

**Technical Supplement and Appendix
for
PATHWAY 2007 Evaluation Report**

Socio-Economics

DRAFT

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13 Socio-Economic Overview

13.1 Socio-Economic Introduction

Among the resource areas covered in this document, socio-economics (SE) is the most interdisciplinary. The topics encompassed by socio-economics are numerous and range from the condition of the Basin's economy, to social issues such as housing and education. In analyzing the topics and issues identified within socio-economics, it becomes apparent that there is a significant interdependency with several other resource areas. The interdependence and broad range of topics make socio-economics a challenging resource area, but highlights the need to understand the topics and their relationships with other resource areas. The development of an effective program and monitoring system will provide a greater understanding of the effect of environmental management on the Basin's population and the ability to integrate social and economic issues into policy development.

Socio-economics has been an area of study with very limited previous formal research or analysis on a Basin wide scale (the Lake Tahoe Compact does not specifically require SE monitoring). Pathway 2007 provides the opportunity for SE issues to be discussed in the same arena as threshold resources that have already had approximately twenty years of research and assessment history. Accordingly, this is the first time socio-economics (at least since the Regional Plan was adopted in 1987) will be incorporated to such a degree in Lake Tahoe's planning and policy-development process and is intended to initiate ongoing inclusion of SE in Lake Tahoe's long term planning and management.

As a result, there are several observations that should be kept in mind while the reader reviews the following document. These observations outline the complexity of the issues involved, the overall policy environment in which socio-economics operates, and the limitations that are inherent in the topic area for the four partner agencies.

1. *Interdependence between SE and the environment.* While the SE vision statement (see Figure 1) emphasizes a needed sustainable "balance" between economic forces and environmental protection, the underlining dynamic is a functional *interdependence* between the unique natural environment that attracts the Basins constituents (residents, visitors, and the taxpaying public) and the financial and political support those same constituents provide environmental management entities and activities..
2. *Socio-Economics is not currently a formal threshold nor does it provide clear attainment standards.* There are not current or future plans to develop formal SE attainment thresholds. Furthermore, while we present some initial direction toward developing a set of SE standards, establishing a formal monitoring program will require significant institutional commitment, adequate SE monitoring information, and extensive communication between the Basin's managing entities and the constituency – likely requiring years of ongoing research and open dialogue.

3. *+SE encompasses several distinct communities within the Lake Tahoe Basin.* SE conditions and associated SE concerns are not uniform throughout the Basin. As reflected in public input and TWG discussion, both residents and visitors consider the Basin to be an interrelated collection of distinct communities each with its own particular characteristics and, very likely, distinct SE priorities. Research, monitoring, and the wider Pathway 2007 policy conversation will need to consider not only the Basin as a whole but also the individual community areas within it. Adequately addressing the many voices as represented in these constituent communities will challenge Pathway 2007 managers and the public and stakeholder input process.
4. *SE covers a challenging array of community issues.* The SE resource area covers perhaps the widest range of issues in the Pathway 2007 process. *Basin economic conditions* – including an economy that combines ongoing private sector investment and business activities, with public sector management of the impacts economic activity may have on the Basin environment. *Housing and community*- As a resort community, Lake Tahoe's populous consists of a diverse mix of full time, seasonal and second home owners. The diverse income distribution, housing trends and seasonal nature of the economy make it challenging to provide the right mix of housing and public facilities and community elements.
5. *Pace of change impacting Lake Tahoe SE resource issues.* Lake Tahoe is influenced by shifts in population in both California and Nevada. These population shifts include population growth ethnic diversity, changing preferences for recreation, and changing economic conditions of these adjacent populations.
6. *Social equity is an underlying issue.* The Lake Tahoe Basin faces many of the same issues as mountain resort communities around the country. Seasonal and second home ownership drives up the cost of housing, which makes it difficult for service oriented employees and traditional residents to live and work in the same location. This fundamental dynamic creates a multitude of community and social issues in mountain communities.

While all four Pathway Agencies recognize the importance of social and economic issues, TRPA and LTBMU are the primary agencies with specific directives to address social and economic issues Section 13.2.1 *Existing Desired Conditions, Standards and Indicators* provides a detailed account of each agencies approach to socio-economics in the Basin.

13.1.1 Background

Pathway 2007 (P7) goals include developing a system that will allow partner agencies to monitor consistent and reliable socio-economic indicators and trends, develop a framework from which to consider economic impacts associated with policies and regulations, and assist in strategies for economic development and diversification consistent with the established environmental threshold carrying capacities. Currently, there are no thresholds or standards which partner agencies use to consistently and formally measure the social and economic status of the Lake Tahoe Basin.

System Components

Population

Approximately 66,000 people reside within the Lake Tahoe Region as of 2000. Between 1990-2000, the resident population of the Lake Tahoe Region increased from about 55,000 to 66,000 persons, representing an average growth rate of 1.74 percent per year. This rate is low in comparison with surrounding counties.

Table 13-1: Regional Population Change 1990-2000

Area	2000	1990	Annual Change
California	33,871,648	29,760,021	1.38%
Nevada	1,998,257	1,201,833	6.63%
El Dorado	156,299	125,995	2.41%
Placer	248,399	172,796	4.38%
Douglas	41,259	27,637	4.93%
Washoe	339,486	254,667	3.33%
Carson City	52,457	40,443	2.97%
Reno	339,486	254,667	3.33%
San Francisco	7,039,362	6,253,311	1.26%
Sacramento	1,796,857	1,481,102	2.13%
Tahoe Basin	66,469	54,887	1.74%

Source: US Census Bureau,

Table 13-2: Basin Population Change 1990-2000

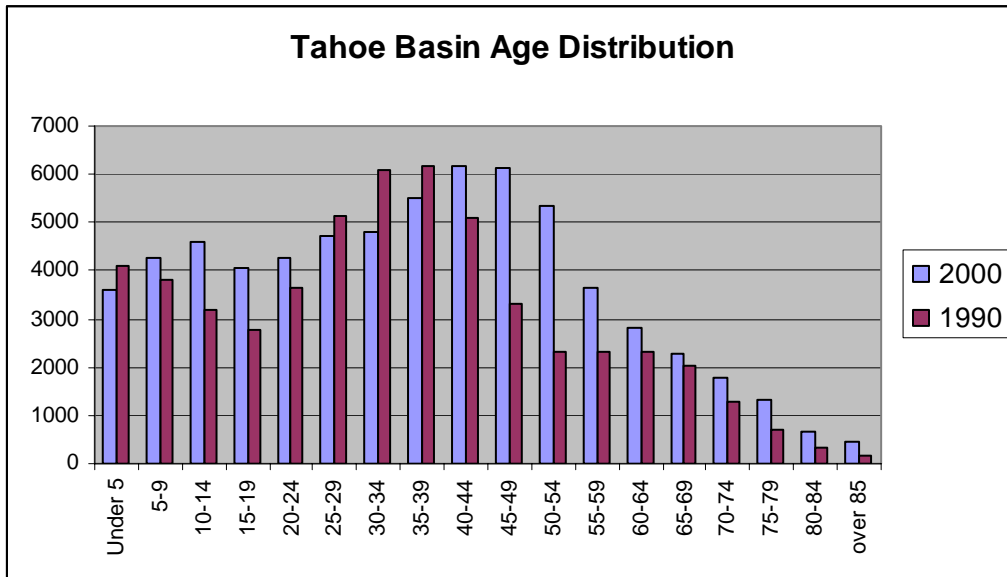
Area	2000	1990	Annual Change
City of South Lake	23,663	21,772	0.80%
Meyers/ Hope Valley/Luther Pass	9,221	6,971	3.23%
Westside El Dorado	1,158	909	2.15%
Homewood	808	598	2.60%
Tahoe Pines/SunnySide	1,087	788	2.75%
Tahoe City	1,058	1,076	-0.17%
Lake Forest/ Dollar Hill	1,806	1,511	1.63%
Carnelian Bay	1,694	1,344	2.07%
Tahoe Vista	1,931	1,286	3.34%
Kings Beach/ Brockway	3,774	2,654	2.97%
East Shore Douglas	4,078	3,856	0.54%
Kingsbury	2,613	2,259	1.35%
Central Incline Village	4,409	3,106	2.96%
Crystal Bay/Outlying Incline Village	5,543	4,461	1.95%
Glen Brook	3,626	2,296	3.67%
Tahoe Basin	66,469	54,887	1.74%

Source: US Census Bureau,

Age Distribution.

The age distribution of the population of Tahoe Region residents will influence the area's socio-economic profile, as demand for specific services and preferences for recreation activities will often vary among certain age groups. Residents age 55 and older represent 18.6 percent of the Basin's population. As general populations age and the possibility of increased retirement residents occurs, demand for health care services and cultural activities, in particular, are most likely to grow.

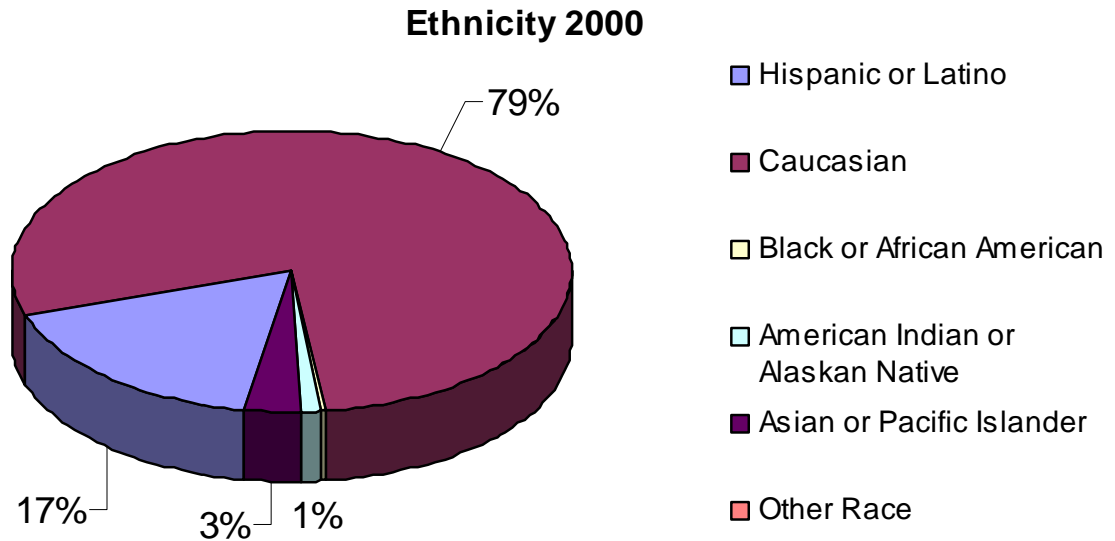
Figure 13-1: Lake Tahoe Region Age Distribution



Ethnicity

Social and economic environments of the Basin are also influenced by the ethnic diversity of the population. The majority of the Basin's population is defined as Caucasian. The second largest ethnic population in the Tahoe Basin is those of Hispanic or Latino origin. The exact percentage for this portion of the population and other ethnicities is likely to be significantly under estimated due to the number of seasonal and short term residence.

Figure 13-2 Lake Tahoe Ethnicity



Source: US Census Bureau

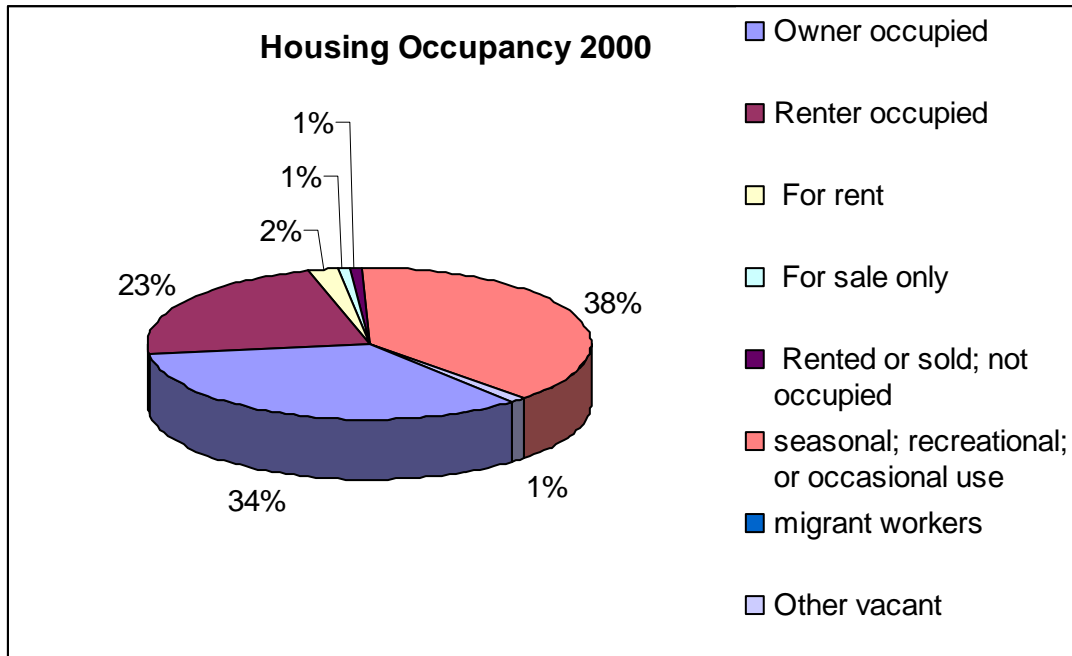
Housing

The housing environment in the Basin is influenced by a large number of factors including population trends, real estate markets, taste and preferences and government regulation. Current housing conditions include a large percentage of second home ownership, limited supply, and escalating prices. In addition to Basin conditions, the demand and supply for housing is also influenced by growth in regions immediately surrounding Lake Tahoe. Although real estate in Tahoe will follow general market trends, price variance is likely to differ due to the unique conditions of the Basin.

