TAHOE REGIONAL PLANNING AGENCY

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STAFF REPORT

Date: April 20, 2022

To: TRPA Governing Board

From: TRPA Staff

Subject: Destination Stewardship Plan and regional collaborative recreation and tourism update

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Summary and Staff Recommendation:
TRPA has taken a leadership role in recent years in engaging stakeholders basin-wide on responsible outdoor recreation and tourism. The Lake Tahoe Destination Stewardship Plan is a new collaborative endeavor focused on a shared regional vision for the future of recreation and tourism. In addition to staff, presenters for this item include Dr. Gregory Miller, Executive Director for the Center for Responsible Travel, and Carol Chaplin, President & CEO of the Lake Tahoe Visitors Authority. The item is for informational purposes and no action is required.

Project Description/Background:
Since 2016, TRPA and the USDA Forest Service Lake Tahoe Basin Management Unit have led a collaborative aimed at addressing the short and long-term challenges related to outdoor recreation and tourism in the greater Tahoe region. Under the auspices of the Environmental Improvement Program, working groups have tackled the burgeoning pressures on outdoor recreation in the Tahoe Basin. Tahoe is the backyard to an estimated 15 million people who live within a day's driving distance to the basin. To put this into perspective, the region is roughly one-third the size of Yosemite National Park yet receives roughly three times the amount of annual visitors.

In the midst of the global COVID-19 pandemic and stay-at-home orders, while other destinations struggled to retain visitors, the Tahoe Region continued to see visitation surges despite a record-setting wildfire season and full forest closures. These surges included significantly high visitation and outdoor recreation use, heavy traffic congestion, and new patterns of use such as increased demand at lesser-known sites or high use during traditionally non-peak times.

Today, the destination management response framework includes the following:

1. A Shared Destination Stewardship Planning Initiative *(launching May 2022)*
2. The Lake Tahoe-Truckee Sustainable Recreation and Tourism Coordinating Committees, collaborative groups of 40+ stakeholders that meet weekly to foster regional coordination and alignment on destination management solutions, messaging, and share resources and information
3. Collaboration with leading experts in the field and the Tahoe Science Advisory Council to use the best available science to understanding user behavior, experience, and access issues
4. Integrating recreation access, user experience and impact planning into related initiatives such as transportation infrastructure planning, equity planning, and a regional trails plan

5. Support and engagement with regional responsible tourism initiatives and projects, such as: the Take Care Campaign, the League to Save Lake Tahoe's Blue Crews, expansion of the Clean Tahoe program, a regional trailhead ambassador program, the Citizen Science App, and support of our local visitor authorities as they shift from destination marketing to destination management.

Our most recent endeavor, the Destination Stewardship Initiative, will launch in May 2022. The process stemmed from a workshop in February 2021 and years of partnership building in the space of responsible tourism and destination stewardship. The 2021 workshop culminated in immediate and future action steps including creating a shared vision for Tahoe's outdoor recreation and tourism future. A complete report from the workshop is included in this packet as Attachment A.

Building on the Take Care Tahoe program's ethos of environmental stewardship, in partnership with more than a dozen Tahoe organizations, TRPA issued a call for proposals from the nation's and world's leading professionals in destination stewardship. After the evaluation team interviewed multiple firms, the group selected the Center for Responsible Travel (CREST) and a consortium of professionals including the Travel Foundation and local economists to guide the Tahoe community in the development of a long-term destination stewardship plan.

The official title of the initiative is *Lake Tahoe Destination Stewardship Plan: Taking Care of Tahoe.* The project's purpose statement is: Lake Tahoe's community and economy are rooted in recreation and tourism, touching the lives of all who work, live, and play here. The Lake Tahoe Region is coming together to create a shared destination stewardship plan that will balance the needs of the region's environment, businesses, visitors, and local communities. This new shared strategy will inspire all to take care of Tahoe.

The plan will explore how the outdoor recreation and visitor economy (greater than 60% of all economic activity in the region) can better serve the region's communities, the Tahoe experience, and the lake itself. The plan will provide tangible actions, as well as a recommended organizational structure and funding strategy, that bring a new shared vision to life. Partners contributing to the project include TRPA, the Tahoe Fund, the Washoe Tribe of Nevada and California, the California Tahoe Conservancy, Nevada's Department of Conservation and Natural Resources, the USDA Forest Service Lake Tahoe Basin Management Unit, the Lake Tahoe Visitors Authority, the North Lake Tahoe Resort Association, the Incline Village Crystal Bay Convention and Visitors Bureau, Visit Truckee-Tahoe, Washoe County, El Dorado County, and the City of South Lake Tahoe.

For more information, visit: https://www.trpa.gov/programs/sustainable-recreation/

Contact Information:
For questions regarding this agenda item, please contact Julie Regan, Deputy Director & Chief of External Affairs, at (775) 589-5237; jregan@trpa.gov or Jennifer Self at jself@trpa.gov.

Attachments:
A. Sustainable Recreation & Tourism Workshop Summary & Outcomes Report

Attachment A

Sustainable Recreation & Tourism Workshop Summary & Outcomes Report

SUSTAINABLE RECREATION & TOURISM WORKSHOP

Summary & Outcomes

February 25, 2021

AGENDA ITEM NO. VII.B

SPECIAL THANKS

The workshop organizers would like to thank the 65 participants for an engaging and rich conversation on the topic of Sustainable Recreation and Tourism.

Particular thanks are due to Joanne Marchetta, Executive Director of the Tahoe Regional Planning Agency; Bill Jackson, Forest Supervisor of the Lake Tahoe Basin Management Unit; and Greg Miller, Executive Director of the Center for Responsible Travel for setting the stage for this workshop, as well as challenging us all be to bold in our actions and to continue striving for coordination and alignment among partner organizations.

Thanks are also extended to the workshop facilitators Caelan McGee and Jen Mair, of Zephyr Collaborative, who helped guide this dynamic conversation.

Financial support for the workshop was provided by the Tahoe Fund and the Tahoe Regional Planning Agency.

