

Lake Tahoe Sustainable Communities Program Documents Series #10

# Lake Tahoe Sustainability Collaborative Strategic Plan

April 2014



*Lake Tahoe*  
Sustainable Communities Program

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# California Strategic Growth Council

The work upon which this publication is based was funded in whole or in part through a grant awarded by the Strategic Growth Council.

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# Acknowledgements

## **Tahoe Metropolitan Planning Organization Governing Board**

The Tahoe Metropolitan Planning Organization (TMPO) Governing Board is comprised of the members of the Tahoe Regional Planning Agency (TRPA) Governing Board and one representative of the US Forest Service. The TRPA staff serves both the TMPO and TRPA. The TRPA Governing Board is responsible for adopting the Lake Tahoe Regional Plan and Code of Ordinances. The TMPO Governing Board is responsible for adopting the Regional Transportation Plan and Sustainable Communities Strategy.

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## **Lake Tahoe Sustainability Collaborative**

This citizens group is responsible for sustainability planning recommendations, projects, and programs. More information is available at [www.sustainabilitycollaborative.org](http://www.sustainabilitycollaborative.org)

## **Tahoe Basin Partnership for Sustainable Communities**

This group, comprised of representatives from the Tahoe Regional Planning Agency, Tahoe Metropolitan Planning Organization, California Tahoe Conservancy, El Dorado County, Placer County, City of South Lake Tahoe, North Lake Tahoe Resort Association, and Sierra Nevada Alliance, was responsible for preparing the original SGC Round 1 Sustainable Community Planning Grant application and has provided ongoing support for completion of these SGC grant-funded tasks.

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# Introduction to the Lake Tahoe Sustainable Communities Program

The need to embrace sustainability in all planning and implementation activities in the Lake Tahoe Region and beyond has been recognized in a number of ways. At the national level, the Department of Housing and Urban Development has created the Sustainable Communities Regional Planning Grant Program and the Department of Interior Bureau of Reclamation has initiated the Truckee River Basin Study that will include adaptive strategies to respond to climate change and other uncertainties. At the state level, California has adopted the Sustainable Communities and Climate Protection Act of 2008 requiring greenhouse gas emission reduction targets for passenger vehicles for 2020 and 2035 for each region covered by a metropolitan planning organization (MPO) and created the Strategic Growth Council, which has awarded grants for sustainable community planning and natural resource conservation. At the Lake Tahoe Region level, the Tahoe Regional Planning Agency (TRPA) has updated the Lake Tahoe Regional Plan to include sustainability policies and mitigation measures, and the Tahoe Metropolitan Planning Organization (TMPO) has adopted a Sustainable Communities Strategy as required by the Sustainable Communities and Climate Protection Act of 2008. At the local level, local governments in the Lake Tahoe Region are in the process of integrating sustainability principles into their local plans.

In the summer of 2010, a partnership of agencies, organizations, and jurisdictions came together as “The Tahoe Basin Partnership for Sustainable Communities” in order to apply for a grant from the Strategic Growth Council. Collectively, the Partnership is supporting execution of the Strategic Growth Council 2011 Sustainable Communities Planning Grant that was officially awarded to the TMPO in August of 2011. The Partnership is comprised of Tahoe Metropolitan Planning Organization, Tahoe Regional Planning Agency, El Dorado County, Placer County, City of South Lake Tahoe, California Tahoe Conservancy, and Sierra Nevada Alliance.

The TRPA, in partnership with other key stakeholders in the Lake Tahoe Region, is a participant in all of these national, state, regional and local efforts. Often they are complementary and of common interest to stakeholders. Hence, the Lake Tahoe Sustainable Communities Program has been created as a Basin-wide program with staff from different agencies and organizations participating in the various efforts. To the extent possible, the products from these efforts will be available through the Lake Tahoe Sustainable Communities Program website and as a series of documents.

## Lake Tahoe Sustainable Communities Program Documents Series

This series of documents is organized to generally reflect the tasks associated with the grants received from the California Strategic Growth Council (SGC). The series as currently envisioned includes the following:

1. **Sustainability Framework and Vision** – This document accompanies the California Tahoe Conservancy *Tahoe Basin Sustainability Planning Guidebook* document (Appendix A) and includes an overview of the Sustainable Communities Program, the framework within which all of the regional and local level plans work, and the vision for sustainability based on input from over 5,000 participants in the regional planning process. The *Tahoe Basin Sustainability Planning Guidebook* was prepared in 2011 and describes how this effort was originally envisioned. The Sustainability Framework and Vision has more detailed and updated language related to the

newly adopted Regional Plan and the framework for Area Plans, input from participants in that process, and the interaction of sustainability components. This serves as the “deliverable” for the SGC Round 1 Sustainable Community Planning Grant Task 1: Roadmap & Organizational Structure.

2. **Sustainability Action Plan Background** – This document includes the initial greenhouse gas emissions inventory and reduction targets, and climate change adaptation and mitigation strategies. It reflects the adopted Regional Plan, Regional Transportation Plan, and Sustainable Communities Strategy policies, and is the basis for the sustainability (a.k.a., climate change) action plan. This document serves as the “deliverable” for the SGC Round 1 Sustainable Community Planning Grant Task 3: Goals, Objectives, & Strategies.
3. **Sustainability Action Plan: A Sustainability Action Toolkit for Lake Tahoe** – This includes the revised greenhouse gas emissions inventory and reduction targets, and climate change and adaptation strategies vetted through the Lake Tahoe Sustainability Collaborative and the Tahoe Basin Partnership for Sustainable Communities. This document also includes community level outreach and action strategies. This document serves as the “deliverables” for the SGC Round 1 Sustainable Community Planning Grant Tasks 3.D, 4.A, and 4.D: Lake Tahoe Sustainability Action Plan and Outreach Activities.
4. **Sustainability Indicators Reporting Plan**– This includes: (1) an assessment of existing Lake Tahoe Region measurement and monitoring efforts, (2) identification of a suite of sustainability indicators, and (3) development of a sustainability metrics reporting plan, and (4) initiation of a sustainability dashboard. This measurement and tracking approach is intended to be consistent with and a key element of the larger Lake Tahoe Basin Monitoring, Evaluation, and Reporting Program required by California State Appropriations Bill #3110-0140 in addition to serving as the ‘deliverables’ for SGC Round 1 Task 4.B: Develop Performance Measures, Indicators and Monitoring Program, including a Tracking and Accounting System and SGC Round 2 Task 4.A: Obtain Regional Indicators Data.
5. **Area Plans Framework** – This includes the framework for Area Plans and initiation of those Area Plans. The framework (i.e., Regional Plan policies and code, conformance review checklist, and model Area Plan contents) serves as the “deliverable” for SGC Round 1 Sustainable Community Planning Grant Task 4, Subtask C: Lake Tahoe Livable Communities Program.
6. **Area Plans Background** – This includes an assessment of the sustainability and livability measures needed in each planning area and the barriers to local implementation of those sustainability measures. This document serves as the “deliverable” for the SGC Round 1 Sustainable Community Planning Grant Task 2: Situation Assessments.
7. **Development Commodities Transfer Policies Analysis** – This document; it includes identification and analysis of the potential market effectiveness of proposed transfer of development rights and bonus unit policies considered for inclusion in the Regional Plan. This serves as the “deliverable” for the SGC Round 1 Sustainable Community Planning Grant Task 4, Subtask E: Development Rights Incentives Program.
8. **Development Commodities Tracking and Exchange System** – This includes the concepts, processes, software requirements, and other system specifications, as well as the results of implementing the development commodities and exchange system. This serves as the “deliverable” for the SGC Round 2 Sustainable Community Planning Grant Task 3: Regional Development Rights Tracking System.

9. **Economic Development Strategy** – This includes analysis of existing and targeted industry clusters and recommendations on the clusters and incentives that will be most effective in creating and maintaining a sustainable economy for the Lake Tahoe Region. Also included is stakeholder outreach resulting in recommendations for implementation of commodities transfer policies. This serves as the “deliverable” for the SGC Round 1 Sustainable Community Planning Grant Task 4, Subtask F: Economic Incentives Strategy.
10. **Lake Tahoe Sustainability Collaborative Strategic Plan** – This document includes the LTSC’s mission, charter, and business plan which provides the strategy for the Lake Tahoe Sustainability Collaborative to continue, on an ongoing basis, to act as an independent entity that “champions” sustainability in the Lake Tahoe Region. This serves as the “deliverables” for the SGC Round 1 Sustainable Community Planning Grant Task 1.B: Establish Lake Tahoe Sustainability Collaborative and SGC Round 2, Task 4.E: Lake Tahoe Sustainability Collaborative Support.
11. **Annual Report** – This is the initial annual report on the Lake Tahoe Sustainable Communities Program and will be included as part of future TRPA annual reports. It will be updated using current sustainability indicators data, and can act as a template for similar sustainability planning reports in other regions. This serves as the “deliverables” for the SGC Round 2 Sustainable Community Planning Grant Tasks 4.B: Implement Regional Data Sharing/Management Program, 4.C: Web-Based Dashboard Implementation and 4.D: Prepare and Publish Final Tahoe Annual Report.
12. **Lake Tahoe Sustainable Communities Program Summary** - Other documents that are an integral part of the sustainability efforts in the Lake Tahoe Region include the Lake Tahoe Regional Plan, Regional Transportation Plan and Sustainable Communities Strategy, and various local government Area Plans. This document provides a summary of these plans, the products described in previous reports in this series, and how they work together within the Sustainability Framework for the Lake Tahoe Region. This serves as the “deliverable” for the SGC Round 2 Sustainable Community Planning Grant Task 2: SB375 Local Planning and Implementation Tool-Kit.

While providing valuable information about the Lake Tahoe Sustainable Communities Program to Lake Tahoe Region stakeholders, this series is also designed to provide a reference for other regions involved in addressing the critical issue of sustainability.

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# Strategic Plan Executive Summary

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WHY

HOW

WHAT

WHO

WHEN

WHERE

SO WHAT?

This document includes the Lake Tahoe Sustainability Collaborative (LTSC) vision, mission, values, governance charter, organizational model, impact strategies, and operating plan. The Strategic Plan documents the launch and evolution of this citizen-led body of stakeholders from many sectors who have expressed interest, passion, expertise, and commitment to fostering a sustainable regional (Tahoe-Truckee) ecosystem. The plan further captures the major strategies and actions established by the LTSC Members as essential to achieving accelerated sustainability outcomes over the next few to many years. The plan also provides the framework and principles for the Lake Tahoe Sustainability Collaborative to continue, on an ongoing basis, to act as an independent entity that “champions” sustainability in the Lake Tahoe Region.

The Sustainability Collaborative provides an active forum for citizens - including stakeholders from multiple sectors - including business, government, non-governmental organizations, nonprofits, residents, and second home owners - to help discuss, inform and guide the selection and adoption of sustainability policies, projects, tools, investments, and lifestyle practices that are well suited to the region and consistent with the desires and expectations of the Tahoe Basin and Truckee communities.

The need to embrace sustainability in all planning and implementation activities in the Lake Tahoe Region and beyond has been recognized on many levels. Nationally the Department of Housing and Urban Development has created the Sustainable Communities Regional Planning Grant Program and the Department of Interior Bureau of Reclamation has initiated the Truckee River Basin Study that will include adaptive strategies to respond to climate change and other uncertainties. California has adopted the Sustainable Communities and Climate Protection Act of 2008 requiring greenhouse gas emission reduction targets for passenger vehicles for 2020 and 2035 for each region covered by a metropolitan planning organization (MPO) and created the Strategic Growth Council, which has awarded grants for sustainable community planning and natural resource conservation. At the Lake Tahoe Region level, the Tahoe Regional Planning Agency (TRPA) has updated the Lake Tahoe Regional Plan to include sustainability policies and mitigation measures, and the Tahoe Metropolitan Planning Organization (TMPO) has adopted a Sustainable Communities Strategy as required by the Sustainable Communities and Climate Protection Act of 2008. At the local level, local governments in the Lake Tahoe Region are in the process of integrating sustainability principles into their local plans.

In the summer of 2010, a partnership of agencies, organizations, and jurisdictions came together as “The Tahoe Basin Partnership for Sustainable Communities” and secured a Sustainable Communities Planning Grant from the California Strategic Growth Council. The Lake Tahoe Sustainable Communities Program emerged as a Basin-wide program with staff from different agencies and organizations participating in the various efforts. The Lake Tahoe Sustainability Collaborative is an important element of this program and the only component led by citizens. This plan details that journey.

## Why We Exist: Vision-Mission-History-Values

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### **LTSC Vision**

*A global model for citizen-led regional sustainability*

### **LTSC Mission**

*Sustain a citizen-based effort to accelerate a shift toward a healthier Tahoe-Truckee community, environment, and economy.*

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### **LTSC History and Purpose**

The Lake Tahoe Sustainability Collaborative was launched in May of 2012 in response to a need for a citizen-based, non-regulatory, and non-governmental body to align environmental, community, and economic health for the Tahoe-Truckee region. This Collaborative model provides an opportunity for individual stakeholders from multiple sectors and sub-communities to participate in planning, designing, and accelerating the implementation of sustainability initiatives.

As a grassroots group the LTSC differs from other regional development processes by enabling individuals to help shape a sustainable future regardless of their level of employment or professional affiliations. These stakeholders bring the perspective of communities and sectors that characterize the region: business owners and associations, local governments and agencies, environmental, health, and social nonprofits, faith institutions, educational institutions, and residents.

The LTSC operates with a simple governance [Charter](#) (see Attachment A) that was approved by consensus of the Members in April 2013 and refined in January 2014. The LTSC serves the watershed of the Tahoe-Truckee region.

### **LTSC Core Values**

LTSC Members developed agreement on “Core Values” that will define how we work together and with others by emphasizing:

**Positive Attitude and Support**

- Characterized by: Optimism, enthusiasm, integrity, trust, support, creative encouragement; willingness to let go of control, a sense that “we have each other’s backs”, and willingness to risk.

**Active Participation**

- Characterized by: Member commitments to participate, valuing Members time commitments, Members active “facilitation” from their seats (i.e. actively assist in guiding the LTSC without deferral to position, role, etc.

