

# ***TDRPD COMPREHENSIVE MASTER PLAN (DRAFT)***

THE BEST LINES ARE YET TO BE DRAWN



## Acknowledgements

In addition to the leaders and project team, the District extends sincere thanks to all the organizations and individuals that made this possible. Whether you served on a focus group, attended a meeting or completed a survey, your contributions were greatly appreciated.

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# TDRPD COMPREHENSIVE MASTER PLAN



Truckee River Regional Park



## Letter from TDRPD General Manager Sven Leff

Parks & Recreation is the glue and grease that keep the places we live functioning well and healthy. As an industry, park and recreation agencies build community and improve the quality of life through the parks, facilities, programs and people available. A healthy community comes from building connections and memories with each other. It really is the people – the volunteers, the skilled instructors, the passionate coaches, the event planners, the teen counselors, and the paid staff – that create these opportunities to connect and keep our communities running smoothly, often in unnoticed behind-the-scene ways. How we do this and in which direction we evolve isn't designed in some dark closet or behind a green curtain. It is done openly in conversation with the public we serve and with their input.

This Comprehensive Master Plan is the first effort in more than a generation undertaken by the Truckee-Donner Recreation & Park District to gather input from residents regarding all areas of its operations. Through a year-long process facilitated by Design Workshop, thousands of bits of feedback from interviews, surveys, secret shoppers, field observation, and conversations were coalesced together and resulted in the master plan presented here. The District's endless thanks goes to the thousands of partners, citizens, participants and agencies for participating and helping us craft this map for the recreational future of the community.

Recreation is the heartbeat at the core of the Truckee area. This heartbeat has existed for decades. With the passionate input provided by the people of our great community, this plan will surely guide us all for years into a wonderful future that continues to bond us together through public parks and recreation opportunities for all. Thanks again to all who contributed their passions to this plan.

In service and play,

Sven Leff  
General Manager



Truckee Bike Park at Riverview Sports Park

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## Key Abbreviations

**AB 1600** | California Government Code Section 66000 et seq. (Mitigation Fee Act)

**ACS** | American Community Survey

**ADA** | Americans with Disabilities Act

**CAC** | Community Arts Center

**CFD** | Community Facilities District

**CONT** | Continued

**CSD** | Census Designated Place

**CSMFO** | California Society of Municipal Finance Officers

**EL** | English Learners

**Esri** | Environmental Systems Research Institute

**FCA** | Facility Condition Assessment

**FTE** | Full-Time Equivalent

**FY** | Fiscal Year

**GFOA** | Government Finance Officers Association

**GIS** | Geographic Information Systems

## Key Abbreviations Continued

**GO Bonds** | General Obligation Bonds

**JPA** | Joint Powers Authority

**JUA** | Joint Use Agreement

**K-12** | Kindergarten through 12th Grade

**LAFCO** | Local Agency Formation Commission

**LF** | Linear Foot

**LOS** | Level of Service

**LTEL** | Long-Term English Learners

**Master Plan or Plan** | Truckee-Donner Recreation and Park District Master Plan

**MOU** | Memorandum of Understanding

**MPI** | Market Potential Index

**N/A** | Not Applicable

**NRPA** | National Recreation and Park Association

**PG** | Page

**PIR** | Priority Investment Rating

**RFEP** | Reclassified Fluent English Proficient

**SCORP** | Statewide Comprehensive Outdoor Recreation Plan

**TDRPD or District** | Truckee-Donner Recreation and Park District

**TSD** | Truckee Sanitary District

**TTAD** | Truckee Tahoe Airport District

**TTUSD** | Tahoe-Truckee Unified School District

**UNR** | Unmet Need Rating







# EXECUTIVE SUMMARY

The Comprehensive Master Plan is a roadmap that helps the Truckee-Donner Recreation and Park District to proactively focus on shaping operations and offerings over the next 10–15 years as an independent Special District. The Master Plan clearly identifies community needs, sets shared priorities, and aligns facilities, programs, staffing, finances, and partnerships. With Board direction, the Plan gives the District a solid framework for making choices and sequencing investments over time. It also helps the District position itself for grants and partnerships, collaborate with regional agencies, and maintain and improve existing assets while planning new amenities. Most importantly, the Plan provides a transparent, community-informed guide that can be revisited and updated, keeping the District flexible and ready to respond to changing conditions and opportunities.

# How to Use This Document

## A Guidebook

The Comprehensive Master Plan Document will be used as a guidebook for Truckee-Donner Recreation and Park District (TDRPD) decision-making as they plan for meeting the needs of residents and visitors now and for years to come.

The Plan has been created with public input to ensure that it reflects the community's needs, desires, and concerns. Additionally, a review and analysis of best practices and national recreation standards highlighted opportunities for TDRPD parks, facilities, and program offerings.

This process asked the questions of "Where are we now?", "Where do we want to be?", and "How can we get there?".

The Plan offers a set of strategies and recommendations to be applied with strategic implementation through partnerships, allocation of funding, and other investments.

### NAVIGATING THIS PLAN

#### Executive Summary

The Executive Summary is a quick, high-level overview of the Comprehensive Master Plan and strategies.

#### Inventory & Analysis

Provides a summary of community demographics, parks and recreation facilities, and recreation trends that impact decision-making.

#### Community Engagement

Provides an overview of the public engagement outreach methods and key takeaways, big ideas, and themes.

#### Plan Strategies

Five comprehensive strategies were developed from robust community engagement and recreation trends.

#### Funding, Partnerships, and Prioritization Criteria

Staffing and funding considerations for plan implementation and long-term maintenance of district-wide Recreation and Parks.





Steve Randall Community Recreation Center

# Plan Purpose

## Introduction

TDRPD was established in 1962 to provide recreation and park facilities in eastern Nevada County. The District's last official master plan was adopted in 1988. The District adopted a strategic plan in 2014 that identified six focus areas for the District. The Strategic Plan was updated and adopted in 2020 with 19 objectives across the six focus areas. Also in 2020, the District adopted a park-specific master plan was adopted for Truckee River Regional Park, the District's busiest, oldest and most central park.

This Comprehensive Master Plan Document will be used as a strategic framework to enhance park and recreation services for the District's recreation and park system moving forward. The plan has been created using data-driven, community-focused analysis and engagement to address the District's challenges and opportunities.

Design Workshop, with input from JKAE, assessed the park and recreation facilities, conducted demographic analysis, and researched applicable recreation trends while also leading community engagement events, including a statistically valid survey conducted by ETC Institute. Citygate Associates evaluated the TDRPD's financial operations and policies, staffing and organizational structure, operational practices and technology use, recreation programs and partnerships, and its broader service delivery role.



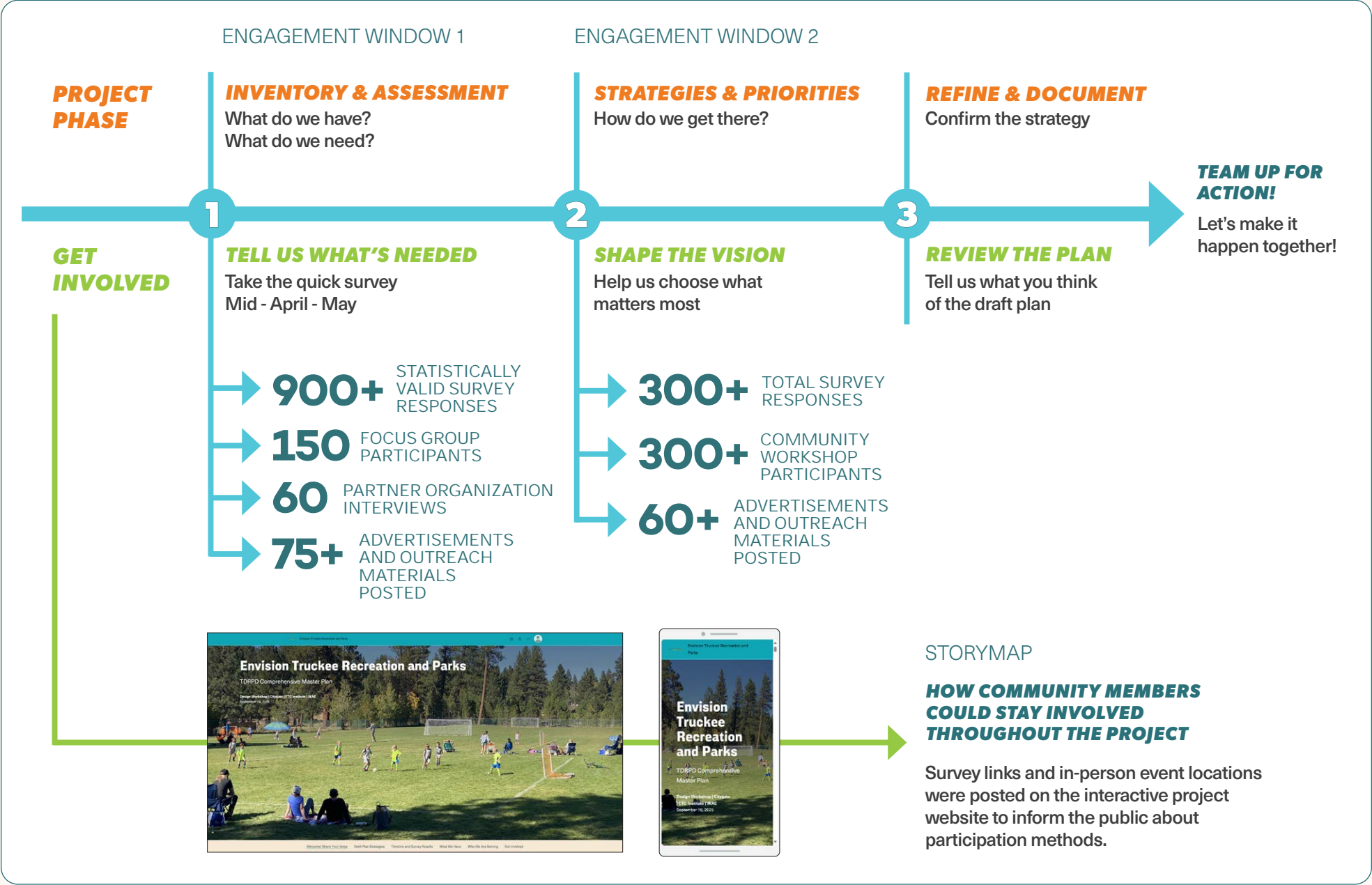
## MISSION

Inspiring creative, active lives for a healthy mountain community

## VALUES

- Community Focused
- Collaborative
- Professional
- Fiscally Responsible
- Innovative
- Visionary

Figure 1: Project Timeline and Engagement Overview





# Plan Strategies Summary

The draft plan strategies were derived from community feedback, analysis, and recreation planning best practices as shown in the table below. The strategies are organized into two groups: 1) Facilities & Programming Strategies and 2) Implementation Strategies.

The Facilities and Programming Strategies Chapter describes recommendations for how TDRPD maintains and invests in its parks and recreation system. First, Improve What We Have focuses on tackling deferred maintenance, upgrading key sites like West End Beach and

playgrounds, enhancing accessibility, bathrooms, signage, shade, and revamping the maintenance yard.

Second, Expand Indoor Offerings recommends a new fieldhouse and describe how the District can support others who may lead development of a performing arts center.

Third, Activate TDRPD's Parks and Facilities emphasizes walking/biking loops, affordability, inclusive access (including Spanish-speaking and adaptive users), and filling programming gaps for seniors, tweens, and pool users.

Fourth, Provide New Recreation Facilities calls for expanding the skatepark, adding dedicated pickleball courts, redesigning disc golf, building an all-access playground, and developing more sports fields.

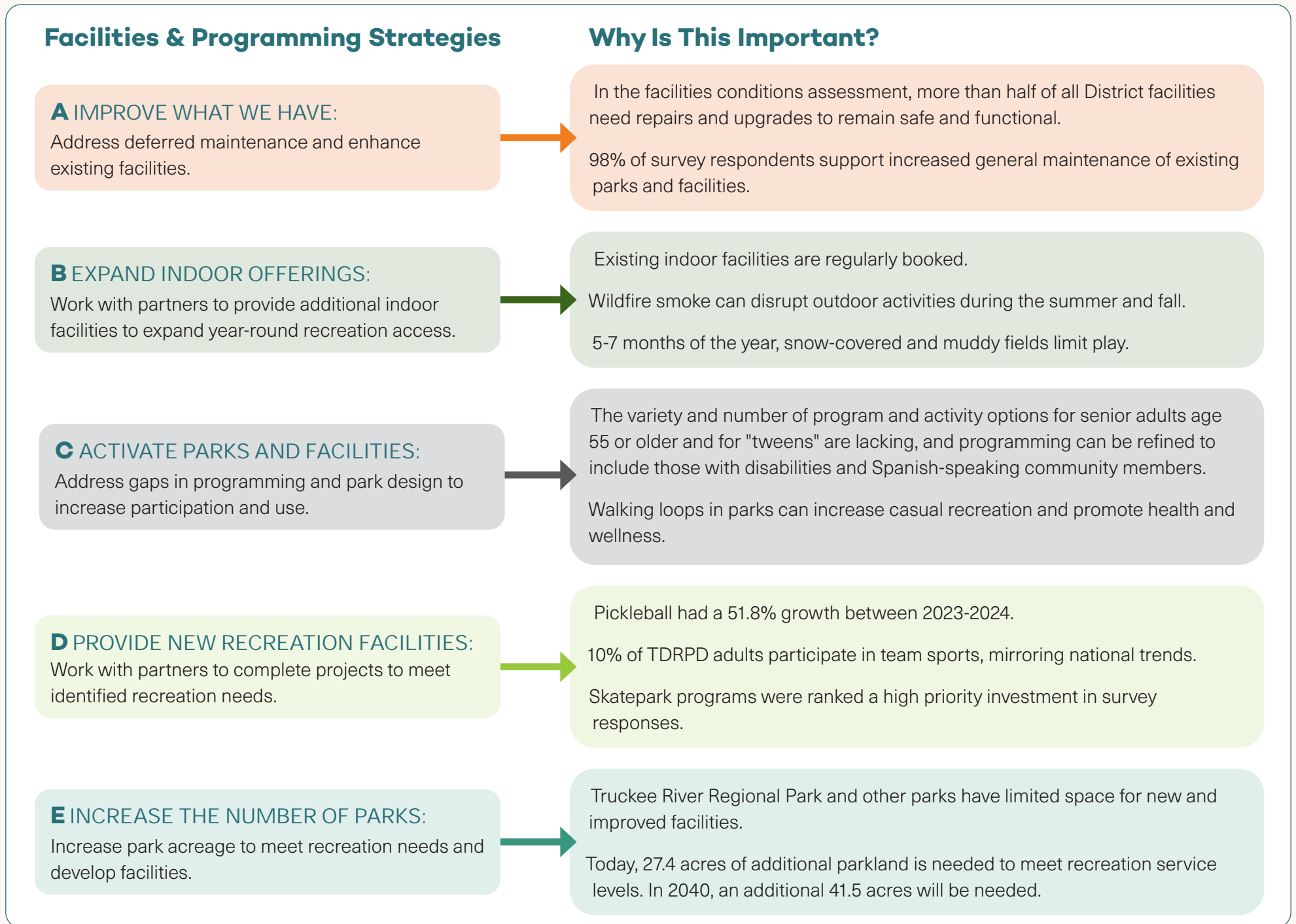
Finally, Increase the Number of Parks identifies priority sites to add parkland and improve regional equity.

Together, these strategies provide a roadmap for maintaining excellence, expanding opportunities, and ensuring all residents can enjoy TDRPD's parks and facilities well into the future.

Plan Strategies	Basis of Strategy		Community Engagement	
	Recreation Planning Best Practices	Analysis & Assessments	Statistically Valid Survey	Interviews & Focus Groups
Facilities & Programming Strategies				
A: Improve What We Have	•	•	•	•
B: Expand Indoor Offerings	•	•	•	•
C: Activate TDRPD's Parks and Facilities	•	•	•	•
D: Provide New Recreation Facilities	•	•	•	•
E: Increase the Number of Parks	•	•		•
Implementation Strategies				
F: Increase Financial Resources	•	•	•	•
G: Maintain and Leverage Partnerships	•	•		•
H: Strengthen Internal Operations	•	•		•

Table 1: Basis of Plan Strategies

Figure 2: Introduction to Facilities & Programming Strategies



# Implementation Framework

The Implementation Framework chapter lays out how TDRPD will move from vision to action through three overarching strategies: increasing financial resources, maintaining and leveraging partnerships, and strengthening internal operations. Together, these strategies are intended to boost efficiency, transparency, and alignment with the Board's and the community's priorities, while positioning the District to deliver high-quality, inclusive services over the long term. The chapter also introduces clear decision-making criteria and an action-planning approach to help phase projects and investments across near-, mid-, and long-term timeframes.

First, the framework emphasizes increasing financial resources to address significant capital, maintenance, and equipment needs that current revenues cannot fully support. Key directions include analyzing service costs and revenues in Placer County, expanding grants, donations, and partnerships, exploring joint purchasing and joint powers arrangements, and evaluating both “pay-as-you-go” and debt-financing tools such as parcel taxes and ad valorem tax adjustments. The District is encouraged to update long-term financial forecasting, facility condition data, pricing and fee policies, and budget formats to align with best practices, while also maximizing the use of financial systems to enhance accuracy and transparency.

Second, the plan focuses on maintaining and leveraging partnerships by deepening

coordination with local governments, special districts, nonprofits, and community groups. It recommends proactively pursuing joint capital and program opportunities, aligning with initiatives such as the Town of Truckee's IDEA program, and modernizing governance tools that support collaboration.

Finally, the plan calls for strengthening internal operations by modernizing and organizing administrative policies, improving the use of technology, and making communications clearer and more accessible. This includes consolidating and regularly reviewing personnel and fiscal policies, standardizing procedures, fully leveraging existing software systems, strengthening IT governance and security. Further, to be more user-friendly, bilingual, and clearly tied to Strategic Plan objectives, improving public-facing tools—such as the website, Activity Guide, and Annual Report—is recommended. These steps are designed to reduce duplication, support staff, and improve how the District communicates performance, finances, and priorities to residents, partners, and the Board.

This includes centralizing contract and lease management, updating and regularly reviewing the Joint Use Agreement with TTUSD, and revising partnership policies to clearly define intent, roles, financial expectations, and renewal cycles. Implementation is guided by community-informed decision-making criteria—such as addressing end-of-life facilities, filling system

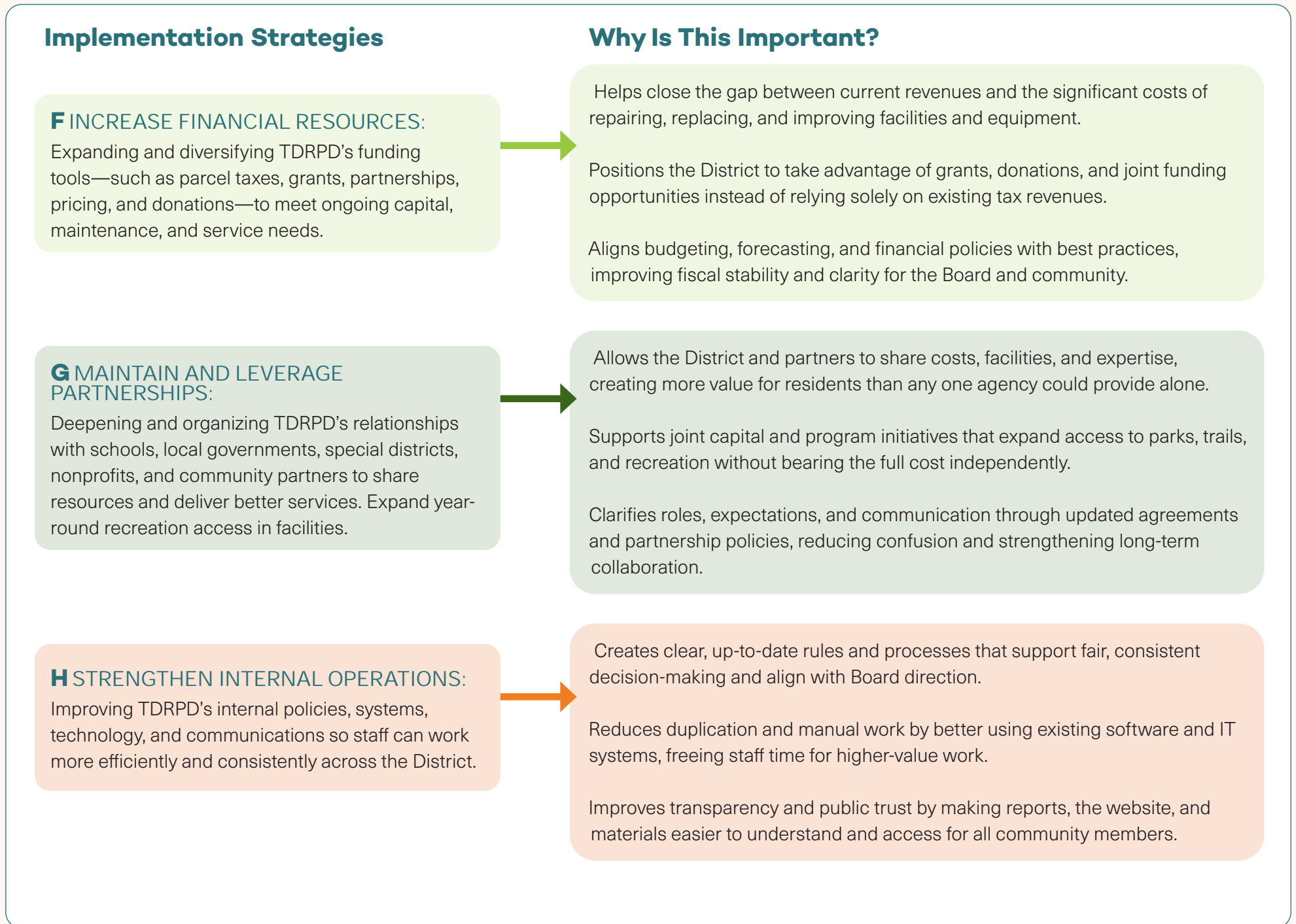
gaps, and responding to strong community support—which will be used to prioritize projects and shape a living action plan for the District.



West End Beach



Figure 3: Introduction to Implementation Strategies







# INVENTORY & ANALYSIS

The inventory and analysis chapter provides a comprehensive review of existing park and recreation resources. It documents current conditions, amenities, programs, and operational practices, and evaluates how well the system is serving District residents and visitors. This foundation highlights TDRPD's strengths, challenges, and opportunities, which in turn inform all subsequent recommendations.

# Context

## TDRPD Formation and Service Area

The Truckee-Donner Recreation and Park District (TDRPD and "District") was established in 1962 (prior to the incorporation of the Town of Truckee). The District's boundaries stretch from Donner Summit to the Nevada state line and from the Martis Valley to Hobart Mills. The service area includes parts of both Nevada County and Placer County and serves the residents and visitors who reside in or visit Truckee – an estimated functional population of over 25,000, as determined in the 2023

TDRPD Park Impact Fee Nexus Study Update. An additional 60,000+ visit and recreate here.

TDRPD was formed for the beneficial purpose of providing public park and recreation services to its constituents and has evolved into a mature organization. Although the breadth and scope of its activities have grown, TDRPD's core functions and mission remain to provide parks and recreation services and facilities to the residents who live within the District boundaries.

A publicly elected five-member board with staggered four-year terms governs the District including the hiring of a General Manager to lead TDRPD operations based on the Board's policy direction. The General Manager is responsible to hire both full-time and part-time the employees. The Board meets monthly and has developed its 2020–2025 Strategic Plan Objectives to guide the District's activities.



Figure 4: Regional Context Map | Communities TDRPD Serves and Land Ownership



# Geographical Context

TDRPD serves as a cornerstone of community life in the mountain town of Truckee, CA and the surrounding unincorporated areas. The Town of Truckee ("Town" and "Truckee") is the largest community located closest to Reno and Carson City, Northern Nevada's two largest metropolitan centers. The Town lies in the eastern portion of Nevada County, along the Interstate 80 corridor, a vital route linking the Sierra Nevada with major regional destinations.

Truckee's location provides convenient access to Reno, NV (approximately 32 miles east), North Lake Tahoe (approximately 12 miles south), Sacramento, CA (approximately 100 miles west), and the San Francisco Bay Area (approximately 180 miles west).

With easy access off of Interstate 80 and a convenient driving distance to surrounding residential communities, the location of TDRPD's facilities allows the District to serve the local

community, nearby communities, and a broad visitor base drawn to the region's outdoor lifestyle and year-round recreation opportunities. TDRPD's services, special events, facilities, and location help create an identity as a regional hub for recreation, culture, and community life, and as a gateway to the greater Truckee–North Tahoe–Northern Nevada area.

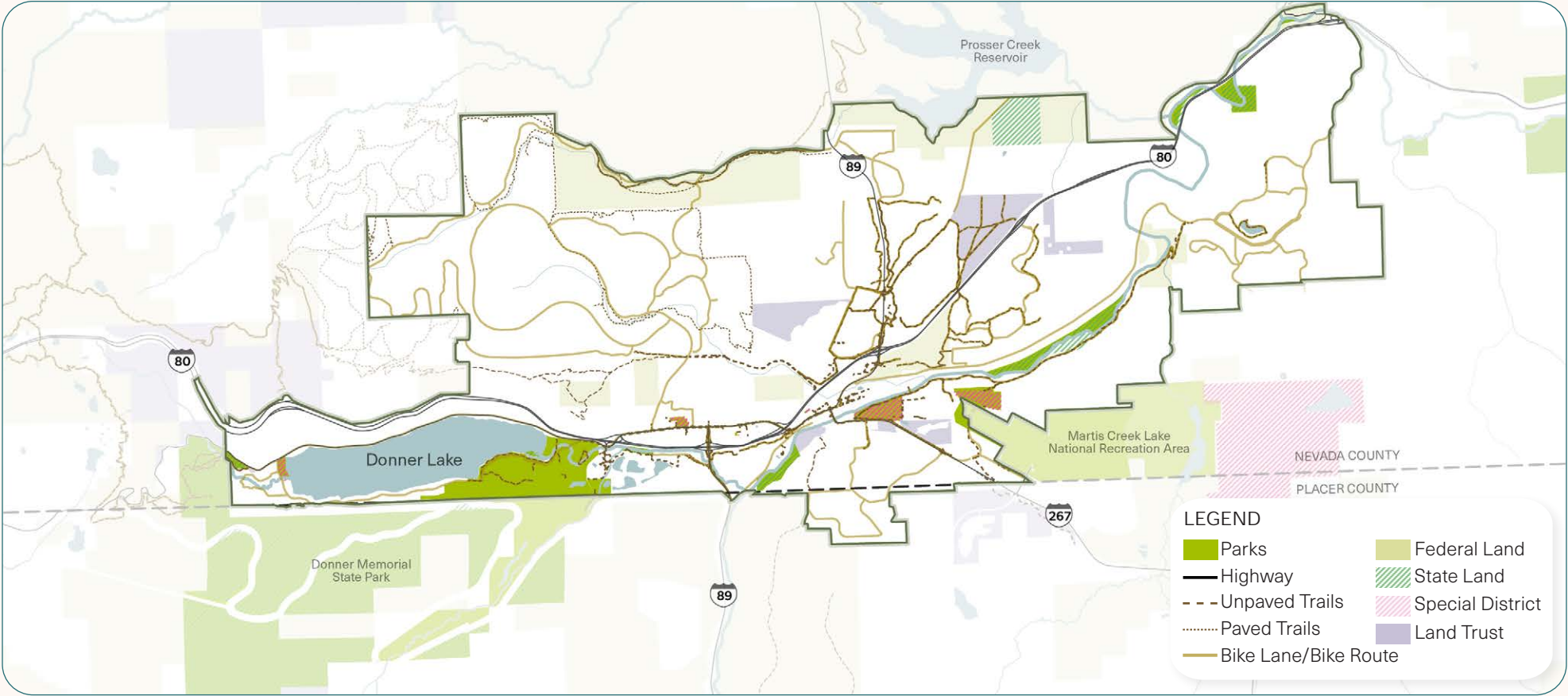


Figure 5: Context Map | Regional Parks, Trails, and Open Spaces

# Who We Are Serving | Community Profile

## Key Findings

Truckee residents comprise approximately 70.5 percent of the TDRPD's total population. The community is characterized by high-median household incomes, and a substantial number of seasonal homes, reflecting the area's reliance on tourism and second-home ownership.

Population growth has been gradual, averaging 0.5 percent annually since 2015, with the Town of Truckee reaching nearly 17,000 residents in 2024. Regional trends indicate a projected population decline in Nevada County by 2070 and strong growth in adjacent Placer County (primarily in western Placer County). Population density is concentrated around Glenshire, Sierra Meadows, Tahoe Donner and the Prosser communities, and major transportation corridors (HWY 80, HWY 89, and HWY 267). More than half of Truckee's housing units are used for seasonal or recreational purposes.

The median age of 42.3 years reflects a predominantly working-age population with strong representation of families and active adults. Children account for about one-quarter of residents, while older adults make up a relatively small, but growing share.

Census data indicates Truckee remains primarily White (80.5 percent), with Hispanic or Latino residents representing 13.2 percent of the population. However, about 35 percent of students in the Tahoe Truckee Unified School District (TTUSD) are Spanish-speaking,

reinforcing the benefit of bilingual communication and inclusive programming.

Educational attainment is high, with nearly 60 percent of residents holding a bachelor's or postgraduate degree. Enrollment in the Tahoe Truckee Unified School District remains stable though projected to decline modestly through 2028–29. The community's well-educated, professional demographic contributes to expectations for high-quality recreational facilities and experiences.

The local economy is driven by tourism, construction, and related services. Roughly 29 percent of residents work remotely, many for employers in larger metropolitan areas. The median household income of \$125,995 is 53.3 percent higher than the national median and 31.9 percent higher than the state median. Although 44 percent of residents live and work locally, high housing costs continue to impact employee recruitment and retention.

While overall socioeconomic conditions are strong, several at-risk factors remain present. Roughly 7 percent of residents live below the poverty line, 11 percent receive food assistance, 7 percent report limited English proficiency, and nearly 7 percent live with a disability. These conditions highlight the need for recreation opportunities and communication strategies that are welcoming and accessible and adaptable for all community members.

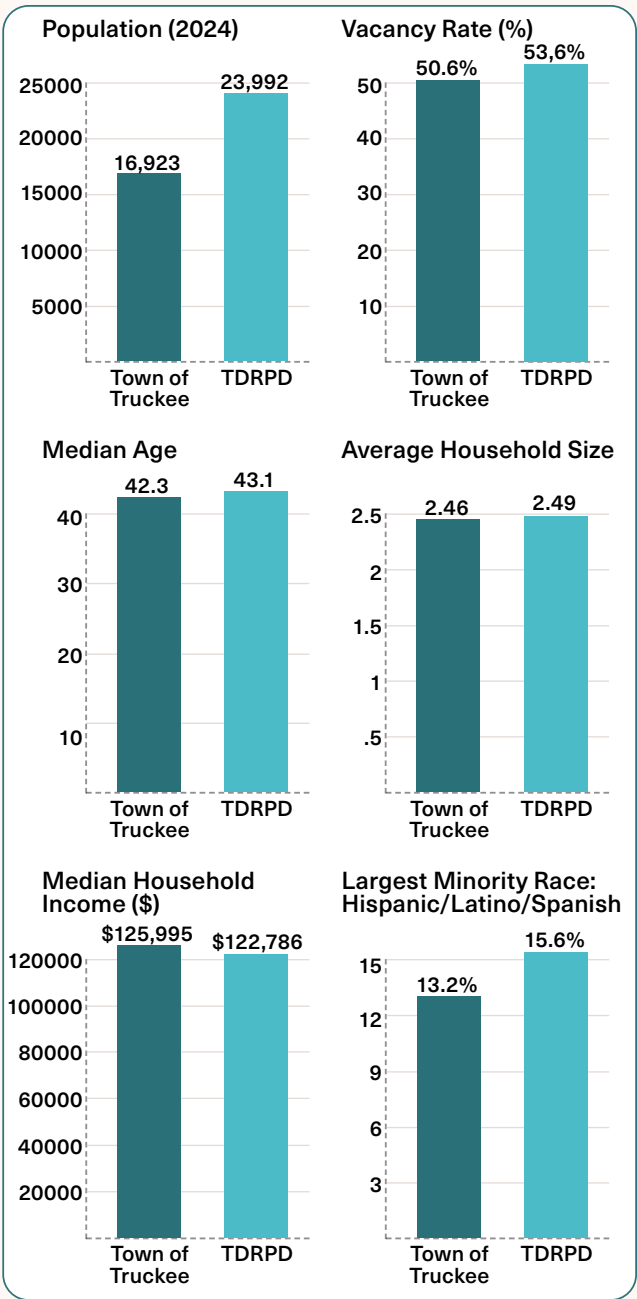


Figure 6: Town of Truckee and TDRPD Demographics, 2024  
Source: Department of Finance and 2019 - 2023 ACS (5-year estimates)

Community Growth

Population Trends

The Town of Truckee was officially incorporated in 1993. Between 1994 and 2008, the population grew steadily from 11,143 to approximately 16,000. From 2008 to 2014, the population remained relatively stable at around 16,000.

As shown in Figure 7, the Town of Truckee added roughly 1,000 residents between 2015 and 2024, reaching an estimated population of 16,923 (an annual average growth of 0.5 percent).

Percentage Change in Population

Figure 8 compares the population change in the Town of Truckee, Nevada County, and California from 2020 to 2025. From 2020 to 2022, while both California and Nevada County experienced year-over-year population declined. Truckee's population grew (likely due to "zoom town" growth during Covid). Between 2022 and 2023, population declined in Truckee, Nevada County, and across the state. However, from 2023 to 2025, population growth recovered and resumed in both Truckee and California.

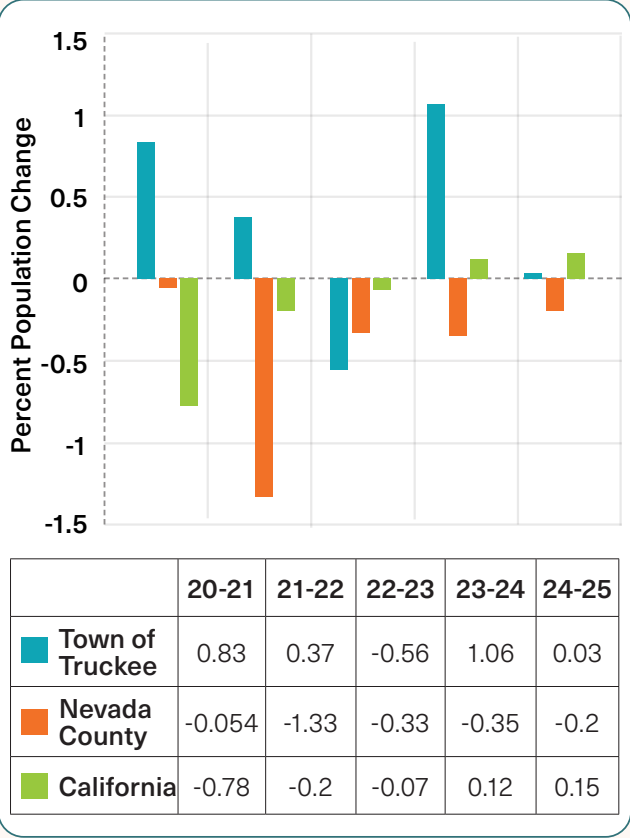


Figure 8: Percent Population Change  
Source: Department of Finance, Total Projected Population for California and Counties

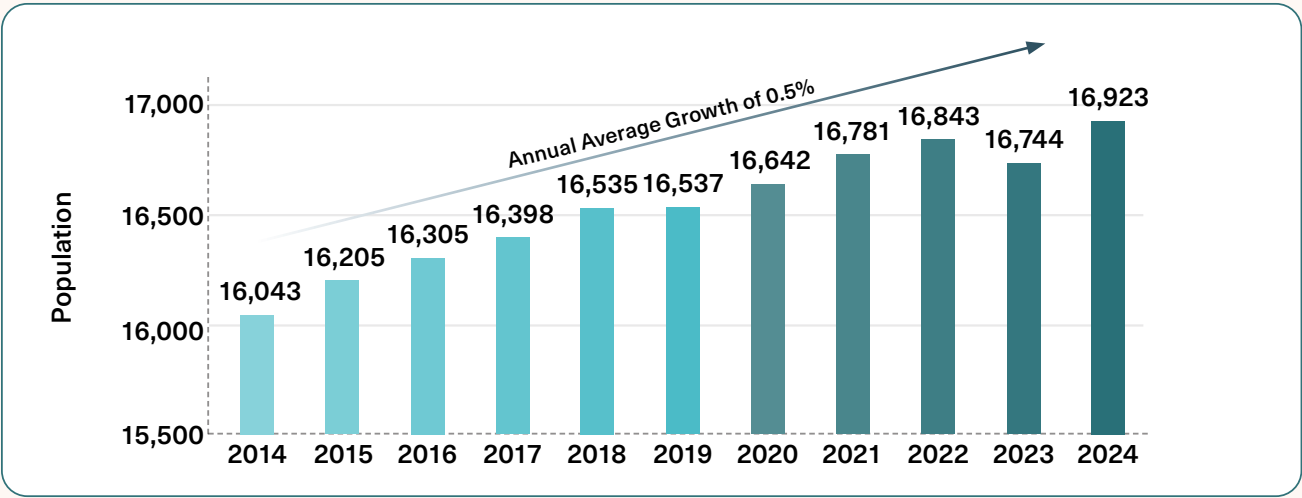


Figure 7: Town of Truckee Population Trend, 2014-2024  
Source: Department of Finance, Estimates for Cities with 2010 Benchmark and 2020 Benchmark

## Functional Service Population

Due to the high percentage of vacation or “second” homes, TDRPD uses “functional service population” as a reasonable indicator of number of people served by park and recreation facilities and programming. The methodology for determining the functional service population was developed as part of the 2023 TDRPD Park Impact Fee Nexus Study Update. The existing and buildout Functional Service Populations are in Table 2 on the following page.

The methodology is based on housing projections from census data and the Town of Truckee General Plan which approximates the buildout of the Town of Truckee by 2040. The functional service population is determined through the following steps:

1. Determine the Facility Demand per Housing Unit Type (Year-Round and Seasonal)
  - a. Year-round housing has a facility demand factor of 1
  - b. Seasonal housing has a facility demand factor of 0.212
  - c. The Facility Demand Factor is the averaged demand from (a) and (b) above and is calculated to be 0.592 (slightly higher than the 2023 Nexus Study factor of 0.575)
    - Year Round Housing: 9,435 units (48.2% of total units) with a facility demand factor of 1 =  $9,435 \times 48.2\% \times 1 = 0.482$
    - Seasonal Housing: 10,142 units (51.8% of total units) with a facility demand factor of 0.212 =  $10,142 \times 51.8\% \times 0.212 = 0.110$
2. Determine the Dwelling Unit Occupancy Factor for two Land Use Types: Single-Family (SF) Housing and for Multi-Family (MF) Housing
  - a. Use the most recent American Community Survey (ACS) 5-Year Estimate for the Truckee Census-Designated Place "CDP" and the census tracts that generally cover the unincorporated areas of the District
  - b. For each land use type, divide the total number of occupants by the total number of occupied dwelling units
    - 20,449 SF occupants / 8,041 SF housing units = 2.54 (SF dwelling unit factor)
    - 2,315 MF occupants / 1,394 MF housing units = 1.66 (MF dwelling unit factor)
3. Determine the Existing Functional Service Population
  - a. Multiply the total number of existing housing units (by housing type), by the facility demand factor and by the dwelling unit occupancy number
  - b. Add the total number of existing functional service population for both Single-Family Housing and for Multi-Family Housing
4. Use the average annual growth rate from the most current census data (CA Department of Finance or 5-Year ACS data) to project the increase in housing units by housing type and year-round versus seasonal
5. Compare buildout projections from relevant General Plans and community planning documents to validate or adjust projections, if appropriate

## COMPARING POPULATION BUILDOUT GROWTH RATES

### 2020 Census

2020 - 2024 growth rate = 0.55%

### 2023 Nexus Study

Based on an annual growth rate of 1.8%

### 2040 Town of Truckee General Plan

Buildout growth rate of 0.8%

### TDRPD 2025 Master Plan

Buildout growth rate of 0.55%  
(more conservative than General Plan, but aligned with current census data and trends)

Using the established methodology, the Buildout Functional Service Projection for 2040 is 31,675. This is lower than the buildout projected in the 2023 Nexus Study, mainly because the annual growth rate was adjusted from 1.8% in 2023 to 0.55%. The 0.55% rate used in this plan aligns more closely with the growth rate in Truckee's 2040 General Plan and 2020 Census data.

