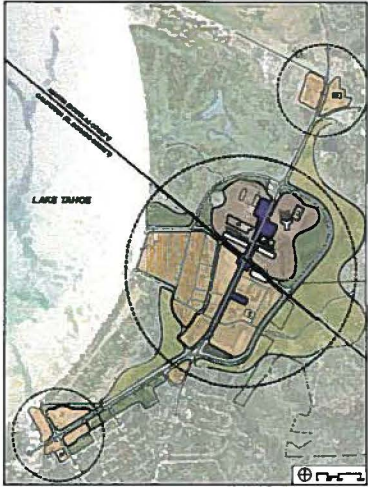
4. Surround the resort center with the concept of 'visual' open space as a green necklace around the Lake Parkway and the realigned US 50.

- a. The visual open space will provide a natural setting for the resort center and will keep the natural environment intact.
- b. The roadway landscape will be preserved.
- c. There will be a defined edge to the community development and the natural landscape.



A landscape buffer surrounds the resort core and preserves the feeling of the natural environment.

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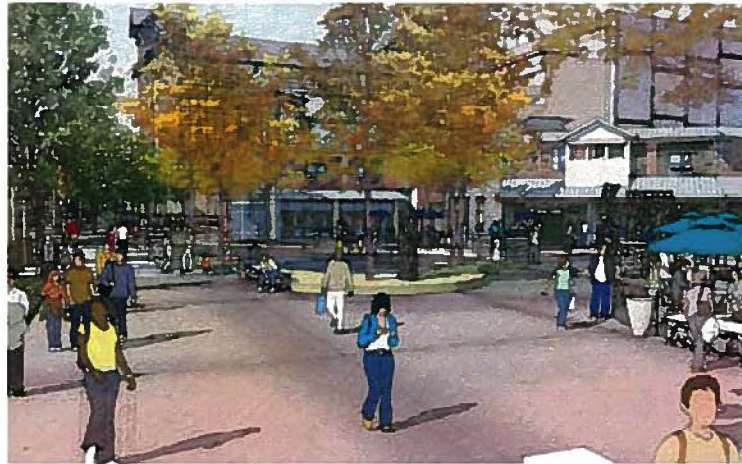
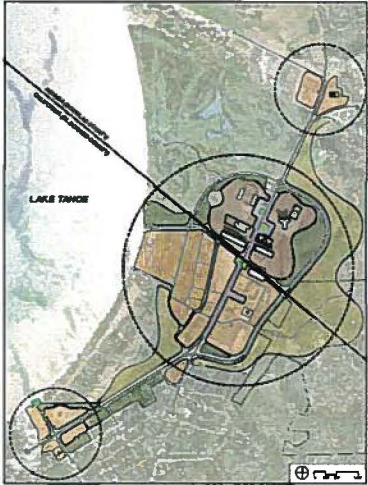
5. Establish an animated street for retail, dining, entertainment, and events.

- a. Park Avenue to Horizon will have a 20 foot minimum sidewalk zone.
- b. Continuous frontage of retail, food and beverage, entertainment, and guest service uses will be established on both sides.
- c. Consider providing pockets of on-street (parallel) parking along US 50/Mainstreet to create a sense of discovery and interest. Relocate and screen structured parking to create a pedestrian oriented streetscape.
- d. Crossings for pedestrians will be frequent and provide connectivity to both sides of the street.
- e. Traffic speed will be targeted at 25 mph or less.



The redeveloped Highway 50 changes from a State Highway of five lanes in the resort center to a pedestrian street with two way traffic and left hand turning pockets.

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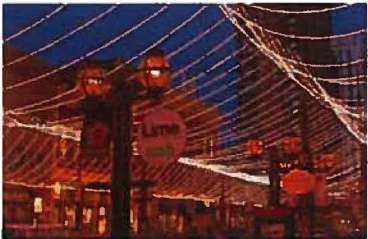


The concept for gathering places focuses along the street edge and brings new vitality interest and program events into the resort center.



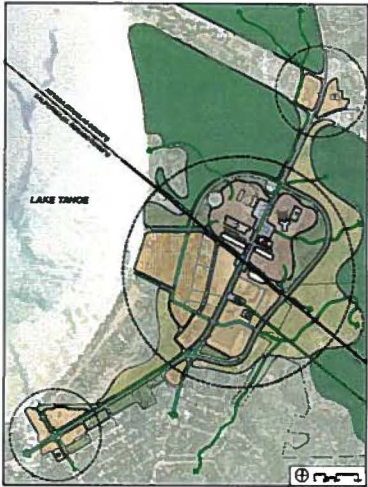
6. Urban place making will be accomplished by creating interesting gathering places.

- a. Retail activities will frame places for pedestrians.
- b. The centers of activity will be engaging places, providing for event programming and strong design appeal.
- c. The streets will be developed with outside dining, landscaped edges and 'complete street design character'.
- d. Local community orientation and services can be incorporated creating a rich mix of retail opportunities.



Retail, dining, entertainment, and events help to animate the resort core.

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7. Recreation uses need to be located in close proximity to the bed base and should include a diverse array of outdoor activities.

- a. Recreational program choices will include summer and winter activities from walking to extreme sports.
- b. Recreational connectors are focused on non-auto access and seek to make it easy for visitors to engage in recreation opportunities.
- c. The number and density of accommodations found in the resort core emphasize the need for recreation within close proximity.



Establish open space areas between the mixed-use nodes and the center.



A wide range of recreational activities can be easily accessed from the resort core.



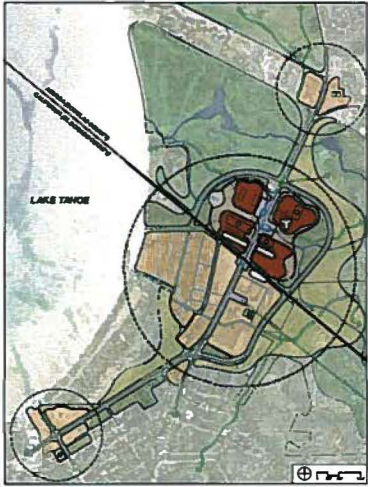
8. Implement environmental improvements to upgrade the natural and built environment.

