

Notes about the Conservancy's Draft Strategic Plan

- This is not a design draft but does include some photos and graphics.
- The photos are placeholders and may not be included in the final version.
- In the final version there will be call out boxes throughout the Plan to provide examples of the Conservancy's work that correspond with specific sections.

DRAFT

Strategic Plan

2024-2029



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DRAFT

Who We Are

MISSION

The mission of the California Tahoe Conservancy (Conservancy) is to lead California's efforts to restore and enhance the extraordinary natural and recreational resources of the Lake Tahoe Basin (Basin).

VISION

We envision a future for the Basin where:

- The Lake is clear and its watersheds are healthy;
- The Basin has vibrant fish and wildlife, safe and healthy communities, and resilient forests and watersheds;
- Outdoor recreation and eco-tourism support a sustainable economy;
- All communities and visitors have equitable access to the Lake and Basin landscapes;
- Communities and visitors minimize their carbon footprints as much as possible by walking, biking, and using public transit; and
- Basin projects and programs provide national models for sustainability, stewardship, equity, social-ecological resilience, and adaptation to climate change.

Established in 1984, the Conservancy is one of ten state conservancies in California that collectively work towards conserving, protecting, restoring the State's natural resources, and providing public recreational opportunities for all. The Conservancy owns and manages approximately 4,700 parcels of land totaling around 6,500 acres in the Basin.

Visit our website to learn more about us: <https://tahoe.ca.gov/about-us/>

GUIDING PRINCIPLES

Our guiding principles reflect how we continue to meet our mission and achieve our vision for the Basin. We embed these fundamental principles in every facet of our work to signal the core values that we consistently uphold. Our guiding principles serve as a compass to navigate challenges, seize opportunities, and build enduring partnerships that are crucial for meeting our mission and achieving our vision.

We will:

2024-2029 Strategic Plan

- Integrate adaptive measures into all our work to enhance the Basin’s climate resilience.
- Collaborate with the Washoe Tribe of Nevada and California (Washoe Tribe) in elevating tribal practices and presence in the Basin.
- Commit to diversity, equity, and inclusion in all actions and decisions.
- Foster partnerships, including with underserved communities, to amplify our impact and optimize resources.
- Seek process and policy improvements to increase the pace and scale of our work.
- Employ the best available science, including tribal expertise, and planning principles, to inform our work.
- Embrace the integration of ecological and community perspectives to conserve the Basin for all.

LAND ACKNOWLEDGEMENT

Land acknowledgement text is still being developed and will be available in the public draft.



Families riding bicycles to school in June 2023 along the Dennis T. Machida Memorial Greenway, where it crosses Trout Creek in South Lake Tahoe. The Conservancy and its partners designed the trail to use raised crossings to protect wetlands habitat.

Overview

PURPOSE

The Conservancy's Strategic Plan (Plan) is our roadmap through 2029. This Plan communicates how we will continue to meet our mission and achieve our vision through a focus on Access, Innovation, Protection, Restoration, and Stewardship. This Plan also describes how we will deploy our resources to carry out strategies aligned with statewide and Basin-specific mandates, plans, and partnerships. Lastly, this Plan points the Conservancy towards achieving measurable outcomes to restore and enhance the Basin's extraordinary natural and recreational resources.

Access

- **Goal: Provide Recreational Opportunities and Access for All**
The Conservancy is committed to ensuring that the Basin's recreational resources are accessible to all and that the Basin remains a welcoming and inclusive destination for all while maintaining sustainable and thriving communities. We will expand recreational networks, develop effective trail management strategies, and enhance equitable and sustainable access.

Innovation

- **Goal: Drive Forward-Thinking Solutions and Accountability**
The Conservancy is committed to embracing innovative approaches to address today's challenges with creative solutions that will pave the way for a more resilient Basin. We will advance scientific and technological solutions, seek diverse funding sources, foster teamwork and staff development, and cut green tape.

Protection

- **Goal: Safeguard the Basin's Environmental, Cultural, Tribal, and Recreational Attributes for Future Generations**
The Conservancy is committed to protecting the Basin from the potential harms that future risks, especially those exacerbated by climate change, pose to its environmental, tribal, cultural, and recreational attributes. We will protect forests and reduce wildfire risk, collaborate on biodiversity and climate change, and expand

protective measures to prevent impacts to natural, tribal, and cultural resources.

Restoration

- Goal: Restore the Basin's Social and Ecological Resiliency
The Conservancy is committed to restoring the Basin's social and ecological resiliency by addressing and ameliorating the environmental challenges from the past. We will advance comprehensive restoration projects and engage with local communities to revitalize the Basin's biodiversity and wildlife habitats and promote sustainable practices for the long-term wellbeing of the region.

Stewardship

- Goal: Care for the Basin's Natural, Tribal, and Cultural Resources
The Conservancy is committed to caring for the Basin's natural, tribal, and cultural resources through our immediate and continuous responsibilities to maintain Conservancy lands. We will modernize land management policies, enhance community engagement and partnership, and promote tribal presence.

POLICY DRIVERS

As a 'place based' state agency, we are uniquely positioned to act as a bridge to advance State and regional priorities simultaneously. Numerous key policies, initiatives, and plans shape our goals and the strategies articulated in this Plan. We use our position and resources to advance executive orders and legislative direction to advance statewide initiatives including **tribal engagement, racial equity** and **outdoor access, climate change, wildfire risk reduction** and **biodiversity**. Our strategies and actions are designed to utilize **nature-based solutions** and implement key state strategies such as the **California Climate Adaptation Strategy, California Wildfire and Forest Action Plan** and **Pathways to 30x30**. Our goals and strategies are also designed to improve **outdoor access for all** while focusing on sustainability for the Basin.

While advancing these and other State priorities, our goals and strategies align with regional, tribal, and Tahoe Basin priorities and plans to ensure the Basin's interests are met. We specifically look to the **Bi-State Compact** and **Lake Tahoe Regional Plan**, which guide sustainable development while preserving the Basin's unique environmental values to

inform project planning and design, collaborative efforts, and funding. We plan acquisitions and projects and provide grant funding to help meet the goals of the **Lake Tahoe Environmental Improvement Program (EIP)**, focusing on projects that enhance water quality and forest health, support wildlife habitats, protect communities, and improve recreational amenities in the Basin.