**Mutual Respect**

- Characterized by: respectful and active engagement and dialogue, open to different ideas, listening to one another, open sharing, thoughtful participation, intellectual curiosity

**Progress**

- Characterized by: commitments to making decisions now; being effective especially through projects, pursuing ideas that can “grow legs” and be implemented, a commitment to make change happen

**Accountability**

- Characterized by: measurable results, goals and indicators of success, focus on “vision” rather than “forecasting”

**Dynamic and Creative**

- Characterized by: collective knowledge and expertise is respected, maintain a variety of backgrounds and experiences within the Membership, utilize creative planning processes, tap into Member networks, apply “scenario planning” (what if) rather than risk assessment (what then)

# Planning Assumptions

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During a planning workshop in May 2013 planning assumptions offered by Members included:

- ✓ We need to be effective to be legitimate – that is, we will be judged by what we do!
- ✓ We should support, enhance, and facilitate existing sustainability focused initiatives in the region as much as possible, and add our new initiatives to address gaps
- ✓ We need to ensure we have the necessary expertise to support our ideas and initiatives
- ✓ We need an effective leadership process that is agile and impactful
- ✓ We should frame all LTSC plan elements and processes based upon our “Why?” (i.e. “Why We Exist” – Mission, Vision, Values)

Additional planning assumptions have emerged based upon experience in operating the LTSC and working groups:

- ✓ Participation in the LTSC will depend upon voluntary “self-selection”
- ✓ LTSC work is fluid and dynamic and WILL change
- ✓ We get out what we put in – and variable across individuals, groups, projects, time
- ✓ 80% of the work will be done by a small percentage of “doers” and this will not change; consequently the survival of the overall LTSC effort depends largely on managing the task demands placed upon these “doers” while keeping engagement options accessible
- ✓ The “doers” must foster “room to share the lead” for group health and stability
- ✓ The LTSC will focus on implementing actions derived from the SAP and/or Impact Matrix (see Attachment B)
- ✓ Workgroups will lead on sector approaches
- ✓ While sustainability relies on regional constructs virtually all Member interests are local



# LTSC and Workgroup Sustainability Roles

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The LTSC is a non-incorporated citizen-led group which relies on voluntary contributions of Member time and expertise. To maximize effectiveness while avoiding mis-steps the LTSC requires thoughtful approaches to achieving meaningful sustainability outcomes.

Without the benefit of paid staff and a formal organizational structure the key to success for LTSC sustainability initiatives will depend on clarity about which roles will most effectively activate desired outcomes. (See Attachment C for a delineation and valuation of roles discussed by LTSC Members during a planning workshop in spring 2013).

Sustainability Roles which have been successfully embraced by LTSC Members during the first two years and should be continued include:

**Host:** As the primary convener the LTSC and Workgroups can bring people together for meetings, events, dialogue, planning, and coordination

**Example:** Regional Workforce Roundtable

**Sponsor:** The LTSC can employ the earned credibility of the citizen action structure to help other entities pursue sustainability outcomes

**Example:** School based nutrition and fitness programs

**Support:** The LTSC and Workgroups can offer written, verbal, and/or public support for mission-centric policy, planning, or action initiatives led by others

**Example:** Letters of support for Cal Tran's bike and pedestrian improvements

**Lead:** The LTSC can be primary on projects when the specific expertise and resources are available and the Members wish to pursue the project

**Example:** Sustainability Directory and Speakers Bureau

**Solo:** Individual members with specific expertise or interests - either solo or in combination - can pursue initiatives on their own, potentially with support from a workgroup or full LTSC

**Example:** City of South Lake Tahoe Plastic Bag Ban

## LTSC Organizational Structure – Options

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LTSC Members considered and evaluated multiple possible organizing approaches and business models during a May 2013 planning workshop (see Attachment C for details). Models discussed included the following beginning with the current operating structure:

<b>Grassroots:</b>	Charter-driven, ad hoc, focus on individuals, reliance on strategic partners for funding, resources, active working groups – small projects (current model)
<b>Not-for-Profit:</b>	501(c)3 - Grant seeking; requires a Board and administrative structure
<b>Association:</b>	Membership driven organization with administrative structure
<b>Bricks and Mortar:</b>	Organization operating from a physical space; multiple possible business models
<b>Education Organization:</b>	Possibly appended to an existing entity
<b>Advocacy Organization:</b>	Public Policy Focused
<b>Affiliate Structure:</b>	Single or multiple partners possibly with a fiscal agent
<b>Virtual:</b>	Communications oriented structure (promotions, outreach, education...)
<b>Entrepreneurial:</b>	Seeking to start and spin off sustainability based enterprise(s)

The “grassroots” structure was clearly favored by Members who also expressed support for considering affiliate, advocacy, educational, and entrepreneurial possibilities. The LTSC will build upon the flexibility and low-overhead operating structure of a grassroots entity while remaining open to future adaptations which may make alternate structures more attractive.

# Who We Are

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## **Why Connect with the Sustainability Collaborative**

The Lake Tahoe Sustainability Collaborative coordinates selected sustainability efforts, including implementation of parts of the Sustainability Action Plan, Impact Matrix, and related tools tailored to the Tahoe-Truckee region. Individuals with an interest in sustainable economic, environmental and community health and who bring the perspective of communities and sectors that characterize the region are highly encouraged to participate. This includes business owners and associations, local governments and agencies, environmental and social service nonprofits, faith institutions, educational institutions, and full and part-time residents.

Members of the collaborative do not speak for their organizations, but do bring the perspectives of the organizations, businesses, and communities they represent while offering a bridge from the collaborative back-and-forth to the organizations and networks with which they are affiliated.

## **How to Become a Collaborative Member**

Individuals who wish to join the LTSC as Members can sign up via the web site and will be asked to commit to active participation in one of the working groups. Members receive all electronic communications and can stay up to date on the Sustainability Collaborative.

To become a Member:

[http://sustainabilitycollaborative.org/?wpgform\\_qv=workgroupsignup](http://sustainabilitycollaborative.org/?wpgform_qv=workgroupsignup)

## **How to Become a Sustainability Collaborative Supporter**

LTSC Supporters receive regular electronic communication including newsletter and project updates. At times working groups and committees will be needed for specific tasks and expertise. Individuals who complete the Supporter enrollment form provide information which will help the LTSC know how to advise Supporters of these potential opportunities. Supporters can also volunteer for Sustainability projects.

To become a Supporter:

<http://sustainabilitycollaborative.org/wpgforms/become-a-sustainability-collaborative-supporter/>

## How We Work and How We Succeed

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The organizational structure and governance model for the LTSC, including the working groups and committees, are detailed in the LTSC Charter (Attachment A). The Charter was established by Member consensus in April 2013, revised and updated in December 2013 and January 2014. These revisions have focused primarily on capturing the evolving needs of the Members and framing a transitional leadership model from the original (Phase 1) model to the new (Phase 2) approach. The Charter is designed to be a flexible and dynamic mechanism for establishing working agreements amongst Members while avoiding onerous or distracting process requirements.

### Essential LTSC Functions

The LTSC is distinguished by four dimensions of capacity and capability that add exceptional value to the Tahoe-Truckee regional effort to secure a sustainable and resilient ecosystem.

1. Our cooperative rather than competitive role: the LTSC works with all stakeholders and has no competing interests, accountabilities, or outcomes to serve.
2. The LTSC offers an “on-the-ground” capacity to augment institutional, business, and other sector partners in implementing the SAP. This capacity is further enhanced by the deliverables envisioned in the detailed Impact Matrix (Attachment B)
3. The LTSC functions as a Public (citizen) Review Body in providing a cross-sector committed group of citizens who can assist planning organizations in developing consensus on public policy designed to promote sustainability.
  - a. Recent and current examples include the LTSC role as the public review body for:
    - i. Preparation of the SAP – led by the Tahoe Partnership for Sustainable Communities (all Members participating)
    - ii. The Renewable Energy Strategic Planning project – led by South Tahoe Public Utility District (led by the EWWE workgroup)
    - iii. Regional Workforce Roundtable (led by the EEC workgroup)
    - iv. Cal Trans/City of South Lake Tahoe/El Dorado County pedestrian and bike infrastructure (led by the CM workgroup)
    - v. School Based Student Nutrition/Garden/Education programs (led by the HH&SWB workgroup)
4. Sector based, citizen-led, working groups focused on specific projects and initiatives

designed to accelerate the shift to Tahoe-Truckee Sustainability over the short-term, mid-term, and long-term (see details below).

### **LTSC Workgroups and Committees:**

In August 2012, workgroups were established to allow Sustainability Collaborative Members to apply their knowledge and passion to specific sustainability topics. Members decided on the first five workgroup topics, brainstormed specific “need to” and “how to” actions/outcomes as a group, and then self-selected into the workgroups and refined the input (Attachment E).

Each workgroup is led by Co-Chairs who schedule and organize meetings using a standard LTSC meeting agenda template. The workgroups are comprised of 12 to 20 Members who meet monthly and identify projects and initiatives to pursue as a group. Details of specific projects both completed and in development can be found on the individual workgroup pages and in the detailed LTSC Impact Matrix (Attachment B).

Five sector based working groups have operated since August 2012 with one additional cross-workgroup Committee which focused on internal and external communications.

### **[Communications and Outreach](#)**

**Mission & Purpose:** Provide a communications “hub” for internal LTSC Working Groups while promoting effective outreach to advance the LTSC Mission with external communities, organizations, and stakeholders within the Tahoe-Truckee Region.

### **[Community Mobility \(CM\)](#)**

**Mission & Purpose:** This working group identifies and advocates for improving community mobility and connectivity with a clear emphasis on walking and biking and other human-powered transportation and the infrastructure necessary to support these essential activities. We support the Transportation Vision Statement in the TMPO’s Mobility 2035, the Lake Tahoe Regional Transportation Plan: An innovative multi-modal transportation system is in place that gives priority to viable alternatives to the private automobile, appeals to users and serves mobility needs, while improving the environmental and socioeconomic health of the Region.

### **[Conservation of Natural Resources \(CNR\)](#)**

**Mission & Purpose:** The Natural Resources and Conservation Working Group’s mission is to find and help meet the common-sense solutions demanded by our evolving resource management plans and fiscal climate. We intend to largely work with the frameworks of current governing, science, educational, non-profit, and advising organizations, though we intend to question orthodoxies and offer solutions that may depart from current frameworks. Additionally, hard science will drive our decision-making, and we will work diligently to offer solutions that are politically achievable, though not always easy.

### [Economy-Education-Culture \(EEC\)](#)

**Mission & Purpose:** The Economy, Education, and Culture Workgroup seeks to create a culture of sustainability through education and economic diversity, and to do so in a practical, tangible, and understandable way that demonstrates the economic value of sustainable practices.

### [Energy-Water-Waste-Efficiency \(EWWE\)](#)

**Mission & Purpose:** The Mission of the Energy Water Waste Efficiency (EWWE) workgroup is to promote energy efficiency, water conservation, waste reduction, and greenhouse gas emissions reduction for businesses and individuals throughout the Truckee-Tahoe region through education, planning, research, collaboration, and the implementation of strategic signature projects.

### [Human Health & Social Well-Being \(HH&SWB\)](#)

**Mission & Purpose:** The Human, Health and Social Wellbeing working group aims to improve the health of local residents and visitors through sustainable activities including recreation, education and nutrition in order to provide a higher quality of life for individuals, as well as, a deeper connection to the environment in the Lake Tahoe Basin.

### **1<sup>st</sup> Quarter 2014 Action Projects:**

#### **Communications & Outreach**

The [Communications & Outreach](#) workgroup has been working to spread the word and support growth of the Collaborative by developing our new website and working to keep you informed via newsletters.

#### **Community Mobility**

The [Community Mobility](#) workgroup is working with the City of South Lake Tahoe and the Lake Tahoe Unified School District (LTUSD) to apply for an On Our Way grant due March 14, 2014 which would fund a Safe Routes to School Master Plan. This would allow us to apply for a Safe Routes to School grant next spring to construct sidewalks at Bijou and Tahoe Valley elementary school and bike lanes behind the middle school connecting to Al Tahoe, Highway 50, and the recreation center. In addition, we are supporting bike and pedestrian safety throughout the South Shore by meeting with local jurisdictions and are providing feedback on the Tahoe Valley area plan and Douglas County Five Year Transportation Plan.

#### **Conservation of Natural Resources**

The [Conservation of Natural Resources](#) workgroup is currently working on Generation Green.

### **Economy-Education-Culture**

The [Economy-Education-Culture](#) workgroup is currently supporting the Workforce Roundtable.

### **Energy-Water-Waste-Efficiency**

The [Energy-Water-Waste-Efficiency](#) workgroup helped to institute the basin wide plastic ban bag that has recently gone in to effect. They are now working on the Renewable Energy Regional Exploration Project.

### **HUMAN HEALTH & SOCIAL WELL-BEING**

The [Human Health & Social Well-being](#) workgroup is currently working on building community demonstration gardens.

### **Hosts That Support LTSC Work**

The LTSC meets monthly in various hosted venues negotiated with regional organizations which have included:

- Lake Tahoe Community College
- Parasol Tahoe Community Foundation
- United States Forest Service – Lake Tahoe Basin Management Unit
- Inn by the Lake
- Truckee Town Council Chambers

In addition LTSC Working groups are routinely hosted at the following locations for monthly meeting purposes:

- Sierra Nevada Alliance
- California Tahoe Conservancy
- Barton Hospital/Foundation
- El Dorado County Supervisor's Office
- R.O. Anderson Engineering
- Alpina Café

# How We Reach Out and Connect With the Community

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## **LTSC Sustainability Directory & Speakers Bureau**

<http://sustainabilitycollaborative.org/what-we-offer/>

## **Web Site**

<http://sustainabilitycollaborative.org/>

## **Newsletters**

- [August 2013](#)
- [May 2013](#)
- [April 2013](#)
- February 2014

## **How to Learn More and Reach Us**

*(530) 686-5510 (Message Line)*

[talktous@SustainabilityCollaborative.org](mailto:talktous@SustainabilityCollaborative.org)

[http://www.linkedin.com/groups?home=&gid=4849879&trk=groups\\_most\\_popular-h-logo](http://www.linkedin.com/groups?home=&gid=4849879&trk=groups_most_popular-h-logo)



## How We Will Remain Viable and Effective

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Attracting and retaining members and supporters is the “lifeblood” of this grassroots entity. The LTSC will need to offer multiple and flexible ways for individuals from diverse backgrounds, experience, and lifestyles to participate in advancing sustainability in the region.

### LTSC Membership and Participation Opportunities

The LTSC should offer multiple paths to participation in 2014 and beyond to enable Members to focus their contributions and increase the value, impact, and satisfaction from their time commitments.

