

Kings Beach/Tahoe Vista Strategic Plan

**For Business Retention
Expansion and Attraction**

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**Approved by the Placer County
Board of Supervisors
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SECTION 1: FORGING AN ECONOMIC DEVELOPMENT STRATEGY FOR BUSINESS RETENTION, EXPANSION AND ATTRACTION

1.1 INTRODUCTION: THE NATURE OF ECONOMIC DEVELOPMENT STRATEGIC PLANS

Whether a community should or should not address economic issues is a topic of discussion that permeates all levels of government and private sector activity. At the national level, the debate revolves around issues of growth—such as taxation, interest rates, regulations, expenditures, employment levels, income, distribution, education, research and development, and fairness and equity.

At the county and community level, the debate includes most of these issues, but adds a number of additional questions. For example, what are the most suitable uses for particular parcels of land? What sorts of transportation and other infrastructure services are needed? What is our capacity for providing affordable housing for our workers? How can we improve the quality of our labor pool? How can we maintain a viable economy and still strive to improve our environment and quality of life? And, how can we maintain our sense of community and our cultural heritage?

Economic development is extremely complex. In part, this complexity evolves from the nature of how private sector investment decisions are made in a market-based economy, and from the diverse roles and responsibilities of the various participants within the public sector. Those who stress the importance of an independent private market place are quick to point out that the public sector has very little influence over which community a company will choose for a new or expanded business operation. Others counter that there are many ways the public sector influences these outcomes and decisions. The public sector's involvement in zoning and permitting, infrastructure development, education and workforce development, and maintenance of a high quality of life¹ are all relevant to the broad economic health of a community. Regardless of the source, nearly all agree that the process of economic development requires various levels and types of partnerships between local governments, business enterprises, not-for-profit agencies and community organizations, as the situation may require.

In the past, many communities have taken it upon themselves to manage economic development, and some have taken an isolationist view assuming that their individual efforts can preserve their way of life by restricting residential and business growth within their sphere of influence. However, this approach—though potentially effective in some areas—has proven to be ineffective in more regionally based economies. Boulder, Colorado—a city 30 miles outside of Denver—decided 40 years ago to develop a community with a balanced mix of urban and wild space only to be consumed by the uncontrolled growth of Denver and neighboring cities such as Arvada. Now the city suffers from gridlock and pollution, and the wild space they chose to preserve is no longer pristine.²

¹ Marirose Krall, *In Search of the Good Life* (Business Facilities On Line, June 1998).

² Timothy Egan, *Drawing the Hard Line on Urban Sprawl* (The New York Time National, December 30, 1996).

Times are changing and communities are realizing the need for a regional approach to economic development. The rapid growth being experienced in the southern areas of Placer County, the continued growth of the Sacramento Region, as well as the competitive growth of Truckee, Incline Village and Reno is having a significant impact on the Kings Beach and Tahoe Vista communities. A mobile and educated clientele are no longer restricted to patronizing a single tourist destination, and employees are in short supply with job opportunities outside the community. At the same time, the cost of providing the necessary housing, transportation, power, education, and communications infrastructure needed to attract and support today's growing businesses cannot be managed at the local level. The trend is toward regional economic development, and the time is now for Kings Beach and Tahoe Vista to more aggressively embrace this trend. Cities such as Portland, Oregon have a regional plan covering 24 cities in three counties, which now serves as a national model for maintaining community identity and quality of life through managed growth.³ Growth restriction in the Tahoe basin, combined with the competitive growth in Truckee, Incline Village and Reno must be recognized and incorporated into Kings Beach and Tahoe Vista economic plans.

To varying degrees, everything the public and private sector does has an impact on the health of the local economy—much of it positive, and, yet some of it negative. Sorting out which actions and processes stimulate economic growth while maintaining the community's vision of its future, and which inhibit growth or impact the environment and sense of identity, is one of the principal reasons for forging an economic development strategy. Strategic planning is about making choices and leveraging resources to better achieve desired ends. Although an effective strategy will have broad systemic effects, it does not have to address all problems and situations simultaneously. The need is for strategic actions that will work in harmony with local management issues and will likely create the most sustaining ripple throughout the local economy, now and for the foreseeable future.

Therefore, the strategic plan that follows does not seek to address every facet of private sector and government activity that has an impact on the communities of Kings Beach and Tahoe Vista. Over time, as the language of the strategy permeates private companies, government operations and community deliberations, economic impact balanced with community objectives will become a more frequently used measure of community action resulting from the activities of the public, not-for-profit and private sectors. As that occurs, strategic planning for economic development will be able to encompass a broader range of actions and give greater scope to the economic benefits that can be leveraged from coordinated public and private decisions. In addition, the economic development strategy will help create new and redefined processes for implementation, as well as aid in updating and expanding the strategy, as may be necessary in the future.

1.2 KINGS BEACH AND TAHOE VISTA: COMMUNITIES IN TRANSITION

Kings Beach and Tahoe Vista have historically been commercial and recreational centers of the Tahoe Basin and the North Shore of Lake Tahoe. Only a few miles from world-class ski areas such as North Star and Diamond Peak, the communities have enjoyed the benefits of their natural setting. However, aging facilities, inadequate or substandard housing, competitive forces from other destination resorts elsewhere in the U.S., local competition from nearby Incline Village, Tahoe City, Truckee and Reno, development restrictions within the Tahoe Basin, and a seasonal tourist trade have made it difficult for the communities to establish and sustain a stable economic base.

³ Ibid.

Today's Situation

The economies of Kings Beach and Tahoe Vista are characterized by disproportionately high concentrations of employment in the retail and service sector industries as well as in construction, with many local residents being employed by Nevada-based casinos, restaurants, etc. As of 1999, 50% of all jobs located in Kings Beach and Tahoe Vista were in retail industries, compared with 15% in Placer County and 11% in California. Based on 1999 data, there was less disparity in the service sector where 36% of all jobs in Kings Beach and Tahoe Vista were in this sector, compared to 46% in Placer County, 46% in California, and 45% percent in the United States. However, the service sector only accounted for 11% of the total establishments, compared to 43% in Placer County and 47% in California. This statistic indicated a less diverse economy, heavily reliant on tourist trade, which during economic downturns would dramatically impact the local economy.

A comparison was also made between Kings Beach/Tahoe Vista and other areas with resort communities as outlined in Tables 1.1 and 1.2 below. The data shows that Kings Beach and Tahoe Vista have a significantly higher proportion of employment in the retail sector to other resort communities. The proportion of employment for the service sector was also comparable with Blaine County, ID and Eagle County, CO, but significantly smaller than Mono County, CA and Summit County, CO. Similar percentages were found when comparing the total number of establishments in the retail sector in Kings Beach and Tahoe Vista with other resorts. However, as highlighted above when comparing this figure to Placer County and California, the percentage of service-based establishments is significantly smaller than other resort communities.

TABLE 1.1: PERCENT OF EMPLOYMENT FOR SELECTED SECTORS

Area	Retail Trade	Service	Total
Blaine County, ID – Sun Valley ⁴	29%	39%	68%
Eagle County, CO – Vail	32%	40%	72%
Mono County, CA – Mammoth Lakes	32%	51%	83%
Summit County, CO – Breckenridge	32%	50%	82%
Kings Beach and Tahoe Vista⁵	50%	36%	86%

Source: US Census Bureau County Business Patterns

TABLE 1.2: PERCENT OF TOTAL ESTABLISHMENTS FOR SELECTED SECTORS

Area	Retail Trade	Service	Total
Blaine County, ID – Sun Valley	23%	29%	52%
Eagle County, CO – Vail	23%	29%	52%
Mono County, CA – Mammoth Lakes	30%	34%	64%
Summit County, CO – Breckenridge	32%	30%	62%
Kings Beach and Tahoe Vista	27%	11%	38%

Source: 1999 US Census Bureau County Business Patterns

A more detailed analysis of the Kings Beach and Tahoe Vista economy is presented in Appendix A. However, long-term economic trends and specific local population figures could not be included in this analysis due to limited sources of data.

⁴ All County data is collected from the 1997 US Census Bureau County Business Patterns (SIC codes)

⁵ Kings Beach and Tahoe Vista data is collected from the 1999 Franchise Tax Board

Tomorrow's Opportunities

Efforts are underway by local communities, the North Lake Tahoe Resort Association and others to re-establish the North Lake Tahoe region as a world-class destination resort area. Expansion efforts at NorthStar and Squaw Valley,⁶ and the continued construction of high-end vacation homes in Incline Village and along the north shore will have profound affects on the image and economy of the region. Such changes present opportunities as well as challenges for the communities of Kings Beach and Tahoe Vista. On the one hand, Kings Beach and Tahoe Vista have the opportunity to capture a portion of the additional dollars flowing into the region both from the increased capacity of the resorts to handle more visitors and the higher net-worth of these individuals. The communities also have the opportunity to provide an attractive place to live for people of all income levels through balanced planning and proactive steps to supply housing for area employees. However, these opportunities may only be realized as the communities undertake the recommended actions outlined in this strategic plan to address issues related to community image and identity, pedestrian and vehicular traffic, employee housing, business collaboration and education.

⁶ Expansion efforts have included (or will include) the addition of new ski runs, high-speed lifts, bicycle trails, vacation housing, retail centers, and other amenities.

SECTION 2: THE FRAMEWORK FOR THE STRATEGIC PLAN

2.1 A VISION OF KINGS BEACH AND TAHOE VISTA'S FUTURE ECONOMY

The economic development strategy will help guide future decisions, and ensure that the values and heritage of the past that created the communities of Kings Beach and Tahoe Vista are preserved and enhanced to create a positive economic climate for a sustainable community in which to live and work. Establishing a clear vision for the future economy of Kings Beach and Tahoe Vista is a first step to providing an overall context for making strategic decisions about needed programs, projects and services.

2.2 VISION

The future Kings Beach and Tahoe Vista will be a community with a unique, identifiable character, where the assets and environmental sensitivity of the region are integrated into a setting where businesses, local residents and employees can co-exist in a sustainable environment. The communities serve as key component in making North Lake Tahoe a world-class destination resort area, and economic development is undertaken through a collaborative effort between Placer County, local businesses and property owners, and other regional organizations such as the North Lake Tahoe Resort Association and the Public Utility District.

2.3 A SHARED ECONOMIC AGENDA: GUIDING PRINCIPLES

Guiding principles are fundamental to the construction of an economic development strategy. The guiding principles are value statements that represent the goals and objectives of Kings Beach and Tahoe Vista, and serve as guidelines for the development, implementation and enhancement of the economic development strategy. As a result, they should be used to assess the appropriateness of new initiatives or actions, and the effectiveness of those that already exist. Each principle should be viewed equally when making an assessment.

The guiding principles presented below were derived from the focus groups, interviews, and survey responses conducted as part of the planning process. As conditions change, similar outreach efforts should be carried out to ensure that the goals and objectives of the community continue to guide the on-going enhancement and implementation of the economic development strategy.

► *Maintain a Distinctive Community Identity*

The objective of this principle is to develop and maintain identities for both Kings Beach and Tahoe Vista that are distinctive, but integrated due to their proximity on the north shore. The community identities should build on the natural beauty of the region, be attractive to visitors and residents, and create a solid economic setting to attract private investment and support successful local businesses. The community identities should also incorporate the concept of commercial gateways (see Section 3 for a discussion on the commercial cores) that convey to residents and visitors that they have entered a distinct commercial area where they can eat, shop, recreate and enjoy themselves. Projects and strategic actions should be evaluated based on their ability to enhance the community's image to both visitors and residents, preserve and restore the community's history and diversity, protect the area's natural resources and establish a strong local sense of place.

► ***Provide a Suitable Setting for Alternative Means of Transportation***

Kings Beach and Tahoe Vista have limited capacity to handle vehicular traffic during peak period. To improve each community's sense of place, reduce environmental impacts and expand economic opportunities projects should focus on expanding opportunities for visitors and residents to use alternative means of transportation (e.g., walking, bicycles, public transportation) to get to and from each community as well as to travel within each community.

► ***Target Specific Geographic Areas as Catalysts for Economic Improvement***

Kings Beach and Tahoe Vista need to focus their resources to make noticeable physical improvement within the core commercial areas and at specific *gateways* and *nodes* of activity (see Section 3 for a discussion on *gateways* and *nodes*) within this commercial core. These focused efforts should build on community strengths and leverage public and private resources. Projects should be selected and promoted, and areas designated for future improvement, based on their ability to provide visible physical and economic change, and stimulate further investment in adjacent areas within the community. Projects should also be selected based on their ability to contribute to the enhancement of the community's image as visitors enter the area, the preservation and restoration of the community's identity and cultural heritage, and the protection of the region's natural resources.

► ***Provide High Value Services for Existing and New Businesses***

Kings Beach and Tahoe Vista, in collaboration with Placer County, will strive to create a business climate that will increase the value of doing business in the community. The County will work to ensure that the administrative procedures, rules and regulations, maintenance of infrastructure, and taxation policies of the jurisdictions within its boundaries are fair and helpful to business, and do not lead to unreasonably high costs of doing business. This also means that the County will seek to provide value for the fees and taxes businesses pay.

► ***Target Support Programs and Services to Small Businesses***

The community, working in collaboration with the County, will seek to provide a consistent package of support programs and services to small businesses within the community. Services will include a number of diverse programs and coordinated governmental processes designed to retain and expand businesses, and facilitate the ease and advantage of doing business in Kings Beach and Tahoe Vista. This means improving the number and type of business enterprises in the community through retention measures to help existing businesses expand, as well as support programs for startups.

► ***Retain and Expand Job Opportunities for Area Residents***

Every effort will be made to pursue initiatives and programs that focus on retaining and creating jobs for area residents. An important focus should be on jobs in those business sectors that support the vision of both Kings Beach and Tahoe Vista and capitalize on the unique assets and cultural heritage of each community. It should also be recognized that each community is heavily dependent on tourism, and that efforts to expand the opportunities for creating higher-paying technology, manufacturing or service jobs that are suitable for the region will provide positive economic impacts to the area. Each community needs, and will continue to need, a substantial number of entry-level jobs that require little education and training. Retaining and attracting such jobs must still be an important focus of the economic development programs of the region.

► ***Prepare the Workforce for Tomorrow's Opportunities***

It is recognized and acknowledged that nothing is more important to the future health of a community's economy than the quality and preparedness of the workforce. Although much of the local job base is for unskilled or semi-skilled workers, the region's future opportunities are driven by establishing and sustaining a workforce that can support existing businesses and other businesses (e.g., small software companies, manufacturers of customs goods such as sculptures, wood workers) that may see the area as an attractive place to do business. Consequently, all aspects of the economic development strategy should reflect the *singular importance of the workforce* and show how particular elements of the strategy will contribute to improvements in education and training programs for area residents. The special education and training needs of the community's youth, existing workforce, the long term unemployed, and transitional workers, also require a comprehensive strategy employing the resources of the entire region--government, education, business, industry and the not-for-profit sectors.

► ***Emphasize Implementation with Measurable Results***

The community will place the highest priority on implementing the various elements of the economic development strategy with results that can actually be measured as to effectiveness and timeliness. The stress on implementation and results measurement relates to the timelines that will be established for each strategic action – program, project or service. One of the community's guiding principles is to set project timelines with achievable milestones so as to build on small, short-term successes to achieve broader long-term achievements. The long-term value of this process will be in the cumulative effect of many small, doable projects.

► ***Strive to Achieve Sustainable Economic Development***

The concept of sustainable economic development incorporates goals and objectives of environmental quality and social equity into the strategies and processes of economic development. Economic development projects in Kings Beach and Tahoe Vista should be assessed and balanced against criteria pertaining to the nature of the jobs being created such as: training requirements and opportunities, safety, openness to a diverse labor pool, and relevance to the skill sets of those most in need of jobs. Similarly, economic development projects should be assessed and balanced against environmental quality criteria pertaining to, among other things: pollution and toxic waste prevention, use of renewable resources and production of environmentally sound products, and attention to mitigating additional burdens Lake Tahoe as well as local and regional transportation systems.

SECTION 3: DOWNTOWN KINGS BEACH AND TAHOE VISTA DEFINED

3.1 BACKGROUND AND APPROACH

Kings Beach and Tahoe Vista cover a broad geographic area along the north shore of Lake Tahoe. However, the commercial cores of Kings Beach and Tahoe Vista are limited to much smaller areas. In order to focus resources and provide a basis for future investments, the project team undertook an effort to establish physical boundaries for the commercial corridors using the concepts of *gateways* and *nodes* outlined below.

Gateways

A commercial *gateway* is a physical point of entry (e.g., via road, trail/sidewalk or water) that conveys to residents and visitors from outside the area that they are at their destination. *Gateways* are typically attractive and establish an image of the downtown core or commercial district of the community that welcomes visitors and residents, and encourages pedestrian-related activities (e.g., shopping, entertainment, community events). Residential, industrial or recreational areas are typically not considered commercial *gateways* although they may serve as community *gateways*.

Nodes

A commercial *node* is a physical location with an existing base of business activity around which current and future economic and redevelopment activities can be focused. A *node* may consist of an intersection surrounded by a mix of complimentary businesses or a portion of a block where current business activity is focused. *Nodes* can also revolve around a specific theme such as entertainment where a movie theatre may serve as the focal point for commercial activity in the area. Regardless of the specific focus, a *node* must be viewed as a location with limited boundaries from which future revitalization and growth can emanate.⁷ Using this as a basic premise for selecting a *node*, communities must focus their investments in these areas to convey a message that work is being done to change and improve the business environment.

Utilizing these definitions, the project team used information gathered from interviews, focus groups and the business survey to identify a range of points that might be considered as commercial *gateways* to Kings Beach and Tahoe Vista. These findings were used to define the boundaries of the commercial cores of Kings Beach and Tahoe Vista. A description of these boundaries is discussed below along with a discussion on the approach used to develop an inventory of the businesses and properties located within these boundaries.

3.2 COMMERCIAL CORE BOUNDARIES OF KINGS BEACH AND TAHOE VISTA

To set the stage for this analysis, the project team collected information to determine a range of physical locations that visitors might consider as the point(s) where they felt they had entered the commercial core of Kings Beach or Tahoe Vista. The process for collecting this information and the resulting findings are outlined below.

⁷ Communities that chose to spread their revitalization dollars over too broad of an area lose the visual impacts that can accompany a focused investment in a small area. They also lose the momentum and additional private sector investment that can be gained when property and businesses owners as well as customers can recognize that a major change has occurred.

The boundaries for the Kings Beach commercial core were determined by considering the following three points of entry into the community:

1. Entering Kings Beach Southbound on Highway 267 from Truckee.
2. Entering Kings Beach Westbound on Highway 28 from the Nevada State Line.
3. Entering Kings Beach Eastbound on Highway 28 from Tahoe Vista.

The boundaries for the Tahoe Vista commercial core were determined by considering the following two points of entry:

1. Coming Westbound into Tahoe Vista on Hwy 28 from Kings Beach.
2. Coming Eastbound into Tahoe Vista on Hwy 28 from Tahoe City.

From these points of entry, a number of different locations were identified during individual interviews with community representatives and a subsequent business survey as potential *gateways* to the community (see survey questions under Defining Downtown Kings Beach and Tahoe Vista in Appendix B). Survey respondents were asked to provide their opinion on the physical point at which a visitor would have a clear impression that they have arrived in the commercial core of Kings Beach or Tahoe Vista. Based on the results of the survey, the following *gateways* were identified:

TABLE 3.1: KINGS BEACH COMMERCIAL GATEWAYS

Point of Entry	Gateway
Southbound on Highway 267 from Truckee	Waving Bear/Golf Course
Westbound on Highway 28 from Nevada	Bottom of hill – 2 lanes into 4
Eastbound on Highway 28 from Tahoe Vista	Safeway and park across the street

TABLE 3.2: TAHOE VISTA COMMERCIAL GATEWAYS

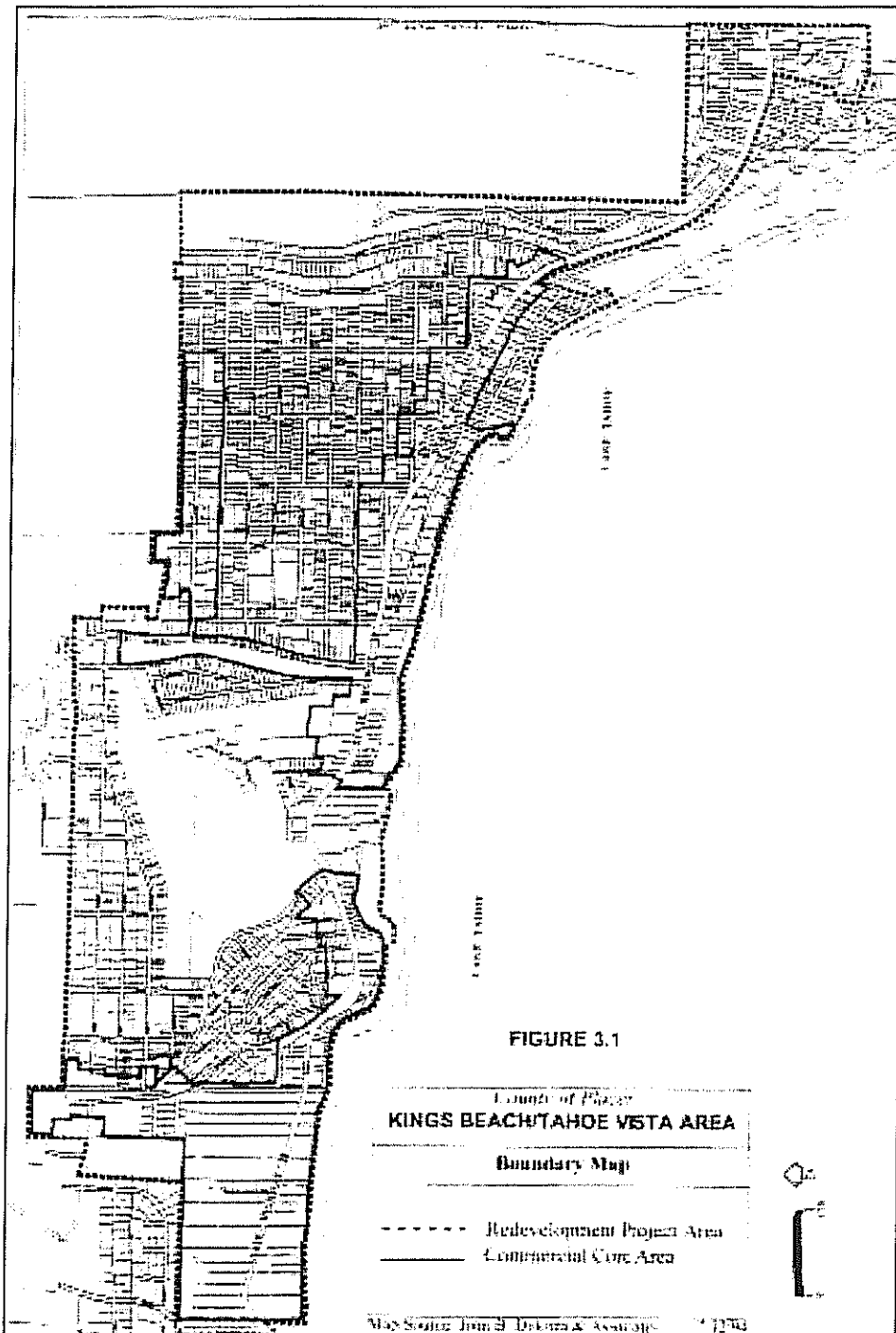
Point of Entry	Gateway
Westbound on Highway 28 from Kings Beach	Wetlands
Eastbound on Highway 28 from Tahoe City	Cottonwood Lodge – 2 lanes into 4

It is important to note that the commercial *gateways* to Kings Beach and Tahoe Vista are subject to change as further development occurs in each community. If such a change occurs, the *gateways* should be adjusted to ensure that visitors recognize any additional offerings that are available in the commercial cores of the two communities. In addition, individual perceptions are greatly influenced by the visual appearance and land-uses of the property leading up to each commercial *gateway*. Consequently, efforts to enhance the *gateways* to the community must incorporate these properties to ensure that a consistent image is conveyed to those entering the community.

For Kings Beach, survey respondents indicated that when driving southbound on Highway 267, the point where you can see the golf course and the large waving bear is the location where a visitor would know they have reached the Kings Beach commercial core. When driving westbound from Incline Village, there is a significant hill from the Nevada State line going into Kings Beach. Respondents indicated that as you come down the hill and curve slightly to the left, the point where the road changes from two lanes into four is where a visitor would know they have entered the Kings Beach commercial core. From the opposite direction on Highway 28, respondents said a visitor would know they have reached the Kings Beach commercial core at the Safeway shopping Center with the community park across the street.

For Tahoe Vista, respondents indicated that when driving westbound on Highway 28 from Kings Beach, a visitor would know they have entered the Tahoe Vista commercial core as they pass the wetlands preserve area. When driving eastbound from Dollar Point, respondents said the commercial core boundary of Tahoe Vista would be where the highway changes from two lanes into four.

With these boundaries in place, the project team proceeded to identify the commercially zoned property in the area (see listing in Appendix C), excluding those properties that are zoned commercial that currently serve as single unit residences (see listing in Appendix D). The boundaries may be expanded to include these properties if the property is converted to a commercial use in the future. A map of the areas designated as the commercial cores of Kings Beach and Tahoe Vista are presented in Figure 3.1.