This workshop report has been prepared by the workshop organizers with an aim to reflect and capture the valuable contributions that each and everyone provided. It is hoped that this report and the workshop create a launch point for a new future of tourism in Tahoe.

Workshop Organizers:
Jennifer Self, Tahoe Regional Planning Agency
Amy Berry, Tahoe Fund
Daniel Cressy, USDA Forest Service, Lake Tahoe Basin Management Unit
Colin Robertson, Nevada Division of State Lands

Published by the Tahoe Regional Planning Agency
March 2021

INVITEES

USDA Forest Service

USGS

California State Parks

Nevada State Parks

Tahoe Transportation District

Lake Tahoe Visitors Authority

North Lake Tahoe Resort Association

Incline Village Crystal Bay Visitors Bureau

Reno-Sparks Convention & Visitors Authority

Tahoe Chamber

Washoe Tribe

Nevada Department of Conservation and Natural Resources

California Natural Resources Agency

Nevada Division of State Lands

Nevada Division of Outdoor Recreation

California Tahoe Conservancy

Town of Truckee

Placer County

City of South Lake Tahoe

League to Save Lake Tahoe

Tahoe Resource Conservation District

Tahoe Rim Trail

Tahoe Fund

Tahoe Regional Planning Agency

Mammoth Lakes Trails and Public Access

Tahoe Area Mountain Bike Association

Tahoe Prosperity Center

Lake Tahoe Community College

Vail Resorts

Squaw Valley Alpine Meadows

Caesars Entertainment

And other research and private recreation and tourism partners

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TABLE OF CONTENTS

Overview
Opening Remarks
Keynote
Looking Ahead
Organization and Commitments

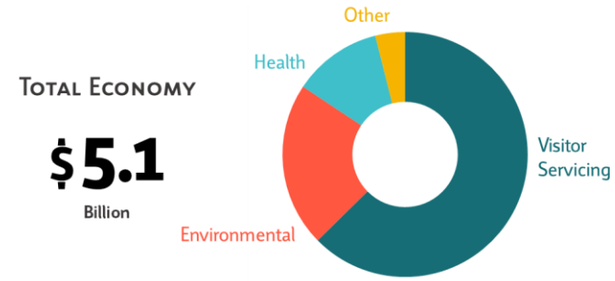
Appendix A: Detailed Notes from Focus Group Discussions on the Challenges, Desired Outcomes, and Priorities

Appendix B: Resources

OVERVIEW

The Lake Tahoe Basin is experiencing extraordinary visitation – complete with careless behavior, crowded access points, frustrated residents, new patterns of visitor use, and strained resources. The need for a more sustainable recreation and tourism future for Tahoe has never been more evident.

How can we balance a cornerstone of the region's $5 billion economy with the equitable access and protection of a singular environment?



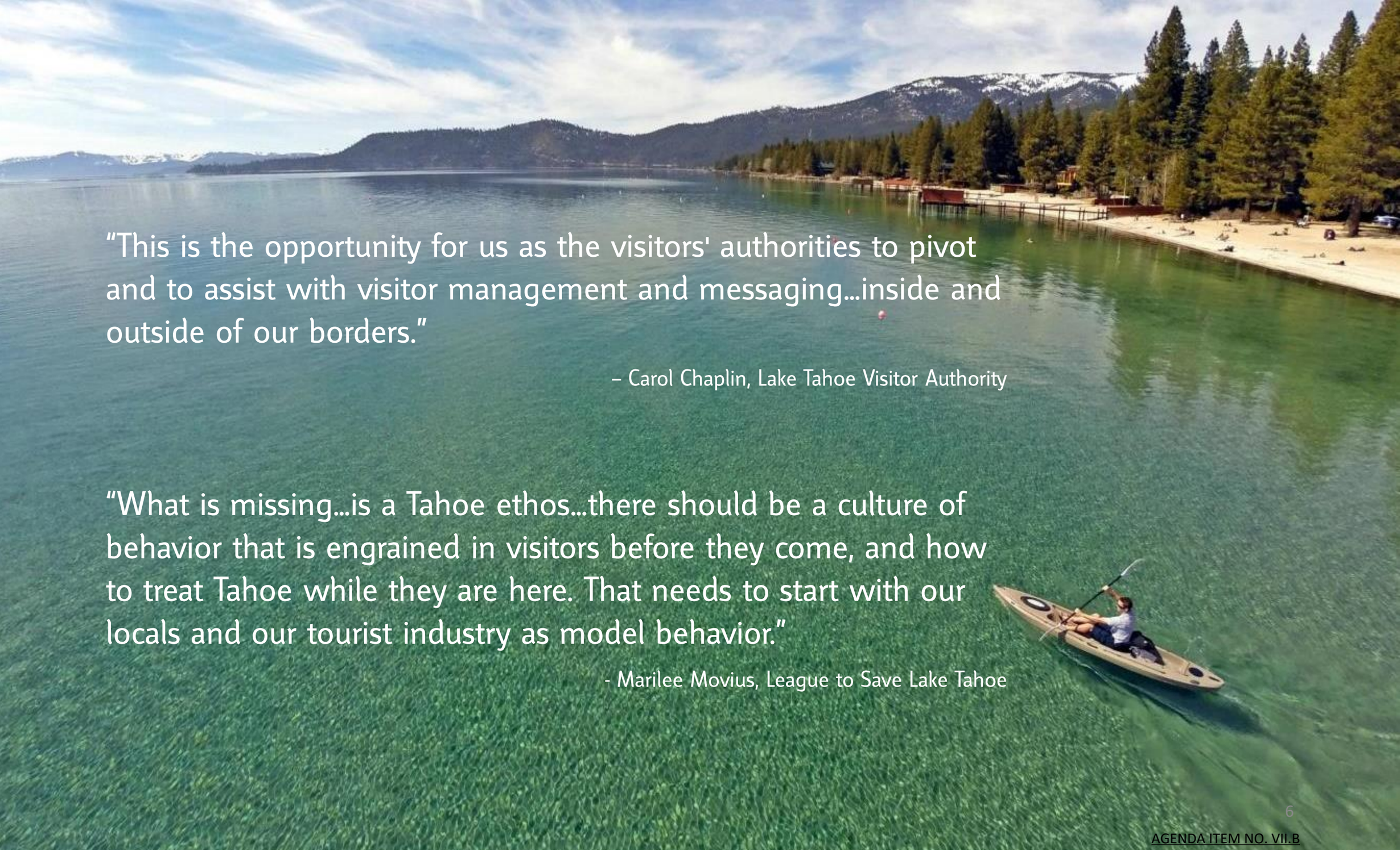
We recognize the challenges the region faces cannot be solved by any single entity or sector, and the solutions will require innovation and epic collaboration.

