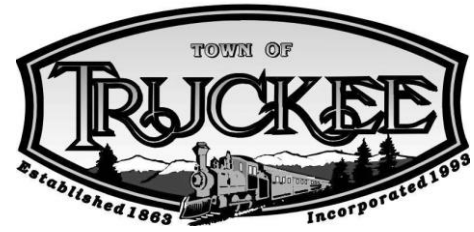


AGENDA ITEM _____

February 8, 2022

Honorable Mayor and Council Members

Jen Callaway, Town Manager



Title: Town Council Retreat Discussion of Fiscal Year 2021-23 Town Council Priorities and Work Plan Quarterly Update

APPROVED BY:
Manager

Jen Callaway, Town

RECOMMENDATION: Staff recommends the Council:

- A. Receive the quarterly update on the Town Priorities and work plan progress from October 1, 2021, through December 31, 2021.
- B. Reaffirm Town Council FY 2021-23 Town Council Priorities
- C. Review and Provide Direction as to FY 2022-23 Work Plan and Task Items






BACKGROUND: The Town Council and Leadership team held the annual two-day retreat, via zoom, February 1-2, 2021. The retreat, professionally facilitated by Management Partners, provided an opportunity for the Council to identify priorities, which will guide staff work for the next two years and chart a course for the Town as a whole. Based on these discussions the Council identified five major priorities that reflect the concerns and desires of the community, and are as follows:

- 1. Actively support the development of workforce housing.
- 2. Reduce greenhouse gas emissions and become a leader in environmental sustainability.
- 3. Enhance communication and public outreach to facilitate community cohesion.
- 4. Invest in key infrastructure and community connectivity, including the new library, bike trails, and transit alternatives.
- 5. Enhance partnerships and investment for emergency preparedness including wildfire readiness and mitigation.

With Council identification of these five priorities, Town staff has developed an achievable 2021-23 work plan. The work plan includes a series of goals and corresponding action items which, if implemented, would help bring the Council priorities into reality. The Council formally adopted the Council Priorities and Work Plan on March 23, 2021, and at that time staff committed to regular quarterly updates as to the status of the action items.

Council reviewed the first quarterly report on July 13, 2021, for the period March – June 30, 2021. At this time Council directed to advance task items to include a feasibility study for a partner Biomass Facility and action items related to emergency housing measures. In addition, recognizing that the five Council priorities are interrelated and connected in many ways, Council asked that goals and task items include an indicator of related council priorities to serve as a reminder and reference point. With this direction in mind, staff included an additional column in the priority's matrix titled "Related Council Priority" and included graphics to represent the council

priorities referenced. Therefore, in addition to the priority that the task item is specifically included under, goals and task items are identified as being related to one of the other four priorities with graphics as indicated below:

Graphic Representation	Priority
	Actively support the development of workforce housing
	Reduce greenhouse gas emissions and become a leader in environmental sustainability
	Enhance communication and public outreach to facilitate community cohesion
	Invest in key infrastructure and community connectivity, including the new library, bike trails, and transit alternatives
	Enhance partnerships and investment for emergency preparedness including wildfire readiness and mitigation

DISCUSSION: Town staff committed to providing quarterly updates to the Town Council regarding progress of these priorities and action items and this report serves as the second update to the Town Council on the 2021-23 Council Priorities.

Update on 2021-23 Council Priorities and Action Items

The Town has made progress on several action items. The attached spreadsheet demonstrates completed action items (highlighted in green), items with significant progress completed, being defined for this report as 50% complete or greater, (highlighted in blue) and items that are in progress (less than 50% complete) or on-going in nature are (highlighted in yellow).