#### Proposed Strategies:

- ⇒ Repurpose monthly LTSC meetings as Leadership Team Meetings (Co-Chairs)
  - All meetings remain open to all Members at all times
  - Offer quarterly or semi-annual all Member meetings
- ⇒ Workgroups should rotate leadership roles (chairs, committee assignments, project leads, Speakers Bureau representatives, etc.) to maximize leadership development capacity and promote effective succession
- ⇒ Provide mechanisms for individual Members to be able to secure resources to support sustainability projects including individual service contracts as appropriate
  - Suggested Guideline: *Any Member can bring any sustainability project to their working group at any time for review and consideration by their Workgroup*
- ⇒ Workgroups should strive to align project commitments with the SAP or Impact Matrix to maintain a “strategic focus”

### Mission Focus

The LTSC and workgroups should strive to stay clearly focused on the Mission, Vision, and Values established by the founding Members to maximize overall success and minimize “drift” to non-mission focused tasks, activities, and processes.

#### Proposed Strategies:

- ⇒ Sustainability Action Plan (SAP) Implementation: The SAP presents significant implementation opportunities for LTSC Members collectively and through working group initiatives - [http://laketahoesustainablecommunitiesprogram.org/wp-content/uploads/2014/01/Final-Sustainability-Action-Plan\\_12.31.13-1.pdf](http://laketahoesustainablecommunitiesprogram.org/wp-content/uploads/2014/01/Final-Sustainability-Action-Plan_12.31.13-1.pdf)

- Workgroups should strive to align project commitments with the SAP or LTSC Impact Matrix (See Attachment B) to maintain a strategic focus
- ⇒ The LTSC Sustainability Directory and Speakers Bureau can be augmented to create a pool of “Certified Sustainability Advocates” (Ambassadors)
  - Develop a grant funded curriculum design and Train-the-Trainer (T3) program to prepare current and future Members to conduct effective speaking, advisory, consulting, and outreach to targeted regional sectors
  - The LTSC Communication Committee should market this as a professional speaking and advisory service to support area plan development, sector-based organizational applications of SAP strategies, institutional adoption, community level adaptations, regional groups, residents, etc.
- ⇒ The LTSC should partner with affiliates of the Lake Tahoe Sustainable Communities Program (LTSCP) to develop “Sustainability Toolkits” targeted to residents, businesses, jurisdictions, and other sectors to help “accelerate the shift to sustainability” - <http://laketahoesustainablecommunitiesprogram.org/>
  - These toolkits should become action/implementation tools for LTSC Certified Sustainability Advocates

## **Leadership Succession**

The LTSC will need to continue to attract and retain Members who are willing and able to step up to active leadership roles. This can be a difficult proposition in an entity that relies on volunteerism by individuals who are otherwise employed and/or managing busy lives. Consequently the task demands of leadership should be reasonable and distributed on the principle that “many hands make light work”.

### **Proposed Strategies:**

- ⇒ Offer LTSC Leadership Opportunities during 2014.
  - Develop the LTSC Leadership Team – comprised of workgroup co-chairs
    - During the Spring 2014 this team would include the current LTSC Facilitator and Support Specialist
  - Establish protocols for how leadership team meetings will be conducted, prepared, and reported with duties rotated as much as possible
  - Recruit and rotate workgroup co-chair roles based upon workgroup preferences and time commitments
  - Revise/update the Charter to reflect the evolving leadership model

## Attracting New Partners, Affiliates, and Resources

The LTSC will be most effective when engaging with sector partners and affiliates who can lead, support, or otherwise help energize sustainability outcomes.

### Proposed Strategies:

- ⇒ Activate the LTSC Resource Team for the purpose of securing grants, partnerships, facilities, materials, etc. as may be needed to support and/or supplement the volunteer contributions of Members seeking to implement targeted initiatives
- ⇒ Workgroups should actively engage partners and attract Members who can connect the LTSC to essential resources and approaches that will achieve sustainability outcomes
- ⇒ The LTSC should consider affiliating with a larger regional or national network of similar Climate Resilience and Sustainable Communities groups for shared learning to help accelerate local capabilities, knowledge, tools, and approaches
- ⇒ The LTSC may require a fiscal agent (or agents) to enable this non-incorporated citizen group to secure grant funding or similar resources
  - A fiscal agent relationship would:
    - Provide an account(s) that supports grant seeking
    - Offer the possibility for Members to contract for specific services
    - Potentially offer “back office” services for accounting, service contracts, invoicing/payables, auditing, insurance, reporting, etc.
    - Be most effective if the total “indirect” target for grant receivables to cover fiscal agency and related professional support services was contained at or about the 10% level
    - Potentially offer the possibility of a 5% (or similar) “set-aside” for marketing, outreach, grant seeking
    - Potentially offer a bank account to support crowd-funding or other contribution vehicles designed to enhance LTSC operational capacity and/or specific initiatives

# Lake Tahoe Sustainability Collaborative (LTSC) Operating Charter



First Agreement/Approval Date:

April 1, 2013

Current Revision Date:

January 13, 2014

January 27, 2014

Contact

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*"The work upon which this publication is based was funded in whole or in part through a grant awarded by the Strategic Growth Council."*

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## Purpose & Audience of Charter

This Charter is intended to make the Lake Tahoe Sustainability Collaborative (LTSC, or, “Sustainability Collaborative”) and its working groups productive, effective, and efficient in helping to guide Sustainability in the Tahoe Basin through initiatives that may be introduced by or through the Collaborative. As such, the LTSC Members and Supporters are the primary audience for this Charter.

## Sustainability Collaborative Mission and Purpose

*Mission: Sustain a citizen-based effort to accelerate a shift toward a healthier Lake Tahoe-Truckee community, environment, and economy.*

**Purpose:** The Sustainability Collaborative provides an active forum for citizens - representing stakeholders from multiple sectors (including business, government, non-governmental organizations, nonprofits), residents, and second home owners - to help discuss, inform, and guide the selection and adoption of sustainability policies, projects, tools, investments, and lifestyle practices that are well suited to the region and consistent with the desires and expectations of Tahoe Basin and Truckee communities.

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## Membership & Roles

The Sustainability Collaborative is comprised of Members and Supporters. Consistent participation is desirable to maintain the continuity of discussions and maximize group efficiency and effectiveness.

### Members

Members are encouraged to participate regularly and actively including review of all available materials before and after monthly meetings. Members are also expected to participate in working groups which are important to advancing key initiatives. Members are recognized as stakeholders with important expertise and perspectives that can help to advance sustainability initiatives especially through active participation in working groups and providing input to documents and processes that enhance regional and local sustainability outcomes.

### Supporters

LTSC Supporters potentially expand the reach of the Collaborative into diverse Tahoe sub-communities. Participation in Collaborative activities is welcome but not required. Advocating sustainability principles and practices is expected.

## ***Scope of Member Participation***

The Sustainability Collaborative meets on the second Monday of every month, for 2 hours at various locations around Lake Tahoe (negotiated by the LTSC Facilitator - or designated Member/Leaders - with various willing sponsor sites) with potential additional Member time commitments to review written materials in various stages of development.

### Leadership Team

Effective with the February 2014 meeting the LTSC will shift to monthly “Leadership Team” meetings comprised of the LTSC Facilitator, Working Group Co-Chairs and any designated support personnel.

- All Co-Chairs are expected to attend these monthly meetings as an essential component of their Workgroup Leadership role.
- All monthly LTSC Leadership Team meetings will remain open to all LTSC Members who wish to attend.
- Full LTSC Member meetings will continue to occur quarterly, semi-annually or as agreed by the Members.
- Occasionally the LTSC may schedule an additional “workshop”, forum, or similar event for purposes of education, planning, outreach, or celebration in support of the LTSC mission.

### Members

As volunteers Members are expected to participate in Working Groups which may require 1 to 4 hours each month including reviewing materials, participating in meetings (in person or remote), conducting essential outreach, or working directly on projects.

Occasionally LTSC Members may bring forward projects or initiatives for which specific funding (e.g. grants, donations, etc.) can be secured to enhance outcomes. When an appropriate fiscal agent is available to provide secure accounting, contracting and invoicing mechanisms and subject to funder and/or fiscal agent requirements and specifications Members may have an opportunity to provide services in support of the LTSC Mission for which an individual stipend may be earned.

### Suggested Guidelines:

- Active Working Group Members can bring a sustainability project to their working group at any time for review, consideration, and possible support.
- Members bringing a specific project to the LTSC or their Working Group with the expectation that they will be included in any service contracts resulting from successful grant-seeking will be subject to any constraints imposed by funders (e.g. insurance, qualifications, accountabilities, legal restrictions, etc.)
- Workgroups will strive to align pursuit of any funded project commitments with the outcomes envisioned by Sustainability Action Plan or regularly updated LTSC Impact Matrix.
- Acquisition of funding for projects will be limited to situations where an appropriate fiscal agent is available for all phases of contracting, fulfillment, and account payables.
- Projects will be designated voluntary, paid, or both depending upon resource availability.
- Our fiscal/ organizational approach shall be to remain agile and flexible

- Any individual Members seeking to actively participate in a grant funded project and potentially receiving compensation would be independent contractors of the Fiscal Agent and not of the LTSC.
- The LTSC Leadership Team may decline to pursue or support a request for grant support and/or individually compensated projects or initiatives. However, the LTSC Leadership Team will commit to fulfillment of any funded agreements that have been approved and initiated.

## Operating Protocols

The Sustainability Collaborative Members and Supporters agree to adhere to the following protocols and to work together to achieve the best possible sustainability outcomes in support of the Mission.

### ***Meeting Planning, Timing, Participation***

Members may calendar the 2<sup>nd</sup> Monday of each month (unless the date is changed by mutual agreement) for Sustainability Collaborative meetings and are expected to respond to meeting availability and agenda item requests in a timely manner (note: Leadership Team Members are expected to attend all monthly LTSC Team meetings). The meeting calendar for 2014 is published on the web site at [www.sustainabilitycollaborative.org](http://www.sustainabilitycollaborative.org)

Monthly meetings of the LTSC Leadership Team require participation by the Co-Chairs of all Working Groups and will follow these basic protocols:

- Meeting agendas will be issued one week (5 business days) prior to monthly meetings with attachments as appropriate to the meeting content.
- Members are expected to bring their own copies or electronic media to meetings to save on reproduction costs.
- These protocols may change as the Leadership team evolves.

### ***Meeting Procedures***

The LTSC Facilitator, when operating under a professional services agreement through the *\*Lake Tahoe Sustainable Communities Program* will provide meeting planning, preparation, and facilitation services with input from the LTSC Members solicited at each monthly meeting, through dialogue with Working Group Chairs, and/or responsive to emergent issues commanding the attention of the LTSC. Agendas will be previewed and updated at the beginning of each meeting. A time keeper will be appointed at each meeting (when needed) with notes and action items recorded by a selected Member, submitted to the Facilitator for final review and subsequently published on the LTSC website:

<http://www.sustainabilitycollaborative.org/meeting-materials.html>.

*\*Note: The Lake Tahoe Sustainable Communities Program is supported by the Tahoe Basin Partnership for Sustainable Communities which is comprised of the Tahoe Regional Planning Agency, Tahoe Metropolitan Planning Organization, California Tahoe Conservancy, City of South Lake Tahoe, El Dorado County, Placer County, North Lake Tahoe Resort Association, and Sierra Nevada Alliance. Note: This sponsorship will sunset June 2014.*

## Meeting Group Process Agreements

All Members and meeting participants agree:

- Arrive promptly and stay for the duration of entire meetings
- All ideas within the scope of Collaborative interests and objectives are welcome
- Collaboration is a cooperation and compromise process which requires active listening
- Recognize that none of us is as smart as all of us
- Once we decide, we move on
- We work with whoever shows up
- We will all keep commitments once made
- We participate with a problem-solving approach based on respectful and constructive dialogue, where the interests of all participants are considered in developing proposals and recommendations
- When appropriate, we distinguish between personal vs. organizational perspectives (i.e. for an organization that a participant may be employed by)

## ***Consensus Agreement Process and Documentation***

Clear agreements and public indications of understanding and support are critical to maintain forward progress for the LTSC. On occasion, and after extensive dialogue, Members are asked to indicate their agreement in the form of a simple decision to pursue a specific direction or to conclude discussion of a specific topic or action. The Collaborative is consensus-seeking, and will attempt to resolve each Member's concerns before asking for agreement and closing discussion regarding a recommendation. The agreement process will proceed according to the following steps:

1. Any Member or the Facilitator may ask for an indication of agreement
2. A simple "Thumb's Up" will signify agreement and "Thumb's to the side" will enable those Members who do not fully embrace the selected decision to still express support for "the good of the whole"; "Thumb's Down" will be recognized as disagreement with the decision
3. If there is no opposition voiced, the agreement will be recorded
4. If a Member voices a concern, it will be discussed, and agreement may be requested again either later in the meeting or in a subsequent meeting
5. To sustain the forward progress of LTSC project work it may be necessary to record Member agreement related to a specific item without full Member consensus. If certain Members have persistent concerns that prevent them from agreeing to the item, then
  - a. A majority opinion is recorded, and the minority opinion is also captured
6. Any Member may request that an agreement be discussed or reviewed at the next meeting following when the agreement was made.

## ***Boundaries***

Effective groups self-impose constraints to preserve focus, process integrity, and increase the likelihood of consensus results. The Sustainability Collaborative is:

- Not a governance group
- Does not intend to duplicate services performed effectively by others
- Is not formed to advance the goals of any particular entity, organization, or individual
- Has to work within the resources available



- Is not expected to review or approve community specific (i.e. jurisdiction led) Area Plans; however, LTSC participants are strongly encouraged to become actively engaged in the Tahoe communities in which they live to help produce community Area Plans that incorporate and foster the Lake Tahoe Sustainability and Livability Principles approved in September 2012.

### ***Distributing Materials***

The Members will be asked to review and provide input and guidance on working draft materials which may contain comments and information that are appropriate for discussion by Members but would be misleading or misunderstood if viewed out of context. Thus, all Members and Supporters agree not to distribute LTSC working draft materials. Only after LTSC “products” are made final are they appropriate for distribution. The LTSC will be fully transparent by publishing all documents, meeting records, and projects through the website.

### ***Adjusting the Charter***

This Charter may be updated periodically to adjust to changing context, emergent questions, or as requested by Members over time. When changes are proposed, a marked-up version of the Charter is sent to the Members. The Members will discuss and agree to acceptable changes at the next meeting. If the Charter is updated at any time during the applicable SGC grant period (April 2014) a copy will be supplied to the TRPA/TMPO for reporting purposes. After that period no notification is necessary.

## **Operating Structure**

### ***Lake Tahoe Sustainability Collaborative***

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The Lake Tahoe Sustainability Collaborative addresses the need for a comprehensive bi-state, citizen-based, multi-sector stakeholder group within the Lake Tahoe Basin and Truckee for advancing sustainability policies and practices through grassroots efforts. Launched in April 2012 with approximately 26 Members, 45 Advisors, and 18 Supporters the LTSC can be expanded to provide as much opportunity as possible for citizen’s within the region to actively participate in sustainability efforts.

