



Governing Board Retreat

April 27, 2023

Environmental Scan, Strategy, and 2023/24 Activities



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Environmental Scan

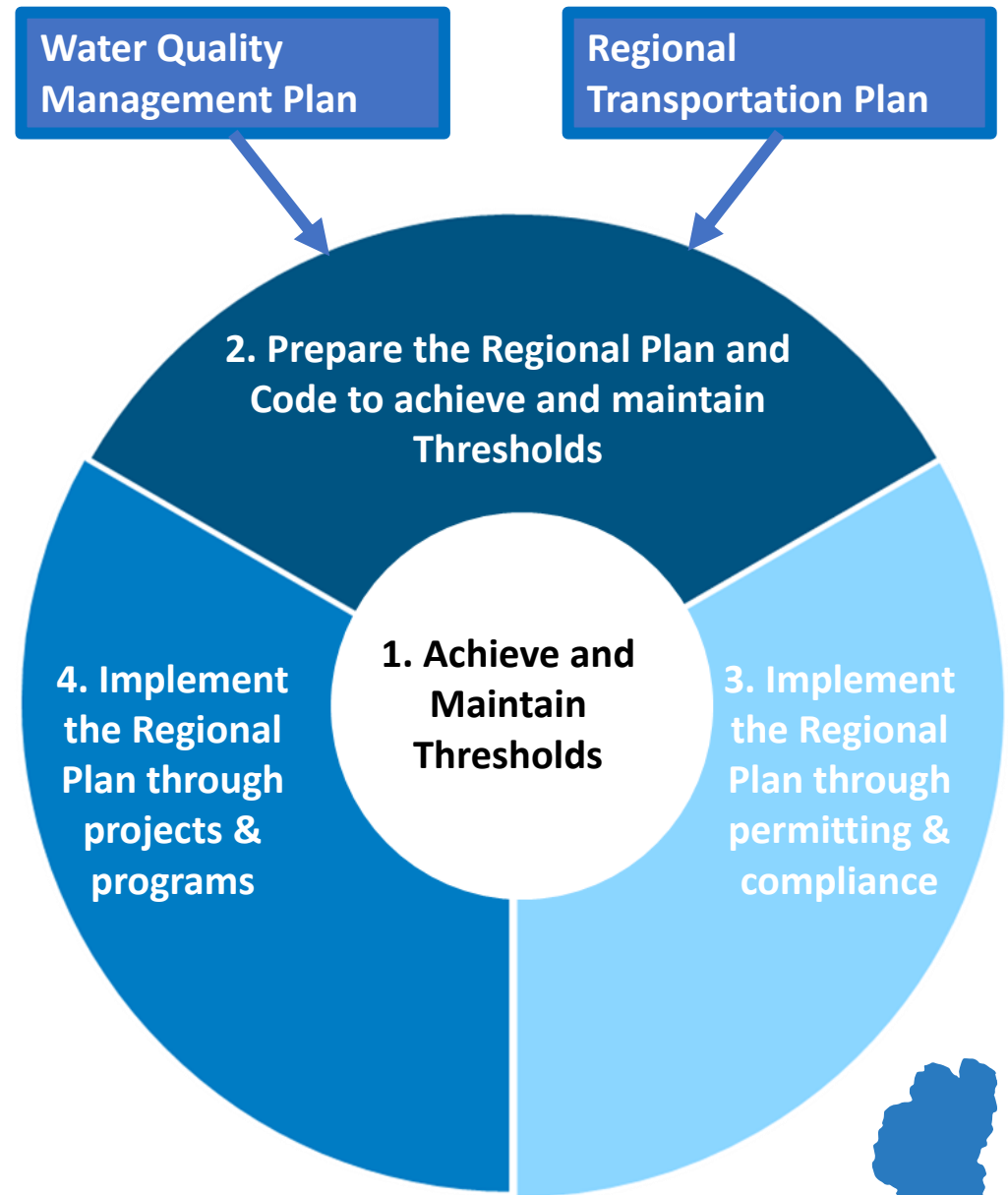


What is an Environmental Scan?

Environmental scanning is the ongoing tracking of trends and occurrences in an organization's internal and external environment that bear on its success, currently and in the future. The results are extremely useful in shaping goals and strategies.



TRPA Mandates



Trends

- Population and Employment

	Population ¹	Employment ¹
2000	62,843	27,198
2010	55,607	21,424
2020	55,667	24,011
Numeric Change (2000-2020)	-7,176	-3,187
Percentage Change (2000-2020)	-11.4%	-11.7%

¹ US Census Bureau

Trends (continued)

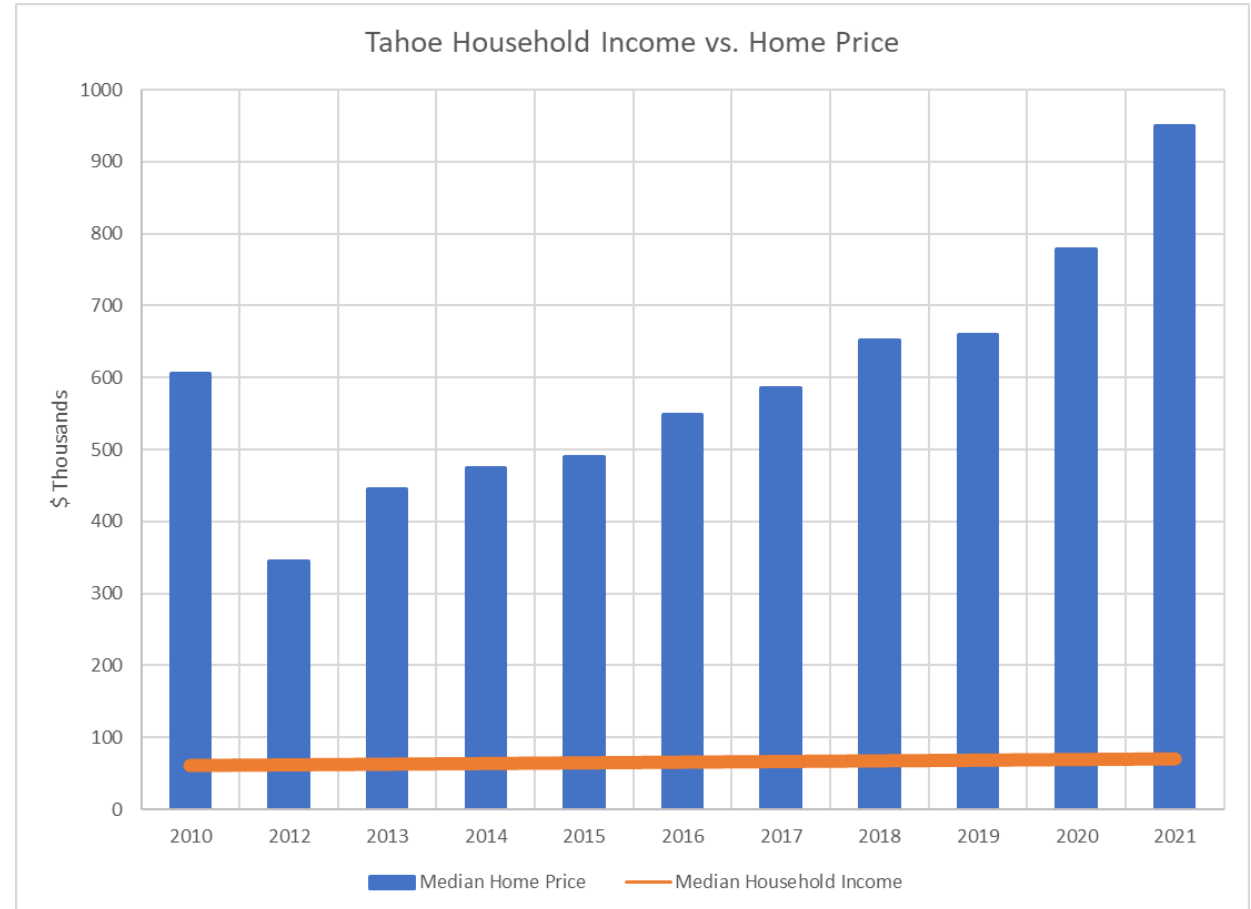
- Development and Remaining Development Rights

	Residential Units	Commercial Square Feet	Tourist Accommodation Units
2012	46,962	6,403,893	11,947
Change 2012-2022	943	-50,301	-685
Remaining	3,525	731,397	1,340
Total	51,430	7,084,989	12,602

The development rights figures that are shown are based on the best available information. A full cumulative accounting of the development rights and remaining development will be completed as part of the next 4-year threshold evaluation report and may result in slightly different final figures.

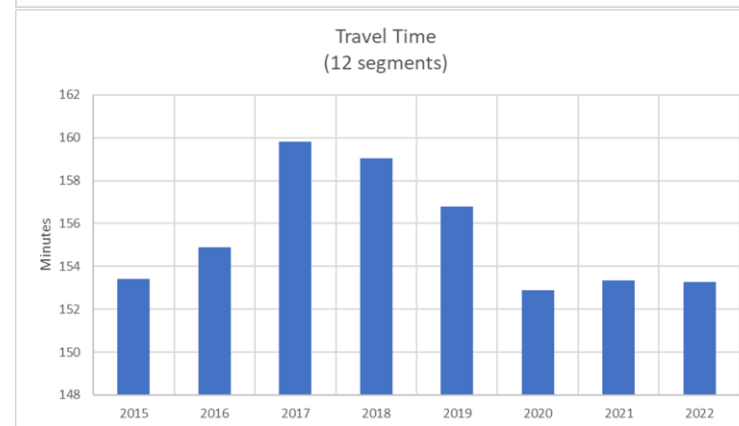
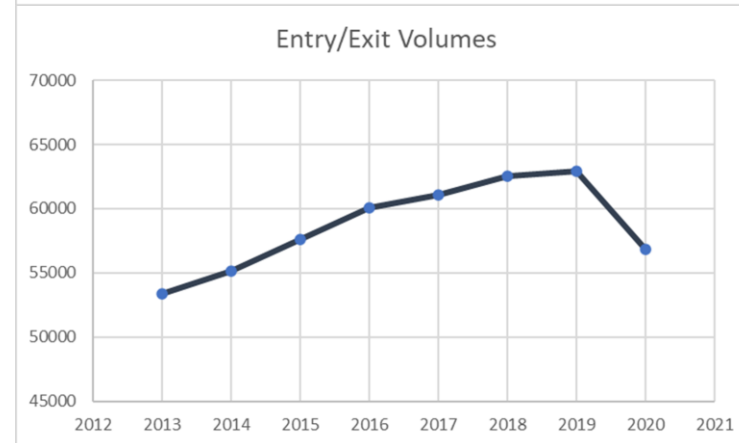
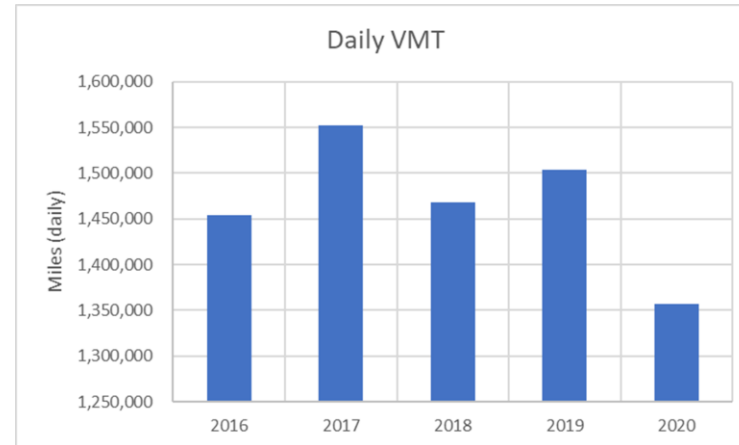
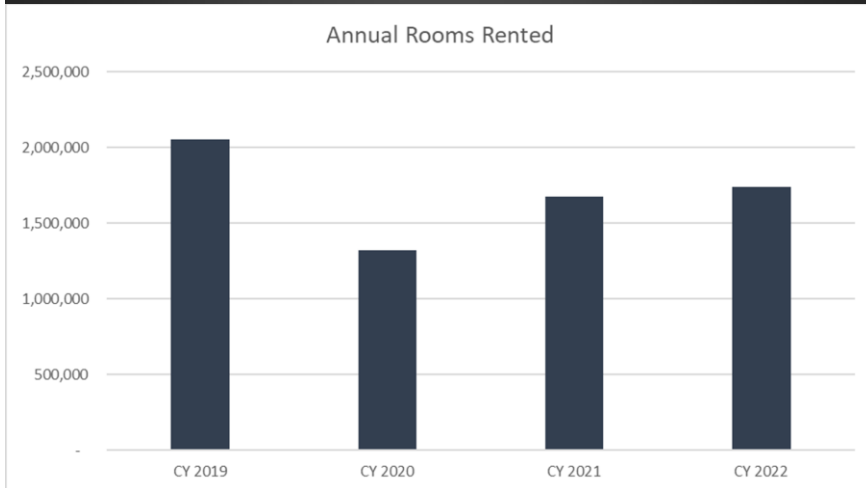
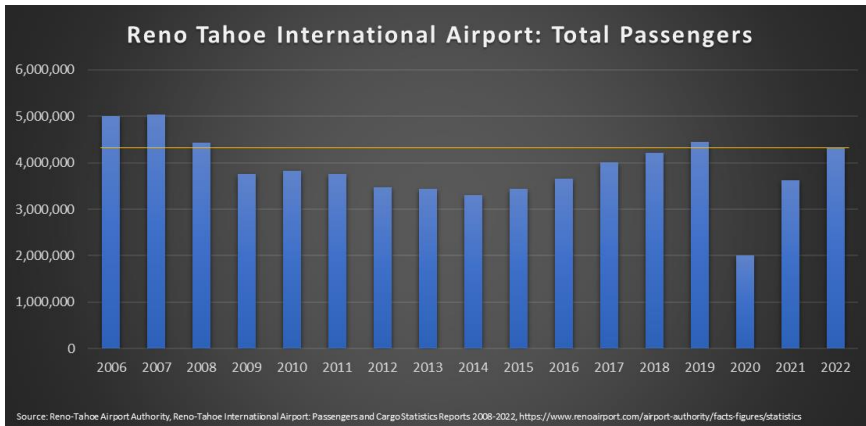
Trends (continued)