PEOPLE

Our Plan is founded on a steadfast commitment to people – from our Board and partners to the Conservancy personnel and the diverse public we serve, for example:

- **Conservancy Board:** Our governing board plays a critical role in steering the Conservancy's strategic direction, ensuring our actions and initiatives are aligned with our mission and the broader vision for the Basin. Their leadership and oversight guide the development and implementation of our Plan, ensuring it responds effectively to the evolving needs of the Basin and its communities.
- **Conservancy Staff:** The backbone of our organization, our dedicated employees bring a wealth of expertise, passion, and commitment to our mission. Their work is instrumental in advancing our mission and making a tangible difference in the Basin.
- **Basin Tribes:** The Conservancy recognizes the vital importance of the Basin's original stewards, the Washoe Tribe. In carrying out this Plan, the Conservancy commits to meaningful collaboration and engagement with the Washoe Tribe to honor and incorporate traditional ecological knowledge, practices, and perspectives in land management and conservation. This special partnership aims to ensure that our work respects and enhances the tribal, cultural, and natural resources that are central to the Tribe's heritage and identity.
- **Partners:** Collaboration with our partners is key to our success. We work closely with a wide array of existing and new partners, including local communities, nonprofit organizations, government agencies, and the private sector, to leverage resources, knowledge, and expertise. These partnerships enhance our capacity to undertake comprehensive restoration and conservation efforts, driving progress towards our shared vision for the Basin.
- **Public:** Our commitment extends to all Californians and specifically to the Basin's communities, including those that have been systematically excluded in the past. We strive to engage with and serve all communities, ensuring that our work is inclusive

and equitable. Through open communication, community engagement initiatives, and our specific racial equity actions, we aim to ensure that the benefits of our work are widely shared and that everyone has a voice in shaping the Basin's future.



People enjoying the Dennis T. Machida Memorial Greenway in South Lake Tahoe.

Our Evolution

The Conservancy has had a pivotal role in shaping the environmental health and sustainability of the Basin since its establishment in 1984. Over the years, our organization has evolved through four different "eras" while consistently maintaining our mission. The Conservancy continues to implement and advance the work that defines each era.

FOUNDATION AND EARLY YEARS

The California State Legislature established the Conservancy in 1984 to acquire and improve land to complement the land use planning and regulatory authorities of the Tahoe Regional Planning Agency (TRPA). The Conservancy's early objectives included protection and restoration of water, air, and wildlife habitats; land acquisition, restoration, and management; and promotion of the Basin's scenic beauty and recreation opportunities while promoting public access.

ERAS OF DEVELOPMENT

The Conservancy's history is defined by four distinct periods, each characterized by specific achievements.

Acquisitions Era: 1985 – 1996

- The Conservancy began with a focus on acquiring environmentally sensitive lands, mostly on undeveloped lots, to restore and manage lands, preserve the scenic beauty and recreational opportunities of the region, and provide public access to Basin lands.

Environmental Improvement Program Era: 1997 – 2008

- After a decade of environmental protections planning, regulatory and land acquisition approaches, scientists and environmental advocates sounded the alarm that more needed to be done to protect the Lake's famed clarity and the Basin's resources. The Presidential Forum of 1997 included a pledge to restore and protect the Basin through the EIP, a component of the Lake Tahoe Regional Plan. The EIP aligned the Conservancy's resources with funding from other partners to increase efficiency and impact of environmental restoration. This era marked the Conservancy's focus on the urgency of its work which was largely funded by voter-approved state bonds. Under the EIP, the Conservancy has provided a significant number of grants to local

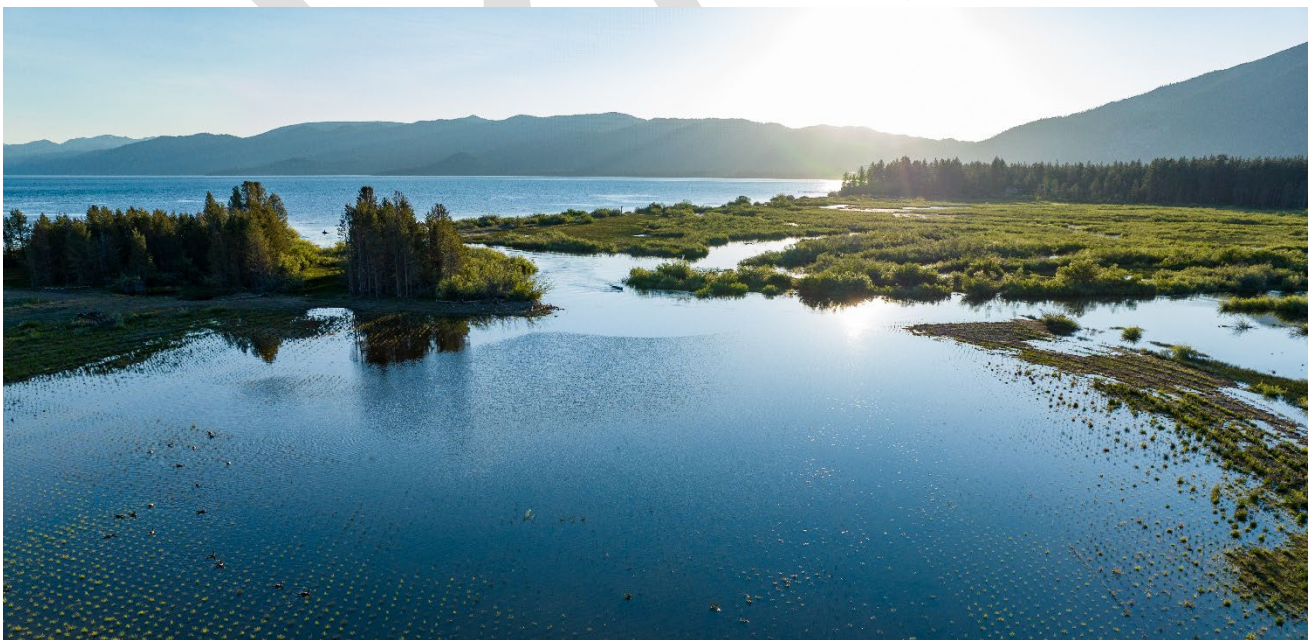
governments and nonprofit organizations. These grants fuel a wide array of projects focused on ecological restoration, public recreation and access, land protection, forest health, and wildfire risk reduction. The cumulative impact of these efforts is substantial, reflecting the Conservancy's significant contribution to the Basin's resilience.

