

PBA DC Summit 2022

Destination Stewardship & Tahoe: Economic and Environmental Implications

Moderator: Rob Haswell

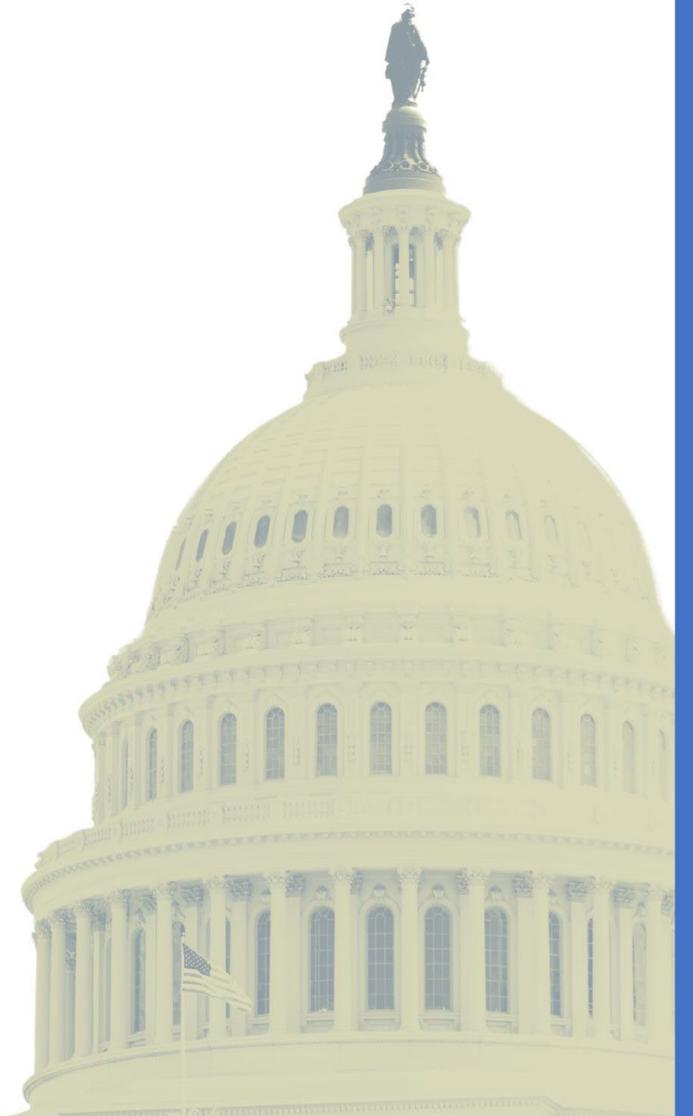
CEO

Visit Placer



PBA DC Summit 2022

Cindy Gustafson
Placer County Supervisor
Placer County





**Destination
Stewardship and
Tahoe: Economic
and Environmental
Implications**

**Cindy Gustafson
Placer County
Supervisor, District 5**

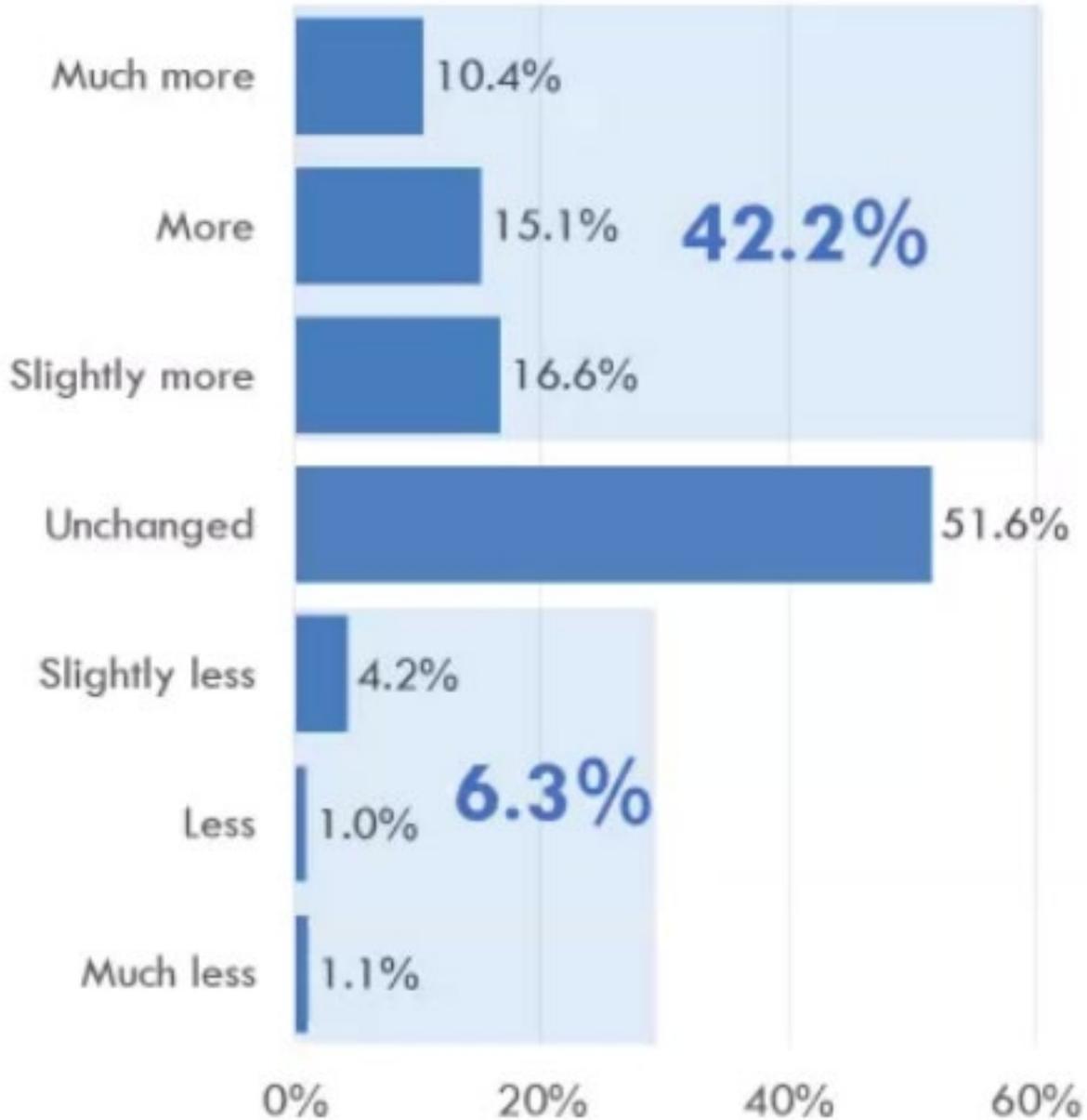
November 17th, 2022

Placer County's Economic Activity

- **County overall economic activity: ____?**
- **Tourism/Travel represents \$1.3 billion**

