

# Big Sur Sustainable Tourism Destination Stewardship Plan



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FOR REVIEW ONLY

June 2020

Prepared by:  
*Beyond Green Travel*

## Table of Contents

<b><i>Acknowledgements</i></b> .....	<b>3</b>
<b><i>Abbreviations</i></b> .....	<b>4</b>
<b><i>Executive Summary</i></b> .....	<b>5</b>
<b><i>About Beyond Green Travel</i></b> .....	<b>9</b>
<b><i>Introduction</i></b> .....	<b>10</b>
<b><i>Vision and Methodology</i></b> .....	<b>16</b>
<b><i>History of Tourism in Big Sur</i></b> .....	<b>18</b>
<b><i>Big Sur Plans: A Legacy to Build On</i></b> .....	<b>25</b>
<b><i>Big Sur Stakeholder Concerns and Survey Results</i></b> .....	<b>37</b>
<b><i>The Path Forward: DSP Recommendations</i></b> .....	<b>46</b>
Funding the Recommendations .....	<b>48</b>
Highway 1 Visitor Traffic Management .....	<b>56</b>
Rethinking the Big Sur Visitor Attraction Experience .....	<b>59</b>
Where are the Restrooms? .....	<b>73</b>
Addressing Trash and Litter Problems .....	<b>78</b>
Back Country Visitor Monitoring .....	<b>81</b>
Visitor Education and Communication .....	<b>85</b>
Available Community Housing .....	<b>89</b>
Accurate Visitor Management Data .....	<b>93</b>
Timeline for Implementation .....	<b>97</b>
<b><i>Conclusion</i></b> .....	<b>100</b>

***Appendix A: Stakeholder Consultations..... A1***  
***Appendix B: Big Sur DSP Website Comments.....B1***  
***Appendix C: Big Sur DSP Resident Survey ..... C1***  
***Appendix D: Case Studies: Slovenia and Destination BC ..... D1***  
***Appendix E: References..... E1***

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## **Acknowledgements**

It is with respect that this plan acknowledges the Big Sur Coast as being the ancestral home of three groups of indigenous peoples, speakers of the Salinan, Esselen and Ohlone languages.

Many individuals throughout Big Sur, including residents and community members, as well as multiple stakeholder agencies and organizations that are active in the Big Sur Land Use area, contributed their time, energy, thoughts, and wisdom to the Destination Stewardship Plan process. Their support is greatly appreciated. A special thank you goes to the Destination Stewardship Plan Steering Committee, who provided invaluable guidance, including reviewing and strengthening the plan's recommendations. Members of the DSP Steering Committee include:

<i>Carissa Chappellet</i>	<i>Lawyer and Board President, Big Sur Health Center</i>
<i>Kirk Gafill</i>	<i>Executive Director, Big Sur Chamber of Commerce and Owner, Nepenthe</i>
<i>LaVerne McLeod</i>	<i>Author, Community Member and Co-Coordinator of Big Sur Advocates for a Green Environment (B-SAGE)</i>
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Special appreciation goes to the Community Association of Big Sur and the Monterey Visitor and Convention Bureau for funding the creation of this Plan.

The Big Sur Sustainable Tourism Destination Plan was led and written by Beyond Green Travel team members including Costas Christ, President; Sally Christ, Vice President; Nina Boys, Program Manager; and Kate Daniels, Project Consultant.

## **List of Abbreviations**

BGT	Beyond Green Travel
BSLUP	Big Sur Land Use Plan
BSMAAC	Big Sur Multi-Agency Advisory Council
CABS	Community Association of Big Sur
Caltrans	California Department of Transportation
CHMP	Coast Highway Management Plan
CSUMB	California State University at Monterey Bay
Destination BC	Destination British Columbia
DMO	Destination Marketing Organization
DSP	Big Sur Sustainable Tourism Destination Plan
GDP	Gross Domestic Product
GDS	Green Destinations Standard
GSST	Green Scheme of Slovenian Tourism
GSTC	Global Sustainable Tourism Criteria
LUAC	Land Use Advisory Committee
MCCVB	Monterey County Convention and Visitors Bureau
NGO	Non-Governmental Organization
SDG	Sustainable Development Goal
TDM	Sustainable Transportation Demand Management Plan
TIES	The International Ecotourism Society
TOTA	Thompson Okanagan Tourism Association
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNWTO	United Nations World Tourism Organization
USTOA	United States Tour Operators Association
WEF	World Economic Forum
WTTC	World Travel and Tourism Council

## **Executive Summary**

***“To protect and preserve the rugged, scenic, natural beauty of Big Sur and its cultural heritage, benefit the local economy, and foster a welcoming and sustainable community for generations to come.”***

*- DSP Vision Statement*

In 1950, there were 25 million international tourist arrivals around the world. Fast forward to 2019, and that number grew to 1.5 billion, with ongoing predictions that it will reach 1.8 billion by 2030 (UNWTO, 2020). Despite wars, natural disasters, public health emergencies, terrorist attacks and political instability through the decades, as tourism, both domestic and international, has risen and fallen in response to specific events, it has also maintained its steady rise over time. And just as tourism has continued to increase, so too has a growing volume of research and case studies revealing that tourism can be both an opportunity and a threat to the very places where visitors seek to spend their time. The difference between what makes it an opportunity or a threat is when visitation is carefully planned and managed. That is the main objective of the Big Sur Sustainable Tourism Destination Stewardship Plan (DSP) which was commissioned by the Monterey County Convention and Visitors Bureau (MCCVB) and Community Association of Big Sur (CABS) - to maximize tourism’s positive benefits and minimize any negative impacts

When work started on this plan in 2019, Big Sur, like many other popular travel destinations, was the focus of mounting concerns that growing numbers of visitors were having an increasingly negative impact on the local way of life and the environment. While firm data on the total number of visitors to Big Sur remains elusive (one of the recommendations of this plan is for more systematic and reliable visitation data specific to Big Sur), the steady increase in tourism to California overall and to Monterey County has been documented in recent years by Visit California’s own research. (California Travel Impacts, 2020)

Two thirds of the way through the DSP planning process, the Global Coronavirus Pandemic was declared, leading to a sudden and near total collapse of the travel and tourism industry worldwide. California was no exception. Visitation in the state was brought to a near standstill during a period of lock down restrictions and as airline travel plummeted. And yet, as restrictions were slowly lifted on businesses and shelter-in-place orders began to be loosened and removed, Big Sur's attractions, including Bixby Bridge, McWay Falls, and other popular tourism areas, in addition to back-country hiking and camping, saw a quick resurgence of visitation. Some Big Sur residents reported that visitation never really stopped, particularly citing back-country areas where monitoring and enforcement of shelter-in-place restrictions was lacking. Meanwhile, Visit California also announced a three-phase marketing campaign, aligned with public health guidelines, to help rebuild the state's devastated tourism economy. Phase 1 of Visit California's post pandemic marketing campaign, dubbed "California by Californians," focuses on the domestic driving market within the state. Phase two will focus on the regional driving market (neighboring states) to attract visitors back to California; finally, Phase Three will be the launch of a national campaign to promote visiting California from across the USA. In Monterey County, tourism has been the second most important source of economic revenue (Monterey County Weekly, 5/14/19), and getting the tourism economy going again is a high priority. In short, Big Sur will continue to be a popular place for visitors both currently and in the future.

With the above in mind, now is the time to reset tourism for Big Sur through improved visitation planning, monitoring and management. This plan provides analysis and recommendations to support Big Sur to become a model for destination stewardship based upon the three key pillars of sustainable tourism:

*Environmentally friendly practices*

*Protection of Natural and Cultural Heritage*

*Support for the economic and social wellbeing of local people*

Similarly, the plan also aligns with the United Nations Sustainable Development Goals (SDGs), which have been embraced as a priority for ensuring that tourism has a positive impact. At its core, the plan addresses a series of challenges identified through an extensive multi-stakeholder process of meetings with Big Sur residents, business owners, oversight agency members, along with federal, state, and county officials. The recommendations are presented in short term and long term actions for implementation. These actions are designed to provide pragmatic solutions to address some of the most pressing challenges of visitation facing Big Sur today including:

*Visitor Traffic Management*  
*Bixby Bridge and other visitation “hotspots”*  
*Public Restroom Availability*  
*Trash and Litter*  
*Back Country Monitoring and Enforcement*  
*Visitor Education and Communication*  
*Available Community Housing*  
*Accurate Visitation Data*

Specific details on these challenges, along with recommendations and opportunities for short and long term actions to address them can be found beginning on *page 46* of this plan.

In order to identify the priority challenges and propose solutions, two questions were kept in mind: Is the problem directly connected to visitation?; and, does the solution also support other key Big Sur plans, in particular, the Big Sur Land Use Plan (BSLUP)? This framed the overall scope for the DSP. Similarly, solutions to visitation management problems have been recommended based upon a pragmatic approach of what is realistic and achievable in the short and long term, particularly at a time when the current economic recession as a result of the Coronavirus Pandemic has yet to fully play out; it is already known that it will result in significant limitations on available funds, particularly at the state and

county levels, to implement the DSP recommendations. Given that stark reality, the plan also includes a section on how to create a Big Sur “Sustainability Fund” in order to help support implementation of the plan as well as provide an ongoing way for generating revenues to also assist Big Sur in future community projects and project needs.

In addition to numerous multi-stakeholder meetings, a bilingual English and Spanish Big Sur resident survey was also carried out, along with the creation of an online website where any and all stakeholders and interested parties could make comments, recommendations and suggestions to the DSP project team. Extensive review and synthesis of other Big Sur plans and reports in conjunction with research into the history of visitation in Big Sur and case studies on destination stewardship practices from other parts of the USA and around the world, were also conducted.

There is no magic bullet that will quickly or easily address all visitation challenges and concerns facing Big Sur, but taken together, and in the spirit of compromise towards the greater good, this plan presents a bold agenda for Big Sur and for California to show leadership in destination stewardship based upon care for the local community, the environment, for visitors, and for businesses. Visitation to Big Sur can and does provide many economic benefits for the state and county as well as for the local community, but much more needs to be done to ensure that visitation, both current and future, is rooted in proper monitoring and management. This plan presents a road map to get there.

## **About Beyond Green Travel**

Beyond Green Travel (BGT) is a professional sustainable tourism services and consulting firm with more than two decades of hands-on experience helping to define global sustainable tourism criteria and destination stewardship principles and practices. BGT has worked with communities, businesses, NGOs, multi-lateral agencies and governments on successfully implementing sustainable tourism planning and management around the world.

In 1991, Costas Christ, founder of BGT, helped to officially define ecotourism for the first time as “responsible travel to natural areas that protects nature and sustains the well-being of local people” (TIES, 1991), principles that have helped to redefine global tourism in natural areas. These ideas have subsequently evolved into the more holistic concept of sustainable tourism, based on three key pillars: environmentally-friendly operations; protection of natural and cultural heritage; and social and economic benefits for local people. BGT has since been recognized as a world leader in transforming the global travel industry to adopt sustainable tourism into action.

Making travel a force for good is BGT’s core mission, achieved through a diverse array of professional services including destination stewardship strategies, sustainable tourism development, travel consumer awareness campaigns, education and training workshops, among others. Working with travel industry organizations, destinations and businesses, some of the past projects of BGT include: creating Bhutan’s national sustainable tourism plan; establishing a destination stewardship program at Gulf State Park, spanning two municipalities on Alabama’s coast; working with the town of Bar Harbor and Acadia National park on a sustainable tourism plan for Maine’s most popular tourism destination; developing a national sustainable tourism strategy for the government of Colombia; serving as sustainable tourism advisor to National Geographic and the World Travel and Tourism Council, among others. To learn more about Beyond Green Travel, please visit [www.beyondgreentravel.com](http://www.beyondgreentravel.com).

## **Introduction**

With more places to go and more ways to get there than ever before in human history, the tourism industry has become a dominant force in the global economy, providing one in every 10 jobs on the planet, and contributing over 10% to the worldwide GDP (WTTC, n.d.). However, with this has come increasing pressure on local resources and communities around the world, which presents the difficult task of balancing economic opportunity with the conservation of nature, cultural traditions, and the wellbeing of residents. To this end, destination stewardship based upon sustainable tourism practices promotes effective visitor management, enabling communities, regions, cities and even entire countries to responsibly plan and manage visitation that supports protection of the environment and a better quality of life for local citizens.

Defined by the Global Sustainable Tourism Council (GSTC) as “a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town,” (GSTC, 2014) destination stewardship is a process through which to collectively establish sustainable and resilient destinations that are better equipped to handle both predictable visitation stressors and unforeseen challenges.

Some of the planet’s most popular destinations - from Venice to Barcelona to Bali – became cautionary tales for what can happen when visitation grows without proper policies and measures in place to manage and mitigate its negative impacts. These examples, along with others, demonstrate the pressing need for destinations to shift their attention from solely measuring success based on increasing numbers of visitors to focusing on how tourism can serve as a tool that protects their natural and cultural resources and benefits their citizens. This shift is taking place throughout the travel industry, including California. Tourism boards and convention and visitors’ bureaus, often also referred to as Destination Marketing Organizations (DMOs), with the primary role of growing tourism numbers, are increasingly evolving into Destination Management Organizations

with a goal to work with local communities and businesses to create a coordinated plan to help protect the very attractions that visitors want to experience. Indeed, this Big Sur Sustainable Tourism Destination Stewardship Plan is a result of this evolution.

Carolina Beteta, the CEO of Visit California, explains, *“Our success cannot continue unabated if we don’t take into consideration that this industry is like any other commodity and needs to be sustainable. California’s travel and tourism industry continues to redefine ourselves, and today, that means expanding our mission to focus on stewardship. Destination marketing is becoming destination management.”* (Visit California, 2019)

Destination stewardship is a holistic multi-stakeholder approach through which careful planning and management strategies are put in place to address the unique needs and challenges of a specific place. This process ultimately serves to guide policies that align with short- and long-term sustainable growth planning so that the places travelers love to visit also continue to thrive for local residents now and for generations to come. To understand destination stewardship today, it is important to also understand the history of ecotourism and its evolution into the principles of sustainable tourism, which is defined by the United Nations World Tourism Organization as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.” (UNWTO, n.d.)

Throughout the 1980s, nature-based recreational tourism became a major growth sector in the global travel industry. However, local concerns began to arise as popular places faced with an increasing number of travelers were unprepared to manage visitation responsibly and equitably. Early problems associated with rapidly increasing visitation in places such as the Galapagos and certain US national parks, among other areas, made it clear that a new and better model for tourism to natural areas was needed. In 1991, ecotourism was officially defined as “responsible travel to natural areas that protects

nature and sustains the wellbeing of local people” (TIES, 1991) to address negative impact from visitation on the natural environment. Within a decade, the ideas that first started with ecotourism had evolved, amid calls that all forms of tourism – whether urban or rural, on land or at sea - should be based upon principles of fundamental respect for local people and the planet.

This became known as sustainable tourism, based on three key pillars: environmentally-friendly practices, protection of natural and cultural heritage, and ensuring social and economic benefits for local people. At the time, this pioneering concept was slow to take root, but support grew for the business notion of doing well by doing good, including protecting natural resources, embracing sense of place and authenticity, and uplifting the livelihoods of local people in travel destinations.

In 2002, the World Summit on Sustainable Development was held in Johannesburg and the launch of the “Sustainable Tourism – Eliminating Poverty” initiative was announced by the World Tourism Organization, in partnership with the United Nations Conference on Trade and Development (UNCTAD). In 2008, the Global Sustainable Tourism Criteria (GSTC) were established by the United Nations Foundation to “represent the minimum requirements tourism businesses should observe in order to ensure preservation and respect of natural and cultural resources and make sure at the same time that tourism’s potential as a tool for poverty alleviation is enforced.” (UNWTO, n.d.)

Addressing the interconnectedness of social, economic and environmental sustainability in development, the United Nations Development Program (UNDP) introduced a set of 17 Sustainable Development Goals (SDGs) in 2015 as a “universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.” (UNDP, n.d.) The 2030 Agenda for Sustainable Development, as it is known, promotes sustainable tourism to generate employment, protect the environment and support local cultures.

Since their introduction, the SDGs have been adopted as the foundation for successful destination stewardship and have continued to drive sustainable tourism best practices around the world.



The United Nations declared 2017 The International Year of Sustainable Tourism to promote destination stewardship policies, support best practices and educate travelers on the importance of sustainable tourism.

### **Bringing Destination Stewardship to Big Sur**

Stretching more than 70 miles along California’s rugged Pacific coast between the Carmel Highlands to the north and San Simeon to the south, Big Sur’s natural landscapes have long served as a source of inspiration for residents, visitors, artists and spiritual seekers alike, and thanks to a collection of strategic plans created by multiple jurisdictions over the years, Big Sur has managed to ward off mass development and largely maintain its distinctive sense of place.

However, as with many other areas in North America and around the world, visitation to Big Sur has placed increasing pressure on the region’s environment, infrastructure and local community, which in turn has sparked

local residents to call for better planning and management of visitation. To accommodate a rising influx of visitors without compromising the natural environment and well-being of residents, this destination stewardship plan was launched to lead the way forward. Given that visitation will continue to grow over time, the question is how can tourism be managed in a way that protects Big Sur's most precious attribute – its natural environment - while improving the local quality of life.

Visitation planning often involves a complex array of issues which present a unique set of place-specific challenges that cannot be solved with a 'one size fits all' approach (*WTTC, 2017*). According to the World Travel & Tourism Council, the five most common problems associated with visitation stress on a destination are growing alienation of local residents, degraded tourist experiences, insufficient infrastructure to handle visitation levels, damage to nature, and negative impacts on local ways of life and culture – all of which have been observed to varying degrees in Big Sur. While there is no universal solution, it is widely accepted that the most effective way of addressing these and similar visitation challenges, regardless of location, is through a destination stewardship plan that engages multi-stakeholders in the process. The WTTC also advises that destinations follow tourism management best practices, such as compiling accurate data to inform decision-making, conducting long-term planning strategies to encourage sustainable growth, and finding new sources of funding for implementing destination stewardship recommendations. This plan addresses each of these points, culminating in a set of recommendations that address Big Sur's unique situation.

By implementing a sustainable tourism destination stewardship plan that carefully balances the needs of local stakeholders with environmental and social responsibility, visitation to Big Sur can be harnessed to also safeguard the very characteristics that attract both visitors and residents to the region, while benefiting the local community and enhancing the visitor experience. This can be attained through improved visitation monitoring, and planning and

management that are supported by actions that span the public and private sectors, resulting in a more resilient and sustainable future for Big Sur.

One of the most common misperceptions among stakeholders in considering a destination stewardship plan, often within the tourism business community, is that a destination must choose between sustainability and economic prosperity. In reality, the opposite is true. A closer look at destinations that have embraced sustainable tourism planning and management, has consistently revealed that mitigating tourism's potential negative impact on the environment, culture, and community, has led to greater economic prosperity. This also reflects a shift in travel demand for seeking out those places that allow for a great holiday while *also* helping to protect the planet and benefit local people.

When multiple stakeholders all work together to create a sustainable tourism destination stewardship plan, as Big Sur has done, they are also building a long-term competitive advantage, enabling them to maintain a balance of economic, social, and environmental success. As James Thornton, Intrepid Travel (one of the world's foremost sustainable tourism companies) CEO, explains, "There's this idea that having a positive purpose or doing good has to somehow come at the expense of making a profit... Profits can and should help affect positive change on a global scale. The good news is, travelers want more sustainable and ethical products, so (destination stewardship) is actually good for business." (Center for Responsible Travel, 2019)

Global destinations are continuously adjusting to the changing tides in tourism by implementing new management policies and practices, and this will be no different in the post coronavirus pandemic world of travel. A new equilibrium between safety, quality of life and visitation will emerge. But one thing that will not change is a needed focus to establish more sustainable and equitable societies. This plan takes that understanding to heart and presents an outline for creating a sustainable tourism future for Big Sur.

## **Vision and Methodology**

From the outset, the key goal for developing a destination stewardship plan for Big Sur was to ensure that it was a community-based process, while recognizing Big Sur stakeholders across federal, state and county jurisdictions, along with non-profit organizations and businesses within the Big Sur Land Use Plan area. All told, more than two dozen meetings took place over a period of 12 months, representing nearly 200 stakeholders (Appendix A). In addition, a Destination Stewardship Plan Steering Committee was also established, representing Big Sur multi-stakeholders, with bi-monthly meetings held to provide input, feedback and guidance to the project, including review, discussion, input and support for the recommendations that form the key part of this plan. The Steering Committee also created the guiding vision for the destination stewardship plan as follows:

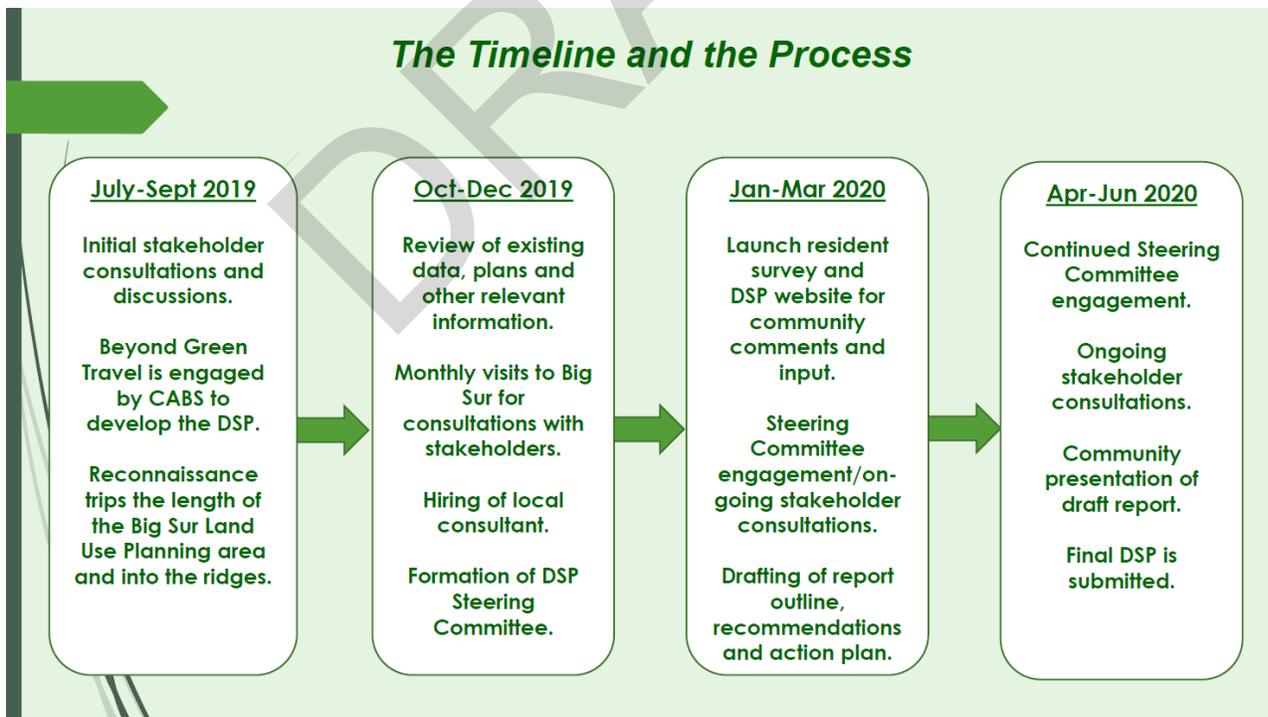
*“To protect and preserve the rugged, scenic, natural beauty of Big Sur and its cultural heritage, benefit the local economy, and foster a welcoming and sustainable community for generations to come.”*

The Destination Stewardship Plan Steering Committee Members include:

<i>Carissa Chappellet</i>	<i>Lawyer and Board President, Big Sur Health Center</i>
<i>Kirk Gafill</i>	<i>Executive Director, Big Sur Chamber of Commerce and Owner, Nepenthe</i>
<i>LaVerne McLeod</i>	<i>Author, Community Member and Co-Coordinator of Big Sur Advocates for a Green Environment (B-SAGE)</i>
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<i>Matt Harris</i>	<i>Fire Chief, Big Sur Volunteer Fire Brigade</i>
<i>Mike Freed</i>	<i>Co-Chair, California Task Force on Destination Stewardship and Owner, Post Ranch Inn</i>
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<i>Yuri Anderson</i>	<i>Chief of Staff to Supervisor Mary Adams, County of Monterey, District 5</i>

Among others, two core questions were paramount during the DSP process: Are the issues being addressed directly connected to visitation?; and, Do the recommendations also support other key Big Sur plans, and in particular, the Big Sur Land Use Plan? These two questions framed the overall scope of this plan.

In addition to multi-stakeholder meetings, a bilingual English and Spanish Big Sur resident survey was also conducted (Appendix C), along with setting up a DSP website where any and all community members, stakeholders and other interested parties could make comments, recommendations and suggestions for the Destination Stewardship Plan (Appendix B). Extensive review and synthesis was carried out of other Big Sur plans and reports in conjunction with research into the history of visitation in Big Sur and case studies of destination stewardship practices from other parts of the USA and around the world with relevant takeaways for Big Sur, all serving as part of the project methodology that resulted in this Destination Stewardship Plan.



## **History of Tourism in Big Sur**

Big Sur has a long and complex history of tourism stretching back to the late 19<sup>th</sup> Century. Since then, the region has evolved from a difficult-to-traverse swath of nature surrounded by agrarian communities to an iconic scenic driving destination that attracts an estimated six million visitors annually, thanks to the construction of Highway 1 in the 1930s (Marcus, 2019). Through the decades, Big Sur has also served as a haven for waves of creative individuals and countercultural pioneers who found inspiration in its elemental nature – from applauded poet Robinson Jeffers to beatniks like Jack Kerouac to spiritual and wellness seekers flocking to the Esalen Institute. Author Henry Miller once described Big Sur as “the California men dreamed of years ago...It is the face of the Earth as the Creator intended it to look” - no doubt increasing its allure as a travel destination in the 1950s (Miller, 1957).

The region’s popularity has continued to grow, surging in recent years with the aid of social media and representation in pop culture, including films and TV shows, making the destination increasingly visible to a larger international audience. In turn, concerns about the growth in visitation have been raised by local residents, making it clear that there is a need to create a sustainable tourism visitation management plan to guide the preservation of Big Sur’s natural and cultural heritage while maximizing community benefits. While the coronavirus pandemic has currently upended the global travel industry, strategic steps should be taken now to achieve destination stewardship goals that will benefit Big Sur in the long term.

Dynamic tensions have existed between Big Sur’s residents and visitors for nearly as long as tourism dates back within the 75-mile stretch of rugged coastal wilderness, as have debates on how to best preserve the region’s environmental integrity and distinct sense of place. To fully understand the challenges and opportunities related to visitation in Big Sur today also requires an understanding of the region’s history of tourism.

For all purposes, the earliest tourist attraction in Big Sur emerged in the 1880s, when Thomas Slate established Slate's Hot Springs, recognizing the economic potential of sharing his property's healing sulfur baths with travelers for a price (Brooks, 2017). These same springs would eventually become a central feature of the Esalen Institute grounds in the early 1960s, and were later associated with the 'hot tub diplomacy' that is credited with helping to end the Cold War (Laskow, 2015).

At the beginning of the 1900s, it was predicted that Big Sur's extractive industries would be overtaken by tourism's economic potential along the coast, and rustic resorts like Idlewild were already advertising the scenic drive south from Monterey along the dirt Coast Road as the most beautiful in the state. But when famed poet Robinson Jeffers arrived at Pfeiffer Ranch Resort, opened in 1908, he lamented that Big Sur was already "too crowded" – perhaps the first official record of someone saying that visitation had become a problem. The resort itself played a key role in helping to promote tourism in the region and would eventually become Pfeiffer Big Sur State Park, which remains a key highlight of the visitor experience today and a continuing source of tension between locals and visitors.

However, further tourism development was hindered by the lack of a permanent coastal road that could withstand the elements and accommodate increasing numbers of visitors year-round. Even early on, tourism was recognized as an important driver of economic opportunity for the region and its residents, and as a result the need for better infrastructure was widely supported by local stakeholders. This would lead to the single most significant turning point in the history of Big Sur tourism: the construction of the ninety-seven-mile highway stretching from Carmel in the north to San Simeon in the south. Work started on the two-lane road in 1921 and construction was completed on June 27, 1937, and it became the first official scenic highway in the state, marking a milestone in California history. Just two weeks later, traffic along the road was already 60% higher than anticipated.

Highway 1 was strategically constructed to showcase the region's expansive coastal views, and it was immediately popular. Big Sur was identified as a tourist destination best experienced while driving, which held appeal for Americans interested in escaping their urban lives and experiencing pristine nature in the "last coastal frontier," as it was promoted at the time. The highway's most iconic landmark has always been Bixby Bridge, which hovers 260 feet in the air and is supported by a dramatic concrete arch. Predicting in 1924 that the opening of Highway 1 would increase land value while ushering in "a volume of tourist travel unsurpassed by any place in the state," the Pfeiffer family's private land was purchased and turned into Pfeiffer Big Sur State Park, opened to the public in 1937.

The 1940s in Big Sur represented a fundamental shift in the region's local demographic, as ranchers and farmers were increasingly outnumbered by artists and writers who found creative refuge there. Removed from modern society, but still connected thanks to the new highway, Henry Miller once penned that Big Sur is "a region which corresponded to my notion of something truly American, something simple, primitive, and as yet unspoiled" (Miller, 1954). This independent, inspiring environment would serve as an incubator for the artistic expression and alternative thinking that would come to define Big Sur throughout the decades. The "primitive yet unspoiled" coast's promise of freedom would continue to draw increasing numbers of visitors in post-war America – ranging from families on driving vacations to disenfranchised 'beatnik' youth who were sharply critical of mainstream American culture – including Jack Kerouac, who wrote a memoir about his time there.