### ***Lake Tahoe Sustainable Communities Program***

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The Lake Tahoe Sustainable Communities Program provides sponsorship to the Lake Tahoe Sustainability Collaborative (LTSC) and requests action from the LTSC as follows:

- 1) Review and provide input for the Sustainability Action Plan or other reports and tools initiated by the *Lake Tahoe Sustainable Communities Program* for review, comment and approval (Completed December 2013)
- 2) Advocate for recommendations from the Sustainability Action Plan to be included in the Regional Plan and/or Area Plans (ongoing), and
- 3) Initiate and/or advocate for projects and programs designed to achieve sustainability

## ***Working Groups***

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The Lake Tahoe Sustainability Collaborative currently (January 2014) includes 5 Working Groups and 2 Committees. Each workgroup operates with “co-chairs” (appointed by Workgroup Members) who coordinate agendas, guide monthly meetings, deliver meeting notes, and provide project updates for the newsletter and web site reporting. All Working Group meetings are open to all members at all times.

- Workgroups will rotate leadership roles (chairs, committee assignments, project leads, Speakers Bureau representatives, etc.) to maximize leadership development capacity based upon consensus of the workgroup Members
- Participation in Working Groups is expected of all active Members.

The sector-based Working Groups will determine which objectives, projects, or initiatives are best suited to advance sustainability in the region and capitalize on the specific interests and objectives of their respective Members. Following completion of the Sustainability Action Plan and LTSC Impact Matrix (December 2013) the Working Groups should prioritize implementation of strategies and associated actions targeted by these approved planning documents. Determinations about needed resources may be sent to the Resource Team for assistance as appropriate.

Note: Workgroup and Committee meeting records are published on the website:

<http://www.sustainabilitycollaborative.org/workgroups.html>

Anyone may join a Working Group by simply completing the enrollment form on the website. Participation in more than one working group is acceptable. Working groups can determine chair roles without any formal approval by the full Membership including terms. Dialogue between the Working Groups and the full LTSC Membership is expected for purposes of addressing issues, policies, projects, outreach, or anything else that impacts the interests of the entire LTSC. For this purpose each group will appoint at least one representative to the Communications Committee.

The LTSC Facilitator and Support Specialist will participate in any or all of the Working Groups to support continuity, communication, capacity building, and overall outcomes (at least through the duration of the SGC funded support period – June 2014). The workgroup/committee structure includes:

## ***Resource Team***

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The LTSC Leadership Team would like to activate the LTSC Resource Team for the purpose of securing grants, partnerships, facilities, materials, etc. as may be needed to support and/or supplement the volunteer contributions of Members seeking to implement targeted sustainability initiatives or projects with the following guidelines:

- Comprised of the LTSC Facilitator, Support Specialist and/or designated Members committed to resource acquisition supporting Sustainability Initiatives
- Composition of this team can change in response to specific funding opportunities or Member availability
- Web Support will be provided by designated members (preferably one from each working group) with ability to maintain the LTSC Website & document archives

### ***Fiscal Agent(s)***

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Purpose: The LTSC may require a fiscal agent(s) to enable this non-incorporated citizen group to secure funding and resources through multiple channels including potentially enabling Members to contract and be compensated for specific services. A designated fiscal agent(s) will:

- Provide an account(s) that supports competitive grant seeking
- Offer services for accounting, service contracts, invoicing/payables, auditing, insurance, reporting, etc. as may be required by funders
- Establish a 10% total (maximum)“indirect” target for grant receivables to cover fiscal agency and related professional support services
- Provide a 5% set aside (from all grants and contributions) to support LTSC costs associated with marketing, outreach, grant seeking, or related functions

### ***Leadership Team and Assignments***

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Comprised of Working Group Co-Chairs, LTSC Facilitator, and LTSC Support Specialist

**LTSC Facilitator:** Michael Ward     **Support Specialist:** Steve Teshara

#### **Community Mobility Working Group**

- Co-Chairs: Gavin Feiger, Rebecca Bryson

#### **Economy-Education-Culture Working Group**

- Co-Chairs: Jesse Walker, Jim Feeney

#### **Energy-Water-Waste Efficiency Working Group**

- Co-Chairs: Tricia York, John Thiel

#### **Human Health & Social Well-Being Working Group**

- Co-Chairs: Hannah Greenstreet, Gerri Grego

#### **Communications & Outreach Committee**

- Co-Chairs: Hannah Greenstreet, Gavin Feiger

#### **Conservation of Natural Resources Working Group** (currently on hiatus)

- Co-Chairs: TBD

## ***Communications Committee***

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LTSC Committees provide specific attention and focus to important support activities that benefit all of the Working Groups and advance the Mission of the LTSC. Generally, Committees are appointed from volunteer Workgroup Members, approved and supported by the LTSC Leadership Team and all meetings are open to all Members. The Communications Committee seeks to advance both internal and external communications and outreach that help to grow LTSC Membership, expand productive partnerships, educate the general public, and advance sustainability outcomes consistent with the LTSC Mission.

### **Media Guidelines**

These guidelines are proposed to assist Members of the Lake Tahoe Sustainability Collaborative (LTSC) with consistency relating to media contact issues.

- The LTSC Communications Committee will be responsible for overall media liaison functions. Because the Committee is comprised of volunteers rather than paid staff the full committee will review all requests for media liaison support originating from within the membership or externally from media or partners. One committee member may be designated as a spokesperson.
- Outreach to any media in any form (print press, web/blogs, radio, TV) by Members should be reviewed by the Communications Committee in a timely manner prior to the outreach commitment
- Outreach requested by any Working group should be brought to the Communications Committee by the Workgroup Chair(s) or designated Communications Committee representative
- The media may always freely access meetings and events and associated documents posted on the LTSC web site
- Anyone participating in a LTSC event might be approached by the media requesting an interview. The individual being interviewed is solely responsible for accuracy of information provided to the media. The individual may decline being interviewed. Opinions expressed are those of the person being interviewed. The LTSC is not responsible for assuring factual accuracy, unless the person interviewed is a LTSC designated Spokesperson as assigned by the Communications Committee.
- Every attempt should be made by Members authoring outreach efforts to ensure the communications are of a sufficiently high quality as to reflect positively on the mission, purpose, intentions, and good will of the full LTSC
- Media contact and communication for activities where LTSC is a co-sponsor or co-host should be coordinated with the other sponsoring or hosting organizations. Preferably outreach to the media will be a decision made by consensus of a workgroup not individual Members and will be reviewed with the Communications Committee for continuity and support.
  - Requests for approval to the Communications Committee will receive a response within 5 working days.
  - LTSC WorkGroups or Committees may designate an Event Spokesperson(s) who is a media liaison for a specific event sponsored or hosted by that WorkGroup or Committee. The Event Spokesperson will coordinate media contact with the LTSC Communications Committee.

- LTSC Members may prepare articles for submittal to the media concerning LTSC actions or activities. However, article authors should not represent article opinions as those of the full LTSC Membership unless specifically screened and approved by the Communications Committee.
- Any press release concerning LTSC activities or actions will be reviewed and approved by the Communications Committee. The LTSC Communications Committee may wish to identify media outlets to receive press releases, and other communication from the LTSC. The identification of media outlets is to be based on interest and coverage of local issues and not perceived editorial view of LTSC.
- Outreach should conform to the all of the decision criteria below:
  - Is the outreach content mission centric?
  - Will the outreach improve the positive reputation of the LTSC and its members?
  - Will the outreach advance LTSC strategy, projects, plans, outcomes, or ideas?
  - Will the outreach expose the LTSC Members to risk or liability in any form?
- The public and media may contact the LTSC easily via the following:  
[talktous@sustainabilitycollaborative.org](mailto:talktous@sustainabilitycollaborative.org)

# Lake Tahoe Sustainability Collaborative (LTSC) Impact Matrix



## First Approval Date:

September 9, 2013

## Current Revision Date:

January 13, 2014

## Contact

Michael Ward, LTSC Facilitator

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*"The work upon which this publication is based was funded in whole or in part through a grant awarded by the Strategic Growth Council."*

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### LTSC Impact Matrix – Community Mobility Desired Objectives, Outcomes & Measures

IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Planning</b>	<ol style="list-style-type: none"> <li>1. All local and regional jurisdictions consider alternative transportation in planned and upcoming construction projects, based at least in part on our group’s advice/input.</li> <li>2. Increase safety for alternative transportation with a focus on families/kids/seniors and especially at crossings, bus stops, and other gateways to community mobility.</li> <li>3. City of South Lake Tahoe clears multi-use paths, city-maintained sidewalks, and bus stops and walking routes to bus stops under the same commitment (amount of snow and timing) to city streets</li> <li>4. Help plan revamp of Harrison Ave project – at least bigger sidewalk in</li> </ol>	<ol style="list-style-type: none"> <li>1. TRPA and local Bike Master Plans and other transportation plans have proposed bicycle/ped routes that close the missing connections identified by our group (including, or focused on, “community connectors” – social connector trails.</li> <li>2. TRPA and local Bike Master plans and other transportation plans have proposed bicycle/ped routes that connect to existing and proposed public transit projects identified by our group</li> <li>3. Advocate for CIP prioritization for transit – stop access, safety, and comfort, new stops to help access recreation opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bike path around the lake(potentially including shuttles at tricky points such as Emerald Bay and Spooner Summit) is fully planned and approved (through TRPA)</li> <li>2. 95% of overnight population has access to bicycle facility (in line with Mobility 2030 plan)</li> <li>3. Include streetscape amenities in all new development and redevelopment plans</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>front or beautiful ped/bike corridor.</p> <p>5. Individual Community Mobility Workgroup members are encouraged to get involved with the area planning processes where they live (e.g. Meyers, Tahoe Valley, Kings Beach).</p> <p>6. Help plan beautiful ped/bike corridor down Stateline Street to the beach area and back up Park</p>			
<b>Policy</b>	<p>1. Commenting on and otherwise advising alternative transportation plans being developed by local and regional jurisdictions</p> <p>2. Review location and purpose of bus stops with idea of moving some to be more family-centric and provide access to</p>	<p>1. All new and redevelopment required to install sidewalks and provide secure bicycle parking at the same level as automobile parking</p> <p>2. Ensure that waterborne transit is part of all transportation plans and discussions</p> <p>3. Help TTD access or inform</p>	<p>1. Continue to support the delivery of "Complete Streets" projects in Tahoe's community "Town Centers."</p> <p>2. EV charging station corridor around the entire lake and up to Truckee in order to create local demand that will drive surrounding jurisdictions</p>	





IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	recreation opportunities.	<p>a trip planner for its website that would be available on all systems' websites (maybe go through Google if maps are open source).</p> <p>4. Advocate for electric vehicle (EV) charging stations at casinos, ski resorts, parking garages, and other tourist-focused locations</p>	to create EV corridors up to Tahoe.	
<b>Investments</b>	<ol style="list-style-type: none"> <li>1. Pursue funding for second phase of wayfinding project being pursued by the Tahoe Bike Coalition</li> <li>2. CM group will work with local jurisdictions and school district to Submit application for Safe Routes to School grant (specific project TBD)</li> <li>3. Support extension of Measure R funds and potentially ask for modifications if identified</li> </ol>	<ol style="list-style-type: none"> <li>1. 3 grant applications and/or letters of support submitted to support one or more of: South Shore Greenway, Nevada Stateline-to-Stateline Bikeway, and Dollar Creek Trail</li> <li>2. Advocate in support of the funding and legislative initiatives of the Tahoe Transportation District consistent with the desired objectives, outcomes and</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure a consistent annual funding level for bike/ped/transit projects in order to allow predictable planning for alternative transportation priorities</li> <li>2. Focus on public-private partnerships to help implement/finance projects that are falling behind or would otherwise fill gaps in community mobility identified by our</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
		measures of this matrix. 3. Start building public-private partnerships (e.g. Hotels provide free/cheap loaner bikes to guests) 4. Support \$0.05-0.10 increase in parcel tax that supports Measure R.	group.	
<b>Individual Behavior Change</b>	1. Help to increase participation in the Tahoe Bike Challenge by 20% over 2013 2. Extend challenge June - Aug 3. Identify barriers to increased alternative transportation mode share by season	1. Help to increase participation in the Tahoe Bike Challenge by 50% over 2013 and extend May-Oct (weather permitting) 2. Develop and implement campaigns to overcome barriers identified with the purpose of raising year-round-average alternative transportation (non-auto) mode share to at least 25%. 3. Increase kids riding/walking to school Oct, May, June up by 10% 4. Pursue rideshare opportunities, focusing on	1. Through outreach, education, and incentives, increase year-round-average alternative transportation (non-auto) mode share to: <ul style="list-style-type: none"> <li>a. 5-10% biking</li> <li>b. 15% walking</li> <li>c. 10% public transit</li> </ul>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
		groups with shared needs (e.g. coworkers, veterans, skiers, hikers, cancer patients), maybe through electronic/social media (e.g. Zimride, theskilift.org, standalone app, etc.)		
<b>Organizational Change</b>	<ol style="list-style-type: none"> <li>1. Work with resorts and transportation organizations in the region to identify successful models (e.g. North Tahoe-Truckee Resort Triangle)) for increased public transportation/ carpooling to the resorts for both employees and visitors!</li> <li>2. Work with Tahoe Transportation District and area transit system to develop and implement a frequent summer shuttle from concentrated bed base at Stateline, NV/CA to popular beaches and recreation destinations</li> </ol>	<ol style="list-style-type: none"> <li>1. 1-2 south Shore resorts have public transit options at the same level as north shore (e.g. NorthStar).</li> <li>2. Successful summer shuttle options to key sites expanded.</li> <li>3. Advocate for ski racks and an increased number of bike racks on all buses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Visitors and residents see ski shuttles as desirable way to get to resorts – all resorts have a regular and reliable public transit option</li> <li>2. Free transit on most-all systems around the region</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>(e.g., Nevada Beach, Round Hill Pines, Zephyr Cove, others identified.</p> <p>3. Advise and advocate for more affordable public transit, explore the idea of transfers on BlueGo and others (2-hour transfer with fare), as well as discounts when riding multiple systems (e.g. BlueGo →Trolly, TART→airport/ski shuttles)</p>			