Post-Great Recession Era: 2009 – 2017

- Amidst funding losses that impacted projects, bond grant programs, and staff positions, the Conservancy reduced its capacity and operations to prioritize core functions. The Conservancy began to pursue more diverse funding options to continue its work and advance its mission.

Climate Resilience Era: 2018 – Present

- This era marked a focus on landscape-scale watershed restoration, land management, wildfire mitigation, and public recreation enhancements to advance the Conservancy's mission. As we look forward, the Conservancy will consider climate resiliency in all aspects of its work as embodied in one of its guiding principles "integrate adaptive measures into all our work to enhance the Basin's climate resilience".



The Upper Truckee Marsh and River on the south shore of Lake Tahoe.

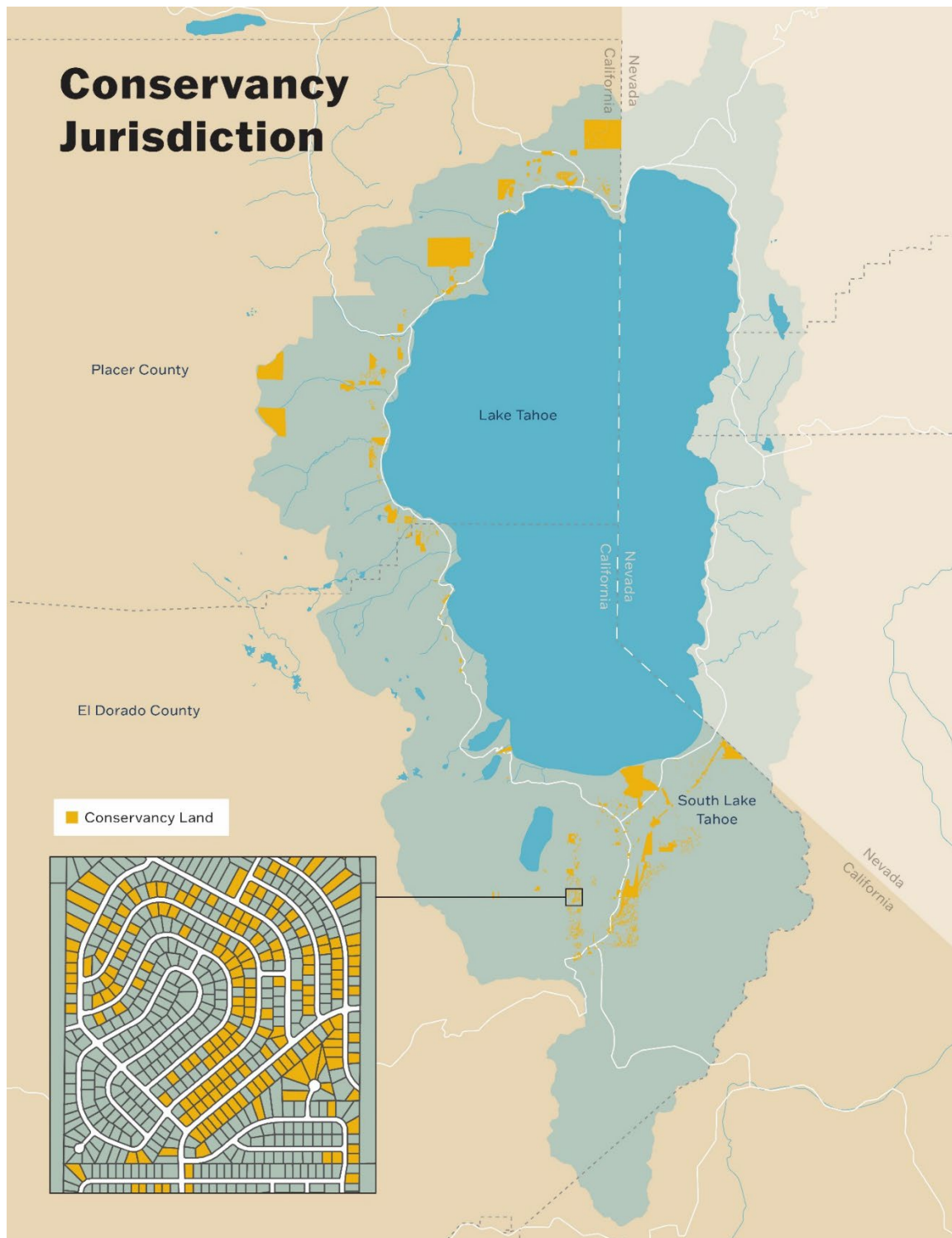
How We Work

We prioritize partnerships and collaboration to use our resources strategically to implement Basin priorities and be the most impactful. This section provides an overview of our jurisdiction and governance, land management practices, all-lands approach, funding, and roles.

JURISDICTION AND GOVERNANCE

The Conservancy is a state agency within the California Natural Resources Agency (CNRA). The Conservancy's jurisdiction covers the California side of the Lake Tahoe Basin, encompassing 236 square miles. The Conservancy is governed by an eight-member Board of Directors, including:

- the State Secretary for Natural Resources (or designee);
- the State Director of Finance (or designee);
- one public member appointed by the State Senate;
- one public member appointed by the State Assembly;
- one appointed representative each from El Dorado County, Placer County, and the City of South Lake Tahoe; and
- one ex officio, non-voting member representing the United States Secretary of Agriculture.



Note: The inset box in the map above depicts an example of Conservancy open-space parcels within neighborhoods. They can be found throughout the California side of the Basin.

