



**Department of  
Community Development**

# **Master Plan Tahoe Area Plan**

DRAFT

**WASHOE COUNTY  
NEVADA**



Post Office Box 11130, Reno, NV 89520-0027 – 1001 E. Ninth St., Reno, NV 89512  
Telephone: 775.328.6100 – Fax: 775.328.6133 – [www.washoecounty.us/comdev/](http://www.washoecounty.us/comdev/)

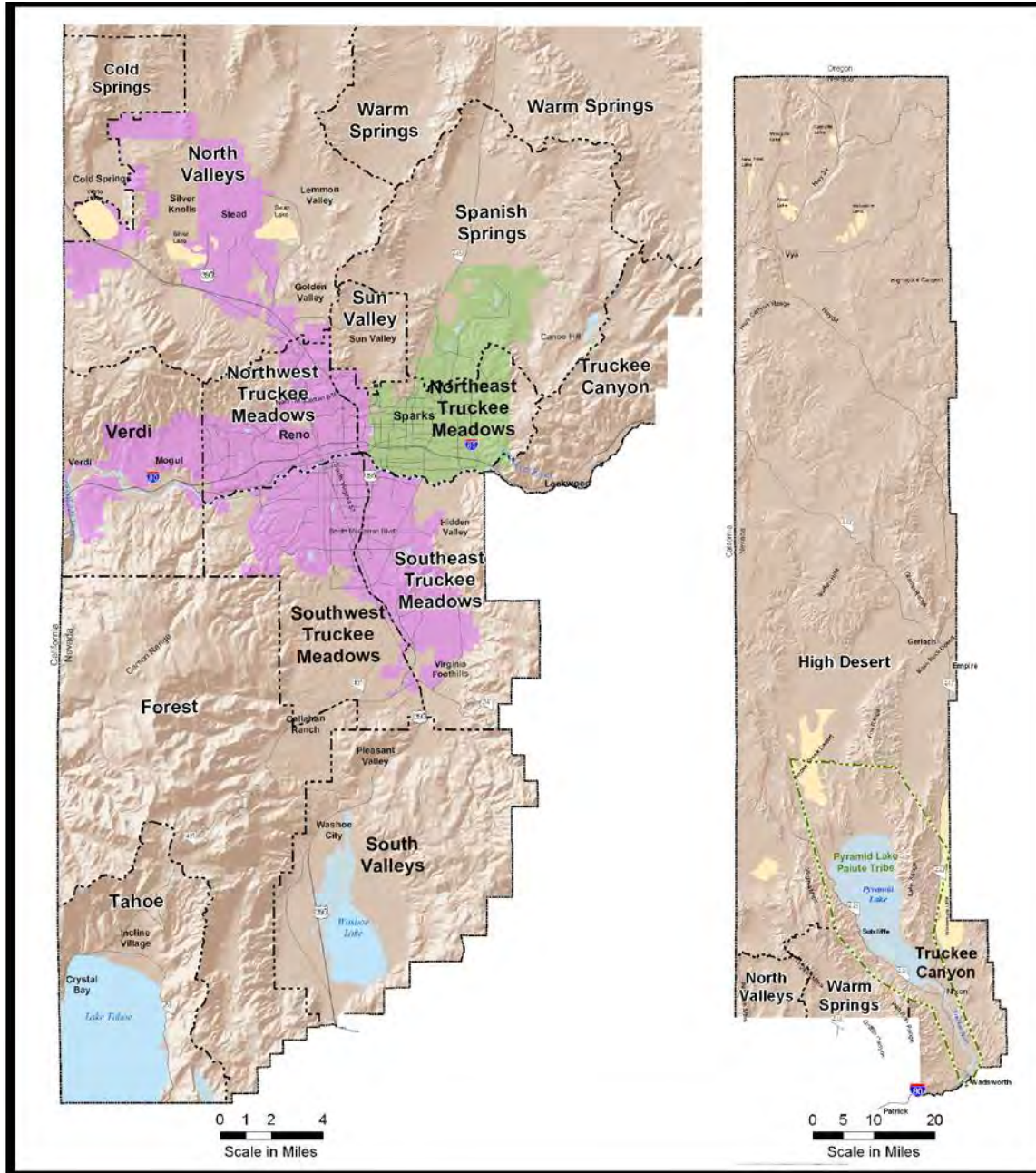




**Department of  
Community Development**

**Master Plan  
Tahoe Area Plan**

This document is one of a series that, as adopted, constitutes a part of the Master Plan for Washoe County, Nevada. This document is available for \$10.00 from the Washoe County Department of Community Development. If you have a copy of the Washoe County Master Plan notebook, please place this behind the Tahoe Area Plan tab. The Washoe County Master Plan can also be found on our department's website.



### WASHOE COUNTY PLANNING AREAS

<ul style="list-style-type: none"> <li><span style="border-bottom: 1px dashed black; width: 20px; display: inline-block;"></span> Planning Area boundary</li> <li><span style="border-bottom: 1px dashed black; width: 20px; display: inline-block;"></span> Washoe County boundary</li> <li><span style="border-bottom: 1px dashed green; width: 20px; display: inline-block;"></span> Pyramid Lake Paiute Tribe boundary</li> <li><span style="background-color: purple; width: 15px; height: 10px; display: inline-block;"></span> City of Reno</li> <li><span style="background-color: green; width: 15px; height: 10px; display: inline-block;"></span> City of Sparks</li> </ul>	<ul style="list-style-type: none"> <li><span style="background-color: yellow; width: 15px; height: 10px; display: inline-block;"></span> Dry Lakes</li> <li><span style="background-color: lightblue; width: 15px; height: 10px; display: inline-block;"></span> Water Bodies</li> <li><span style="background-color: #d2b48c; width: 15px; height: 10px; display: inline-block;"></span> Hillshade, 10 meter elevations</li> </ul>
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Source: Community Services Date: June 2006

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Scale Bars are shown below each map

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Community Development**

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**WASHOE COUNTY  
NEVADA**

Reno, Nevada 89520 Post Office Box 11130  
(775) 328-3600

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## **Acknowledgments**

**Washoe County Board of County Commissioners**

**Office of the County Manager**

**Washoe County Planning Commission**

**Incline Village/Crystal Bay Citizen Advisory Board**

**Washoe County Department of Community Services**

**Project Staff**

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## Introduction

The Tahoe Area Plan responds to a citizen-based desire to identify, implement and preserve the community character that has evolved throughout the Tahoe area over time.

Upon direction from the Washoe County Planning Commission, the Department of Community Development worked to identify the distinguishing characteristics of the Tahoe communities. The result of this effort is the development of a comprehensive vision for the Tahoe planning area that identifies separate community character areas, redevelopment areas and recreation areas. The Tahoe Area Plan implements and preserves this community vision and character.