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Community Wide</b>	<ol style="list-style-type: none"> <li>1. fall of 2014, apply for Bicycle Friendly Community Silver Designation for SLT</li> <li>2. Bike lane on lake parkway from highway 50 to Stateline</li> <li>3. Design and implement bike/ped survey to gauge effectiveness of projects we are advocating for (build on previous counts/surveys around Basin)</li> </ol>	<ol style="list-style-type: none"> <li>1. Support efforts to get greenway from Bijou to Sierra Tract</li> <li>2. Focus on <i>implementation</i> of area plans through advocacy to elected officials, CIP advice, holding jurisdictions accountable.</li> <li>3. Find a way for tourists and locals to access free/cheap bikes (maybe through hotels or a small bikeshare program)</li> </ol>	<ol style="list-style-type: none"> <li>1. Support efforts to get greenway from Meyers to Casinos</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Region Wide</b>	1. Implement 20% (approximately 45 miles) of all recommended facility improvements (e.g. those listed in the 2010 Bike/Ped Plan). <i>*This is a 2015 "Benchmark" in TRPA's 2010 Lake Tahoe Region Bike and Pedestrian Plan (p. 32).</i>	1. Over 30% of bikeway (connected facility system of Class I, II, and III, and possibly unpaved sections) around the lake completed 2. Implement 30% (approximately 65 miles) of all recommended facility improvements (e.g. those listed in the 2010 Bike/Ped Plan).	1. Over 50% of bikeway (connected facility system of Class I, II, and III, and possibly unpaved sections) around the lake completed 2. Implement 45% (~100 miles) of all recommended facility improvements (e.g. those listed in the 2010 Bike/Ped Plan). <i>*This is a 2020 "Benchmark" in TRPA's 2010 Lake Tahoe Region Bike and Pedestrian Plan (p. 32)</i>	1. Bikeway completed around the lake with a possible shuttle at Emerald Bay and Spooner Summit 2. New shuttle or connect existing transit to allow efficient travel the whole way around the lake



### EEC Impact Matrix – Desired Objectives, Outcomes & Measures

IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Planning</b>	<ol style="list-style-type: none"> <li>1. Work groups adopt goals and measures for public/private entities</li> <li>2. Encourage active Member comments relating to sustainability on regional and area planning documents</li> <li>3. Convene a regional “Workforce Roundtable” to identify strengths &amp; gaps; outline a possible Regional Workforce Strategy</li> <li>4. Regional and Local workforce initiatives are defined to target both seasonal employment gaps and underemployment</li> <li>5. Green Workforce Sectors become a primary focus for economic development including potentially expanding existing programs like “Generation Green”</li> </ol>	<ol style="list-style-type: none"> <li>1. Cross-sector &amp; public /private groups scope and implement programs designed to increase total “green employment” at a living wage</li> <li>2. Seasonal workers become a strength as full time residents and active ecosystem “stewards”</li> <li>3. The LTSC Members provide comprehensive sustainability comments and guidance from as an entity on regional and local planning processes and documents</li> <li>4. Green jobs increase by 10 to 15%</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional and Local Planning documents add focus on economy, education, and culture aspects of sustainability</li> <li>2. Collaborative receives stakeholder status on all Tahoe-Truckee projects based on consistent insightful and implementable comments relating to sustainability issues</li> <li>3. Green jobs increase by 40% including recreation, ecosystem management, institutional employment</li> </ol>	<ol style="list-style-type: none"> <li>1. 1980s CA public electric utilities jointly built 3<sup>rd</sup> AC Intertie</li> <li>2. Retention of Stakeholder status on all critical planning and sustainability initiatives</li> <li>3. Green jobs form the economic backbone of a stable and resilient economy at 50% of all jobs in the Tahoe/Truckee area</li> </ol>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
Policy	<ol style="list-style-type: none"> <li>1. Seek/promote public/private Boards support of sustainability goals and opportunities</li> <li>2. Establish a policy that Encourages individual comments relating to sustainability on project planning documents</li> <li>3. The Geotourism Expo serves the directives of region-wide sustainability goals seeking to create economic prosperity with water clarity</li> </ol>	<ol style="list-style-type: none"> <li>1. Public/private Boards are on record adopting policies supporting sustainability objectives</li> <li>2. Regional Workforce Policy adopted that drives both supply and demand workforce planning</li> <li>3. Have in place a system to provide comprehensive sustainability comments from Collaborative as an entity on sustainability impact planning documents</li> </ol>	<ol style="list-style-type: none"> <li>1. School Boards shift to regional focus, trades and professions, as part of Common Core</li> <li>2. Collaborative receives stakeholder status on all Tahoe-Truckee projects based on consistent insightful and implementable comments relating to sustainability issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Early 1990s evolution of CA water districts, ESA, and water resources policies</li> <li>2. Retention of Stakeholder status</li> </ol>





IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
Investments	<ol style="list-style-type: none"> <li>1. Apply to existing grant programs to finance start-up of targeted workgroup actions and initiatives</li> <li>2. Determine appropriate mechanisms to obtain financial investment in LTSC/EEC to allow for entity continuation</li> <li>3. Each Tahoe Geotour (Expo) provides: expert guided insight (education) that builds connection which builds stewardship (naturally); is a low-carbon adventure that includes local-sourced food and transit; uses what we already have (local business, docents, equipment) businesses leading by example are rewarded with new customers and more sales.</li> </ol>	<ol style="list-style-type: none"> <li>1. Funding secured to support staffing of LTSC/EEC programs and projects</li> <li>2. Mechanisms in place to secure financial and resource investment in LTSC/EEC to enable entity continuation</li> <li>3. GeoTourism Expo: This is most worthy of sustainability grants and funding seeking to improve the economy and environment thru BEHAVIORAL CHANGE (we make conservation cool!)</li> </ol>	<ol style="list-style-type: none"> <li>1. Long-term funding acquired for staffing of LTSC/EEC programs and projects</li> <li>2. Financial and resource investments are locally and/or regionally based to minimize dependency on grant writing and out-of-basin sourcing</li> </ol>	<ol style="list-style-type: none"> <li>1. Public investment can be justified for projects that are self-financing</li> <li>2. LTSC/EEC initiatives are locally sourced and financially independent</li> </ol>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
Individual Behavior Change	<ol style="list-style-type: none"> <li>1. Start Press, Public/ Private Board, and Club campaigns</li> <li>2. Increase Awareness of LTSC/EEC initiatives</li> <li>3. GeoTourism Expo: Connecting people to the 8 worlds/wonders of Tahoe (sky, water, plants, land, wildlife, community, culture and heritage) creates new understanding that affects their actions...shifting behavior</li> <li>4. Creation and deployment of mobile “app” to support education and stewardship goals</li> <li>5. Promote improved adoption of historical, indigenous, arts, lifestyle outcomes which advance sustainability and stewardship in the region/communities/orga nizations...</li> </ol>	<ol style="list-style-type: none"> <li>1. Sustainability Planning Campaigns have fully transitioned to reports of progress and active public monitoring</li> <li>2. Increase in public adoption of actions derived from use of LTSC/EEC Sustainable practices documents for individuals and businesses</li> <li>3. Mobile app in active use by large number of residents and visitors</li> <li>4. Historical, indigenous, arts, and lifestyle outcomes show significant rates of adoption and improvement consistent with Sustainability Goals</li> </ol>	<ol style="list-style-type: none"> <li>1. Decision-makers add year-round economy &amp; local jobs as priorities</li> <li>2. Significant enrollment increases in sustainability focused courses at all levels of education</li> <li>3. Significant increase in demand for green jobs in the Tahoe/Truckee region</li> </ol>	<ol style="list-style-type: none"> <li>1. Major sustainability initiatives (lower carbon impact, lifestyle adoption, etc.) achieve significant support and participation from Tahoe/Truckee residents and visitors</li> </ol>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
Organizational Change	<ol style="list-style-type: none"> <li>Obtain institutional and organizational commitments to common interest sustainability objectives/actions</li> <li>Increase awareness and support for LTSC/EEC</li> <li>GeoTourism Expo: A TriNomic collaboration between .gov .com .org to host visitors to immerse in constructive &amp; appropriate Tahoe watershed experiences</li> <li>Increased course offerings aligned with sustainability targets in K12 districts and Regional Colleges</li> <li>Promote increase in targeted Career technical Course offerings at the Community Colleges</li> <li>Outline strategies for improved retention of seasonal workforce, job/career progression for entry workers, wage progression to living wage,</li> </ol>	<ol style="list-style-type: none"> <li>Cross-sector and cross-organization (JPA et al) joint actions underway</li> <li>Curriculum adoption of green course offerings supports all initiatives of the sector-based LTSC Working Groups</li> <li>Career education offerings provide a pathway to full time family wage employment and active stewardship</li> <li>Seasonal workforce are actively retained and converted to full time resident (potential retention of 25%)</li> </ol>	<ol style="list-style-type: none"> <li>New divisions created w/in orgs to target EEC objectives</li> <li>Career education offerings become a model for green living career pathways</li> <li>Seasonal workforce are actively retained and converted to full time resident (potential retention of 40%)</li> </ol>	<ol style="list-style-type: none"> <li>Evolution of USFS – timber, recreation, resource conservation</li> <li>Organizational planning for workforce/education/ culture initiatives are actively linked to the plans promoted by the LTSC</li> </ol>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	increase in occupations linked to the "green economy" ...]			
Community Wide	<ol style="list-style-type: none"> <li>1. Identify/disseminate information on model/example successes from other communities and regions</li> <li>2. Promote awareness of LTSC/EEC purpose and initiatives</li> <li>3. GeoTourism Expo: Connecting 'people growing blueberries w/ businesses selling pancakes' and promoting this to the visitors... build relationships that define a sustainable community</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual reports start on progress in economy and education</li> <li>2. Adopting actions derived from use of LTSC/EEC Sustainable practices documents for individuals, businesses, and neighborhoods</li> </ol>	<ol style="list-style-type: none"> <li>1. Seasonal-focus groups promote business etc. al actions in local areas</li> <li>2. Significant increase in community participation in LTSC/EEC projects and initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Individual businesses &amp; communities provide a shared infrastructure</li> </ol>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
Region Wide	<ol style="list-style-type: none"> <li>1. Brief State/regional elected officials on sustainability goals/measures/actions</li> <li>2. Promote increased awareness of LTSC/EEC</li> <li>3. GeoTourism Expo: Enrolling region-wide partnerships from South Lake to Pyramid Lake (including native cultures!)</li> </ol>	<ol style="list-style-type: none"> <li>1. Significant public and private entities engagement in one or more joint sustainability actions</li> <li>2. Adopting actions derived from use of LTSC/EEC Sustainable practices documents for individuals and businesses</li> <li>3. GeoTourism Expo: it is a watershed-wide Exposition of Stewardship that provides a tangible taste of Tahoe's future visitor menu</li> </ol>	<ol style="list-style-type: none"> <li>1. Broader regional work groups focus on big initiatives (Olympics)</li> <li>2. Adopting actions derived from use of LTSC/EEC Sustainable practices documents for individuals and businesses</li> <li>3. GeoTourism Expo: The Expo moves people w/o cars and showcases local grown and sourced healthy food, fitness and nutrition. It serves people of all ages, families to foreigners</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional communities actively foster and share interdependency with common sustainability goals and commitments</li> </ol>



### LTSC Impact Matrix – Energy, Water, Waste Efficiency Work Group Desired Objectives, Outcomes & Measures

IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Planning</b>	<ol style="list-style-type: none"> <li>1. Collaborate with energy utilities to develop and prioritize programs/tools to reduce energy usage and increase efficiency through Demand Side Management Programs (reductions using incentives). Develop a community-wide implementation plan.</li> <li>2. Work with utilities to develop a plan to finance and implement highest impact energy efficiency improvement incentives at a community-wide scale.</li> <li>3. Work with TRPA and local jurisdictions to develop an outdoor lighting standard that is actually followed by project applicants.</li> <li>4. Work with agencies to develop a conservation study similar to the Renewable Energy Regional Exploration study and planning project.</li> </ol>	<ol style="list-style-type: none"> <li>1. All local and regional jurisdictions consider energy efficiency, renewable energy, and enabling technology measures in planned and upcoming construction projects, based at least in part on our group's input.</li> <li>2. Detailed implementation plans developed for the top 3-5 projects identified in the STPUD grant.</li> <li>3. Develop options for a Business Improvement District to collectively tap into a larger/more efficient renewable system/more financing opportunities.</li> <li>4. Outdoor lighting standard is adopted.</li> <li>5. Work with agencies to develop plan for diverting water saved from conservation measures to instream flows or some other designated use.</li> <li>6. Renewable Energy Regional Exploration study complete.</li> </ol>	<ol style="list-style-type: none"> <li>1. Top 3-5 projects from STPUD grant fully implemented; next 3-5 fully planned.</li> </ol>	
<b>Policy</b>	<ol style="list-style-type: none"> <li>1. Revisit successes of City of South Lake Tahoe Green Building Ordinance and Truckee building codes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Local building ordinances amended to require new commercial (and residential?) to follow LEED criteria and/or</li> </ol>	<ol style="list-style-type: none"> <li>1. Entire Tahoe region touted as national leader in cold climate green building design.</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<ol style="list-style-type: none"> <li>2. Comment and advise on local building codes and area plans currently being developed to ensure a focus on energy efficiency, passive solar, and enabling technologies. Encourage the inclusion of regulations that require all new construction to follow LEED criteria or CalGreen Building Code standards.</li> <li>3. Work with TRPA to streamline permits for renewable energy alternatives.</li> <li>4. Work with agencies around basin to support refinement of a basin-wide Green Business Certification program</li> <li>5. Work with local jurisdictions to promote/expand the Community Choice Aggregation program in which the consumers can choose to invest in the energy they want for the community.</li> <li>6. Adopt a ban on single-use carry-out bags at all retail establishments or grocery stores in SLT/Truckee.</li> <li>7. Add 100 new recycling containers within County, City.</li> <li>8. Explore composting options</li> </ol>	<ol style="list-style-type: none"> <li>meet minimum level of certification, or Build it Green or follow CalGreen Building Code Standards (Tier 1, etc.)</li> <li>2. All new and redevelopment required to install state of the art energy efficiency techniques and passive solar design where possible</li> <li>3. All remodels encouraged (and shown how) to incorporate significant energy efficiency improvements and passive solar design where possible.</li> <li>4. With our support TRPA has developed streamlined permits for renewable energy alternatives and corresponding guidelines to help homeowners and businesses develop solar and other renewable options that will not result in visual, noise, or other environmental impacts.</li> <li>5. Full deployment of a basin-wide Green Business Certification program</li> <li>6. Some type of Community Choice Aggregation option is now offered by local utilities.</li> <li>7. Increased total recycling infrastructure including</li> </ol>	<ol style="list-style-type: none"> <li>2. The around the lake EV charging station corridor is fully supported by charging stations along all highways leading to the Basin.</li> <li>3. Mandatory zero-waste ordinance established for all local jurisdictions.</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>for city services; potential compost pilot in the summer at Lakeview commons and/or other government run facilities around the Basin.</p> <p>9. Advocate for electric vehicle (EV) charging stations at casinos, ski resorts, parking garages, and other tourist-focused locations.</p>	<p>containers distributed throughout the region.</p> <p>8. Ban on single-use carry-out plastic bags adopted at retail establishments and grocery stores throughout the Basin.</p> <p>9. Work with Tahoe Refuge to develop a mandatory zero-waste ordinance for City.</p> <p>10. Deployment of EV charging station corridor around the entire lake and up to Truckee in order to create local demand that will drive surrounding jurisdictions to create EV corridors up to Tahoe.</p> <p>11. Composting containers added to 50 sites within the city of South Lake Tahoe.</p>		
<b>Investments</b>	<p>1. Collaborate with school districts to pursue Prop 39 and other funding for district-wide water efficiency, energy efficiency and renewable energy projects.</p> <p>2. Work with utility companies to promote and expand the energy efficiency rebate programs that provide rebates for lighting, electronics and appliances.</p> <p>3. Work with utility companies to</p>	<p>1. Funding secured for at least the top 3-5 projects identified in the STPUD grant.</p> <p>2. Funding secured for <u>all</u> schools to increase energy efficiency by 30%.</p> <p>3. After the schools are all fixed and 100% efficient, then funding secured for at least 1/2 of LTUSD schools to install renewable energy projects on</p>	<p>1. Ensure a consistent annual funding level for local green/renewable energy projects in order to allow predictable planning.</p> <p>2. Focus on public-private partnerships to help implement/finance projects that are falling behind or would otherwise fill gaps in local renewable energy sources and enabling technology sources as</p>	<p>1. EV Charging Infrastructure along Highways 50 and 80 corridors from SF Bay Area enables electric vehicles to travel easily to and from the Tahoe/Truckee region.</p>





IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>develop and finance an energy efficiency rebate programs for insulation. Work with utility companies to develop strategies for second home owners– focused on energy bill/times when energy bill is high (winter).</p> <p>4. Consider strategies for renters with same concept as vacation homes.</p>	<p>campus.</p> <p>4. Energy customers opt to pay an additional fee each month to promote purchase and eventual investment and procurement of renewable energy sources.</p> <p>5. Advance Intelligent Water Consumption based upon Demand Response Technologies through partnership with the water agencies</p>	<p>identified by our group.</p>	
<b>Individual Behavior Change</b>	<p>1. Develop a public campaign to increase awareness around water and energy efficiency. Include in campaign information on water-energy nexus and the importance of how use of one affects the other.</p> <p>2. Work with Energy Utility, City or another agency to help businesses and residents make use of the carbon footprint calculator to compare energy and water usage to others.</p> <p>3. Identify and secure resources needed to increase both residential and commercial participation in water utility</p>	<p>1. 30% of residents actively pursuing ways to improve water and energy efficiency in their homes.</p> <p>2. 40-50% of contractors and handy men and owner builders trained in green building and energy efficiency techniques and actively promoting them to clients.</p> <p>3. Work with utilities to increase residential and commercial participation in utility water and energy audits by 60% over 2013.</p> <p>4. Work with audited homes and businesses to incorporate 2<sup>nd</sup> level of energy improvements</p>	<p>1. 95% of homes and businesses audited and upgrades made. 50% have made significant upgrades.</p> <p>2. 80% of contractors and handy men / owner builders trained in green building and energy efficiency techniques and actively promoting them to clients.</p> <p>3. 65% of homes and 80% of businesses using less water intensive landscape.</p> <p>4. Residential solid waste down 40%</p> <p>5. Water is metered in all neighborhoods.</p>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>water audits and liberty energy's energy audits by 20% over 2013</p> <p>4. Identify barriers to commercial energy efficiency improvements. In today's economic climate, most businesses are struggling to survive and don't have cash to invest and are not willing to take on additional loans. Most Businesses lease their property -so they cannot invest in property they might choose or be forced to leave from. Or they are understaffed and cannot take on additional projects in house.</p> <p>5. Work with water utilities RCD's and Master Gardener program to develop/augment public campaigns and incentives if possible to promote the reduction of lawns and water intensive landscape.</p> <p>6. Develop a public campaign to increase awareness around solid waste reduction.</p>	<p>such as improved insulation and heat sources, energy star appliances, etc.</p> <p>5. <b>Develop and implement an energy challenge</b> for residents to reduce energy bill by some defined goal in 6 mo. – 1 yr. Winner gets funding/large rebate for small scale PV system.</p> <p>6. 20% of homes actively switching to less water intensive landscape.</p> <p>7. Residential waste down 10%. Commercial waste down 20-30%</p>		
<b>Organizational Change</b>	<p>1. Promote a school challenge around water and energy efficiency improvements.</p>	<p>1. All schools have a fully funded composting program in place.</p> <p>2. All schools have cut waste by</p>	<p>1. All schools have cut solid waste by 75%.</p> <p>2. Community has cut solid waste</p>	<p>1. Community has cut solid waste by 90%.</p>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
	<p>Based on lower bill?</p> <ol style="list-style-type: none"> <li>Promote a school challenge around increasing recycling, waste reduction and/or composting.</li> <li>Half of the schools have cut solid waste by 10-20%.</li> </ol>	<ol style="list-style-type: none"> <li>50%</li> <li>All schools have cut water and energy use by 30% specify gas, electric, gasoline, diesel</li> </ol>	<ol style="list-style-type: none"> <li>by 75%.</li> <li>Residential and commercial composting program in place.</li> </ol>	
<b>Community Wide</b>	<ol style="list-style-type: none"> <li>Work with utility company to promote and expand the Low-Income Weatherization program that includes a home energy audit and installation of basic components.</li> <li>Develop a weatherization program for non-low income segments of local population including: <ul style="list-style-type: none"> <li>Primary residents</li> <li>Renters</li> <li>Vacation Home Owners</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Implement the weatherization program in 30% of qualified low income homes and 15% of other segments.</li> </ol>	<ol style="list-style-type: none"> <li>Implement the 90% of low income buildings and 60% of other segments.</li> </ol>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Region Wide</b>	1. Green Business Certification Program deployed region-wide.	1. 25% of all businesses operating in Tahoe/Truckee achieve Green Business basic certification.	1. 50% of all businesses operating in Tahoe/Truckee achieve Green Business basic certification.	1.



### LTSC Impact Matrix – Human Health and Social Well-Being Outcomes & Measures

IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Planning</b>	<ul style="list-style-type: none"> <li>7. Work with the City, the Chambers, and the Lake Tahoe Outreach Committee to develop a compelling stewardship and “Access Tahoe” message for future stewards of the region.</li> <li>8. Meet with LTUSD School Superintendent Tarwater to discuss how to expand High School lunch model to other schools.</li> <li>9. Work with LTUSD and TTUSD to share lessons learned on improving school nutrition.</li> <li>10. Work with city to plan demonstration vegetable garden at Bijou Park.</li> </ul>	<ul style="list-style-type: none"> <li>4. Work with the City, the Chamber and Bluego to develop a plan to provide easy transportation to key recreation uses (especially for seniors and youth).</li> <li>5. Work with Rec Center and City to transform the Rec Center into a thriving fitness hub.</li> <li>6. Work with City and neighborhoods to plan and develop 4 community vegetable gardens.</li> </ul>	<ul style="list-style-type: none"> <li>4. Work with City of SLT to plan several fitness hubs throughout South Lake.</li> </ul>	
<b>Policy</b>	<ul style="list-style-type: none"> <li>3. Support policies in the various local community area plans to ensure that community gardens and individual food production is allowed and encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>5. Policies supporting neighborhood and/or community gardens established in key jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>3. Community gardens are foundation aspects of community planning policies throughout the Basin.</li> </ul>	<ul style="list-style-type: none"> <li>1. Regional Food policy guides institutional and local food acquisition, supply chain coordination, nutrition standards, waste management.</li> </ul>



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Investments</b>	<ul style="list-style-type: none"> <li>4. Pursue funding to construct Growing Domes at Sierra House and Truckee Elementary schools.</li> <li>5. Pursue funding to expand the Tahoe Food Hub.</li> </ul>	<ul style="list-style-type: none"> <li>5. Pursue funding to construct Growing Domes at other Tahoe elementary schools.</li> <li>6. Pursue funding to hire a Basin wide Dome Coordinator to maximize food production.</li> <li>7. Work with school district to pursue grant applications and allocate some district budget to fund salad bars in schools.</li> <li>8. Expand mylunchmoney.com program.</li> </ul>	<ul style="list-style-type: none"> <li>3. Ensure that significant school budget is allocated to provide delicious healthy lunch, breakfast and snack options for all kids.</li> </ul>	<ul style="list-style-type: none"> <li>1. Recreation Master Plans set high standards for public and private investments in health and fitness infrastructure and services.</li> </ul>
<b>Individual Behavior Change</b>	<ul style="list-style-type: none"> <li>4. Community increasingly interested in and open to local food production.</li> <li>5. Demand for and interest in at least 20 general vegetable gardening education classes.</li> <li>6. Parents and families increase participation in school sponsored fitness programs.</li> </ul>	<ul style="list-style-type: none"> <li>5. 5-10% of residents attempting some individual food production.</li> <li>6. Hoop houses/ greenhouses and other season extending devices seen around town.</li> <li>7. Grocery stores significantly expanding fresh food sections due to demand.</li> </ul>	<ul style="list-style-type: none"> <li>1. 20-30% of residents growing some food successfully.</li> <li>2. City of South Lake Tahoe earns "We Can City" or equivalent <i>Healthy City</i> status.</li> </ul>	



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
<b>Organizational Change</b>	4. Develop and run a parent-led K-1 nutrition education that is fully supported by teachers, principals and the superintendent	4. Expand nutrition education to K-3 with schools/teachers leading the efforts to institutionalize it. 5. Salad bars with healthy, appealing options well established in 3-4 or all 6 schools. 6. School lunch program so healthy and appealing that 70% of students eat lunch there.	3. Nutrition and physical fitness education fully integrated into school curriculum. 4. Salad bars with healthy, delicious, partly local food available in all 6 schools. 5. School lunch program so healthy and appealing that 90% of students eat lunch there.	
<b>Community Wide</b>	1. Community beginning to put pressure on local restaurants for healthier, local choices. 2. Composting in 2 schools and 3 major companies. 3. Conduct Hispanic Community Outreach for the LTSC through this working group in particular focused on the school based fitness and nutrition programs.	1. Tahoe Food Hub thriving in Truckee and expanding to South Lake. 2. 20-30% of restaurants in the Tahoe-Truckee area serving some local food (within 150 miles) 3. Preschools serving only healthy food choices and some organic (milk, etc.) 4. Composting in all 6 schools and 65% of businesses. 5. Tahoe Communities	1. Thriving Tahoe Food Hub through the Basin. 2. 40-50% of restaurants in the Tahoe-Truckee area serving some local food (within 150 miles) 3. Composting in 100% of businesses with a residential composting program in place. 4. Hispanic Community shares prominent leadership of Community Health and	1. 60-70% of restaurants in the Tahoe-Truckee area serving some local food (within 150 miles) 2. Composting centers operating in Tahoe north and south shores. 3. Tahoe communities earn "Top 5" status in county health rankings annual report.



IMPACTS	2014 (Process/Outcomes)	2017 (Process/Outcomes)	2021 (Outcomes)	2034 (Outcomes)
		<p>improve outcomes in County Health Rankings annual report.</p> <p>6. Significant Hispanic Community participation and leadership of healthy community initiatives.</p>	Ecosystem Stewardship initiatives.	
<b>Region Wide</b>	<p>1. Develop an educational campaign about the importance of reducing meat consumption (including simply reducing portion size) in both improving one's health and decreasing greenhouse gas consumption.</p>	<p>1. Framework for Regional Tahoe Food Policy established.</p>		



## Attachment C – LTSC Projected Model/Roles/Partners/Resources

<b>2014 Model for the LTSC - What Kind of Model and Why?</b>	
<b>Grassroots structure</b> (Charter), ad hoc, focus on individuals, reliance on strategic partners for funding, resources, active working groups – small projects (current model)	<ul style="list-style-type: none"> <li>• To compensate for the limitations of the grassroots structure consider the role of giving birth to other organizations for specific reasons</li> <li>• Like the idea of grassroots structure than joining forces with local entities as an affiliate structure – one helping the other</li> <li>• Want to maintain grassroots so we don't get mired in policy</li> <li>• Prefer grassroots on an interim and indefinite period</li> <li>• Grassroots structure: I think our existing structure is servicing us well; as we evolve as an organization we may need a more formal structure but I don't think we have reached that point yet</li> <li>• Incubator</li> <li>• Underground organization</li> <li>• Get people in the leadership pipeline (school board, TTD, commissions, elected officials)</li> </ul>
<b>Non Profit</b> Grant seeking (501c3)	<ul style="list-style-type: none"> <li>• Limited lobbying, advocacy capacity as a 501c3</li> <li>• Consider "B" Corporation (benefit model)</li> </ul>
<b>Association Model</b> Membership driven	<ul style="list-style-type: none"> <li>• Infiltrate commissions and boards</li> <li>• Sector specific</li> </ul>
<b>Bricks and Mortar Organization</b>	<ul style="list-style-type: none"> <li>• Should not tie ourselves down to any model that necessitates raising money</li> </ul>
<b>Education Organization</b> Possibly appended to existing entity	<ul style="list-style-type: none"> <li>• Education of everyone so they can participate in order for us to make our goals</li> <li>• Not necessary and not an action-based organization</li> <li>• Combine all education around the lake and LTSC "Broadcast" info</li> <li>• Provides more PR and organized communication to the public</li> </ul>

<b>Advocacy Organization</b> Public Policy Focused	<ul style="list-style-type: none"> <li>• Advocacy is really who we are: green, sustainability, \$\$</li> <li>• An education group with a grassroots structure that advocates certain principles</li> </ul>
<b>Affiliate Structure</b> Single Or Multiple Partners; With Fiscal Agent	<ul style="list-style-type: none"> <li>• Having a fiscal agent could provide direction and support to build</li> <li>• Affiliate Model makes the most sense fiscally – continues and reinforces collaborative partnerships; maybe more powerful and ability to get a broader range of partnerships than grassroots</li> <li>• Grassroots with a fiscal sponsor (e.g. Parasol, SNA, TPC, TTCF...)</li> <li>• Sierra Nevada Alliance</li> </ul>
<b>Virtual Communications Oriented Structure</b> (promotions, outreach, education, etc.)	<ul style="list-style-type: none"> <li>• LinkedIn Centralized Communications</li> <li>• Google Docs</li> <li>• Yes</li> <li>• Yes</li> </ul>
<b>Entrepreneurial</b> Seeking to start and spin off sustainability based enterprise(s)	<ul style="list-style-type: none"> <li>• Civic entrepreneurship</li> <li>• Could be beneficial for the community</li> <li>• Products for sustainability</li> <li>• This really is one way to keep people here and begin to fill in shoulder seasons</li> </ul>