- Housing Costs and Income
 - Income has increased from \$61K to \$71K (16.4%)
 - Home price has increased from \$605K to \$950K (57%)
 - 2012 home price was approximately 6 times household income
 - 2021 home price was more than 13 times household income



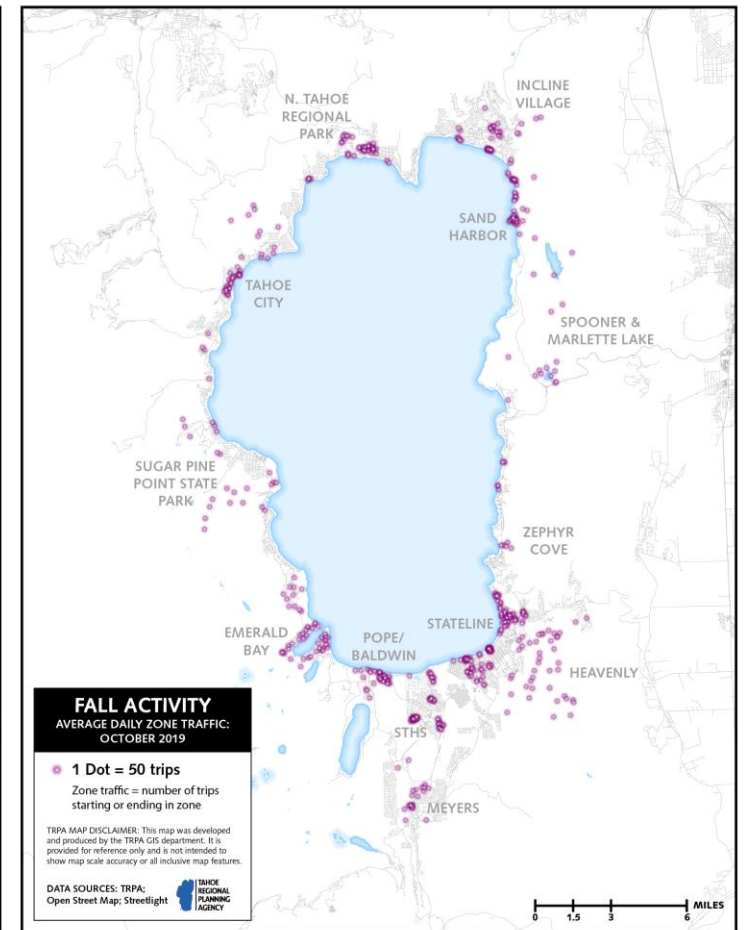
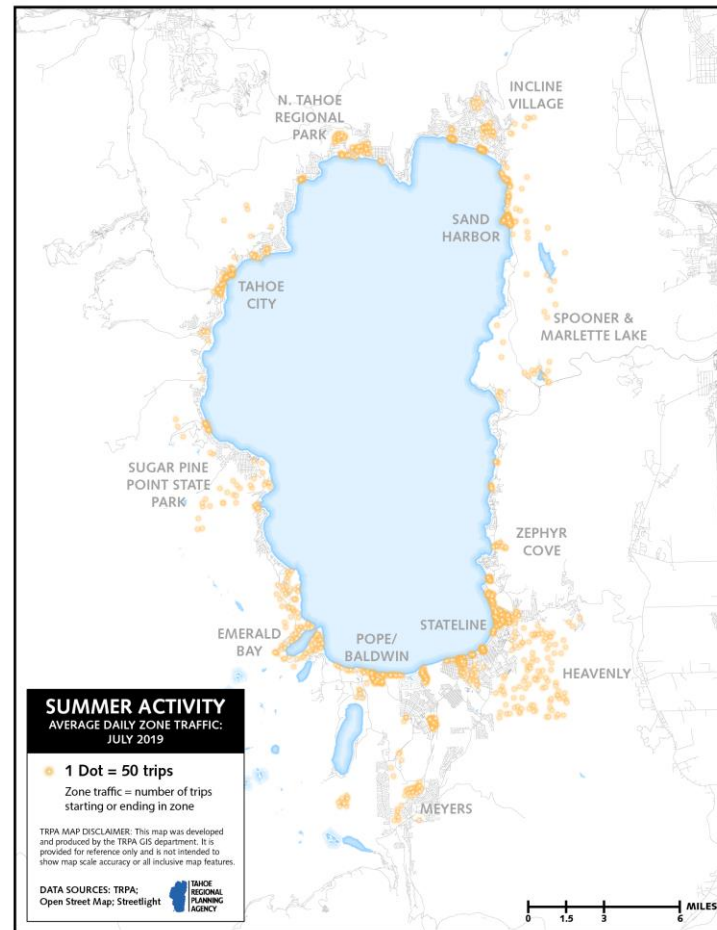
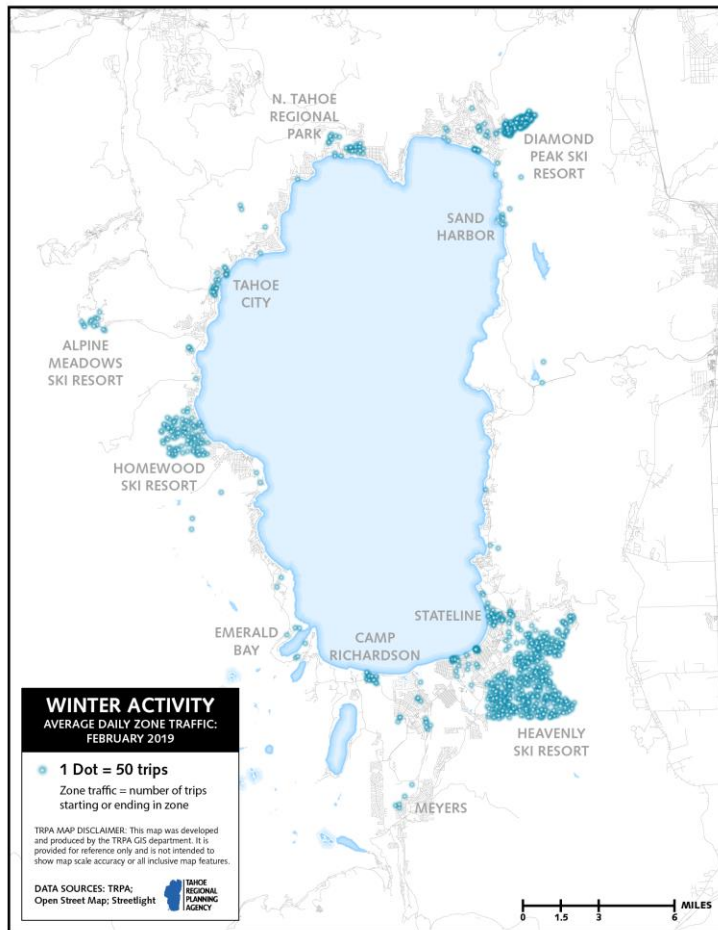
Trends (continued)

- Traffic and Visitation



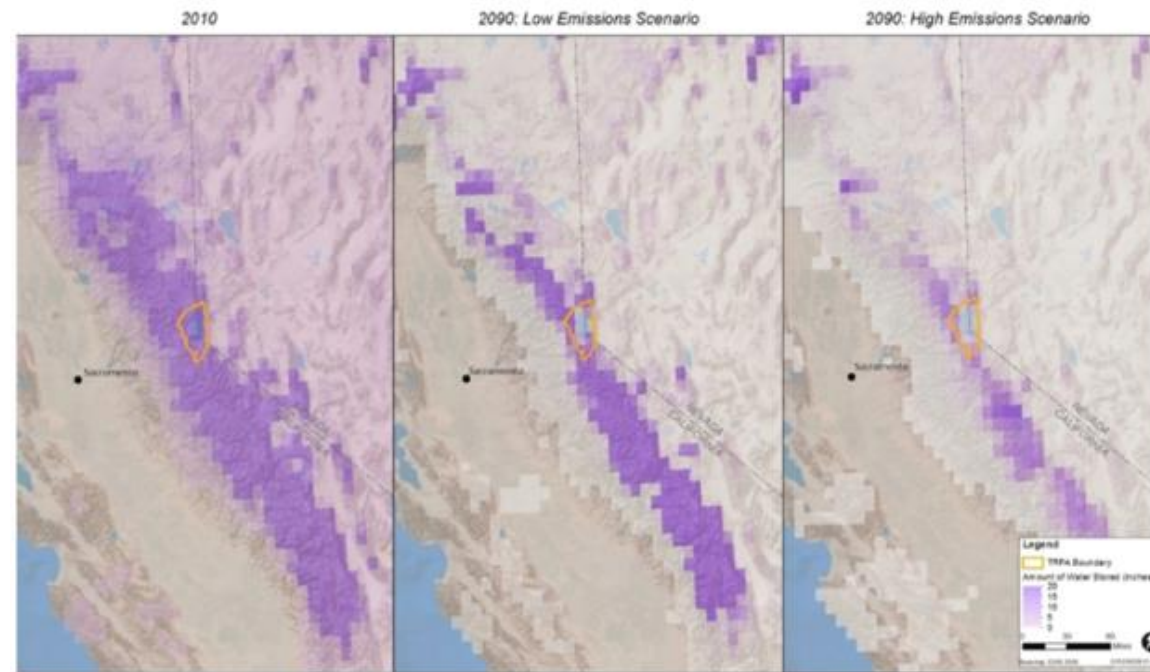
Trends (continued)

