

TAHOE REGIONAL PLANNING AGENCY
GOVERNING BOARD

Zoom

April 27, 2022

Meeting Minutes

I. CALL TO ORDER AND DETERMINATION OF QUORUM

Chair Mr. Bruce called the meeting to order at 11:17 a.m.

Members present: Ms. Aldean, Mr. Bruce, Mr. Anderson (for Mrs. Cegavske), Ms. Conrad-Saydah, Ms. Faustinos, Mr. Bass (for Mr. Friedrich), Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Members absent: Ms. Gustafson, Mr. Hicks

II. PLEDGE OF ALLEGIANCE

Ms. Hangeland led the pledge.

III. APPROVAL OF AGENDA

Mr. Bruce deemed the agenda approved as posted.

IV. APPROVAL OF MINUTES

Ms. Aldean and Mr. Anderson provided edits.

Ms. Aldean moved approval of the March 23, 2022 minutes as amended.

Motion passed.

V. TRPA CONSENT CALENDAR

1. March Financials
2. Release of Washoe County Water Quality (WQ) Mitigation Funds (\$592,903), for the Lower Wood Creek Water Quality Improvement Project Phase II
3. Release of Washoe County Water Quality Interest (WQI) Mitigation Funds (\$32,393) and Operations and Maintenance (O&M) Mitigation Funds (\$12,000.00) for Implementation of the Nevada Tahoe Conservation District (NTCD) Washoe County TMDL
4. Resolution of Enforcement Action: Shan Wooldridge, Specialty Boats Rentals LLC; Unauthorized Mooring of a Watercraft Rental Concession in Lake Tahoe
5. APC Membership reappointment for the Placer County Lay Member, Kevin Drake

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Ms. Aldean said the Operations and Governance Committee recommended approval of items one, two, and three. It was reported in the March Financials that the permitting activity in Current Planning remains strong and all expenditures are within budget.

Mr. Marshall said the Legal Committee recommended approval of item four. The committee heard from staff and Mr. Woolridge and unanimously recommended approval of the Resolution of Enforcement

Mr. Bruce said item number five wasn't heard by any committee.

Board Comments & Questions

None.

Public Comments & Questions

None.

Mr. Lawrence moved approval.

Ayes: Ms. Aldean, Mr. Bruce, Mr. Anderson, Ms. Conrad-Saydah, Ms. Faustinos, Mr. Bass, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Absent: Ms. Gustafson

Motion passed.

Mr. Yeates moved to adjourn as the TRPA and convene as the TMPO.

Motion passed.

VI. TAHOE METROPOLITAN PLANNING ORGANIZATION CONSENT CALENDAR

1. Amendment No. 6 to the Tahoe Metropolitan Planning Organization 2021 Federal Transportation Improvement Program
2. Amendment No. 3 FY22 Lake Tahoe Transportation Planning Overall Work Program

Ms. Aldean said the Operations and Governance Committee recommended approval of items one and two. Item number one included an update and scope of one existing project and the addition of two others. One of which will include the construction of a transit mobility hub with 250 parking spaces near the intersection of State Route 28 and US Highway 50. Item number two includes the addition of some Federal Highway Administration (FHWA) funds and reduction and Federal Transit Administration funds. This item also included a minor reduction to our approved indirect cost rate from 62.46 percent to 57.76 percent.

Board Comments & Questions

None.

Public Comments & Questions

None.

Mr. Lawrence moved approval.

Motion passed by voice vote.

Mr. Yeates moved to adjourn as the TMPO and reconvene as the TRPA.

VII. PLANNING MATTERS

A. Briefing on the Tahoe Prosperity Center Envision Tahoe Report

Ms. Marchetta said the Tahoe Prosperity Center is the economic development regional organization for the basin. They've been doing some excellent work on the Envision Tahoe Update which is an economic recovery study for the Tahoe Region.

Ms. Hill Drum, CEO, Tahoe Prosperity Center and Mr. Mueller, Integrated Communications Strategies provided the presentation.

Ms. Hill Drum said they are the regional community and economic development organization in Lake Tahoe and work on issues such as affordable housing, better broadband, and the alert fire cameras. During the pandemic they applied for a grant to do an economic resiliency and recovery strategy called Envision Tahoe, originally known as the Tahoe Basin Prosperity Plan.

This is a year-long initiative and funded by the US Economic Development Administration (USEDA). It is a grant that many of our communities around the country also received from the Federal Government through the USED A. After the pandemic, a lot of economies were in that wakeup call of realizing the pandemic really hit their businesses and workers incredibly hard, especially in tourism dominant economies. Lake Tahoe is made up of 62 percent tourism as part of their regional economy. A decade ago that was only 42 percent. It was more balanced a decade or so ago, and they've gone in the wrong direction. Thankfully, they have a Catalyst Committee that's a regional representative committee led by Supervisor Gustafson, as the government representative and Chris Mcnamara is the private business representative. The pandemic was the first warning sign and the Caldor Fire was the second. They're looking at these warning signs as a means to push their effort to look at the regional economy with a more strategic lens and a longer term, perspective, so they're not so dependent on tourism. They recognize that we'll always be a tourism economy. The next presentation today will be looking at that sustainable recreation and tourism management. From their perspective they need to look at growth in these other sectors.

TRPA's Governing Board is the regulatory authority in the region, and their policies impact the regional economy, the regional community, and regional environment. The Tahoe Prosperity Center is a triple bottom line organization so they take into account the environment, community, and economy when they're proposing solutions. But they do need to be thinking about longer term strategies so that in another decade they're not 72 percent dependent on tourism which is what the Envision Tahoe effort is all about. They hope to continue to balance

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that tourism economy as they move forward towards expanding opportunities for better jobs, year round positions, and higher wage jobs. The tourism economy is primarily made up of low wage seasonal workers. If they can connect the dots to ensure the tourism economy remains strong while expanding opportunities in these other sectors that make up the regional economy, health and wellness, and environmental innovation, then they think they have a long-term strategy that will benefit the community, local residents and businesses. as they look long-term to prioritize this effort.

Secondarily, it's important to connect the dots with the investment priorities that are coming from California and Nevada as well as their Federal partners. Their strategy specific to this final report will be connecting the dots to investment priorities, much like TRPA who has led the effort on the Environmental Improvement Program and connecting the dots with the federal investment on those strategies. They need to do the same on a regional economic vision.

Presentation continued.

Mr. Mueller said the focus for the first few months was talking with groups of stakeholders in Tahoe and Truckee to develop a research plan, recruit a cross-sector group of respected leaders to guide and provide input into the Envision Tahoe effort. That included their two co-chairs, Supervisor Gustafson and Tahoe businessman, Chris McNamara, representing the important public private partnership that that needs to exist for an effort like this. They're also focused on developing a set of economic recovery and resilience strategies that match Tahoe along with activation plans to bring them to life. With any sort of planning process, they are also including regular performance reporting to ensure accountability. They'll be producing this third and final report on Tahoe's economy by the end of May or early June.

They've spoken with many, many, stakeholders. They've polled residents in the Tahoe Region and conducted extensive research that's been done over the last ten years as well as their own unique research working with the team at the Tahoe Prosperity Center. The key takeaways so far are that the Caldor Fire and Covid 19 helped make the case for resiliency in economic diversification. When it came to Covid the job sector and industry sector that was hit hardest was the visitor based economy. It's because it is fueled by discretionary funding, it was impacted by health orders and travel limitations, and heavy visitor based economies are only now recovering. When there's so much economic activity happening in one area and it being quite vulnerable to economic shocks, as well as a natural disasters such as the influence of climate change and other things, it makes sense to be thinking about how you could spread risk.

Hence, the focus on resiliency, and making sure that there's a strong tourist based economy in Tahoe, one that is sustainable but also in economy that has additional features like health and wellness and environmental innovation. They see that as promising opportunities for growth that fits in the Tahoe operating environment, both ecologically as well as economically. Housing is the number one issue. What they're bringing to the table is that they've looked at it through an economic lens and workforce housing is the number one issue that is influencing the economic health of the Tahoe area. They also know that Tahoe is a unique place that is governed by multiple governments. split by two states, five counties, 18 communities, and one city. It definitely makes strategy efforts across the basin that much harder and is why groups like TRPA, the Tahoe Prosperity Center, and other regional groups are critical for bringing people together to create platforms for change. Even though they're approaching their research and

engagement of communities at a regional scale, that they're going to be carried out at a community level.

These were the key takeaways and now the following is some of the new data.

In qualitative and quantitative research housing is the number one issue. They're looking at this issue of housing from an economic health standpoint, and it's very clear that housing is the number one issue that is impacting the long-term health and viability of Tahoe's economy. Their report will have some ideas and suggestions that they're working closely with the TRPA management team on.