Over 65 basin partners met on February 25 to discuss a more sustainable recreation and tourism future for Lake Tahoe. Participants viewed this workshop as the start of an important dialogue.

This document provides a summary of that dialogue and next steps.

Workshop Goals:

- **Set the course for coordinated action**
- **Provide an opportunity to consider the "sum of the parts"** (the unique role and contribution each partner plays in addressing recreation and tourism challenges)

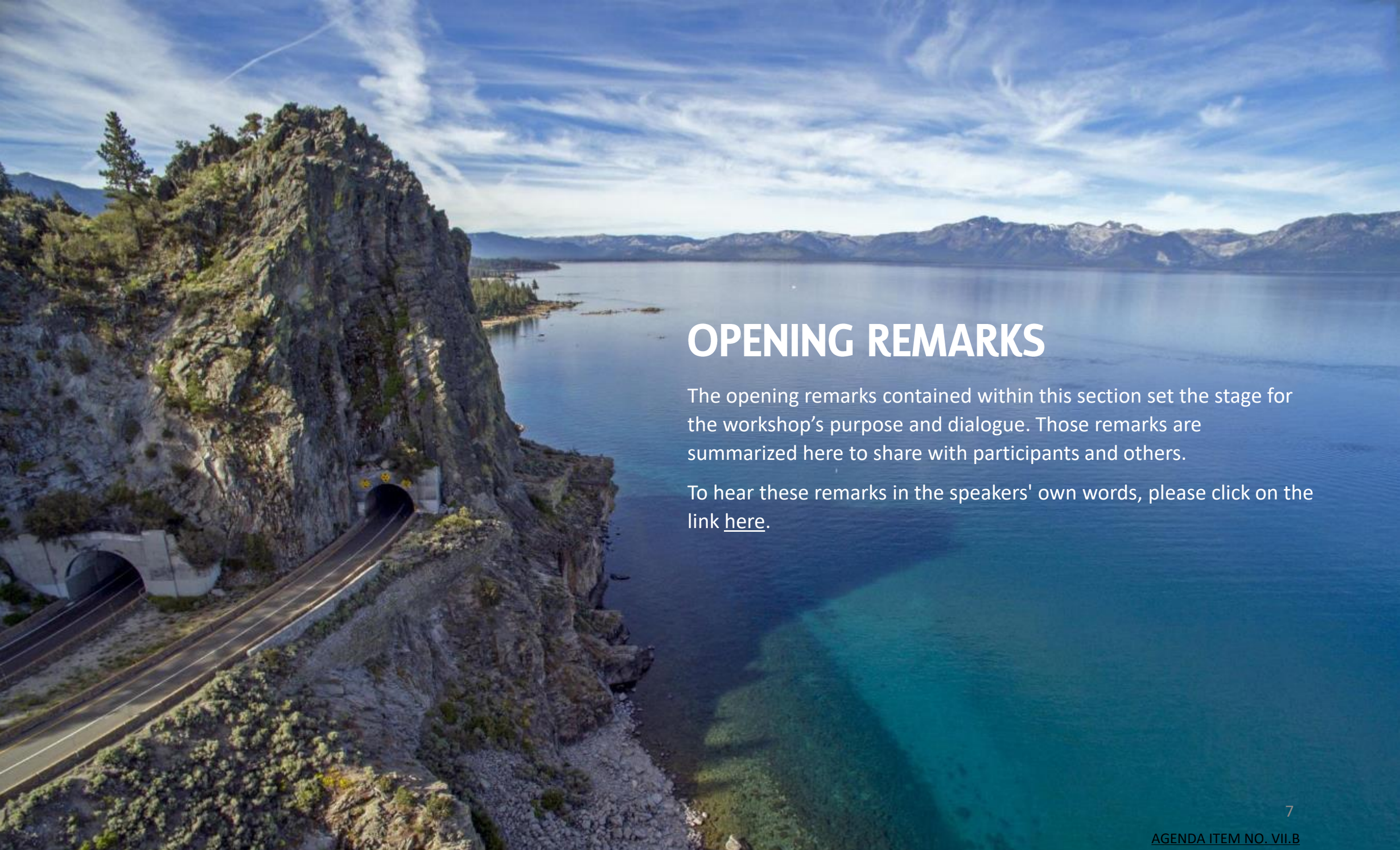


"This is the opportunity for us as the visitors' authorities to pivot and to assist with visitor management and messaging...inside and outside of our borders."

– Carol Chaplin, Lake Tahoe Visitor Authority

"What is missing...is a Tahoe ethos...there should be a culture of behavior that is engrained in visitors before they come, and how to treat Tahoe while they are here. That needs to start with our locals and our tourist industry as model behavior."

- Marilee Movius, League to Save Lake Tahoe



OPENING REMARKS

The opening remarks contained within this section set the stage for the workshop's purpose and dialogue. Those remarks are summarized here to share with participants and others.

To hear these remarks in the speakers' own words, please click on the link here.

Joanne S. Marchetta,
Executive Director
Tahoe Regional Planning Agency

Tourism is the world's largest industry. Pre-COVID, it represented a $9 trillion industry globally, which is three times larger than the agricultural sector. In our special corner of the world, Lake Tahoe, it represents billions in local economic activity.

In recent years, we have seen a troubling trend globally – where there is value of quantity and profits at the expense of place and quality of experience.