## 2013-14 LTSC Partners

Specific Individuals:

Who Are They, What Can They Offer, How Can They Help Us, Or How Can We Help Them

<b>Government Offices:</b>	<ul style="list-style-type: none"> <li>• USFS line staff: Garrett Villanueva, Ashley Sommers, Jonathan Cookfisher, Daniel Kresy, Michael Alexander</li> <li>• Work to develop relationships with all elected officials which in turns helps to change attitudes and promotes buy-in; particularly the ones who do not live here (e.g. county supervisors)</li> <li>• City of SLT: Angela Swanson, Jim Moreno; County of El Dorado = Brendan Ferry, Norma Santiago</li> <li>• Lahontan = Cindy Wise, Dan Sussman</li> <li>• CTC/ TRPA/ City of SLT/ El Dorado County</li> <li>• State Parks = Marilyn Linkem (DL Bliss), Cindy, Nevada State Parks</li> <li>• Cabin Creek (pending)</li> <li>• Placer County</li> <li>• Richard Andersen – Nevada County Supervisor</li> <li>• Senator Gaines</li> </ul>
<b>Businesses:</b>	<ul style="list-style-type: none"> <li>• Vail = Russ Peccaro, Andrew Strain, Pete Sontag, Bill Rock (Northstar – David Welch)</li> <li>• Base Camp Hotel = Patrick Kennedy</li> <li>• Strategic Marketing Group = Carl Ribaudo</li> <li>• Park Company = Patrick Rhamey</li> <li>• Meeks</li> <li>• Small Local Business as part of Retail Association = e.g. Gailicious, Lake of the Sky</li> <li>• Dollar Signs</li> </ul>
<b>Organizations:</b>	<ul style="list-style-type: none"> <li>• TAMBA = Pete Fink, Gary Bell</li> <li>• TRT = Morgan Fessler</li> <li>• Tallac Historic Society = Jackie Dumin</li> <li>• NGO's = League, FOWS</li> <li>• Sierra Nevada Conservancy = Danna Stroud ("The Sierra Brand")</li> </ul>
<b>Institutions:</b>	<ul style="list-style-type: none"> <li>• LTCC = Scott Valentine, Tom Greene (VP) Kindred Murillo (President), Virginia Boyar (Career Technical Ed), Esta Lewin (Career)</li> <li>• SNC = Sheri Leigh O'Connor – Art Chair</li> <li>• LTUSD (Beth Quandt), TTUSD, Nevada School Districts</li> <li>• TERC</li> <li>• Sierra college – Truckee Extension</li> </ul>

## 2013-14 LTSC Partners

Specific Individuals:

Who Are They, What Can They Offer, How Can They Help Us, Or How Can We Help Them

<b>Nonprofits:</b>	<ul style="list-style-type: none"> <li>• TTCF = Stacy Caldwell</li> <li>• Tahoe Fund = Amy Berry</li> <li>• Food Hub</li> <li>• TINS</li> <li>• Habitat for Humanity</li> <li>• SNA</li> <li>• SBC</li> </ul>
<b>Associations:</b>	<ul style="list-style-type: none"> <li>• LTVA – Carole Chaplin</li> <li>• LTLA – Lodging</li> <li>• Chambers of Commerce – north/south/Truckee</li> <li>• South Tahoe Association of Realtors</li> <li>• TRYP = Tahoe Regional Young Professionals</li> </ul>
<b>Groups:</b>	<ul style="list-style-type: none"> <li>• Churches, Synagogues, other Faith-Based</li> </ul>
<b>Utilities:</b>	<ul style="list-style-type: none"> <li>• STPUD = Donielle Morse</li> <li>• South Tahoe Refuse – Clean Project</li> <li>• Liberty Utilities</li> <li>• TCPUD</li> <li>• NV Energy</li> <li>• Town of Truckee Refuse</li> <li>• Truckee Donner PUD</li> <li>• Southwest Gas</li> <li>• IVGID</li> <li>• CBPCA = California Building Performance Contractors Association</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>• Full Circle Composting</li> <li>• News Media = Tahoe Tribune, Mountain News, Sierra Sun</li> <li>• AT&amp;T and Charter Communications</li> </ul>

<b>LTSC Roles</b>	<b>2013 Roles</b>	<b>2014 Roles</b>
<b>Activists</b>	---	<ul style="list-style-type: none"> <li>• Activist/Advocate/Advisors to local governments and decision makers</li> <li>• Lead vs. follow</li> </ul>
<b>Advocates</b>	<ul style="list-style-type: none"> <li>• Plastic Bag Ban</li> </ul>	<ul style="list-style-type: none"> <li>• Support projects, etc. led and developed by other organizations</li> <li>• Advocacy because many initiatives will be considered by local governments this year which we need a voice in</li> <li>• Have a voice and plant seeds for change</li> <li>• Safe bus stops (education advocates)</li> <li>• Help educate elected officials</li> </ul>
<b>Initiatives</b>	<ul style="list-style-type: none"> <li>• Implement/ Educate</li> <li>• Advocate community Gardens</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Impact Matrix Projects</li> </ul>
<b>Projects</b>	<ul style="list-style-type: none"> <li>• Activate projects with support</li> </ul>	<ul style="list-style-type: none"> <li>• Implement</li> <li>• Get stuff done!- less planning/more action</li> <li>• Focus on achievable tangible results</li> <li>• Small groups/ goal achievement</li> </ul>
<b>Behavior Change</b>	<ul style="list-style-type: none"> <li>• Green Biz certification (also education/ connector)</li> </ul>	<ul style="list-style-type: none"> <li>• Compost leadership</li> <li>• Embrace local food/products</li> <li>• Project volunteer labor (CCC)</li> <li>• Ban Styrofoam and plastic bags</li> </ul>
<b>Living-by-Example</b>	<ul style="list-style-type: none"> <li>• Educate</li> </ul>	<ul style="list-style-type: none"> <li>• Community events/ representation</li> </ul>
<b>Connectors (internal/ external)</b>	<ul style="list-style-type: none"> <li>• Empower El Dorado (admin/ facilitate/ connect)</li> <li>• Hub of communication</li> </ul>	<ul style="list-style-type: none"> <li>• Connecting people/resources with similar great ideas</li> <li>• Believe we function primarily as "uplifters" – Projects/ Advocates/ Connectors</li> <li>• Connect the dots</li> <li>• Create Sustainability Directory/ Inventory</li> </ul>
<b>Specialists</b>	<ul style="list-style-type: none"> <li>• GHG Inventory/ experts</li> </ul>	<ul style="list-style-type: none"> <li>• Speakers Bureau</li> <li>• Tours of accomplishments</li> </ul>
<b>Other</b>	---	<ul style="list-style-type: none"> <li>• Raise money to implement projects</li> <li>• Recruit</li> <li>• Identify needed resources for projects</li> </ul>

<b>LTSC Prospective Resources</b> Funding, Professional Services, In Kind Services, Facilities, Materials, Products,...	
<b>Have (2013)</b> <ul style="list-style-type: none"> <li>• Contract Facilitator, Project Leader, and Support Specialist</li> <li>• In Kind: Staff time (SNA, CTC, Liberty Utilities, STPUD)</li> <li>• Member Volunteer Time</li> <li>• Meeting Spaces/ Facilities</li> </ul>	<b>Will Need (2014)</b> <p><b>Technical Support:</b></p> <ul style="list-style-type: none"> <li>• IT Support – apps (e.g. High School, UNR); Web Site</li> <li>• Environmental Education &amp; Visitor Resource Center</li> <li>• Graphic Design, Publishing Help (for products)</li> <li>• Video conference/skype capabilities- meetings via web platforms like webex</li> <li>• Accountability measures</li> </ul> <p><b>Increased Regional (Member) Representation:</b></p> <ul style="list-style-type: none"> <li>• Increase Members from West Shore, North Shore, Nevada, “rich people”</li> <li>• Inclusion of more Tahoe Communities/ Lakewide representation</li> <li>• Wider network of support to initiate change</li> <li>• Hispanic contacts/ support</li> <li>• Active participation</li> </ul> <p><b>Staff Support:</b></p> <ul style="list-style-type: none"> <li>• Worker Bees: we have lots of ideas and enthusiasm but need help and support with execution and implementation</li> </ul> <p><b>Promotion:</b></p> <ul style="list-style-type: none"> <li>• Spokesperson(s)</li> <li>• Talk to promotion groups</li> <li>• Success Stories/ Actions which will equate to more interest and ability to secure resources</li> </ul> <p><b>Funding (as appropriate):</b></p> <ul style="list-style-type: none"> <li>• Grant Funding/ other funding sources</li> <li>• Signature project funding; Funding for project implementation</li> <li>• Need to integrate with projects going on within the region – tap into that funding stream</li> <li>• Create a sub-group for fundraising for specific projects</li> </ul>

## Attachment D – LTSC Visioning Exercise

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### **Visioning Exercise – “Postcards from the Future”**

The final workshop exercise was a visioning exercise conducted within each of five table groups (generally subsets of current sector based working groups). The facilitator outlined five potential “investor/ partner” groups who would value the outcomes produced by and through the LTSC now and in the future. The investor/partners are:

1. Government Jurisdictions
2. Agencies and Institutions
3. Businesses (both for profit and nonprofit)
4. Funders (donors, grantors)
5. Other Citizens (residents and visitors)

The exercise asked each group to look out to 2018 (5 years) and imagine a series of accomplishments while considering the following questions:

- ✓ What have we accomplished?
- ✓ What decisions did we make in 2013 that set this success in motion?
- ✓ How did the “investors/partners” help us to achieve these results?
- ✓ How did we reciprocate (to the investors/partners)
- ✓ Thank them!

Each group was then assigned one of the five investor groups from above and asked to write a “postcard from the future” addressing the 4 questions. Results were as follows:

#### **Group 1 – Investor Group is Government**

##### *Accomplishments:*

- ⇒ Mobility: Build out Tahoe Bikeway/Walkway that is well used by locals, families, and tourists
- ⇒ Food: Thriving community gardens with locals growing their own food successfully, children and parents educated and enjoying fresh local foods
- ⇒ Housing/ Job Balance: More diverse and attractive housing options are available for elders and families; there is a thriving economy that supports higher wage and engaging jobs
- ⇒ Energy Efficient: Large- scale energy retrofits program is in place with schools and government buildings all updated

*Decisions Made in 2013:*

- ⇒ Identified organizations with common goals and we fostered communication/ coordination/ funding/ action
- ⇒ We provided a “road map” for action (the Sustainability Action Plan)
- ⇒ We helped government/ agencies/ and the community understand the importance of sustainability and set priorities accordingly

*How did Government Help:*

- ⇒ They were open to new ideas and took necessary action
- ⇒ They changed legislation, codes, policies
- ⇒ They implemented projects/ programs consistent with sustainability (I.e. housing, energy efficiency, biking)

*How did we reciprocate:*

- ⇒ We supported good government policies with broad-based visual/visible media and constituent support
- ⇒ We worked with media to secure broader support to publicize government successes

**Group 2 – Investor Group is Tahoe/Truckee Businesses**

TO: Lake Tahoe Sustainability Collaborative  
142 Awesome Drive  
Glenwood, Nevada 89501  
FR: Tahoe Area Businesses

*“A great many thanks to the LTSC for your years of work towards localizing organic waste and recycling (Compost Tahoe), targeted energy reduction strategies, vehicle fleet carbon reductions, advocacy for green building codes, and many more accomplishments. Your support for smart growth has contributed to a better community and a brighter future!*

*We love Sustainability Compass!”*

Signed,  
Smart Business Leadership of Lake Tahoe



### **Group 3 – Investor Group is Funders**

*“Hi Mom! Living in Lake Tahoe in the year 2018 has been fantastic. A GREEN BUSINESS CERTIFICATION Program has expanded and now 70% of the businesses in South Lake Tahoe participate in the program. This has resulted in 95% of commercial BMP installation. Each school district has a LOCAL FOOD program and is growing their own food. There is a completed bicycle and pedestrian GREENWAY around the lake and the region is fully served by an on-time and efficient PUBLIC TRANSIT SYSTEM which has reduced overall VMT by 10%. The City of South Lake Tahoe and the Town of Truckee banned the distribution of plastic bags and placed a fee on the distribution of paper bags. This ordinance has encouraged the use of re-usable bags and reduced the amount of trash diverted to landfills!”*

### **Group 4 – Investor Group is Agencies and Institutions**

*“Dear President Murillo (Lake Tahoe Community College),*

*It has been a pleasure working with you to expand your curriculum in workforce development and successful community placement.*

*We enjoyed partnering with LTCC in 2013 to host the first Education/Economy Roundtable to create a bridge between our regional economy and LTCC’s curriculum offerings.*

*LTCC was enthusiastic about enhancing existing programs and creative new curriculum based upon what was decided during the 2013 Roundtable process.*

*LTSC has instituted an annual Round Table between educators and business leaders to recap annual accomplishments, gaps, and future relevant community & business needs.”*

*With Sincere Thanks for Your Collaboration,  
The LTSC*



## Attachment E – LTSC Workgroup Framework & Original Objectives

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### **Lake Tahoe Sustainability Collaborative (LTSC) Working Groups Originating Reference Document – Fall 2012**

#### **Purpose of the LTSC (Original):**

1. Guide development of the Lake Tahoe Sustainability Action Plan
  - a. Through this action plan provide a framework to promote adoption by communities, organizations, jurisdictions and businesses to act (mobilize resources, strategies, commitments to achieve sustainability)
2. Lead sustainability initiatives directly
3. Respond to changing conditions requiring cross-sector stakeholder capacity and participation

#### **LTSC Working Groups**

**Energy, Water, Waste Efficiency:** Co-Chairs, Ben Stewart & Tricia York & Open

**Human Health & Social Well-Being:** Co-Chairs, Hannah Greenstreet & Nick Haven & Open

**Economy, Education, Culture:** Co-Chairs, Jesse Walker, Jim Feeney, & Michael Ward

**Conservation of Natural Resources:** Co-Chairs, Evan Lawley, Steve Teshara, and Open

**Community Mobility:** Co-Chairs, Gavin Feiger & Steve Teshara & Open

**Hispanic Outreach Committee:** Co-Chairs, Michael Ward & Hannah Greenstreet & Open

**Communications & Outreach Committee:** Co-Chairs, Hannah Greenstreet & Gavin Feiger

#### **Communication & Outreach Committee**

Co-Chairs: Hannah Greenstreet & Gavin Feiger

Participants: Jacquie Chandler (EEC)  
Jesse Walker (EEC)  
Kate Rifenburg (EWWE)  
Gavin Feiger (CM)  
Hannah Greenstreet (HH&SW-B)  
Steve Teshara (Newsletter)  
Michael Ward (LTSC Facilitator)  
Open (CNR)