- Traffic and Visitation (continued)



Trends (continued)

- Natural Environment
 - Climate Change Extremes
 - Droughts and Wildfire
 - Storms, Snow, and Flooding
 - Climate Resiliency Strategies, Projects, and Programs
 - Forest Health
 - Public Services and Safety
 - Increasing EIP Implementation Pace, Scale, Funding
 - Cutting the Green Tape
 - Funding Initiatives



Trends (continued)

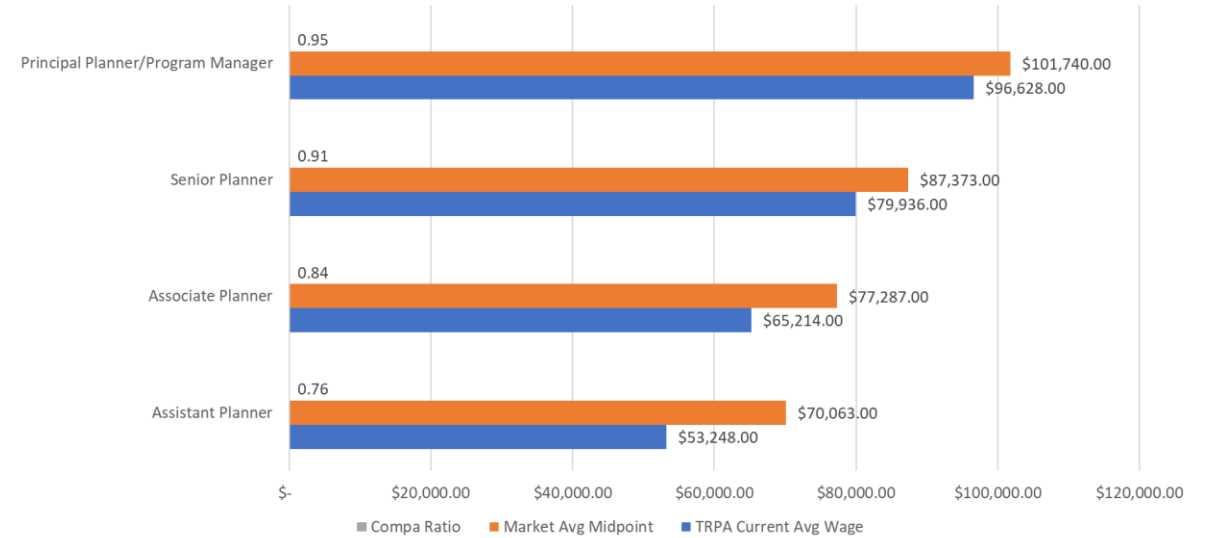
Additional External Trends

- Technology
- Public Policy Climate
- TRPA Plans and Code

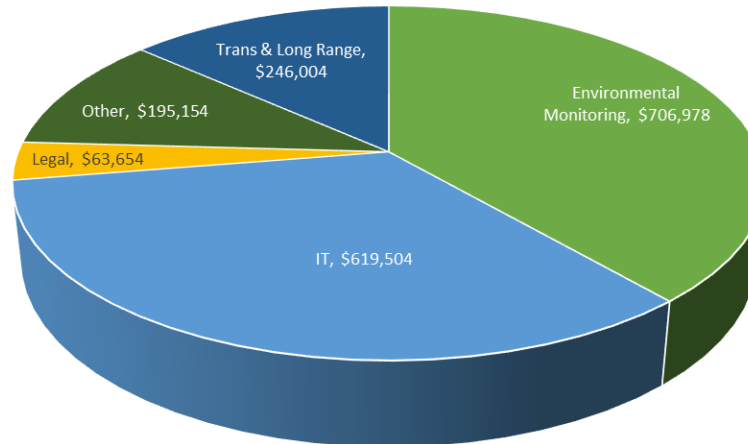
Internal Trends

- Organizational Culture
- Compensation
- Budget Resources
- Resources for Initiatives

TRPA Average Planner Wage vs. Market Average



Contracting Budget



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Strategic Direction of Planning and Proposed Priorities



Strategic Direction

Need for updated planning strategy

- Encourage and remove barriers to affordable workforce housing and reduce VMT/capita by new approach to housing and transportation, while addressing water quality in communities
- Provide, protect, and manage recreation sites, the transportation system, and safety for visitors
- Build additional climate resiliency and increase environmental restoration pace, scale, and funding

Focus Areas:

- **Complete Communities** – planning and improvements for the needs of our residents
- **Visitation** – planning and improvements for the needs of our visitors
- **Restoration and Resiliency** – strategies, projects, and programs to increase implementation and build additional climate resiliency

Focus Area: Defining Complete Communities

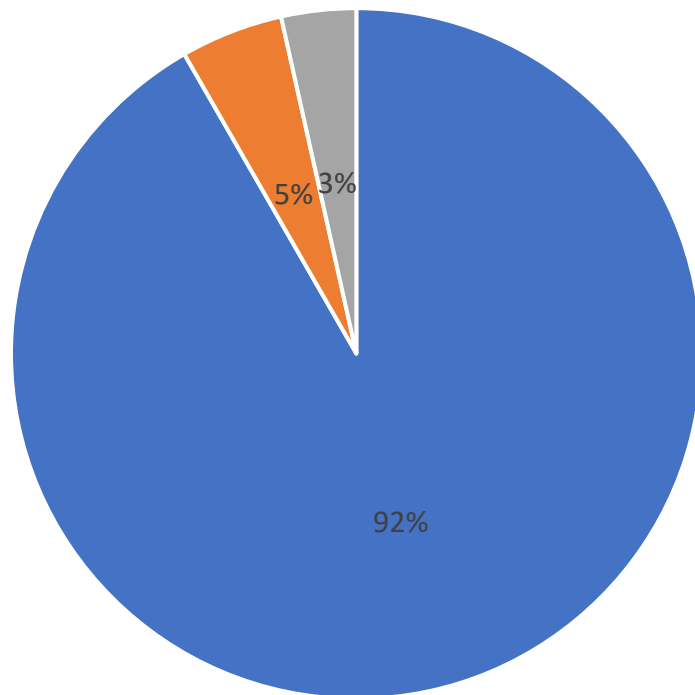
Affordable
Workforce
Housing

Complete
Transportation
System

Complete
Stormwater
Infrastructure

Affordable Workforce Housing

Existing and Remaining Development



- Existing Development
- Unrestricted/Market
- Restricted/Incentives



Goal:

Encourage (re)development with affordable workforce housing in and/or near town centers



Planning Strategy:

Incentivize more and smaller units per parcel, allow greater site utilization, and limit parking



Barriers to Affordable Workforce Housing

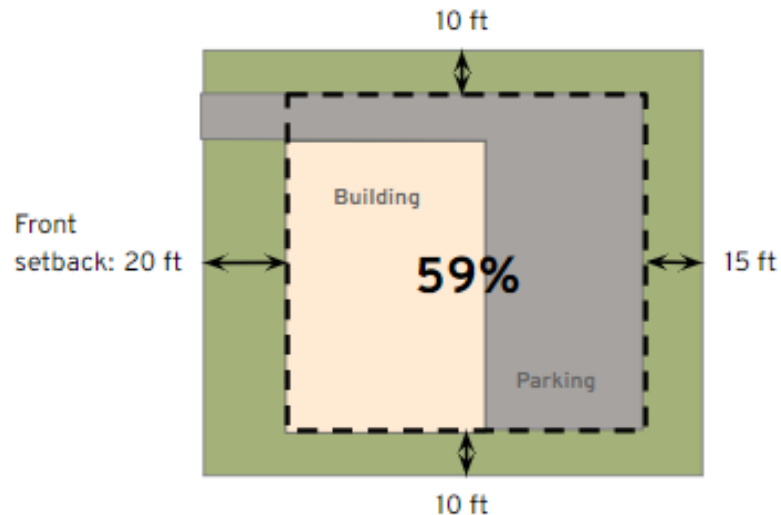
Barrier #1: Maximum density caps housing development to 6 units on a standard lot.

- 25 units / acre is the primary barrier to building higher density multi-family housing in Town Centers.

Ex. Model of 6 units on 12,000 SF lot

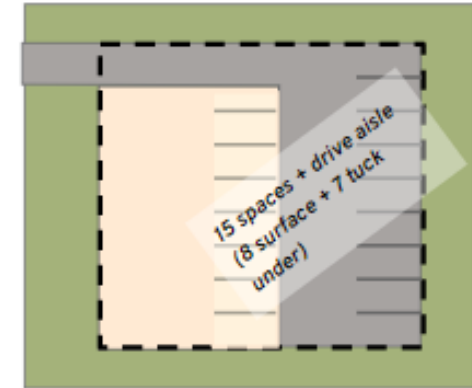


Barrier #2: Setbacks have maxed out building area at 59% on a standard lot in a zone that allows 70% maximum coverage



Barrier #3: A standard lot cannot accommodate more than 12 units without reducing minimum parking requirements

- Given the buildable area remaining, it is only possible to fit about 15 spaces next to a new building on the site.
- Existing parking ratio for 1 bedroom units is 1.25 spaces per unit. For 12 units, this equated to 15 parking spaces.