The purpose of the Tahoe Area Plan is to act as a guide for the Board of County Commissioners, the Washoe County Planning Commission, and the community on matters of growth and development within the Tahoe planning area. The plan outlines the existing pattern of development and provides a guide for growth. The plan guides growth by recognizing critical conservation areas, establishing existing and future land use and transportation patterns, and identifying current and future public services and facilities needs. Items not specifically discussed in this area plan are governed by the individual elements of the Washoe County Master Plan. This plan was prepared to carry out Nevada Revised Statutes, Sections 278.150 to 278.230, inclusive, and other related sections.

The Tahoe Area Plan fits into the framework of a basin wide regional plan that was mandated by the 1969 Tahoe Regional Planning Compact and is administered by the Tahoe Regional Planning Agency. The Tahoe Area Plan and the Goals and Policies of the Tahoe Regional Planning Agency's (TRPA's) regional plan should be complementary, with the ability to modify both to resolve any conflicts. These two documents provide direction for changes in the TRPA's Code of Ordinances. The Tahoe Area Plan is required to be found in conformance with the Tahoe Regional Plan.

The Tahoe Area Plan is intended to help guide growth and development while protecting the unique natural resources of the area. The ultimate success of the plan in meeting these objectives is dependent upon the continued interest and support of all parties involved.

## Vision

Through cooperation with the Washoe County Board of County Commissioners and the Washoe County Planning Commission, the communities of the Tahoe planning area will maintain and apply objective standards and criteria that serve to manage growth and development in a manner that:

- Respects the heritage of the area by encouraging architectural and site design standards that are responsive to this heritage;
- Respects private property rights;
- Provides a range of housing opportunities;
- Provides ample open space and recreational opportunities;
- Promotes the educational and scientific opportunities inherent in the area's natural history;
- Addresses the conservation of natural, scenic and cultural resources;

The primary vision of this plan is to maintain, preserve, and facilitate the planning area's desired character.

## Community identified challenges and desires.

The last Washoe County Community Area Plans were issued in 1996. In 2007, the Tahoe Regional Planning Agency (TRPA) conducted a basin-wide visioning exercise named Pathway

2007 which received considerable community input and resulted in a placed based planning summary. In 2012, a collaboration of many concerned organizations and individuals conducted a program named Vision 2020. This resulted in a community assessment and list of opportunities across a multitude of topics. Most recently, the TRPA has directed Washoe County, the jurisdiction covering this portion of the Lake Tahoe Basin, to update and issue a Community Area Plan that is in alignment with the TRPA's own vision and direction, as evidenced by their own Regional Plan.

The strong level of community input from these previous efforts, has covered many topics. The applicable community planning ideas include:

Consistency, or at a minimum integration, of Planning and Zoning Regulations, across all regulatory agencies, to allow plans and projects to proceed with a clear understanding of the requirements that might affect development or renewal. Further, that regulatory enforcement be fair and equitable to all interests.

Seek to implement multi-modal transportation to relieve pedestrian, bicycle and motor vehicle conflicts and limitations. The volume of traffic exceeds the capacities of many arterial corridors, both for flow and for parking.

Encourage development or renewal of the central areas to provide a mixture of retail, residential and support systems such as walking paths, shuttles or parking that will meet the needs of both residents and visitors. Further, that such development considers opportunities to extend seasonal venues or locations to spread the capacities or utilization over a longer time, to relieve concentrated demand.

Encourage development or renewal that finds an affordable balance between the housing demand for full and part time residents as well as visitors. This affordability is a key feature to having those who work and provide services in the community to also being able to live and play as a part of the community.

The greatest challenge of the Community Area Plan will be how to bring multiple jurisdictions and regulatory agencies together, under their respective missions, while allowing for the flexibility to the Incline Village/Crystal Bay communities to find a balance of service efforts and accomplishments, that will reasonably meet the expectations of its static population, the seasonal influx of visitors, and the casual tourist.

Over time the change in both expectations and the circumstances under which they are addressed, is inevitable. The speed at which these situations are addressed is critical to success. Through the Community Area Plan, the community seeks thoughtful consideration of the opportunities, regulations, and individual actions, with the hope they all accumulate into keeping the Incline Village/Crystal Bay communities a place of pride for those who live and work here or are simply visitors seeking to enjoy this special mountain location and our national treasure Lake Tahoe.

## **Character Statement**

The initial effort to develop a planning document for the Incline Village/Crystal Bay area revealed a vision that highlighted the area's important environmental legacy and emphasized the importance of maintaining a year round residential community in an area ripe with tourism opportunities. In the years since the first area plan was adopted, the citizens of Incline Village/Crystal Bay have taken part in a steady stream of planning and visioning projects. These efforts have been sponsored by a diverse number of groups and agencies. In fact, the community has been asked to participate in so many of these efforts, that during the field work for this area plan update, a common expression from the community is one of "planning fatigue." And, when the results of all the previous studies, workshops, focus groups, surveys and general input are reviewed, it is easy to see why the community feels a certain frustration with any form of visioning exercise. The reason is clear: the IVCB community has been and remains remarkably consistent

in its stated vision of its desired character. During community meetings for this update it was common for citizens to approach staff and express opinions such as, "We told you what we want 20 years ago, why do you keep asking us," or, "What's wrong with the plan we have?" The desire to build a community that respects the natural environment in which it is located, and is predominately based on year round residency with an economic anchor in the tourism industry is as strong as or stronger than when the original area plan was adopted. Therefore, this area plan will not seek to re-imagine and re-direct the IVCB community. Rather it will seek to express the long standing desired character of the community in contemporary terms and to use modern planning tools and concepts to enable its implementation. The Tahoe Regional Planning Agency is seen as both a driving force behind these updates as well as a partner in their implementation.

Traditional growth opportunities are extremely limited in the Tahoe Planning Area. Lack of available land combined with regulatory restrictions imposed by the TRPA creates a development reality wherein most new development will be in the form of re-development of existing developed areas. This fits with the desire of the community to maintain the historic development pattern in the area. This pattern consists of predominately residential development with a few nodes of commercial and other non-residential uses. These nodes lend themselves to the concept of "town centers" and will be identified as such in this plan. While not all commercial development will be located in one of these centers, the focus of re-development efforts will be located here. In a real sense the needs of the area are relative to modernization of infrastructure more than the re-planning of development patterns. The existing development pattern is well established and functions well. The community's needs are largely based in the removal of re-development barriers. Removal of these barriers will involve the modernization of the development code and the update and upkeep of infrastructure particularly as it relates to multi-modal transportation, connectivity, parking, landscaping, and building mass.

The following discussion outlines the community's character across a series of specific topics. The goals and policies of this plan seek to preserve and implement this basic desired character.

### **Cultural and Scenic Resources**

The Tahoe planning area contains many cultural resources, defined here as prehistoric archaeological, architectural and historical resources. Equally important are the scenic resources available in the area, including Lake Tahoe, mountain ranges, canyons, lakes and streams. These resources contribute to an aesthetically pleasing area that provides educational and scientific opportunities, contribute an important element to tourism in the region, makes the area an attractive one in which to work and live, and contribute to the region's character. The goal of this section is to point out the need for protection, as well as proper utilization, of these resources.