Eastern Placer County Year-Round Recreation & Tourism



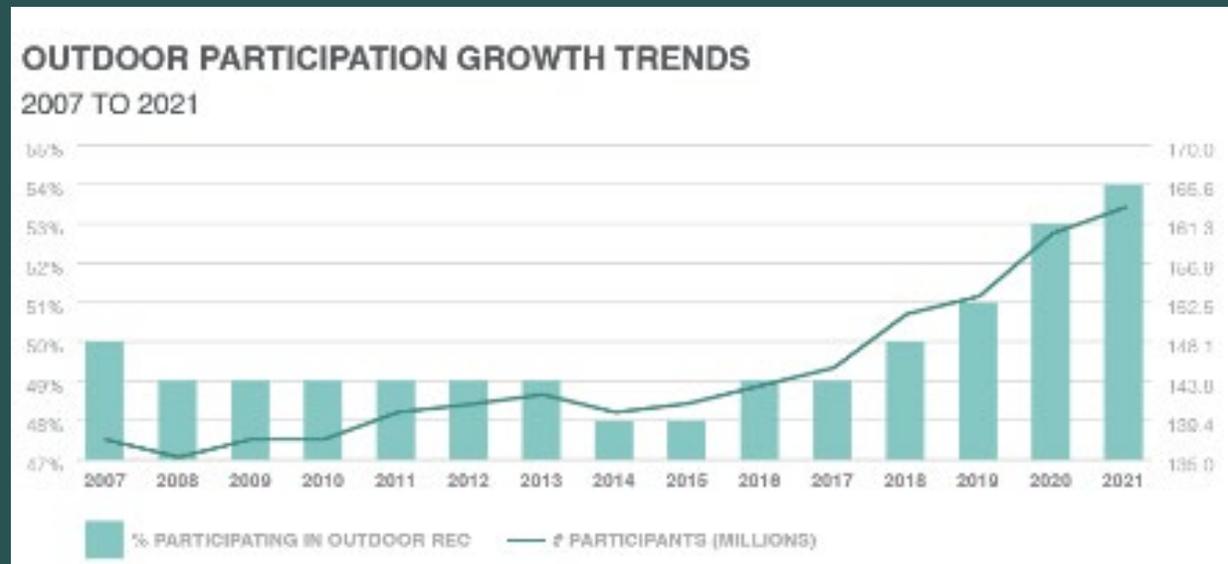


Source: Destination Analysts: Survey March 15-23, 2022

Trending Toward The Outdoors

Outdoor recreation and tourism supply a **\$689 billion economic output**, **4.3 million jobs** across America

Has your interest in visiting outdoor-oriented destinations changed compared to before the pandemic?



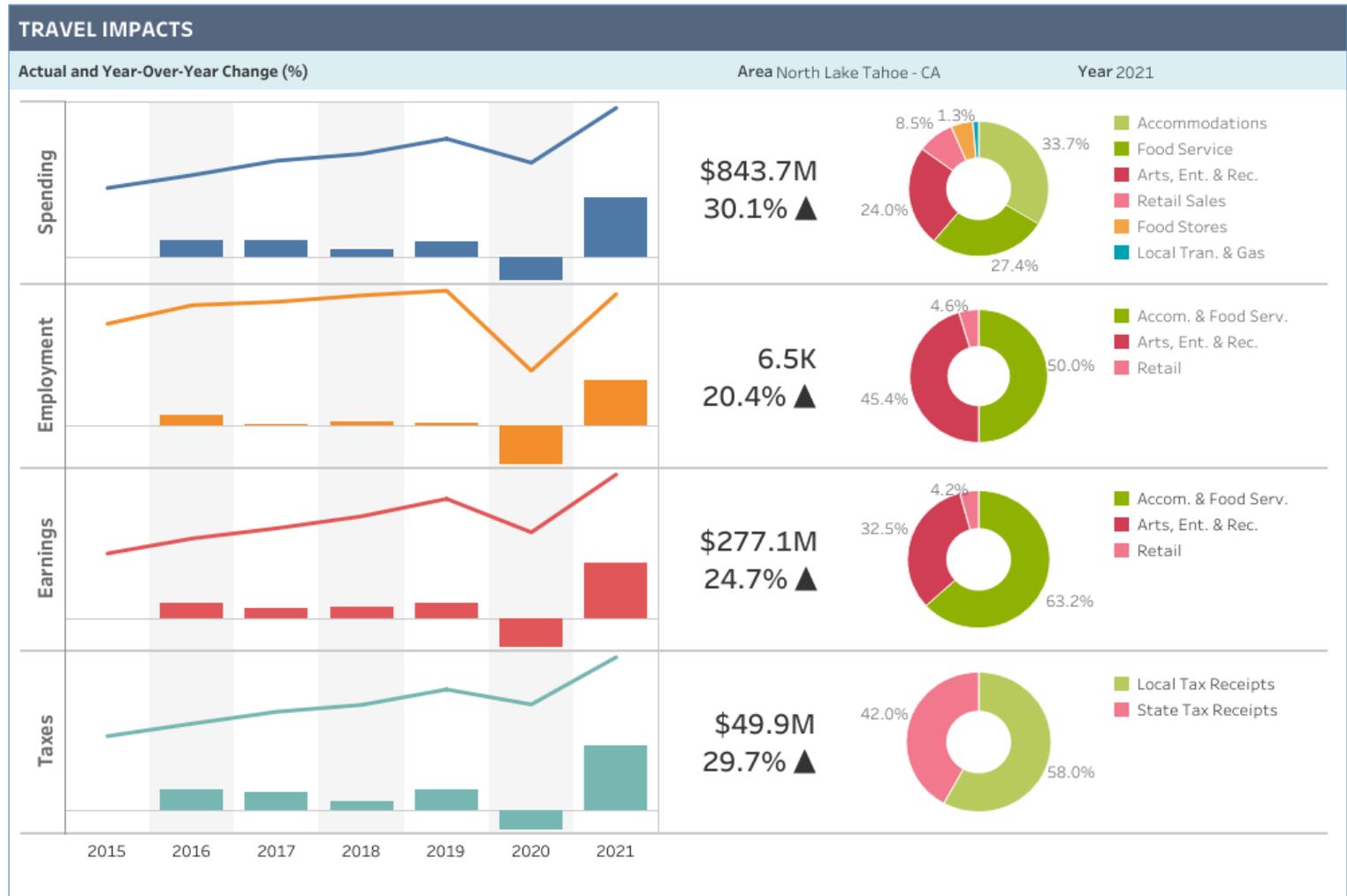
Eastern Placer Tourism

- Eastern Placer tourism spending represents \$844 million
- Tahoe Basin experiences 15 million visitors annually
 - *3x more than Yosemite in 1/3 the land area*
 - *Second largest visitation to a National Forest in US*
 - *Largest receives 37% more visitors but is 700% larger*
- World renowned Lake Tahoe - year-round recreation activities
- Largest concentration of downhill ski areas in North America