Table 13-3 Occupied Housing

Year	Occupied Housing	Ownership	Rental
1990	22,081	49.79%	50.21%
2000	27,018	59.67%	40.33%

Figure 13-3 Housing Occupancy



Source: 2000 US Census

Workforce Characteristics

Based on Census data it is difficult to assess the number of workers who work inside the Basin, but reside elsewhere. Table 13-6 shows information on residence/work locations. Place of residence in this table is by census tract, which is a small geographic area. None the less, it shows that 51% of the Basin's population does not work in the immediate vicinity of their residence. For the population that does reside within the Basin, the average commute time is 5-25 minutes, which means most are commuting within the Basin or those communities directly outside the boundaries.

Figure 13-4 Travel Time to Work for Basin Residence

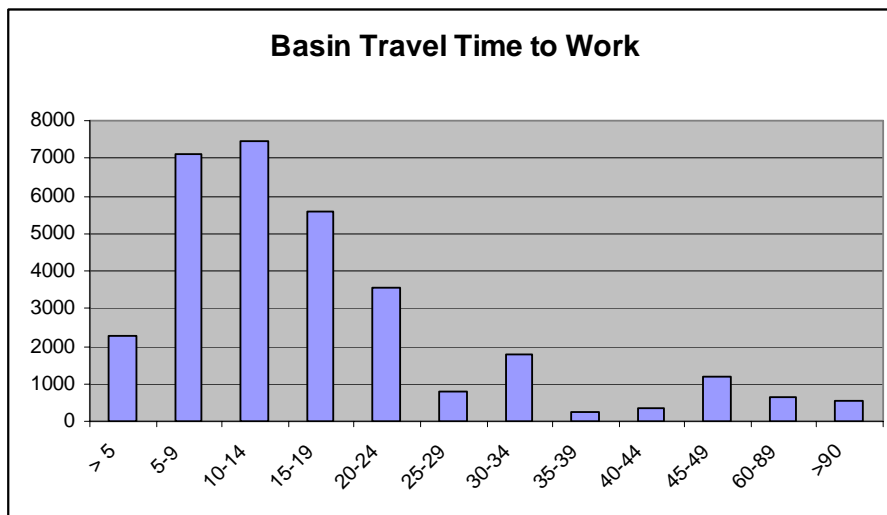


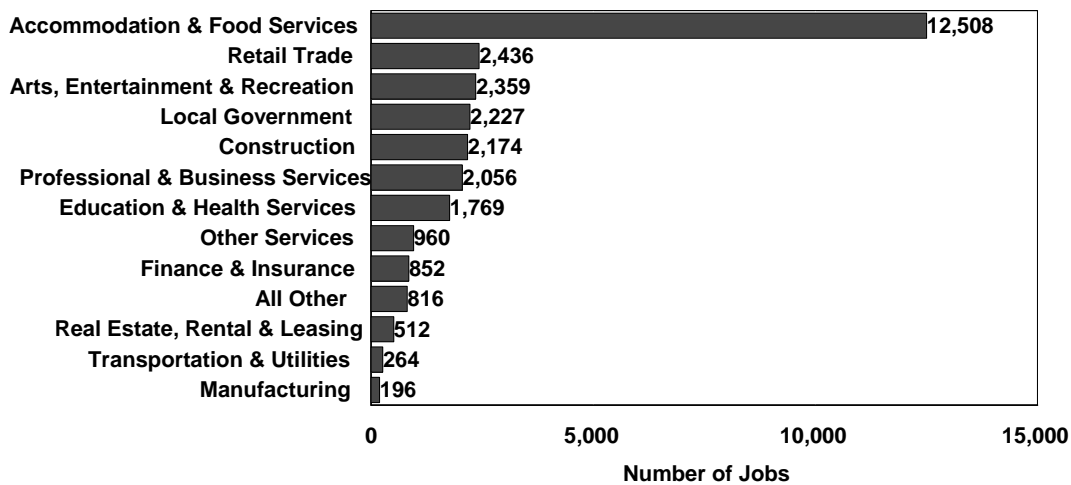
Table 13-4 Place of Residence/Place of Work 2000

	Work Outside County of Residence	Work Outside Place of Residence
Tahoe Basin	10.72%	51.03%
California	16.62%	63.61%
Nevada	3.68%	61.06%
El Dorado	40.40%	68.24%
Placer	39.47%	72.29%
Douglas	28.66%	84.06%
Washoe	2.63%	43.31%

Structure of Employment and Earnings

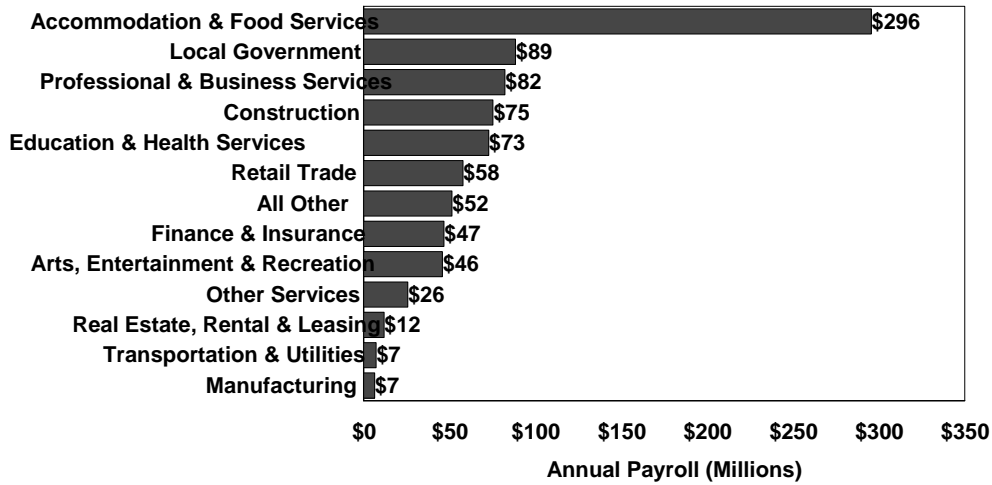
The structure of employment and earnings provide a measure of the degree to which the Region’s economy depends on any particular industry. Businesses that depend primarily on travel and tourism – lodging establishments, gaming, restaurants, and recreation services – are important to the Tahoe Basin’s economy. As shown in Figures 13-5 and 13-6, accommodation & food services (includes casino hotels and the associated gaming activity) are the primary source of employment and payroll earnings in the Lake Tahoe Region.

Figure 13-5: Lake Tahoe Region Distribution of Employment, 2003



Note: Accommodation & Food Services includes casino hotels and the associated gaming activity.
 Sources: California Employment Development Dept. & Nevada Dept. of Employment, Training and Rehabilitation

Figure 13-6: Lake Tahoe Region Distribution of Earnings, 2003



Note: Accommodation & Food Services includes casino hotels and the associated gaming activity.
 Sources: California Employment Development Dept. & Nevada Dept. of Employment, Training and Rehabilitation

Table 13-5 2003 Top Ten Basin Industries by Number of Establishments

Industry	Number of Establishments
Construction	483
Accommodation & food services	370
Retail trade	367
Professional, scientific & technical services	348
Real estate & rental & leasing	260
Other services (except public administration)	206
Health care and social assistance	195
Admin, support, waste mgt, remediation ser	159
Finance & insurance	142
Utilities	103

Table 13-6 Largest Growing Industries by Number of Establishments

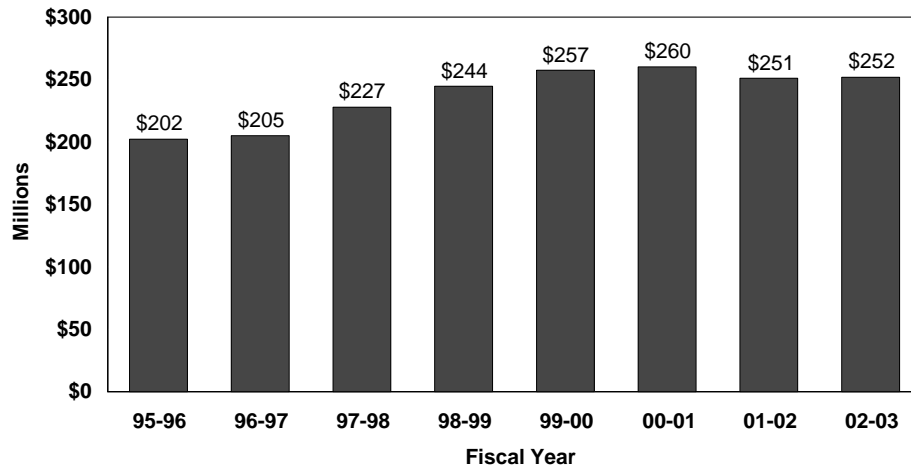
Industry	2003 Total Establishments	Total Change 98-03
Professional, scientific & technical services	348	121
Utilities	103	91
Real estate & rental & leasing	260	62
Finance & insurance	142	47
Accommodation & food services	370	34

Source: US Census Bureau: Business Census

Economic Measures of Visitor Trends

In general, the trend of total visitor spending tracks the trend in lodging sales (estimate based on Transient Occupancy Tax receipts collected for hotels, motels, B&Bs, rented home/condominiums). Lodging sales are an extremely useful measure of travel activity as nearly three-quarters of all visitor spending in the Region occurs among people who stay overnight in hotel, motels and rented homes/condominiums (see Economics section of 2001 Evaluation Report, pg 11-27).

Figure 13-7: Lake Tahoe Region Lodging Sales, Fiscal Year 1996-2003

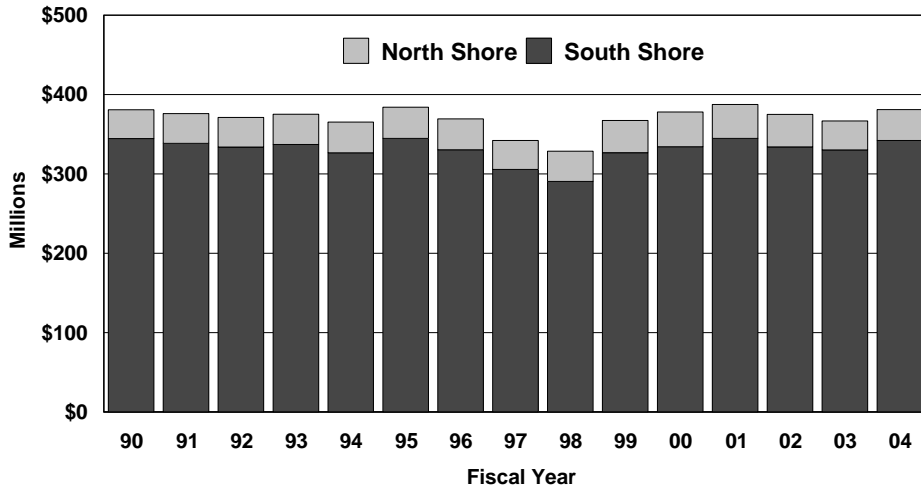


Sources: Placer County Revenue Services Division, City of South Lake Tahoe
Reno/Sparks Convention & Visitors Authority, Douglas County

Gaming Revenue

With the exception of a slight downturn between 1997-98 among South Shore casinos, gaming revenue has held fairly steady with little or no growth for more than a decade. Given the high proportion of jobs associated with gaming significant changes in gaming revenue provide a valuable indicator of change in the overall composition of the Region's economy.