The 2040 projection of 31,675 will be utilized in the upcoming inventory section of this Plan to evaluate levels of service in the Recreation District.



### Existing Functional Service Population

Housing Type	Year-Round Housing Units	Seasonal Housing Units	Total Existing Units	Facility Demand Factor	Dwelling Unit Occupancy Factor	Existing Functional Service Population
	a	b	c = a + b	d	e	f = c * d * e
Single-Family Housing	8,301	8,922	17,223	0.592	2.54	25,921
Multi-Family Housing	1,440	1,547	2,987	0.592	1.66	2,934
<b>Total</b>	<b>9,740</b>	<b>10,470</b>	<b>20,210</b>	<b>0.592</b>	<b>2.10</b>	<b>28,855</b>

Estimated housing units in the District assuming 51.8% second homes and 48.2% year-round housing.

### Buildout Functional Service Population

Projected TDRPD service population (2040) based on an annual growth rate of 0.55%

Housing Type	Year-Round Housing Units	Seasonal Housing Units	Projected Total Existing Units	Facility Demand Factor	Dwelling Unit Occupancy Factor	Buildout Functional Service Population
	a	b	c = a + b	d	e	f = c * d * e
Single-Family Housing	9,112	9,794	18,906	0.592	2.54	28,454
Multi-Family Housing	1,580	1,699	3,279	0.592	1.66	3,221
<b>Total</b>	<b>10,692</b>	<b>11,493</b>	<b>22,185</b>	<b>0.592</b>	<b>2.10</b>	<b>31,675</b>

Table 2: TDRPD Functional Service Population

Source: 2020 U.S. Census, 2023 ACS, Truckee-Donner Recreation and Park District Park Impact Fee Nexus Study Update (2023)

## Population Density

The map below shows TDRPD's population density through a dot density map. One dot on the map represents 10 people (note: these are not address points or homes).

The population is concentrated within the Town of Truckee, specifically the Sierra Meadows and Grays Crossing areas that intersect with the I-80 and SR 89 and SR 267 corridors. Less dense populations can be found in unincorporated areas throughout the northeastern and northwestern

areas of the service area. TDRPD's Regional Park, Ponderosa Golf Course, and the Truckee-Donner Recreation Center are centrally located and near dense population areas in Truckee. Other parks such as Glenshire Park and Floriston field are located in less dense areas of the District and serve nearby neighborhoods. The Town of Truckee's population was 16,923 in 2024, while the District has 23,992 residents. Town of Truckee makes up 70.5 percent of TDRPD's population.

**Town of Truckee makes 70.5% of TDRPD's Population**

**Between 2015 and 2024, the Town of Truckee experienced an average annual growth rate of 0.5%**

*Source: Department of Finance and 2019 - 2023 ACS (5-year estimates)*

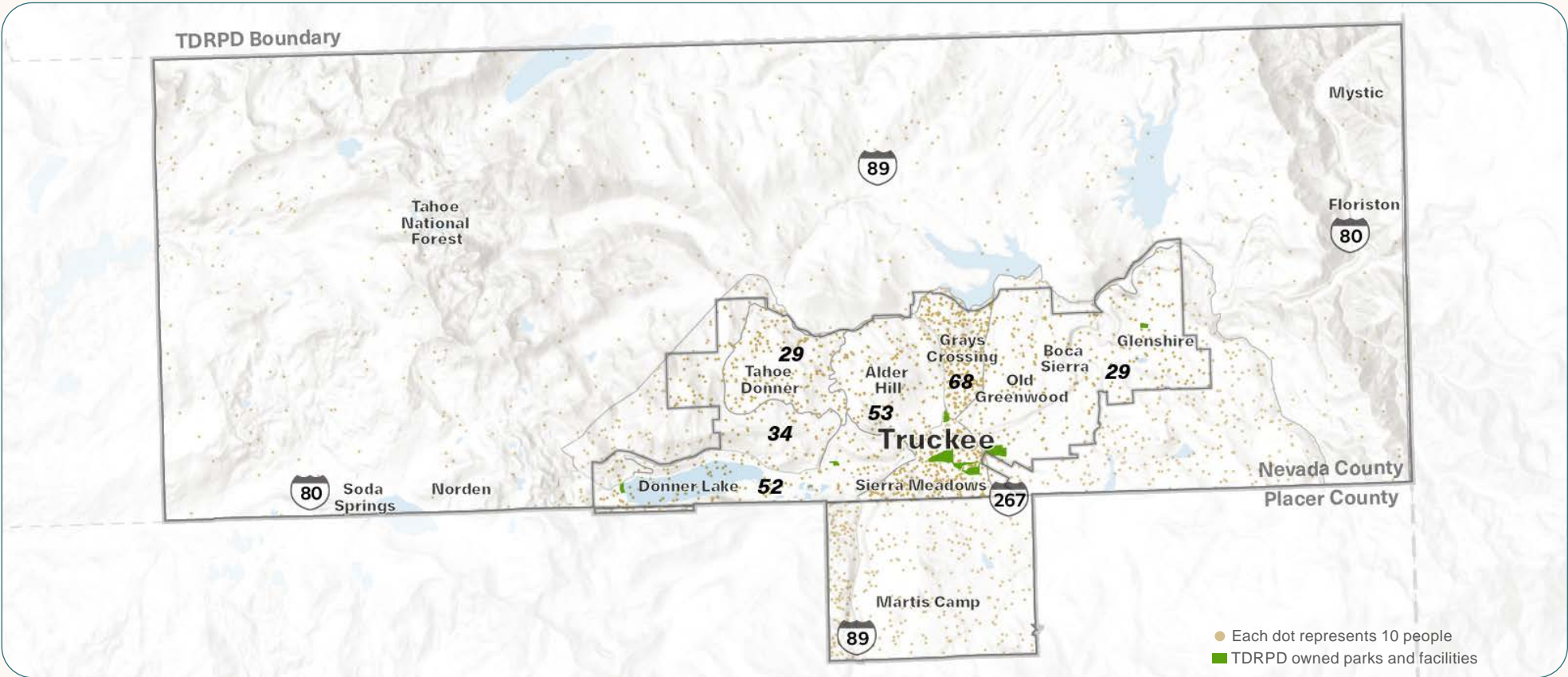


Figure 9: Population Density Map, 2024  
 Source: Nevada County and Placer County GIS Data, 2024 ACS, Esri Demographics

## Households

The persons per household in the Town of Truckee is 2.46 and TDRPD is similar with 2.49 persons per household, which is higher than that of Nevada County (2.28) and lower than both Placer County (2.55) and California (2.77). The number of people per household in Truckee is closer to Placer County's rate of 2.55. California has a much higher ratio at 2.77.

According to the 2023 American Community Survey (2023 ACS) 5 year projections, 78 percent of housing units in the Town of Truckee were owner occupied, which is 1.4 times that of California (56 percent). The vacancy rates in the Town of Truckee are just over 50 percent, which is more than double that in Nevada County (20.4 percent). The 2023 ACS indicates that a majority of the vacant housing units are for seasonal, recreational, or occasional use (6,771 units or 93 percent), which has been slowly decreasing since 2019.

Location	Population (2024)	Total Housing Units	Vacancy Rate	Persons Per Housing
Town of Truckee	16,923	14,011	50.6%	2.46
TDRPD <sup>1</sup>	23,992	20,915	53.6%	2.49
Nevada County	100,903	54,877	20.4%	2.28
Placer County	420,436	187,722	11.5%	2.55
California	39,420,663	14,949,001	6.4%	2.77

Table 3: Population and Housing Characteristics by Location, 2024

Source: Department of Finance, Total Projected Population for California and Counties, Esri Business Analyst (2025 Population Estimate for TDRPD service area)

## Age Distribution

### Median Age

The median age for residents in the Town of Truckee is 42.3, which is similar to that of Placer County (42.4). Nevada County's median age is 50.3. The median age of residents in California is predicted to increase from 36.8 in 2020 to 40.8 in 2045. For both Nevada County and California, the median age is predicted to increase.

### Age Range

The age distribution of the Town of Truckee population is fairly balanced across most age groups between ages 0-79, with the highest percentage falling between ages 30-59 as shown in Figure 10.

- The 30–39 age group represents the largest segment at 16 percent, followed by 50–59 at 15 percent and both 40–49 and 60-69 at 14 percent.

- Children ages 0–19 make up 23.5 percent, while individuals aged 80 and older make up the smallest share at just 1.5 percent.
- The data shows a strong representation of working-age adults and families, with smaller percentages of young adults and people 80 and older.

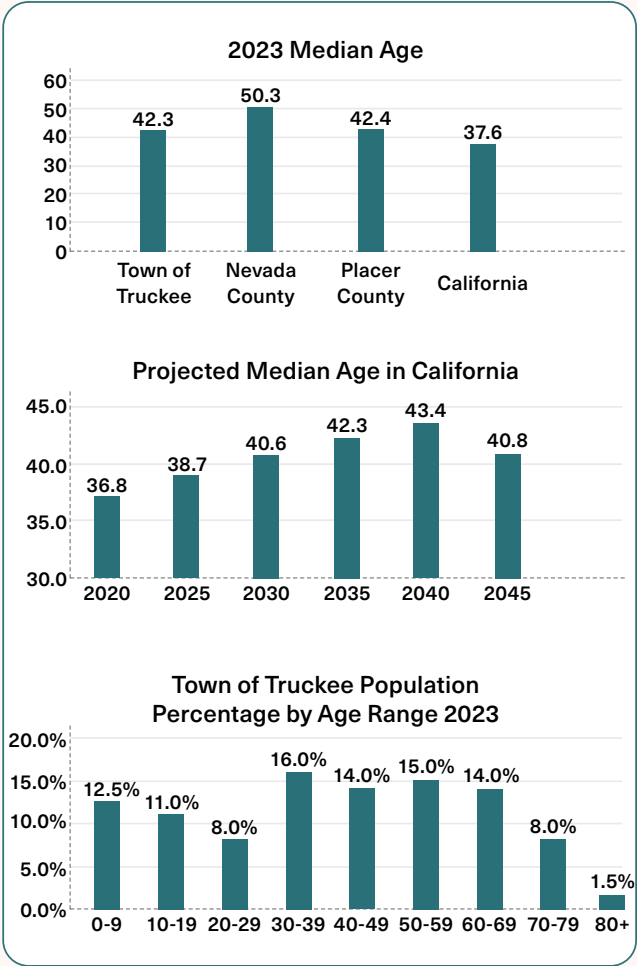


Figure 10: Age Distribution by Location

Source: Department of Finance, Total Projected Population for California and Counties, Esri Business Analyst (2025 Population Estimate for TDRPD boundary)

## Racial Makeup and Distribution

### Diversity Index

The Esri Diversity Index measures how likely it is that two randomly chosen people in an area will be from different racial or ethnic groups. The index ranges from 0 (a homogenous population) to 100 (a greater mix of different groups).

The California 2020 Diversity Index is 69.7 and Esri data projects it to reach 87.3 in 2029. The 2020 Diversity Index for Nevada County was 41.8, which is 27.9 points lower than that of California.

Esri projects that the diversity index for Nevada County will increase to 47.1 in 2029. The 2020 Diversity Index for Placer County was 60.2. Esri projects that the diversity index for Placer County will increase to 66.0 in 2029.

The Diversity Index map (Figure 11) shows that Grays Crossing, Alder Hill, Donner Lake, and Sierra Meadows have the highest mix of different groups. The Diversity Index map shows the percentage of a census tract and does not consider population numbers. Some of the

areas indicated on this map have a small total population, such as in the unincorporated part of the county. The portion of the District that includes Placer County and the Martis Camp neighborhood, shows a diversity index of 32.

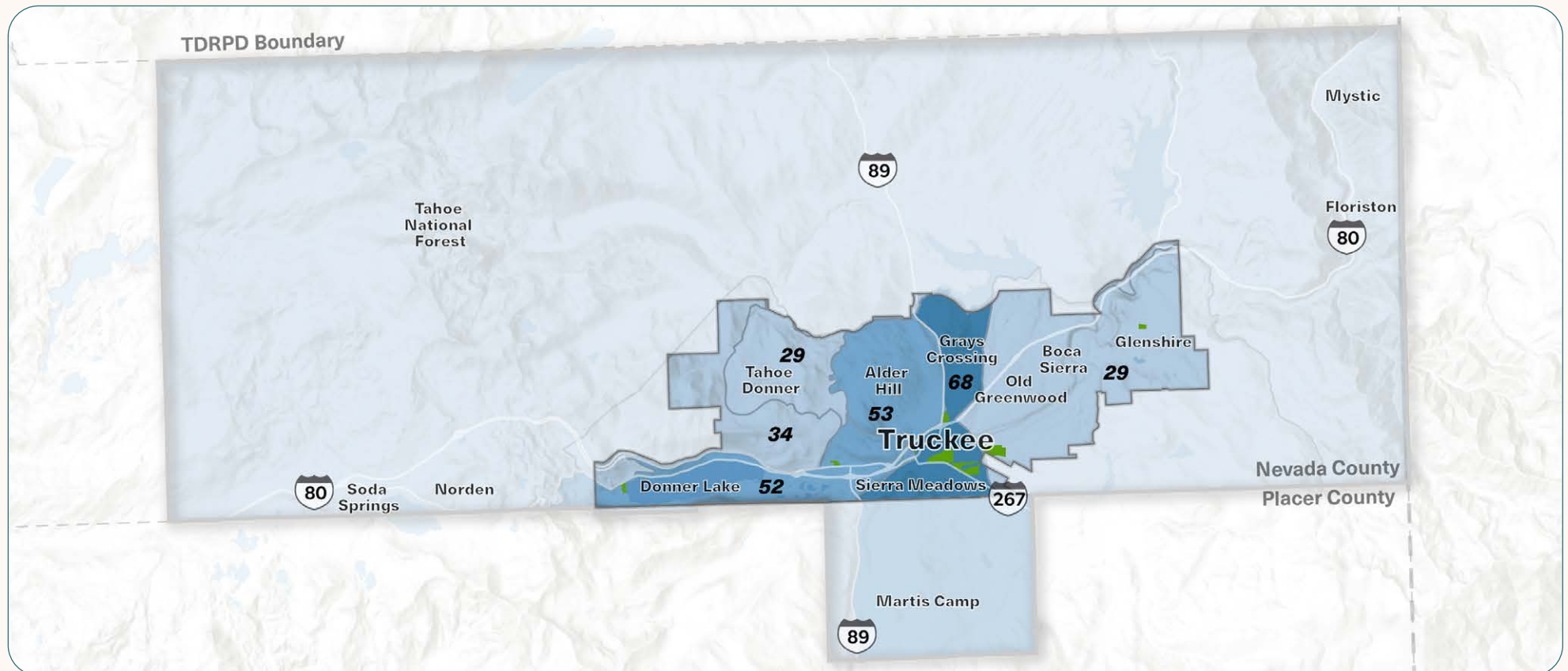


Figure 11: Diversity Index Map by Census Block Group

Source: Nevada County and Placer County GIS Data, 2024 ACS, Esri Demographics



Race

Census data indicates the racial/ethnic makeup of the Town of Truckee is predominantly white non-Hispanic at 80.5 percent (2024). In 2024, residents of Hispanic/Latino/Spanish origin make up 13.2 percent of the county.

Hispanic/Latino Population

According to the 2023 ACS data, 13.2 percent of Truckee's population identifies as Hispanic, placing it between the rates for Nevada County and Placer County. Statewide, California's Hispanic population is 39.8 percent.

Long-Term English Learners

A more accurate representation of the percent of Spanish speaking population can be found through school enrollment data. Hispanic or Latino students make up 35 percent of students in the Tahoe Truckee Unified School District and 4.6 percent of students are two or more races.

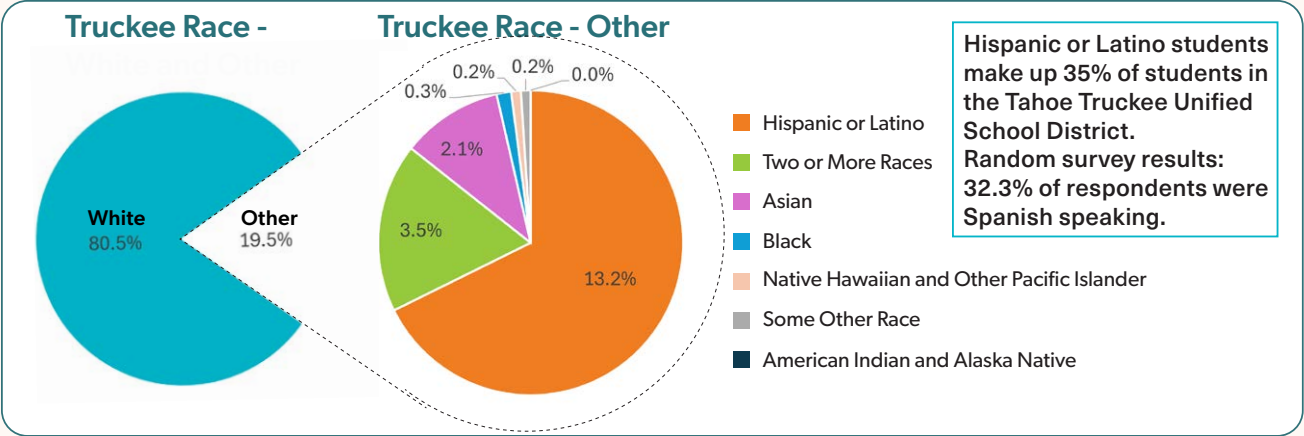


Figure 12: Truckee Race/Ethnicity, 2023  
Source: 2019-2023 American Community Survey (5-year estimates), Race and Hispanic/Latino

The figure below shows at At-Risk and Long-Term English Learners (LTEL) for the Tahoe Truckee Unified District, Placer County, and California. Tahoe Truckee Unified District has 10 schools with approximately 4,175 students within the open enrollment district.

The acronym EL refers to English Learners, students identified as needing support to develop English proficiency. LTEL signifies Long-Term English Learners, or those who remain in EL status for six or more years. California school districts use the term "Reclassified Fluent English Proficient" (RFEP) to describe students who were formerly English Learners (ELs) but have demonstrated sufficient English proficiency to exit the program. The "At-risk and Long-Term English Learners (LTEL)" category relates to students who are early in the English learner pipeline and show signs of prolonged English learner status.

The District overlaps three counties, Placer, Nevada, and El Dorado. The Tahoe Truckee

Unified School District has 50.8 percent of English learner students identified as Reclassified Fluent English Proficient, which is slightly higher than both Placer County and California.

Table 4: At-Risk and Long-Term English Learners (LTEL), 2023-24

Source: California Department of Education Data Reporting Office

Location	TTUSD	Placer County	California
EL 0-3 Years	27.3%	30.9%	26.0%
EL At-Risk 4-5 Years	8.0%	5.5%	6.8%
LTEL 6+ Years	7.0%	6.3%	10.6%
EL 4+Years Not At-Risk or LTEL	7.0%	9.9%	10.4%
EL Total	49.2%	52.7%	53.8%
RFEP	50.8%	47.3%	46.2%
Total (Ever-EL)	1,103	12,141	1,999,293

**Abbreviations:**

- EL 0-3 Years:** Students that have been in the English learning program for 0 to 3 years
- EL At-Risk 4-5 Years:** Students that have been in the program for 4 to 5 years and is at risk of prolonged English learner status
- LTEL = Long-Term English Learner:** Students that have been an English Learner for many years without proficiency growth or did not reclassify after 7 years
- RFEP = Reclassified Fluent English Proficient:** Students that successfully transitioned to fluent English proficient status
- Ever-EL =** Students who are currently an EL or who was formerly designated as an EL, but who has now been reclassified fluent English proficient (RFEP)

## Education

### Enrollment Trends and Projections

Figure 13 shows the history of enrollment in the Tahoe Truckee Unified School District. From 2016 to 2024 enrollment numbers stayed fairly steady, between 4,133 and 4,175 students. The 2024 TTUSD Facilities Master Plan projects a general decrease in enrollment from 2022/2023 to 2028/2029 as shown in Table 5.

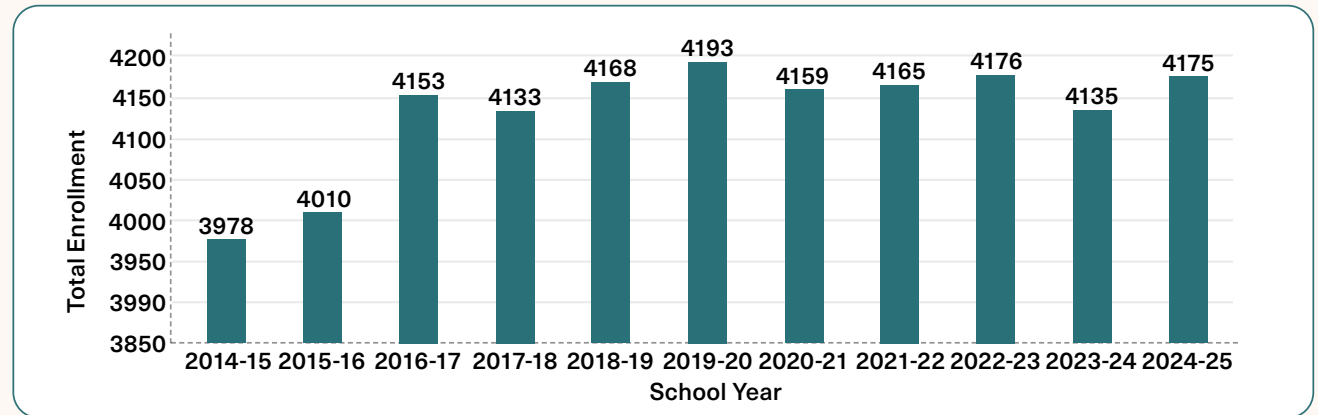


Figure 13: History of Tahoe Truckee Unified School District Enrollment

Source: California Department of Education Data Reporting Office

Enrollment	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Target Capacity	Alignment Capacity
Donner Trail ES	55	54	50	47	48	45	45	72	27
Glenshire ES	497	495	497	510	497	493	482	496	14
Kings Beach ES	391	389	387	386	391	390	371	496	125
Tahoe Lake ES	290	290	281	281	271	272	258	320	52
Truckee ES	451	446	451	474	473	477	477	496	19
<b>Elementary School Totals</b>	<b>1,684</b>	<b>1,674</b>	<b>1,666</b>	<b>1,698</b>	<b>1,680</b>	<b>1,677</b>	<b>1,643</b>	<b>1,916</b>	<b>237</b>
Alder Creek MS	534	513	515	505	504	500	515	802	287
North Tahoe MS	301	285	296	291	281	264	273	558	285
<b>Middle School Totals</b>	<b>835</b>	<b>798</b>	<b>811</b>	<b>796</b>	<b>785</b>	<b>764</b>	<b>788</b>	<b>1,360</b>	<b>572</b>
North Tahoe HS	502	499	461	434	404	401	416	835	419
Truckee HS	894	907	895	895	851	827	817	1,056	239
<b>High School Totals</b>	<b>1,396</b>	<b>1,406</b>	<b>1,356</b>	<b>1,329</b>	<b>1,255</b>	<b>1,228</b>	<b>1,233</b>	<b>1,891</b>	<b>658</b>
Sierra Cont. HS	30	30	30	31	29	27	27	165	--
Coldstream (Using Truckee HS Facility)	15	15	14	15	13	13	14	--	--
<b>Alternate School Totals</b>	<b>45</b>	<b>45</b>	<b>44</b>	<b>46</b>	<b>42</b>	<b>40</b>	<b>41</b>	<b>165</b>	<b>--</b>
<b>District Totals</b>	<b>3,960</b>	<b>3,923</b>	<b>3,877</b>	<b>3,869</b>	<b>3,762</b>	<b>3,709</b>	<b>3,705</b>	<b>5,332</b>	<b>1,467</b>
<b>Annual Change</b>		<b>-37</b>	<b>-46</b>	<b>-8</b>	<b>-107</b>	<b>-53</b>	<b>-4</b>		

Table 5: Enrollment Projections and Capacity by School

Source: 2024 Tahoe Truckee Unified School District Facilities Master Plan

Educational Attainment

Of the residents in the Town of Truckee, 38.2 percent have a bachelor’s degree and 20.9 percent have a post graduate degree. The Town of Truckee has a higher percentage of residents with a bachelor’s degree and post graduate degrees, than Nevada County, Placer County, and California. The Town of Truckee, Nevada County, and Placer County all have a low percentage of residents with no degree at no higher than 5.5 percent, while the state of California has 15.4 percent of the population with no degree.

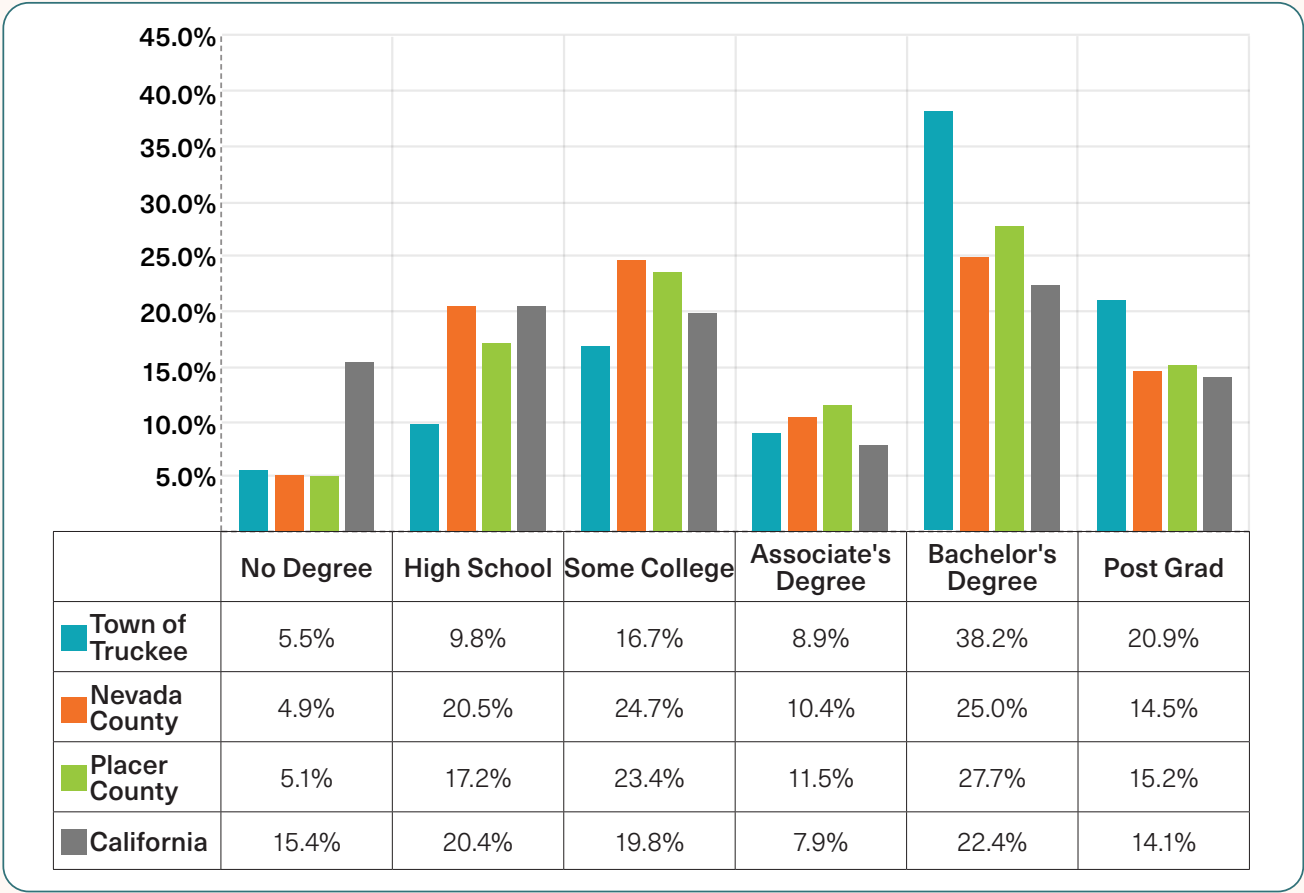


Figure 14: Education Attainment by Location  
Source: 2019-2023 American Community Survey (5-year estimates), Educational attainment

# Employment and Median Household Income

## Employment Overview

The Truckee-Donner area is a prominent tourism destination, and its local economy is heavily service-oriented. The leading job sectors include:

- Office and Administrative Support (16.0%),
- Sales and Related Occupations (12.2%),
- Management (10.9%),
- Food Preparation and Serving (7.2%),

- Construction and Extraction (5.6%)

According to the 2023 ACS, 29 percent of residents worked at home.

The Truckee-Donner service area has experienced an increase in remote workers, with workers “commuting” to counties in the Bay area, Sacramento, Los Angeles, and other areas. These individuals, whose jobs offer geographic flexibility, choose to reside in Truckee either on a full-time or part-time basis, further impacting the town’s economic and demographic trends. Recent

mandates for technology sector workers to return to the office could impact TDRPD’s service population.

The high cost of housing in Truckee is a factor in employee recruitment and retention. Many employees live in nearby towns and cities and commute to work. Forty-four percent of residents live and work in Nevada County or Truckee. Many Truckee employees live in the Town of Truckee (37 percent) and other top cities include Reno (7 percent) and Tahoe City (4 percent).

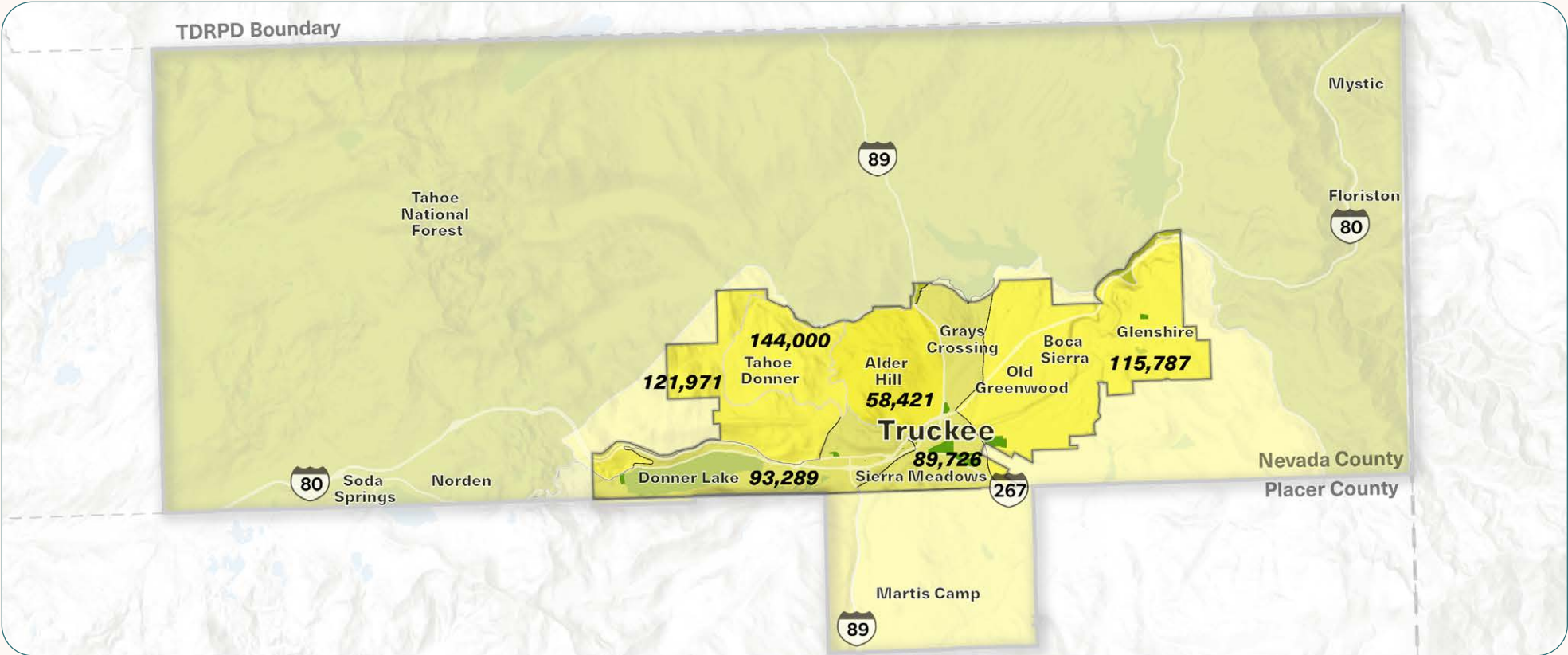


Figure 15: Household Income by Census Block Group.  
Source: Nevada County and Placer County GIS Data, ACS, Esri Demographics



Some Truckee residents commute to nearby communities and cities. Twenty-four percent of Truckee residents work and commute to Washoe County, specifically the Reno and Sparks area. According to the 2023 ACS, the average travel time to work for residents in Truckee is 21.7 minutes and a majority of Truckee residents drive alone to work (60 percent).

### Employment Status

The Town of Truckee has a 5.7 percent unemployment rate, which is lower than the state of California (6.4 percent), but higher than both Nevada County (4.7 percent) and Placer County (4.5 percent).

### Household Income

The median household income for the Town of Truckee is \$125,995, which is 53.3 percent higher than the national median and 31.9 percent higher than California's median household income. Placer County's median household income is \$114,678, slightly lower than Truckee's. Nevada County's median household income is \$84,905, which is lower than that of California at \$96,334.

Almost 60 percent of residents in Truckee make \$100,00 or more and 18.3 percent of Truckee residents make less than \$50,000. The median income by census block groups in Figure 15 shows areas like Tahoe Donner, Martis Camp, and Glenshire have higher median income, while Alder Hill and Sierra Meadows have a lower median income.

According to Esri's Sports and Leisure Market Potential Report, TDRPD residents' median household income is projected to grow from \$122,786 in 2025 to \$147,279 in 2030.

### Poverty Level

Percent of families and people whose income in the past 12 months is below the poverty level. The Town of Truckee and Placer County are similar, at 4.4 percent and 4.6 percent respectively.

### At-Risk Population

Data from the 2019-2023 American Community Survey (ACS) is used to summarize at-risk populations, as shown in Table 4. Please note that the ACS population numbers may differ slightly from the Census population numbers.

Esri defines at-risk populations as:

- Households below the poverty level

- Households receiving food stamps/ SNAP benefits
- Households with one or more persons with a disability
- Percent of the population 18 to 64 that do not speak English
- Population with no health insurance coverage

The Town of Truckee is comparable with Nevada County when considering the percentage of the population within these categories of "at-risk" factors. The percentage of households receiving Food Stamps/SNAP (11.2 percent) is relatively high for both the Town of Truckee and Nevada County. Truckee has a higher percentage of population that do not speak English "very well" (7.3 percent) compared to Nevada County at 3.0 percent and Placer County at 4.9 percent.



West End Beach

# What We Have | Inventory and Analysis

## Park Inventory

Truckee-Donner Recreation and Park District manages a mix of community parks, neighborhood parks, sports complexes, regional parks, bike park, rodeo grounds, seasonal ice rink, a recreation center, aquatic center, community arts center, golf course, and Donner Lake beach access and public piers.

The District provides parkland to its residents either through the acquisition and development of parkland or through partnerships and leases with local organizations such as Tahoe Truckee Unified School District (TTUSD), Tahoe-Donner Public Utility District (TDPUD), Truckee Tahoe Airport District (TTAD), and the Truckee Sanitary District (TSD). In some cases, park facilities may have multiple owners. For example, Truckee River Regional Park is made up of five parcels with three different owners. TDRPD owns 23.37 acres and leases 33.96 acres from TDPUD and TSD.

Truckee-Donner Recreation and Park District provides 117 acres of developed parkland across 10 properties, as shown in Table 6. The planned park for the Coldstream/Deerfield area is the neighborhood parkland identified in the 2014 Coldstream Specific Plan.

The District owns and operates several other recreation facilities in addition to the 10 parks. These facilities are identified on the map in Figure 16 and described in Table 7 and Table 8.

Table 6: TDRPD Park Inventory Matrix

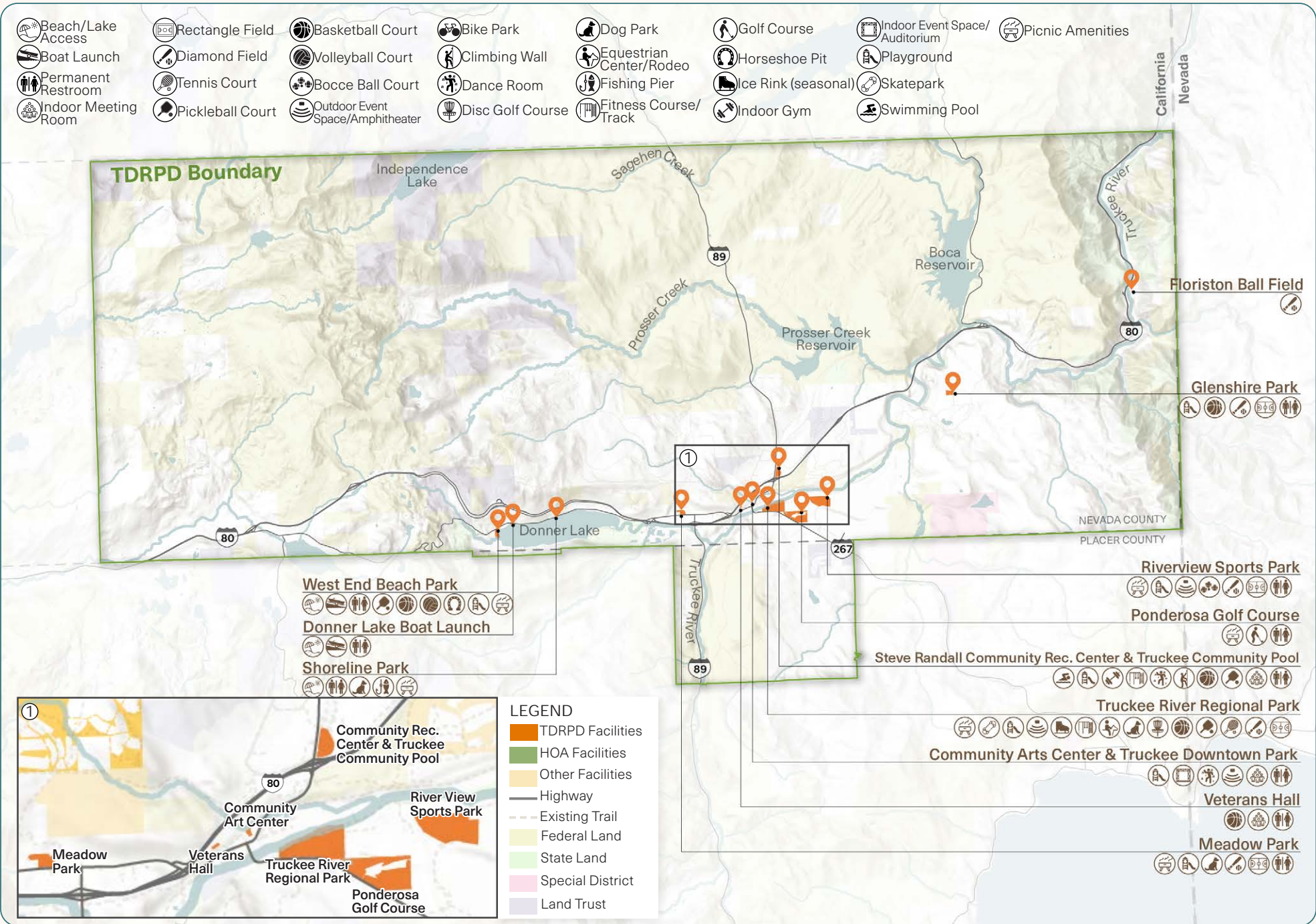
Park Name	Total Park Acres	Developed Acres	Percent of System (Developed Acres)	Parkland Owned by TDRPD or Leased from Others
<b>Neighborhood/Community Parks</b>				
Floriston Ball Field	0.37	0.37	0.3%	Owned
Glenshire Park	3.90	3.90	3.3%	Joint use with TTUSD
Meadow Park	6.13	6.13	5.2%	Partially owned, partially leased from TDPUD
Shoreline Park	1.60	1.00	0.9%	Owned
Truckee Downtown Park	1.00	1.00	0.9%	Owned
Subtotal	13.0	12.4	10.6%	
<b>Regional &amp; Specialty Parks</b>				
Donner Lake Boat Launch Facility	1.78	1.78	1.5%	Owned
Donner Lake Public Piers	2.50	1.10	0.9%	Owned
Riverview Sports Park	32.35	32.35	27.7%	Leased from TSD and TTAD
Truckee River Regional Park	57.33	57.33	49.1%	TDRPD owns 23.37 acres & leases 17.43 acres from TDPUD and 16.53 from TSD
West End Beach	11.89	11.89	10.2%	Owned
Subtotal	105.85	104.45	89.4%	
<b>Total Existing Park Acres</b>	<b>118.85</b>	<b>116.85</b>		
<b>Planned Parks</b>				
Coldstream/Deerfield Community Park	2.97	2.97	2.5%*	Owned
<b>Total Existing + Planned Park Acres</b>	<b>121.82</b>	<b>119.82</b>		

\*Percent of the overall system Coldstream/Deerfield Community Park is anticipated to comprise if full site is developed.