What is underscoring that is the fact that Tahoe's population is increasing. For over 20 years there was a steady to flat decline in Tahoe's population. Prior to Covid, there was a little bit of a rise in population according to Census figures in 2018/19. In 2020, it really took off over 3,000 people now, call Tahoe home. They're curious about whether this trend is continuing or tabling. There's lots of anecdotal evidence that due to the Caldor Fire of fire that some Bay Area migrants turned around and headed back. They're looking at school enrollment information and there's some troubling data that to them are indicators that families are having a very difficult time in making Tahoe home.

There's a steady climb in Tahoe median home prices. In January, it was \$950,000, this is now higher. This was the pre-escalation of inflation and in other costs. They compared the Tahoe Basins median home price against the surrounding counties which are high growth counties and Tahoe's pace of home price increase is outpacing the surrounding area.

(Slide 10) This becomes important when you want to create a resilient family friendly economy. Looking at the median wage in total, according to the 2020 Census, it is \$53,000 per year. They broke up the median income into three segments. At the lower end of the earning scale, the positions are typical of a visitor-based economy and tend to be lower wages. In the middle section, there's evidence of more middle skill, professional positions, government positions, etc. with the median wage being \$53,000, and then more professional skills at the higher level.

What makes this so difficult and troubling is that when they did the calculation in January to determine whether there were any homes that a median wage, either single or dual earner household could afford, they found zero homes in January available to either purchase or to rent. This is underscoring the challenge that they face in workforce housing as well as housing in general.

What was important to the team at the Tahoe Prosperity Center as well as their 30-member Steering Committee, was not only to be driven by data and evidence, but also to be informed by local resident input. They created what they believe to be one of the largest sample of resident opinion ever to be conducted in the Tahoe Basin. There were close to 1,800 respondents over a three week period with 99 percent completion. They conducted the survey both in English and in Spanish. This particular sample had a higher proportion of working age respondents. It tends towards more women respondents than the population holds. It includes both voters and non-voters. They intentionally created a sample that roughly hugged the population proportions of the Tahoe Basin so that it was equally weighted to the North Shore and South Shore to how the population shows up. The responses were also across different demographic groups.

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Is the basin on the right or wrong track? There were 63 percent of the respondents that said the Tahoe Basin was on the wrong track. When they broke this question down by sex, age, and other measures such as North Shore and South Shore it was cohesive. There was no discernible differences and a very consistent result. People are pretty fed up. This survey was consistent with other national surveys they compared it to. Most people are feeling unhappy with inflation, the challenges confronting the country, and local issues.

Another question asked was are you able to live in reasonable comfort in the Tahoe Basin? Over three quarters of said yes, that they have a job, a place to live, and things are pretty good. But 24 percent said that they struggle to make ends meet. Those people were working two jobs and having difficulty of affording their home. Some in this sample were thinking about moving away. There was a high number of people in this 1,800 sample that were homeowners. They felt that it influenced the result and told them that housing is a very big challenge, not only for those that don't have homes but also for those that live in the basin and recognize that even as they have their own homes, that others are struggling.

What makes Tahoe a great place to live? The mountain living came out on top. It was Lake Tahoe's natural beauty at 75 percent, the mountain outdoors, 61 percent, and the access to other sorts of recreational opportunities. The following responses didn't get over 50 percent but still are notable. A sense of community, 41 percent, a commitment to solving problems, 28 percent, having quality education, 27 percent. It's very clear why people value Tahoe and what they like and enjoy about living here.

What are the threats to Tahoe? and What are the things that are challenging us? At 73 percent, a lack of stable housing for workers was the number one issue. They cited traffic congestion and a lack of transportation options as number two, and wildfires and smoke as number three. These questions were five months after the effects of the Caldor Fire. Close to 50 percent was too many vacation rentals and second homes, disrespectful attitudes of tourists, 42 percent, lack of economic diversity or over reliance on tourism, 31 percent. Some of the other things on people's mind were everything from the declining snow pack to a lack of available social services in the basin.

At 79 percent, residents felt that there was a need to expand economical housing opportunities. Second, was they should consider charging tourists fees of some sort where the resulting revenues would help defray the cost of environmental cleanup, reduce congestion, or just make the communities better. This was a very general question that came up through their focus groups as a top-rated issue that people wanted to know more about. It was an eye-opener that developing more transportation alternatives received 65 percent of the vote.

After taking in all the research there were multiple conversations with their 30-member steering committee of both public and private sector leaders. There are five areas that are emerging as part of the Envision Tahoe economic resilience and diversification strategy: Accelerating workforce housing and improving mobility. You cannot have a healthy economy without being able to have an economy that is mobile, nor one where workers don't have a roof over them. It not only is important to employers it's important to the environment so that we can reduce vehicle miles travelled and make sure that we have an in a sustainable environment as well as a sustainable economy. The other areas that will be in the strategy as well is advancing sustainable tourism and working closely with TRPA on their Destination Management Strategy. The other

two areas are anchor employers such as hospitals, universities, as well as governments that are stable, large, and that through their purchasing, their client base, tax base, and whom they employ have an outsized impact on the economy, especially mountain economies. They have a particular role in not only providing stable and good paying jobs, but also encouraging and sustaining the growth of local firms. Chris Proctor, Barton Hospital is going to be one of their key champions in the anchor employer initiative.

The other strategy that has emerged, especially when it comes to economic diversification, is doing more to support entrepreneurs and the startup community in Tahoe. Based on their research and engaging with entrepreneurs locally they have a fantastic core group that includes designers, physicists, and former Apple engineers, and others at the table. The entrepreneurship ecosystem in Tahoe has steadily improved over the last 5 to 10 years. It's better when it comes to capital access where there are far more places where entrepreneurs can get support, but it's still too fragmented. An aspect of Envision Tahoe will be to give that life to bring this community together more regularly, and to insert policies and investments that will help small firms in particular reach sustainability and grow to provide good paying jobs and be able to support larger firms here in town.

Community Report: [March-2022-Tahoe-Community-Report-final.pdf \(tahoeprosperty.org\)](#)

Baseline Report: [TPC-Report_Sept-2021_Web.pdf \(tahoeprosperty.org\)](#)

Presentation can be found at:

[/Agenda-Item-No.-VII.A-Envision-Tahoe-Update.pdf](#)

Board Comments & Questions

Mr. Lawrence said it was stated during the presentation that over the past ten years the Tahoe economy has shifted to 62 percent tourism related which was a big increase since 2012. The economy was tough in 2012 and Nevada took a huge hit because they're tourism related. Over the past ten years was it that Tahoe was losing non-tourism related or was it that all of the growth was coming back in the tourism economy?

Ms. Hill Drum, Tahoe Prosperity Center said one clarification was that the data was 2010 to 2020. As much as they would love to have the economic data as accurate and up to date as it is, it's usually a year or so behind. They won't get new population numbers for 2021 until around November of 2022. It's a combination of both. It was a loss of what they call primarily resident serving businesses and a loss of those types of businesses in the community contributed to the acceleration from 42 percent dependent on tourism to 62 percent dependent on tourism. After the recession once the visitor started coming back to Lake Tahoe, a lot of businesses shifted to take advantage of this boom of people coming back to Tahoe by shifting their business models towards something that was much more dependent on tourists. It was a loss of both the resident serving businesses and an acceleration of a shift to visitor serving businesses that created that disparity.

Mr. Lawrence said it's important to understand those dynamics as strategies are developed. The small retail economy is struggling nationwide.

Ms. Faustinos appreciated that they also did the surveys in Spanish. She asked if there was

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a significant difference in the responses that they received to the Spanish versus English surveys. Were there any differentiation in their responses and their priorities?

Ms. Hill Drum, Tahoe Prosperity Center said they did the survey in both English and Spanish because they've been trying to better engage the Spanish community as it makes up a significant portion of the tourism economy and regional demographic economy. In addition to the Spanish survey responses, they had a lot of Spanish families fill out the English survey and identify themselves as Hispanic in the demographic question. They know they had a very good representation again of communities across the region.

Mr. Mueller, Integrated Communications Strategies said it was not as robust as they would have liked but were pleased in the response level that they received. Between those that filled out the survey in Spanish, and those that identified as Spanish in the English survey received over a 100 responses. They compared those and that everything that was expressed in the survey was expressed more intensely by that demographic. Everything was higher, deeper, and stronger in their responses and were more likely to say that things were off track. They were more likely to say that housing was a challenge and that there was an absence of social and education services to meet their needs. They can provide more information offline to anyone interested.

Ms. Faustinos said she would also be interested in the comparisons of public schools and the demographics. If there's a decline which population and demographics is that is hitting? It may help tell what's going to happen in Tahoe's future.

Ms. Conrad-Saydah wanted to expand more on the concerns with the regulatory fragmentation around Tahoe. Do they have additional information on that because that's directly relevant to our work. Is that related to permitting or accessing services, etc.?