LAND MANAGEMENT

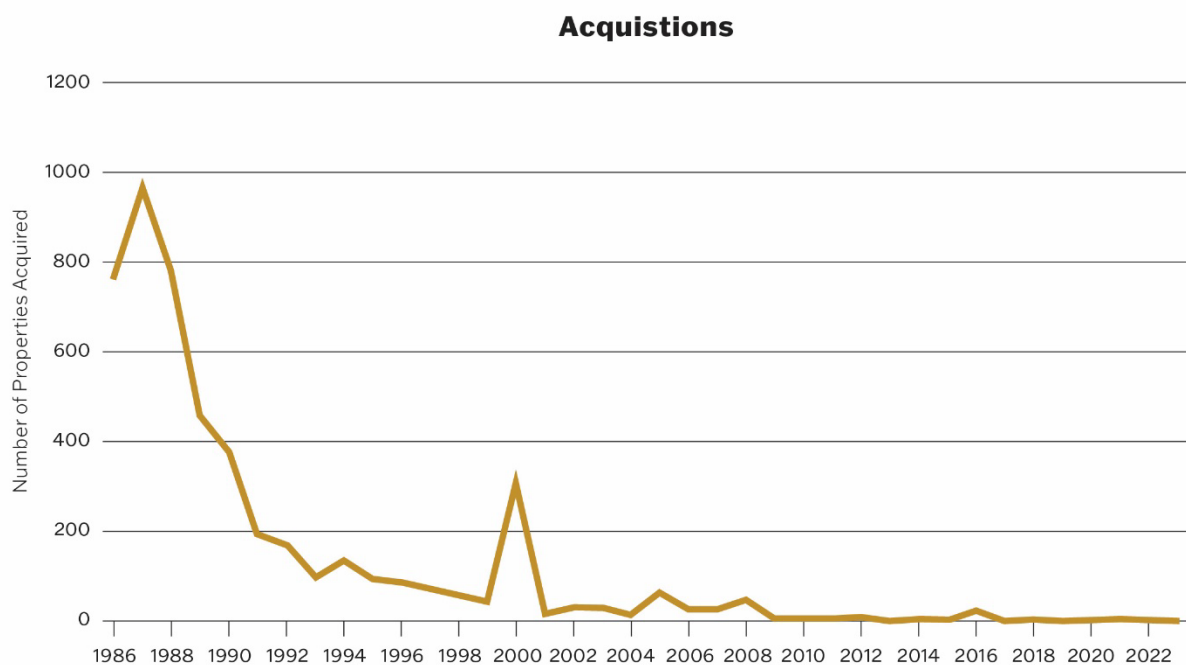
Since its establishment in 1984, the Conservancy has focused on fulfilling its mission by actively acquiring and managing environmentally sensitive lands and parcels. The Conservancy's portfolio includes nearly 4,700 parcels, with a significant portion deemed environmentally sensitive. This number represents nearly ten percent of all state-owned parcels across California. The Conservancy's land management efforts are diverse, comprehensive, and generally focus on public access, stream environment zone protection, and wildlife preservation.

These parcels, often no larger than a third of an acre and interspersed throughout developed areas, pose unique challenges and opportunities for land management. The Conservancy's approach includes implementing restoration and maintenance projects, conducting biennial inspections of its properties, managing forest health, and reducing wildfire risks. The Conservancy also supports partner environmental projects through use of our land for storm water basins, shared use trails, and other public improvements. These activities are vital for protecting the Basin's natural environment and promoting public recreation and access.

The implementation of these diverse land management strategies underscores the Conservancy's commitment to its mission, leveraging land acquisitions and partnerships to promote environmental stewardship, public access, and the overall health of the Basin's ecosystems.

Acquisitions

The Conservancy acquires environmentally sensitive lands to protect and enhance the Basin's natural and recreational resources. These acquisitions, ranging from subdivision-sized parcels to larger tracts, are aimed at preventing environmental damage from development in sensitive areas. The Conservancy's current acquisition priorities are guided by funding, eligibility, and parcel location, where possible emphasizing lands in undeveloped subdivisions to mitigate potential environmental harms.



Note: In 2000, Caltrans transferred a large number of properties to the Conservancy that the State of California had originally acquired as right-of-way for a planned but never completed freeway through the south shore. Today, the first sections of the Dennis T. Machida Memorial Greenway follow along the same right-of-way alignment.

The Conservancy also engages in the strategic sale of certain parcels classified as "Asset Lands." Asset Lands are deemed not essential for achieving the Conservancy's conservation or recreation goals. However, they may be sold to support town center revitalization, affordable housing, and other regional and area plan objectives. Currently, 17 parcels have been identified as Asset Lands, with specific parcels in Kings Beach, Meyers, and South Lake Tahoe earmarked for potential development that aligns with local plans. This approach not only contributes to sustainable development within the Basin but also supports the Conservancy's efforts to balance conservation initiatives with community and economic development needs.

Through acquisitions and strategic land management practices, the Conservancy exemplifies its commitment to preserving the natural beauty and ecological integrity of the Basin, ensuring its resources are safeguarded for future generations.

APPROACH

The Conservancy takes an all-lands approach to our work. This approach brings landowners and interested parties together across boundaries to decide on common goals for the landscapes they share. We scale our work at the Conservancy lands, watershed, Basinwide, and regional levels as follows:

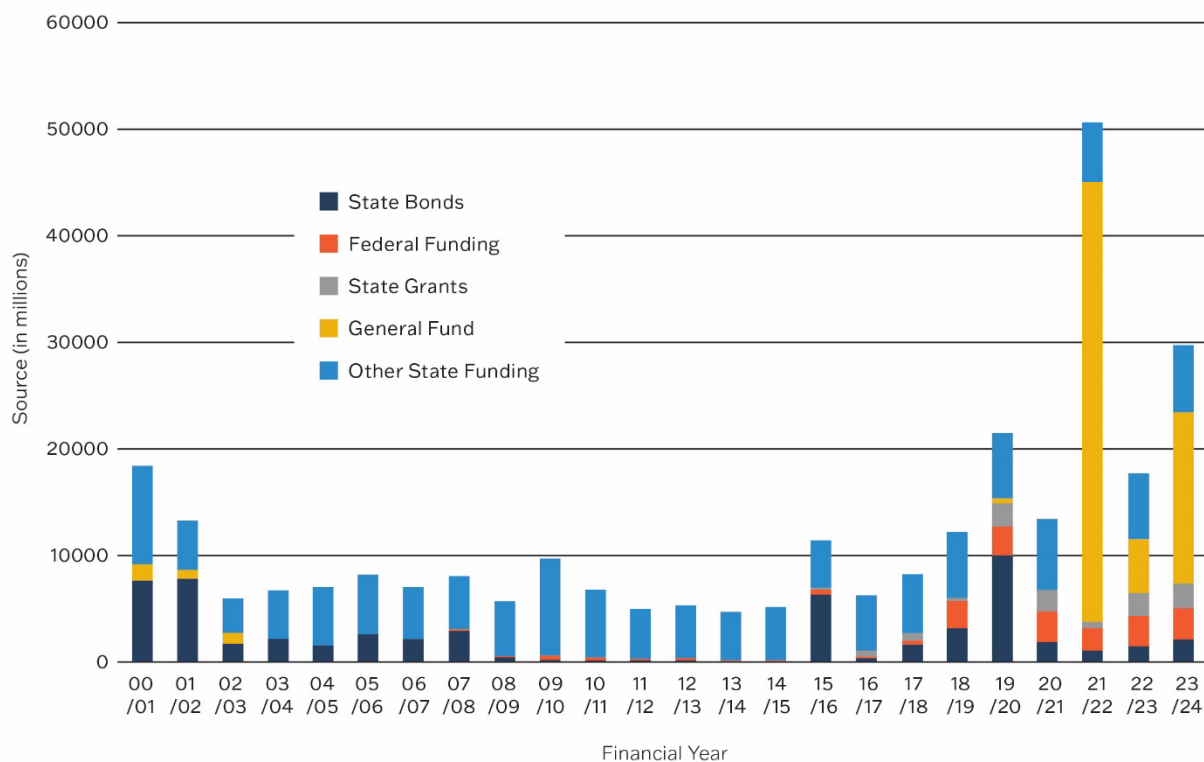
- Conservancy lands scale pertains to the specific parcels of land managed by the Conservancy, targeted for conservation, public access, and recreational purposes.
- Watershed scale focuses on the specific areas that drain into Lake Tahoe, emphasizing water quality, soil health, and ecosystem services within these critical hydrological units.
- Basinwide scale refers to the entirety of the Lake Tahoe Basin, addressing environmental management practices and policies that impact the Lake, surrounding lands, and communities as a unified ecosystem.
- Regional scale encompasses a broad geographical area beyond the immediate Lake Tahoe Basin, considering cross-border environmental and economic impacts, and initiatives that span multiple jurisdictions and ecosystems that can strategically address larger-scale issues and achieve economies of scale.

FUNDING

The Conservancy is mostly funded by state special revenue funds (e.g., Lake Tahoe license plate, Habitat Conservation Fund, Environmental License Plate Fund), state and federal grants, and state bonds. We also receive funding from other agencies and partnerships in the Basin. The Conservancy anticipates its funding levels will continue to vary into the future. One of our strategies is to seek more diverse funding options, such as public-private opportunities, to enhance the Conservancy's fiscal sustainability and effectiveness.

Funding Sources

Appropriations by Year



ROLES

The Conservancy plays a multifaceted role as California’s EIP lead agency within the Basin. The Conservancy’s roles have evolved over time and within any given project to meet the Basin’s needs. Key roles include:

- **Conducting Land Acquisition and Management:** Acquiring environmentally sensitive lands for protection, public access, wildlife conservation, and to help support area and Regional Plan priorities.
- **Supporting Restoration Projects:** Implementing projects aimed at restoring natural habitats and ecological resilience across the Basin.
- **Engaging with Community, Tribes, and Partners:** Collaborating with local communities, tribes, organizations, and government agencies to amplify conservation efforts and ensure inclusive access to natural resources.
- **Leading Policy and Planning Efforts:** Guiding environmental management practices, planning processes, and policy development to sustainably manage the Basin's resources.

- **Providing Funding:** Supporting partner-led projects through focused grants that align with the Conservancy's strategic initiatives and regional priorities.

These roles, shaped by decades of conservation and partnerships, underline the Conservancy's commitment to a healthier, more accessible, and resilient Basin.

PROGRAMS

The Conservancy is structured to address its current priorities and achieve its mission. We work across program teams to collaboratively carry out the strategies detailed in this Plan across several fronts:

- **Landscape Resilience:** Addressing climate impacts at a landscape scale on natural, cultural, and tribal resources in the Basin.
- **Forestry:** Focusing on forest health and resilience.
- **Land Management:** Managing land for conservation and enhancement.
- **Recreation and Public Access:** Increasing public access to natural areas.
- **Tahoe Livable Communities:** Promoting sustainable community initiatives.
- **Water Quality and Watersheds:** Improving water quality and watershed health.

These programs are supported by the Conservancy's legal, communication, information technology, fiscal, human resources, and executive staff, ensuring a comprehensive approach to program delivery and strategic plan execution. The success of these programs hinges on a cross-functional strategy that does not confine specific goals to a single program, allowing for a more flexible and integrated approach to achieving the Conservancy's mission.

How to Read Our Plan

When reading our Plan, it is essential to understand how it is structured around our five focus areas: Access, Innovation, Protection, Restoration, and Stewardship. Each of these focus areas is a critical component of our mission, reflecting the breadth of our commitment to lead California's efforts to restore and enhance the extraordinary natural and recreational resources of the Basin. Here's how to navigate our Plan:

- **Focus Areas:** We begin with our five focus areas—Access, Innovation, Protection, Restoration, and Stewardship. Each represents a pillar of our commitment to fostering an environment where nature and people can thrive together.

- **Goals:** Within each focus area, we define a central goal. These goals mirror the essence of the focus area they belong to and are designed to channel our efforts towards impactful outcomes.
- **Strategies:** For every goal, we highlight key strategies. These are our pathways to achieving the goals, thoughtfully chosen to maximize our effectiveness and align with both statewide and Basin-specific mandates, plans, and partnerships.
- **Actions:** Under each strategy, we provide examples of concrete actions. These are the specific steps we will initiate or continue in order to manifest our strategies into tangible results. It is in these actions that our guiding principles are most evident, guiding our decision-making and execution.
- **Measures:** It is important that we measure both the outputs and outcomes of our work under this Plan. Over the lifetime of the Plan, we will develop outcome measurements. They will need to be aligned with EIP performance measures and thresholds as well as other state and Basin initiatives. We commit to reporting on our progress against the plan annually to our Board.

Our guiding principles act as a compass throughout our Plan, ensuring that with every goal set, strategy devised, and action taken, we are true to our fundamental values. They are not isolated in a single section but rather are the undercurrent that runs through every aspect of our Plan, reminding us of who we are and how we must act to achieve our vision.

As you move through our plan, you will notice that each focus area, goal, and strategy builds upon the last, much like the layers in the provided diagram—each encompassing and supporting the next. This cumulative approach ensures that our work is informed by measures of success.