Our tourism numbers are growing, the impacts are creeping upward, and COVID has been a catalyst that is transforming the basin. The question is now – will we pay attention?

There is a call to get into the great outdoors. The experience we all know as our backyard, became the backyard to an estimated 15 million people that are escaping the isolation of their own four walls and who live within a days driving distance of Tahoe. Our backyard will continue to become even more desired and well known.

TRPA has joined the Future of Tourism Coalition and signed on to the coalition's guiding principals. Those principals appeal to a collective set of practices that should be guiding Tahoe's responsible tourism.

The first of those principals is to "see the whole picture."

Tahoe's foundation has always been tourism. Surprisingly, we have never come together around destination management for Tahoe as a region, and we think now is the time.

This workshop is the start of an important dialogue about becoming more intentional about how we want to present Tahoe and what expectations we hold to those who come here.

If we can successfully come together to manage our system intentionally as a whole and not as independent disjointed parts, it will determine what our tourists take home as their understanding of what it means to respect and care for this special place.

Each of us independently and collectively are responsible for whether Tahoe works as a destination. We all want to see it sustained for today and all the tomorrows to come.

TAHOE REGIONAL PLANNING AGENCY

William "Bill" Jackson,
Forest Supervisor
USDA Forest Service
Lake Tahoe Basin Management Unit

Providing and managing recreation access to our national forests and grasslands is a signature element of what we do. Public lands set aside for the enjoyment of current and future generations is very much a part of being an American.

Mostly free and unfettered access to our public lands is something we should be proud of; however, it does not come without its challenges. Those challenges are why we have come together.

Our public lands have seen increased use over the last 20 to 30 years. During the COVID-19 pandemic, that use skyrocketed and now many more are choosing to recreate closer to home. As a result, public lands across the country are experiencing the physical and social impacts from increased recreation and careless or reckless behavior. All while staffing capacity is reduced.

We are experiencing increases in the number of people and increases in the number of activities occurring on the same piece of land. We are also seeing new users visiting public lands for the first time. These new users present their own set of challenges, but also opportunities to foster future stewards.

In a study released on outdoor recreation in the American West, 57% of respondents indicated that they intended to visit public lands more often in 2021 than they did in 2020. This goes to show that increased use will continue to rise and will not let up.

Recreation users have adjusted their behaviors around recreation – whether it is hiking or skiing – due to overcrowding and limited access. Now is the time for us to adjust our behavior and come together like never before.

We are all operating in our own environment at times. There is a need for us all to learn how we can better coordinate and to see the whole picture.

The Forest Service is looking forward to this dialogue and those to come to address the challenges at hand and that lay before us.

National Forests
LANDS
OF MANY USES

KEYNOTE

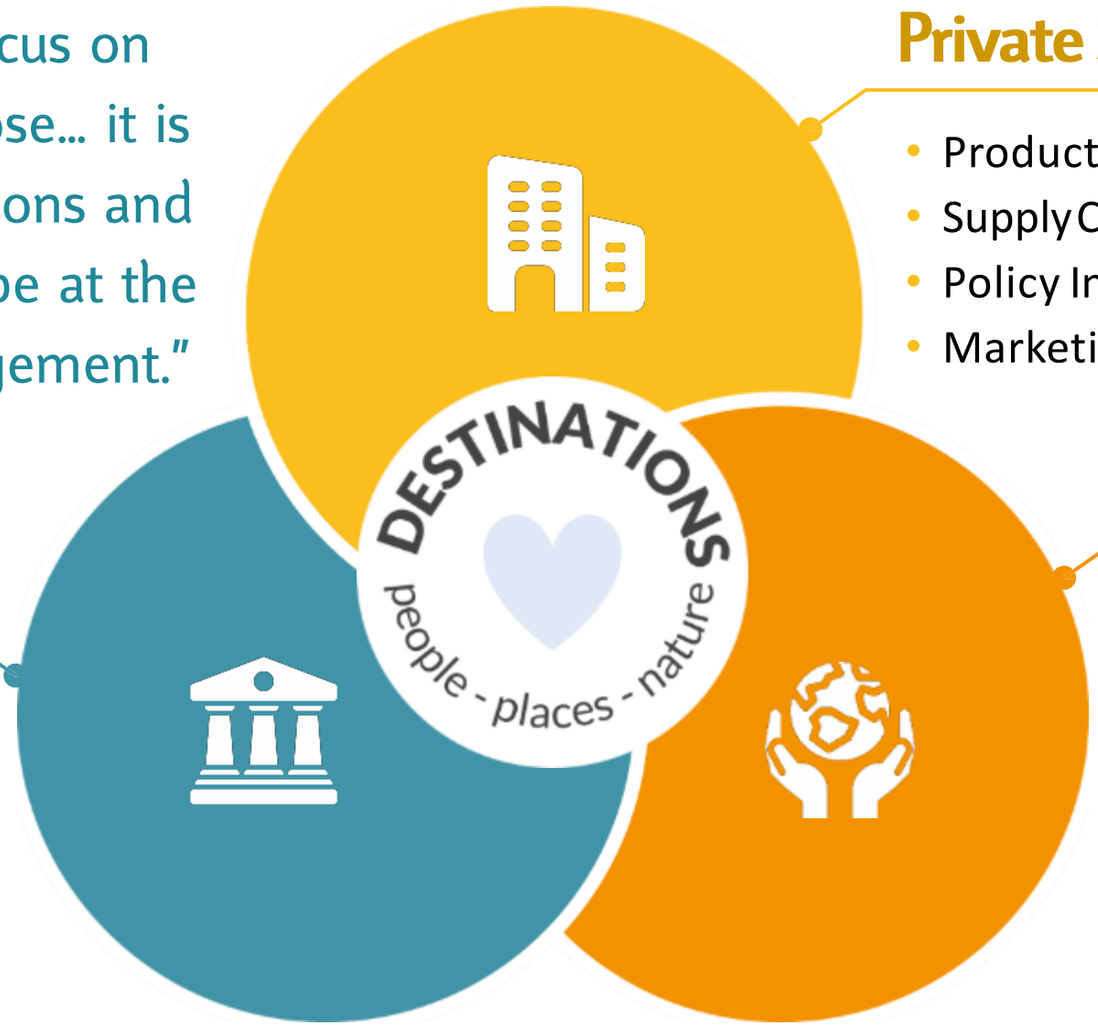
Greg Miller, PhD, Executive Director, Center for Responsible Travel

CREST is a non-profit organization based in Washington, DC that works around the globe in responsible tourism and recreation. The organization focuses on high-impact, sustainable tourism solutions designed to address four key threats: climate change, overtourism, biodiversity loss, and inequitable access to wealth in the tourism economy.