Ms. Hill Drum, Tahoe Prosperity Center said TRPA has done an outstanding job of leading this environmental vision in the region on the Environmental Improvement Program (EIP) and strategies related to that. Tying the funding sources to the EIP efforts and because they don't do the same thing on housing strategies, there can be a very different housing policy in Placer County than in El Dorado County for example. It could also be a different Accessory Dwelling Unit policy in the different jurisdictions. This is part of the reason that they want the economic and community strategy to be a vision that we all embrace, and that we look at from the perspective of trying to apply policy changes that are regional in nature because housing is a regional problem.

They can't solve the fact that there's two states, and six different government jurisdictions. They look at the solutions that TRPA is taking on with some of the housing challenges and encourage all of their government partners around the region to work together more collaboratively on some of these economic solutions like regional procurement strategy on big ticket items. Again, reducing the cost for each individual jurisdiction to purchase items and looking at manufacturing and economic investment in the region. You can do manufacturing down in the valley and have the headquarters up here at Lake Tahoe for example. There's a lot of opportunities on the economic side of things that if we looked at it with more of a regional lens as opposed to what just one community does, we'd be better off in the long run with our regional economy.

Mr. Mueller, Integrated Communications Strategies said his firm early on with the Tahoe Prosperity Centers spoke with many leaders in the public and private sector where they were hunting for the economic strategy for the Tahoe Basin and could not find one. Envision Tahoe might be relatively new, and a new cohesive platform to be able to advance. There's been so much energy and rightfully so on the environmental and housing front that there's been scant attention on what is the unifying economic vision for the Tahoe Basin. They need both the public and private organizations working towards a common vision. Envision Tahoe needs more work but is beginning to flush that out. It needs to have the same attention and intensity as the environment in housing has had on the economic front if they're truly to have a sustainable Tahoe Basin.

Mr. Bass said it's a little alarming but are the problems that they've known about. The City is working on housing projects and have a few hundred units in the works. However, it takes years to realize the effect. As they look at housing being the worst issue an immediate result would be to get rid of vacation rentals in the residential neighborhoods across the entire Tahoe Basin. They're seeing this nationwide and even internationally, will the report take a look at what would happen if they were to do that and look at the total number of current vacation home rentals? They have some data with what happened in South Lake Tahoe to relate to. He's curious if they're going to take a look at what the effect would be, and maybe continue to allow them in the commercial areas in the Tourist Core? There are some different kind of approaches to look at that. But with housing being the biggest issue and a regional issue, it's time to take a look at it and is curious if that will be part of the study.

Ms. Hill Drum, Tahoe Prosperity Center doesn't want to disagree but getting rid of vacation rentals and short term rentals is actually not the primary way to improve housing. The data on the Measure T, homes in particular outlined that it is not the silver bullet solution they're looking for to open up housing in the region on the immediate basis. When many of those homeowners transition from a vacation rental they just keep it as an empty second home. They don't automatically put in a long-term local resident in those homes. The solutions that TRPA is looking towards through the Tahoe Living: Housing and Community Revitalization Working Group such as the Accessory Dwelling Unit policy changes would improve the housing situation on an immediate basis as well. They appreciated the opportunity to participate in those conversations. Given that housing is such a significant issue and the immediate need doesn't match up with the long-term strategy of some of these great projects that the City and other jurisdictions are doing, because it does take a long time to build new housing. There's a chapter in the report that will specifically address housing needs in our region, As all of their work does, it will involve a lot of data which will be shared in this final report. It involves strategies and items like the Accessory Dwelling Unit policies, height and density policy changes. Redevelopment of existing homes and opportunities in tourist core areas like the City of South Lake and Stateline, but also it looks at the type of housing that they want in the community. It's going to be different for families than the type of housing that would be needed for tourism workers, opening up opportunities like short term seasonal rentals in some of the core areas.

This will be addressed in the final Envision Tahoe Report and providing considerations for TRPA and other entities to be looking at to improve this situation for our workers.

Mr. Bass said Measure T is still new to the City of South Lake Tahoe and they're working to

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understand it. But for them even if it's 15 to 20 percent of the vacation home rentals that's 280 homes that went to locals of the 1,400. He doesn't know what that number is basin wide. If it were 5,000, ten percent of that would be 500 homes available from a policy decision. We are in a housing crisis and it's time for them to look at things that would have that kind of effect. To get 500 units built is five years out.

Mr. Anderson said as an employee of the Secretary of State's office he sometimes sits with Secretary on the Board of Economic Development for the governor's office. He asked how they plan to identify the specific business needs in the basin that are outside of the tourism sector and how you incentivize the entrepreneurs to come in and provide these services and businesses?

Ms. Hill Drum, Tahoe Prosperity Center said that is something they're looking at is not trying to create any new regional economic clusters that don't already connect or relate to the economy. They've already identified health and wellness as a significant sector in our regional economy. There's a reason people love to be up here and connecting the dots with health and wellness, the beautiful trails and mindfulness, and all the things that are happening in that economic sector. Regarding entrepreneurship and innovation, there's wonderful colleges and universities, both in the basin as well as connected right outside such as the University of Nevada, Reno. There's a lot of activity already happening, it's just very much under the radar and it hasn't had this unified vision and focus on it. But if they put a focus and effort into it, they believe that there is room for growth. They are specifically looking at those two sectors of our regional economy, not trying to create some new silver bullet fix for our regional economy but looking at the things that leverage strengths in our area, and then connecting the dots on how to ensure that the support is there to help them grow.

Mr. Anderson said his concern is that because the economy is so tourism centric, a lot of the focus is going to be toward those areas. How would they incentivize those businesses that would provide additional services and related services to have them invest or bring those services to the basin.

Mr. Mueller, Integrated Communications Strategies said about ten years ago Reno made a choice that they saw a heavily tourist visitor oriented economy and decided that they were going to broaden and diversify their economic base. They paid close attention to places like Reno, as well as Bend, Oregon and other places that have had intentional strategy towards economic diversification. As a result, they've grown those middle-tier jobs and upper jobs through the growth and recruitment of other firms. For example, Las Vegas is so visitor and tourist based it is now just coming out of the recession. Reno was much earlier coming out of the recession because it had a different economic base. It was much more tied to other regional economies and to broader supply chains. They're trying to take inspiration from places like Reno that have already diversified their economic base and are helping their residents in a meaningful way to keep their jobs and to have family sustaining wages.

Ms. Aldean asked how the outcome of this survey compares to similar surveys conducted in other mountain resort communities. There's probably a lot of commonalities and Tahoe's problems are not unique to the basin.

Mr. Mueller, Integrated Communications Strategies said they've spoken to Vail, Breckenridge,

and other communities and a part of their report will be a comparison against other mountain economies. They've described them as economies that essentially have a heavy visitor tourism base and generally are over 4,000 feet in elevation. They don't want to be Colorado. They're what we might look like if we don't make some different choices going forward. Their median home prices are in the millions of dollars. In different communities that are very healthy economic wise are catching up to places like Tahoe with their housing challenges. What they're finding is that Tahoe stands together in many respects with other mountain communities when it comes to their economic base, the challenges of housing, of mobility, even their economic makeup share a lot of similarities.

Where Tahoe is different is that no other mountain community is a three hour drive to Silicon Valley, the world's epicenter for innovation, and no other mountain community has 15 million customers that are within a three hour drive time either. That creates not a mountain economy, but a mountain economy sometimes during the week days, and an urban economy on the weekends. That is Tahoe's challenge, it is both an urban economy and a mountain economy depending on the day and the time of season. And because of climate change, and the fact that the Tahoe is going to be accessible increasingly year round is going to be a challenge.

Ms. Aldean said during the presentation it was mentioned about the inward migration of corporate folks from various industries who have purchased vacation homes but may be telecommuting. Have they surveyed these people to find out if they have those entrepreneurial instincts and how they would address this this problem to attract people with similar interests to start businesses and employ people locally?

Mr. Mueller, Integrated Communications Strategies said they haven't got to that yet but is part of their plan. Hopefully, the USEDA will provide the Tahoe Prosperity Center with some additional dollars because that is an area that they would like to do more study and planning for. They had a core group of entrepreneurs at the table and there is a plan sometime this summer or fall that they'll hold an entrepreneurship summit in Tahoe.

Ms. Hill Drum said many of those residents participated in their online survey and contributed to the results. Regardless of demographic or where they lived, it was pretty consistent in terms of the regional economy and the operations for solutions. They know new residents as well as those who have lived here longer than the past one or two years participated in this survey.