Within Town Center

-57% in feasible rent from existing TRPA + local code to maximize affordability



-19%

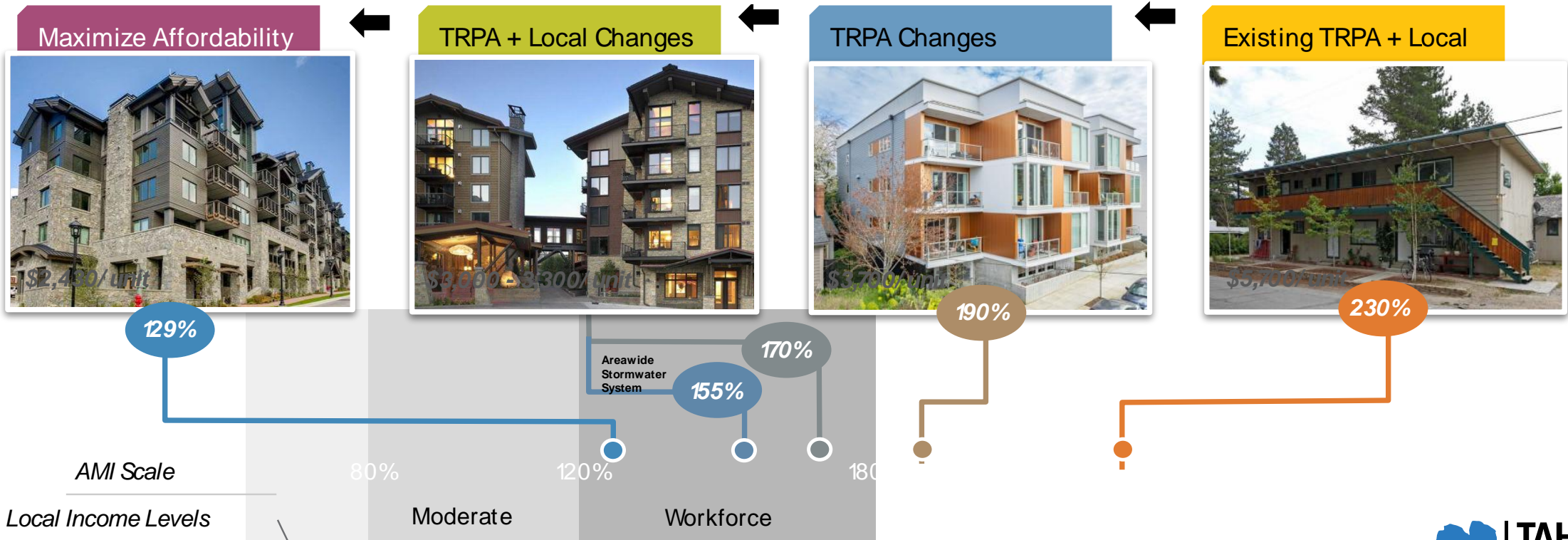
in feasible rents

-19%

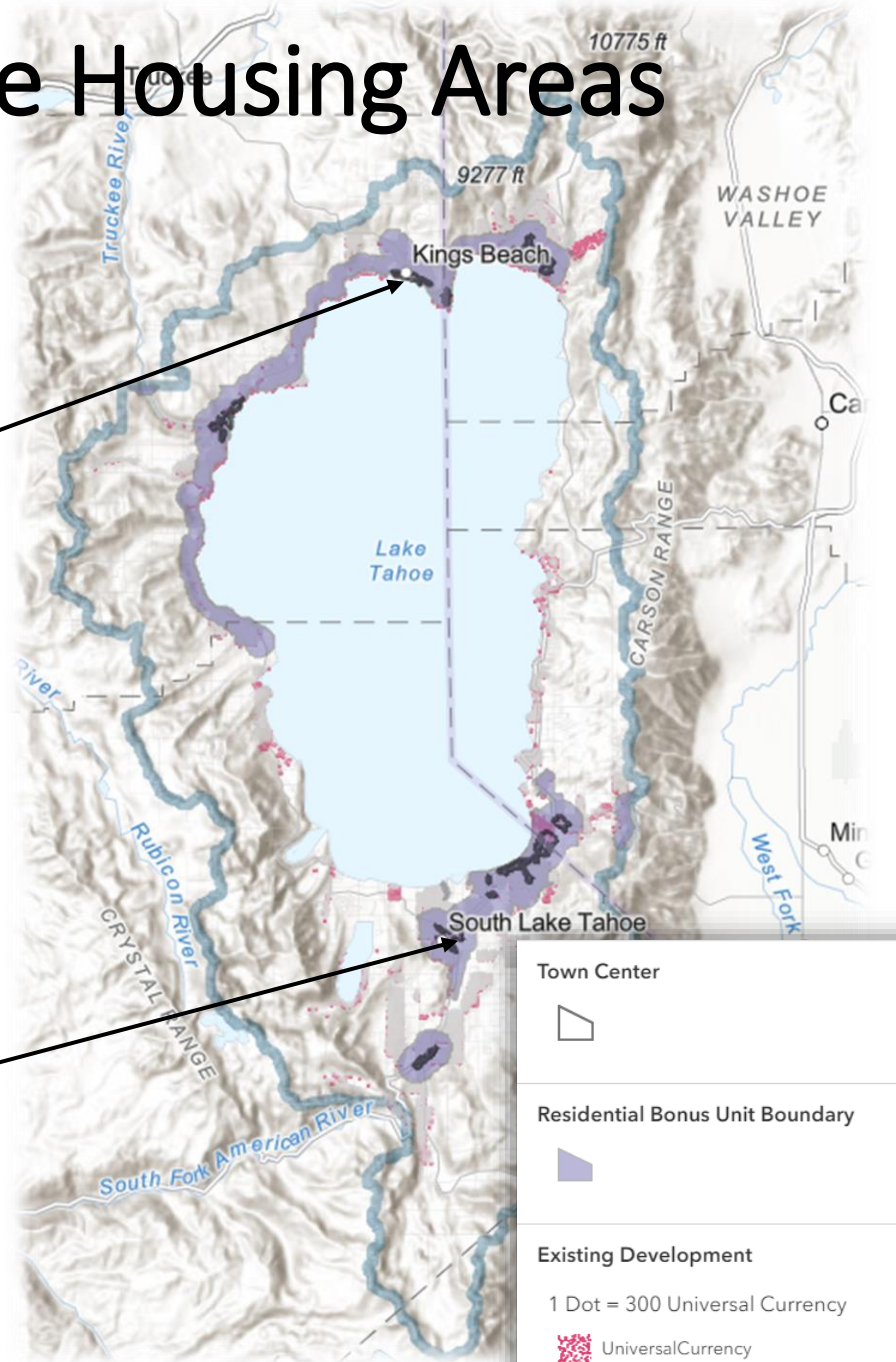
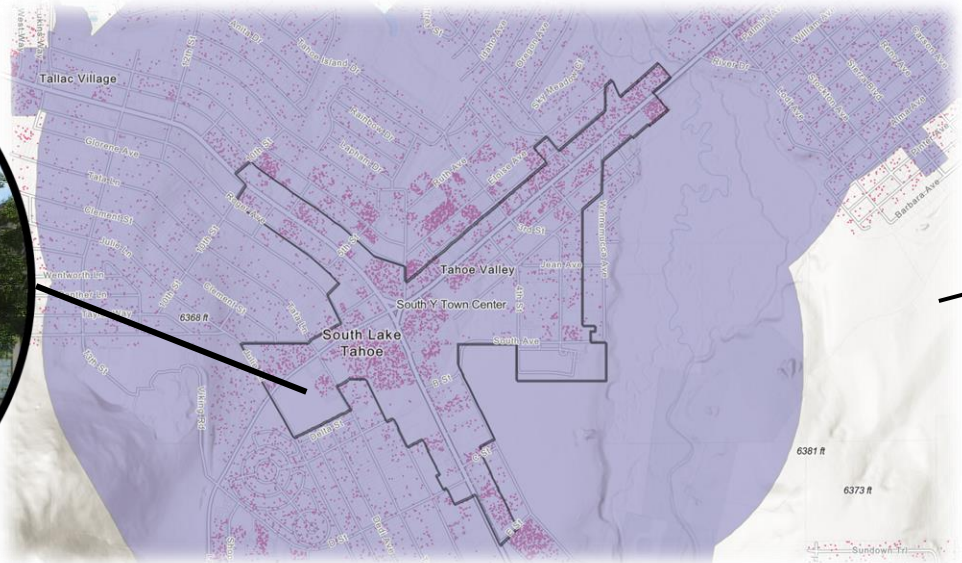
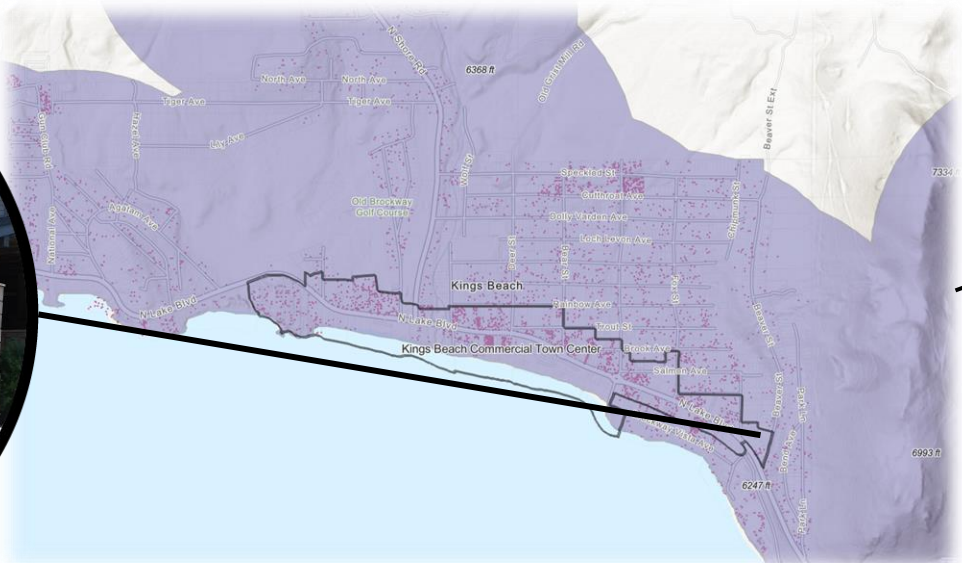
in feasible rents

-35%

in feasible rents



Potential Affordable Workforce Housing Areas

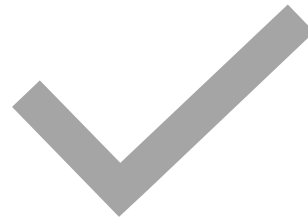


Complete Transportation System



Goal:

- Reduce VMT per capita

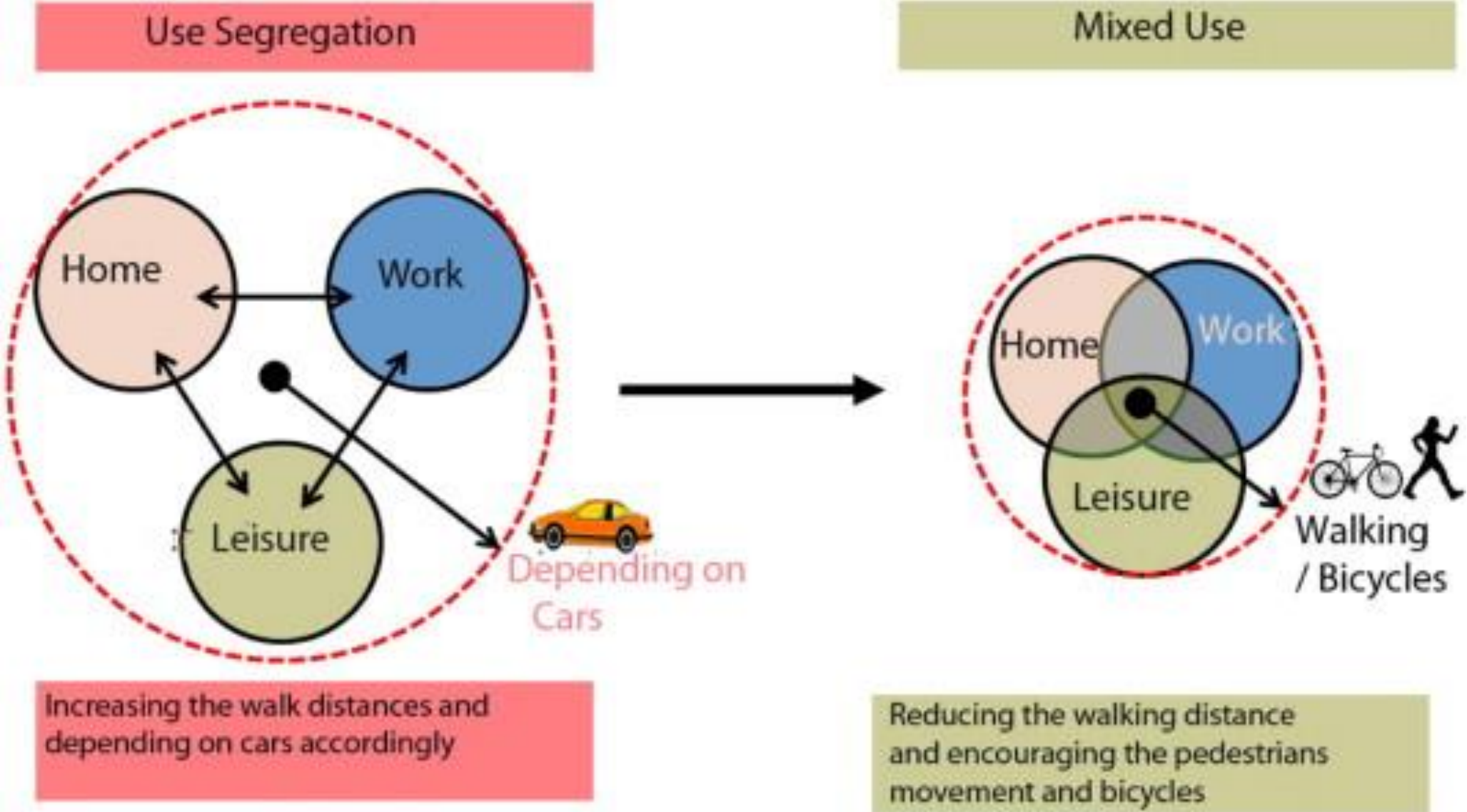


Planning Strategy:

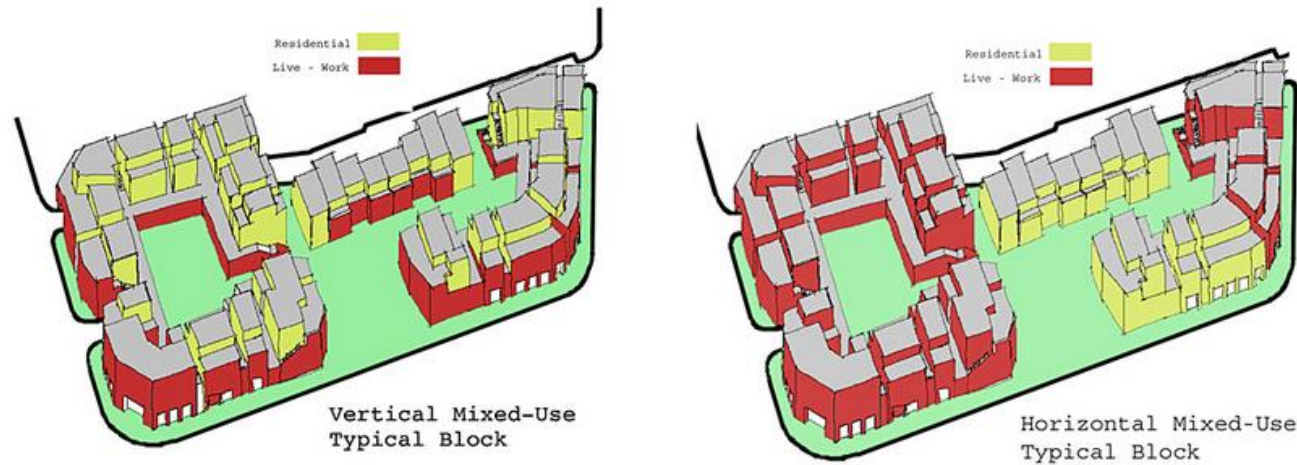
- Mixed land uses
- Sidewalks
- Bike paths and trails
- Parking management
- Transit



Using Mixed Land Uses to Reduce Auto Dependency



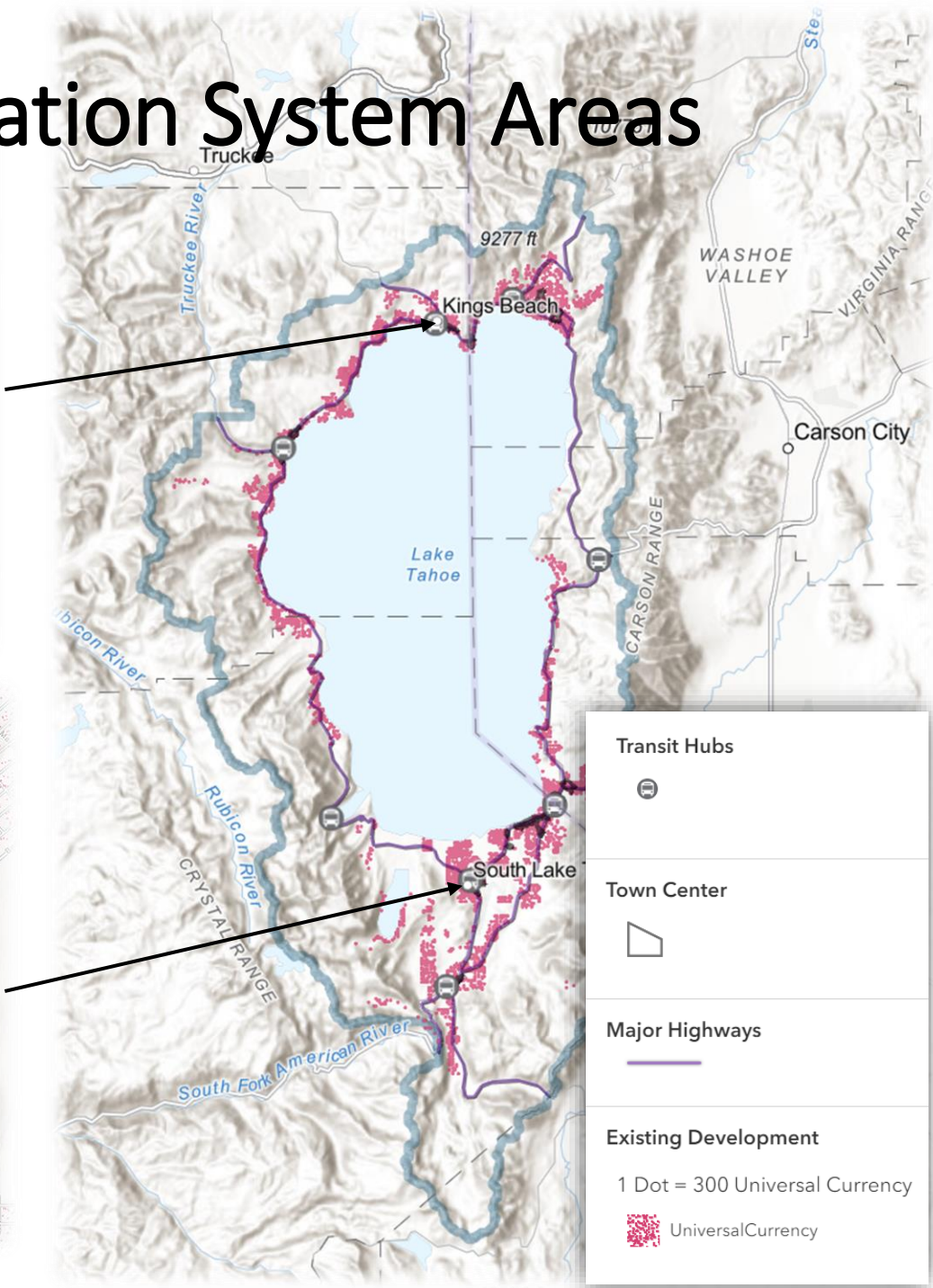
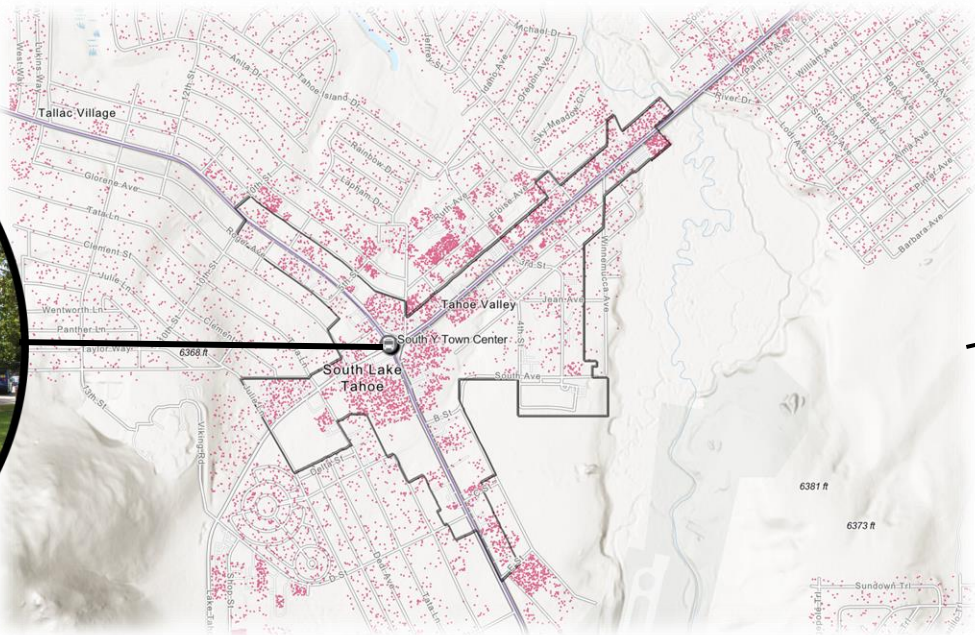
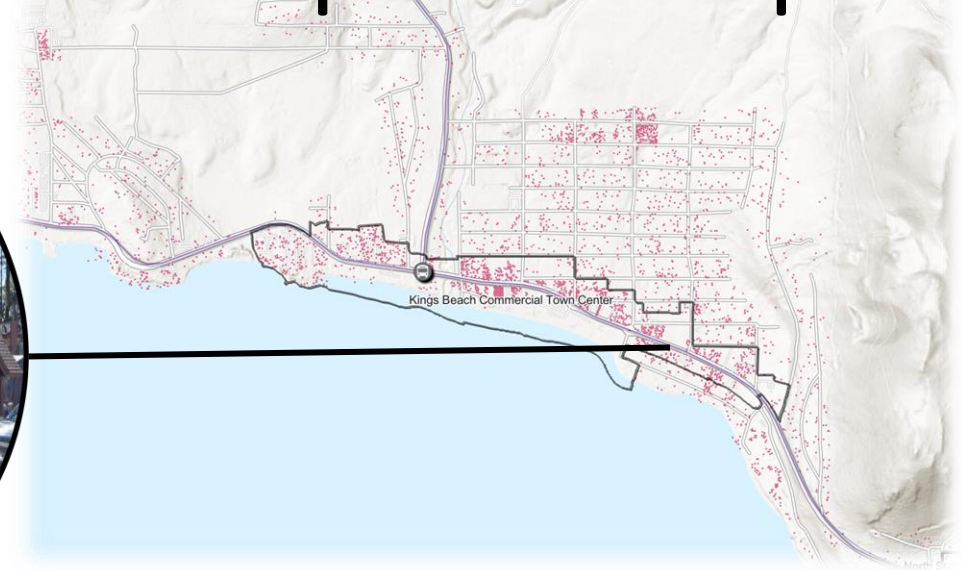
Mixed Use Characteristics



The Urban Land Institute's Mixed-Use Development Handbook characterizes mixed-use as development that:

- 1) provides three or more significant revenue-producing uses (such as retail/entertainment, office, residential, hotel, and/or civic/cultural/recreation),
- 2) fosters integration, density, and compatibility of land uses, and
- 3) creates a walkable community with uninterrupted pedestrian connections.