Figure 13-8: Lake Tahoe Region Annual Gaming Revenue (winnings), 1990-2004

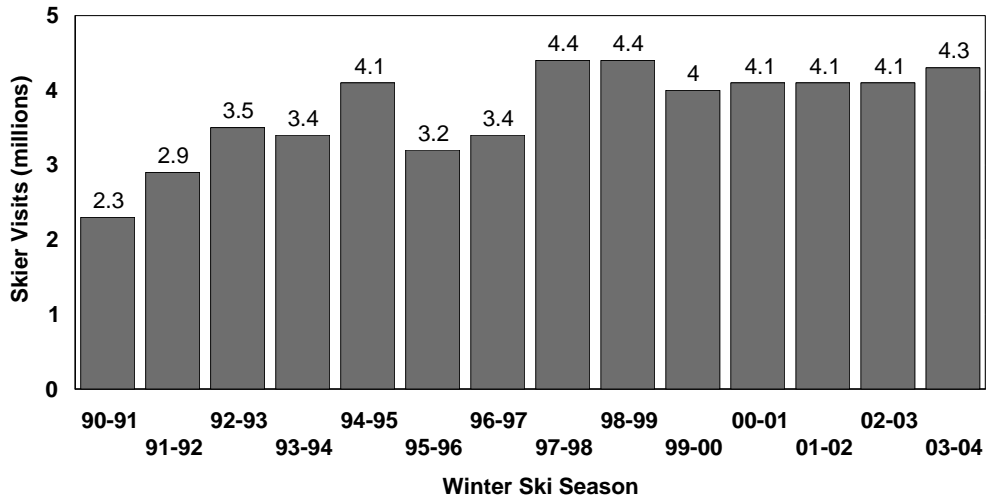


Source: Nevada Gaming Control Board

Skier Visits

Ski resorts in the Lake Tahoe Region also serve as a primary visitor draw attracting large numbers of visitors during the winter months most of whom contribute to the economy through their spending on accommodations, food services, retail, and recreation. The annual number skier visits provides a useful gauge of the economic conditions in the Lake Tahoe Region, particularly during the winter months of the year. As shown in Figure 13-9, skier visits has remained fairly steady over the most recent seven-year period totaling about 4 million or more visits per winter ski season.

Figure 13-9: Skier Visits in the Lake Tahoe Region, 1990-2004



Source: California Ski Industry Association

13.1.2 Legal and Regulatory Setting

Social and Economic environments are influenced directly and indirectly by a large number of entities within and outside the Basin. The most comprehensive assessment of Tahoe's institutional framework is presented by Chapter six of the United States Forest Service Watershed Assessment. As the report notes, the Basin has a complex institutional history involving a myriad of federal, state, local agencies, coalitions and non-government organizations. The following are core entities that have a direct/indirect influence on the Basin's social and economic environments.

- Tahoe Regional Planning Agency
- United States Forest Service
- Lahontan Regional Water Quality Control Board
- Nevada Department of Conservation
- California Tahoe Conservancy
- Regional Counties (Placer, Washoe, Douglas, El Dorado, Carson City)
- City of South Lake Tahoe
- Public Utility and other special districts
- Chambers of Commerce
- NGOs and coalitions (Transportation and Water Quality Coalition, North Lake Tahoe Resort Association, Workforce Housing Authority of Tahoe Truckee, League to Save Lake Tahoe, Sierra Club)

13.2 Existing Management Direction and Need for Change

13.2.1 Existing Desired Conditions, Standards and Indicators

Currently there are no established desired conditions, indicators, or standards for social and economic issues within the Lake Tahoe Basin – though several recent studies have discussed socio-economics factors. These studies include the threshold update work conducted by TRPA in the *Economics* section (Chapter 11) of the 2001 Threshold Evaluation Report and a discussion of socio-economic issues contained within the USFS Lake Tahoe Watershed Assessment. Additionally, work conducted in preparation for the P7 process included a discussion of socio-economics in the Adaptive Management Framework (AMF) workshops (2003-04) and analysis conducted by the USGS for the Tahoe Decision Support System (TDSS) study.

13.2.1.1 Existing Desired Conditions

For purposes of this report, we have developed an implied set of existing desired conditions through a review of the USDA Forest Service, Lake Tahoe Basin Management Unit's Forest Plan (Sierra Nevada Plan Amendments) and the Tahoe Regional Planning Agency's Compact language and Goals and Policies Report (Table X.xx). Lahontan and NDEP goals (i.e., Desired Conditions) are mandated to be consistent with the Clean Water Act. Due to this federal legislation requirements,

Lahonton and NDEP goals are not proposed for change as they relate to socio-economics.

13.2.1.1.1 TRPA COMPACT

With regard to Desired Conditions and monitoring of social and economic indicators, many references to the “economy” or “investment” are found throughout the TRPA Goals and Policies document.

Page I of the Goals and Policies, immediately following the “Statement of Mission” has a “Statement of Principles” which addresses the economy directly:

The purpose of the TRPA is to: a) Maintain the significant scenic, recreational, educational, scientific, natural, and public health values provided by the Region; and b) Insure equilibrium between the Region’s natural endowment and its manmade environment. Together there will encourage the wise use of the waters of Lake Tahoe and the resources of the area, preserve public and private investments in the Region, and preserve the social and economic health of the Region.

Chapter 1, Introduction, states as follows:

Article I – Findings and Declarations of Policy:

- a) It is found and declared that: (1) The waters of Lake Tahoe and other resources of the region are threatened with deterioration or degeneration, which endangers the natural beauty and economic productivity of the region. (6) Maintenance of the social and economic health of the region depends on maintaining the significant scenic, recreational, education, scientific, natural and public health values provided by the Lake Tahoe Basin.

The TRPA Compact directly suggests that the economic health of the Region to be balanced with environmental protection.

Goals and Polices page II-1:

Goal #1, Policy#1

The primary function of the region shall be as a mountain recreation area with outstanding scenic and natural values.

The economic health of the Region depends on a viable tourist and recreation-oriented environment. It is not the intent of the Regional Plan to encourage other economic development, such as industry or non-service commercial facilities, at the expense of outdoor recreation in the Tahoe Region.

Goals and Policies, page II-3

Goal #2, Policy #2, Commercial and Public Service

Commercial and Public Service areas are urban areas that have been designated to provide commercial and public services to the Region or have the

potential to provide future commercial and public services. The purpose of this classification is to concentrate such services for public convenience, separate incompatible uses, and allow other noncommercial uses if they are compatible with the purpose of this classification and other goals of this Plan.

The TRPA Compact also requires (Article VII) environmental impact statements to address:

“The relationship between local short-term uses of man’s environment and the maintenance and enhancement of long-term productivity.” (a)(2)(E).

Note also, that in neither case have socio-economic strategies been formally addressed (with the exception of base economic research conducted in the Chapter 11, of the 2001 Threshold Evaluation Update). As a result the Pathway 2007 process will be the first integrated effort to examine socio economic issues as indicated within the following goal statements.

TRPA Implementation Element Goal #2, Policy 9

TRPA SHALL STUDY ON A CONTINUING BASIS THE CAUSE-EFFECT RELATIONSHIPS RELATED TO THE REGION'S ECONOMY, TO PROMOTE A BETTER UNDERSTANDING OF THE POSSIBLE ECONOMIC IMPACTS OF THE REGIONAL PLAN.

Although economic cause-effect relationships are extremely difficult to establish, the Agency will track key economic indicators (see Goal #3) and investigate possible connections between these indicators and TRPA's policies, using both economic modeling and expert analysis.

TRPA Implementation Element Goal #3, Policy 4

THE AGENCY WILL ESTABLISH A SOCIO-ECONOMIC ADVISORY PANEL TO HELP DEVELOP A SOCIO-ECONOMIC MONITORING PROGRAM, TO PERIODICALLY REVIEW AND REPORT ON THE STATE OF THE BASIN'S ECONOMY AND MAKE RECOMMENDATIONS TO THE GOVERNING BOARD.

TRPA should consider the impacts of the Regional Plan on the Basin's economy and periodically consider adjustments consistent with attainment of environmental threshold carrying capacities. A panel of socio-economic experts should be assembled to assist TRPA in this task.

13.2.1.1.2 United States Forest Services Directives

The Forest Service is required to follow applicable state and federal laws, as well as internal agency policy provided in the Forest Service Handbook and the Forest Service Manual. Following are key internal policies guiding the LTBMU’s consideration of social and economic roles and contributions, as well as the LTBMU’s engagement in the Pathway 2007 collaborative process for the purpose of Forest Planning.

FSH 1909. 12 Chapter 30, section 32--External Initiative and Land Management Planning

Participation is encouraged when it would:

1. Ensure appropriate consistency between the plan and external efforts and contribute to social, economic, and ecological sustainability of the plan area,
2. Improve a community's capacity to enhance sustainability, and
3. Increase a community's willingness to work collaboratively with the agency and other participants in carrying out the plan.

FSH 1909. 12 Chapter 30, section 31.41 --Participation When Developing Desired Condition Statements

When selecting methods of collaborative public participation for developing desired conditions, the Responsible Official should choose methods that:

1. Seek to reflect social considerations, as well as the plan area's distinctive roles and contributions to the associated social, economic, and ecological system.
2. Seek a widely shared vision for managing the plan area, as well as meaningful indicators of progress and meaningful indicators of reasonable needs to make subsequent changes.
3. Seek to identify meaningful indicators of a future need for change in plan components.

FSM 1921.71 Chapter 1920, section 1921.7 – Sustainability

The overall goal of managing the National Forest System (NFS) is to sustain the multiple uses of its renewable resources in ways that best meet the needs of the American people in perpetuity while maintaining the long-term productivity of the land. This enables the NFS to provide sustainable systems and contribute to sustainable flows of uses, benefits, products, services, and visitor opportunities.

The concept of sustainability integrates three interrelated and interdependent elements: social, economic, and ecological. By working with other Forest Service units, other agencies, and communities, the Responsible Official should develop a plan that identifies opportunities to contribute to the overall sustainability of social, economic, and ecological systems. Contributions to the sustainability of these systems are limited by agency authorities, budget, and the capability of the plan area (Title 36, Code of Federal Regulations, part 219, section 219.10).

A plan should integrate the elements of sustainability since social and economic conditions affect, and are affected by, ecological conditions, and likewise ecological conditions affect, and are affected by, social and economic conditions. With a plan

approval, the Responsible Official should identify the National Forest or Grassland's contributions to sustainability and should indicate what to sustain, for whom, how, for how long, and at what cost for the present and the future.

FSM 1921.71 Chapter 1920, section 1921.71 – Addressing Sustainability in Plans

In developing, amending, or revising a plan, the Responsible Official should:

1. Frame sustainability using conditions or trends of social, economic, and ecological systems;
2. Establish plan components, especially desired conditions, in response to connections between the National Forest System lands and social, economic, and ecological systems;
3. Collaboratively identify the key opportunities, for sustaining social, economic, and ecological systems that the plan may address;
4. Address these key considerations by evaluating ecological structures, compositions, and processes, and social and economic conditions, trends, and relationships (see FSH 1909.12, ch. 40);
5. Integrate the social, economic and ecological elements of sustainability (see FSH 1909.12, ch. 40).

FSM 1921.71 Chapter 1920, section 1921.72 – Social and Economic Sustainability

The overall goal related to social and economic elements of sustainability is to contribute to sustaining social and economic systems that are affected by Forest Service management within the plan area (36 CFR 219.10(a)). For effective evaluation, the Responsible Official should identify and understand the social and economic systems related to the plan area.

FSM 1921.71 Chapter 1920, section 1921.72a – Addressing Social and Economic Sustainability in Plans

The Responsible Official should collaboratively develop plan components to gain broad and diverse perspectives about sustaining social and economic systems in the plan area (see FSM 1921.6). In addressing contributions to sustaining social and economic systems in the plan, the Responsible Official should:

1. Establish desired conditions that contribute to sustaining social and economic systems using an interdisciplinary and collaborative approach;
2. Establish plan objectives, such as important roles and contributions the Forest Service can play, to achieve or maintain desired conditions; and
3. Establish performance measures to evaluate progress in achieving desired conditions.