- a. Open space and land coverage reductions will enhance water quality along with sustainable treatment.
- b. The surface parking areas will be significantly reduced and parking underground or in structures will allow former parking areas to be redeveloped and to improve the setting's appearance.
- c. The drainages that feed golf course creek will be day-lighted and become functioning streams in the developed area.
- d. New landscape restoration will replace coverage that has been removed.



Invest in environmental improvements to upgrade the natural and built landscape.

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9. Redevelop existing casino resorts as destinations in which gaming is an amenity, not the only primary attraction.

- a. The ground level areas of the resort will be revitalized and re-purposed for retail use amenities, accommodations, and hotel uses.
- b. New exterior remodels will create high rise towers that are in the spirit of the surrounding environment. The design approach to high rise scale allows for scenic compatibility.
- c. High rise density will provide the lake views, walking environment, and critical mass of a resort destination.

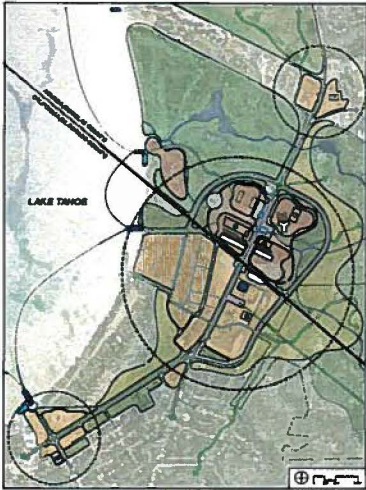
10. Create high quality accommodations to replace the obsolete properties.

- a. Redevelopment and new economic investments in the resort center will focus on accommodation upgrades and raising the quality available.
- b. Edgewood lodge will be instrumental in providing a new level currently unavailable on the South Shore. The mixed use gateways at Lakeside and Ski Run Marina will place accommodations in proximity to recreational opportunities.

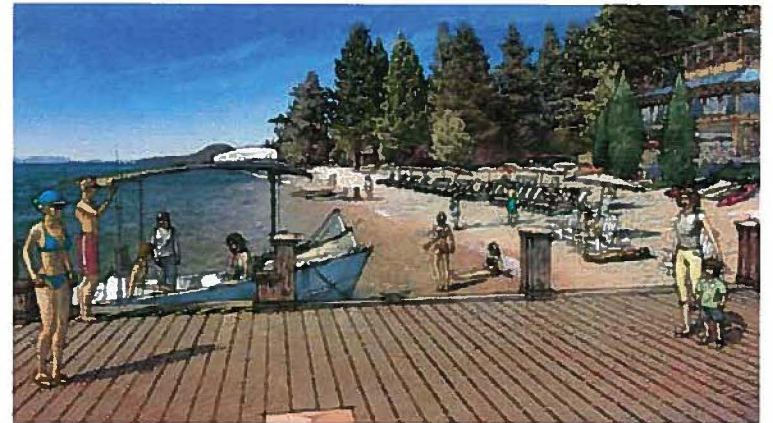


Significant quality improvements can exist for the resort center by remodeling existing architecture, redevelopment and the reprogramming of amenities offered within the resort center.

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Stateline Avenue is the connection between the resort center and potential public lake access.



Boat shuttles to South Shore beaches can create far greater public access from a single point in the resort center.

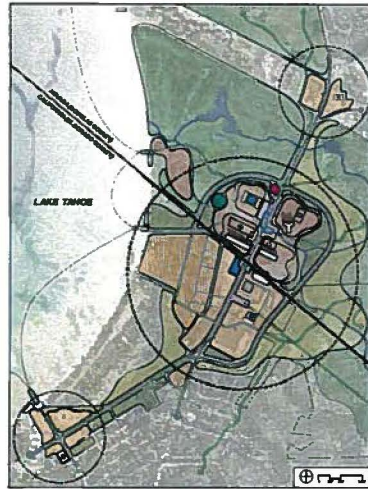
11. Critical access to Lake Tahoe will originate from the resort center and visually and physically make the lake central to the resort center.

- a. A walking/park/street connection along Stateline Avenue will serve as the direct corridor to the lake.
- b. Pedestrian, bicycle, and public transit improvements are encouraged along Stateline Ave. to reduce vehicular traffic impacts to the existing Lakeside Park community.
- c. A public transportation pier will terminate the corridor and provide boat shuttles to existing South Shore beaches.
- d. A new public recreation beach will expand to the north side of Stateline Ave. to fulfill needed water based recreation. Scenic views will result from the recreational acquisitions.
- e. Transit services will be provided from the transit center and along Highway 50 to the lake.



Creating greater connection to Lake Tahoe along Stateline Avenue and creating public access to the water will enhance the resort center's ability to deliver Lake Tahoe as a key part of the destination.

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12. The community streets will be formalized complete streets that allow for multiple uses including autos, bikes, and pedestrians. Streets are the primary community spaces.

- a. A high level of secondary street connections will be included.
- b. The public image of the resort center and recreational gateways will be communicated through the character of the streets.
- c. Dominant automobile traffic will be addressed by creating a balance between cars, enhancing mobility for all modes of travel, as well as improving safety.

13. New programs and facilities will be developed as catalysts to improve market attraction and enhance area attractions.

- a. Develop conference and group meeting space and conference hotel rooms to establish a new purpose for visits and a new market.
- b. A new indoor entertainment venue will allow more and better entertainment to generate stays. Additionally, an outdoor amphitheater will accommodate "outdoor special events".
- c. A new visitor center will provide information and a museum to create a resort presence and provide guest services.