Figure 16: TDRPD Parks and Amenities



TDRPD Outdoor Facilities and Amenities

		AMENITIES																					
Park Name	Size (Acres)	Diamond Field	Rectangle (Multi-use) Field	Basketball Court	Bocce Ball Court	Tennis/Pickleball Court	Volleyball Court	Amphitheater	Beach/Lake Access	Bike Park	Boat Launch	Disc Golf Course	Fishing Pier	Fitness Course	Golf Course	Horseshoe Pits	Pavilions with Barbecue	Picnic Areas	Playground	Permanent Restrooms	Rodeo	Seasonal Ice Rink	Skatepark
Neighborhood/Community Parks																							
Floriston Ball Field	0.37	-	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Glenshire Park	3.90	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-
Meadow Park	6.13	X	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	X	X	-	-	-
Shoreline Park	1.60	-	-	-	-	-	-	-	X	-	NM	-	X	-	-	-	-	X	-	X	-	-	-
Truckee Downtown Park	1.00	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-
Regional & Specialty Parks																							
Donner Lake Boat Launch Facility	1.78	-	-	-	-	-	-	-	X	-	X	-	-	-	-	-	-	-	-	X	-	-	-
Donner Lake Public Piers	2.50	-	-	-	-	-	-	-	X	-	-	-	X	-	-	-	-	-	-	-	-	-	-
Riverview Sports Park	32.35	X	X	-	X	-	-	-	-	X	-	-	-	-	-	-	-	X	X	X	-	-	-
Truckee River Regional Park	19.02	X	X	X	-	X	-	X	-	-	-	X	-	X	-	-	X	X	X	X	X	X	X
West End Beach	11.89	-	-	X	-	X	X	-	X	-	NM	-	-	-	-	X	X	X	X	X	-	-	-

Table 7: TDRPD Outdoor Facility and Amenity Inventory Matrix  
Note: NM stands for non-motorized boat launching.



# TDRPD Indoor Facilities and Amenities

		AMENITIES																										
Recreation Facility Name		Size (Acres)		Golf Course Picnic Areas Playground Basketball Court Pickleball Court Volleyball Court Climbing Wall Dance Room/Art Room Fitness Area & Track Gymnasium/Auditorium Meeting/ Classrooms Dance Room Rental Rooms (Party Room) 10 Lane Competition Lap Pool Warm Water Recreation Pool with Lap Pool, Lazy River, Slide, Splash Play, Shallow Entry Restrooms Locker Rooms Offices Welcome Desk Kitchen Indoor Public Common Area Community Art Concession Outdoor Space Clubhouse																								
Community Arts Center	1.03	-	X	X	-	-	-	-	X	-	X	X	-	X	-	-	X	-	X	-	-	-	X	-	X	-		
Ponderosa Golf Course	52.85	X	X	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	X	-	-	-	X	X	X		
Steve Randall Community Recreation Center	12.94 <sup>1</sup>	-	-	X	X	X	X	X	X	X	X	X	X	X	-	-	X	X	X	X	X	X	X	X	-	X	-	
Truckee Community Pool	<sup>1</sup>	-	-	-	-	-	-	-	-	-	-	-	X	X	X	X	X	X	-	X	-	-	-	X	X	-		
Veterans Building	1.72	-	-	-	X	X	X	-	X	-	X	X	-	X	-	-	X	-	X <sup>2</sup>	-	X	-	-	-	-	X	-	

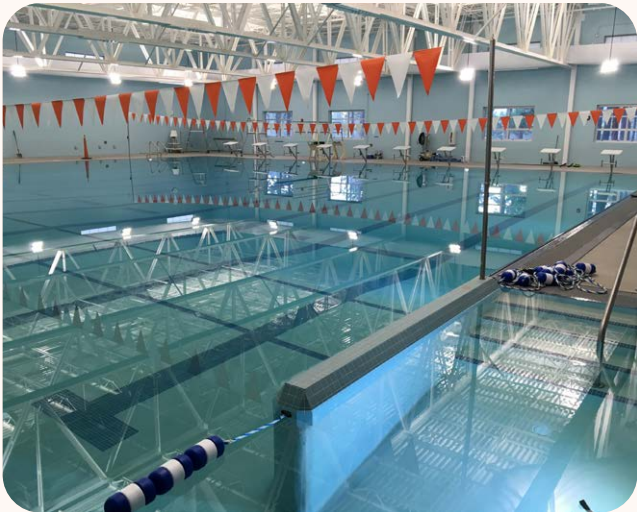
Table 8: TDRPD Indoor Inventory Matrix

<sup>1</sup>Truckee Community Pool acreage is included in the Steve Randall Community Recreation Center acreage.

<sup>2</sup> Office spaced used by the American Legion Post 439.



Community Arts Center Room



Competition Lap Pool



Veterans Hall with Lookout Over Downtown Truckee

## Park Classification Systems

Parks are classified based on size, purpose, and location to help plan and manage parks to meet the diverse recreational needs of a community. The National Recreation and Park Association does not have standard, one-size-fits-all descriptions for park classifications. They recommend that each community develop and use standards that reflect individual community needs.

TDRPD historically has used the park classifications Neighborhood Park and Community/Regional Park described in the District's 2023 Park Impact Fee Nexus Study Update. A final classification, Other Non-Parkland Recreational Facilities, accounts for indoor facilities and golf courses.

Although similar to one another, the park classification systems used by the Town of Truckee, Nevada County, and Placer County General Plans vary from slightly from TDRPD's as shown in Table 9.

The Plan recommends that TDRPD maintain the use of the "Regional Park" and "Other Non-Parkland" classifications and that the classification "Neighborhood Park" is revised to be "Neighborhood/Community Park". This modification reflects the types and purposes of facilities provided by the District. The majority of parks serve the overall region. They are larger parks that include a significant amount of lands for active recreation (i.e., play fields, sports courts), specialized facilities (i.e., piers, boat launch).

Table 9: Park Classification Systems

Sources: Town of Truckee 2025 General Plan, Town of Truckee 2040 General Plan, Nevada County General Plan (1995), Placer County 2050 Draft General Plan, Truckee-Donner Recreation and Park District Park Impact Fee Nexus Study Update (2023)

Park Classification	Town of Truckee General Plans		County General Plans		Park Impact Fee Nexus Study Update (2023)
	2025 General Plan	2040 General Plan	Nevada County (1995)	Placer County 2050	
Neighborhood Park	•	•	•		•
Community Park			•		
Community/Regional Park					•
District Park	•	•	•		
Regional Park	•	•	•		
Community Gathering Place	•				
Limited Development Recreation Areas	•				
State Park		•			
Other Recreational Facility		•			•
Active Local Parks (Local Parks, Specialty Parks)				5.0 acres	
Beaches				•	
Passive Parks (Local Parks/Open Space, Regional Parks/Open Space, Trailheads, Campgrounds)				5.0 acres	
Overall Park Level of Service	3.0 acres*				

\*Note: Nevada County's General Plan establishes a level of service target of 3.0 acres per 1,000 population, but defers to individual recreation districts to determine if an alternate level of service is appropriate for their community.

### The 2023 Nexus Study defines two types of parks:

- **Neighborhood Park:** Typically a combination of playgrounds and park designed primarily for non-supervised, non-organized recreational activities. They generally are 2 – 10 acres in size.
- **Community/Regional Park:** Ranging from 10 acres to 100 acres in size, are designed for organized groups or team sports, while also providing facilities for individual and family activities.

Neighborhood and Community Parks typically serve the residents living nearby and are often smaller than regional or specialty parks.

### Regional Park Classification

This park classification is more intensely developed and has a broad range of facilities, intended to serve the wider region. These facilities are typically larger (over 10 acres) or they may be small and offer specialty facilities such as boat launching or developed beach access facilities. Regional Parks may include both active and passive uses, and might include

both informal playing fields, dedicated sports fields, playgrounds, boat launching facilities, amphitheater, rodeo grounds, or sports courts and bike parks. They may also include open space, naturalized landscape, and multi-use pathways.

### Neighborhood/Community Park Classification

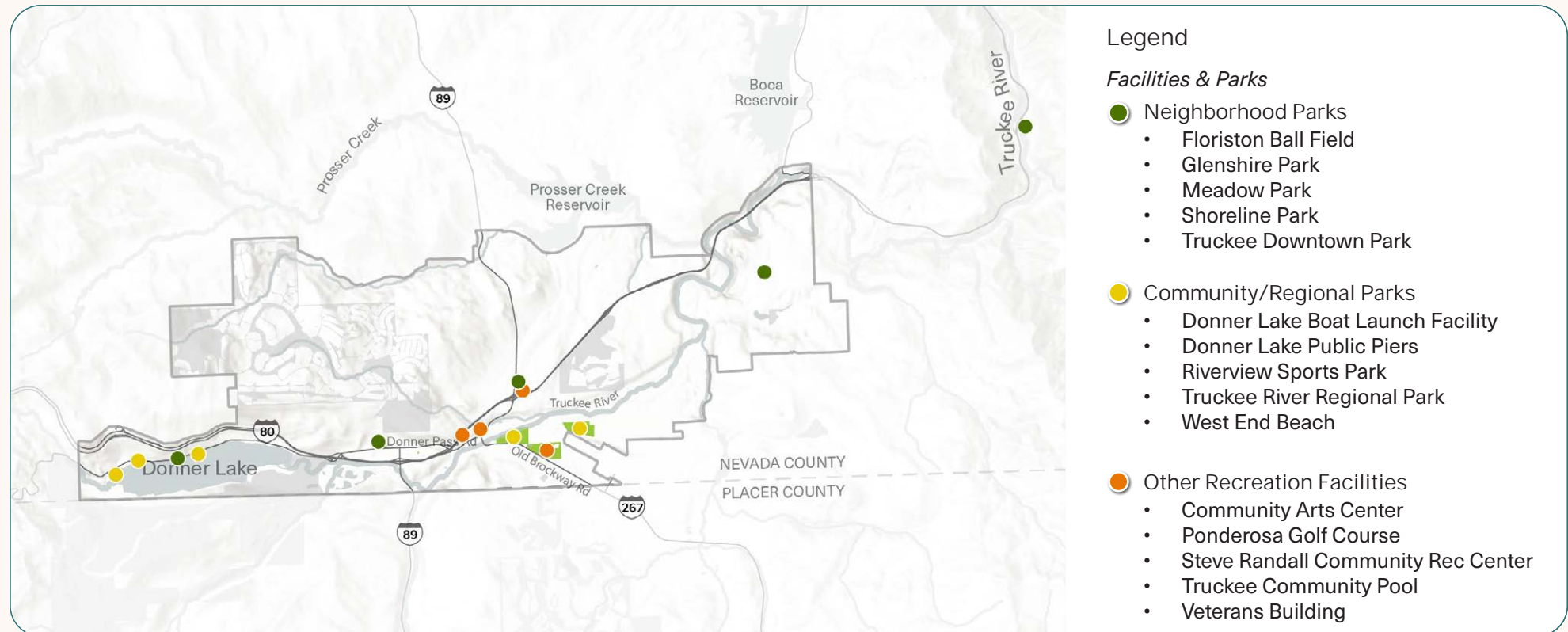
This park classification reflects smaller, local parks (up to 8 acres) near residential areas. They contain amenities such as play fields, sports courts, playgrounds, and open/multi-use lawn

areas. They can be used as common recreation and gathering areas by nearby residents.

### Spatial Distribution of Parks

The majority of TDRPD's facilities are located within the Town of Truckee. The centrally parks act as regional hubs, offering amenities and programs that attract people from across the entire recreation district. Their size, accessibility, and broad range of facilities allow them to serve diverse users, support major events, and function as shared community destinations.

Figure 17: Spatial Distribution of TDRPD Facilities & Parks





Floriston Ball Field, which is located 13 miles east of Truckee, provides a spot for residents of the small, outlying community to gather and use a flexible turf area. Glenshire Park, a joint use facility with TTUSD, is located at the elementary school. As such, it is centrally located for the surrounding neighborhood.

As discussed in a following section, a number of homeowner associations provide recreation facilities, and many multi-family housing developments include small outdoor spaces and playgrounds for tenants. This allows the District to primarily focus on regional serving facilities and strategically work with under served areas to meet needs. For example, for the Donner summit area, the District could consider working with residents to implement recreation recommendations from the Donner Summit Public Use, Trails, and Recreation Facilities Plan (2024).

## Summary of Facilities & Parks

### Floriston Ball Field

This park is situated at the east end of TDRPD's service area. The Southern Pacific Railroad boarder's the park's western edge. This park services sports programs in the Truckee region as well as residential neighborhoods to the east.

### Glenshire Park

This park is next to Glenshire Elementary school, on the east side of Truckee. The Softball field

features a well maintained infield and outfield which is perfect for softball practices or games. In addition, the outfield grass can be used for other field sports. The Practice field is perfect for any field sports including baseball, softball, soccer, lacrosse, etc. The field is also an ideal space for any outdoor event such as a company picnic.

### Meadow Park

Located on the North side of Donner Pass Rd. and behind the Truckee Donner Public Utility District building is Meadow Park. Neighborhoods to the north are in close proximity and access to the park. Limited parking causes issues during peak days, sports tournaments, and community events.

There are two small ballfields - both with skinned infields, natural grass outfields, home, and visitor dugouts. A 2.5 acre multi-use grass area is adaptable to fit U6, U8, and U10 soccer fields. Other youth sports programs, practices and games include baseball and football. The park also has restrooms, a playground, and picnic amenities.

### Shoreline Park

Along the north side of Donner lake, this park includes bank fishing, picnic tables, and hand launching for small watercraft and windsurfers. The All-Access Fishing Pier, funded by a grant from the Wildlife Conservation Board, was



Glenshire Park



Meadow Park Playground



Shoreline Park Fishing Access



specifically designed to provide lake access for individuals of all physical abilities.

Truckee Downtown Park

Just outside the Community Arts Center, this park offers an outdoor amphitheater. This park was built as a Contractors of Truckee Tahoe Community Project (CATTCP) project through donor money to create an outdoor space in coordination with programs inside the arts center. It is a popular destination in the spring and



Truckee Downtown Park

summer for concerts, weddings, movie premieres, presentations, performances, and other events.

Limited parking is available, requiring visitors to use surrounding public parking for highly attended events. Accessible, ADA-compliant entry to the park is found at the north entrance.

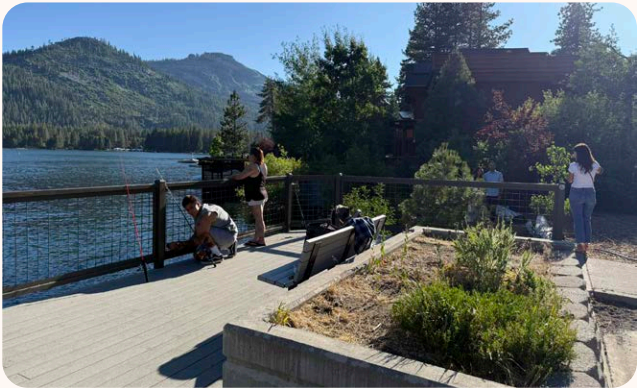
Donner Lake Boat Launch Facility

The Donner Lake Boat Launch is two boat lanes wide with a fish cleaning station, parking, and watercraft launch. In 2021, the TDRPD received a \$1.7 million grant from California Boating

& Waterways for Donner Lake Boat Ramp renovations. This facility is staffed May through September. In the off season, facilities remain open with self-registration and fee stations.

Donner Lake Public Piers

There are 37 public piers perfect for soaking up the sun, dock jumping, paddling around, or simply relaxing at the beautiful Donner Lake. The piers are open year round with consistent demand, especially in the summer months. With no reservation system, the piers are first come



Donner Lake Boat Launch



Donner Lake Public Piers



first serve, occasionally causing conflict among users during the hot summer months. All piers are currently free to use. Parallel parking is available along Donner Pass Road at some piers. A bike lane serves the entire shoreline.

### Riverview Sports Park

This park sits just south of the Truckee River, and north of the Truckee Tahoe Airport District. It is a bit removed from surrounding residential areas. However, this park is linked to the Legacy Trail along the Truckee River, providing access by wheels along with cars. During peak days, sports tournaments, or community events, parking is often overflowing.

This park features five multi-sport fields including a regulation baseball field, non-traditional playground area, bocce ball courts, bike park, several picnic tables, and a covered Picnic Shelter.

The five multi-use fields typically are organized as two youth soccer fields painted in white, a youth lacrosse field painted in yellow, an adult soccer field, and a football field. A ballfield on the northwest corner of the park has a skinned infield, natural grass outfield, home, and visitor dugouts, and score shed. It has a permanent pitching mound set at 46 feet and 60 feet bases. Typical uses are T-Ball and Little League.

On the park's northwest corner is the Truckee Bike Park. This park's construction began in 2012 in partnership with the Truckee Sanitary District,



Truckee Bike Park at Riverview Sports Park

the Truckee Tahoe Airport District, Biking for a Better World, and the TDRPD. Strider/pump track lines were built for all skill levels to progress, as well as beginner to advanced jump lines. The Bike Park is open to the public from sunrise to sunset (weather permitting), seven days a week during the summer months.

### Truckee River Regional Park

Located in the heart of Truckee, this park sits between Old Brockway Road and the Truckee River. As the start of the Legacy Trail, visitors are able to get to this park safely on wheels, but pathways within the park are typically compacted DG which can be challenging to navigate for those with mobility issues. As the largest facility managed by TDRPD, amenities include a skatepark, BBQ areas, amphitheater, disc golf course, ball fields, multiuse lawn, tennis courts, a playground, community garden, and McIver Rodeo Arena.



Riverview Sports Park Fields

The future Truckee Community Library will be built at Regional Park in the coming years. There is a reservation system for drive-up river access to the Lower River BBQ area. As a popular amenity, this is often booked. The Legacy trail runs along the river. The Salty Gebhardt Amphitheater, an outdoor entertainment venue, has comfortable lawn seating overlooking a generous stage for all sorts of performances including the annual Summer Music Series.

One small and one large ballfield at Truckee River Regional Park support adult softball, baseball camp, little league, tournaments, and more. Both ballfields have skinned infields, natural grass outfields, home and visitor dugouts, electronic scoreboards, score/press boxes, and lighting available for night games.

At the Community Garden, Slow Food Lake Tahoe's mission is to connect our community to the enjoyment of good, clean and fair food



by inspiring a self-reliant food culture. The group educates the community about growing, preparing and accessing local and sustainable food. Volunteer opportunities to help with maintenance, planting, and harvesting, as well as free workshops welcome all residents to garden.

Working with the Truckee Donner Railroad Society, a miniature riding train was installed at Truckee River Regional Park in 2014. Situated by the Children's playground, this amenity is a popular family activity, giving over 6,000 rides over the years, all free-of-charge.

The McIver Rodeo Arena sits on the east side of the Regional Park and hosts the Annual Truckee Rodeo each August. Preserving Truckee's equestrian traditions is important to the TDRPD. For fairs, concerts, and celebrations to continue here, maintenance and upgrades of the stadium is acknowledged. Further, community requests for equestrian access to trails and the arena's historic preservation are considered in this master plan.

In the winter, an outdoor ice rink is available on Friday, Saturday, and Sunday afternoons at the end of November through the beginning of March. One time or season pass admission is tiered for residents and non residents with skate rentals available. Four theme days are hosted at the ice rink during it's open season, drawing residents from all over the district and surrounding areas.

The Truckee Skatepark is a popular amenity with growing interest. A plan for a new Rocker Memorial Skatepark has been developed by



The "Salty" Gebhardt Amphitheater  
Source: Truckee Donner Recreation and Park District

a local nonprofit and funding continues to be secured. In community engagement surveys and interviews, there has been consistent interest in the progression of the new construction.

### West End Beach

This 12-acre day-use beach is located on the West Shore of Donner Lake, with American Red Cross Certified Lifeguards supervising the designated swim area during the summer months. The beach is staffed with services and amenities on weekends from 8 am to 5 pm. Picnic sites are by reservation only, and equipment rentals and boat storage are also available for purchase. Two playgrounds, a sand volleyball court, a tennis/pickleball court, and horseshoe pits offer a variety of activities outside of water play.



Ball Field at Truckee River Regional Park



Summer programs and camps offer a range of experiences for all ages. In the winter, the parking lot is plowed for winter access. Snow play, snowshoeing, cross-country skiing, and photography are common winter activities while typical beach-use amenities are closed.

### Community Arts Center

Located on the east end of Downtown Truckee, the Community Arts Center is a destination for performances, presentations, premieres, and parties. Originally, this site was home to Truckee's first elementary school in the early 1900s. After the building was repurposed from its use as a recreation center, a plan was developed to turn it into a performing arts venue in 2014.

Limited parking is available at the Community Arts Center (CAC), requiring visitors to use surrounding public parking for highly attended events.

The Truckee Downtown Park is located just outside of the CAC, allowing preschoolers and others to have easy access, and for various programs and events. Inside, there is an auditorium with a stage, movie screen, kitchen access, as well as tables and chairs to adapt the space for a variety of events. Two meeting rooms are also available for rent.

Partner groups like Sierra Nevada Dance and the Truckee Community Theater partner group utilize the building and auditorium space for shows and rehearsals, but this facility is primarily used for youth programs offered through TDRPD. After



West End Beach

school and day-care offerings such as Kids Korner is hosted in one of the meeting rooms.

Due to the age of the building, repairs are continually needed and there is not accessible access to the second story storage attic.



Community Arts Center





Ponderosa Golf Course

### Ponderosa Golf Course

Located between Truckee Regional Park and the Truckee Tahoe Airport, visitors arrive to this site via Old Brockway Road in a car or by bus. Ponderosa Golf Course was originally developed by the townspeople of Truckee in 1961. In 2008, through a partnership with the Truckee Donner Land Trust, the Town of Truckee, and the Truckee Tahoe Airport District, TDRPD took over operation of the Ponderosa Golf Course. This facility benefits TDRPD as its operations are consistently profitable.

Recent renovations include the golf clubhouse and office, handicap ramp, and water stations in 2024. The course has 9 holes as well as a chipping green, hitting station/nets, and a putting green. Tee times, lessons, and clinics are offered regularly with special events on occasion.

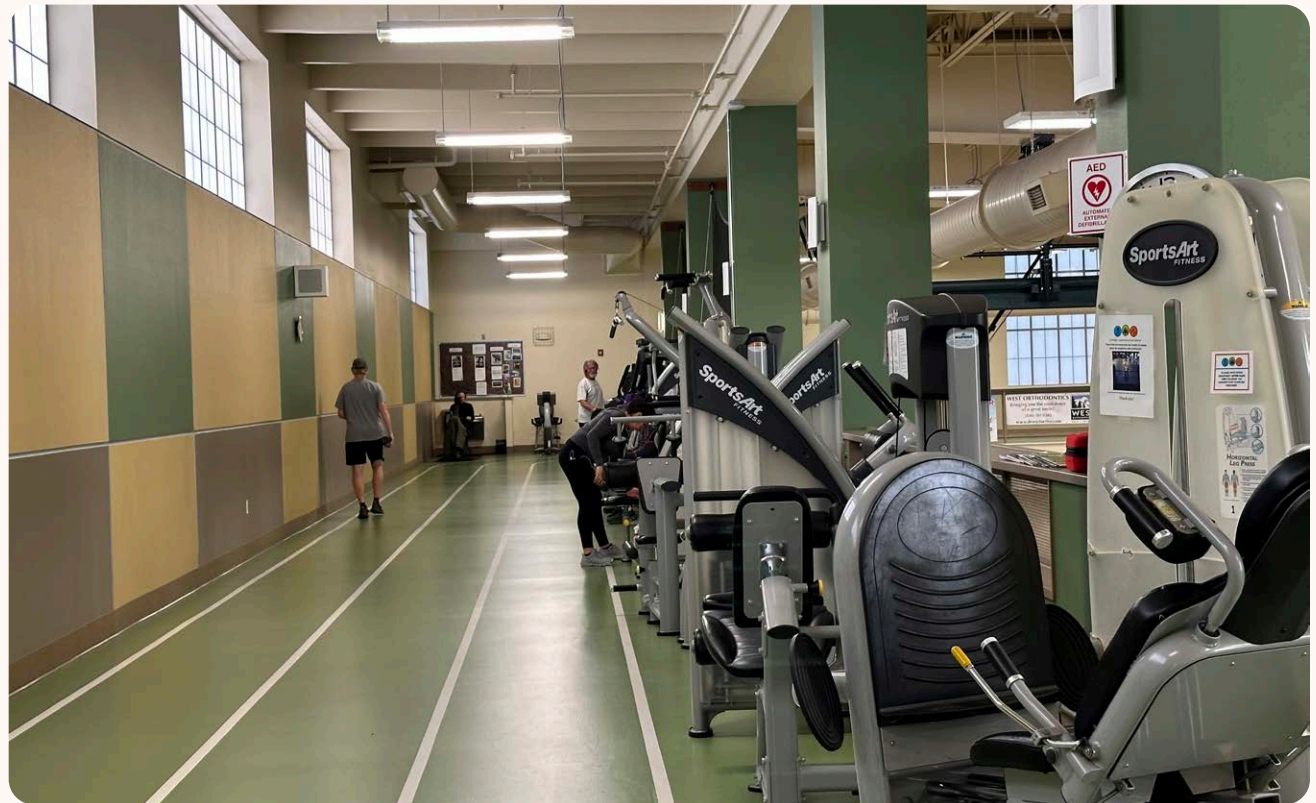
### Steve Randall Community Recreation Center

This facility was named to honor 38 years of community service and District growth and development by Steve Randall. Located just north of I-80 and west of US 89, visitors arrive by bus, car, or wheels if coming from the surrounding residential neighborhoods.

This 40,000 sq.ft. multi-use facility was completed in 2009 with a gymnasium, fitness center, climbing wall, dance room, meeting rooms, kitchen, and more. The Recreation

Center was completed \$7 million under budget, and was funded with grants (\$785,000), developer fees, donations (\$130,300), and debt in the form of Certificates of Participation.

Residents of all ages have a place at the Recreation Center from preschool offerings, youth dance classes, and adult pickle ball leagues to senior table and card games. Both permanent and rotating art displays can be found along the hallways such as the Charles McGlashan Butterfly Collection.



Steve Randall Community Recreation Center



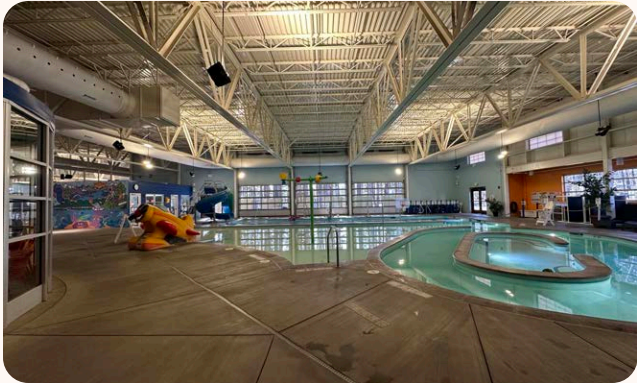


Lawn Area Between Steve Randall Community Recreation Center and Truckee Community Pool

### Truckee Community Pool

Next door to the Steve Randall Community Recreation Center is the Truckee Community Pool, built in 2016. This facility was built largely utilizing developer impact fees and a \$1,000,000 grant from the Truckee Tahoe Airport District.

A lap pool, recreation pool, party room, and outdoor patio provide space for both fitness and fun in the pool. Aquatic programs offer a dynamic blend of fitness, sports, and group activities, catering to individuals of all ages and skill levels. Swim lessons, water aerobics, underwater hockey, and synchronized swimming are just a few of the available programs.



Truckee Community Pool



Truckee Community Pool



Outdoor Patio at Truckee Community Pool  
*Source: Truckee Donner Recreation and Park District*



## Veterans Hall

Located in the middle of Downtown Truckee is the Veterans Hall (Vets Hall), with National Register of Historic Places designation. The original building was part of the McGlashan mansion that was destroyed by a fire in 1934. After World War I, the Vet Hall was designed on a Gothic arched steel frame in the design of numerous Nissen and Emkay Huts, rather than the more common 'quonset hut,' and is reminiscent of the more recognizable influence of military aircraft hangars.

The Vets Hall continues to serve as a gathering place for three generations of veterans, residents, and visitors. This historic building was contributed to the District by Nevada County to be utilized for recreational purposes. Smaller scale events hosted here include youth sports, educational classes, and meeting place for veterans.

Outside, the Rocking Stone Tower is available only by stairs, limiting accessibility. From the vantage point there are great views of Downtown and surrounding mountains. Originally, this housed McGlashan's collection of Donner Party artifacts and the Butterfly Collection that is now on display at the Steve Randall Community Recreation Center.

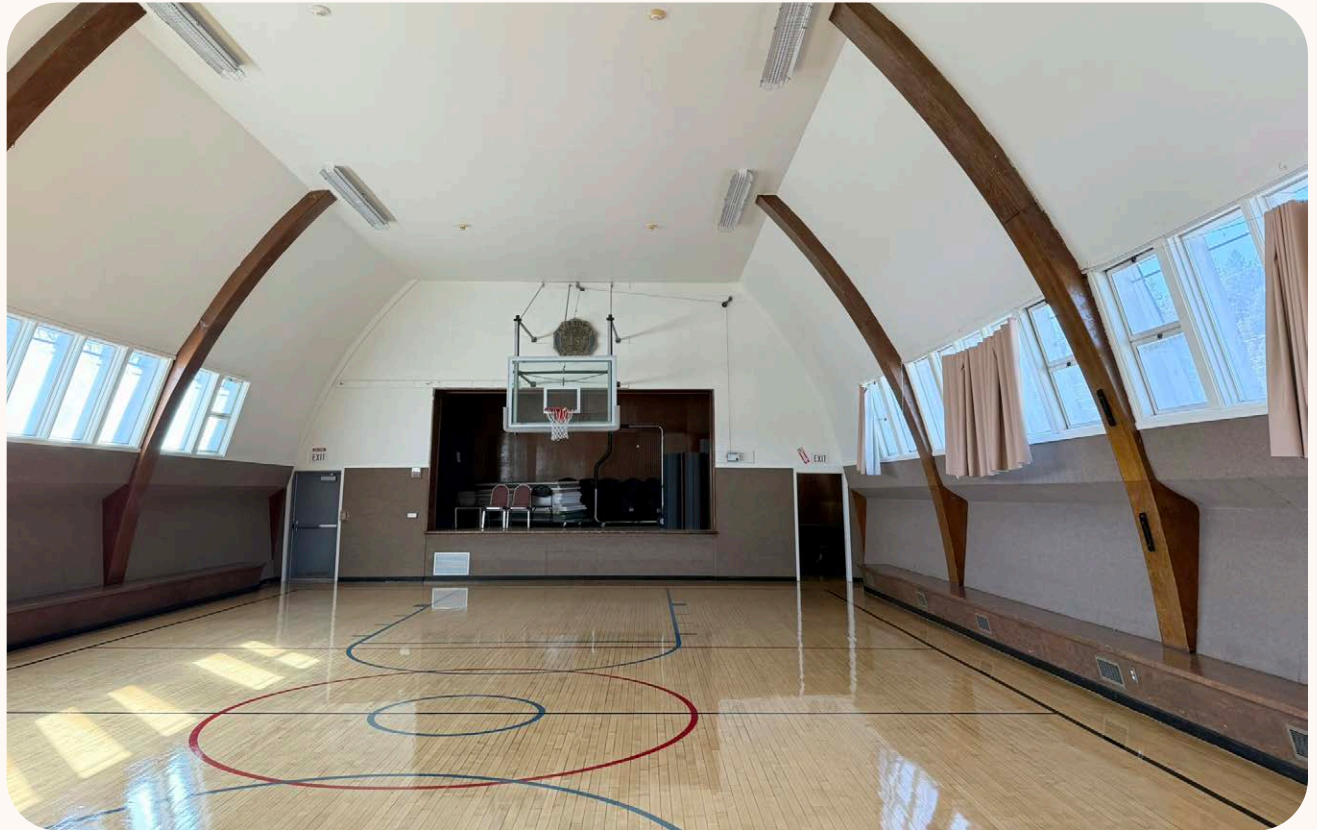
Upstairs, a large gym and auditorium shared space makes this a great place for many activities and sports. Current programs include basketball, ping pong, indoor soccer, and yoga. It's also ideal for parties, receptions, dances, meetings, and workshops. However, the windows stretching

the lengths of the room make the space very hot during summer months.

Downstairs, there is a kitchen, dining hall bathrooms, showers, and a meeting room/flexible space. The main hall is used for art classes and other TDRPD programs. The Veterans Hall has been used for events, overnight stays, programs, theater, music, sports and more.



Rocking Stone Tower at the Veteran's Hall



Upstairs Gym at the Veteran's Hall

## Distribution of Park Amenities

Similar to park distribution, the majority of the District's sports fields and courts are located in Truckee. These types of park amenities are primarily located in the following parks:

- Meadow Park
- Truckee River Regional Park
- Riverview Sports Park
- Glenshire Park

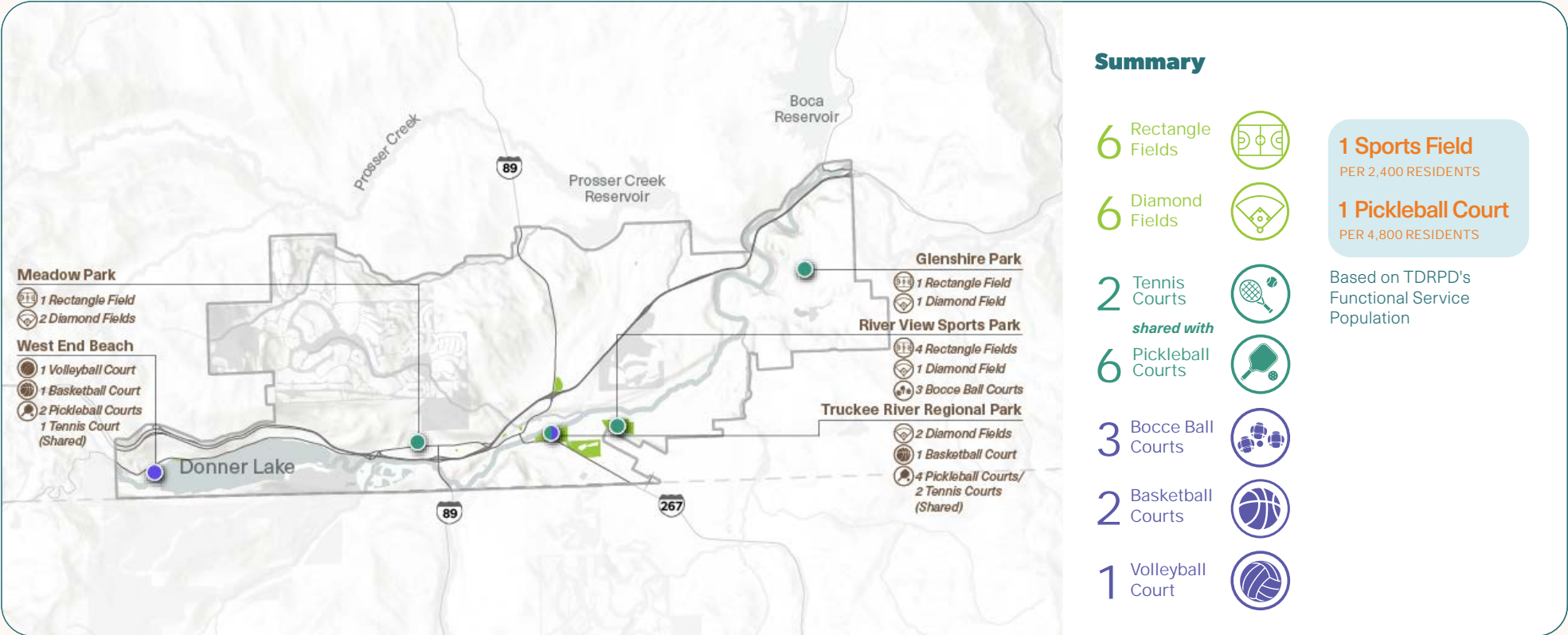
Three of the four parks listed above are concentrated near downtown Truckee, so most residents need to drive to reach the fields and courts. However, the Legacy Trail—a community-wide shared-use path—runs through both Truckee River Regional Park and Riverview Sports Park, providing convenient bicycle access.

The number of fields serving TDRPD residents and visitors is currently below national and regional averages. The service area has approximately one sports field per 2,400

residents. In comparison, North Tahoe Public Utility District has 1 field per 970 residents and Tahoe City Public Utility District has 1 field per 663 residents.

The District is also underserved with dedicated pickleball courts. TDRPD has one pickleball court per 4,800 residents and has no dedicated pickleball courts. By comparison, as of 2025, the national average for agencies of TDRPD's size is one pickleball court per 3,483 residents.