Public Comments & Questions

Steve Teshara on behalf of Tahoe Chamber. He's very glad to see this item on the agenda today. He commended Ms. Hill Drum and members of the Tahoe Prosperity Center Board for picking such an outstanding team of consultants to help. Mr. Mueller is well qualified and he's brought other excellent folks to the table. Mr. Teshara has been a part of and seen a lot of studies about Tahoe, and this is a well done report. He encouraged all Governing Board members and others who are interested to look at the report and the community survey. There's tremendous synergy between some of the findings here, and some of the challenges that they face that TRPA and others are involved in such as housing. People clearly want reduced traffic congestion and more transportation alternatives. Sometimes it seems like these things don't come along as quickly as they should but it underscores that they're working on

the right key issues. It's been an honor for him to be part of the catalyst committee that's been helping to guide this and appreciated that that Mr. Mueller and his team and Ms. Hill Drum and the Tahoe Prosperity Center have conducted great outreach on this. He encouraged anyone wanting to discuss this further to contact Mr. Mueller or Ms. Hill Drum offline. They're very interested in your opinions and you're going to help shape what will be the final report.

B. Destination Stewardship Plan and regional collaborative recreation and tourism update

TRPA staff Ms. Regan, Dr. Miller, Center for Responsible Travel, and Ms. Chaplin, Lake Tahoe Visitors Authority provided the presentation.

Ms. Regan said they paired this presentation with the Tahoe Prosperity Center's presentation because they overlap and build on each other. There's a lot of energy in this direction around making our recreation and tourism-based economy more resilient, more sustainable, and more responsible. The term Destination Stewardship is a relatively new one for Tahoe. In terms of TRPA, they are one of the many partners in the basin that are working in this space. As they often do, they convene dialogue, facilitate conversations, grow partnerships, and form a backbone to bring folks together to move in the same direction for the greater good for Tahoe. TRPA has many threshold areas that this touches, not only the Recreation Threshold, but the board adopted the Transportation and Sustainable Communities Threshold with the Vehicle Miles Traveled change last year. There are also intersections with Water and Air Quality Thresholds among others. This is an overlapping conversation that matters to not only the local community, the many millions of visitors, but all those who care about Lake Tahoe.

Tahoe has 15 million visitors annually and operates in a land space that's roughly three times smaller than Yosemite and get three times more visitors. Looking at that on an annual population base at less than 60,000 people year round with an annual visitation base of around 15 million, that's about 250 times our local annual population. When you look at big numbers in other locations, they also have a bigger year round population. That also puts them in a distinct area. TRPA entered this discussion in partnership with their Environmental Improvement Program (EIP) partners through the Tahoe Interagency Executive Steering Committee (TIE SC) five years ago. In 2017, TRPA and US Forest Service, Lake Tahoe Basin Management Unit co-led the creation of a new working group in the sustainable recreation area. The conversation started around what does a more sustainable future for recreation and tourism look like in Tahoe as it touches all of the related restoration and economic issues that you just heard in the earlier presentation.

They convened this conversation with many different partners, and it has evolved and grown over the years to get them to the point where they are today.

She's very interested in this personally since she's pursuing her PhD at the University of Nevada, Reno in this space of environmental sustainability through an environmental science program. But really looking at that connection between our science based metrics and indicators in policy. Through that work she discovered the Center for Responsible Travel. In 2018, she was invited to speak at the George Washington University on what was then becoming a conversation around over tourism. It was a relatively new word in the visitation and travel and tourism space. There was an entire forum on world tourism day back in 2018 in Washington, D.C. where world experts were convened to have this discussion around how do

we not love a place to death, particularly in areas that depend on tourism for the life blood of their economy? Tahoe was featured on the stage with all kinds of areas. (Slide 3) Sharing the stage with a representative from Iceland, who's tourism just exploded after they started to come out of the economic recession. Her presentation included what Tahoe was doing and a little bit of their special watershed governance provisions here at Lake Tahoe and the Take Care Program and how they've tried to enlist our visitors in a message campaign and a coordinated messaging around environmental stewardship.

What was very compelling in the discussion was that the entire world was seeing this convergence almost a perfect storm, to create more and more tourism. Looking at demographic shifts from the baby boomer generation that's looking for the so-called bucket list travel and couple that with the biggest generation segments to date, the millennial and Gen Z generation with adventure seeking travel combined with cell phone bookings, Airbnb, Trip Advisor, Booking.com, low-cost airfare, and relative economic prosperity in many places of the world. We had a world boom in tourism and travel, and one in ten jobs globally, depends on tourism. Tourism is the world's largest employer. This was a global conversation that Tahoe was a part of and what took them to this next level of the journey toward this Destination Stewardship area.

At this conference she spoke about the work that they've done in partnership, again, Take Care is a collaborative group of more than 60 partners and thanks to the leadership of the Tahoe Fund of many partners around the basin, they've been able to mobilize a messaging campaign and a coordinated clearinghouse for environmental stewardship activities through the Take Care Tahoe website. It was so much of interest to folks in Washington, D.C. that representatives from Cape Cod has adopted their own Cape Cod program. She was recently invited to speak at Cape Cod with Dr. Miller to share lessons learned and hear some of the challenges that they're facing. This really began their grassroots initiative to get visitors and locals connected in one place to one set of messaging. In communications they know that sometimes there can be too much of a good thing. Too many messages can confuse people and have them tune out. The idea of Take Care was to unify messages, particularly in the area of environmental stewardship.

(Slide 5) This is a smattering and certainly not all exhaustive list of the vast array of partners that are touching visitors and locals with recreation and tourism messages, and trying to unify them, even going as far as putting signs on public beaches and ski resorts in high touch points with heavy traffic that has been steadily growing in recent years.

(Slides 6 & 7) Take Care messages are fun, catchy, and attention grabbing. There's all sorts of issues that matter related to pet waste, wildfire, invasive species, wildlife management, and cigarette butts. These are intended to generate attention getting headlines that make people look twice and get more information. They've been growing this campaign over the years.

"Welcome to Tahoe" promotional materials have been put into the lodging properties on what a visitor needs to know. They've had great support from business partners and lodging properties to get this information in check-in packets, collateral materials, and to the concierges. They've also been connecting with people through a multi-partner supported billboard campaigns. The visitors authorities, public agencies, and local governments have all supported these billboards in the drive up feeder markets which represent 40 percent visitors coming for the day. Billboard advertising can be around \$200,000 per campaign. It takes

everyone to row in the same direction, and the Tahoe Fund and other partners for the collaborative for Take Care have been instrumental in bringing the partnership together.

Looking back at how the global community was focused on over tourism in 2018, and the one thing that they all talked about at that conference was a great threat to the tourism industry with climate change, and over tourism compounding that. That was a big conversation with the thought leaders that were gathered back in Washington, D.C. and they've experienced that here in Tahoe not to mention, wildfire risk, and dangers from climate and drought grow those risks in the local community, and everyone had their own version of that in their destinations. Tahoe is not alone, there are other destinations who are struggling with some of these issues.

Europe has been the destination ground zero for a lot of the over tourism issues leading up to Covid. (Slide 9) CNN Travel covered this summit in Washington, D.C. in 2018 where the Barcelona, Spain mayor spoke about the conflicts between local residents and the visitors. They had to put barricades around local schools because visitors were acting like paparazzi, taking pictures of school kids playing at recess. There are other cities in Europe like Venice, Amsterdam, and a lot of places in Italy that have struggled with this. One thing that became clear in the discussion around this in 2018, which the Lake Tahoe Visitors Authority, the League to Save Lake Tahoe, the local Tahoe Chamber supported Tahoe being part of this conversation. They did notice that the word "over tourism" was a loaded word, and they needed to harmonize the interests of everyone, because Tahoe doesn't have an over tourism problem 24/7, 365 days per year, it's very much a peak driven, seasonal issue. That's when these kinds of issues started to surface and they knew there was more work to do.

(Slide 10) In the 2018 time frame representatives from the region were discussing their need to double tourism and were relying heavily on tourism to drive their economies. They were putting in place ways to double their visitation with reservation systems and to improve their transportation. Accessing Machu Picchu is difficult to get there as shown in the picture in the lower left. They were struggling with a lot of the same infrastructure from a transportation standpoint challenge that we have.

All of the stories that were shared at the conference were pulled together in a book that CREST took the lead to edit which includes a chapter about Tahoe. It put them on the stage with others that Tahoe is in the midst of working through strategies and is in a leadership position globally to tackle this.

As the world changed in March of 2020, when air travel stopped, a lot of destinations shut down, Tahoe ramped up because people in the summer of 2020 wanted to get outside. Tahoe pivoted this sustainable recreation working group in the face of Covid and brought the whole community together, getting local business representatives, Chambers of Commerce, visitors authorities, local governments, and land managers to coordinate on covid responses. Some of the new programs that were a result of that were travel pledges, Clean Tahoe, litter abatement, and the Blue Crew. The League to Save Lake Tahoe took a huge leadership role in garnering support and volunteers to pick up trash. And, of course, an ambassador program where they were enlisting through local programs, local high school students, volunteers through the Tahoe Rim Trail, and others to get out on the trail head to educate folks about what leave no trace means and how to take care of the hiking trails.