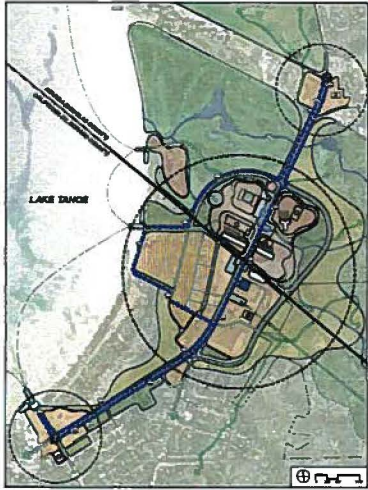


More and better entertainment can be an intricate part of the experience with an entertainment venue.



New attractions draw visitors and locals to experience high quality entertainment and events.

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14. Include transit and alternative travel modes as essential parts of the destination resort experience.

- a. The greenway, from Ski Run to the resort center, will be completed as a continuous corridor with art located along the pedestrian route.
- b. Stateline Avenue will serve as a primary recreational corridor connector to Lake Tahoe.
- c. The transit center will be enhanced with more visibility and seasonal services that will make it more convenient to leave cars in favor of the services provided by transit shuttles.



Small scale water transit can provide flexibility and adapt demand to the seasons.



A new public recreation beach visually and physically connects the resort core to Lake Tahoe.



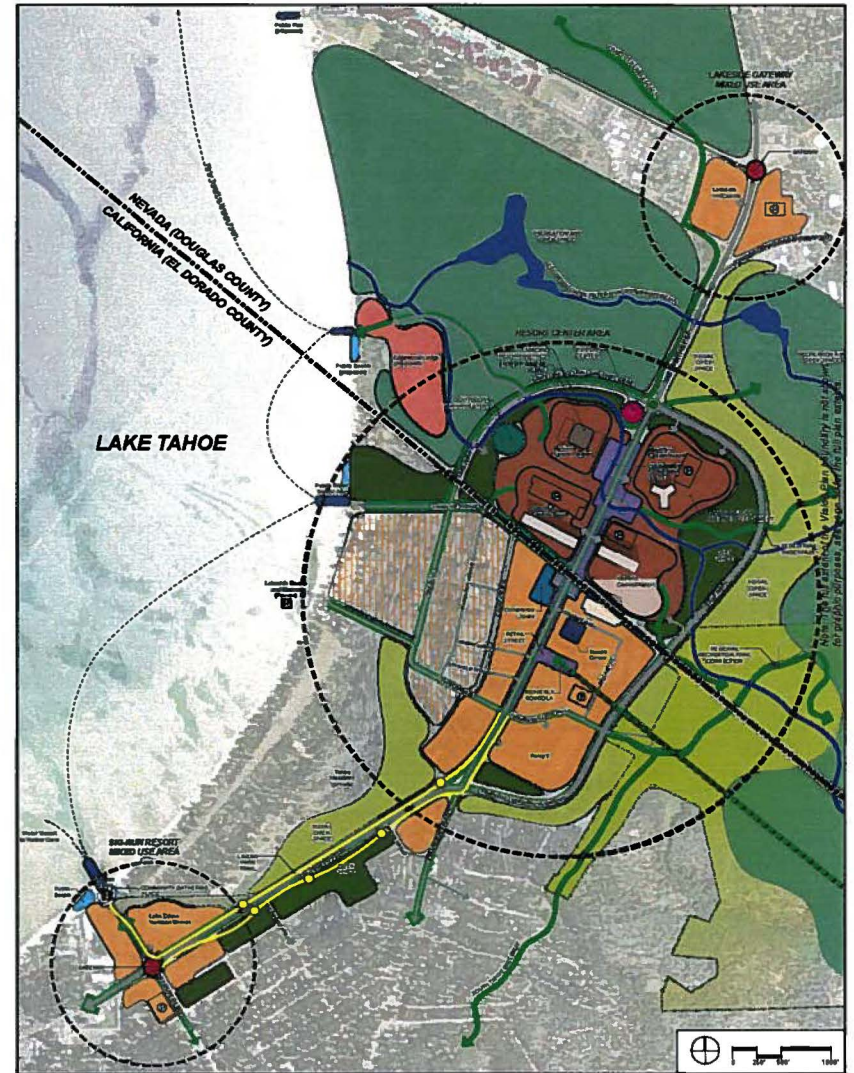
15. Establish gateway mixed-use resort nodes with a strengthened recreational presence.

- a. Visual markers for the district and resort center will be established to create high expectations for the visitor experience.
- b. Redevelop street frontage and accommodation base at the Lakeside area.
- c. Redevelop the Ski Run Marina as a great recreational place with outward visibility, identity, and energy as a point of lake access.

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Vision Plan Diagram

The Vision Plan diagram compiles the 15 principles to illustrate how the various ideas coalesce into one unified concept. The diagram highlights the components of the plan that have already been implemented or that have received significant design consideration. The lightly shaded portions of the plan represent the areas where future collaboration is required for the acquisition, planning an implementation of the vision. While much work remains before the final vision is realized, the foundation that has been achieved to date, establishes an optimistic outlook for the future of the South Shore.



VISION PLAN DIAGRAM

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The central Main Street is developed in a block by block configuration allowing multiple pedestrian crossings and frontage of retail in a pedestrian environment stretching from one acre at the Heavenly Gondola southward to the entertainment venue located at Horizon.

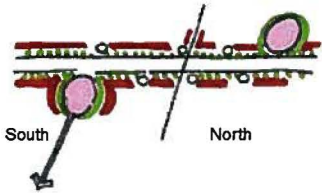


Special importance is placed on the intersection of Stateline Avenue and reconfigured Highway 50.