Families who had called the coast home for generations became increasingly involved in land management and local governance issues. Tourism had replaced agriculture as the primary industry for the local economy, and a united community of stakeholders shared the desire to limit modern development through the region at a time when land values were surging, elaborate private residences were being built, and fears of an overcrowded landscape were

emerging. As visitation to Big Sur continued to grow in the 1950s, residents started pushing back more forcefully – and ultimately won the fight against a proposal to join Highway 1 into the state’s expanding freeway system, arguing that it would damage the region’s environment and natural beauty.

The pivotal year of 1962 would help shape the future of Big Sur, in large part thanks to the implementation of the Monterey County Coast Master Plan, which placed a strong emphasis on coastal conservation throughout the region. The progressive plan was considered by many people to be the most significant event in the Big Sur since the construction of Highway 1, and the plan would become a guiding document for the state’s wider focus on conservation from that point on. Esalen Institute was also established in 1962 on a rocky Pacific precipice, marking the beginnings of what would become an international countercultural enclave in Big Sur - a place where Eastern and Western philosophy meets. Esalen sought to “explore and promote interconnections between heart and mind, soul and body, individual and society” through mind-expanding workshops and retreats (Esalen, 2020). As such, it became a meeting place and inspiration for much of the New Age culture that would come to define the 1960s in the United States, and its reputation as an epicenter of alternative living put Big Sur on the map for a new generation of visitors seeking enlightenment. It also attracted some of the great thought leaders of the time, including Alan Watts and Aldous Huxley, Ansel Adams, and Timothy Leary, among others. Esalen continues to draw visitors today from around the globe to its picturesque grounds, with innovative programs focused on healing, wellness and mindfulness surrounded by nature.

Visitation in Big Sur throughout the 1960s was increasingly defined by American families cruising and camping along Highway 1, as well as an eclectic collection of spiritual seekers and nature lovers who found freedom in the region’s wide-open spaces and off-the-grid lifestyle. Significantly, this included the arrival of the “hippies,” who flocked to private ranches, national redwood forests and state park lands during the cultural era of “free love” and psychedelic drug use. Not surprisingly, the freewheeling lifestyle of the hippies including living out of

vehicles and camping along the roadside in a refusal to follow “establishment” land laws, which provoked debate among residents on how to best manage the growing influx of “tune in and drop out” visitors. Residents complained that the hippies brought risks of fire hazards, public sanitation, and upset paying tourists. This spurred petitions and strong anti-hippie sentiments among the local population of Big Sur, made worse by the environmental concerns attributed to them, most notably a 1972 wildfire caused by an illegal campfire. While originally drawn to the promise of Big Sur’s independent way of life, the region’s rising land prices, increasing number of affluent property owners, and antagonism towards them from the local community made Big Sur less hospitable to the waning hippie generation of the late 1960s and early 1970s.

Meanwhile, another countercultural movement was gaining momentum across the country, led by back-to-the-land advocates Helen and Scott Nearing, whose popular 1970s book, *Living The Good Life: How to Live Simply and Sanely in a Troubled World*, inspired a new generation of homesteaders who protested environmental degradation and social injustice by moving to rural regions of the country, seeking to restore ecological balance through sustainable and organic agriculture, with Big Sur again proving to be a key place to relocate. That “back-to-the-land” ethos still percolates in Big Sur today.

By the early 1980s, Big Sur started to move into the tourism mainstream, attracting some three million visitors annually, surpassing Yosemite National Park in popularity. Tourism was also increasingly connected to discussions regarding the need to protect the Big Sur coastline from any further development, given that the experience of driving Highway 1 was the destination’s primary scenic attraction. A major milestone happened in 1986 with the creation of the Big Sur Land Use Plan (BSLUP), certified by the Coastal Commission under the California Coastal Act. Within the BSLUP, the Critical Viewshed policy effectively blocked development within sight of Highway 1 and other important public viewing areas, protecting the scenic vistas along the coast for future generations. This plan is one of the main reasons that Big Sur has successfully preserved its aesthetic character.

At the same time, the stunning views and largely unspoiled nature of Big Sur, touted in tourism marketing campaigns, continued to attract more visitors. In 1999, *National Geographic Traveler* magazine named Big Sur as one of the fifty greatest destinations on earth – calling it a prime example of civilization and nature in harmony thanks to its unique combination of striking environment and cultural richness, animated by a devoted local community. (National Geographic, 1999)

By the 2010s, the rise of smart phones, social media, and enhanced marketing efforts, as well as popular TV shows and films, made Big Sur more visible to a global audience increasingly connected by sophisticated information technology. An opening scene of Bixby Bridge in the critically acclaimed HBO series *Big Little Lies*, along with tourism marketing that used the show's popularity to promote visitation to Monterey County, where the show takes place, led to increased traffic congestion and unsafe parking conditions in peak periods at places like Bixby Bridge. Instagram influencers hired to promote California as a travel destination used Big Sur's landscapes as a backdrop and put the coast on many travel bucket lists, which in turn helped fuel the 'selfie culture' of those wanting to capture similar images.

While tensions between residents and visitors in Big Sur date back generations, key scenic "hotspots" in Big Sur began to be overwhelmed due to limited facilities, infrastructure, and law enforcement to address visitation problems. Traffic jams and roadside litter became two primary concerns along Highway 1, which by some estimates sees 4.6 million one-way driving trips annually, and a devastating wildfire caused by an illegal campfire in 2016 raised further alarm for the need to act on managing visitation more proactively. (Marcus, 2019).

At the same time, the Monterey County Convention and Visitors Bureau reported that travelers spent more than \$3 billion in Monterey County in 2018, which rose to \$3.2 billion in 2019 (Dean Runyon, April 2020). Given Big Sur's long history of visitation and a regional economy almost entirely reliant on tourism, it became increasingly clear that a strategic path forward was needed. This Sustainable

Tourism Destination Stewardship Plan (DSP) serves that purpose, so that Big Sur can responsibly manage visitation to harvest the economic benefits of tourism while minimizing negative impacts on the environment and the local way of life.

With the advent of the 2020 global coronavirus pandemic, we know that there will likely be a dramatic shift in both where and how people travel in a post-pandemic world. With tourism one of the first and hardest hit economic sectors, it is predicted that it will be among the last to fully recover (UNWTO, 2020). It is also likely that domestic travel in small groups to natural areas away from crowds will be quicker to rebound than international travel (Buhalis, 2020), and all initial tourism market indicators show that emphasis will be on driving vacations in the first phase of post pandemic recovery. An initial survey from the United States Tour Operators Association (USTOA) shows that a majority of travelers anticipate their first trip being by car and within 100 miles of home. While it is uncertain if and when tourist arrivals will return to their pre-pandemic levels, knowing that industry predictions favor places like Big Sur to continue to be popular attractions both in the near term and the long term, the current moment in time, as tourism starts to come back, provides Big Sur with the opportunity to implement the recommendations from this Destination Stewardship Plan so that the region can responsibly manage tourism flows and be better equipped to deal with future ebbs and flows of the travel industry.

## **Big Sur Plans: A Legacy to Build On**

In Big Sur, four key land use planning documents exist which all hold one common theme – to preserve and protect Big Sur. At their heart, these plans recognize that Big Sur is a unique place in California and in the world. While development does exist, human activity has been minimized and largely kept out of view from Highway 1. Proper implementation of these plans and legislation such as the California Coastal Act ensure the successful preservation of Big Sur into the future.

The California Coastal Act of 1976 and its corresponding California Coastal Commission has the broadest regulatory authority and a jurisdiction that covers the entire 1,072-miles of California coastline. Under the Act, The Big Sur Land Use Plan (BSLUP) was certified by the California Coastal Commission in 1986 and became part of Big Sur’s Local Coastal Program. In 2004 and 2020, the California Department of Transportation (Caltrans) completed two efforts that engaged both the Big Sur community and agency stakeholders to tackle highway safety and efficiency while preserving the natural and scenic character of the corridor. The Coast Highway Management Plan (CHMP, 2004) and the Sustainable Transportation Demand Management Plan (TDM, 2020) each span more than one land use plan area. All four plans overlap in the Big Sur Land Use Plan area. The region begins at Mal Paso Creek in the north and runs south along the coast to the Monterey-San Luis Obispo County line, and all development is governed by the BSLUP.

Whether it is the Coastal Act’s declaration that “the permanent protection of the state’s natural and scenic resources is a paramount concern to present and future residents of the state and the nation,” or the vision of the BSLUP “to preserve for posterity the incomparable beauty of the Big Sur country, its special cultural and natural resources, its landforms and seascapes and inspirational vistas,” land management plans have preserved Big Sur and successfully created a quality of

visual timelessness unlike most other places on earth. For this reason, it is not uncommon to hear Big Sur referred to as “the last best place.”

The vision for the CHMP was “to provide a framework for restoring, maintaining and preserving the natural and scenic character of the corridor while continuing to operate the highway in a safe and efficient manner.” In 2020, Caltrans completed a second management plan along the same stretch of Highway 1, which builds upon the CHMP to address the increased levels of automobile travel along the corridor. The TDM was developed to “preserve the rugged and scenic nature of the Big Sur experience for all people through balanced, adaptive management strategies that encourage the use of transit and active transportation to enhance the travel experience and support sustainable corridor access.” Like both the Coastal Act and the BSLUP that preceded them, these two planning documents share the same preservation goals for this unique place.

This section of the DSP will synthesize the key elements of these four documents, as well as touch upon the California Coastal Trail and the Big Sur Multi-Agency Council (BSMAAC), all which are relevant to destination stewardship planning for Big Sur.

### **The California Coastal Act and Big Sur’s Local Coastal Program**

In 1972 California voters passed Proposition 20, which led to the State Legislature’s adoption of the California Coastal Act in 1976. The Act assigned coastal development permitting authority to the California Coastal Commission or to local jurisdictions with local coastal programs certified by the Commission. In Big Sur, the Local Coastal Program provides the policies and actions to guide development, habitat protection, and coastal access.

For the purposes of the DSP, it is important to highlight key policies and goals within Big Sur’s Local Coastal Program. The local coastal program was developed to protect and preserve Big Sur’s wild and scenic beauty, the very qualities that visitors to the region come to appreciate and experience. It achieves this goal by

assigning land use designations on all public and private lands. A key policy that governs all future land use development is that “all proposed uses, whether public or private, must meet the same exacting environmental standards and must contribute to the preservation of Big Sur’s scenery.” (Monterey County Planning, 1986)

Big Sur’s coastal zone extends inland to the coastal watershed ridgeline of the Santa Lucia Mountains, often described as “one of the nation’s most majestic meetings of land and sea.” Michael Fischer, former executive director of the California Coastal Commission, remarked in 1980 to then Congressman Leon Panetta, “The awesome panoramas uncluttered by man’s structures ... make this ... stretch of the California Coast a national resource of inestimable value.” Fischer warned that “the decisions which this generation will make for Big Sur will determine its future character – and significant degradation could be the unfortunate result.” (Brooks, 2017).

The BSLUP was adopted by the Monterey County Board of Supervisors and certified by the California Coastal Commission in 1986. The Big Sur Local Coastal Program, which consists of the BSLUP, an implementation plan, and coastal zoning, guides development in the Big Sur Land Use Plan area. The BSLUP has not been amended or updated since its adoption in 1986. An effort to revise and update the plan is currently underway by the Big Sur and South Coast Land Use Advisory Committees (LUACs), which includes fuel fire mitigation and community wildfire protection updates, as well as an intensified focus on preserving and protecting the Big Sur community.

Tension over coastal access has existed between stakeholders drafting the BSLUP and the Coastal Commission since the earliest days of the Coastal Act. Shelley Alden Brooks, U.C. Davis professor and author of the 2017 book *Big Sur: The Making of a Prized California Landscape*, notes that Big Sur “became a key place to hash out developing ideas regarding the proper relationship between Californians and their prized coastal landscape.” (Brooks, 2017).

What was ultimately adopted is a plan to protect, provide, and manage public access in order to enhance the visitor experience while assuring preservation of the natural environment, the need to ensure public safety, and to protect the rights of private property owners. Key Policy 6.1.3 states:

*The rights of access to the shoreline, public lands, and along the coast, and opportunities for recreational hiking access, shall be protected, encouraged, and enhanced.*

*Yet because preservation of the natural environment is the highest priority, all future access must be consistent with this objective. Care must be taken that while providing public access, the beauty of the coast, its tranquility and the health of its environment are not marred by public overuse or carelessness. The protection of visual access should be emphasized throughout Big Sur as an appropriate response to the needs of recreationists. Visual access shall be maintained by directing all future development out of the viewshed. The protection of private property rights must always be of concern. (Monterey County Planning, 1986)*

Karin Strasser Kauffman, the Monterey County Supervisor representing Big Sur at the time of adoption, described public access to the *Los Angeles Times* as: “We encourage people to pass through. We want them to have a stunning – but brief – experience. We want to protect what people value most about Big Sur – just to stand on the coast, make a full-circle turn and look at nature in every direction.” (Brooks, 2017).

Hiking and backpacking, popular recreational activities in Big Sur, also address the Coastal Commission’s public access priority. Most trails in Big Sur are in public ownership. These public access points require “adequate management,” which is recommended in the BSLUP prior to the addition of any new public access points. The BSLUP recommends using “the existing system as much as possible, and to improve existing but deteriorating trails, where needed, to provide more evenly distributed access.” Problems of environmental “degradation from unmanaged use or overuse” were already common when the Plan was drafted in addition to the “problems of litter and sanitation” and public safety. (Monterey County Planning, 1986)

Though the BSLUP was drafted prior to the California Coastal Trail legislation, the plan does make reference to “a continuous trails system in a north-south direction” that “would offer a unique recreational experience for both the coastal visitor and the resident.” In 2001, State Senate Bill 908 was signed into law, which requires the State Coastal Conservancy, “in consultation with the Department of Parks and Recreation and the California Coastal Commission, to coordinate the development of the California Coastal Trail ... along the state’s coastline from the Oregon border to the border with Mexico.” (California State Legislature, 2001) With the help of State Senator Bill Monning, Big Sur residents and property owners have engaged in a grassroots community-based process to provide input for the Big Sur segment of the California Coastal Trail.

The mission for the Coastal Trail Working Group is “to guide the planning and implementation of the California Coastal Trail through Big Sur, in a way that protects the ecosystems of the Big Sur Coast, and the Big Sur Community, for the benefit of our visitors, residents, and landowners alike.” (Big Sur CCT, n.d.) As part of Phase 1, local workgroups are designing segments of the trail.

Perhaps the most critical and effective feature of the BSLUP is the Critical Viewshed policy. Prohibiting development visible from Highway 1 has preserved the natural beauty of the Big Sur coast for decades. The critical viewshed policy was incorporated to protect “the aesthetic and scenic qualities and semi-wilderness character” of Big Sur. The policy prohibits development anywhere “within sight of Highway 1 and major public viewing areas.” (Monterey County Planning, 1986). Exceptions to the policy exist in Big Sur’s four rural community centers as well as at Rocky Point Restaurant, Big Sur Inn, and Coast Gallery because these locations “provide essential services to the community and visiting public, and shall be permitted under careful design and siting controls.” (Monterey County Planning, 1986).

An exception also exists for parking and other low intensity support facilities for State Parks units along the Big Sur coast. The BSLUP requires that new parking

facilities are developed “at off-highway locations rather than on the Highway One shoulder” and also states that “the creation of new parking lots between Highway One and the ocean shall be avoided wherever possible to avoid detracting from scenic coastal views.” (Monterey County Planning, 1986).

Another exception is provided for coastal-dependent uses such as “minimal public access improvements on the beach along shoreline lateral accessways, such as litter collection facilities and rustic stairways.” (Monterey County Planning, 1986). These coastal-dependent uses may be permitted provided that there are no reasonable alternatives to site the development outside the critical viewshed, and that there will be no significant adverse impact resulting from the proposed development.

The BSLUP recognizes “the Coastal Act’s goal of encouraging public recreational use and enjoyment of the coast while ensuring that the very resources that make the coast so valuable for human enjoyment are not spoiled.” (Monterey County Planning, 1986). Limitations are placed on the numbers of campground sites, lodging facilities, and residences. The density standards within the BSLUP are designed to protect “the capacity of Highway One to accommodate recreational use, the avoidance of overuse in areas of the coast, and the need for development to respect the rural character of the Big Sur Coast and its many natural resources.” (Monterey County Planning, 1986).

In an effort to manage recreation uses, the BSLUP calls for additional funding to “be allocated by the State and Federal governments to manage and maintain existing public recreation areas before more public land is opened to recreational use.” The establishment of visitor information centers near each end of the Big Sur coast are recommended as part of the Plan’s implementation that “will be for the convenience of travelers, will assist in reducing unnecessary traffic on Highway 1, and will help coordinate operation of private and public recreational facilities.” Additional roadside restrooms south of Big Sur Valley “consistent with viewshed and resource protection criteria” are also part of the Plan’s implementation recommendations. (Monterey County Planning, 1986).

Recommendations for the use and improvement of Highway 1 are addressed in further detail in the CHMP and TDM sections of this chapter.

While there is more to both the California Coastal Act and the Big Sur Local Coastal program, what has been included in this section are the goals, values, and principles relevant to the development of the DSP.

### **Coast Highway Management Plan (CHMP)**

In 1996, a 72-mile stretch of Highway 1 along the Big Sur coast was designated an “All-American Road,” an honor recognized by the highest levels of the U.S. Government. According to the Department of Transportation’s Federal Highway Administration, All-American Roads are “generally reserved for routes considered destinations in themselves.” The Big Sur Coast Highway is one of only 39 All-American Roads across the nation and serves as a major tourist attraction. (U.S. Department of Transportation, n.d.)

The corridor is the only north-south route for residents and businesses to reach commercial centers on either end of the coast. Highway 1 is a lifeline for Big Sur, and when closures occur the regional and local economy suffers, emergency services are compromised, many residents cannot work, and children may be cut off from school. Lack of detours have the potential to trap residents on what was described in 2017 as “the island of Big Sur.” (Krieger, L.M., 2017)

In preparation for the All-American Roads nomination, a Corridor Management Plan was drafted. In Big Sur, a long-term planning effort had already been underway since a 1983 landslide closed Highway 1 for a full year. After El Niño storms brought more landslides and highway closures in 1998, the California Department of Transportation (Caltrans) launched a stakeholder process with the goal to move “away from a crisis-driven approach that can result in poor decisions with unintended consequences.” (Caltrans, 2004). The Steering Committee, comprised of agency representatives, elected officials and residents, worked together “to provide a framework for restoring, maintaining and preserving the

scenic character of the corridor while continuing to operate the highway in a safe and efficient manner.” (Caltrans, 2004).

The CHMP identifies storm damage response and repair, maintenance practices, scenic and habitat conservation, public access and recreation, and plan implementation as the major issues and concerns along the corridor. As stipulated by the California Coastal Act, Highway 1 in rural areas of the Coastal Zone shall remain two-lane. Recognizing Highway 1’s capacity, the CHMP calls for “creative solutions ... to sustain the conditions that make traveling the highway a pleasure.” Marketing to the area is discouraged and instead “preservation of place relies in part on controlling the intensity of use.” (Caltrans, 2004).

Several tensions between the needs and considerations of visitors and residents are identified in the CHMP. Public access must be maintained but many of the strategies to better meet the needs of visitors contradict the very essence of the Big Sur Coast experience “to be in a rugged natural environment and enjoy the spectacular views.” (Caltrans, 2004). No parking signage, bus stops, cell towers, bathrooms, and facilities for interpretation, can become “visual clutter” along the corridor. The CHMP lists among its core values: “The need to provide access must uphold the value of preserving the informal visitor experience and be balanced with adequate resource protection to ensure appreciation and enjoyment of these resources for generations to come.” (Caltrans, 2004).

Managing travel along Highway 1 is guided by principles intended “(1) to provide information about traveling and enjoying the Big Sur Coast; (2) to provide opportunities to pull off the highway for various purposes; (3) to manage connections between the highway and neighboring facilities; and (4) to provide safe conditions for non-motorized touring.” (Caltrans, 2004). Locations for visitor information, facilities and amenities, and implementation of the California Coastal Trail are all strategies within the CHMP Action Plan.

While the CHMP is not a regulatory document and Caltrans remains the responsible agency for many of the strategies and actions in the plan, the CHMP does “set forth a vision and framework for decision-making that is inclusive and that results in improved interagency coordination and better community involvement.” (Caltrans, 2004). The CHMP was meant “to be a living document that is continually updated” which relies on an implementation management team to complete this objective. The CHMP recommends a “Byway Organization” as a successor to the Steering Committee which would “represent diverse stakeholder interests, work closely with the community and involve the public in the spirit of cooperation and collaboration.” Unfortunately, the Byway Organization has yet to be formed, but initial steps were taken by Monterey County prior to the Coronavirus Pandemic to finally realize this goal.

The CHMP has contributed to the greater body of land use planning documents along the Big Sur Coast that have ensured that development that does occur “is harmonious with the area and that both resource protection and community preferences are reflected in policy.” (Caltrans, 2004). Although “the CHMP does not alter any lines of authority or jurisdiction set forward by the Coastal Act,” and the Big Sur Local Coastal Program “remains the standard of review for development actions,” preservation of the natural and scenic character of the corridor is as prominent in the CHMP as it is in planning documents that preceded it. As with the Coastal Act and the BSLUP, only portions of the Big Sur CHMP that are relevant to the DSP have been elaborated upon in this the chapter.

### **Big Sur Highway 1 Sustainable Transportation Demand Management Plan (TDM)**

In 2018, Caltrans began an effort to address the challenges the Big Sur Highway 1 corridor faces due to increasing popularity. The Big Sur Highway 1 Sustainable Transportation Demand Management Plan (TDM), completed in February 2020, warns that “without thoughtful planning ... to plan for and incentivize alternative ways to access the corridor, Big Sur’s massive popularity could eventually damage the very scenic qualities and natural beauty that make the area so precious.”

(Caltrans, 2020) Managing the large numbers of visitors to the region and their

impacts on the resource has become an increasing source of frustration for residents and a challenge for land managers.

The TDM describes significant ways in which the behaviors of visitors to Big Sur have changed in recent years. “The promotion of specific Big Sur experiences by marketing agencies, television shows, and – most notably – social media often encourage users to visit only a few locations which can quickly become overwhelmed. ‘Selfie Culture’ has become ingrained in the way people travel, often dictating which sights people visit. It creates ‘bucket list’ places, where people go to the place, capture images proving they were there, and move on to the next location.” (Caltrans, 2020)

The highest concentration of vehicles along the corridor are recreation related, with visitation at its peak in spring and summer months. Many of these ‘bucket list’ locations correspond with corridor “hotspots” where the most severe transportation issues occur. Garrapata State Park, Bixby Creek Bridge, Sycamore Canyon Road and McWay Falls are all identified in the TDM as locations where parking activity is highest. Access points along the corridor for day hiking and backpacking are also easily overwhelmed with cars and create unsafe traffic conditions, along with frustration for residents and visitors alike.

The TDM’s vision “is to preserve the rugged and scenic nature of the Big Sur experience for all people through balanced, adaptive management strategies that encourage the use of transit and active transportation to enhance the travel experience and support sustainable corridor access.” (Caltrans, 2020) Like the CHMP, the TDM is not a regulatory document. Instead, it builds upon the CHMP and the BSLUP to provide a framework for engagement and collaboration among the public and land managers. The tools and strategies within the TDM are geared toward moving the traveling public out of single-occupancy vehicles and into alternative modes of transportation including transit, shuttles, biking, and walking.

The TDM provides opportunities to improve the overall corridor experience by influencing visitor behavior and their transportation choices. TDM strategies and approaches are organized in six categories: transit and shuttle services, infrastructure enhancements, traveler information, active transportation, parking management and enforcement, and data collection and analysis. The following guiding principles for implementation of TDM strategies were informed by previous plans and in meetings with stakeholders. The guiding principles include: *Organized yet Independent Travel Experience, Iconic Visual Access is of Primary Importance, Respect for Environment and Community, Responsive and Action-Oriented with Adaptive and Innovative Strategies, Balanced, and Inclusive.* (Caltrans, 2020)

The TDM provides strategies for public and private land managers, property owners, agencies, and organizations to consider. Because of issues of multi-agency and multi-county jurisdiction, no single agency can alone address the issues associated with visitation and public access. The TDM recognizes the need to work collaboratively and does not include an implementation plan. Instead, the TDM suggests that Monterey County formally develop the Byway Committee recommended in the CHMP. The Byway Committee would serve “to clarify issues, provide a forum for stakeholders to be heard, and to interpret the plan recommendations to the public.” Like the CHMP, the TDM must be broadly owned and kept alive to have an impact.

### **Big Sur Multi-Agency Advisory Council (BSMAAC)**

The BSLUP was drafted in response to the passage of the California Coastal Act and a long battle against various proposals for the Federal Government to manage Big Sur. In the late 1980s, Congressman Leon Panetta created the Big Sur Multi-Agency Council (BSMAAC) to ensure Monterey County maintain primary land-management authority in Big Sur. The BSMAAC brings together all levels of government, all agencies with land management authority, and residents to work together to preserve Big Sur and meet the goals of Big Sur’s Local Coastal Program.

The BSMAAC meets quarterly at the Big Sur Lodge Conference Center at Pfeiffer Big Sur State Park. The meeting is hosted by the 20<sup>th</sup> Congressional District Representative and the 5<sup>th</sup> District Monterey County Supervisor. The council includes one representative from each of the following: the North Coast of Big Sur, the South Coast of Big Sur, the Big Sur Chamber of Commerce, the Community Association of Big Sur, the Monterey County Planning Department, the Monterey Peninsula Regional Park District, the California Coastal Commission, Caltrans, State Parks, the Monterey Bay National Marine Sanctuary, the United States Forest Service, and both the 30<sup>th</sup> District State Assembly Member and the 17<sup>th</sup> District State Senator.

The BSMAAC provides the opportunity for multi-agency coordinated planning. Overlapping jurisdictions in Big Sur create management challenges that frustrate residents and agencies alike. Large infrastructure projects that may be key to Big Sur's economy or that simply allow residents to move safely to and from their homes often require input and approval from multiple agencies. Challenges such as wildfire protection and management may follow different rules and regulations depending on which public agency manages the land. And, a common refrain from all agencies is that funding is rarely available to meet the region's needs. The BSMAAC is a tool unique to Big Sur and is key to successful preservation and protection of Big Sur into the future. The BSMAAC also provides the opportunity to involve the community directly with the CHMP, the TDM, the California Coastal Trail, and the BSLUP update.

The development of the DSP has been guided by and builds upon the core elements of these four plans as they relate to visitation with the synthesis at the center of these plans - preserving and protecting Big Sur - also representing one of the three key pillars of sustainable tourism destination stewardship.

## **Big Sur Stakeholder Concerns and Survey Results**

While 2020 began in much the way that 2019 ended, with local concerns about too many visitors coming to Big Sur, noting the on-going issues of particular “hotspots” being overrun, and illegal activity in the back-country on trails and dispersed camping areas, the arrival of the global coronavirus pandemic quickly changed things with hotels, restaurants and other visitor services being shut down out of concern for public health. As a result, visitation plummeted. Yet, despite this drop in visitor numbers, challenges in Big Sur also continued. State Parks and the US Forest Service initially tried to keep some public access areas open for recreational activities for Monterey County residents. But difficulty in monitoring and enforcement of visitor behavior eventually led to the full closure of all State Parks and US Forest Service areas in Big Sur, including hiking trails and dispersed camping areas.

The takeaway was that even during a time when few tourists ventured away from home, Big Sur continued to attract visitors, including traffic congestion and illegal parking at Bixby Bridge. The Big Sur back-country, in particular, continued to face illegal trespassing, with campfires, trash, and human waste left behind. At the start of the official “fire season”, an illegal campfire in June led to a 20+ acre fire on Plaskett Ridge. Against this backdrop, and at a time when tourism begins to emerge again in California and around the world, implementing a solution-oriented Sustainable Tourism Destination Stewardship Plan for Big Sur should remain a priority.

On-going stakeholder engagement, including the guidance of the DSP Steering Committee, multiple stakeholder DSP meetings held in Big Sur, a review of pertinent research and land use documents, on-going monitoring of local news and current events, and a Resident Survey carried out during February-March 2020, have all resulted in identifying the key visitation challenges facing Big Sur.

## Key Stakeholder Concerns



- Poor visitor behavior
- Public restroom access and availability
- Littering and trash disposal
- Traffic impacts to health and safety
- Dispersed backcountry camping and fire risks
- Lack of monitoring and enforcement (illegal camping, road safety, parking, etc.)
- Environmental degradation
- Lack of visitor information/education
- Affordable housing
- Funding and resources

Many of these issues are interrelated and the recommendations to address them in the DSP are also interrelated as well.

Approximately 50% of Big Sur's land area is privately owned, while the other 50% is managed by a mosaic of state and federal agencies, including California State Parks and the U.S. Forest Service (Los Padres National Forest), which are the focus of most visitation in terms of areas accessible to the public. Big Sur's 1,700 or so residents are scattered amidst these public and private landscapes, and include descendants of the Native American tribes who first inhabited Big Sur (Esselen, Salinan, and Ohlone peoples), as well as those descendants of early settlers who worked the land as ranchers, loggers, and miners, along with local businesses and their employees, private landowners who live in Big Sur full time, and others who have second homes there while they primarily reside elsewhere, as well as more recent transplants and newcomers who now make their home in Big Sur.