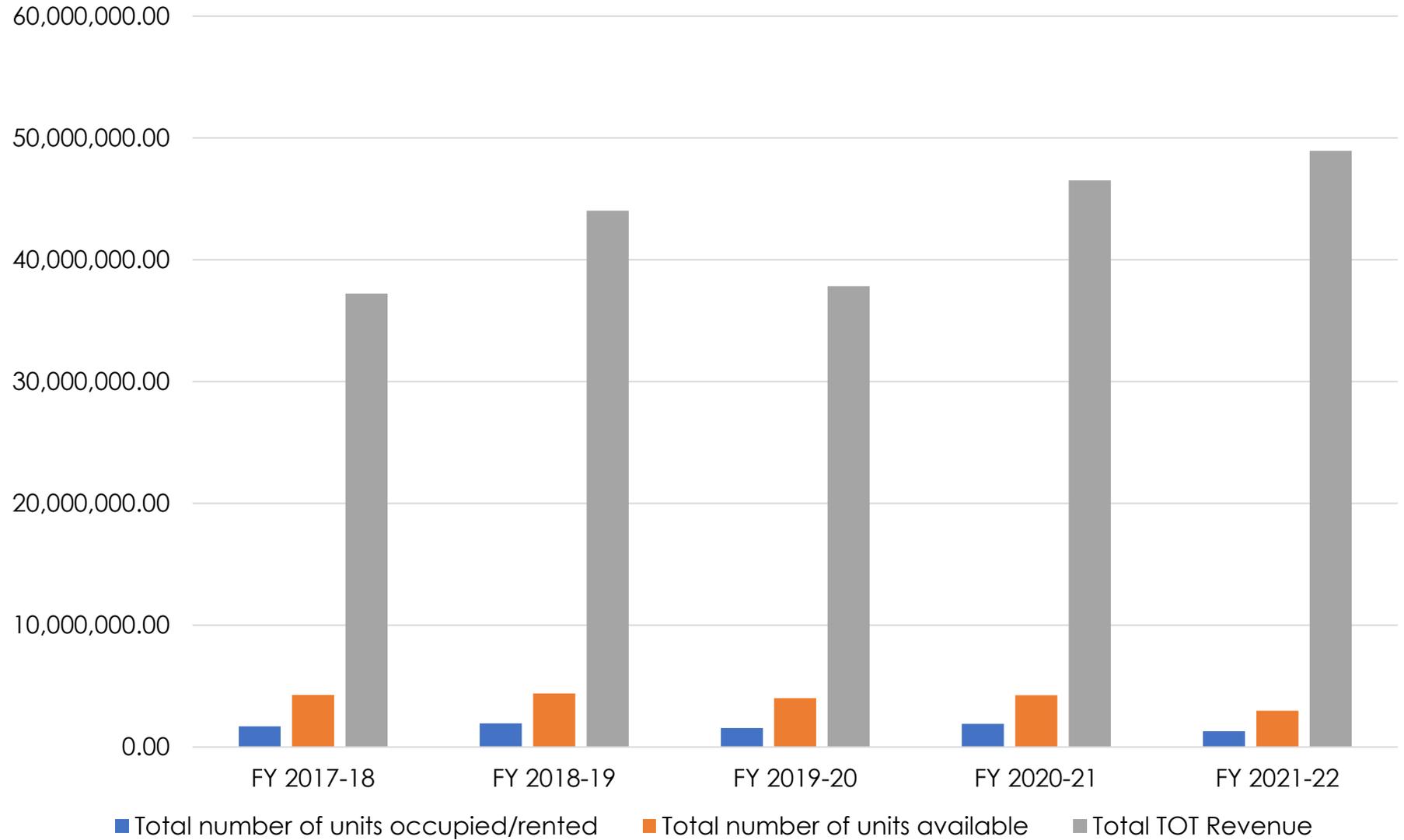
North Lake Tahoe Travel Research Dashboard

North Lake Tahoe TRAVEL RESEARCH DASHBOARD

[More Metrics](#)



Transient Occupancy Tax (TOT)



Tensions

- **Volume of visitation, growth in drive-up markets**
- **Concentration of visitation**
- **Lack of preparation and inadequate public services**
- **Lack of comprehensive regional approach**
- **Workforce housing crisis**
- **Political divide**

Sustainable Tourism - Stewardship

Collaborative partnerships – Basinwide,
public and private



North Lake Tahoe Stewardship Through Regional Partnerships

- Regional issues like traffic congestion, GHG emissions and VMTs do not know jurisdictions
 - North Lake Tahoe Region has 1 Incorporated Town, 3 counties, 2 States
 - Community leadership has evolved public transit into one consumer facing transit brand with regional transit lines, and micro transit service for last mile connectivity and shared service that reduces VMTs, GHG emissions, and traffic congestion
- Shifting to an emphasis on regional destination stewardship
 - Lake Tahoe Destination Stewardship Plan
 - An alignment and action plan involving DMOs, Agencies, Municipalities, Non-Profits

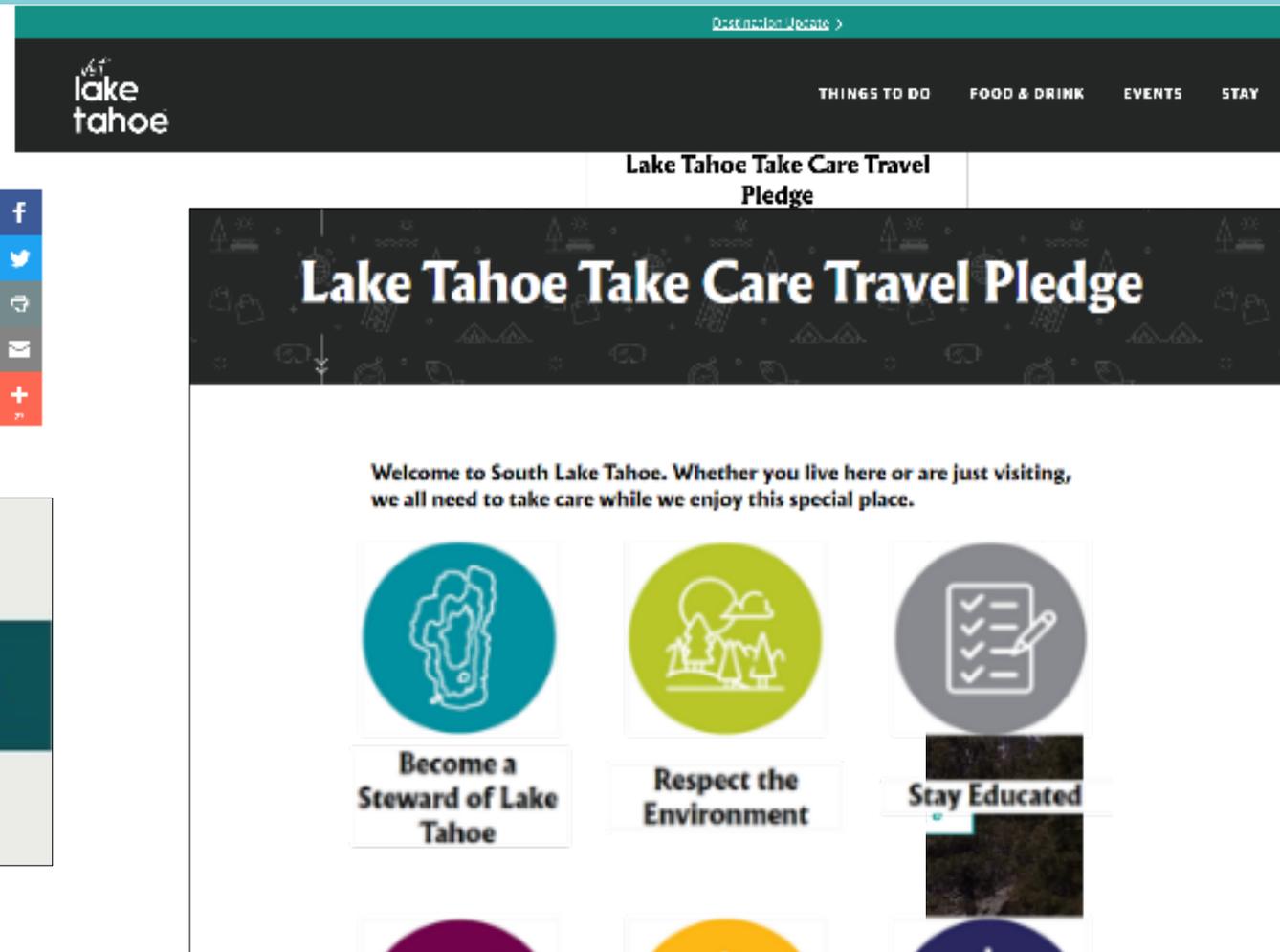


Gaining Momentum Locally



“We are shifting our focus from destination marketing to destination stewardship and management.”

