



TAHOE PROSPERITY CENTER

# STRATEGIC PLAN

PRESENTED BY

**TAHOE PROSPERITY CENTER**



2026-2028

# TABLE OF CONTENTS

**01** **PURPOSE AND CONTEXT**

---

**02** **LONG-TERM GOAL**

---

**03** **INTERMEDIATE OUTCOMES**

---

**04** **PATHWAYS OF CHANGE**

---

**05** **ACTIVITIES**

---

**06** **ASSUMPTIONS**

---

**07** **EXTERNAL FACTORS**

---

**08** **INDICATORS OF SUCCESS**

---

**09** **VISUALIZATION**

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# PURPOSE AND CONTEXT

## MISSION

Advance a connected and resilient economy across the Tahoe Basin that serves everyone through regional collaboration, community-led decisions, and a commitment to environmental stewardship.

## VISION

The Tahoe Basin as a model for regional cooperation that balances sustainable prosperity while ensuring communities thrive alongside a healthy environment, with shared access to resources and opportunities.

**Creating prosperity. Connecting communities. #TahoeProsperity**



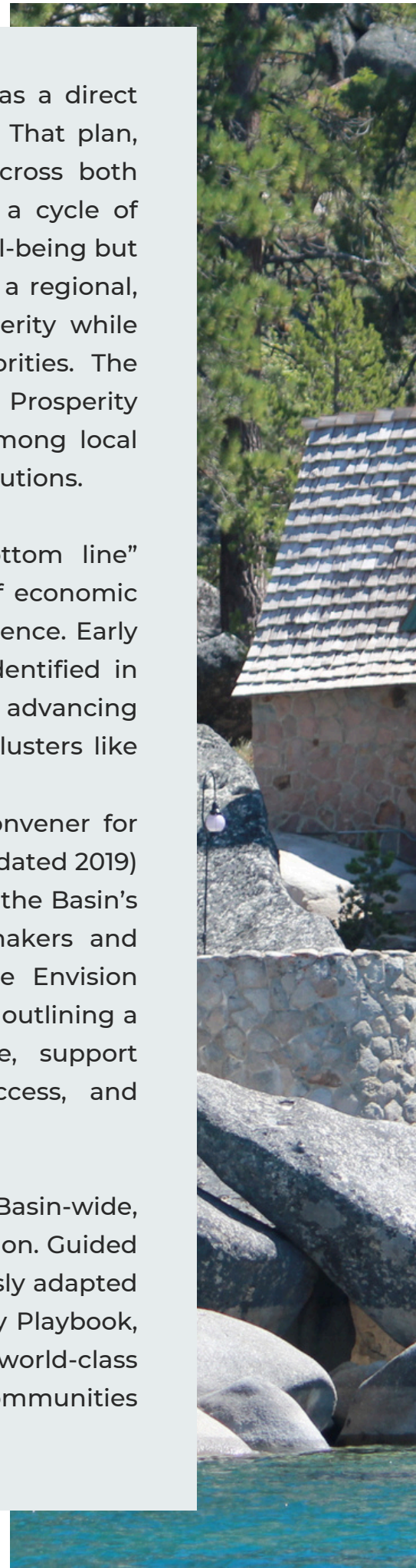
# HISTORY OF TAHOE PROSPERITY CENTER'S ROLE IN THE TAHOE BASIN

The Tahoe Prosperity Center (TPC) was founded in 2011 as a direct outcome of the Lake Tahoe Basin Prosperity Plan (2010). That plan, developed with input from hundreds of stakeholders across both California and Nevada, recognized that the Basin faced a cycle of economic decline that threatened not only community well-being but also environmental stewardship. It identified the need for a regional, bi-state organization that could champion shared prosperity while aligning economic, environmental, and community priorities. The central recommendation was the creation of the Tahoe Prosperity Center, built on a stewardship model of collaboration among local governments, businesses, nonprofits, and educational institutions.

Since its inception, TPC has served as the “triple bottom line” organization for the Basin—working at the intersection of economic vitality, environmental sustainability, and community resilience. Early efforts focused on addressing foundational challenges identified in the Prosperity Plan, such as diversifying beyond gaming, advancing sustainable redevelopment, and investing in innovation clusters like tourism, environmental research, and health and wellness.