FSM 1921.71 Chapter 1920, section 1921.72b – Evaluating Contributions to Social and Economic Sustainability

In evaluating contributions to sustaining social and economic systems, the Responsible Official should:

1. For economic systems, consider the changing conditions and trends that affect relevant economic indicators such as employment, income, capital, housing, and fiscal health for important economic units such as individuals, households, industries, communities, regions, state and local governments, tribes, and the nation.
2. For social systems, consider the changing conditions and trends that affect relevant social indicators such as health, safety, and quality of lifestyle for important social units such as individuals, families, communities and the nation.
3. Consider how plan components contribute to sustaining social and economic systems.
4. Consider the performance of the plan components in achieving desired conditions for sustaining social and economic systems.
5. Periodically determine whether the plan components, especially the desired conditions, for contributing to sustainable social and economic systems remain valid.
6. Determine whether the evaluations indicate the need for change in the plan.

13.2.1.2 TRPA & LTBMU Existing Goals

Table 13-7 Existing Goals

TRPA Compact	1987 TRPA Regional Plan Goals and Policies	1988 LTBMU LMP Forest Plan & SNFPA
<p>TRPA Goals and Policies :</p> <p>Encourage the wise use of the waters of Lake Tahoe and the resources of the area, preserve public and private investments in the Region, and preserve the social and economic health of the Region.. TRPA1</p>	<p>Goal #2, Policy 9:</p> <p>TRPA Shall study on a continuing basis the cause and effect relationships related to the regions economy, to promote a better understanding of the possible economic impacts of the regional plan.</p>	<p>Sierra Nevada Forest Plan Amendments 2004- ROD</p> <p>II. Rationale for Decision: Recreation: Providing recreation opportunities is one of the FS's major missions in California, along with providing sustainable, healthy ecosystems.</p>

	<p>Goal #3, Policy 4</p> <p>The agency will establish a socio-economic advisory panel to help develop a socio-economic monitoring program, to periodically review and report on the state of the Basin's economy and make recommendations to the Governing Board.</p>	<p>Land and Resource Mgt Plan, 1988, LTBMU, Forest Wide Mgt Goals</p> <p>Socio-Economic Goal Continue to produce goods and services for national and regional markets, while also being a responsive neighbor to the local communities.</p>
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13.2.2 Deleted and Modified Desired Conditions

Since the Lake Tahoe Compact has explicitly directed standards to include, but not be limited to, certain enumerated physical topics (in Article VI(a)), but did not enumerate socio-economic topics, there are currently no existing SE DCs, standards and indicators, and thus no changes are proposed to them at this time.

13.2.3 Conclusion and Need for Change

While a number of economic studies conducted in the Basin have been focused either on a specific business sector, such as skiing or gaming, or on a particular geographic sub-region of the Basin, such as the North Lake Tahoe Area of Placer County, relatively little comprehensive or integrated social and economic analysis has been done in the Lake Tahoe Basin. Although some efforts made by TRPA and others have helped to foster development of an economic and social agenda for the Basin and region, no comprehensive socio-economic monitoring system currently exists.

With regards to the social and economic desired conditions, no single entity possesses the ability or authority to directly address all of them. Rather the social and economic issues identified through the desired conditions are influenced by a large number of entities. As stated previously, the institutional arrangement to address social and economic issues in the Tahoe Basin is complex consisting of a large number of organizations with various roles and authoritative abilities. There is a need to clearly assess the extent of these organizations, their influence on social and economic issues and their relationships to other entities. A direct outcome of the Pathway process should be to develop a more comprehensive and coordinated effort to achieve the social and economic desired conditions.

The results of the 2001 Threshold Evaluation effort illuminated two findings germane to the establishment of a socio-economic monitoring system: First, effective working relationships with a variety of organizations, including but not limited to stakeholders such as North Lake Tahoe Resort Association, Strategic Marketing Group, Lake Tahoe Gaming Alliance, League to Save Lake Tahoe, Tahoe Sierra Board of Realtors as well as representation from local governments and chambers of commerce, are essential for establishing a viable socio-economic monitoring system for the Basin and more cohesive effort to address issues relating to social and economic environments

Secondly, effective environmental management programs and public support for these management activities require a better understanding of socio-economic trends and how SE dynamics might impact the Basin's communities. Also, SE monitoring results that can be linked to environmental management programs may more clearly predict the impact that these programs may have on specific sectors of the Basin economy and Basin communities while conversely describing the effect inadequate or under funded environmental management programs might have on economic sustainability.

13.3 Proposal for Socio-Economic Desired Conditions, Indicators and Standards

The following proposal outlines a series of SE desired conditions (DC), and proposed indicators. Included is brief background on DC development, composition of the primary committees, which developed these, and the associated public input received for the SE resource area to date.

Proposed Desired Conditions

As discussed above, SE is not a threshold area, which means the approach to the resource will be different from other environmental management topics. In addition, since SE has no significant previous history of monitoring or management the Pathway 2007 effort has been the first to formally present a set of desired conditions (DC) and proposed indicators. The principal source for these elements has been a review of related work, public input via Pathway 2007 public visioning sessions, and meetings of the Socio-Economic Technical Working Group (SETWG). The findings contained in this report have been documented by the Socio-Economic Core Group (SECG) a committee of scientific experts selected by Pathway 2007 managers.

Figure 13-10 shows the primary SE vision statement, the set of desired conditions, and those attributes which further describe each DC statement. These statements were derived from a series of Technical Working Group (TWG) work session including a facilitated SETWG visioning session that provided a socio-economic *Mind Map* (See Section G) consisting of a series of value statements. The *Mind Map* results provided direction for subsequent DCs generated in follow-up SETWG meetings.

The SECG also integrated findings from Public Visioning Workshops (January 2005) per the reported results in the document developed by the Center for Collaborative Policy for the Pathway 2007 partners. In addition, each public session had a SECG representative participating in the facilitated public discussions.

Although most public comments indicated a desire for specific management approaches and are largely focused on social or economic statements, the SECG findings were not inconsistent with a desire for balance between environmental quality and economic well-being. The public's comments were largely characterized by the following issues.

- Balance the need for a healthy environment and healthy economy and communities.
- Acknowledge realities of the tourism economy.
- Encourage commercial redevelopment while retaining the Tahoe rustic feel.
- Increase access to Lake Tahoe.
- Provide for affordable housing.
- Look at demographic trends.

- Develop and maintain an equitable permitting process.
- Create sustainable livable communities.

Proposed Standards

Developing numerical standards for the social science resource areas are a problematic task that makes the resource unique within the Pathway 2007 process. Unlike other areas, social and economic resources do not have state or federally mandated standards. Due to the large geographic and diverse social landscape of the Basin, it would be extremely difficult to create consensus for appropriate standards. In addition, the multi-layered governance body of the Basin has created varying rules and regulations that would complicate the ability to create or achieve socio-economic standards. Due to the complexity and diversity of the Basin, no standards will be proposed for the desired conditions. Rather a baseline assessment should be established from which future actions and monitoring can be based. Within the framework of the socio-economic program, individual communities will have the ability to establish their own standards or desired levels of achievement.

Proposed Indicators

As stated previously there is a large number of entities and organizations that directly and indirectly influence social and economic issues. As such, the Pathway process should be viewed as a starting point for the discussion and development of future monitoring, funding and program development to address the desired conditions. The following indicators were developed by the Socio-economic Core Team to provide a basis for discussion and development. Building from Pathway, a process will be initiated to discuss the roles and responsibilities of various Basin organizations and governments in monitoring and addressing socio-economic issues. This process will also explore the development of a Basin Council or entity formation to champion the management of a socio-economic monitoring system.

The Lake Tahoe Basin Management Unit (LTBMU) has noted that several of the proposed indicators are of particular interest to the operations of their organizations. These indicators are noted in the following section

Figure 13-10. Socio-Economic Summary

SOCIO-ECONOMICS VISION

There is a sustainable balance between environmental protection and conservation practices that provide the basis for the region's unique natural characteristics, a base recreation and tourism economy, other diverse economic sectors, attractively built communities, diverse social populations, and an exceptional quality of life. The Lake Tahoe Basin as an international model for sustainable alpine communities that applies the best known practices in economic development, environmental protection, regulatory and planning process, community design, and inclusive resident and visitor communities.

Proposed Desired Conditions

1: Sustainable Economy

The economy has sustainable employment and earnings to capitalize on the base recreation/ tourism sector, seek opportunities for economic diversity, and revitalization.

2: Housing Opportunities

There are housing opportunities for full-time and seasonal residents, with attention to workers employed within the Basin.

3: Town Centers

Tahoe has pedestrian-friendly town centers with diverse businesses and public services co-located with efficient non-auto oriented transportation options.

4: Social Communities

Tahoe is a stable socially-diverse community, with opportunities for locally-owned businesses, a strong educational system, visual and performing arts, cross-cultural events, and an active and responsible community.

5: Regulatory Framework

There is a responsive and effective, user-friendly regulatory framework with consistency across all federal, state, and local regulatory agencies for all projects.

Proposed Indicators

1. Wage and earnings index (type II)
2. Business Tenure (type II)
3. Seasonal/Yearly employment ratio (Type II)
4. Employment Rates
5. Tourism Index (type II)
6. Business Diversity Index (type I)

1. Housing Stock Index (type II)
2. Median Housing Index (type II)
3. Median Rental Rate (type II)
4. Seasonal Housing Index (type III)
5. Resident Housing Index (type III)

1. Transit oriented development Index (type III)
2. Public Space (type II)
3. Public Transportation Utilization (type III)
4. Commercial Core Index (type III)
5. Design and Development Standards Index (type II)
6. Interpretive Information (type III)

1. Stable Healthy Socially-Diverse Communities (type II)
2. Community Involvement (type III)
3. Business Ownership Index (type II)
4. Education Index (type II)
5. Culture Index (type III)
6. Recreational Index (type II)

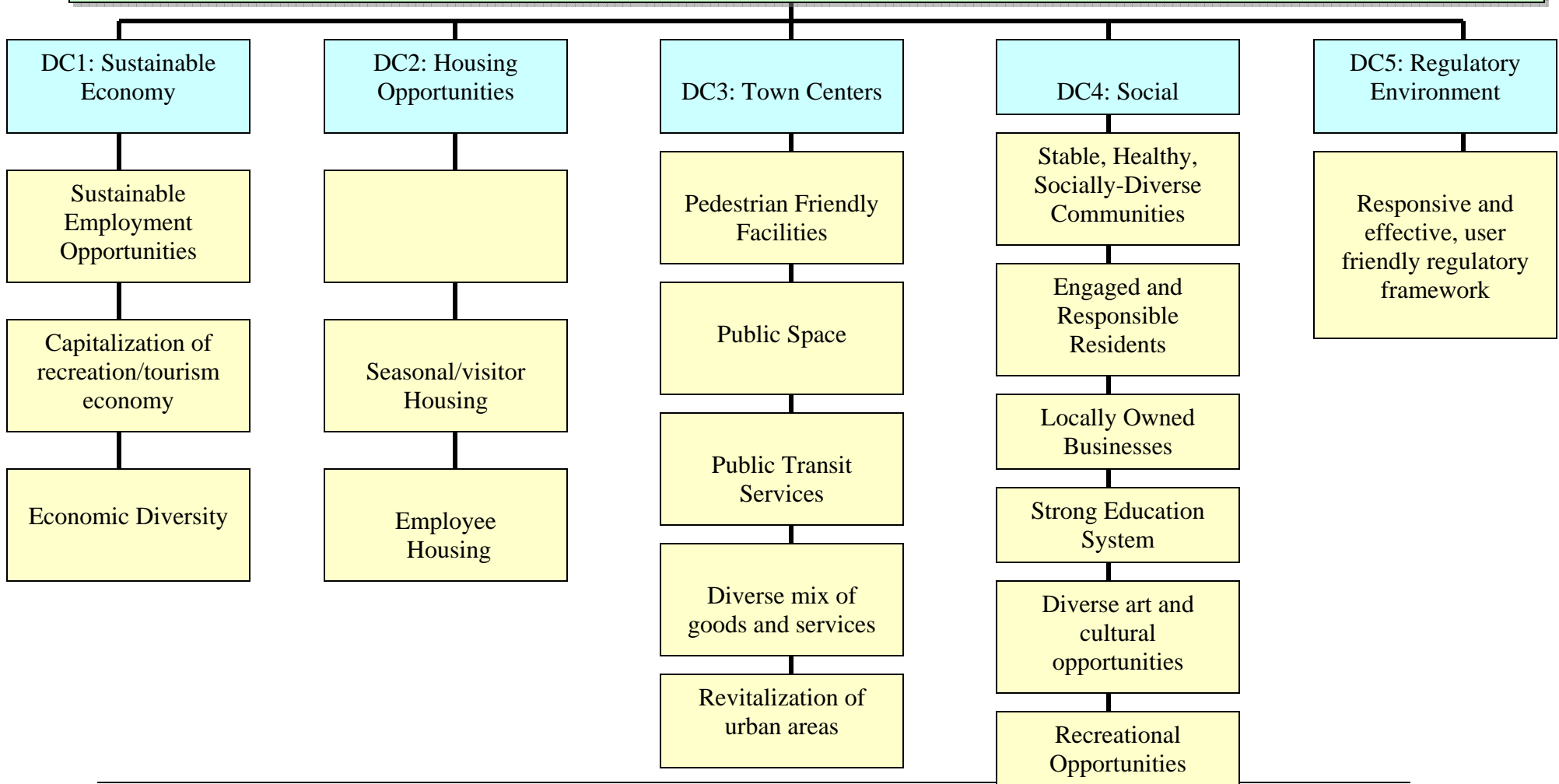
1. Public Perception Indicator (type II)

No Standards are proposed at this time

Figure 13-11. Socio-Economic Desired Conditions and Attributes Hierarchy

SOCIO-ECONOMICS VISION

There is a sustainable balance between environmental protection and conservation practices that provide the basis for the region's unique natural characteristics, a base recreation and tourism economy, other diverse economic sectors, attractively built communities, diverse social populations, and an exceptional quality of life. The Lake Tahoe Basin as an international model for sustainable alpine communities that applies the best known practices in economic development, environmental protection, regulatory and planning process, community design, and inclusive resident and visitor communities.