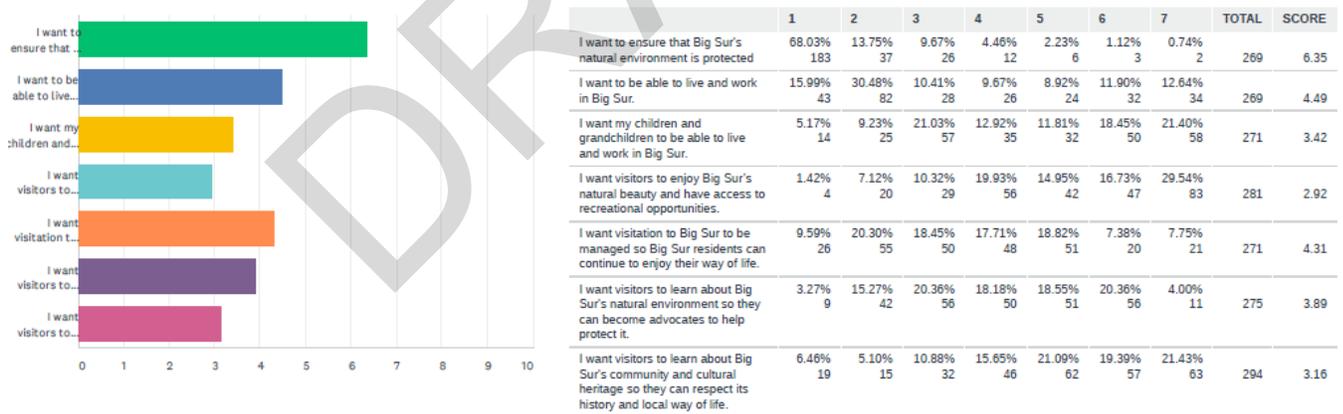
The Big Sur Resident Survey (Appendix C) asked those residents to respond to a series of questions regarding their feelings about tourism in Big Sur, problems

created by visitation, and potential solutions that could be implemented to improve visitation for visitors and residents alike that grew out of multi-stakeholder discussion and DSP Steering Committee meetings. Offered in English and Spanish, the survey drew 345 responses, with 63% of respondents indicating they were residents of Big Sur, and 37% indicating that, while not residents at this time, they had substantive ties to Big Sur. 72% of respondents indicated that they work in Big Sur, with 39% indicating that they are employed in a job that depends on tourism.

Highlights from the survey results include the following:

When asked what was most important to them, respondents want to ensure that Big Sur’s natural environment is protected as their first priority, followed by wanting to be able to live and work in Big Sur, and wanting visitation to be managed so that Big Sur residents can continue to enjoy their way of life.

Q11 When thinking about what is most important to you as a resident and/or worker in Big Sur, please rank from Most Important (1) to Least Important (7):

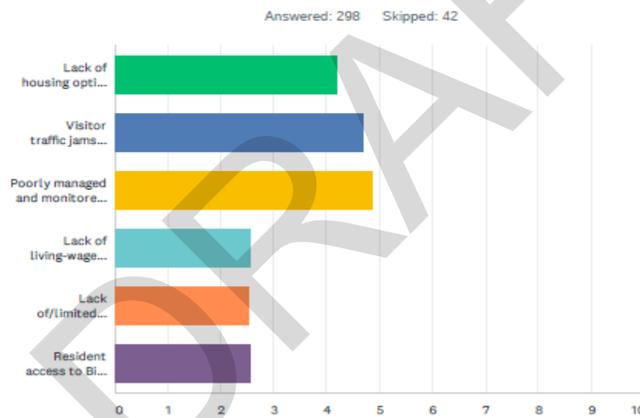


When asked about living and working in Big Sur, survey answers reflected both challenges that are exacerbated by tourism, as well as problems that affect residents’ lives beyond concerns about visitation. But the most important issues identified by residents are directly linked to visitation: poorly monitored and managed visitation causing safety hazards, and visitor traffic jams and unsafe

driving behavior repeatedly came up as problems. The third most important issue – the lack of housing options in Big Sur – has impacts on tourism, including employees having to commute along Highway 1 to and from jobs in Big Sur, and difficulties for Big Sur employers in recruiting and retaining employees, as well as impacts on the community in maintaining such volunteer efforts as the Big Sur Fire Brigade and the local health center, given that Big Sur relies so heavily for its community life on its own resources and volunteers. This issue is more far-reaching than planning for visitation, and will require broader solutions, but aspects of visitation that directly impact on community housing can and should be part of destination stewardship planning, as evidenced also in survey responses.

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

Q12 Please rank the following challenges for Big Sur Residents from Most Important (1) to Least Important (6):



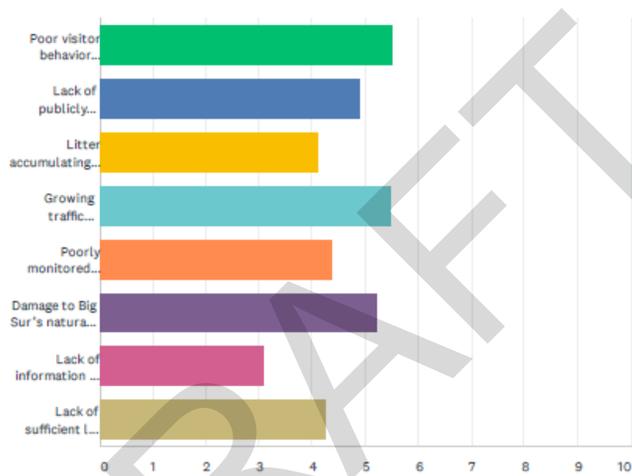
	1	2	3	4	5	6	TOTAL	SCORE
Lack of housing options in Big Sur, requiring workers to commute long distances.	34.34% 91	13.58% 36	18.49% 49	13.96% 37	10.57% 28	9.06% 24	265	4.20
Visitor traffic jams and unsafe driving behavior on Highway 1, impacting daily life for residents and workers.	25.47% 68	40.07% 107	19.10% 51	10.11% 27	3.75% 10	1.50% 4	267	4.69
Poorly managed and monitored visitation, creating safety hazards such as illegal campfires, overburdening emergency and law enforcement services, trespassing, littering, etc.	37.45% 103	30.18% 83	20.73% 57	7.64% 21	2.55% 7	1.45% 4	275	4.88
Lack of living-wage employment opportunities in Big Sur.	2.49% 7	8.54% 24	9.25% 26	27.05% 76	28.83% 81	23.84% 67	281	2.57
Lack of/limited community services such as cell phone coverage, internet access, health and emergency services, etc., impacting resident and visitor well-being.	4.64% 13	3.57% 10	15.71% 44	18.57% 52	31.07% 87	26.43% 74	280	2.53
Resident access to Big Sur recreational activities being negatively impacted by visitor usage.	4.15% 12	6.23% 18	17.65% 51	20.42% 59	19.03% 55	32.53% 94	289	2.58

To further understand stakeholder concerns, the Resident Survey also included questions on what issues regarding visitation are of most importance to residents. The survey results further solidified the issues that had been brought forward during multi-stakeholder meetings and provided additional insights on issues of greatest concern.

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

Q13 Please rank the following tourism challenges facing Big Sur, from Most Serious (1) to Least Serious (8):

Answered: 271 Skipped: 71



Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Poor visitor behavior (trespassing, illegal parking, risky "selfies", etc.).	22.22% 54	14.81% 36	19.34% 47	14.81% 36	13.17% 32	4.12% 10	4.94% 12	6.58% 16	243	5.53
Lack of publicly accessible restrooms.	16.13% 40	16.94% 42	12.90% 32	9.68% 24	12.50% 31	12.90% 32	8.47% 21	10.48% 26	248	4.90
Litter accumulating in popular visitor areas and lack of trash collection.	2.89% 7	9.92% 24	11.16% 27	16.94% 41	17.77% 43	17.77% 43	16.94% 41	6.61% 16	242	4.09
Growing traffic congestion on Highway 1.	20.00% 49	17.96% 44	14.29% 35	14.69% 36	15.51% 38	8.98% 22	5.71% 14	2.86% 7	245	5.48
Poorly monitored backcountry access and camping, resulting in increased fire risk.	10.48% 26	12.10% 30	12.50% 31	10.89% 27	14.52% 36	14.52% 36	12.10% 30	12.90% 32	248	4.37
Damage to Big Sur's natural environment from too many visitors.	23.08% 57	14.98% 37	11.74% 29	11.34% 28	9.72% 24	13.77% 34	11.34% 28	4.05% 10	247	5.23
Lack of information and guidelines to educate visitors about Big Sur (online information, interpretive signage, guidelines for responsible visitor behavior/driving, etc.).	3.56% 9	6.32% 16	7.91% 20	5.93% 15	10.28% 26	11.86% 30	27.67% 70	26.48% 67	253	3.08
Lack of sufficient law enforcement on Highway 1, especially at congested tourist sites (i.e. Bixby Bridge, McWay Falls, etc.).	9.89% 26	11.41% 30	14.45% 38	16.35% 43	5.70% 15	12.55% 33	8.75% 23	20.91% 55	263	4.26

For survey respondents, poor visitor behavior (trespassing, illegal parking, risky taking of “selfies”, etc.), is seen as the most important challenge, followed closely by growing traffic congestion on Highway 1, and damage to Big Sur’s natural environment. The issues of lack of publicly accessible restrooms, and the lack of enforcement on Highway 1 are close behind.

In short, issues of visitor management follow consistent themes that have been identified and acknowledged as problems for many years, and can be broadly categorized as follows – poor visitor behavior, lack of enforcement, lack of facilities to support visitation, and lack of funding to address the issues.

To gauge support for different visitor management ideas for Big Sur that can be implemented over both the short-term and move forward into the future with longer-term solutions, the Resident Survey asked respondents to indicate their support for a series of different solutions to address the identified issues. Based on the resident survey, the same concerns and solutions reflected by participants in multi-stakeholder meetings carried out as part of the DSP process, were reflected in the survey responses:

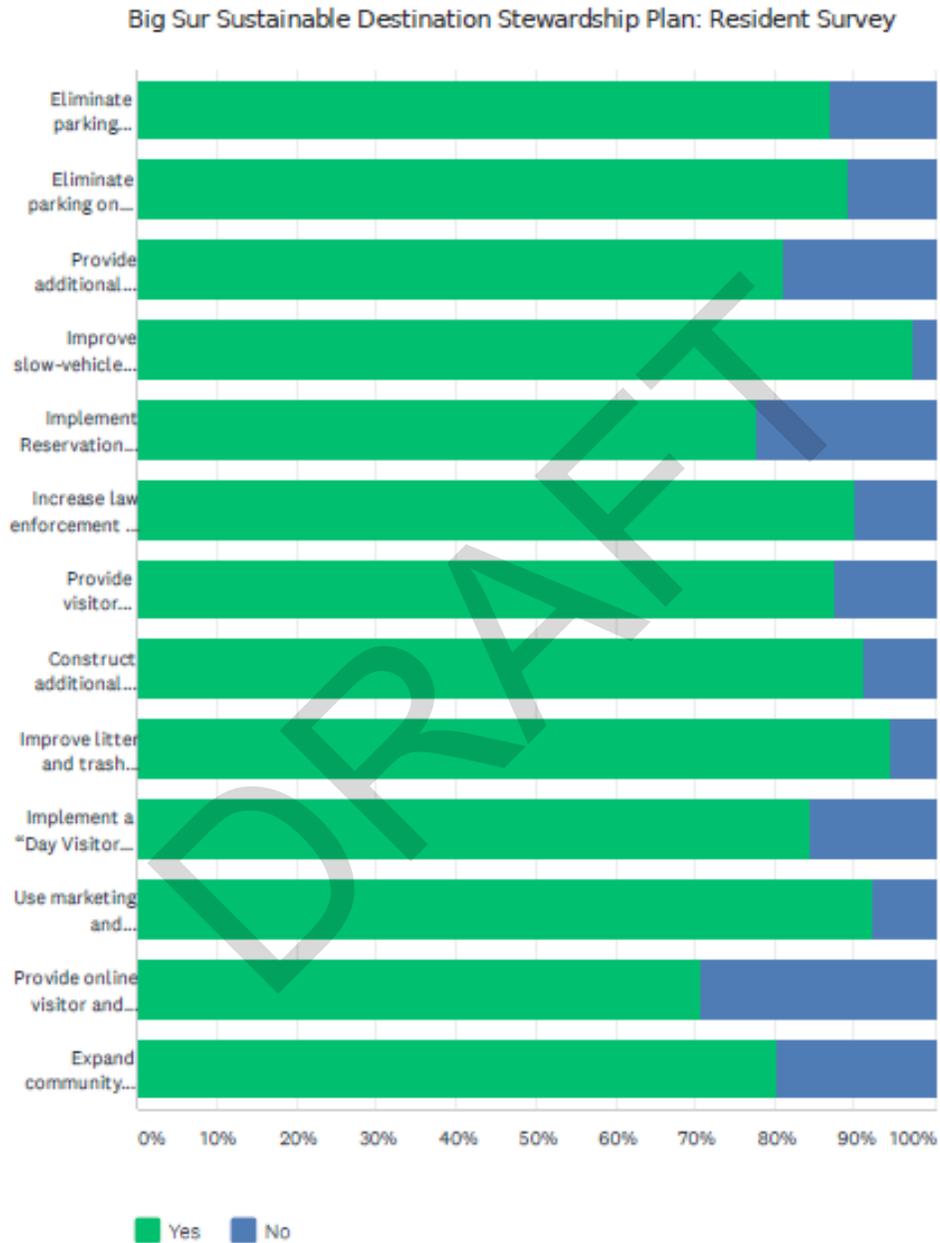
More than 90% of survey respondents supported:

- Educating visitors about appropriate behavior and respectful interactions with Big Sur’s environment, culture, and community;
- Improving slow vehicle turnouts;
- Improving litter and trash collection;
- Constructing additional public access restrooms.

More than 80% of survey respondents supported:

- Eliminating parking alongside Bixby Bridge and at McWay Falls;
- Providing visitor facilities at the north and south “entrances” to Big Sur;
- Implementing a Day Pass to provide funds to support visitor management.

These initial strategy ideas became the basis for the more detailed recommendations that are presented in this plan.

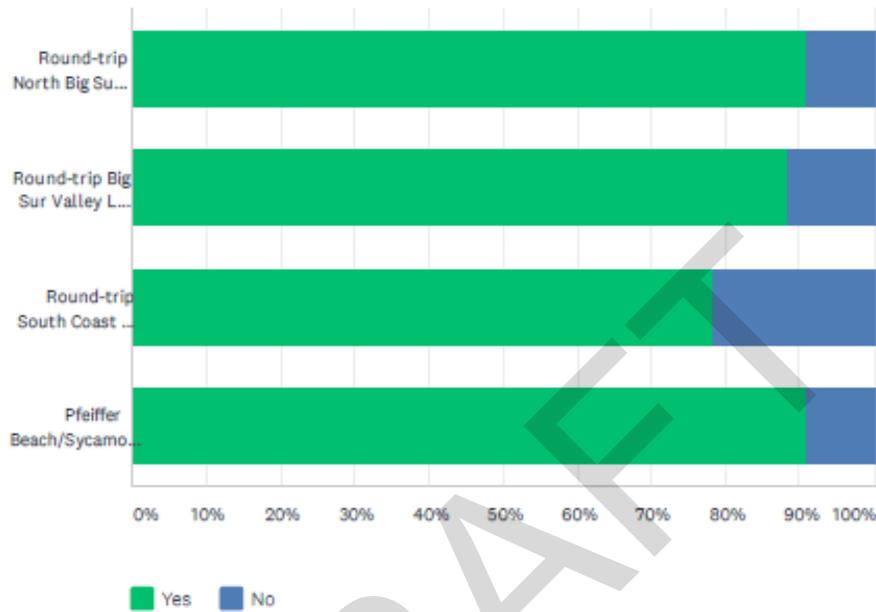


Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	YES	NO	TOTAL	WEIGHTED AVERAGE
Eliminate parking alongside Bixby Bridge and provide a designated look-out point that provides views of the bridge.	87.04% 215	12.96% 32	247	1.13
Eliminate parking on Highway 1 at McWay Falls and provide better management of parking access in designated areas.	89.20% 223	10.80% 27	250	1.11
Provide additional signage along Highway 1, co-locating whenever possible, to identify public restrooms, slow vehicle turnouts, and recreational opportunities.	80.88% 203	19.12% 48	251	1.19
Improve slow-vehicle turnout opportunities, including education and enforcement.	97.27% 249	2.73% 7	256	1.03
Implement Reservation Systems at highly visited destinations such as Pfeiffer Beach and for back-country access.	77.47% 196	22.53% 57	253	1.23
Increase law enforcement and ranger presence at popular tourism and camping locations to manage, monitor and improve safety and behavior.	90.04% 226	9.96% 25	251	1.10
Provide visitor facilities at the north and south entrance points to Big Sur to educate visitors and better manage visitation, including visitor behavior guidelines, day passes, shuttle services to popular sites, etc.	87.50% 217	12.50% 31	248	1.13
Construct additional public access restrooms in appropriate locations along Highway 1.	90.94% 231	9.06% 23	254	1.09
Improve litter and trash collection, including select placement and maintenance of trash receptacles along Highway 1.	94.40% 236	5.60% 14	250	1.06
Implement a "Day Visitor Green Pass" including State Park/USFS day pass, shuttle services, etc. to raise funds to support Big Sur infrastructure and community needs (e.g. emergency services, law enforcement, trash collection, restroom management, etc.).	84.43% 206	15.57% 38	244	1.16
Use marketing and communication services and information, both online and on site, to educate visitors about appropriate behavior and respectful interactions with Big Sur's environment, culture and community.	92.24% 226	7.76% 19	245	1.08
Provide online visitor and traffic information (using traffic webcams at select locations) to help manage visitor congestion.	70.68% 176	29.32% 73	249	1.29
Expand community housing options in Big Sur.	80.16% 198	19.84% 49	247	1.20

In addition, the survey also gauged whether there was support for the implementation of environmentally-friendly shuttle services in Big Sur as one solution to reducing traffic congestion on Highway 1. Shuttle services to Pfeiffer Beach and a North Big Sur shuttle loop were both supported by over 90% of respondents, with a Big Sur Valley loop shuttle supported by 88% and a South Coast shuttle supported by 78% of respondents. These results should help to bolster efforts to move forward with implementation, despite obstacles such as funding and other short-term challenges, knowing that community stakeholder support is there.

Q18 Would you support an environmentally-friendly shuttle service offering:



	YES	NO	TOTAL	WEIGHTED AVERAGE
Round-trip North Big Sur shuttle service (Rio Road/Carmel Highlands to Big Sur Valley e.g. River Inn) with hop-on/hop-off opportunities along the way.	90.73% 225	9.27% 23	248	1.09
Round-trip Big Sur Valley Loop Shuttle with hop-on/hop-off opportunities along the way.	88.16% 216	11.84% 29	245	1.12
Round-trip South Coast Big Sur shuttle service with hop-on/hop-off opportunities along the way.	78.28% 191	21.72% 53	244	1.22
Pfeiffer Beach/Sycamore Canyon Road shuttle service.	90.76% 226	9.24% 23	249	1.09

With the rapid changes over the past year, impacting not only tourism, but many aspects of our daily lives, planning with the current and future of visitation to Big Sur in mind is now more important than ever.

## **The Path Forward: DSP Recommendations**

These recommendations represent a culmination of Big Sur multi-stakeholder engagement meetings, interviews and surveys with Big Sur business owners, community members and residents, county and state officials, representatives of federal agencies as well as local non-profit organizations and associations, all with a direct connection to Big Sur (Appendix A). In addition, extensive research was conducted on tourism and its related issues in Big Sur as well as a careful review of other established Big Sur plans, in particular four key land use documents: California Coastal Act; Big Sur Land Use Plan; Coast Highway Management Plan; and Sustainable Transportation Demand Management Plan, as noted previously.

A guiding principle throughout this process, and as articulated in stakeholder meetings and also held in common as a key theme in all of the four above-mentioned documents, is the need to Preserve and Protect Big Sur. Protecting and preserving the environment is also at the heart of sustainable tourism, and the following recommendations are focused on how to properly plan and manage visitation in Big Sur to be an opportunity and not a threat to the environment, as well as to recognize the importance of visitation to the economy, upon which many local businesses and jobs depend.

From the outset, an important goal of the DSP has been to create a strategy for sustainable tourism visitor management with pragmatic recommendations and implementable action items that recognize the delicate balance of harnessing the economic benefits of visitation to support local livelihoods, while also ensuring that Big Sur's natural environment remains protected and its community way of life also flourishes, now and in the future.

Given the unique aspects of Big Sur having multiple jurisdictions (county, state and federal) as well as a wide range of passionate sentiments about visitation among stakeholders and community members, it is recognized that these recommendations may not be exactly what one or another specific individual or group wants but rather, the recommendations represent a way forward based

upon compromise to find common ground among all stakeholders to support an outcome for the greater good. A guiding principle behind these recommendations for Big Sur is that even small changes can together make a big difference in positively managing tourism now and for the future.

The overriding purpose of these recommendations is to turn visitor impact into positive impact for Big Sur – its environment, residents, community members and businesses. To this latter stakeholder constituency - private businesses - while it was beyond the scope of this plan to assess sustainable tourism practices among individual businesses operating within the Big Sur Land Use area, it is noteworthy that several established businesses in Big Sur have been recognized nationally and internationally for their sustainability leadership. In keeping with destination stewardship, it is recommended that all businesses operating in Big Sur follow the principles of sustainable tourism best practices

In making these recommendations, another important guiding factor was to focus as much as possible on pragmatic solutions to visitation challenges with both Short Term Actions (12-24 months) and Long Term Actions (3-5 years). With the unexpected arrival of the 2020 global coronavirus pandemic of the last few months leading to wide-scale economic hardship, including reports of California facing a daunting state budget deficit, it is anticipated that there will be even less funding available to help support Big Sur needs at the county, state, and federal levels. With that in mind, a more robust approach to out-of-the-box thinking on funding mechanisms that could help support implementation of both short term and long term recommendations is also included.

Finally, while there is no magic bullet that will quickly or easily solve the inter-related visitation challenges facing Big Sur, there is plenty of room for progress and improvement to take place that will enable Big Sur to celebrate and protect its natural environment and cultural heritage, and to also advance economic opportunity for local businesses, support job growth for the community, allow for responsible visitor access to attractions, and ensure that a new and positive vision

for destination stewardship takes root and prospers in Big Sur now and for years to come. The following recommendations are listed by the priority challenges that grew up of the DSP multi stakeholder consultation process followed by solutions, in some cases including several options, that are geared to both short term and long term actions.

**CHALLENGE: *Funding the Recommendations***

Big Sur has many positive visitor management opportunities in its toolkit, including existing websites that provide information to visitors, volunteers who assist with monitoring the back-country, and ongoing efforts by community members towards improving life in Big Sur for residents, from disaster relief to health care to emergency services, among others. Yet one issue has repeatedly risen to the forefront time and again in consultations with Big Sur stakeholders about ideas for improving visitation management: the challenge of funding resources to implement solutions. With different jurisdictions overseeing land use, visitation regulations, and other aspects of Big Sur that involve multiple levels of government agencies along with non-profit and volunteer organizations, businesses, private landowners, etc., funding for implementation of plans, and ideas for improving visitation management in Big Sur have continued to face hurdles.

In the past few years, even before the coronavirus pandemic's impact on the economy, budgets have been shrinking, including at state parks and on forest service lands, both having suffered from significant funding cuts. Coordination between different agencies and organizations about how to distribute funds or implement projects across multiple jurisdictions is an on-going issue.

Challenges with funding resources have also been compounded by Big Sur being an unincorporated area within Monterey County, with no individual municipal status. Thus, there are no local tax revenues to provide services for residents, such as municipal trash collection and infrastructure repairs. Revenues that flow into Monterey County have many competing demands for their use across the five districts that make up the county, from Pajaro in the north to Salinas in the

east to the San Luis Obispo County line in the south. Big Sur, as a part of District 5, competes for Monterey County funds to address a multitude of community needs.

As one resident, born and raised in Big Sur, explained,

*“My parent’s generation meant well when they fought against Big Sur being incorporated as a municipality before I was born, but they did not consider the long-term consequences of that decision. As a result, we have to rely on volunteers for things like essential emergency services and we depend heavily on county and state funding to support our needs.”*

Revenue generated from sales taxes on items purchased or consumed in Big Sur go to Monterey County and the State of California. Many residents feel that revenue generated for Monterey County and for the State of California through the marketing of Big Sur as a destination is not sufficiently invested back into Big Sur to protect and enhance its natural and cultural assets in commensurate measure, nor invested back into the community of Big Sur to properly mitigate some of the problems caused by visitation.

This is further compounded by the number of day visitors to Big Sur – the majority of visitors drive in and out of Big Sur on day trips, as also noted in the recently completed TDM. The visitor survey conducted as part of that plan, although representing a small sampling of visitors, still provides valuable insights, including that 61% of visitors indicated that they were staying only for the day, with 77% reporting they entered Big Sur from the north and were departing back the same way, and 68% of respondents entering Big Sur from the south indicating that they were departing back the same way. (TDM, p. 23) Such day visitors do not contribute significantly to the economic resources of Big Sur, compared with overnight visitors. For example, day visitors do not pay the Transient Occupancy Tax in Big Sur - a source of county revenue that could be further earmarked and invested to specifically assist Big Sur.

With the negative impacts of the global coronavirus pandemic across all sectors of the economy and, in particular, hospitality and restaurant services, funding at all levels – county, state, federal – will be that much more limited. This has also been noted by various state agencies; in particular, Visit California research has also predicted a significant shortfall in visitation revenue over the next few years. Thus, innovative and creative strategies will need to be employed to secure funding for implementation of recommendations and actions in this plan to improve visitor management in Big Sur.

## **Recommendations**

### **Short Term (12-24 months)**

#### ***Action: Establish a “Go Green” Day Pass***

The creation of a “Go Green” Day Pass for visitors to purchase online before entering or once in Big Sur, will enable visitors to give back in positive ways to the protection and preservation of Big Sur, as well as to support community needs. The purchase of this day pass would contribute funds for providing better visitor management services, which would improve the experience for both visitors and residents, and enable visitors to “give back” as part of their experience of visiting Big Sur. This would enable a source of funds to come directly into the Big Sur community in the form of a Big Sur “Sustainability Fund” (further explained on page...) for the specific purpose of helping to solve some of the long-standing issues over visitation that have led to increasing friction with the community. Specifically identifying the purpose of the “Go Green” Day Pass – to protect Big Sur’s iconic natural heritage through support for local environmental conservation organizations, as well as providing enhanced visitor services (trash/litter, restrooms, etc.) will help to ensure that together, Big Sur visitors and residents alike work to preserve this beautiful coastline. This also provides a compelling story that allows Big Sur to promote sustainable tourism destination leadership at a time when this is also of increasing importance to domestic and international travelers, as evidenced in recent travel industry research on how tourism will change in a post pandemic world.

Tourist day passes (and multi-day passes) have been used for various purposes in other places. In California, the *Go California* pass, and the *Go San Francisco* pass are two examples of visitor passes that allow travelers to use public transportation and/or to pick and choose attractions to visit over a period of time. (San Francisco Travel Association, 2019) Hawaii offers visitor passes for Oahu and Maui, and destinations in other parts of the world, from cities like Singapore to entire countries like Holland, offer versions of visitor passes that include transportation and attractions as a way to enhance the visitor experience and also raise revenue to support national, state and municipal services.

However, specifically tailoring a visitor day pass to focus on enhancing the care and protection of the place being visited and as a way to support the local community, is a relatively new idea, although it is already gaining further traction based upon conservation fees and community development fees in some tourism destinations. Big Sur has the opportunity to show that it is at the forefront of destination stewardship where visitors have a positive way to help give back to protecting Big Sur's environment, supporting local businesses, and benefitting the community.

**Option 1:** Offer a “Go Green” Day Pass for purchase online through multiple Big Sur channels – CABS, MCCVB, Big Sur Chamber of Commerce, etc., as well as through area businesses, including potential partners in Monterey County (such as the Monterey Aquarium) and other potential partners in San Luis Obispo County. The suggested amount for the “Go Green” Day Pass would be \$10 per vehicle; and include other visitor benefits as incentives for purchase of the pass such as special discounts (such as 10% or 20% off) at participating Big Sur restaurants, shops, and galleries. Big Sur shuttle services could also be included for free for those who purchase a “Go Green” Day Pass, once shuttle services are established.

Multi-day “Go Green” Day Pass options could also be offered, such as \$18 for a two-day pass, or \$25 for a three-day pass. Places that sell the “Go Green” Day

Pass could also be offered a 20 percent commission as an incentive for also promoting and selling the pass. The pass could be offered as part of a “Go Green” Big Sur app, as well as sold through various Big Sur websites, with additional information included on the app such as maps and visitor education information. Given the limited cellphone and Wi-Fi signal service available in Big Sur, when purchasing a “Go Green” pass, visitors can be informed to print out the pass or take a screen shot of it (much like an airline boarding pass).

**Option 2:** A combined Big Sur “Go Green” Day Pass and day use park access pass: Charge \$40 per vehicle per day (which will allow for businesses that sell the combined pass to earn a combined \$5 based on a 20% commission on the \$10 “Go Green” Day Pass and an \$3 extra on top of park entrance fees for State Park Day Use pass (\$10), US Forest Service Day Use pass (\$5) and Parks Management Company Day Use pass (\$12). Multi-day passes could also be offered which would appeal to guests staying at local hotels in Big Sur who want to explore the area. This combined “Go Green” Day Pass would include day use access to State Parks and US Forest Service concessions in Big Sur, and free access to any Big Sur shuttle services, but would not include any required additional parking reservation fees that could be implemented at Pfeiffer Beach or McWay Falls (see below).

This would mean that visitors with a “Go Green” Day Pass could easily enter the State Parks and U.S. Forest Service parks up and down the Big Sur Coast, saving time at park entrance facilities for fee collection. It could also help increase revenue for day use at parks to support improved services such as restrooms and trash facilities, while providing consistency and eliminating confusion around park restroom access: state parks are supposed to allow visitors to come in for the sole purpose of using restrooms without having to pay the day use fee. U.S. Forest Service entities do not allow restroom access without paying the day use fee. Purchasing a combined “Go Green” Day pass (or a multiple-day “Go Green” Pass) would mean that visitors can easily enter any Big Sur State Park or US Forest Service facility and use the restroom.