- Tony Karwowski





north lake tahoe
TRAVEL RESPONSIBLY

North Lake Tahoe Traveler's Responsibility Pledge



BECOME A STEWARD OF LAKE TAHOE



BE FIRE SAFE



DEMONSTRATE MINDFUL TRAVEL



RESPECT THE ENVIRONMENT



KEEP WILDLIFE WILD



STAY EDUCATED



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Gaining Momentum Locally



Litter and Trash Report
Help us combat litter pollution.

Litter not only degrades Tahoe's pristine natural environment but is also harmful in many other ways including carrying bacteria, leaching chemicals and endangering wildlife. The top types of litter

BEGIN OBSERVATION →

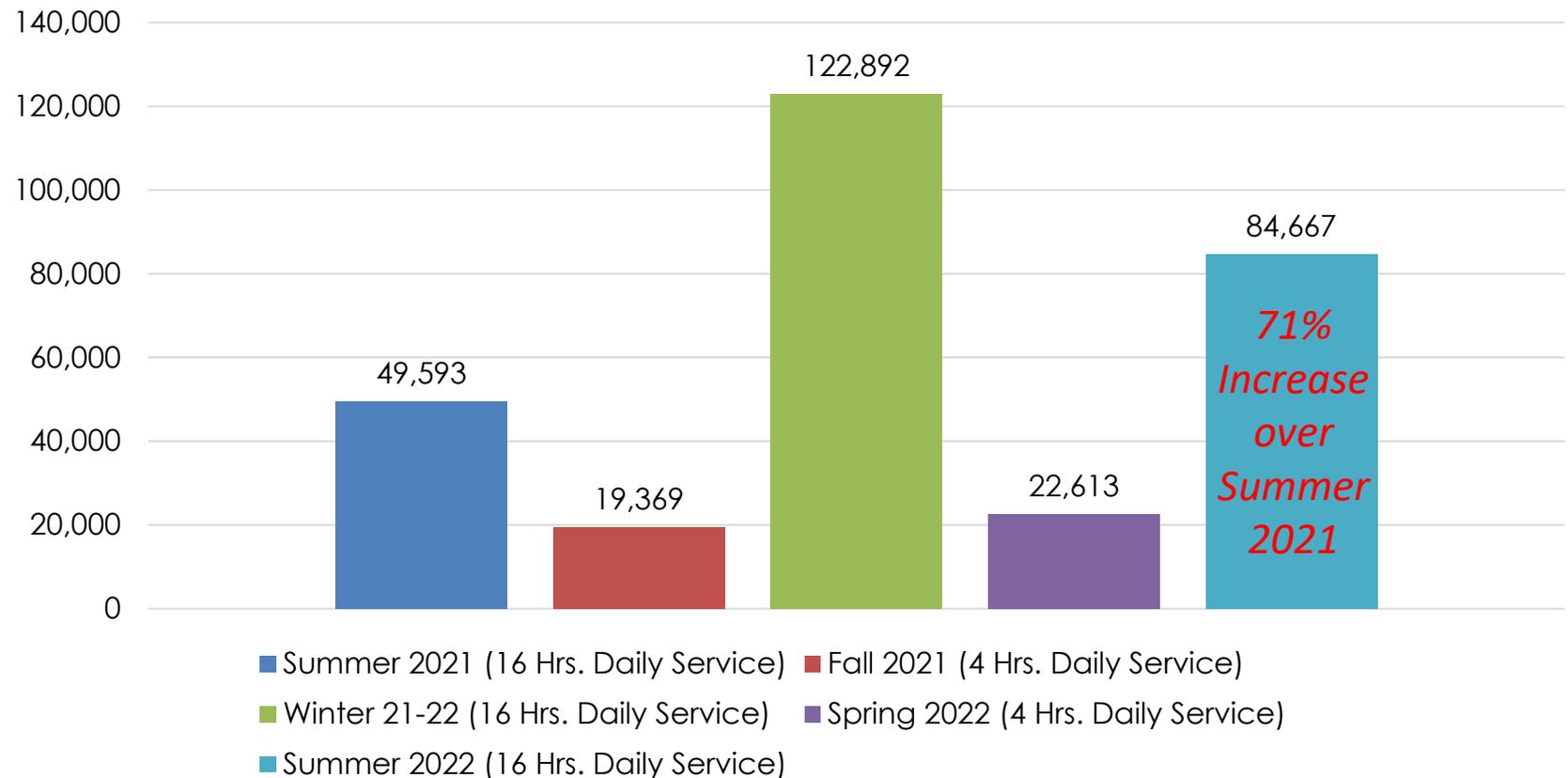


Increased Services

- **Micro Mass Transit Investment**
- **Enhanced Trash Pickup**

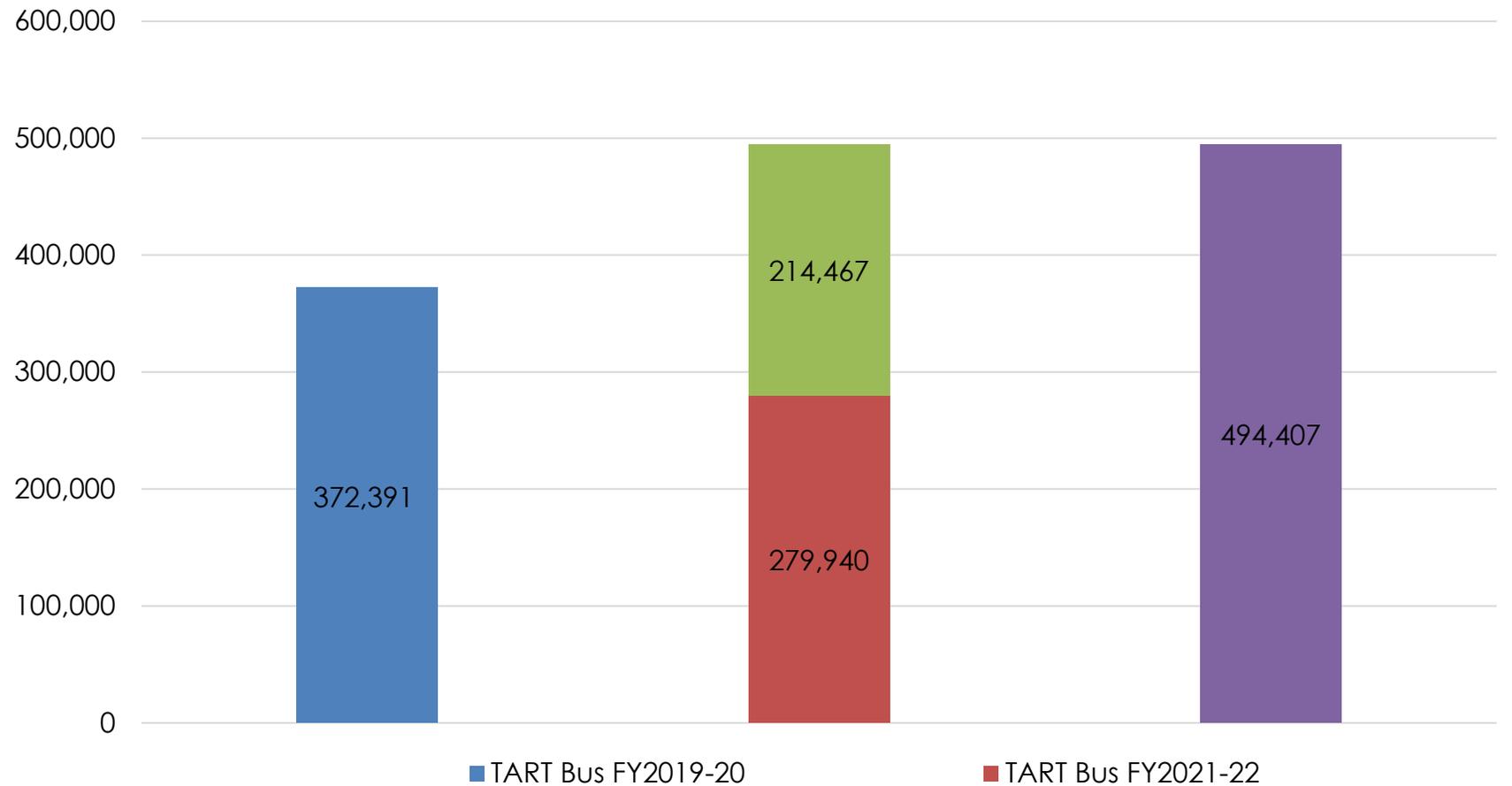