SECTION 4: KINGS BEACH/TAHOE VISTA NEEDS

4.1 APPROACH

The needs of the Kings Beach and Tahoe Vista business community were assessed using a three-step process that is defined below.

Step #1: One-on-One Interviews – Step #1 involved seven (7) one-on-one interviews with key business and community leaders to develop a basic understanding of the local issues and opportunities in the community. This step was also used to identify key organizations and individuals with the capacity to implement strategic initiatives emanating from this strategy.

Step #2: Focus Groups – Step #2 involved conducting two focus group sessions with business owners in Kings Beach and Tahoe Vista. A total of 162 invitations were sent to a random sampling of business owners. 30 respondents indicated an interest in participating, and a total of 14 people participated in one of the two focus group sessions. The discussions focused on identifying business needs, determining potential boundaries for the commercial district within Kings Beach and Tahoe Vista (including gateways and commercial nodes), identifying community assets, highlighting barriers and identifying actions that would support business retention, expansion and attraction. A brief overview of the information obtained from the focus groups is presented in Appendix E.

Step #3: Business Owners Survey – Step #3 involved the development of the *Kings Beach and Tahoe Vista Strategic Plan Survey* (see Appendix B). The survey was designed to identify the business community needs in Kings Beach and Tahoe Vista as well as determine the educational and support needs of the local workforce.

4.2 KINGS BEACH SURVEY ANALYSIS

The intent of the *Kings Beach and Tahoe Vista Strategic Plan Survey* is to help unveil issues relevant to business owners that are needed to create a sustainable business environment in Kings Beach and Tahoe Vista. Of the 411 surveys distributed to business owners in Kings Beach and Tahoe Vista, 25.1% (103) individuals responded.

The survey addressed business needs in four distinct areas including:

- Background and Business Needs
- Infrastructure Needs
- Community Needs
- Operations, Employment and Training Needs

The survey also included a section for respondents to define the downtown corridors of both Kings Beach and Tahoe Vista. Results from this part of the survey are included in Section 3.2 of this report.

The results of the *Kings Beach and Tahoe Vista Strategic Plan Survey* are summarized below and presented in Appendix B.

4.3 BUSINESS BACKGROUND

The first six questions of this section were used to obtain background information about the respondents' businesses. Most businesses have been in operation 11+ years (65%) and have occupied their current location for 6+ years (68%). Many of the respondents' businesses are operated out of their home (35%), while an almost equal number of respondents indicated that they operate their business from the commercial core area of Kings Beach (33%). According to respondents, business revenues are expected to increase (65%) within the next year. With the largest number of respondents saying they operate their business from home, this leads to a question of what type of businesses exist and what type are needed.

Respondents were asked to select an industry that best describes their business. From the survey tally, the highest response (36%) was the "other" category. There were 37 respondents who marked "other" and, of these, 34 respondents filled in a response. After reviewing the answers written-in for "other," many of these written responses actually fit into an industry option given on the survey. Table 4.1 outlines the industry options given on the survey after the project team moved the "other" responses into their proper category. The respondent's answers are ranked from highest to lowest.

Some of the responses given to the "other" category included:

- Consultant
- Design/Planning
- Snow Removal
- Real Estate
- Cleaning
- Trucking
- Financial services
- Sport Fishing

TABLE 4.1: DESCENDING ORDER OF RESPONDENTS BY TYPE OF BUSINESS

Type of Business	Percentage of Respondents
Business and Personal Services	30%
Construction/Contractor	21%
Other	15%
Hotels and Motels	10%
Restaurant	9%
Retail- Non Apparel	7%
Entertainment	3%
High Technology	3%
Auto and Boat Sales and Repair	0%
Grocery	0%
Retail-Apparel	0%
No Reply	1%

Business and personal services companies (30%) reflect the highest percentage of businesses operated from homes. Of the businesses operated at home, business and personal services was the highest with 16 respondents (44%). Surprisingly, construction was the second highest number of businesses operated from home with 13 businesses (36%). The next highest was the “other” category with 4 respondents (11%). Of the businesses operated outside of the commercial area of Kings Beach, business services were also the highest with 10 respondents (29%). Retail—non-apparel and restaurants came in second and third with 17% and 15% respectively. Of the total respondents, there were no retail—apparel, auto and boat repair or grocery businesses.

4.4 BUSINESS NEEDS

The business needs section of the survey was divided into three categories (housing and regulation, lodging and commercial/retail needs, collaboration and financial support) with questions under each category. For each question, business owners were asked to respond to housing and regulatory issues using three categories, “not important,” “somewhat important,” or “very important.” Table 4.2 outlines only the responses to housing issues, ranked highest to lowest, that are needed to support a successful business climate. Table 4.3 outlines only the responses to regulatory issues.

TABLE 4.2: HOUSING NEEDS

Item	Very Important	Somewhat Important	Not Important
Additional affordable single family houses for employees to rent	72%	20%	8%
Additional affordable multi-unit residences for employees to rent	68%	19%	14%
Additional affordable single family houses for employees to purchase	48%	38%	14%
Additional affordable multi-unit residences for employees to purchase	36%	31%	33%

Note: The responses listed in Table 4.2 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

According to the responses, the addition of affordable single-family houses for employees to rent (72%), and the addition of affordable multi-unit residences for employees to rent (68%) are very important to business owners. Although not as important as rental space, the addition of affordable single-family houses and multi-unit residences to purchase scored relatively high.

TABLE 4.3: REGULATION NEEDS

Item	Very Important	Somewhat Important	Not Important
Better sensitivity by government agencies to local conditions	89%	9%	2%
Simplification of permitting process	88%	9%	3%
Improved coordination between regulatory/permitting agencies	81%	18%	1%
Stronger local representation in County government	73%	22%	5%
Uniform application of building codes, sign ordinances, etc.	67%	25%	8%

Note: The responses listed in Table 4.3 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

The regulation questions asked on the survey all scored high with significantly more than half of all the respondents ranking the items as “very important.” The need for better sensitivity of government agencies to local conditions (89%) indicates that the respondents may feel their community is an area that needs the TRPA and County government to acknowledge its differences from the rest of Placer County (non-incorporated, lake community, rural, etc.) when making decisions that affect all of Placer County. The permitting process has proven to be difficult for respondents and they would like to change this (88%). The other three items (improved coordination, local representation and uniform application of building codes) are all important to Kings Beach and Tahoe Vista business owners so that they are able to get permits efficiently, have a say in County government, and receive consistent treatment related to business codes no matter where their business is located.

Financial support for businesses was also important to the survey respondents. Table 4.4 ranks this section’s responses from highest to lowest.

TABLE 4.4: FINANCIAL SUPPORT NEEDS

Item	Very Important	Somewhat Important	Not Important
Financial incentives to encourage local investment	65%	23%	12%
Real estate development loans	54%	31%	16%
Small business loans	48%	38%	14%

Note: The responses listed in Table 4.4 are in reverse order from that of the survey and are ranked highest to lowest.

Although small business loans are important to the respondents (48%), financial incentives to encourage local investment received the highest response (65%), followed by real estate development loans (54%). It is also important to note that an average of the responses for “somewhat important” and “very important” still puts local investment incentives first, but the other two items were practically equal. The responses indicate that financial help for general community needs and for individual businesses are a high priority, but not as important compared to the responses for regulation issues (see Table 4.3).

According to feedback from interviews and focus groups, collaboration among business owners and within the private sector is important to promote a coherent community that reflects local character, identity and goals. Although not a strong response, respondents indicated that collaboration between business owners is most important for advertising (38%). Table 4.5 lists the responses from highest to lowest. Some of the “other” items mentioned for collaboration are:

- A cleanup program,
- Upgrade store fronts,
- Parking for employees, and
- Coordination with Tahoe City business owners and community activities.

TABLE 4.5: BUSINESS OWNER TO BUSINESS OWNER COLLABORATION

Item	Very Important	Somewhat Important	Not Important
For advertising	38%	40%	23%
For employee recruitment	24%	44%	32%
For employee training	15%	42%	42%
Other	59%	0%	41%

Note: The responses listed in Table 4.5 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

Relating to collaboration between business owners and resort managers/owners, 46% of the respondents said that event coordination and promotion is “very important” and another 40% said it is “somewhat important.” Overall, almost half of the respondents feel business owners should work with resorts to create and promote events. Table 4.6 outlines all the responses to this question. “Other” items written into the survey include collaboration for:

- Employee housing
- Prevention of traffic congestion
- Wedding/conference promotion

TABLE 4.6: BUSINESS OWNER AND RESORT MANAGER COLLABORATION

Item	Very Important	Somewhat Important	Not Important
For event coordination and promotion	46%	40%	14%
Other	67%	0%	33%

Note: The responses listed in Table 4.6 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

4.5 INFRASTRUCTURE NEEDS

According to feedback from focus groups, interviews and the survey, protecting the natural environment of Kings Beach and Tahoe Vista as well as creating a visitor/pedestrian-friendly environment are important factors to consider while establishing a successful environment for businesses.

In Kings Beach and Tahoe Vista, survey respondents indicated that parking, shuttle service frequency, sidewalks, crosswalks and directional signs are all very important. Table 4.7 ranks the responses for the entire infrastructure section, from highest to lowest.

The response to off-street parking within walking distance to shops, restaurants, etc. (73%) and increased number of parking spaces available for visitors and patrons (70%) indicated that parking is a critical issue. Parking is preferred within the heart of the community; rather than an option for off-street parking on the edge of town with free shuttle service, which respondents indicated was “not important” (43%).

Relating to traffic, 65% of the respondents said it is “not important” to reduce the number of traffic lanes in the commercial core from 4 to 3, and opinions are split on whether to reduce the Hwy 28 speed limit (46%, “not important”- 41% “very important”). Installing protected sidewalks (76%) was considered the most important item followed by completion of the sidewalk improvement project (68%). The responses to these questions combined with the response to snow removal along business corridors (62%) indicated that pedestrian traffic is an important issue for Kings Beach and Tahoe Vista businesses. The last item in the infrastructure section was visitor information issues. Overall, having signs to notify visitors of local events (52%) and points of interest/recreation (50%) were even higher than the respondents’ desire to have signs that tell a visitor they have arrived in the community (Kings Beach, 43%) (Tahoe Vista, 38%).

4.6 COMMUNITY NEEDS

There are many needs a community faces as it strives to enhance economic prosperity, quality of life and an identity for itself. According to the survey, the most important items in this section (items scored 50% or more) included:

- Trash pick-up on the beaches (81%),
- Beautification of existing storefronts (66%),
- Accurate travel conditions (59%),
- Bicycle paths linking points of interest (61%),
- Establishment of Kings Beach as a destination location (54%),
- Addition of public restrooms on the beach (53%), and
- Increased visibility of Lake Tahoe (51%).

The response to the issues of trash pick-up indicated that the Kings Beach clean-up association might need additional assistance or perhaps restructuring. All of the other items are beneficial to visitors and are important to creating an identity. Of all the items in the community needs section of the survey, only one item scored lower than 40%; 57% of the respondents indicated it is “not important” to establish a local newspaper.

TABLE 4.7: INFRASTRUCTURE NEEDS

Item	Very Important	Somewhat Important	Not Important
Install protected crosswalks on Hwy 28	76%	17%	7%
Off-street parking within walking distance to shops, restaurants, etc.	73%	21%	6%
Complete sidewalk improvement project	68%	20%	12%
Increase number of parking spaces available for visitors, patrons, etc.	70%	21%	9%
Coordinated snow removal assistance along business corridors	62%	30%	8%
Promotion to visitors notifying them of local events, etc.	52%	35%	13%
Signs directing visitors to points of interest/recreation areas	50%	38%	12%
Signs notifying visitors they have arrived in KB	43%	36%	20%
Reduce speed on Hwy 28	41%	13%	46%
Increased frequency of TART/shuttle service	44%	44%	11%
Extended late night TART/shuttle service	43%	38%	20%
Signs notifying visitors they have arrived in TV	38%	37%	26%
Off-Street parking on edge of town with free shuttle service into town	25%	32%	43%
Reduce number of traffic lanes in commercial core from 4 to 3	20%	15%	65%

Note: The responses listed in Table 4.7 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

4.7 OPERATION NEEDS

The operations section of this survey includes commercial space availability, the need/desire to expand businesses, possible relocation plans, where supplies are obtained and where customers originate. 93% of survey respondents said they have no plans to move their business out of Kings Beach/Tahoe Vista. Of the remaining 7% that are moving, 57% are moving elsewhere on the North Shore, 43% are moving out of the region, and 23% said they are moving because of an inability to find sufficient space to expand. Of just those respondents indicating a desire to expand their business space (35%), respondents indicated that less than 1,000 sq. ft. would be needed (28%), while others would need between 1,001-2,500 sq. ft. (50%). The percentages indicate that small amounts of space, not greater than 2,500 sq. ft, will be in demand within the next 2 years. Table 4.8 shows the ranking of the respondent’s answers to increasing various types of space.

TABLE 4.8: LODGING AND COMMERCIAL / RETAIL NEEDS

Item	Very Important	Somewhat Important	Not Important
Increase quality of existing hotel/motel/resort rooms	64%	26%	10%
Increase amount of commercial retail space	24%	43%	33%
Increase amount of commercial light industrial space	19%	30%	51%
Increase number of hotel/motel/resort rooms	15%	39%	45%
Increase amount of commercial restaurant space	14%	36%	50%
Increase amount of commercial office space	5%	48%	46%

Note: The responses listed in Table 4.8 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

Although increasing the quality of existing hotel/motel/resort rooms is the most important item in this section (64%) followed by an increase in the amount of commercial retail space (24%), it is important to note that an average of the “somewhat important” and “very important” puts the increase of commercial office space as the third highest item under the items mentioned above. The need for retail and office space reaffirms needs previously mentioned in other sections of the survey.

A large number of respondents (92%) said the materials they obtain from vendors/suppliers come from outside Kings Beach and Tahoe Vista. The largest numbers of customers patronizing local businesses are permanent residents. Second-home owners and tourists scored second, although respondents indicated that both of these groups are less than 80% of their income source. Responses show that business owners are spending money outside the community to purchase supplies to operate their businesses, but Kings Beach and Tahoe Vista are not benefiting from these purchases. Survey results and the business inventory indicate that there is not much manufacturing in the area (which is often common for small communities); however, without manufacturing, vertical integration of supplies/products is limited.

For the rest of the survey questions, total responses tended to be low, possibly due to the fact that many one-person businesses do not hire employees and respondents chose not to answer the questions. The typical employee stays with a Kings Beach or Tahoe Vista business up to 2 years (24%) or between 3 to 5 years (29%). The respondents indicated that it is most difficult to find part-time and full-time employees in the summer, 38% and 39% respectively. This may indicate that winter months attract more people to the area looking for jobs or that there is less of a demand on the businesses to warrant hiring employees. The responses also indicated that both full-time and part-time employees are equally hard to find (42%) with a slight lean toward difficulty in finding full-time employees (22%). This again reflects the difficulty in finding summer employees.

Survey respondents indicated that between 1 and 2 employees are typically employed at each of the following levels: manager, skilled, semi-skilled and unskilled. Also, for each of the seasons, the largest number of responses said that between 1 and 2 positions remained unfilled. This indicates that the businesses are quite small. Also, the businesses tend to require more year-round managers (92%) and skilled workers (73%) than semi-skilled (45%) and unskilled (42%).

4.8 EMPLOYEE TRAINING

An assessment of the skills training that would be most valuable to businesses in Kings Beach and Tahoe Vista reveals that the English language (74%), basic reading skills (72%), customer service (65%), basic math (64%) and money handling (44%) are the top 5 skills needed in the area. Of the technical skills, the majority of respondents said the skill “does not apply,” but computer skills (37%) ranked the highest followed by building trades (26%), mechanical repair (22%), and emergency response (19%). Table 4.9 ranks the survey responses relative to skills needed from highest to lowest by the “very important” option.

TABLE 4.9: EMPLOYEE TRAINING MOST VALUABLE

Item	Very Important	Somewhat Important	Not Important	Does Not Apply
English language	74%	10%	3%	13%
Basic Reading Skills	72%	12%	4%	12%
Customer Service	65%	12%	3%	20%
Basic Math	64%	12%	5%	19%
Money Handling	44%	14%	11%	31%
Computer Skills	37%	26%	6%	31%
Building Trades	26%	16%	12%	46%
Mechanical Repair	22%	19%	10%	48%
Orientation to Lake Tahoe	21%	27%	14%	38%
Emergency Response	19%	16%	14%	51%
Food Preparation	13%	3%	9%	75%
Landscaping	9%	25%	11%	55%
Health Care	9%	8%	17%	66%
Other	13%	0%	6%	81%

Note: The responses listed in Table 4.9 are in reverse order from the order they are asked on the survey and are ranked highest to lowest.

The survey results indicated that business employees are lacking basic skills and are in need of training. 68% of the respondents said the owner and staff provide any necessary training, while some survey comments revealed that business owners would not hire employees without these basic skills (46%). For a complete list of survey comments about employee training, please see Appendix B.

SECTION 5: STRATEGIC ACTION PLAN

This strategic action plan is a guide for implementing specific actions related to the Kings Beach and Tahoe Vista economic development strategy for business retention, expansion, and attraction. This component of the strategy is divided into two sections. The first section presents an overview of the strategic directions and subsequent initiatives that will guide the community's efforts. The second section presents the details related to the implementation of the various initiatives proposed under the plan.

5.1 OVERVIEW OF STRATEGIC INITIATIVES

Once strategic issues were established, the project team developed strategic initiatives that address community needs identified during the community outreach process (focus groups, survey responses and interviews). After the initiatives were in place, measurable actions were designed to achieve each initiative. Table 5.1 presents an overview of the proposed initiatives and action plan and indicates the names of various organizations and agencies that should be involved with their implementation. The subsequent pages give an expanded description of implementation methods for the plan's proposed initiatives in terms of steps, processes and activities that should be launched now.

The strategic issues are listed below:

- Institutional Framework
- Community Image and Identity
- Parking, Sidewalks and Transportation
- Housing
- Government and Regulatory
- Business Support and Collaboration
- Education

Strategic Issue I: Institutional Framework

Coordination of the strategy should be vested with a local entity comprised of business and property owners within Kings Beach and Tahoe Vista, and representatives from Placer County. This entity should work closely with the North Lake Tahoe Business Association, Placer County Redevelopment Agency/Office of Economic Development, other County departments, the North Lake Tahoe Resort Associations, and other local/regional organizations. The purpose of this initiative is to provide local oversight of the strategy and to establish a local voice with sufficient authority to coordinate the many facets of the strategy. This entity is not, however, intended to duplicate efforts of other organizations or to address issues that are more regional in nature.

Initiatives and Objectives

A. *Develop Organizational and/or Legal Structure to Implement Programs* – This initiative is intended to develop the organizational structure of a legal entity to coordinate many of the initiatives and actions outlined in this strategy. This new legal entity could take the form of a business and property owner’s improvement district or main street program through which funding is secured to implement the strategic plan. This initiative should involve the development of job profiles for each position, including roles and responsibilities and the management structure for the organization.

Actions

- Hire a consultant to review existing and potential organizational and legal frameworks for program implementation and management.
- Select and implement appropriate organizational or legal structure.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Current organizations such as the North Tahoe Business Association.

Strategic Issue II: Community Image and Identity

Image and identity both play a role in establishing a sense of community for area residents, and in making a positive or negative impression on visitors to the community. Enhancing the visual image and identity of the commercial cores of Kings Beach and Tahoe Vista will distinguish each commercial corridor from the surrounding area, making it clear to visitors and residents that they have arrived at a destination. Such an impression encourages people to stop, which can improve the level of visitation and patronage to area businesses. To this end, the initiatives that follow are intended to enhance the image and identity of the commercial cores of Kings Beach and Tahoe Vista.

Initiatives and Objectives

A. *Develop Separate, but Integrated, Themes for Kings Beach and Tahoe Vista* – A unique theme for the commercial cores of both Kings Beach and Tahoe Vista can enhance the image and identity of the communities. Going beyond the community plan guidelines, a theme that reflects the history and unique character of each community can help differentiate the Kings Beach and Tahoe Vista commercial areas from other commercial corridors around the lake. It was clear during the planning process that the community should drive the process of developing a theme, and that the unique character of the community must be maintained. This initiative is intended to provide the framework for developing separate, but integrated themes for Kings Beach and Tahoe Vista.

Actions

- Conduct planning sessions with business and property owners—facilitated by a qualified individual—to develop themes for the commercial cores of Kings Beach and Tahoe Vista. This effort should involve input from local residents and visitors (i.e., representatives from target markets such as the San Francisco Bay Area, foreign tour organizers, etc.) to ensure that the desired outcomes are achieved. Outputs should include a design package that addresses street and directional signs, banners, business and building signage, building facades, etc., and should be integrated into broader image efforts for the North Shore. Due to the nature of the community planning process, iterative steps should be taken to develop specific aspects of the theme (e.g., business and building signage, banners, directional signs) or to develop interim alternatives to the theme so that action can be taken in a timely manner on other initiatives, such as the Kings Beach sidewalk project that will be driven by the results of this effort.

- Coordinate planning efforts with County and TRPA staff to develop design parameters that conform to the Community Plan and other regulatory guidelines.
- Integrate existing efforts into the broader design process including the proposed sidewalks, regional park improvements, etc.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Placer County - Kings Beach Community Plan.
- Placer County - Tahoe Vista Community Plan.
- North Lake Tahoe Redevelopment Implementation Strategy 2001-2006.
- NLTRA - Regional North Lake Tahoe Tourism Development Master Plan.
- TRPA - Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.

- B. *Enhance Community Beautification Efforts* – A community’s image of itself and the first impressions of visitors have a significant impact on the community’s identity and long-term social and economic sustainability. What new and returning visitors see and perceive about their visit is important when considering future vacation options or making recommendations to friends. This initiative is intended to enhance beautification efforts in Kings Beach and Tahoe Vista.

Actions

- Expand existing trash removal efforts on streets and beaches.
- Investigate opportunities to reinstate agreements between NLTBA and local trash hauler to empty public trash receptacles.
- Investigate opportunities to establish ordinances to reduce blight at designated community gateways and identified nodes of economic activity.
- Expand County’s Business Improvement Program outreach efforts into Kings Beach and Tahoe Vista.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Placer County - Kings Beach Community Plan.
- Placer County - Tahoe Vista Community Plan.
- North Lake Tahoe Redevelopment Implementation Strategy 2001-2006.
- NLTRA - Regional North Lake Tahoe Tourism Development Master Plan.
- TRPA - Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.
- TRPA’s Environmental Improvement Program.
- Kings Beach Community Action Committee.
- Tahoe Vista Snow Creek wetland restoration project (completed in 2002).
- Placer County Business Improvement Program.

- C. *Create Gateways to the Communities of Kings Beach and Tahoe Vista* – Attractive commercial gateways that are integrated into a community image and theme, could welcome visitors and residents to Kings Beach and Tahoe Vista, and encourage pedestrian-related activities (e.g., shopping entertainment, community events). These physical points of entry should convey to residents and visitors from outside the area that they have reached their destination.

Actions

- Recognize the waving bear as a gateway into Kings Beach and create similar or compatible imagery at other gateways into the community that considers the theme developed for Kings Beach.
- Create compatible imagery at each of the gateways to Tahoe Vista, and integrate the imagery to coincide with the themes developed for Tahoe Vista and Kings Beach.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Placer County - Kings Beach Community Plan.
- Placer County - Tahoe Vista Community Plan.
- North Lake Tahoe Redevelopment Implementation Strategy 2001-2006.
- NLTRA - Regional North Lake Tahoe Tourism Development Master Plan.
- TRPA - Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.

- D. *Improve Awareness of Local Resources and Assets* – Additional steps should be taken to increase public awareness of Kings Beach and Tahoe Vista resources and assets (Beaches along North Shore of Lake, Regional Park, Craft and Art Fairs, Golf Course, etc.) to broaden the experience of visitor's to the area.

Actions

- Utilize banners to promote events.
- Install directional signs.
- Develop welcome package including an outreach program to local hotels, resorts and casinos.
- Improve awareness of beach areas.
- Coordinate local activities in Kings Beach and Tahoe Vista with NLTRA.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- NLTBA.
- NLTRA promotional efforts as part of the Regional North Lake Tahoe Tourism Development Master Plan.

Strategic Issue III: Parking, Sidewalks and Transportation

Access to the downtown core area of Kings Beach and Tahoe Vista is essential for sustaining and expanding business activity. However, research conducted as part of this effort indicated a number of impediments to achieving this result. Consequently, there is a need for a number of initiatives to address this issue.

Initiatives and Objectives

- A. *Increase the Number of Parking Spaces in Kings Beach and Tahoe Vista* – The lack of parking in Kings Beach and Tahoe Vista was identified as a major deterrent to business retention, expansion and attraction. Consequently, this initiative is intended to take steps to resolve this issue with the objective of providing additional parking in the area. The recommended actions that follow are designed to complement the Kings Beach Commercial Core Parking Study, completed in July 2000.

