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TAHOE REGIONAL
PLANNING AGENCY

**Memorandum of Understanding
Between Sierra Business Council and the
Tahoe Regional Planning Agency**

1. Parties.

This Memorandum of Understanding (hereinafter referred to as "MOU") is made and entered into by and between the Sierra Business Council, whose address is 10183 Truckee Airport Road, Truckee Ca. 96161, and the Tahoe Regional Planning Agency (TRPA), whose address is 128 Market St., Stateline, NV 89410. This MOU replaces all other prior MOUs on this specific topic.

2. Purpose.

The purpose of this MOU is to establish the terms and conditions under which Sierra Business Council will implement the portion of the strategic outreach campaign described in Chapter 4 of the Tahoe Regional Planning Agency Shoreline Implementation Program described as the Lake Tahoe Water Trail, heretofore known as "the project." The Lake Tahoe Water Trail is a designated water route along the 72-mile shoreline of Lake Tahoe. For the purpose of this MOU "the project" refers to the portion funded by the Tahoe Regional Planning Agency.

3. Term of MOU.

This MOU is effective upon the day and date last signed and executed by the duly authorized representatives of the parties to this MOU and shall remain in full force and effect for not longer than five years, or until December 31, 2023. Either party, upon 90-days written notice, may terminate this MOU, without cause, which notice shall be delivered by hand or by certified mail to the address listed above.



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AGENCY**

4. Responsibilities of Parties.

A. Sierra Business Council.

Sierra Business Council shall be responsible for management and execution of the project description and work plan appended as Attachment A. Sierra Business Council shall be responsible for: establishing a set of project performance metrics; tracking the results of the project; reporting on progress a regular basis no less often than once per calendar quarter; seeking funding for the portion of the project not funded by the Tahoe Regional Planning Agency; staffing the project; all wages and benefits related to staffing the project; and materials and equipment necessary for implementing the project not delineated as separate expenses in Attachment A.

B. Tahoe Regional Planning Agency.

The Tahoe Regional Planning Agency shall be responsible for oversight of this MOU; contribution of funds to the implementation of the project as described in Attachment B; review of project goals, objectives and performance metrics no less often than once per calendar quarter; and helping to coordinate the project with implementation of other objectives of the Shoreline Implementation Program.

5. General Provisions.

A. Amendments.

Either party may request changes to this MOU. Any changes, modifications, revisions or amendments to this MOU which are mutually agreed upon by and between the parties to this MOU shall be incorporated by written instrument, and effective when executed and signed by all parties to this MOU.

B. Applicable Law.

The construction, interpretation and enforcement of this MOU shall be governed by the laws of the State of Nevada. The courts of the State of Nevada shall have jurisdiction over any action arising out of this MOU and over the parties, and the venue shall be the Douglas County District Court.



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C. Entirety of Agreement.

This MOU, consisting of 5, pages, represents the entire and integrated agreement between the parties and supersedes all prior negotiations, representations and agreements, whether written or oral.

D. Severability.

Should any portion of this MOU be judicially determined to be illegal or unenforceable, the remainder of the MOU shall continue in full force and effect, and either party may renegotiate the terms affected by the severance.

E. Third Party Beneficiary Rights.

The parties do not intend to create in any other individual or entity the status of a third party beneficiary, and this MOU shall not be construed so as to create such status. The rights, duties and obligations contained in this MOU shall operate only between the parties to this MOU, and shall inure solely to the benefit of the parties to this MOU. The provisions of this MOU are intended only to assist the parties in determining and performing their obligations under this MOU. The parties to this MOU intend and expressly agree that only parties signatory to this MOU shall have any legal or equitable right to seek to enforce this MOU, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this MOU, or to bring an action for the breach of this MOU.

F. Project Goals and Objectives.

1. Goals.

Utilize the Lake Tahoe Water Trail (trailhead launch/landing sites and educational tools) to teach local and visiting Tahoe paddlers (kayakers, canoers, stand up paddlers) about stewardship, responsible lake access, way finding and water safety.



2. Objectives.

Leverage lake-wide regulatory, conservation and medical service providers' public education efforts and budgets to reach and influence the behavior of non-motorized boaters and other lake users.

Drive paddlers to the Lake Tahoe Water Trail web site to find interactive maps and paddle routes, signed trailhead public access sites, water safety and conservation tips, and to purchase Map and Access Guide.

Use the Lake Tahoe Water Trail as an economic development driver for shoreline businesses and stewardship initiatives.

Coordinate Lake Tahoe Water Trail public education project with other Shoreline Implementation Program public education efforts.

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6. Signatures.

In witness whereof, the parties to this MOU through their duly authorized representatives have executed this MOU on the days and dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

The effective date of this MOU is the date of the signature last affixed to this page.

Sierra Business Council

Mark Paul President 07-02-19
[Name and Title] Date

Steven R. Frisch President 07-02-19
[Name and Title] Date

Tahoe Regional Planning Agency

V. Marchetta
[Name and Title] Date 7/23/19
EXECUTIVE DIRECTOR

[Name and Title] Date

LAKE TAHOE WATER TRAIL Long-Term Implementation Plan Overview

August 20, 2018



ACCESS • STEWARDSHIP • SAFETY



Intellectual Property Disclaimer:

The content of this Implementation Plan is the intellectual property of Sierra Business Council (SBC) and is considered “Confidential Information”. The information is provided to John Marshall, Tahoe Regional Planning Agency (TRPA) General Counsel. Marshall has permission from SBC to share the Information with the TRPA staff and officers, TRPA Regional Plan Implementation Committee and Shoreline Steering Committee for purpose of review only.