Figure 18: Spatial Distribution of Outdoor Sports Fields & Courts





## Facility Condition Assessment

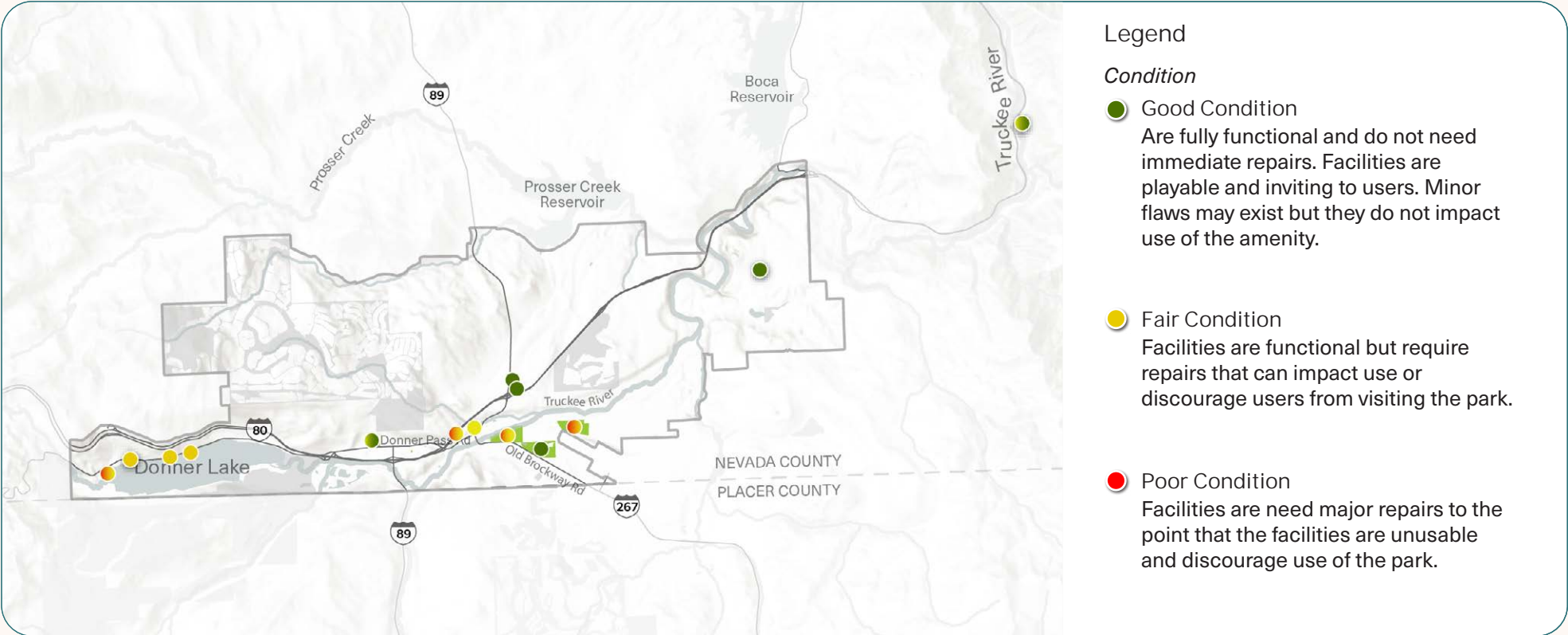
Three rounds of site visits were conducted to inventory the District’s parks and recreation facilities, one in winter and two in summer to capture seasonal differences in use and condition. A qualitative site assessment of the District’s parks system was completed in June to evaluate the overall condition of park amenities and offerings. In addition, the team reviewed maintenance manuals and scheduled repairs.

Parks were rated according to a three-tier scale: good condition, fair condition, and poor condition. The assessment identifies where flaws exist that could impact the overall use of the facility.

Overall, the majority of facilities are in fair condition with several trending toward poor condition, meaning that the condition of facilities discourages use. Almost every park has deferred maintenance or needs accessibility retrofits.

Facilities identified for enhancement were primarily those with maintenance issues related to outdoor fields, courts, restrooms, pedestrian access, and parking. For example, West End Beach is a popular facility, but its restrooms and pavilions/picnic areas need upgrades to better accommodate summer use.

Figure 19: TDRPD Facilities Assessment



## TDRPD Programs and Service

The District delivers a wide array of programs—aquatics, youth and adult sports, some senior activities, arts and cultural enrichment, and special events—achieving 76 percent resident participation and **95 percent satisfaction** per the 2025 ETC Institute survey. This is an enviable position for the District and exceeds the national trend in participation and satisfaction ratings.

The District is perceived by the community as the primary, year-round provider of more affordable parks and recreation services in the community, supported by high-quality facilities and dedicated and passionate staff. Community members value the District's diverse programs and flagship facilities; however, some assets show signs of wear and increasing maintenance needs.

The District has refined its community programs to include aquatics, preschool and school-aged care, arts/culture and enrichment programs, summer camps, entry-level adult and youth sports, targeted seasonal hosted or co-hosted community-wide special events, and senior adult programs. The District provides year-around activities with a focus on providing services and opportunities that are financially accessible to the most participants. It also offers a scholarship program which is capped at a certain budgetary amount annually. Scholarship demand has increased, reflecting affordability concerns for some residents.

Challenges include a shortage of indoor, temperature-controlled facilities, limited athletic

Target Audience	Program Activities
<b>Youth Sports</b>	<b>Ages 5-18:</b> Basketball, ice hockey, lacrosse, flag football, golf, volleyball, swim team, rock climbing, sports camps, downhill skiing, and sailing
<b>Adult Sports</b>	<b>Ages 19 and above:</b> Softball, basketball, volleyball, disc golf, golf, tennis, soccer, indoor soccer, rock climbing, pickleball, ping pong, bocce ball, women and men's ice hockey, and broomball
<b>Golden Programs</b>	<b>Ages 55+:</b> Golden Meet & Greet social, pickleball, enrichment programs, land and water fitness classes
<b>Teen Programs</b>	<b>Ages 12-19:</b> Dance classes, trips, sports, camp staff
<b>Preschool &amp; After School</b>	<b>Ages 5-12:</b> Recreation programs, camps, and trips
<b>Family Programs</b>	<b>All ages:</b> Concerts and special events
<b>Aquatic Programs</b>	<b>All ages:</b> Swim lessons for children in Truckee through the schools, private lessons, special events, lap swimming, recreation swimming, exercise and scuba classes, and birthday parties
<b>Adult/Youth Theater &amp; Dance</b>	<b>All ages:</b> Theater, dance expression and instruction
<b>Special Needs Population</b>	<b>All ages:</b> Ceramics, exercise, and water aerobics
<b>Specialized Classes (Contract instructors)</b>	<b>All ages:</b> Exercise classes, art, crafts, ceramics, music, investment, life coaching, dance, acting, yoga, martial arts, foreign language, wellness, puppy & dog training, gardening, and ice skating lessons

Table 10: TDRPD Existing Core Recreation Programs and Activities

field capacity for the short season use, and gaps in programming for parents with children, middle-school youth, senior adults, Spanish-speaking residents, and patrons with disabilities. Programs are largely developed informally by

staff and patron suggestions rather than through structured, data-driven planning.

## HOAs and Other Recreation Providers

Besides TDRPD-owned facilities, numerous other recreation providers, such as State Parks, HOAs, and private organizations, offer a range of related facilities and services. Additionally, the District includes a high percentage of public lands owned by the US Forest Service (USFS).

The Town of Truckee recently developed DEWBEYÚMUWE? PARK in the downtown area by the Truckee River. It is a passive park and is part of the guiding policies described in the Town's Downtown Truckee Plan to provide more open space and public parks and plazas in and near the downtown area.

The Town's Public Works Facilities Maintenance Division maintains 20.9 miles of trails. This includes the Legacy Trail, Trout Creek Trail, Mousehole (State Route [SR] 89 south) Trail, and trails along Brockway Road and behind Alder Creek Middle School.

There are several privately owned and operated recreational facilities in Truckee. Although public use, where allowed, is fee-based, these facilities offer additional recreational opportunities for residents. Private recreational open space facilities in Truckee include five golf courses and private facilities associated with the Tahoe Donner resort area.

Many of private providers require private, exclusive paid memberships to use their services or facilities. The table on this page and the next is not exhaustive but provides a snapshot of

Type of Service	Name of Company
<b>Fitness/Personal Training</b>	High Altitude Fitness, CrossFit Truckee & Tahoe Power Lab, Sierra Athlete, Camp 1 Fitness, Performance Training Center
<b>Water Sports/Beach</b>	Tahoe Donner Beach Club Marina, Donner Lake Water Sports, Cook Efoiling, Dirt Gypsy Adventures
<b>Recreation Center/Pool/Event Space</b>	Northstar Recreation Center; Martis Camp's Family Barn, Tahoe Donner Trout Creek Recreation Center
<b>Bike Tours</b>	Tahoe Mountain Guides , Bike Truckee, Le Grand Adventure Tours, Dirt Gypsy Adventures, Ronnie's Battleborn Prodigies
<b>Golfing</b>	Old Greenwood Golf Course, Gray's Crossing, Coyote Moon, Tahoe Donner, Lahontan, Martis Camp, Schaffer's Mill
<b>Winter Sports</b>	Tahoe Mountain Guides, Ski Butlers Ski Rental, Snowplay, Le Grand Adventure Tours
<b>Yoga/Healing Arts</b>	GyöHarmony-Sound & Healing Arts, Wild Harmony Health, Be Active Yoga Truckee
<b>Recreation Equipment Rental/Sales</b>	Adrenaline Connection, Trail Kitchens, Truckee River Bikes, Black Tie Adventure Rentals
<b>Ski/Snow Play Areas</b>	Northstar-at-Tahoe, Palisades Tahoe, Alpine Meadows, Sugar Bowl, Boreal, Tahoe Donner, Royal Gorge

Table 11: Private Recreation Service Providers

recreation providers and public land managers serving specific segments of the community.

Private providers are subject to uncertain and seasonal economic conditions and may not remain in business over the long term. Conversely, as new trends drive demand, new businesses are started to meet the market demands and can be privately funded and supported by membership and user fees.

There may exist an opportunity for the TDRPD to develop or negotiate a collaborative relationship with these providers to support program delivery through a business service agreement; potentially offering services at the TDRPD facilities, engaging them in sponsorship opportunities for TDRPD events and programs, and potentially sharing a customer base to provide seamless service and program delivery to the community.

## Sports Affiliates

Since the District's formation, it has developed, grown, and thrived on its partnerships and alliances. In particular, the five following Youth Sports Affiliates have helped TDRPD expand access to organized recreation, maintained park and field facilities, and strengthened community connections by engaging thousands of local youth, families, and volunteers each year.

- Truckee AYSO: Recreational soccer programs (fall, spring, and summer camps.)
- Truckee River United Football Club: A youth soccer club supporting over competitive and recreational teams from U9 through U19.
- Truckee Tribe: Youth lacrosse program for players ages 5-14.
- Truckee Little League: Youth baseball and softball organization serving players ages 4–16 across Tee Ball, Minors, Majors, and AAA divisions.
- Truckee Youth Football (Pop Warner): A youth football and cheer program serving athletes approximately ages 5–14 through age- and weight-based divisions.

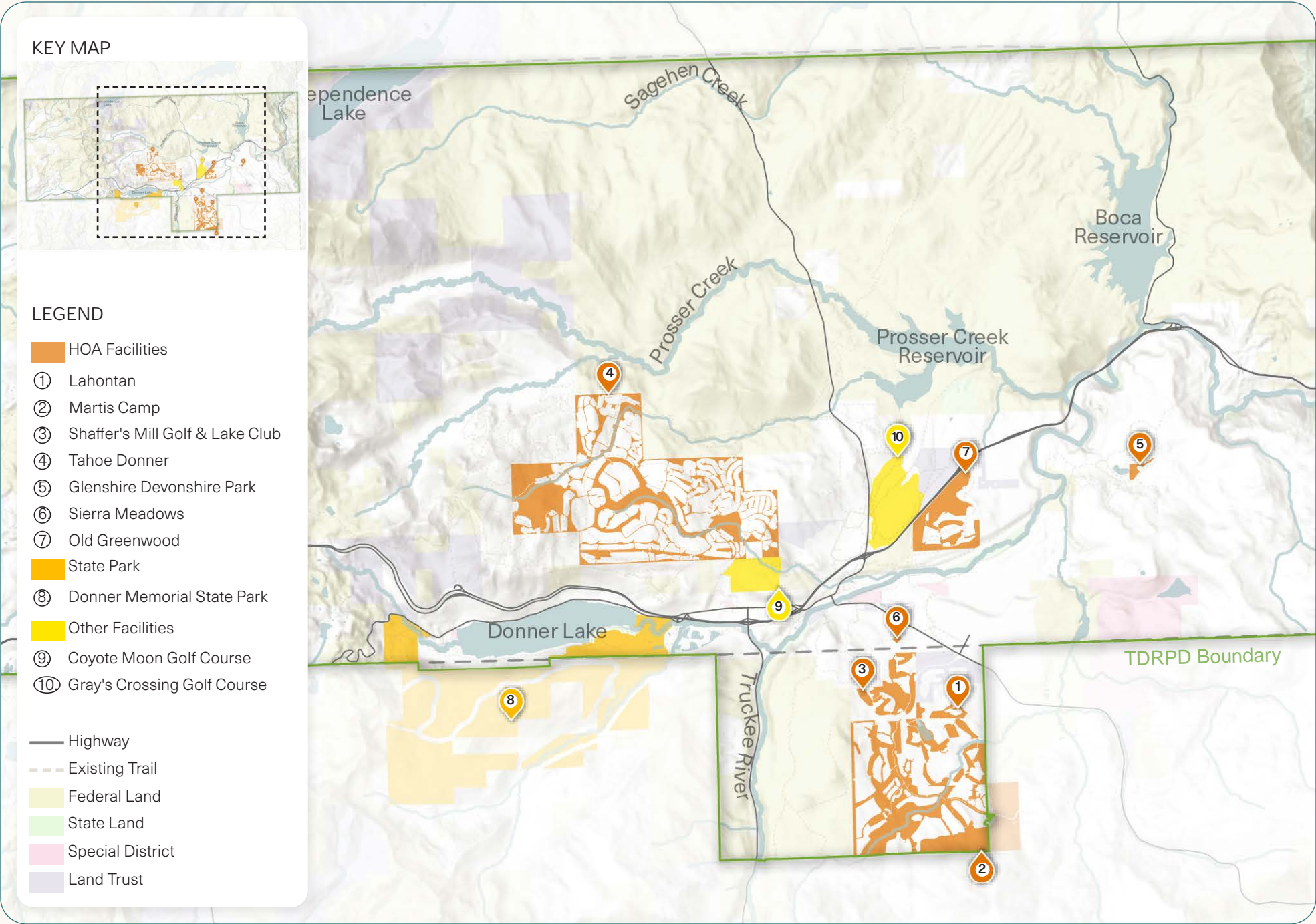
## HOAs and Other Recreation Providers' Facilities and Amenities

	AMENITIES																		
	OUTDOOR																	INDOOR	
Other Recreation Providers	Sports Fields	Basketball Court	Bocce Ball Court	Tennis/Pickleball Court	Volleyball Court (Outdoor)	Amphitheater	Beach/Lake Access	Boat Launch	Event Space	Fishing Pier	Golf Course	Horseshoe Pits	Picnic Amenities	Playground	Equestrian Center	Camping	Paved Trails	Unpaved Trails	Passive Park
HOAs (Private Only)																			
Lahontan	-	-		X	X	-	-	-	-	-	X	X	X	-	-	-	X	X	-
Martis Camp	X	X	-	X	-	X	X	X	X	-	X	-	X	X	-	-	X	X	-
Shaffer's Mill Golf & Lake Club	-	-	-	X	-	-	-	-	-	-	X	-	-	-	-	-	X	X	-
Tahoe Donner	-	-	X	X	X	-	X	X	-	-	-	X	-	-	-	-	-	-	-
HOAs (Limited Public)																			
Glenshire Devonshire Park	-	X	-	X	-	-	-	-	-	X	-	-	X	X	-	-	-	-	-
Tahoe Donner	-	-	-	X	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-
Old Greenwood	-	X	-	X	-	-	-	-	X	-	X	X	-	-	-	-	X	X	-
Gray's Crossing Golf Course	-	X	-	X	-	-	-	-	X	-	X	X	-	-	-	-	X	X	-
HOAs (Open to Public)																			
Sierra Meadows	X	-	-	X	X	-	-	-	-	-	-	-	X	X	-	-	-	X	-
Tahoe Donner	-	-	-	-	-	-	-	-	-	-	X	-	-	-	X	-	X	X	-
Other																			
Donner Memorial State Park	-	-	-	-	-	-	X	-	-	X	-	-	X	-	-	X	X	X	-
US Forest Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	X	-
Town of Truckee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	X
Land Trusts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-
Coyote Moon Golf Course	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	-

Table 12: Non-TDRPD Facilities and Amenities Inventory Matrix



Figure 20: Distribution of Non-TDRPD Facilities



## Level of Service (LOS)

Level of service (LOS) is a national standard that parks and recreation providers use to monitor the services provided to their citizens and to measure the adequacy of parkland in relation to the population. It is typically expressed as a measurement of acres per 1,000 residents.

In conjunction with community outreach and distribution analysis, this tool can help describe the amount and type of park facilities being offered by the District to identify gaps in the recreation network. It should be noted that although the National Recreation and Parks Association (NRPA) uses LOS to track metrics, it is not the only metric for park planning systems. Every community is different and their park and recreation needs vary depending on demographics, resident desires, land planning, geography, and proximity to open space.

In its 1988 master plan, TDRPD defined a level of service target of 5.0 acres of parkland per 1,000 residents, although General Plans in the area establish different desired levels of service. For example, Placer County's Draft 2050 General Plan and 2022 Parks and Trails Plan establishes LOS targets of 5.0 acres of active park and 5.0 acres of open space/passive park per 1,000 residents. Nevada County's 1995 General Plan defines its minimum recreation level of service target as 3.0 acres of park land per 1,000 residents; however, each recreation district within the county is encouraged to establish its own LOS target.

TDRPD's want to provide

**5** ACRES OF PARK  
PER 1,000 RESIDENTS

● ● ● ● ● **LOS Goal**



## LOS | TDRPD Current and Projected

The planning team analyzed park acres per capita, quality, and distribution factors to determine service gaps. The District's current level of service (4.05 acres per 1,000 residents) is below its 5.0 acre target. This was calculated by comparing the acreage of District-controlled parkland acreage by the effective population of the District's service area (see pages 16 and 17 for a description of how the effective population is calculated).

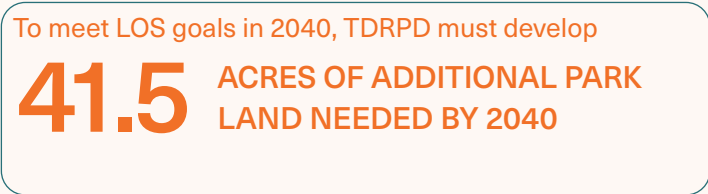
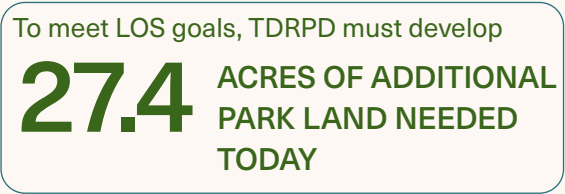
When accounting for projected population growth, by 2040 the inventory of District-controlled developed parks will provide only 3.69

acres of park per 1,000 residents. An additional 41.5 acres of developed parkland is anticipated to meet level of service targets by 2040.

Several in-progress or future additions to the current recreation system such as the development of Coldstream/Deerfield Community Park will bring the level of service up, however as the community grows, the District must be proactive in acquiring and developing lands and/or establishing and strengthening partnerships to meet both current and projected needs. It is typically easier to acquire lands now for future needs.



*That's fewer parks per person!*

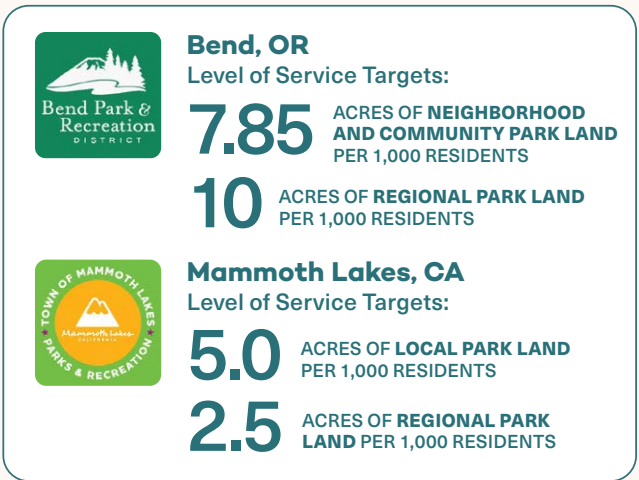


## LOS | Benchmark Communities

Ashland, Oregon; Bend, Oregon; Breckenridge, Colorado; and Mammoth Lakes, California were identified as benchmark communities because they have similar population sizes and mountainous environments. Preliminary analysis revealed the current level of service offered by these communities, which ranges from 5 to 32 acres of developed parkland per 1,000 residents (as shown in Figure 22). The overall level of service shown below includes developed parks but does not include natural lands, open space, and other conservation areas.

The current level of service being provided by benchmark communities does not necessarily reflect level of service targets. The District's level of service target is lower than that of comparable communities such as Bend, Oregon and Mammoth Lakes, California.

Figure 21: Level of Service Comparable Communities



# Recreation Trends

## Recreation Trends

The planning team studied local, regional, and national recreation trends that inform parks and recreation planning for TDRPD. Understanding this data is crucial for recognizing gaps in current services and identifying evolving recreation patterns to inform planning efforts.

## Trends By Demographics

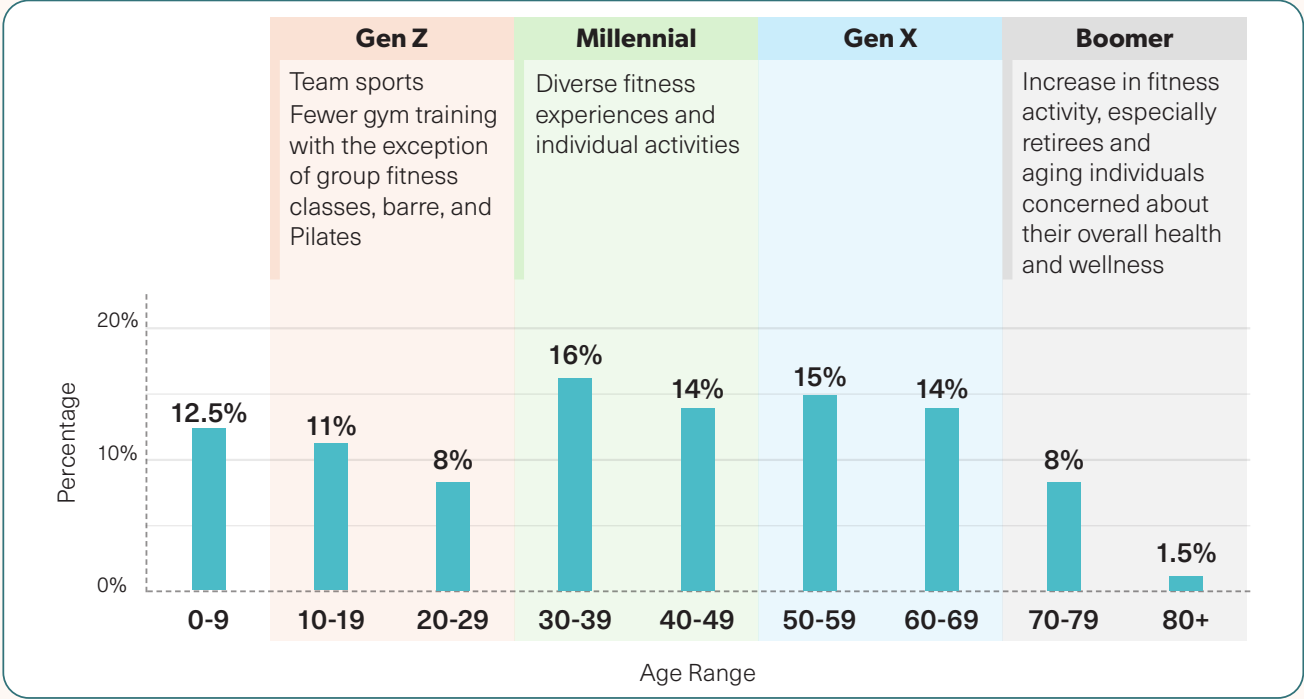
### Population Changes

Although California Department of Finance population estimates for the Town of Truckee show the population remaining steady with a 0.5 percent annual increase over the last 10 years, the continued growth will increase the functional population from 28,855 to 31,675 by 2040. If this increase holds true, it will put pressure on existing parks and recreation facilities, particularly those located within the Town of Truckee. At the same time, maintenance costs are expected to rise, and demand for recreational space will increase, leading to greater competition for facility use. Proactive planning and investment will be essential to meet future needs and maintain the quality and accessibility of TDRPD’s recreation offerings.

### Age Group Changes

A majority of the Town of Truckee’s population is working-age adults and families. Almost 60 percent of its population is between the ages of 30 and 69 years old. An increasing senior population has been identified as a notable demographic shift in Nevada County, Placer

Figure 22: Town of Truckee Population by Age Range, 2023  
 Source: 2019-2023 American Community Survey (5-year estimates)



County, and in the Town of Truckee. Additionally, the median age in California and Nevada County is predicted to increase from 36.8 in 2020 to 40.8 in 2045.

Due to longer life expectancies and the large Boomer generation (born approximately between 1946 and 1964) reaching senior years, the percentage of senior population is expected to rise steadily in the next decade. TDRPD needs to anticipate a growing number of seniors experiencing age-related limitations and disabilities. Addressing these needs through programming and recreation accommodations will be important in the future.

### Underserved Communities

Across the United States, a wealth of evidence shows limitations for participation in outdoor recreation for some communities, including (but not limited to) Black, Spanish-speaking, Indigenous and Native American, Asian and Pacific Islander persons, and other people of color; persons with disabilities; and individuals experiencing poverty.

A variety of barriers limit participation for underserved communities, such as lack of close-to-home natural environments in communities, the cost of participation, difficulties navigating



websites, limited digital access, language barriers, lack of knowledge about outdoor recreation, and feeling excluded and unwelcome in outdoor settings.

To promote inclusivity in parks and recreation, TDRPD managers need to consider different ways for underserved communities to overcome constraints and increase their level of participation in outdoor recreation. Overall, in the Tahoe Truckee Unified School District, 35 percent of students are Hispanic/Latino. This percentage varies for each school within the school district.

There is a need for culturally and linguistically inclusive services. Investments in accessible programming and outreach for Spanish-speaking families, lower-income households, and residents with disabilities will help address gaps.

Regional Trends

This analysis uses the Esri Business Analyst Sports and Leisure Market Potential Report (Esri forecasts 2025 and 2030) to help identify the most popular outdoor activities within the Truckee-Donner Recreation and Park District. The Sports and Leisure Market Potential Report is a point of reference for the most popular activities by the number of adults who have participated in them in the past 12 months in the service area.

The Market Potential Index (MPI) shows the likelihood that an adult resident will participate in

Figure 23: Inactivity by Income, National vs Town of Truckee, 2017 - 2022  
Source: Physical Activity Council and 2023 ACS 5-Year Data

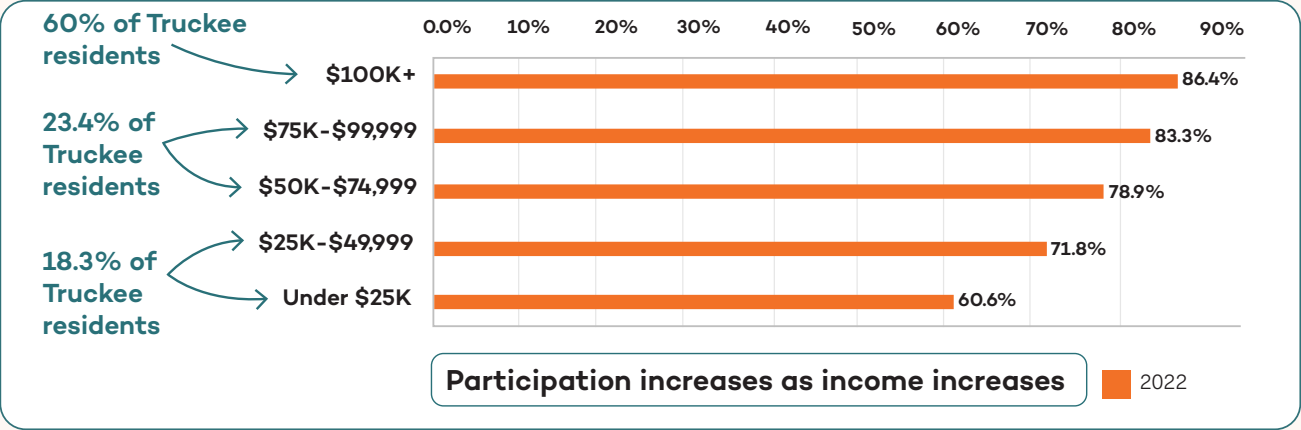
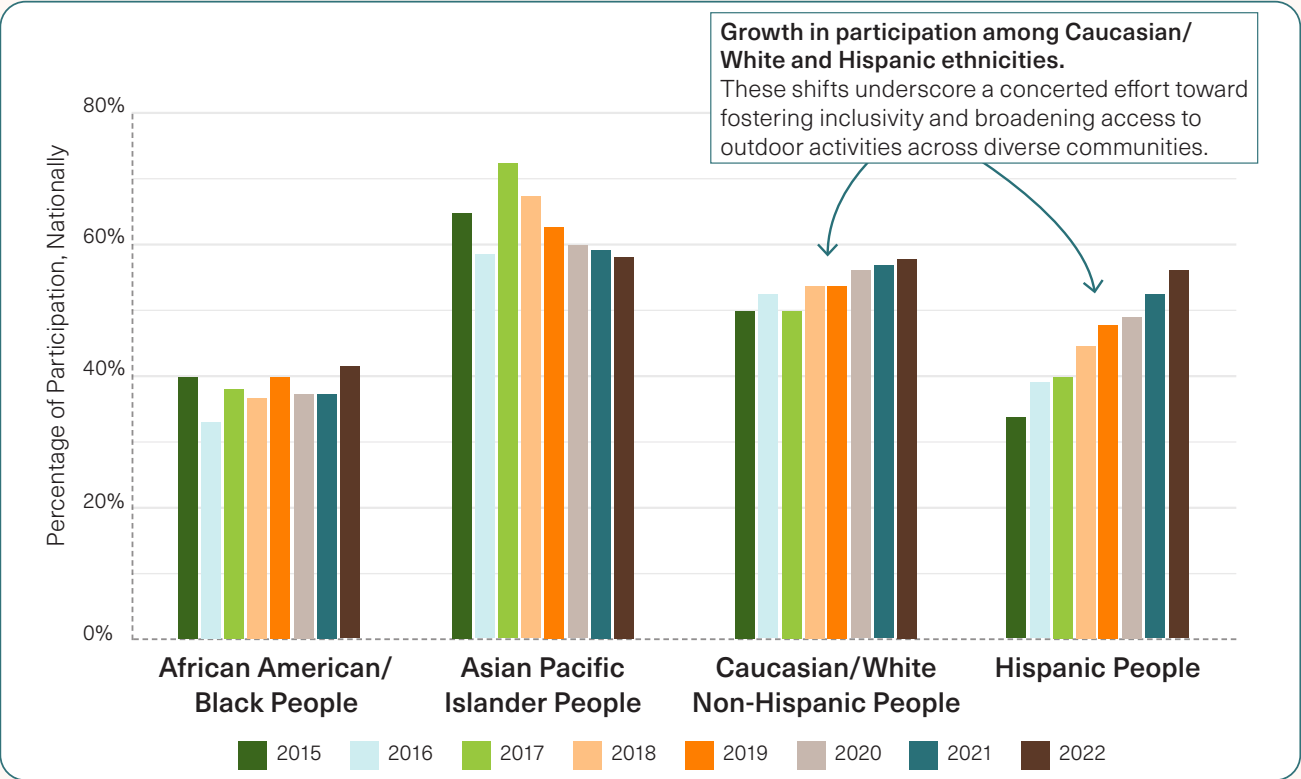


Figure 24: National Outdoor Recreation Participation by Race/Ethnicity, 2015-2022  
Source: Sports & Fitness Industry Association (SFIA). 2022 Sports, Fitness, and Leisure Activities Topline Participation



the identified activities compared to the national average in the past 12 months. The national MPI average is 100; therefore, numbers below 100 represent a lower-than-average participation rate, and numbers above 100 represent a higher-than-average participation rate. MPI data also compares the estimated percentage of the U.S. populations and local populations participating in each activity.

High index numbers (100+) are significant because they demonstrate greater potential for residents to participate in programs and a need for related facilities. The MPI and estimated participant numbers are helpful tools for estimating resident participation in identified activities and projecting the need for facilities in the future. However, the number of expected adults is not exact and excludes the youth demographic.

As shown in Table 13, growth was recorded across all activity categories, with notable increases in winter sports (+22%), team sports (+10.8%), and racquet sports (+51.8%). The sharp rise in racquet sports participation is largely driven by pickleball’s third consecutive year as the nation’s fastest-growing sport. These trends are particularly relevant to Truckee, where residents participate in winter and racquet sports at higher rates than the national average, while showing slightly lower participation in team sports such as football, soccer, and volleyball.

Table 14 compares sports/activities trends and the likelihood that an adult resident within the

Table 13: Sports and Leisure Market Potential, TDRPD Service Area

Source: Esri Business Analyst Sports + Leisure Market Potential Report and Recreation Expenditures Report (Esri forecasts 2025 and 2030)

Consumer Behavior	Town of Truckee		
	Expected Percent of Population	MPI*	
<b>Winter Sports</b>			<b>Winter Sports (+22%) growth 2023 - 2024</b>
Skiing (Downhill)	4.2%	152	Truckee has a higher participation in winter sports than the nation
Snowboarding	2.0%	127	
<b>Racquet Sports</b>			<b>Racquet Sports (+51.8%) growth 2023 - 2024</b>
Pickleball	4.6%	127	Pickleball’s 3rd year as the nations fastest-growing sport
Tennis	4.1%	116	
<b>Team Sports</b>			<b>Team Sports (+10.8%) growth 2023 - 2024</b>
Baseball	3.0%	99	Truckee is similar to the national average - not just seeing participation in youth, Gen Z has a higher participation in team sports
Basketball	5.3%	93	
Football	2.3%	83	
Soccer	3.2%	86	
Softball	1.8%	99	
Volleyball	2.4%	88	

**\*MPI (Market Potential Index):** measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Town of Truckee and TDRPD service area will participate in the identified activities compared to the national average. Activities are defined by three categories: General Sports, Fitness Activities, and Outdoor Activity.

The percent participation column shows the proportion of the adult population estimated to engage in a particular activity, while the expected number of adults translates that percentage into an actual count based on the size of the local adult population. By using these two columns together, the District can consider the relative

popularity and scale of each activity. This data is used to analyze how popular an activity is compared to others, but also how many individuals are likely to participate.

Overall, the most popular activities for adults in the Town of Truckee are walking for exercise (37.4% of the adults), hiking (24.6%), and swimming (18.0%). The activities with significantly higher percentage participation than the U.S. population are skiing (downhill), Pilates, paddleboarding, hiking, snowboarding, yoga, and bicycling (road). These interests might be indicative of the access

to nature and access to water bodies available in the region. Pickleball (128 MPI), Tennis (123 MPI), and Golf (113 MPI) were sports with the highest MPI. Note that field sports participation is typically dominated by youth and is not fully represented by MPI numbers.

Both TDRPD and the Town of Truckee's most widely participated activities are swimming, walking for exercise, and hiking. Studio-based fitness such as yoga, Pilates, aerobics, and spin classes show consistently high demand for both TDRPD and the Town of Truckee, suggesting a need for flexible indoor spaces in future. There is a higher percentage of participants engaged in weightlifting in the District (18.0%) than in the Town of Truckee (8.4%). Pickleball continues to grow rapidly and is equally popular across the District. In contrast, participation in field sports such as soccer, football, and volleyball remains steady for adult populations.

Additionally, the Esri Business Analyst Sports + Leisure Market Potential Report highlights emerging trends in arts and entertainment, including a growing interest in photography, museum visits, and theater attendance. In the District, participation in photography is above the national average, with an estimated 2,583 adults (13.5% of the population) engaging in the activity. Theater and museum attendance also exceed national benchmarks, with approximately 3,863 adults (20.1%) attending theater events and 2,718 adults (14.2%) visiting museums. These trends

Consumer Behavior	Percent		MPI		
	Town of Truckee	TDRPD	Town of Truckee	TDRPD	
<b>General Sports</b>					<b>Top Three Activities in General Sports</b>
Swimming	18.0%	17.9%	111	110	The top three activities in General Sports (measured by the expected number of adults) are: 1. swimming 2. golf 3. basketball
Golf	9.1%	9.2%	113	114	
Basketball	5.7%	5.3%	100	93	
Pickleball	4.6%	4.6%	128	127	
Tennis	4.4%	4.1%	123	116	
Soccer	3.5%	3.2%	93	86	
Baseball	3.0%	3.0%	102	99	
Volleyball	2.5%	2.4%	94	88	
Football	2.3%	2.3%	84	83	
Softball	1.8%	1.8%	101	99	
<b>Fitness Activities</b>					<b>Top Three Activities in Fitness Activities</b>
Walking for Exercise	37.4%	38.0%	115	117	The top three Fitness Activities (measured by the expected number of adults) are: 1. walking for exercise 2. weightlifting 3. yoga
Weightlifting	8.4%	18.0%	120	118	
Yoga	12.3%	11.9%	129	125	
Jogging/Running	12.1%	11.7%	117	114	
Aerobics	9.1%	8.8%	121	118	
Pilates	4.6%	4.5%	142	139	
Spinning	2.1%	2.1%	128	126	
<b>Outdoor Activities</b>					<b>Top Three Activities in Outdoor Activities</b>
Hiking	24.6%	24.1%	133	131	The top three Outdoor Activities (measured by the expected number of adults) are: 1. hiking 2. bicycling (road) 3. canoeing or kayaking
Bicycling (Road)	12.7%	12.4%	127	234	
Canoeing or Kayaking	7.4%	7.5%	103	104	
Skiing (Downhill)	4.2%	4.2%	155	152	
Bicycling (Mountain)	3.9%	3.8%	123	119	
Backpacking	3.8%	3.8%	112	111	
Paddleboarding	3.5%	3.5%	136	136	
Ice Skating	3.0%	2.8%	116	110	
Rowing (Indoor/Outdoor)	2.3%	2.1%	126	119	
Snowboarding	2.1%	2.0%	131	127	Table 14: Town of Truckee and TDRPD Service Area Participatory Market Potential (Partial List)
Rock Climbing	1.9%	1.8%	108	103	
Sailing	1.4%	1.3%	120	112	
Skateboarding	1.4%	1.3%	120	103	
Water Skiing	1.2%	1.2%	101	103	

Source: Esri Business Analyst Sports + Leisure Market Potential Report and Recreation Expenditures Report (Esri forecasts 2025 and 2030)



suggest a local demand for cultural and creative programming.

## Statewide Trends

The Statewide Comprehensive Outdoor Recreation Plan (SCORP) encompasses all outdoor recreation opportunities in California, including at the county and municipal levels, examining trends and demands.

While TDRPD generally has more open space than urban areas, physical access to parks, especially in snowbound months or in less densely populated neighborhoods, can still be limited. Applying SCORP's approach would mean focusing on improving year-round accessibility, expanding parks or open space within walking distance of underserved areas, and engaging the public through inclusive, site-specific outreach methods, particularly for youth, seniors, and families who may face barriers to participation.

SCORP's emphasis on flexible, multi-use parks and active community input also aligns well with the District's service area, where recreation spans a range of seasonal activities and preserving natural character and sense of place is important.