13.3.1 Socio-Economics Vision

There is a sustainable balance between environmental protection and conservation practices that provide the basis for the region's unique natural characteristics, a base recreation and tourism economy, other diverse economic sector, attractively built communities, diverse social population, and an exceptional quality of life.

The Lake Tahoe Basin as an international model for sustainable alpine communities that applies the best known practices in environmental protection, regulatory and planning process, community design, and inclusive resident and visitor communities.

13.3.2 SEDC1: Sustainable Economy

The economy has sustainable employment and earnings to capitalize on the base recreation/ tourism sector, seek opportunities for economic diversity, and revitalization.

A sustainable economy in the desired condition above has dual meaning. The desired condition of a sustainable economy is one that provides employment and wages at a level that allows residents to live in Basin communities and contribute to a cohesive social life. Tourism provides significant economic opportunities, due to the Basin's scenic quality and high percentage of public lands managed for recreation, that should continue to be capitalized on. However, to achieve a sustainable economy, more diverse sectors are required to provide diversity in wages and employment types.

The other aspect of sustainable economy has to do with promoting and attracting businesses that are complementary to and contributes to the protection and enhancement of the Basin's natural resources. A sustainable economy in this second sense is one that minimizes the impact on the natural environment through green building technology, environmentally sensitive practices and use of alternative energy sources.

13.3.2.1 Associated Attributes

- An economy driven primarily by recreation and tourism.
- Increased second homeowner and seasonal population.
- A rapidly growing population and housing stock in the counties surrounding the Basin.
- A regulatory environment focused primarily on environmental conservation and restoration.

13.3.2.2 Impact of Pathway Agencies

Tahoe Regional Planning Agency

TRPA is the land use regulatory agency for the Tahoe Basin. Through land use controls, the agency limits the amount of growth, regulates where specific land uses occur, and enforce additional environmental regulations. Through this regulatory process, TRPA creates additional costs to facility construction. Due to the close proximity to less regulated regions, the additional costs created by intense development

restrictions makes the Tahoe Basin a less attractive economy to enter for many businesses.

Constrained development and environmental regulation control the use of natural resources and reduce degradation of natural resources. Environmental Improvement Projects restore natural environments previously damaged from development and resource use. With a tourism and recreation dominant economy, long term protection and maintenance of the Basin's natural environment, significantly contributes to the sustainability of the economy.

United States Forest Service Lake Tahoe Basin Management Unit

The Lake Tahoe Basin Management Unit (LTBMU) is the primary land management agency in the Basin. The largest contribution to the local economy is the management of public lands for recreational opportunities and scenic qualities. Continued maintenance of trails, trailheads and general forest health has both direct and indirect economic benefits to the Basin economy. Additional direct economic contributions include employment and contracting opportunities.

Both TRPA and LTBMU have identified sustainable economy indicators as important to understanding the interactions between regulatory operations and the local economy. It is recommended that further resources and discussions be dedicated to the development of appropriate indicators.

13.3.2.3 Linkages with Other Resource Areas

Socio-Economics and Recreation

Recreation quality, user demographics and overall trends impact the nature of the tourism and recreation based economy and may predict changes in SE conditions for the region.

Socio-Economics and Transportation

A sustainable economy and transportation are linked in several ways. During peak visitor seasons, traffic congestion is a major issue. The negative effects of this congestion impact the social, economic and environmental aspects of the Basin. A successful tourism and second home owner market can create social imbalances. While there may be economic gains from increased second-home and tourism markets, it makes it difficult for many employees to live and work within the Basin. The result is additional commuting to and from the Basin.

Socio-Economics and Scenic Quality

Scenic Quality is the fundamental driver of the tourism economy. As emphasized in public and SETWG discussions, there is no greater interrelationship than that between the environment and the social economy.

Socio-Economics and the Lake Tahoe Basin Ecosystems

Social and economic systems rely on the proper functioning of Lake Tahoe Basin ecosystems for the environmental services they provide. Residents and visitors alike rely on water storage and release capacities to provide clean drinking water, guard against flooding, and for the provision of scenic amenities associated with the many lakes within the Lake Tahoe Basin. Lake Tahoe's forested environment benefits the global, as well as the local community, through contributing to climate regulation, while also providing scenic amenities. Genetic diversity among flora and fauna, provide a select array of forest products people rely on, while also safeguarding the array of environmental services offered.

13.3.2.4 Influencing Factors

The natural environment and its management have a significant influence on the structure and extent of the Basin's economy.

Due to the unique natural attributes, economic sectors related to tourism, recreation and leisure activities are conducive to the region.

The natural geography of the Basin creates higher transportation costs from other regions and populations.

Regulation to control development and protect natural environments prevent the entry of many types of industries due to the conflict between operations and environmental standards.

As the largest land owner in the Basin, the Lake Tahoe Basin Management Unit provides economic opportunities primarily associated with recreation.

The governing structure of the basin is multi-layered and at times overlapping. The geographic boundaries of the Tahoe Basin are located within the political boundaries of two states, five counties, one incorporated city, a bi-state agency and several federal agencies.

While it remains isolated geographically, the Basin's communities and economy are significantly influenced by surrounding regions. Population shifts and expansions, surrounding economic activity, and travel preferences all influence a highly visitor dependent economy.

General economic trends will also influence the Regional economy. Visitor trends are correlated to the amount of disposable income that individuals have. Trends in business structures will also influence the types of businesses located within the Basin. As the economy becomes more technologically oriented, services oriented and non-traditional "brick and mortar", the types of businesses that are able to locate within the Basin will change.

13.3.2.5 Proposed Indicators

Wage and Earnings Index

Description

A key characteristic of a sustainable economy described by public participants and working group members is year-round employment opportunities with “livable wages”. An economy providing such opportunities requires diversity in type of industries and wages. In order to gauge the earnings potential of the Tahoe economy, the wage and earnings index should describe median earnings by industries found in the Tahoe economy.

Rationale

The employment characteristic of a sustainable economy is one that provides a variety of employment opportunities for the communities it supports. In order to meet this objective, the economy must be diverse in both type of positions, wages and industries. Such diversity protects the local economy from shifts in individual industries. Monitoring wages by Basin industries provides a snapshot of the diversity of opportunities that the local economy provides.

Development of this indicator is of interest to the LTBMU.

Business Tenure

Description

Another key characteristic of a sustainable economy is one that is able to survive over time and through various economic down turns. A negative characteristic of economies dominated by a small number of industries is a boom-bust nature. A strong economy is one that can withstand general and specific economic changes over time. Business tenure measures the average time a business operates within the Basin.

Rationale

A sustainable economy is one that can withstand negative economic conditions. In order to develop strong local economies, it is important to understand not only the conditions under which businesses operate, but survival rates as well. Business tenure will provide information on the ability for businesses to operate within the Basin.

Seasonal/Yearly employment

Description

Tourism economies often result in seasonal employment fluctuations. The Seasonal/Yearly employment index is a measure of the ratio of seasonal to year-round employment opportunities. The indicators measure the economy’s ability to provide for year round community support.

Rationale

A key point identified in the desired condition of a sustainable economy is ample opportunities for year round employment with livable wages. In order to create healthy sustainable communities, employment opportunities must exist which allow individuals to establish residency, community networks and contribute to the local economy.

Development of this indicator is of interest to the LTBMU.

Tourism Index

Description

With such an abundant number of natural amenities, tourism and recreation are key industries to the Basin economy. To ensure the continued success of these industries, it is important to monitor their characteristics. The tourism index provides information on the spending patterns of visitors and the economic impact of the industry on the Basin economy.

Rationale

Due to the nature of the Tahoe Basin, tourism and recreation are major components of the local economy. To ensure the continued health of the economy, it is necessary to track trends in these major economic components. Information provided by the Tourism Index will also allow for the analysis of the interactions between environmental conditions and economic health.

Development of this indicator is of interest to the LTBMU.

Business Diversity Index

Description

The Business Diversity Index provides information on the number and size of particular industries which make up the Tahoe economy. The Index describes the number of businesses categorized by industry, and the earnings revenue produced by each particular industry.

Rationale

Similar to investment portfolios, diversity helps to protect economies from significant down turns or negative trends in individual industries. Although tourism and recreation related industries are successful components of the local economy, economic diversity will ensure that Tahoe's communities are able to withstand industry down turns. The diversity index will provide information that can be used to develop business attraction strategies.

13.3.2.6 Proposed Policy Standard

No policy standards are currently proposed for sustainable economy. However, as previously discussed the SETWG implied that a non-degradation benchmark should be considered and based on the most recent data (2004). As the discussion of SE continues, policy makers and the public at large may identify a benchmark or SE standard that can be developed within the context of the proposed baseline monitoring data.

13.3.3 SEDC2: Housing Opportunities

There are housing opportunities for full-time and seasonal residents, with attention to workers employed within the Basin.

The issue of housing opportunities stems from a broad-based concern over a lack of affordable housing for the workforce employed in the Basin. The attraction of seasonal housing and limited land supply increase the cost of current housing within the Basin. The gap between median income and housing values does not provide adequate opportunities for many Basin employees to reside within the same region as their work locations. As a result many workers commute from other locations, which creates a smaller year round population to support local businesses and communities.

13.3.3.1 Associated Attributes

- A broad gap between the median cost of a single-family residence and the income level needed to purchase such housing.
- A population base increasingly driven by seasonal and second-home ownership.
- A tourism economy with strong seasonal rental demand driving up year-round rental rates.
- Increased supply of single family homes located outside the Basin but within commuting distance.

13.3.3.2 Impact of Pathway Agencies

Tahoe Regional Planning Agency

As the primary planning and land use regulatory agency for private properties, TRPA has a significant impact on the housing environment of the Basin. Due to the natural features of the Basin and the large percentage of land held in public ownership, the supply of land available for residential development is small. This supply is further limited by environmental regulations relating to land capability and suitability for development. To ensure a measured growth, TRPA further regulates development through an annual allocation system. These natural and regulatory factors create a tightly controlled supply of available lands. Combined with increasing demand driven by the natural amenities of the Basin, prices for residential properties have increased significantly in recent years. Rising values have made it difficult for low and moderate income home buyers to enter the housing market. At the same time, high real estate values and demand have created significant economic opportunities for existing residence. TRPA attempts to offset some of the regulatory impacts on the housing market by providing incentives for the development of low and moderate income housing.

United States Forest Service Lake Tahoe Basin Management Unit

An employer of both year round and seasonal employees, the LTBMU provides employment opportunities for a percentage of the Basin's population. Due to the cost of housing, many employees new to the Lake Tahoe Basin are unable to purchase residential properties within the Basin.

13.3.3.3 Linkages with Other Resource Areas

Socio-Economics and Transportation

The issue of affordable housing for the workforce in the Basin is directly linked to the daily commuting patterns in and out of the Basin. If the low cost housing supply located within close proximity to the Basin continues to grow and in-Basin supplies continue to rise in price, commuting patterns are likely to grow.

Socio-Economics and the Environment

Due to the environmental impacts associated with automobile transportation, daily commuting in and out of the Basin impacts the ability to achieve certain environmental thresholds. The development of additional housing stock will increase the amount of impervious surface and waste water in the Basin. Future development patterns (expansion versus redevelopment) will have varying impacts on the natural environment depending on their construction and pattern of development.