These problems aren't going away. People who discovered the outdoors in Covid, many of which had not been to Tahoe before, or enjoyed the outdoors in the same way they might have gone to an amusement park or other recreational opportunities. They saw it in the National and State Parks visitation which climbed through the roof. These folks are here to stay. If you look at any measure of outdoor recreation, the industry is growing. More people want to go outside and there'll be more visitors on the public lands which consist of almost 90 percent public land in the basin between the Forest Service, State and local parks, and recreation facilities. These folks are going to continue to come, and they want them to visit the public lands.

They have continual challenges, pet waste, invasive species, illegal campfires, and educating folks. About 90 percent of wildfires being human caused and trash. These are all consistent challenges that they're going to continue to deal with.

Nevada and California both have prioritized outdoor recreation. (Slide 15) Governor Sisolak signed a shared stewardship agreement to link up Federal lands with State lands, with tourism communities, and local community partners to do shared stewardship agreements. The State of California has the Outdoor Access For All endeavor. The California Tahoe Conservancy, State Parks, and many other partners are doing a wonderful job of looking at all of the programs that they have and how they can bolster access, inclusivity, and accessibility of our public land.

A key takeaway for her and the research of the Tahoe Prosperity Center is this feeling of discontent with our local community. (Slide 16) Photographs of trash and responses from local residents standing at the Meyers roundabout as people would come into town, and there were also protests at the other gateways coming into the basin for tourists go away. Because people really hit a fever pitch in terms of local residents feeling isolated, overrun, and overcrowded. When there's an economy that depends on visitors this is not a welcoming environment, and the local residents need an outlet to channel productively how they can move the needle to not necessarily discourage or limit to visitation, but to better manage this visitation, and make sure that they don't love the place to death. This galvanized this regional initiative around the notion of Destination Stewardship.

This takes us to today and leading up to what is a very exciting collaborative that's kicking off to build a comprehensive shared vision north, south, east, west of Lake Tahoe for responsible tourism and the future of tourism in our community. Building on the work that they've done, joining with other partners and related initiatives like the Tahoe Prosperity Center Envision Tahoe program and other initiatives that are underway. Today, the Environmental Improvement Transportation, & Public Outreach Committee heard an update on the funding initiative to raise more dollars for Tahoe's transportation infrastructure. All of these initiatives are related and working together in harmony with this Destination Stewardship program. This initiative in the Destination Stewardship area is unique and is just getting ready to kick off.

(Slide 18) TRPA is one of many partners on the founding core team of this initiative, it's a wide array of supporters who have financially invested in this project to move the needle on Destination Stewardship for Tahoe. TRPA is working with the Center for Responsible Travel who is the successful firm that bid on this work, working with our two states, the Washoe Tribe, the Forest Service, local governments, visitors authorities, and private citizens who have contributed to this. They've always coordinated together, but this is a new level of collaboration to get the local land managers connected to the visitors authorities,

connected to the local governments, public agencies, and nonprofits like the Tahoe Fund and others. They're now forming this core team to take them into a year-long planning initiative for an action plan around Destination Stewardship.

Presentation continued.

Dr. Miller said Ms. Regan gets it, not only at the regional level, but at the national level. Ms. Regan and the team at TRPA are the vanguard of international best practices, or at least striving for best practices, and working to lead by example. This approach is embodied in the effort that they're developing now with the larger Tahoe regional partnership on this important sense of place of the Lake Tahoe Region. His firm is based in Washington, D.C. but he's also the co-founder of the Global Future of Tourism Coalition and is proud that TRPA was one of their original 22 founding signatures of the Future of Tourism's 13 guiding principles for a sustainable tourism future. TRPA continues to work with them on several fronts including their climate crisis work, etc. He's also a native Californian with an extended family home on the California side of Lake Tahoe since the 1960s. Their team is helping this Tahoe partnership outlined by Ms. Regan, and the people of other communities in the greater region establish a new shared Destination Stewardship plan.

With the double impacts of Covid pandemic and the climate crisis that they've seen and both Ms. Hill Drum and Mr. Mueller talked about this and is kind of a double whammy. This has caused the tourism and recreation industries to reinvent themselves with many looking towards adaptive and resilience to these threats, and to build a better tourism model for the future. The Tahoe Prosperity Center, Envision Tahoe study provides them with a good, strong robust, and timely base for them to use and build upon is important. It's important because their work is very deliberate and intentional in terms of breaking down any particular silos and studies done here and there. They're looking at the region in a comprehensive manner. They're also now seeing many leading iconic destinations, some shown here on slide 20 that are developing a more holistic and responsible approach to managing and protecting a destination's common pool of resources. These are the resources that are the natural, cultural, spiritual resources, the infrastructure, public spaces, water and energy. All of these are front and center without question in the greater Lake Tahoe Region. The destinations, (slide 20) some relevant to making comparisons with the greater Tahoe Region are in the vanguard of developing Destination Stewardship plans to set a shared vision with multiple benefits. Some of their team members are, in fact, developing these plans concurrently. They really have the best thinkers involved whether it's in Jackson Hole Grand Tetons, Vail, the Texas Gulf Coast, or Glacier County Montana.

How important is Destination Stewardship? What it means and how important it is for the greater Lake Tahoe Region, residents, visitors, natural, and cultural aspects.

The approach they're taking, the philosophy, and the ethics that they're putting into place with this interdisciplinary work to see if at the other end of this effort, they'll have a sustainable roadmap for a genuine Destination Stewardship for the greater Tahoe Region. Destination Stewardship is a real core area of expertise for CREST. Dr. Miller is an ecologist and recreation planner and has been much of his career. Stewardship has been a key element for him front and center. But Destination Stewardship is based on the responsible use of shared or common pool resources. This is an approach that balances and meets the needs of a destination and its

communities. In addition, a Destination Stewardship plan, as they're envisioning is to produce and provide for the region, operates with legitimacy and consent under a participatory governance model. This inclusive, participatory community approach is something that is core to the DNA in this project. With their core team they are working to ensure that they establish that. Destination Stewardship and the plan that they're undertaking for the greater Tahoe Region will require a clear mandate, good knowledge and data, and the identification of mutual interests and priorities, particularly between the public and private sectors. Some of this work done recently is kind of shaking people out of their silos a bit more than maybe in the past, and thinks they're presented with an extraordinary opportunity.

Their work at the Future of Tourism Coalition, and through CREST and other partners work is a part of their core effort with this Destination Stewardship plan. They want to reframe everything for the future of tourism and outdoor recreation in Lake Tahoe that is more destination and community centric to ensure that they recenter around people place and prosperity in an integrated and functional manner. (Slide 22) Looking at the fundamentals of why people enjoy and prosper in a place and why that place, because of its prosperity, and the high integrity of purpose, is also a nice place to visit. This is a new effort that they'll be proceeding with over these next several months in 2022.

What they're developing and crafting together with this Tahoe Partnership that's been developed is a shared vision with mutual benefits for a truly sustainable tourism future for the Tahoe Region. This vision is going to have several elements, and some of the elements of success that they are going to be striving for in this is to create a blueprint for the region. First, built on collaboration and partnership, not competition. Second, the destination whether it's the greater Lake Tahoe Region, or multiple destinations within the region and the communities, both the permanent communities as well as seasonal communities may need to be at the center of sustainable tourism. They also want to be building and committing to that genuine intentionality to sustainability where they build it into everything that's developed and look towards better tourism for all, not necessarily more. This is not a program that's going to be looking to limit or cut in a prescriptive manner, but to be looking for the greatest return for benefits that can be sustainably delivered.

What they've also identified is that transportation and affordable housing have been identified as critical to the future of sustainable recreation and tourism for the greater Tahoe Region. In addition to that they'll focus on how to engage and inform under-resourced communities. They're looking at the broader lens such that they're not just looking at maybe underserved communities from socioeconomic perspective but they need to work towards the best, most informed populace, whether it's permanent residents, second homes, temporary, and the day visitors which are millions in the Tahoe Region. You have a better resourced and informed community, there's going to be the sense of shared stewardship, across that spectrum from residents to day visitors.

They aren't taking a prescriptive approach, but without question, have identified a number of key indicators or conditions for success that they want to look for in terms of developing a shared Destination Stewardship plan for the greater Lake Tahoe Region. They believe that there's going to be several key elements here for success. One, is that whatever they recommend collectively as a team must focus on sustaining local economies and diversifying those economies as well as ecosystem health. Second, they want to ensure that they're

deliberate about promoting social equity which includes access and distribution of benefits from tourism for residents, businesses, and visitors. Third key area or condition for success in this is going to the Destination Marketing Organizations in the greater Tahoe Region are stepping up and supporting how they can strengthen stewardship values, that sense of place, and shared responsibility both among residents and visitors. Two final elements for success is to focus on how, where, and when they might be able to recommend increasing the diversity of activities, experiences, and settings, while also protecting those shared natural and cultural resources.