This section provides a summary of the keynote's remarks. To hear the full keynote address, please click on the link here.

"Effective solutions require bringing together the private and public sector, and NGOs to focus on people, place, and purpose… it is paramount that destinations and their local communities be at the center of tourism management."

- Greg Miller, PhD



Private Sector

- Product Development
- Supply Chain
- Policy Influence
- Marketing

Public Sector

- Destination Mgmt
- Economic Development
- Local/National Policy
- Marketing
- Conservation
- Land Use/Water

NGOs

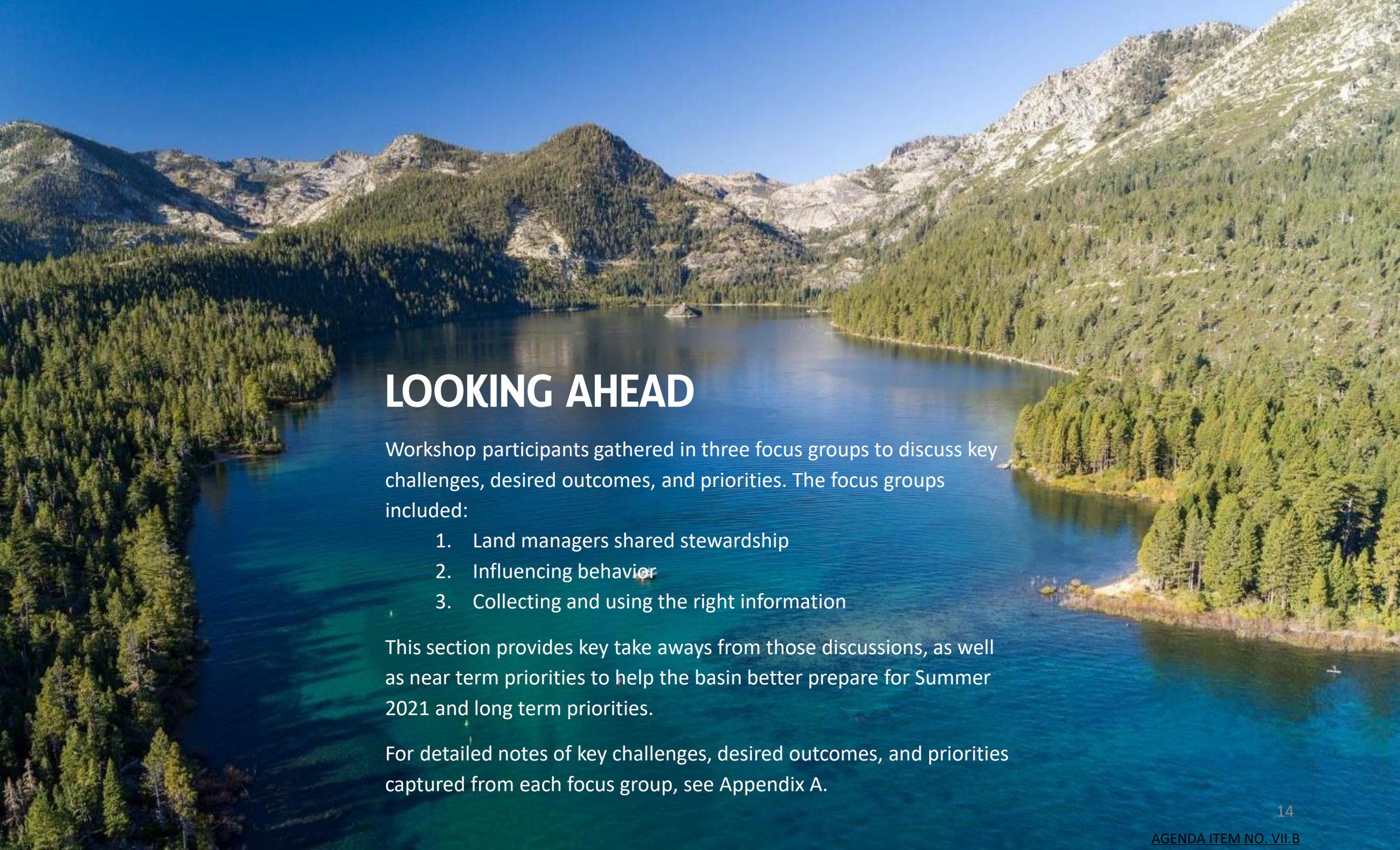
- Collaboration
- Advocacy
- Tools
- Community Linkages
- Research/Academia

"Tourism is part of the experience economy…It is based on people's experience, association, and interconnectivity with places and people." - Greg Miller, PhD

"Wonderfully and globally important places like Tahoe will be diminished in character, quality, and capacity if we are not thinking holistically and sustainability." - Greg Miller, PhD

OPPORTUNITIES, GUARD RAILS, AND RECOMMENDATIONS

- Develop collaborative and synergistic partnerships, not one of silos and competition
- Look at sustainable recreation and tourism as one
- Build in genuine intentionality to be sustainable into everything you do
- Embrace social equity and new users in a reflective and thoughtful manner
- Prioritize adaptation and resilience to tourism surges and fluctuations, as well as climate change impacts
- Prioritize management strategies for the automobile-based road trip, "it is here to stay for quite some time"
- Preserve the experience-based tourism economy versus measures aimed to "make a buck" and sacrifice best practices
- Provide a clear path to responsible choices
- Protect and tell better stories about the natural, cultural, and spiritual elements of place
- Strengthen stewardship values among residents and visitors
- Understand how visitors evaluate, envision, and attach meaning to a destination



LOOKING AHEAD

Workshop participants gathered in three focus groups to discuss key challenges, desired outcomes, and priorities. The focus groups included:

1. Land managers shared stewardship
2. Influencing behavior
3. Collecting and using the right information

This section provides key take aways from those discussions, as well as near term priorities to help the basin better prepare for Summer 2021 and long term priorities.