Actions

- Identify and quantify the number of existing parking spaces in Tahoe Vista.
- Determine the need for additional parking spaces in Kings Beach and Tahoe Vista, focusing on the needs of a tourism dependent community. Emphasis should be placed on determining the economic impact of existing and proposed parking levels. The 2000 Parking Study assessed parking demand based on a Parking Demand Table in the *Lake Tahoe Region of Placer County North Tahoe Community Plan Document* (adopted April 30, 1996).
- Identify locations for parking spaces with access to the Kings Beach and Tahoe Vista commercial corridors beyond the proposed offsite parking areas identified for Kings Beach in the 2000 Parking Study.
- Secure property for parking.
- Design and develop parking areas (including site selection) with consideration for multi-story parking to alleviate some of the snow removal issues related to the winter season.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into the analysis and design:

- Kings Beach Commercial Core Improvement Projects Feasibility Study.
- Kings Beach Commercial Core Parking Study.
- Placer County - Kings Beach Community Plan.
- Placer County - Tahoe Vista Community Plan.
- Kings Beach Infrastructure Improvement Program.
- North Lake Tahoe Redevelopment Implementation Strategy 2001-2006.
- TRPA - Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.

- B. *Improve Automobile and Pedestrian Traffic Circulation and Management in Kings Beach and Tahoe Vista* – Congestion in and around Kings Beach and Tahoe Vista was identified as a negative influence on the visitor’s experience in the region and as a major deterrent to business retention, expansion and attraction. A preliminary State of California Department of Transportation (Caltrans) traffic analysis is reported in the Kings Beach Commercial Core Improvement Projects Feasibility Analysis. However, this analysis does not consider traffic circulation from an economic development perspective and only analyzes conditions in Kings Beach. Consequently, this initiative is intended to take steps to resolve traffic circulation issues with the objective of addressing traffic management relative to economic development objectives (e.g.: pedestrian crossing, reducing traffic speeds, maximizing visibility of community assets and retail establishments.)

Actions

- Develop automobile and pedestrian traffic circulation and management plans for Kings Beach and Tahoe Vista coordinated with community sidewalk and other planning efforts.⁸
- Provide recommendations to Caltrans, Placer County and TNT/TMA.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into the process:

- Kings Beach Commercial Core Improvement Projects Feasibility Analysis.
 - Caltrans correspondence dated April 5, 2000, Subject: Caltrans Preliminary Investigation of Traffic Demands.
 - Kings Beach Infrastructure Improvement Program.
 - Placer County - Kings Beach Community Plan.
 - Placer County - Tahoe Vista Community Plan.
- C. *Improve Public Transportation* – Area residents and employees identified existing public transportation service as a limitation to their ability to maintain employment. Similarly, business and property owners noted that public transportation was inadequate to promote regular use by visitors, and was unavailable to support employee commuting during non-peak period (e.g., very early morning and late evening). The actions that follow are intended to take steps to resolve this issue with the objective of improving public transportation service in Kings Beach, Tahoe Vista and surrounding areas.

Actions

- Support efforts by the NLTRA, Tahoe Area Regional Transit Authority (TART) and TNT/TMA to increase the transit interval to one-half hour, and to introduce trolley service during peak tourist seasons.
- Conduct market research to assess factors that influence ridership of visitors who do not currently utilize public transit in the region.
- Monitor the impact of improved transit intervals, and monitor ridership relative to boardings/departures in Kings Beach and Tahoe Vista.
- Provide an early-morning and after-hours shuttle for employees and visitors.

⁸ This recommendation is consistent with and goes beyond the recommendation made by Caltrans for a formal traffic analysis to determine the whether left turn lanes are required at the existing (State Route 267 & Coon Street) and proposed signalized intersections (Bear Street).

Other Relevant Existing, Proposed or Completed Activities

The following activities or resources should be incorporated into the review process:

- Kings Beach Commercial Core Improvement Projects Feasibility Study.
- Kings Beach Commercial Core Parking Study.
- Kings Beach Infrastructure Improvement Program.
- Placer County - Kings Beach Community Plan.
- Placer County – Tahoe Vista Community Plan.

D. *Improve Shuttle Service to Reno/Tahoe Airport* – Visitors from outside the typical driving radius of Lake Tahoe can be valuable contributors to the Kings Beach/Tahoe Vista economy since their stay in the region will likely extend beyond the peak weekend period. Such visitors typically enter the region via the Reno/Tahoe airport, and will have a more enjoyable experience if access to their final destination is convenient.⁹ In addition, visitors with extended stays are also more likely to want to expand their experience in the North Lake Tahoe region regardless of whether they stay in the area. Consequently, Kings Beach and Tahoe Vista have an opportunity to position themselves as destinations for these visitors for lodging, recreation, dining and shopping. The following actions are intended to take steps to improve shuttle service to the Reno/Tahoe airport.

Actions

- Support efforts by the NLTRA, and area resorts and hotels to establish regular shuttle service to the Reno/Tahoe airport.
- Investigate opportunities for sharing shuttles with area resorts, casinos, etc.
- Secure capital to purchase shuttles.
- Secure capital for operating and maintaining shuttles.

Other Relevant Existing, Proposed or Completed Activities

The following activities or resources should be incorporated into this effort:

- Existing shuttle service between the airport, Nevada casinos and other communities along the North Shore of Lake Tahoe.

⁹ Anecdotal information obtained during the interview process indicated that Reno positions itself as being next to Lake Tahoe, and is able to get visitors unfamiliar with the area to stay in Reno hotels although the trip to the lake is a significant distance from the downtown Reno area. Although this is a broader marketing issue, a combined hotel and shuttle package to lodging along the North Shore will be much easier to promote to outside visitors, and will provide greater economic benefit to North Shore areas.

E. *Improve Trail Access to Kings Beach and Tahoe Vista* – Bicycle and walking/jogging trails can provide alternative methods for bringing visitors, residents and employees into the Kings Beach and Tahoe Vista Commercial Core, while decreasing traffic congestion. Kings Beach and Tahoe Vista have an opportunity to position themselves as destinations for cyclists, pedestrians and joggers taking advantage of the scenic trails around the lake.

Actions

- Support efforts to extend bicycle trails from Dollar Point through Tahoe Vista and Kings Beach and onto the eastern shore of Lake Tahoe.
- Establish signage at key path intersections directing users to restaurants, shops and places of interest in Kings Beach and Tahoe Vista

Other Relevant Existing, Proposed or Completed Activities

The following activities or resources should be incorporated into this effort:

- Previous plans for bicycle trails along the North Shore of Lake Tahoe.
- Kings Beach Commercial Core Improvement Projects – Parking Study.
- Kings Beach Infrastructure Improvement Program.
- Kings Beach Community Plan

Strategic Issue IV: Employee Housing

Employee housing is in short supply along the entire north shore of Lake Tahoe, and over time Kings Beach has become one of the communities where workers from both California and Nevada have been able to find some opportunities to live. Unfortunately, the number of residential units is limited, and a number of them are converted motels or substandard cottages. In some cases, families and co-workers are forced to live in cramped conditions that exceed the capacity of the unit. Others have to travel to other areas such as Truckee and Homewood to find housing.

The actions presented below are intended to compliment previous efforts to address the employee housing needs of Kings Beach and Tahoe Vista as outlined in the North Lake Tahoe Affordable Housing Project Identification Study (September 1999) and the Placer County Affordable Housing Strategy (April 1999).

Initiatives and Objectives

A. *Provide Employee Housing for Area Workers*– This initiative is directed at providing housing for employees of Kings Beach and Tahoe Vista businesses. The purpose of the initiative is to stimulate and support private sector investment in affordable housing for the employees that work in the region. The following actions are proposed to begin the process and support plans for accomplishing this goal.

Actions

- Pursuant to State Community Redevelopment Law (Health and Safety Code Sections 33000 et seq.), incorporate current physical and economic housing conditions in Kings Beach's and Tahoe Vista's redevelopment zones into future building plans.
- Support Implementation of existing programs and work with County Planning Department.
- Apply for funding from potential sources identified in the North Lake Tahoe Redevelopment Implementation Strategy (2001-2006). Funding sources include:
 - Community Development Block Grant (CDBG Program).
 - Home Investment Partnership Act (HOME Program).
 - Mortgage Credit Certificates (MCC).
 - California Gold First-Time Homebuyer Program.
 - Section 8 Certificates/Vouchers.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- North Lake Tahoe Redevelopment Implementation Strategy.
- Kings Beach Infrastructure Improvement Program.
- Placer County Housing Element, 1993.
- Placer County Affordable Housing Strategy adopted in April 1999.
- North Lake Tahoe Affordable Housing Project Identification Study completed in September 1999.

Strategic Issue V: Government and Regulatory

The government and regulatory environment is viewed as an impediment to sustaining and expanding businesses in Kings Beach and Tahoe Vista. Unfortunately, there are many other factors that contribute to this situation, some of which can be resolved and others that are beyond the control of County government and the local business and property owners. The challenges faced by developers in the region are exacerbated by the fact that three separate regulatory bodies have jurisdiction over the process.

Initiatives and Objectives

- A. *Improve the Coordination Between Regulatory Agencies and Streamline the Permitting Process* – This initiative is directed at the permitting process for commercial and residential development or expansion in the North Tahoe region of Placer County. The purpose of this initiative is to bring attention to the need for coordinated activities and to encourage Placer County and TRPA to continue their efforts to remedy this situation.

Actions

- Designate a single County representative to serve as the liaison between business and property owners and County agencies.
- Provide Kings Beach and Tahoe Vista business owners with regular updates of programs and services available through the County's Tahoe City office.
- Provide community feedback and support to the County's and TRPA's ongoing efforts to streamline permitting process.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Placer County - North Lake Tahoe Permit Improvement Program.
- TRPA - Regional Plan for the Lake Tahoe Basin.

Strategic Issue VI: Business Support and Collaboration

Cooperative efforts of innumerable organizations, businesses, and individuals are key to ensuring that economic development efforts are successful in Kings Beach and Tahoe Vista. The proposed legal entity (see Strategic Issue I) charged with coordinating the strategy should establish partnerships, where feasible and desirable, with business support organizations in order to achieve the strategic objectives outlined in this plan.

Initiatives and Objectives

- A. *Improve Coordination Between Local Businesses, Casinos and Resorts* – Issues such as identity building, employee housing, transportation, land use, and other elements of a healthy community are both community and regional in scope. Consequently, Kings Beach and Tahoe Vista residents and businesses should cooperate to create a business support structure that promotes a coherent business community while respecting the local character and identity of Kings Beach and Tahoe Vista.

Actions

- Support and utilize NLTRA regional business support efforts (including the community calendar).
- Develop collaborative efforts between the NLTBA, NLTRA, and Casinos for co-op advertising and promotion. This effort should also include a program to assist local business owners with product merchandising and sales.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- NLTRA.
- NLTBA.
- La Comunidad Unida.
- North Lake Tahoe Job Fair.

- B. *Expand Awareness and/or Availability of Local Business Support and Financing Programs* – This initiative is intended to disseminate a broad range of business support and financing program information to support business in Kings Beach and Tahoe Vista.

Actions

- Expand the Placer County Business Improvement Program marketing efforts to Kings Beach and Tahoe Vista.
- Provide information on business support programs offered by the Sierra College SBDC, NLTBA, NLTRA, and the County via e-mail and newsletters.
- Provide information on business financing programs offered by Placer County, USDA, and the State via e-mail and newsletters.
- Establish a mailing and e-mail list for business and property owners.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Sierra College Small Business Development Center.
- Placer County Business Improvement Program.
- California Work Opportunity and Responsibility to Kids (CalWORKS).
- Employment Training Panel.
- NLTBA.
- USDA and CA Housing and Community Development Over-the-Counter loan programs.

Strategic Issue VII: Education

Kings Beach and Tahoe Vista business owners identified a need for employee training in basic skills (i.e., English language, basic reading skills, basic math, computer skills, etc.), and a limited need for owner/manager training in basic business skills. However, there is evidence that programs that provide businesses (particularly small and medium-sized businesses) with training and advice can be effective in improving business performance.¹⁰ In fact, a study conducted by KPMG Peat Marwick, suggests that a sizable proportion of the business clients of such programs feel that the program had beneficial effects on their employment, productivity, costs, and sales.¹¹ Consequently, this initiative is intended to increase the perceived value of training for business owners and to direct employees to existing basic skills training programs.

¹⁰ Bartik, Timothy J. *Economic Development Strategies*, W.E. Upjohn Institute for Employment Research, Kalamazoo, Michigan, Jan 1995.

¹¹ Mt. Auburn Associates, *An Evaluation of Ohio's Thomas Edison Technology Centers*; KPMG Peat Marwick, *Customer Satisfaction Survey of the Pennsylvania Industrial Resource Centers*, Commonwealth of Pennsylvania, Department of Commerce, Office of Technology Development, 1993.

Initiatives and Objectives

- A. *Provide Educational Support for Business Owners* – This initiative is directed at increasing the awareness of the value that business planning and entrepreneurial training could provide to Kings Beach and Tahoe Vista business owners. The purpose of the initiative is to develop a program that will work for employers and local educators.

Actions

- Develop informational material to educate business owners on the importance of employee training.
- Develop informational material to educate business owners on the importance of basic business skills training (e.g., increased sales, cost control, increased income).
- Promote existing NLTRA, County, Sierra College, SBDC, etc. training programs.
- Provide information to employers on courses and workshops that teach basic skills to employees.

Other Relevant Existing, Proposed or Completed Activities

The following studies or resources should be incorporated into this effort:

- Employment Training Panel.
- La Comunidad Unida.
- NLTRA.
- Placer County CalWORKS.
- Sierra College.
- Sierra College SBDC.

TABLE 5.1: OVERVIEW OF INITIATIVES AND ACTIONS

Category I: Alternative Approaches for Implementation

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Develop Organizational and/or Legal Structure to Implement Programs.	<ul style="list-style-type: none"> • Hire a consultant to review existing and potential organizational and legal frameworks for program implementation and management. • Select and implement appropriate organizational or legal structure. 	<ul style="list-style-type: none"> • Current Organizations such as the North Tahoe Business Association.

Category II: Community Image and Identity

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Develop Separate, but Integrated Themes for Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> • Conduct planning sessions with business and property owners. • Coordinate planning effort w/ County and TRPA. • Integrate existing efforts into the broader design process (e.g., sidewalks, regional park improvements). 	<ul style="list-style-type: none"> • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan. • North Lake Tahoe Redevelopment Implementation Strategy 2001-2006. • NLTRA-Regional North Lake Tourism Development Master Plan. • TRPA-Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.
B. Enhance Community Beautification Efforts.	<ul style="list-style-type: none"> • Expand existing trash removal efforts on streets and beaches. • Investigate opportunities to reinstate agreements between NLTBA and local trash hauler to empty public trash receptacles. • Investigate opportunities to establish ordinances to reduce blight at designated community gateways and identified nodes of economic activity. • Expand County's Business Improvement Program outreach efforts into Kings Beach and Tahoe Vista. 	<ul style="list-style-type: none"> • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan. • North Lake Tahoe Redevelopment Implementation Strategy 2001-2006. • NLTRA-Regional North Lake Tourism Development Master Plan. • TRPA-Regional Plan for the Lake Tahoe Basin, Design Review Guidelines. • TRPA's Environmental Improvement Program. • Kings Beach Community Action Committee. • Tahoe Vista Snow Creek Wetland Restoration Project. • Placer County Business Improvement Program.

TABLE 5.1: OVERVIEW OF INITIATIVES AND ACTIONS (CONTINUED)

Category II: Community Image and Identity (Continued)

Initiatives	Actions	Existing, Proposed or Completed Activities
C. Create Gateways to the Communities of Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> • Recognize the waving bear as a gateway into Kings Beach, and create similar or compatible gateway imagery at other gateways into the community. • Create compatible gateway imagery at the gateways for Tahoe Vista. 	<ul style="list-style-type: none"> • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan. • North Lake Tahoe Redevelopment Implementation Strategy 2001-2006. • NLTRA-Regional North Lake Tourism Development Master Plan. • TRPA-Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.
D. Improve Awareness of Local Resources and Assets.	<ul style="list-style-type: none"> • Utilize banners to promote events. • Install directional signs. • Develop welcome package. • Improve awareness of beach areas. • Coordinate local activities in Kings Beach and Tahoe Vista with NLTRA. 	<ul style="list-style-type: none"> • NLTBA. • NLTRA promotional efforts as part of the Regional North Lake Tahoe Tourism Development Master Plan.

TABLE 5.1: OVERVIEW OF INITIATIVES AND ACTIONS (CONTINUED)

Category III: Parking, Sidewalks and Transportation

Initiatives	Actions	Existing, Proposed or Completed Activities
<p>A. Increase the Number of Parking Spaces in Kings Beach and Tahoe Vista.</p>	<ul style="list-style-type: none"> • Identify and quantify number of existing spaces. • Determine additional needs. • Identify location for parking. • Secure property. • Design and develop parking areas. 	<ul style="list-style-type: none"> • Kings Beach Commercial Core Improvement Projects Feasibility Study. • Kings Beach Commercial Core Parking Study. • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan. • Kings Beach Infrastructure Improvement Program. • North Lake Tahoe Redevelopment Implementation Strategy 2001-2006. • TRPA-Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.
<p>B. Improve Automobile and Pedestrian Traffic Circulation and Management in Kings Beach and Tahoe Vista.</p>	<ul style="list-style-type: none"> • Develop automobile and pedestrian traffic circulation and management plans for Kings Beach and Tahoe Vista coordinated with community sidewalk and other planning efforts. • Provide recommendations to Caltrans, Placer County and TNT/TMA. 	<ul style="list-style-type: none"> • Kings Beach Commercial Core Improvement Projects Feasibility Study. • Caltrans correspondence dated April 5, 2000. • Kings Beach Infrastructure Improvement Program. • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan.
<p>C. Improve Public Transportation.</p>	<ul style="list-style-type: none"> • Support NLTRA, TART and TNT/TMA efforts. • Conduct market research on ridership in Kings Beach and Tahoe Vista. • Monitor impact and Kings Beach/Tahoe Vista usage. • Provide early-morning and after-hours shuttle. 	<ul style="list-style-type: none"> • Kings Beach Commercial Core Improvement Projects Feasibility Study. • Kings Beach Commercial Core Parking Study. • Kings Beach Infrastructure Improvement Program. • Placer County - Kings Beach Community Plan. • Placer County – Tahoe Vista Community Plan.
<p>D. Improve Shuttle Service to Reno/Tahoe Airport.</p>	<ul style="list-style-type: none"> • Support NLTRA, and area resorts and hotels to establish regular shuttle service. • Investigate opportunities for sharing shuttles with area resorts, casinos, etc. • Secure capital to purchase shuttles. • Secure capital for O&M. 	<ul style="list-style-type: none"> • Existing shuttle service between the airport, Nevada casinos and other North Shore communities.

Category III: Parking, Sidewalks and Transportation (Continued)

Initiatives	Actions	Existing, Proposed or Completed Activities
E. Improve Trail Access to Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> • Support efforts to extend bicycle trails from Dollar Point through Tahoe Vista and Kings Beach and onto the eastern shore of Lake Tahoe. • Establish signage at key path intersections. 	<ul style="list-style-type: none"> • Kings Beach Commercial Core Improvement Projects Feasibility Study. • Placer County-Kings Beach Community Plan. • Placer County-Tahoe Vista Community Plan. • Kings Beach Infrastructure Improvement Program. • TRPA-Regional Plan for the Lake Tahoe Basin, Design Review Guidelines.

Category IV: Employee Housing

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Provide Employee Housing for Area Workers.	<ul style="list-style-type: none"> • Abide by State Community Redevelopment Law for future building plans. • Support implementation of existing programs and work with County Planning Department. • Apply for funding from potential sources identified in the North Lake Tahoe Redevelopment Implementation Strategy. 	<ul style="list-style-type: none"> • North Lake Tahoe Redevelopment Implementation Strategy. • Kings Beach Infrastructure Improvement Program. • Placer County Affordable Housing Strategy adopted in April 1999. • North Lake Tahoe Affordable Housing Project Identification Study completed in September 1999.

Category V: Government and Regulatory

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Improve Coordination Between Regulatory Agencies and Streamline the Permitting Process.	<ul style="list-style-type: none"> • Designate a single County representative to serve as the liaison between business and property owners, and County agencies. • Provide Kings Beach and Tahoe Vista business owners with regular updates of programs and services available through the County's Tahoe City office. • Provide community feedback and support to the County's and TRPA's ongoing efforts to streamline permitting process. 	<ul style="list-style-type: none"> • Placer County-North Lake Tahoe Permit Improvement Program. • TRPA-Regional Plan for the Lake Tahoe Basin.

TABLE 5.1: OVERVIEW OF INITIATIVES AND ACTIONS (CONTINUED)

Category VI: Business Support and Collaboration

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Improve Coordination Between Local Businesses, Casinos and Resorts.	<ul style="list-style-type: none"> • Support and utilize NLTRA regional business support efforts (including the community calendar). • Develop collaborative efforts between the NLTRA, NLTRA, and Casinos for co-op advertising and promotion. 	<ul style="list-style-type: none"> • NLTRA. • NLTA. • La Comunidad Unida. • North Lake Tahoe Job Fair.
B. Expand Awareness and/or Availability of Local Business Support and Financing Programs.	<ul style="list-style-type: none"> • Expand Placer County Business Improvement Program marketing efforts to Kings Beach and Tahoe Vista. • Provide information on business support programs offered by the Sierra College SBDC, NLTA, NLTRA, and the County via e-mail and newsletters. • Provide information on business financing programs offered by USDA, and the State via e-mail and newsletters. • Establish a mailing and e-mail list for business and property owners. 	<ul style="list-style-type: none"> • Sierra College Small Business Development Center. • Placer County Business Improvement Program. • California Work Opportunity and Responsibility to Kids (CalWORKS). • Employment Training Panel. • NLTA. • USDA and CA HCD Over the Counter Loan Programs.

Strategic Direction VII: Education

Initiatives	Actions	Existing, Proposed or Completed Activities
A. Provide Educational Support for Business Owners and Employees.	<ul style="list-style-type: none"> • Develop informational material to educate business owners on importance of employee training. • Develop informational material to educate business owners on the importance of basic business skills training. • Promote existing NLTRA, County, Sierra College, etc. training programs. • Provide information to employers on courses and workshop teaching basic skills to employees. 	<ul style="list-style-type: none"> • Employment Training Panel. • La Comunidad Unida. • NLTRA. • Placer County CalWORKS. • Sierra College. • Sierra College SBDC.

TABLE 5.2: OVERVIEW OF LEAD AGENCIES

Category I: Alternative Approaches for Implementation

Initiatives	Actions	Lead Agency
A. Develop Organizational and/or Legal Structure to Implement Programs.	<ul style="list-style-type: none"> Hire a consultant to review existing and potential organizational and legal frameworks for program implementation and management. Select and implement appropriate organizational or legal structure. 	<ul style="list-style-type: none"> Joint Placer County Redevelopment Agency/Office of Economic Development. Joint Placer County Redevelopment Agency/Office of Economic Development working in collaboration with the consultant, and business and property owners.

Category II: Community Image and Identity

Initiatives	Actions	Lead Agency
A. Develop Separate, but Integrated Themes for Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> Conduct planning sessions with business and property owners. Coordinate planning effort w/ County and TRPA. Integrate existing efforts into the broader design process (e.g., sidewalks, regional park improvements). 	<ul style="list-style-type: none"> Placer County RDA and Office of Economic Development in cooperation with NLTRA, and business and property owners. Placer County Planning Department.
B. Enhance Community Beautification Efforts.	<ul style="list-style-type: none"> Expand existing trash removal efforts on streets and beaches. Investigate opportunities to reinstate agreements between NLTBA and local trash hauler to empty public trash receptacles. Investigate opportunities to establish ordinances to reduce blight at designated community gateways and identified nodes of economic activity. Expand County's Business Improvement Program outreach efforts into Kings Beach and Tahoe Vista. 	<ul style="list-style-type: none"> Placer County RDA and Office of Economic Development. Placer County Planning Department in cooperation with proposed new legal entity.
C. Create Gateways to the Communities of Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> Recognize the waving bear as a gateway into Kings Beach, and create similar or compatible gateway imagery at other gateways into the community. Create compatible gateway imagery at the gateways for Tahoe Vista. 	<ul style="list-style-type: none"> Placer County RDA and Office of Economic Development in cooperation with Placer County Planning Department, area residents, and business and property owners.
D. Improve Awareness of Local Resources and Assets.	<ul style="list-style-type: none"> Utilize banners to promote events. Install directional signs. Develop welcome package. Improve awareness of beach areas. Coordinate local activities in Kings Beach and Tahoe Vista with NLTRA. 	<ul style="list-style-type: none"> Placer County Office of Economic Development in cooperation with Placer County Planning Department, and business and property owners. North Tahoe PUD.

TABLE 5.2: OVERVIEW OF LEAD AGENCIES (CONTINUED)

Category III: Parking, Sidewalks and Transportation

Initiatives	Actions	Lead Agency
A. Increase the Number of Parking Spaces in Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> Identify and quantify number of existing spaces. Determine additional needs. Identify location for parking. Secure property. Design and develop parking areas. 	<ul style="list-style-type: none"> Placer County RDA and Office of Economic Development. Placer County Department of Public Works.
B. Improve Automobile and Pedestrian Traffic Circulation and Management in Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> Develop automobile and pedestrian traffic circulation and management plans for Kings Beach and Tahoe Vista coordinated with community sidewalk and other planning efforts. Provide recommendations to Caltrans, Placer County and TNT/TMA. 	<ul style="list-style-type: none"> Placer County RDA and Office of Economic Development. Placer County Transportation Planning Agency.
C. Improve Public Transportation.	<ul style="list-style-type: none"> Support NLTRA, TART and TNT/TMA efforts. Conduct market research on ridership in Kings Beach and Tahoe Vista. Monitor impact and Kings Beach/Tahoe Vista usage. Provide early-morning and after-hours shuttle. 	<ul style="list-style-type: none"> NLTRA, TART and TNT/TMA.
D. Improve Shuttle Service to Reno/Tahoe Airport.	<ul style="list-style-type: none"> Support NLTRA, and area resorts and hotels to establish regular shuttle service. Investigate opportunities for sharing shuttles with area resorts, casinos, etc. Secure capital to purchase shuttles. Secure capital for O&M. 	<ul style="list-style-type: none"> NLTRA.
E. Improve Trail Access to Kings Beach and Tahoe Vista.	<ul style="list-style-type: none"> Support efforts to extend bicycle trails from Dollar Point through Tahoe Vista and Kings Beach and onto the eastern shore of Lake Tahoe. Establish signage at key path intersections. 	<ul style="list-style-type: none"> North Tahoe PUD.