The following action items are action items that have been completed since the November 3rdrd update to council and for the reporting period July – September 2021. Completed task items highlighted in green on Attachment 1 are for the entire period April – December 2021:

Priority - Actively support the development of workforce housing:

Goal 2 – Collaborate with regional and state/federal partners to develop policies, funding strategies and approaches to increase housing for local workforce

- Work with MHC to develop Regional Housing Implementation Plan and Update Regional (and Town of Truckee) Housing Needs Data (Task 2.1a): Mountain Housing Council presented their Regional Housing Implementation Plan at their October quarterly. The Town subsequently submitted a memo to Mountain Housing Council in November 2021 that included comments from staff and two Council members on the 2021 Regional Housing Implementation Plan and Needs Assessment. Town generally in support of Report and Study and uses data to drive planning and program development as well as make policy decision re: funding allocations.

Priority – Reduce greenhouse gas emissions and become a leader in environmental

sustainability:

Goal 5 – Explore bike, micro-mobility and micro-transit feasibility options

- Explore bike share program feasibility (Task 5.2). Complete -Staff has issued Request for Proposals for E-Bike Share which closed on December 28th and resulted in 8 submittals. Given staff's experience with planning, design, and launching an E-bike Share Program in a peer community, the project development process was streamlined with the RFP seeking a vendor to launch a program in summer 2022. Staff issued a RFP for an E-Bike Share vendor to launch a program in Summer 2022. Identification of a preferred vendor is underway and a recommendation will be forthcoming to Council in Q3 of FY 21/22.

Goal 8 – Litter, Recycling, Green-waste and compost programs

- Expansion of community compost drop-off (Task 8.3). Two new community compost drop-off locations have been sited at Ace Mountain Hardware on DPR, and Glenshire General Store. These have been advertised in the winter mailer, and staff will continue to educate residents.

Priority - Enhance communication and public outreach to facilitate community cohesion:

Goal 1 – Implement enhancements to the Town's website that improves ease of access to information, increases engagement, and establishes an ongoing maintenance plan

- Establish town-wide communications team to coordinate website maintenance, new site development and consistent communications strategy (Task 1.2) – Project Complete. The group has been established and is ongoing. Due to a number of staff changes, there may be some modifications and additions before this group meets more regularly to discuss the website updates and to bring forward collaborative communication ideas for community engagement- determining best fit and capacity for this commitment. The PIO has been fulltime since 2022 and has set up monthly meetings with different Divisions to plan communication and to determine the best strategy to implement a team's commitment long term.

Goal 4 – Town wide Communications Plan/Policy

- Full-time Town Public Information Officer (Task 4.1) – Project complete. Full-time position began 1/1/22

Priority - Invest in key infrastructure and community connectivity, including the new library, bike trails, and transit alternatives:

Goal 3 – Support connectivity through infrastructure development that promotes alternative forms of transportation

- Aerial Mapping (Task 3.3) – Project complete. Project complete for 5-year project: Data has been distributed to all participating agencies, imagery is available for public consumption via tile download request on the GIS data portal

Goal 4– Support Town infrastructure and facilities in being energy efficient

- Electric Vehicle (EV) Charging Station Install at Town Hall (Task 4.2) – Project Complete. Three charging stations were installed with the Ribbon Cutting ceremony being held on November 9, 2021. Charging stations are in use.

Priority - Enhance partnerships and investment for emergency preparedness including wildfire readiness and mitigation:

Goal 1– Update Land Use Documents to ensure they provide objective standards as required by State Law while maintaining maximum Town discretion.

- Aerial Mapping (Task 1.2) – Project complete. Project complete for 5-year project: Data has been distributed to all participating agencies; imagery is available for public consumption via tile download request on the GIS data portal

Goal 2– Vegetation Removal and Fuels Reduction

- Brushing and chipping project GIS mapping (Task 4.6) – Project complete. Live maps and in-field surveying applications are configured for upcoming work 2022

Goal 4– Establish and Maintain Regional Community Partnerships

- Hold bi-annual regional emergency manager’s meeting (Task 2.1a) – Project complete. Completed winter emergency manager's meeting. 99 local area emergency management personnel were invited to the meeting with 32 attending via Teams meeting. Covered winter weather and EOC responses (Town, Nevada and Placer Counties) to disasters and how we work to together to address unmet needs.