Marshall and the individuals associated with the listed entities cannot use or disclose, in whole or in part, any Confidential Information to a third party or authorize anyone to use thus Confidential Information for any purpose not authorized in writing by SBC. Marshall represents and warrants that the individuals associated with the listed entities agree to these confidentiality standards.

I. Situation Analysis

Undoubtedly, paddling at Lake Tahoe has reached the high-water mark. Besides Tahoe's mesmerizing blue water, minimal gear makes it easy to get on the lake. Not counting the residents and visitors who have their own paddle gear, it is conservatively estimated that Lake Tahoe paddle shops and beach concessions transact more than 150,000 rentals during the peak summer months. In 2017, Sand Harbor Nevada State Park reported 1 million summer visitors with the largest percentage being paddlers. Tahoe Boat Inspections of paddlers in 2016 amounted to 12,000 inspections. According to the Sports & Fitness Industry Association, stand up paddling was the fastest-growing participatory sport in America between 2012 and 2015, increasing 117 percent from 1.4 million to 3 million. Additionally, 21.7 million Americans participated in all forms of paddling (kayak, canoe, rafting, and stand up paddling) in 2014 with recreational kayaking being the most popular accounting for 8.9 million individuals.¹



However, the unintended consequence of these exploding human-powered water sports has produced resource damage, illegal camping, wildlife disturbances, parking limitations/crowding, trespassing, water safety issues, and growing Aquatic Invasive Species (AIS) introduction and proliferation concerns.

Igniting the paddle craze at Lake Tahoe is the predominant usage of paddle boarders and kayakers in advertisements and promotional materials to define the Tahoe lifestyle and ultimate summer recreation experience. Unfortunately, most photos do not show paddlers wearing life jackets or paddle board leashes, painting pictures of perfectly calm conditions - a caustic misrepresentation of our intense mountain conditions and multi-use lake. Uneducated, unskilled and inexperienced Tahoe paddlers are getting into trouble. Paddling statistics² indicate the primary contributing factors for accidents on kayaks, canoes and stand up paddle boards (SUP) are hazardous waters, operator inattention and inexperience, and weather. Women have a higher involvement in canoe/kayak accidents compared to men. Drowning is the leading cause of death caused by capsizing and falling overboard or off board. Most drowning victims were not wearing a life jacket and had no formal boating education or instruction. Statistics for Lake Tahoe are similar, except that drowning incidents are most often caused by cold water shock.

With the resulting increase in rescues, drownings and natural resource damage, water safety and wayfinding have surfaced as major concerns for recreation providers, resource managers, lakefront owners, and emergency medical service responders. Managing public safety on the water applies added pressure and expanded responsibility on fire protection districts, search and rescue teams, and police and sheriff departments to assist the U.S. Coast Guard Lake Tahoe Station and its auxiliaries. Trampled vegetation, wildlife disturbances, illegal fires, and threat of invasive species introduction and proliferation to all Tahoe water bodies has conservation agencies on edge.

While several stern messages about wearing life jackets, avoiding Tahoe Yellow Cress and AIS prevention exist, not all paddlers comply. It's time to put the paddle in the water. In a setting as dynamic as Lake Tahoe threatened by AIS and human activity, the comprehensive Lake Tahoe Water Trail public education program is more important than ever, essential to help influence and define the protocol for this evolving new sport. The greatest challenge is injecting safety and stewardship into a sport based on a carefree, laid back attitude.

¹ The Outdoor Foundation 2015 Paddle Sports Report

² 2016 Recreational Boating Statistics/U. S. Coast Guard Office of Auxiliary and Boating Safety; 2016 California Recreational Boating Accident Statistics/California State Parks Division of Boating and Waterways

II. Solution: Lake Tahoe Water Trail Sustainable Public Education Program

To assist regulatory and conservation agencies and to address the needs and impact of this growing user group, Sierra Business Council (SBC) is seeking long-term funding from public/private stakeholders for the continued development, promotion, and management of the Lake Tahoe Water Trail public education program.

Originated in 2003, the Lake Tahoe Water Trail (Water Trail) is a designated water route along the 72-mile shoreline that connects public launch/landing sites to help paddlers have a safe, responsible, and fun recreation experience while practicing good stewardship that protects the watershed. With grants secured and SBC management, lake-wide land managers were able to achieve a major goal and develop educational wayfinding interpretive signage for twenty “Trailhead” launch/landing sites. Signage is an EIP project and includes water safety and weather information, mapped routes, launch/landing sites, AIS prevention and resource protection tips. The signed trailhead system is the main attraction supported by educational resources for planning a paddle adventure along the Water Trail including printed and interactive maps, brochures, website, and a lake access mobile mapping tool with real-time weather conditions.

These Water Trail educational resources help communicate regulations and capital improvements to assist paddlers that are set by the Water Trail Oversight Committee – the Lake Tahoe Non-Motorized Boating Working Group (Working Group) established in 2007. As agencies manage lake access and conservation programs for all boaters, SBC develops and promotes the Water Trail to educate paddlers about safe and responsible usage. The Water Trail communications strategy and conservation statement, “72 Miles of Pure Liquid Fun,” is designed to translate lake-wide agency regulations into an engaging recreation message to motivate desired behavior, *i.e.* AIS prevention, water safety, wayfinding, responsible access, etc.