TART Connect Total Ridership By Season

TART Connect Seasonal Ridership
Total Passengers = 299,134



TART & TART Connect Ridership

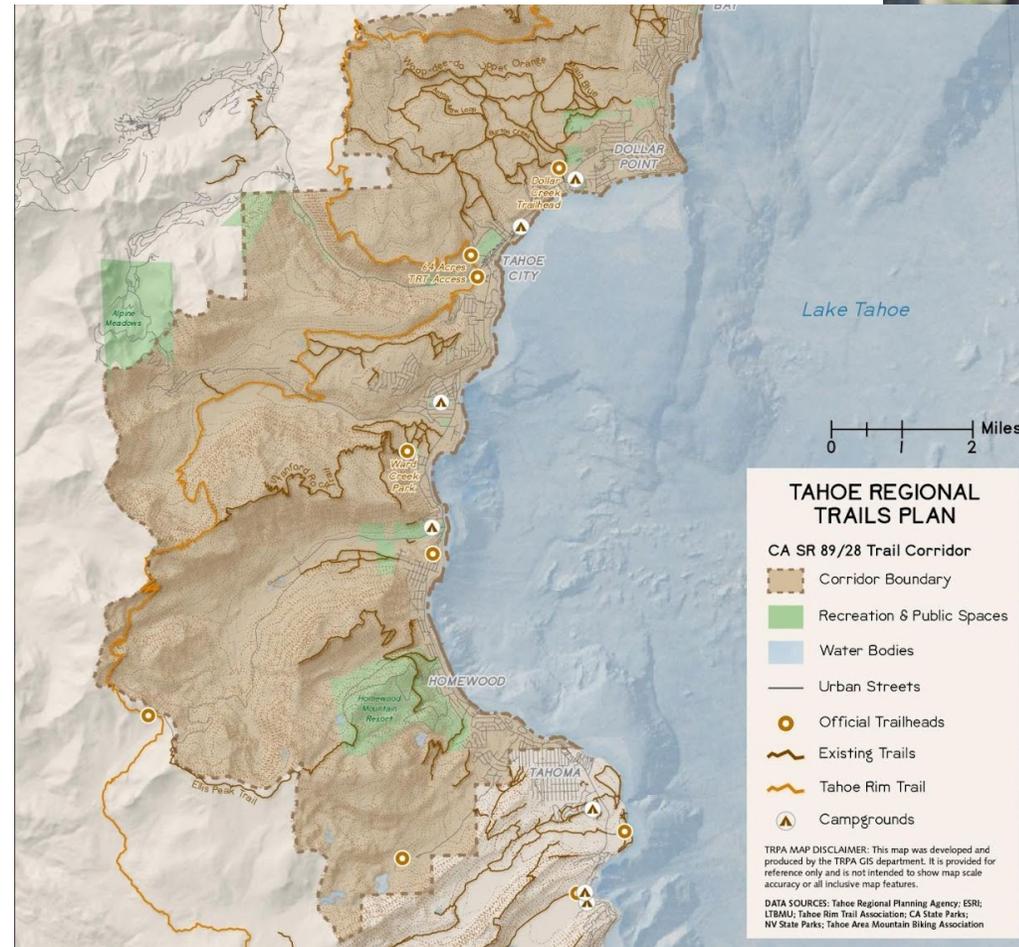
2019-20 Public Transit Ridership = 372,391
2021-22 Public Transit Ridership = 494,407 (33% increase)



Planning

- **Trails**
- **Parking management/enforcement**
- **Improved dispersing of visitors**

Tahoe Regional Trails Strategy



Housing

- **Affordable to Achievable**
- **Rental**
- **Purchase**
- **Construction**
- **Unlocking**

The Political Divide

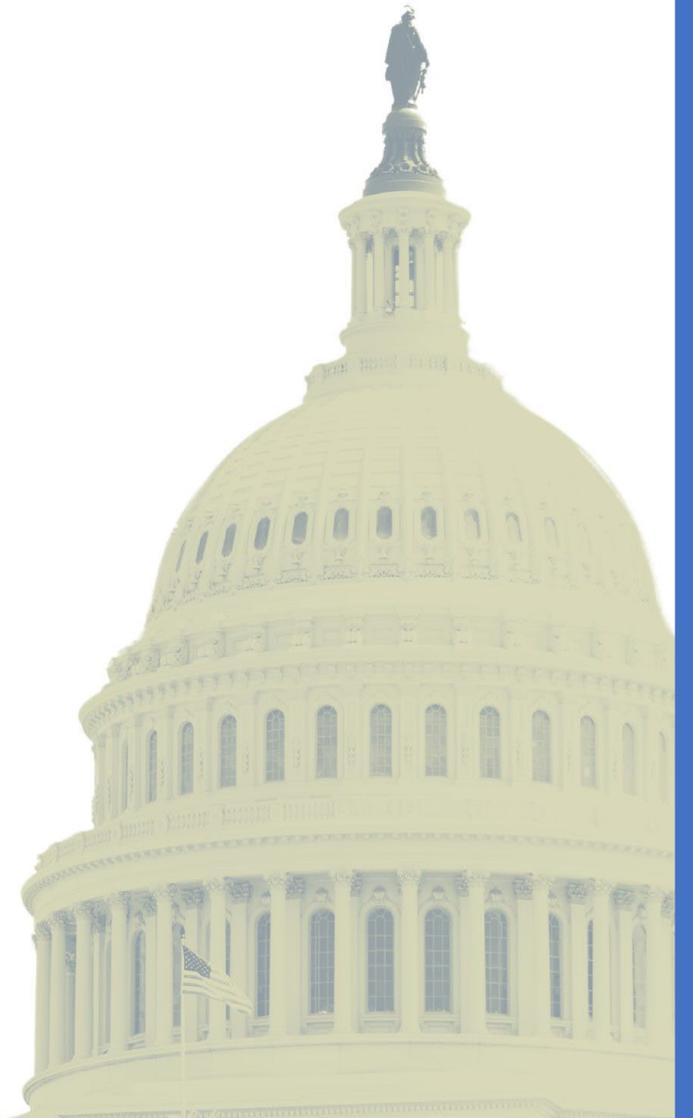
- **Close the Gate – second homeowners and locals**
- **Short Term Rentals – the villain**
- **Fire Evacuation – myth or reality**
- **Quality of Life – finding balance**