### **Archaeological Resources**

The Tahoe planning area lies within the historic seasonal rounds of the Northern Washoe Indians. The Nevada Washoe tribe generally fished at Tahoe during the summer months and wintered in the Pine Nut Mountains (southeast of Carson City). Lake Tahoe and its main tributaries such as Incline Creek and First, Second and Third Creeks were important fisheries. Summer months were spent in the higher mountain valleys, collecting edible and medicinal roots, seeds and marsh plants. Gooseberries and chokecherries were gathered on the mountainsides, and the men hunted large game and trapped smaller mammals. Archaeological artifacts, seasonal camps and residential sites give evidence of long-term human occupation of the Tahoe planning area.

A few archaeological surveys have been conducted in the area in the past and these surveys suggest that a high potential for archaeological sites exists. For this reason, the whole of the Tahoe planning area should be considered archaeological sensitive. Any undisturbed area should be treated as a potential archaeological site and an appropriate site survey should be conducted prior to development.

### **Scenic Areas**

The Tahoe planning area is recognized for its world-renowned scenic quality. The Tahoe Basin affords views of a magnificent lake setting within a forested mountainous environment. The scenic splendor of the area contributes aesthetic, educational, economic and scientific opportunities to the entire region, adding to the desirability of the area as a place to visit, live and work.

The Lake Tahoe Nevada State Park in the southern portion of the planning area encompasses 13,700 acres and many miles of undeveloped shoreline, including Hidden Beach, Sand Harbor State Beach and Marlette Lake. This area is accessed from State Route 28 which is a narrow and winding and heavily traveled road. Safe and environmentally appropriate access to these areas is a priority for the IVCB community as well as the broader region. The scenic and natural quality of the state park is an important resource that is protected from development.

The Tahoe Meadows area lies in the northern portion of the planning area and is dissected by State Route 431. The Tahoe Meadows is one of the trail head locations for the Tahoe Rim Trail, which draws thousands of hikers, bikers and horsemen to the area. The meadow and the ridges overlooking Lake Tahoe are an undeveloped scenic area that is easily accessible to the public. It should be preserved in its natural state because of its great scenic and recreational value.

Incline Lake Properties, a large parcel abutting the Tahoe Meadows, was acquired by the US Forest Service in 2008. The change in ownership increased the public recreational area by 645-acres. Five acres of this area was sold to Incline Village General Improvement District to ensure that there would be the potential to build facilities to support the recreational use of the area. All the structures built around the lake were removed before the Forest Service purchased the land. Due to structural and safety issues, the Forest Service has removed the dam that created Incline Lake and proposed to restore the area back to a natural functioning stream and marsh area.

State Route 431, as it winds its way down from the highway's summit into the Tahoe Basin, offers spectacular views of the lake and the surrounding mountains. Views from this highway should be protected and enhanced whenever possible. State Route 28 offers numerous outstanding view opportunities along its course, but existing development along the lakeshore has obstructed many potential scenic view corridors. Future development in these areas should be designed with the intent of preserving the views. The overall scenic quality of the Tahoe planning area should be recognized and preserved to the greatest extent possible. The community supports the attainment and maintenance of Tahoe Regional Planning Agency (TRPA) scenic quality thresholds.

### **Sierra Nevada College**

Incline Village is not a "college town" but Sierra Nevada College is an integral part of the community. The College provides a service to the community by offering a higher education in the Liberal Arts. The campus is also home to the Tahoe Center for Environmental Sciences (TCES) a research facility. The TCES is a unique partnership between University of California, Davis, Desert Research Institute (DRI), University of Nevada, Reno and Sierra Nevada College. The Thomas J. Long Foundation Education Center located in the main atrium of the TCES building, providing educational exhibits for the public. Exhibits provide information about Lake Tahoe and the science and research being done to restore and protect the lake.

### **Land Resources**

The Tahoe planning area is characterized by mountainous terrain, containing ridges and meadows with various soil types, diverse vegetative coverage, riparian zones, wildlife habitats, and geologic and seismic hazards. Development in the area should not degrade or destroy these resources, nor jeopardize the safety of the people in the area.

### **Soils**

The characteristics of the soils in an area help determine what constraints on development can be expected. In the Tahoe planning area, soil related constraints include problems of erosion and building limitations. More general information about soils is available in the Washoe County Master Plan Conservation Element, the [Soil Survey of Washoe County, Nevada, South Part](#),

prepared by the U.S. Soil Conservation Service, and the Land Capability Classification of the Lake Tahoe Basin, California-Nevada, a Guide for Planning, Bailey, 1984.

### **Erosion Hazards**

Soil types in the Tahoe planning area determine whether erosion hazards are classified as slight, moderate or severe. Combined with problems of slope and vegetative cover, erosion is a major concern and must be taken into account during any development activity. The Tahoe Regional Planning Agency (TRPA), through its Individual Parcel Evaluation System (IPES), has rated undeveloped land in the Tahoe Basin. Erosion potential resulting from soil disturbance is one of the key factors. TRPA's practices and procedures must be followed before, during and after construction.

### **Building Limitations**

Soils that present constraints with regard to buildings or other structures in the Tahoe planning area have been identified by the Natural Resources Conservation Service (NRCS). The Soil types in the planning area range from slight to severe constraints on the construction of buildings. Site-specific investigations must include a soil analysis conducted by a certified geologist or soil scientist. The TRPA requires that a site assessment of a property be done to determine the type and area of the soils found, before any new or additional development is permitted. The site assessment determines the amount of coverage permitted, allowing for percolation of water into the soil, and the different types of Best Management Practices (BMP) need to prevent erosion and run-off of non-point pollutants. Since the soils type and locations don't change much, most site assessments can be used for future development. Completed site assessments are kept on file at the TRPA's office.

### **Topography**

The topography of the Tahoe planning area is comprised of sandy beaches and rocky shoreline, with gentle to steeply sloping forested and brush covered hillsides culminating in mountain ridges and peaks. The areas of lesser slope mostly occur in the lower elevations of Incline Village/Crystal Bay and the numerous meadows scattered throughout the planning area. The Nevada Bureau of Mines and Geology, in cooperation with the U.S. Geological Survey, has prepared maps representing slopes for the Tahoe planning area. These maps, along with integrated terrain unit maps prepared for the County's geographic information system, have been utilized in preparing the Development Suitability map. The Development Suitability map identifies slopes of 15 percent or greater, 100 year flood hazards and potential wetlands, within the Tahoe planning area.

### **Vegetation**

The Tahoe planning area supports a wide variety of vegetation. They range from mixed conifer and red fir forests to high alpine meadows and barren mountain ridges. Vegetation is essential to the many scenic, wildlife and recreational amenities in the Lake Tahoe Basin. Vegetation also fulfills many useful roles such as: water cleansing, soil stabilization, nutrient catchment and release, air purification and noise control. Vegetation preservation and management should be taken into consideration prior to development, and TRPA policies must be considered.