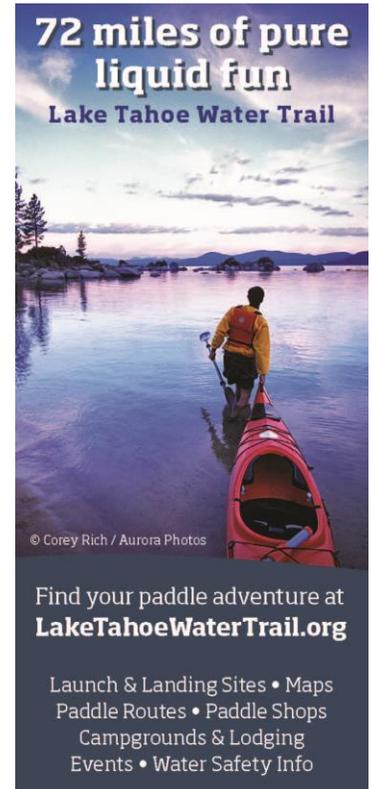
While SBC has successfully expedited the development of educational signage and increased awareness of the Water Trail, long-term funding is vital to help SBC sustain and publicize an expanded public education program to assist land managers and conservation agencies to meet the needs of this growing user group and manage their impacts.

A. Long-Term Program Goal

Use the Water Trail (trailhead launch/landing sites and educational tools) to teach local and visiting Tahoe paddlers (kayakers, canoers, stand up paddlers) about stewardship, responsible lake access, wayfinding, and water safety.

B. Program Objectives

1. Leverage lake-wide regulatory, conservation and emergency medical service providers’ public education efforts and budgets to reach and influence the behavior of non-motorized boaters - and all lake users.
2. Drive paddlers to the Water Trail website to find interactive maps and paddle routes, signed trailhead public access sites, water safety and conservation tips, and to purchase the Map & Access Guide.
3. Use the Water Trail as an economic development driver for shoreline businesses and stewardship initiatives.
4. Leverage Water Trail public education program into an all-inclusive boater/lake user education program.



III. Water Trail Public Education Tools Overview & Priority Needs

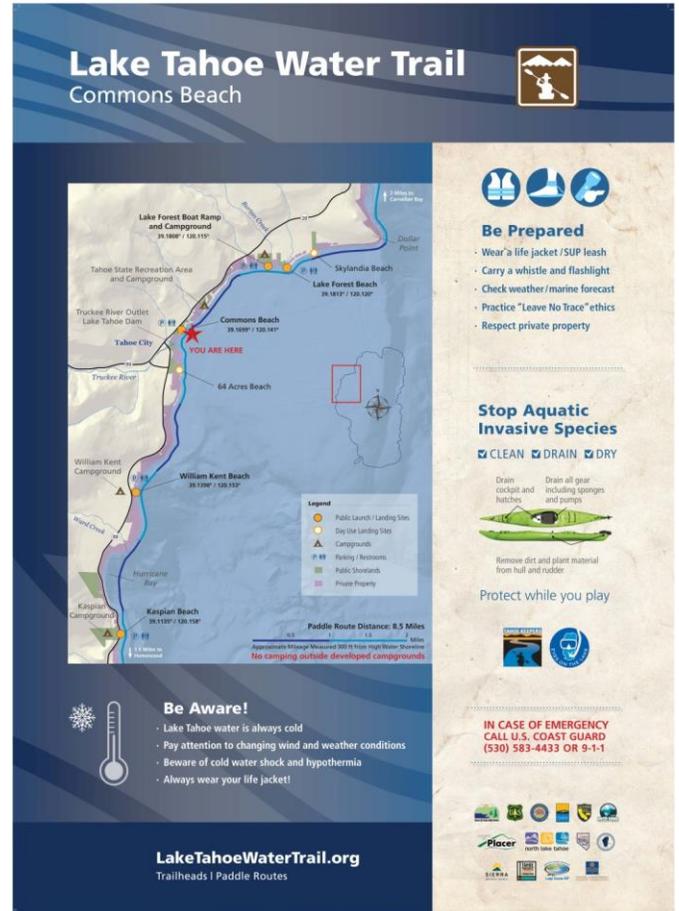
Building upon the completion of the Water Trail signage and a major website upgrade in 2018, following is a review of the Water Trail education tools, and identified initiatives for 2019-2023 prioritized by the Lake Tahoe Non-Motorized Boating Working Group and SBC.

A. Trailhead Signage

A designated TRPA EIP project, Water Trail educational signage for twenty public beaches with regulated launch/landing sites was approved in 2015 by six land managers and recreation providers (Signage Partners/Working Group members) that included the U.S. Forest Service Lake Tahoe Basin Management Unit, Nevada State Parks, California State Parks, California Tahoe Conservancy (CTC), Tahoe City Public Utility District, and the City of South Lake Tahoe. SBC was instrumental in organizing and developing the content of the 24" x 36" signs that includes water safety, mapped routes, launch/landing sites, and responsible stewardship recreation, as well as obtaining funds for the sign design and fabrication of panels and stands. In 2018, SBC secured funds from the Nevada Division of State Lands' (NDSL) Lake Tahoe License Plate Program and the CTC Lake Tahoe Science and Lake Improvement Account to complete the twenty signs and upgrade the website with a mobile mapping lake access tool and real-time weather conditions.

Signage Partners selected twenty "Trailhead" locations at public beaches with launch/landing facilities to reach the most users and to meet the following criteria:

- Highest amount of development, *i.e.*, restrooms, parking, amenities, etc. and limited motorized boating usage;
- Supported by Concessionaires since they are key educational distribution channels;
- Work within agency/owner management strategy, meet high priority operational issues/needs; and
- Represent a good distribution of Signage around the entire lakeshore to provide "Trailheads" to help the public access the lake, find paddle routes, learn about AIS prevention and natural resource protection, water safety, and regulations.





The 20 Water Trail Trailheads with educational Signage are identified by the brown paddler Lake Access/Wayfinding Symbol on the adjacent map.