During development of the SCORP, focus groups were convened to identify trends, needs, and opportunities. Participants reported a growing shift toward a "pay to play" model for parks and recreation where agencies rely more on user fees and revenue generation to support basic operations. Many local directors said this shift

is changing agencies' missions and service priorities and expressed concerns that the model can undermine equity and access.

Focus group discussions during the planning process for the Comprehensive Master Plan revealed similar findings. The District is perceived by some organizations in the community as primarily a "pay to play" service model and the price to participate or use facilities has increased during the past three to five years, which is a barrier to some residents/users. The District has reached elasticity in the demand/pricing curve for some facilities and programs that have "priced out" locals from participating (for example, West End Beach rentals).

The recommended approach from the SCORP focus group participants is to pair revenue strategies with strong equity safeguards, better advocacy that frames parks as essential public health infrastructure, and partnerships/grant strategies that reduce reliance on user fees.

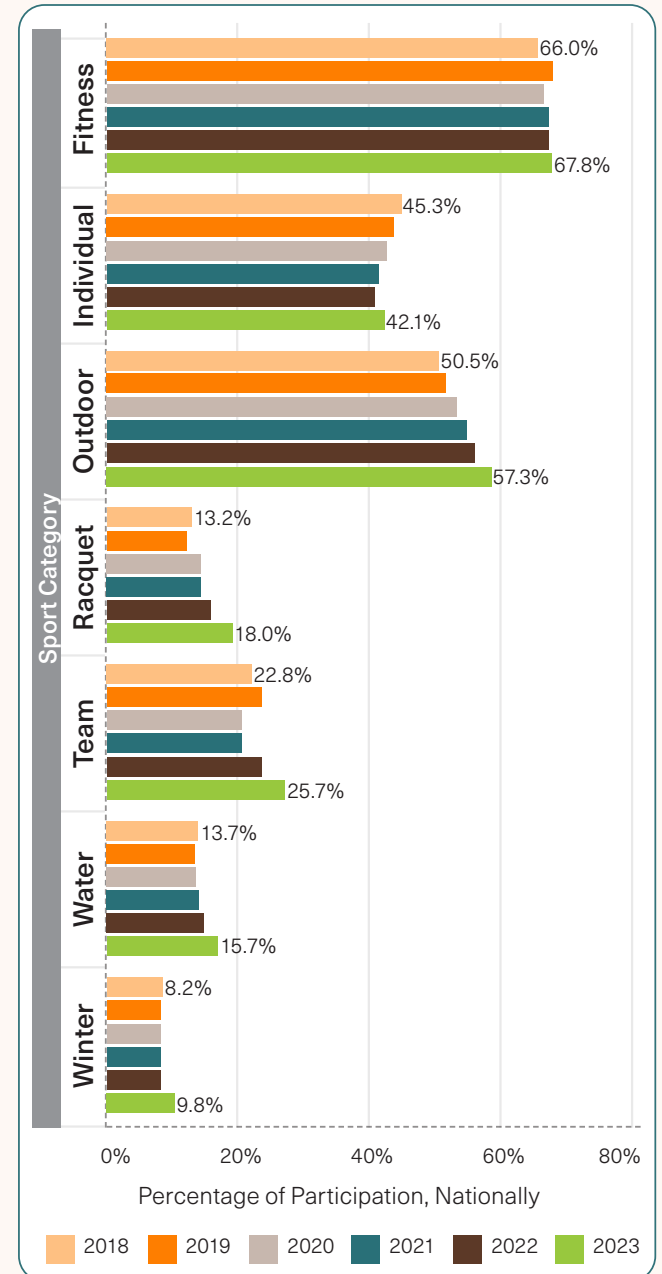
## National Recreation Trends

Examination of national recreation trends and how they relate to the Truckee community provides valuable insight into the community's evolving needs and guides decisions regarding potential future accommodations.

For the last decade, Americans' appetite for sport, fitness, and outdoor recreation has been trending upward and continued climbing in 2023. An estimated 242 million people (78.8% of the

Figure 25: Total U.S. Participation Rates in Outdoor Recreation Activities, 2018-2023

Source: 2024 SFIA Topline Participation Report



population) aged six and older took part in at least one activity, a 2.2% boost over 2022.

Growth was recorded in all activity categories, particularly winter sports (+22%), team sports (+10.8%), and racquet sports (+51.8%), as shown in Table 13. The growth in racquet sports can be attributed to pickleball's third year as the nation's fastest-growing sport. Growth in these categories is particularly of interest in Truckee, where residents are more likely than the rest of the country to participate in winter sports and racquet sports. Residents of the Truckee area are slightly less likely than the rest of the country to participate in team sports such as football, soccer, and volleyball.

In addition to participation patterns, the National Recreation and Park Association (NRPA) monitors emerging topics and trends that may become focal points for parks and recreation departments in various localities, highlighting these elements in the annual Top Trends in Parks and Recreation Report. The 2025 edition of this report encompasses several intriguing topics that could apply to the Truckee-Donner Recreation and Parks District, offering valuable insights for future planning and development. The emerging parks and recreation topics include:

- AI and Technology Integration
- Climate Resilience and Adaptation
- Health, Wellness, and Social Connection
- Creative and Inclusive Programming

#### • Equity and Access in Aquatics

Another trend related to the District is the need to continually engage youth in recreation. (Cities Connecting Children to Nature (CCCN) has identified four primary pathways for communities to integrate nature into children's lives effectively, focusing on meeting children where they live, work, and play.

CCCN's report highlights a record level of family participation in outdoor recreation activities, with most adults who frequently engage in outdoor recreation having initiated these activities during childhood. This emphasizes the potential effectiveness of family-based nature programming in encouraging children to embrace outdoor activities and sustain active lifestyles into adulthood.

### Takeaways

Population growth across parts of the District will intensify demand on parks and facilities, requiring proactive planning to maintain quality access. As the community ages, recreation services must expand to accommodate older adults and persons with disabilities. Improving inclusivity is also critical—barriers faced by underserved and lower-income residents should be addressed through equitable design, outreach, and year-round recreation opportunities. Walking, hiking, swimming, and studio-based fitness activities such as yoga and Pilates continue to be the most popular, while field sports participation remains steady.

Comparable communities like Bend, Oregon, and Mammoth Lakes, California, set higher park acreage standards, and Breckenridge's resident-first model shows how tourism funding can enhance local recreation quality. Nationally, participation in recreation continues to grow, with notable increases in winter, team, and racquet sports, alongside rising engagement among Black and Hispanic populations. Family-based and youth programs remain essential, as early exposure to outdoor activities strongly predicts lifelong participation.

Looking ahead, key trends shaping parks and recreation include integrating AI and technology for operations and engagement, promoting climate resilience and environmental health, supporting community wellness and social connection, expanding adaptive and creative programming for all ages, and increasing equitable access.







# COMMUNITY ENGAGEMENT

The focus of engagement was to gather community feedback and input on the recreation needs. It also served as a check point with the community and stakeholders to verify that the Plan was developing in the right direction, had community support, and provided an opportunity to contribute any important ideas that may be missing.

The following pages show a selection of some of the responses received from the community through surveys, interviews, focus groups and micro-engagement events. The document appendix includes detailed reports on the survey results and findings.

# Window 1 Engagement

## OVERVIEW

### Random Survey (Statistically Valid)

**481** COMPLETED SURVEYS

### Non-Random Survey (Open Participation)

**452** COMPLETED SURVEYS

**933** TOTAL SURVEY RESPONSES

### Interviews and Focus Groups

**40** INTERVIEWS

**4** FOCUS GROUPS

**180+** TOTAL PARTICIPANTS

**60** TOTAL ORGANIZATIONS

### Site Visits and Outreach

**3** ROUNDS OF SITE VISITS

**10** DISPLAY BOARDS POSTED

**50** FLYERS POSTED

**11** DIGITAL POSTS + AD CAMPAIGN  
+ NEWSLETTERS

**2** TABLING EVENTS

Two engagement windows were completed as part of developing the Plan. During the first engagement window more than 1,000 community members provided input either through a survey, in a focus group, or at in-person events and share feedback for what needs to be improved for recreation and parks within the District.

Themes began to emerge from these engagement touch points. Residents helped identify weak points in park facility quality, variety, and quantity. There were concerns for accessibility, gaps in connection, and availability of recreation programs.

### Public Outreach Materials

Public outreach is a valued part of the master planning process, with widespread community participation serving as a central goal. Community input gathered through outreach efforts directly informs the plan's recommendations, ensuring



Focus group brainstorming activity



Master Plan outreach at the TDRPD Egg Hunt event

they reflect local needs, values, and priorities. To promote the non-random survey and introduce the master planning project to the public, the consultant team developed outreach materials such as flyers, social media ads, and boards to be posted both online and in TDRPD's parks and facilities. The outreach materials included a brief description of the project, how to participate, and a QR-code for a link to the non-random survey, in both English and Spanish versions.

The TDRPD marketing team distributed public outreach materials to encourage district-wide participation in the master planning process.

Locations sandwich boards were placed:

- Regional Park (4 boards)
- Riverview Park (1 board)
- Community Arts Center (1 board)
- Ponderosa Golf Course (1 board)

Locations flyers were distributed (50 total):

- Community Recreation Center
- Community Arts Center
- Ponderosa Golf Course
- Truckee Community Pool

Digital outreach platforms included:

- Instagram (3 posts, 5 stories, paid ad campaign 5/21-5/30 targeting users within a 10+ mile radius of Truckee, which generated 21,918 views and 188 survey link clicks.)
- Facebook (3 posts)

In-person outreach included:

- Displaying the survey poster board and materials at the Egg Hunt event on April 19
- Truckee Community Theater show on May 11.

Additional efforts included:

- Full-page ad in the TDRPD Summer Activity Guide (print and digital)
- A home page header image on TDRPD.org
- Email newsletters sent to 19,000 general subscribers and 417 senior-focused recipients

These outreach efforts contributed to a strong response rate of 933 completed surveys and helped raise broad awareness of the planning process throughout the community.

## Focus Groups, Small Group Discussion, and Individual Interviews

In collaboration with the District, the master planning team identified a list of key collaborators and partners to inform the planning process. Approximately 150 individuals representing 60 different organizations were invited to participate in focus groups, small group discussions, and individual interviews. The participants reflected a diverse range of organizations representing local government agencies, school districts, special districts, nonprofit and community groups, youth and adult sports leagues, cultural and environmental organizations, and community-based clubs, highlighting the broad spectrum of interests, expertise, and community perspectives engaged in the planning process.

Throughout spring 2025, there was a total of 22 individual interviews, 12 small group discussions, and 4 focus groups completed. Small group and individual interviews were hosted both virtually and in-person. There were both virtual and in-person options for the Community Partners and Sports and Active Recreation Focus Groups, and the TDRPD Board of Directors and TDRPD Foundation Board were held in-person.

Each conversation was tailored to the specific needs and focus of the group or organization, but all discussions centered on identifying the District's strengths, challenges, opportunities, and emerging trends. Online tools such as Mentimeter were used during large group conversations to ensure all voices were heard and responses to discussion questions were correctly recorded.

Focus Groups

- Community Partners
- Sports and Active Recreation
- TDRPD Board of Directors
- TDRPD Foundation Board

Small Group Discussions

- TDRPD Staff, Specialists
- TDRPD Staff, Coordinators
- TDRPD Staff, Supervisors
- TDRPD Staff, Accounting
- TDRPD Staff, Administration
- TDRPD Staff, Park Maintenance



- TDRPD Staff, Marketing
- TDRPD Staff, Information Technology
- TDRPD Administration
- Nevada and Placer County
- School District
- Sports and Active Recreation
- Neighboring Recreation Agencies
- Facilities (Public Works, Truckee Sanitary District, TDPUD, Tahoe Truckee Sanitation Agency)
- Donner Lake/State Parks
- Town of Truckee

#### Individual Interviews

- Placer and Nevada County representatives
- North Lake Tahoe Placer County
- Town of Truckee, Town of Truckee IDEA
- Truckee Tahoe Airport District
- TDRPD staff
- Truckee Community Theater
- Truckee Donner Horsemen, Rotary Club of Truckee
- Truckee-Donner Land Trust
- Tahoe Truckee Unified School District/ Truckee Wrestling
- B&G Club of North Lake Tahoe-Truckee
- Achieve Tahoe
- KidZone Museum



Boards at Truckee River Regional Park during Egg Hunt

- Truckee Chamber of Commerce
- Foundation Board
- Rotary Club of Truckee

### Random and Non-Random Survey

In April and May 2025, ETC Institute conducted a resident survey on behalf of the Truckee-Donner Recreation and Park District to better understand community priorities for parks and recreation. This is considered the "random" or statistically valid survey sample. The surveys were mailed to a random sample of district residents, with the option to respond by mail or online. To ensure data integrity, online responses were verified against the sample addresses.

The survey exceeded its goal of 400 responses, collecting 481 completed surveys, with a  $\pm 4.4\%$

margin of error at a 95% confidence level. The non-random survey received a total of 452 responses, for a total of 933 responses.

The final report (see Appendix II) includes an executive summary, survey results, Priority Investment Ratings (PIR), resident comments, detailed tabular data, and a copy of the survey materials. PIRs are intended to guide, not dictate decisions and should be considered alongside other stakeholder input, trends, and best practices to support resident-driven planning.

The non-random survey used the same survey questions and format as the random survey and was open to all members of the public. The non-random survey window was open from April 23rd to May 31st and received a total of 452 responses.

# WINDOW 1 SURVEY RESULTS | RANDOM AND NON-RANDOM SURVEY SUMMARY

## Key Takeaways

The survey takeaways focus on the random sample of survey results, although some comparison was made between the random and non-random survey results where applicable.

Survey demographics reflect the shifts in Truckee's socio-economic and cultural makeup following post-Covid rising housing costs. The District must adapt to serve both new residents and long-standing community members.

There is a need for inclusive and accessible recreation facilities and expanded programming that is paired with year-round amenities.

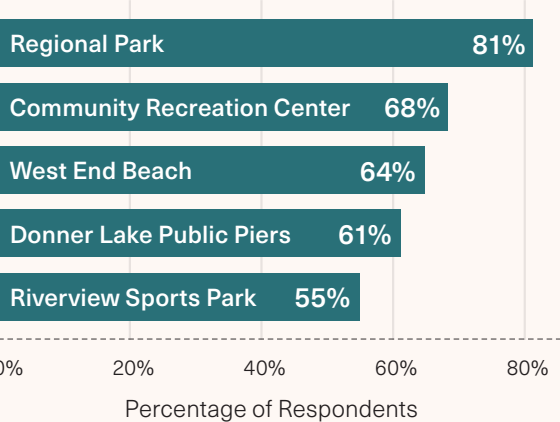
Refer to appendix for full summary.

### Q1: PROGRAM AND FACILITY USAGE

76% of respondents participated in a recreation program in the past year. Nationally, 36% of respondents participate in programs.

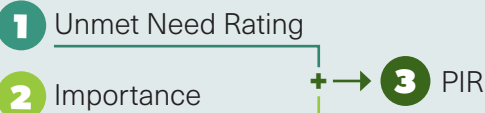
95% rated program quality as "excellent" or "good"

#### Top 5 Most Visited Parks/Facilities:

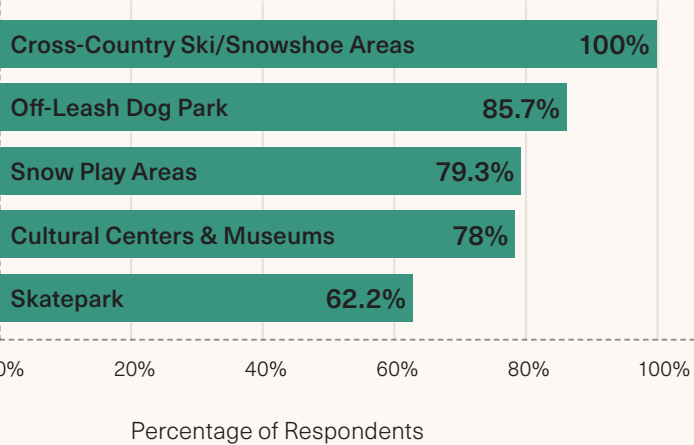


### Q2: FACILITY AND AMENITIES NEEDS AND PRIORITIES

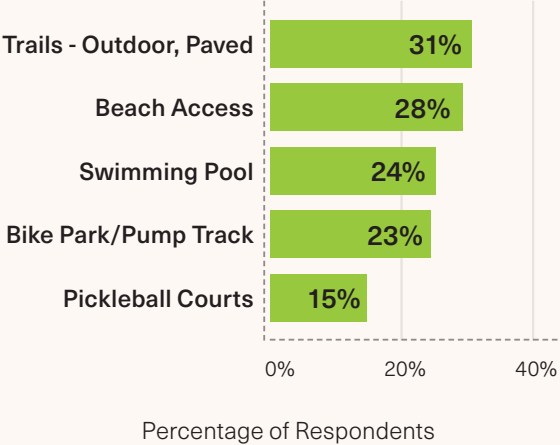
Priority Investment Rating (PIR) is a tool for evaluating the priority that should be placed on recreation and parks investments, equally weighing the UNR and importance. It should be considered alongside other stakeholder input, trends, and best practices.



#### 1 Unmet Need Rating (UNR)



#### 2 Top 5 Most Important Facilities



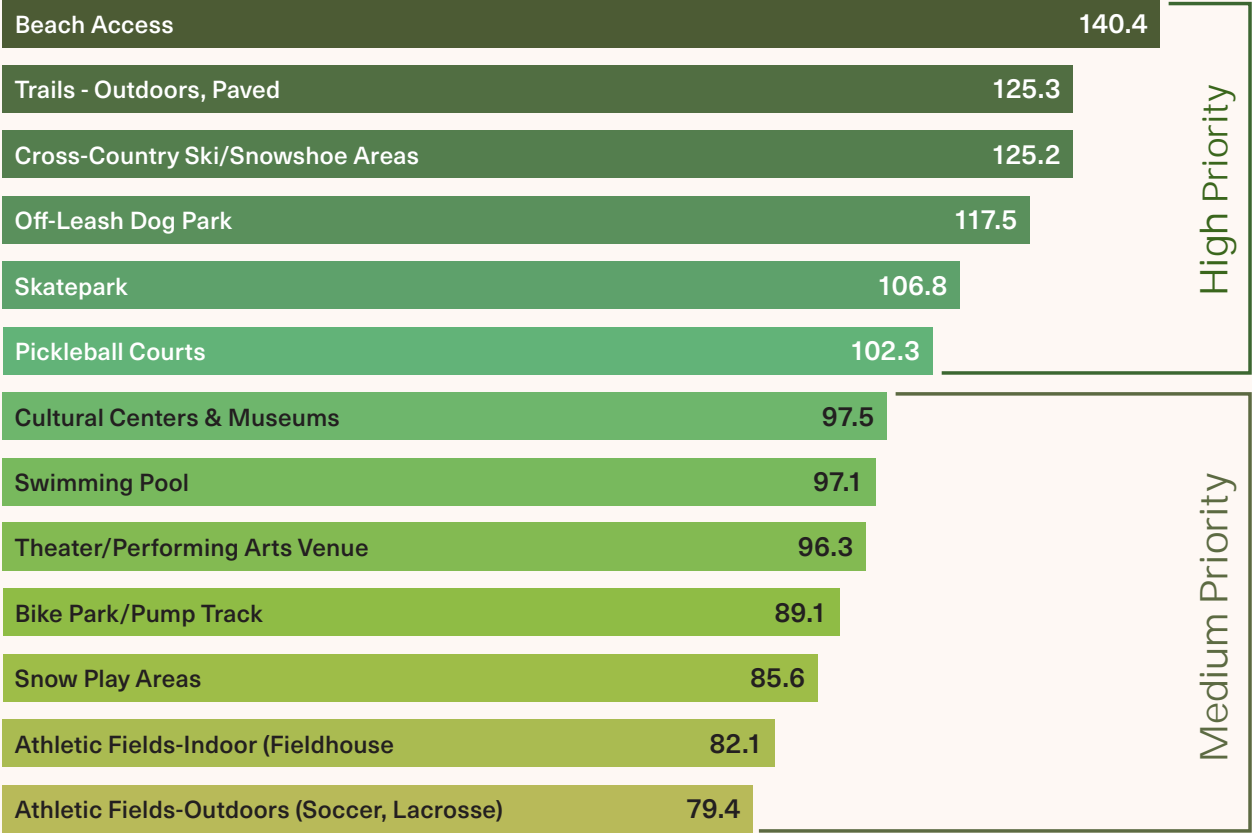
Q2: FACILITY AND AMENITIES NEEDS AND PRIORITIES CONTINUED

The Priority Investment Rating (PIR) was developed to provide TDRPD with an objective tool for evaluating the priority that should be placed on recreation and parks investments.

Based the Priority Investment Rating, the facilities and amenities shown in the graphic to the right were rated as high priorities for investment.

Note: PIR should be considered alongside other stakeholder input, trends, and best practices.

3 Top Priorities for Investment Based on PIR



Refer to next page for the full PIR list →



## WINDOW 1 SURVEY RESULTS | RANDOM AND NON-RANDOM SURVEY SUMMARY

Top Priorities for Investment Based on Priority Investment Ratings	Random (statistically valid)	Non Random (open participation)	
Beach Access	1	1	High Priority
Trails-Outdoors, Paved	2	2	
Cross-Country Ski/Snowshoe Areas	3	5	
Off-Leash Dog Park	4	3	
Skatepark	5	12	
Pickleball Courts	6	9	
Cultural Centers & Museums	7	10	Medium Priority
Swimming Pool	8	6	
Theater/Performing Arts Venue	9	7	
Bike Park/Pump Track	10	17	
Snow Play Areas	11	11	
Athletic Fields-Indoor (Fieldhouse)	12	4	
Athletic Fields-Outdoor (Soccer, Lacrosse)	13	8	
Ice Rink-Outdoors	14	13	
Gymnasium (Basketball, Volleyball, etc.)	15	14	
Playgrounds	16	15	
Community Gardens	17	18	Low Priority
Indoor Event/Party/Meeting Space	18	20	
Teen Center	19	16	
Picnic/Group Picnic Pavilions	20	19	
Basketball Courts-Outdoors	21	25	
Volleyball Courts-Outdoors	22	23	
Fishing Access	23	28	
Tennis Courts	24	21	
Athletic Fields-Outdoors (Baseball/Softball Diamonds)	25	22	
Boating Access/Launch	26	24	
Bocce Courts	27	27	
Disc Golf Course	28	29	
Equestrian Ring/Arena	29	26	

### Comparing Survey Types

The Random survey, conducted by ETC and statistically valid had 481 responses from District residents. The non-random survey was distributed to the entire public and received 452 responses and is not statistically valid.

### Facility Needs

The Priority Investment Ratings (PIR) for amenities showed minimal variation between the random and non-random survey results, though a few differences stood out. These differences highlight feedback from user groups who may have direct experience with use of specific facilities.

For example, amenities with a higher priority in the Non Random survey (difference greater than 3) include the following:

- Athletic Fields-Indoor (Fieldhouse)
- Athletic Fields-Outdoor (Soccer, Lacrosse)

### Facility Needs

- Highest Priority
- Medium Priority
- Low Priority

# Window 2 Engagement

## Overview

### Survey (Open Participation)

**300+** TOTAL SURVEY RESPONSES

The second engagement window asked community members to provide feedback on a draft set of strategies and opportunities. Residents were invited to provide input either through an online survey or at workshops and pop-up workshops held at various community events to meet people where they are.

As an outcome of all the workshops, events, and advertisement efforts, a total of over 300 survey responses were received. Respondents took the survey online or filled out a hard copy during events.

### Community Workshops & Events

#### Open House

Truckee residents were invited to come to an open house at the Recreation Center. About half of the attendees were TDRPD board members while the other half were Truckee residents who either were at the Recreation Center for the event or stopped by while they were there for a different reason.

### Community Workshops & Events

- 1 OPEN HOUSE - RECREATION CENTER
- 2 COMMUNITY EVENTS - TRUCKEE BLOCK PARTY + FAMILY FARM FESTIVAL
- 2 GROUP MEETINGS - SENIORS + ROTARY

**300+** PARTICIPANTS

#### Golden Seniors Meet and Greet

At the start of their weekly event, hard copy surveys were given to the seniors. After a presentation of the project and five draft strategies, conversations about a stand-alone senior center became a popular comment by this group. A number of attendees expressed that they were unfamiliar with the quality of existing parks or the need for more.

#### Rotary Club Lunch

Hand out surveys and strategy flyers were distributed to each table during a Rotary Club lunch-time meeting. An announcement encouraged members to look at the boards and complete the survey.

#### Truckee Block Party

At the TDRPD's Truckee Block Party booth, Truckee residents were able to learn more about the status of the Comprehensive Plan. A strategies overview board was paired with a mini-golf activity that invited dialogue about what people wanted to see in their community.

### Advertisements

- 50** FLYERS POSTED
- 10** DIGITAL POSTS + AD CAMPAIGN + NEWSLETTERS
- 3** WEEKS OF AN INTERACTIVE ACTIVITY POSTED AT THE RECREATION CENTER



Truckee Block Party TDRPD booth



Engagement outreach during the Golden Seniors meeting

Resident input was focused on improving the existing parks, adding year-round indoor facilities, and wanting separated trails from roadways to get to and from parks in Truckee.

KidZone's Family Farm Festival

At the TDRPD Family Farm Festival booth, a kid-friendly activity got the whole family involved. Participants were invited to vote on each strategy using marbles. The color of the marble indicated whether the voter felt the strategy was important (green) or not important (red).

The conversations sparked between parents and youths provided input regarding priorities. Residents of all ages were especially enthusiastic about improving existing parks, adding indoor recreation spaces, and improving and adding more trails to and within parks.

Advertisements

Throughout engagement window 2, the project boards were posted at the Recreation Center entrance with QR codes to the online survey as well as hand written surveys available.

These boards along with informative posters and take home flyers invited Recreation Center visitors to take the survey. Parents visiting for day care or after school activity pick up and drop off were the primary demographic of this outreach effort.

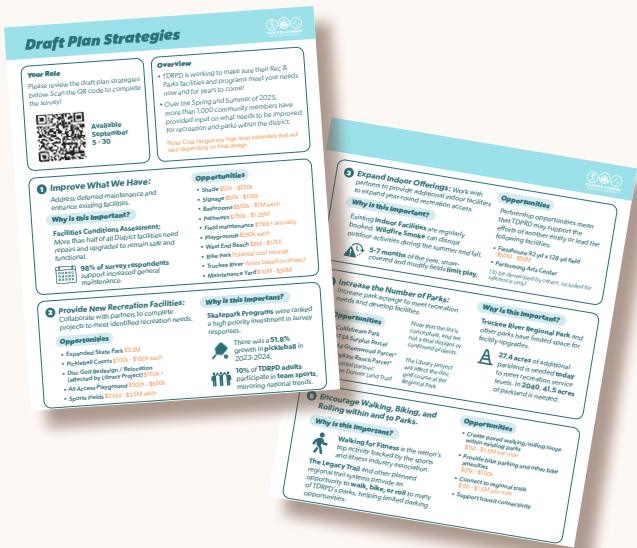
Emails and social media posts by the TDRPD added to the total survey responses for online engagement.



KidZone Farm Festival engagement activity



KidZone Farm Festival engagement activity



Take Home Flyer distributed at events



Spanish Translation of KidZone engagement activity



WINDOW 2 SURVEY RESULTS | ASSESSMENT OF THE DRAFT PLAN STRATEGIES

Overview

In the Window 2 Survey, respondents were asked to do the following:

- 1. Rate their satisfaction, the urgency, and importance for each of the five draft strategies which had been developed based on community feedback, analysis, and recreation planning best practices.
- 2. Indicate how they would allocate \$100 in funding among the five draft strategies.
- 3. Provide feedback on decision-making criteria to determine priorities. Results from this question are discussed in the Implementation and Framework Chapter of this Plan.

These questions were designed to capture community priorities: identifying which draft strategies should be implemented immediately and which should be prioritized for their overall impact and value.

Overall, the results indicate that all five draft strategies are valued by the community, with "Improve What We Have" and "Expand Indoor Offerings" standing out as the most urgent and important. These two draft strategies also received the highest level of support for community investment.

Refer to appendix for full summary.

**Draft Strategy: Encourage Walking, Biking, and Rolling within and to Parks.**

**Draft Strategy: Expand Indoor Offerings:** Work with partners to provide additional indoor facilities to expand year-round recreation access.

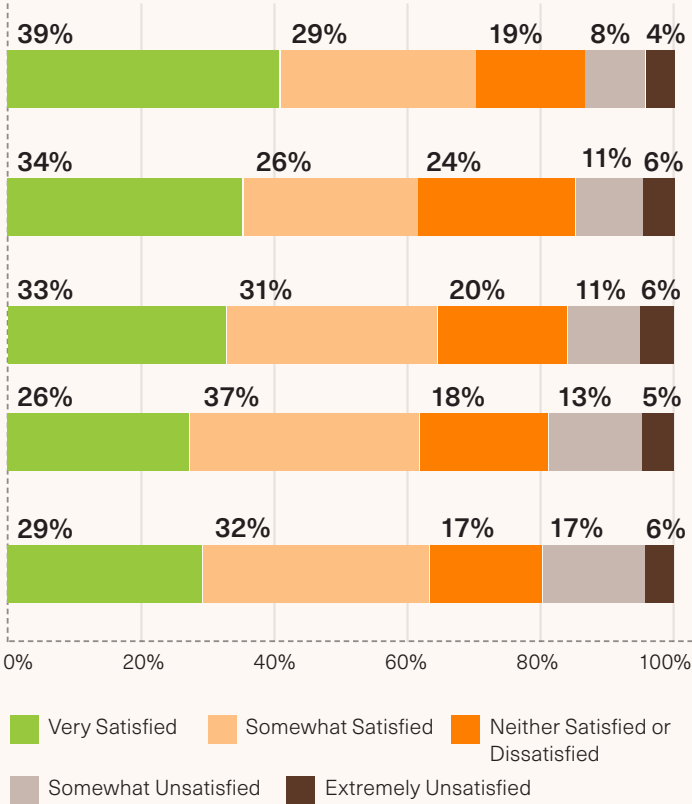
**Draft Strategy: Increase the number of parks:** Increase park acreage to meet recreation needs and develop facilities.

**Draft Strategy: Improve What We Have:** Address deferred maintenance and enhance existing facilities.

**Draft Strategy: Provide New Recreation Facilities:** Collaborate with partners to complete projects to meet identified recreation needs.

Q1: SATISFACTION

Results are ordered by most to least satisfaction

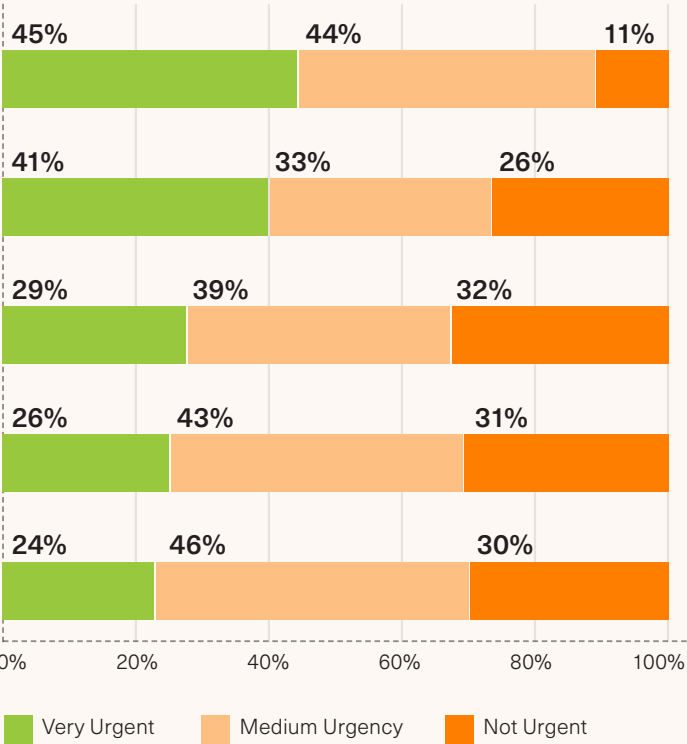


Overall, all of the draft strategies rated positively. Each strategy received a combined rating of Very Satisfied and Somewhat Satisfied between 60% and 68%.

# WINDOW 2 SURVEY RESULTS | ASSESSMENT OF THE DRAFT PLAN STRATEGIES

## Q2: URGENCY

Results are ordered by most to least urgent



**Draft Strategy: Improve What We Have:** Address deferred maintenance and enhance existing facilities.

**Draft Strategy: Expand Indoor Offerings:** Work with partners to provide additional indoor facilities to expand year-round recreation access.

**Draft Strategy: Encourage Walking, Biking, and Rolling within and to Parks.**

**Draft Strategy: Provide New Recreation Facilities:** Collaborate with partners to complete projects to meet identified recreation needs.

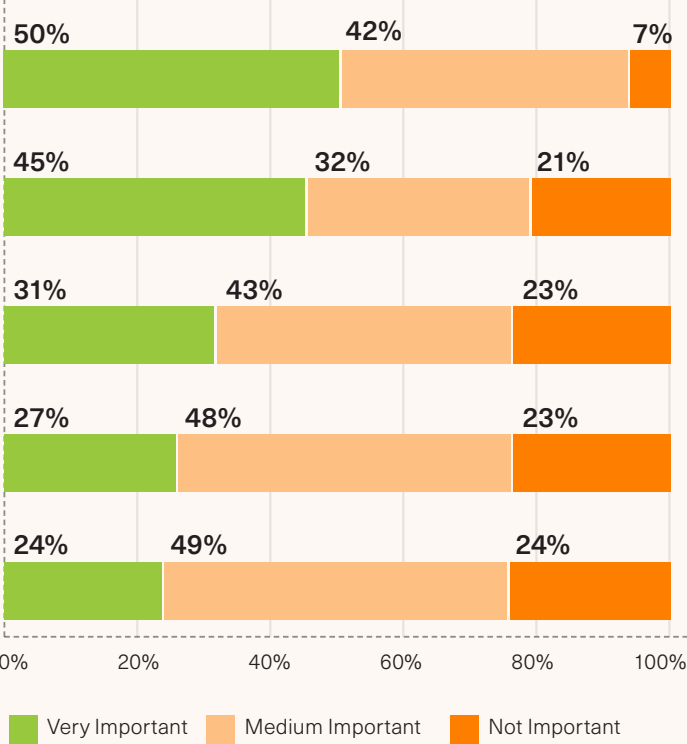
**Draft Strategy: Increase the number of parks:** Increase park acreage to meet recreation needs and develop facilities.

Survey respondents were asked to rate the urgency of five draft plan strategies. The results show that two strategies stood out significantly:

**"Improve What We Have" ranked the highest**, with 45% of respondents rating it as very urgent and another 44% as medium urgent. **"Expand Indoor Offerings" followed**, with 41% rating it as very urgent and 31% as medium urgent.

## Q3: IMPORTANCE

Results are ordered by most to least important



Survey respondents also rated the importance of the five draft strategies. The order of importance matched the order of urgency.

**"Improve What We Have" ranked the highest**, with 50% rating it very important and 42% medium important. **"Expand Indoor Offerings" followed**, with 45% rating it very important and 32% medium important.

## WINDOW 2 SURVEY RESULTS | ASSESSMENT OF THE DRAFT PLAN STRATEGIES

### Q4: ALLOCATE FUNDS

Survey Respondents were asked: "If you had an additional \$100, how would you allocate the funds among the categories listed below?"

To better understand how respondents would prioritize investment into each strategy, the **Average** and **Median** are used. Mean is a calculation of the average of all numbers and includes outliers which can skew the number. The median is the exact middle value in the dataset and can represent a more typical value. Both are important in this analysis because for each strategy there were respondents who chose to allocate all \$100 to one strategy or chose to allocate \$0 to a strategy.

Survey respondents showed the greatest willingness to invest in **"Improve What We Have"**, allocating an average of \$29.65 out of \$100. This is followed closely by **"Expand Indoor Offerings"**, with an average allocation of \$26.65 out of \$100.

Results are ordered by mean

**Draft Strategy: Improve What We Have:** Address deferred maintenance and enhance existing facilities.

**Draft Strategy: Expand Indoor Offerings:** Work with partners to provide additional indoor facilities to expand year-round recreation access.

**Draft Strategy: Provide New Recreation Facilities:** Collaborate with partners to complete projects to meet identified recreation needs.

**Draft Strategy: Encourage Walking, Biking, and Rolling within and to Parks.**

**Draft Strategy: Increase the number of parks:** Increase park acreage to meet recreation needs and develop facilities.

Average	Median	Standard Deviation
\$29.65	\$20	\$28.28
\$26.65	\$20	\$29.56
\$15.62	\$10	\$21.18
\$14.98	\$5	\$21.41
\$13.10	\$10	\$17.58

In the Window 1 Survey, respondents were asked what their funding preferences were for the following categories. Responses, listed from those items they would invest most in to those they would invest least in are as follows:

1. Enhance existing amenities
2. Develop new amenities
3. Increase maintenance
4. Purchase land
5. New activities/events

The responses from the Window 1 Survey align with the results of the funding allocation question from the Window 2 Survey.



### Q6: ADDITIONAL COMMENTS

126 responses

Residents were invited to share thoughts regarding anything else they felt the planning team should consider or include in the Comprehensive Master Plan.

Out of the 306 respondents who took the survey, 126 respondents (41 percent) provided written comments.

Of the 150 ideas shared by the 126 respondents, common themes included:

- Support a fieldhouse or indoor facility, in particular to address recreation access needs in the winter (22 comments / 15%)
- Preserve or improve the McIver Rodeo Grounds for equestrian use and/or as a multi-use arena (21 comments / 14%)
- Connection of pathways for walking and biking to neighborhoods and parks and a desire to have snow removal from paths and safe crossings (14 comments / 9%)
- Affordable programming, and spaces for children and teens (7 comments / 5%)
- Build the new skatepark (6 comments / 4%)
- Add new sports fields (5 comments / 3%)
- Convert a sports field to synthetic turf (5 comments / 3%)





# PLAN STRATEGIES

Five strategies provide structure for a series of opportunities and recommendations for parks and recreation facilities and programs. This chapter summarizes the five strategies and supporting recommendations. An overview of each strategy presents key takeaways from the inventory, assessments, and community input as it relates to each category. Next, a series of opportunities are described.



# Facilities & Programming Strategy A: Improve What We Have

## Overview

Keeping park and recreation facilities in good repair is essential to ensure they remain safe, accessible, and welcoming for the community. Community members value the District’s diverse programs and flagship facilities; however, some assets show signs of wear and increasing maintenance needs.

Maintenance was frequently cited as a priority by community members, with 98 percent of survey respondents supporting increased general maintenance of existing parks and facilities. The Parks Division faces significant deferred maintenance backlogs. A key challenge is a lack of financial resources, which has resulted in a total of 7,000 hours of deferred maintenance annually.

The 2015 Facility Conditions Analysis (FCA), now 10 years old, estimated \$6 million for improvements, exceeding current resources. The District maintains a 15 year capital forecast for maintenance and replacement. The forecast for 2026 - 2035 outlines a need for \$13.6 million of repairs or replacements.

The table below outlines recommended strategy opportunities that provide high-level recommendations for addressing deferred maintenance and enhancing existing facilities. It is not inclusive of every maintenance need.

Following the table, detailed descriptions are provided to further explain the purpose and intent of each opportunity.

IMPROVE WHAT WE HAVE:	
Opportunity A1	Revamp the TDRPD Maintenance Yard
Opportunity A2	Increase Opportunities to View and Connect to the Truckee River
Opportunity A3	Reduce Bike Park Maintenance Needs while keeping World-Class Status
Opportunity A4	Improve West End Beach facilities
Opportunity A5	Enhance and Replace Playgrounds
Opportunity A6	Address Field Maintenance and Extend Seasonal Play
Opportunity A7	Upgrade Facilities to meet Accessibility Standards and Enhance User Access
Opportunity A8	Renovate Bathrooms
Opportunity A9	Enhance Signage and Wayfinding and Implement TDRPD Branding
Opportunity A10	Increase and Provide Shade
Opportunity A11	Enhance the Rodeo Grounds





Why is this Important?