The following action items have moved into the substantially complete, at least 50% complete, category within this three-month reporting period from October – December 2021 (all substantially complete items are highlighted in blue on Attachment 1):

Priority - Actively support the development of workforce housing:

Goal 1– Policy: Update Land Use Documents to ensure they provide objective standards as required by State Law while maintaining maximum Town discretion and create conditions to increase the supply and diversity of workforce housing.

- Short Term Rental (STR) Ordinance Updates (Task 1.7) – 60% Complete. Staff completed a study of the current STR program and convened an STR Advisory Committee for three months to review data and develop recommendations. The STR study and committee recommendations will be presented to Council February 8. Following Council's direction at this meeting, any necessary updates to the STR

ordinance are anticipated to be completed prior to June 15.

Goal 3 – Implement programs to increase the production and creation of housing for the local workforce.

- Understand feasibility of expanding deed restriction program to include purchasing deed restrictions from local workforce home buyers (Below Market Rate Housing Program) (Task 3.2) – 50% Complete. The Advisory group continued to meet through this quarter to provide guidance on program development. Town Council received an update and provided direction of the development of the BMR program on December 14, 2021. The Program Guidelines and operational plan are currently being developed, will be reviewed by the advisory committee, and are expected to go back to Council in March 2022.
-

Priority – Reduce greenhouse gas emissions and become a leader in environmental sustainability:

Goal 1 – General Plan Update.

- Vehicle Miles Traveled (VMT) Thresholds 2.0 (Task 1.2) - 50% Complete. Work on policy revisions has continued, with a specific focus on housing definitions. A few projects are under review and lessons learned in the VMT evaluation will be incorporated into the next update. For this reason, the policy update has been delayed and will not likely occur until February or March.

Goal 5 – Explore bike, micro-mobility and micro-transit feasibility options

- Research feasibility and appropriateness of micro-mobility (e-bike/ scooter) use on paved trails (Task 5.1). 80% Complete - Certain classes of E-bikes and other micro mobility devices (i.e. scooters) are currently allowed on Class 1 Bike Paths. Private e-bikes are now far more common and attainable technology in and around the Truckee community. Planning for and accommodating this technology should be considered "state of practice" and ongoing efforts to educate and reduce conflicts with other users should be ongoing priority of the Engineering, Transit, and Sustainability teams as well as external stakeholders such as Truckee Trails Foundation, and bike shops. Outreach and public information is a big emphasis within the planning and implementation of the an E-bike Share Program under development and discussed under Goal 5.3

Goal 10 – Establish and Maintain Regional Community Partnerships.

- Climate Transformation Alliance (CTA) Branding (Task 10.13A) - 50% Complete. Work initiated with draft logo anticipated for review and adoption by CTA in February

Priority - Enhance communication and public outreach to facilitate community cohesion:

Priority - Invest in key infrastructure and community connectivity, including the new library, bike trails, and transit alternatives:

Priority - Enhance partnerships and investment for emergency preparedness including wildfire readiness and mitigation:

Goal 3– Disaster Preparedness/Evacuation

- Emergency Management Grants (Task 3.8) - 50% Complete. Apply for grants related to emergency management. These are typically Hazard Mitigation Grant Program (HMGP - FEMA) and Cal-Fire Forestry grants, although others do exist throughout the year. HMGP grants are usually due 12/31/2022, however due to winter storm activations, this has been pushed back to January 2022. For FY 2021 we will be applying for a grant for a generator for the TDRPD facility to use as a shelter, the LHMP program (section 3.5), and possibly a comprehensive vegetation management plan for public right of ways. It does not appear at this point we qualify for current year funding from Cal-Fire grants.
- Protect Local Shelter Facilities with Generators (Task 3.9) – 50% Complete. Working with local partners to obtain funding or other sources for transfer switches / generators to protect shelters or Community Resource Centers during disasters. Currently working with TDRPD to provide an interim solution until a permanent solution is able to be funded. Working with Cambridge Properties to design a solution for the Senior Apts day-use area to provide medical device charging, personal communication device charging, and provide a warming / cooling area.