B. Lake Access/Wayfinding Signs

To further assist paddlers, as part of the overall signage project land managers agreed to install 12" x 12" Lake Access/Wayfinding Signs at their designated Trailhead sites on property entrance signage, facilities, and piers to regulate lake access and resource protection. These Access Signs help paddlers identify public launch/landing sites from land and the water for lake access and to avoid sensitive natural resources. Signs are funded through the 2018 NDSL and CTC grants.

2019 PRIORITY NEED: AUTHORIZATION OF PADDLER LAKE ACCESS HIGHWAY SIGNAGE FOR 20 TRAILHEAD SITES

The paddler lake access symbol was also intended to be used for bi-state highway signage. Although not initially approved by Caltrans or NDOT in 2011, based on growing access and water quality issues resulting from paddlers and to support land manager needs and the TRPA regional transportation plans that include water transit, Working Group members are seeking assistance from the TRPA and the Sustainable Recreation Tahoe Interagency Executive Committee to obtain authorization from Caltrans and NDOT to install Paddler Lake Access signage along the highway to identify the twenty Trailhead sites. Once approved, funding will be needed to fabricate 40 signs, or 2 signs per site (20 total sites).

C. Website – LakeTahoeWaterTrail.org

The Water Trail website is the cornerstone of the comprehensive education program. The website is the only planning resource for Lake Tahoe paddling, and is the recognized clearinghouse for regulatory information about responsible access, resource protection/stewardship, water safety, and wayfinding. The website receives approximately 3,000 monthly user sessions between June and August with most users residing in the San Francisco Bay Area, Reno, South Lake Tahoe, and Sacramento. The most visited section is Plan a Trip. It is publicized in ads, press releases, on Water Trail signage, printed maps, and the water safety/stewardship brochure.

As part of the 2018 CTC grant, the website received a major upgrade to improve its functionality using a map-based interface that integrates real-time mobile navigation mapping and public access tools, and weather and marine forecasts. Access and navigation mapping identify the twenty signed Trailheads, public launch/landing sites,



campgrounds, etc. and allows users to track their real-time location along the Water Trail that will help to pinpoint public access landings and, if needed, their location for search and rescue operations. Software upgrade also aggregates various wind, weather and marine forecasts for locations around the lake. Downloadable Day Trip Maps mach Trailhead Signage mapped routes, and updated AIS prevention and resource protection information is viewable. Links to the Water Trail and SBC Facebook pages and e-newsletters are included to promote shoreline businesses, and educate paddlers about weather and marine advisories, invasive species regulatory information, access, transit, and infrastructure improvements.

2019 PRIORITY NEED: ENHANCEMENTS & MAINTENANCE

As the definitive paddler education resource, the website requires further technical upgrades and content management to match user habits and demographics (Spanish translation) and land management and conservation agency regulatory needs. Essential upgrades include photos and video tutorials on a variety of issues such as water safety and identifying shoreline access from the water, and publicity of the website including search engine optimization (SEO), social media, digital and print advertising, and expanded public relations. Interactive maps and real-time weather tools require ongoing maintenance, improvements, and content updates.

D. Map & Guide

The Water Trail Map & Guide is a waterproof and tearproof 24" x 37" folded map that features detailed paddling and multi-use boating information, including:

- GPS Waypoints
- Latitude/Longitude Coordinates
- Launch and Landing Sites
- Underwater and Land Topography
- Water Safety Tips
- Resource Protection/AIS Prevention Info
- Interpretive Information
- Multi-Use Lake Usage
- Emergency Contact Info
- Paddle Shops
- Shoreline Businesses & Services
- Lodging & Campgrounds
- Points of Interest

The screenshot displays the Lake Tahoe Water Trail website interface. At the top, there are navigation tabs for PLAN, MAPS, SAFETY, and PROTECT, along with a current weather widget showing 73°F and Sunny. The main header features a scenic image of a lake with a person paddling, accompanied by the text: "THE ONE-STOP PLANNING RESOURCE FOR PADDLING ON LAKE TAHOE" and "MASS - WEATHER - ACCESS - RENTAL INFO - SAFETY INFO AND MUCH MORE!".

Below the header is a section titled "What is the LAKE TAHOE WATER TRAIL?" with a sub-heading "72 MILES OF PURE LIQUID FUN!". It includes a welcome message and a "PLAY IT SAFE!" section with a "Head UP!" icon and a warning about rapidly changing weather conditions. A "Look for this trail marker to find 20 trailheads with signage." section includes an icon of a trail marker and a note to use the map for finding trailheads and route planning.

The central part of the page features a large interactive map of Lake Tahoe with various launch and landing sites marked. Below the map are three informational cards: "DAY TRIPS" (Looking for public launch/landing sites and recommended day trip routes? Start here!), "WEATHER MAP" (Check out the interactive map with realtime weather, webcam, and forecast info.), and "SAFETY" (Lake Tahoe is big. Really big. So are the conditions. Wind, sudden weather changes, and year-round cold water are a few factors you must consider when planning to boat on Lake Tahoe.).

Further down is a "PROTECT" section with the text "Together, we can preserve and protect Lake Tahoe. Here are some things to be aware of as you boat on Lake Tahoe." and four circular icons representing different protection topics: "Watch Your Step!" (Tahoe yellow cress (TYC) is a small native plant that grows on the shoreline of Lake Tahoe and no where else in the world. It lives only on the sandy beaches and dunes at the ever-changing margin of the lake.), "Respect Private Property" (While many shoreline areas around Lake Tahoe are public, many areas are private property. Please respect private property.), "Leave No Trace" (PACK IT IN, pack it out. Dispose of waste properly. Camp only in designated campgrounds. Fires are allowed only in designated campgrounds with fire rings and/or pits), and "Become a Tahoe Keeper!" (Stop aquatic invasive species. Clean, drain, and dry every time!).