Category IV: Employee Housing

Initiatives	Actions	Lead Agency
A. Provide Employee Housing for Area Workers.	<ul style="list-style-type: none"> Abide by State Community Redevelopment Law for future building plans. Support implementation of existing programs and work with County Planning Department. Apply for funding from potential sources identified in the North Lake Tahoe Redevelopment Implementation Strategy. 	<ul style="list-style-type: none"> Private interests with support from the Placer County RDA and Planning Department.

TABLE 5.2: OVERVIEW OF LEAD AGENCIES (CONTINUED)

Category V: Government and Regulatory

Initiatives	Actions	Lead Agency
<p>A. Improve Coordination Between Regulatory Agencies and Streamline the Permitting Process.</p>	<ul style="list-style-type: none"> • Designate a single County representative to serve as the liaison between business and property owners, and County agencies. • Provide Kings Beach and Tahoe Vista business owners with regular updates of programs and services available through the County's Tahoe City office. • Provide community feedback and support to the County's and TRPA's ongoing efforts to streamline permitting process. 	<ul style="list-style-type: none"> • Proposed new legal entity in collaboration with Placer County RDA and Office of Economic Development.

Category VI: Business Support and Collaboration

Initiatives	Actions	Existing, Proposed or Completed Activities
<p>A. Improve Coordination Between Local Businesses, Casinos and Resorts.</p>	<ul style="list-style-type: none"> • Support and utilize NLTRA regional business support efforts (including the community calendar). • Develop collaborative efforts between the NLTBA, NLTRA, and Casinos for co-op advertising and promotion. 	<ul style="list-style-type: none"> • Proposed new legal entity in collaboration with NLTBA and NLTRA.
<p>B. Expand Awareness and/or Availability of Local Business Support and Financing Programs</p>	<ul style="list-style-type: none"> • Expand Placer County Business Improvement Program marketing efforts to Kings Beach and Tahoe Vista. • Provide information on business support programs offered by the Sierra College SBDC, NLTBA, NLTRA, and the County via e-mail and newsletters. • Provide information on business financing programs offered by USDA, and the State via e-mail and newsletters. • Establish a mailing and e-mail list for business and property owners. 	<ul style="list-style-type: none"> • Proposed new legal entity in collaboration with Placer County RDA and Office of Economic Development.

TABLE 5.2: OVERVIEW OF LEAD AGENCIES (CONTINUED)

Strategic Direction VII: Education

Initiatives	Actions	Existing, Proposed or Completed Activities
<p>A. Provide Educational Support for Business Owners and Employees.</p>	<ul style="list-style-type: none"> • Develop informational material to educate business owners on importance of employee training. • Develop informational material to educate business owners on the importance of basic business skills training. • Promote existing NLTRA, County, Sierra College, etc. training programs. • Provide information to employers on courses and workshop teaching basic skills to employees. 	<ul style="list-style-type: none"> • Placer County Office of Economic Development in collaboration with Placer County CalWORKS, Sierra College, Sierra College SBDC and NLTRA.

**APPENDIX A
KINGS BEACH/TAHOE VISTA
BASELINE ECONOMIC ANALYSIS**

KINGS BEACH/TAHOE VISTA BASELINE ECONOMIC ANALYSIS

Major Findings

- Kings Beach and Tahoe Vista are “resort economies” that rely on tourism and recreation-related operations to generate sales tax revenues. During peak summer seasons, the local population increases 5.5 times, which results in higher third quarter sales taxes for the region.
- As tourism-related economies, Kings Beach and Tahoe Vista businesses are driven by private consumption, 65 percent of which comes from non-residents. As evidenced in sales tax data, both areas experience a two-year lag against improving economic conditions nationwide since tourism-related consumption is preceded by more necessary expenditures such as debt reduction, personal financing, or purchases of durable goods. The economic turnaround after the recession of the early 1990s, therefore, was not felt in the area until 1994 and 1995.
- Tourism-related businesses are generally the first to experience the effects of a slowdown. In Kings Beach and Tahoe Vista, downward trends in retail apparel, food stores, home furnishings, and personal services industries indicate that the local economy is suffering from the current economic downturn. This trend may be exacerbated by the events of September 11, 2001 that have negatively impacted tourism economies nation wide.
- Linkages to the San Francisco Bay Area, which has acutely felt the effects of the economic downturn, may be causally related to lower sales tax levels for the last 2 quarters of 2000. California represents 61 percent of the area’s winter visitors and 62 percent of summer visitors. More importantly, the Bay Area, which is suffering a major economic slowdown due to the declines in Internet-related businesses that began in 1999, accounts for 30 percent of summer visitors and 44 percent of winter visitors. Sales tax figures from 2001 will need to be reviewed to confirm this trend.
- While many area establishments follow a cyclical business pattern of higher third quarter activities, a substantial number of businesses have very irregular patterns. This affirms the significant presence of home-based, self-owned businesses. Despite lower revenues, these establishments are generally insulated from any significant shifts in the economy.
- Sales tax and transfer occupancy tax data reflects significant off, or shoulder, seasons from March through July and again from September through November as the Kings Beach and Tahoe Vista economies transition from the winter and summer seasons. Limitations on land use also allow entrenched businesses to stay in place by restricting new entrants.
- However, these same limitations have significant implications for economic diversification. It is necessary, therefore, to be innovative in designing business retention, location, and expansion strategies and in approving commercial development undertakings that create marginal employment uses.

Introduction

This section provides an analysis of the current economic and business conditions in Kings Beach and Tahoe Vista. In order to get an accurate picture of conditions in the both areas, this analysis considered two strong indicators of local business activity: average sales tax and employment. Trends in average sales tax are important indicators for Kings Beach and Tahoe Vista because of the area's heavy reliance on tourism and related retail activity for its economic base and revenue. Employment is equally important to the region because, outside of the natural environment, skilled human resources are fundamental to the proper functioning of a tourist economy. The number of employees is examined to identify regional business trends. Local businesses that have increased or reduced their workforce over a given time period may indicate which industries are stable, expanding, or contracting.

For the purposes of this baseline analysis, data was obtained from the California Employment Department (EDD) and the Franchise Tax Board. Information was also gathered from surveys and focus groups that were conducted in June 2001. With the exception of the data from transient occupancy taxes, which covered 1997 to 2001, the time period considered for this analysis begins in the first quarter of 1991 until the fourth quarter of 2000. One final consideration that should be noted: time series data are open to various interpretations. While one series of periods may exhibit an upward trend, a longer or shorter series may indicate a different trend. This analysis addresses this issue by extending the research to consider other social and economic factors that are consistent with the trend.

Regional Profiles

Kings Beach and Tahoe Vista are small, lake front communities within eastern Placer County. Both communities are situated along the northern shore of Lake Tahoe and are surrounded by mountainous land. Because of location, businesses in both areas are predominantly tourist-related, with a significant number of motels, restaurants, and tourist-oriented retail shops. From 1991 to 2000, for example, the largest share of collected sales taxes came from eating and drinking establishments at an average of 36 percent.

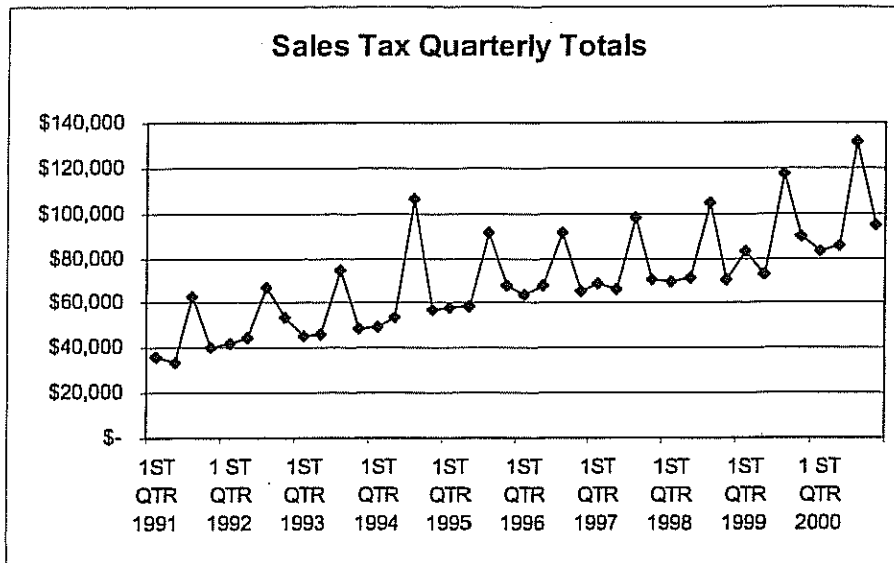
Both areas also follow a cycle of very strong third quarter business activity followed by more moderate activities for the other periods. This trend can also be traced to the area's orientation toward tourism and recreation businesses. Kings Beach and Tahoe Vista experience a significant increase in visitors during the summer, with an estimated 62 percent coming from California.

Average Sales Tax Trends

Average sales taxes are generated from the revenues of local businesses. Kings Beach and Tahoe Vista are located in the unincorporated area of eastern Placer County where sales taxes on goods and services are pegged at one percent of revenues. The Franchise Tax Board classifies local businesses under 99 industrial categories. For this analysis, all categories were grouped into ten sectors based on the similarity of operations. The examination of all sectors gives a strong indication of how businesses have performed in the Kings Beach and Tahoe Vista areas. The following sections provide summaries of each sector's performance from 1991 to 2000.

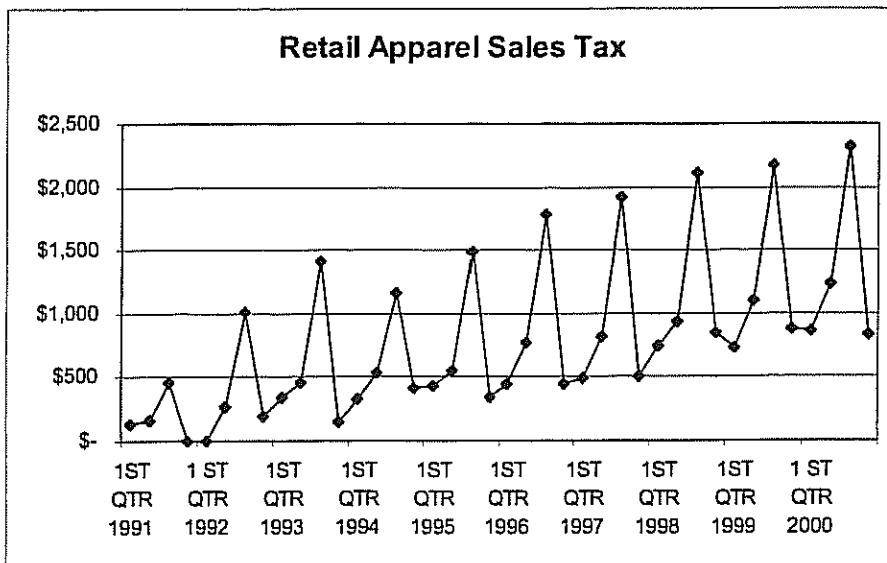
As mentioned earlier, the general trend for Kings Beach and Tahoe Vista follows a cycle of very strong third quarter sales followed by moderate collections for other periods. In Q3 1994, for example, sales taxes surged 99 percent from \$53,258.87 in Q2 1994. The trend is most evident in the average sales taxes of tourism and recreation sectors such as retail (apparel), food, eating and drinking, home furnishings, and business and personal services.

Figure A.1



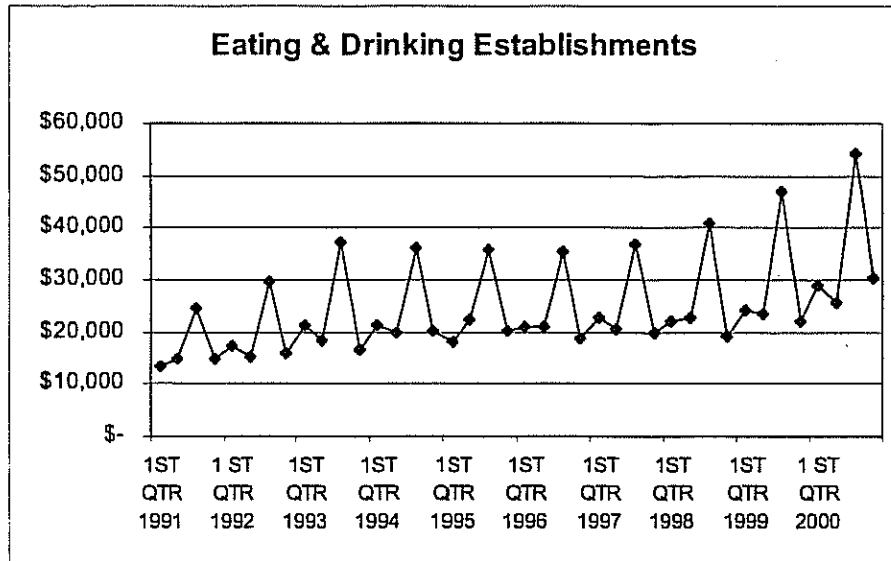
For example, apparel stores in the retail sector enjoyed tremendous growth over the past ten years. Average annual sales taxes grew almost 600 percent, from \$189.33 in 1991 to \$1,314.59 in 2000. Only one firm represented this segment in 1991, with annual collections totaling \$757.31. No sales taxes were reported in 4Q 1991 and 1Q 1992. As of 3Q 2000, five establishments represented this segment, with record sales taxes of \$2,323.26 collected.

Figure A.2



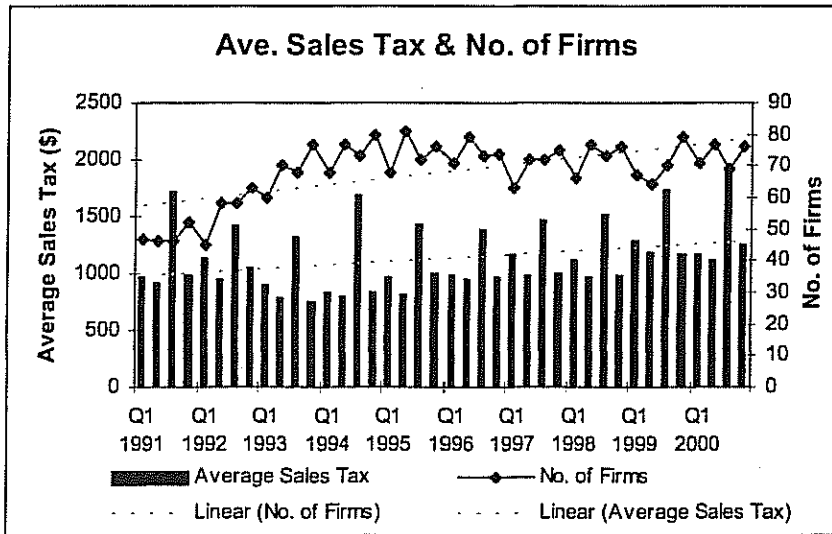
Other sectors have exhibited a similar trend. Sales taxes from food stores grew 197 percent from \$5,498.67 in 1Q 1991 to \$16,353.24 in 4Q 2000. Significant growth rates in sales taxes can also be seen in eating and drinking establishments (127 percent), service stations (22 percent), and business and personal services (22 percent).

Figure A.3



The high growth rates over the past decade are highlighted by the significant increases in late 1994 until 1996. In Figure A.3, for example, the graph demonstrates how average sales taxes from eating and drinking establishments were declining five percent from \$37,111.94 in Q3 1993 to \$35,339.54 in Q3 1996. Since then, however, third quarter sales tax growth rates surged 53 percent to \$54,105.48. The occurrence of the same trend in the retail (apparel), food stores, and business and personal services sectors affirms the fact that Kings Beach and Tahoe Vista did not feel the effects of the economic turnaround of 1993/1994 until 2 years later. The cause of the lag is based on the nature of the businesses within the area. Allocations for tourism and recreation expenditures in households generally follow more necessary outlays such as debt reduction, and purchases of durable goods.

FIGURE A.4



The recent growth trends in the Kings Beach and Tahoe Vista areas may have implications in terms of both areas' ability to absorb increased business activity. In Figure A.4, for example, the number of firms grew 51 percent between Q1 1991 and Q1 2000. Over the same period, however, average sales taxes increased only 22 percent.

Despite the overall growth since 1991, initial warning signs may also be seen in recent figures. As seen from the retail apparel sales tax graph, collections dropped to \$831.33 after a high of \$2,323.26 in 3Q 2000. This 4Q 2000 sales tax figure has been the lowest fourth quarter sales tax since 1997. The major businesses in Kings Beach and Tahoe Vista also exhibit the same trend of moderate 4Q 2000 sales tax averages.

Although tourism and recreation expenditures generally experience lags in periods of economic growth, such expenditures are the first ones to be reduced in times of slower growth as consumption patterns become more focused on necessities. The slowdown in the aggregate economy that began in 1999 may have led to the initial trends that have been seen in Kings Beach and Tahoe Vista. Subsequent sales tax reports will confirm whether this trend has been established.

Employment

The data for the analysis of local employment is broken down by sector, using the standard industrial classification categories. The years included in this analysis are between 1991 and 1999, because employment data for 2000 included only the first two quarters as of the beginning of this analysis. Examination of employment trends will also indicate which industries in Kings Beach and Tahoe Vista are stable, contracting, or expanding.

TABLE A.4

	Average Annual Employment by Sector								
	1991	1992	1993	1994	1995	1996	1997	1998	1999
Agriculture	10	13	14	16	23	-	1	1	2
Construction	9	10	17	28	29	33	40	52	67
Manufacturing	19	22	19	35	35	48	46	53	50
Transportation	75	80	99	101	103	109	126	116	95
Retail	17	77	94	149	165	189	203	187	363
FIRE	1	5	13	6	5	6	9	39	30
Services	38	134	146	136	136	115	108	137	115
TOTAL	168	341	401	470	495	500	532	584	722

Source: California EDD

Recent employment estimates show that employment demand is strongest in the construction and retail sectors. Construction needs in the area are relatively small in scale but the demand has remained consistent. As a result, the industry has enjoyed a steady employment growth rate of 29 percent over the last ten years, with a significant increase of 73 percent between 1992 and 1993.

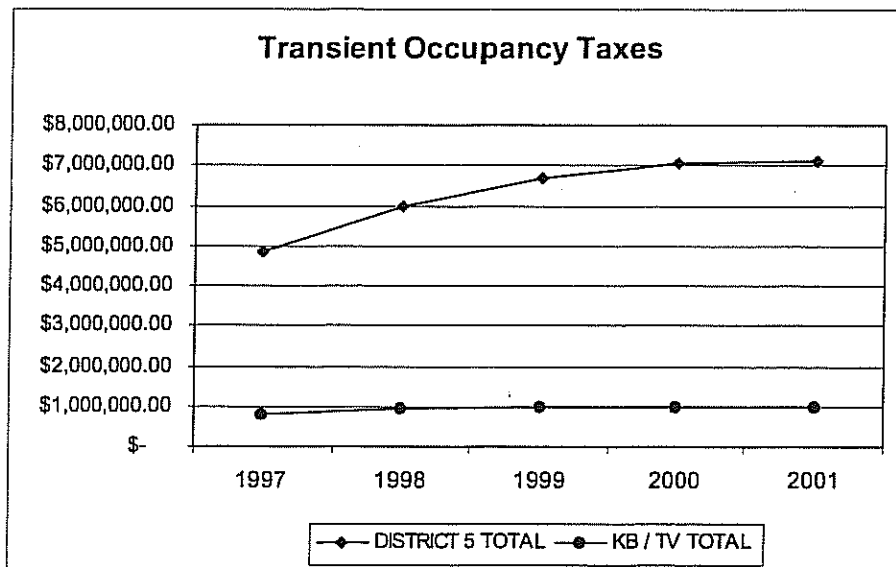
Retail trades, at the end of 1999, posted a growth rate of 94 percent with 363 people employed. Most of this increase can be attributed to the opening of the Safeway grocery store in Kings Beach. This is consistent with the strong sales tax figures for food and drinking establishments which make-up a significant number of the establishments in this sector.

Employment in Kings Beach and Tahoe Vista will remain stable in the coming years, despite initial signs of slower growth. Both areas, as well as the entire North Shore, enjoy a well-entrenched tourism and recreation-based economy that is supported by a qualified and experienced labor force. The area also enjoys a labor pool that is free of competition from surrounding areas. The North Shore is almost exclusively a tourism-based economy while the South Shore has been focusing on the technology industry. Economic development efforts can focus on additional workforce training with emphasis on hotel and restaurant operations. Additional resources may also be used for small business development

TRANSIENT OCCUPANCY TAX

A transient occupancy tax (TOT) is charged when use or occupancy is exercised in a visitor accommodation facility for a period of 30 consecutive days or less, counting portions of calendar days as full days. Placer County, which includes Kings Beach and Tahoe Vista, charged eight percent in TOT rates until 1996. The rate was increased to ten percent the following year and has remained constant. Sixty percent of TOT collections remain in North Tahoe and goes to marketing, visitor support services, and infrastructure development. The North Lake Tahoe Resort Association manages the majority of collections.

FIGURE A.5



This section of the analysis covers data from 1997 to 2001. During this period, nine establishments in Kings Beach and Tahoe registered TOT payments. Kings Beach and Tahoe Vista are in District 5, which also includes Northstar, Carnelian Bay, Tahoe City, Alpine Meadows, Squaw Valley, West Shore, and Western Slope. From 1997 to 2001, an average of 15 percent of all TOT collections in the District originated from Kings Beach and Tahoe Vista.

Both areas registered increases in collections between FY 1997 and FY 2000. Figure A.4 shows that Kings Beach and Tahoe Vista averaged \$922,649 in TOT payments over the same period. In FY 2001, however, taxes collected from both areas dropped significantly to \$600,527. This represents a 39 percent decline from collections of \$984,366 from the previous year. District 5 likewise exhibits the same declining trend. TOT growth rates between 1997 and 2000 averaged 16.5 percent with collections averaging \$6,143,278. But in 2001, TOT collections fell 47 percent from the previous year to \$3,760,650.

Figure A.4 also shows that year-on-year TOT growth rates in Kings Beach and Tahoe Vista steadily declined from a high of 22 percent in 1996-1997. The same trend holds for District 5 but in a more amplified manner. As mentioned earlier, District 5 TOT growth rates in 1997-2000 averaged 16.5 percent, exceeding the 11.25 percent of Kings Beach and Tahoe Vista. In 2001, however, the decline in District 5 surpassed Kings Beach and Tahoe Vista by 12 percentage points.

The decline in TOT collection growth from Kings Beach and Tahoe Vista as well as from District 5 can be traced to two main factors. First, shorter vacations have been the national trend and Kings Beach and Tahoe Vista are no exception. This explains the slow decline in annual growth between 1997-2000. Unlike past generations, when families would spend an entire month in the region, day trips have become the increasing trend. For example, residents of Northern California and the Bay Area spend an average of two to four days in the region and spend at least a one-week vacation in other destinations.

The other reason is the economic slump around the nation that began in 1999, which is disproportionately felt in the Bay Area's technology driven economy. This explains the dramatic decreases in 2001. Bay Area visitors account for 30 percent of summer visitors and 44 percent of winter visitors. A reduction in the frequency of visits can have a significant impact on revenues and taxes in Kings Beach and Tahoe Vista. Further decreases may be experienced based on the international conflicts that began September 11, 2001.

Input from Focus Groups

The analysis involved in constructing a broad-based plan for Kings Beach and Tahoe Vista also requires feedback from the community. Input from individuals from government and the local business community provides a first-hand account of the needs of the community to achieve a sustainable development program. Participants during three focus groups highlighted the following issues that affect the economies of Kings Beach and Tahoe Vista:

- The quality and stock of motels remain competitive while eating and drinking establishments are able to provide quality and variety at reasonable costs. Most importantly, both communities are able to preserve the natural environment, which is highlighted by the lake itself. The quality of life in Kings Beach and Tahoe Vista makes it a very attractive community.
- Business owners of both communities also see the need for expansion and growth in specific areas, particularly commercial operations. The most noticeable feedback from business owners was concern regarding issues of transportation and infrastructure.
- Transportation within Kings Beach and Tahoe Vista has to expand both in geographic coverage as well as in the options for mobility. Additional space for parking and sidewalks, especially in the commercial areas, has to be created, while selected traffic patterns need rerouting to absorb periods of high traffic volume. Transportation concerns also addresses the frequency of TART services and the addition of an employee shuttle.
- Feedback regarding infrastructure generally calls for the expansion of the business core. Because of the current configuration of the business area, some sectors see the need for the county government to assess and provide realistic allocations of commercial land. Local planners should exercise re-development and zoning powers to address infrastructure needs such as employee housing, facelifts, sanitation and commercial land coverage.
- Residents of Kings Beach and Tahoe Vista are confident that if actions are taken on the issues that were mentioned, the areas will be able to reinforce its art colony identity and low-key urban character. More importantly, the quality of life and the wealth and prosperity residents have enjoyed will be sustained and even enhanced.