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Alexis Segal

Senior Policy Advisor for Environment and
Natural Resources
U.S. Senator Dianne Feinstein



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Jerry Azevedo

Partner

Integrated Communications Strategies



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Caroline Godkin

Executive Director
Climate and Wildfire Institute

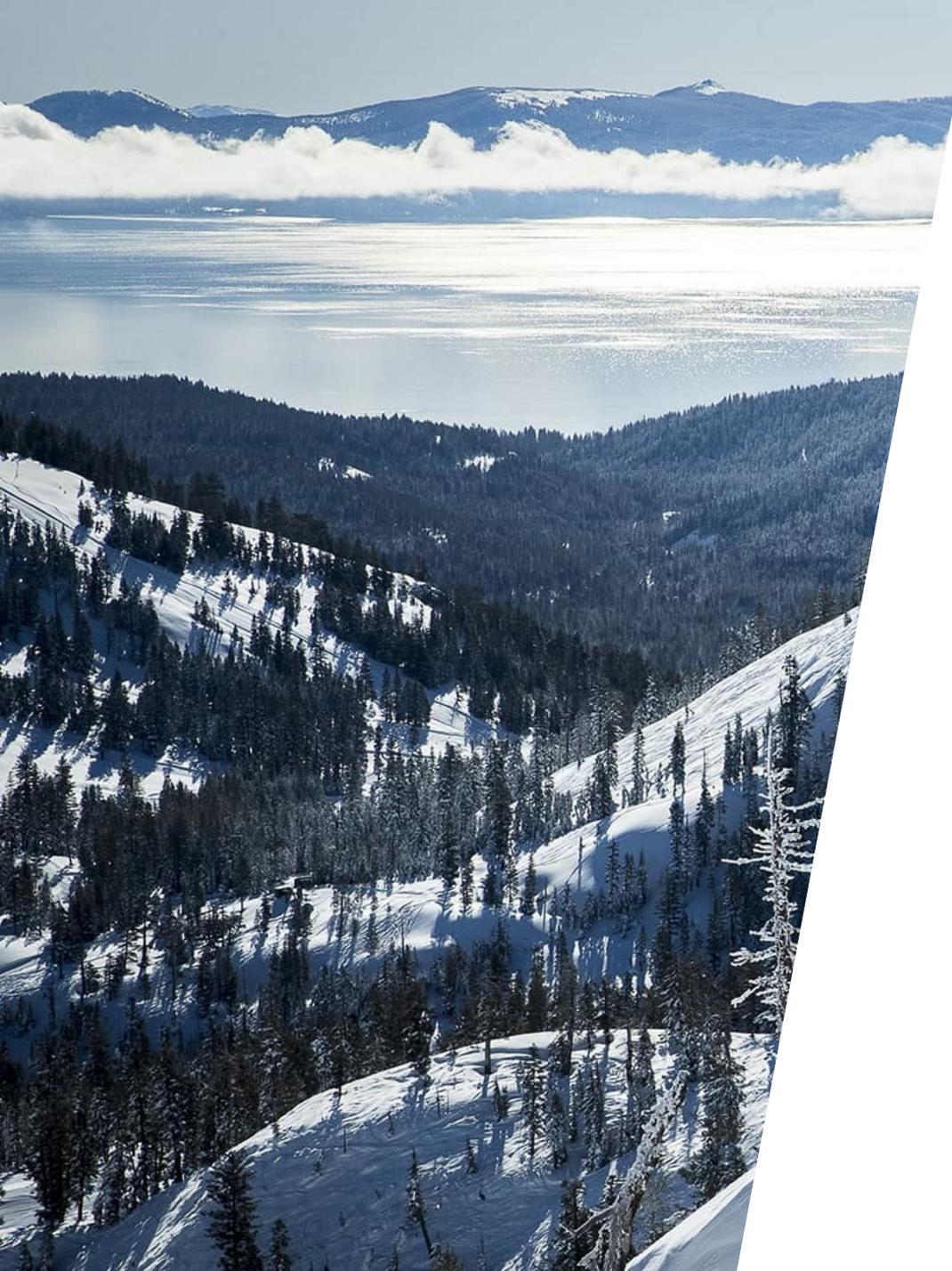


PBA DC Summit 2022

Bryan Elliott

Chief Development Officer
Alterra Mountain Company





- **Destination Stewardship**
- **Opportunities & Threats**
- **Our Commitment To Tahoe & The Region**
- **Call To Action**

DESTINATION STEWARDSHIP

What are the characteristics of good stewardship?

- The need to balance visitation growth and local community concerns while delivering an authentic and inclusive guest experience
- Awareness of key economic drivers:
 - Local stability
 - Inter-play of economics and environment
 - What Tahoe represents fiscally for the county
- Development of a long-range diverse business strategy
 - Tap into local strengths in health and wellness and environmental innovation
 - Diversify the jobs base and increase upward mobility
 - Promote fiscal, social and environmental into our public facing planning work
- Mandate an operating culture of responsible business oversight
 - Climate Change (water and drought) & Wildfire must be leading considerations and focus for a sustainable future



OPPORTUNITIES & THREATS

A balanced business approach & key factors we must be responsive to...

- What does a balanced business approach look like in Tahoe?
 - A World Class resort guest experience
 - Adequate housing supply and employment stability
 - Natural resource monitoring, including mitigation measures and education
 - Awareness of local community and lifestyle improvement
- Climate change
 - Remain vigilant as to the size of our environmental footprint
 - Investment in snowmaking
 - Diversify the business through robust summer programming
- Social responsibility
 - Continue to re-invest in our people and local community
- Identify responsible CEQA reform
 - We have been working on our village development plan for 10 years
 - The state shouldn't use CEQA legislation to control local land use policy
- Quality bed base
 - Objective - destination guest, sustainable employment, mitigant to peak hour traffic
 - Goal - Brings greater year-around economic stability



OUR COMMITMENT TO TAHOE

Why We Continue to Invest in the Region...

- Tahoe and the Sierra's are what recreation consumers are looking for
 - An estimated *15 million people* visit the region annually
 - Ski industry growth; '21-'22 season generated the *most skier visits on record*
 - Tahoe is proximate to air lift and a drive to market with attractive economic demographics
- We believe in the outdoor recreation business
 - Recreation, family, healthy life-style, sport, individual progression
 - Largest employer in Tahoe and 3rd largest by employees in Placer County
 - Our resort contributes \$7M annually in fiscal benefit to the region
(would more than double at village build-out)
- The strength and depth of Placer County support
 - A county that understands the social, economic and environmental balance necessary to survive as a business in Tahoe
- Lack of investment in the region has created opportunity
 - We are falling behind the competition
 - Unable to optimize the overall North Tahoe experience
 - It is expensive to invest in ski resort infrastructure
 - Housing and transportation must remain core initiatives



OUR COMMITMENT TO TAHOE

An inclusive and comprehensive Investment strategy...