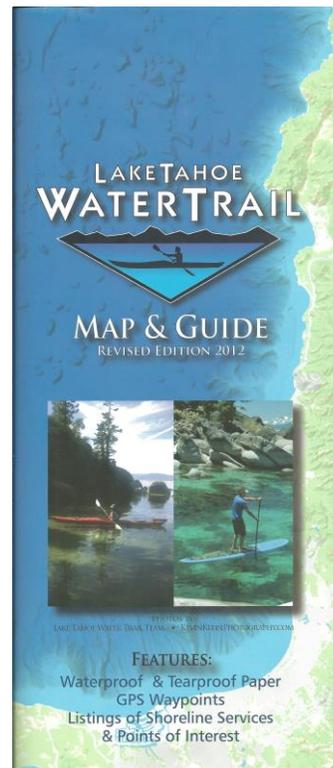
At the bottom, there is a "LET OTHERS KNOW BEFORE YOU GO" section with the text "Have you completed a FLOAT PLAN?" and a "Create a Float Plan" button. Below this are sections for "FOLLOW US ON FACEBOOK" (with a "Lake T" Facebook icon and a "Link Page" button), "CONTACT US" (with an email icon and the address "150125 1480"), "ABOUT" (listing sponsors like LNTA Association, CTRP Paddler Community, and Sierra Business Council), "QUICK LINKS" (listing links for Aquatic Invasive Species & Required By All Small Boats, FAQs, License, No Toxics, Boat Planning and Route Planning Map, and Plan), and "SIERRA BUSINESS COUNCIL" (with a logo and text stating "The Lake Tahoe Water Trail is a project of Sierra Business Council. Learn more at sierrabusiness.org" and "Get updates from Sierra Business Council"). A "DONATE!" button is also present at the very bottom.

Since 2005, the guide has been sold in-market through paddle shops, marinas, retailers, and visitor centers and is extremely popular with paddlers, motorized boaters, and fishermen. It is the only revenue generator for the Water Trail program.

2019 PRIORITY NEED: REDESIGN/REPOSITION & EXPAND DISTRIBUTION

Based on the staggering increased demand by businesses in 2017, there are no more guides. Upgrading the current version (2012) is a mandatory priority initiative for 2019 to support identified needs, demographics, and stewardship initiatives. The 2019 version will be repositioned as a Map & Access Guide and will include more in-depth information about weather, water safety, resource protection, AIS prevention, interpretive info including Washoe heritage, multi-use, wayfinding and lake access by clearly identifying the twenty Trailhead sites and all public launch/landing sites with offshore photos, and the website mobile mapping and real-time weather tools.

Funding is needed for the major redesign and to expand distribution outside of Lake Tahoe through retailers such as REI, and online sales to generate long-term revenue and reach more paddlers and all lake users in core visitor markets. Sponsorship dollars will help subsidize production costs, but it is not enough for the intricate management and coordination of a major redesign including a Spanish version, expanded distribution, and promotion.



E. Water Safety/Stewardship Brochure

To meet the demand for Tahoe paddle information, SBC designed a “free” water safety/stewardship brochure distributed in-market at lodging properties, visitor centers and paddle shops, and out of market in the San Francisco and Santa Cruz regions at retail locations and paddle events. To differentiate it from the large Map & Guide, the 11 x 17 brochure focuses on water safety, weather, AIS prevention tips, Leave No Trace ethics, and marks the 20-signed trailhead sites on a map. Distribution in 2019 will be expanded.

Lake Tahoe is Big. Really Big. So are the Conditions.
Playing it Safe on Lake Tahoe

Be Aware!
Lake Tahoe water is always cold, even on the hottest day of summer. Be prepared for an emergency. Weather can change rapidly and create dangerous paddling conditions. Watch weather and marine forecasts and plan your route to be able to get off the water safely and quickly in the event of high waves, rain, snow, or lightning.

- Always wear your life jacket and a SUP leash!
 - A properly fitted USCG-approved life jacket will keep your head above water and increases rescue time.
 - Children 12 years old and younger MUST wear their USCG-approved life jacket at all times.
- Carry a whistle and flashlight, and your cell phone.
- Notify someone of your itinerary.
- Beware of cold water shock and hypothermia.
 - Cold Water Shock** can cause immediate swim failure, leaving you physically and mentally incapacitated. Enter the water slowly, and control your breath.
 - Cold Water Immersion** can cause numbness and a loss of mental faculties in less than 3 minutes and leads to hypothermia.
- Pay attention to changing wind and weather conditions. Dress for water temperature and know how to self-rescue.

Be Prepared
Lake Tahoe is a multi-use lake. Motor boaters often have trouble seeing paddlers so make yourself visible! Wear bright colors, carry bright paddles, and always carry a whistle and flashlight so you can alert others.
Know the rules of the road for boats. It is your responsibility to know the federal boating laws and regulations for Nevada and California.

IN CASE OF EMERGENCY, CALL U.S. COAST GUARD AT (530) 583-4433 OR 9-1-1

Leave No Trace

- Pack it in, pack it out. Properly dispose what you can't pack out.
- Respect private property. Don't trespass.
- Leave what you find. Don't disturb cultural remains or natural features including plants, trees and rocks.
- Keep wildlife wild! Don't approach or disturb wildlife, including birds.
- Camping is allowed only in designated campgrounds.
- Fires are allowed only in designated campgrounds with fire rings and/or pits. Check fire restrictions!