General Findings

As seen from the sales tax data, it is evident that Kings Beach and Tahoe Vista are "resort economies" with increasing business activities during the summer and winter seasons. The increase is led mainly by tourist visits to enjoy the areas' aesthetic and recreational resources and facilities, swelling the local population by as much as 550 percent. Tourists come to the area predominately from California, with 61 percent during the summer and 62 percent during the winter. During the summer months 30 percent of the California tourists to Kings Beach and Tahoe Vista come from the San Francisco Bay Area, increasing to 44 percent during the winter months.

Being heavily dependent on tourism-related operations, businesses in Kings Beach and Tahoe Vista are fueled mainly by private consumption. As a result, the region is also heavily influenced by national and regional economic changes and has followed the economic declines of the early 1990s, as well as the most recent economic decline that began in 1999. As with most tourist economies, the Kings Beach and Tahoe Vista areas see immediate impacts from economic downturns and experience about a two-year lag when conditions begin to improve as families focus on more necessary outlays, such as debt reduction, personal financing, or education. Therefore, the economic turnaround after the 1991 recession was not experienced locally until 1994 and 1995.

On the other hand, tourism-related businesses are generally one of the first to experience the effects of a slowdown, since the focus of expenditures always shifts back to necessities. Evidence of this trend can be seen in the lengths of stay and TOT numbers.¹² At present, international visitors average 5.1 nights per visit while out-of-state customers stay 4.2 nights. Southern California visitors stay 3.6 nights while Northern Californians stay an average of 2.9 nights. As seen earlier, transient occupancy taxes also seem to support the observations of a slowdown. As early as 1999, TOT figures for Kings Beach and Tahoe Vista have already showed a decline in business activity. In 1998, occupancy taxes amounted to \$936,652, an 18 percent increase from the 1997 figures of \$792,172. The growth slowed down to 4.35 percent in 1999 as TOT numbers totaled \$977,405. The following year showed flat growth as occupancy taxes totaled \$984,366, while the latest TOT figures for 2001 show a 39 percent decline to \$600,527.

In examining the decline in business activity, conditions affecting the Bay Area should also be considered. Given the economic slowdown that the area is currently experiencing, this may have a significant impact on Kings Beach and Tahoe Vista businesses.

Another consideration involves the quality and age of the tourist accommodation units (i.e., rental rooms or houses for which TOT is collected) and other facilities of businesses in both communities. Kings Beach and Tahoe Vista maintain a consistent base of tourism-related customers. Much of this base was developed during the formative 1950s. Because of this stable client base, Kings Beach and Tahoe Vista have not updated their facilities, and therefore have not captured a share of the higher paying clientele that patronize the updated, higher priced facilities in neighboring resort communities.

While many area establishments follow a cyclical pattern of higher third quarter activities, a significant number of businesses have very irregular patterns. Establishments under the home furnishings and appliances industry as well as the other outlet industries have shown patterns that do not follow the general trend of third quarter increases. Such durable goods purchases, although only accounting for 1% of total sales, have been not been affected by the more dramatic swings of sectors such as retail apparel sales and business and personal services. Such sectors are a small, but stable segment of the local economy.

¹² Analysis of Kings Beach and Tahoe Vista transient occupancy taxes are based information received from the California Franchise Tax Board, which at times experiences lags in reporting.

Local conditions, coupled with the local business cycle, have implications for business location, retention, and expansion. In Kings Beach, for example, the pattern of use for 180,000 sq. ft. of downtown commercial space and 11,600 sq. ft. of professional office space was based on the 1926 records of the Final Map of "Brockway Vista." Under the map, subdivisions are laid out on a grid system of rectangular lots, mostly with small dimensions of 25 feet in width and 125 feet in depth. Expansion of commercial areas is restricted by both lot sizes as well as TRPA restrictions (coverage, view shed, etc.). Terrain further complicates expansion, since most land in the basin is mountainous with slopes greater than 20 percent. Developable or redevelopable land is mostly confined to the flat areas along the shore. (Kings Beach actually has some, unlike other north shore communities.) Therefore, initiatives for further development and redevelopment must address both growth objectives and the confines of the TRPA. Growth initiatives, such as land consolidation and additional pedestrian walkways, can be established within existing properties. Thus, business activities can still be more productive within the current structures.

Conclusion

The characteristics of Kings Beach and Tahoe Vista put the communities in a very unique position for business retention, formation and expansion. There are some limitations within both communities based on TRPA limits on commercial allocations, view sheds, land coverage, and shore zones. Land development, for example, is seen as restricted because of the natural characteristics of limited flat lands, previous zoning regulations, and the infrastructure that is already in place.

More importantly, signs of a slowdown in tourism and recreation business are also starting to appear. Since these businesses are the main economic drivers of Kings Beach and Tahoe Vista, both communities might experience substantial shifts in business activity.

These issues can be addressed, however, by innovative and sustainable development initiatives. Examples of possible undertakings may include the redevelopment and re-zoning of commercial land. Allocations should be designed beyond what has been established in the Brockway Vista map. In terms of infrastructure, public work plans that provide new alternatives for housing, transportation, parking, pedestrian movement, and other issues should be considered.

The fact that Kings Beach and Tahoe Vista are tourism and recreation communities are not limiting factors. In fact, they should be seen as comparative advantages that, if utilized with the proper development plans, should keep local businesses intact whatever the external conditions.

**APPENDIX B
KINGS BEACH/TAHOE VISTA
BUSINESS OWNER SURVEY RESULTS**

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**APPENDIX C
KINGS BEACH/ TAHOE VISTA COMMERCIAL CORE
PROPERTY OWNERS INVENTORY**

Table C.1: Zoning Codes Applicable to Commercial Cores

Zoning Code	Description
	022 Tahoe Vista CP "Tourist"
022 (1)	(1) Special Area 1: Tourist Area
022 (2)	(2) Special Area 2: Commercial Core
022 (3)	(3) Special Area 3: Marina Area
	029 Kings Beach CP
029 (1)	(1) Special Area 1: Downtown Commercial
029 (2)	(2) Special Area 2: East & West Entry Commercial
029 (3)	(3) Special Area 3: Recreation Area
029 (4)	(4) Special Area 4: Beach Street Tourist and Residential Area

Table C.2: All Zoning Codes for 022 and 029

Zoning Code	Description
	022 Tahoe Vista CP "Tourist"
022 (1)	(1) Special Area 1: Tourist Area
022 (2)	(2) 2 Special Area 2: Commercial Core
022 (3)	(3) Special Area 3: Marina Area
022 (4)	(4) Special Area 4: Tourist Residential Area
022 (5)	(5) Special Area 5: Public Service/Industrial Area
022 (6)	(6) Special Area 6: Residential Area
	029 Kings Beach CP
029 (1)	(1) Special Area 1: Downtown Commercial
029 (2)	(2) Special Area 2: East & West Entry Commercial
029 (3)	(3) Special Area 3: Recreation Area
029 (4)	(4) Special Area 4: Beach Street Tourist and Residential Area
X	Residential or Not in Commercial Core

Table C.3: Land Use Codes Applicable to Commercial Core

Land Use Codes	Description
*	Government Land (Federal, State, County, etc.)
00	Vacant, Not Assigned an Address
01	Commercial/Public Services
02	Residential
03	Recreation
04	Conservation
05	Residential
06	Recreation
07	Residential
10	Residential
11	Residential
12	Recreation
13	Conservation
15	Recreation
16	Residential
17	Tourist
18	Residential
20	Residential
21	Residential
22	Commercial (refer to TV Commercial Community Plan)
23	Residential
24	Recreation
25	Residential
26	Industrial (refer to KB Industrial Community Plan)
27	Residential
28	Residential
29	Commercial (refer to KB Commercial Community Plan)
31	Residential
32	(refer to North Tahoe Community Plan)
38	Warehouse
62	Theater, Bowling Alley
63	Marina, Pier
64	Lodges, Halls
65	Tennis, Racquetball Clubs, Swim
66	Golf Course
68	Camps, Parks, General
69	Miscellaneous, Recreation
81	Utilities: Public and Private
88	Highways, Roads, Streets
89	Common Area
99	Classification Type, Commercial

Table C.4: Column Sources

Data falling under the following column headings are from these sources:	
Source	Designated by Claggett Wolfe Associates (CWA)
Parcel Number	Assessor's Data
Land Use	Assessor's Data/Placer County Planning Department
Zone	Obtained by CWA from Placer County Planning Department
Property Owner	Assessor's Data
Business Name	Placer County Business License Data
Business Owner Name	Placer County Business License Data
Business Mailing Address	Placer County Business License Data
Business Mailing City 1	Placer County Business License Data
Business Mailing City 2	Placer County Business License Data
Business Street Address	Placer County Business License Data
Business City	Placer County Business License Data
Business Zip	Placer County Business License Data
Phone	Placer County Business License Data
Business Type	Placer County Business License Data
Start Date	Placer County Business License Data
Mailing Address	Placer County Business License Data
Mailing City	Placer County Business License Data
Mailing State	Placer County Business License Data
Mailing Zip	Placer County Business License Data
Zone	Placer County Business License Data
Gross_Rec	Placer County Business License Data
Total_Emp	Placer County Business License Data
Redev Area	Assessor's Data

Table C.5: Explanations of Font and Shading Colorations

Gray shading	This data was on the business license data list or obtained during the walkabout and is not listed in the Assessor's Data. Thus, verification of APN, land use, zone, and redevelopment area could not be completed.
<i>Italics</i>	<p>If both the APN and Business Street Address are in <i>italics</i> on the same line, then this indicates the APN does not match the street address as stated on the Assessor's data.</p> <p>When parentheses containing street numbers or names are present in a row, this indicates that this is the correct data that matches the APN. However, if the APN is incorrect, then the Business Street Address is correct. It is possible that the only way to eliminate uncertainties between the correct corresponding APN and Business Street Address may be to obtain data from the same source, which in this case, was not available. Data from three sources (CWA's Walkabout, Assessor's data, Business List Data) was obtained and compiled by CWA.</p> <p>If only the APN is in <i>italics</i>, then this indicates the APN did not appear on the Assessor's data (in some cases, the number did not represent an APN).</p>

Table C.6: KB/TV Commercial Core Property Inventory

APN (Parcel)	Use	Zoning Code	Assessee	Sites Num	Sites Street	Sites Type	Sites Community	Business Name	Redevelopment Area
117071033000	01	022 (1)	WILSON THOMAS T & PAMELA A	212	VISTA PINES	CIR	TAV		Yes
117071034000	10	022 (1)	KRAMER LARRY L & SHARON A	213	VISTA PINES	CIR	TAV		Yes
117071025000	01	022 (1)	BYRNE HUGH C	215	ANDERSON	RD	TAV		Yes
117071036000	10	022 (1)	KRAMER LARRY L & SHARON A	222	VISTA PINES	CIR	TAV		Yes
117071035000	01	022 (1)	KRAMER LARRY L & SHARON A	223	VISTA PINES	CIR	TAV		Yes
117071023000	01	022 (1)	DILL MATT G	225	ANDERSON	RD	TAV		Yes
117071037000	10	022 (1)	KRAMER LARRY L & SHARON A	232	VISTA PINES	CIR	TAV		Yes
117071038000	10	022 (1)	KRAMER LARRY L & SHARON A	233	VISTA PINES	CIR	TAV		Yes
117071022000	01	022 (1)	JABER SAM & BILLIE J TRUSTEES	249	ANDERSON	RD	TAV		Yes
117071021000	05	022 (1)	FLAGG SCOTT	250	ANDERSON	RD	TAV		Yes
117071040000	10	022 (1)	KRAMER LARRY L & SHARON A	252	VISTA PINES	CIR	TAV		Yes
117071039000	10	022 (1)	KRAMER LARRY L & SHARON A	253	VISTA PINES	CIR	TAV		Yes
117071019000	02	022 (1)	GRANGER DEANA L	275	ANDERSON	RD	TAV		Yes
117071032000	02	022 (1)	GREEN NORMAN B	298	ANDERSON	RD	TAV		Yes
117071001000	00	022 (1)	YAGURA KENNETH K & TERRY S TRUSTEES	440	ESTATES	DR	TAV		Yes
117071004000	18	022 (1)	ROE AUDREY ANN TRUSTEE	6549	LAKE	BLVD	TAV	CHARMEY CHALET	Yes
117071005000	18	022 (1)	HUNTLEY JOHN D ET AL	6565	LAKE	BLVD	TAV		Yes
117072003000	18	022 (1)	HUNTLEY JOHN D ET AL	6570	LAKE	BLVD	TAV		Yes
117071002000	01	022 (1)	GHANDOUR ANNA N ET AL	6575	LAKE	BLVD	TAV		Yes
117071012000	18	022 (1)	HUNTLEY JOHN D ET AL	6609	LAKE	BLVD	TAV		Yes
117072005000	01	022 (1)	MAZURYK MARTHA A T ET AL	6630	LAKE	BLVD	TAV		Yes
117071011000	01	022 (1)	DECKER OREN L TRUSTEE	6647	IDLEWOOD	RD	TAV		Yes
117072006000	03	022 (1)	BARSOTTI INVESTMENTS CO	6650	LAKE	BLVD	TAV		Yes
117072008000	18	022 (1)	RAFTON MICHAEL G & JENNIE T TRUSTEES	6724	LAKE	BLVD	TAV		Yes
117072010000	02	022 (1)	FEELEY DANIEL M & SUZANNE A, ET AL	6762	LAKE	BLVD	TAV		Yes
117072012000	10	022 (1)	EISENHARD BRUCE T & NANCY K	6790	LAKE	BLVD	TAV		Yes
117071003000	20	022 (1)	ROE AUDREY ANN TRUSTEE				TAV		Yes
117071007000	88	022 (1)	HUNTLEY JOHN D ET AL				TAV		Yes
117071010000	00	022 (1)	DECKER OREN L TRUSTEE				TAV		Yes
117071016000	00	022 (1)	ANDRADE JOSEPH P & MAURENE J				TAV		Yes
117071024000	00	022 (1)	JABER SAM & BILLIE J TRUSTEES				TAV		Yes
117071027000	00	022 (1)	JABER SAM & BILLIE TRUSTEES				TAV		Yes
117071041000	89	022 (1)	VISTA PINES HOMEOWNERS ASSOCIATION						Yes
117072015000	16	022 (1)	BLACK LAWRENCE H TRUSTEE, ET AL						Yes
117072016000	16	022 (1)	ROBINSON LORENZ P & FRANCES D TRUSTEE						Yes
117072017000	18	022 (1)	THE TAHOE DUNES ASSOCIATION						Yes
117072018000	02	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117072019000	07	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117072020000	07	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117072021000	89	022 (1)	COTTENWOOD ESTATES OWNERS ASSOCIATION						Yes

APN (Parcel)	Use	Zoning Code	Assessee	Sites Num	Sites Street	Sites Type	Sites Community	Business Name	Redevel Area
117071026000	01	022 (2)	HILL BENJAMIN J & JAMIE P	200	ANDERSON	RD	TAV		Yes
117080001000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6844	LAKE	BLVD	TAV		Yes
117080002000	04	022 (2)	FRANCISCAN OWNERS ASSN ET AL	6844	LAKE	BLVD	TAV		Yes
117080003000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6844	LAKE	BLVD	TAV		Yes
117080004000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6844	LAKE	BLVD	TAV		Yes
117080005000	04	022 (2)	FRANCISCAN OWNERS ASSOC, ET AL	6844	LAKE	BLVD	TAV		Yes
117080006000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6844	LAKE	BLVD	TAV		Yes
117080007000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6844	LAKE	BLVD	TAV		Yes
117080008000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6844	LAKE	BLVD	TAV		Yes
117080009000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6844	LAKE	BLVD	TAV		Yes
117080010000	04	022 (2)	FRANCISCAN OWNERS ASSOC, ET AL	6844	LAKE	BLVD	TAV		Yes
117080011000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6844	LAKE	BLVD	TAV		Yes
117080012000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6844	LAKE	BLVD	TAV		Yes
117080013000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6844	LAKE	BLVD	TAV		Yes
117080014000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6844	LAKE	BLVD	TAV		Yes
117080015000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6844	LAKE	BLVD	TAV		Yes
117080066000	01	022 (2)	VONOPPENHEIM NANN	6920	LAKE	BLVD	TAV		
117071031000	00	022 (2)	LECLAIR DARREL R	6921	LAKE	BLVD	TAV		Yes
117080033000	04	022 (2)	FRANCISCAN OWNERS ASSN THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080034000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080035000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080036000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080037000	04	022 (2)	ST FRANCIS DEVELOPMENT INC ET AL	6943	LAKE	BLVD	TAV		Yes
117080038000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080039000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080040000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080041000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6943	LAKE	BLVD	TAV		Yes
117080042000	04	022 (2)	ST FRANCIS DEVELOPMENT LTD ET AL	6943	LAKE	BLVD	TAV		Yes

APN (Parcel)	Use	Zoning Code	Assessee	Sites Num	Sites Street	Sites Type	Sites Community	Business Name	Redevelop Area
117080043000	04	022 (2)	ST FRANCIS DEVELOPMENT LTD ET AL	6943	LAKE	BLVD	TAV		Yes
117080044000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080045000	04	022 (2)	FRANCISCAN OWNERS ASSN THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080046000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080047000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080049000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080050000	04	022 (2)	ST FRANCIS DEVELOPMENT LTD ET AL	6943	LAKE	BLVD	TAV		Yes
117080051000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080052000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080053000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080054000	04	022 (2)	FRANCISCAN OWNERS ASSN ET AL	6943	LAKE	BLVD	TAV		Yes
117080055000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080056000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080057000	04	022 (2)	BEACOM JOHN MANSON & BEVERLY JEAN ET AL	6943	LAKE	BLVD	TAV		Yes
117080058000	04	022 (2)	FRANCISCAN OWNERS ASSN THE &	6943	LAKE	BLVD	TAV		Yes
117080059000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6943	LAKE	BLVD	TAV		Yes
117080061000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080062000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080063000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6943	LAKE	BLVD	TAV		Yes
117080016000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6944	LAKE	BLVD	TAV		Yes
117080017000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080018000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080019000	04	022 (2)	LAKESIDE MANAGEMENT INC	6944	LAKE	BLVD	TAV		Yes
117080020000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6944	LAKE	BLVD	TAV		Yes
117080021000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080022000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6944	LAKE	BLVD	TAV		Yes
117080023000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6944	LAKE	BLVD	TAV		Yes

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117080024000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080025000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080026000	04	022 (2)	FRANCISCAN OWNERS ASSOC, ET AL	6944	LAKE	BLVD	TAV		Yes
117080027000	04	022 (2)	FRANCISCAN OWNERS ASSN THE &	6944	LAKE	BLVD	TAV		
117080028000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		
117080029000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080030000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL	6944	LAKE	BLVD	TAV		Yes
117080031000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6944	LAKE	BLVD	TAV		Yes
117080032000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE &	6944	LAKE	BLVD	TAV		Yes
117080060000	04	022 (2)	FRANCISCAN OWNERS ASSOC ET AL	6944	LAKE	BLVD	TAV		Yes
117080068000	00	022 (2)	NEU LARRY R TRUSTEE ET AL	6965	LAKE	BLVD	TAV		Yes
117080048000	04	022 (2)	FRANCISCAN OWNERS ASSOC THE ET AL				TAV		Yes
117080064510	89	022 (2)	FRANCISCAN OWNERS ASSOC THE				TAV		Yes
117080065510	89	022 (2)	FRANCISCAN OWNERS ASSOC THE				TAV		
117080067510	89	022 (2)	FRANCISCAN OWNERS ASSOC THE				TAV		
117110042000	01	022 (3)	ABEGGLEN JAY ROBERT & BILLEE JEAN ET AL	227	PINO GRANDE	AVE	TAV		Yes
117110043000	10	022 (3)	CALIFORNIA STATE OF	233	PINO GRANDE	AVE	TAV		Yes
117110044000	01	022 (3)	FINNICK JR JOHN P & JOANNE L	241	PINO GRANDE	AVE	TAV		Yes
117110045000	10	022 (3)	FINNICK JR JOHN P & JOANNE L	247	PINO GRANDE	AVE	TAV		Yes
117110001000	18	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7010	LAKE	BLVD	TAV		Yes
117110002000	07	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7028	LAKE	BLVD	TAV		Yes
117110003000	21	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7046	LAKE	BLVD	TAV		Yes
117110004000	01	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7066	LAKE	BLVD	TAV		Yes
117110005000	10	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7110	LAKE	BLVD	TAV		Yes
117110006000	01	022 (3)	VANDYKE ARTIE K ET AL	7130	LAKE	BLVD	TAV		Yes
117110007000	16	022 (3)	RHODES R DOUGLAS & VICKI	7150	LAKE	BLVD	TAV		Yes
117110010000	01	022 (3)	LAHL EDGAR & ALICE TRUSTEES	7202	LAKE	BLVD	TAV		Yes
117110013000	16	022 (3)	FOULK RUSSELL	7212	LAKE	BLVD	TAV		Yes
117110038000	18	022 (3)	CATRON LINDA	7255	LAKE	BLVD	TAV		Yes
117110018000	20	022 (3)	SAN MARCOS PROPERTIES	7260	LAKE	BLVD	TAV		Yes
117110041000	02	022 (3)	WALSH JAMES R & VIRGINIA A TRUSTEES	7349	LAKE	BLVD	TAV		Yes
117110009000	20	022 (3)	COHEN MARTIN A & BARBARA M				TAV		Yes

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117110011000	07	022 (3)	LAHL EDGAR & ALICE TRUSTEES				TAV		Yes
117110012000	00	022 (3)	FOULK RUSSELL				TAV		Yes
117110016000	00	022 (3)	MCCARTHY PATRICIA A TRUSTEE ET AL				TAV		Yes
117110056000	99	022 (3)	NORTH TAHOE PUBLIC UTILITY DIST				TAV		Yes
117110057000	99	022 (3)	PLACER COUNTY OF				TAV		
117110058000	99	022 (3)	PLACER COUNTY OF				TAV		
117110059000	99	022 (3)	NORTH TAHOE PUBLIC UTILITY DIST				TAV		
117110061000	20	022 (3)	WALSH JAMES R & VIRGINIA A TRUSTEES, ET AL						Yes
117110062000	01	022 (3)	LECLAIR DARREL						Yes
117100032000	01	022(3)	BOYCE JAMES A & MARJORIE A	100	NATIONAL	AVE	TAV		Yes
117100027000	01	022(3)	RONALD LIVING TRUST	229	AGATAM	AVE	TAV		Yes
117100028000	01	022(3)	RONALD LIVING TRUST	245	AGATAM	AVE	TAV		Yes
117100033000	01	022(3)	WOLFE BARRY J ET AL	7005	LAKE	BLVD	TAV		Yes
117100031000	01	022(3)	NALDER JEANNIE	7010	YAH0	AVE	TAV		Yes
117100030000	01	022(3)	HYATT DONALD DAVID	7020	YAH0	AVE	TAV		Yes
117100029000	10	022(3)	CALIFORNIA STATE OF	7050	YAH0	AVE	TAV		Yes
117100025000	20	022(3)	NORTH TAHOE PUBLIC UTILITY DISTRICT				TAV		Yes
090122028000	23	029 (1)	TREUFELDS HANSPETER P F	200	BEAR	ST	KIN		Yes
090133009000	20	029 (1)	SMITH SUSAN F	229	FOX	ST	KIN		Yes
090126032000	01	029 (1)	HANKINSON BENJAMIN K & DANIELLE L	240	COON	ST	KIN		Yes
090123022000	01	029 (1)	BERVID JOHN & LYNDA ET AL	241	COON	ST	KIN		Yes
090122027000	27	029 (1)	TREUFELDS HANSPETER P F	8423	BROOK	AVE	KIN		Yes
090122019000	20	029 (1)	SHELTON DAVID R & JENNIFER L	8445	BROOK	AVE	KIN		Yes
090122002000	05	029 (1)	KALANGE THOMAS A & LAUREL C	8448	TROUT	AVE	KIN		Yes
090122025000	20	029 (1)	BRONSON WILLIAM ET AL	8461	BROOK	AVE	KIN		Yes
090123024000	23	029 (1)	PLACER SAVINGS & LOAN ASSOC	8475	LAKE	BLVD	KIN		Yes
090123021000	20	029 (1)	BERI VIVEK	8500	BROOK	AVE	KIN		Yes
090123011000	21	029 (1)	CATRON LINDA SUE	8519	LAKE	BLVD	KIN		Yes
090122014000	05	029 (1)	KALANGE THOMAS & LAUREL	8533	BROOK	AVE	KIN		Yes
090122021000	05	029 (1)	SMITH CAROL GRESS	8537	BROOK	AVE	KIN	VICTORIA VILLAGE	Yes
090123009000	31	029 (1)	MYRMEL ROBERT & CAROLYN	8571	LAKE	BLVD	KIN		Yes
090122022000	20	029 (1)	CALIFORNIA STATE OF	8581	BROOK	AVE	KIN		Yes
090122017000	11	029 (1)	HUELLE JOSEPH	8591	BROOK	AVE	KIN		Yes
090126031000	01	029 (1)	JORDING RANDALL G	8610	BROOK	AVE	KIN		Yes
090126033000	01	029 (1)	KINGSLEY ANNA F TRUSTEE	8616	BROOK	AVE	KIN		Yes
090126035000	01	029 (1)	GONTARSKI LORETTA G TRUSTEE	8624	BROOK	AVE	KIN		Yes
090134024000	11	029 (1)	CATRON LINDA	8626	LAKE	BLVD	KIN		Yes
090134006000	21	029 (1)	IRWIN DAVID F	8658	LAKE	BLVD	KIN		Yes
090126025000	17	029 (1)	SEYMOUR ASA MILTON & BONNIE LEE TRS ET AL	8665	SALMON	AVE	KIN		Yes
090133006000	20	029 (1)	SMITH CHARLES E	8666	SALMON	AVE	KIN		Yes
090126014000	11	029 (1)	WARD ROBERT H TRUSTEE, ET AL	8669	SALMON	AVE	KIN		Yes