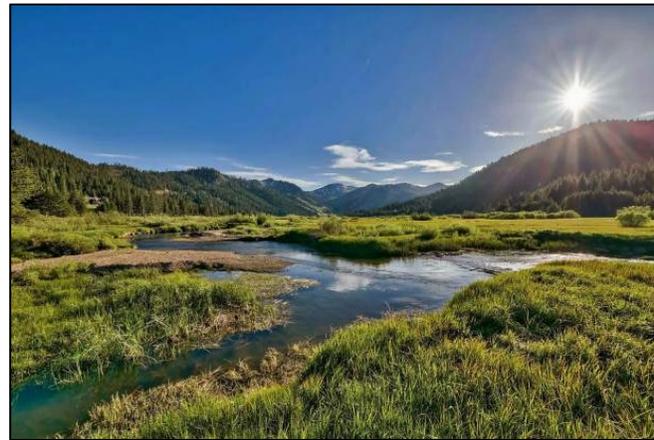
Year-Round Village Activation & Amenities



Moving Guests Without Cars



Community Reinvestment



Environment



Affordable / Workforce Housing

CALL TO ACTION

The Envision Tahoe Prosperity Playbook recommends key actions to strengthen the region's economy, including :

- Accelerating workforce housing and improved transportation by pursuing policy changes, creating more flexibility, utilizing public-private partnerships, and advancing funding solutions at the local, state and federal levels.
- Strengthening key industries by leading on responsible tourism, supporting tourism-adjacent industries such as recreation, fitness and health, building stronger connections between major private and public employers and local suppliers, and building industry clusters around health and wellness and environmental innovation.
- Supporting business vitality and diversification by launching a business retention and sustainability strategy and pursuing strategies with “anchor employers” for community wealth building.
- Jump-starting the innovation ecosystem by building a local network of entrepreneurs, investors, mentors, business leaders, educators, and workforce and economic development agencies.

The importance of balanced Leadership

Even if we don't agree on every strategy, we can agree on the goals of a healthier Tahoe economy and better quality of life for our residents.

Heidi Hill Drum, CEO for the Tahoe Prosperity Center

We also need to tackle making tourism more sustainable and resilient and help our entrepreneurs and Mainstreet businesses with the support they need to thrive.

Chris McNamara, Founder of OutdoorGearLab

I remain optimistic that we can unify our community, economy and environment by implementing the strategies outlined in the Envision Tahoe Prosperity Playbook.

Wendy Loomis, Executive Director, Washoe Development Corporation

Alterra Mountain Company / Palisades Tahoe remains committed to invest in the future of the region....

CALL TO ACTION

We are falling behind our neighbors in Tahoe South...

Half billion dollar revitalization at Tahoe South revives national and natural treasure

New South Lake Tahoe hotel preparing to open its doors

New, transformed lodging reflects evolution on Tahoe's South Shore

08/09/2022

Newest hotels

Seven New Lifts Approved for Expanded Northstar California Resort

February 22, 2017 Peter Landsman

Lake Tahoe workforce affordable housing project gets boost with \$19.6 million grant

New Affordable Housing Development Being Built In South Lake Tahoe

Aug 30, 2022

Tahoe South goes big with revitalization, major enhancements into 2015-16 winter season

3838 Lake Tahoe Blvd

The new Hampton Inn will contain 120 hotel rooms, a restaurant, and a pool.

Heavenly, Northstar to get new high speed lifts

News FOLLOW NEWS | September 24, 2021

SIGNIFICANT TERRAIN OPENING FOR HEAVENLY, KIRKWOOD AND NORTHSTAR

This Lake Tahoe Resort Is Debuting Gorgeous New Waterfront Villas — and We Got a First Look Inside

By Jessica Poitevien

Published on February 18, 2022

Tahoe South tunes up for winter with epic \$100 million resort-to-recreation renaissance

Submitted by editor on Wed, 10/15/2014 - 4:24pm

1860 Lake Tahoe Blvd and 1029 Tata Lane

248-unit affordable housing project that is proposed as a result of the California Governor's Executive Order N-06-19.

Tahoe South tunes up for winter with epic \$100 million resort-to-recreation renaissance

Submitted by editor on Wed, 10/15/2014 - 4:24pm

Lake Tahoe ski resorts transitioning into year-round recreation destinations

Sports FOLLOW SPORTS | August 9, 2018

Vicinity of Lake Tahoe Blvd/Rufus Allen Blvd/Lyons Ave

Development of the 56-Acre Park Master Plan is a collaborative effort of the City of South Lake Tahoe, El Dorado County and the California Tahoe Conservancy.

1960



CALL TO ACTION

We Must Invest In Our Future!

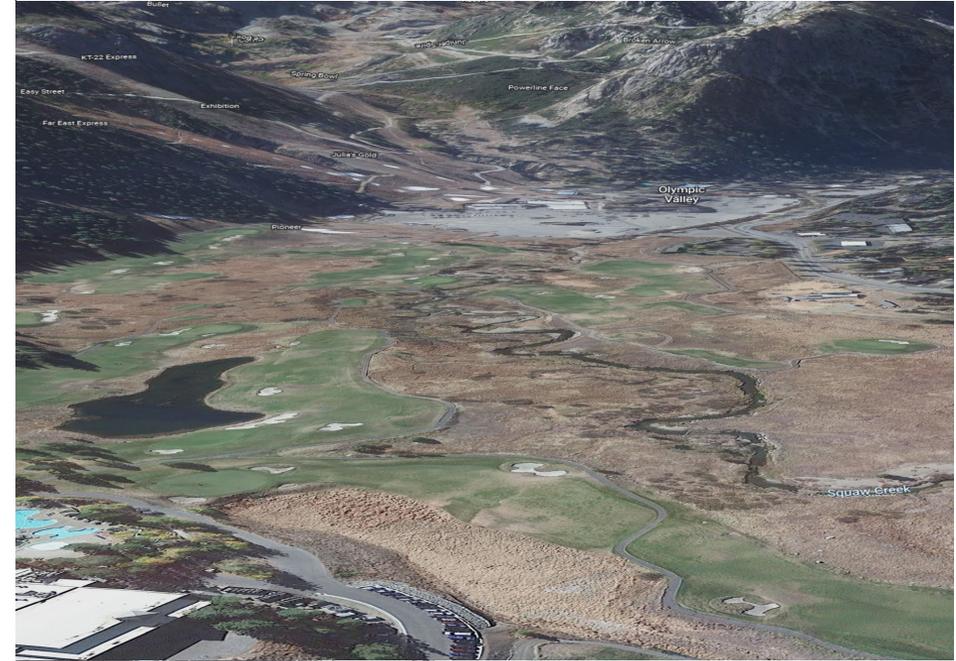
Achieve: Social, Fiscal and Environmental Balance...