Over the following decade, TPC became the regional convener for shared solutions. The Measuring Prosperity report (2015, updated 2019) established the first set of indicators to track the health of the Basin’s economy, environment, and community, giving policymakers and partners data-driven insights to guide investments. The Envision Tahoe Prosperity Playbook (2022) built on that foundation, outlining a collective roadmap to strengthen workforce resilience, support entrepreneurship, expand broadband and housing access, and promote sustainable tourism.

Today, TPC continues to fulfill its founding role as the only Basin-wide, bi-state community and economic development organization. Guided by the original vision of the Prosperity Plan and continuously adapted through tools like Measuring Prosperity and the Prosperity Playbook, TPC works to ensure that Lake Tahoe remains not only a world-class destination, but also a thriving home for the people and communities that sustain it.





# STRATEGIC NEED AND OPPORTUNITY FOR THE TAHOE BASIN

The Tahoe Basin continues to face structural economic challenges that limit long-term community and regional resilience. Job growth remains slow (1.2% since 2019 compared to 4.3% nationally), average earnings are \$16,300 below the national average, and the region's educational pipeline has contracted by 46% in five years, with more than 21,000 residents nearing retirement age. These trends reflect ongoing dependence on low-wage, seasonal industries, rising workforce pressures, and a shrinking pool of local talent.

At the same time, the Basin's economic challenges are shaped by a complex set of interrelated constraints—including workforce availability, access to capital, digital connectivity, wildfire risk, and housing availability. Housing affordability and supply remain a significant factor influencing workforce retention, business viability, and community stability. While housing challenges are national and bi-state in nature, they are exacerbated in Tahoe by limited developable land, high construction and materials costs, environmental regulations, and a high proportion of second-home ownership.

The Tahoe Prosperity Center contributes an economic and workforce perspective to regional housing discussions through active participation in collaborative efforts such as TRPA's Tahoe Living Working Group and Community Partner Group, helping ensure that housing strategies are informed by business needs, labor market realities, and broader regional economic conditions. While TPC does not directly implement housing solutions, it plays a critical role in connecting economic data, workforce trends, and cross-sector partners to support informed decision-making.

The Tahoe Prosperity Center (TPC) was created to address these interconnected challenges by serving as the Basin's only bi-state, regional convener for economic and community development. TPC brings together public, private, and nonprofit partners to coordinate initiatives, leverage funding, and advance the shared goals outlined in the Envision Tahoe Prosperity Playbook—including economic diversification, workforce development, small business support, environmental stewardship, and equitable access to opportunity.

With coordinated leadership, trusted data, and sustained collaboration, the Tahoe Basin has the opportunity to build a more diverse and resilient economy—one that supports local businesses, strengthens the workforce, mitigates risk, and enhances quality of life for communities across the region.



## TPC'S ROLE IN THE REGIONAL ECOSYSTEM

The Tahoe Prosperity Center serves as a regional convener, connector, and coordinator, working across jurisdictional, sectoral, and organizational boundaries to strengthen the Basin's economic ecosystem. TPC does not duplicate programmatic services already provided by local governments, nonprofits, or business-serving organizations. Instead, it focuses on aligning efforts, filling coordination gaps, and advancing shared priorities that require regional collaboration.

TPC plays an active role in existing governance and coordination structures, including participation on the Tahoe Interagency Executives (TIE) Steering Committee, engagement in Destination Stewardship Council initiatives, and involvement in regional planning, communications, and funding coordination related to the Tahoe Regional Plan and Environmental Improvement Program (EIP). Through these roles, TPC helps connect economic goals with environmental stewardship, workforce needs, and long-term regional resilience.

This approach allows TPC to remain sector-agnostic while supporting industries and initiatives that strengthen economic diversification, reduce vulnerability to shocks, and expand opportunity for residents across the Basin.



# LONG-TERM GOAL



## DIVERSE BUSINESS ECONOMY

The Tahoe Basin nurtures a resilient and inclusive economy where entrepreneurs and small businesses can start, grow, and thrive. Local enterprises reflect the diversity of our community, have equitable access to resources and support, and contribute to a strong foundation of economic opportunity across the region.