### Energy, Water, and Waste Efficiency

- Co-Chairs: Tricia York & Ben Stewart
- Participants: Nick Martin, Juliana Prosperi, Kevin Hill, Frank Papandrea, Katie Rifenburg, Emma Ingebretsen, Stallar Lufrano-Jardine, Evan Muchmore, Donielle Morse, Kathryn Obayashi-Bartsch
- Long Term: 7 to 10 years; Mid-Term: 3 to 5 years; Short Term: 6 months to 1 year

Need to: (N2)	How to: (H2)
<p>N2: Reduce GHG Emissions</p> <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Land Use/Agriculture/Forestry</li> <li>• Waste/Solid Waste</li> <li>• Water/Wastewater</li> <li>• Energy</li> </ul> <p>N2: Reduce Energy Usage/Consumption</p> <ul style="list-style-type: none"> <li>• N2: Increase EE</li> <li>• N2: Use and promote alternatives (energy)</li> <li>• N2: Generate energy requirements (resources) locally</li> <li>• N2: Improve energy efficiency (e.g. insulation)</li> <li>• N2: Use advanced technologies to develop alternate energy sources</li> <li>• N2: Increase production of renewable energy</li> <li>• N2: Encourage Liberty Utilities to initiate better rebate program for residential/ industrial customers</li> <li>• N2: Reduce Energy Costs</li> <li>• N2: Reduce Energy footprint</li> <li>• N2: Increase energy efficiency</li> <li>• N2: Increase access to alternatives</li> <li>• N2: Enable energy alternatives planning for individual households</li> </ul> <p>N2: Reduce Water Consumption</p> <ul style="list-style-type: none"> <li>• N2: Reduce lawns and water intensive landscape with block rates</li> <li>• N2: Conserve more water and energy</li> <li>• N2: Connect health to energy and water conservations</li> </ul> <p>N2: Increase recycling and reduce solid waste</p> <ul style="list-style-type: none"> <li>• N2: Aggressively reduce disposables in community/local mandates</li> </ul> <p>N2: Reduce energy, water, and waste consumption</p>	<p>H2: Reduce Non-local/expand local</p> <p>H2: Offer incentives (\$\$) to users of utilities, water, and waste management</p> <p>H2: Get TRPA to streamline permits for energy alternatives</p> <p>H2: Meter and manage energy and water use</p> <p>H2: Reduce water consumption</p> <p>H2: Meter water in all neighborhoods</p> <p>H2: Reduce waste in public spheres</p> <p>H2: Increase compost collection (STR)</p>



### Human Health & Social Well-Being

- Member Co-Chairs: Hannah Greenstreet & Nick Haven
- Participants: Monica Sciuto, Gerri Grego, Susie Sutphin, Rebecca Bryson, Michelle McLean, John Dayberry, Stacey Hamburg, Dana Dose, Taylor Fargo
- Long Term: 7 to 10 years; Mid-Term: 3 to 5 years; Short Term: 6 months to 1 year

### Mission Statement:

*The Human, Health and Social Wellbeing working group aims to improve the health of local residents and visitors through sustainable activities including recreation, education and nutrition in order to provide a higher quality of life for individuals, as well as, a deeper connection to the environment in the Lake Tahoe Basin.*

	Local Food Availability	Housing	Health & Recreation
<b>Long-Term</b>	N2: Maximize local food production  H2: Provide a full education program  H2: Provide a commercial program  H2: Provide a food bank (including commercial food waste)	N2: Create Diverse Housing Choices (meet target)  N2: Complete and continue projects	N2: Meet healthy communities targets
<b>Mid-Term</b>	N2: implementation of community gardens and green houses  N2: Develop a CSA (Community Supported Agriculture strategy)	N2: Identify and secure funding/capital  N2: Initiate projects (existing) N2: Propose policy changes to facilitate	N2: New wellness events/ programs  N2: Invest in drug abuse programs
<b>Short-Term</b>	N2: Identify resources and programs (existing or in progress) Identify locations and partners  N2: Engage nutrition programs	N2: Identify target for housing choice <ul style="list-style-type: none"> <li>• High</li> <li>• Medium</li> <li>• Low</li> </ul> N2: Identify partners	N2: Develop incentive programs to maximize nutrition and fitness  N2: Create healthy community indicators <ul style="list-style-type: none"> <li>• Build upon existing frameworks</li> </ul>
<b>Group Input:</b>	N2: Improve local food supply and storage	N2: Increase opportunities to make housing more affordable	N2: Increase community vitality  N2: Develop community cultures



<p>N2: Food scraps to compost to growing domes &amp; community gardens</p> <p>N2: Organize neighborhood gardens</p> <p>N2: Create community gardens for food</p> <p>H2: Engage silos for land to provide community gardens/ CSA for businesses</p> <p>N2: Support local farmers</p> <p>H2: Educate public on CSA programs and restaurants that practice accordingly</p> <p>H2: Cultivate in Tahoe's short growing season</p> <p>N2: Have farming/gardening options</p> <p>N2: Produce food locally year-round</p> <p>H2: Provide community hoop houses</p> <p>H2: Build a local food supply in a greenhouse</p> <p>H2: Encourage local food production</p> <p>N2: connect with "Ag" producers for farm-to-table initiatives</p>	<p>N2: Increase housing options</p> <p>N2: enhance commercial development</p> <p>N2: put a cap on vacation rentals (to avoid losing more inventory)</p> <p>N2: Address absentee landlords</p> <p>N2: Improve affordable housing design to improve living environment and quality of life</p> <p>N2: generate funding for Radon abatement</p>	<p>of sustainability</p> <p>N2: Reduce drug abuse in the Basin</p> <p>N2: get healthier foods and exercise back in the schools</p> <p>H2: Get educators to collaborate for sustainability</p> <p>N2: Improve health of the community</p> <p>H2: Provide trails and sidewalks</p> <p>N2: Improve recreation resources</p> <p>N2: Improve diet and exercise to promote health</p>
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### Economy, Education, Culture

- **Member Co-Chairs:** Jim Feeney & Jesse Walker & Michael Ward
- **Participants:** Jason Drew, Norma Santiago, John Dayberry, Craig Woodward, Kathi Lishman, David Long, Stallar Lufrano-Jardine, Jacque Chandler
- Long Term = 7 to 10 years; Mid-Term = 3 to 5 years; Short Term = 6 months to 1 year

### Thematic Statement (Mission Statement):

*"The Economy, Education, and Culture Workgroup of the Lake Tahoe Sustainability Collaborative seeks to create a culture of sustainability through education and economic diversity, and to do so in a practical, tangible, and understandable way that demonstrates the economic value of sustainable practices."*

	Economy	Culture	Education
<b>Long-Term</b>	<p>N2: Increase diversity of local/regional economy</p> <p>N2: encourage non tourism based businesses</p> <p>N2: diversify economy in ways that are compatible with regional resources</p>	<p>N2: change attitudes</p> <p>N2: create a community culture of sustainability</p>	<p>N2: develop a partnership with the education sector to create a sustainable workforce</p> <p>N2: include instruction for new sustainable business opportunities</p> <p>H2: not have one size fits all</p> <p>H2: reduce emphasis on multiple-choice testing</p> <p>N2: expand education industry in the region</p> <p>N2: make environmental education a consistent part of the curriculum</p> <p>H2: increase volunteer presentations, poster contests</p> <p>N2: create a sitting body that coordinates at all levels of education</p> <p>H2: bring traditional institutions together with non-traditional</p> <p>N2: connect education with interests of tourists and 2<sup>nd</sup> home owners</p>



<b>Mid-Term</b>	<p>N2: Generate more jobs in tourism and recreation</p> <p>H2: improve antiquated Infrastructure</p> <p>N2: support investment</p> <p>H2: reduce non-local, expand local</p>	<p>N2: Increase diversity</p> <p>N2: ecosystem information, governance, etc.</p> <p>N2: bring our communities toward positive dialogue</p> <p>H2: create common ground and education</p>	<p>H2: engage civics and science teachers in middle schools</p> <p>N2: improve job and workforce match</p> <p>H2: provide training and educated workforce for businesses who have invested in Lake Tahoe</p> <p>N2: increase cultural education</p> <p>N2: educate and inform business owners</p>
<b>Short-Term</b>	<p>N2: Encourage sustainable business practices</p> <p>N2: Engage visitors and transient population</p> <p>N2: include economic argument</p> <p>N2: recognize Tahoe has seasonal economies</p> <p>N2: market and promote mountain biking resources and businesses</p> <p>N2: Promote health &amp; wellness industry</p> <p>N2: Modify regulatory environment</p>	<p>H2: Make sustainability “cool”</p> <p>N2: get local heroes to talk about careers</p> <p>N2: increase indigenous awareness</p>	<p>N2: educate schools on how everyone can become more sustainable</p>



### Conservation of Natural Resources: Including Water Quality

- Member Co-Chairs: Evan Lawley, Steve Teshara
  - Participants: Doug Martin, David Welch, Brian Strachan, Stellar Lufrano-Jardine
- **Long Term = 7 to 10 years; Mid-Term = 3 to 5 years; Short Term = 6 months to 1 year**

	Water Quality	Air Quality	Wild-Land Ecosystem
<b>Long-Term</b>	N2: Identify Sustainable Funding for O & M		N2: 50% of WildLand in Basin Resilience
<b>Mid-Term</b>	N2: Develop a Stormwater Management Organizational Structure	N2: Improve Air Quality Database and TMDL Air Quality data	N2: Educational Outreach in W.U.I. (community) and National Elected Leadership (also locals and National conservation Organizations)
<b>Short-Term</b>	N2: Establish Load Reduction Plans	N2: Build better Air Quality Database  N2: Reduce Green House Gas emissions	N2: Forest Plan Adopted with Changes from Comments
<b>Group Input:</b>	N2: Secure Federal funding support to comply with the TMDL  N2: Establish real incentives for a Watershed Association (TRPA-RPU)  N2: Increase knowledge of stream credits (TMDL) if creek is restored  N2: Establish stormwater fees  H2: Build a stormwater association  H2: Consolidate stormwater systems  N2: Improve Lake Clarity  N2: Measure, Track, Report benefits and prioritize investments by benefits		N2: Have decisions supported by sound science and engineering  N2: Create a Nexus between conservation and wise recreation use  N2: Protect sensitive habitat  N2: Reduce our risk of wildfires  N2: Create a link between wildlife and wildfire  N2: manage fuel reduction on forested lands intelligently  N2: Increase natural resource resiliency  N2: establish ecosystem adaptation strategies  N2: better delineate the natural vs. human environments





### Community Mobility/ Bikeable Walkable Communities

- Member Co-Chairs: Gavin Feiger, Steve Teshara
  - Participants: Russ Dahl, Steve Hash, Coleen Shade, Marshall Dyer, Tom Wendell, Brett Long
- Long Term = 7 to 10 years; Mid-Term = 3 to 5 years; Short Term = 6 months to 1 year

#### Mission/ Purpose Statement:

*This working group was organized as a grassroots effort to identify and advocate for improved community mobility and connectivity with a clear emphasis on walking and biking and other human-powered transportation and the infrastructure necessary to support these essential activities. We support the overall Transportation Vision Statement in Mobility 2035, the Lake Tahoe Regional Transportation Plan: An innovative multi-modal transportation system is in place that gives priority to viable alternatives to the private automobile, appeals to users and serves mobility needs, while improving the environmental and socioeconomic health of the Region.*

	Need to: (N2)	How to: (H2)
Long-Term	N2: Provide alternative transportation options  N2: Increase path and bike systems safety  N2: Develop a safe bike path around the lake  N2: Need bike access in all neighborhoods  N2: Address “why I can’t ride a bus to north shore easily”  N2: Add more streetscape amenities  N2: Connect Meyers to the “Y” and South Lake Tahoe/Stateline with Bike paths <ul style="list-style-type: none"> <li>• Provide interconnected safe paths from Stateline to the “Y” (at least)</li> </ul> N2: Provide incentives for biking  N2: Redevelop to support connectivity  N2: Prioritize implementation of human powered transit <ul style="list-style-type: none"> <li>• More “clean” tourism</li> <li>• Less traffic = improved health</li> </ul> N2: Reduce GHG Emissions	H2: Get TTD to help with the “big picture”  H2: Enable local users to be part of planning and implementing action   H2: Increase community Connectivity   H2: Insure effective incentives to attract private capital   H2: Address various audience needs: <ul style="list-style-type: none"> <li>• Tourists</li> <li>• Recreation</li> <li>• Commute</li> <li>• Kids</li> </ul>



<b>Mid-Term</b>	<p>N2: Accelerate bike/pedestrian delivery</p> <p>N2: Identify key nodes for pedestrian/bike</p> <p>N2: Connect our existing neighborhoods</p> <p>N2: Access safe routes to schools, state and federal funding</p> <p>N2: Integrate walking and biking with bus transportation</p> <p>N2: Create community gathering areas – connected</p>	<p>H2: Increase funding and/or resources</p> <p>H2: Accommodate surfaced trails in SEZ's (Lahontan??)</p>
<b>Short-Term</b>	<p>N2: Integrate into Community plans</p> <ul style="list-style-type: none"> <li>• Update community design standards</li> <li>• Include pedestrian/bike connections</li> </ul> <p>N2: Create 3 core community centers connected by transportation</p> <p>N2: Make Biking/walking easier in winter</p> <p>N2: Develop better signage for hiking and biking trails</p> <p>N2: Increase public engagement by holding bikeable –focused community events</p> <p>N2: Identify neighborhood gaps</p> <p>N2: Fund planned bike trail projects</p> <p>N2: Connect existing on-street bike lanes</p>	<p>H2: Improve the “urban design” of our communities</p> <ul style="list-style-type: none"> <li>• H2: Increase Community Density</li> </ul> <p>H2: Plow/Snowblow paths and not “berm” in paths and lanes (keep paths clear)</p> <p>H2: Identify streets, ask City to prioritize</p> <p>H2: Prevent “bike path to nowhere”</p>



## Attachment F – Prospective Funding Resources

Potential funding sources for LTSC and workgroup projects and initiatives 2014 and beyond: **To be developed Summer 2014**

Focus Area	Funder/ Priority	When/How/Amount	Fiscal Agent
LTSC/ Communications			
Community Mobility			
Conservation of Natural Resources			
Economy–Education– Culture			
Energy-Waste-Water Efficiency			
Human Health & Social Well-Being			