98%

OF SURVEY RESPONDENTS SUPPORT  
INCREASED GENERAL MAINTENANCE



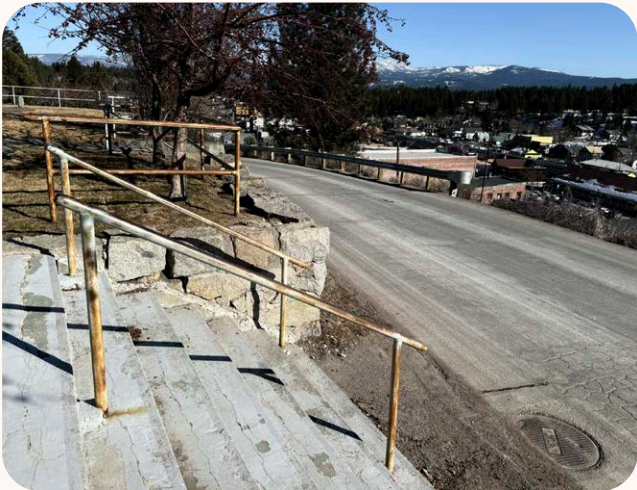
Truckee River Regional Park



Riverview Sports Park

90%

OF SURVEY RESPONDENTS SUPPORT  
IMPROVING THE WEST END BEACH AND  
PLAYGROUNDS



Veterans Hall



West End Beach

Community Feedback

- Trees provide the best kind of shade
- Rather than building more, I think you should focus on making what you already have better and free.
- Expand winter services at existing facilities
- Maintain what we already have!
- Make the existing facilities more multipurpose.
- Update the Regional Park ice rink
- The rodeo bleachers and some Donner Lake Piers need work!
- Fix the baseball field at Regional Park!



## Opportunity A1

### Revamp the TDRPD Maintenance Yard

Maintenance yards are essential operational hubs for park and recreation districts. They provide secure, organized space to store equipment, vehicles, supplies, and materials needed to care for parks, trails, and facilities. A well-located and well-equipped maintenance yard improves efficiency by reducing travel time, ensuring the District can respond quickly to issues, and supporting routine tasks such as turf care, irrigation repair, snow removal, and facility upkeep.

The District's maintenance yard takes up valuable space in the Regional Park and it is aging and in need of upgrades. The Regional Park Master Plan recommended relocating the yard and utilizing the space for park facilities. This Plan supports that recommendation. The District can explore relocating the operations to the Town-owned Riverview Drive facility, or publicly owned land along Joerger Drive. Potential opportunities exist here with T-TSA and TSD.



Regional Park Maintenance Yard

## Opportunity A2

### Increase Opportunities to View and Connect to the Truckee River

The Truckee River runs by the Regional Park, but there are limited opportunities to access or view it. The Lower River BBQ area is accessible by car or walking or biking down the access road or the Legacy Trail.

The Regional Park's Master Plan recommended providing a number of opportunities to improve the public's awareness and appreciation of the river.

Identifying viewpoint opportunities and providing additional benches and pavilions off the Legacy Trail could both enhance visibility of the river and celebrate that the river runs along the park.



Lower River BBQ Area at Regional Park

## Opportunity A3

### Reduce Bike Park Maintenance Needs while keeping World-Class Status

The Bike Park at Riverview Sports Park is a world-class facility. The park sits on 12 acres of land, with 23 trails constructed by some of the most talented park builders in the country. It is also a community gathering place to progress skills and confidence.

As the District balances maintenance demands across their facilities, there is an opportunity to evaluate bike park models that can maintain and continue to elevate the status and quality of the park while reducing overall maintenance. Allowing community members to help maintain the bike park could bolster stewardship. The District should also evaluate opportunities to utilize volunteer agreements, utilize professional assistance for select features, and monetize VIP sponsorships and alternative fund raising.



Truckee Bike Park

## Opportunity A4 West End Beach Facilities

Survey respondents noted that West End Beach is a facility they regularly use. It is also highly used by visitors and generates revenue that can be reinvested into District facilities.

Because of the facility's high use, it is subject to significant wear and tear. In particular, the bathrooms should be upgraded, paths repaired, damaged picnic facilities replaced, and play equipment replaced.

### Survey Takeaways

**64%** of respondents (or someone in their household) visited West End Beach in the past year, making it the **third most visited facility**.

**30%** of respondents ranked "Improve/Update West End Beach" in their top three most important improvements, placing it **second** overall.

**63%** of respondents are supportive or very supportive of this potential action, ranking it **second** among the eleven potential actions.

## Opportunity A5 Enhance and Replace Playgrounds

In addition to replacing the play equipment at West End Beach, a strategy should be developed to update and replace play equipment at other parks.

While many play areas are adequate, enhancing and updating play equipment is essential to ensuring parks remain safe, engaging, and developmentally supportive for children. Modernized equipment meets current safety standards, improves accessibility for users of all abilities, and provides diverse play experiences that encourage physical activity, social interaction, and imaginative exploration. Replacing aging or outdated structures also reduces maintenance costs and liability risks, while signaling to the community that the district is investing in high-quality amenities for families.

### Survey Takeaways

**21%** of respondents ranked "Improve/Update Existing Playgrounds in Parks" in their top three most important improvements, placing it **third** overall.

**61%** of respondents are supportive or very supportive of the potential action "Improve/Update Existing Playgrounds in Parks", ranking it **third** among the eleven potential actions.

## Opportunity A6 Address Field Maintenance and Extend Seasonal Play

The fields at Riverview Park were visually assessed to be in poor condition. This was supported by both stakeholder conversations, survey results, and site assessments. In order to support use, full renovation for drainage, irrigation, and turf health is needed.

As part of the field renovations, the District should consider converting one of the fields to a synthetic turf in order to extend the playable season. A synthetic field can also absorb a higher volume of play, relieving pressure on natural turf fields and allowing them the recovery time needed to remain healthy. This option allows the district to balance maintenance demands, improve scheduling flexibility, and meet growing recreational needs while ensuring year-round access to well-maintained, safe sports facilities.

### Survey Takeaways

**7th** overall in most important improvements in the statistically valid survey, "Improve/Update Athletic Fields in Existing Parks"



Fields at Riverview Sports Park



## Opportunity A7

### Upgrade Facilities to meet Accessibility Standards and Enhance User Access

A range of accessibility challenges exist across the District's parks and facilities. While the District is taking steps to address these gaps, a dedicated, comprehensive effort is recommended. Conducting a systematic evaluation of all sites will allow the District to develop a phased accessibility transition plan, prioritizing upgrades based on usage, safety, and community needs.

Best practices for accessibility planning emphasize engaging key stakeholders—such as Achieve Tahoe and other local disability advocacy groups—to ensure that recommendations reflect a broad range of user experiences and needs. Transition plans should consider not only compliance with accessibility standards but also opportunities for universal design, wayfinding, inclusive play, and recreational amenities that make facilities welcoming to all community members.

### Survey Takeaways

- 33%** of respondents **don't think** the existing facilities, programs, or service is **age-friendly and accessible to all groups**.
- 48%** of respondents are supportive or very supportive of the potential action "Improve/Update accessibility in existing parks".

## Opportunity A8

### Renovate Bathrooms

Like many park districts, TDRPD's facilities are showing signs of age, which can affect both usability and visitor experience. Restrooms, in particular, should be regularly evaluated as part of a proactive capital maintenance schedule to ensure they meet safety, accessibility, and cleanliness standards.

Best practices in park planning recommend not only investing in facility upgrades but also aligning maintenance staffing levels to support frequent inspections and servicing. Adequate staffing helps ensure that restrooms, drinking fountains, picnic areas, and other high-use amenities remain clean, functional, and welcoming. In turn, this enhances overall user satisfaction, encourages repeat visitation, and demonstrates the district's commitment to providing safe, accessible, and high-quality park experiences for all community members.

### Survey Takeaways

- 18%** ranked "Expand restroom facilities in existing parks" in their top three most important improvements, placing it **sixth** overall.
- 59%** of respondents are supportive or very supportive of the potential action "Expand restroom facilities in existing parks".

## Opportunity A9

### Enhance Signage and Wayfinding and Implement TDRPD Branding

Although Truckee River Regional Park should function as one of the District's signature parks, it can be difficult for visitors to navigate. Parking areas are disconnected, and the existing trails and wayfinding do not clearly guide users to key destinations.

Enhancing signage and wayfinding is essential for creating a welcoming and intuitive park experience. Clear, consistent signs help visitors navigate trails, locate amenities, and understand park rules, reducing confusion and improving safety.

Well-designed signage reinforces a unified park identity and strengthens the overall quality of the user experience. While some parks incorporate the TDRPD branding, others do not. Consistent design guidelines and messaging can help to reinforce the District's identity and the services that it provides to the community.



Truckee River Regional Park Signage Kiosk

## Opportunity A10

### Increase and Provide Shade

Providing adequate shade is vital for comfort, safety, and year-round usability. Riverview Sports Park has limited places for spectators and youth to find shade while watching a game. Shade structures do not have coverings, and the one tree by the playground offers minimal coverage.

Shade protects visitors from sun exposure, reduces heat-related risks, and creates inviting spaces for rest and social gathering. Trees, shelters, and thoughtfully placed structures should be incorporated into the parks to extend the time people can comfortably spend outdoors while enhancing the character and ecological value of the landscape.



Minimal shade is provided at Riverview Sports Park

## Opportunity A11

### Enhance the Rodeo Grounds

The McIver Rodeo Grounds are located within Regional Park, the District's largest park. Positioned in a highly visible area at the park's eastern end, the rodeo grounds are home to a variety of Truckee Donner Horsemen (TDH) events, most notably the annual Truckee Rodeo. As a longstanding part of Truckee's history, the facility provides a distinctive recreational experience. However, many of the structures are aging and lack visual appeal from the street and surrounding park areas.

The Truckee River Regional Park Master Plan (TRRP Master Plan) outlines several recommendations to enhance the rodeo grounds, including opportunities for additional programming. While the compatibility of new uses with equestrian activities should be carefully considered, this Plan supports the TRRP Master Plan's direction to preserve the facility and revitalize it as a multi-use venue in partnership with TDH.



McIver Rodeo Grounds



# Facilities & Programming Strategy B: Expand Indoor Offerings

## Overview

The need for additional indoor recreation facilities repeatedly emerged as a high priority during community engagement events and through the facility inventory process.

Given the Truckee region's climate, Truckee experiences at least one inch of snow on the ground for an average of 118 days per year (1991–2020). Snow-covered or muddy fields limit access to outdoor recreation for approximately five to seven months each year. Additionally, wildfire smoke can further disrupt outdoor activities during the summer and fall months.

The facility assessment also found that existing indoor facilities, such as TTUSD's fieldhouse, are regularly booked to capacity, indicating high demand and limited availability.

Empirical community feedback received identified a need for programs for “tweens” (youth that are of middle-school age) and more programs during the winter months for youth, which leads to the need for more indoor space.

While current performing arts spaces are functional, they constrain the type, scale, and quality of performances that could otherwise be hosted.

To meet growing demand and expand year-round recreation access, TDRPD may collaborate with partner organizations to lead the development of a new field house and to provide support for development of a performing arts facility. TDRPD plays a vital community role by providing high-quality spaces for indoor sports while also supporting and advancing cultural and artistic opportunities for all residents.

The table below outlines recommended strategy opportunities that provide high-level guidance for working with partners to provide additional indoor facilities to expand year-round recreation access.

Following the table, detailed descriptions are provided to further explain the purpose and intent of each opportunity.

EXPAND INDOOR OFFERING	
Opportunity B1	Develop a Fieldhouse
Opportunity B2	Be a Partner to Support Development of a Performing Arts Center





Why is this Important?

Survey respondents and partner interviews indicated support for both a fieldhouse with a 92 yd x 128 yd field and a performing arts center.


While existing facilities are functional for performing arts, they limit the type and scale of performances that could otherwise be achieved.




Example of a fieldhouse

Recreation Trends

Snow-covered and muddy fields limit play

 **5-7 MONTHS OF THE YEAR**

 **EXISTING INDOOR FACILITIES** are regularly booked

 **WILDFIRE SMOKE** can disrupt outdoor activities during the summer and fall

Truckee had at least 1" of snow for about

 **118 DAYS PER YEAR** on average between 1991 and 2020



Example of a fieldhouse

Community Feedback

Indoor pickleball courts!

An indoor venue would eliminate weather-related cancellations, allowing for year-round play.

An indoor facility could be used for emergencies

Community Arts location separate from sports facility!

I would like to see an indoor facility or expansion of outdoor facilities to allow for a regulation-sized ice rink.

Protect Cyclists

Year-round sports fields!

I believe there is a strong need for indoor field space, especially soccer, lacrosse, and track/athletics.

## Opportunity B1

### Develop a fieldhouse

More year-around, indoor, temperature-controlled programming space is needed to accommodate winter athletics training and practice, skill-building clinics, and recreation programs for all age groups. In addition, the need for this space has become evident with the increase in poor air quality days due to wildland fire smoke. The lack of indoor space is a limiting factor in expanding the District's programming.

These factors lead to a recommendation for the District to prioritize the development of a year-around, indoor, temperature-controlled programming space working with multiple partners to fund and manage the facility. TTUSD's facility master plan identifies building another fieldhouse in North Lake Tahoe which would help address needs for community members living near Lake Tahoe. A partnership with TTUSD for implementation should be evaluated while ensuring the District has the ability to fully program the facility.

## Survey Takeaways

**1st**

*Respondents rated the strategy for developing indoor, year-round sports facilities as being most important and most urgent.*

**46%**

*of respondents were supportive or very supportive of the potential action to develop a new fieldhouse.*

Many mountain communities have demonstrated the value of investing in year-round indoor recreation facilities. For example, Mammoth Lakes recently opened a 40,000-square-foot facility that includes an Olympic-sized ice rink in winter and transforms into a three-court gymnasium—called the “RecZone”—in summer.

Other facilities are designed to accommodate a full soccer field in addition to sports courts. These facilities consistently support a wide mix of activities—soccer, lacrosse, flag football, baseball warm-ups, basketball, volleyball, pickleball, gymnastics, fitness, and community events—allowing providers to maintain programming during periods when outdoor fields are snow-covered or too wet to use.

This year-round reliability expands opportunities for youth and adult recreation, builds continuity in leagues, and creates rental capacity that can help offset operating costs.

The District should conduct a feasibility study that models demand (hours required by leagues, schools, camps, tournaments), revenue potential (rentals, events), and capital/operating cost differences between different sized facilities. The option of including indoor ice can be considered.



Example of 40,000 SF facility in Mammoth Lakes, CA



The fieldhouse in Carmel, IN accommodates four basketball courts and one full-sized synthetic turf field lined for soccer and football



## Opportunity B2

### Be a Partner to Support Development of a Performing Arts Center

Despite a thriving and talented performing arts community — including world-class musicians, dancers, filmmakers, and high school performing arts students — there is no purpose-built, state-of-the-art venue. Instead, local artists and organizations rely on a “patchwork” of borrowed spaces: high school auditoriums, temporary stages, or the Community Arts Center. None of these facilities were designed for high-quality productions.

Renovations to the Community Arts Center support quality productions, but space and layout limitations restrict the type and scale of productions. The Community Arts Center, managed by TDRPD, while valuable, lacks key

performance-venue features: proper backstage, acoustics, lighting, fly space, and more. Fees and partnership requirements have also reached the top limit for what groups can sustain based on the scale of productions that can be provided. These workarounds create burnout, limit artistic growth, and compromise production quality.

While the region has explored possibilities over the years — fundraising, land, and long-term operational plans have repeatedly fallen short.

As a central player in community recreation and culture, TDRPD can help convene stakeholders, provide in-kind support and lend legitimacy to fundraising efforts. By anchoring such a project, TDRPD would help create a sustainable, professionally equipped venue that aligns with the region’s identity, strengthens the local cultural economy, and offers a permanent home for its deep and growing pool of performing talent. The District would also reinforce their key role as an entity that builds partnerships and helps find ways to advance projects that build community and maintain the region’s culture and character.



A performance of Matilda at the Community Arts Center  
Photo by Truckee Community Theater

## Survey Takeaways

**3rd**

Developing a new performing arts/theater facilities ranked third out of 14 potential recommendations for new facilities.

**58%**

of respondents shared that they have a need for a theater or performing arts venue.

**53%**

of respondents are supportive or very supportive of improving or updating the Community Arts Center, ranking it **sixth** among the 14 potential actions for facilities development.



# Facilities & Programming Strategy C: Activate TDRPD's Parks and Facilities

## Overview

Enhancing park design and programming is critical to increasing participation and improving user experience. Recreation planning best practices emphasize programming parks and facilities to encourage daily use and support active lifestyles.

TDRPD is recognized as the primary year-round provider of parks and recreation services. The District is professionally managed, with experienced staff who know the community, maintain strong relationships, and deliver high-quality services. Facilities are also accessible to partner organizations, allowing low- or no-cost access for nonprofit, school, and community programs.

Despite these strengths, gaps remain in both programming and facility infrastructure. Opportunities include expanding options for senior adults, winter programming for youth, activities for middle-school “tweens,” services for Spanish-speaking residents, and enhanced

accessibility for patrons with disabilities. Scholarship demand is rising, reflecting growing affordability concerns, particularly for middle-income families.

Incorporating walking and biking paths, fitness loops, and bike-friendly infrastructure within parks can increase casual and independent recreation, strengthen connectivity, and promote health and wellness. By pairing these enhancements with inclusive, responsive programming, TDRPD can activate parks year-round, maximize facility use, and ensure recreation access for all community members.

The table below outlines recommended strategies to guide improvements to the Legacy Trail and other regional trail systems, expanding opportunities to walk, bike, and roll to TDRPD parks.

Following the table, detailed descriptions are provided to further explain the purpose and intent of each opportunity.

ACTIVATE TDRPD'S PARKS AND FACILITIES	
Opportunity C1	Create Paved Walking/Rolling Loops and Amenities Within Existing Parks
Opportunity C2	Maintain Affordability While Ensuring Cost Recovery
Opportunity C3	Enhance Access for all Community Members
Opportunity C4	Address Programming Gaps



Why is this Important?

Enhancing programming can help more people use facilities — including persons with disabilities, fitness and social seekers, seniors, and Spanish-speaking community members.

Providing amenities for bike parking can encourage biking to the parks.

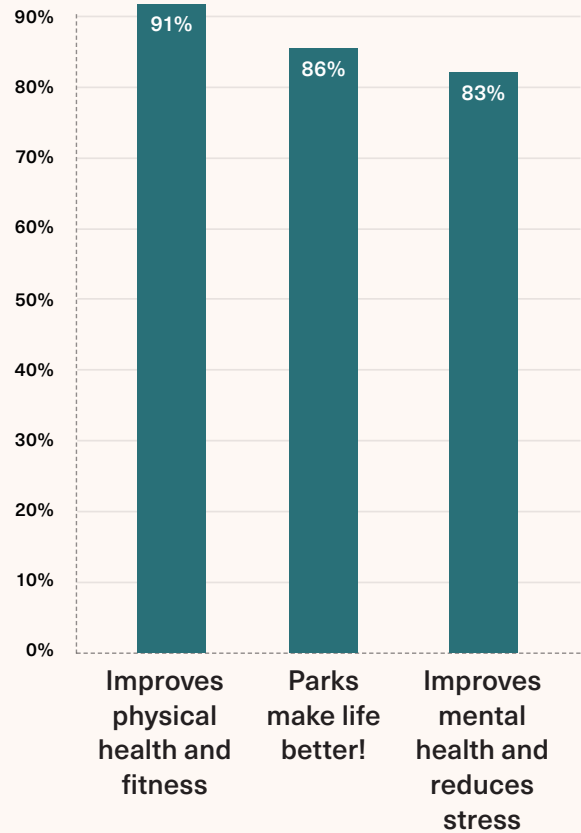
Having facilities that encourage multimodal access to West End Beach and Donner Lake docks can help address limited parking opportunities.



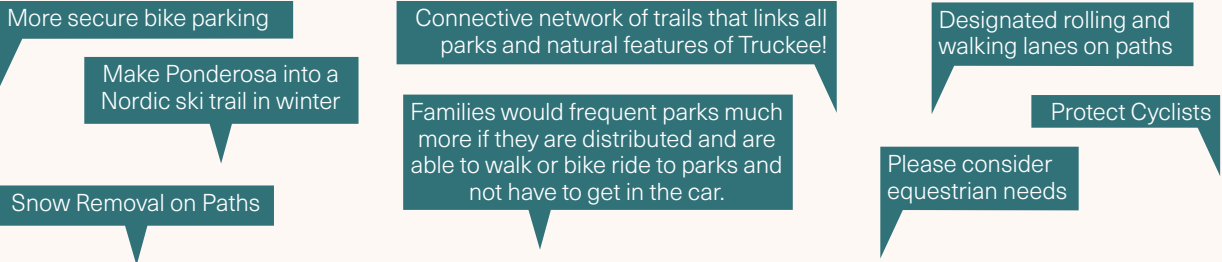
**THE LEGACY TRAIL** and other planned regional trail systems provide an opportunity to walk, bike, or roll to many of TDRPD's parks. Providing walking loops within parks allows parks to be used for fitness and enhancing mental health.

Resident Values

When TDRPD residents were asked what they value about recreation and parks, they provided the below responses.



Community Feedback

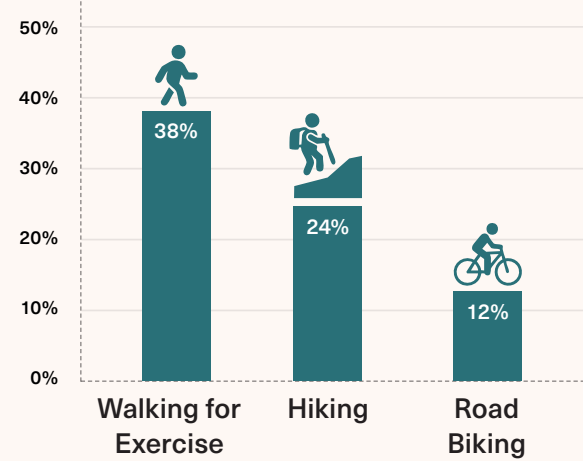


**PAVED TRAILS** ranked second highest priority investment by respondents **2<sup>ND</sup>**

In the Window 2 survey, **40%** of respondents were **VERY SATISFIED** with strategy #5

Resident Activity Preferences

The top most popular fitness and outdoor activities for adults in the Town of Truckee are walking for exercise, hiking, and road biking.



## Opportunity C1

### Create Paved Walking/Rolling Loops and Amenities within Existing Parks

Walking is one of the most accessible forms of physical activity and consistently ranks as the most popular recreation activity nationwide, including among District residents. While sidewalks and park pathways connect park amenities, many are disconnected, poorly signed, or have uneven surface conditions. The Legacy Trail provides a linear connection through Truckee but lacks supporting amenities such as restrooms, benches, and shade.

TDRPD parks can address these gaps for residents of all ages. Developing walking loops with stable, non-slip surfaces, seating, and shaded areas will allow everyone—including seniors—to enjoy the outdoors safely while improving fitness. The Regional Park, in particular, offers opportunities to link existing trails for better overall circulation and create looped trail systems that encourage longer visits and regular use.

Adding amenities to support biking, such as bike racks, lockers, and fix-it stations, can also encourage residents to reach parks by bicycle. These facilities are especially valuable given limited parking at many parks, helping make active transportation a safe and convenient option for accessing recreation opportunities.

## Opportunity C2

### Maintain Affordability while Ensuring Cost Recovery

To ensure programs remain accessible to the broadest range of residents, the District should increase its annual scholarship budget to support all who need financial assistance, particularly lower- and middle-income families. Collaborating with partners such as the Town of Truckee IDEA Program, Sierra Community House, and Sierra Nevada Children's Services can help expand outreach and ensure that programs are welcoming and accessible to Spanish-speaking residents and other underserved populations. Providing financial support and targeted outreach is a best practice in mountain communities with high cost-of-living pressures, helping to maintain participation in and access to recreation opportunities.

To facilitate cost recovery for programming, the District should develop a written Recreation Program Plan for each program it offers. These plans would define target audiences, pricing and cost recovery goals, expected program duration, and marketing approaches. This structured approach allows the District to strategically invest in programs that meet Board objectives while phasing out outdated or low-participation offerings. Formal program planning improves participation, aligns resources with community needs, and supports both affordability and fiscal sustainability.

## Opportunity C3

### Enhance Access For All Community Members

School enrollment data indicates that approximately 30 percent of district residents are Spanish-speaking. The Town's IDEA program administrator has conducted outreach which shows that many residents have difficulty navigating websites. This limits their ability to learn about recreation programs, to enroll, or to apply for scholarship funding.

The District should enhance Spanish-language programs and services by collaborating with local nonprofits and the Town IDEA staff for guidance, feedback, and support in creating and delivering these offerings. This approach ensures that programs are accessible and relevant to Spanish-speaking residents, meeting the Board's Strategic Plan objective to expand programming to all demographic groups and the District's Marketing Plan goal of increasing Spanish-language outreach through translated materials and in-person communication.

Similarly, the District should develop a program plan for patrons with special needs. Building on existing services, this program would be guided by a formal Inclusion and Adaptive Recreation Policy and developed in collaboration with partners such as Achieve Tahoe, TTUSD, Elevation Truckee, High Fives, Special Olympics, Little Peacock, and Tahoe Ability Program. Consult NRPA resources for inclusive and adaptive recreation policy guidelines.



## Opportunity C4

### Address Programming Gaps

The District serves both an aging population and families. The Truckee Community Pool provides aquatic programs for residents across the District and North Lake Tahoe. These factors create clear opportunities to expand and tailor programming for the community.

The District should develop a focused Program Plan for senior adults (55+), including active recreation opportunities and potential regional trips to places of interest.

Conducting a specialized survey of the senior adult community can provide insight into program preferences and help identify potential contract instructors. This initiative supports the Board's Strategic Plan objective to expand programming to be inclusive of all Truckee demographic groups.

Survey results from the ETC Institute, reinforced through further community engagement, indicate a need for additional programming at the Community Pool, particularly during morning hours on less-scheduled days and after 7 pm.

The District should explore partnerships with healthcare providers, such as Tahoe Forest Hospital, to expand rehabilitation and wellness services. Additionally, previously piloted programs, such as Movie Nights at the pool, could be market-tested again to determine interest among potential participants.

The District should also create a Program Plan for “tweens” (middle-school-aged youth), building on the current high-quality youth programs. This plan would expand opportunities for this age group and aligns with the Board's Strategic Plan objective to provide programming that is inclusive of all Truckee residents.

## Survey Takeaways

*Top three programs that have an unmet need:*

- **Fitness and Wellness Classes**
- **Special Events**
- **Art Classes**



Truckee Community Pool

# Facilities & Programming Strategy D: Provide New Recreation Facilities

## Overview

Findings from the recreation trends analysis, focus group input, and community demographic analysis indicate a steady demand for new and enhanced recreation facilities in the Truckee region.

Pickleball continues to be the fastest-growing sport, with a 51.8 percent increase in participation between 2023 and 2024. Field team sports remain highly popular among adults, representing 10 percent of TDRPD participants—consistent with national participation trends. In addition, survey results ranked skatepark programs as a high-priority investment.

However, opportunities for play and recreation are currently constrained by field shortages and ongoing maintenance challenges.

To address these needs, TDRPD will need to actively pursue partnerships with existing and new collaborators, including:

- Tahoe Truckee Unified School District (TTUSD)
- Rocker Memorial Skatepark
- Truckee-Donner Land Trust
- Achieve Tahoe
- The Town of Truckee’s Inclusion Diversity, Equity and Accessibility (IDEA) program
- Truckee Tahoe Pickleball Club
- KidZone Library
- Other key partners

The table below outlines recommended strategy opportunities that provide high-level guidance for strengthening collaboration with partners to advance projects and meet identified recreation needs.

Following the table, detailed descriptions are provided to further explain the purpose and intent of each opportunity.

PROVIDE NEW RECREATION FACILITIES	
Opportunity D1	Expand the Skatepark
Opportunity D2	Build Dedicated Pickleball Courts
Opportunity D3	Enhance the Disc Golf Course
Opportunity D4	Provide an All Access Playground
Opportunity D5	Develop Additional Sports Fields





Recreation Trends



Pickleball is the Fastest- Growing Sport

**+51.8%**  
GROWTH IN 2023-2024



Opportunity for Play is negatively impacted by **FIELD SHORTAGE AND MAINTENANCE**



Field Team Sports are Popular Among Adults

**10%** OF TDRPD ADULTS PARTICIPATE, MIRRORING NATIONAL TRENDS



**SKATEPARK PROGRAMS** were ranked a **HIGH PRIORITY INVESTMENT** in survey responses



Riverview Sports Park

TRUCKEE-DONNER COMPREHENSIVE MASTER PLAN

Community Feedback

Parks that provide play opportunities for children of varying ages and abilities.

We need new fields!

Replace grass sports fields with turf for year-round use.

Build the skatepark!

Invest in solutions that spread the distribution of parks and facilities

A rad bike park and skatepark is necessary for the community we live in.

Splash pads for kids.

Additional space for youth and adult sports



## Opportunity D1

### Expand the Skatepark

The Rocker Memorial Skatepark is a community-driven effort to expand skateboarding infrastructure in Truckee with a highly accessible, 25,000 sq ft facility. With thousands of donated hours and 10 years of fundraising, \$625,000 has been raised, but the 2025 estimate for construction has risen to a cost estimate of \$3.3 million. The project is making solid progress but still faces a substantial funding gap. Its importance is multifaceted: as it responds to a growing user demand at the existing skatepark, offers terrain for all skill levels, and strengthens community connections through inclusive, generational recreation. If completed, the park would serve as both a social and athletic hub, enhance local quality of life, and reduce the need for board-sport athletes to travel for high-quality skateboarding infrastructure.

### Survey Takeaways

Skatepark received a **high investment priority rating**, with a **PIR of 106.8**.

- 46%** of respondents feel their needs for the skatepark are **partly or not met**.
- 42%** are supportive or very supportive of developing a new skatepark.
- 21%** ranked “Develop a new skatepark” in their top three most important improvements, placing it **first** overall.

## Opportunity D2

### Build Dedicated Pickleball Courts

Pickleball is one of the fastest-growing recreational sports in the United States, appealing to a broad demographic that includes youth, adults, and older adults. This trend has been true in Truckee. Although clubhouses in the region's planned communities offer access to dedicated pickleball courts, there is demand for more publicly available courts for District residents.

An effort to build a pickleball court complex at Riverview Sports Park raised over \$1 million, showing strong community support. Unfortunately, site restrictions limited project completion.

Looking forward, dedicated pickleball courts could be incorporated as part of a new park or they could be integrated into the Regional Park as part of a replacement of the dual tennis/pickleball courts.

### Survey Takeaways

Skatepark received a **high investment priority rating**, with a **PIR of 102.3**.

- 44%** of respondents feel their needs for pickleball courts are **partly or not met**.
- 41%** are supportive or very supportive of developing new dedicated outdoor pickleball courts.
- 20%** ranked “Develop new dedicated outdoor pickleball courts” in their top three most important improvements, placing it **fourth** overall.

## Opportunity D3

### Enhance the Disc Golf Course

A new library is planned for the Truckee River Regional Park. It's completion will affect the existing disc golf course. The District is currently partnering with the Truckee Donner Land Trust at Overland Trail. Redesign of holes should occur, if possible. As new opportunities come on line, the disc golf could be considered for relocation to expand the number of holes provided and to increase variety in the course.



Truckee River Regional Park Disc Golf

## Opportunity D4

### Provide an All Access Playground

All-access playgrounds provide children of all abilities the opportunity to play, explore, and develop social and physical skills together. Features such as wheelchair-accessible ramps, adaptive swings, sensory play elements, and smooth surfacing make these spaces safe and engaging for children with mobility, sensory, or cognitive challenges.

Statewide, approximately 10–12% of children live with some form of disability, and local families include a mix of young children, older adults, and residents with mobility or sensory needs.

Achieve Tahoe—Truckee's long-standing adaptive recreation organization serves hundreds of participants annually, across more than 40 types of disabilities, demonstrating a local population that benefits directly from accessible recreation opportunities. By investing in all-access playgrounds, the District not only aligns with national best practices but also responds to demonstrated community need, enhances equity, and strengthens partnerships with organizations like Achieve Tahoe that already engage residents with disabilities in meaningful outdoor recreation experiences.

### Survey Takeaways

**50%**

of respondents are supportive or very supportive of developing a new all-abilities playground, ranking it **third** among the 14 potential actions to develop new facilities or parks.

## Opportunity D5

### Develop Additional Sports Fields

Truckee's current sports fields, including Riverview Sports Park and Meadow Park, are heavily used by youth and adult leagues, tournaments, and recreational programs. The inventory is limited, creating scheduling pressures and making fields hard to maintain quality of play.

With roughly 75% of residents participating in District programs or using facilities annually, scheduling is tight, and field capacity is stretched—particularly during peak seasons and on natural grass surfaces. This limited supply constrains equitable access and the quality of play experiences.

Adding new fields, including potential synthetic turf to extend seasonal use, would relieve pressure on existing facilities, support tournaments and year-round programming, and reduce wear on high-use fields. Expanding capacity ensures the District can meet community demand, maintain equitable access, and provide safe, high-quality recreational opportunities for Truckee's growing and active population.

### Survey Takeaways

**50%**

of respondents feel their needs for the **indoor fieldhouse** are **partly or not met**.

**41%**

are supportive or very supportive of developing new outdoor athletic fields.



Sports field at Riverview Sports Park



# Facilities & Programming Strategy E: Increase the Number of Parks

## Overview

Truckee River Regional Park and several other parks have limited available space for new or expanded facilities such as playgrounds, athletic fields, and sports courts.

Currently, an additional 27.4 acres of parkland is needed to meet TDRPD’s recreation service level targets. By 2040, that need is projected to grow to 41.5 additional acres to keep pace with population growth and recreation demand.

The table below identifies opportunity sites that TDRPD can consider for future parkland acquisition and facility development to expand overall park acreage and meet community recreation needs.

The District should also explore opportunities to partner with communities beyond the immediate Truckee area. For example, collaboration on recreation needs in the Donner Summit area—as outlined in the Donner Summit Public Use, Trails, and Recreation Facilities Plan—would strengthen

regional access to services. Extending support to rural parts of the service area reinforces the District’s commitment to ensuring all community members have equitable access to recreation.

It is important to note that the amenities listed are conceptual and represent potential opportunities rather than finalized designs or confirmed projects.

Following the table, detailed descriptions are provided to further explain the purpose and intent of each opportunity site.

INCREASE THE NUMBER OF PARKS	
Opportunity Site E1	Joerger Drive Property
Opportunity Site E2	Coldstream Park
Opportunity Site E3*	Overland Trail Parcel*
Opportunity Site E4*	Hopkins Ranch Parcel*

*Note: Opportunity sites marked with \* indicate sites with a potential partnership with Truckee Donner Land Trust*





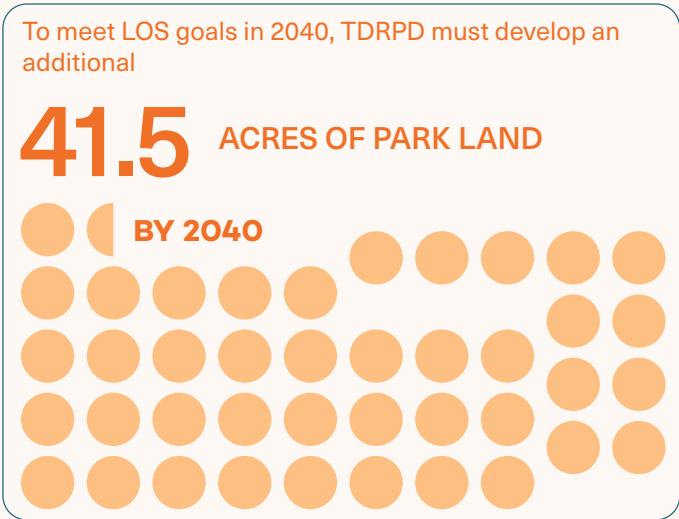
# Why is this Important?