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## COLLECTIVE ACTION

The Tahoe Basin acts together to solve shared challenges and seize new opportunities. Public, private, nonprofit, and community partners collaborate through trusted data, open communication, and aligned strategies—strengthening both regional decision-making and TPC's own capacity to sustain long-term impact.

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# INTERMEDIATE OUTCOMES



## DIVERSE BUSINESS ECONOMY

- More local entrepreneurs access resources and mentorship that help them grow their businesses.
- Spanish-speaking and Latino-owned businesses have equitable access to support services.
- Local entrepreneurs gain greater visibility in the regional economy.
- Education and training pathways are better aligned with future employment and business markets.
- More residents and businesses benefit from improved digital connectivity.
- Communities are better protected through expanded wildfire monitoring.

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## COLLECTIVE ACTION

- Regional decision-making is guided by timely and trusted data.
- Partners share information more effectively to take coordinated action.
- Community members are more engaged and connected to regional initiatives.



# PATHWAYS OF CHANGE

The Tahoe Basin is at a pivotal moment. To sustain our communities and natural environment while expanding opportunities for residents and businesses, we must act with both focus and flexibility. Our 2026–2028 strategy is designed to build on proven successes and prepare the region for long-term prosperity—an effort that requires addressing cross-cutting challenges like wildfire risk, which impacts everything from public safety and business continuity to workforce stability and investment.

We will pursue four mutually reinforcing approaches: supporting entrepreneurs (including those in the forest-sector), fostering innovation, strengthening the regional ecosystem, and building organizational resilience. By integrating resilience considerations and data-driven decision-making across our economic development work, the Tahoe Prosperity Center ensures that immediate needs—such as broadband access and wildfire mitigation—are met within a framework of lasting regional strength.

## ENTREPRENEURIAL SUPPORT

Entrepreneurship and small business development are central to building a more resilient and diversified Tahoe economy. TPC's entrepreneur roundtables—offered in both English and Spanish—provide a unique regional forum for peer learning, technical support, and cross-sector connection that is not replicated elsewhere in the Basin. These efforts support early-stage and existing businesses, including those connected to tourism, forest-based industries, and emerging sectors aligned with long-term sustainability.

Through initiatives such as Tahoe Inc. and partnerships connected to workforce development, TPC helps connect entrepreneurs to resources, advisors, and regional networks that support business viability and economic mobility.



## FOSTERING INNOVATION

We will champion innovative solutions that address Tahoe's most pressing challenges while opening new opportunities for residents. From building stronger talent pipelines to piloting new technologies in connectivity and resilience, we will help the region adapt and thrive in the face of change.

## STRENGTHENING THE REGIONAL ECONOMIC ECOSYSTEM

A strong regional economy depends on shared understanding, trusted data, and coordinated action. TPC is leading efforts to strengthen the regional economic ecosystem by developing and maintaining a shared data platform that integrates workforce and labor market trends, business and entrepreneurial activity, demographic and housing context, and regional economic indicators. This platform is intended to support public agencies, nonprofits, businesses, and funders with a common evidence base for planning, investment, and decision-making.

By serving as a neutral data steward and convener, TPC helps ensure that regional strategies are informed by timely, consistent, and accessible information—and that partners are aligned around shared priorities rather than duplicating efforts.

## BUILDING ORGANIZATIONAL RESILIENCE

We will invest in TPC's own sustainability so we can deliver lasting impact. This means refining our tools to ensure alignment between effort and impact, strengthening fundraising and resource strategies, and engaging new champions—such as a Board alumni network—to extend our reach and visibility across the Basin.





# ACTIVITIES

## ENTREPRENEURIAL SUPPORT

- Advance Tahoe Inc. Roundtables → Entrepreneurs gain peer learning, mentorship, and visibility, including businesses connected to tourism, forest-related industries, and emerging sectors critical to Tahoe's economy.
- Sustain a Spanish-speaking SBDC Advisor → Latino and Spanish-speaking entrepreneurs have equitable access to business resources and technical assistance, expanding participation in the regional economy and informing future bilingual programming.