### **Fire Hazards**

Prior to settlement of the Tahoe Basin, the mixed conifer forests burned on a regular basis, roughly on 15- to 25-year cycles. These fires effectively prevented fuels from accumulating and resulted in the creation of open forests. Large wildfires occurred in the Tahoe Basin during the late 1800s, partially due to the effects of logging activities. Since the early 1900s until today, efficient suppression of small fires has allowed fuels to accumulate.

The combination of a mixed conifer forest comprised of trees roughly the same age with heavy ground fuel loads, and the presence of structures built of combustible materials throughout, creates a high wildfire potential. The prevalence of combustible roofing materials, inappropriate design of structures, building on steep slopes, and poor access create a high potential for

property loss during a wildfire. In 2006, the Angora Fire burned a large residential area in South Lake Tahoe. That fire brought a lot of public attention to the need to create defensive space in and around the developed areas. Since that fire, regulations related to removal of trees, vegetation and pine needle have been reviewed and made less cumbersome. Local fire agencies have been granted the authority to issue tree cutting permits for the Tahoe Regional Agency. The US Forest Service and the local fire district continue to thin the forest around the community creating defensible space. In 2012 Washoe County adopted the Wildland Urban Interface (WUI) fire codes which require fire resistance construction and defensible space for new construction and additions. Local fire agencies continue to be consulted as to potential development constraints and proper wildfire mitigation measures.

### **Geologic Hazards**

#### **Earthquake Hazards**

Two major effects of earthquakes that may occur in the Tahoe planning area are surface rupture/ground displacement along a fault and ground shaking. Each of these effects can cause major damage to structures, utilities and roads. The Nevada Bureau of Mines and Geology has conducted some research in the area and has located several potentially active faults. Most of the faults in the planning area probably have not had significant movement for several thousand years. However, this lack of recent faulting, and the region's location in a zone of high seismicity, suggests to some geologists a high potential for future earthquake and surface rupture.

During development review, earthquake hazards should be taken into consideration and proper setback from active fault lines should be provided. In addition, fault lines should be located on all subdivision maps.

#### **Landslides and Debris Flows**

Both landslides and debris flows are a hazard in the Tahoe planning area. In general, areas at greatest risk due to earth movement are those located on steep slopes, hillsides or below the mouths of canyons. These areas are located along the lengths of the Carson Range in the planning area.

In areas where there has been a history of slope movements, or where there is a potential for movement, the intensity of development should be minimized to reduce the risks of these hazards, and methods to direct avalanches or protect development from avalanches should be developed.

#### **Avalanche Hazards**

Avalanches are a potential hazard in the Tahoe planning area. Moderate or large avalanches can generate enough force to destroy most man-made objects and structures. Restricting the intensity of development in areas of high avalanche potential will reduce the possibility of loss of life and property. Therefore, avalanche risk areas should be taken into consideration during development review. Development proposals at higher elevations or located in potential avalanche areas in the Tahoe planning area are required to provide an analysis of avalanche hazards, and methods to direct avalanches or protect development from avalanches.

#### **Wildlife and Wildlife Habitats**

The Tahoe planning area provides important habitat to a variety of wildlife species. However, the existing habitat mix is not generally favorable for supporting large numbers of many different species. This situation has developed in recent years due to urban expansion and policies that prevent natural forest fires. The importance of the area to wildlife should not be overlooked during development. For this reason, the appropriate wildlife agencies should be given the opportunity to review and comment on all proposed development projects in the area. These agencies should recommend appropriate mitigation measures to protect these natural resources.

#### **Big Game Species**

Mule deer is the major big game species found in the Tahoe planning area. Black bear are also found around the community, attracted to easily obtained food sources, such as bird feeders, barbeque and improper garbage disposal. Measures to protect or enhance habitat should be implemented during any development or use activity. .

### **Game Birds**

Habitat areas of mountain quail and California quail are located in the Tahoe planning area. The quail in the area depend on riparian vegetation for cover and roosting areas. To protect this habitat, vegetation should be preserved, where possible, during development activity. Where vegetation is disturbed, mitigation measures should be implemented.

### **NonGame Species**

A variety of nongame species occur in the planning area. These species include marmot, squirrel, mice, skunk, beaver, coyote, hawk, sparrow, etc. Mountain lions may also be found at times. Any development in the area should protect, to the degree possible, natural areas that may support these nongame species.

### **Fish**

Many species of fish, particularly a variety of trout, are found in the many streams and lakes throughout the planning area. Prime fish and aquatic habitats, and spawning areas, are located along the shoreline of the Tahoe planning area, and the many creeks feeding the lake. The entire fishery is highly sensitive to habitat disturbance. Maintenance of the fishery must focus on preserving prime fish habitats in the lakes and streams, and ensuring access to spawning and feeding habitats.

### **Agricultural Land**

#### **Farmland**

The U.S. Soil Conservation Service is the determining agency for prime farmland. They have not performed a study of the Tahoe planning area, but it is very unlikely that any prime farmland exists in the Tahoe planning area.

#### **Rangeland**

There is no livestock grazing at present in the planning area. In the past, the Tahoe Meadows area supported sheep herds in the summer months. The Tahoe Meadow is now a major recreation area and is heavily used by tourists as well as local residence of Reno and Incline Village.

### **Water Resources**

The Tahoe planning area boundary, with the exception of state and county lines, follows hydrographic basin boundaries. Lake Tahoe feeds the Truckee River from its outlet at Tahoe City. After passing through the Truckee Meadows, the Truckee River ends at Pyramid Lake. The water in Lake Tahoe has direct and long-term effects on nearby areas including the metropolitan area of Reno.

The numerous creeks within the planning area that provide important water resources to the area are: First Creek, Second Creek, Third Creek, Incline Creek, Mill Creek, Tunnel Creek and Marlette Creek. Smaller lakes in the planning area are: Marlette Lake, Twin Lakes, Ginny Lake and Mud Lake. Lake Tahoe, itself, comprises 21.1 square miles of the Washoe County planning area.

The 1969 Interstate Water Compact was approved as part of the Truckee-Carson-Pyramid Lake Water Rights Settlement Act (November 1990) and allocates 11,000 acre-feet/year (AF/Y) of water to the entire Nevada side of the Tahoe Basin. Incline Village General Improvement District has water rights of 3,914 AF/Y to serve Incline Village and Crystal Bay communities.. The future water supply picture for the Tahoe planning area is not clear. Eight to nine thousand AF/Y are actually being used at present for the entire Nevada side of the basin. In addition, 2,391 AF/Y are

controlled by the U.S. Forest Service. The two domestic water suppliers in the Tahoe planning area will possibly be looking to purchase water rights on the Nevada side of the Tahoe Basin in the future. Encouraging water conservation by the citizens of the planning area is of major importance.