Stop Aquatic Invasive Species Clean, Drain, and Dry Every Time!
Aquatic invasive species (AIS) contribute to the decline of Lake Tahoe's famous water clarity. Invaders spread through the transport of water and/or debris that can collect in cockpits and hatches, cling to outer hulls, rudders, paddles, life vests, SUP leashes, and gear.

Clean, Drain and Dry your watercraft and gear every time you haul out and move between Tahoe-Truckee area water bodies.

Drain cockpits and hatches Drain all gear including sponges and pumps

Remove dirt and plants from hull, rudders, and gear

CLEAN kayaks, canoes, paddleboards and all gear with pressurized water, removing all dirt, plants, and other material from your rudder, hull, cockpit, and gear.

DRAIN the water from your hatches, cockpits, boards and gear on land before you leave the immediate area.

DRY your kayak, canoe, paddleboard, and gear before launching.

DISPOSE of all dirt, plants, and other material in a trash can or above water line on dry land.

Decontaminations of non-motorized watercraft are free and encouraged at Tahoe Boat Inspection Stations if you recently visited infested waters or are unsure.

Learn more at www.TahoeKeepers.org

Nevada AIS Decal Requirements: Any watercraft capable of retaining water is required to display the decal.

Learn more at www.ndow.org/Boat

F. Marketing/Publicity Budget – 2019 PRIORITY NEED

In addition to funding the ongoing improvements to these educational tools and new initiatives, funding is vital for managing and marketing the Water Trail to reach paddlers of all demographics on a much larger scale, and to motivate local businesses to offer services that support paddling and environmental protection. To address these myriad issues, SBC has developed a sustainable business model and compelling public education campaign to motivate desired behavior to create the protocol and local business support for this evolving new sport.

IV. Sustainable Business Model

To meet market demand and resource management needs, the Water Trail Sustainable Business Model expands the trail into an educational wayfinding interpretive trailhead system supported by local businesses, stakeholders, and paddlers who promote water safety and stewardship of the Lake Tahoe watershed. The symbiotic relationship of the Business Model – where recreation, innovation and stewardship intersect - nurtures the interconnected economic, social and environmental assets, vital for sustaining the Water Trail while generating local taxes and jobs.

Lake Tahoe Water Trail Sustainable Business Model
WHERE THE PADDLE MEETS THE WATER
Where Recreation, Innovation, and Stewardship Intersect



By design, Water Trail usage will encourage new and existing small businesses to meet market demand and address access, conservation and safety issues - such as SUP carrying racks for bikes, kayak/board storage racks and facilities, shuttle services, transit connections, water safety classes, outfitters and interpretive guides. SBC is prepared to address a key element of the model by offering counseling to nature based small businesses in the Tahoe basin by leveraging its Sierra Small Business Development Center (SBDC) services. The SBDC provides free business consulting to Tahoe basin businesses seeking to customize their business and marketing plans and services offered to paddlers to bolster their position as lakeshore stewardship champions and outreach locations. The SBDC delivers counseling at either the business owner's place of business or at one of its two satellite centers located in North and South Shore. SBDC can help with several small business challenges such as financial viability of new programs, customer service for lodging properties and paddle shops - while addressing parking and capacity issues - with new services and packages such as Park and Paddle, or Pampered Paddler & Rise and Shine lodging packages.

In turn, this planned influx of business innovation will create community pride that inspires conservation. New businesses will help resource managers to reach and distribute educational information to a critical mass of paddlers, and leverage region-wide conservation and stewardship programs. Locals and visitors will be more inspired to take care of Lake Tahoe and participate in AIS prevention programs such as Eyes on the Lake and become Tahoe Keepers.

V. 2019 Public Education Campaign: Heads UP!

To achieve the stated goal and objectives, SBC has developed a compelling public education program. To be effective, paddler education must go beyond wearing life jackets and checking for invasive species. Education about weather and marine conditions, cold water shock, navigation rules, interacting with motorized boaters, and environmentally-sound public access is vital. Safety and conservation must be ingrained into Tahoe paddle culture – a lifestyle that thrives on respect for the beauty and power of the water just like the respect we have for our powerful mountains.



The dire situation is similar to the need for public education about avalanche awareness and preparedness to address the increase of accidents and fatalities in the back country. With the increased promotion of the Sierra Avalanche Center website since 2004, today back country skiers take field classes with certified guides, carry avalanche transceivers, probes and shovels, and check the daily avalanche report. The safe practice is the norm, along with back country stewardship etiquette, which has been imbedded into our mountain culture. The same can come true for paddling with a compelling public education program and support from businesses and private/public stakeholders. The key is injecting safety and stewardship into the paddle lifestyle.

A. Campaign Strategy

The Heads UP! public education campaign is driven by a marketing communications strategy designed to harness the passion of paddlers to motivate behavior, *i.e.*, safety, stewardship, and responsible lake access/wayfinding along the shoreline.

What better way to teach paddlers, boaters and all lake users about access, safety, and stewardship than the Water Trail?

Undeniably, getting up close and personal with Lake Tahoe ignites passion for protecting the lake's fragile ecosystem and our favorite pastime – paddling. Participation in nature breeds ownership and pride. The Water Trail connects residents and travelers to the heart and soul of Lake Tahoe, making it the natural education platform to reach the most paddlers and lake users to encourage responsible behavior. To inspire paddlers to use the Water Trail tools to have a safe paddle adventure, program images and statements will trigger an emotional connection with the lake to make wearing a life jacket and stewardship cool – behavior that embodies Tahoe paddle culture.

To promote the responsible paddling behavior strategy, the highly recognized warning “Heads UP!” is the campaign call to action to make paddlers aware of the following core issues affecting paddlers and all boaters and lake users:

Heads UP!