## FOSTERING INNOVATION

- Explore Talent Pipeline Management (Workforce Development) → Collaborate with agencies, non-profits, education and health systems, and other actors in the space to explore TPC's future role and opportunities while piloting TPC sponsored events such as Start-up Week to test methodologies and demonstrate value.
- Pilot Community WiFi Connections → Establish TPC as regional connectivity leader through basinwide service deployment that drives small business growth and community cohesion via increased public space activation, positioning us with a fee for service model with the ability to influence policy adoption and strengthen organizational messaging.
- Alert Wildfire Cameras Fundraising and Coordination → Communities and businesses are better protected through earlier wildfire detection and improved regional preparedness through coordination with other leading non-profits in the forest health and management spaces.
- Explore Opportunities for Increased Access to Capital → Entrepreneurs and small businesses have stronger pathways to funding—potentially through matched venture capital opportunities or exploring the feasibility of a Tahoe regional Community Development Financial Institution (CDFI).

# STRENGTHENING THE REGIONAL ECONOMIC ECOSYSTEM

- Track Regional Trends with Measuring Prosperity Indicators → Decision-makers and the public have trusted, timely data to guide policies and investments through quantitative data tracking and facilitating qualitative community data such as bi-annual Business Walks.
- Pilot a Regional Data Platform → Partners share information more effectively, leading to coordinated action and greater regional alignment.
- Host the Envision Tahoe Venture Summit → A flagship annual event that convenes partners, entrepreneurs, and decision-makers to catalyze innovation, elevate regional priorities, and advance collective action supporting economic vitality, community well-being, and environmental stewardship.
- Advance Regional Coordination and Stewardship Efforts → TPC contributes economic and community perspectives through active participation in such regional committees and collection action groups as, Destination Stewardship Council, Tahoe Interagency Executives Steering Committee, TRPA's Tahoe Living Working Group and Community Partner Group.

# BUILDING ORGANIZATIONAL RESILIENCE

- Strengthen the Board of Directors → the Board has a diversified set of experience to advance TPC over the next five years through strategic board recruitment and balancing size with engagement.
- Develop a Decision Framework for Grantmaking and Initiatives → TPC resources are focused on efforts with the highest impact and strongest mission alignment.
- Strengthen Fundraising and Revenue Strategies → A diversified and reliable funding base supports long-term sustainability.
- Establish a Board Alumni Network → Past leaders extend TPC's reach, creating new ambassadors and partnerships across the Basin.
- Invest in Internal Management Tools → Improved tracking, reporting, and impact measurement increase efficiency, transparency, and accountability.



# ASSUMPTIONS

Our strategy is built on a set of core beliefs and assumptions about the Tahoe Basin and the context in which we work. These assumptions underpin our goals, approaches, and activities, and they shape how we measure success.

## COLLABORATION IS ESSENTIAL IN A BI-STATE ENVIRONMENT

We assume that jurisdictions, agencies, and organizations across California and Nevada will continue to recognize the value of cooperative action, and that they will see TPC as a trusted convener.

## ECONOMIC HEALTH AND ENVIRONMENTAL HEALTH ARE INTERCONNECTED

We assume that stakeholders across the Basin understand that a resilient economy cannot be achieved without a healthy environment, and vice versa.

## HOUSING IS A CROSS-CUTTING ECONOMIC CONSTRAINT

We assume that progress on workforce stability and business growth depends on continued regional collaboration around housing solutions, recognizing Tahoe's unique bi-state regulatory environment, land constraints, and cost pressures.

## SUFFICIENT TIME IS REQUIRED TO CREATE CHANGE

We assume that meaningful regional transformation will require multi-year commitment and continuity of effort.

## ORGANIZATIONAL CAPACITY IS LIMITED BUT FOCUSED

We assume that TPC's small team and volunteer board can sustain the energy and attention needed to implement this plan, with support from partners where necessary.

## ADEQUATE FUNDING WILL SUPPORT MISSION-ALIGNED WORK

We assume that resources will be available to advance our goals and that TPC can continue to diversify its funding to sustain impact.