Potential Complete Transportation System Areas



Transit Hubs

Transit Hub

Town Center

Town Center

Major Highways

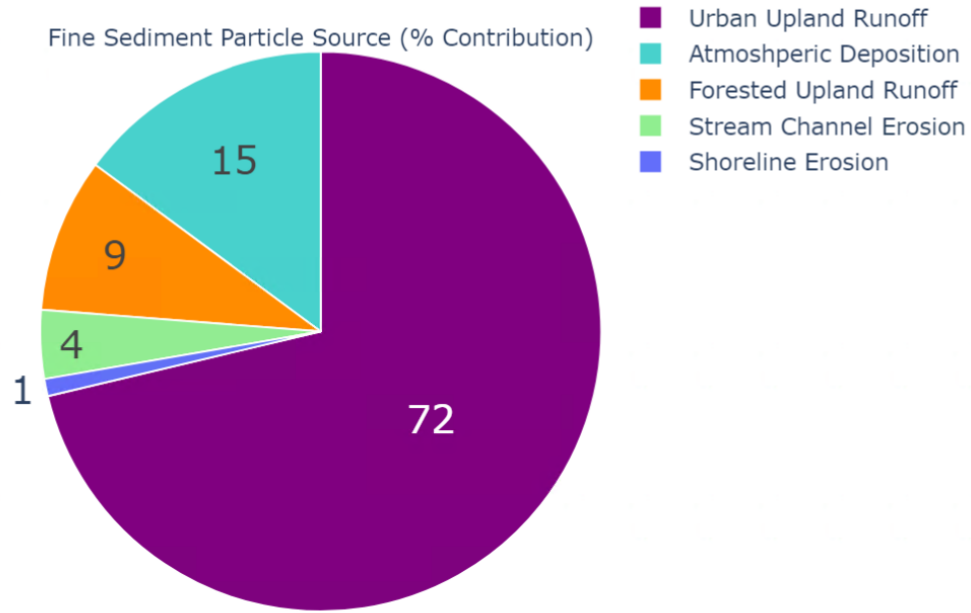
Major Highway

Existing Development

1 Dot = 300 Universal Currency

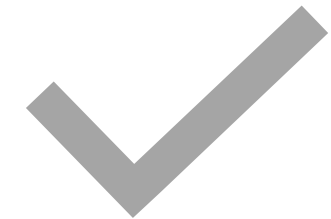
Universal Currency

Complete Stormwater Infrastructure



Goal:

Reduce/eliminate fine sediment particles entering lake from urban areas



Planning Strategy:

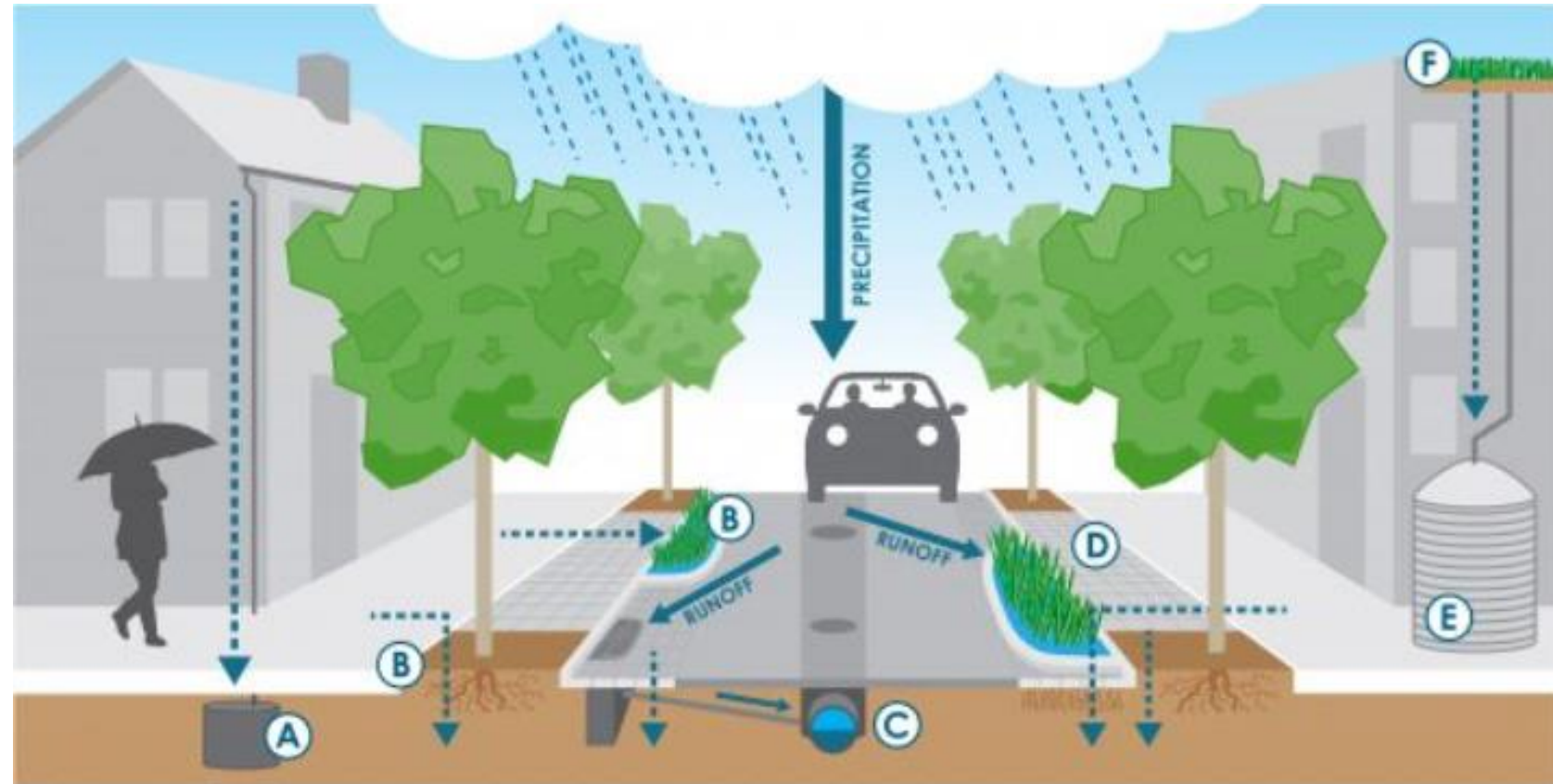
Allow green stormwater infrastructure in urban areas as superior alternative to land coverage limitations

Typical Green Stormwater Infrastructure Components

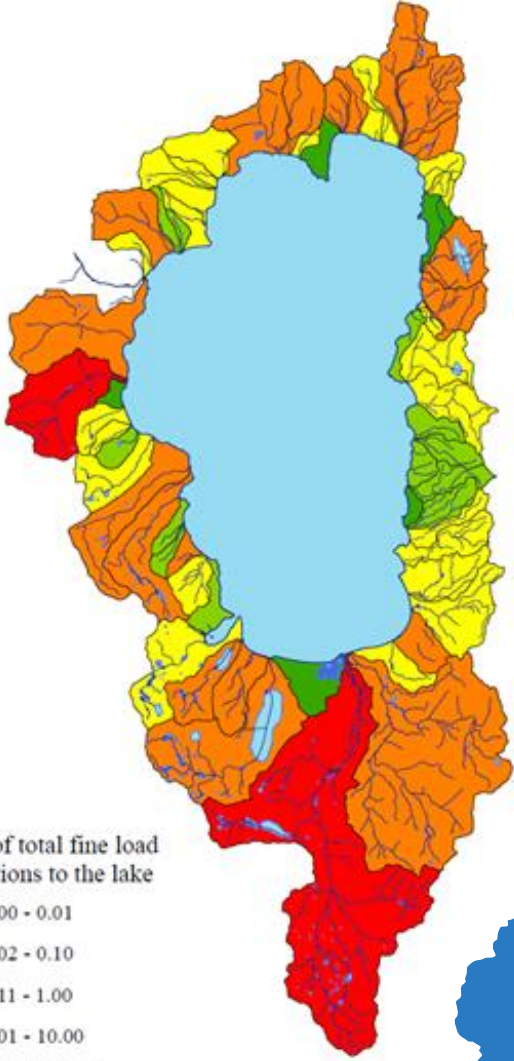
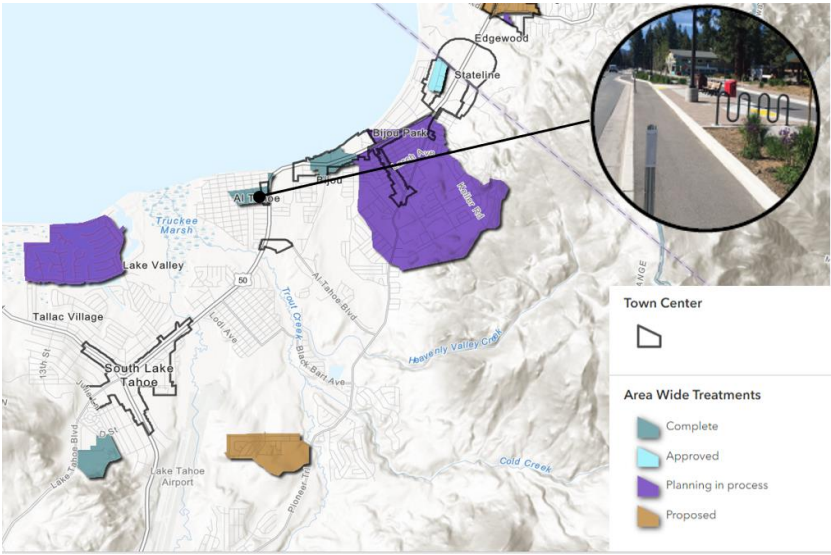
Typical system components are:

- A. Dry Well
- B. Stormwater Planter
- C. Storm Drain
- D. Permeable Paving
- E. Rainwater Harvesting
- F. Green Roofs

with nearby/remote infiltration basin(s) to treat water conveyed via storm drain



Potential Complete Stormwater Infrastructure Areas



Strategic Direction for Complete Communities Planning



Affordable Workforce Housing:

- Incentivize more and smaller units per parcel
- Allow greater site utilization and limit parking



Complete Transportation System:

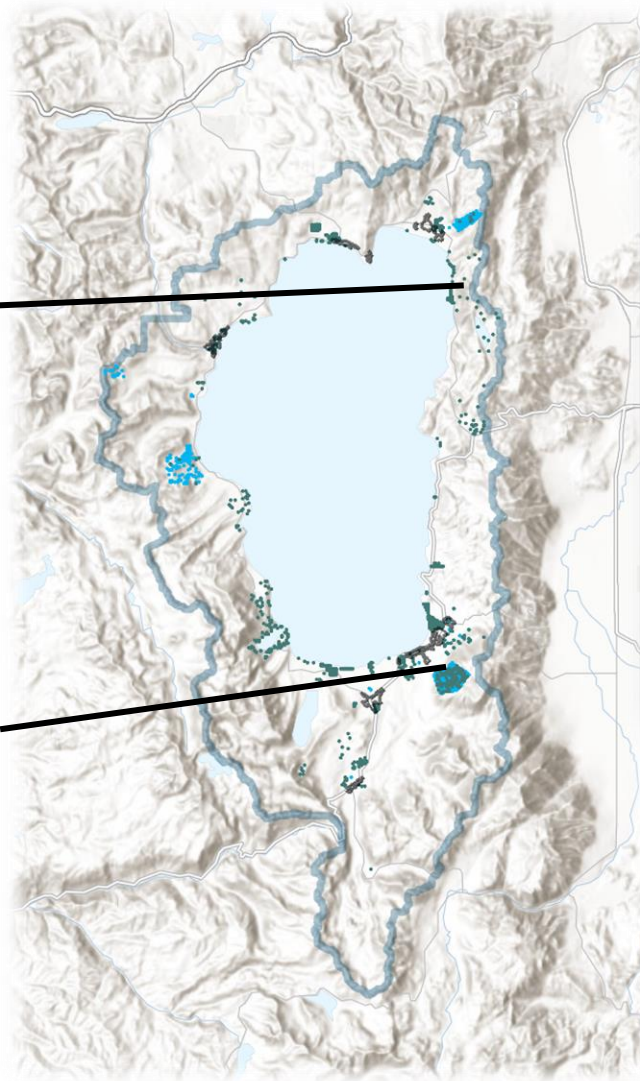
- Mixed land uses
- Sidewalks, bike paths, and trails
- Parking management
- Transit




Complete Stormwater Infrastructure:

- Allow green stormwater infrastructure in urban areas as superior alternative to land coverage limitations and to support housing and transportation strategies

Focus Area: Visitation




Town Center




Recreation Activity - July Visits

1 Dot = 50 visits

 Summer Activity

Recreation Activity - February Visits

1 Dot = 52 visits

 Winter Activity

Recreation Sites

Goal: Manage visitation to recreation destinations to protect environment, provide appropriate facilities, and enhance visitor experience

Planning Strategy:

- Focus on areas outside communities with high visitation
- Partner and TRPA protection and management of areas
- Integration with transportation system and public services and safety



Transportation System

Provide access for in-basin and out-of-basin visitors to recreation destinations

Planning Strategy to include:

- Peak congestion monitoring
- Parking capacity
- Reservation systems
- Public and private transit
- Intelligent transportation system



Public Services and Safety

Bi-State convening, communication, coordination, and monitoring and measurement to address broadband, evacuation, etc.