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Design Concepts for Main Street

The concepts for street renovation include character design principles that will create a new place. The introduction of new programs of use and an organization to the space will change the linear highway into a Main Street. A significant part of this transformation will be cross streets or natural connections at about 400 feet apart reflecting more of a town center character. These principles are described below:



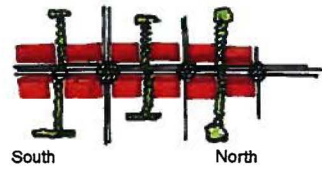
- Establish anchors at either end of Main Street (complement existing anchor at Heavenly Village by adding an anchor near MontBleu/Horizon)



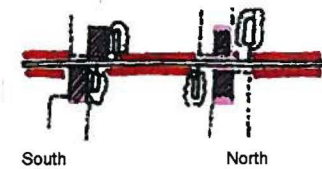
- Compress and release the scale of space within the corridor



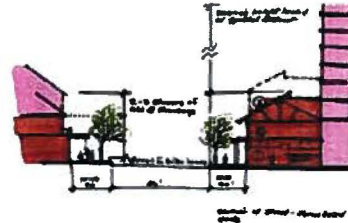
- Create variations along the street edge
- Create a gathering node at Stateline Avenue which orients people to the beach



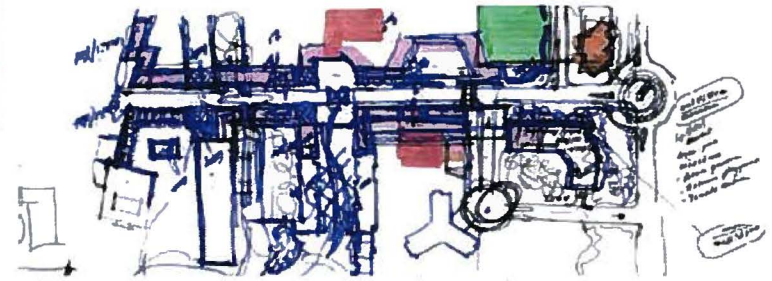
- Create a crosswalk and node system that relates to the typical urban pattern (400')



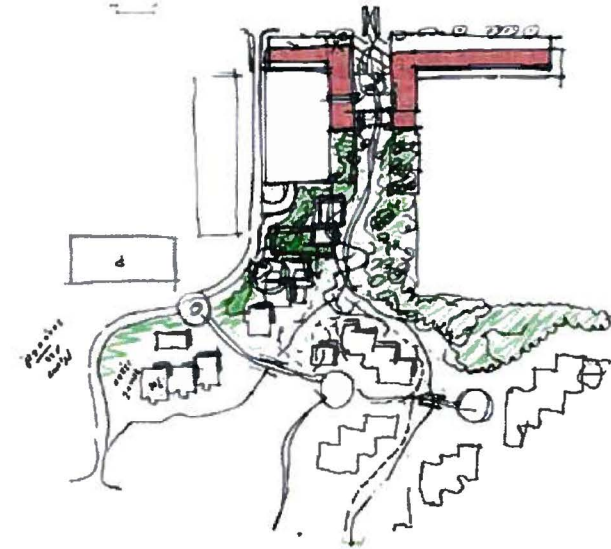
- Erode away at the corners of buildings
- Open hotel lobbies up to the street



- Establish a base to Main Street with an activated facade and a 2-4 story height limit
- Create portals along the street edge to enhance the arrival experience to the casinos
- Retrofit existing buildings to relate better to the alpine environment (roof dominant forms)



Activity areas generate an environment for people and provide a higher level of attraction to the area than currently exists.



Concepts applied to street character include the intersection of natural landscape into the resort center and re-establishing the original drainage patterns.

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Gateway Areas

Lower Kingsbury Gateway Area

The lower Kingsbury Drive area is the first gateway area from the Highway 50 into the South Shore area. Beginning at Kahle Drive, the following vision principles are included for the gateway area:

1. Create a street presence that acknowledges the arrival into a developed area. This will include buildings that face the street and uses directly fronting a new pedestrian zone.
2. Create a streetscape along the entire street corridor that includes pedestrian amenities, planting, and an interesting environment to support retail. On the West side of the streets, the office uses are encouraged to be supported with an enhanced street environment.
3. Re-develop the Lakeside site of the existing retail and accommodations into a mixed-use environment with retail, office, hotel, gaming, group meeting space and open space.
4. Link this accommodation area with the open space to the north and capture views of the golf area to the south. The bike trails and pedestrian access to Nevada Beach are key elements of the location in which stronger connections are encouraged.
5. Develop the site with a gateway feature at the corner of Kahle Drive and US Highway 50. This is a year around installation that denotes the importance of arrival into the resort area.
6. Use the existing TAU allocations (currently there are 124 TAU's) to re-develop the high quality hotel rooms and residential uses.
7. Create developed open space to improve the quality of the spaces and views from the interior of the project site. Amenities of a resort should be included on the site to encourage stays and make the project attractive to a broader market.
8. Establish an architecture and resort image that creates the tone for the South Shore Resort Center.
9. Re-develop the project to a level that supports the resort center with accommodations and retail.

The opportunities to include conference space for smaller groups supported by the rooms available should be a consideration.

10. Link lower Kingsbury to other planned facilities in close proximity to create a greater sense of being at a hub of recreation. For example, the Tahoe Beach Club and pier is open to the public with structured fees.
11. Define the commercial uses with a special niche idea that creates a difference in the retail and tenants located at the resort center.
12. Park the majority of the program below grade to reduce coverage and create a setting for the new accommodations.
13. Encourage the public trail system that is planned from Stateline to allow this gateway to connect without autos to the resort center.