For detailed notes of key challenges, desired outcomes, and priorities captured from each focus group, see Appendix A.

KEY TAKE AWAYS

The core of a more sustainable recreation and tourism future includes (1) a shared vision, (2) multi-dimensional insights and a holistic approach, (3) adequate infrastructure, (4) a sound economic model, and (5) better strategies to influence behavior.

Basin partners want to see:

- Shared vision around the future of tourism for the basin – What is the "Tahoe brand?" Who and what are we trying to influence?
- "Pursuit of a new economic model that targets quality over quantity, and value over volume" while ensuring equity for users and the community
- Common goals and measures
- A toolkit of how to foster good behavior
- Strategic, targeted, and coordinated messaging
- Better mitigation and management of surges regionally and at specific sites
- High-quality user experiences
- Social science and fact-based information to guide decision making
- Strategies on how to help users make the "right choice" intuitively and the path of least resistance (landscape, infrastructure, wayfinding/messaging, etc.)
- Involve the community, local businesses, and the outdoor industry sector in destination management and tourism planning
- Economic vitality of our local communities

"We need a shared vision for a more sustainable future of tourism."

– Amy Berry, Tahoe Fund

NEAR-TERM PRIORITIES

Basin partners would like to move forward on the following projects to better prepare us for Summer 2021:

- Ambassador program
- Stewardship or eco-tourism experience program
- Tourism and Recreation Site Surge Plan
  - Asset mapping for capacity sharing
  - Trash pick up and litter abatement through Blue Crews, Clean Tahoe, volunteer programs, and additional opportunities.
  - Parking enforcement strategies
  - Visitor management training for frontline workers
- Coordinated and consistent messaging campaigns
- Continued growth of the Take Care campaign
- Regional stewardship pledge
- Alignment and coordination with regional and state visitor management initiatives
- User experience surveys
- Events management and coordination
- Coordinated data collection and analysis

"Partners want to see near-term 'wins' as we build a longer-term vision and tackle the big systemic and cultural shifts." – Daniel Cressy, USDA Forest Service

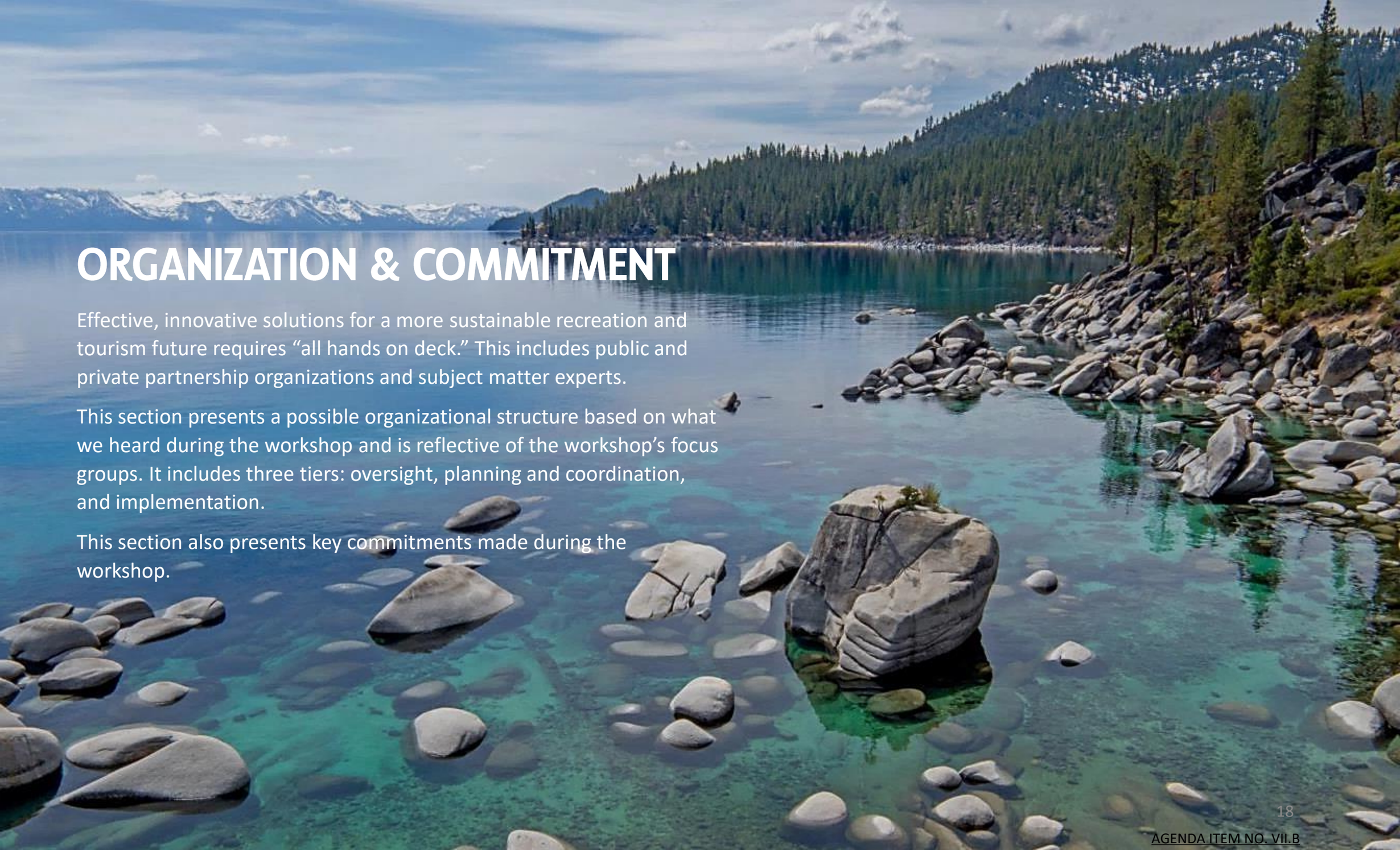
LONG-TERM PRIORITIES

Basin partners identified the following potential long-term priorities:

- Create a shared vision for Lake Tahoe's future of tourism and recreation and a framework for improved collaboration and decision making
- Tell the stewardship story of Tahoe (e.g., the "Tahoe" brand, expectations of users, etc.)
- Encourage partners to join the Future of Tourism Coalition
- Support the implementation of the regional transportation plan, active transportation plan, and corridor management plans
- Develop a regional recreation, transit, parking, and amenities app
- Develop a regional trails plan
- Explore best practices for visitor and surge management, managing the day-use drive up market, and balancing demand with resource management
- Explore effective parking management strategies (e.g., education, technology, and enforcement)
- Explore best practices for influencing behavior
- Gain a comprehensive understanding of user demographics, where they are going, how long they stay, how they get around, etc.
- Develop and maintain a shared regional data dashboard
- Continue to grow regional messaging campaigns (e.g., Take Care)
- Complete an economic impact analysis of recreation and tourism for Tahoe and gain an understanding of the "invisible burden of tourism"

"We have an opportunity to make a cultural shift. It starts with our residents and it permeates out to our visitors."

– Carol Chaplin, Lake Tahoe Visitors Authority



ORGANIZATION & COMMITMENT

Effective, innovative solutions for a more sustainable recreation and tourism future requires “all hands on deck.” This includes public and private partnership organizations and subject matter experts.

This section presents a possible organizational structure based on what we heard during the workshop and is reflective of the workshop’s focus groups. It includes three tiers: oversight, planning and coordination, and implementation.

This section also presents key commitments made during the workshop.

A POSSIBLE PATH FORWARD

Sustainable Recreation & Tourism Council

Executive Level

The council would develop a shared vision for a more sustainable recreation and tourism future for Lake Tahoe and a framework for improved collaboration between the public and private sectors

Coordinating Committees

Management & Staff Level

The coordinating committees would include representatives and subject matter experts. The committees would be responsible to serve as liaisons between the Council and project proponents or task forces to ensure regional coordination and alignment, as well as identifying solutions. (e.g. Land and Recreation Managers and Public Information Officers and Messengers)

Ad Hoc Task Forces

Staff, Organizers, & Implementers

Task forces would be established on an as needed basis to further develop and implement specific solutions (e.g., regional ambassador programs, data and visitation dashboard)

Other Commitments

- State Parks, USDA Forest Service, and TRPA committed staff resources
- Tahoe Fund committed to help fund capital campaigns, initiatives, and the work of the Council
- USDA Forest Service committed to exploring special orders for opportunities to influence visitor behavior
- TRPA committed to transportation funding and implementation

APPENDIX A:

Detailed Notes from Focus Group Discussions on Challenges, Desired Outcomes, and Priorities

LAND MANAGERS SHARED STEWARDSHIP

CHALLENGES

- Traditional funding sources are strained and present a hurdle for implementing innovative and systematic change
- Expectation of user behavior ("we are all stewards") does not meet reality
- Unbridled use (spill over, use of one site impacts the next, users go wherever they what, surge, bottlenecks)
- Lack of understanding surrounding existing capacity and amenities
- Available and dedicated capital does not meet maintenance and operational demand
- Large percentage of new or first-time users require innovative approaches
- Support and expertise needed for marketing, communications, and social media influencing

DESIRED CONDITIONS

- Dispersed use among sites, throughout the week, and seasons
- Better understanding of user types, impacts, opportunities
- Collaboration between land managers within and surrounding the Tahoe Basin
- Tear down silos of institutions
- Mitigate and better manage spillover effects
- Provide transit and alternative transportation options to get people to and around the basin
- Implementation of corridor planning
- Connection between land and rec managers and transportation implementers
- Perpetual partnership structure to bridge between public and private partners in-basin and in the surrounding region (land and recreation managers, transportation, messengers and influencers, local government, private sector, etc.)
- Make the right choice intuitive and the path of least resistance
- Visitors, users, residents, business all embody the culture of stewardship. It becomes part of our DNA

LAND MANAGERS SHARED STEWARDSHIP

NEAR-TERM PRIORITIES

- Tourism Surge Plan by Memorial Day (use lessons learned from 2020)
- Asset mapping of stakeholders and resources
- Trailhead ambassador /host program

LONG-TERM PRIORITIES

- Explore best practices for visitor management, surge management, and balancing demand with resource management (Muir Woods)
- Explore best practices to address and better manage the day-use, drive up market
- Investing in visitor and local education related to use ethics and shared stewardship - make the right choice the only choice
- Formalize institutional/organizational collaboration across silos and geography - collaboration between basin managers and adjacent lands/neighbors
- Gain a better understanding what use and visitation capacity means for the basin
- Develop and implement the most effective ways of moving people around the basin
- Comprehensive amenities priority project list
- Explore the intersection of sustainable recreation and tourism and climate change (i.e., what does it mean for visitation and use)

INFLUENCING BEHAVIOR

CHALLENGES

- The basin is not seeing desirable stewardship from visitor or locals
- There is not a common vision, goals, or measures around tourism and what is appropriate stewardship
- Lack of respect and awareness for others and the environment when recreating (trash, human waste, illegal parking/camping, ignoring rules and restrictions)
- There is an overlap with other community issues (e.g., homelessness, employee housing, etc.)
- Trash and traffic – generally people behaving badly and there is little to no recourse