To: Grow, Innovate & Compete

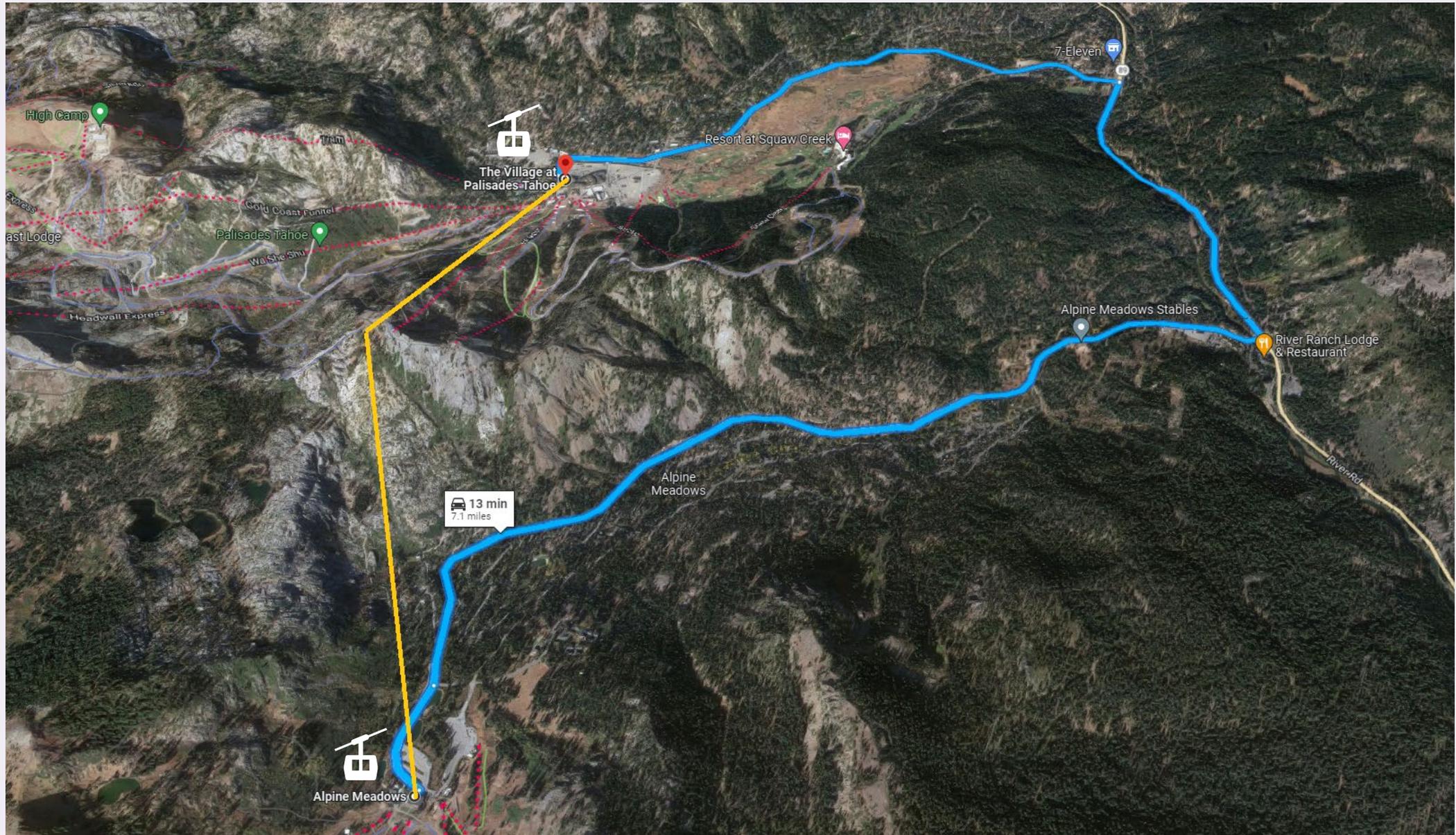
Through: Investment in our People, Community, Infrastructure & bed base

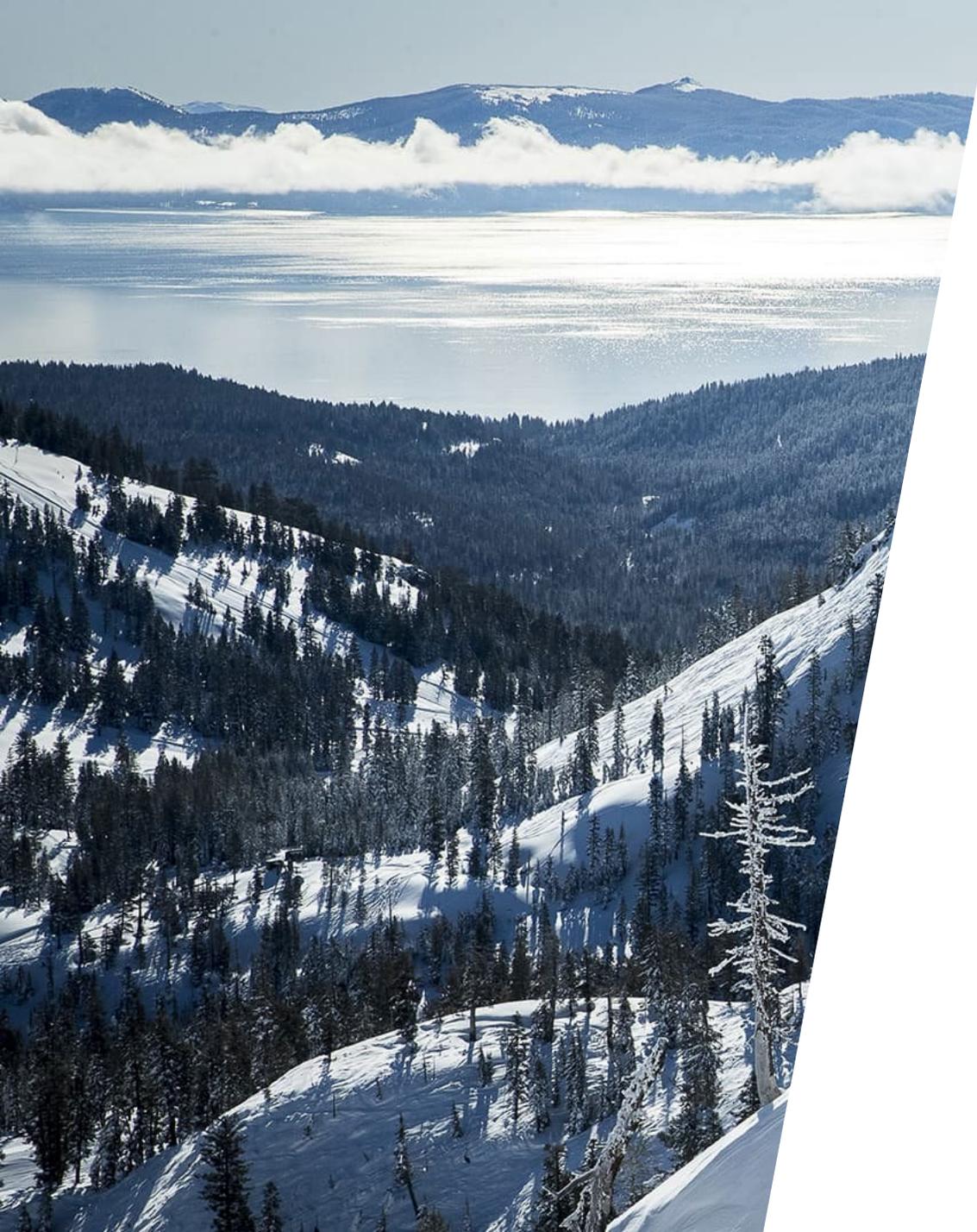
To: Evolve the outdoor recreation guest experience

Today



THE FIRST STEP IN THE BEGINNING OF A NEW CHAPTER...





ALTERRA
MOUNTAIN COMPANY

Thank you!

Bryan Elliott
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BElliott@alterramtnco.com