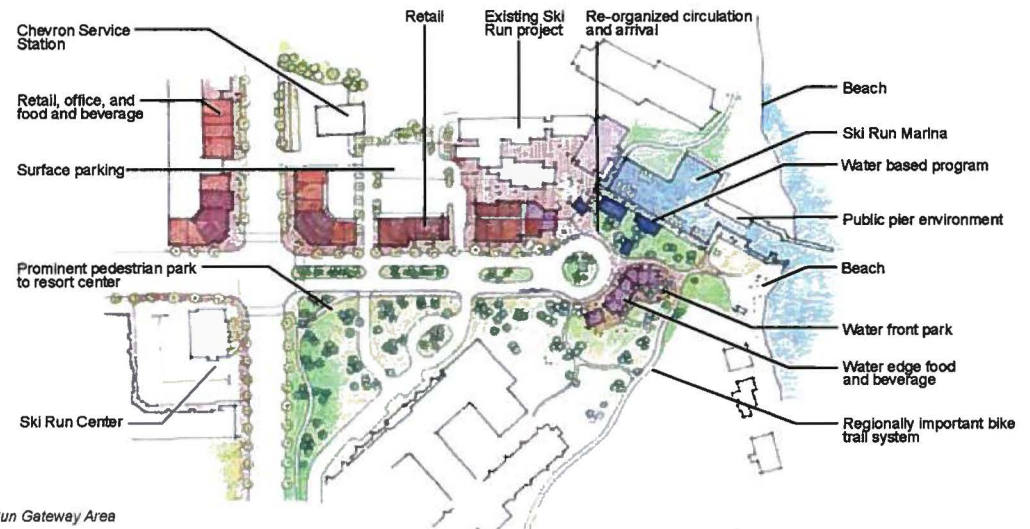
Ski Run Gateway Area

The intersection of Ski Run Boulevard and US Highway 50 is a decision point to the Heavenly Ski area. It is also the most significant gateway from the south and has the marina and beach activity. The vision principles for this area include:

1. Create a major linkage between this location and the resort center and upgrade the existing route and linear parkway. A public arts program would be a method to create the interest along the route.
2. Establish a better visual experience around the marina and water based restaurant environment.
3. Establish a retail street frontage at the intersection of US Highway 50 and Ski Run Boulevard.
4. Develop parking availability to support additional land uses that will add to the critical mass of the area.
5. Direct more and new programs that are related to the water activity near the marina and encourage public interest to the water and beach areas.
6. Reorganize the circulation and parking to define a clear arrival and parking system. Reinforce the pedestrian nature of the area with new regional paths and trail connections.
- 7.