Many other action items have had some work completed and/or are on-going in nature and work is expected to continue throughout the year. Staff continues to work diligently on these items. New action items that have been initiated this quarter and are in progress or less than 50% complete are highlighted below and captured in Attachment I. All projects in process, on-going and/or less than 50% complete are highlighted in yellow in Attachment I.

- Transit Center Relocation (Climate Priority Task 6.5) – 10% Complete. Staff is in final negotiations to purchase the 50,000 sq. ft of land made available to the Town through the Railyard Development Agreement for the construction of the Transit Centers. Concurrently, staff is in the process of finalizing the Scope of Work for the Final Design of the Transit Center. Lastly, federal funds have been awarded to the project for construction funding which will require environmental clearance and project approval under the National Environmental Policy Act (NEPA). As such, staff is in the process of completing the NEPA Categorical Exclusion to be submitted to Caltrans and the Federal Transit Administration.
- Explore feasibility of business sustainability grant program (Climate Priority Task 7.4) 5% Complete. Staff have begun researching other jurisdictions, met with TDPUD on their plans for new business incentive programs, and begun coordinating with Sierra Business Council and Visit Truckee-Tahoe on the re-launch of the Green Business certification program.

- Explore partnership with Sierra Business Council or other partners to implement green business certification program (Climate Priority Task 10.12) – 10% Complete. Town staff have met twice with Sierra Business Council and Visit Truckee-Tahoe to offer support to SBC's re-launch of the GBN certification program. SBC has a goal of certifying 7 businesses this fiscal year.
- GIS mapping for LHMP (Emergency Preparedness Task 3.5a) – 5% Complete. Reached out to EOM to discuss GIS needs

Other Items:

The workplan includes the “other” section, which is a list of significant projects that are underway or being considered that, while they don't directly relate to a Council identified priority, are projects beyond the normal scope of staff's day to day business but require substantial staff time and effort to complete. The following progress has been made on these items since the September 30, 2021 update:

Goal 2 – Implement Public Art Master Plan

- Complete first commission-led public art project (Task 2.2) - 50% Complete.

Note: Staff would recommend that this goal and associated task items be incorporated into the Communications and Community Cohesion Council priority as public art is an area that brings people together and connects communities.

Bike Rack:

Lastly, a bike rack of action items is also maintained as open work items that, while not being addressed currently, could be advanced in lieu of another adopted work plan item given changing needs or circumstances. Four items were previously advanced from the bike rack and included in the related priority tasks. These items include Biomass Feasibility study, Short-Term Rental Moratorium and Ordinance review, and Climate Action, GHG reduction JPA or task force now known as the Carbon Zero Truckee Tahoe Alliance. The following items has been added to the bike rack:

- Follow-up Building Energy Efficiency Audit
- Explore Implementation of Building Energy Use Dashboard Tracking Tool
- Climate Transformation Alliance Initiatives
- Electric Vehicle Infrastructure Planning at Town Hall

Staff Proposed New and Deleted Task Items:

As the year has progressed, circumstances change, staff changes, and community needs may change. As such, Town staff have reviewed the workplan, specifically the outstanding task items and have made the following recommendations for task items to remove and add to the workplan:

Priority - Actively support the development of workforce housing:

Goal 1 – Policy: Update Land Use Documents to ensure they provide objective standards as required by State Law while maintaining maximum Town discretion and create conditions to increase the supply and diversity of workforce housing.