DESIRED CONDITIONS

- A shared vision and goals around the "Tahoe Brand", desired behavior, and consistent messaging
- A Tahoe ethos and set of shared values
- A stewardship culture engrained within our local communities that serves as a model for our visitors
- Interagency coordination and response
- All sectors, organizations, and partners recognize the role they play in making recreation and tourism more sustainable and achieving goals
- A toolkit and working understanding of how to foster good behavior
- The "right choice" is intuitive and the path of least resistance (landscape, infrastructure, wayfinding/messaging)
- Reach the "right balance" of education, enforcement, and engineering
- An appropriate balance of "hard" and "soft" enforcement (e.g., ticketing and ambassador programs)
- Better mitigation and management of surges
- Leverage visitation and recreation use to support local businesses and help the economic vitality of the communities
- Better disbursement of visitors and users
- Level of quality that meets users expectations

INFLUENCING BEHAVIOR

NEAR-TERM PRIORITIES

- Regional stewardship pledge that would apply to users, visitors, and businesses
- Engage with the community, underrepresented populations, and the private industry
- Support and implement ambassador and volunteer litter clean up programs (e.g., Clean Tahoe, LTUSD program, Tahoe Blue Crews)
- Continue the widespread use of and grow the Take Care campaign
- Complete stewardship training for frontline staff
- Continue coordination between land and recreation managers, messengers and influences, and law enforcement
- Develop a Tourism/Outdoor Recreation Surge Plan to react and manage appropriately

LONG-TERM PRIORITIES

- Develop and launch an outreach campaign to the private industry sectors and community to share on-going work and help shape the Tahoe brand
- Exploratory process to learn about best practices in user behavior and see where the impact can be made (symposium/conference, engage with think tank like Utah State University or USDA Rural Development Innovation Center, targeted best practice research)
- Form a vision for the future of tourism - What do we want to be known for, “our product?” Which/what markets are we targeting? Who are we trying to change? Create the Tahoe ethos and set of values
- Understand the collective impact of events and activities on visitor behavior
- Host a Tourism Cares conference in May of 2022 (North Lake Resort Association)
- Develop a stewardship experience “product” for visitors
- Develop innovative and effective storytelling (i.e., connecting users to the Tahoe brand, how to get around, why we care, stewardship efforts)
- Identify what is needed in an outreach campaign with local community and the outdoor industry around shared stewardship and efforts underway

COLLECTING AND USING THE RIGHT INFORMATION

CHALLENGES

- There has not been a collective effort to define what questions we need answers for to better plan for and manage visitation and use (i.e., we have not defined what data we need, what for, and how to get it)
- We do not have a clear understanding of “where are they going?” and “what are they doing?”
- Tahoe does not have a unified data collection effort
- It is unclear where are existing gaps in the data and information
- The day-use drive up market presents new and pressing challenges
- There is currently no real-time transportation or site use data

DESIRED CONDITIONS

- Use tactical and social science data and information to better understand visitor use and to guide decision making
- Explore effective and sustainable economic models for tourism-centric destinations
- Understand how various drivers (e.g., climate change, wildfire, etc.) impact recreation and tourism to Tahoe
- More social science to guide decision making and maintain a high level of user experience
- Develop and maintain a coordinated, regional data dashboard available to the public and all partners

COLLECTING AND USING THE RIGHT INFORMATION

NEAR-TERM PRIORITIES

- Create a data specific task force
- Define what visitation and use questions we need answers to
- Inventory existing choke points
- Gain a comprehensive understanding of which partners are collecting and analyzing data (including surveys) and sources used
- Determine if and where traditional data collection methods (e.g., trail or traffic counters) are needed
- Coordinate with partners (including Caltrans and NDOT) on needed metrics and data

LONG-TERM PRIORITIES

- Develop and launch a coordinated, regional data dashboard that is accessible to the public and partners
- Establish a framework for obtaining and analyzing data and information
- Standardize data needs including tactical data (how did we do this weekend versus last weekend), strategic data (what is the overall visitation), asset data (what we have), user data (experience/intention/behavior), and volume/location data.
- Complete an economic impact study, including revenue streams, capital, etc. of visitor and recreation use impacts
- Research and evaluate how various drivers impact visitation and use (e.g., climate chance, wildfire, etc.)
- Measure Take Care and stewardship messaging effectiveness

APPENDIX B:

Resources

RESOURCES

Resources for sustainable recreation and tourism abound. The lists below is not intended to be exhaustive, but rather to highlight a few key resources available to basin partners as we look ahead to the future of tourism for Tahoe.

- The Future of Tourism and guiding principals
- The Center for Responsible Travel
- CalRec Vision

LAND MANAGERS SHARED STEWARDSHIP

- A Research Strategy for Enhancing Sustainable Recreation and Tourism on Public Lands
- The Outdoor Recreation Roundtable Rural Economic Development Toolkit
- Trail Host/Ambassador Example
- Shared Stewardship Agreement, California State Parks and USDA Forest Service
- Environmental Improvement Program's Recreation Focus Area
- Tahoe Blue Crews and Clean Tahoe litter programs
- Leave No Trace's Hot Spot Problems and Solutions Handbook
- 2020 Regional Transportation Plan
- Lake Tahoe's Active Transportation Plan
- Bi-State Consultation on Transportation
- State Route 28 Corridor Plan
- State Route 89 Corridor Plan
- Main Street Management Plan (Highway 50)
- Placer County Resort Triangle Transportation Plan

INFLUENCING BEHAVIOR

- Take Care Campaign
- #RecreateResponsibly
- Visit California's Destination Stewardship & Responsible Travel Draft Plan
- Stewardship Pledge Examples
- Do pledges work?
- Travel Unity (diversity, equity, and inclusion initiative)
- Destination management National Park Service application

COLLECTING AND USING THE RIGHT INFORMATION

- Outdoor Recreation in the West
- Innovative New Ways to Count Outdoor Recreation
- USDA Forest Service National Visitor Use Monitoring
- USDA Forest Service, Igniting research for outdoor recreation: linking science, policy, and action
- Bureau of Economic Analysis (BEA) Outdoor Recreation Economic Impact Data
- The Outdoor Recreation Economy by State
- The Case for Responsible Travel: Trends & Statistics 2020
- Destinations at Risk: the invisible burden of tourism
- The Nantucket Project