- Life jackets will keep your head above water, and your body insulated
- Beware of changing weather conditions
- Beware of cold water shock & hypothermia
- Lake Tahoe is a multi-use lake. Be aware of other boaters - motorized and non-motorized
- Be aware of AIS introduction and transfer to other areas of Lake Tahoe and other water bodies in the Basin
- Be aware of resource damage – Tahoe Yellow Cress, shoreline vegetation, wildlife, bird sanctuaries
- Respect private property - Use LTWT launch/landing sites and public beaches

“Heads UP!” reinforces the Water Trail recreation conservation statement, “72 Miles of Pure Liquid Fun,” and is a fun and deliberate reference to the stand-up paddling acronym SUP that can be used in messages targeted at paddle boarders – Tahoe’s largest paddle segment.

B. Campaign Marketing Elements Overview: 2019 Launch

Following is an overview of the Heads UP! tactical and promotional elements that will help define Tahoe paddle culture based on stewardship and safety, and drive usage of the website and Map & Access Guide sales.

1. Photos/Videos/Tutorials for Website & Social Media – Footage and photos of landing sites from the water to verify GPS coordinates, how to properly wear a life jacket/SUP leash, interacting with other boaters/users, responsible camping and camp fire management, how to use mobile mapping tool, identifying Tahoe Yellow Cress, etc.
2. Search Engine Optimization (SEO) including website content updates, social media, digital ads and promotions.
3. Advertisements targeted at regional and top visitor markets using print and digital media.
4. Public relations targeted at local, regional, and top visitor market media outlets – Stories/photos that define Tahoe paddle culture, i.e., Tahoe Keepers and Eyes on the Lake recreation stewardship programs, water safety protocol, Water Trail usage and educational tools. Work with Lake Tahoe and Reno visitor bureaus and public relations agencies to publicize Heads UP! and “72 Miles of Pure Liquid Fun” public relations program.
5. Shoreline Businesses/Services – Paddle shops, outfitters, lakefront lodging properties, transportation/transit links
6. E-newsletters and outreach to paddler/user database about wayfinding/weather tools, transit, regulations, etc.
7. Safety Partnerships - Boat California/CA Division of Boating and Waterways to add 15 CA Water Trail Trailhead sites on App and promote mandatory CA Boater Education, NV Dept of Wildlife Boating Safety initiatives, and Tahoe Lakefront Owners’ Association Vessel Identification stickers and Safe Boating campaign.
8. Surveys to gather Lake Tahoe paddler/boater demographics and quantify Heads UP! campaign impact on behavior.
9. Measurement & Reporting – Generated media coverage and website traffic to track ROI and campaign effectiveness for Lake Tahoe Non-Motorized Boating Working Group and funding partners.

Messages and imagery will motivate paddlers to use the Water Trail website to plan a safe and responsible paddle adventure that matches their skill set – before they arrive at Lake Tahoe and while they are on the water.

The key to success is the integration of local businesses and paddler engagement. As such, paddle shops and lakeshore businesses will provide photography of paddlers wearing life jackets and SUP leashes to help define Tahoe paddle culture based on safety and stewardship. Photos and videos will be shared across business, agency, Water Trail and SBC social media platforms.

Collaboration with Tahoe-Truckee paddle shops is a vital program link to develop, test and refine messaging and tactics that authentically resonate with their paddle customers – and to inspire paddlers to be part of the solution.

Generated website and social media traffic will be used to measure the Return on Investment (ROI) valuations for funding partners. Measurement of the twenty Water Trail launch/landing trailhead sites’ usage and its influence on paddler stewardship behavior, public access, user interactions, and safety compliance can be obtained through a Water Trail paddler survey, and intercept studies implemented by the land managers, resource agencies, and recreation providers.

The outlined marketing tactics must be leveraged by businesses, conservation, regulatory and safety agencies and land managers to achieve the stated goal and objectives, and to maximize limited resources and distribution channels.

*Let the beauty of Lake Tahoe
take your breath away, not
the cold water.*

Heads UP! Play it Safe.

LakeTahoeWaterTrail.org



VI. Program Priorities: 2019 Launch

Following is a list and condensed timeline of immediate priority needs for 2019 that will also require long-term funding. A comprehensive plan with deliverables and timeline will be developed by SBC based on available funding.

A. Public Education Tools

1. Paddler Lake Access Highway Signage – Installation Quarter 2, 2019
2. Website –Technology upgrades, Maintenance/hosting, Content including images/tutorials and Spanish translation
3. 2019 Map & Access Guide – Redesign/Sales: Q1-Q2, 2019; Distribution/Promotion: Late Q2/Early Q3, 2019

B. Program Marketing

As previously described, funding for an integrated marketing communications program and campaign that includes SEO, social media, advertisements, public relations, etc. is vital to influence the desired behavior of visiting and local paddlers to achieve TRPA water quality and recreation thresholds. An overview of 2019 campaign marketing elements is listed on the previous page which will be defined along with a detailed timeline based on available funding.

C. SBC Program Management & Development

Despite an impressive, highly-engaged collaborative Working Group established in 2007, the Water Trail has little recognition, both locally and out of area. However, through SBC management and collaboration with Working Group members and the business community since 2015, the Water Trail has become more important than ever and gained more exposure. Program success is contingent upon SBC management. Without a doubt the greatest need over the next 5 years is annual funding to develop, promote, manage, and measure the comprehensive program education tools, marketing campaign, and business support to achieve the identified goal and objectives.