STRATEGIC PLAN CONCEPTS



STRATEGIC PLAN DEVELOPMENT PROCESS

The development of the strategic plan involved a comprehensive process that included analysis of past achievements and challenges, formation of new Focus Areas, Goals, and strategies, and drafting of the plan. The Conservancy engaged various parties, including Board members, staff, the Washoe Tribe, partners, and community members to assure the plan aligns with the needs and priorities of the Lake Tahoe Basin. In developing the plan, we also considered environmental, social, and economic factors to create a balanced and forward-looking strategy.

Focus Area: Access

GOAL:

Provide Recreational Opportunities and Access for All

Access to the outdoors is a fundamental right and a cornerstone of well-being for all Californians. We aim to strategically leverage the land we manage and partnerships with other public land managers to ensure that everyone, regardless of background or ability, can enjoy the Basin's outdoor spaces. We are also focused on fostering inclusivity and empowerment to create outdoor spaces that people with diverse backgrounds can enjoy and help steward. Working together with local communities and the Washoe Tribe, we aim to co-create recreational and access opportunities that reflect shared aspirations. We strive to connect all people with the Basin's forestlands and watersheds. Together, with our Basin partners and the community, we forge a path toward a future where the outdoors continues to be a source of enjoyment for all.

There are three strategies under this Goal:

1. Expand Recreational Networks and Partnerships
2. Develop Effective Trail Management Strategies
3. Enhance Equitable and Sustainable Access

EXPAND RECREATIONAL NETWORKS AND PARTNERSHIPS

Expanding recreational networks and partnerships is crucial for improving access to the Basin. By working closely with local communities, our partners, and the Washoe Tribe, we aim to build a wider and more inclusive recreational network. This collaboration with expanded partnerships broadens the reach of accessible natural spaces and ensures that their development and management are guided by diverse inputs, including the invaluable traditional knowledge of the land. Through this united effort, we strive to enhance our care for the Basin and make recreational opportunities more readily available to everyone. Key action(s) may include:

- Support and expand the Basin's active transportation trail network, such as the Dennis T. Machida Memorial Greenway Trail.
- Implement multiple-benefit recreation projects that expand access, protect the

environment, and create resilience to climate change.

- Promote shared environmental stewardship with the Washoe tribe, visitors, and the local community.
- Strengthen and expand partnerships to support access for all and regional priorities.

DEVELOP EFFECTIVE TRAIL MANAGEMENT STRATEGIES

Developing effective trail management strategies is crucial for providing sustainable recreational opportunities and access for all. Our intent is to maintain ecological integrity as more people come to enjoy the Basin's natural landscapes. We will protect the Basin while enhancing the visitor experience by implementing best practices in trail and associated infrastructure design, maintenance, and resource conservation. These efforts also ensure that access to these recreational areas remains open and sustainable for future generations. Key action(s) may include:

- Develop a dirt trail management plan for resource protection, safety, navigation, and access.
- Improve shared use of trails on Conservancy lands.

ENHANCE EQUITABLE AND SUSTAINABLE ACCESS

Enhancing equitable and sustainable access is fundamental to ensuring that all individuals, regardless of background or ability, have the opportunity to enjoy the Basin's recreational offerings. This strategy focuses on removing barriers to access and fostering a more inclusive environment for visitors, tribes, and residents. One of the Conservancy's roles is to ensure that the Basin remains a destination for recreational and cultural engagement. This means balancing the needs of visitors and residents with the stewardship, restoration, and protection of the many natural spaces found within our public lands. We also intend that our efforts to increase access do not detrimentally impact the natural environment by incorporating sustainable practices into the development and maintenance of recreational areas. We aim to guarantee that the Basin remains a welcoming and resilient destination for all. Key action(s) may include:

- Provide opportunities on Conservancy and other public lands for disadvantaged and underserved communities to access and connect with the natural environment.
- Acquire lands specifically designed to contribute to improved year-round public access.

Focus Area: Innovation

GOAL:

Drive Forward-Thinking Solutions and Accountability

Innovation introduces positive changes to the Conservancy by adding capability, creating efficiency, and providing new solutions to the complex challenges facing the Basin. We strive to invest the resources and time necessary to foster innovation as a catalyst for accomplishing our mission. By embracing proven technological advances, piloting novel programs, and applying the best available science, planning principles, and data to our work, we will continue to promote innovation in the Basin. We also recognize that the talents and contributions of Conservancy employees are the key to our success, and we will strive to foster an environment of collaboration, equity, and advancement. We commit to maintaining high standards of accountability, transparency, and integrity. Collaborating with our partners and the public, we will lead the way towards a more resilient and thriving Basin.

There are four strategies under this Goal:

1. Advance Scientific, Planning, and Technological Solutions
2. Seek Diverse Funding Sources
3. Foster Teamwork and Development
4. Cut Green Tape

ADVANCE SCIENTIFIC, PLANNING, AND TECHNOLOGICAL SOLUTIONS

Adapting and advancing our mission is critical to continue to address the impacts from climate change as the resulting challenges become increasingly complex. We will employ the best available science, including tribal expertise and planning principles, to inform our work. Science provides a reliable foundation to inform our decisions. Using planning principles helps determine and promote sustainable and equitable policies. These solutions help us improve how we manage lands, including conducting more effective land and wildlife surveys during project planning, using the most current information to inform restoration and the treatments we implement, and identifying the best methods to measure the effectiveness of our work. We will continue to engage with the science, planning, and

technology communities, including the Tahoe Science Advisory Council, Destination Stewardship Council, and Tahoe Living Working Group to keep pace and find opportunities to apply new ideas to our work. Key action(s) may include:

- Work with the science, planning, and technology communities to support and inform relevant innovations that increase the impact of our programs, accelerate our actions, and maximize our effectiveness.
- Apply scientific advancements and new technologies in areas such as climate resilience, biodiversity, and aquatic invasive species control.
- Employ planning principles that promote more walkable, bikeable communities with an increased number of affordable housing units.
- Use demographic data, resources usage patterns, and other geographic information to identify systematically excluded communities and non-traditional partners and use this information to identify and execute projects that have maximum benefit.