- The Regional Park and Riverview Sports Park have limited opportunities to provide new park amenities.
- To meet community needs, additional park space is needed.
- Park space and recreation facilities that provides access to nearby neighborhoods throughout the District should be considered

**63%** of survey respondents  
**SUPPORT DEVELOPMENT OF NEW PARKS**

## Level of Service

**116.9** ACRES OF PARK LAND  
TODAY FOR TDRPD



## Community Feedback

- There needs to be a small enclosed dog park where off-leash is allowed.
- Playground for Coldstream Park
- Please consider equestrian needs
- There is a lack of playgrounds north of I-80.
- Turf fields that can be plowed in the winter.
- Snow Removal on Paths
- Protect Cyclists
- More secure bike parking

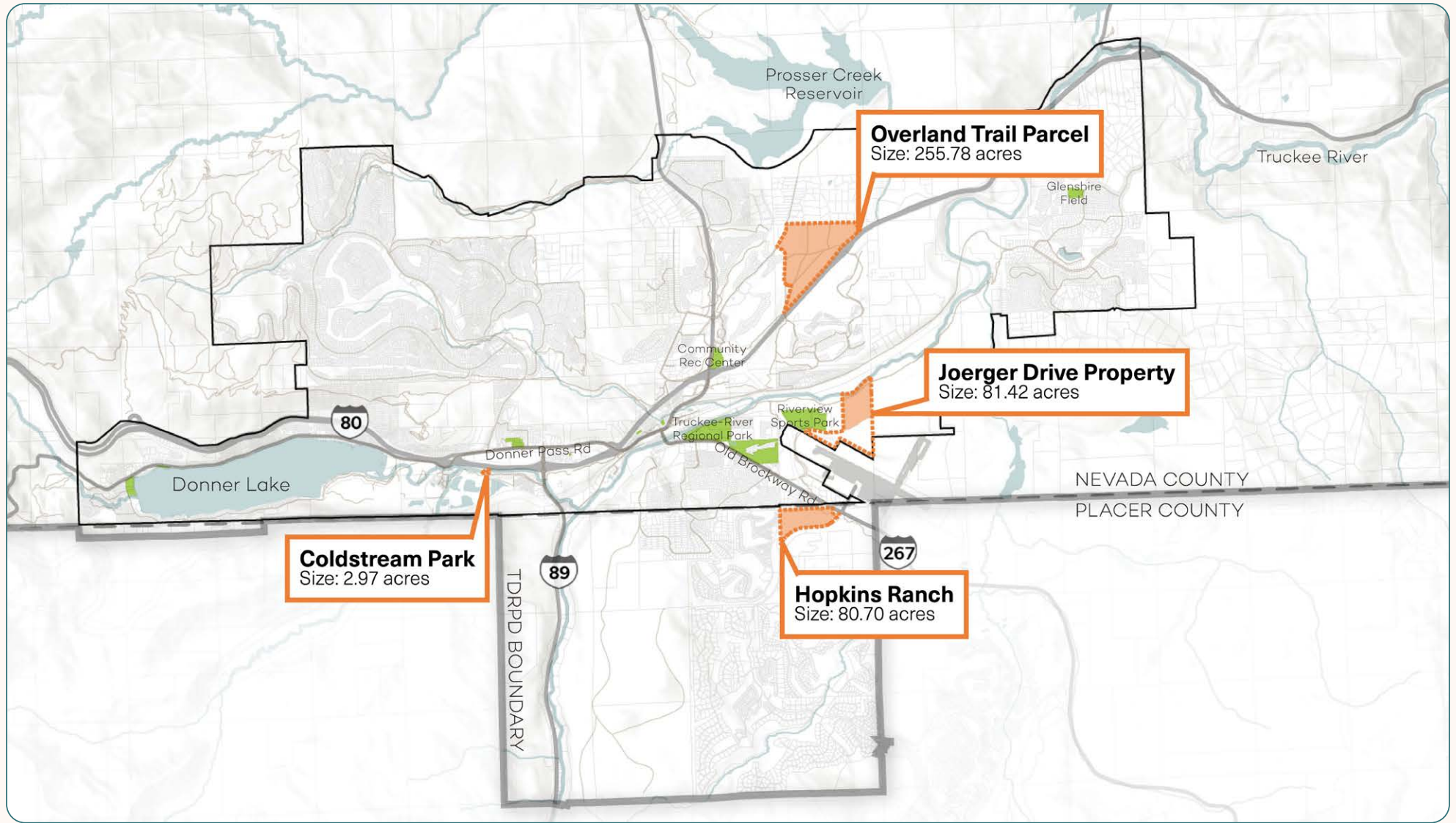


Figure 26: Opportunity Sites for New Parks in Strategy E

## Opportunity Site E1 Joerger Drive Property

Size: 81.42 acres

Potential amenities include:

- Multi-use fields
- Multi-use courts
- Playground
- Picnic areas
- Trail connections
- Open Space
- Fieldhouse with turf field
- Winter activities (snowplay, snowshoeing programming, cross country skiing, etc.)
- Relocation of the maintenance/corporation yard from Truckee River Regional Park
- Connect to the District park system and Truckee amenities through the Legacy Trail

## Opportunity Site E2 Coldstream Park

Size: 2.97 acres

Potential amenities include:

- Donner Creek fishing access
- Medium-size picnic pavilion
- All-access playground
- Restroom
- Multi-use grass field
- Connect to the District park system and Truckee amenities through the Legacy Trail

## Opportunity Site E3 Overland Trail Parcel\*

Size: 255.78 acres

Potential amenities include:

- Dog park
- Open Space
- Equestrian trailhead/riding ring
- Disc Golf Course

## Opportunity Site E4 Hopkins Ranch Parcel\*

Size: 80.70 acres

Potential amenities include:

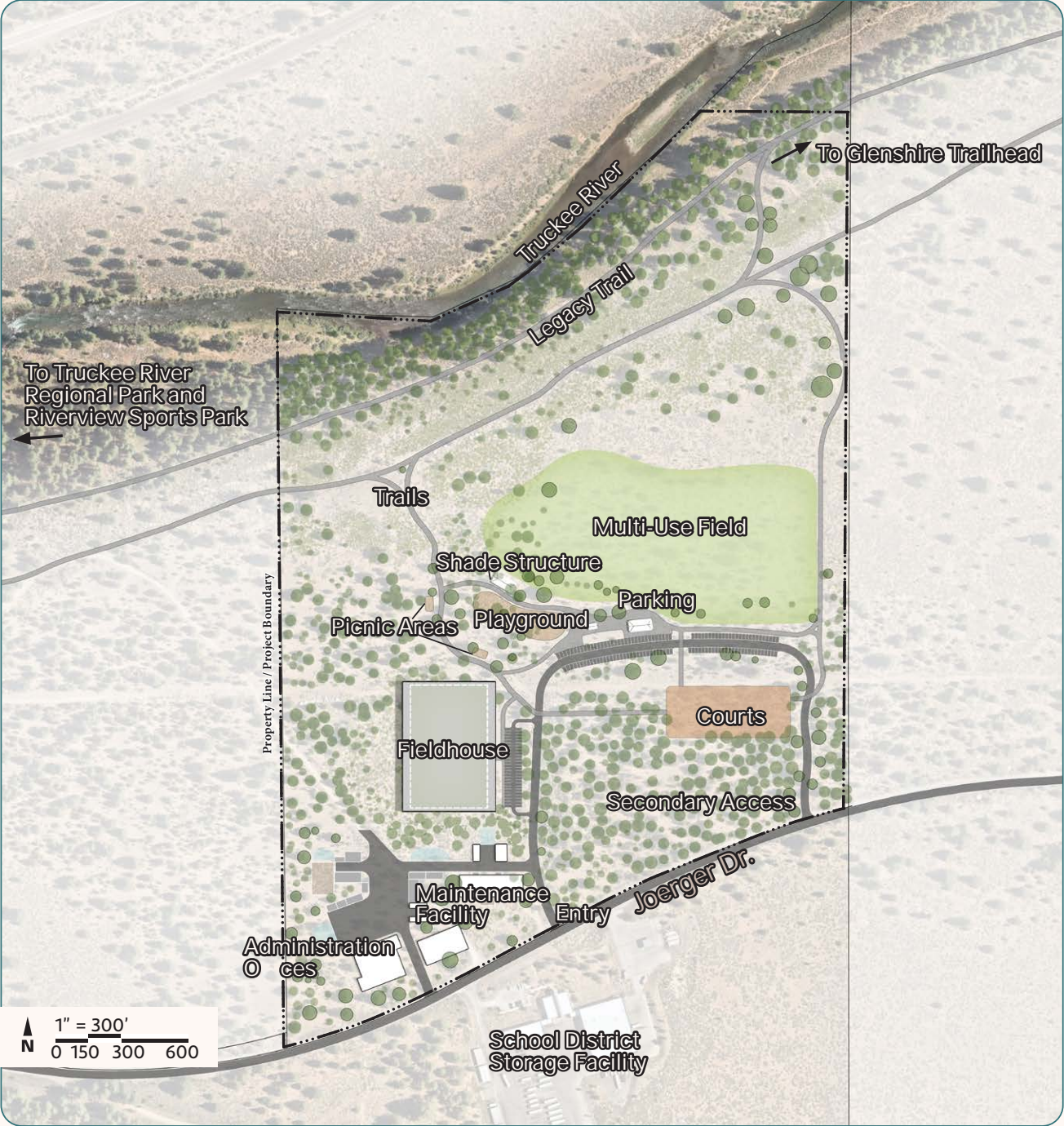
- Pickleball courts
- Large picnic pavilion
- Playground
- Partner with Placer County in joint construction/management of facilities

Note: Opportunity sites marked with \* indicate sites where TDRPD would support the Truckee Donner Land Trust in potential future development



# Opportunity Site E1 Joerger Drive Property

Figure 27: Conceptual Park Layout for Joerger Drive Property



## Description

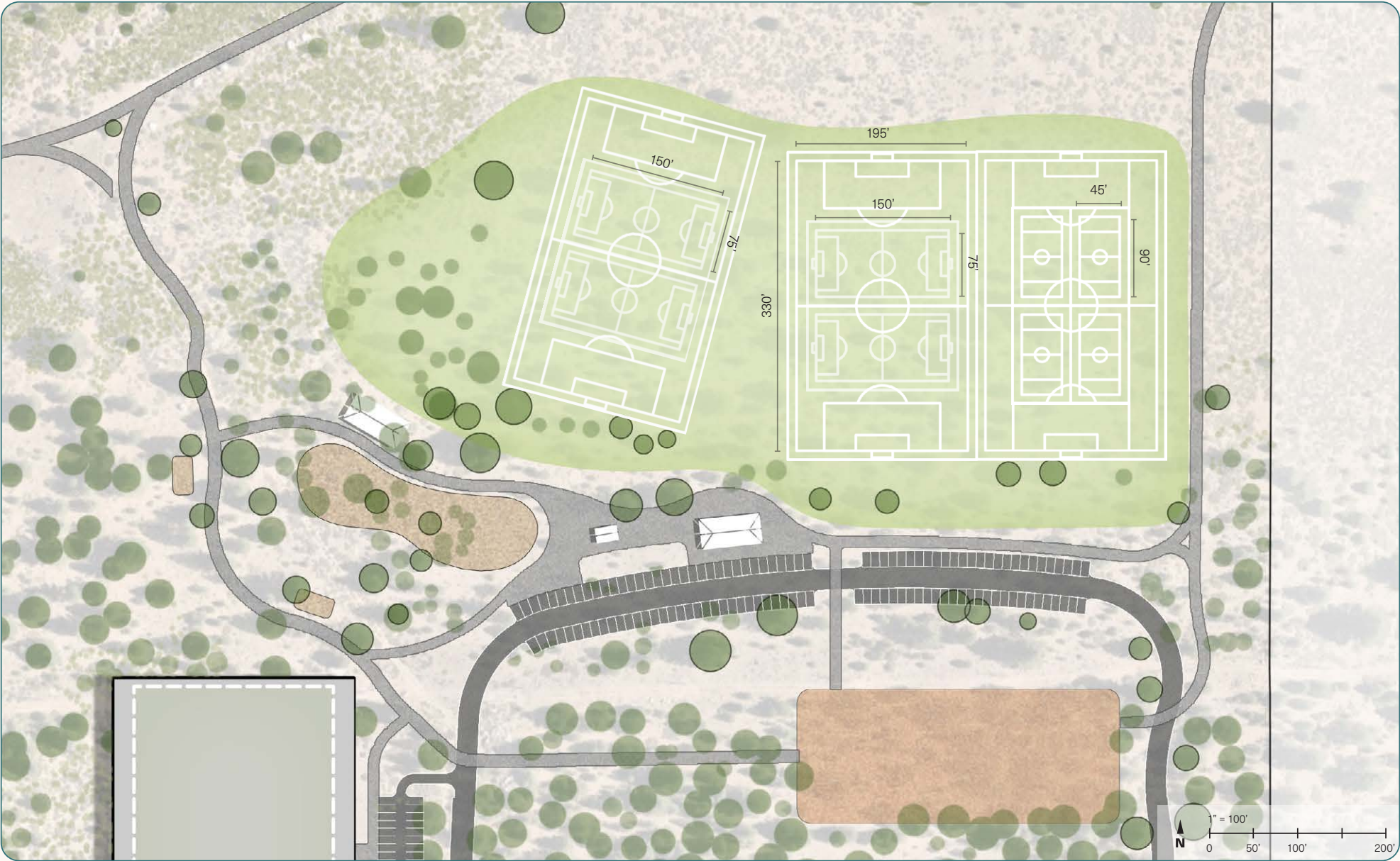
The map shows a conceptual plan for potential park and maintenance facilities using a parcel identified by Tahoe Truckee Sanitation Agency as potential surplus property. Amenities could include a multi-use field, picnic areas, playground, shade structure, trails, parking, sports courts, fieldhouse, and maintenance and administrative offices

## Parcel Area

This parcel is a total of 80.73 acres. Of this, 17.83 acres (22%) would be developed park and facility area, and 20.78 acres (25.7%) would be developed as park and facility, maintenance facility, and administration offices.



Figure 28: Conceptual Multi-Use Field Layout Example for Joerger Drive Property



Potential Soccer Field Layout  
3 U13 / 4 U18 / 4 U6







# IMPLEMENTATION FRAMEWORK

Implementation of the Comprehensive Master Plan comes through three strategies. One requirement is strengthening its internal operations—modernizing policies, improving technology, and enhancing communications—to increase efficiency, transparency, and service to staff, residents, and partners. While reinforcing their strong operational foundation, the District should expand funding programs, improve facilities, and align resources with community needs. By growing revenue streams and leveraging partnerships, TDRPD can ensure long-term sustainability while delivering high-quality, inclusive services and advancing the Board’s strategic objectives.

# Implementation Strategy F: Increase Financial Resources

## Overview

The District is fiscally strong, supported by sound management practices AA enhanced credit rating (with purchase of bond insurance) and an underlying (uninsured) A credit rating by Standard & Poor’s in its last debt issue. The District exhibits a robust financial position, with total assets of \$48.6 million and General Fund reserves of \$6.7, representing 47 percent of annual expenditures (FY 23/24).

This is well above the Government Finance Officers Association’s (GFOA) recommended 17 percent minimum. However, the appropriate level of reserves depends on the various risk conditions of the agency, such as facilities/ infrastructure/equipment age and condition, special projects, and potential liabilities.

Based on the empirical feedback received through the numerous community and agency interviews, the District is perceived as being fiscally prudent with its resources and has sufficient funds to provide services.

While the District benefits from profitable operations, like the Ponderosa Golf

Course, funding for capital improvements and maintenance falls short. Structural inequities—particularly in Placer County property tax allocation—and limited flexibility in fees and taxes, constrain its ability to fund long-term capital, maintenance, and program needs. Funding for capital improvements, facility operations and maintenance, recreation programs, and special event services falls short without an infusion of sustainable resources. As of September 30, 2024, the District currently has \$15.2 million in debt with an annual payment of \$1.5 million which is pulled from the General Fund.

Opportunities exist to strengthen resource development; pursue joint purchasing and grant partnerships; and formalize, track, and manage existing contractual and partnership agreements to support funding needs and community priorities.

The table below outlines recommended categories of implementation opportunities. Following the table, descriptions are provided to further explain the purpose and intent and specific recommendations for each.

INCREASE FINANCIAL RESOURCES	
Opportunity F1	Research and Address Gap in Placer County Assessments
Opportunity F2	Strengthen Resource Development
Opportunity F3	Evaluate and Seek Funding and Partnerships for Master Plan Projects
Opportunity F4	Revise Supporting Policies and Align Budgeting Formats with GFOA Best Practices



Opportunity F1  
Research and Address Gap in Placer  
County Assessments

None of the one percent property tax collected by Placer County is currently shared with the TDRPD.

According to involved District staff, the annexation process that formed the District in June 1989 considered several factors, Such as district benefit, service efficiency, and resident input to determining which parcels were included. Approximately 12 square miles of contiguous Placer County parcels were incorporated through a sphere of influence amendment approved by the Nevada County Local Agency Formation Commission (LAFCO).

According to Placer County, no recreational services were provided through the Placer County budget for these parcels because residents of the proposed annexation area were paying non-resident fees to the District for recreational services. Consequently, according to Revenue and Taxation Code 99.1 (a)(2) and Placer County Resolution 80-142, Placer County reasons that since there is no transfer of service costs, the District is not entitled to a transfer of Placer County's general tax levy. The annexation documents, included in the appendix of Citygate Associates' report, include the rationale used by Placer County. This argument is logical if in fact the District did not assume service costs that were previously funded by Placer County.

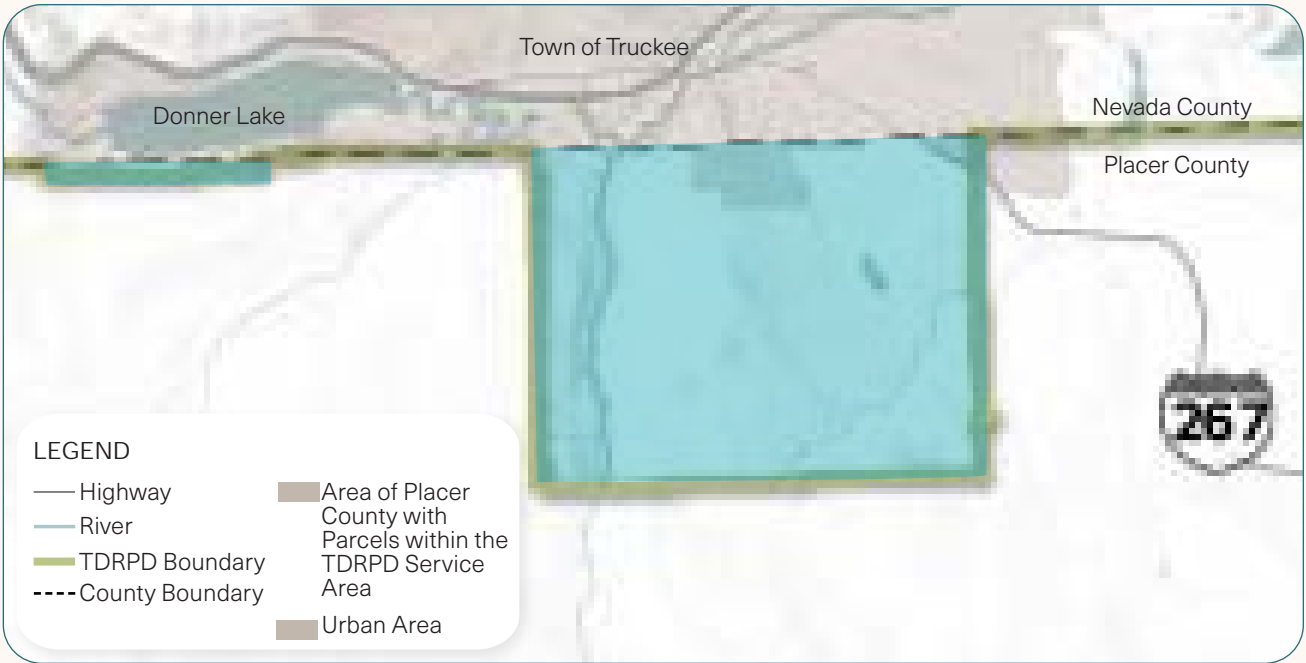
Citygate Associates was informed that the District did not—and has not—reviewed the cost of service being provided to Placer County residents to compare to the funds received from Placer County residents to ensure that Placer County residents are not being subsidized by Nevada County residents.

Additionally, Citygate Associates was informed that former District staff continued to pursue potential revenue sharing opportunities with Placer County over the years post annexation, with the last being approximately 10 years ago, but these attempts have consistently been denied. Citygate Associates recommends that the District perform this cost-of-service analysis

to determine if a subsidy exists and, if so, use this as point of negotiation to revisit the need for a portion of the Placer County general property tax levy.

Analyzing and identifying the number of existing residents who currently use the District services that reside within the identified Placer County area should be completed as a part of the analysis and be used as support for continued negotiations with Placer County relating to revenue sharing options.

No mitigation fees are shared with the District from Placer County for growth approved by the County that impact District service provision





costs. Placer County staff did not share the rationale for not automatically sharing park dedication or other recreation and parks mitigation fees with the District; it is merely stated as a policy.

According to Placer County staff, the District can apply for a portion of the funds collected for parks projects within the annexed area, but approval is solely the responsibility of the Placer County Parks Commission.

Citygate Associates believes that this opportunity should be revisited and negotiated to obtain an automatic portion of the mitigation fees collected in the annexed area of Placer County or allow the mitigation fees to be collected directly by the District, as is the case in Nevada County.

Steps to address this gap includes the following:

1. Determine the cost to provide recreation and parks services to the 18 tax-rate areas in Placer County located within the District.
2. Compare the cost to the amount of property-tax-related revenue received by Placer County for the applicable tax-rate areas to calculate the net cost difference to ensure costs are covered by existing parcel tax and applicable fees.

Regardless of the outcome of discussions with Placer County, this research will equip the District with defensible data that can be leveraged for fundraising, policy development, and other revenue-related initiatives.

## Opportunity F2 Evaluate And Seek Funding And Partnerships For Master Plan Projects

There are significant future capital improvements needed to meet the long-term strategic goals of the District. This is excluding the \$5,560,948 of capital maintenance and equipment replacement and maintenance needs identified in the TDRPD's Facility Condition Assessment (FCA) dated September 2015. All associated financing options should be evaluated to serve the funding needed for capital, operational, or a combination of both to accomplish the goals of the Comprehensive Master Plan

Following is a summary of the District's current financial picture and the opportunity for a debt-financed funding mechanism. A complete summary is included in the Citygate Associates report in the appendix.

### General Fund

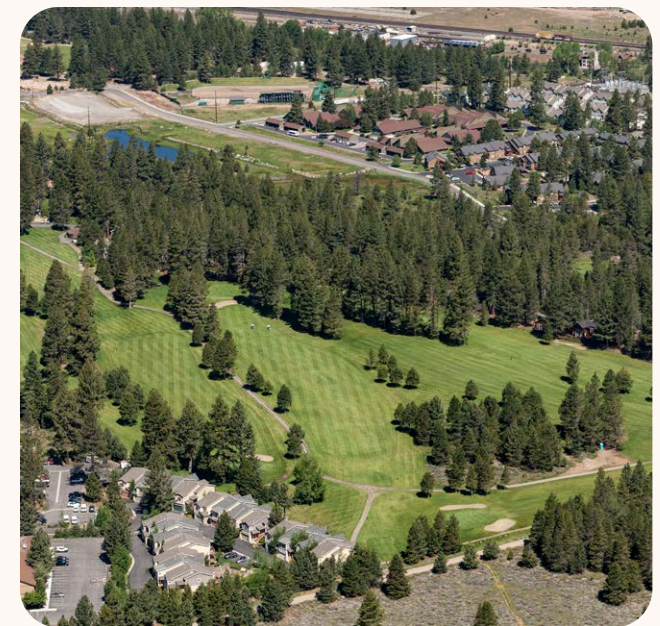
TDRPD's overall financial activity has been positive over the past four years. The decrease in operating surplus in FY 22/23 was due to increased capital outlay of approximately \$3.6 million, compared with an average of \$1.5 million in prior years.

Property taxes and service fees make up the majority of the FY 24/25 General Fund budget—about \$14.1 million, or 89 percent. Total property tax revenue is estimated at \$8.1 million, roughly 3.4 percent higher than last year. Strategies like the Teeter Plan help smooth out fluctuations

in property tax revenue for more consistent collection.

Fees and charges for services are projected at approximately \$6 million, a 5.6 percent increase over the prior year. Other revenue sources, including grants, donations, interest earnings, and mitigation fees, are expected to total about \$1.74 million, a 36 percent increase largely due to a \$1 million State grant for Donner Boat Ramp improvements.

On the expenditure side, employee services account for the largest share of the FY 24/25 General Fund budget, approximately \$8.8 million or 55 percent of total expenditures.



Ponderosa Golf Course

## Fees and Charges

The District's service fees are the second largest revenue source for District operations, after property taxes. Fees are reviewed annually to determine adjustments needed to maintain cost recovery levels, in accordance with the District's pricing policy. Staff indicated that current fee levels are appropriate compared with similar agencies.

The District also collects mitigation-type fees related to parks infrastructure through AB 1600 and Quimby Act fees.

AB 1600 fees are charged to new residential developments for estimated recreation and park impacts. Projects with under five parcels are exempt. These fees cannot be used for maintenance and are subject to monitoring and reporting requirements under State law. This revenue source is highly variable and depends on development activity. The District estimates that it will receive approximately \$280,000 for FY 24/25. The District adjusted the fees for inflation in July 2025, which is a best practice.

Quimby Act fees are charged for park/recreation acquisition of unimproved land but cannot be collected for commercial/multi-family or subdivision projects with under five parcels. The fee is based on unimproved land value and also cannot be used for maintenance costs. This source, like the AB 1600 mitigation fees, is very volatile due to it being based on development. The

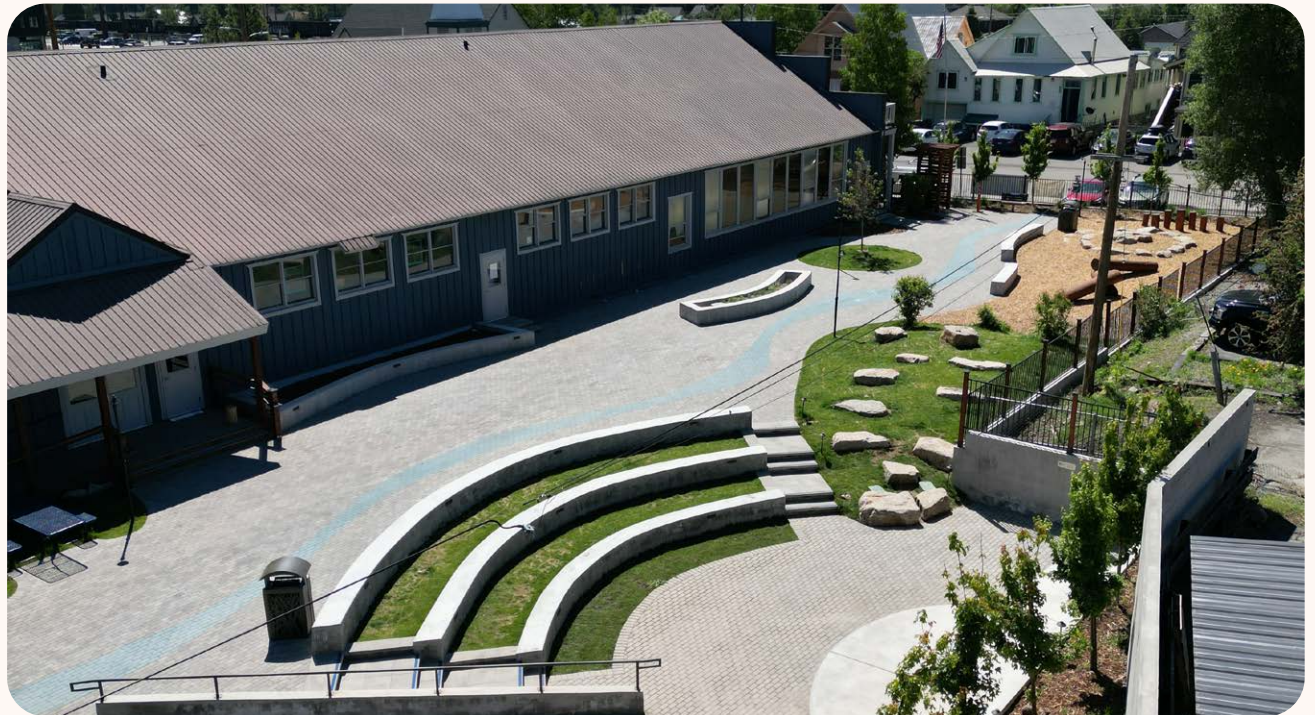
District estimates that it will receive approximately \$40,000 for FY 24/25.

These fees can be increased but, as with general service fees, a balance must be struck between revenue enhancement and encouraging residential development for housing. The policy decision to be made by the District is to determine what percentage of new park facility development should be borne by private developers versus subsidized by the existing District residents.

A Nexus Study should be completed every two to three years to provide relevant and up-to-date data for the District to assist in making this policy decision.

## Cost Estimates for Parks and Facilities

High level cost estimates were researched for new outdoor facilities. Park costs are based on bid results from recently built or designed parks in California and Northern Nevada and estimated costs from capital improvement programs. The costs were compared to the 2023 TDRPD Park Impact Fee NEXUS Study. Costs generated before 2025 were adjusted based on a sample escalation calculation from the Engineering News-Record (ENR) Construction Cost Index (CCI). Note that various factors influence costing for these parks and facilities including funding, location, and year built.



Downtown Park at the Community Arts Center: Built through community donations, including money, time, and services



Table 15: Research from Park Project Costs

Park Name, Location	Year Built	Size (acres)	Includes	Contract Amount	Estimated 2025 Dollars	Cost per Acre (2025 Dollars)
DEWBEYÚMUWE? Park, Truckee, CA	2024	0.16	Walking paths, benches, picnic tables, restroom, and grading walls (almost \$1M of costs was for stormwater and roadway excavation)	\$2,700,000	\$2,760,000	\$17,250,000
Ski Run Community Park, South Lake Tahoe, CA	2024	0.5	Climbing play structure, swings, lawn, picnic table, climbing boulder (volunteer labor and donated materials and site preparation lowered costs)	\$850,000	\$870,000	\$1,740,000
Rancho San Rafael Regional Park Reno, NV	2025	0.8	Inclusive playground equipment, walkways, shade structures, site furnishings, grading and drainage	\$1,000,000	\$1,000,000	\$1,250,000
Van Buskirk Park, Stockton, CA	2025	13.8	Skatepark, pump track, restroom, open lawn and landscape, splash pad, playground, parking (estimate at 90% drawings)	\$18,000,000	\$18,000,000	\$1,300,000
Potomac Park Renovation, Bakersfield, CA	2024	4.3	New soccer field, lighting, splash pad, dog park, basketball court, 3 shade structures	\$7,400,000	\$7,570,000	\$1,760,000
Linnell Brahma Park, Bakersfield, CA	2024	5	Playground, picnic area, basketball court	\$5,500,000	\$5,625,000	\$1,125,000
Almaden Lake All-Inclusive Playground	2024	0.5	Upgraded playground for sensory and physical play for children and adults	\$1,800,000	\$1,840,000	\$3,680,000
AG Sports Complex Pickleball Courts, Los Banos, CA	2024	1	Construction of 9 pickleball courts, lighting, landscape and irrigation	\$1,600,000	\$1,640,000	\$1,640,000
Maxwell Farms Regional Park Phase 1, Sonoma County, CA	2022	6	New baseball field, parking, utilities, landscape	\$7,300,000	\$7,800,000	\$1,300,000
<b>Notes:</b> <i>Costs adjusted to 2025 were based on a sample escalation calculation based on the Engineering News-Record (ENR) Construction Cost Index (CCI).</i>						

## Cost Per Acre Comparison to 2023 Nexus Study

The 2023 Nexus Study estimated probable costs for new parks at approximately \$637,000 per acre for a 5-acre park and \$571,000 per acre for a 20-acre park. Excluding DEWBEYÚMUWE? Park in Truckee, which represents a cost-per-acre outlier, the average cost per acre for the seven comparable parks summarized in Table 15 is approximately \$1,725,000. This average is roughly 275 to 300 percent higher than the probable costs assumed in the 2023 Nexus Study.

Overall, the research indicates that the probable cost assumptions used in the 2023 Nexus Study are substantially lower than current park and amenity construction costs. As part of the next Nexus Study update, more detailed and current cost estimating should be undertaken to ensure mitigation fees better reflect today's construction environment, including higher expectations for facility quality, a broader range of amenities, and contemporary design and accessibility standards.



Table 16: High-level Cost Estimates for Facilities

Category	Units	Average Cost per unit (2025)*	Comparison to 2023 Nexus Study Estimate
<b>Facility</b>			
* Skate Park Rocker Memorial Park is 25,000 SF	SF	\$60 - \$80	N/A
* Pickleball (new court)	each	\$175,000 - \$250,000	N/A
Outdoor Basketball Court	each	\$80,000	\$61,000
Disc Golf Course	18 holes	\$12,000 - \$18,000	\$11,400 - \$17,100
Soccer Field (new)	each	\$1M - \$2M	\$172,000
Baseball / Softball Fields youth size (new)	each	\$250,000 - \$500,000	\$71,300
Playground Equipment large	each	\$1M	\$415,800
Playground Equipment small	each	\$200,000 - \$250,000	\$237,000
Shade Structure large, 50 people	each	\$200,000 - \$320,000	\$150,000
Shade Structure small, 25 people	each	\$80,000 - \$120,000	\$61,000
Water Spray Play Area	SF	\$250 - \$300	\$576,000 (each)
Picnic/BBQ area	each	\$30,000	\$18,150
Prefab Restroom (incl. water and sewer)	each	\$1.5M - \$2M	\$1,378,000
<i>*Costs taken from itemized bid documents, project cost estimates, and North Tahoe Active Recreation Plan facility estimates.</i>			

## Potential Funding Mechanisms

The Comprehensive Master Plan has identified significant future capital improvements needed over the next 10 years to meet strategic priorities. There are two commonly used mechanisms to meet these strategic priorities; pay-as-you-go or debt financing. The specifics of each improvement, such as safety considerations, amount, funding availability, and desired timing of completion will dictate which one mechanism or combination of mechanisms will work the best.

### GENERAL OBLIGATION (GO) BONDS

General Obligation (GO) bonds are voter-approved financing tools used to fund major capital projects and are repaid through a dedicated property tax based on assessed fair market value (ad-valorem) of residential or commercial property.

### PARCEL TAX

Parcel tax is a flat amount assessed per parcel regardless of property value. According to discussions with Nevada County LAFCO, a parcel tax increase would not require LAFCO involvement.

### MELLO-ROOS TAX

Mello-Roos is a special tax assessment used to fund public infrastructure that benefits properties in that area. The tax, which requires two-thirds voter approval, is based on a reasonable value, such as land value, square footage, special benefit received, etc. The levy cannot be based on ad valorem valuation. Establishment of these districts requires time and effort to create and identify the appropriate levy levels.

## DEBT FINANCING

Under the "debt financing" mechanism, the amount of funding that is available for capital improvements depends on the amount of steady and predictable revenue stream that can be leveraged through the issuance of bonds or support of a loan.

### DEBT SERVICE REVENUE STREAMS

A steady and relatively stable revenue stream is required as collateral to issue debt. Revenue streams, such as a GO Bond, Parcel Tax, and Mello-Roos tax/assessment district levies, are sources to leverage. The District currently has about \$15.2 million of outstanding debt as of September 30, 2024, consisting of certificates of participation and lease financing that are due in 2036 and 2040, respectively. There are several types of bonds that could be considered by the District to address capital improvement needs.

If the TDRPD chooses debt issuance, Citygate Associates recommends contracting with a financial advisor experienced in debt financing and current market conditions to help develop the most advantageous financial planning and debt issuance structure. They should also use the financial resources available with Government Financial Services Joint Powers Authority which they are a member of to help develop the most advantageous debt issuance structure.

### DEBT FINANCING MECHANISMS EVALUATION

#### GO Bonds

- Repaid through a dedicated property tax based on assessed value, spreading costs proportionally
- Predictable repayment structure and strong credit security
- Aligns cost of facilities with their useful life and future beneficiaries
- Limited to capital projects; cannot fund operations or maintenance  
Increase property tax burdens and may face voter fatigue
- Long-term debt obligations reduce future borrowing capacity

#### Parcel Tax

- Flexible revenue source that can fund operations, maintenance, staffing, or capital needs
- Applied as a flat tax per parcel, making revenue more predictable year to year, but can be perceived as regressive
- Subject to voter fatigue
- Can be structured with exemptions or tiered rates

#### Mello-Roos / Special District Tax

- Targeted tax applied only to properties within a defined area benefiting from the services or facilities, useful for new development where costs can be assigned to future residents
- Can fund capital improvements and operations and maintenance
- Limited geographic applicability; typically not suitable for district-wide funding
- More complex to establish and administer
- May face resistance if applied to existing neighborhoods

## RESOURCE DEVELOPMENT AND PAY-AS-YOU-GO

Under a “pay-as-you-go” mechanism, funds are saved over a period of time and the improvement is funded through the cash that has been set aside in reserves, or other cash sources such as grants, donations, etc. Although used because it minimizes the cost of the improvement, this mechanism requires a commitment to setting aside funds over a specified period of time that meets the completion goals for the capital improvement. In addition, due to inflation and unpredictable economic conditions, and based on even conservative financial assumptions, the cost of construction has substantially increased in recent years, resulting in an erosion of any funds that may be set aside for future capital expenditures. Approximately \$3 million has been committed as an operating reserve to guard against economic and other fiscal emergencies

### DISTRICT RESERVES

Use of reserves for capital improvements should consider factors such as how the reserves will be replenished and whether the capital improvements generate additional revenue or save costs to improve overall agency operations.

### GRANTS

The District has a decentralized approach to applying for and managing grants, with no one District position responsible to research grants, apply, and manage the process. The District has an opportunity to be more strategic in its efforts to identify and apply for grants and donations, and cultivate strong partnerships.

### DONATIONS/FUNDRAISING

Existing fundraising efforts help to leverage existing resources to support popular events and programs. Creating a strategic TDRPD district-wide program that is supported by dedicated and qualified staff who focus on fundraising and partnership activities is advised.

### PUBLIC/PRIVATE PARTNERSHIPS

Special districts and municipal agencies within the TDRPD service area boundaries could be approached to identify partnerships including TSD, TTUSD, and Tahoe Forest Hospital District.

## Willingness to Pay

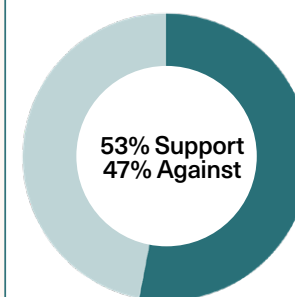
In the Window 1 statistically valid survey, respondents were asked if they would be willing to pay an extra property tax assessment to address the District’s capital improvements and, if so, how much would they be willing to financially support. Based on the survey results, approximately 53 percent either agreed or were neutral to paying extra. The extra amount they would be willing to pay, annually, is shown in Figure 29.

Figure 29: Willingness to Pay, Tax Scenarios

**Responses to the survey question: "Would you be willing to pay an extra property tax assessment, and if so, how much would you be willing to financially support?"**

**Support for Property Tax Increase**

**If Support, Additional Amount Willing to Pay (a subset of the 53% who identified they support an increase)**



- 14%: \$1 to \$24
- 21%: \$25 to \$49
- 14%: \$50 to \$74
- 18%: \$75 to \$99:
- 33%: \$100+



Table 17: Potential Capital Improvement Funding Alternatives Matrix

Potential Revenue Source	Uses	Recurring	Leverageable	Estimated Annual Amount	Advantages	Disadvantages	Notes
General Obligation (GO) Bonds	Can be used for debt service on District capital acquisition or improvement of real property	Yes	Yes	Net bond proceeds available for projects depends on a number of factors, including voter approved bond authorization, amount of bonds issued, bonding capacity, bond tax rates, assessed value, tax rate, etc.	General obligation bonds are repaid from property taxes levied for the specific purpose of repaying such bonds. The bonds are not repaid from the District's budget, nor an obligation of the District's budget.	Requires a 2/3rd voter approval.	General obligation bond rates are determined by the debt service of the authorized bonds and the assessed value of the parcels in the District.
Parcel Tax	Can be used for any District general purposes as specified in the ballot language	Yes	Yes	Amount can vary based on determined levy rate. Assumption is approximately \$1.5 million.	Stable source; can be leveraged to provide funding for capital projects that are needed quickly; can be used for any general District purpose.	Requires a 2/3rd voter approval.	District parcels are approximately 17,680 and 2,300 in Nevada and Placer counties, respectively. Tends to be less complex and more flexible than ad valorem property tax
Special Tax/ Mello-Roos	Can be used for any District general purpose as specified in the ballot language	Yes	Yes	Amount can vary based on determined levy rate	Stable source: can be leveraged to provide funding for capital projects that are needed quickly; can be used for any general District purpose.	Requires a 2/3rd voter approval.	Levy can be based on any reasonable valuation except for ad valorem. Establishment of the District and determination of levy valuation basis will require time and effort not required with ad valorem or parcel tax options.
Grants	Restricted to purpose identified in the grant	No	No	Amount can vary based on nature of the grant.	Provides revenue sources to address immediate capital needs without increasing taxes or fees.	Grant award processes can be timely and unpredictable. Typically short term. This can make them insufficient to cover larger capital needs.	
District Reserves	Can be used for any District general purpose	No	No	Varies	Readily available.	Could adversely impact fiscal strength of District to guard against unforeseen emergencies; could adversely impact the District credit rating and increase borrowing costs.	Per the Districts FY 23/24 ACFR, available reserves totaled approximately \$6.7 million, which is a relatively strong position to guard against potential fiscal emergencies, and is needed to support the District's current A bond rating.
General Fees	Can be used for any District general purpose	Yes	No	Varies	Existing revenue stream that is somewhat stable.	Currently collected to cover the cost of providing services and will fluctuate as service demands change. No real extra monies available to support large capital needs in the near term.	

\* 20-year term; 4.5 percent rate; excludes reserves and cost of issuance.

Table continues to next page

Potential Revenue Source	Uses	Recurring	Leverageable	Estimated Annual Amount	Advantages	Disadvantages	Notes
Mitigation Fees	Restricted to land and facilities associated with new development	No	No	Varies	Existing revenue source.	Only collected from new development which makes this source very volatile.	The District collects AB1600 and Quimby Act mitigation fees but only collected on new developments' estimated impact on recreation/parks capital needs.
Partnerships	Restricted to the nature of partnership	Maybe	Maybe	Varies	Helps to address capital needs more quickly through a shared cost responsibility.	Requires significant negotiations and analysis to ensure benefit equity among the partners and may impact District control.	

\* 20-year term; 4.5 percent rate; excludes reserves and cost of issuance.

## Next Steps

Moving forward in the process to further evaluate debt financing opportunities the following steps are recommended.