Staff Recommended Task for Removal:

- Review current affordable housing policies, potential updates (Task 1.6). Staff and the consultant have completed an audit of Town documents and are working on a community survey, which is anticipated for release in late October/early November. Staff is identifying potential key community stakeholders that can help review design standards. Potential related option may include creating objective design standards related to future SB9 projects.

Staff Recommended New Task Item:

- Review current Multi-Family and affordable housing policies; consider potential updates and incentives (New Task Item 1.6a): Staff to conduct audit of existing multi-family housing policies (including affordable housing). Potentially hire a consultant to review existing policies and provide recommendations. The idea to broaden this effort to include all multi-family came out of the development of the BMR Housing Program. Through review and potential update of policies and consideration of new incentive opportunities, there is an opportunity to create a menu of incentives to help drive the types of workforce housing produce that best aligns with the Council's established housing priorities.

Goal 3 – Implement programs to increase the production + creation of housing for the local workforce.

Staff Recommended New Task Item:

- Implement new Below Market Rate housing program to purchase deed restriction as a tool to help fulltime resident buys to access housing inventory and to ensure long-term preservation of workforce housing inventory (New Task Item 3.2A). 3.2A is a new work plan item added as the next step following task 3.2: understanding the feasibility of a BMR program.
- Expand consultant support for housing program administration (New Task Item 3.7): Expand capacity of Housing Program through additional specialized consultant support. This will likely include program administration for the new Below Market Rate program (workplan item 3.2A) and consideration of multi-family housing policies and incentives (1.7A)

Priority – Reduce greenhouse gas emissions and become a leader in environmental sustainability:

Goal 10 – Establish and Maintain Regional Community Partnerships.

Staff Recommended New Task Item:

- CTA Branding (Task 10.13A) - 50% Complete. Keep Truckee Green managing branding for new CTA partnership as a next step to support CTA's public outreach efforts. This item has already been started and is approximately 50% complete at this point. Staff felt it was responsive to take immediate action to assist with the CTA development and therefore determined to proceed and not delay initiation of this item, however the coordination is an additional workload effort that should be reflected on the work plan.

Priority - Enhance communication and public outreach to facilitate community cohesion:

Goal 1 – Implement enhancements to the Town’s website that improves ease of access to information, increases engagement, and establishes ongoing maintenance plan.

Staff Recommended New Task Item:

- Cyber Incident Recovery (Task 1.3d) - 50% Complete. Working with website platform provider Granicus to get links repaired.

Goal 2 – Continue to improve relationships among residents, Town Council, Town Staff and local media with expansion of communication methods and engagement

Staff Recommended Task for Removal:

- Develop bilingual translation implementation plan (Task 2.5a) - This task is no longer suggested, as a thorough Diversity, Equity and Inclusion Action Plan would benefit our engagement on a more meaningful and comprehensive level. This action plan will also impact the overall communications strategies, which will need to be fluid and updated regularly. Updates will be necessary regardless, due to ongoing platform and outreach technology changes, changes to our Town goals and projects, and as we grow in the future. Once a Diversity, Equity and Inclusion Action Plan is developed or underway, the PIO would potentially be redirecting and updating communication plans in collaboration with the person who is leading the Diversity, Equity and Inclusion Action Plan.
- Evaluate the need for a Translation Program Position for in-house translation services (Task 2.5c) - See new 2.5c below--Prior to evaluating the need for a translator in-house, a greater comprehensive investigation of our gaps need to be assessed.

Staff Recommended New Task Item:

- Develop a Diversity, Equity and Inclusion Action Plan (Task 2.5a) - Development of a Diversity, Equity & Inclusion Action Plan would assess how to best serve the community at-large, including the populations not currently being reached (i.e. Latinx, low-income, senior citizens, etc.). This would identify current gaps, how we spend our resources, internal hiring practices, and policies to implement positive community change. The plan would include a translation implementation plan.