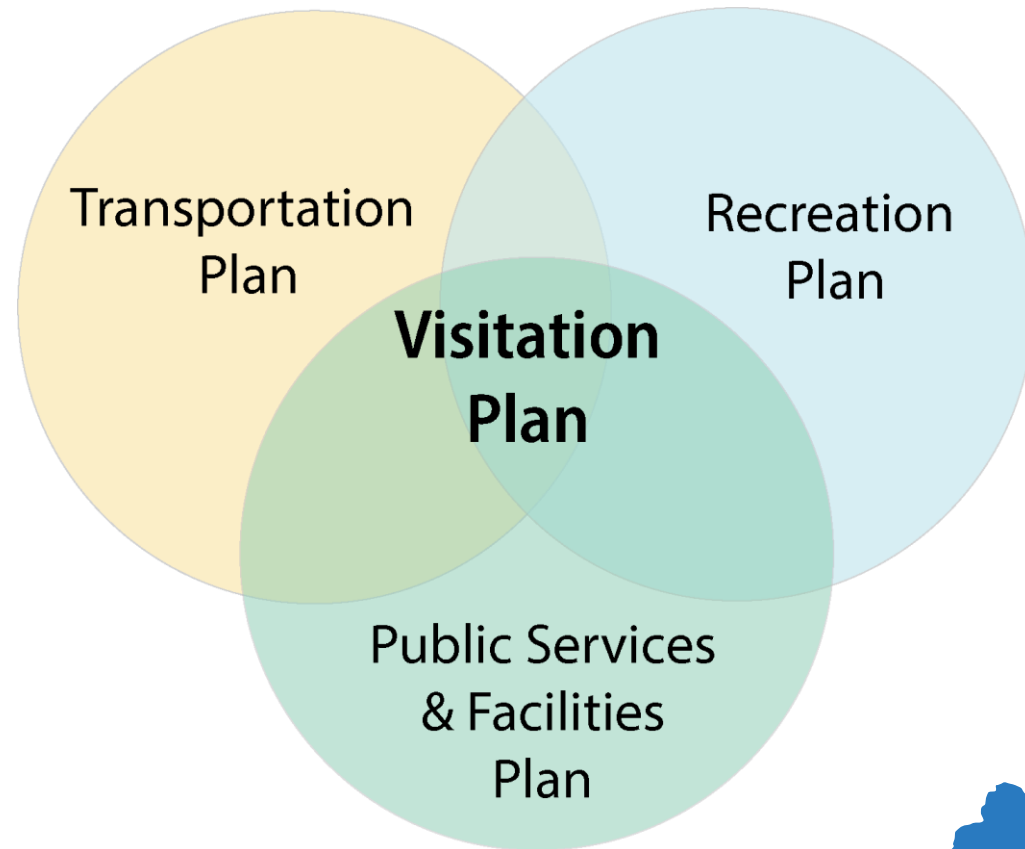
Strategic Direction for Visitation Planning

Visitation planning will address:

- Recreation Sites
- Transportation System
- Public Services and Safety

Through appropriate updates to:

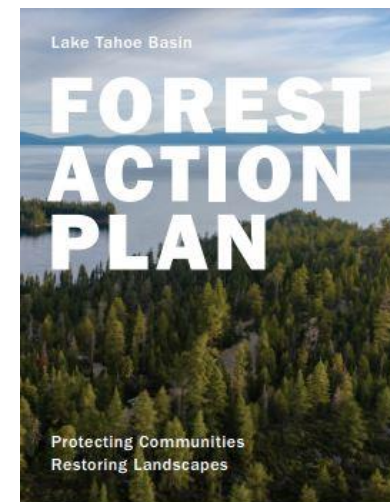
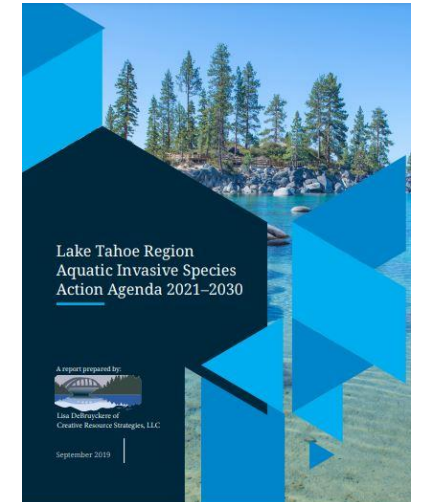
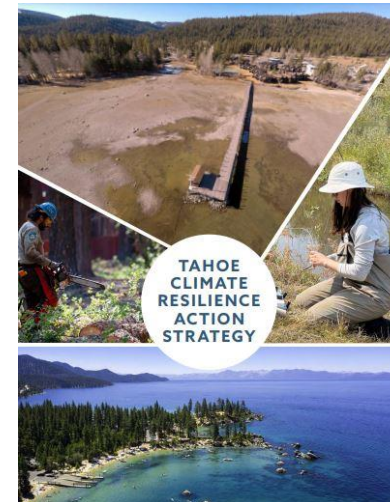
- Recreation Plan
- Transportation Plan
- Public Services & Facilities Plan



Focus and Strategic Direction for Restoration and Resiliency

Combination of EIP Implementation and Building Resiliency Initiatives

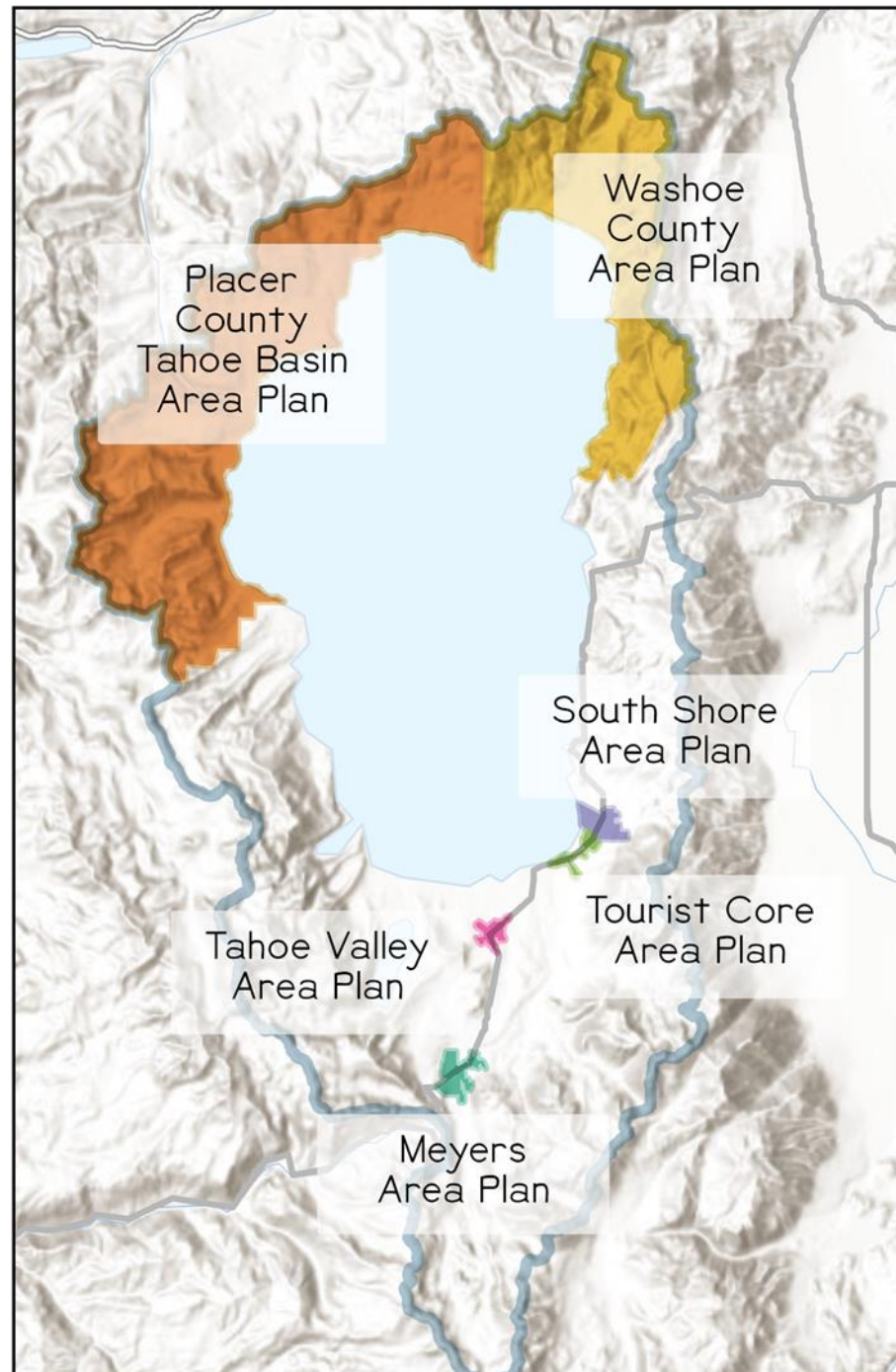
- EIP Implementation: Increasing the Pace, Scale, and Funding
 - Cutting the Green Tape
 - Sustainable Funding Sources for Action Plans Implementation
- Building Climate Resiliency
 - Climate Smart Code Amendment Package
 - Biomass Environmental and Policy Review
 - Infrastructure Resiliency Projects



Proposed Initiatives

1. Holistically address focus areas in existing Initiatives:
 - Complete communities as part of **Tahoe Living**
 - Visitation as part of **Keeping Tahoe Moving**
2. Emphasize and continue EIP Implementation and Climate Resiliency as new combined **Restoration and Resiliency** Initiative
3. Update thresholds, measurement, and monitoring as needed for focus areas above and through continuing the **Measuring What Matters** Initiative
4. Prepare 2023/2024 annual work plan and budget including initiatives