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090133007000	07	029 (1)	SMITH SUSAN F	8676	SALMON	AVE	KIN		Yes
090134007000	20	029 (1)	HUNTER JOHN W JR ET AL	8676	LAKE	BLVD	KIN		Yes
090126021000	28	029 (1)	BARBER KATHERINE A ET AL	8679	SALMON	AVE	KIN		Yes
090133012000	66	029 (1)	MOONEY FRANK F & CHRISTINE M ET AL	8681	LAKE	BLVD	KIN		Yes
090133008000	05	029 (1)	SMITH SUSAN F	8684	SALMON	AVE	KIN		Yes
090126022000	28	029 (1)	BARBER KATHERINE A ET AL	8685	SALMON	AVE	KIN		Yes
090126040000	10	029 (1)	MANSCH JOHN D JR ET AL	8689	SALMON	AVE	KIN		Yes
090134042000	20	029 (1)	BOVE CARMINE & JOYCE L TRUSTEES	8694	LAKE	BLVD	KIN		Yes
090134030000	16	029 (1)	WIGHTMAN KEVIN, ET AL	8702	LAKE	BLVD	KIN		Yes
090192001000	21	029 (1)	DORAN JOHN J & DONNA	8703	LAKE	BLVD	KIN		Yes
090122026000	20	029 (1)	BRONSON WILLIAM ET AL				KIN		Yes
090122030000	28	029 (1)	STOKER INVESTMENT TRUST				KIN		Yes
090123019000	20	029 (1)	MELIN RAGNAR A JR & ANITA S TRS		LAKE	BLVD	KIN		Yes
090123025000	20	029 (1)	BRUENING DAVID P & BARBARA L		BROOK	AVE	KIN		Yes
090126017000	10	029 (1)	MARTIN GLENN R				KIN		Yes
090126020000	20	029 (1)	PECHKITE REGINA		SALMON	AVE	KIN		Yes
090222017000	02	029 (2)	GIFFORD PETER J & ELIZABETH	200	CHIPMUNK	ST	KIN		Yes
090222018000	03	029 (2)	GIFFORD PETER J & ELIZABETH	204	CHIPMUNK	ST	KIN		Yes
090222046000	01	029 (2)	BUCHER JOE	212	CHIPMUNK	ST	KIN		Yes
090192054000	01	029 (2)	TIMBERLAND PROPERTIES LLC	217	CHIPMUNK	ST	KIN		Yes
090192053000	18	029 (2)	FRANKLIN CHARLES H & ALIECE P TRUSTEES	221	CHIPMUNK	ST	KIN		Yes
090222008000	10	029 (2)	CHODOS DAVID MANNING	237	BEAVER	ST	KIN		Yes
090071001000	11	029 (2)	ENTNER JOHN J	8078	RAINBOW	AVE	KIN		Yes
090071025000	11	029 (2)	ENTNER JOHN J	8085	LAKE	BLVD	KIN		Yes
090073001000	07	029 (2)	NORTH TAHOE PUBLIC UTILITY DISTRICT	8088	BROCKWAY VISTA	AVE	KIN		Yes
090071002000	11	029 (2)	ENTNER JOHN J	8090	RAINBOW	AVE	KIN		Yes
090072002000	18	029 (2)	IGARASHI PORTIA K TRUSTEE ET AL	8092	LAKE	BLVD	KIN		Yes
090071023000	05	029 (2)	FERRARI CORPORATION	8095	LAKE	BLVD	KIN		Yes
090073016000	01	029 (2)	FALCONER ROBERT M ET AL	8096	BROCKWAY VISTA	AVE	KIN		Yes
090073017000	01	029 (2)	ANDERSON ROBERT E JR &	8106	BROCKWAY VISTA	AVE	KIN		Yes
090071004000	05	029 (2)	FERRARI CORPORATION	8108	RAINBOW	AVE	KIN		Yes
090071021000	05	029 (2)	CAESAR MANUEL & HARRIETT	8123	LAKE	BLVD	KIN		Yes
090073003000	01	029 (2)	KERSHELL MARGARET F	8126	BROCKWAY VISTA	AVE	KIN		Yes
090072019000	01	029 (2)	ERIKSSON STAN & KARAN	8129	BROCKWAY VISTA	AVE	KIN		Yes
090073004000	01	029 (2)	MYRMEL ROBERT R & CAROLYN J	8144	BROCKWAY VISTA	AVE	KIN		Yes
090071006000	38	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8158	RAINBOW	AVE	KIN		Yes
090072016000	01	029 (2)	RASCH BONNIE M & FREDRIC H	8165	BROCKWAY VISTA	AVE	KIN		Yes

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090071032000	20	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8166	RAINBOW	AVE	KIN		Yes
090073005000	18	029 (2)	LAMB RAY A	8178	BROCKWAY VISTA	AVE	KIN		Yes
090071031000	20	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8186	RAINBOW	AVE	KIN		Yes
090073006000	18	029 (2)	FERRARI CORPORATION	8200	BROCKWAY VISTA	AVE	KIN	CROWN MOTEL	Yes
090071008000	20	029 (2)	FUHRMANN FRED L & ANNE TRS	8200	RAINBOW	AVE	KIN		Yes
090073007000	18	029 (2)	FERRARI INVESTMENT LLC	8226	BROCKWAY VISTA	AVE	KIN	FALCON LODGE	Yes
090072009000	18	029 (2)	FERRARI CORPORATION	8226	LAKE	BLVD	KIN		Yes
090073008000	01	029 (2)	LANGSTON DEBI L	8246	BROCKWAY VISTA	AVE	KIN		Yes
090073009000	10	029 (2)	LANGSTON DEBI L	8252	BROCKWAY VISTA	AVE	KIN		Yes
090073015000	00	029 (2)	CALIFORNIA STATE OF	8268	BROCKWAY VISTA	AVE	KIN		Yes
090192003000	16	029 (2)	BARROW ROBERT W & KAREN S	8711	LAKE	BLVD	KIN		Yes
090192004000	18	029 (2)	PARDINI GENERAL PARTNERSHIP	8717	LAKE	BLVD	KIN		Yes
090142002000	18	029 (2)	NORTH LAKE LODGE LLC	8720	LAKE	BLVD	KIN		Yes
090192021000	81	029 (2)	PACIFIC TELEPHONE & TELEGRAPH	8739	LAKE	BLVD	KIN		Yes
090192030000	20	029 (2)	PACIFIC TELEPHONE & TELEGRAPH	8741	MINNOW	AVE	KIN		Yes
090142007000	18	029 (2)	SABLE ARTHUR J JR & MISCHEL G	8762	LAKE	BLVD	KIN	WATERS OF TAHOE	Yes
090221001000	20	029 (2)	PLACER COUNTY OF	8766	LAKE	BLVD	KIN		Yes
090221013000	20	029 (2)	RONNING ERIC I	8776	LAKE	BLVD	KIN		Yes
090192055000	20	029 (2)	TIMBERLAND PROPERTIES LLC	8793	LAKE	BLVD	KIN		Yes
090222016000	05	029 (2)	GIFFORD PETER J & ELIZABETH	8817	LAKE	BLVD	KIN		Yes
090222015000	10	029 (2)	GIFFORD PETER J & ELIZABETH	8827	LAKE	BLVD	KIN		Yes
090192008000	01	029 (2)	PAPALEO RICK A	8856	MINNOW	AVE	KIN		Yes
090222013000	01	029 (2)	CHODOS DAVID MANNING	8887	LAKE	BLVD	KIN		Yes
090192052000	28	029 (2)	FRANKLIN CHARLES H & ALIECE P TRUSTEES	8888	MINNOW	AVE	KIN		Yes
090222012000	18	029 (2)	AC&M COMPANY INC	8931	LAKE	BLVD	KIN	FOOTHILL MOTEL	Yes
090222010000	10	029 (2)	LEMONS F TED TRUSTEE ET AL	8945	LAKE	BLVD	KIN		Yes
090142026000	18	029 (2)	BEKKER ANTHONY R & KELLY R					TA TEL LODGE	Yes
090071034000	02	029 (2)	FUHRMANN FRED L & ANNE				KIN		Yes
090072018000	20	029 (2)	MOONEY FRANK F & CHRISTINE M				KIN		Yes
090192027000	20	029 (2)	LANE WILLIAM M & LILY P TRUSTEES		MINNOW	AVE	KIN		Yes
090192034000	81	029 (2)	PACIFIC TELEPHONE & TELEGRAPH		MINNOW	AVE	KIN		Yes
090192043000	03	029 (2)	ROSENBERG MEREDITH TRUSTEE				KIN		Yes
090221012000	00	029 (2)	GARDINER JAMES P		CHIPMUNK	ST	KIN		Yes
090221014000	20	029 (2)	RONNING ERIC I		LAKE	BLVD	KIN		Yes
090221020000	31	029 (2)	RONNING ERIC						Yes

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090221021000	31	029 (2)	JOHNSON BRADLEY W TRUSTEE ET AL						Yes
090222009000	10	029 (2)	LEMONS F TED TRUSTEE ET AL		BEAVER	ST	KIN		Yes
090073018000	*	029 (2) & (3)	PLACER COUNTY OF				KIN		
090221002000	18	029 (2) & X	PAGANELLI JOHN & ELIZABETH	8772	LAKE	BLVD	KIN		Yes
090222007000	18	029 (2) & X	SMITH SUSAN F	8863	LAKE	BLVD	KIN		Yes
090074001000	64	029 (3)	LAKE TAHOE LABOR TEMPLE ASSN	296	DEER	ST	KIN		Yes
090073014000	00	029 (3)	KINGS BEACH MOTEL ASSOCIATES ET AL	8298	BROCKWAY VISTA	AVE	KIN		Yes
090075001000	01	029 (3)	CHAFFIN MARGARET E	8303	LAKE	BLVD	KIN		Yes
090074018000	18	029 (3)	MOSHY RAYMOND J & LESLIE C, ET AL	8305	TROUT	AVE	KIN		Yes
090074002000	18	029 (3)	MOSHY RAYMOND J & LESLIE C, ET AL	8315	TROUT	AVE	KIN		Yes
090075019000	02	029 (3)	SCHULTZ STEPHEN R & JOANNE	8358	TROUT	AVE	KIN		Yes
090074014000	01	029 (3)	MOORE DARRELL K	8361	TROUT	AVE	KIN		Yes
090074013000	20	029 (3)	MONFORTE SALVATORE & JOHANNA W TELLER, ET AL	8365	TROUT	AVE	KIN		Yes
090075020000	25	029 (3)	EQUILON ENTERPRISES LLC	8365	LAKE	BLVD	KIN		Yes
090074004000	02	029 (3)	LEE FRANKLYN TRUSTEE ET AL	8368	RAINBOW	AVE	KIN		Yes
090075016000	26	029 (3)	ATKINSON BERNARD JOHN & CAROL SUE TRS	8370	TROUT	AVE	KIN		Yes
090074012000	01	029 (3)	MONFORTE SALVATORE F & JOHANNA	8375	TROUT	AVE	KIN		Yes
090074005000	16	029 (3)	MANFREDI RALPH A & NANCY P TRUSTEES ET AL	8376	RAINBOW	AVE	KIN		Yes
090074006000	01	029 (3)	RISSONE PETER VINCENT ET AL	8380	RAINBOW	AVE	KIN		Yes
090074007000	20	029 (3)	RISSONE PETER VINCENT ET AL	8384	RAINBOW	AVE	KIN		Yes
090074010000	07	029 (3)	HOLLERBACH MARK	8385	TROUT	AVE	KIN		Yes
090080006000	25	029 (3)	CALIFORNIA STATE OF	8398	LAKE	BLVD	KIN		Yes
090074021000	20	029 (3)	MONFORTE SALVATORE F & JOHANNA		TROUT	AVE	KIN		Yes
090074022000	20	029 (3)	HOLLERBACH MARK		TROUT	AVE	KIN		Yes
090080004000	12	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080005000	20	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080007000	20	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080009000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080010000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080011000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080012000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080013000	63	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080014000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080015000	00	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080016000	*	029 (3)	CALIFORNIA STATE OF				KIN		
090080017000	69	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080022000	68	029 (3)	CALIFORNIA STATE OF						Yes
090080023000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135014000	*	029 (3)	CALIFORNIA STATE OF				KIN		

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090135015000	*	029 (3)	CALIFORNIA STATE OF						
090135016000	*	029 (3)	CALIFORNIA STATE OF						
090135030000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135031000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135032000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135033000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135034000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135035000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135036000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135037000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135038000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135039000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135040000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135041000	68	029 (3)	CALIFORNIA STATE OF						Yes
090135042000	68	029 (3)	CALIFORNIA STATE OF						Yes
117180011000	01	029(2)	CALIFORNIA STATE OF	141	SECLINE	ST	TAV		Yes
117180024000	65	029(2)	CALIFORNIA STATE OF	7880	LAKE	BLVD	TAV		Yes
117180009000	66	029(2)	LEWIS SHERMAN LANE & HELEN N	7999	LAKE	BLVD	TAV	OLD BROCKWAY GOLF COURSE/HIGH SIERRA SHOW	Yes
117180043000	04	029(2)	EDGE LAKE BEACH CLUB TS OWNERS ASSN INC	8000	LAKE	BLVD	TAV		Yes
117180045000	04	029(2)	SWEETBRIAR INC ET AL	8000	LAKE	BLVD	TAV		Yes
117180048000	04	029(2)	BECK HARRY M & FRANCES L TRUSTEES	8000	LAKE	BLVD	TAV		Yes
117180052000	89	029(2)	SWEETBRIAR OWNERS ASSOC INC	8000	LAKE	BLVD	TAV		Yes
117180050000	04	029(2)	SWEETBRIAR INC	8004	LAKE	BLVD	TAV		Yes
117180039510	01	029(2)	BLANCHARD LARRY & CAROL	8010	LAKE	BLVD	TAV		Yes
117180006000	32	029(2)	FARELLA NICK V & A F TRUST &	8011	LAKE	BLVD	TAV		Yes
117180037000	01	029(2)	DOMINGUEZ PAUL & CHERYL TRUSTEES	8020	LAKE	BLVD	TAV		Yes
117180038000	02	029(2)	BERVID JOHN & LYNDA	8030	LAKE	BLVD	TAV		Yes
117180005000	20	029(2)	PLACER COUNTY OF	8031	LAKE	BLVD	TAV		Yes
117180008000	66	029(2)	LEWIS SHERMAN LANE & HELEN N				TAV		Yes
117180010000	66	029(2)	SAFEWAY STORES				TAV		Yes
117180027000	10	029(2)	PLACER COUNTY OF				TAV		Yes
117180036510	01	029(2)	NAY MARCIA K TRUSTEE, ET AL						Yes
117180036520	01	029(2)	FREET DAVID M & DIANE D TRUSTEES, ET AL						Yes
117180036530	01	029(2)	HESS STEVEN & KAY TRUSTEES, ET AL						Yes
117180036540	01	029(2)	ROSENTHAL TERRY & MARLENE						Yes
117180036550	01	029(2)	OTTAVIANO RICHARD P & HARRIET J TRS						Yes
117180036560	01	029(2)	BAILEY DOUGLAS WADSWORTH & JANET PALM						Yes
117180039520	06	029(2)	REIDT THOMAS E & HELENA M TRUSTEES				TAV		Yes

APN (Parcel)	Use	Zoning Code	Assessee	Sites Num	Sites Street	Sites Type	Sites Community	Business Name	Redevel Area
117180039530	06	029(2)	BALESTRIERI KEN & JENNIFER L TRUSTEES				TAV		Yes
117180039540	06	029(2)	CAMERON BRIAN R TRUSTEE &				TAV		Yes
117180039550	06	029(2)	DREWSALVATO FAMILY L P				TAV		Yes
117180039560	06	029(2)	BALESTRIERI KENNETH M & JENNIFER L TRS				TAV		Yes
117180044510	04	029(2)	VANVALER BETTY C TRUSTEE ET AL						Yes
117180044520	04	029(2)	STEVENS ANTIQUES INC						Yes
117180044530	04	029(2)	ULSHAFER EDWARD & KAREN						Yes
117180044540	04	029(2)	ROCKWELL FRANKLIN D JR & CAROL J TRUSTEES						Yes
117180044550	04	029(2)	IRWIN ANTOINETTE						Yes
117180044560	04	029(2)	QUILICI VINCENT L & ELLEN M						Yes
117180046510	04	029(2)	FANOE JAMES D JR & KAREN L TRUSTEES						Yes
117180046520	04	029(2)	JIM FANOE INCORPORATED						Yes
117180046530	04	029(2)	MALONE STEPHEN & GAYLE TRUSTEES						Yes
117180046540	04	029(2)	BROWN JOHN STEVEN & PAULETTE WINDSOR						Yes
117180046550	04	029(2)	WYNN CHARLES C & BEVERLY J						Yes
117180046560	04	029(2)	ALESSANDRELLI ROBERT L & MARY F TRUSTEES, ET AL						Yes
117180047510	04	029(2)	SWEETBRIAR INC						Yes
117180047520	04	029(2)	MARR WILLIAM T & EILEEN T TRUSTEES						Yes
117180047530	04	029(2)	DEVRIES JOYCE R TRUSTEE						Yes
117180047540	04	029(2)	UNDERWOOD GERALD B & MARY ANN TRUSTEES						Yes
117180047550	04	029(2)	VOLZ JAMES H TRUSTEE ET AL						Yes
117180047560	04	029(2)	VOLZ JAMES TRUSTEE ET AL						Yes
117180013000	.	029(2) & (4)	PLACER COUNTY OF				TAV		Yes
117180014000	00	029(4)	BITTNER ELIZABETH L TR ET AL	7744	LAKE	BLVD	TAV		Yes
117180015000	02	029(4)	SHAW LEONARD & JUDITH B TRUSTEES ET AL	7750	LAKE	BLVD	TAV		Yes
117180016000	02	029(4)	SIMON SANDRA S TRUSTEE ET AL	7762	LAKE	BLVD	TAV		Yes
117180017000	01	029(4)	COFFENG HANS & MARGARET	7770	LAKE	BLVD	TAV		Yes
117180018000	01	029(4)	DAVIS CLAUDE G & CHRISTINE S TRUSTEES	7780	LAKE	BLVD	TAV		Yes
117180019000	01	029(4)	LONG SIDNE J TRUSTEE	7820	LAKE	BLVD	TAV		Yes
117180029000	01	029(4)	LINDBLOM ROBERT O & JEAN S TRS ET AL	7830	LAKE	BLVD	TAV		Yes
117180022000	01	029(4)	ANDERSON C E & ELEANOR C TRS	7840	LAKE	BLVD	TAV		Yes