- Evaluate the need for a Diversity, Equity & Inclusion Program Position (Task 2.5c) - This position would develop and implement Equity and Inclusion Action Plan to ensure a strategic and comprehensive approach to broad community engagement and inclusion. This task item would update and replace the task to evaluate the need for a Translation Program Position. The intent behind this proposed shift is to focus on development of a comprehensive outreach strategy (including translation strategy) first, so that there is a framework for equity, inclusion and translation expansion.

Priority - Invest in key infrastructure and community connectivity, including the new library, bike trails, and transit alternatives:

Goal 2 – Support Friends of the Library in New Library Project

Staff Recommended Task for Removal:

- Contribute towards facilitator funding (Task 2.3) – Recommend replacing with new task item 2.1b.

Staff Recommended New Task Items (provides further clarity as to staff efforts):

- Negotiation with Truckee Sanitary District regarding in-kind price and terms for library land parcel in Regional Park (Task 2.1a) - An initial closed session discussion took place on January 25th with Town Council to entering into negotiations.
- Contribute towards land surveying and planning process to establish new library parcel (Task 2.1b) - This task item is intended to replace task item 2.3. If TSD and the Town agree to terms for a land team, there is a need to fund and manage the process necessary to survey and establish a new parcel for the library.
- Draft Option Agreement (Task 2.1c) - If TSD and the Town agree to terms for a land team, there is a need to draft an option agreement regarding the library milestones required before the land will transfer.
- Town involvement in JPA consideration and formation process (Task 2.2A) - The Town will have a significant role in the JPA consideration process, and ultimately in JPA formation, if approved. This process is anticipated to address critical questions including consideration of each JPA member's role, building and land ownership structure, and each member's contribution of resources to facilitate the construction of the new library.

Priority - Enhance partnerships and investment for emergency preparedness including wildfire readiness and mitigation:

Goal 3 – Disaster Preparedness/Evacuation

Staff Recommended New Task Item (Both of these task items are approximately 50% - staff worked quickly to recognize the need for shelter facilities during the recent storms and power outages as well as opportunities to apply for grants):

- Emergency Management Grants (Task 3.8) - Apply for grants related to emergency management. These are typically Hazard Mitigation Grant Program (HMGP - FEMA) and Cal-Fire Forestry grants, although others do exist throughout the year. HMGP grants are usually due 12/31/2022, however due to winter storm activations, this has been pushed back to January 2022. For FY 2021 we will be applying for a grant for a generator for the TDRPD facility to use as a shelter, the LHMP program (section 3.5), and possibly a comprehensive vegetation management plan for public right of ways. It does not appear at this point we qualify for current year funding from Cal-Fire grants.
- Protect local shelter facilities with generators (Task 3.9) - Working with local partners to obtain funding or other sources for transfer switches / generators to protect shelters or Community Resource Centers during disasters. Currently working with TDRPD to provide an interim solution until a permanent solution is able to be funded. Working with Cambridge Properties to design a solution for the Senior Apts day-use area to provide medical device charging, personal communication device charging, and provide a warming / cooling area.

CONCLUSION:

The workplan update for the quarter ending December 31, 2021, is provided for council review and input. In addition, staff asks that the Council reaffirm the FY 2021-23 priorities or provide alternative direction as well as review the open task items, staff's recommendations related to task items to be removed and new items to be added, and lastly Council identified new task items and task items no longer needed.

PRIORITY:

<input checked="" type="checkbox"/>	Enhanced Communication	<input checked="" type="checkbox"/>	Climate and Greenhouse Gas Reduction	<input checked="" type="checkbox"/>	Housing
<input checked="" type="checkbox"/>	Infrastructure Investment	<input checked="" type="checkbox"/>	Emergency and Wildfire Preparedness	<input checked="" type="checkbox"/>	Core Service

Public Communication: This staff report.

ATTACHMENTS:

- Attachment 1 – Council Priorities 2021-23 Work Plan
- Attachment 2 - Other Significant Operational or Strategic Priorities
- Attachment 3 – Bike Rack of Items