In addition to the above offerings to visitors, a Resident “Go Green” Annual Pass should also be considered. A Resident “Go Green” Annual Pass would combine a State Parks Annual Pass, a US Forest Service Adventure Pass, and a Parks Management Company Annual Pass. Through this “Go Green” Annual Pass, residents would know they are contributing funds that will directly benefit Big Sur, and also provide them with year round access to Big Sur State Parks and US Forest Service day use areas (as with the other “Go Green” Pass, any parking reservations systems implemented at Pfeiffer Beach or McWay Falls would be separate from this annual pass).

“Go Green” Day Pass funds could be collected through a local existing NGO, or through the Community Foundation for Monterey County, with a decision to be determined by the Big Sur community, and with funds dispersed to the State Parks and US Forest Service via a Cooperating Association Agreement. A good example of such an agreement is the existing relationship between the Point Lobos Foundation and the Point Lobos State Natural Reserve, a successful partnership agreement that has benefitted visitors, residents, and the park itself. Examples also exist of Cooperating Association Agreements with multiple parks, such as Friends of Santa Cruz State Parks.

***Action: Establish a Big Sur “Sustainability Fund”***

The “Go Green” Pass could result in significant funding specifically earmarked to benefit Big Sur. For example, even if just 100,000 cars out of the estimated millions of visitor cars that drive Highway 1 in Big Sur annually were to purchase the \$10 “Go Green” Day Pass, that would immediately generate upwards of \$1 million going into a Big Sur “Sustainability Fund.” With ample promotion of the “Go Green” Day Pass, such revenue could potentially accrue several million dollars into a Big Sur “Sustainability Fund.”

Such funds from the “Go Green” Day Pass should be managed through one of the multiple non-profit groups that currently operate in Big Sur, or perhaps through the Community Foundation of Monterey County. The specific purpose of a Big

Sur “Sustainability Fund” would be to support implementation of DSP recommendations related to improving visitor management, support for local conservation initiatives, as well as ongoing community development needs (i.e. local infrastructure improvements, emergency services, etc.). Sustainable tourism principles should serve as the guiding use for this fund, focusing on protecting the natural environment, supporting cultural heritage, and enhancing the well-being of Big Sur’s communities, as well as improving the visitor experience.

***Action: Establish a Big Sur “Community Corps”***

A Big Sur Sustainability Fund can be used to set up and fund a Big Sur “Community Corps” - a source of volunteers and part-time paid members to support visitor management strategies noted in the DSP recommendations.

The creation of the Big Sur “Community Corps” will help to provide visitors with real time information on Big Sur, as well as monitoring of high visitation impact areas to assist with adherence to rules, and visitor behavior, also supporting law enforcement personnel to be better used more effectively as and when necessary.

There are successful precedents for similar initiatives utilizing volunteers and part-time paid community members both as ambassadors of their community to visitors and providing information to assist and educate visitors to “do the right thing.” For example, the volunteer “Docents” at nearby Point Lobos State Natural Reserve and the volunteers at the Point Sur Lighthouse are two highly regarded local efforts. Providing additional guidance, instruction, education, and information to visitors will help to alleviate some of the concerns with visitation, while also enabling community members to have direct involvement and engagement in improving the visitor experience for the benefit of residents and visitors alike. In addition, Big Sur “Community Corps” members could also be involved in back-country monitoring, in support and enhancement of existing volunteer efforts there, and could even be trained and deputized in coordination with law enforcement to assist in issuing citations for certain types of violations.

A basic training program should be developed for all “Community Corps” members, ensuring that members can interact with visitors and the public to also provide information about the history, natural heritage, cultural resources, and communities of Big Sur, as well as providing details about where and how to find restrooms, trash containers, do’s and don’ts of behavior, and an understanding of public health and safety, local traffic rules and laws, etc. Utilizing existing community resources to design and develop the training would ensure that it reflects and values the perspectives and knowledge of the Big Sur community. The training could be offered as a combination of online and in-person sessions. Again, local examples of such efforts include the training for Docents who serve at Point Lobos State Natural Reserve, and the volunteers who work at Point Sur, as well as the training carried out for back-country ranger volunteers offered by the Ventana Wilderness Alliance.

Joint Powers agreements with the appropriate law enforcement agencies could be developed to allow “Community Corps” members to issue citations or assist in law enforcement around particular visitation management issues. This has been effective in other popular ecotourism destinations (such as the tiny country of Belize), whereby community co-management agreements with local government have been put into effect to allow for community involvement in managing tourism behavior and providing helpful information to visitors.

***Action: Explore other funding avenues***

Other opportunities for funding Big Sur sustainable tourism initiatives should also be explored. Grant funding opportunities for specific projects that address tourism visitation issues may be one source of additional resources. Streamlining the granting of permissions and permits for commercial filming in Big Sur, to include a defined percentage contribution to the Big Sur “Sustainability Fund” could also be considered as a source for additional funds. This would guarantee a source of revenue beyond inconsistent “volunteer” donations to different Big Sur organizations from filming companies that use Big Sur. In turn, those funds could be used to directly support enhanced services that would benefit residents.

### **CHALLENGE: Highway 1 Visitor Traffic Management**

With Highway 1 as the main corridor for access to Big Sur for residents, employees, and visitors alike, addressing concerns about traffic, congestion, safety, and enforcement are critical to improving visitation management to Big Sur. Traffic congestion on Highway 1 has many intertwined effects on the visitor experience, and on the livelihoods of those who live and work in Big Sur, impacting the protection of the natural environment as well as the health and safety of all who travel the roadway. Congestion “hot spots” create frustration, as well as safety issues – Bixby Bridge, Pfeiffer Beach, and McWay Falls are consistently top visitor attractions, and create chokepoints along Highway 1 that can heavily impact moving up and down the highway corridor during certain times. Garrapata State Park and Sand Dollar Beach are two other areas that can become the focus of heavy visitation.

The roadway itself is governed by a number of regulations as a scenic highway that also limit physical infrastructure solutions. In addition, other restrictions to protect the critical viewshed that are contained in the BSLUP and the California Coastal Act mean that any infrastructure improvements that are not driven by emergency situations (landslides, flooding, etc.) can and have taken years to be implemented. In the meantime, improving the experience of using Highway 1 for both visitors and residents is both essential, and possible.

Among other specific recommendations for addressing issues associated with Highway 1 traffic management, visitor information and education is a critical part. Providing additional information about opportunities for accessing walking or hiking on a day-use basis, additional placement of amenities such as trash bins and bathrooms, will all help to better distribute visitors through the corridor, providing recreational access while mitigating community concerns about protecting natural resources and improving safety.

In addition, providing better information about opportunities for recreational activities such as walking and hiking may also help to encourage a different kind

of day-visitor that is more oriented to enjoying and protecting the natural heritage that Big Sur represents, and less interested in the “selfie” photo-snapping at a limited number of “hot spot” locations that leads to some of the traffic and safety problems along Highway 1.

The TDM, completed by Caltrans in February 2020, provides additional recommendations for improving the Highway 1 visitor experience, particularly in regard to infrastructure improvements along the Highway that are in keeping with the Big Sur CHMP. The formation of a Byway Committee, originally proposed in the CHMP, as a mechanism to move forward with the recommendations of the TDM can further contribute to improvements to the Highway 1 visitor experience and also to traffic management, and the DSP recommendations support these efforts.

### **Recommendations**

#### **Short Term (12-24 months):**

##### ***Action: Increase monitoring and enforcement during key peak holiday periods and at “hotspots”***

During the coronavirus pandemic, existing Mutual Aid agreements between Law Enforcement Agencies were important to enforcing Shelter-In-Place ordinances, including closure of beaches and state parks, closure of Los Padres National Forest recreation areas, etc. These agreements helped the community of Big Sur to respond more effectively to concerning behavior from visitors to Big Sur, from entering state parks and Forest Service lands that were closed, to ignoring social-distancing mandates, to ignoring beach and facility closures. Increased issuing of fines, volunteers informing visitors of new rules and regulations, etc. helped reduce some of these encroachments and behavior. While these agreements are always in place, their visibility and their need has been reinforced by the Shelter-In-Place directives of the coronavirus pandemic. They represent a framework to strengthen, build upon and enhance in terms of some of the visitation problems identified by Big Sur residents and stakeholders, to increase the ability of law

enforcement entities, with support, to deal more effectively with challenges in the corridor, particularly at “hot spots.”

It is worth noting that Big Sur residents observed that, during Shelter-in-Place rules and in spite of overall reduced visitation and traffic during the coronavirus pandemic, popular areas in Big Sur continued to face visitation issues and problems, from ignoring temporary restrictions on back-country hiking and camping, to traffic congestion and illegal parking at Bixby Bridge. The need for more eyes and boots on the ground, and the ability to better enforce existing laws, ordinances, rules, and regulations are all critical to improving these visitation challenges. Utilizing “Community Corps” members, mentioned previously, to be stationed at visitor “hot spots” and assist with better educating visitors in Big Sur can also be part of improved monitoring and enforcement.

In the Big Sur Resident Survey, improving slow-vehicle turnout opportunities, including education and enforcement, was listed as one of the most important visitor management priorities among respondents. Slow vehicle turnouts along Highway 1 allow opportunities for vehicles traveling at slow speeds to pull over and let other vehicles pass, facilitating a smoother flow of traffic through the corridor. With much of the corridor posted at 55mph speed limit, except through Big Sur Valley, where the posted speed limit is 45 mph, there are a number of paved, signed slow-vehicle turnouts along Highway 1 in Big Sur, as well as numerous unpaved and unsigned pull-over areas that are not specifically designated as slow vehicle turnouts, but can and are used as such.

The TDM also addressed the issue of Slow Vehicle Turnouts, suggesting that turnouts be established at regular intervals (five miles was the suggested distance between turnouts) (Caltrans, 2020), to improve the driving and transit experience through the corridor. Given that infrastructure improvements are costly and can take a long time to be implemented, short-term actions to improve traffic flow are needed.

California Vehicle Code Section 21656 states:

“On a two-lane highway where passing is unsafe because of traffic in the opposite direction or other conditions, any vehicle proceeding upon the highway at a speed less than the normal speed of traffic moving in the same direction at that time, behind which five or more vehicles are formed in line, shall turn off the roadway at the nearest place designated as a turnout by signs erected by the authority having jurisdiction over the highway, or wherever sufficient area for a safe turnout exists, in order to permit the vehicles following it to proceed.”

([https://california.public.law/codes/ca\\_veh\\_code\\_section\\_21656](https://california.public.law/codes/ca_veh_code_section_21656))

Educating visitors about this law, and more consistent enforcement of those not in compliance, particularly during peak visitation periods, are two methods for improving the traffic congestion situation, while advocating for improvements in signing and infrastructure that may require a longer timeframe to implement. Additionally, further reducing the speed limit through congested areas such as the Big Sur Valley or when approaching areas of high visitation such as Bixby Bridge, may also help traffic to move more safely through the Highway 1 corridor.

As noted, providing increased law enforcement along Highway 1 to enable enforcement of existing laws would help alleviate traffic congestion and improve the travel experience, as well as the safety, of the highway.

### **CHALLENGE: Rethinking the Big Sur Visitor Attraction Experience**

#### **Bixby Bridge**

Arguably no other visitor attraction in Big Sur has created as much concern and controversy as Bixby Bridge. It is one of the most photographed bridges in California due to its design, architecture, and stunning location. As such, it has joined the ranks of other world famous bridges that attract multitudes of visitors and curiosity seekers such as the London Tower Bridge, Venice Rialto Bridge and Sydney Harbor Bridge. Bixby Bridge is among the tallest single-span concrete bridges and at the time of construction it was also the highest single-span arch bridge in the world. From the moment it was completed in 1932, it became a tourist attraction, with visitors staying nearby at what was then the Bixby Inn.

Later, in 1966, the bridge served as the dramatic backdrop for Lady Bird Johnson's official scenic road designation ceremony. Featured repeatedly in films and TV shows, it was already a popular tourist spot before the introduction of smart phones and social media led to dramatically increased visitation among "selfie tourists".

By 2019, Bixby Bridge had become the Big Sur poster child for alarm about poorly managed tourism crowds gathering there and causing safety issues, traffic jams, litter problems and illegal camping. While the travel industry has seen a dramatic decrease in tourism because of the global coronavirus pandemic in 2020, Bixby Bridge and other popular visitor hotspots in Big Sur have continued to face traffic congestion and high visitation. It is clear that Bixby Bridge will remain a popular Big Sur attraction in California for years to come, leading to the importance of finding a solution now to rethink and properly plan and manage the Bixby Bridge visitor experience.

### **Recommendations**

#### **Short Term (12-24 months):**

***Action: Implement a 12-month pilot program to eliminate visitor parking at Bixby Bridge, with monitoring and enforcement in place to manage the new traffic flow and pattern, while redesigning the Bixby Bridge visitor experience.***

Among the Bixby Bridge concerns is illegal visitor parking; traffic congestion that compromises rapid emergency response, particularly during peak holiday periods, and impedes visitor access to other Big Sur recreation areas and scenic vistas; poorly controlled pedestrian movement on and near the bridge, resulting in public safety hazards; littering and waste disposal in the absence of trash receptacles and available restrooms for crowds of visitors who want to photograph the bridge and take "selfies" there.

Visitor infrastructure at the bridge is largely nonexistent beyond a handful of designated parking spaces quickly overwhelmed by the number of vehicles,

particularly during weekends and holidays. In the absence of law enforcement resources readily available to manage the flow of traffic and visitor behavior, Bixby Bridge should adopt a 12 month pilot project to be closed to vehicles stopping and parking there, while an alternative Bixby Bridge visitor experience is implemented that will mitigate the problems noted above. This will allow for a realistic assessment of alternatives to parking at the bridge. The existing Monterey Transit bus stop at the bridge could be maintained during the pilot project period, to allow those who use public transportation to stop at the bridge itself, and if and when Big Sur shuttle services are implemented, a shuttle stop could also be considered at the bridge itself.

Stationing “Community Corps” members at the bridge, particularly during peak visitation periods as the pilot no-parking project is implemented, can help to assist visitors to view the bridge from designated locations, while also ensuring that walking on the roadway or on the bridge itself do not become a more significant problem. Providing “Community Corps” volunteers stationed at key areas just south of the bridge will also prevent illegal roadside parking and walking along the highway. This will allow for opportunities to provide information to tourists about what is permitted and not permitted, as well as to encourage respectful visitor behavior. Law enforcement can then be used strategically if and when needed.

The relatively modest amount of funding required to station members of the “Community Corps” to better monitor the visitor situation at Bixby Bridge particularly during weekends and peak visitation holidays, while implementing the 12 month pilot program to close parking at the bridge, represents “low hanging fruit” for implementation to reduce negative visitation impacts in the short term while a long term solution as recommended below is assessed.

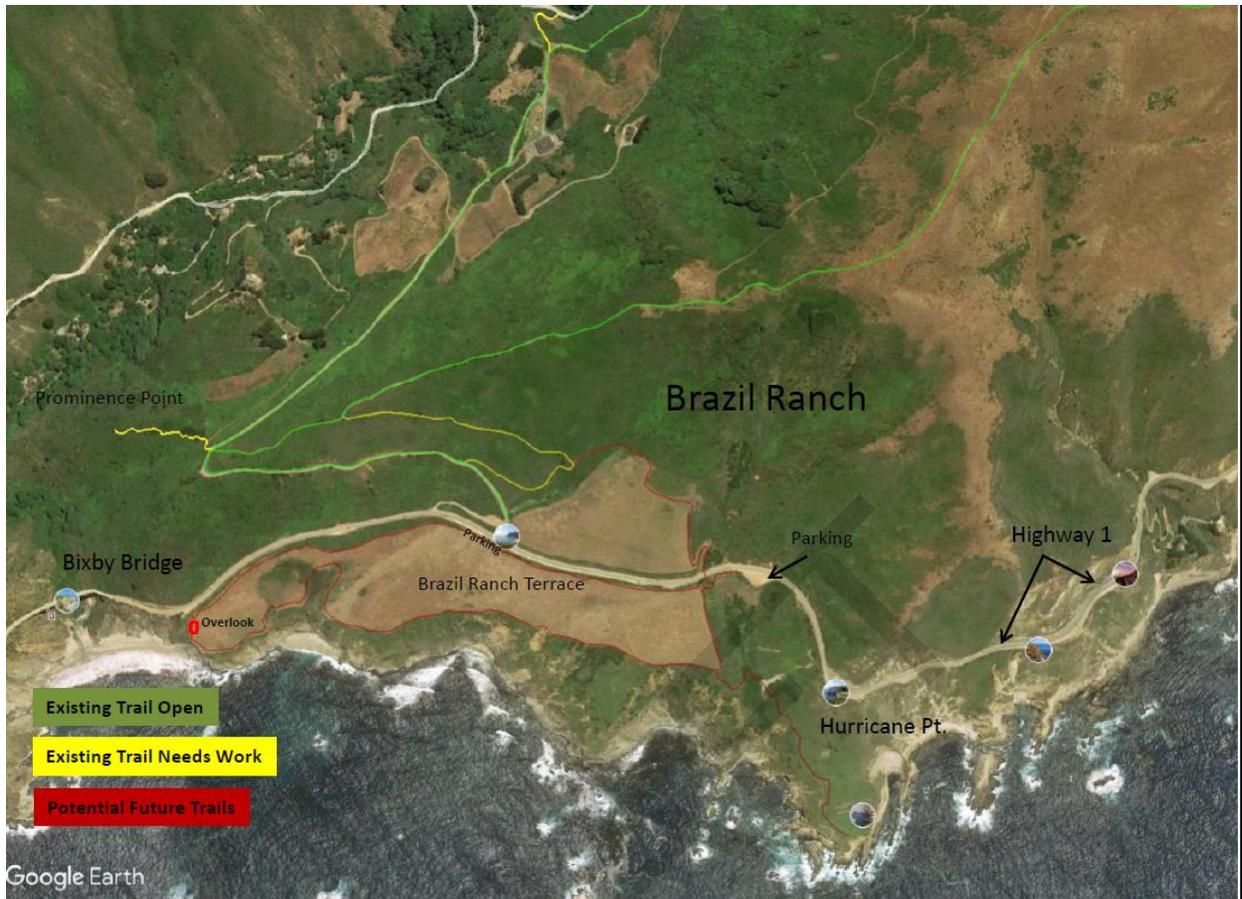
## **Long Term (3-5 years):**

### ***Action: Redesign the Bixby Bridge Visitor Experience***

As has already been noted in this plan when it comes to addressing challenges and problems in Big Sur, there are multiple and sometimes conflicting jurisdictions involved, including county, state, and federal authorities. And this is the same in the case of Bixby Bridge. A solution to the challenge of monitoring and controlling visitation at Bixby Bridge will require out of the box thinking and the support of key agencies.

This plan recommends that, with the results of eliminating parking at Bixby Bridge during the 12-month pilot program in hand, a long term solution should be implemented to eliminate all parking at Bixby Bridge, relocating parking and visitor access to the front section of nearby Brazil Ranch, along with establishing an environmentally-friendly accessible walking trail from the parking area (where there could be room for 20-25 cars) to an overlook point that has already been identified as providing a great view of Bixby Bridge in the background for photographs and “selfies”, thereby ameliorating the problem of visitation impact and associated safety and traffic concerns directly at Bixby Bridge. The image below shows the approximate location for the parking area mentioned above, as well as the overlook point.

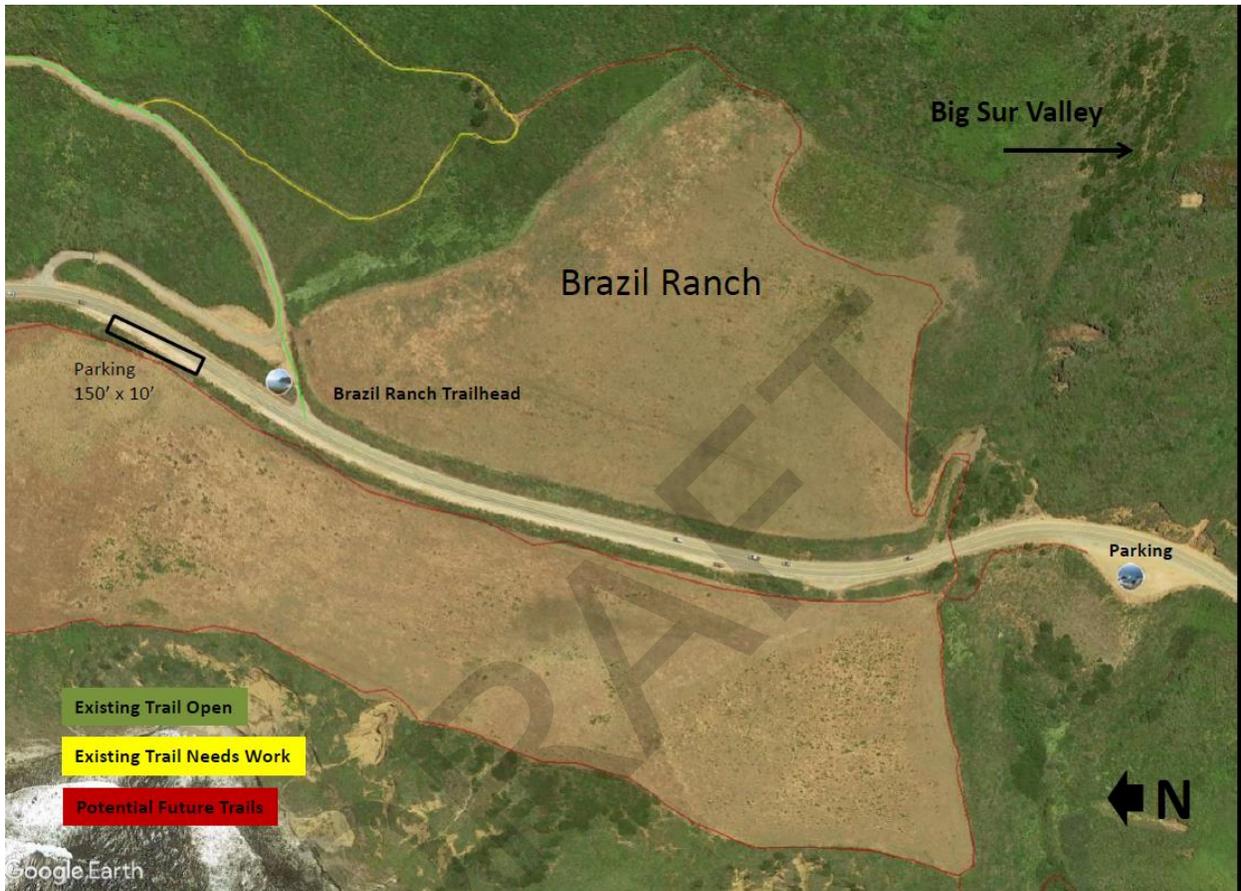
This long term solution with Brazil Ranch includes a trail along the coastal terrace leading to an overlook point of the bridge, and also has the support of the California Coastal Commission, following meetings with the Beyond Green Travel Team to discuss the Bixby Bridge visitor impact problem.



Development of an access management plan for Brazil Ranch, referred to as “Consistency Determination” was also a key action requirement for the US Forest Service to acquire the ranch in the early 2000s. Such an access management plan presents a timely and viable opportunity for a long term solution within the next 3-5 years that both addresses the visitation problems at Bixby Bridge itself and allows for responsible access for taking photos and enjoying views of Bixby Bridge from the overlook point.

The relatively low cost of such light footprint infrastructure, including a walking trail along the coastal terrace ideally also designed according to accessibility guidelines to ensure that all visitors can enjoy the scenic vista of Bixby Bridge, a parking and vehicle turnout area on the east side of Highway 1 near to where the current ridge trail entry exists just south of Bixby Bridge, also makes this a realistic “compromise” option to address the Bixby Bridge visitor dilemma, with potential

collaboration of local organizations such as Ventana Wilderness Alliance. The timeframe of 3-5 years (or 2-3 years) also allows for an opportunity to access specific funding required to put this option into action.



## Pfeiffer Beach

Pfeiffer Beach, accessed by transiting the winding and dangerous Sycamore Canyon Road from Highway 1, has long been a visitation “hot spot.” The public access road not only provides access to the iconic beach, part of U.S. Forest Service lands, but it is also home to many Big Sur residents. Transiting up and down the narrow, at times only 1-lane road, is treacherous, slow, and makes responding to any emergency even more difficult and dangerous. The road is an on-going source of concern for residents and visitors and highlights the tension of managing access while also protecting Big Sur’s environment and ensuring that public health and safety are not jeopardized.

**Action: Implement a parking reservations system at Pfeiffer Beach**

Allowing people to reserve their access to Pfeiffer Beach in advance, with parking fees in addition to the daily park entrance fee, is one opportunity to better manage visitation to Pfeiffer Beach. Such parking reservation systems have been used successfully in many national and state parks to help manage the flow of visitors, while continuing to allow for access.

Separating entrance fees from parking fees can help to address access concerns – access is not being limited, while the availability of parking and its existing limitations is being addressed in a pro-active positive manner that increases revenue while mitigating the impacts of congestion for residents and visitors alike on Sycamore Canyon Road. These additional funds could, in part, be used to help fund the reinstatement of the popular Pfeiffer Beach shuttle service or provide for improved visitor services at Pfeiffer Beach.

Parking reservations for residents could be offered through a free or reduced fee annual parking pass. While still needing to plan and book a parking reservation, residents would use their pass ID number to book the parking reservation through the reservation system, so that they could

**Muir Woods National Monument**

In California's Muir Woods National Monument, a parking and shuttle system was implemented in 2018, which requires visitors to purchase a parking reservation in advance (minimum cost - \$8.50/vehicle), or they can park for free in designated outlying locations and use the shuttle services (\$3.25/person). Entrance to the national monument (\$15/person older than 16 years old) is in addition to the parking and shuttle service.

*“Visitation to Muir Woods National Monument increased significantly in the past decade (growing to 1.1 million visitors in 2016), resulting in increased public safety risks and unreasonable wait times for parking spaces. Limited parking coupled with high visitation led to unsafe illegal parking and foot traffic along narrow roads. The parking and shuttle reservation system better manages visitation levels, allows visitors to plan their trip in advance, and reduces overcrowding. In this way, the system has improved the overall visitor experience while also enhancing the protection and preservation of the surrounding natural resources.*

<https://qomuirwoods.com/muir/faq>

continue to enjoy their local recreational opportunities, while still managing parking in such a way as to improve vehicle access and traffic flow up and down Sycamore Canyon Road. The parking system could be set up to reserve a number of daily parking slots for resident-only reservations.

An example of the successful implementation of a parking reservation system is at California's Muir Woods National Monument. The parking reservation system, implemented in 2018, has enabled the park to better manage its visitation while allowing for visitor access and enjoyment. Coupled with an existing shuttle service that has been offered for a number of years, the implementation of the parking reservation system at Muir Woods has improved the overall visitor experience, increased shuttle ridership, reduced overcrowding and helped to ameliorate environmental damage and concerns from the previous problematic parking issues that Muir Woods was experiencing.

Parking slots at Pfeiffer Beach could be reserved for a set period (2- 4 hours per reservation slot), and staggered through the day, to accommodate a reasonable number of vehicles entering and leaving the park at staggered times. Purchased online prior to arrival, vehicles would need to show their parking reservation pass to proceed down Sycamore Canyon Road to Pfeiffer Beach. Information could also be provided online to give visitors a better sense of what vehicles can safely make the trip down to the beach, due to the restricted nature of Sycamore Canyon Road, and provide the alternative of using the Pfeiffer Beach Shuttle, once it is up and running.

As noted above, Big Sur residents could be provided with a free or reduced fee annual parking pass - while still needing to plan and book a parking reservation, they would use their pass ID number to book the parking reservation. Thus, management of traffic flow and visitation would still be improved, while ensuring that local residents have ongoing access to Pfeiffer Beach.

## **McWay Falls**

McWay Falls is another visitation “hot spot” along the Big Sur Coast. While direct access to the beach below the falls is prohibited, there is a well-marked trail from Julia Pfeiffer Burns State Park that leads to vistas of the Falls. Many people simply park alongside the roadway to avoid having to pay the \$10 vehicle entrance fee to the State Park, creating many road hazards and safety issues for both drivers and pedestrians as they move on and off the roadway. Improved education efforts to encourage visitors to Big Sur to participate in the protection of its iconic natural beauty, including purchase of a “Go Green” Day Pass that includes access to State Parks and U.S. Forest Service facilities would encourage visitors to enter the parking area offered at Julia Pfeiffer Burns State Park and not park along Highway 1, improving their own safety and that of other vehicles traveling on the highway.

### **Recommendations**

#### **Short Term (12-24 months):**

***Action: Eliminate parking alongside McWay Falls, provide additional enforcement and education to direct traffic into Julia Pfeiffer Burns State Park.***

In addition to providing additional enforcement of traffic violations that impede the flow of traffic on Highway 1, utilizing “Community Corps” members to also provide assistance, education, and guidance at McWay Falls to encourage parking in the State Park, and using the pedestrian walkway under Highway 1 to more safely view the Falls, can help to alleviate some of the congestion and visitor behavior concerns at McWay Falls. As noted above, implementing a “Go Green” Day Pass that includes both a State Park day use pass and U.S. Forest Service and Parks Management Agency day use pass can help encourage visitors to use the available parking at Julia Pfeiffer Burns State Park.

***Action: Implement a parking reservation system, similar to the proposed parking reservations system for Pfeiffer Beach.***

Should Julia Pfeiffer Burns State Park find that the elimination of parking alongside McWay Falls leads to parking congestion in their available parking

areas, implementing a parking reservation system, similar to the proposed parking reservations system for Pfeiffer Beach would be a logical next step in addressing the issue of McWay Falls where high visitation, parking, traffic congestion, and public safety often dangerously interact.