## REGIONAL PARTICIPATION WILL REMAIN STRONG

We assume that local jurisdictions, businesses, and community partners will continue to participate actively in TPC-led events and initiatives such as Roundtables, the Tahoe Summit, and Start-Up Week, providing the engagement needed to sustain momentum.



# EXTERNAL FACTORS

The Tahoe Prosperity Center operates in a dynamic environment shaped by factors beyond our direct control. These external influences can affect both the opportunities available to the region and the pace at which our strategies can achieve impact. Key considerations include:

## POLITICAL AND POLICY ENVIRONMENT

Changes in federal, state, and local administrations, election cycles, immigration policy, and the polarization of policies can influence funding priorities, regulatory conditions, and regional partnerships.

## ECONOMIC CONDITIONS

Shifts in the national or state economy, including recessions, inflation, and the availability of funding, can affect the capacity of local businesses, jurisdictions, and TPC itself to invest in regional initiatives.

## ENVIRONMENTAL AND PUBLIC HEALTH RISKS

Wildfire risk, climate change, natural disasters, and potential pandemics can disrupt communities, infrastructure, and regional planning efforts, requiring TPC to remain adaptable.

## TOURISM AND REGIONAL TRENDS

Trends in tourism, public perception, and destination management affect economic activity, community engagement, and the broader context in which TPC operates.

By acknowledging these external factors, TPC can design strategies that are resilient, adaptive, and responsive to changing conditions, while continuing to pursue our long-term goals for the Basin.



# INDICATORS OF SUCCESS

## ENTREPRENEURIAL SUPPORT

### TAHOE INC. ROUNDTABLES

Number of roundtables held annually; # of entrepreneurs participating; number of mentors recruited; retention of mentors; formation of a Tahoe Inc. Mentor Committee; # of return participants; % growth in new participants.

### SPANISH-SPEAKING SBDC ADVISOR

# of Latino and Spanish-speaking entrepreneurs served; % accessing follow-up services; business start-ups or expansions supported.

### ENTREPRENEUR VISIBILITY

# of local entrepreneurs highlighted through media, events, or campaigns; metrics for communications and social channels (engagement, reach, impressions).

## FOSTERING INNOVATION PATHWAYS

### TALENT PIPELINE MANAGEMENT

Youth Pathways to Prosperity plan developed and pilots implemented (at least one); # of employer–education partnerships formed.

### COMMUNITY WIFI PILOTS

Inclusive broadband strategy developed; # of pilot sites launched; # of households/businesses connected.

### ALERT WILDFIRE CAMERAS

# of funds raised; # of cameras installed.

### EXPLORE INCREASED ACCESS TO CAPITAL

Sub Committee created, Recommendations for potential landscape scan/feasibility study completed by 2028.





## STRENGTHENING THE REGIONAL ECOSYSTEM

### MEASURING PROSPERITY INDICATORS

Tahoe census data parameters defined and agreed to by stakeholders; # of indicator updates published annually; # of downloads/views; # of jurisdictions/organizations citing or applying data.

### REGIONAL DATA PLATFORM

Pilot platform launched by 2027; # of organizations contributing data; # of active users/queries run.

### RELATIONSHIP STEWARDING

# of meetings with local agencies, stakeholders and regional partners; # of outreach events held; participation rates and feedback for annual summit.

## BUILDING ORGANIZATIONAL RESILIENCE

### STRENGTHEN THE BOARD OF DIRECTORS

Maintain the minimum of 13 Board members (per bylaws); % of board members representing diverse sectors, geographies, and expertise.

### DECISION FRAMEWORK

Framework finalized and adopted; % of new initiatives/grants assessed using the tool.

### FUNDRAISING AND REVENUE

Total dollars raised annually; % of revenue from diversified sources (e.g., grants, donations, corporate); # of new funder relationships established.

### BOARD ALUMNI NETWORK

Alumni network launched; # of alumni engaged annually; # of referrals, partnerships, or contributions generated through the network.

### INTERNAL MANAGEMENT TOOLS

# of systems/tools implemented; frequency and quality of impact reporting.



# LET'S GET TO WORK TOGETHER

## CONTACT

Lake Tahoe can be a prosperous community for all who want to live, work and play here.

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