**APPENDIX D
COMMERCIAL PROPERTIES
WITH RESIDENTIAL USE**

Table D.1: COMMERCIAL PROPERTIES WITH RESIDENTIAL USE

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevl Area
090073018000	*	029 (2) & (3)	PLACER COUNTY OF				KIN		
117180013000	*	029 (2) & (4)	PLACER COUNTY OF				TAV		Yes
117072010000	02	022 (1)	FEELEY DANIEL M & SUZANNE A, ET AL	6762	LAKE	BLVD	TAV		Yes
117072018000	02	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117071019000	02	022 (1)	GRANGER DEANA L	275	ANDERSON	RD	TAV		Yes
117071032000	02	022 (1)	GREEN NORMAN B	298	ANDERSON	RD	TAV		Yes
117071020000	02	022 (1)	SAWYER STEVEN T & SUE H	276	ANDERSON	RD	TAV		Yes
117110041000	02	022 (3)	WALSH JAMES R & VIRGINIA A TRUSTEES	7349	LAKE	BLVD	TAV		Yes
090134008000	02	029 (1)	DENTRAYGUES GABRIELLE &	8680	LAKE	BLVD	KIN		Yes
117180038000	02	029 (2)	BERVID JOHN & LYND	8030	LAKE	BLVD	TAV		Yes
090222019000	02	029 (2)	BUCHER JOE	210	CHIPMUNK	ST	KIN		Yes
090071034000	02	029 (2)	FUHRMANN FRED L & ANNE				KIN		Yes
090222017000	02	029 (2)	GIFFORD PETER J & ELIZABETH	200	CHIPMUNK	ST	KIN		Yes
090074004000	02	029 (3)	LEE FRANKLYN TRUSTEE ET AL	8368	RAINBOW	AVE	KIN		Yes
090075019000	02	029 (3)	SCHULTZ STEPHEN R & JOANNE	8358	TROUT	AVE	KIN		Yes
117180015000	02	029 (4)	SHAW LEONARD & JUDITH B TRUSTEES ET AL	7750	LAKE	BLVD	TAV		Yes
117180016000	02	029 (4)	SIMON SANDRA S TRUSTEE ET AL	7762	LAKE	BLVD	TAV		Yes
117071021000	05	022 (1)	FLAGG SCOTT	250	ANDERSON	RD	TAV		Yes
117110049000	05	022 (3)	LECLAIRE DARREL	7311	PLAZA	CIR	TAV		Yes
090122014000	05	029 (1)	KALANGE THOMAS & LAUREL	8533	BROOK	AVE	KIN		Yes
090122002000	05	029 (1)	KALANGE THOMAS A & LAUREL C	8448	TROUT	AVE	KIN		Yes
090123008000	05	029 (1)	NELSON PAULA L TRUSTEE ET AL	8581	LAKE	BLVD	KIN		Yes
090122024000	05	029 (1)	SCHNEIDER MICHAEL J	8515	BROOK	AVE	KIN		Yes
090122021000	05	029 (1)	SMITH CAROL GRESS	8537	BROOK	AVE	KIN	VICTORIA VILLAGE	Yes
090133008000	05	029 (1)	SMITH SUSAN F	8684	SALMON	AVE	KIN		Yes
090071021000	05	029 (2)	CAESAR MANUEL & HARRIETT	8123	LAKE	BLVD	KIN		Yes
090071004000	05	029 (2)	FERRARI CORPORATION	8108	RAINBOW	AVE	KIN		Yes
090071022000	05	029 (2)	FERRARI CORPORATION	8111	LAKE	BLVD	KIN		Yes
090071023000	05	029 (2)	FERRARI CORPORATION	8095	LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	SitusCommunity	Business Name	Redevel Area
090222016000	05	029 (2)	GIFFORD PETER J & ELIZABETH	8817	LAKE	BLVD	KIN		Yes
090192038000	05	029 (2)	HOLLERBACH MARK	8727	LAKE	BLVD	KIN		Yes
090071003000	05	029 (2)	TORRES RUBEN & MARTA Y	8094	RAINBOW	AVE	KIN		Yes
117072019000	07	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117072020000	07	022 (1)	GOTTLIEB ANNY TRUSTEE ET AL						Yes
117110011000	07	022 (3)	LAHL EDGAR & ALICE TRUSTEES				TAV		Yes
117110002000	07	022 (3)	NORTH TAHOE P U D	7028	LAKE	BLVD	TAV		Yes
090133007000	07	029 (1)	SMITH SUSAN F	8676	SALMON	AVE	KIN		Yes
090073001000	07	029 (2)	NORTH TAHOE PUBLIC UTILITY DISTRICT	8088	BROCKWAY VISTA	AVE	KIN		Yes
090074010000	07	029 (3)	HOLLERBACH MARK	8385	TROUT	AVE	KIN		Yes
117072012000	10	022 (1)	EISENHARD BRUCE T & NANCY K	6790	LAKE	BLVD	TAV		Yes
117071034000	10	022 (1)	KRAMER LARRY L & SHARON A	213	VISTA PINES	CIR	TAV		Yes
117071036000	10	022 (1)	KRAMER LARRY L & SHARON A	222	VISTA PINES	CIR	TAV		Yes
117071037000	10	022 (1)	KRAMER LARRY L & SHARON A	232	VISTA PINES	CIR	TAV		Yes
117071038000	10	022 (1)	KRAMER LARRY L & SHARON A	233	VISTA PINES	CIR	TAV		Yes
117071039000	10	022 (1)	KRAMER LARRY L & SHARON A	253	VISTA PINES	CIR	TAV		Yes
117071040000	10	022 (1)	KRAMER LARRY L & SHARON A	252	VISTA PINES	CIR	TAV		Yes
117100029000	10	022 (3)	CALIFORNIA STATE OF	7050	YAHO	AVE	TAV		Yes
117110043000	10	022 (3)	CALIFORNIA STATE OF	233	PINO GRANDE	AVE	TAV		Yes
117110045000	10	022 (3)	FINNICK JR JOHN P & JOANNE L	247	PINO GRANDE	AVE	TAV		Yes
117110005000	10	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7110	LAKE	BLVD	TAV		Yes
090126040000	10	029 (1)	MANSCH JOHN D JR ET AL	8689	SALMON	AVE	KIN		Yes
090126017000	10	029 (1)	MARTIN GLENN R				KIN		Yes
090222008000	10	029 (2)	CHODOS DAVID MANNING	237	BEAVER	ST	KIN		Yes
090222015000	10	029 (2)	GIFFORD PETER J & ELIZABETH	8827	LAKE	BLVD	KIN		Yes
090073009000	10	029 (2)	LANGSTON DEBI L	8252	BROCKWAY VISTA	AVE	KIN		Yes
090222009000	10	029 (2)	LEMONS F TED TRUSTEE ET AL		BEAVER	ST	KIN		Yes
090222010000	10	029 (2)	LEMONS F TED TRUSTEE ET AL	8945	LAKE	BLVD	KIN		Yes
117180027000	10	029 (2)	PLACER COUNTY OF				TAV		Yes
117071030000	11	022 (2)	LECLAIR DARREL	6891	LAKE	BLVD	TAV		Yes
090123015000	11	029 (1)	BERI VIVEK	8493	LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevel Area
090122010000	11	029 (1)	BRONSON WILLIAM ET AL	8491	BROOK	AVE	KIN		Yes
090123026000	11	029 (1)	BRUENING DAVID P & BARBARA L	8487	LAKE	BLVD	KIN		Yes
090123027000	11	029 (1)	BRUENING DAVID P & BARBARA L	8491	LAKE	BLVD	KIN		Yes
090134024000	11	029 (1)	CATRON LINDA	8626	LAKE	BLVD	KIN		Yes
090123010000	11	029 (1)	CRYSTAL CARLTON C TRUSTEE &	8561	LAKE	BLVD	KIN		Yes
090133003000	11	029 (1)	FLETSCHER CURT & DEBBIE ET AL	8635	LAKE	BLVD	KIN		Yes
090122017000	11	029 (1)	HUELLE JOSEPH	8591	BROOK	AVE	KIN		Yes
090123016000	11	029 (1)	LEWIS JOHN H ET AL	8499	LAKE	BLVD	KIN		Yes
090133018000	11	029 (1)	MARTIN GLENN R	8611	LAKE	BLVD	KIN		Yes
090134002000	11	029 (1)	MCCORMICK ROBERT M	8612	LAKE	BLVD	KIN		Yes
090134011000	11	029 (1)	WAINSCOAT JOHN & JULIE TRUSTEES	8710	LAKE	BLVD	KIN	BROCKWAY BAKERY	Yes
090126014000	11	029 (1)	WARD ROBERT H TRUSTEE, ET AL	8669	SALMON	AVE	KIN		Yes
090142025000	11	029 (2)	CARRILLO KEVIN & KATHLEEN				KIN	CHAR PIT	Yes
090142024000	11	029 (2)	CLACKUM JAMES W & SANDRA E TRUSTEES				KIN		Yes
090071001000	11	029 (2)	ENTNER JOHN J	8078	RAINBOW	AVE	KIN		Yes
090071002000	11	029 (2)	ENTNER JOHN J	8090	RAINBOW	AVE	KIN		Yes
090071025000	11	029 (2)	ENTNER JOHN J	8085	LAKE	BLVD	KIN		Yes
090071026000	11	029 (2)	ENTNER JOHN J	8079	LAKE	BLVD	KIN	J ENTNER DDS	Yes
090192031000	11	029 (2)	LANE WILLIAM M & LILY P TRUSTEES	8731	LAKE	BLVD	KIN		Yes
090075014000	11	029 (3)	COHEN MARTIN A & BARBARA M	8393	LAKE	BLVD	KIN		Yes
090075009000	11	029 (3)	FELTE JACOB TRUSTEE &	8399	LAKE	BLVD	KIN		Yes
090075025000	11	029 (3)	LAYTON JUDITH M	8331	LAKE	BLVD	KIN		Yes
117072015000	16	022 (1)	BLACK LAWRENCE H TRUSTEE, ET AL						Yes
117072016000	16	022 (1)	ROBINSON LORENZ P & FRANCES D TRUSTEE						Yes
117110013000	16	022 (3)	FOULK RUSSELL	7212	LAKE	BLVD	TAV		Yes
117110007000	16	022 (3)	RHODES R DOUGLAS & VICKI	7150	LAKE	BLVD	TAV		Yes
090134043000	16	029 (1)	SMITH RICHARD A &	8696	LAKE	BLVD	KIN		Yes
090134030000	16	029 (1)	WIGHTMAN KEVIN, ET AL	8702	LAKE	BLVD	KIN		Yes
090192003000	16	029 (2)	BARROW ROBERT W & KAREN S	8711	LAKE	BLVD	KIN		Yes
090192037000	16	029 (2)	CATRON LINDA	8723	LAKE	BLVD	KIN		Yes
090075002000	16	029 (3)	JURACH PHILLIP D & JUDITH S TRUSTEES ET AL	8313	LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevl Area
090074005000	16	029 (3)	MANFREDI RALPH A & NANCY P TRUSTEES ET AL	8376	RAINBOW	AVE	KIN		Yes
117072009000	18	022 (1)	DAVIS RICHARD E & BARBARA A	6750	LAKE	BLVD	TAV	VILLA VISTA RESORT	Yes
117071005000	18	022 (1)	HUNTLEY JOHN D ET AL	6565	LAKE	BLVD	TAV		Yes
117071012000	18	022 (1)	HUNTLEY JOHN D ET AL	6609	LAKE	BLVD	TAV		Yes
117072003000	18	022 (1)	HUNTLEY JOHN D ET AL	6570	LAKE	BLVD	TAV		Yes
117072004000	18	022 (1)	HUNTLEY JOHN D ET AL	6610	LAKE	BLVD	TAV		Yes
117072007000	18	022 (1)	KRAMER LARRY L & SHARON A	6674	LAKE	BLVD	TAV	BEESEYS COTTAGES	Yes
117071006000	18	022 (1)	OLIVE ENTERPRISES INC	6589	LAKE	BLVD	TAV	CEDAR GLEN LODGE	Yes
117071015000	18	022 (1)	RAFTON MICHAEL G & JENNIE T TRUSTEES	6731	LAKE	BLVD	TAV	VISTA SHORES RESORT	Yes
117072008000	18	022 (1)	RAFTON MICHAEL G & JENNIE T TRUSTEES	6724	LAKE	BLVD	TAV		Yes
117071004000	18	022 (1)	ROE AUDREY ANN TRUSTEE	6549	LAKE	BLVD	TAV	CHARMEY CHALET	Yes
117071008000	18	022 (1)	ROE AUDREY ANN TRUSTEE	6527	LAKE	BLVD	TAV		Yes
117072017000	18	022 (1)	THE TAHOE DUNES ASSOCIATION						Yes
117071013000	18	022 (1)	ZAHLER ENTERPRISES INC	6631	LAKE	BLVD	TAV		Yes
117071029000	18	022 (1) & (2)	MILLER RALPH &	6873	LAKE	BLVD	TAV		Yes
117071028000	18	022 (1) & (2)	MOURELATOS FAMILY LIMITED PARTNERSHIP	6835	LAKE	BLVD	TAV		Yes
117072013000	18	022 (2)	MOURELATOS FAMILY LIMITED PARTNERSHIP	6834	LAKE	BLVD	TAV	MOURELATOS LAKESHORE RESORT	Yes
117100026000	18	022 (3)	BOORAS GEORGE & ANGELA	7081	LAKE	BLVD	TAV		Yes
117110038000	18	022 (3)	CATRON LINDA	7255	LAKE	BLVD	TAV		Yes
117110008000	18	022 (3)	COHEN MARTIN A & BARBARA M	7170	LAKE	BLVD	TAV	SHORE HOUSE	Yes
117110001000	18	022 (3)	NORTH TAHOE PUBLIC UTILITY DIST	7010	LAKE	BLVD	TAV		Yes
117110019000	18	022 (3)	PATTERSON ALVINA TRUSTEE	7276	LAKE	BLVD	TAV	HOLIDAY HOUSE THE	Yes
117100023000	18	022 (3)	PRZYBYSLAWSKI PETER & BEATA	7035	LAKE	BLVD	TAV		Yes
090133016000	18	029 (1)	SIMONCINI MARC E & JULIA R TRUSTEES	8623	LAKE	BLVD	KIN		Yes
090222012000	18	029 (2)	AC&M COMPANY INC	8931	LAKE	BLVD	KIN	FOOTHILL MOTEL	Yes
090071005000	18	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8141	LAKE	BLVD	KIN	BIG 7 MOTEL	Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevel Area
090071019000	18	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8159	LAKE	BLVD	KIN	BIG 7 MOTEL	Yes
090142026000	18	029 (2)	BEKKER ANTHONY R & KELLY R					TA TEL LODGE	Yes
090072009000	18	029 (2)	FERRARI CORPORATION	8226	LAKE	BLVD	KIN		Yes
090072027000	18	029 (2)	FERRARI CORPORATION	8200	LAKE	BLVD	KIN		Yes
090073006000	18	029 (2)	FERRARI CORPORATION	8200	BROCKWAY VISTA	AVE	KIN	CROWN MOTEL	Yes
090073007000	18	029 (2)	FERRARI INVESTMENT LLC	8226	BROCKWAY VISTA	AVE	KIN	FALCON LODGE	Yes
090192053000	18	029 (2)	FRANKLIN CHARLES H & ALIECE P TRUSTEES	221	CHIPMUNK	ST	KIN		Yes
090071017000	18	029 (2)	FUHRMANN FRED L & ANNE TRS	8199	LAKE	BLVD	KIN	ANNS COTTAGES	Yes
090221016000	18	029 (2)	GARDINER JAMES P				KIN		Yes
090072028000	18	029 (2)	HODGSON FREDRICK W & LINDA H	8258	LAKE	BLVD	KIN	FALCON LODGE THE	Yes
090071033000	18	029 (2)	HOWARD JUNE				KIN	SNOW PEAK LODGE	Yes
090072002000	18	029 (2)	IGARASHI PORTIA K TRUSTEE ET AL	8092	LAKE	BLVD	KIN		Yes
090072026000	18	029 (2)	KINGS BEACH MOTEL ASSOCIATES	8308	LAKE	BLVD	KIN	SUN N SAND LODGE	Yes
090072029000	18	029 (2)	LAFERRIERE BRYANT H & LANAY A TRUSTEES	8268	LAKE	BLVD	KIN	TUBBERY THE	Yes
090072006000	18	029 (2)	LAMB RAY A	8194	LAKE	BLVD	KIN	GOLDCREST RESORT MOTEL	Yes
090073005000	18	029 (2)	LAMB RAY A	8178	BROCKWAY VISTA	AVE	KIN		Yes
090142001000	18	029 (2)	NORTH LAKE LODGE LLC	8716	LAKE	BLVD	KIN	NORTH LAKE LODGE	Yes
090142002000	18	029 (2)	NORTH LAKE LODGE LLC	8720	LAKE	BLVD	KIN		Yes
090192004000	18	029 (2)	PARDINI GENERAL PARTNERSHIP	8717	LAKE	BLVD	KIN		Yes
090142023000	18	029 (2)	PATEL ANCIL C & NAYNA A	8742	LAKE	BLVD	KIN	STEVENSONS HOLLIDAY INN	Yes
090192025000	18	029 (2)	PETERSEN JAMES M	8755	LAKE	BLVD	KIN	NORTH SHORE LODGE	Yes
090142007000	18	029 (2)	SABLE ARTHUR J JR & MISCHEL G	8762	LAKE	BLVD	KIN	WATERS OF TAHOE	Yes
090221002000	18	029 (2) & X	PAGANELLI JOHN & ELIZABETH	8772	LAKE	BLVD	KIN		Yes
090222007000	18	029 (2) & X	SMITH SUSAN F	8863	LAKE	BLVD	KIN		Yes
090074009000	18	029 (3)	HOLLERBACH MARK	265	BEAR	ST	KIN		Yes
090074008000	18	029 (3)	MAITA PHILIP & MICHELLE ET AL	279	BEAR	ST	KIN	SEVEN PINES MOTEL	Yes
090075018000	18	029 (3)	MOORE BARBARA JEANNE TRUSTEE	8345	LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevl Area
090074002000	18	029 (3)	MOSHY RAYMOND J & LESLIE C, ET AL	8315	TROUT	AVE	KIN		Yes
090074018000	18	029 (3)	MOSHY RAYMOND J & LESLIE C, ET AL	8305	TROUT	AVE	KIN		Yes
117071003000	20	022 (1)	ROE AUDREY ANN TRUSTEE				TAV		Yes
117110009000	20	022 (3)	COHEN MARTIN A & BARBARA M				TAV		Yes
117100024000	20	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7055	LAKE	BLVD	TAV		Yes
117100025000	20	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT				TAV		Yes
117110018000	20	022 (3)	SAN MARCOS PROPERTIES	7260	LAKE	BLVD	TAV		Yes
117110061000	20	022 (3)	WALSH JAMES R & VIRGINIA A TRUSTEES, ET AL						Yes
090123021000	20	029 (1)	BERI VIVEK	8500	BROOK	AVE	KIN		Yes
090134042000	20	029 (1)	BOVE CARMINE & JOYCE L TRUSTEES	8694	LAKE	BLVD	KIN		Yes
090122025000	20	029 (1)	BRONSON WILLIAM ET AL	8461	BROOK	AVE	KIN		Yes
090122026000	20	029 (1)	BRONSON WILLIAM ET AL				KIN		Yes
090123025000	20	029 (1)	BRUENING DAVID P & BARBARA L		BROOK	AVE	KIN		Yes
090122022000	20	029 (1)	CALIFORNIA STATE OF	8581	BROOK	AVE	KIN		Yes
090134007000	20	029 (1)	HUNTER JOHN W JR ET AL	8676	LAKE	BLVD	KIN		Yes
090123019000	20	029 (1)	MELIN RAGNAR A JR & ANITA S TRS		LAKE	BLVD	KIN		Yes
090126020000	20	029 (1)	PECHKITE REGINA		SALMON	AVE	KIN		Yes
090122019000	20	029 (1)	SHELTON DAVID R & JENNIFER L	8445	BROOK	AVE	KIN		Yes
090133006000	20	029 (1)	SMITH CHARLES E	8666	SALMON	AVE	KIN		Yes
090133009000	20	029 (1)	SMITH SUSAN F	229	FOX	ST	KIN		Yes
090071031000	20	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8186	RAINBOW	AVE	KIN		Yes
090071032000	20	029 (2)	APOSTOLIDIS DIMITRIOS & MARIA TRUSTEES	8166	RAINBOW	AVE	KIN		Yes
090071008000	20	029 (2)	FUHRMANN FRED L & ANNE TRS	8200	RAINBOW	AVE	KIN		Yes
090192027000	20	029 (2)	LANE WILLIAM M & LILY P TRUSTEES		MINNOW	AVE	KIN		Yes
090072018000	20	029 (2)	MOONEY FRANK F & CHRISTINE M				KIN		Yes
090192030000	20	029 (2)	PACIFIC TELEPHONE & TELEGRAPH	8741	MINNOW	AVE	KIN		Yes
090221001000	20	029 (2)	PLACER COUNTY OF	8766	LAKE	BLVD	KIN		Yes
117180005000	20	029 (2)	PLACER COUNTY OF	8031	LAKE	BLVD	TAV		Yes
090221013000	20	029 (2)	RONNING ERIC I	8776	LAKE	BLVD	KIN		Yes
090221014000	20	029 (2)	RONNING ERIC I		LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevl Area
090192055000	20	029 (2)	TIMBERLAND PROPERTIES LLC	8793	LAKE	BLVD	KIN		Yes
090072023000	20	029 (2)	WILLIAMS PATRICK M & CATHERINE G TRUSTEES ET AL	8150	LAKE	BLVD	KIN		Yes
090080005000	20	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090080007000	20	029 (3)	CALIFORNIA STATE OF				KIN		Yes
090074022000	20	029 (3)	HOLLERBACH MARK		TROUT	AVE	KIN		Yes
090074013000	20	029 (3)	MONFORTE SALVATORE & JOHANNA W TELLER, ET AL	8365	TROUT	AVE	KIN		Yes
090074021000	20	029 (3)	MONFORTE SALVATORE F & JOHANNA		TROUT	AVE	KIN		Yes
090074007000	20	029 (3)	RISSONE PETER VINCENT ET AL	8384	RAINBOW	AVE	KIN		Yes
090080001000	20	029 (3)	TOUGAS BERNARD E & DORIS G TRUSTEES	8338	LAKE	BLVD	KIN		Yes
090080002000	20	029 (3)	TOUGAS BERNARD E & DORIS G TRUSTEES	8354	LAKE	BLVD	KIN		Yes
117110015000	21	022 (3)	MCCARTHY PATRICIA A TRUSTEE ET AL	7230	LAKE	BLVD	TAV		Yes
117110003000	21	022 (3)	NORTH TAHOE PUBLIC UTILITY DISTRICT	7046	LAKE	BLVD	TAV		Yes
117110014000	21	022 (3)	TAHOE VISTA INN & MARINA LLC	7220	LAKE	BLVD	TAV		Yes
117110060000	21	022 (3)	WALSH JAMES R & VIRGINIA A TRUSTEES	7320	LAKE	BLVD	TAV		Yes
090134001000	21	029 (1)	CALIFORNIA STATE OF	8608	LAKE	BLVD	KIN		Yes
090123011000	21	029 (1)	CATRON LINDA SUE	8519	LAKE	BLVD	KIN		Yes
090192001000	21	029 (1)	DORAN JOHN J & DONNA	8703	LAKE	BLVD	KIN		Yes
090134006000	21	029 (1)	IRWIN DAVID F	8658	LAKE	BLVD	KIN		Yes
090123018000	21	029 (1)	JOHNSON ROBERT A	8501	LAKE	BLVD	KIN		Yes
090133010000	21	029 (1)	TODARO ANGELO TRUSTEE	8697	LAKE	BLVD	KIN		Yes
090072024000	21	029 (2)	BENOIST MICHAEL DUANE	8160	LAKE	BLVD	KIN	CROSSWINDS CAFE	Yes
090072030000	21	029 (2)	LAFERRIERE BRYANT H & LANAY A TRUSTEES	8290	LAKE	BLVD	KIN	STEAMERS	Yes
090072003000	21	029 (2)	RUTKOWSKI DONALD J TRUSTEE, ET AL	8106	LAKE	BLVD	KIN		Yes
090192056000	21	029 (2)	SHAW LAURIE JEAN	8791	LAKE	BLVD	KIN		Yes
090123024000	23	029 (1)	PLACER SAVINGS & LOAN ASSOC	8475	LAKE	BLVD	KIN		Yes
090122028000	23	029 (1)	TREUENFELS HANSPETER P F	200	BEAR	ST	KIN		Yes
090071030000	23	029 (2) & (3)	HERRNDORF HANS & BERTHA TRS	8245	LAKE	BLVD	KIN		Yes
117180012000	25	029 (2)	BEACON OIL COMPANY	8070	LAKE	BLVD	TAV	ULTRAMAR INC #601	Yes
090192041000	25	029 (2)	TIMBERLAND PROPERTIES LLC	8799	LAKE	BLVD	KIN		Yes

APN (Parcel)	Use	Zoning Code	Assessee	SitusNum	SitusStreet	SitusType	Situs Community	Business Name	Redevel Area
090192017000	25	029 (2)	WALDMANWEGENER INCORPORATED	8771	LAKE	BLVD	KIN		Yes
117180007000	25	029 (2)	ZYDNER PAUL B TRUSTEE	8001	LAKE	BLVD	TAV		Yes
090080006000	25	029 (3)	CALIFORNIA STATE OF	8398	LAKE	BLVD	KIN		Yes
090075020000	25	029 (3)	EQUILON ENTERPRISES LLC	8365	LAKE	BLVD	KIN		Yes
090071029000	25	029 (3)	LAFERRIERE BRYANT H & LANAY A TRUSTEES, ET AL	8299	LAKE	BLVD	KIN		Yes
090133011000	27	029 (1)	TODARO ANGELO TRUSTEE, ET AL	8693	LAKE	BLVD	KIN		Yes
090122027000	27	029 (1)	TREUENFELS HAMPETER P F	8423	BROOK	AVE	KIN		Yes
090126021000	28	029 (1)	BARBER KATHERINE A ET AL	8679	SALMON	AVE	KIN		Yes
090126022000	28	029 (1)	BARBER KATHERINE A ET AL	8685	SALMON	AVE	KIN		Yes
090126024000	28	029 (1)	BARBER RUTH G	8673	SALMON	AVE	KIN	HAND FORTUNE COURT O	Yes
090123006000	28	029 (1)	CATRON LINDA SUE	8545	LAKE	BLVD	KIN		Yes
090122030000	28	029 (1)	STOKER INVESTMENT TRUST				KIN		Yes
090192052000	28	029 (2)	FRANKLIN CHARLES H & ALIECE P TRUSTEES	8888	MINNOW	AVE	KIN		Yes
090074020000	28	029 (3)	MOORE DARRELL ET AL	8349	TROUT	AVE	KIN		Yes
090123017000	31	029 (1)	BRUENING DAVID P ET AL	8530	BROOK	AVE	KIN		Yes
090123009000	31	029 (1)	MYRMEL ROBERT & CAROLYN	8571	LAKE	BLVD	KIN		Yes
090134005000	31	029 (1)	PROCISSI BASILIO TRUSTEE ET AL	8636	LAKE	BLVD	KIN		Yes
090221021000	31	029 (2)	JOHNSON BRADLEY W TRUSTEE ET AL						Yes
090221020000	31	029 (2)	RONNING ERIC						Yes

**APPENDIX E
KINGS BEACH AND TAHOE VISTA
FOCUS GROUP SUMMARY**

KINGS BEACH AND TAHOE VISTA FOCUS GROUP SUMMARY

The following list represents key points discussed in the Kings Beach focus groups held on June 7 and June 14 of 2001.