13.3.3.4 Influencing Factors

The Lake Tahoe Basin's housing environment is similar to many other resort communities. Due to increases in disposable income and the number of retirees, naturally attractive communities are desirable locations for second homes. The demand for second homes increases the price of local housing stocks, which in turn makes housing less affordable for more modest local income levels.

Although growth restrictions have significant environmental and community benefits, they increase the cost of development. In order to make additional development profitable, new construction is such that it can be sold at a higher price. This causes new home construction to be targeted towards a housing stock outside the affordable range of median Basin incomes.

The large percentage of publicly owned land and environmental regulations for development significantly limit the supply of developable land within the Basin. As demand for housing increases, a fixed supply creates higher prices. As the Basin approaches build out, this will create new dynamics to the housing and development environments.

General housing markets and the economy will have a significant influence on the affordability of housing. Favorable market conditions that have been experienced over the past few years have created significantly higher median housing values both within the Basin, the larger region and states (California and Nevada). Economic conditions will influence people's real estate investment and leisure spending.

Regional growth and housing stocks will also influence the affordability of Basin housing. As communities directly adjacent to the Basin continue to grow, they provide housing opportunities for workers within a close commuting distance. This will have more significant community and economic impacts as residents will relocate for just housing rather than housing and employment.

Many employment opportunities associated with the tourism industry provide wages well below median county income levels. Wage levels for such positions are often inadequate to purchase residential property within the Tahoe Basin.

13.3.3.5 Proposed Indicators

Housing Stock Index

Description

The housing stock index describes the current housing stock available in the Tahoe Basin by type and total number. Combined with demographic and income information, the index will provide a measure of the appropriateness of the current housing stock to the Basin population (both full and part-time).

Rationale

In addressing the issue of appropriate housing raised through the public process, it is important to have an understanding of the current built environment. In terms of capacity, it is important to know if the current housing stock is an adequate match to the population.

Median Housing Index

Description

The median housing index describes the current median housing values by type of housing. Combined with demographic and income information, the index will provide a measure of the appropriateness of the current housing stock to the Basin population (both full and part-time).

Rationale

In assessing the affordability of housing within the Basin, median value provides a measure of the current market. Following this information over time will provide information on shifts in the local market. Comparison to both regional and national trends will provide information on whether localized markets are following larger trends.

Median Rental Rate

Description

The median rental rate describes current rental rates in the Basin. Combined with demographic and income information, the index will provide a measure of the appropriateness of the current housing stock to the Basin population (both full and part-time).

Rationale

In assessing the affordability of housing within the Basin, median values provides a measure of the current market. Following this information over time will provide information on shifts in the local market. Comparison to both regional and national trends will provide information on whether localized markets are following larger trends.

Seasonal Housing Index

Description

The seasonal housing stock index describes the current percentage of housing being occupied as a secondary residence.

Rationale

Like many mountain-resort communities throughout the United States, the Lake Tahoe Basin has seen a significant increase in the number of second home owners. Adequate housing opportunities must be provided for both primary and secondary home owners.

Residential Housing Index

Description

The residential housing index describes the current percentage of housing being occupied as primary residence.

Rationale

Like many mountain-resort communities throughout the United States, the Lake Tahoe Basin has seen a significant increase in the number of second home owners. Many negative social effects have been associated with second-home ownership. However, second home-ownership is a phenomenon that must be understood in order to provide balanced planning.

13.3.3.6 Proposed Policy Standard

No policy standards are currently proposed for this issue at this time. However given the urgency of this issue and its' long term impact on Lake Tahoe communities, more substantive governing action should be taken.

13.3.4 SEDC3: Town Centers

The Lake Tahoe Basin has pedestrian-friendly, mixed-use town centers and other effective community designs with diverse businesses, residential areas, public spaces and public services co-located with efficient transportation options.

The issue of town centers is related to two other issue areas – sustainable economics and social communities. However, SETWG work indicated that commercial redevelopment and the creation of *sense of place* in local communities as expressed by pedestrian friendly town centers was in and of itself a separate – though inherently qualitative – issue. These town center development patterns, in fact, were deemed important to the future of Lake Tahoe communities and many associated characteristics including traffic congestion, local business ownership, and community character.

13.3.4.1 Associated Attributes

- Individual parcels characterized as strip commercial located along the main transportation corridors.
- Primarily passenger vehicle travel with limited pedestrian and parking facilities.
- Seasonal population shifts with peak congestion times at specific locations.
- Limited sense of town or community gathering points.

13.3.4.2 Impact of Pathway Agencies

Tahoe Regional Planning Agency

As the primary planning and land use regulatory agency for privately held properties, TRPA has a significant impact on town centers. Environmental and scenic design standards, zoning and plan area statements significantly influence the type and location of development.

United States Forest Service Lake Tahoe Basin Management Unit

In addition to the large parcel holdings classified as wilderness areas, the LTBMU owns a significant number of urban lots. The primary management objective of urban lot ownership is for conservation and open space. While these urban lots provide open space within urban areas, they also fragment development.

13.3.4.3 Linkages with Other Resource Areas

Socio-Economics and Transportation

A major desired attribute of town centers is multi-modal transportation. Increased bike and pedestrian routes are attractive in town centers, reduce traffic and increase retail visitation. Increased density in urban areas increase the feasibility of functional transit.

Socio-Economics and the Environment

Concentration of development allows for increased open space in outlying areas. Higher concentration of density also makes public works, such as waste water infiltration systems feasible. Idling traffic causes more air pollution than moving vehicles. Town centers that promote less vehicle miles will decrease the amount of idling traffic. Higher densities and urban infill will reduce development in outlying areas and perhaps the retirement of sensitive lots. This will lower the impact on environmentally sensitive systems and regions, such as wetlands and stream corridors.. Studies to date in the Lake Tahoe Basin show that the nature and intensity of development surrounding forested urban open-space affects the characteristics of species diversity in these open-spaces.

13.3.4.4 Influencing Factors

Town center development is strongly influenced by regulations. Growth constraints, such as density limits and height restrictions, cause development to move outward rather than inward.

Population trends and preferences will influence the extent of town centers. A minimum population size is required to maintain a town center, particularly if the majority of the populous lives outside the center. The Tahoe Basin has a fluctuating population due to the tourism seasons. This makes it difficult to determine the appropriate size and services for sustainable town centers. Based on feedback from Place Based Planning sessions, Tahoe communities' desire centralized centers which provide a variety of goods, services, pedestrian facilities and public gathering places.

A key factor to development, maintenance and redevelopment of town centers is investment, both public and private. In order to achieve the desired condition for town

centers, adequate public funding is needed for public facilities, such as sidewalks, waste water systems and lighting. Private investment can reduce the amount of public funding required to provide town center services. An environment that ensures a significant return on investment is necessary to attract private investment.

13.3.4.5 Proposed Indicators

Transit Oriented Development Index

Description

The indicator measures the percentage of people entering or using commercial core areas via non-auto modes.

Rationale

Several negative impacts have been associated with automotive congestion in the Basin. As identified in the desired conditions, town centers with non-auto oriented transportation options have been identified as advantageous from both an environmental and social perspective.

Public Transportation Usage Index

Description

A measure of usage rates for public transportation by area and season.

Rationale

In order to provide appropriate and feasible transportation options, an understanding of individual's preferences for transportation, usage rates and peaks is needed. Such information will help to integrate transportation into the design of town centers.

Development of this indicator is of interest to the LTBMU.

Interpretative Information

Description

A measure of effectiveness of interpretative information for visitors and residence regarding a variety of topics including transportation, recreation and environmental protection.

Rationale

An important component of an effective resource management is the ability of visitors and residence to understand relevant information.

Development of this indicator is of interest to the LTBMU.

Open/Public Space

Description

A measure of the amount and type of public and open space contained within urban boundaries.

Rationale

An identified characteristic of town centers is that they provide diverse public open spaces for local communities. These spaces have been identified as a critical component for social health, community gathering points and ultimately creating a sense of place.

Development of this indicator is of interest to the LTBMU.

Commercial Core Diversity Index

Description

The Commercial Core Diversity Index provides information on the diversity of businesses located within the urban core boundaries.

Rationale

An identified characteristic of desired town center conditions is that the commercial mix is sufficient in serving the needs of both visitors and residence. Similar to the general business diversity index, a sustainable commercial core is one that can withstand significant shifts in single industries, such as tourism.

Design and Development Standards

Description

A measure of the rate of implementation of applicable standards that are implemented in a given area.

Rationale

As the focus shifts towards concentrated urban centers, it is critical that these areas maintain the over-all character of the Tahoe Basin and its community values.

Development of this indicator is of interest to the LTBMU.

13.3.4.6 Proposed Policy Standard

No SE-specific Basin-wide policy standards are currently proposed for town centers at this time. Policy standards related to town centers can be found within design standards, transportation and community plans.

13.3.5 SEDC4: Sustainable Communities

The Lake Tahoe Basin consists of stable, healthy, socially-diverse communities, that are engaged and responsible, with opportunities for locally-owned businesses, strong educational systems; visual and performing arts, cross-cultural events, and recreational opportunities.

This issue is derived from voiced concerns about the impact of wider of social and economic trends on the future of Lake Tahoe's communities. Status and well being of full time resident populations, their relationship with visitors and second home owners,

changing social fabric related to employment and housing costs, health care, schools, community cultural activities, and the overall functioning of communities or social cohesiveness encompassed a diverse but intent dialogue. The issue of sustainable communities is closely linked and may be a by product of the other desired conditions.

13.3.5.1 Associated Attributes

- The gap between median cost of a single family residence and increasing investment in recreation residences and the income necessary to purchase housing is putting pressure on resident populations.
- Changing community composition may be affecting social cohesion, need for social services, and associated school enrollments.

13.3.5.2 Impact of Pathway Agencies

The impact that Pathway Agencies have on communities within the Basin is not well understood. Several issues have been identified as negative trends of the Basin's communities including declining school enrollment, an increase in seasonal residence and an outward migration of the Basin's middle class. While government and regulatory environments will significantly influence communities, the impact of Pathway agencies is likely to be indirect and difficult to assess.

Both TRPA and LTBMU recognize that in order to create appropriate regulations and land management, it is important to understand the dynamics of the local communities. Further resources should be dedicated to developing indicators related to social communities.

13.3.5.3 Linkages with Other Resource Areas

Socio-Economics and the Environment

Social communities as defined by the desired condition can have significant impacts on the environment. Resident populations that are more involved in their community and contain a sense of civic pride are often more concerned with their surroundings. A healthy social community is likely to become more involved in environmental protection efforts and alter daily functions to reduce environmental impacts. More cohesive communities are also more likely to engage collaborative efforts

13.3.5.4 Influencing factors

Social communities are influenced by a number of factors. Individually these factors play a minimal role, but together they significantly contribute to a social community.

Population trends are a significant influence on social communities. As a "resort town", the Tahoe Basin has a very transient population. Visitors, seasonal residents and second home owners contribute to a fluctuating population base.

Two major components of maintaining a population are jobs and homes. Residents require job opportunities that provide sufficient wages to meet the cost of living in the Tahoe Basin. Types of jobs will also influence the demographics of the population. A more diverse mix of jobs will attract more diverse residents that contribute various

cultural and civic attributes. In addition to the need for livable wages, residents require housing which is affordable and comfortable. If adequate housing is not available, employees will look outside the community for residency. A region can offer one component or the other, but to have a sustainable community requires adequate levels of both components.

13.3.5.5 Proposed Indicators

Stable Healthy Socially-Diverse Communities

Description

A stable healthy, socially-diverse community is described as one that is diverse in age, income, ethnicity and residency. Several populous indicators can be tracked to provide a description of the local population. Individual indicators that will be tracked to describe the Tahoe Basin's population include:

- Total Population
- Population net migration
- Distribution of age
- Distribution of income
- Distribution of ethnicity
- Residency

Rationale

Similar to economic diversity, social and community diversity provides stability and reduces the impacts of significant shifts. Tracking basic population information can provide local government's information relevant to appropriate levels of public services, future growth, and program targeting.

Business Ownership Index

Description

An index of the number of locally owned businesses, tenure and number of business starts.

Rationale

An identified characteristic of desired social communities is the viable existence of locally owned businesses. Locally owned businesses are shown to maintain a higher portion of revenue within the economy than national chain stores. The uniqueness of locally owned businesses also contributes to the character of the community.