### **Shuttle Services**

Shuttle services can be another important way to rethink the Big Sur visitor experience and its attractions and help to reduce visitor vehicle traffic along Highway 1 in Big Sur. Respondents to the Big Sur Resident Survey expressed particularly strong support for the implementation of shuttle services in Big Sur to encourage visitors to use alternative transportation for accessing Big Sur's attractions. Existing data, while it is not conclusive nor comprehensive, indicates that most visitors to Big Sur are day-visitors, and most visitors drive into Big Sur and then turn around and drive back to their entry point. Most of those visitors enter Big Sur from the north, turning around near Nepenthe. Fewer visitors enter from the south, but those who do generally also turn around and return the same way. Fewer still drive through from either direction.

While there is an existing public bus route that serves Big Sur (MST 22), which runs from Carmel-by-the-Sea to Nepenthe, this bus service has low ridership and the schedule is infrequent and changes seasonally. As noted in the TDM, "the bus schedules are generally inconvenient for commuters and for recreational visitors who wish to visit multiple recreation areas for short periods throughout the course of the day." (TDM, p. 39) This bus system is not designed with the hop-on, hop-off schedule to enable recreational visitors to utilize it for a day trip to Big Sur, and thus shuttle services explicitly designed for visitors can better encourage use of alternative transportation other than self-driving in a private vehicle. For Big Sur, the size of the shuttle buses should be relatively small, carrying approximately 30-50 passengers per bus, potentially with the possibility of carrying bicycles. In the case of Pfeiffer Beach, a smaller bus carrying 12-15 passengers would be better suited for traveling up and down Sycamore Canyon Road.

To further encourage participation, purchasers of the “Go Green” Day Pass could be offered free riding on a Big Sur shuttle, once and if such shuttle services are established, as recommended in this plan. There are several options related to the implementation of shuttle services that can happen simultaneously or in a staged roll out.

## **Recommendations**

### **Short Term (12-24 months):**

#### ***Action: Re-institute Sycamore Canyon Road/Pfeiffer Beach Shuttle***

In 2018, a successful pilot shuttle program was implemented by Big Sur resident Weston Call in an effort to address the issues of traffic congestion and safety for both residents and visitors alike along Sycamore Canyon Road, the access route for Pfeiffer Beach. The shuttle successfully operated from May to September 2018 between Big Sur Station and Pfeiffer Beach, with the shuttle service offered approximately every 20 minutes. Parking at Big Sur Station cost \$10/vehicle, and riders of the shuttle paid \$5/person for the shuttle service. In addition to the ride itself, the shuttle was an opportunity for visitor education and information to be shared enroute. Weston’s untimely death in August 2018 led to the end of the shuttle service after completing its first successful season in September that year. Attempts to revive the service in 2019 were unsuccessful, due to concerns about the cost of operating the shuttle, and Coastal Commission concerns that it would limit access to the beach. However, there was widespread support, multi-agency stakeholder engagement, and positive reviews of the service when it was operating.

“Go Green” Day Pass funds, through the Big Sur “Sustainability Fund,” could be used to support the shuttle service, and “Go Green” Day Pass purchasers could be offered the shuttle service for a reduced rate or for free, while others would be required to pay a fee to use the service. California companies interested in promoting the protection of California’s iconic natural heritage, while also allowing for responsible access for residents and visitors alike, could help to

support the shuttle service or contribute to it in exchange for signage on the bus, much as LL Bean pays for a shuttle that serves Acadia National Park and the surrounding communities on Mt. Desert Island in Maine, with their name displayed on the bus as a way to show their support for the community and visitors to Maine's most popular tourism attraction.

The shuttle service could be offered in coordination with a North Corridor shuttle service, as well as again using the Big Sur Station for vehicle parking. Offering an online reservation system (similar to the locally based airport shuttle, Monterey Airbus) for the shuttle service from Big Sur Station and Pfeiffer Beach could also help to manage visitor flow and provide a clear sense of visitor use patterns for the operation of the shuttle, and may be particularly important for high-visitation hours to Pfeiffer Beach (i.e. people leaving the beach after sunset).

As noted, the implementation of a parking reservation system at Pfeiffer Beach, in conjunction with the shuttle service, would help manage access to the beach and travel up and down Sycamore Canyon Road, making it safer for both visitors and residents alike. Shuttle services that are convenient to visitors do not decrease access and thus are not in conflict with laws and regulations ensuring access for visitors to Big Sur's beaches, but actually provide a safe and easy alternative for visitors to gain access, while better protecting the environment, and improving the public's health and safety.

As noted above, the Muir Woods parking reservation and shuttle system implemented in 2018 has led to improved visitation management at the park, and has seen positive impacts from reduced traffic, reduced erosion and other environmental damage from illegal parking, as well as reductions in overcrowding. Big Sur residents could be offered a free or reduced rate for riding the Pfeiffer Beach Shuttle, in addition to having shuttle access included in the purchase of a Residents "Go Green" Annual Pass.

## Long Term (3-5 years):

### **Action: Create a North Loop Big Sur Shuttle**

Implementing a shuttle service for visitors from the Crossroads Shopping Center at Rio Road in Carmel-by-the-Sea, five miles north of Mal Paso Creek Bridge, the “entrance” to Big Sur, to Big Sur Valley that would operate in a loop, is the priority option.

Another Monterey County initiative, ParkIt!, is working to establish additional parking space next to the Crossroads Shopping center at Marathon Flats, and to initially implement shuttle services to nearby Monterey Peninsula Regional Parks and to Point Lobos State Natural Reserve. Collaborating and expanding on this initiative could serve as a way for establishing a Northern Big Sur Shuttle Loop.

California businesses that wish to promote sustainable solutions to traffic issues, contribute to California’s clean air and carbon emissions reduction goals, and would also be interested in supporting the protection of Big Sur’s natural environment and the coastline’s beauty, could be approached to support the shuttle service, in collaboration with

### **Island Explorer Shuttle Service at Mount Desert Island in Maine**

*The clean-diesel powered shuttle serves Maine’s Acadia National Park and the town of Bar Harbor and other small communities during the peak summer tourism season, from mid-June through Labor Day. A successful public-private partnership, the shuttle has been sponsored by iconic Maine brand LL Bean since 2002, carrying more than 8 million visitors since it began. Ridership has increased annually, including a 3.3% increase in 2019 over 2018, thus also having a significant impact on reducing vehicle traffic, a major problem during the summer holiday season and a key reason for introducing the shuttle service. Plans were recently announced to implement a parking reservation system in 2021 for specific highly popular visitor areas of Acadia National Park (Cadillac Mountain and Ocean Drive scenic points) that also experience heavy visitor congestion during peak season to better manage traffic flow and the safety of visitors.*

other local private businesses, non-profits, and government agencies. An example of such a successful public-private partnership is provided in the sidebar above, where the Island Explorer shuttle service has been serving Acadia National Park and the communities of Mt. Desert Island, Maine successfully for over 20 years.

***Action: Establish a Big Sur Valley Loop Shuttle for servicing hiking and walking trailheads, campgrounds, restaurants, art galleries and other community resources.***

A Big Sur Valley Loop Shuttle, which is also suggested in the Sustainable Transportation Demand Management Plan (TDM, p. 54), would provide an additional option for eliminating vehicle traffic and encouraging access to the recreational activities available in Big Sur without driving. Many overnight visitors staying at the area's hotels and campgrounds could access the local area, opportunities for exploring, doing day hikes, and visiting the iconic areas of Big Sur by using such a Loop Shuttle. Running the shuttle from Andrew Molera State Park in the north to Nepenthe in the south and coordinating the shuttle with the other proposed shuttle services from the north and to Pfeiffer Beach, would further encourage visitors to leave their car behind and use alternative forms of transportation.

With an easy, hop-on, hop-off schedule, an option to combine riding the shuttle as part of a "Go Green" Day Pass with day-use entry to the State Parks and to the Los Padres National Forest, visitors would be able to seamlessly access multiple options for entertainment and recreation in Big Sur without having to worry about parking, difficult driving conditions, and managing traffic themselves.

***Action: Establish a South Coast Big Sur Shuttle***

While accurate information is limited, available data indicates that more vehicle trips to Big Sur originate from Monterey County in the north than from San Luis Obispo County in the south. Thus, the biggest opportunity for reducing traffic congestion in Big Sur is with establishing the shuttles above. But visitors entering Big Sur from the south also need to have the option of using a shuttle service to

explore Big Sur without a vehicle. Thus, the establishment of a South Coast loop shuttle, with a potential embarkation point at Salmon Creek Ranger Station and ending at Nepenthe, with further access to the Big Sur Valley Shuttle and/or the Big Sur North Loop Shuttle, would provide access through the entire Big Sur corridor for those wishing to travel by alternative means. Coordinating shuttle timings would be an important part of implementing such a shuttle service, and offering such a shuttle route could follow an evaluation of the implementation of the other shuttles suggested above to determine the need and or interest in such a shuttle.

Apart from the above recommendations, and thinking more outside of the box, other ideas to address traffic issues on Highway 1 that have been dismissed as “impossible” may merit re-visiting. While these ideas are not specifically part of the DSP recommendations, they include: Establish timed access to Highway 1 for larger vehicles such as RV’s and trucks, allowing them to enter the highway during certain hours in order to help streamline the flow of traffic during peak visitor driving hours through the corridor. Another idea to improve traffic flow as a way to also enhance the visitor experience as well as improve local community use of Highway 1, is to implement a metered entrance to Big Sur for all vehicles to allow only a certain maximum number during certain times, following the ideas of “ramp metering” that have been implemented on many California highways, with exemptions for those who live in Monterey County and for emergency vehicles.

Such ideas would require multi-agency engagement and support across different levels of jurisdiction and would also entail legal and funding changes. But the political will for tackling such issues may find new traction and could be considered as California and Big Sur reset tourism in the post-pandemic period.

### **CHALLENGE: Where are the Restrooms?**

The fact that there are few public restrooms available for visitors to use along the Big Sur coast has been repeatedly identified as a critical issue by Big Sur residents and businesses. Human waste, in addition to other litter, has also been found

along roadsides, and presents health and environmental hazards that have taken on a new level of concern during the 2020 coronavirus pandemic. Businesses in Big Sur have complained of guest restrooms being overrun with visitors who are driving through and do not patronize their businesses, while their actual customers have to contend with a steady flow of customers in and out of the establishment's bathrooms meant for customer use. Visitors indicate that information about what restrooms are available, and where they are located, is not clearly communicated, and access to those bathrooms is also not always granted. Visitors desperate for a bathroom when coming off a beach or a hike find themselves unable to locate facilities.

State Parks, which are supposed to provide public access to their bathrooms without paying an entrance fee, do not always allow visitors to use those facilities, especially if parking is already crowded. Staff have turned people away who are asking to use the bathrooms as was documented during the DSP project period. The policy of allowing non-paying visitors to use bathrooms is also not consistent across jurisdictions – State Parks allow it, U.S. Forest Service parks do not, and it is not always clear to visitors which is which. In addition, Parks Management Agency, the current Forest Service management company, manages some State Parks in Big Sur (such as Limekiln State Park), and applies U.S. Forest Service rules. For visitors new to the Big Sur coast, and simply seeking a restroom, the rules are anything but clear, and the problem of lack of public restrooms is highly likely to continue as a source of contention and frustration for locals and visitors alike.

This issue has plagued Big Sur for many years, and long-term solutions, such as building more bathrooms, also have to navigate the complexities of multi-agency jurisdictions, the requirements of the Big Sur Land Use Plan and the Coastal Act to not impede on the “critical viewshed”, funding constraints, and going through the required and necessary environmental and other permitting processes. In short, a multitude of regulations and jurisdictions has effectively created a problem that is harmful to health, sanitation, and the environment, in the name of protecting the environment and promoting visitor access.

There are two particular aspects to ameliorating the problem of restroom access along the Big Sur Coast: ensuring access to existing restrooms, while providing better information, education and signage to help visitors “do the right thing;” and providing additional restrooms. This plan calls for both.

## **Recommendations**

### **Short Term (12-24 Months):**

#### ***Action: Improve Access and Provide Better Signage for Existing Restrooms***



Co-locate additional clear signage designating bathrooms so that visitors are aware of bathroom facilities being available as they approach them (i.e. at State Parks, etc.). Use consistent signage to familiarize visitors with restrooms, providing visitor education to help promote easy identification.

Include information about bathrooms in Big Sur on a sign welcoming visitors to Big Sur at the north and south entry points (but out of the viewshed), so that visitors are again reminded of the limitations of bathroom availability. One option would be to consider using Dynamic Message Signs that could offer a rotating set of messages to visitors as they enter Big Sur. For example, the sign at the north entrance to Big Sur might have a message that says: “There are limited public restrooms for the next 70 miles. The next public restroom is in 20 miles at Andrew Molera State Park. Please help protect the health and beauty of Big Sur”.

Work with the multiple agencies where public restrooms are located to ensure a clear and consistent policy for public use of restrooms for visitors. U.S. Forest Service facilities should be aligned with the current State Parks policy that allows visitors temporary entrance for the purpose of needing to use a public restroom without paying the park entrance fee. This will allow for consistency to the messaging about access and less confusion among visitors.

In addition, if the “Go Green” Day Pass is implemented in combination with a State Parks day use pass and U.S. Forest Service and Parks Management Agency day use pass (Option 2), the issue of being turned away for free use of public restrooms can be addressed, while providing additional resources to the parks for cleaning and servicing of public bathrooms through enhanced sales of day-use visitor passes.

The Big Sur “Sustainability Fund” could also provide a source of additional funding for servicing restrooms available to the public, through cooperative service agreements with the State Parks and the U.S. Forest Service, thus helping to alleviate some of the additional costs involved in improving and increasing access to restroom facilities.

Enforcement of existing laws that prohibit overnight parking and camping alongside Highway 1, and encouraging visitors to use designated campgrounds, would also contribute to lessening the amount of human waste that is left behind at unofficial viewpoints and turn-outs.

### **Long Term (3-5 Years)**

A number of new restrooms are currently planned in the Big Sur Highway 1 corridor, and there are opportunities for siting additional restrooms that would conform to the Big Sur Land Use Plan – both are a welcome step in the right direction to addressing this serious problem, even more so in light of concerns for public health and safety in the post-pandemic travel economy. Indeed, the Big Sur Land Use Plan does allow for the development of highway facilities, including restrooms, provided they are consistent with the stated detailed policies of the plan (see below for additional reference to these sections of the BSLUP).

### ***Action: Prioritize planned restrooms at Garrapata Beach, followed by additional facilities at McWay Falls, Soberanes, and Partington Cove***

Four sites for additional bathrooms on State Park lands have been identified, with site and design plans developed for each site. Each site is designed to help

improve access to restroom facilities in popular recreation sites, and to improve the services available for residents and visitors alike when visiting these areas. The four sites are: on the east side of Highway 1 at Soberanes (where several port-a-potties are currently located, but are not well-signed, nor well taken care of); at Garrapata Beach; at McWay Falls; and at Partington Cove. Funding and permitting work remain to be done for these four designated restroom locations.

Based on the current issues seen with human waste left on the side of the road, it is recommended that progress toward the already approved restroom locations at Garrapata Beach, followed by additional facilities at McWay, Soberanes, and Partington Cove, be made a top implementation priority with further progress made to secure the funding to initiate restroom site and design plans at each location, with a timeline established for completion. Stakeholders noted that during the Shelter-In-Place restrictions implemented for the coronavirus pandemic during Spring 2020, with public facilities and businesses largely closed, the problem of human waste along the highway increased substantially. As Big Sur re-opens, public access to restrooms needs to be prioritized to address increased public health and environmental hazard concerns.

***Action: Install a restroom at the Vista Point north of Julia Pfeiffer Burns State Park, and two other designated Big Sur Vista Points.***

The Big Sur Coast Highway Management Plan designates three areas along Highway 1 as Vista Points, defined as:

“a formally designated (and signed) paved area beyond the highway that provides a visitor-serving amenity along the highway...The vista point designation denotes a level of permanence (or at least longevity) along the route affording it regular maintenance corresponding to the level of use. Vista Points provide for short-term parking and may include other amenities such as walkways, interpretive displays, drinking water and restrooms.” (CHMP, p. 20)

These three Vista Points are near Abalone Cove, north of Julia Pfeiffer Burns State Park, and south of Big Creek. Furthermore, the Big Sur Land Use Plan, while

prohibiting development within the critical viewshed, provides an exception for Highway 1 facilities, including rest rooms (*BSLUP Section 3.2.5 C.1, Public Highway Facilities, p. 18, and Section 4.1.3 B.3, Aesthetic Improvements, p. 68*).

To date, the vista point north of Julia Pfeiffer Burns State Park is the most developed, and it is recommend that a restroom first be constructed at this location that meets with BSLUP stipulations, recognizing that securing funding, designing the site, completing all of the necessary permitting and environmental processes, and doing the actual construction places this in the 3-5 year long-term DSP project recommendations, followed by (or ideally, simultaneously with) restroom facilities being installed at the two other Vista Points near Abalone Cove and south of Big Creek.

As part of the DSP work in Big Sur, on-site reconnaissance of the vista point north of Julia Pfeiffer Burns State Park was carried out in conjunction with the California Coastal Commission, and areas within the vista point were identified that could accommodate sensitively designed visitor restrooms, screened from view of Highway 1, and not intruding into the critical viewshed.

***Action: Explore tax rebates and incentives for private businesses to expand their bathroom facilities to the public.***

Some Big Sur private businesses have indicated their desire to provide restrooms available to the public, if they can get support in the form of tax rebates or incentives for renovation and construction to enhance their own restroom facilities to include public access. This would be a way to both address the need for more public bathroom access in Big Sur and support local businesses, and this should be further explored.

### **CHALLENGE: Addressing Trash and Litter Problems**

Among the most important components of well-planned visitor management for popular destinations visited by tourists is trash collection and removal. It is also one of the more significant concerns raised during multiple DSP stakeholder meetings and noted in the online survey results - the growing amount of litter

and trash left behind by visitors to Big Sur. A number of reasons can be attributed to this, including a lack of monitoring and enforcement of anti-littering ordinances, the absence of public trash bins and infrequent or no garbage collection in high visitation areas, along with limited signage to better educate visitors not to litter or leave trash at roadside stops. In addition, there has been an ongoing lack of funding to provide roadside litter clean up and garbage collection. Outside of a handful of State Park designated trash bins, what this means collectively is that there are far and few places for public garbage disposal found along the approximately 70 miles of Big Sur coastline.

Given that so much effort has been made through decades of conservation initiatives to protect Big Sur's natural environment, as well as Highway 1 being officially designated as a special scenic route, the lack of a clear plan to address trash and litter, with the funding support needed, seems all the more important. While there is no quick fix to this problem that has affected Big Sur for years and grown worse with the increasing numbers of self-drive visitors along Highway 1, the recommendations presented below represent actionable ideas to address this problem in both the immediate future and in the long term.

## **Recommendations**

### **Short Term (12-24 Months)**

#### ***Action: Launch a Keep Big Sur Clean and Pristine Campaign***

When the tiny country of Belize embarked on a national sustainable tourism destination strategy – a public private partnership including the Belize Tourism Board, Belize Ecotourism Society and Belize Tourism Industry Association - one of the key challenges facing the country was roadside trash and litter, particularly around popular tourism sites. In response, they launched a visitor education initiative called “*Betta No Litta*” in the local English Creole vernacular, which successfully worked to quickly capture the attention of international visitors and domestic Belizean tourists as well. The creative campaign engaged visitors and residents alike to reduce litter and trash in public places.

For Big Sur, there is a “low hanging fruit” opportunity to also launch a similar creative visitor campaign based upon “pack it in and pack it out” principles. Given that a majority of visitors to Big Sur are self-drive, an initiative such as “Keep Big Sur Clean and Pristine” communication campaign could also be explored as a public-private partnership with the Monterey County Convention and Visitors Bureau, Visit California, local Big Sur businesses, along with local community and conservation groups to support this messaging in brochures, social media and online and, to the degree possible, with Dynamic Message signage or co-signage along Highway 1 and at other key visitation spots. This would require very little funding for addressing a significant problem that, if unaddressed, is also likely to grow in the post-pandemic tourism economy - Visit California market research indicates that visitation in California will be primarily based upon regional self-drive tourists coming to Big Sur and other areas of California, until international tourist arrivals begin to return.

As part of its own 2020 Destination Stewardship and Sustainable Travel draft plan, Visit California intends to embark on the creation of a resident-focused civic pride campaign, and noted effective anti-litter campaigns such as “Don’t Mess with Texas” and Ireland’s TidyTowns program as models for California (Visit California Destination Stewardship and Sustainable Travel Draft Plan, p. 20). As Visit California moves forward to implement its own campaigns, Big Sur’s efforts will be in sync with these larger efforts.

In addition to the above, is a recommended to utilize *temporary* placement of trash bins during peak visitation periods – summer weekends and holidays – at specific hot spot visitor areas along Highway 1, such as Bixby Bridge, McWay Falls, Garrapata Beach, etc. Such temporary trash bins could be sponsored by area businesses, to cover the cost associated with the collection of trash and removal of the temporary bins.

Supporting the above could also be a local version of California’s “Adopt a Highway” program; in this instance, the Big Sur “Sustainability Fund” and Big Sur

and Monterey businesses could provide a contribution towards funding periodic roadside litter clean up by local residents who could be part of the “Community Corps,” thereby also providing additional part time opportunities for Big Sur residents for collecting roadside litter.

### **Long Term (3-5 Years)**

#### ***Action: Create incentives for reducing roadside trash and litter***

In conjunction with restrooms planned for key Vista Points, ensure that trash bins are included at each site with co-signage indicating restrooms and trash bins open to the public. In addition, consider establishing incentives for local businesses through tax rebates or other tax benefits to include extra trash bins at their locations for public use by visitors, which could have the added benefit of providing more trash receptacles for visitor use in Big Sur and bring more visitors into local businesses. Information and messaging to visitors about a Keep Big Sur Clean and Pristine campaign can also include a list of the trash bin locations to dispose of trash in a legal and environmentally-friendly manner.

#### **CHALLENGE: Back Country Visitor Monitoring**

While driving on Highway 1 introduces visitors to the mesmerizing natural beauty of the Big Sur Coast, it also provides access to miles of back-country hiking trails and dispersed camping. Trails range from short day-hikes to multi-day treks, from such popular trail heads as Soberanes Canyon in the north to the Pine Ridge Trail that departs from Big Sur Station, to the Prewitt Loop in the south. Miles of back-country trails in State Parks and the Los Padres National Forest climb up from the coast into the dramatic canyons and ridges, with access to these trails and dispersed camping areas from such north coast roads as Palo Colorado and south coast roads such as the Nacimiento-Fergusson Road, South Coast Ridge Road, Los Burros, and others, where many Big Sur residents also make their homes.

While there are defined campsites within the State Parks and the Los Padres National Forest that are available by reservation, there are many dispersed campsites that require no registration, reservations, or permits to enter and use.

The lack of monitoring and management of these back-country areas has led to significant negative environmental impacts, including forest fires originating from backcountry camping, and increases in litter, trash, and human waste that has not been properly disposed of according to established back country leave no trace guidelines, raising heightened concerns for the health and safety of visitors and residents alike.

Concerns about fire safety are especially pertinent, given that the Soberanes Fire in 2016, which burned for five months and destroyed over 50 homes, was traced to an illegal campfire in Garrapata State Park. The 2019 Mill Fire was also traced to an illegal campfire. It burned for several weeks, utilizing significant firefighting resources to avoid loss of life or structure loss. While campfires require a permit when allowed, and the permits are available online, they are designated for specific areas only, and are illegal during fire season. In the absence of effective back-country visitor monitoring, these laws are routinely ignored, and this lack of monitoring, management, and enforcement endangers Big Sur residents as well as the visitors themselves. In addition, trash, litter, and human waste are also endangering the environment and wildlife.

The importance of managing visitor behavior has been brought into stark relief during the coronavirus pandemic, when the initial implementation of Shelter-In-Place orders allowed people to continue to use Forest Service trails. The result was people flocking to dispersed camping areas. A pilot traffic data collection program implemented on the main south coast access roads to back-country trails and dispersed camping areas recorded a dramatic increase in traffic on these roads after the Shelter-In-Place orders were implemented. This eventually led to the total closure of Los Padres National Forest and California State Parks to contain and curtail reckless visitor behavior. Despite the total closure, with limited enforcement capabilities, illegal camping has continued. Indeed, the first fire of the 2020 fire season started from an illegal campfire above Plaskett Camp Campground on June 3 and required many emergency resources to contain it.

## **Recommendations**

### **Short Term (12-24 Months):**

#### ***Action: Implement a self-directed trail registration system***

Ventana Wilderness Alliance has developed a pilot self-registration trail permit system, with initial implementation targeted for the popular Pine Ridge Trail (when it re-opens), which will begin a process of collecting data on back-country visitor use, enable information about who is in the back-country in the event of any health and/or safety issues, and provide the opportunity for enhanced visitor education. Visitor registration systems are used across the US Forest Service, in state and national parks, and other wilderness areas across the United States, and implementing such as system in Big Sur is necessary for better visitation management and monitoring of health and safety, as well as environmental and natural habitat impacts. The implementation of the pilot self-registration system at the Pine Ridge Trail (which is modeled on a system developed for Oregon's Deschutes National Forest) should be followed by further implementation of registration for back-country access in Big Sur, making for a safer and better experience for all.

#### ***Action: Establish a back-country registration and permitting system throughout Big Sur.***

An online registration process with a minimal fee structure would provide resources and information about back-country use and updated information in the event of any emergencies that visitors should be made aware of at the time (such as wildfire, landslide, or earthquake events). Implementing a registration system to record anyone venturing into and visiting the back-country is a priority, given increased public health and safety concerns, wildfire concerns, and limited monitoring and enforcement resources that endanger both visitors and residents.

Using the Interagency Visitor Use Management Council "Visitor Use Management Framework, A Guide to Providing Sustainable Outdoor Recreation," a long-term plan should be developed to monitor and manage visitor use in Big Sur's back-

country wilderness areas. This framework, launched in late 2016 by a council of six federal land management agencies (Bureau of Land Management, U.S. Forest Service, National Oceanic and Atmospheric Administration, National Park Service, U.S. Army Corps of Engineers, and U.S. Fish and Wildlife Service) to implement best practices in managing access to public lands in responsible ways, with a goal towards minimizing negative impacts and improving positive outcomes, builds on previous work in visitor use management, while providing a set of tools that can be used flexibly. Implementing a long-term back country visitor management strategy based on this framework, following the implementation of a registration system in the short-term, could garner the support of the multiple jurisdictions in Big Sur that must collectively work to manage the back-country wilderness areas that are critical to the long term health of Big Sur's natural environment.

Funds from the Big Sur "Sustainability Fund," in addition to other grant funds, could help to support the implementation of such a long-term plan.

***Action: Close all back-country overnight camping during fire season until proper back-country monitoring and enforcement exists.***

Particularly in light of increased public health and safety concerns resulting from the coronavirus pandemic, and with the lack of adequate monitoring and enforcement, all back-country overnight camping should be closed during the fire season, until a well-managed and monitored registration and permitting system can be implemented.

In addition to the volunteer rangers trained by Ventana Wilderness Alliance that assist with patrolling the back-country, utilize "Community Corps" members to provide additional support and enforcement in the back-country, especially during peak and critical visitation times. The Ventana Wilderness Alliance's trained volunteer rangers help monitor the back-country, particularly in regard to environmental degradation and damage, illegal behavior, campfires, and other visitor behavior issues. The addition of "Community Corps" members to these efforts would further enhance monitoring of the back-country.

## **CHALLENGE: Strengthen Visitor Education and Communication to Promote Destination Stewardship**

The old saying that “the pen is mightier than the sword” also rings true when it comes to crafting the right messages for educating visitors to Big Sur. Visit California and the MCCVB are both tasked with supporting California’s tourism economy, which is a major source of jobs and revenue for the State with visitors spending 1.4 billion dollars in 2019. (Visit California, 5/7/2020) Predictions in 2020 put visitor spending at less than 50 percent of that according to the California Forecast 2020 Analysis Overview Summary (with the likelihood of it being years before tourism revenues reach pre-pandemic levels).

As the travel industry opens up again with specific guidelines required for operating during the coronavirus pandemic, and given the dramatic drop in tourism arrivals across the United States and around the world, Visit California as well as county tourism boards such as the MCCVB are particularly focused on marketing to help the state recover economically. This includes promoting outdoor recreational and scenic areas such as Big Sur to benefit from the regional driving tourism market, which is expected to be the first tourism sector to rebound in the USA.

As it has for much of the last century, Big Sur is likely to continue to be one of California’s most popular visitor destinations. As such, the pandemic that also brought tourism to a near standstill in California and elsewhere, also provides an important opportunity to reassess the marketing and visitor messaging by Visit California and the MCCVB, and how Big Sur is promoted as a travel experience. The following recommendations are designed to reflect how tourism marketing authorities along with Big Sur businesses and community members, can all play a role in further educating and inspiring visitors to be part of Big Sur’s commitment to destination stewardship, and in so doing, enjoy a great vacation that celebrates Big Sur’s natural beauty and cultural heritage and helps protect the environment for future generations.

## **Recommendations**

### **Short Term: 12-24 Months:**

#### ***Action: Revise, Expand and/or Rebrand “Sustainable Moments”***

A key mandate of the MCCVB is to promote visitation to Monterey attractions and services to support local jobs and businesses through a successful tourism economy. Building on their new “Responsibility Matters” initiative, it is recommended that MCCVB also revise, expand, and consider rebranding its “Sustainable Moments” campaign, with an enhanced focus to promote more visitor awareness and education about Big Sur’s sustainable tourism destination stewardship efforts. Other destinations that have done this successfully include Moab, Utah, with their successful online campaign, “Visit Like a Local” (Moab, 2020). Similarly, in the small country of Slovenia, they launched an award-winning visitor messaging campaign called “Slovenia Green” to inspire and educate tourists to enjoy a wonderful vacation while also supporting Slovenia’s commitment to destination stewardship (See Appendix D).

In taking a similar approach for Big Sur, with messaging consistently reinforcing Big Sur as a place to enjoy, cherish, preserve and protect, the MCCVB can continue to support the local economy of Big Sur, including the businesses that rely on tourism and create jobs for local residents.