SEEK DIVERSE FUNDING SOURCES

Pursuing diverse funding sources continues to be an important part of our work in maintaining and building our funding capacity into the future. Financial diversity—especially through public-private partnerships—allows us to innovate, adapt, and continue to meet our mission, including expanding our services to systematically excluded communities and non-traditional partners through grants and novel programs. Transparent management of these varied funding streams reflects our commitment to accountability, reinforcing trust, and underscoring our dedication to effective and efficient practices. Key action(s) may include:

- Identify and pursue diverse funding opportunities, including private-public partnerships.
- Continue to apply for federal, state, local and private grants to support the Conservancy's work to help ensure a more stable funding outlook.

FOSTER TEAMWORK AND STAFF DEVELOPMENT

Fostering teamwork and staff development is pivotal for our success. We commit to investing in learning and development opportunities for our employees. Working together effectively and growing the capabilities of our staff allows us to better serve the public while empowering a high-functioning workforce. We value our employees and see their professional growth as key to the success of the organization as a whole. By nurturing a culture of inclusion, collaboration, and continuous learning within our organization, our team

is continually equipped with the knowledge, skills, and perspective necessary to innovate and tackle challenges. This strategy strengthens our capacity to collaboratively accomplish our mission, and to serve the public equitably. Key action(s) may include:

- Cross train, mentor, and integrate Conservancy staff across divisions to raise awareness of core agency activities and needs.
- Expand equity awareness and understanding among Conservancy staff and incorporate equity into our work.
- Provide training and leadership opportunities for staff to support growth and empower operational excellence.

CUT GREEN TAPE

Streamlining processes and reducing bureaucratic hurdles accelerates action and impact. We strive to implement projects more quickly and efficiently to accomplish our mission. This commitment to efficiency, while maintaining quality and integrity, fosters innovation and enhances transparency and responsiveness in our conservation efforts. Cutting green tape creates a pathway for more dynamic and impactful stewardship of the Basin, aligning closely with our mission and the expectations of the public and our partners. Key action(s) may include:

- Identify opportunities within state process and policy to make our projects more timely, impactful, and cost effective.
- Maximize our institutional knowledge of and ability to navigate laws and policies to ensure that all required processes are followed efficiently, including using California Environmental Quality Act exemptions, when appropriate, to accelerate restoration projects.
- Streamline internal operations to best use our resources.

Focus Area: Protection

GOAL:

Safeguard the Basin’s Environmental, Tribal, Cultural, and Recreational Attributes for Future Generations

Protection embodies the tangible actions we are taking today to safeguard and enhance the Basin for tomorrow. This encompasses the preservation of natural resources and the protection of tribal and cultural heritage and recreational attributes that define the Basin's identity. We will continue to implement adaptive measures to mitigate the impacts of climate change, wildfire risk, invasive species, and other emerging challenges. Our aim is to keep natural, tribal, and cultural resources vibrant and enhance the resilience of this unique landscape for residents and visitors alike for generations to come.

There are three strategies under this Goal:

1. Protect Forests and Reduce Wildfire Risk
2. Collaborate on Biodiversity and Climate Change Initiatives
3. Expand Proactive Measures to Preserve Natural and Cultural Resources

PROTECT FORESTS AND REDUCE WILDFIRE RISK

Protecting the Basin’s forestlands and reducing wildfire risk are protective measures we must continue to safeguard Basin communities from catastrophic wildfire. Our forestry program works closely with our partners, including the Washoe Tribe, through the Tahoe Fire and Fuels Team (TFFT) to use Community Wildfire Protection Plans and the Lake Tahoe Basin Forest Action Plan to prioritize, plan, and implement fuels reduction and forest health projects throughout the Basin. With the TFFT, we also focus on building capacity for workforce and organizational efficiency, leveraging funding to implement projects across multiple land ownerships, and conducting demonstration and pilot projects to reduce costs and increase sustainability of wildfire resilience work. This strategy underscores our commitment to protect Basin communities’ resources. Key action(s) may include:

- Continue to collaborate with partners to achieve the goals of the Lake Tahoe Basin Forest Action Plan by providing leadership, technical expertise, and resources.

- Reduce wildfire risks through ongoing forest health management on Conservancy lands.

COLLABORATE ON BIODIVERSITY AND CLIMATE CHANGE INITIATIVES

Recognizing the diversity of animal and plant species is critical for making ecosystems more resilient to climate change. We are integrating biodiversity and climate resilience objectives throughout our programs, including collaborating on biodiversity and climate change initiatives across the Basin, region, and State. For example, we are studying wildlife connectivity to better understand wildlife corridors and barriers and help land managers protect the Basin's biodiversity. By strengthening partnerships with other state departments, federal agencies, tribes, research institutions, and community organizations, we aim to pool resources and knowledge, and leverage other efforts to create a resilient and biodiverse future for the Basin. Key action(s) may include:

- Partner on landscape-scale initiatives by providing expertise and capacity building resources.
- Coordinate with statewide and Basin partners for biodiversity and climate change policy, science, mitigation, and adaptation.
- Execute strategic acquisitions that improve Basin biodiversity and climate resilience.

EXPAND PROACTIVE MEASURES TO PRESERVE NATURAL AND CULTURAL RESOURCES

We manage nearly 4,700 parcels that provide numerous benefits to the ecosystems and communities in the Basin. Expanding proactive measures to preserve natural, tribal, and cultural resources across these lands is critical for the prevention and mitigation of risks to the Basin's environment and heritage. Our programs are shifting towards more preemptive action in a number of ways, including embracing innovative solutions for our parcel management system and expanding coordination with the Washoe Tribe to increase protection of tribal resources on projects that we fund and implement. We will engage with our partners to identify additional opportunities to prioritize early intervention and protect the Basin's biodiversity and cultural landmarks. Key action(s) may include:

- Conduct annual property inspections to identify natural resource and public health and safety issues to inform management actions.
- Prevent and resolve encroachments on Conservancy lands.

Focus Area: Restoration

GOAL:

Restore the Basin's Social and Ecological Resiliency

Restoration emphasizes actions that the Conservancy must take to return natural lands and communities to a resilient state. We recognize that people and natural lands are inherently connected, and there is a legacy of past impacts on both social and ecological systems in the Basin. Through targeted restoration projects, we aim to improve forest and watershed health, revitalize degraded habitats, and enhance water quality, laying the groundwork for a more resilient ecosystem. Equally important is our commitment to fostering social resiliency by engaging with communities, promoting social and cultural well-being, and supporting sustainable economies. By targeting restoration projects that improve social and ecological resilience we ensure the Basin's ability to withstand and recover from climate and social challenges.