VII. Organization Information: Sierra Business Council

Sierra Business Council (SBC) is a private nonprofit corporation founded in 1994 focused on innovative social, environmental and economic development in the Sierra Nevada. SBC represents more than 700 small businesses, agencies, and individuals working to secure the social, environmental and financial health of the Sierra Nevada region for this and future generations. For the past two decades, SBC projects are notable for their collaborative process design, broad application and positive impact to improve watershed and forest health, community resiliency, and economic vitality. Programs include the Sierra Nevada Energy Watch (SNEW) efficiency retrofit program, the Climate Adaptation, Mitigation & Planning (CAMP) program that conducts greenhouse gas inventories to cut energy use and develop climate action plans, the Sierra Small Business Development Center (SBDC), Sierra Nevada Geotourism, and the Lake Tahoe Water Trail – to name a few. In 2017, the SBDC delivered technical assistance and training to over 300 small businesses in the Sierra and operates two satellite counseling sites in Tahoe City at the Placer County Administrative offices and at the South Lake Tahoe Chamber. In addition, SBC partners with the North Lake Tahoe Chamber Resort Association, chamber affiliates and Tahoe Chamber to deliver live and web-based trainings designed for inclusive economic development. SBDC fosters the nexus between stewardship and local business development.

In 2015 SBC was awarded a grant from the California Tahoe Conservancy to transform the Water Trail into a sustainable program. Over the two-year period the SBC management team and Project Marketing Manager Becky Bell developed a sustainable business model and marketing program and completed vital program initiatives identified by the Working Group including the signed trailhead system. Bell and SBC staff gave the Water Trail structure from marketing that generated sales of the Map & Guide and website traffic, to a measurement system to track program performance and necessary improvements to address user and management needs. To date, SBC has invested more than \$150,000 into the Water Trail allocated to management, program development, and hard costs to sustain it.

VIII. Budget/Funding Needs

Following is an estimated budget projection to fund the Water Trail program as described, launching 2019. Measuring the performance of 2019 tactics and annually will dictate program deliverables and budget allocations for subsequent years. Funding commitment is needed by December 2018 – at the latest - to launch the described 2019 program.

DELIVERABLE	2019	2020	2021	2022	2023
EDUCATION TOOLS					
Highways Signs (40 signs)	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Website -Development Maintenance Hosting	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 5,000.00
Photos & Tutorials	\$ 5,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Map & Access Guide					
Design (2019 Redesign)	\$ 4,000.00	\$ -	\$ -	\$ 2,000.00	\$ -
Printing - 7,500 guides	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00	\$ -
Distribution	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Safety Stewardship Brochure					
Design	\$ -	\$ 500.00	\$ -	\$ -	\$ 750.00
Printing - 20,000 pieces	\$ -	\$ 2,465.00	\$ -	\$ -	\$ 2,465.00
Distribution	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,750.00
Total Education Tools	\$ 31,500.00	\$ 12,965.00	\$ 10,000.00	\$ 27,000.00	\$ 15,465.00
MARKETING PROGRAM					
SEO & Social Media	\$ 7,000.00	\$ 10,500.00	\$ 10,500.00	\$ 10,500.00	\$ 12,000.00
Advertising - Digital & Print	\$ 5,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 10,000.00
Public Relations/Promotions	\$ 3,000.00	\$ 5,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Paddler Survey - demographics and usage	\$ 2,500.00	\$ -	\$ 4,500.00		
Research & Measurement	\$ 1,200.00	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Total Marketing Program	\$ 18,700.00	\$ 24,500.00	\$ 27,000.00	\$ 22,500.00	\$ 28,000.00
PROGRAM MANAGEMENT & DEVELOPMENT					
SBC Manager & Staff	\$ 48,000.00	\$ 50,000.00	\$ 52,000.00	\$ 52,000.00	\$ 55,000.00
Grand Total	\$ 98,200.00	\$ 87,465.00	\$ 89,000.00	\$ 101,500.00	\$ 98,465.00

Potential funding partners include public/private stakeholders listed below to leverage SBC investments:

1. Tahoe Regional Planning Agency
2. Boating Safety
 - a. CA Division of Boating and Waterways (CDBW)
 - b. NV Department of Wildlife Boating Education Division
 - c. Tahoe Lakefront Owners' Association
3. CA Emergency Medical Services through CDBW Boating Safety Financial Aid Program:
El Dorado and Placer County Sheriff Departments, and City of South Lake Tahoe Police Department
4. NV EMS: Douglas County NV Fire Department
5. Conservation Agencies
 - a. League to Save Lake Tahoe
 - b. Lahontan Regional Water Quality Control Board
 - c. California Tahoe Conservancy

SBC Investment Leverage: SBDC Business/Stewardship Nexus

Funding will allow SBC to leverage its SBDC business technical assistance and workshops to assist small businesses to meet the needs of Water Trail users and to leverage public/private stakeholder environmental protection and water safety education/outreach efforts and budgets.

Attachment B

Sierra Business Council shall submit to TRPA for each fiscal year a funding request based on the budget included in Attachment A. The funding requests may not exceed the following amounts:

FY 18-19	\$42,000
FY 19-20	\$45,000
FY 20-21	\$45,000
FY 21-22	\$45,000

The funding requests shall identify each line item for which Sierra Business Council seeks funding from TRPA.

The Sierra Business Council acknowledges that TRPA will be funding Water Trail implementation for FYs 19-20 through FY 21-22 from funds collected from Shoreline Plan program and mitigation fees. As a consequence, actual funding and the timing of transfer of funds for requests will be subject to collection and available funds on hand from these fee programs.

Within 30-days of the end of each fiscal year, the Sierra Business Council shall provide TRPA with an accounting of how funds provided by TRPA were spent and results obtained.