All existing and future development is required to participate in long-term remedial erosion and urban runoff control programs to decrease the level of sediment and nutrient loading to Lake Tahoe. Washoe County continues to install water quality improvement projects as part of all public works projects in the basin. Washoe County has developed a plan, which has been approved by the Nevada Department of Environmental Protection, to reduce the Total Maximum Daily Load (TMDL) of contaminants washing into Lake Tahoe. Management Plan, Lake Tahoe Region Plan objectives and its best management practices.

### **Flood Hazards**

The potential for floods caused by winter snowmelts, rains or summer cloudbursts is present in the Tahoe planning area. The Federal Emergency Management Agency (FEMA) has mapped the area's 100-year floodplains. The FEMA maps were utilized in preparing the Development Suitability map.

Several creeks in the planning area drain the Carson Range. Heavy rain accompanied by melting snow runoff, as well as thunderstorms, can generate flash flooding in portions of the planning area. Proper mitigation of the hazards of both the 100-year floodplains and that of flash flooding must be provided for in all development proposals.

The potential wetland areas shown on the Development Suitability map were identified by the U.S. Fish and Wildlife Department from aerial photographs, soil surveys and other data. Only limited areas were field checked due to lack of access. There are some areas of non-wetlands within the wetland boundary. Therefore, this map should be used as a guide only in determining the presence of wetlands regulated by the Corps of Engineers. Anyone planning to conduct any earth moving activities in or near the areas identified as wetlands should contact the U.S. Army Corps of Engineers for information on the need for a Section 404 permit.

### **Land Use**

#### **General land use**

Between 2000 and 2007 gentrification of existing residential properties was replaced with teardown and rebuilding home as large as possible, maximizing coverage and height limits. Most of the summer cabins built on narrow roads and steep lots have been replaced with large homes. These residential properties have increasingly been utilized as second homes and vacation rental properties instead of year-round residents. While there is a community of year round residents and people who consider this area as their primary residence, this population has dwindled over the years. Reestablishing a permanent population is a goal of the County and the business communities as well as the residents who choose to make Incline Village and Crystal Bay their home. Land available for development is limited due to TRPA regulations that prohibit subdivision of land, soils and topography constraints, and lack of undeveloped parcels. Redevelopment of the outdated commercial areas provides the best opportunities for revitalizing the community and providing new opportunities for growth. General trends of development type and land use intensity recognized on the Current Assessed Land Use map were used to guide the location of land use designations on the Master Plan map. Finally, the transportation network needed to support the proposed land use was determined using service level standards and designated on the Streets and Highways System Plan map.

The Tahoe planning area is unique as compared to the remainder of the County because the Incline Village portion of the planning area began as a planned community at its inception and because of the strict environmental controls that direct development. Given these and other factors, the direction of future residential growth is established. Areas currently in single family residential use are planned to remain as single family residential use, with one unit per parcel. Since subdivision of land in the basin is prohibited and land coverage limits the size of residential



development densities in area outside of the Town Centers are not proposed to change in the future.

### **Town Centers**

The Town Centers are intended to define areas of developed commercial and mixed uses that are intended to be receiving areas for future development. These areas are encouraged to be developed through infill, redevelopment, densification and mixed use. These areas may need a more modern approach to development standards in order to implement this type of development. Two Town Centers have been identified and general guidelines for development have been developed to allow intensification of these areas that is compatible with the surrounding communities. Crystal Bay Town Center in Crystal Bay applies to the north stateline casino area and is shown on the Master Plan map. This area is centered on the area where State Route 28 passes through the casino core and is a tourist commercial zone area. The area contains five casinos with accessory hotel-motel and commercial services. The Crystal Bay Town Center was formally part of the North State Line Community Plan which extended into Placer County. In December 2011, the TRPA Governing Board approved a request from Washoe County to allow the North State Line Community Plan to be bifurcated along the California Nevada Stateline. The multiple award winning North Stateline Beautification project was completed on the Nevada side of the plan area in 1999. The streetscape included extensive improvements to State Route 28, the addition of sidewalks, street lighting, landscaping and street furniture. A joint NDOT and CalTrans storm drainage project, and the undergrounding of utilities across State Route 28 at the Stateline was completed with generous contributions and help of the Biltmore property owners in 2012. A redevelopment of the Biltmore properties has been reviewed and approved by the TRPA. The development includes hotel and casino, health center, whole ownership condominium.

The Incline Village Town Center is the commercial/high density residential core for Incline Village and is mainly centered in the oval that Northwood and Southwood Boulevard form. The area contains general commercial, neighborhood commercial/office and high density residential uses. The completion of Phase I sidewalks and bicycle lanes on Tahoe Boulevard (State Route 28) in 1999 and the Phase II sidewalks and path completed the remaining sections from Country Club Boulevard to the Northwood/Southwood northern most intersection in 2006. As Incline Village Commercial area redevelops, new bike lanes and walkways between businesses and public spaces are needed to provide improved pedestrian access between commercial and residential uses. This town center also includes the Sierra Nevada College, a hotel casino, and IVGID beaches and recreation area. The completion of the multi-use path from Tahoe Boulevard to Lakeshore Boulevard provides a major link between the commercial core and the recreation areas. In general, a complete streets and multi-modal approach to these core areas is desired by the community.

### **Commercial Areas Outside of the Town Centers**

The former Ponderosa Ranch Area is located on the east side of Incline Village in the vicinity of the former Ponderosa Ranch theme park and bordering Tahoe Boulevard. This area is truly a mixed use area. Uses include general commercial, light industrial and public facilities. While the theme park has closed, the property is zoned Tourist Commercial and can be redeveloped.

The Orbits Gas Station has been closed for many years, and there is an on-going mitigation of soil contaminates, the site still has a limited number of uses permitted for redevelopment. The gas station building is a 1960 period design that is potentially historically significant. Restoration and reuse of the building may not be feasible due to the lack of maintenance over the years, but

### **Public Land**

There is a large amount of publicly owned land in the Tahoe planning area. The ownership of this land (federal and state), along with Incline Village General Improvement District lands, should be retained and protected for its beneficial uses such as groundwater recharge, open space, wildlife habitats, and recreational and community uses. Much of the National Forest land in the planning

area is used for recreational purposes such as hiking and cross-country skiing by local and Truckee Meadows residents, and should remain open on a non-fee basis to such uses.

The U.S. Forest Service and the State of Nevada, through their buy-out programs, have acquired many large parcels of land and residential lots within the planning area. These agencies, or others who may ultimately manage the land, should adopt a plan to maintain the large parcels and residential lots in a safe and clean condition.

### **Development Constraints**

Numerous features influence the location and character of development in the planning area. These features were addressed in the Conservation section of this plan. The features having the greatest impact on development in the area are steep slopes, potential wetlands and floodplains. These, along with land under public ownership (federal and state), were used to produce the Development Suitability map that depicts areas with development constraints. The areas not shown as constrained on the Development Suitability map are considered to be those most suited for development. Any development must adhere to TRPA land capability designations or Individual Parcel Evaluation System (IPES).