#### ***Action: Build on information that distinguishes Big Sur as a place of unique experiences to visit, connected to local people and caring for the planet.***

The Big Sur Chamber of Commerce and the CABS website are also important and helpful sources of information for visitors to Big Sur. The Chamber site should consider adding a specific tab, perhaps called “Destination Stewardship” or “We Care” that will be easy for visitors to see on the site and have it hyperlink to the CABS website where information on sustainable tourism could be found, along with other creative ways to engage visitors; for example, identifying experiences such as volunteering for a few hours or a day, thereby having a more meaningful and fun local experience such as adding to the Community Art Project, assisting

with removal of invasive species, volunteering in the community garden, and similar activities. These are some easy ways to create a more robust visitor experience with direct connections to the community.

“Community Corps” members could assist in connecting and directing visitors to such experiences, as well as helping to lead them. In addition, “Community Corps” members can help to provide important positive messaging on how to visit Big Sur responsibly on social media, tasked with monitoring and responding to social media posts and continuing to reinforce messaging about how to “do the right thing” when visiting Big Sur.

### **Long Term: 3-5 Years**

#### ***Action: Establish a Visitor Education and Interpretive Center***

In addition to improving online visitor education and information prior to arrival in Big Sur, a Visitor Education and Interpretive Center would be a great way to engage with visitors directly in assisting them with information about Big Sur in real time and also helping them to better understand Big Sur’s commitment to destination stewardship. In addition, an innovative Interpretation Center, in and of itself, can become a visitor attraction in Big Sur.

For example, the twin municipalities of Orange Beach and Gulf Shores in coastal Alabama partnered with Gulf Shores State Park, which crosses both jurisdictions and includes 28 miles of hiking trails and 9 distinct ecosystems, home to rare and endemic species, to create better visitor education as part of their sustainable tourism plan. They created the Gulf Shores Interpretive Center, which is one of less than 50 “Living Buildings” in the world - the highest standard in sustainable design. Not only does the interpretive center provide helpful information on visiting Coastal Alabama, but it includes numerous interactive activities that teach about the importance of protecting the area’s natural environment, while learning about sustainable living. The result is that the Gulf Shores Interpretive Center has now become a popular place for visitors to go, both to gather

information about the natural and cultural heritage of the area, along with activities and attractions, and also specifically to marvel at learning about a “Living Building” that is 100% sustainably designed, including fun activities for children that teach them about the importance of a clean environment, wildlife, water conservation and solar energy.

Big Sur would greatly benefit from having its own Visitor Education and Interpretive Centre that speaks to the recreational opportunities, cultural attractions, and importance of protecting the environment. Such a Visitor Interpretive Center would be an infrastructure development and require proper funding, which we note may be beyond the scope of funding available in the 3-5 years coming out of the pandemic, but it is an important recommendation to include in this plan for future potential.

**Option #1:** One stakeholder idea put forward was that the Hudson House, just north of Point Lobos State Natural Reserve, could be converted into an Interpretive Center for the area, in collaboration with the state, thus allowing for visitors driving south on Highway 1 to have a place to stop for information on Big Sur before they arrive in the Big Sur Valley at Mile 46, where Big Sur Station, a multi-service agency facility that currently serves as a limited visitor information hub, is located.

**Option #2:** While a Big Sur Visitor Education and Interpretive Center would be the first choice, given limited funding options, especially as California emerges from the coronavirus pandemic, an alternative way to provide visitor information on Big Sur for drivers heading to scenic Highway 1, would be to first establish a visitor information kiosk at the north entrance to Big Sur, in conjunction with ParkIt!, at Crossroads Shopping Center at Rio Road. Such a facility need not be large and can be designed in keeping with the local character of the area.

Establishing an information kiosk at the northern end of Big Sur, where the majority of visitors enter from, in conjunction with offering shuttle services and

providing updated information about restrooms, traffic conditions, etc. will encourage better visitor behavior, provide additional opportunities for re-enforcing education about protecting Big Sur's natural and cultural resources, and provide real time information about what to expect on the road ahead in regards to driving conditions, traffic, etc., as well as art galleries, restaurants, accommodations, and recreational information and updates. As ParkIt! moves forward, it also provides an opportunity to utilize an existing space at Cross Roads Shopping Center for a Big Sur Information Kiosk that is easily accessible to visitors and provides access to parking as well as to shuttle services. Offering sales of a "Go Green" Day Pass could also provide a potential source of funding for the Information Kiosk.

***Option 3:*** After an education and interpretive kiosk is established at the north entrance to Big Sur, it is recommended that a similar kiosk be located to provide visitors accessing Big Sur from the south an opportunity to use a restroom, gather up-to-date information about road conditions, etc. A potential location to be considered for the South Coast education and interpretive kiosk is the Salmon Creek Ranger Station, which is just a few miles north of the Monterey/San Luis Obispo county line, and which has buildings and facilities that could be rehabilitated for such a purpose, including parking access that could be further developed and also serve as an embarkation point for a South Coast shuttle service. It currently serves as an entry point to several self-service trails into the back-country and could also serve as a registration point for people heading into the back-country to hike and/or camp.

### **CHALLENGE: Available Community Housing**

Throughout California's Coastal Zone, the social cost of environmental preservation is most evident in the high cost of housing. The original drafters of the California Coastal Act predicted that regulations designed to protect the coast from overdevelopment would ultimately also contribute to an increase in the cost of coastal home ownership by wealthier segments of society and a corresponding lack of affordable housing for workers and their families, including in some

instances, people who were born and grew up in coastal zone areas no longer being able to afford a home to live there, including Big Sur. For this reason, the California Coastal Act initially included a provision for low and moderate income housing. But this housing provision was overturned after only five years.

Compounding this issue, in the past decade, Big Sur has sustained three major wildfires that have destroyed houses and living opportunities which in most cases have yet to return. Combined with restrictive land-use policies as well as the economics of supply and demand, the result today is that little available community housing exists in Big Sur. Additionally, a large percentage of the workforce is employed by hospitality and tourism-related businesses, making employee related housing needs also a major challenge for Big Sur's business community.

Over the years, the proliferation of second-home ownership has further decreased the availability of rental homes for people who live and work in Big Sur. Single family homes, caretaker units, and accessory dwelling units are severely limited in availability for residents of Big Sur and often sit empty in neighborhoods that once housed a greater number of community members. Thus, it is increasingly difficult to remain a part of the Big Sur community unless you are already a current homeowner.

Lack of housing in Big Sur threatens the community in multiple ways. The loss of neighborhoods that once housed families and the employees of local establishments has led to declining school enrollments, the inability for the workforce to live and work in Big Sur, environmental and traffic impacts created by long commutes, and the increased difficulty of retaining employees in Big Sur businesses. Not only are the travel conditions on the already over-burdened Highway 1 corridor worsened by commuters, but without locals, men and women are no longer available to provide critical services such as volunteers for both the Big Sur Fire Brigade and the Big Sur Health Center.

This was raised repeatedly in community stakeholder consultations during the DSP process, and was particularly brought up as a serious concern among the younger generation, many of whom were born in Big Sur or raised there, and are struggling to make it living in Big Sur due to the costs and availability of housing. It was not uncommon to hear them lament that their experience of growing up in Big Sur will not be something they will be able to provide for their own families.

The issue of available community housing in Big Sur has also been fraught with controversy on where it could be located, and how such housing could and would be consistent with the Big Sur Land Use Plan. A number of ideas have been put forward to provide more available housing in Big Sur such as long-term residential rental housing on public and private lands, including at the former Point Sur Naval Facility (NAVFAC) that is part of California's Point Sur State Historic Park; on privately owned land near River Inn; the expansion of existing employer-based housing; and the conversion of Accessory Dwelling Units (ADUs), existing caretaker units, and guesthouse units into long term rental housing.

In 2018, the Community Association of Big Sur attempted to purchase a parcel of land for the purpose of providing additional community housing. Experts from the Big Sur Land Trust, the Community Foundation for Monterey County and CHISPA were also engaged in the process. Though ultimately the project did not succeed, similar efforts should continue to identify other opportunities in appropriate locations to add community housing that is also consistent with the Big Sur Land Use Plan. Where appropriate, the expansion of ADU opportunities and employee housing units needs to also be addressed in the Big Sur Land Use Plan update process currently underway. The recommendations below are meant to help contribute to efforts to address this important matter.

## **Recommendations**

### **Short Term (12-24 Months):**

#### ***Action: Expand Accessory Dwelling Units (ADUs) and Address Short Term Rentals***

The expansion of ADUs may provide the most immediate opportunity in Big Sur to add to community housing availability. Recent California state law has reduced policy barriers in the permitting process for ADUs. Monterey County is required to “harmonize these new requirements with Local Coastal Program and Coastal Act requirements.” (Ainsworth, J. Memo to Planning Directors of Coastal Cities and Counties, 4/21/20) Currently, in the Big Sur Land Use Plan area, the minimum lot size for the establishment of an ADU is two acres and the development of ADUs are limited to the first 50 approved by the Big Sur Land Use Plan at the time of adoption. We recommend the Big Sur community work with local policy makers in order to more fully understand the new opportunities California’s recent ADU legislation provides and to determine what steps can be taken to bring Big Sur’s Local Coastal Program into compliance with state law. In addition to providing community housing, ADUs can provide income to homeowners who may be asset rich but cash poor. Pursuant to this legislation, new ADUs in Big Sur would not be allowed to be rented for terms shorter than 30 days.

Short term rentals, such as Airbnb, are an issue that has also been raised in almost every multi-stakeholder forum convened as part of the DSP process. It is worth noting that in the summer of 2020, a final short term rental ordinance is scheduled to be presented to the Monterey County Planning Commission for consideration and then referred to the Monterey County Board of Supervisors for adoption. It is clear that the availability of rental housing for the community in Big Sur and the proliferation of short term rentals do coincide and it should be determined – for the health of the community – whether and how one has impacted the other. While such a study is outside the purview of this plan, it is recommended that such a study take place within the next 12-24 months and a clear policy be enacted for short-term rentals that is in compliance with the Big Sur Land Use Plan.

### **Long Term (3-5 years):**

With state and county policy review and changes relating to ADUs and short term rentals currently in process, it is recommended to await these outcomes prior to considering any long term actions to further address this matter.

### **CHALLENGE: Accurate Visitor Management Data**

An important part of any destination stewardship plan is having data available to make sound, fact-based decisions. Because Big Sur is an unincorporated coastal Monterey County community, data specific to Big Sur, in terms of traffic, visitor numbers, overnight stays, etc., is difficult to access easily, and contributes to some of the challenges of managing Big Sur's tourism and visitation for the future.

Among community stakeholders, perceptions range, pre-coronavirus pandemic, from a decrease in tourism, to being swamped by tourists and in danger of "overtourism." Among many in Big Sur, there is a feeling that peak visitation, which used to be confined to the summer months, now stretches throughout the year. Estimates of visitors to Big Sur range from 4.6 million vehicle trips per year to 7 million visitors, with numbers in between. Whatever the actual number, there are a lot of vehicles that travel on Highway 1, and that traffic, and the visitors in many of those vehicles, have a significant impact on the approximately 1,700 people who live in Big Sur.

Local efforts, such as the establishment of traffic counters on three South Coast roads with access to back-country wilderness sites, begun in January 2020 and in place for at least a year, have already provided valuable data that enabled the US Forest Service to make informed decisions about closing wilderness areas during the coronavirus pandemic Shelter-In-Place orders, when the traffic counters were able to show increased traffic into the back-country.

Establishing good data collection protocols that will enable evaluation of the effectiveness of visitor management strategies, and provide accurate information on which to base decisions, is critically important to managing visitation in Big Sur.

Good data allows for evaluation, modifications, and adaptations to visitor management strategies, and can provide critical information when seeking funding support from both governmental and non-governmental organizations. Knowing what is really happening and being able to look at patterns accurately over time, will allow for assessment of strategies.

Important components of destination stewardship include not only data to accurately understand visitor numbers and their important economic contribution to the local economy (where are visitors from, how long do they stay, how much do they spend, etc. ), but data is also needed to understand the impacts of tourism on the community. Implementing a regular process of data collection allows for seeing trends over time, and for adjusting strategies based on new information. As Big Sur emerges from the coronavirus pandemic, there is an opportunity to implement data collection systems now that can be used moving forward as the tourism economy recovers, to make informed on-going decisions that may affect visitation management in the future.

### **Recommendations**

#### **Short-term (12-24 months):**

##### ***Action: Establish an Annual Traffic Count***

Accurate long-term traffic counting for at least three locations in Big Sur should begin as soon as possible. The TDM recommends three permanent count locations, two of them in the Big Sur land use planning area – north of Garrapata State Park, and at the Monterey County/San Luis Obispo county line. In addition, a long-term permanent traffic counting mechanism should be implemented in Big Sur Valley, as well. In addition to counting vehicular traffic, the counts should also include bicycles, given the popularity and growing interest in bicycling along Big Sur's coast. Combining efforts with Caltrans to implement this recommendation will strengthen the data that can be collected for Big Sur.

***Action: Implement visitor counting data collection mechanisms***

In addition, to compliment traffic data, identify mechanisms to regularly evaluate the number of visitors to Big Sur – utilizing State Park visitation numbers, US Forest Service visitation numbers, Transit Occupancy Tax receipts, etc. An annual analysis of this information for Big Sur will help to inform decisions and prioritize visitor management strategies based upon reliable data information.

***Action: Establish a process of visitor surveys and resident surveys***

Particularly in light of the changing economic and visitation patterns as a result of the 2020 coronavirus pandemic, it is recommended that a system be implemented to collect information on changing visitor perceptions about Big Sur, and changing resident sentiment about visitation in Big Sur. It is suggested that this be conducted annually, potentially as a collaboration between CABs and the MCCVB.

The TDM plan conducted a small visitor survey based on postcards placed on windshields of parked cars along the Big Sur corridor during the summer of 2019. The DSP process included a resident survey, conducted online in February-March 2020. Both efforts can be expanded upon to monitor changes, adjust strategies, and gather valuable information related to visitor and resident perceptions and feedback that can help inform future destination stewardship decision making. The Big Sur “Sustainability Fund” may be one source of support for such efforts, in combination with other funding resources.

**Long-term (3-5 years):**

***Action: Compile a comprehensive Data Summary every three years***

Develop a process for evaluating and compiling all data relevant to tourism in Big Sur every three years, in order to ensure that strategies for managing visitation are being evaluated and adjusted over time to address and further minimize any negative impacts from tourism on Big Sur’s environment, culture, and community.

In addition to the specific data mentioned above, other sources of information and data to monitor over the long-term include changes in state laws, regulations and policies as they relate to tourism and their impacts, and additional information such as law enforcement citations, health and safety issues, emergency services calls, and other specific incidents such as disasters (fire, landslides, health issues, etc.) that impact tourism and visitation.

The above DSP recommendations are focused on addressing the key challenges that were identified through the multi-stakeholder consultation process and the Big Sur resident survey.

DRAFT

**TIMELINE for Recommendations  
Short Term Actions (12-24 Months)**

Key:

Implementation	2020		2021				2022			
Action in place	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b><i>Implementing Recommendations</i></b>										
Establish "Go Green" Day Pass										
Establish Big Sur "Sustainability Fund"										
Establish "Community Corps"										
Explore other funding avenues										
<b><i>Highway 1 Visitor Traffic Management</i></b>										
Increase monitoring and enforcement during key peak holiday periods and at "hotspots"										
<b><i>Rethinking the Big Sur Visitor Attraction Experience</i></b>										
<b>Bixby Bridge:</b> Implement a 12-month pilot program to eliminate visitor parking at Bixby Bridge										
<b>Pfeiffer Beach:</b> Implement parking reservations system										
<b>McWay Falls:</b> Implement a 12-month pilot program to eliminate visitor parking at McWay Falls										
<b>McWay Falls:</b> Implement parking reservations system at Julia Pfeiffer Burns State Park										
<b>Shuttle Services:</b> Re-institute Pfeiffer Beach Shuttle										

Implementation	2020		2021				2022			
Action in place	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b><i>Where are the Restrooms?</i></b>										
Improve access and signage										
<b><i>Addressing Trash and Litter Problems</i></b>										
Launch Big Sur Clean and Pristine Campaign										
<b><i>Back Country Visitor Monitoring</i></b>										
Implement VWA pilot trail registration system										
Establish a back-country registration and permitting system throughout Big Sur.										
Close all back-country overnight camping during fire season										
<b><i>Strengthen Visitor Education and Communication to Promote Destination Stewardship</i></b>										
Revise, Expand and/or Rebrand "Sustainable Moments"										
Build on information to position Big Sur as leader in destination stewardship										
<b><i>Available Community Housing</i></b>										
Expand ADUs and address STRs										
<b><i>Accurate Visitor Management Data</i></b>										
Establish an Annual Traffic Count										
Implement visitor counting data collection mechanisms										
Establish a process of visitor surveys and resident surveys										

TIMELINE for Recommendations												
Long Term Actions (3-5 Years)												
Key:	2023				2024				2025			
Implementation	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Action in place												
<b><i>Rethinking the Big Sur Visitor Attraction Experience</i></b>												
<b>Bixby Bridge:</b> Re-design the Bixby Bridge visitor experience at Brazil Ranch												
<b>Shuttle Services:</b> Create a North Loop Big Sur Shuttle												
<b>Shuttle Services:</b> Establish a Big Sur Valley Loop Shuttle												
<b>Shuttle Services:</b> Establish a South Coast Big Sur Shuttle												
<b><i>Where are the Restrooms?</i></b>												
Complete Garrapata Beach restrooms												
Implement restrooms at McWay Falls, Soberanes, Partington Cove												
Implement restroom at Vista Point north of JPB State Park												
Explore tax rebates and incentives for expanding restrooms												
<b><i>Addressing Trash and Litter Problems</i></b>												
Create incentives for reducing roadside trash and litter												
<b><i>Strengthen Visitor Education and Communication to Promote Destination Stewardship</i></b>												
Establish a Visitor Education and Interpretive Center (s)												
<b><i>Accurate Visitor Management Data</i></b>												
Compile a comprehensive Data Summary every three years												

## **Conclusion**

A noted several times previously in this plan, Big Sur is a stunning region of natural beauty that includes rare biodiversity amid mist-shrouded mountains and dramatic beaches nestled along the California coastal terrace. For more than a century this region, which is also referred to as the Big Sur Land Use Area, has attracted visitors eager to explore and experience nature and to learn about its cultural heritage, ranging from the history of the original indigenous people to whom Big Sur was home, to the rugged lifestyle of early settlers, and the more modern day 'back to the landers' who flocked here in the 70s. In addition, Big Sur's reputation as a haven for contemporary artists as well as current and past celebrated writers continues to draw visitors from far and near, as does marveling at feats of engineering such as Bixby Bridge.

Throughout Big Sur's history there has always been a constructive tension between locals and visitors. On the one hand, those who live in Big Sur are concerned about its popularity attracting more visitors than the infrastructure can handle; on the other hand, residents also recognize the importance of visitors to support the local economy that a lot of community members depend upon for their livelihoods. This constructive pull between the positives and negatives of visitation, as discussed in detail in the preceding sections of this plan, are likely to be a permanent fixture of Big Sur for years to come. What does not have to be a permanent fixture is the current lack of proper visitation monitoring and management in Big Sur.

From the start, this plan has been about finding the right balance for visitation in Big Sur, including putting guardrails in place to avoid negative impacts on the environment and to ensure positive solutions to challenges so that visitation delivers on its promise to benefit the Big Sur community and local way of life. In that sense, this plan is about focusing on a pro-sustainable tourism model for Big Sur. As such, it supports and calls for the principles of sustainable tourism, together with the United Nations Sustainable Development Goals - the foundation for destination stewardship - to guide

how visitation takes place in Big Sur now and in the future. The recommendations present solutions to advance visitation monitoring and management based upon an understanding that a healthy local economy supported by careful visitation planning together (the short term and long term recommendations outlined in this plan), represent a win-win for all stakeholders in Big Sur.

DRAFT

**APPENDIX A: Big Sur DSP Stakeholder Engagement**

Last Name	First Name	Organization	Engagement
Adams	Mary	Supervisor – Fifth District, County of Monterey Board of Supervisors	CABS Community Meeting, Individual meeting
Agren	Anneliese	Community member	CABS Community meetings, CABS Board Meeting, Email correspondence, website comments
Aldinger	Rick		CABS Community Meeting, Stakeholder meeting, Individual meeting
Alexander	Jeannie		CABS Community Meeting, Website comment, NextGen meeting
Anderson	Yuri	Chief of Staff to Mary Adams; DSP Steering Committee member	Stakeholder meeting, CABS Annual Meeting, individual meeting, DSP Steering Committee member
Armstrong	Katee	Resident, South Big Sur	Community Meeting, Treebones
Armstrong	Kit	Point Lobos Foundation	Stakeholder meeting
Atzori	Roberta	Asst. Professor, CSUMB	Email correspondence
Avella	John	Executive Director, Sustainable Hospitality Programs, CSUMB	Individual meeting
Ballatyne	Diana		Stakeholder meeting
Banks	Ada		CABS Annual Meeting
Barnes	Libby		CABS Community Meeting, CABS Annual Meeting
Beck	Steve		Website comment
Berminham	James		Website comment
Blount	Tammy		CABS Community Meeting
Bryan	Pearl		NextGen meeting
Buckland	Jennifer		NextGen meeting
Caplin	Mike		CABS Board Meeting, CABS Annual Meeting
Cardale	Peggy		CABS Community Meeting
Carmichael	Jeff		CABS Community Meeting
Carnazzo	Dana		CABS Community Meeting, CABS Annual Meeting, Website comment
Chappellet	Carissa	President, Big Sur Health Center, winery, DSP Steering Committee member	CABS Community Meeting, DSP Steering Committee
Chappellet	Lygia	Rancho Rico	Individual meeting, Rancho Rico
Clark	Dan		CABS Community Meeting, CABS Annual Meeting
Clark	Nadine		CABS Community Meeting
Cohen	Corinne	Coastlands	CABS Community Meeting, CABS Annual Meeting
Collins	Colleen		CABS Community Meeting
Collins	Tom		CABS Community Meeting, CABS Annual Meeting, ongoing email correspondence, website comments
Comello	Kenny	Owner, Big Sur Jade Co.	Community Meeting, Treebones
Cook	Grady		CABS Community Meeting
Copeland	Steve		Stakeholder meeting
Courtney	Colleen	Office of Senator Monning	Stakeholder meeting
Curtis	Micah		CABS Annual Meeting
D'Angelo	Harmony		NextGen meeting
Davey	Ana		CABS Community Meeting
Davies	Anna		CABS Annual Meeting
DeBois	Laurence		CABS Annual Meeting
DeLapa	Michael	LandWatch	Stakeholder meeting
Dennis	Steve	Park It!	Stakeholder meeting
DeSola	Dani		CABS Annual Meeting
Diehl	Martha	Garrapata Trout Farm	CABS Board Meeting, Individual meeting, CABS Annual Meeting
Dimas	Sergio	Office of Senator Monning	Stakeholder meeting
Domingo	Patricia		CABS Community Meeting

Doolittle	Bill		Website comment
Dost	Dominic		Stakeholder meeting
Dugan	John	Deputy Director of Land Use and Community Development, County of Monterey	Individual meeting
Eichorn	Peter		CABS Annual Meeting
Ekelund	Ken		CABS Board Meeting, CABS Annual Meeting
Engelberg	Dave		Website comment
Feuerberg	Dawn		Website comment
Foster	Marcus		CABS Community Meeting, NextGen meeting
Freed	Mike	Owner, Post Ranch Inn, DSP Steering Committee member	DSP Steering Committee meetings, individual meetings
Frye	Loren	PMC Operations Lead	Community Meeting, Treebones
Gafill	Kirk	Owner, Nepenthe; Big Sur Chamber of Commerce; DSP Steering Committee member	Stakeholder presentations, individual meetings, DSP Steering Committee member
Garlak	Deb		CABS Community Meeting
Gilbey	Terry	General Manager and CEO, Esalen	Individual meeting
Gilson	Mike		Stakeholder meeting, CABS Annual Meeting
Glazer	Danielle		NextGen meeting
Glazer	Matt	Owner, Deetjens	Email correspondence, NextGen meetings
Glazer	Olivia	Deetjens	Stakeholder meeting
Godbe	Kira		CABS Annual Meeting
Gonzales	Jesus		CABS Community Meeting
Goodale	Peggy		Individual correspondence
Green	Tim		CABS Annual Meeting
Greenwood	Kodiak		CABS Community Meeting, CABS Annual Meeting, Individual correspondence
Gruber	Don	Executive Director, Conservancy for the Range of the Condor	Stakeholder meeting
Hain	John		CABS Annual Meeting
Handy	Corinne		Stakeholder meeting
Handy	John	Owner, Treebones Resort	CABS Board Meeting, Community Meeting, Treebones
Handy	Lucas	Two Feathers Collaboration films	Meeting, filming
Hardgrave	Sarah	Office of Supervisor – Fifth District, County of Monterey Board of Supervisors	Stakeholder meeting
Hardisty	Janet		Website comments, individual correspondence
Harris	Harry	Resident, South Big Sur	CABS Community Meeting, Community Meeting, Treebones
Harris	Matt	Fire Chief, Big Sur Volunteer Fire, DSP Steering Committee member	Individual meeting, DSP Steering Committee
Hawthorne	Greg		Stakeholder meeting, CABS Annual Meeting
Hawthorne	Susan		CABS Annual Meeting
Hernandez	Clarisa		NextGen meeting
Higgins	Mike	Passport Resorts	CABS Annual Meeting, individual conversation
Hill	James		Website comment
Hyland	Jonathan		NextGen meeting
Jacobs	Thornton		Website comment
James	Donald		Website comment
Jenkins	Frank		Website comment
Karstens	Martha	Former Chief, Big Sur Fire	Stakeholder meeting
Kleissner	Charly		CABS Annual Meeting
Kleissner	Lisa		Multiple meetings
Knight	Jon		NextGen meeting

Koning	Jessica		Website comment
Korstanje	Ellen		CABS Community Meeting
Korstanje	Robert		CABS Community Meeting
Kronlund	Butch	Executive Director, CABS	Multiple meetings
Kronlund	Patte	Assistant to Lisa & Charly Kleissner	Multiple meetings
Kropp	Trey		CABS Community Meeting
Lanier	Heather		CABS Community Meeting
Leal	Jillian	Associate Transportation Planner, Caltrans	Caltrans meeting
Lee	Kathleen	Representative Jimmy Panetta	Stakeholder meeting
Leuzinger	Ryne	CSUMB, CABS Board Member, DSP Steering Committee member	CABS Board Meeting, CABS Annual Meeting, DSP Steering Committee
Lipman	Hillary	Big Sur Coast Properties	Stakeholder meeting, Informal conversation
Lorenc	Chris		CABS Annual Meeting
Makee	Thea		CABS Community Meeting
Marshall	Brent	District Superintendent, Monterey District, California State Parks	Individual meetings
Martin	Danielle		Website comment
McCoy	Connie	Resident, South Big Sur	Community Meeting, Treebones
McGrain	Melissa		Website comment
McLeod	Ken		CABS Annual Meeting
McLeod	LaVerne	Education Counselor and Author, B-Sage, DSP Steering Committee member	CABS Annual Meeting, DSP Steering Committee
Merchant	Butch		Website comment
Merino	Pam	Monterey County Weekly	Interview for article
Mitchell Mehle	Kate	Big Sur Land Trust	Stakeholder meeting
Moffat	Molly		NextGen meeting
Moffat	Scott		CABS Annual Meeting, NextGen meeting
Moon	Katharine	Office of Representative Jimmy Panetta	CABS Community Meeting, CABS Annual Meeting, informal conversation
Moon	Suzu		CABS Community Meeting
Morgenrath	Kendra		Website comment, NextGen meetings, individual correspondence
Morgenrath	Marty		CABS Annual Meeting
Musch	Terry		Website comment
Nason	Tom Little Bear	Tribal Chairman, Esselen Tribe of Monterey County	Email correspondence
Nelson	Jackie	Monterey Peninsula Regional Park District	Stakeholder meeting
Nemo	Christian		CABS Community Meeting
Nichols	Sula		CABS Annual Meeting
Novoa	Kate	Big Sur Kate	CABS Board Meeting, Community Meeting, Treebones, Website comment
Novoa	Ralph		Community Meeting, Treebones
Oblecion	Gary		CABS Community Meeting
O'Keefe	Rob	Interim President, CEO, MCCVB	Individual meetings
Olejnik	John	Project Manager, Caltrans District 5	Caltrans meeting
Otter	Lee	DSP Steering Committee invitee	Stakeholder meeting, individual meeting, email correspondence, DSP Steering Committee
Palafox	Martine		CABS Community meeting, Stakeholder meeting, CABS Annual Meeting
Panetta	Leon	Panetta Institute for Public Policy	Individual phone meeting
Parker	Seth		CABS Annual Meeting
Patch	April		CABS Annual Meeting
Peck	Pam		CABS Board Meeting, phone meeting, CABS Annual Meeting
Perlmutter	Alan	General Partner, Big Sur River Inn	Stakeholder meeting, individual meeting
Phimister	Barb		Website comment
Pierce	Olivia		NextGen meeting
Pinney	Frank		CABS Community Meetings
Popchak	Richard	Ventana Wilderness Alliance	Stakeholder meeting, website comment

Post	Billy		Stakeholder meeting
Potter	Dana		Stakeholder meeting
Potter	Dave		Stakeholder meeting
Potter	Monta	Monterey Peninsula Regional Park District, Point Lobos Foundation	Stakeholder meeting, individual meeting
Ravich	Richard		Website comment
Rendlen	Branham		Website comment
Reznick	Dan		Website comment
Ricker	Chris		Website comment
Robins	Ken		Website comment
Romanow	Linda		Community Meeting, Treebones
Romanow	Lindsay		Community Meeting, Treebones
Rommel-Eichorn	Janie		CABS Board Meeting, CABS Community Meeting, CABS Annual Meeting
Saunders	Rachel	Director of Conservation, Big Sur Land Trust	Stakeholder meeting, individual meeting, email correspondence
Schmidt	Jeremy		Website comment
Seefeldt	Ashley		NextGen meeting
Shalev	Asaf	Staff writer, Montgomery Weekly	Interview for article
Sheridan	Patrick		Website comment
Silkwood	Pam		CABS Community Meeting, CABS Annual Meeting, Individual meeting
Sloan	Perry		CABS Annual Meeting
Smiley	David		CABS Annual Meeting
Smith	Paul		CABS Community Meeting
Sorenson	Kelly	VWS/MPRPD	Stakeholder meeting
Soto	Rosemary		CABS Annual Meeting
Splain	Mike	Executive Director, Ventana Wilderness Alliance	Email correspondence, individual meeting
Stometta	Todd		Stakeholder meeting
Strasser Kauffman	Karin	Former District 5 Supervisor	Individual conversations, individual meeting
Swanson	Carl		Website comment
Sweeney	Sean		CABS Annual Meeting
Swendilla	Janet		CABS Community Meeting
Tatiano	Jonny	Two Feathers Collaboration films	Meeting, filming
Tejeda	Fela		CABS Community Meeting
Toren	Magnus	Big Sur LCP Defense Committee	CABS Annual Meeting
Tuitele-Lewis	Jeannette	Big Sur Land Trust	Stakeholder meeting
VandenBerg	Blain		CABS Annual Meeting
Vandever	Roger		Website comment
Vargo	Joe	Point Lobos Foundation	Stakeholder meeting
Vasconcellos	MaryAnn		CABS Community Meeting, CABS Annual Meeting
Waggoner	Debbie	Parks Management Company	Community Meeting, Treebones
Watson	Mike	Coastal Planner, California Coastal Commission	Stakeholder meeting, Individual meeting, Full-day field ride
Wilson	Colleen		CABS Annual Meeting
Wisner	Michael	Vice President, Carmel Highlands Association	Website comment, Individual meeting
Wolfe	Fran		Website comment

## APPENDIX B: Big Sur DSP Website Comments

#	SUBJECT	COMMENT
1	Housing our Community Neighbors and Friends (employees).	Employees are community members, just like you and me, they are also our friends. They too volunteer countless hours to our community (Big Sur Fire, Big Sur Grange, Big Sur Historical Society, our schools, etc.), they also have children that fill these schools. That's why they should live within our community "neighborhoods" just like you and me, and not be stuck (housed) 5 miles away in their own little windy community, or some other housing development. If any of you want that kind of housing (a town or special development for their own), please feel free to move to Seaside, Salinas or any other urban area of your choice ... thank you ~ more thoughts to come!
2	Hwy 1	The capacity of the highway can be increased by letting travelers know that it is illegal to delay 5 or more cars and encourage slow moving vehicles to pull over. I am not referring to added passing lanes. As stated in the BSLUP the width of the bicycle lane should be increased up to 4 feet. Cal-Trans has repaved many times since the adoption of the LUP in 1986 without increasing the area beyond the white line for bicyclists.
3	Restrooms That Are Much Needed	Not a new solution, but the most logical location for additional restroom facilities along the coast, would be to convert the first building you pass on the left at the former Big Sur Naval Facility. Sure there are many governmental agencies involved, but if the community put pressure on the agencies something positive might happen. Safety wise, the speed limit should be lowered to 45 MPH at the Soberanes Point area and 25 MPH at Bixby Bridge area. Yes, I know the CHP has to weigh in on this decision.
4	Big Sur Access vs. Preservation	Toll gates, both north and south, with appropriate toll to provide adequate facilities, parking, upkeep, and oversight.
5	Traffic Around Bixby Bridge, etc.	At National parks like Glacier they have open tour buses that consolidate travelers and bring them to scenic areas. Most of the congestion is in the north. Running buses out of Monterey or Carmel village could give people the experience they want while cutting down on private vehicles.
6	Educate, Communicate, Inform and Enforce	Start with messaging on arriving airlines to US. Most other countries do. I NEVER SEE it when returning to USA.  Bring back the "Monterey Show" which ran on local tv channel and would be the opening information in all hotels and provide visitor info and events.