There are two strategies under this Goal:

1. Integrate and Scale Up Restoration
2. Support Community Resilience Projects and Regional Priorities

INTEGRATE AND SCALE UP RESTORATION

Landscape scale restoration initiatives transcend individual property boundaries to comprehensively address ecosystem-wide challenges. Collaboration is vital to this work, and we will engage a broad coalition of public, private, tribal, and community partners to leverage resources, share knowledge, and align efforts for maximum effectiveness. We will continue to collaboratively lead landscape restoration initiatives at both the Basin and regional scale, including the Greater Upper Truckee River Watershed Partnership and the 2.4-million-acre Tahoe-Central Sierra Initiative, as well as identify new opportunities to scale up restoration across land ownerships. By embracing this integrated and expansive approach with partners, we aim to address the complex, interconnected challenges facing the Basin, paving the way for a resilient landscape. Key action(s) may include:

- Advance multi-benefit large-scale restoration projects that create resilience to

climate change.

- Build capacity for climate resilience and larger scale restoration projects.
- Enhance and maintain healthy ecosystems and natural processes through restoration and management of Conservancy lands and watersheds.
- Partner with the Washoe Tribe to jointly restore Basin watersheds and accommodate tribal practices.

SUPPORT COMMUNITY RESILIENCE PROJECTS AND REGIONAL PRIORITIES

Supporting community resilience projects and regional priorities is imperative to protect natural resources, build community resilience, and promote sustainable development. Central to this effort is collaboration with community-based organizations and Conservancy partners within the Basin. The Conservancy will continue to strive for catalytic projects, where one investment draws in additional investments, such as the Sugar Pine Village affordable housing project. These efforts support access to affordable housing, ensure long-term economic prosperity, and protect natural resources. By weaving these objectives into our restoration initiatives, we emphasize ecological restoration along with the social and economic needs of a resilient community. Key action(s) may include:

- Acquire aging developed properties, restore environmentally sensitive land, and either retire or transfer the associated development rights to town centers.
- Sell, lease, or exchange Conservancy asset lands in town centers.
- Enhance climate resilience in Basin communities by promoting sustainable infrastructure and investment.
- Direct Land Bank development rights to facilitate infill development projects on Conservancy non-environmentally sensitive asset lands, and to advance EIP goals within the Basin.
- Acquire the remaining private properties in several of Lake Tahoe's roadless subdivisions.
- Provide Conservancy land and development rights to support partner EIP projects.

Focus Area: Stewardship

GOAL:

Care for the Basin's Natural and Cultural Resources

Stewardship focuses on the responsibility and diverse actions being taken now to care for the Basin. As a steward of the Basin's land, we have a responsibility to leverage effective policies, land management, resource allocation, and engagement approaches to best serve the many communities who thrive on our public lands. Our focus is on preserving the Basin's diverse ecosystems and rich history through collaborative projects and sustainable practices in coordination with our partners and tribes and through community engagement. Through a focus on stewardship, we will continue to actively carry out our work with care for the Basin's forestland, waters, and communities.

There are four strategies under this Goal:

1. Modernize Land Management Policies
2. Steward and Secure Conservancy Lands
3. Enhance Community Engagement and Partnerships
4. Promote Tribal Presence

MODERNIZE LAND MANAGEMENT POLICIES

Modernizing land management policies stands as a foundational strategy to achieving responsible stewardship. We are committed to updating our approaches to reflect the latest in science, planning, and community needs. This strategy is about leading change, ensuring that our land management practices are as forward-thinking as the community we serve.

Key action(s) may include:

- Develop and implement updated land management practices, policies, and regulations for Conservancy lands.

STEWARD AND SECURE CONSERVANCY LANDS

Stewarding and securing Conservancy lands is pivotal to our mission of caring for the Basin's naturally diverse and culturally rich resources. We are dedicated to implementing comprehensive land management practices that safeguard these lands from threats, whether they stem from environmental pressures or human activities. We aim to steward

the resilience and health of lands under our management through ongoing monitoring and the application of rules and regulations. This strategy includes protecting land to enhance biodiversity, habitat, watershed function, and recreation opportunities. Our commitment to steward and secure Conservancy lands is a testament to our resolve to preserve the Basin's invaluable resources. Key action(s) may include:

- Restore and protect lands, cultural, and tribal sites, and biological resources to prevent encroachments.
- Implement adaptive management and monitoring measures to align with statewide and Basin-specific environmental goals.

ENHANCE COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Enhancing community engagement and partnerships allows the Conservancy to better address the collective needs of Basin communities through our work. Recognizing that the challenges we face are multifaceted, we are committed to strengthening our existing relationships and broadening our network by collaborating with non-traditional partners to bring innovative solutions and diverse perspectives to our stewardship efforts. Through these strengthened and expanded partnerships, we aim to enhance the effectiveness of our programs. Our approach underscores the belief that collective action, rooted in shared commitment and creative collaboration, is key to securing the future of the Basin's resources. Key action(s) may include:

- Collaborate on project teams to enhance our technical support, resource and land allocation, policy and strategy guidance, and operational efficiency.
- Engage with legislators and statewide agencies to understand their goals, communicate our priorities, and identify solutions together.
- Expand partnerships with diverse organizations throughout the Basin to increase our capacity and collaboratively steward lands.
- Provide additional opportunities for public engagement and consultation on Conservancy programs and projects.

PROMOTE TRIBAL PRESENCE

Promoting tribal presence within the Basin is critical to empowering Indigenous communities and supporting successful stewardship. Acknowledging the deep connections that the Washoe Tribe has with this land, we aim to amplify their voices and perspectives in the stewardship and management of the Basin. This involves not only recognizing the expertise the Washoe Tribe holds but also actively integrating their practices and leadership

into our conservation efforts. We have prioritized strengthening our relationship with the Washoe Tribe by coordinating on several projects and by identifying opportunities to add tribal capacity to work in the Basin. By fostering a stronger tribal presence, we are ensuring that the stewardship of these lands honors their past, current, and future legacy. Key action(s) may include:

- Increase and expand Tribal access and land acquisition across Basin watersheds.
- Promote the Washoe Tribe's active participation in Basin stewardship projects.



People enjoying a winter day at the Conservancy's Patton Landing property on the north shore in Carnelian Bay.