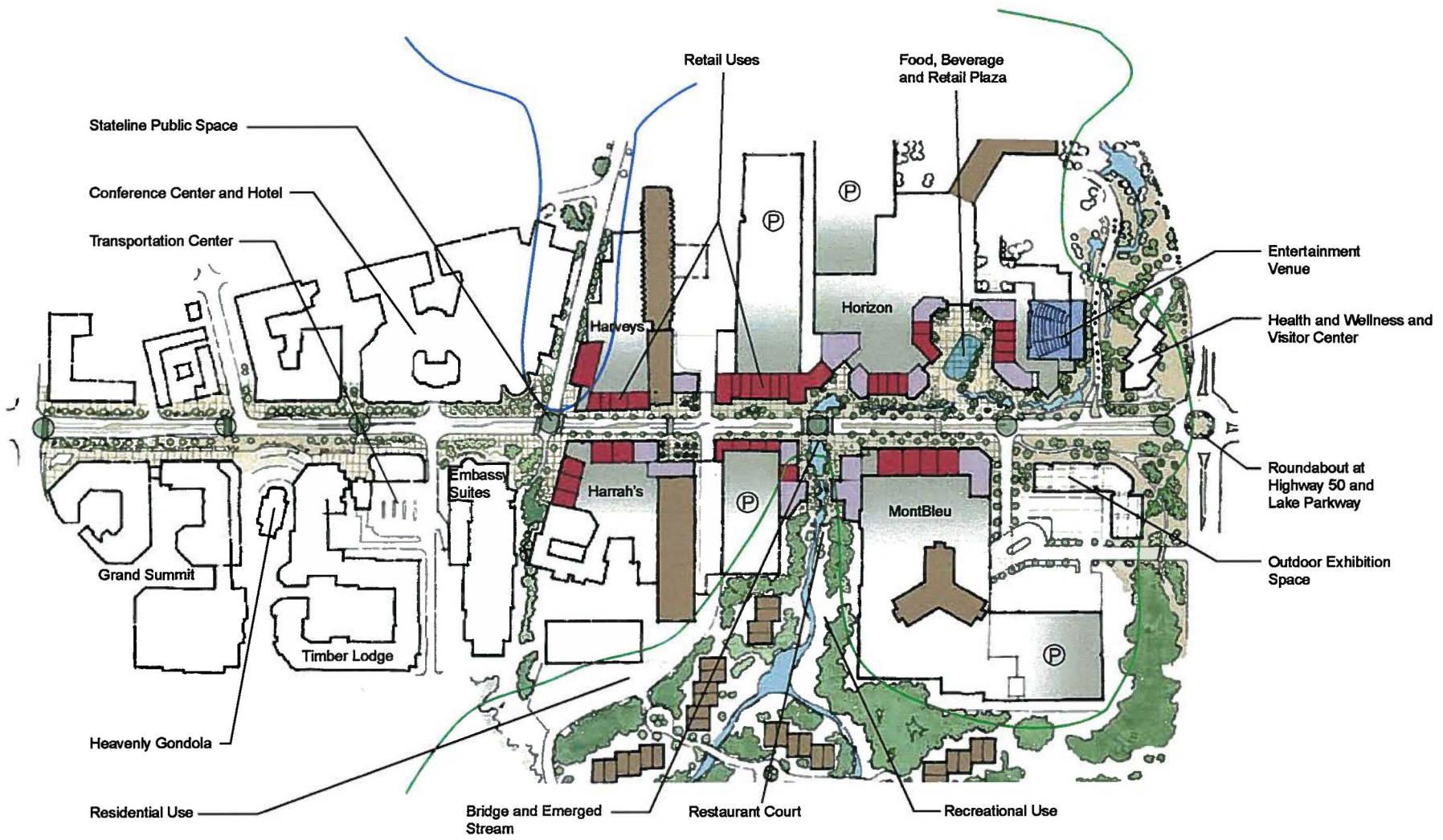


Lower Kingsbury Gateway Area



Ski Run Gateway Area

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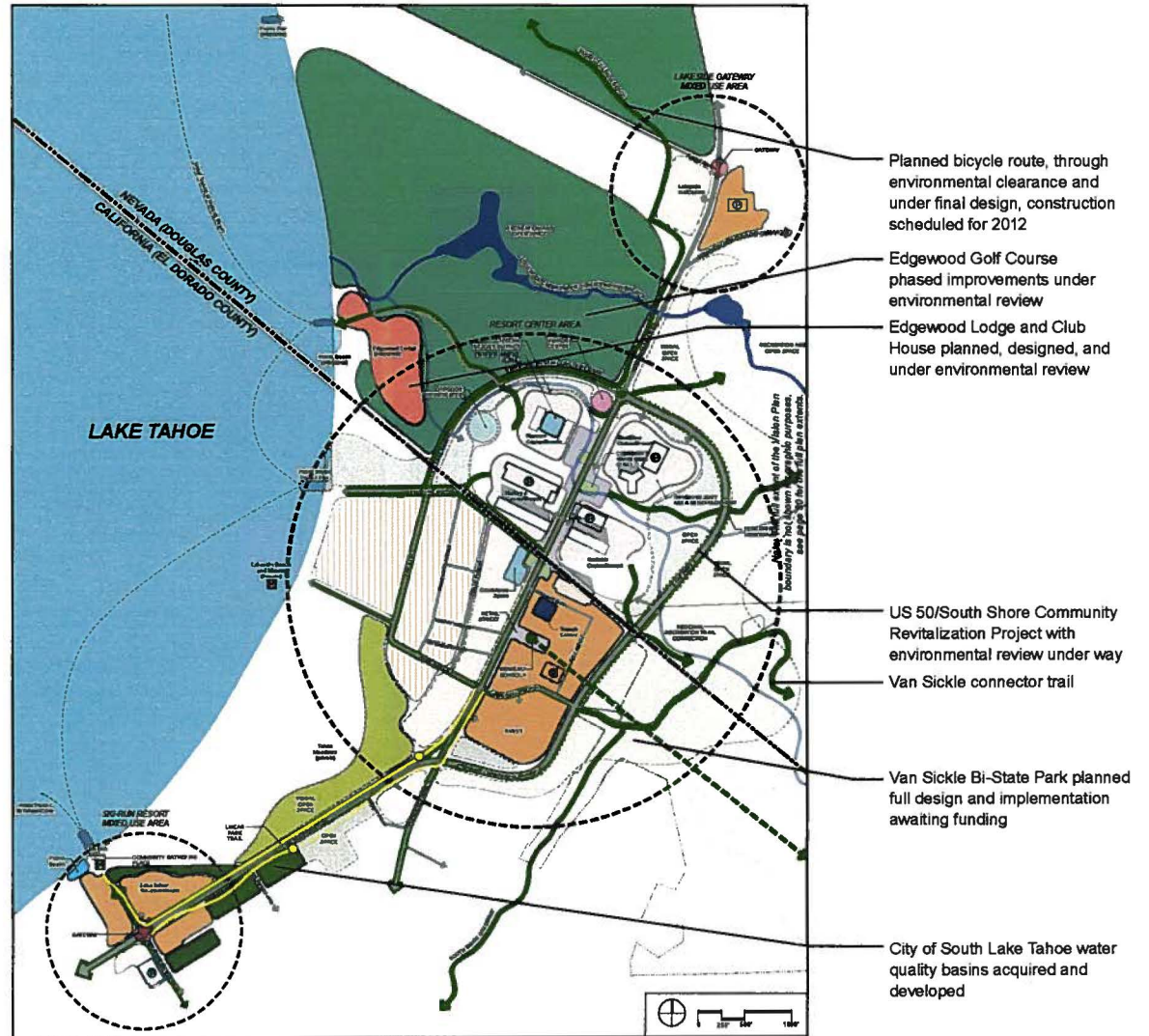


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Vision Plan Project Status

The charrette intentionally focused on the resort core portion of the plan due to its likelihood to undergo the most dramatic change. The most crucial component of the vision identified by many in the stakeholder group, is the opportunity to realign US Highway 50 around the casino core. In addition, key concepts of the vision such as the development of complete streets and a new public recreation beach were illustrated.

Some of the projects in the Vision Plan have been considered and reviewed. These are highlighted on the diagram with notations about their status toward implementation.