### **Transportation**

The transportation system for the Tahoe planning area is based on the adopted Street and Highways Element of the Regional Transportation Plan (RTP) and the local access needs of the planning area. Current and proposed streets and highways in the planning area are shown on the Streets and Highways System Plan map. A full description of level of service and roadway functional classifications is contained in the Land Use and Transportation Element.

The TRPA, acting as the Metropolitan Planning Organization has conducted numerous traffic planning exercises and has developed a transportation plan that includes the Tahoe Planning Area. These plans form the basis of future transportation planning efforts, projects, and programs. No new roadways are proposed to be included in the Tahoe planning area. Tahoe Boulevard should be considered the principle roadway for traffic traveling through the area. The widening of Tahoe Boulevard to three lanes the entire length of Incline Village will enable vehicles to turn without slowing the flow of through traffic. Traffic signals on Tahoe Boulevard should be kept to a minimum to help achieve the same results. Alternative intersections such as round-a-bouts are compatible with the community's desired character.

The Mt. Rose Highway located in the planning area has capacity deficiencies. The mountainous, two-lane road does not provide the necessary capacity to serve new developments in this area, as well as trips to and from the Lake Tahoe Basin by the Truckee Meadows population. The planned use of numerous and frequent shuttle buses is an important factor for the future. Improvements to the Mt. Rose Highway should include additional turnouts, roadside parking and turning lanes in the Incline Village area.

Considering that no new roads are proposed in the planning area, the importance of improved and increased public transit is paramount. Increased shuttle-bus service to Diamond Peak during ski season, and Sand Harbor in the summer season should be implemented to help reduce traffic and alleviate parking problems. Sufficient funding and increased marketing efforts promoting the existing Tahoe Area Rapid Transit (TART) are important.

## **Vision and Character Management**

### **Outside Agency Cooperation and Coordination.**

**Goal One: Washoe County cooperates and coordinates with the numerous other agencies that share responsibility for the Tahoe Basin.**

- T.1.1 Washoe County will contribute in the planning efforts of any agency which develops plans, projects, or activities for the Washoe county portion of Lake Tahoe.
- T.1.2 Washoe County will participate in boards, commissions, or any other permanent or ad hoc group that if formed for the purpose of establishing plans, programs, or projects for the basin, to the maximum extent possible.
- T.1.3 Local mandates imposed on Washoe County by the TRPA will be implemented to the greatest degree possible.

## Land Use

**Goal Two: Master Plan categories, associated Regulatory Zones, and development will be applied to parcels in a manner that reflects the historic distribution of land uses, promotes the re-development of identified Town Centers, protects sensitive environmental areas, and discourages barriers to economic development. This pattern of land use designations and the specific allowed land uses in the Tahoe Area Plan will implement the Land Use and Transportation Element of the Washoe County Master Plan, and the community character described in the Character Statement.**

### Policies

- T.2.1 The Incline Village/Crystal Bay Character Management Plan map shall identify the Incline Village/Crystal Bay Suburban Management Area (IVCBSMA), the Incline Village Town Center (IVTC), the Crystal Bay Town Center (CBTC), the Incline Village/Crystal Bay Rural Management Area (IVCBRMA), and the Diamond Peak Recreation Management Area.
- T.2.2 Policy Growth Level: The Tahoe Regional Planning Agency regulates growth opportunities through the use of Residential Allocations, restricting total Commercial Floor Area, restricting Tourist Accommodation Units, limiting Land Coverage, limiting Persons at One Time for recreational uses, among other regulatory tools. All development in the Tahoe Area Plan must conform to these regulations.
- T.2.3 The following Regulatory Zones are permitted within the Incline Village Crystal Bay Suburban Management Area (IVCBSMA):
- a. Tourist Commercial (TC), limited to existing zoning as of the adoption of this plan.
  - b. Neighborhood Commercial (NC), limited to the existing zoning as of the adoption of this plan.
  - c. High Density Suburban (HDS).
  - d. Medium Density Suburban (MDS).
  - e. Parks and Recreation (PR).
  - f. Public/Semi-Public Facilities (PSP).
  - g. General Rural (GR).
  - h. Open Space (OS).
  - i. Medium Density Rural (MDR).
  - j. High Density Rural (HDR).
  - k. Low Density Suburban. (LDS).
  - l. General Commercial (GC), limited to the existing zoning as of the adoption of this plan.

- T.2.4 The following Regulatory Zones are permitted within the Incline Village Town Center (IVTC):
- a. General Commercial (GC).
  - b. Neighborhood Commercial (NC).
  - c. Low Density Urban (LDU).
  - d. Medium Density Suburban (MDS).
  - e. Low Density Suburban (LDS).
  - f. Parks and Recreation (PR).
  - g. Public/Semi-Public Facilities (PSP).
- T.2.5 The following Regulatory Zones are permitted within the Crystal Bay Town Center (CBTC):
- a. General Rural (GR).
  - b. Medium Density Rural (MDR).
  - c. Low Density Rural (LDR).
  - d. Parks and Recreation (PR).
  - e. Public/Semi-Public Facilities (PSP).
  - f. Open Space (OS).
  - g. Industrial (I).
- T.2.6 The following Regulatory Zones are permitted within the Incline Village/Crystal Bay Rural Management Area (IVCBRMA):
- a. General Rural (GR).
  - b. Open Space (OS).
  - c. Parks and Recreation (PR).
  - d. Public/Semi-public facilities (PSP).
- T.2.7 The uses and activities permitted within the Diamond Peak Recreation Management Area are identified in the Diamond Peak Master Plan as approved by the TRPA. Washoe County will not require any further discretionary approvals for the uses identified in Diamond Peak Master plan. When appropriate to facilitate the implementation of this plan, development standards may be modified by amendment to the Washoe County Development Code.
- T.2.8 This plan shall be interpreted to ensure that all existing entitlements as of the adoption of this plan are fully recognized.

**Goal Three: The implementation of this plan will establish a land use pattern and development standards that are consistent with the community's long standing vision and character and therefore requires infrequent and minimal amendment.**

#### **Policies**

- T.3.1 The Tahoe Area Plan and its associated implementing codes, maps and other documents shall only be amended to better implement this master plan, to protect the community's health, safety or welfare, to preserve sensitive environmental areas or implement a required environmental improvement project, to facilitate a recreation or transportation project that furthers the region's

environmental goals, or to facilitate re-development in a town center management area.

- T.3.2 Amendments to Master Plan categories or Regulatory Zones will not significantly alter the historic development pattern.

**Goal Four: Town Centers will be managed to provide the community with focal points for commercial and civic activities and to facilitate re-development opportunities.**

#### **Policies**

- T.4.1 The Washoe County Development Code will incorporate the Tahoe Area Plan Town Centers and will establish development standards for parking, landscaping, height, lighting, and setbacks that facilitate re-development. These development standards will complement and enhance environmental and scenic standards of the TRPA whenever possible.