They're talking about smarter better tourism for the greater Tahoe Region, and without question, possible. You're already on a path for it to a degree, but they believe they can accelerate and amplify the good practices and the commitments of players, stakeholders within the greater Tahoe Region. He was pleased to hear that both Ms. Hill Drum and Mr. Mueller looking to improve the ability to respond and predict how visitors evaluate, envision, and attach meaning to Tahoe as a destination. Those deep personal connections that probably everyone who's listening to my voice now have with the greater Tahoe Region, as well as those memories that you have. There's a whole new generation of visitors that aren't going away. Many of those people came and had probably never been to Lake Tahoe before, but 80 to 85 percent of Lake Tahoe is public land and that shared resource. That is key, and as a result, with a shared Destination Stewardship plan they're going to be looking to truly develop the blueprint for a healthy successful development of visitor and resident experiences in the greater Tahoe Region.

A shout out to Ms. Marchetta, Ms. Regan, and the team who have been extraordinary partners with his team and the greater CREST team, and the Tahoe partnership.

Presentation continued:

Ms. Chaplin, Lake Tahoe Visitors Authority said they're referring to Destination Marketing Organizations (DMO) and the shift towards management which started to take place a number of years ago. But it was really around at the beginning of the pandemic that those of us in Lake Tahoe began to understand that simply marketing the destination was thing of the past. Their goals were fairly simple then which were to increase awareness and drive visitation. During the Covid shutdowns and recovery, however, they began to understand that their ability to distribute messages to target markets were valued and important, but much more complex than simply "come here" rather it was to stay away initially and respect Covid protocols.

They learned that our destination was even more restorative than they thought, having the beauty, the outdoors, the recreation, opportunities that are now more in demand than ever. During Covid the DMO's sat at the table, which is one of the principles of management, having a voice at the table. They are not just sitting at the table with their partner organizations, they are actually building a new one, and that's part of this visioning process that Dr. Miller and Ms. Regan presented today. That new table is the vision that they've been talking about and their process this year is meant to lead them to alignment on how they approach the future of tourism, recreation, economy, and environment. For the Lake Tahoe Visitors Authority this vision will be the foundation of a new strategy. As they start to develop this visioning process, her board will take a look at this work and incorporate it into their new direction going forward. Without a shared vision around the Lake they don't stand a chance in pushing these initiatives

forward and making an impact on our communities. Then they can continue to do what they do best, is talk to the visitors.

But even more, along with the partners they can deepen the visitors experience, inspire the passion for the destination towards stewardship, as well as maintain the community's quality of life, and very importantly, protect the environment that all residents and visitors enjoy. Each of the participating organizations are heading down the road staying in their respective lanes and driving towards their individual missions. For them it is to increase awareness, drive visitation, but now currently with this visioning process that CREST is leading, and all of the partner organizations around the Lake, they're beginning to change lanes when they need to. There's a Take Care message that they want to get out about trash on the beach and pet waste on the trails, and fire danger in the forests. The Lake Tahoe Visitors Authority changes lanes, participates in the purchase of the billboards along the highway corridors, or they want to catch the visitors outside to let them know about the fragile environment, and how important it is to wear the mask, find the trash can, or locate a beautiful spot that is not Emerald Bay or Sand Harbor perhaps. They've actually stopped using Emerald Bay as an image in some of their advertising because they would just rather that they experience some of our less known iconic locations and have a greater experience of being able to park your car and get out and walk around and enjoy that that area.

The Lake Tahoe Visitors Authority supported the ambassador program last year and will do so again this year. They've also moved into the midweek stay lane. Their public relation efforts over the past several years have included offering to their media partners the concept of a midweek or off peak stay, so that they can disperse some of the visitors to those less impactful times. And perhaps a very tangible example of this management, this vision and collaboration is the South Shore Micro Transit Pilot project that's beginning to shape take shape for this summer. The Destination Stewardship process started with stakeholder surveys and outreach and now moves towards engaging with the residents and local partners in a series of public workshops. The workshops will start sometime in May or June and will be most informative and helpful towards the shaping of a vision that drives all of their efforts and keeps the tourism economy humming in harmony and with higher goals of improving and protecting our destination.

Presentation continued.

Ms. Regan said this is where the rubber meets the road. The local community depends on tourism. The local residents want to enjoy a good quality of life. They need to unite these initiatives and grow the prosperity of the region in the process. There is also a science tied to this, and that the Tahoe Science Advisory Council is initiating a study that will inform this work which down the road eventually will be coming back to you in the form of a re-look at the Recreation Threshold.

Presentation can be found at:

[Agenda-Item-No.-VII.B-Destination-Stewardship-Plan.pdf \(trpa.gov\)](#)

Board Comments & Questions

Ms. Aldean said the Take Care program uses some very clever images which are obviously

popular with the younger generation but she's wondering if using more serious graphics would be more effective with adult visitors similar to what was done for the Aquatic Invasive Species. When she first saw a picture of a shopping cart covered with Quagga mussels, she found that to be extremely alarming. For example, maybe we should be displaying photos of the popular Tahoe beach before and after a major weekend. People may need to be startled into the realization that behaviors need to change. The Take Care program is wonderful and it certainly appeals to the younger generation but we may need to be more explicit with these images to jar people into the realization that they have an obligation to be mindful of their responsibility when it comes to taking care of Lake Tahoe.

Ms. Regan said the Take Care program is reaching its particular target audiences. One thing that they may see as part of this discovery in the Destination Stewardship Visioning Plan is that there may be the need to evolve multiple messages and look at how they can complement multiple campaigns that may target different audiences. One thing they learned with the Tahoe Coin program for the 50th anniversary of the Compact was that they were able to generate a \$100,000 in donations and one of the donations to the Tahoe Fund paid for a study looking at the barriers and benefits of behavior change. There's a body of work that really digs in and what will it take to have people pick up that pet waste versus leave a bag on the trail? What will it take to get people to do defensible space? What will it take to get people to avoid plastic water bottles? Those are three areas that researchers that are deep in social behavioral change research looked at. That's something that they can follow up on and dig a little deeper. It will take a few different creative strategies targeted at different behaviors specifically that they want to address, and there are different strategies for some of those different behaviors.

Ms. Aldean said there are probably existing programs recognizing people who have demonstrated a commitment to environmental stewardship. It occurs to her that there are a lot of people out there who are never recognized for their good work. She suggested a program something like random acts of environmental kindness, a program that would publicly recognize people who are spotted doing responsible things like picking up other people's trash. People could submit pictures to whatever organization could process them, and publicly recognize their good stewardship. Even though it may be minor in the broad scope of the problem, it's certainly an indication that there are people out there who are concerned, who are responsible, and who are making the contribution, if only in a minor way.

Ms. Regan said the Lake Sprit Awards are designed to recognize some of those very things. There's been a hiatus during Covid, but it's time to bring that back into the fold to showcase the good work that people are doing.

Ms. Novasel thanked CREST for the presentation and to Ms. Regan for doing a Zoom presentation to the El Dorado County Board of Supervisors. This is incredibly important information and the idea of sustainable tourism resonates with everybody, whether it's a permanent resident or a tourist. People shouldn't go into an area and create something that negates what they're there for, that is for the beauty of the area, whether that's Lake Tahoe or any other place you visit. She's all for the Take Care campaign, because she recalls some of those types of messages that resonated with her when she was young. Those messages resonate not just with the children but their parents too. That's something they're missing statewide and nationwide of getting this moral obligation message back to the residents and the visitors. She would like to see the States and Federal Government get back to that basic

understanding of that they need to take care of each other as well as our environments.

Mr. Anderson asked what the effect of social media is on over tourism and the challenges and opportunities that social media might bring to the over tourism, and the Destination Stewardship. Because that's the way the new generation and even the rest of us are communicating a lot through social media. You can't look on social media without seeing some beautiful picture of a destination and somebody either promoting that or showing that they're there and having a great time. How has that been taken into consideration?

Ms. Regan said what he's hitting on was actually explored deeply in the over tourism review in terms of Instagram and other areas that are celebrating what once were considered secret spots. Everyone wants to post, and people are taking selfies all over the world. The dynamic has shifted with social media and there's a lot of different strategies being pursued. That's one of the things they want to look at. But how can they harness it for the positive? They've used social media effectively in the Take Care campaign through Covid and others. They'll continue to work to harness that for a positive effect, while at the same time trying to be wary of how that can be used in a way that might be an overuse.