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4

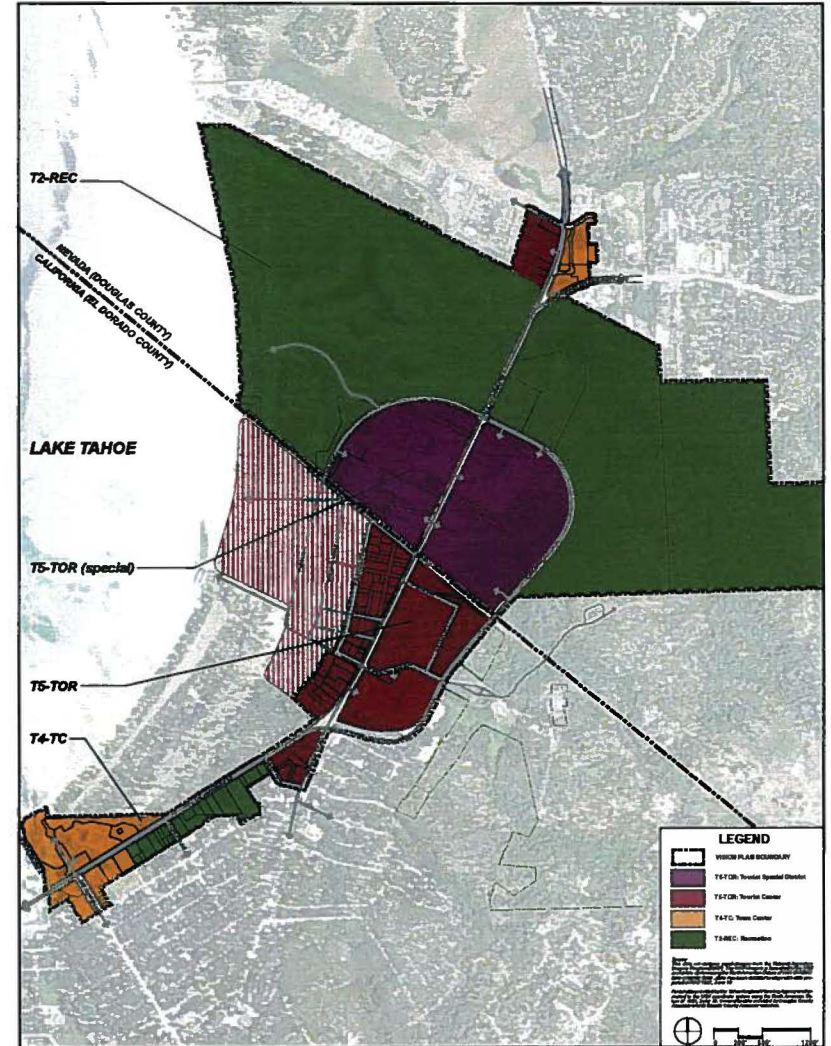
IMPLEMENTATION



Proposed Transect Zoning and Character Standards

As part of the planning for the Regional Plan Update (RPU) a number of zoning strategies have been tested and the direction of the plan is to include use zoning and character form based codes to create the overall land use structure. The following transect zoning districts described would allow the Vision Plan to proceed and establish the character outcome forecast in this Vision Plan. Several of these districts have been included in the TRPA's effort and generally provide the guidance consistent with the Vision Plan. An additional district is proposed that would apply to the area of highest density of the resort center and responds to its unique circumstance.

T2: RECREATIONAL		
DESCRIPTION	1. Close to tourist center T5 with high tourism recreation need.	
	2. Suitable land for multiple outdoor activities.	
	3. Connections possible to points of origin or accommodations.	
	4. Significant natural recreation suitability.	
STANDARDS	Uses	Developed recreation, ski area, golf course, summer homes, resorts, hiking trails, biking trails, marinas, recreational resource management
	Density	Group facilities @ 1 - 25 people per acre
	Land Coverage	20% - 30%
	Height	1 - 2 stories plus additional height required only by recreational use
	Setback	30' from parcel boundary for recreational structures, no setback for recreational use
	Parking	On or off site, non-auto access available
	Noise	50 CNEL
	Infrastructure & Appearance	Substantially modified natural environment, developed facilities, "visual open space" retained with primary use



TRANSECT ZONING PLAN

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T4-TC: (TOWN CENTER)		
DESCRIPTION	1. Existing high concentration of commercial public services and accommodations.	
	2. Lands on which gaming is a permitted and a recognized use.	
	3. Land of good to moderate capability.	
	4. Areas where with moderate amounts of existing excess land acreage should be retained.	
	5. Existing or potential tourist density patterns at 8 - 40 units per acre.	
	6. Centralized locations for commercial services.	
STANDARDS	Uses	Public/institutional use, regional and local serving, multiple recreational, tourist accommodations, multiple residential
	Density	8 - 40 units per acre
	Height	4 stories
	Setback/Build-to-line	5 - 10' from primary road
	Parking	Shared and mixed use standard
	Street Character	Developed public street space, sidewalk, lighting, street trees
	Infrastructure & Appearance	Urban
	Gathering Space Character	Gateway, sidewalk, lighting, landscape, street edge, building build-to-line
	Shore Zone	Public beach access
	Noise	55 - 65 CNEL

T5: TOR (TOURIST)		
DESCRIPTION	1. Visitor designation areas to provide commercial and public services within mixed-use, accommodations, and multi-family residential.	
	2. Existing high concentration of visitor services and accommodations.	
	3. Gaming if permitted.	
	4. Land of good to moderate land capability.	
	5. Areas with density in excess of 8 - 40 units per acre in 2 - 6 stories height.	
	6. Areas of centralized location.	
STANDARDS	Uses	Mixed use, accommodations, entertainment, residential, recreational, public services
	Density	8 - 40 units per acre
	Height	6 levels of use
	Setback/Build-to-Line	0-5' from build-to-line, build-to-line defined by plan
	Parking	Shared parking use underground/structure, 30% surface parking
	Infrastructure & Appearance	Urban
	Gathering Space Character	Active, programmed, lighting, seasonal change, entertainment
	Street Character	Important streets, lighting, street trees, pedestrian amenities, multiple nodal street use, transit stop, minimum sidewalk 20' from building face to curb, outdoor dining, minimum 3 story building edge
	Noise	55 - 60 CNEL