### **Transportation**

**Goal Five: The transportation network throughout the Tahoe planning area will provide safe, efficient and environmentally responsible access to residential areas, commercial services, public lands and recreational opportunities as well as efficient connections to the greater region. Policies set forth under this goal are intended to implement the goals and policies set forth in the Land Use and Transportation Element. The system will contribute to the preservation and implementation of the community character as described in the Tahoe Vision and Character Statement and to preserving and enhancing scenic and recreational areas for visitors to enjoy.**

#### **Policies**

- T.5.1 In order to influence and implement adopted transportation plans in the area to achieve the community's transportation needs, Washoe County will continue to coordinate with all agencies responsible for transportation services and planning in the Tahoe Area Plan including but not limited to the Tahoe Transportation District (TTD), the Tahoe Regional Planning Agency (TRPA), the Washoe County Regional Transportation Commission (RTC) and the Nevada Department of Transportation (NDOT).
- T.5.2 Washoe County will continue to seek out opportunities to plan, fund, and implement multimodal opportunities that can enhance recreation, air quality and water quality projects.
- T.5.3 Washoe County will explore opportunities to partner with other agencies to develop right-of-way parking nodes, trail heads, and other parking facilities for all types of mechanized vehicles to help facilitate environmental enhancements, to facilitate redevelopment opportunities, and to provide safe and efficient access to services and recreation opportunities.
- T.5.4 Washoe County will work with the TRPA to implement that agency's transportation plans regarding multi-modal and complete streets opportunities, including The Tahoe Regional Transportation Plan (RTP) and the Active Transportation Plan (ATP) (formerly the Bicycle and Pedestrian Plan).

### **Civic Resources**

**Goal Six: Resources key to the preservation and implementation of the character described in the Character Statement will be protected and, where possible, enhanced.**

**Policies**

- T.6.1 Washoe County will support the Sierra Nevada College's Master Plan and will encourage that the Master Plan contains all the uses and activities necessary to ensure a thriving and engaged college in the community.
- T.6.2 Washoe County will cooperate with other agencies, institutions, and local residents to ensure that recreational, educational and scientific activities based on the area's key resources will be supported and encouraged, particularly where those activities contribute to the character of the local community and are beneficial to the broader region.
- T.6.3 Washoe County will pursue opportunities to create and develop more civic space for the community to utilize, including public spaces in or nearby the town centers.

**Scenic/Recreational/Cultural Resources,**

**Goal Seven: In order to implement and preserve the community character described above, the conservation of scenic, cultural, and historic resources is a guiding principle in all public and private development projects.**

- T.7.1 Washoe County will ensure implementation of all TRPA scenic development standards.
- T.7.2 Prior to the approval of discretionary development applications or public-initiated capital improvements in the Tahoe planning area, the Nevada State Historic Preservation Office will be contacted and, if the department requests, an appropriate archaeological investigation will be conducted.
- T.7.3 Washoe County will cooperate and participate with state, federal and Native American agencies in the planning and conservation activities of those agencies related to cultural and historic resources.
- T.7.4 Washoe County will pursue funding opportunities for the identification, conservation, and interpretation of natural, cultural and historic resources. Displays may be provided at parks and trailheads to provide the public with pertinent information regarding these resources. Interpretive displays will take into consideration current best practices for archaeological preservation.
- T.7.5 Washoe County partners with the Incline Village General Improvement District to provide community recreational facilities and expenditure of Residential Construction Tax funds.

**Goal Eight: The Tahoe planning area will contain an extensive system of trails that integrates other recreational facilities and public lands; and contributes to the preservation and implementation of the community character.**

**Policies**

- T.8.1 Washoe County will cooperate with the TRPA to implement that agency's Active Recreation Plan (formerly known as the Bicycle and Pedestrian plan)
- T.8.2 New trails will be designed to accommodate multiple uses including equestrian, pedestrian and bicycle traffic, unless severe technical, environmental, or economic hardships warrant consideration of a more limited use.
- T.8.3 Trails that provide links to the facilities listed in Goal Eight should receive priority for funding, planning, and construction.

- T.8.4 Parking will be provided at all trailheads unless technical or safety issues prevent the construction of parking facilities or it is determined that the parking facility cannot be adequately screened or buffered from adjacent residential properties. Points of access other than trailheads may be depicted on the Recreational Opportunities Plan map but do not require parking facilities.
- T.8.5 As new residential and commercial properties develop in the Tahoe planning area, the Washoe County will review development proposals for potential trail connections and request any necessary trail easements.
- T.8.6 Access to existing trails will be protected and improved whenever possible. During the process of development review, Washoe County will request dedication of property and/or easements when appropriate trail alignments have been identified that link significant nodes within the Tahoe planning area or connect existing trails or otherwise implement Goal Eight. Proposed trail easements must be field checked to determine if the slope and landscape will allow the construction of the trail. The location of driveways, drain covers, or other utilities shall not impede the trail construction or pose a hazard to the user.

**Goal Nine: Washoe County will cooperate with state and federal agencies in the management of public lands in the planning area.**

#### **Policies**

- T.9.1 Washoe County recognizes a growing pressure on public lands brought on by an increasing demand for outdoor recreational activities. Washoe County will work with the federal agencies and the TRPA to ensure that Management Plans for federal lands in the planning area consider the growing impact of recreational activities on residents, wildlife, and on the overall quality of those activities.
- T.9.2 Washoe County will cooperate with the community and with other local agencies to explore establishing new funding sources and to enlist volunteers to help in the maintenance and operation of local recreation facilities.

### **Natural Resources**

#### **Air Resources**

**Goal Ten: The Tahoe planning area will maintain or exceed federal, state and local carbon monoxide, ambient particulates (pm10, pm2.5) and ozone air quality standards.**

#### **Policies**

- T.10.1 Development in the Tahoe planning area will comply with all local, state and federal standards regarding air quality.
- T.10.2 The granting of special use permits in the Tahoe planning area must be accompanied by a finding that no significant degradation of air quality will occur as a result of the permit. As necessary, conditions may be placed on special use permits to ensure no significant degradation of air quality will occur. The Department of Community Development will seek the advice and input of the Air Quality Division of the Washoe County Health District in the implementation of this policy.
- T.10.3 Washoe County will support Health District and Regional plans that reduce ozone levels including: Air Quality State Implementation Plans, Community Health Improvement Plans, and Regional Transportation Plans.
- T.10.4 Washoe County will support sustainable plans, policies, and codes throughout Washoe County that: Minimize motor vehicle trips and vehicle miles traveled, Support active transportation such as walking and biking, Support public

transportation, minimize vehicle idling, reduce per capita energy usage, reduce per capita waste material taken to landfills, minimize water consumption and street runoff, and increase the community's tree canopy.