Community Involvement

Description

Community involvement describes the extent of community engagement

Rationale

An identified key characteristic of a healthy community is one that is civically engaged. It is difficult to assess an appropriate size for permanent residence. However, the more

stable and diverse the population base, the more opportunities for community involvement and engagement.

Development of this indicator is of interest to the LTBMU.

Education Index

Description

The education index describes the strength of the local education system. Components of the index include:

- High School graduation rates
- Enrollment versus population changes
- SAT scores
- College entrants
- After school activity enrollment
- Drop out rate

Rationale

A strong educational system is an important asset to a healthy community. A more highly educated and engaged youth population is more likely to contribute positively to the community.

Cultural Index

Description

The cultural index describes the strength of art and cultural events in the Lake Tahoe Basin. Components of the index include:

- Number of facilities
- Number of performing art shows and festivals
- Quantity of funding per year
- Attendance at large cultural events

Rationale

Art and cultural interest have been identified as an important characteristic of a healthy community. Like community involvement, arts and culture is often a byproduct of a stable and diverse community. Involvement in art and cultural events can represent a measure of the cohesiveness of a community.

Development of this indicator is of interest to the LTBMU.

Recreational Index

Description

A measure of the diversity and number of recreational opportunities available to local communities.

Rationale

A focal point to Basin communities are the natural environment and recreational activities associated with that environment. Continued maintenance and satisfaction in

resources available for recreational activities are important to the character of many Basin communities.

Development of this indicator is of interest to the LTBMU.

13.3.5.6 Proposed Policy Standard

No policy standards are currently proposed for this issue. As noted previously, due to the varying view points of a sustainable community, it is difficult to measure the progress of achieving the desired condition. However, it is possible to track trends of certain attribute indicators, such as education or public participation. Benchmarks, desired trends or standards will vary depending on community and should be established accordingly by respective members.

13.3.6 SEDC5: Effective Governance – Regulatory Framework

There is a responsive and effective, user-friendly regulatory framework with consistency across all federal, state and local regulatory agencies for all projects.

The socioeconomic desired future conditions identify the need to evaluate the economic impact of the environmental thresholds framework in the Lake Tahoe Basin as a quantifiable, yet practical measure of the social cost of regulation. The SETWG also called for a defined linkage between the current environmental management framework and the related social and economic cost.

A metric to measure the socioeconomic values and costs associated with attaining the environmental thresholds or to evaluate the socioeconomic effects of changing a threshold standard if warranted currently does not exist. Tradeoffs within the Lake Tahoe Basin are inevitable when setting environmental thresholds and there will be economic consequences of those decisions.

Secondly, input from the SEWTG and public visioning session indicated a significant concern about efficiency and the equity of the TRPA regulatory and permitting system. The current system was perceived as unwieldy, difficult to maneuver, difficult to understand for applicants, and as a result most onerous to small locally-owned business.

13.3.6.1 Associated Attributes

- Highly complex set of laws, rules, and procedures to protect the unique natural environment.
- Multiple agencies and governing bodies with over-lapping jurisdictions.

13.3.6.2 Impact of Pathway Agencies

Both TRPA and LTBMU are major contributors to the Regulatory framework of the Tahoe Basin. TRPA receives a significant amount of public feedback in regards to its project review process and planning code. The relationships and agreements between the various governing bodies within the Basin significantly impact the regulatory framework.

13.3.6.3 Linkages with Other Resource Areas

Socio-Economics and the Environment

The extensive number of regulations that exist in the Basin are for protection of the natural environment. While these regulations increase the time and money required to develop within the Basin, they minimize the extent of damage associated with increased development.

13.3.6.4 Influencing Factors

The complexity of the regulatory environment in the Basin is directly related to the number of governing agencies and their working relationships. The Pathway Process itself is an attempt to coordinate the resource management systems of four major Basin regulators. In doing so, it is intended that the process will help to reduce duplicate efforts and coordinate the regulatory processes for the Basin.

13.3.6.5 Proposed Indicators

Public Perception Rating of Regulatory Environment

Description

A measurement of public's rating both from within the Basin and the surrounding Region, of current land management.

Rationale

The successful completion of programs and ease with which the regulatory system can operate depends in part on the larger communities feelings about the system. If the population of private land owner's and visitors approve of the regulatory environment, it is much easier to implement policy and programs.

Development of this indicator is of interest to the LTBMU.

13.3.6.6 Proposed Policy Standard

No policy standards are currently proposed for effective governance. Public surveys can provide a baseline of communities' perceptions from which agencies can look to improve. Each governing body is likely to have its own indicators and standards for evaluating their operations.

TECHNICAL APPENDIX

PATHWAY 2007 Draft Evaluation Report

SOCIO-ECONOMIC

DRAFT

March 2007

Section A: Acronyms

Acronym	Description
BMP –	Best Management Practices
EIP –	Environmental Improvement Program
EMS –	Environmental Management System
ETCC –	Environmental Threshold Carrying Capacity (TRPA)
LRMP –	Land and Resource Management Plan (USFS Forest Plan)
LTBMU –	Lake Tahoe Basin Management Unit (USFS)
MS –	Management System
NDEP –	Nevada Division of Environmental Protection
SMS –	Scenery Management System (USFS)
TRPA –	Tahoe Regional Planning Agency
TWG –	Technical Working Group
USFS –	USDA Forest Service
VMS –	Visual Management System (USFS)

Section B: Glossary of Terms

Attribute – A specific characteristic or element of a system or desired condition. Attributes are used to describe element of desired conditions. Like desired conditions they are phrased as outcome statements. An attribute of a functioning stream system is appropriate riparian vegetation. *See also: Desired Condition*

Desired Condition – Desired Conditions describe the ecological, economic, physical, and social attributes that characterize or exemplify the outcomes of land management and, or land use regulations.

Goals – General statements of desired ends, or values, to be achieved in the long-term through the implementation of policies and management strategies.

Index – Type of indicator derived from a set of aggregated or weighted measures.

Index of Comparable Socio-Economic Information – An expanded index that places the Basin findings in context with wider social and economic forces will be of even greater use.

Indicator – A measurable parameter (metric) or an index of multiple measurable parameters (metrics) used to track progress toward achieving a desired condition and/or standard. Indicators are measures that change in response to human activity and can be used to assess the quality of resource or experience conditions.

Management Indicators – Measurable parameters or metrics that track activity or measure the effects of specific project or management actions. Management indicators are used to show progress in implementing programs and evaluating effectiveness of management activities, such as environmental improvement projects.

Management Strategies – Policy, regulatory and programmatic strategies implemented in order to reach desired conditions. Examples of management strategies may include education programs, environmental improvement projects and land use policies.

Management System – A set of processes and practices that direct and coordinate the collection and use of information for adaptive management.

Objectives – Specific measurable results that one seeks to attain by a certain point in time.

Pathway 2007 – Resource management project for the Lake Tahoe Basin among the U.S. Forest Service, Tahoe Regional Planning Agency, Lahontan Regional Water Quality Control Board, and the Nevada Division of Environmental Protection; the common vision and strategy of environmental and community goals involves multiple steps to build upon current regulatory framework in order to define and achieve desired management goals.

Standard – A numerical target related to an indicator that defines successful achievement of a desired condition. For purposes of this document the term standard

does not imply that the numeric target is legally binding or enforceable. See *also: Desired Condition*

Type – Refers to level of development of each indicator and standard combination according to the following descriptions:

Type I - The indicator directly represents the condition with respect to the desired condition, has well established monitoring and analysis protocols and a historic dataset to show current condition. A measurable standard can be directly linked to the desired condition without further investigation.

Type II - The indicator directly represents the condition with respect to the desired condition; monitoring and analysis protocols are established with minor adjustments potentially necessary; baseline or background information may be needed to establish a numeric level for current conditions. A measurable standard will directly link to the desired condition; however some additional investigation may be required to determine the appropriate measurable standard.

Type III - The indicator is expected to represent the condition with respect to the desired condition; monitoring and analysis protocols and specific parameters may still require further investigation to develop the indicator; baseline data may need to be collected to establish a numeric level for current conditions. Further analysis is required to develop a measurable standard that will directly link to the desired condition.

Section C: SE Core Group and Technical Working Group Participants

**Table C-1
Socio Economics Core Group**

Name	Affiliation	Expertise
Neil Crescenti	SE Administrator	Socio-Economic Program Manager
Christy Prescott	USFS-LTBMU	Social Scientist
Chuck Nozicka	Nozicka Consulting	Private Planning Consultant

**Table C-2
Socio Economics Technical Working Group**

Name	Affiliation	Expertise
Mort Meiers	South Lake Tahoe SBDC	Small Business Development Business Association Executive
Pam Jahnke	North Tahoe Business Association	Director
Belinda Morris	Natural Equity	Private Sector Resource Economics Consultant
Nancy McDermid	Douglas County Planning Commission	Local Government Land Use
Dan St. John	Incline Village General Improvement District	Local General Improvement District
Paul Nielsen	Tahoe Regional Planning Agency	TPRA Permitting Division
Teri Jamin	City of South Lake Tahoe	Community Development Director
Camden Collins	City of South Lake Tahoe	Economic Development Director
Kathleen Farrell	Douglas County Chamber of Commerce	Executive Director Destination Marketing Organization
Steve Teshara	North Lake Tahoe Resort Association	Executive Director Resort Industry Association
Bill Gordon	Barton Health Care System	Health Care Administrator
John Falk	Tahoe Sierra Board of Realtors	Real Estate Industry Expert
John Friedrich	League to Save Lake Tahoe	Environmental Organization
Mike Hawkins	Pathway 2007 Forum Workforce Housing Alliance of Truckee	Economic Diversification
Rachelle Pellisier	Tahoe (WHATT)	Workforce Housing
Jimmy Levi	Washoe Tribe	Tribal Environmental Protection Dept.
Mike Berg	Pathway 2007 Forum	Local Labor, Carpenters Union

Note: In addition several members of the public regularly attended SETWG meetings in order to observe proceedings: Jan Brisco and Ed Bokinskie (Tahoe Lakefront Homeowners Assn), Sara Ellis (Pathway 2007 Forum), Nikki Florio (Tahoe Regional Environmental Education)

Section D: SETWG Desired Conditions, Attributes, and Indicators

DESIRED CONDITIONS AND ATTRIBUTES

SEDC1: Sustainable Economy

The economy has sustainable employment and earnings to capitalize on the base recreation/tourism sector, seek opportunities for economic diversity, and revitalization.

- Attribute 1.1 Sustainable Employment – Year round employment opportunities for residents with wages that meet the cost of living in the Tahoe Basin.
- Attribute 1.2 Capitalization of recreation/tourism economy- Ensure that the tourism sector continues to be a key component of the Basin economy and is competitive with other tourism destinations of similar qualities.
- Attribute 1.3 Economic Diversity- A diverse economy that reduces the impact of shifts in a single industry and is complementary to the natural environment of the Basin.
- Attribute 1.4 Revitalization of urban areas- Implementation of projects and investments to improve quality of urban built environment.

SEDC2: Housing Opportunities:

There are housing opportunities for full-time and seasonal residents, with attention to workers employed within the Basin.

- Attribute 2.1 Workforce Housing – Low income wage earners have sufficient opportunity to gain housing within the Basin.
- Attribute 2.2 Housing Affordability – Those individuals who reside and work full time in the Basin can reasonably afford to purchase a home or rent housing within the Basin.
- Attribute 2.3 Seasonal Housing- Seasonal residents have sufficient opportunities to reside within the Basin.

SEDC3: Town Centers:

Tahoe has pedestrian-friendly town centers with diverse businesses and public services co-located with efficient non-auto oriented transportation options.

- Attribute 3.1 Pedestrian facilities and accessibility- A network of well maintained pathways with connectivity to town centers and/or public transit and adequate support facilities.
- Attribute 3.2 Public Space- Diversity in type, size, facilities, location and access (temporal, seasonal, geographic, and entry points).
- Attribute 3.3 Public Transit Service- Reliable public transit that is efficient both in service and economically. Connectivity to pedestrian facilities, supports town-centers and is of appropriate scale.
- Attribute 3.4 Diverse mix of goods and services-A business mix that meets both residents and visitor needs. A Cooperative and coordinate business community that promotes and supports local businesses development.

SEDC4: Social Communities:

The Lake Tahoe Basin consists of stable, healthy and socially diverse communities, that are engaged and responsible, with opportunities for locally-owned businesses, strong educational systems, visual and performing arts, cross-cultural events, and recreational opportunities.