- 1. Explore a ballot measure to increase the parcel tax** to support debt service payments for capital improvements; retain the current \$8 per year parcel tax.
- 2. Continue to work with other jurisdictions to identify mutually beneficial projects** in which funding contribution or cost-share could gain from economies of scale.
- 3. Once funding has been identified, work with a financial advisor, an investment bank, and bond counsel to structure a debt issuance plan** to address project funding shortfalls within the constraints of the District's debt management policy.

## Opportunity F4

### Revise Supporting Policies and Align Budgeting Formats with GFOA Best Practices

The District has numerous written policies covering all aspects of its fiscal operations; however, several policies have not been reviewed in several years. Updating these outdated policies is recommended to ensure consistency and relevance.

The District does not have a centralized purchasing division, which is typical for an agency of its size. Policies and guidelines should be updated to provide clearer guidance and standards for staff and the public regarding routine financial operations.

Additionally, the District should consider a policy discussion on implementing a non-resident fee for those using its services and facilities. While Policy #305 and some program materials partially address this, there is no consistent, Board-approved District-wide policy. Evaluating this revenue opportunity is warranted, as TDRPD residents are currently subsidizing non-resident participants through property taxes and parcel assessments.

## Opportunity F3

### Strengthen Resource Development

Opportunities exist to strengthen resource development through multiple tactics.

#### Grants

Grants typically supplement or leverage existing agency funding for capital and service costs, though some prohibit supplanting existing sources. The District has received grants periodically but not consistently. The State of California provides a grant portal to help agencies identify opportunities. The District currently has a decentralized approach to grants, with no single position responsible for researching, applying for, and managing them.

#### Public/Private Partnerships

Several special districts and municipal agencies within District boundaries could be approached for service and capital partnerships. The District already partners with Truckee Donner Public Utility District, Truckee Sanitary District, Truckee Tahoe Airport District, and Tahoe Truckee Unified School District. This effort should be expanded to include cities and counties to gain economies of scale, reduce or share costs, and improve service levels for residents.

The District formally executed a Joint Powers Authority (JPA) agreement in June 2025 which will formalize working with other jurisdictions to identify funding for mutually beneficial projects based on the Comprehensive Master Plan priorities. This is a best practice and can help

build taxpayers' support by showing evidence of working together for mutual benefit.

#### Donations/Fundraising

The District has had some success with donations and fundraising: about \$420,000 was collected in FY 23/24, and approximately \$207,000 is budgeted for FY 24/25. These funds come largely from regular donors supporting programs such as the Fourth of July and Summer Music Series and help leverage resources for popular events. The most successful efforts are typically strategic, district-wide programs supported by dedicated staff focused on fundraising and partnerships, which can help fund less visible needs like maintenance, operations, and special equipment. The District should consider a Giving Catalog to increase donations.

This funding source should not be relied on for ongoing operating costs (such as staffing) but is well suited for one-time expenses, special events, scholarships, and favored community programs.

Specific recommendations include the following:

1. **Explore joint bid agreements with other local jurisdictions** to secure greater efficiencies and savings in purchasing supplies and materials. Examples include, fertilizer, printer paper, janitorial supplies, etc.
2. **Continue toward establishing a fiscal group among the various jurisdictions within Nevada and Placer counties** to share ideas impacting the mutual service areas.



3. **Work with other jurisdictions to jointly apply for grants** for mutually beneficial projects.
4. **Create a Resource Development program to focus on grants, donations, and partnership cultivation and management.** Support the effort by budgeting a Full-Time Equivalent (FTE) employee, classified as a Resource Development/Grant Coordinator, to develop and oversee the program, working in cooperation with the District's creative marketing program for promotion collateral. This position would work directly with the General Manager and support negotiations, perform research, and assist in the implementation of the adopted Comprehensive Master Plan directives.
5. **Work with the Truckee Recreation & Parks Foundation to develop a donations marketing strategy/plan** to assist in one-time capital improvement or maintenance needs based on Comprehensive Master Plan priorities.
6. **Update long-term (at least five years) financial forecasting** at least twice per year to be consistent with best practice.
7. **Update the District's 2015 FCA** based on the results of this Comprehensive Master Plan process and District staff's assessments to assure that the reserve funds are sufficient to address the existing and future capital replacement needs.
8. **Explore utilizing the Financial Edge system to the maximum extent possible**, especially in the area of budgeting. The current process of using Excel can lead to increased human

error, inefficiencies, and inaccuracies, which can diminish user confidence in the budget process. Using a more formal budget module also provides a more consistent and informative product to assist in user understanding.

9. **Review and revise the 2019 Pricing Policy** to stay current with the many economic and service changes that have occurred since it was created.
10. **Revise the budget document format** to be more consistent with California Society of Municipal Finance Officers (CSMFO) and GFOA best practice format to improve readability and document flow. Examples include including section discussions of functions, including descriptions, comparative budget amounts, performance measures, achievements, and goals. Revise fiscal policies to more align with best practice as recommended by GFOA.

Recommendations associated with fee and rental agreements include the following:

1. **A policy discussion should occur regarding potentially enacting a non-resident fee** for those who access the District's services and facilities who are not District residents; further analyze the financial support that residents provide for non-District users.
2. **Review rental agreements** for the potential to either increase rents or rent/sell other available property.



Skatepark in Truckee River Regional Park

# Implementation Strategy G: Maintain and Leverage Partnerships

## Overview

Since the inception of the District 63 years ago, the District has developed, grown, and thrived on its partnerships and alliances. Through the years, the District leadership leveraged the District’s resources by working with the community to provide labor, materials, and services. The District has enjoyed a caring and involved volunteer base that has helped to build, construct, manage, and maintain parks and recreation facilities.

The District has matured as an organization and is now poised to meet the existing and future demands on its facilities, its aging infrastructure, and the internal organization growth needed to support the park and

recreation expansion needs desired by the community. In addition, private recreation providers who are engaged in service delivery through business service or contractor instructor contracts will help to bolster the District’s service delivery options.

The table below outlines recommended categories of implementation opportunities.

Following the table, detailed descriptions are provided to further explain the purpose and intent and specific recommendations for each opportunity.

MAINTAIN AND LEVERAGE PARTNERSHIPS	
Opportunity G1	Strengthen Partnerships and Interagency Collaboration
Opportunity G2	Update Governance and Administrative Policies to Facilitate Partnerships



## Opportunity G1 Strengthen Partnerships and Interagency Collaboration

The District operates within a broad network of governmental agencies, nonprofits, and community organizations that collectively influence local service delivery. It already works alongside groups such as the Tahoe Truckee Sanitation Agency, Truckee Tahoe Airport District, Tahoe Truckee Unified School District, and Truckee Donner Public Utility District to expand facilities, support programming, and serve community needs. At the same time, the area's 19 special districts contribute to a public perception of fragmented efforts and a lack of unified direction. Demonstrating collaboration on shared initiatives can strengthen public confidence and improve support for future funding measures.

Competition for tax and donor dollars adds additional pressure. Entities such as the Nevada County Library, the Town of Truckee, and nonprofits like Rocker Memorial Skatepark and the KidZone Museum are all pursuing funding for facilities and programs. This environment increases the importance of coordinated communication and strategic partnerships to ensure community investments are aligned rather than duplicative.

TTUSD, serving roughly 4,200 students across six Truckee-area schools, represents one of the District's most significant partners. The District provides services at many school sites, yet

challenges persist in accessing TTUSD facilities. A decentralized reservation process, inconsistent understanding of the Joint Use Agreement (JUA), and staff turnover at school sites have created administrative barriers. The current JUA, originally executed in 2020 and extended to align with the Master Plan process, is due for revision to reflect current operational conditions and strengthen coordination between the two districts.

TTUSD's recently completed Facility Master Plan, which envisions an Athletic Sports Complex, offers new opportunities for joint planning and shared use. The reopening of the rehabilitated field house in 2024 illustrates both the value and the challenges of shared facilities: while the JUA grants TDRPD priority access after TTUSD use, extremely high community demand for indoor space has led to periodic conflicts. Continued communication and clearer terms in an updated agreement will be essential for smooth operations.

In addition to school partnerships, there is growing interest from agencies such as Placer County and the Town of Truckee to pursue collaborative projects that meet mutual goals. Existing cooperation on special events demonstrates a foundation to build upon, with leadership expressing interest in expanding joint efforts. Aligning goals, improving communication structures, and establishing shared priorities will help strengthen interagency trust and enhance public support.

Finally, the Town of Truckee's IDEA program—focused on ensuring services and programs are accessible to all residents—offers an opportunity for alignment with broader community values, even though participation is not mandatory. Collectively, these findings underscore the importance of stronger coordination, updated agreements, and sustained collaboration to maximize community benefit and improve long-term planning and service delivery.

Specific recommendations to strengthen partnerships includes the following items:

- 1. The Comprehensive Master Planning effort has revealed additional opportunities to accomplish mutual goals that are untapped to date.** These include potential cooperative projects with Placer County Parks, Trails and Open Space; Nevada County Recreation and Facilities; the Town of Truckee; the Tahoe Forest Hospital; and TTUSD. Upon adoption of the Comprehensive Master Plan and identification of the District priorities, these agencies should be approached to fully explore collaborating on mutually beneficial projects.
- 2. Consult with the IDEA Program Manager with the Town of Truckee and Achieve Tahoe to explore opportunities to work together** to ensure that the District's services, programs, and information are accessible to all community members.



## Opportunity G2 Update Governance and Administrative Policies to Facilitate Partnerships

The District uses many different types of agreements to deliver its services, including Business Service Provider agreements, Contract Services agreements, Concessionaire agreements, Partnership agreements, Facility Use agreements, MOUs, Land Lease agreements, and a Joint Use Agreement (JUA) template.

Currently, the systems for tracking and managing these agreements, contracts, and leases are inconsistent. A more uniform and centralized approach is needed to ensure compliance, efficient oversight, and clear management throughout the full lifecycle of each agreement. All District properties occupied by others should have a current agreement to occupy.

The existing JUA between the District and TTUSD, originally executed in April 2020, expired in May 2025 but has been extended until the Comprehensive Master Plan is completed. The District intends to update the agreement once the planning process concludes. However, the two districts do not meet regularly to review or discuss the terms, which limits effective coordination.

Specific recommendations for the District include the following:

1. **Centralize responsibility for organizing, tracking, and monitoring all District agreements, contracts, and leases.** All District properties occupied by others should have a current agreement to occupy, including at Truckee River Regional Park.
2. **Consider purchasing contract/lease management software** to track business activity, compliance, renegotiation timelines, expirations, and insurance documents.
3. **Renegotiate and update the TTUSD/ District Joint Use Agreement (JUA)** to reflect current operational conditions, Board partnership priorities, cost-sharing for use and maintenance, joint capital project goals, facility commitments, and communication expectations.
4. **After updating the JUA, meet annually** with TTUSD to review progress, resolve issues, and discuss operational changes.
5. **Modify and enhance Policy #240 (Partnership and Recognition)** to clearly state partnership intent, connection to District goals, types of partnerships, financial expectations, areas of use, and frequency of review and renewal.



Meeting Room in the Steve Randall Community Recreation Center

# Implementation Strategy H: Strengthen Internal Operations

## Overview

Strengthening internal operations is essential for park and recreation agencies because it ensures daily functions align with board goals, build community trust, and support high-quality service delivery. The National Recreation and Park Association (NRPA) notes that agencies with clear policies, consistent processes, and modern internal systems are better able to demonstrate accountability and connect operations to strategic priorities.

For TDRPD, improving internal frameworks—such as updating policies, standardizing procedures, enhancing financial and strategic reporting, and investing in staffing and training—directly strengthens how the District communicates resource use, project priorities, and long-range goals. Resource constraints have resulted in staffing levels that do not meet current operational demands.

Stronger internal operations also improve technology integration, staffing support, and overall efficiency. NRPA emphasizes that

modernized systems, streamlined workflows, and well-equipped staff help agencies respond more effectively to community needs and eliminate inefficiencies.

For TDRPD, this means unifying administrative practices, reducing duplication in financial and technology systems, improving decision-making, and enhancing customer tools such as registration and multilingual access. A stronger internal foundation ultimately enables the District to operate more efficiently, communicate more clearly, support its workforce, and better achieve Board objectives.

The table below outlines recommended categories of implementation opportunities.

Following the table, detailed descriptions are provided to further explain the purpose and intent and specific recommendations for each opportunity.

STRENGTHEN INTERNAL OPERATIONS:	
Opportunity H1	Modernize and Standardize Administrative Policies
Opportunity H2	Improve Technology Integration and System Efficiency
Opportunity H3	Enhance Transparency and Accessibility of Communications
Opportunity H4	Enhance Internal Staffing and Organizational Structure



TRUCKEE-DONNER COMPREHENSIVE MASTER PLAN

## Opportunity H1

### Modernize and Standardize Administrative Policies

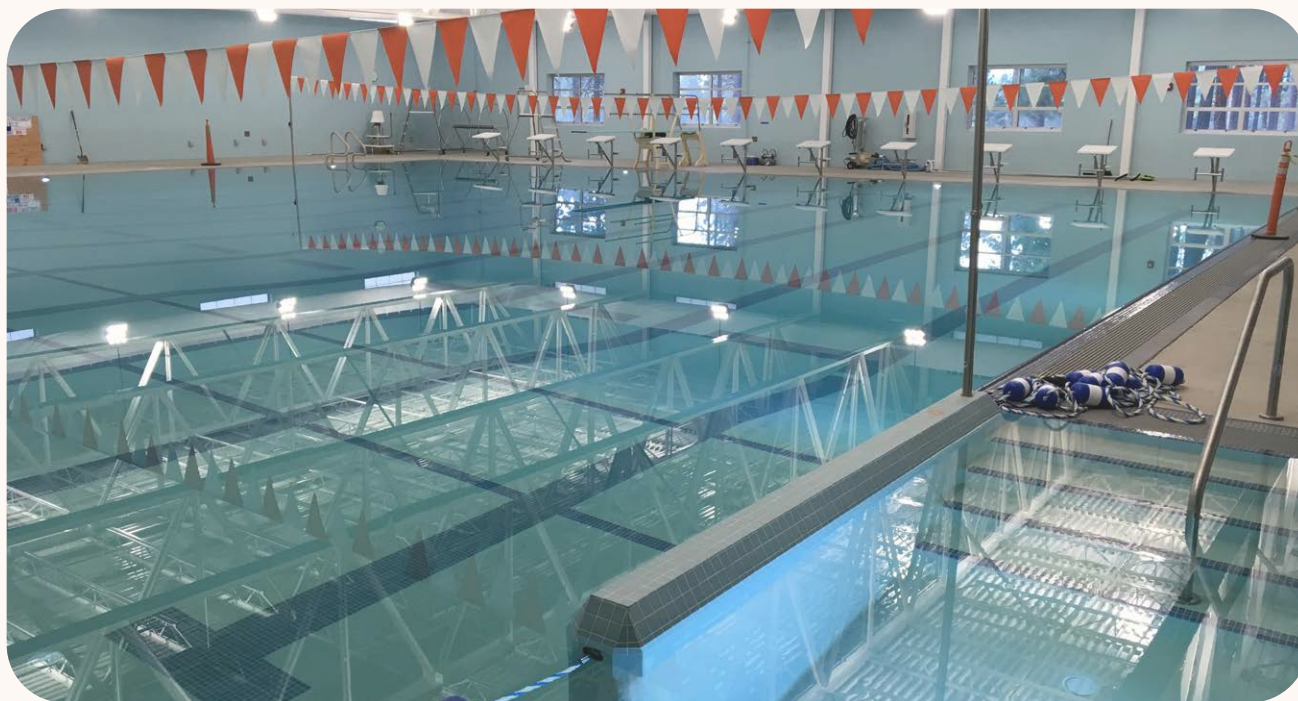
The District's Policy Manual contains roughly 40 personnel policies, but several essential topics are missing or outdated—including recruitment procedures, benefits administration, classification change rules, workers' compensation guidelines, and temporary modified duty policies. The District has an onsite, turn-key system for performing background checks prior to hiring, which is best practice.

Some preemployment policies have not been updated for nearly a decade. New positions require Board approval, but there is no formal process/personnel requisition form to make requests which outlines the pertinent data supporting the need for the added personnel and how it will accomplish the Board's Strategic Plan Objectives, which would be approved through the annual budget process.

These gaps matter because outdated or missing policies create inconsistencies and hinder efficient decision-making. Without clear rules and an organized policy framework, the District risks operational confusion, inconsistent application across divisions, and reduced transparency for both employees and the public.

To address these areas, recommendations include the following items:

1. **Consolidate personnel policies** into the Policy Manual and review for gaps
2. **Reorganize the Policy Manual** by subject matter to improve usability
3. **Add review or revision dates to each policy and incorporate the policy review process** in the Performance Management System procedures to assure it is completed on a regular basis
4. **Create a requisition form that outlines pertinent data** supporting the need for added personnel and how it will accomplish the Board's Strategic Plan Objectives



Lap Pool at the Truckee Community Pool



## Opportunity H2

### Improve Technology Integration and System Efficiency

Most Tahoe/Truckee agencies have transitioned to Civic Plus software, making it easier for residents to rent facilities and register for programs and for staff to manage these requests; however, some District processes still rely on Excel, creating duplication. There is no formal process for requesting hardware or software—needs are typically addressed during the annual budget process, while mid-year requests are handled informally. IT staff are responsive, but technology decisions follow a top-down approach, and more up-to-date field technology is needed to improve staff efficiency.

The District uses multiple systems for fiscal operations, including Financial Edge for accounting, ADP for payroll, CivicRec for recreation management, GolfNow for golf activities, and Excel/Word for budgeting and administration. Currently, only the General Ledger and Accounts Payable modules of Financial Edge are used, forcing other fiscal processes to be handled manually or through less efficient software. This limited use contributes to backlogs and inefficiencies. For example, all divisions except Parks use automated time entry, raising concerns about consistency and missed opportunities for efficiency. Ensuring all divisions follow the same administrative procedures is important for productivity and organizational consistency.

District staff are also conducting a five-year capital expenditure analysis to transition to CIS cloud-based systems, aiming to enhance efficiency, flexibility, and collaboration.

Recommendations to enhance technological efficiencies include the following:

1. **Conduct a thorough evaluation of the District's IT system security**, including internal and external access, and harden systems as needed by contracting an outside IT expert.
2. **Develop a comprehensive IT policy to prevent isolated (“lone”) purchasing** and ensure efficient, consistent, and secure technology operations.
3. **Evaluate the District's aging servers**—now six years old with expiring maintenance contracts—and budget for replacement and installation within the next three to five years.
4. **Create a clear and accessible technology requisition system** to help staff request hardware or software and support the budgeting process.
5. **Fully automate the e-payroll process** and require all divisions to adopt the same administrative policies and procedures to ensure consistency and improve efficiency.



Public Piers on Donner Lake

### Opportunity H3

## Enhance Transparency and Accessibility of Communications

The District’s Annual Report is its primary public communication tool for explaining performance, revenue generation, and fund allocation, yet some community members remain unclear about the District’s financial capacity, resource distribution, and project funding availability.

The District maintains a robust and sophisticated marketing operation, supported by a comprehensive 2023–2026 Marketing Plan that guides outreach, branding, and communication across programs, services, and facilities. Staff regularly update the Board on marketing outcomes tied to these efforts.

The District is well positioned on major social media platforms and maintains strong visibility on partner websites such as the Truckee Chamber and regional tourism sites. As a result, the District enjoys strong brand recognition, with the community clearly understanding its role and prominence in parks and recreation.

The Activity Guide is accessible through the “Register Online” tab and can be translated via Google Translate, but users who are not technically skilled may find the navigation and translation process challenging.

Recommendations to improve communications include the following items:

1. **Negotiate placement of a District website link on the Town of Truckee, Placer County, Nevada County, and other partner websites** to strengthen visibility and better serve taxpayers.
2. **Update the website’s “History” section** to reflect information current to 2026 and add a summary of the District’s formation and 60+ years of development.
3. **Improve homepage and Activity Guide navigation for Spanish-speaking and other non-English users**, including simplified access to programs and registration, with guidance from the Town of Truckee IDEA Program Manager.
4. **Enhance the Annual Report’s financial reporting section** to clearly show Strategic Plan Objectives and resource allocation.
5. **Increase visibility of contractor instructor recruitment** by placing advertisements more prominently in the Activity Guide and on the website.



Lower River BBQ at the Truckee River Regional Park

## Opportunity H4

### Enhance Internal Staffing and Organizational Structure

The District's dedicated staff are a key strength, but available resources are insufficient to support staffing levels necessary for effective service delivery. The community and growing needs and evolving expectations that require investments in staffing, training, and organizational development.

Citygate Associates prepared a detailed assessment of the District's resources, which can be reviewed in its entirety in the appendix. Following is a summary of the key findings and recommendations.

#### *Parks Division*

In the Parks Division, the organizational structure and use of a maintenance management system (Facility Dude) are strengths that support consistent work tracking and strategic maintenance planning. However, the Division is understaffed relative to the maintenance workload, resulting in a compounding deferred maintenance backlog averaging roughly 3,770 hours annually across the past two fiscal years and exceeding 7,000 hours total. This operational condition is reinforced by community feedback in the 2025 ETC Institute survey, which identified improved maintenance as the highest priority for the District's park system. In addition, classification specifications lack clear distinguishing characteristics between levels, making advancement pathways difficult to interpret and potentially limiting workforce

development.

The Recreation Division continues to grow in both program breadth and participation and plays a central role in meeting the community's recreation needs. Recent improvements within the Athletics program have enhanced service delivery and staff morale; however, as programs expand, additional attention is needed to ensure long-term capacity and continuity. Findings indicate a need to intentionally train and develop staff for succession planning, particularly within Athletics, and to strengthen coordinator-level roles that can design, administer, and grow programs over time. Building this internal capacity will support consistent program quality, reduce operational risk, and enable the District to respond proactively to evolving community needs.

#### *Recreation Division*

Additional staffing and organizational needs have been identified across other Recreation Division functions. In Aquatics, the lack of consistent on-site supervisory management at West End Beach during peak summer months has resulted in reduced customer service and operational inefficiencies. The Division has also reached a level of program complexity that warrants dedicated, fully certified Therapeutic Recreation expertise to safely and effectively serve patrons with developmental or physical disabilities, rather than relying on intermittent external support. The Childcare program is highly valued by the community but continues to face recruitment and retention challenges due to compensation and

certification requirements. Strategic investments in staff development, supervisory support, and clearly defined advancement pathways will help ensure the Recreation Division remains sustainable, adaptive, and aligned with the District's broader goals.

#### *Administration Division, Training and Employee Development, & Recruitment and Retention*

The District demonstrates a strong commitment to staff development and service delivery but lacks consistent systems to fully support training, recruitment, retention, and succession planning. While the District offers a range of required and elective trainings and uses Training Tracker—a best-practice tool for monitoring certifications—training policies are not clearly defined and use of the system is inconsistent across divisions. As a result, certification tracking, renewal compliance, and centralized recordkeeping are uneven, limiting the District's ability to build a coordinated culture of continuous learning despite a Board directive to invest in employee training, licensure, and management and technology skill development.

Recruitment practices are generally effective and competitive, though the District increasingly relies on a broader geographic applicant pool due to regional housing costs. Retention challenges persist for certain positions, particularly nighttime staff and part-time benefited employees, where compensation and benefit disparities affect stability. The Childcare program illustrates both



the opportunity and challenge: it is highly valued by the community and successful in participation, yet recruitment and retention are constrained by certification requirements and inequities between part-time and full-time benefits. More deliberate, funded certification pathways would strengthen staffing consistency, reduce employee stress, and improve service reliability.

The District benefits from several positive workforce practices, including bilingual Spanish/English staff that support an increasingly diverse patron base, employee recreation benefits, and the provision of lifeguard and life-safety training to other agencies and nonprofits—efforts that enhance collaboration and support recruitment. However, the absence of a formal succession plan presents long-term organizational risk, particularly as staffing roles become more specialized and leadership transitions occur. Strengthening training policies, standardizing tracking systems, addressing benefit inequities within fiscal prudence, and formalizing succession planning will help stabilize the workforce, improve accountability, and ensure the District remains adaptive and resilient as service demands continue to evolve.

*Strategic Direction Alignment*

Finally, organizational alignment can be strengthened. Many internal and external stakeholders are not familiar with the District’s mission and Strategic Plan Objectives, and the District lacks a structured performance

management system that consistently ties workplans, metrics, and employee performance to Board priorities. Dedicated staffing gaps remain for park acquisition/development, capital project delivery, and grants/resource development. These roles will become even more critical as implementation of the Comprehensive Master Plan accelerates.

**Consolidated Staffing, Training, and Organizational Recommendations**

*Parks Division Operations and Staffing*

- 1. Clarify and strengthen Parks career pathways** by updating all classification specifications to clearly distinguish responsibilities, competencies, and advancement criteria between levels.
- 2. Consider flexible staffing and reclassification practices** within Parks Facility Worker, Maintenance Worker I, and Maintenance Worker II classifications to allow advancement without recruitment as employees demonstrate proficiency and required qualifications.
- 3. Align Parks staffing with system expansion** by evaluating and funding additional maintenance and operations staff whenever new parks, amenities, or recreational activities are added.
- 4. Consider adding two Maintenance Worker I/II positions** to directly reduce the deferred maintenance backlog and address ongoing workload demands.

*Recreation Division Capacity, Succession, and Program Development*

- 5. Recruit and hire one FTE Recreation Coordinator (Athletics)** to design, administer, and grow athletic programs, support succession planning, and expand service levels, including outreach to underserved populations.
  - 6. Recruit and hire one FTE Aquatic Program Coordinator** to provide consistent on-site supervisory management at West End Beach during peak summer months and secondary support for expanded aquatics programming.
  - 7. Recruit and hire one FTE Recreation Leader III with Therapeutic Recreation certification**, with the potential to convert the position to a Program Coordinator as responsibilities and service demand expand.
  - 8. Consider revising the Childcare program structure** by modifying compensation, benefits, and certification support structures to improve recruitment, retention, and service reliability.
- Administration and Human Resources Capacity*
- 9. Develop internal Human Resources technical capacity and continuity** by implementing a structured training and certification plan for the HR Administrative Assistant, supporting progression toward an analyst-level role and providing operational redundancy.
  - 10. Maintain and strengthen bilingual service capacity** by continuing to staff Spanish/English-speaking front-line positions and

coordinating outreach with the Town of Truckee IDEA Program.

*District-wide Training, Employee Development, and Compliance*

- 11. Adopt a formal District-wide training policy** defining training expectations by classification, eligibility criteria, District financial support, and shared responsibilities among employees, supervisors, and managers.
- 12. Standardize training tracking and certification compliance** by requiring consistent, timely use of Training Tracker across all divisions and ensuring employees are trained to self-monitor requirements.
- 13. Enhance training delivery systems** by evaluating integrated training platforms that combine administrative tracking with accessible online training content.
- 14. Invest in funded certification pathways,** particularly for Childcare staff and other regulated positions, to improve recruitment, reduce employee stress, and stabilize program delivery.
- 15. Provide annual disability awareness and inclusion training for all staff,** leveraging qualified partners such as Achieve Tahoe or TTUSD.

*Recruitment, Retention, and Workforce Stability*

- 16. Expand recruitment reach and applicant pipelines** by using online government recruitment platforms (e.g., governmentjobs.com) and, where appropriate, professional recruitment services for difficult-to-fill positions.

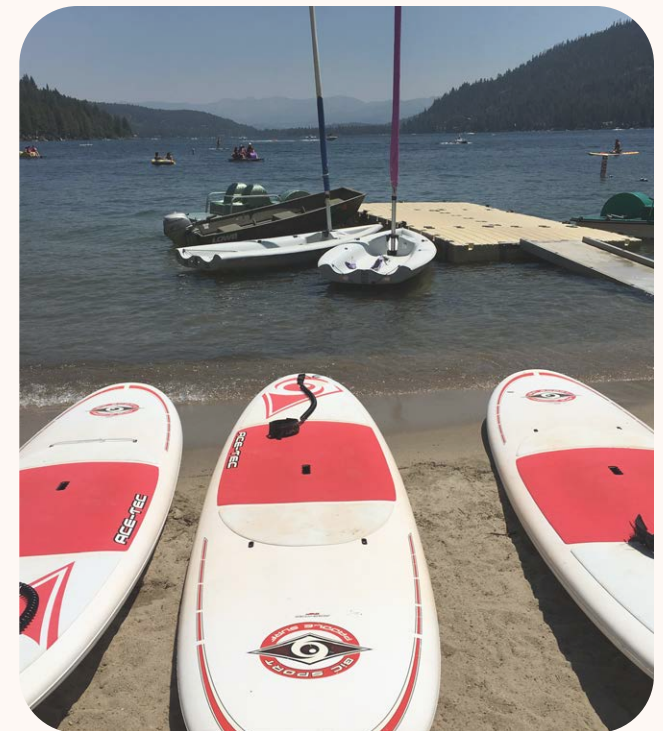
- 17. Improve retention for nontraditional work schedules** by evaluating swing or graveyard shift differentials for nighttime and late-evening positions.
- 18. Use flexible classification tools to promote and reclassify benefited employees** internally when qualifications are met, reducing recruitment timelines and improving retention.
- 19. Regularly evaluate compensation competitiveness** through salary surveys that include geographically relevant agencies and cost-of-living adjustments.
- 20. Reduce benefit inequities within fiscal prudence,** particularly for part-time benefited employees, including evaluation of retirement plan eligibility and benefit schedule adjustments.

*Organizational Alignment, Performance Management, and Strategic Staffing*

- 21. Implement a District-wide performance management framework** that directly links employee workplans, metrics, and activities to the Board's Strategic Plan Objectives. The advantages in tying employee workplans directly to the Board's Strategic Plan Objectives include illustrating to potential grantors the professional focused efforts of District resources, providing accountability to District residents regarding use of their tax dollars, and measuring the accomplishments of staff, thus helping to improve employee morale and clarify job responsibilities. In addition, it will prepare the District to successfully achieve professional accreditation via the Commission for Accreditation of Parks and Recreation

Agency (CAPRA) by the NRPA should the District choose to accomplish this in the future.

- 22. Formalize a District-wide succession plan** to prepare for leadership transitions and critical position vacancies and maintain organizational stability.
- 23. Strengthen organizational alignment and transparency** by annually sharing the Board's Strategic Plan Objectives with staff, partner agencies, nonprofits, and key stakeholders.
- 24. Recruit and hire one FTE Park Planner / Landscape Architect** to manage and implement the District's Capital Improvement Program, oversee unfinished capital projects, and support park acquisition and development efforts.



Rentals at West End Beach

# Decision-Making Criteria

## Developing an Action Plan

For TDRPD, the next step is to turn Master Plan strategies and recommendations into a clear, prioritized action plan that is transparent, data-driven, and grounded in community values. TDRPD should establish criteria that consider the criteria shown to the right along with Board and District objectives.

Each capital or program recommendation would be scored against these criteria and used to phase near-, mid-, and long-term investments, target grants and partnerships, and explain why certain projects advance first.

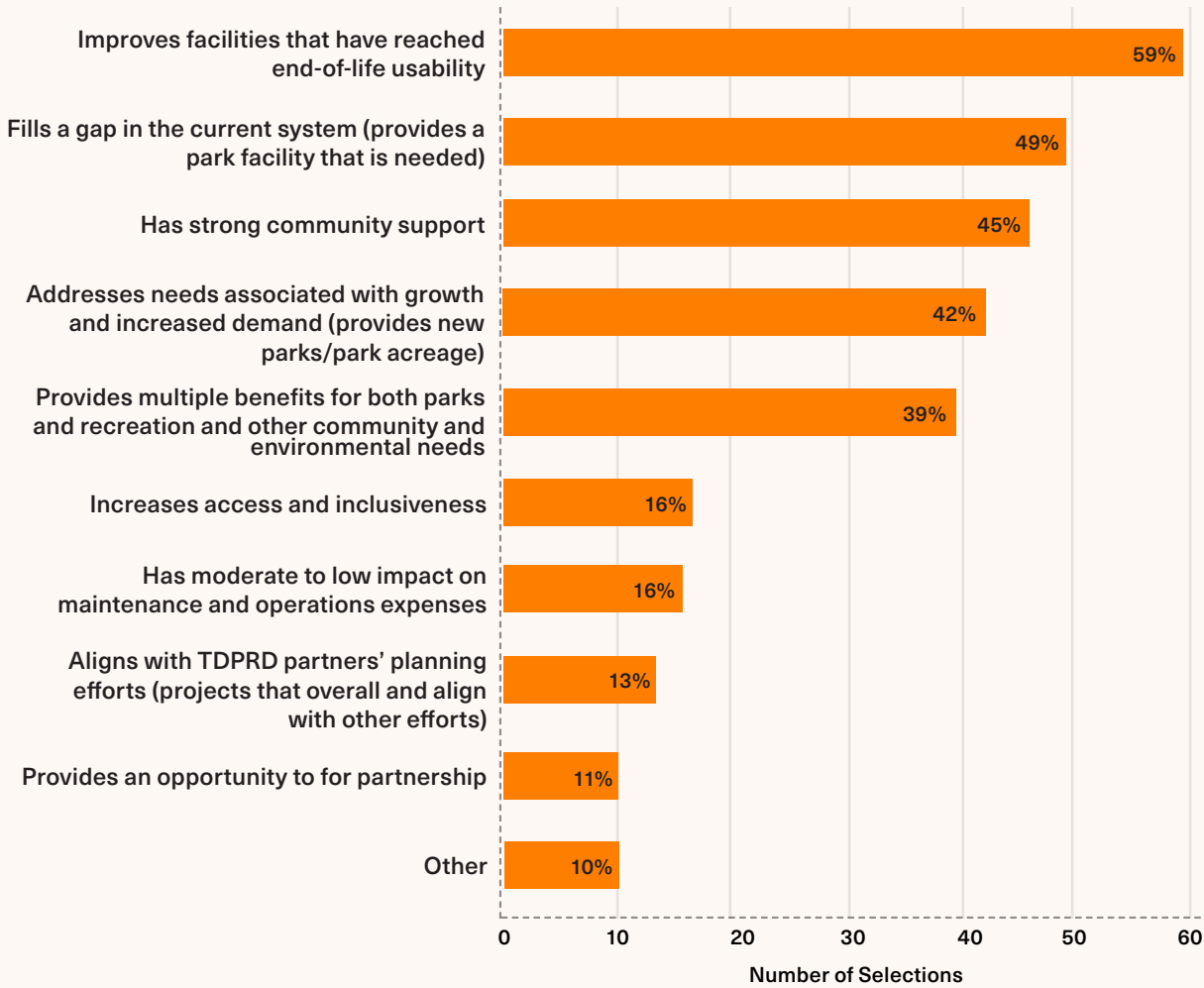
To keep the plan flexible and responsive to grants, partnerships, and emerging needs, TDRPD should regularly review the action and assign or hire a staff lead (or team), other than the General Manager, to track progress, update scores, coordinate across departments, and report regularly to the Board and community.

### TOP Decision-Making Criteria:

1. Improves facilities that have reached end-of-life usability
2. Fills a gap in the current system (provides a park facility that is needed)
3. Has strong community support
4. Addresses a need for new parks and facilities
5. Is multi-benefit

### DECISION-MAKING CRITERIA

In the window 2 survey, respondents were asked: "Of the potential decision-making criteria listed below, what do you feel should guide TDRPD priorities? (select 3)."



*\*NOTE: This is a multi-choice question, we received 266 responses with 798 choices in total. The percentage of total respondents shows how many people (out of 266) selected each option, up to 100% for each option, reflecting which decision-making criterias should be prioritized.*



# Strategy and Opportunities Summary

## Developing an Action Plan

The list to the right summarizes the Comprehensive Master Plan's Strategies and opportunities/recommendations. The District will use this list to apply the decision-making criteria and create an Action Plan for annual implementation.

Table 18: Facilities & Programming Strategies Overview

Facilities & Programming Strategies	IMPROVE WHAT WE HAVE:	
	Opportunity A1	Revamp the TDRPD Maintenance Yard
	Opportunity A2	Increase Opportunities to View and Connect to the Truckee River
	Opportunity A3	Reduce Bike Park Maintenance needs while keeping World-Class Status
	Opportunity A4	Improve West End Beach facilities
	Opportunity A5	Enhance and Replace Playgrounds
	Opportunity A6	Address Field Maintenance and Extend Seasonal Play
	Opportunity A7	Upgrade Facilities to meet Accessibility Standards and Enhance User Access
	Opportunity A8	Renovate Bathrooms
	Opportunity A9	Enhance Signage and Wayfinding and Implement TDRPD Branding
	Opportunity A10	Increase and Provide Shade
	Opportunity A11	Enhance the Rodeo Grounds
	EXPAND INDOOR OFFERINGS:	
	Opportunity B1	Develop a Fieldhouse
	Opportunity B2	Be a Partner to Support Development of a Performing Arts Center
	ACTIVATE TDRPD'S PARKS AND FACILITIES:	
	Opportunity C1	Create Paved Walking/Rolling Loops and Amenities Within Existing Parks
	Opportunity C2	Maintain Affordability While Ensuring Cost Recovery
	Opportunity C3	Enhance Access for all Community Members
	Opportunity C4	Address Programming Gaps
	PROVIDE NEW RECREATION FACILITIES:	
	Opportunity D1	Expand the Skatepark
	Opportunity D2	Build Dedicated Pickleball Courts
	Opportunity D3	Enhance the Disc Golf Course
	Opportunity D4	Provide an All Access Playground
	Opportunity D5	Develop Additional Sports Fields
	INCREASE THE NUMBER OF PARKS:	
	Opportunity Site E1	Joerger Drive Property
	Opportunity Site E2	Coldstream Park
	Opportunity Site E3*	Overland Trail Parcel*
	Opportunity Site E4*	Hopkins Ranch Parcel*

Note: Opportunity sites marked with \* indicate sites with a potential partnership with Truckee Donner Land Trust. Implementation Framework | 119

**Table 19:** Implementation Strategies Overview

Implementation Strategies	<b>INCREASE FINANCIAL RESOURCES</b>	
	<b>Opportunity F1</b>	Research and Address Gap in Placer County Assessments
	<b>Opportunity F2</b>	Evaluate and Seek Funding and Partnerships for Master Plan Projects
	<b>Opportunity F3</b>	Strengthen Resource Development
	<b>Opportunity F4</b>	Revise Supporting Policies and Align Budgeting Formats with GFOA Best Practices
	<b>MAINTAIN AND LEVERAGE PARTNERSHIPS</b>	
	<b>Opportunity G1</b>	Strengthen Partnerships and Interagency Collaboration
	<b>Opportunity G2</b>	Update Governance and Administrative Policies to Facilitate Partnerships
	<b>STRENGTHEN INTERNAL OPERATIONS</b>	
	<b>Opportunity H1</b>	Modernize and Standardize Administrative Policies
	<b>Opportunity H2</b>	Improve Technology Integration and System Efficiency
	<b>Opportunity H3</b>	Enhance Transparency and Accessibility of Communications
	<b>Opportunity H4</b>	Enhance Internal Staffing and Organizational Structure

## Action Plan Matrix Example

No.	Strategy & Recommendation	Type	Priority	Time Frame	Goal	Capital Budget Improvement Budget Implications	Operational and Staffing Implications
1	Project name and the strategy/ recommendation it ties with	Project, Program, Operational	Low	Near (1 - 3 years)	Goal or desired outcome (to be used to evaluate against prioritization criteria)	\$\$	\$\$
			Med	Mid (3 - 5 years)			
			High	Long (6 - 10 years)			
				Visionary			

The above matrix is provided as a reference tool for the District to use as they work through regular prioritization of projects, programs, and operational enhancements.







# APPENDIX

- I. Citygate Associates Truckee-Donner Recreation & Park District:  
Parks and Recreation Master Plan Report
- II. ETC Statistically Valid Survey Report
- III. Engagement Window 2 Survey Summary