### Land Resources

**Goal Eleven: The built environment will minimize the destructive potential of any identified natural hazard, including but not limited to wildland fires, earthquakes and land slides. (See Goal Fifteen for flood related policies.)**

#### Policies

- T.11.1 Development proposals, with the exception of single family homes and uses accessory to single family homes within the Tahoe planning area will include detailed soils and geo-technical studies sufficient to:
- Ensure structural integrity of roads and buildings.
  - Provide adequate setbacks from potentially active faults or other hazards.
  - Minimize erosion potential.
- T.11.2 Development proposals in areas with identified geological hazards will follow the recommendations of any geo-technical study conducted pursuant to Policy T.11.1
- T.11.3 Washoe County is working with regional partners to ensure that the county's Development Code reflects best practices for wildland fire prevention and management for development activities in the wildland suburban interface. Prior to the amendment of the Development Code to incorporate the relevant codes and practices, applicants for any discretionary approval must show how their project will manage the potential threat of wildland fire. Plans that propose the use of defensible space must include a maintenance plan for that space that demonstrates how that area will be maintained and managed for the life of the project.

**Goal Twelve: Public and private development will respect the value of wildlife and wildlife habitat to the community.**

#### Policies

- T.12.1 Prior to the approval of master plan amendments, tentative maps, public initiated capital improvements, or any project impacting 5 or more acres of undisturbed land in the Tahoe planning area, the Nevada Department of Wildlife will be contacted and given an opportunity to provide conservation, preservation, or other wildlife and habitat management input to the project.
- T.12.2 Any development that has the potential to negatively impact an established wildlife migration route or critical habitat, including but not limited to traditional mule deer migration routes, deer winter range, federally classified Threatened and Endangered Species and their associated habitat must demonstrate how that project will protect the integrity of the migration route or habitat.

### Water Resources – Flooding

**Goal Thirteen: Economic losses associated with flooding will be minimized. Development in the Tahoe planning area will mitigate any increase in flood peak, flood stage, flood velocity, and volume of runoff to ensure that the flood hazard to existing developed properties is not exacerbated.**



**Policies**

- T.13.1 Development within the Tahoe planning area will conform to Regional Water Plan Policy 3.1.c, "Flood Plain Storage outside the Truckee River Watershed," as well as locally specific flood control requirements as adopted by Washoe County and the TRPA.
- T.13.2 Development in the Tahoe planning area will be protected from damage caused by a one percent chance flood event, either by elevation above or avoidance of the regulatory floodplain. Washoe County will utilize the best available data to identify the extent of the one percent chance floodplain.

**Water Resources – Supply**

**Goal Fourteen: Water resources will be supplied to land uses in the Tahoe planning area according to the best principles/practices of sustainable resource development. Whenever possible, future water supply systems will be designed to avoid or mitigate unreasonable impact on existing municipal and domestic systems.**

**Policies**

- T.14.1 Development proposals must be consistent with Regional Water Plan Policies: 1.3.b, "Protection and Enhancement of Groundwater Recharge"; 1.3.d, "Water Resources and Land Use"; 1.3.e, "Water Resource Commitments"; and 1.3.g, "Groundwater Resource Development and Management of Water Quality."
- T.14.2 Washoe County will ensure that water projects in the Tahoe planning area identify social, economic, and environmental impacts and address mitigation measures for the transfer of water rights.
- T.14.3 Landscaping that makes use of drought tolerant plants and plants native to the Tahoe is encouraged.
- T.14.4 The use of Low Impact Development (LID) design concepts to minimize storm water runoff is encouraged.

**Water Resources – Quality**

**Goal Fifteen: Lake Tahoe's unique transparency, color and clarity will be protected and enhanced. Surface water quality in the Lake Tahoe Basin within Washoe County will be improved.**

**Policies**

- T15.1 Washoe County will continue to participate in the Lake Tahoe Total Maximum Daily Load (TMDL) Program and Lake Clarity Crediting Program (LCCP), maintain storm water Load Reduction Plans (SLRPs), and implement the identified storm water load reduction measures. The Washoe County Lake Tahoe Area Plan hereby incorporates, by reference, all monitoring, operations, maintenance, and reporting required by the County's Interlocal agreement to Implement the Lake Tahoe Total Maximum Daily Load and the adopted storm water Load Reduction Plan.
- T.15.2 Washoe County will continue to invest in Road Operations in the Lake Tahoe Basin, with specific focus on abrasive application and sweeping strategies to reduce urban roadway stormwater pollutant loads entering Lake Tahoe.

- T.15.3 Washoe County will continue to participate in the Lake Tahoe Environmental Improvement Program (EIP) and coordinate with other agencies to identify and secure funding for water quality improvement projects.
- T.15.4 Washoe County will coordinate with TRPA to support private property BMP certification program.
- T.15.5 Washoe County will pursue opportunities for coverage reduction in all public and private redevelopment projects.
- T.15.6 Washoe County will evaluate the feasibility of establishing one or more public stormwater districts to construct and maintain water quality improvements.
- T.15.7 Washoe County will continue to investigate multi-benefit capital improvement projects and private/public party opportunities.

**Goal Sixteen: Watershed protection will be prime considerations towards future development activities.**

**Policies**

- T.16.1 All development in the Tahoe Planning Area will comply with best management practices for Watershed protection.
- T.16.2 Washoe County will participate in basin wide efforts to enhance watershed protection.

**Goal Eighteen: Maintain and enhance the value of wetlands and their associated habitats for their aesthetic, environmental, educational, recreational, stormwater runoff and flood control purposes. Washoe County will act to ensure the best possible balance between these wetland area uses.**

**Policies**

- T.18.1 All development will meet or exceed the standards for wetland development and impact established by the TRPA, state and federal agencies responsible for wetlands management.
- T.18.2 Land use proposals that include wetlands areas must demonstrate how they are consistent with Goal Nineteen.
- T.18.3 Washoe County will work with the TRPA, state, federal, and private agencies to support the development and implementation of programs and initiatives that are consistent with Goal Nineteen.

**Water Resources – Service/Wastewater**

**Goal Nineteen: Water resources and wastewater treatment and disposal will be provided to residential and non-residential uses in a manner that implements and preserves the community character as described in the Tahoe Vision and Character Statement.**

**Policies**

- T.19.1 The Incline Village Crystal Bay General Improvement District will provide water and wastewater service within their service boundary in the planning area. Tentative subdivision maps will not be approved for any development until the infrastructure and resource needs of that development have been evaluated by Washoe County and found consistent with all applicable water and wastewater resources and facilities plans.

- T.19.2            The IVCBGID will provide services consistent with all state, federal and TRPA regulations.

**Plan Maintenance**

**Goal Twenty-one: Amendments to the Tahoe Area Plan will be for the purpose of further implementing the Vision and Character Statement, or to respond to new or changing circumstances. Amendments will conform to the Tahoe Vision and Character Statement. Amendments will be reviewed against a set of criteria and thresholds that are measures of the impact on, or progress toward, the Vision and Character.**

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