		<p>Car rental agencies should have driving instructions in every car and in proper language for visitors from Pacific Rim Countries and Europe. We have Defense Language Institute and they can assist in finding the most culturally motivated manner to inform.</p> <p>Big Sur buisnesses have to get their fair share (monitize) the huge increase in tourist traffic. They are impacted and not compensated enough to sustain the impacts.</p> <p>Visitors are guests. Guests are expected to behave. That is a cultural norm but has been forgotten if the guest are out of doors or in public.</p>
7	Public Restrooms at the Big Sur Branch of Monterey County Free Libraries	Public Libraries are often a stopping point for tourists to get directions, local information, free wi-fi and restroom use. The Big Sur Branch Library actively and enthusiastically provides all of these resources with the exception of public restrooms attached to the library. Perhaps collaborative funding could be explored to offer public restrooms attached to the library building. Currently the restroom at the gas station serves library visitors.
8	Help Big Sur	I think there should be some way to limit the amount of people who come to Big Sur to hike , visit the beaches and state parks. Like Yosemite you get a loto pass that you apply for. and that lets you into the camping and hiking. We need to limit the amount of impact we have on these places or they will destroy our home. Law informant and Rangers needs more funding to support helping us with hwy problem , camping on the side of our roads and building fires. If we are going to continue having this many people we need rest rooms and rest areas for them. Bixby needs to be closed or managed by someone daily.
9	Big Sur Sustainability	Infrastructure and enforcement needs funding. A fair means would be to collect entry for non-locals (a certain radius) using Fastrak on the inbound roads. This could fund the cleaning, policing and massive infrastructure required to support the current abd increasing tourist loads. Not a toll..... An entry fee.
10	Change is the Only Constant	<p>Hello Beyond Green Travel Team,</p> <p>I hope this finds you well and in good spirits. I was born in 1980 in the house my mom and dad built on Pfeiffer Ridge, east of Pfeiffer State Park. Dad was born and raised in Big Sur as well. My grandmother came to Big Sur in 1949. I went to Captain Cooper in Big Sur for my elementary years, Stevenson in Pebble Beach for high school and UCSC for college. I received a BA in Environmental Studies in 1998. I am currently the HR Coordinator at Nepenthe in Big Sur. I live in the adobe house my Grandma and family built on Pfeiffer Ridge in the 60s. In 1985 my mother and father started Blaze Engineering in Big Sur and is currently still</p>

operated by my mother. My father passed in 2005. The reason I am giving you all this history of my past is that I will be 40 in June of this year and I have seen a lot of change in Big Sur. Pfeiffer Ridge road that I grew up on was dirt and was paved in the early '90s. I used to bike and walk down Sycamore canyon as a kid to Pfeiffer Beach and it did not have a kiosk or a second parking lot. Big Sur Health Center was in it's infancy and I received my immunizations in the Big Sur Grange Hall. Bixby Bridge was just a bridge.

The increase of traffic and visitors to this area is truly amazing and a bit shocking at times. I was headed South on Highway One on Memorial Day in 2018 and the barely moving line of cars in the North bound lane from Rio Rd stop light was backed up all the way to Hurricane Point, a mile south of Bixby Bridge, about 13 miles. My boyfriend and I pulled over and took pictures. I was laughing so hard and shaking with anxiety. I was in shock. I kept thinking; what if there was a fire, a heart attack, a broken leg, a crime committed south of this line of cars...what happens in an emergency?

And I do think we need more change...change that can sustain the land between Carmel and Cambria, so people can keep visiting (and being inspired by this land) and so people in this community can live and thrive. I do believe the community of Big Sur is valuable to the visitors experience and community participation is key.

I've ruminated long and hard about how and what change is needed....and there are so many facets, opinions for and against these ideas, which I am sure you have received so bear with me in possibly being an echo of others' ideas.

I do want to mention that where I am coming from is to do little physical change as possible and more enhancement and management of what is physically existing.

Here is my list:

- Care and maintenance of Garrapta State Park of what is existing (trails and signage), possibly creating new trails that connect existing trails along the west side of the highway (with footbridges), free parking at Soberanes, east of highway with bathrooms and an natural history visitor education center behind existing cypress as to block view of parking lot and buildings. Blocking off dangerous turnouts along highway, maintaining larger safer turnouts.
- Possibly a shuttle system or more public transit to and from Big Sur on Highway One.
- Care and Maintenance of Andrew Molera State Park

	<p>infrastructure. They have a Big Sur Historical Society Museum there as well as an educational center (Ventana Wildlife Society) and space for more parking, bathrooms and possibly more campgrounds where the trail rides where located. I would even consider the parking to be free to stop cars from parking along side the highway which is very dangerous.</p> <ul style="list-style-type: none"> <li>- Care and Maintenance of the Big Sur Station infrastructure, take a look at parking, additional staffing</li> <li>- Care and Maintenance of the Los Padres National Forest trail system, trail head parking and infrastructure (water, trash, possible staffing). For example; Botchers Gap, Pine Ridge Trail, Kirk Creek, Plaskett Creek, Salmon Creek, San Capoforo</li> <li>- Care and Maintenance of Julia Pfeiffer Burns State Park, infrastructure and trails. Remapping parking entrance and exits, bathrooms. Big Sur Native people have a lot of history there and the land is under and mis utilized, redesign and management of land for education to public visitors.</li> <li>- Visitor center at Pt. Sur (Navy Facility) ; education tours and walks (beach/tidepool, vernal pools and dunes (permission from neighbor adjacent to property) lighthouse tours). Environmental design buildings (part underground with grass roof tops that blend in to existing grasslands, take out existing cypress trees, underground parking, picnic and concessions, bathrooms). Fixing the water to this sight will be one of main issues.</li> <li>- Pfeiffer State Park care and maintenance of existing land and trails, campground, day use parking, concessions, housing.</li> <li>- A radio station broadcast (for the coast) in many languages giving instruction on how to travel the coast (pulling over if slower than ___MPH, locations of facilities, weather, facts/history of the area, leave no trace ideology)</li> <li>- Outreach to Travel Advertising Agencies and Social Media to educate about safe travel etiquette</li> <li>- Encourage existing places of business on Highway One to outreach via Social Media to prospective visitors on how to be an educated visitor</li> <li>- Encourage through travel along highway one, re educating the public that Big Sur is not a destination but a place to travel through...(Big Sur Land Use Plan)</li> <li>- Brazil Ranch open to the public for education with option of parking and shuttle to and from Bixby bridge. Closing of all turn outs at Bixby Bridge except for shuttle turn around.</li> <li>- Heightened CHP presence along highway one especially at high visitation sights like Garrapta State Park, Bixby Bridge, Andrew Molera State Park, Julia Pfeiffer Burns State Park...or State Park Rangers could collaborate with CHP...</li> <li>- Consider creating a widening of the highway to incorporate a safe</li> </ul>
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		<p>shoulder for bikers and walkers. Essentially a bike and foot path from Carmel to Cambria. (this could be too ambitious).</p> <p>- John Little State Reserve visitor center with bathrooms, water and possible concession. Emphasis on history of settlers, old historical building (renovation needed) on sight that could be an education center. Respect for and communication with surrounding neighbors (Esalen and Santa Lucia Ranch owners needed). Having a visitor center here with bathrooms and concessions will break up a 21 mile stretch between Julia Pfeiffer Burns and Lucia Lodge. John Little State Reserve to Lucia is 14 miles. Signage would be needed along highway one to notify travelers.</p> <p>Thank you for your consideration. If clarification is needed please do not hesitate to contact me.</p> <p>I know the Big Sur Land Use Plan is key to helping us with this process as a place to reference and I know the creation of this plan took a long time. It may be a reminder to us that it will take some time to create sustainable stewardship projects, goals, and actions.</p>
11	Bixby	<p>Here is my idea for helping the OCR at Bixby: We did this before CHP took all the cones away after someone painted on the road.</p> <ol style="list-style-type: none"> <li>1. Narrow the entrance so that it is two cars wide. As it is, it is like a cattle chute. This leads to multiple cars parking in the entrance. People are less likely to park there when it is obvious that it is a road and not a turn out.</li> <li>2, put a barrier on the south edge of the road that is red..it can be like a parking bar--fire lane!</li> <li>3. put chalk parallel parking lines up against the north side...one lane for parking, 2 lanes for driving</li> <li>4. at the natural turn around just before the road starts up hill put a sign in 4 languages, 4 wheel drive only</li> </ol> <p>All this space to move around makes like one of those wild European roundabouts!</p> <p>I would like to be on a committee to help with this. This is a logical, people management issue at my level. I'll leave it to others for the grand scheme. I think it's ok if visitors get the feeling that it's no longer worth it to stop at the Big Three. Bixby, Pfeiffer and McWay. It would once again open up Big Sur to those that may want to take a little time to get to know the area. We'll let the former group go to the Big Sur Casino in Vegas where they can have a drink and look at the water show near the 1/4 scale of Bixby!</p>
12	Ideas to Improve Tourist Behavior &	<p>We have lived on Clear Ridge Road in Big Sur for 11 years. During that short time, the drastic change in tourism and the behavior of those tourist has been stunning and dangerous. Most</p>

<p>Locals Experience with Them!</p>	<p>dramatically seen in addition to high numbers is the disrespect to us and to our beautiful state. There has always been people who are cranky, however the energy has changed and we are in crisis. I am however, a believer that with education we can help turn around the experience for both tourist and locals. Here's my ideas...</p> <p><b>RENTAL CARS:</b> Every Car Rental company in SJ/MRY etc hands out a brochure stating the Rules Of the Road &amp; How to Be a Local. This handout must be reviewed by the rental companies employees when the keys are handed over. It will be in several languages (Chinese, German, French etc) and it will provide clear instructions on the "Rules Of the Road". <b>EXAMPLES.</b> 1. Drive the <b>SPEED LIMIT</b>. 2. Use the <b>PULL OUTS ALOT!</b> also know if more that 5 cars are behind slowing vehicle, it is against the law. (it's the law-I might not have number of cars correct but easy to confirm), 3. <b>NO PARKING</b> on Highway One, 4. <b>Littering.</b> Anything <b>LEFT BEHIND</b> on CA soil is littering &amp; against the law (Tissue, toilet paper, cigarette butts). I believe many of our visitors are just not <b>EDUCATED</b>-and don't mean cause the problems they do. I think they would act respectfully if they knew the rules.</p> <p><b>SIGNAGE:</b> At <b>RIO ROAD</b> in Carmel: Signage in French/German/Chinese etc: which states Rules of Road . <b>ALSO-</b> No Public Bathroom for 30 miles.</p> <p><b>INCREASE CA FINES:</b> Increase fines substantially for littering etc. Also, Give a select number of locals the ability to write tickets to those who are breaking the law. We know the police can not be everywhere, all the time.</p> <p><b>MORE SHERIFF PRESENCE:</b> The presence of <b>SHERIFF</b> on Highway One at <b>HIGH VOLUMN</b> tourist locations (Bixby Bridge, Julia Pfeiffer Park etc) Tourist behave <b>MUCH</b> differently when the law is present and locals can work in partnership with the authorities.</p> <p><b>NO FILMING ON HIGHWAY ONE DURING PEAK SEASON:</b> We know there are rules for filming and permits (pretty sure weekends are not allowed) however there really should not be filming during peak season and any other holiday. Tensions run <b>VERY</b> high during these delays, and are both frustrating and dangerous.</p> <p><b>WHITE CROSSES</b> at the site of <b>DEATHS:</b> I know this sounds grim, however I have witnessed 2 cars drive off the cliffs on highway one (both fatal). Let's face it, our road is a dangerous!!</p>
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		<p>One singular style, state approved, subtle , small cross installed along the road is a chilling and effective way to reinforce danger. I know we love our pristine coast view as we drive, but after living in Big Sur for so many years, and seeing what we all have seen, it seems like it's time to address this reality. It is also a way to show respect and reduce the home made shrines that are problematic after time. (BTW, I this suggestion is coming from a place of respect, not a religious one)</p> <p>CONNECT WITH INTERNATIONAL TRAVEL AGENCY's: We know many tourist come to CA through a Travel Agency. Let's connect with those agency, provide them with clear, concise information to prepare their client for their visit; educate, explain, how to be a good tourist.</p> <p>LOCALS/PROPERTY OWNERS: Those who live or own property in Carmel, Big Sur etc have a emblem or sticker on their car possibly distributed by CPOA's or PO. Sometimes we need special attention! Tourism and traffic associated with tourism often causes us delay getting to our jobs and family responsibilities...a little help navigating us through this moments would go a long way for us! (Ok, this suggestion is a bit entitled sounding, but i have thought about it a few time and thought I'd put it out there!!!)</p> <p>I trust with the skillful, creative people who are working to solve the challenges we face living in Central CA, our message can be clear, concise and creatively stated to hold the attention of tourist and guide them. It will also help with the anxiety &amp; frustration we all are now experiencing everyday of our lives; where we live, pay taxes and LOVE our home and the beauty around us. It really is important to mw knowing you all are listening to us. IT means a lot.</p> <p>Good luck and thanks for giving us the opportunity to connect with you all.</p>
13	Big Sur Roads	<p>Had an epiphany the other day, I have been driving the coast road for around 36 years and have had all their same feelings everyone else has. Over the years it has changed, I am older now and less concerned with petty things, but still can not help but get upset at the behavior of some of the drivers here, no stereotyping, no aggression just really trying to understand what the people who come here are doing and why?</p> <p>What I think, what I realized, these people are not stupid, not inconsiderate, not unaware of their surroundings, not bad drivers.....</p> <p><b>THEY DON'T KNOW WHERE TO GO?</b></p>

		<p>THERE ARE NO SIGNS?  THERE IS NO INFORMATION?  THEY ARE WONDERING THE WHOLE TIME.....  IS THIS BIG SUR?  IS THAT BIG SUR?  WHERE IS IT?</p>
14	Suggestion for Protecting Big Sur	<p>I believe that Big Sur's Highway 1 should be converted into a toll road (one toll per each vehicle entry per day), but with provision for an annual fee pass for residents and frequent users. All collected revenue to be used for the maintenance and protection of Big Sur.</p>
15	Long Time Big Sur Devotee	<p>Big Sur has been a big part of my life. I lived in San Luis Obispo from 2006-2017 and went every weekend during that period. I always went to Nepenthe for my birthday and New Years every year as well as the Hermitage. I am now living in Arizona and just returned from my annual trip to Big Sur. I have many thoughts and concerns about Big Sur's future. I want to be an active contributor to your cause. I have an industrial Engineering, Leadership, Executive Coaching, and Consulting background. I also have done whole systems design and scenario planning. I was both deeply concerned about what I saw this New Years and greatly encouraged (Nepenthes health and how well run it was) and want to blend those energies for a comprehensive and achievable plan and vision for Big Sur's future. Bless you for what you are doing. I'm here to help</p>
16	Old Coast Road Entrance at Bixby Bridge	<p>Here is my idea for helping the OCR at Bixby: We did this before CHP took all the cones away after someone painted on the road.</p> <ol style="list-style-type: none"> <li>1. Narrow the entrance so that it is two cars wide. As it is, it is like a cattle chute. This leads to multiple cars parking in the entrance. People are less likely to park there when it is obvious that it is a road and not a turn out.</li> <li>2, put a barrier on the south edge of the road that is red..it can be like a parking bar--fire lane!</li> <li>3. put chalk parallel parking lines up against the north side...one lane for parking, 2 lanes for driving</li> <li>4. at the natural turn around just before the road starts up hill put a sign in 4 languages, 4 wheel drive only</li> </ol> <p>All this space to move around makes like one of those wild European roundabouts! I would like to be on a committee to help with this. This is a logical, people management issue at my level. I'll leave it to others for the grand scheme. I think it's ok if visitors get the feeling that it's no longer worth it to stop at the Big Three. Bixby, Pfeiffer and McWay. It would once again open up Big Sur to those that may want to take a little time to get to know the area.</p>

		We'll let the former group go to the Big Sur Casino in Vegas where they can have a drink and look at the water show near the 1/4 scale of Bixby!
17	Carmel Highlands A Gateway to Big Sur	Carmel Highlands is the gateway to Big Sur. Carmel Highlands Association attends and contributes to Big Sur Multi-Agency task Force meetings. Consider a Visitor's Information Center leaving Carmel before Point Lobos that allows visitors to receive information on points of interest, parking, restrooms, businesses, fees, preservation of environment (i.e. litter, habitat, etc), safety, fire-prevention, and real-time traffic information. The visitor center could provide parking, shuttle service options to reduce traffic. Accelerating Coastal trail important to reduce vehicular traffic and enhance eco-tourism. Consider restoration of The Bay School as a historical site and point of interest and introduction. Public safety and environmental preservation and reduction of wildfire risks as well as beatification demand under grounding of utilities. Consider and support Carmel Highlands initiative to provide an under-grounding demonstration project that could be replicated for entire Big Sur community.
18	Public Transportation, Cambria to Carmel and Carmel to Cambria	<p>As a frequent driver through Big Sur from Los Angeles for 35 years Before starting my own business taking people to Big Sur The past 15 years, I would love to be active on a bus project, Taking people from Cambria to Carmel With three or four stops lower on the southern coast and Hearst castle country.</p> <p>To be successful the bus should have approximately 30 seats and a restroom on board. The bus would not Have people get out at Pfeiffer beach, The Bixby Bridge, mcWay falls, point Lobos, Nepenthe, or any spot that is usually crowded. They can see it from the bus.</p> <p>It gives visitors a chance to be driven through Big Sur And dropped off at hotels which gives them the option of vacationing using public transportation and not having to Rent-A-Car.</p>
19	Protection of Big Sur for Present and Future Generations	It seems blindingly obvious that social commercial interests promoting the "Big Sur Experience" plus the global spread of social media has caused the unsustainable inundation of the Big Sur coast and environs - the very first thing to do is to stop promoting it on a commercial level because at this stage social media and word of mouth will be more than enough to secure massive visitation - it's like the old saying "When you find your self in a ole, the first thing to do is STOP DIGGING !

		<p>I doubt very much if this will actually happen because commercial interests world wide have shown that commercial interests will promote and exploit the goose that lays the golden egg until the creature either dies or becomes unrecognizable and therefore undesirable - it's also already well underway in Carmel and Monterey and yet tourism of all kinds in the area is still promoted by considerable financial investment, some of it sourced from the tax dollars of the local residents who do not benefit from the clogged roads, over crowded environment and strained local resources of all kinds.</p> <p>I sincerely doubt that this will be attempted and it would not be easy to instigate but if we don't at least try then everything else will be band-aiding similar to our response to our deteriorating climate.</p>
20	Email List Please & No Large Busses	I would like to be put on any email lists about this issue. I believe that big busses should not be allowed on highway one in bug sur. Only smaller vans of up to 14 people.
21	Priorities	First and foremost, we MUST get our priorities straight. The environment should ALWAYS be listed as our #1 priority. We can fight about whether residents, businesses, or tourists are second or last, but we must agree that the environment is number 1. Without that, none of the rest of it matters and we might as well just be a paved over theme park. I would urge BGT and CABS to be mindful of this each time they publicly state the goals of this project as looking to balance the interests of... environment, residents, businesses, and tourists, not the other way around. I will continue to make this point anywhere and every where I can be heard until I actually am.
22	Rainbow Bridge Outlook	In order to protect the enviornment and provide a "safety first" effort, it is my opinion to: <ol style="list-style-type: none"> <li>1. Close permanently the Bixby Creek turnout.</li> <li>2. Close the turnout during high seasons.</li> </ol>
23	Toilets	There is as you know a lack of toilets in Big Sur and long waits at the private facilities..a crucial problem.
24	Big Sur DSP Concerns	<p>Hello. I am thrilled that time, energy, and financial resources are being committed to developing a Sustainable Tourism DSP. However, I am concerned about the timing specified on the <a href="http://bigsurdsp.com">bigsurdsp.com</a> website.</p> <p>The website indicates that collection of data and varying perspectives began in August 2019 and that an initial report will be produced in May 2020. Based on that, it appears that you will not be using data from the summer period (May, June, July, and possibly August), which is when Big Sur consistently receives its greatest volume of tourism. This appears to be an egregious</p>

		oversight! Any analysis that doesn't include data from that period would be significantly skewed and very misleading.  Please confirm how you intend to address this.
25	Why Are They Here?	Why do people come to Big Sur? Imagine a survey of folks who have come to Big Sur. How long were they here, did they stop and get out of their car, for how long, where? Imagine photographing every car that stops at say Molera, going in and coming out. How long did they stay? What percent of cars don't stop at all? Do you already know the answers to those questions?
26	First Step	Before any adjustments are made, the infrastructure of Big Sur has to be repaired. Right now there are very few places where the tourist can get out into nature because of closed campgrounds and trails, etc. There are very few places where the tourists can spread out. They are all compressed into a very small area. Then, once that happens, maybe a reservation system like is being used on the island of Kauai would work. There could be a maximum number of people (other than residents) who would be allowed to travel through the area from either the North or the South. An optimum number could be established and that would be the max for each day during the peak visiting and travel time.
27	Scenic Travel Stewardship Plan	Destination, destination, destination, that's all I hear. IT'S NOT A DESTINATION. Have we all forgotten that the 70 mile Big Sur Coast is primary a scenic hwy? Destinations require development, and Big Sur's Land Use Plan prioritizes scenic travel and limits all development (public and private). The plan was designed to preserve Big Sur's wilderness environment and to maximize public access to the scenic hwy - a national treasure of unspoiled beauty. Please lets try to keep it this way ... I'm thinking Beyond Green Travel should be looking into developing a "Scenic Travel Stewardship Plan" instead. Thank you.
28	Traffic Congestion	Even though I'm a Cambria resident, let's only allow smaller tour vans and not gigantic buses on the coast Hwy 1, and ask all employees commuting from towns near Greenfield to use vanpool vans to get to work. There should be a paid state park kiosk just south of Carmel and north of the Piedras Blancas lighthouse to collect tolls to pay for janitorial services (cleaning porta potties at a few bathroom areas at scenic pull offs, to decrease human waste along highway due to tour buses stopping. I can't believe people would leave such messes on that highway, especially since buses usually have bathrooms onboard.) CHP should also get part of toll money to pay for officers to park at north end of Bixby Bridge to make sure tourists don't park on the north shoulders to take selfies.
29	Pedestrian and Wildlife Underpasses	I notice that being a pedestrian of any species is very difficult in high season. Crossing the road at a place like River Inn is especially tricky, where there is a blind corner and lots of vehicles

		turning in and out. You often have to wait until a car stops and lets you go. The underpass at Julia Pfeiffer Burns is the inspiration for this request, although I'm not sure how much that tunnel is used by wildlife. I see a lot of road killed deer between post ranch and Pfeiffer Big Sur State park.
30	Priorities Listed in This Effort	PLEASE - consider reversing this 'unconscious' bias in any future promotions and community outreach efforts and INSTEAD state: "Your suggestions, observations and recommendations are welcome and integral to developing a plan that *balances the interests of the visiting public with ENVIRONMENT, businesses, residents, and commuting workers." Let's not forget that it IS the ENVIRONMENT that has drawn many of us to desire living here and insisting on it's very much needed SUSTAINABLE future - !! !
31	Education	If tourists had the knowledge of the what, where, how's of Big Sur, perhaps some of the problems can be alleviated. Therein is another problem, where can they obtain this information and would they actually read it. Possible Solution: Something (pop-up booths, permanent station, toll access, blockade, etc. at the North in Carmel and South at Ragged Point or Hearst Castle area. Big Sur Chamber of Commerce has some information in their "Big Sur Guide" and on their website. A very useful website created by a neighbor of mine, Rayner Marx, gives thorough information <a href="http://www.bigsurvisitorguide.com">http://www.bigsurvisitorguide.com</a>
32	Bixby Bridge	CABS should install a live video camera showing the parking area off Highway 1 and the entrance to Old Cost Road. There may be a local property owner that could provide a location and power for the camera. Connectivity might be possible using Viasat (Exede) satellite or other technology as Wi-Max or microwave. The live feed should be accessible by CHP and Monterey County Sheriff as well as to the public. This would allow a more proactive response from law enforcement when visitors violate the law.
33	Improve Services and the Highway	Some came when this was "A Wild Coast and Lonely". Others came because we heard that it was wild and lonely. But it is not wild and lonely any more. Now, Big Sur is a world-famous scenic drive, and overwhelmed with tourists. The road is not prepared for the crowds it attracts. We need paved pullouts, and passing zones, and signs saying "Slower Drivers Use Pullouts" and "Slower Traffic Keep Right". And we need restrooms at every pullout. Highway 1 between Santa Cruz and Half Moon Bay has all of these. We need to raise the Cabrillo Highway to a world-class level.
34	Maintain Public Access to Public Land	While the tremendous majority of visitors to Big Sur simply utilize the Highway 1 corridor and never visit the backcountry, the loss of access to public lands has resulted in visitation being concentrated in fewer places with negative impacts on natural resources. When