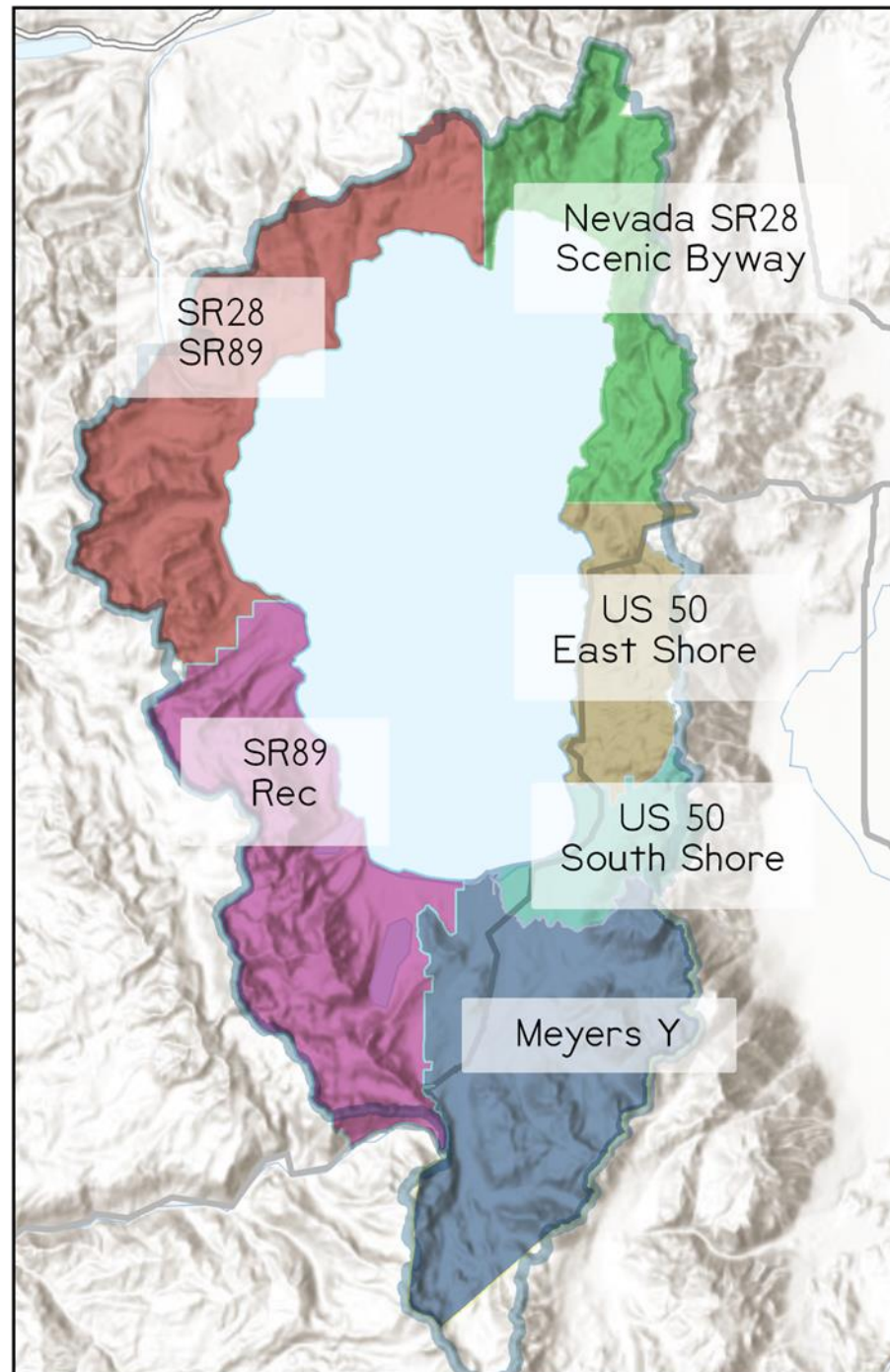
A Preview of the Ongoing TRPA Activities in 2023/2024



Area Plans

- Washoe County
- Placer County
- El Dorado County
- South Lake Tahoe
- Douglas County

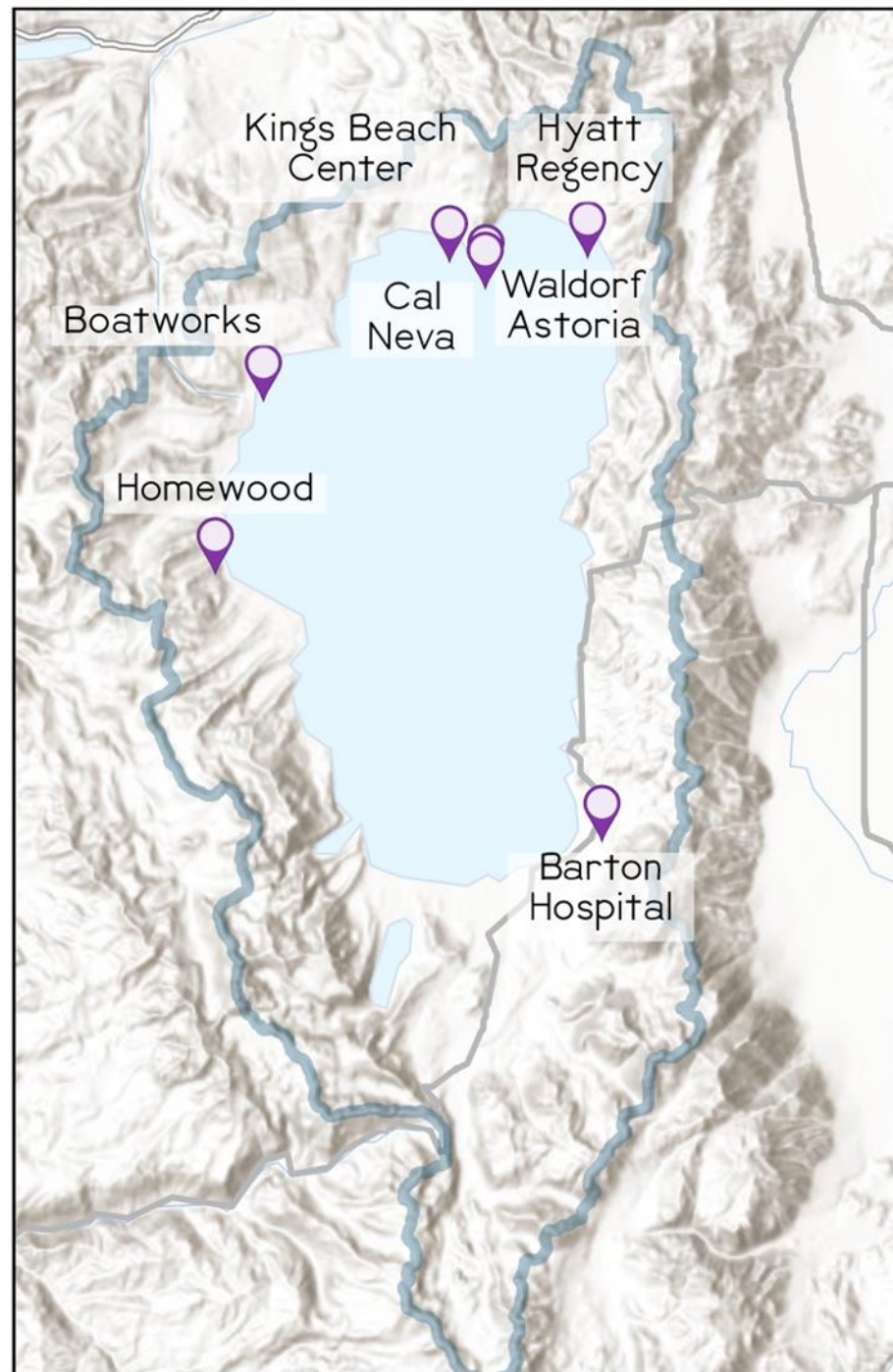
A Preview of the Ongoing TRPA Activities in 2023/2024 (continued)



Corridor Plans

- SR 89 Rec
- SR 28/SR 89
- Nevada SR 28 Scenic Byway
- US 50 East Shore
- US 50 South Shore
- Meyers Y

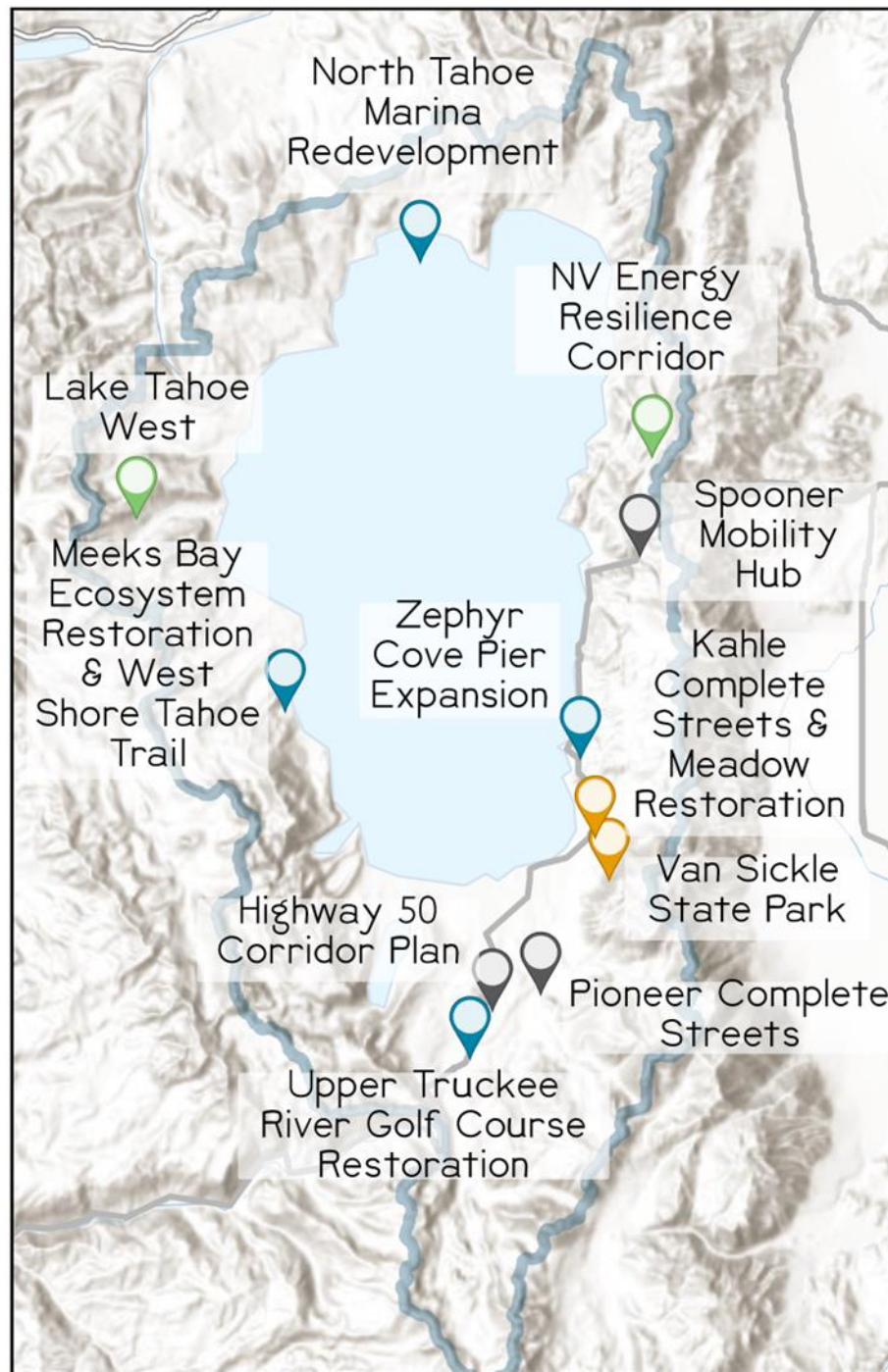
A Preview of the Ongoing TRPA Activities in 2023/2024 (continued)



Select Private Projects

- Waldorf Astoria
- Cal Neva
- Kings Beach Center
- Boatworks
- Homewood
- Barton Hospital
- Hyatt Regency

A Preview of the Ongoing TRPA Activities in 2023/2024 (continued)



Select Environmental Improvement Program and Transportation Improvement Program Projects

Governing Board Retreat

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What's Next?

- Lunch
- Board Discussion on the Proposed Initiatives, Work Plan, and Budget
- Summary of Key Themes and Action Items