- Attribute 4.1 Stable, healthy and socially diverse communities- There is a stable economy which provides opportunities for individuals to live and work in the Basin year round. There are sufficient resources to which individuals can lead healthy lives. There exists communities that are socially diverse (race, income level and age).
- Attribute 4.2 Opportunities for locally owned businesses- There exists a political, economic and real estate market which cultivates and supports local businesses
- Attribute 4.4 Strong Education System- There exist a strong, well supported educational system.
- Attribute 4.5 Socially Diverse art and cultural opportunities- There is a well established and supported art and cultural scene throughout the Basin.
- Attribute 4.6 Recreational Opportunities- There are recreational opportunities available to a diverse audience and resident.

SEDC5: Balanced Regulatory Framework:

An effective and balanced regulatory framework with consistency across all federal, state, and local regulatory agencies for all project applicants and code violators.

- Attribute 5.1 Adaptable regulatory framework – A regulatory framework that responds to changing community and business conditions.
- Attribute 5.2 Understandable regulatory framework – An understandable regulatory framework that allows commercial enterprises and residents to predictably maneuver the permitting and regulatory process.
- Attribute 5.3 Regulatory costs – Regulatory and permitting processes and costs that recognize the limited human and financial resources of residents and small, locally-owned and operated businesses.
- Attribute 5.4 Regulations responsive to small and locally-owned businesses – Local land-use development processes that show practicable continuity among all jurisdictions.
- Attribute 5.5 Streamlined and Cooperative Cross-Jurisdictional Implementation of Regulations.

INDICATORS

SEDC1: Sustainable employment and earnings, economic diversity, and commercial redevelopment:

A more diverse economy supported by year-round recreation and tourism with emphasis on special events (to enhance business during the shoulder seasons) and sustainable communities and commercial redevelopment to encourage more diverse range of small businesses in the area.

- Indicator 1.1 Job Growth – Number of workers participating in the workforce. *Sources: California Employment Development Dept. & Nevada Dept. of Employment, Training, and Rehabilitation.*Indicator
- 1.2 Wage and Earnings Growth – Average annual hourly wages and earnings (includes proprietor income).*Sources: California Employment Development Dept. & Nevada Dept. of Employment, Training, and Rehabilitation, Bureau of Economic Analysis*
- Indicator 1.3 Economic Diversity – Average annual employment and earnings by primary industry. *Sources: U.S. Census Bureau, California Employment Development Dept. & Nevada Dept. of Employment, Training, and Rehabilitation.*
- Indicator 1.4 Retail Sales Tax Revenue – Retail Sales Tax Revenue for the City of South Lake Tahoe as well as portions unincorporated counties. *Sources: City of South Lake Tahoe and various counties.*
- Indicator 1.5 Quality of Retail Outlets – Ratio of sales per capita, per outlet, for comparable communities in and outside the Basin. *Sources: City of South Lake Tahoe and various counties.*
- Indicator 1.6 Lodging Sales – Lodging sales based on Transient Occupancy Tax receipts collected for hotels, motels, B&Bs, and rented homes & condominiums). *Sources: Placer County Revenue Services Division, City of South Lake Tahoe, Reno/Sparks Convention & Visitors Authority, and Douglas County.*
- Indicator 1.7 Gaming Revenue – Winnings for Lake Tahoe gaming establishments. *Sources: Nevada Gaming Control Board.*
- Indicator 1.8 Skier Visits – Annual number of skier visits to ski resorts in the Lake Tahoe Economic Area. *Source: California Ski Industry Association.*
- Indicator 1.9 Travel-Generated Economic Impacts – Estimate of travel-generated spending, employment, earnings, and tax receipts. *Source: Dean Runyan Associates.*
- Indicator 1.10 Workforce Profile Index (Time length jobs stay open, Plans for new employees, Unemployment rates and benefits, Hourly and annual wage, Cost of living, Median commute (time/distance) Metric needed via *Employer and Employee Survey*
- Indicator 1.11 Net Gain/Loss for Select Retail & Service Sectors – Estimate the capacity of select retail and service business to draw money in the Lake Tahoe Region economy on a net basis. *Source: Leakage Study/Survey (Special Project)*
- Indicator 1.12 Lease Cost Per Sq. Ft. of Commercial Floor Space – Estimate the cost of commercial floor area within the Basin. *Source: Local Area Business Survey (Special Project).*

SEDC2: Housing Opportunities:

Workforce housing for a greater number of full-time and seasonal residents employed by businesses in the Lake Tahoe Basin.

- Indicator 2.1 Home Ownership – Percent of households that are owner occupied. *Source: U.S. Census Bureau and private industry sources*
- Indicator 2.2 Homeowner's Exemptions – Number of claims filed for a Homeowner's Exemption (California counties only) for a residence that is both owned and occupied in the Lake Tahoe Region. *Sources: State of California and counties*
- Indicator 2.3 Median Household Income *Source: U.S. Census Bureau and private industry sources*
- Indicator 2.4 Home Market Values – Median sales price and percent increase in home market values (avg. cost of 3-4 bedroom units) *Source: Private industry sources*
- Indicator 2.5 Average Days on Market until sold – Average number of days housing remains on market. *Source: Industry Research*
- Indicator 2.6 Development Potential – The number of dwellings in existence (on the ground) as compared to the number of undeveloped parcels (in private ownership). *Source: Primary Survey Research*
- Indicator 2.7 Average Cost of Rental Unit – The number of undeveloped parcels against the loss of building/development potential via deed restriction retirement, sale to a public entity/conservancy, or projects that do not maximize their land use zoning. *Source: Primary Survey Research*
- Indicator 2.8 Average Cost of Rental Unit – Average rent per square foot for multi-family housing. *Source: Primary Survey Research*
- Indicator 2.9 Rental Unit Vacancy Rate – Average annual vacancy rate for multi-family housing. *Source: Primary Survey Research*
- Indicator 2.10 Affordability – Amount of annual income a household needs to qualify to purchase housing (average cost of 3-4 bedroom units). *Source: Primary Survey Research*
- Indicator 2.11 Workforce origin/ destination data – Metric need via data collected by *Employer Employee Survey*.

SEDC3: Pedestrian-friendly Town Centers:

Pedestrian-friendly town centers with more locally-owned and operated businesses and public transportation options in addition to maintaining and enhancing existing public services.

- Indicator 3.1 Percent Locally Owned Businesses – Metric needed via *Employer Employee Survey*.
- Indicator 3.2 Proprietor Income – Percent earnings that is proprietor. *Source: Bureau of Economic Analysis and Minnesota Implan Group, Inc.*
- Indicator 3.3 Commercial Town Centers – Metric needed via primary research by Scenic Resource Area.
- Indicator 3.3 Community Town Centers – Metric needed via primary research Scenic Resource Area.
- Indicator 3.4 Number of approved mixed-use projects – tracks amount of new development that links commercial and residential development in pedestrian oriented town center nodes.

SEDC 4: Viable Social Communities:

A socially-cohesive community, a strong educational system, arts, theater, cross-cultural events, and a socially active community.

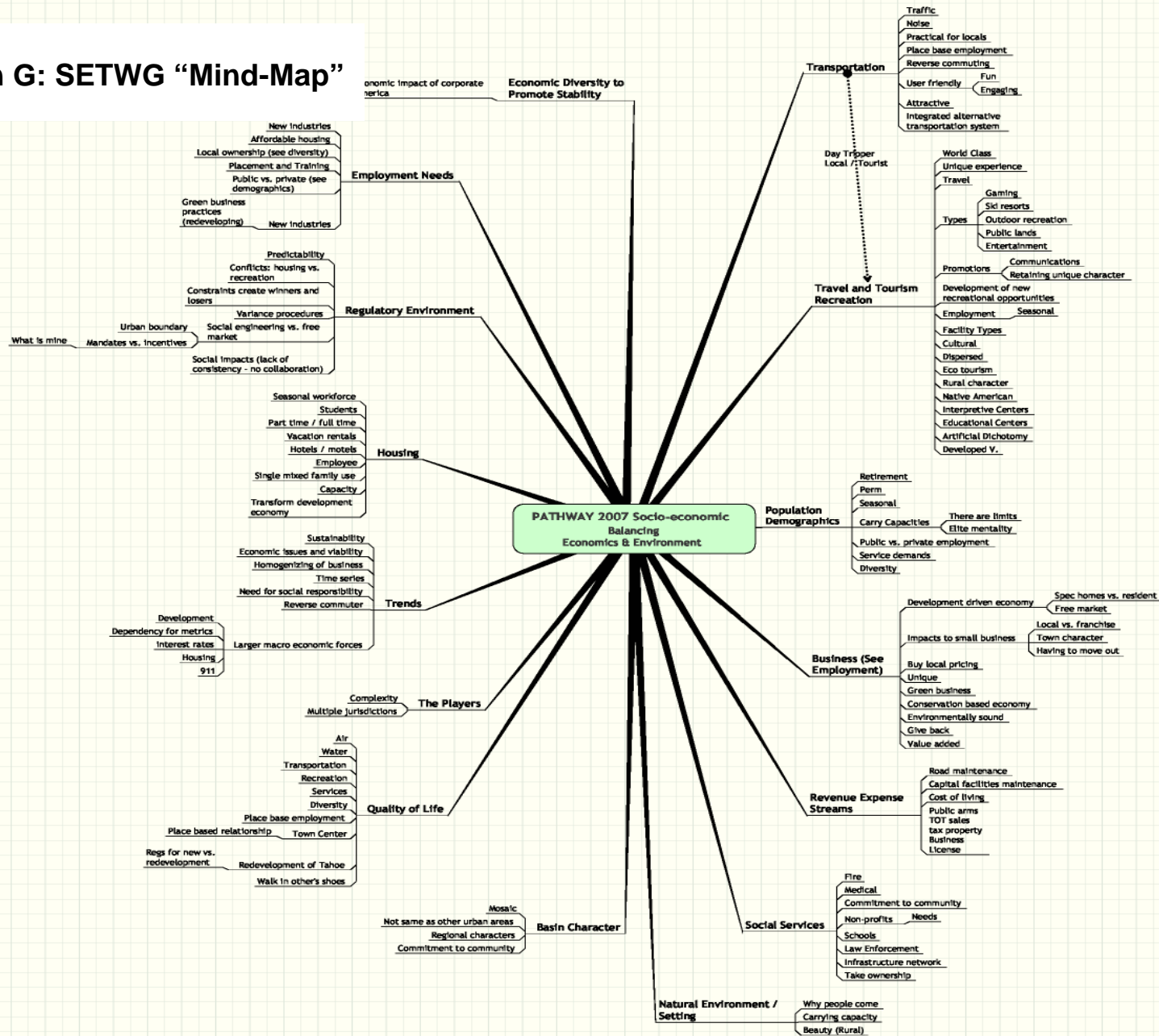
- Indicator 4.1 Population Growth – Population and annual change in number of residents by community and region. *Source: U.S. Census Bureau, California Department of Finance*
- Indicator 4.2 Age Distribution – Population breakout by age categories. *Source: U.S. Census Bureau, California Department of Finance*
- Indicator 4.3 Projected Growth – Population projections by community and region (ten years and beyond). *Source: U.S. Census Bureau, California Department of Finance*
- Indicator 4.4 School Enrollment – K-12 grade school enrollment by public school district. *Source: Local School Districts*
- Indicator 4.5 Juror Pool – Number of eligible jurors in the Lake Tahoe Region. *Source: County Jury Commissions*
- Indicator 4.6 Post Office Boxes – The number of Post Office Boxes utilized in the Lake Tahoe Region.
- Indicator 4.7 Percent second home ownership. *Source: Tax data primary residence.*
- Indicator 4.8 Community issue importance performance ratings. Metric needed via *Employer Employee Survey*

SEDC5: Effective Governance:

An effective and balanced regulatory framework with consistency across all federal, state, and local regulatory agencies for all project applicants and code violators.

- Indicator 5.1 Time for Permit Issuance (Basic per Unit Types) – Percent of single-family construction permits issued within the target time period.
- Indicator 5.2 Time for Permit Issuance (Unique Permits) – Percent of unique permits (redevelopment, ski areas) issued within the target time period.
- Indicator 5.3 Impact to Small and Locally-Owned Businesses – Percent employment of locals for CIP awarded to non-Basin businesses.
- Indicator 5.4 Permit and Compliance Time – Percent of staff time spent on different activities.
- Indicator 5.5 Innovation of Best Management Practices – Number of pilot projects.
- Indicator 5.6 Permit process and compliance data performance data. Metric needed via *Employer/Employee Survey*.
- Indicator 5.7 Ratio of Soft to Hard Construction Costs. Metric needed via *Employer/Employee Survey*.

Section G: SETWG "Mind-Map"



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