The following economic gateways were recognized in the focus groups:

Coming Westbound on Hwy 28 into Kings Beach

- Gas station/burnt building
- Bottom of hill- 2 lanes into 4
- 7-Eleven/street light/sidewalk

Coming Eastbound on Hwy 28 into Kings Beach

- Intersection of 267 and 28
- Safeway
- Lanza's
- Triple A (AAA)
- Open Vista- Park Across from Safeway

Coming Southbound on Hwy 267 into Kings Beach

- Waving Bear/ Golf Course
- 28/267 intersection

Coming Westbound into Tahoe Vista

- N. Tahoe Marina
- Sunsets
- Marsh
- Old Range Steakhouse

Coming Eastbound on Hwy 28 into Tahoe Vista

- Garwood
- Turns into four lanes/Cottonwood Lodge
- Triple A (AAA)
- Spindle Shank
- Change in land use from residential

Some of the strengths recognized in the focus groups compared to other cities in the Tahoe Basin were:

- Fresh air, beach, trees, proximity to services
- Motels, but not hotels
- Tourist accommodations
- Beach position- South facing
- Beach/lake access
- Laid back, quiet- the North Shore is “Tahoe”
- Close to Incline village and North Star
- Great restaurants with quality, low prices and variety
- TRPA. Plans.
 - Limit land coverage
 - Limit parking
- Ethnic diversity
- Economic diversity
- Conference Center- weddings
- Art
 - Fairs
 - Post office node
 - Art shows- coffee shop
- Close to club- gambling destination
- Close to Reno Airport- Mt. Rose Highway/ 267 Bypass
- Centrally located
- Golf Course/settling pond
- Sidewalk from Safeway to Golf Course
- Boys & Girls Club/School

Some of the challenges relating directly to business retention, expansion and attraction are summarized below:

- Housing
 - Lack of available rental stock
 - Busing
- Conservancy buying up property
 - Drives up price of land
 - Take potential housing land
- Public Works
 - Inefficient and lack of accountability
 - Slow to respond and move on things because they look at smaller issues (rain on rocks)
- Strict growth limits
- TRPA
- Regulations have out priced the little guy
 - Businesses have to hire consultants to sweet-talk the agencies in order to get things done.
 - Broad-based county regulations (Regulations fit one area of the county, but not necessarily Kings Beach)
 - Business owners want out of Kings Beach, but they can't get out
- Traffic
 - Speed is too fast
 - Congestion is from permanent residents
 - Predictable traffic density cycles
- Parking
- Transportation
 - Frequency 1 hour- should be 30 minutes
 - Last bus at 17:00- should be at 21:00, weekends until 24:00
- Lack of allocated commercial space- not enough space to service people
- Seasonal variations are big
- Restaurants close at 22:00
- Adequate communication for diverse community and foreign visitors
- Infrastructure- roads, parking, bike trails- people don't get out
- No internet access, need DSL
- Reception
- Indian gaming
- Kings Beach has no representation to the County

The needs related directly to business retention, expansion and attraction discussed at the focus groups are given below:

- Commercial land coverage
- Parking
- Employee housing
- TRPA/county regulation processes
- Water/sewer rights
- Broaden width of business core (make two parallel streets)
- Travelers Access (By-pass roads)
- More lake access/slips/buoys
- Sidewalks
- Traffic speed
- Exercise redevelopment powers (county)
- Reduce traffic- home delivery of mail
- Trash Clean-up
- Anchor Project- lots into mall
- Transportation
- Building Facelifts
- Create space- add-on
- Increase customers
- Create an identity- Art colony, beach
- Promote Kings Beach identity
- Skating recreation for kids
- Snow removal
- Employees
- Marked crosswalks
- Reliable employees
- Training for employees
- New signage
- Maintain low-key urban character

Some of the major action items that were suggested to meet the needs mentioned above:

- Commercial land coverage
 - Talk to CA Attorney General and get realistic allocations of commercial land
 - Allow more coverage in the commercial areas
 - Re-zone land (create centralized hubs)
- Exercise redevelopment powers
 - Project needs to be large enough to make a significant impact
- Parking
 - Stacked or underground parking
 - Create a shopping center (examples: Lahaina, Maui and Coeur d'Alene, Idaho)
 - Buy land on fringe of community
 -
- Improve TRPA/county regulation processes
 - Get county government involved in community (distance)
 - Incorporate Kings Beach
 - Give (put back into their hands) defined authority to the Board of Supervisors
- Housing
 - Build project with a minimum of 200 units
- Speed
 - Flashing light/more lights
 - Reduce speed limit to 25 MPH
 - Reduce lanes to 3
- Transportation
 - Shuttle clubs to Carnelian Bay
 - Longer hours
 - Accommodate seasonal changes
- Sidewalks
 - Uniform sidewalks (width, appearance) for commercial cleaning
 - Extend sidewalks
 - Handicap
 - Lights along sidewalk

**APPENDIX F
KINGS BEACH AND TAHOE VISTA
COMMERCIAL CORE BUSINESS INVENTORY**

KINGS BEACH AND TAHOE VISTA COMMERCIAL CORE BUSINESS INVENTORY

KINGS BEACH

Business Name	Address	City	Zip	In Redevel. Area
7 Eleven Store 15183e 2236	8593 N Lake Blvd	Kings Beach	96143	Yes
7 Pines Motel	279 Bear Street	Kings Beach	96143	Yes
Abels Maintenance	8361 Speckled Ave	Kings Beach	96143	Yes
Affordable Linen Service	8402 Speckled Ave	Kings Beach	96143	Yes
Affordable Maintenance	8548 Cutthroat	Kings Beach	96143	Yes
Agate Bay Animal Hospital	8428 Trout Ave	Kings Beach	96143	Yes
All Natural Health Care	8611 N Lake Blvd	Kings Beach	96143	Yes
Alpine Cabinet & Furniture	615 Coon St Unit 2a	Kings Beach	96143	Yes
Alpine Marine	7898 N Lake Ave	Kings Beach	96143	Yes
Alpine Stone Works	8463 Speckled Ave	Kings Beach	96143	Yes
Alpine Towing	620 Bear Street	Kings Beach	96143	Yes
Als Upholstery	8461 Speckled Ave	Kings Beach	96143	Yes
American Mortgage Acceptance	8581 N Lake Blvd	Kings Beach	96143	Yes
Ameristar Financial Services Inc.	8611 N Lake Blvd.	Kings Beach	96143	Yes
Andersons Construction & Snow Removal	804 N Shore Blvd	Kings Beach	96143	Yes
Anns Cottages	8199 N Lake Blvd	Kings Beach	96143	Yes
Apach E Firewood	8241 Speckled	Kings Beach	96143	Yes
Aragon Enterprises	8329 Speckled Ave	Kings Beach	96143	Yes
Arthur Repair	8472 Cutthroat	Kings Beach	96143	Yes
As You Wish	8397 N Lake Blvd	Kings Beach	96143	Yes
Aspen Home Improvements	701 Chipmunk	Kings Beach	96143	Yes
Beck Realty	8700 N Lake Blvd	Kings Beach	96143	Yes
Bergmann John Print Art	8401 N Lake Blvd	Kings Beach	96143	Yes
Big 7 Motel	8141 N Lake Blvd	Kings Beach	96143	Yes
Boneteria Rosita	8645 D N Lake Blvd	Kings Beach	96143	Yes
Boulder Gallery	8723 N Lake Blvd	Kings Beach	96143	Yes
Brads High Performance	8784 N Lake Blvd Unit B	Kings Beach	96143	Yes
Brockway Bakery	8710 N Lake Blvd	Kings Beach	96143	Yes
Brockway Theatre	8707 N Lake Blvd	Kings Beach	96143	Yes
Bruening Associates	8487 N Lake Blvd	Kings Beach	96143	Yes
Burdick Excavating	8555 Cutthroat	Kings Beach	96143	Yes
C & H Heating & Sheet Metal	8493 Cutthroat St	Kings Beach	96143	Yes
California Pacific Realty	8299 N Lake Blvd	Kings Beach	96143	Yes
Char Pit	8732 N Lake Blvd	Kings Beach	96143	Yes
China Express Restaurant	8501 N Lake Blvd	Kings Beach	96143	Yes
Chuck's Bait & Tackle	8692 N Lake Blvd #6	Kings Beach	96143	Yes
Concord Locks	8230 Rainbow Ave	Kings Beach	96143	Yes
Cox-Liebendorfer	8106 N Lake Blvd	Kings Beach	96143	Yes
Crosswind Cafe	8160 N Lake Blvd	Kings Beach	96143	Yes
Crown Motel	8200 N Lake Blvd	Kings Beach	96143	Yes

KINGS BEACH (CONTINUED)

Business Name	Address	City	Zip	In Redev. Area
Cruz Control	8493 N Lake Blvd	Kings Beach	96143	Yes
C-Tahoe Realty	8203 N Lake Blvd	Kings Beach	96143	Yes
Danas Sports	8338 N Lake Blvd	Kings Beach	96143	Yes
Dave's Ski Shop	N Lake Blvd	Kings Beach	96143	Yes
Dave's World Inc	8299 N Lake Blvd	Kings Beach	96143	Yes
De Berg	695 Wolf	Kings Beach	96143	Yes
Debra Design	8345 (8349) Trout	Kings Beach	96143	Yes
Dolley Enterprise Inc	620 Bear St	Kings Beach	96143	Yes
Eagle Development	8592 Cutthroat Ave	Kings Beach	96143	Yes
El Cortez	8487 N Lake Blvd	Kings Beach	96143	Yes
Entner John Dds	8079 N Lake Blvd	Kings Beach	96143	Yes
Enviro Tec Serv Corp	8731 N Lake Blvd	Kings Beach	96143	Yes
Fairway Excavating Inc.	8472 Speckled	Kings Beach	96143	Yes
Falcon Lodge	8258 N Lake Blvd	Kings Beach	96143	Yes
Fallon Multimedia	8606 Cutthroat Ave	Kings Beach	96143	Yes
Feeley Anne Cleaning	8105 Speckled St	Kings Beach	96143	Yes
Feeley Enterprise	8121 Speckled Ave	Kings Beach	96143	Yes
Felte Service & Supply	8383 Speckled Ave	Kings Beach	96143	Yes
Firnspiegel L L C	8130 N Lake Blvd	Kings Beach	96143	Yes
Frank C Maguire	8680 N Lake Blvd	Kings Beach	96143	Yes
Friends Of Kings Besch Library	Kings Beach State Park	Kings Beach	96143	
Front Porch	8331 N Lake Blvd	Kings Beach	96143	Yes
Gold Crest Resort Motel	8194 No Lake Blvd	Kings Beach	96143	Yes
Goldcrest Water Ski School Inc	8194 N Lake Blvd	Kings Beach	96143	Yes
Greenstone Glass Inc	615 Coon St 6	Kings Beach	96143	Yes
Greg Handyman Services	8374 Cutthroat Ave	Kings Beach	96143	Yes
Haberger Produce Plus	660 Bear Street	Kings Beach	96143	Yes
Hand Jive	497 Brassie Ave	Kings Beach	96143	Yes
Hand O Fortune Court	8679 Salmon	Kings Beach	96143	Yes
Harrison Tax Preparation	8538 Cutthroat	Kings Beach	96143	Yes
Head Start Child Development Center	8425 Cutthroat	Kings Beach	96143	Yes
Hiro Sushi	8159 N Lake Blvd	Kings Beach	96143	Yes
Holly Holly Ox N Clean Service	268 Bear St 8	Kings Beach	96143	Yes
Huffs Heating & A C	675 Bear St	Kings Beach	96143	Yes
Incline Investment Associates	265 Bear Street	Kings Beach	96143	Yes
Incline Village Service Group	8395 Cutthroat	Kings Beach	95643	Yes
Independent Maintenance & Roof	8719 Cutthroat	Kings Beach	96143	Yes
Independent Marketing Services	8496 Cutthroat	Kings Beach	96143	Yes
J C Electric	8399 N Lake Blvd	Kings Beach	96143	Yes
Jasons Jcw Inc	8338 N Lake Blvd	Kings Beach	96143	Yes
Java Hut	8268 N Lake Blvd	Kings Beach	96143	Yes
Jo Mars Pet Coiffures	8775 (8771) N Lake Blvd	Kings Beach	96143	Yes
Joby's Music	8623 N Lake Blvd	Kings Beach	96143	Yes
Johnson T L Bookkeeping	8734 Cutthroat	Kings Beach	96143	Yes
Jonis	8421 (8561) N Lake Blvd	Kings Beach	96143	Yes
Josis Company	8173 W Lake Blvd	Kings Beach	96143	Yes
Kentucky Fried Chicken	8697 Hwy 28	Kings Beach	96143	Yes
Kilim	8675 No Lake Blvd	Kings Beach	96143	Yes
King And I	8623 N Lake Blvd	Kings Beach	96143	Yes
King Asphalt Seal	8545 N Lake Blvd	Kings Beach	96143	Yes

KINGS BEACH (CONTINUED)

Business Name	Address	City	Zip	In Redev. Area
Kings Beach Car Wash	8775 N Lake Blvd	Kings Beach	96143	Yes
Kings Beach Library	Kings Beach State Beach	Kings Beach	96143	
Kings Beach Miniature Golf	8693 N Lake Blvd	Kings Beach	96143	Yes
Kings Beach Shell	8369 N Lake Blvd	Kings Beach	96143	Yes
Kings Beach Swissmart	8797 (8799) N Lake Blvd	Kings Beach	96143	Yes
Kings Beach Tang Soo Do Karate	8318 N Lake Blvd	Kings Beach	96143	Yes
Krauss Engineering	8547 Speckled Ave	Kings Beach	96143	Yes
La Comunidad Unida	Kings Beach State Park	Kings Beach	96143	
La Comunida Unida's	Kings Beach State Beach	Kings Beach	96143	
La Petite Styling Salon	8723 N Lake Blvd	Kings Beach	96143	Yes
Lake Air Resort	269 Bear	Kings Beach	96143	Yes
Lake Of The Sky Real Estate Co	8080 N Lake Blvd	Kings Beach	96143	Yes
Lake Tahoe Wellness Center	695 Wolf Street	Kings Beach	96143	Yes
Lakeside Gallery & Gifts	8636 No Lake Blvd	Kings Beach	96143	Yes
Las Panchitas	8345 No Lake Blvd	Kings Beach	96143	Yes
Layton Donald	8320 Cutthroat St	Kings Beach	96143	Yes
Lesley B.S. Cmt	8667 Rainbow Unit C	Kings Beach	96143	Yes
Lisa's Luscious Preserves	8619 Speckled #5	Kings Beach	96143	Yes
Lisa's Motel	8159 N Lake Blvd	Kings Beach	96143	Yes
Lu Asia Imports	8397 N Lake Blvd	Kings Beach	96143	Yes
Lucky 7 Tattoo And Piercing	8635 N Lake Blvd	Kings Beach	96143	Yes
Lundholm Gloria M F C T	8645 N Lake Blvd 8	Kings Beach	96143	Yes
Maguire Frank Christmas Trees	8680 N Lake Blvd	Kings Beach	96143	Yes
Mansch John Construction	245 Fox Street	Kings Beach	95643	Yes
Martin's Hauling	227 Bear Street #2	Kings Beach	96143	Yes
Meldisco/Thrifty Inc. 7739	8245 N Lake Blvd	Kings Beach	96143	Yes
Merles Music	8491 Brook Ave	Kings Beach	96143	Yes
Mexicana Meat Market	8515 Brook Ave	Kings Beach	96143	Yes
Michael Company	735 Coon St	Kings Beach	96143	Yes
Mooney Frank F CPA	8096 N Lake Blvd	Kings Beach	96143	Yes
Mooses Tooth Café	400 Brassie	Kings Beach	96143	Yes
Mountain Kitchens	8599 Speckle C	Kings Beach	96143	Yes
Mountaineer Real Estate	8421 N Lake Blvd	Kings Beach	96143	Yes
Mr Video	8612 N Lake Blvd	Kings Beach	96143	Yes
N. Lake Tahoe's Mountain Music Academy	8472 Cutthroat Ave	Kings Beach	96143	Yes
Noahs	8645 N Lake Blvd	Kings Beach	96143	Yes
Norman Signs	8787 Cutthroat Ave	Kings Beach	96143	Yes
North Lake Lodge LLC	8716 N Lake Blvd	Kings Beach	96143	Yes
North Lake Tahoe Realty	8645 N Lake Blvd	Kings Beach	96143	Yes
North Shore Chiropractic	8611 N Lake Blvd	Kings Beach	96143	Yes
North Shore Flooring	8313 N Lake Blvd	Kings Beach	96143	Yes
North Shore Hardware	200 Secline Street	Kings Beach	96143	Yes
North Shore Lodge	8755 N Lake Blvd	Kings Beach	96143	Yes
North Tahoe Academy Of Dance	8608 N Lake Blvd	Kings Beach	96143	Yes
North Tahoe Business Assoc	Kings Beach State Park	Kings Beach	96143	
North Tahoe Little League	Kings Beach State Park	Kings Beach	96143	
O' Brien's Mobile Home Park	8345 (8349) Trout	Kings Beach	96143	Yes
Oscar The Ice Cream Man	8727 N Lake Blvd	Kings Beach	96143	Yes
Outsource Xpress	8491 Brook Ave.	Kings Beach	96143	Yes
P & L Chimney Inc.	8493 Cutthroat Ave	Kings Beach	96143	Yes

KINGS BEACH (CONTINUED)

Business Name	Address	City	Zip	In Redev. Area
Pelusus Apizza	8791 N Lake Blvd	Kings Beach	96143	Yes
Pelusus Fine Foods	8619 Speckled Ave 5	Kings Beach	96143	Yes
Phil Thompson	8619 Speckled	Kings Beach	96143	Yes
Pinerose Productions	8374 Cutthroat Way	Kings Beach	96143	Yes
Placer Health laboratory	8665 Salmon	Kings Beach	96143	Yes
Placer Medical Clinic	8665 Salmon	Kings Beach	96143	Yes
Placer Sierra Bank	8475 N Lake Blvd	Kings Beach	96143	Yes
Potters Wheel	8331 N Lake Blvd A	Kings Beach	96143	Yes
Powells Personal Detail	8775 N Lake Blvd	Kings Beach	96143	Yes
Printart	8491 Brook Ave	Kings Beach	96143	Yes
Quality Window Cleaning	8700 N Lake Tahoe Blvd 2	Kings Beach	96143	Yes
Re Nue Carpet Care	8421 N Lake Blvd	Kings Beach	96143	Yes
Rockwood Inc.	8179 Speckled	Kings Beach	96143	Yes
Rockwood Lot Clean Excavating	210 Chipmunk	Kings Beach	96143	Yes
Rosemary's Ribs Outlet	8635 N Lake Blvd	Kings Beach	96143	Yes
Sagan/Rich Construction Mgmt Inc.	8581 N Lake Blvd	Kings Beach	96143	Yes
Scenic Properties	8611 N Lake Blvd	Kings Beach	96143	Yes
Scott P.T.	8352 Speckled Ave	Kings Beach	96143	Yes
Sierra Flooring	8465 Speckled	Kings Beach	96143	Yes
Sierra Mail	8491 Brook Ave	Kings Beach	96143	Yes
Sierra Pacific Coffee Company	8790 N Lake Blvd	Kings Beach	96143	Yes
Sierra Shirts Of North Shore	8696 N Lake Blvd	Kings Beach	96143	Yes
Sierra Sun Cottage	268 Bear	Kings Beach	96143	Yes
Sierra T V	8338 No Lake Blvd	Kings Beach	96143	Yes
Sierra Tahoe Dreams	8393 N Lake Blvd	Kings Beach	96143	Yes
Sierra Tahoe Equipment	615 Coon St	Kings Beach	96143	Yes
Silver Pines Motel	8468 Rainbow	Kings Beach	96143	Yes
Sonido Estrella Musical	8715 Salmon Ave Sp 31	Kings Beach	96143	Yes
Steamers	8290 N Lake Blvd	Kings Beach	96143	Yes
Stevensons Holliday Inn	8742 N Lake Blvd	Kings Beach	96143	Yes
Stonegrinder	8796 N Lake Blvd Unit 1	Kings Beach	96143	Yes
Stones Country Tire & Auto	8001 N Lake Blvd	Kings Beach	96143	Yes
Subway #13661	8700 N Lake Blvd	Kings Beach	96143	Yes
Subway Of Kings Beach	8700 N Lake Blvd	Kings Beach	96143	Yes
Sun N Sand Lodge	8308 N Lake Blvd	Kings Beach	96143	Yes
Sweet Peas Florist	8571 N Lake Blvd	Kings Beach	96143	Yes
Ta Tel Lodge	8748 N Lake Blvd	Kings Beach	96143	Yes
Taco Bell 18132	8491 N Lake Blvd	Kings Beach	95643	Yes
Tacos Jalisco	8717 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Bike & Ski	8499 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Crafts Printing 1	8393 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Cutting Co	8106 N Lake Blvd A	Kings Beach	96143	Yes
Tahoe Distribution Systems Inc	8353 Cutthroat	Kings Beach	96143	Yes
Tahoe Sierra Fine Arts	8645 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Thrift & Gift	8726 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Timbercraft	8790 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Tourist Promotions	8612 N Lake Blvd	Kings Beach	96143	Yes
Tahoe Womens Services	Kings Beach State Park	Kings Beach	96143	
Tahoya Shores Lodge Ski & Beach Resort	7602 N Lake Blvd	Kings Beach	96143	Yes

KINGS BEACH (CONTINUED)

Business Name	Address	City	Zip	In Redev. Area
Taneva Auto Parts	8487 N Lake Blvd	Kings Beach	96143	Yes
Tapco Construction	712 Bear St	Kings Beach	96143	Yes
That Little Place	8796 N Lake Blvd	Kings Beach	96143	Yes
The Beaver Inn	563 Beaver	Kings Beach	96143	Yes
The Big B's Spirits	8493 N Lake Blvd	Kings Beach	96143	Yes
The Boat House Marina	610 Coon St	Kings Beach	96143	Yes
The Caviar Connection	583 Beaver	Kings Beach	96143	Yes
The Log Cabin	8692 N Lake Blvd	Kings Beach	96143	Yes
The Robins Nest	8561 N Lake Blvd	Kings Beach	96143	Yes
The Ski Barn	8608 N Lake Blvd	Kings Beach	96143	Yes
Thomas Michael Associates	711 Wolf St	Kings Beach	96143	Yes
Thrifty Drug Store 6106	8245 N Lake Blvd	Kings Beach	96143	Yes
Tiffany's Pizza	N Lake Blvd	Kings Beach	96143	Yes
Tiverts Originals	7411 N Lake Blvd	Kings Beach	96143	Yes
Tom Tuheys Auto & Truck Repair	712 Bear St 1	Kings Beach	96143	Yes
Tradewinds Bar & Frosty	8545 N Lake Blvd	Kings Beach	96143	Yes
Trail Ridge Gallery	8331 N Lake Blvd	Kings Beach	96143	Yes
Truckee Heating	8530 Brook Ave	Kings Beach	96143	Yes
Twinpeaks Catering	8619 Speckled Ave.	Kings Beach	96143	Yes
Two Tahoe Dolls	710 Wolf Street	Kings Beach	96143	Yes
U.S. Post Office - Kings Beach	7005 N Lake Blvd	Kings Beach	96143	Yes
Ultramar Inc #3601 Beacon	8078 N Lake Blvd	Kings Beach	96143	Yes
Video	8645 N Lake Blvd	Kings Beach	96143	Yes
Viking Construction	8472 Cutthroat	Kings Beach	96143	Yes
Village Hairstyles	8645 N Lake Blvd	Kings Beach	96143	Yes
Vincent's Laborer's	8111 N Lake Blvd #16	Kings Beach	96143	Yes
Vision Video	293 Beaver	Kings Beach	96143	Yes
Vista Gallery Framing	7081 N Lake Blvd	Kings Beach	96143	Yes
Western States Equip & Supply	8080 N Lake Blvd	Kings Beach	96143	Yes
Wishing Well Espresso	8581 N Lake Blvd	Kings Beach	96143	Yes
Wittlinger Woodworks & Constr	8463 Speckled Ave	Kings Beach	96143	Yes
Wolverine Refinishing	8615 Speckled Ave	Kings Beach	96143	Yes
Wooden Thimble	8599 Speckled Ave	Kings Beach	96143	Yes
Yankton Excavating Inc.	8229 Speckled Ave	Kings Beach	96143	Yes
Yellow Cab	8661 Salmon	Kings Beach	96143	Yes

TAHOE VISTA

Business Name	Address	City	Zip	In Redev. Area
Bain Russ Photographer	6631 N Lake Blvd	Tahoe Vista	96148	Yes
Beesleys Cottages	6674 N Lake Blvd	Tahoe Vista	96148	Yes
Bradford Nicole Cmt	7311 Plaza Cir 6	Tahoe Vista	96148	Yes
Casey M J Mechanical	6891 N Lake Blvd	Tahoe Vista	96148	Yes
Cedar Glen Lodge	6589 N Lake Blvd	Tahoe Vista	96148	Yes
Charmey Chalet Resort	6549 N Lake Blvd	Tahoe Vista	96148	Yes
Crawdaddys At The Lake	6873 N Lake Blvd	Tahoe Vista	96148	Yes
D Aibd	7252 N Lake Blvd	Tahoe Vista	96148	Yes
Daowaga Mgnt Corp	6780 N Lake Blvd	Tahoe Vista	96148	Yes
Emil's Printing Place	7055 N Lake Blvd	Tahoe Vista	96148	Yes
Enviro Rents	6873 N Lake Blvd	Tahoe Vista	96148	Yes
Firelite Lodge	7035 N Lake Blvd	Tahoe Vista	96148	Yes
Franciscan Lakeside Lodge	P O Box 280	Tahoe Vista	96148	
Holiday House	7276 N Lake Blvd	Tahoe Vista	96148	Yes
Hot Diggity Dog	6835 N Lake Blvd	Tahoe Vista	96148	Yes
Jiffys Pizza	6883 (6873) N Lake Blvd	Tahoe Vista	96148	Yes
Lake Tahoe Boulevard Cafe Inc.	6731 N Lake Blvd	Tahoe Vista	96148	Yes
Le Petit Pier	7238 N Lake Blvd	Tahoe Vista	96148	Yes
Leon Trucking & Dist	450 National Ave	Tahoe Vista	96148	Yes
Morning Glory Cottage Furnishings	6883 (6891) N Lake Blvd	Tahoe Vista	96148	Yes
Mourelatos Cable Car Ice Cream	6835 N Lake Blvd	Tahoe Vista	96148	Yes
Mourelatos Lakeshore Resort	6834 N Lake Blvd	Tahoe Vista	96148	Yes
North Tahoe Beach Center	7860 N Lake Blvd	Tahoe Vista	96148	Yes
Northern Nevada N.S.A.	875 National Ave	Tahoe Vista	96148	Yes
Old Range Steakhouse	7081 N Lake Blvd	Tahoe Vista	96148	Yes
Perennial Nursery Inc	6891 N Lake Blvd	Tahoe Vista	96148	Yes
Sandy Beach Campground	6873 (6870) N Lake Blvd	Tahoe Vista	96148	Yes
Shore House	7170 N Lake Blvd	Tahoe Vista	96148	Yes
Sierra Vacation Rentals Inc	7252 N Lake Blvd 101	Tahoe Vista	96148	Yes
Sierrasclapes	6750 N Lake Blvd 1	Tahoe Vista	96148	Yes
Spindleshanks L.L.C.	6873 N Lake Blvd	Tahoe Vista	96148	Yes
Sunsets On The Lake	7320 N Lake Blvd	Tahoe Vista	96148	Yes
T C I Cablevision Of Tahoe Inc	520 National Ave	Tahoe Vista	96148	Yes
Tahoe House	7320 N Lake Blvd	Tahoe Vista	96148	Yes
Tahoe Sands Resort	6610 N Lake Blvd	Tahoe Vista	96148	Yes
Tahoe Softball	875 National Ave	Tahoe Vista	96148	Yes
Tahoe Vista Inn & Marina	7220 N Lake Blvd	Tahoe Vista	96148	Yes
Tender Touch Ceram Porce Dolls	7272 Plaza Circle	Tahoe Vista	96148	Yes
U.S. Post Office - Tahoe Vista	8633 Salmon	Tahoe Vista	96148	Yes
Villa Vista Resort	6750 N Lake Blvd	Tahoe Vista	96148	Yes
Vista Shores Resort	6731 N Lake Blvd	Tahoe Vista	96148	Yes
Woodfuel Technology Inc	590 Gun Club Rd	Tahoe Vista	96148	Yes