Mr. Bass said when he thinks of over tourism, he's definitely felt the effects of it in the last couple of years more than probably in his 25 years in Tahoe. He thinks back to the Tourist Accommodation Units (TAU) theory that was in place probably from the casino days and the idea that they should possibly apply that to some of the new technology that has taken place in our society such as VRBO and Airbnb, because it is essentially Tourist Accommodation Units. With the proliferation of those over the past five years are no vacancy signs that essentially almost never turns on, because there's always an accommodation in the basin. That theory did work before this technology and the technology just moved fast before a policy could be analyzed and put into place. They need to take a look at that when they look at over tourism. The TAU theory needs to be revisited.

Ms. Aldean referred to page 147, number three of the packet. There's a notation that "Collaboration with leading experts in the field and the Tahoe Science Advisory Council....." is confusing. When she thinks of an Advisory Council, she thinks about things having to do with a highly technical nature. How are they going to interface with this effort?

Ms. Regan said the Tahoe Science Advisory Council is chartering a study right now that is bringing in more of the socioeconomic research on social science research. Tahoe has excelled in the physical sciences for 50 plus years. They are looking on the horizon at bringing in more social science experts, because human behavior change is about how they are going to make these kinds of policies implementable in the future. The Science Council is launching a study that's funded through the Southern Nevada Public Land Management Act looking at not only natural resources impacts which has been done in the past and looking at impacts from off trail, erosion on the roads from errant parking for example. But also digging in and getting a better handle on what will create behavior change that will support this more sustainable future, and ultimately leading to an improved way of measuring this in the recreation threshold. There isn't a full scope of work defined at this point. The Science Council spent a lot of time talking about the need for more social science, multi-disciplinary experts to join in with the physical sciences to connect humans and the natural environment together.

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Ms. Aldean asked if they are contemplating changing the composition of the Advisory Council to include social sciences.

Ms. Regan said Council members have been evolving. The member organizations are the same, but new researchers are being brought in. A couple of researchers that are being commissioned to do this social economic study are new in the space of recent history of some of the research.

Public Comments & Questions

Steve Teshara on behalf of the Tahoe Chamber said another excellent presentation. There's a great synergy between this presentation on sustainable tourism, destination management, and stewardship and the prior presentation from the Tahoe Prosperity Center. There's a lot of common themes here, and what's great from his and the Chambers perspective is that these things are coming along simultaneous because the issue of tourism was prominent in the survey that the Tahoe Prosperity Center did. Here is a way to address that. A lot of synergy, particularly on the transportation and affordable housing side, as well as sustainable tourism and recreation. It also kind of relates to the presentation today at the at the Environmental Improvement, Transportation, & Public Outreach Committee and where they're at with funding for transportation and mobility improvements. These are all interrelated. He commended the quality of the team that that has been assembled and the great partnership that has been established around the region, and welcoming Tony Karwowski, new Executive Director, President and CEO of the North Lake Tahoe Resort Association. All of Ms. Chaplin's counterparts around the Lake are joining in with this, along with public agencies and private sector partners, including the Tahoe Chamber. One of their roles is to help get this information out to their members and the broader community.

Board Comments & Questions

Mr. Yeates said there's a lot of policy overlap in all of what they do here at Lake Tahoe.

- C. Update on the Chile-Tahoe Partnership: Status report from Chile Lagos Limpios including lake modeling and how Tahoe

Continued to May.

VIII. PUBLIC HEARINGS

- A. New City of South Lake Tahoe Recreation and Aquatics Center, 56-Acre Tract, 3050 Lake Tahoe Boulevard, City of South Lake Tahoe, California, TRPA File Number ERSP2021-1465, Assessor's Parcel Number (APN) 026-050-005

TRPA staff Mr. Nielsen, City of South Lake Tahoe staff; Mr. Irvin, City Manager, and Mr. Marino, Capital Improvement Project Manager provided the presentation.

Mr. Nielsen said this project includes a new two story, building that will house sports courts, an indoor recreation swimming pool, among other amenities. In addition, the existing parking lot located at the adjacent library will be expanded to accommodate the parking demand associated with new Recreation Center. Last month, the Governing Board approved a height

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amendment to the Bijou/Al Tahoe Community Plan that allowed this project to go before the Governing Board today.

Mr. Irvin said the City is extremely excited to be here today to talk about the multi-generational Recreation and Aquatic Center located in the 56-acre site in the center of the City of South Lake Tahoe. They prioritize recreation and equitable access for all as a strategic priority that their City Council adopted in their 2021 to 2026 Strategic Plan. They're committed to providing low cost recreation programs that are designed to be inclusive of the community.

Furthermore, they're committed to building sustainable recreation facilities that serve as a place for all to gather and exercise. When you think about South Lake Tahoe, one might think there's trails abound, and park and recreation facilities everywhere but the reality is, there's a factor of park deserts in the City. Going forward they have a commitment to build park developments and enhance existing recreation facilities to serve the needs of the community. This project is being proposed in a manner that is consistent with TRPA's Regional Plan. They've been thoughtful in the design process to ensure it has connectivity to existing walkways, bikeways, and adjacent neighborhoods. They furthermore recognize that infrastructure improvements like this in the region's most populous community is something that helps them set the stage to be a true community builder while they work with our regional partners to build this vital asset in the center of the City.

Mr. Marino said the proposed site is on the northern terminus of the 56-acre project area which is a 56-acre park in the center of town. It comprises of both city and county parcels and the primary use is recreation. It's bordered on the west, and the north by Highway 50. The east and west are near residential neighborhoods of Al Tahoe on the west and Bijou to the right and Pioneer Village on the southeast side. Then all around the project site is either civic or educational facilities, such as ball fields, Sheriff's station, courthouse, South Tahoe Middle School, and other educational buildings. It's great place for this project.

(Slide 4) are photos of the existing site conditions taken on April 18, 2022. The site is level, flat, no topography changes, and very good soil drainage. The water tables are around 18 to 20 feet deep. The existing site is part of the City's campground. For this project they'll be eliminating that portion of the campground, removing the roadways, camp sites, utilities, and features, and in place building the Recreation Center.

The Recreation Center had a huge community outreach with the community and stakeholder groups. They worked close with El Dorado County, the California Tahoe Conservancy, TRPA amongst many others to get a feel for what this facility should be and look like. There's a variety of recreation and community programs that can be put into this space. It was designed to be multi-use. All these spaces can serve other functions if needed.

(Slide 5) On the first floor in the upper right is the is a large gymnasium, in the center is a two story lobby, above that is the dance, arts & crafts, and multi-use space. To right of the lobby is the administrative center and support services. Above that between the gymnasium and that administrative center is a large state of the art commercial kitchen that will serve El Dorado County senior nutrition. There's also locker rooms, changing areas for the natatorium and the natatorium itself, which is comprised of a 6 lap competition pool, recreation pool, lazy river amongst other common spaces.

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(Slide 6) The second floor is a bit more minimal in design, going up through the lobby via a grand staircase to the balcony entering a multi-use event space that then opens up by a series of panel doors and goes out to an outdoor deck which overlooks the northern portion of the site which overlooks Lake Tahoe. Coming back across the balcony, it goes up into the fitness area, and then into the running/walking track. It circumnavigates the gymnasium.

(Slide 7) East and West elevations: The East perspective is the view you would be looking at if you were walking in from the parking lot and is the entrance to the facility. It's all fire resistant material, precast concrete panels, cut stone, CMU masonry, Cementitious siding board, and vertical and horizontal metal panels to name few and all in earth tone colors.

(Slide 8) North and South elevations: The north perspective is looking at the gymnasium on the left hand side. The aquatic center is on the right hand side behind the events center. The south perspective is just the opposite, the aquatic center on the left and the gymnasium on the right, with the lobby and entrance in the center. The north perspective is what would be visible from Highway 50 through the forest. It is set back quite a ways from Highway 50, so there's a lot of screening vegetation between the actual highway and that portion of the building.

(Slides 9 & 10) Interior renderings. There's wide open spaces, lots of natural light, great earth tone colors, very inviting especially for gatherings. The goal is for people to come and hang out for a while whether it's for physical recreation, arts and crafts, or a community program, for example. The building has Aesthetics soundproofing insulation and are moving forward with LEED Gold certification.

(Slide 11) 4D Visual simulation of the exterior. This visual simulation is based off survey data. The trees here will remain at the site and the facility you see here is scaled and accurate to the site.

Mr. Nielsen said one of the reasons staff has asked the Governing Board to make the Required Findings is that the proposed project is consistent with the Regional Plan, specifically the Recreation Sub element, Goal R7. The goal states that the Regional Plan shall provide sufficient capacity for local oriented forms of outdoor and indoor recreation in urban areas. Language supporting the goal states that the specialized recreational needs of the Tahoe resident need to be considered apart from a more general demand of the tourist, and this proposed recreation center will primarily serve the local community. There are other reasons the staff is recommending approval of the project such as scenic quality, vehicle miles traveled, and water quality.