T5: TOR (SPECIAL TOURIST DISTRICT)		
DESCRIPTION	1. Regionally most significant tourist center.	
	2. Existing high-rise buildings.	
	3. Extensive existing coverage.	
	4. High density greater than any other area.	
	5. High volume use and predominant visitor attraction.	
	6. Destination resort qualities and use.	
STANDARDS	Uses	Mixed use commercial, accommodations, residential, entertainment, public use, office, recreation
	Density	8 - 40 units per acre
	Height	Match height of tallest existing building in district with stories
	Setback/Build-to-line	20'- 35' from Hwy 50, 20' from other streets; build-to-line defined by plan
	Parking	Shared parking use, underground/structure; no more than 30% of site area in surface parking
	Infrastructure & Appearance	Urban
	Gathering Space Character	Active, programmed, special events, lighting, seasonal change, entertainment
	Street Character	Important streets, lighting, street trees, pedestrian amenities, multi-modal street use, sidewalk minimum 20' from building face to curb with outdoor dining and other animation within the 20' setback, build-to-line in gathering space integrated, 90% active building face, minimum 3 story building edge
	Noise	55 - 60 CNEL
	Building Form for and Height Location for High-rise Structures	2 - 4 stories at primary street; retail and dining expanded into setback as ancillary use and structure
	Building Site Location	High-rise location between 40' and 1,000' from primary street
	Inactive Building Facade Location	No parking structure or non-direct opening use facing primary street; max non active facade not to exceed 50' on a primary street defined by a specific plan
	Building Frontage Articulation	Articulation with variable setbacks; space defined by build-to-line defined by plan

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Implementation Strategies for Vision Plan

There are impediments to each idea contained in the Vision Plan that in order to implement the ideas we will require a change to the status quo. The implementation strategies for each concept are identified on the following chart that outline important parties and specific actions.

IMPLEMENTATION STRATEGIES FOR VISION PLAN

PRINCIPAL	IMPLEMENTATION STRATEGIES
<p>1. Establish a resort center and mixed use nodes.</p> <p>2. Establish areas between resort nodes on Highway 50 as open space.</p>	<ul style="list-style-type: none"> • Create a special district for resort using T-5 to accommodate existing height and uses. • Provide an easy way to transfer tourist accommodation units (TAU's) to Center and nodes. • Create incentives to relocate TAU's from SEZ by using a bonus ratio of 3:1 (today it is 1:1). • Modify accessory commercial to allow direct entry, signage, advertising, and outdoor use if existing building volume already exists. • Establish the resort center as a demonstration project; connecting both sides of the state line. • Identify immediate tangible results in the form of projects to complete.
<p>3. Implement the US 50/South Shore Community Revitalization Project to create a low speed Main Street through the resort center.</p>	<ul style="list-style-type: none"> • Position the bypass project's economic, environmental, bi-state interests, air quality, and transportation benefits for congressional support beginning at the "Lake Tahoe Summit". Seek state and federal funding. • Create a discussion and commitment for the transition from State Highway to city / community street. • Focus on urban design / streetscape amenities as a fundamental of the project.
<p>4. A concept of 'visual' open space will be included as a green necklace around the Lake Parkway bypass surrounding the resort center.</p>	<ul style="list-style-type: none"> • Establish the zoning standard to preserve open space values.
<p>5. Establish an animated street for retail, dining, entertainment, and events.</p> <p>6. Urban place making will be accomplished through interesting gathering places and uses.</p>	<ul style="list-style-type: none"> • Provide a reasonable allocation of commercial floor area (CFA) to local jurisdictions to use for infill. • Establish a street speed limit at 25 mph to ensure pedestrian safety and multiple crossing capabilities. • Establish a resort center funding for: <ol style="list-style-type: none"> 1. Water quality (TIA) 2. Street improvements (TIA, TOT, TIF) 3. Entertainment venue (TIA, TOT, TIF) 4. Visitor center (TIA, TOT, TIF) 5. Retail conversion (BID) <small>*Tax Increment Area (TIA), Tax Increment Finance (TIF), Transient Occupancy Tax (TOT), Business Improvement District (BID)</small> • Adopt an ordinance that will allow relocation of existing drive thru services to allow bank relocation. • Adopt street character standards in the form based zoning.
<p>7. Recreational uses need to be relocated in close proximity to the bed base.</p>	<ul style="list-style-type: none"> • Establish zoning for recreational uses on lands surrounding the resort center. • Create pedestrian connections to recreation with grade separations to be implemented with the Highway 50 bypass project. • Remove impediments to on mountain summer recreation by passing the "Summer Activities Bill".

PRINCIPAL	IMPLEMENTATION STRATEGIES
<p>8. Implement environmental improvements to upgrade the natural and built environment.</p> <p>9. Redevelop existing Casino resorts as destinations in which gaming is an amenity, not the primary attraction.</p> <p>10. Create high quality accommodations to replace the obsolete properties</p>	<ul style="list-style-type: none"> • Reduced land coverage should be tied to the elimination of blighted or obsolete development that has outlived its useful life. • Establish 'shared' parking standards in the form based zoning based on utilization of destination resorts. • Area wide water quality benefits should be shared credits. • Introduce a new metric and concept of converting removed coverage into units of use. <ol style="list-style-type: none"> 1. 600 sf - 3,000 sf of removed surface coverage to = 1 TAU or 1 RUU 2. 1 sf of coverage to 1 sf of commercial floor area • Create density provisions that includes 40 DU/AC for TAU's with kitchens. • Provide a method for conversion of units between TAU, RUU, and CFA.
<p>11. Critical access to Lake Tahoe will originate from the resort center area.</p> <p>12. The community streets will be formalized with complete streets that allow for multiple users including automobiles, bikes and pedestrians.</p>	<ul style="list-style-type: none"> • Work with land agencies and non profits to create the public recreation as the priority. • Factor water based transportation into the planned CTC and other programs.
<p>13. New programs and facilities will be developed as catalysis to improving market attraction and quality of resort stays.</p> <p>14. Include transit and alternative travel modes as an essential part of the destination resort experience.</p>	<ul style="list-style-type: none"> • Create funding districts and partnerships for local jurisdictions to lead new investments in facilities. • Establish the resort center transportation vision with existing providers.
<p>15. Establish gateway resort nodes with a recreation presence.</p>	<ul style="list-style-type: none"> • Establish form base zoning that permits the gateway nodes to capitalize on the opportunity.

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