All the highways in the basin along with Pioneer Trail are broken up into Scenic Roadway Units which are linear stretches of roadway, each of which has its own individual scenic quality characteristics and numerical threshold ratings. This project is located in a TRPA Urban Scenic Roadway Corridor, and as stated in the Code of Ordinances, Urban Scenic Highway Corridors are generally in urbanized areas where man-made development is the dominant visual feature which is characteristic of this stretch of Highway 50 through the middle town. In Urban Scenic Corridors, scenic quality is maintained and enhanced by new development and redevelopment that includes buildings with updated architecture and signage, appropriate color and building materials, and screening of parking lots through landscaping and sight planning considerations.

(Slides 12-14) Visual simulations. The building is set back from the roadway and partially screened by the existing trees unlike many projects they see in urban corridors, where the development sits in close proximity to the roadway with limited or no national screening. The large project area allowed the City to cite the building back from the highway to help preserve the character of the view from the roadway. (Slide 12) View shows the one story green building located next to the highway, which is shown as being removed in the proposed view. During the review of the project, the color of a portion of the building has a light gray color, and it was determined that a darker shade would allow the building to blend in better with the surroundings. The City is proposing to change it to a darker color for that portion of the building.

(Slide 13) View from Lakeview Commons Day Use Area across the street on Highway 50. The proposed building is partially visible in the center background above the cars and the highway.

(Slide 14) This view is less obstructed and was taken from the crosswalk of Lakeview Avenue and Highway 50 at Lakeview Commons and El Dorado Beach Day Use Area.

Due to the large setback, the architecture, the building materials, and colors, staff has concluded that there will be no impacts to the scenic quality.

(Slide 15) Vehicle Miles Traveled (VMT). TRPA now has a new tool for evaluating the level of VMT analysis that is needed for projects that create new VMT. The updated process screens projects from additional analysis depending on its location. This project will generate VMT below the screening level, therefore, the project is screened from additional analysis. However, the City is required to submit a mobility mitigation fee along with other fees such as excess coverage mitigation. In addition to the payment of the mitigation fee, the City is proposing to contribute to micro transit operations currently being planned on the South Shore as part of the new Events Center transit service requirement. The City's contribution to micro transit is not required as mitigation for the Recreation Center and Aquatic Center Project but will help to expand the micro transit service above and beyond the service required by the TRPA Event Center permit. This will be the first time for free transit in South Lake Tahoe.

(Slide 16) Water Quality. The project area is generally flat and soils that have good infiltration rates and groundwater is not an issue at the site. With the large project area there's plenty of room to accommodate treatment of the stormwater generated by the project.

The water quality conveyance treatment and infiltration BMPs for the project area are designed to exceed TRPA standards. The project is being designed to meet LEED design standards, which is a widely used green building rating system. As a result, stormwater BMPs will exceed typical water quality BMP requirements by 13 percent.

Presentation can be found at:

<https://www.trpa.gov/wp-content/uploads/Agenda-Item-No.-VIII.A-CSLT-Recreation-Center.pdf>

Board Comments & Questions

Ms. Aldean said in the visual simulation video there appears to be some turf near the entrance.

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Is this permeable artificial turf?

Mr. Irvin, City of South Lake Tahoe said there's no artificial turf. Everything is natural landscape vegetation.

Ms. Aldean asked if the green expanse they saw was for visual purposes only and not an accurate reflection of what will actually be planted there.

Mr. Irvin, City of South Lake Tahoe said yes, that is correct.

Ms. Novasel said El Dorado County fully supports this project. They're honored to be able to work with the City and goes to show what government collaboration can do. This is for the good of the community. There's the County Library associated with this and will make everything much more vital. The City is creating something that is good for all El Dorado County as the landholders are very excited about this.

Mr. Bass agreed with Ms. Novasel's comments. This is such a big thing for the community and it's really the center of town and is going to be a such a great gathering space. It expands the recreation opportunities for the locals and visitors. There's been so much community input into the project and is super exciting to see it come to life.

Public Comments & Questions

Steve Teshara on behalf of Tahoe Chamber said this has been a great process and took a lot of cooperation from El Dorado County and the City of South Lake Tahoe working together to straighten out the landownership and responsibility issues for the entire 56-acre parcel. That was done, paving the way for the Master Plan which the California Tahoe Conservancy helped to fund. There was a tremendous amount of public input during the process even with Covid, the City and partners did a great job of reaching out to the community. They considered a lot of different perspectives and have developed this design in the project before you today. They fully support the proposed project. This is a great example of how a project should come forward and urged approval.

Board Comments & Questions

Ms. Conrad-Saydah said there were some written public comments submitted about moving the bathroom location. She asked how the project proponents and developers addressed the public's concerns about moving the bathroom location and how accessible it currently is now versus where it will be in the future? She had a chance to see the project design, and said it looks great.

Mr. Marino, City of South Lake Tahoe said there is one prefabricated restroom structure that will have to be relocated. It would be sitting in the middle of the new lobby if they left it where it is. The plan is to relocate that restroom about 500 yards to the west, so it is still part of the campground and the access zone that it has always served.

Mr. Nielsen said the topography is very similar so accessibility issues would be the same. Topography is the same flat, easy access throughout the entire site.

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Mr. Bass made a motion to approve the required findings, including a finding of no significant effect.

Ayes: Ms. Aldean, Mr. Bruce, Mr. Anderson, Ms. Conrad-Saydah, Ms. Faustinos, Mr. Bass, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Absent: Ms. Gustafson

Motion passed.

Mr. Bass made a motion to approve the proposed City of South Lake Tahoe Recreation and Aquatics Center project, subject to the conditions in the draft permits as shown in Attachment B.

Ayes: Ms. Aldean, Mr. Bruce, Mr. Anderson, Ms. Conrad-Saydah, Ms. Faustinos, Mr. Bass, Ms. Hill, Mr. Hoenigman, Mr. Lawrence, Ms. Novasel, Mr. Rice, Ms. Williamson, Mr. Yeates

Absent: Ms. Gustafson

Motion passed.

IX. REPORTS

A. Executive Director Status Report

Ms. Marchetta said Agenda Item No. VII. C, Chile Tahoe Partnership will be heard in May.

1) Quarterly Report January – March 2022

B. General Counsel Status Report

Mr. Marshall said since they last met there's one piece of litigation filed in which TRPA was named as a tangential defendant. Last October, the board approved the Round Hill Pines Project, and there is a group of adjacent neighbors that were dissatisfied with the entry being closer to their road, and so they have sued under the National Environmental Policy Act (NEPA), the Federal highways, and the Federal agencies and have also named the Nevada Department of Transportation and TRPA as additional defendants. They're hoping to convince the Plaintiffs that they are not right defendants in this lawsuit since the case is outside the statute limitations, and TRPA is not subject to NEPA.

X. GOVERNING BOARD MEMBER REPORTS

None.

XI. COMMITTEE REPORTS

A. Local Government & Housing Committee

None.

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B. Legal Committee

None.

C. Operations & Governance Committee

None.

D. Environmental Improvement, Transportation, & Public Outreach Committee

Mr. Lawrence said they received a report from the consultants and TRPA staff regarding progress being made on the transportation funding initiative as well as the report that's due to the Nevada Legislature. There is a consensus between local governments, Federal Government and State to come up with a share of \$7 million each to fund the gap in the Regional Transportation Plan. They heard a report on the priorities and committee gave some good feedback to the consultant and to staff regarding further refinement to articulate the benefits of these projects in order to make the pitch for the funding and other fine tuning that will go into final report. He expects the committee to meet again in May. Then this Transportation Funding Initiative Report is going to go to the Nevada Legislative Oversight Committee on May 27.

E. Forest Health and Wildfire Committee

None.

F. Regional Plan Implementation Committee

Mr. Yeates said they heard a presentation on Code Amendments to the Shorezone Regulations and Code Amendments to Chapter 84 which would authorize existing non-littoral Homeowners' Association buoy fields and an Amendment to regarding Section 2.2.2.F.2, which allows for staff level approval of new morning buoys on eligible private single-family littoral parcels. Those two item were recommended to the Governing Board for approval.

XII. PUBLIC INTEREST COMMENTS

None.

XIII. ADJOURNMENT

Mr. Rice moved to adjourn.

Chair Mr. Bruce adjourned the meeting at 2:34 p.m.

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Respectfully Submitted,

A handwritten signature in cursive script that reads "Marja Ambler".

Marja Ambler
Clerk to the Board

The above meeting was recorded in its entirety. Anyone wishing to listen to the recording of the above-mentioned meeting may find it at <https://www.trpa.gov/meeting-materials/>. In addition, written documents submitted at the meeting are available for review. If you require assistance locating this information, please contact the TRPA at (775) 588-4547 or virtualmeetinghelp@trpa.gov.