		<p>people cannot use Palo Colorado Road to get to Bottcher's Gap or Old Coast Road to get to the Little Sur trailhead, they are forced to crowd into the Cone Peak area using the Kirk Creek Trail or the Silver Peak Wilderness south of Gorda. The loss of trails such as the lower (or western) Pine Ridge Trail also contributes to concentrating use and impacts. A DSP should include funding and strategies to keep roads and trails that access public lands open.</p>
35	Regenerative Rather Than Sustainable	<p>I think defining and continuing to cultivate our unique Big Sur Culture is a core element.</p> <p>When I think of our culture I think of: ART: Visual Arts such as; painting, photography, sculpture.</p> <p>Performing Arts, such as; fire dancing, areal silk, Big Sur Circus, Poetry, Short Film Festival.</p> <p>Music; Big Sur Fiddle Camp, Song Harry Hatbox Taught Us, Recording Studios/ Farmers/Farmer's Market/ Henry Miller Memorial Library/ Movie nights/ Festivals: Philip Glass Days and Nights Festival, Foragers Festival, Big Sur Food and Wine Festival Iconic Artists: Emile Norman/ Weston Family Photographers/ Ansil Adams/ Edmund Kara Sports: Surfing, Big Sur Marathon, River Run, Turkey Trot, Hiking, Horseback riding, cycling, Ping Pong, Bocce Ball, Yoga Herbal remedies, Sound Therapy, Accupuncture, Chiroprators, Big Sur Esalen Massage Spirituality/ Big Sur Architecture: George BrookKotholow, Mickey Munic</p>
36	Big Sur Survey Amendment	<p>Hi,</p> <p>I completed the survey, and included some comments in the section which called for them. I would like to add something which I didn't think of until later.</p> <p>In the survey I chose the positive response to the question of whether or not tourism helps local businesses and their employees. I would like to comment that I'm sure that those businesses, (which after all, have a monopoly on the tourist industry in our little enclaves), were doing pretty well prior to the over-tourism onslaught of recent years, and that any effort by them to protect the overabundance of business now being generated at a cost to all else, is unreasonable at the least. In other words, they should be content with how business was, not that long ago, prior to the current situation.</p> <p>Thank you for the fine survey, and for incorporating these new remarks.</p>

37	VUM for Big Sur Backcountry	<p>Hello,</p> <p>I am a CABS member and have enjoyed listening to Costas at meetings in Big Sur. I know he is working on the Stewardship project there.</p> <p>I am particularly interested in his plans for dealing with the backcountry issues. I am in contact with Lis Novak of the Interagency Visitor Use Management Council. I would like to see initiated a VUM project for the dispersed camping areas of Big Sur. I don't want to muddle your efforts but I don't know what your plans are for the backcountry. Could you tell me what your plans are?</p>
38	Additional Thoughts	<p>It would be nice to have the people that are visiting Big Sur be part of the solution rather than the problem. Some thoughts towards that end:</p> <p>Message to visitors: Here are some of the ways you can contribute to protecting the beauty and unique culture of Big Sur: then a list of options (ways for the visitor to actually get involved with big sur)</p> <p>Volunteer to:</p> <ol style="list-style-type: none"> <li>1. Spend an hour (or half day/ or day) adding to the Community Art Project</li> <li>2. Spend an hour (or other) assisting in removing non-native invasive plants</li> <li>3. Spend an hour (or other) gardening in the community garden</li> <li>4. If coming on 1st saturday of the month, join the community in their montly “grange clean-up” and enjoy the Pop-up bakery and farmer’s market</li> <li>5. Volunteer to help on a local’s farm or in their garden</li> </ol> <p>Another list could be Things you could leave behind as you pass through Big Sur that will contribute</p> <ol style="list-style-type: none"> <li>1. A poem</li> <li>2. A song</li> <li>3. ..</li> <li>....</li> </ol> <p>Is there a way to address “light pollution”? And “sound pollution”</p> <p>More random thoughts Things sold in Big Sur should be from Big Sur, there could be a better understanding for locals and visitors of how to support the local economy.</p>

		Did you know we have a Big Sur Yacht Club?
39	A Few More Thoughts Sent from the Rainforest of Ecuador	<p>In reflecting about the idea of Big Sur and the DST Vision including the concept of “welcoming” I kept puzzling about this because I’m a welcoming person and I want Big Sur to be welcoming. My fear is that I don’t want everyone coming here and destroying the beauty and peacefulness. I welcome “like-minded” people who share a love of the beauty and tranquility. I think the education of our own community is equally, if not more, important than the education of the visitors. A general respect and courtesy needs to be from us to them and them to us. Visitors should bring with the curiosity to learn about big sur.</p> <p>In three days I go to the Galapagos, the whole mindset is that I’m a visitor and as such I’m curious to learn, and I’m wanting to know how to be the best visitor possible and help protect this area. I received information about what types of sunscreen would be bad for the fish and what color cloths to wear to not frighten the animals. Recycling is clear. Plastic bottles don’t have a place here. WE need this type of consciousness among our local residents and then we need to share that caring with visitors.</p> <p>There is a lot of consciousness about the environment and recycling among the locals, but we could be way better, and it’s all sort of individual, not a comprehensive commitment.</p> <p>Ok, I have to go on a night walk and see the tree frogs</p>
40	Suggestion from a Visitor	<p>I have visited Big Sur from rural WA State for a week in the spring for most of the last 28 years. In my opinion, the first and most important step that needs to be taken to protect Big Sur from being loved to death is to require lodging or camping reservations for anyone staying the night between Carmel and Cambria. Along with this, all camping at unimproved locations should be banned from the crest of the coast mountains down to the ocean. Once this first step is complete, the rest of the issues are far easier to deal with, as this would mostly eliminate unpermitted fires, human waste issues, and trespassing. I also live in a fire-prone recreational area, so If I were a resident of Big Sur, those would be my biggest concerns.</p>
41	Big Sur DSP Comments	<p>In the mountains of Big Sur's South Coast, the area south of Nacimiento-Ferguson Road (a dirt road network that are either USFS or MoCo jurisdiction, and some areas protected by the Wilderness Act), residents have been overwhelmed by the amount of campers and are asking please for no more publicity, asking for law enforcement to enforce Campfire and Stove Permit, to enforce appropriate vehicles for the area (4WD preferred, AWD acceptable), and to have both MoCo and USFS ensure they budget annually for vegetation management and grading of the roads.</p>

	<p>Additionally, residents are now asking USFS to introduce a Visitor Use Management Plan - of which USFS has the framework (IVUM).</p> <p>Our roads are graded only once a year, in May/June after the rains. We've visitors who insist on driving 2WD and they get stuck. Residents tow them out, only because residents need to drive in or out, return home, or pick up their children from school, or go to work, or town shopping trips. There have been several times where residents cannot tow, so a tow truck is called from King City or Cambria and their reluctant response can take up to 8 hours or will wait until the next morning.</p> <p>During this wait, everyone cannot drive-thru. Residents have had to abandon their groceries and supplies to hike home for the night, and sometimes residents sleep in their cars as they cannot lock their supplies in the truck (propane and gas).</p> <p>So the 2WD vehicles carve deep holes in the dirt road trying to extricate their car, until giving up and waiting for a tow. 2WD carve holes in the dirt roads, without getting stuck, and our road is now messed up, and will worsen with other 2WD spinning their wheels in the same spots, until next year's grading.</p> <p>No Campfires Allowed is only during the dry season, but people light campfires year-round because nobody thinks their campfire will cause a wildfire. Meanwhile, residents' anxiety increases until the first rains in October/November. Note that Residents must cease all backyard burn by April 1 until December 1.</p> <p>The Soberanes Fire in 2016 started in June from an unattended camper's campfire and it wasn't extinguished until rainfall in October. Over 50 homes burned/gone. The Mill Fire of 2019 started from an unattended camper's campfire, thankfully no homes burned and USFS firefighters brought in support of hundreds of CalFire and Big Sur Fire to put it out a couple weeks later.</p> <p>Hundreds of campers show up on holiday weekends and Spring Break. Residents witness 50-60 cars lining the road. These campers party at San Martin Top and Prewitt and Alms and at every turnout along South Coast Ridge Road.</p> <p>These campers roll out golf grass and bring their golf clubs and golf balls and hit golf balls into the Los Padres National Forest. These people do not retrieve the golf balls.</p>
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42	Airports Enabling More Visitors to California	<p>It used to be only SFO and LAX as the airports bringing in visitors to rent a car and potentially drive Highway 1 between the two international airports; however, local airports have been adding routes: Monterey, San Luis Obispo, Santa Maria, Santa Barbara.</p> <p>In 10 years (2009 to 2019), San Luis Obispo airport went from 241,061 passengers to 544,575. Monterey went from 191,585 in 2009 to over 400,000 in 2019. Both airports are adding routes in 2020.</p>

		<p>Note: I'm not saying that every passenger comes to Big Sur, but I am wanting to include these metrics from our regional airports in our Destination Stewardship Plan.</p> <p>Monterey (MRY)  Alaska Airlines San Diego, Seattle/Tacoma (begins June 18, 2020)[5]  Allegiant Air Las Vegas  American Eagle Dallas/Fort Worth (resumes April 8, 2020), Phoenix–Sky Harbor  JSX Seasonal: Burbank (begins April 17, 2020), Orange County (begins April 17, 2020)  United Express Denver, Los Angeles, San Francisco</p> <p>MRY busiest routes:  1. Phoenix, Arizona 67,630 American  2 Los Angeles, California 53,190 United  3 Denver, Colorado 29,940 United  4 San Francisco, California 26,490 United  5 San Diego, California 20,670 Alaska  6 Dallas/Fort Worth, Texas 17,040 American  7 Las Vegas, Nevada 13,930</p> <p>San Luis Obispo (SBP)  Alaska Airlines Portland (OR) (begins June 25, 2020), San Diego, Seattle/Tacoma  American Eagle Dallas/Fort Worth, Phoenix–Sky Harbor  Contour Airlines Las Vegas  United Express Denver, Los Angeles, San Francisco</p> <p>SBP busiest routes  1 Phoenix–Sky Harbor, Arizona 78,370 American  2 San Francisco, California 57,740 United  3 Los Angeles, California 43,990 United  4 Denver, Colorado 40,920 United  5 Seattle/Tacoma, Washington 23,780 Alaska  6 Dallas/Fort Worth, Texas 16,610 American  7 Las Vegas, Nevada 520 Contour</p>
43	Regional Transportation Plan & Sustainable Communities Strategy	<p>To add another framework to a Big Sur Destination Stewardship Plan, please consider the Sustainable Communities Strategy and a Regional Transportation Plan:</p> <p>Sustainable Communities Strategy (SCS) Implementation Project Big Sur is not included in Monterey's (TAMC) RTP plan, possibly because low resident population, yet 5-6 million (plus?) cars travel through Big Sur annually (based on Caltrans traffic counts).</p>

		<p>A note here that a SCS addresses housing and residential transportation needs. Big Sur's residents need to drive to jobs and community events and for emergencies and for errands.</p> <p>RTP - Regional (Big Sur not included in TAMC RTP) TAMC RTP covers all Highway 1 north of Big Sur; however, an RTP must include discussion (see RTP checklist), of topics that "should" be included in the 2019 Big Sur SHMP:</p> <p>RTP Criteria: Address no less than 20 year planning horizon. Long range and short range strategies/actions. Utilize recent planning assumptions, includes LGP, LUP, LCP. Project Intent and Need statements Goals Coordination efforts with regional Air Quality Planning Authorities. Specify how travel demand modeling methodology, results and key assumptions were developed as part of the process? Set forth a plan to reduce greenhouse gas emissions from automobiles and light trucks. ARB targets. Inter-regional connections: CV Road, Highway 68, Highway 46, U.S. 101, Nacimiento-Ferguson Road. Highways Mass Transportation - Big Sur Shuttle provided by Monterey County Transit. Regional Airport System: in addition to SFO and LAX, please consider the growth of MRY, SBP,SMX, and SBA as they are adding on routes and the anticipated visitor dollars. Pedestrian needs Bicycle needs Coastal Trail - John O. stated at Cambria meeting that SHMP won't include mention of Coastal Trail. Goods movement - we have delivery trucks to Big Sur businesses. Congestion Management process Identify objective criteria to measure performance of transportation system. Big Sur has asked for Caltrans to install traffic counters. "Un-constrained" projects. Financial plan EIR - Tourism by Visit California and See Monterey should have been subject to an EIR. Mitigation activities - Agencies are caught short-funded to react/respond to the increase in visitors and traffic. Public and Agency involvement, for example: State Park ingress/egress safety.</p>
44	CA AB-32 and SB-	Visit California Roadtrip campaign, 20 to 30 year peak tourism

	<p>375 for Residents, but Tourism Gets a Carbon Emission Pass?</p>	<p>projection. We cannot allow tourism to put rental cars on the road, yet have emissions-reduction goals for California residents from SB-375 and AB-32.</p> <p>Visit CA Road Trip campaign:  <a href="https://www.visitcalifornia.com/road-trips/">https://www.visitcalifornia.com/road-trips/</a></p> <p>SB-375 The Sustainable Communities and Climate Protection Act of 2008 Senate Bill 375, passed in late 2008, requires the 18 Metropolitan Planning Organizations (MPO) in California to reduce per capita vehicle miles traveled and related greenhouse gases through a coordinated land use and transportation plan called the Sustainable Communities Strategy, or SCS.</p> <p><a href="https://cal.streetsblog.org/2016/10/26/the-legacy-of-s-b-375-transforming-planning-to-transform-california/">https://cal.streetsblog.org/2016/10/26/the-legacy-of-s-b-375-transforming-planning-to-transform-california/</a></p> <p>AB-32 California Global Warming Solutions Act of 2006  The Air Resources Board is responsible for implementing the California Global Warming Solutions Act (AB32) in order to meet the 2020 emission reduction goal.</p> <p><a href="https://ww3.arb.ca.gov/cc/ab32/ab32.htm">https://ww3.arb.ca.gov/cc/ab32/ab32.htm</a></p> <p>SB1 gas tax benefits our state highways and country roads, specific projects, not general maintenance - terrific! But with SB1, we are then dependent on gas tax to help fund those specific road projects. If we reduce gasoline vehicles on our roads, then we'll have less gas tax. We need to think now what our road projects future funding would rely upon AND we need to consider that SB1 funds solely specific road projects, not general-annual road maintenance for the country roads that MoCo has jurisdiction. USFS has jurisdiction over other roads in Big Sur, but SB1 doesn't assist USFS for special projects, nor annual maintenance.</p>
45	<p>June Report Just the Beginning</p>	<p>This is really good stuff. I imagine your report will indicate what actions should be taken. Certainly this will take years to accomplish. Will BGT be available for monitoring our progress?</p> <p>I also hope that as a community we develop greater fluency in visitor management so a knowledge base is built locally.  Thank you for your efforts.</p>
46	<p>Survey Percentages</p>	<p>I've heard that you have received only 306 surveys back, could you please tell me the breakdown/percentage for each category. How many resident surveys returned, how many employees surveys, how many out-of-towners, and lastly how many residents that "used" to live here?</p>

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## APPENDIX C: Big Sur DSP Resident Survey

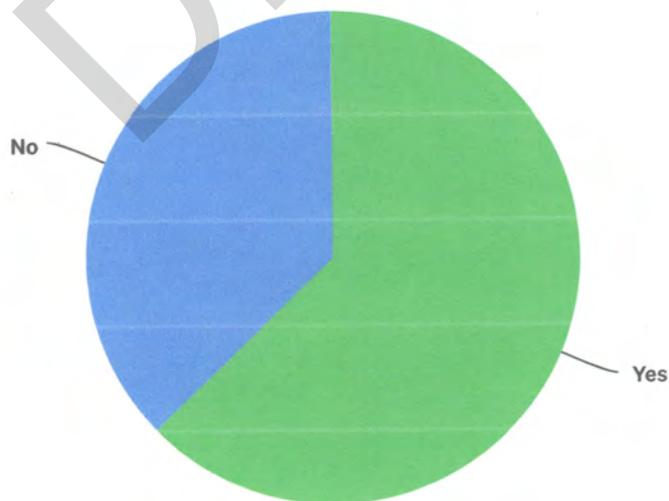
### Q1 Personal Information

Answered: 316 Skipped: 26

ANSWER CHOICES	RESPONSES	
Name	99.68%	315
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	99.68%	315
Country	0.00%	0
Email Address	97.47%	308
Phone Number	0.00%	0

### Q2 Are you a resident of Big Sur?

Answered: 325 Skipped: 17



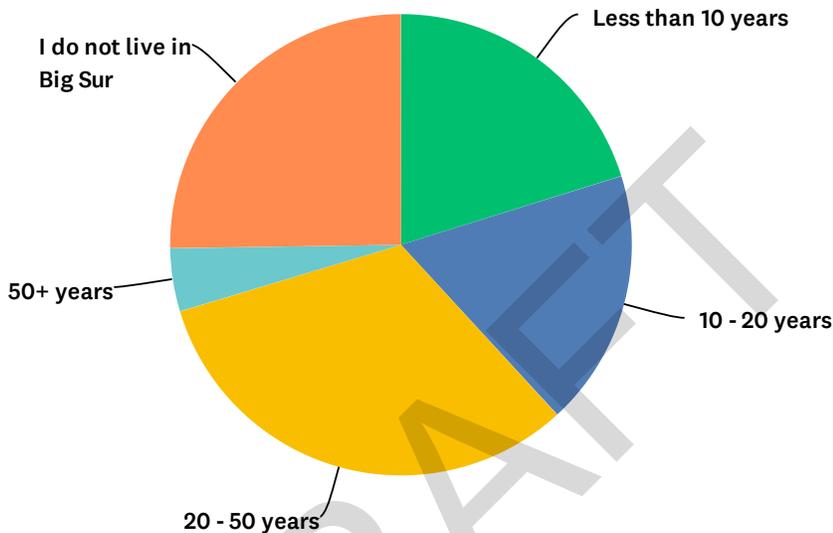
ANSWER CHOICES	RESPONSES	
Yes	62.77%	204
No	37.23%	121
TOTAL		325

### Q3 If you answered "no", what is your relationship to Big Sur? (leave blank if you answered "yes")

Answered: 121 Skipped: 221  
 Individual Answers to Q3 are found at end of Survey

### Q4 How many years have you lived in Big Sur?

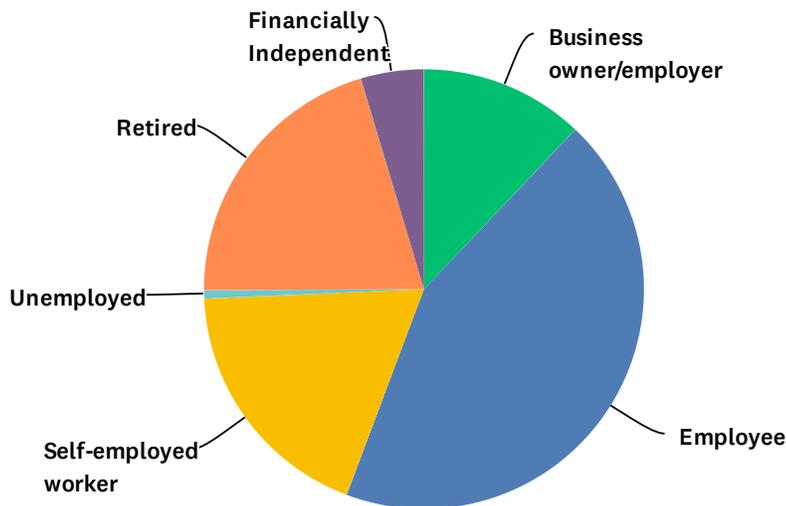
Answered: 317 Skipped: 25



ANSWER CHOICES	RESPONSES	
Less than 10 years	20.19%	64
10 - 20 years	17.98%	57
20 - 50 years	32.18%	102
50+ years	4.42%	14
I do not live in Big Sur	25.24%	80
<b>TOTAL</b>		<b>317</b>

### Q5 Which best describes your employment status?

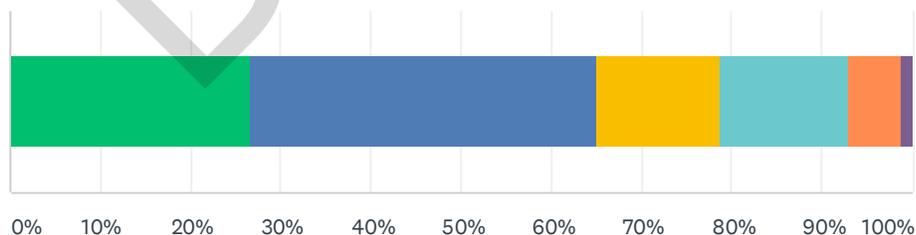
Answered: 323 Skipped: 19



ANSWER CHOICES	RESPONSES	
Business owner/employer	12.07%	39
Employee	43.65%	141
Self-employed worker	18.58%	60
Unemployed	0.62%	2
Retired	20.43%	66
Financially Independent	4.64%	15
<b>TOTAL</b>		<b>323</b>

### Q6 Which best describes where you work?

Answered: 258 Skipped: 84



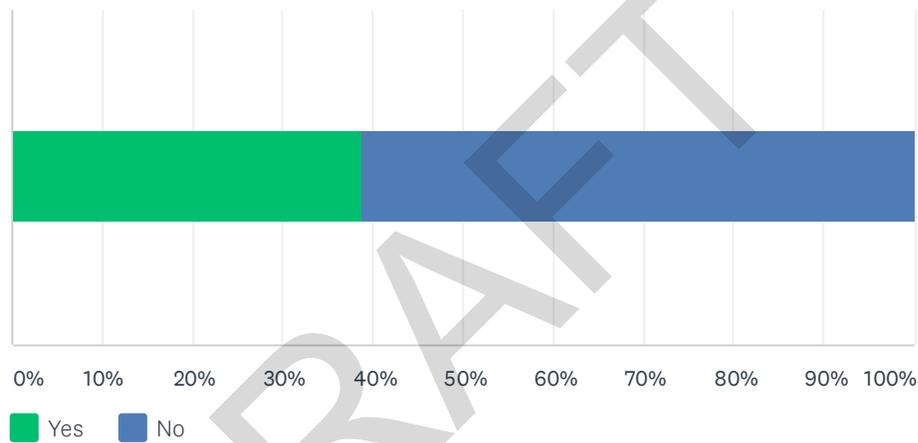
- From my home in Big Sur
- For an employer located in Big Sur
- For an employer located outside of Big Sur but in Monterey County
- For an employer located outside of Monterey County
- I work in Big Sur, but live outside of Big Sur in Monterey County
- I work in Big Sur, but commute from another county

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

ANSWER CHOICES	RESPONSES	
From my home in Big Sur	26.74%	69
For an employer located in Big Sur	38.37%	99
For an employer located outside of Big Sur but in Monterey County	13.57%	35
For an employer located outside of Monterey County	14.34%	37
I work in Big Sur, but live outside of Big Sur in Monterey County	5.81%	15
I work in Big Sur, but commute from another county	1.16%	3
<b>TOTAL</b>		<b>258</b>

### Q7 Do you work in a job that depends on tourism?

Answered: 304 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	38.82%	118
No	61.18%	186
<b>TOTAL</b>		<b>304</b>

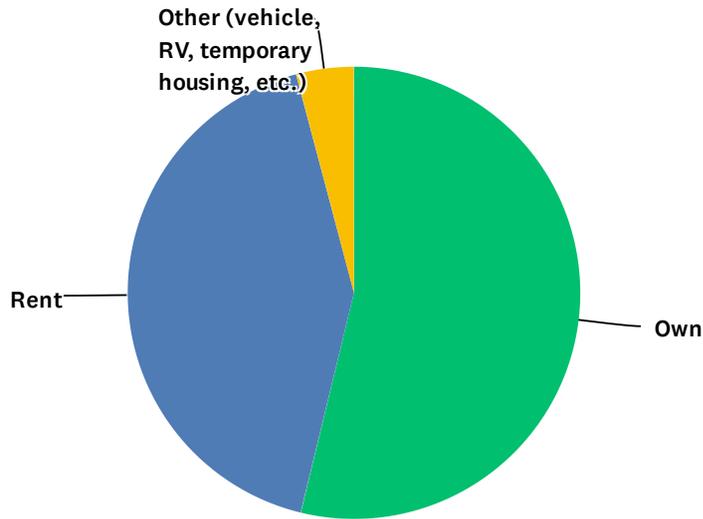
### Q8 If yes, how long have you worked in tourism-related jobs? (months/years) If no, leave blank.

Answered: 121 Skipped: 221

Individual answers to Q8 are found at the end of the survey

### Q9 Do you own or rent your home?

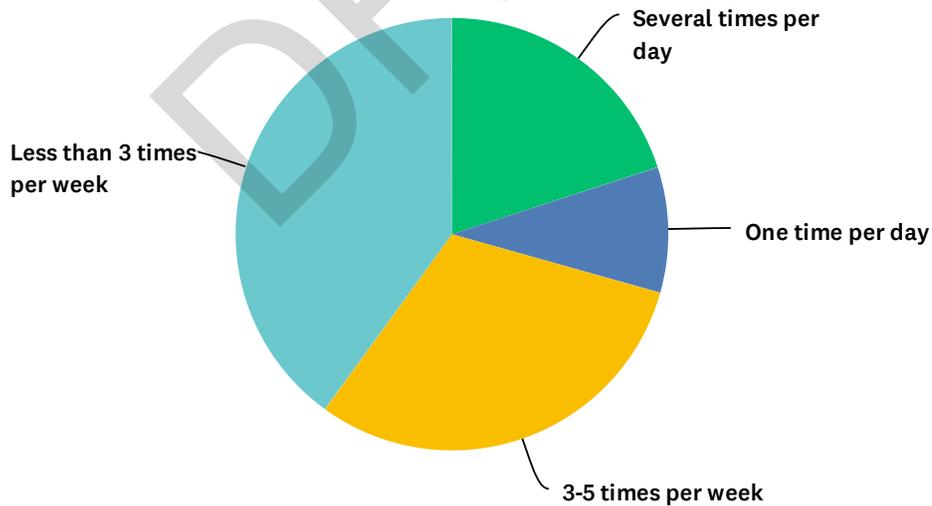
Answered: 316 Skipped: 26



ANSWER CHOICES	RESPONSES	
Own	53.80%	170
Rent	42.09%	133
Other (vehicle, RV, temporary housing, etc.)	4.11%	13
TOTAL		316

Q10 On average, how many times per week do you drive on Highway 1?

Answered: 320 Skipped: 22



ANSWER CHOICES	RESPONSES	
Several times per day	20.00%	64
One time per day	9.38%	30
3-5 times per week	30.63%	98
Less than 3 times per week	40.00%	128
TOTAL		320

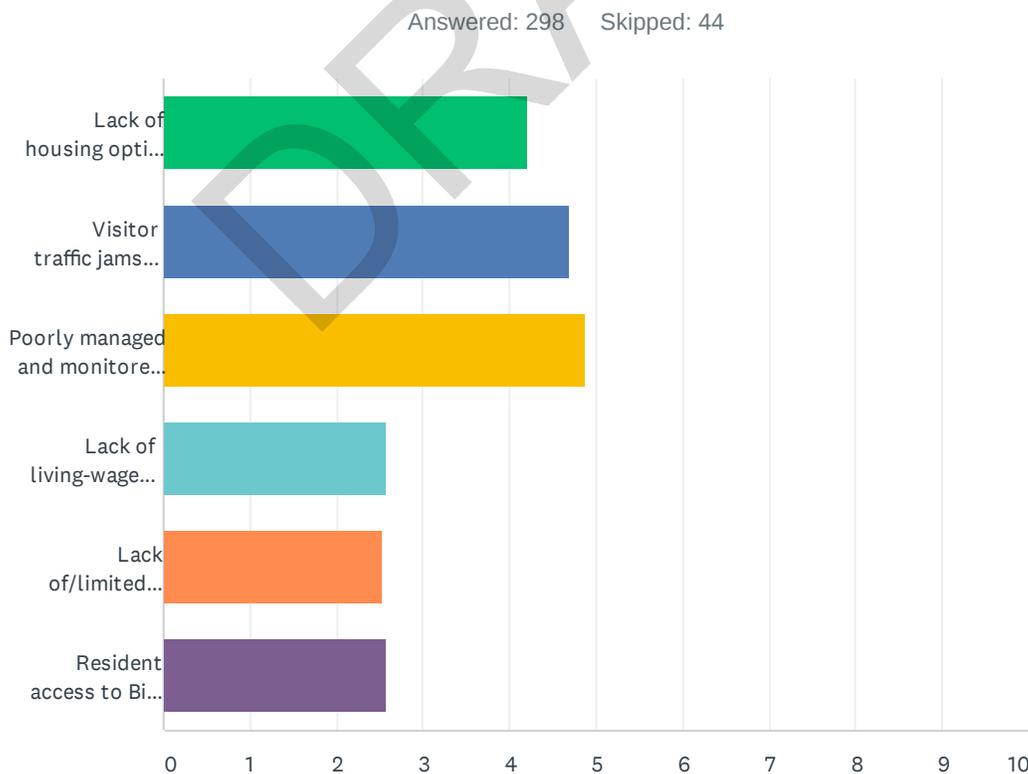
**Q11 When thinking about what is most important to you as a resident and/or worker in Big Sur, please rank from Most Important (1) to Least Important (7):**



## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	1	2	3	4	5	6	7	TOTAL	SCORE
I want to ensure that Big Sur's natural environment is protected	68.03% 183	13.75% 37	9.67% 26	4.46% 12	2.23% 6	1.12% 3	0.74% 2	269	6.35
I want to be able to live and work in Big Sur.	15.99% 43	30.48% 82	10.41% 28	9.67% 26	8.92% 24	11.90% 32	12.64% 34	269	4.49
I want my children and grandchildren to be able to live and work in Big Sur.	5.17% 14	9.23% 25	21.03% 57	12.92% 35	11.81% 32	18.45% 50	21.40% 58	271	3.42
I want visitors to enjoy Big Sur's natural beauty and have access to recreational opportunities.	1.42% 4	7.12% 20	10.32% 29	19.93% 56	14.95% 42	16.73% 47	29.54% 83	281	2.92
I want visitation to Big Sur to be managed so Big Sur residents can continue to enjoy their way of life.	9.59% 26	20.30% 55	18.45% 50	17.71% 48	18.82% 51	7.38% 20	7.75% 21	271	4.31
I want visitors to learn about Big Sur's natural environment so they can become advocates to help protect it.	3.27% 9	15.27% 42	20.36% 56	18.18% 50	18.55% 51	20.36% 56	4.00% 11	275	3.89
I want visitors to learn about Big Sur's community and cultural heritage so they can respect its history and local way of life.	6.46% 19	5.10% 15	10.88% 32	15.65% 46	21.09% 62	19.39% 57	21.43% 63	294	3.16

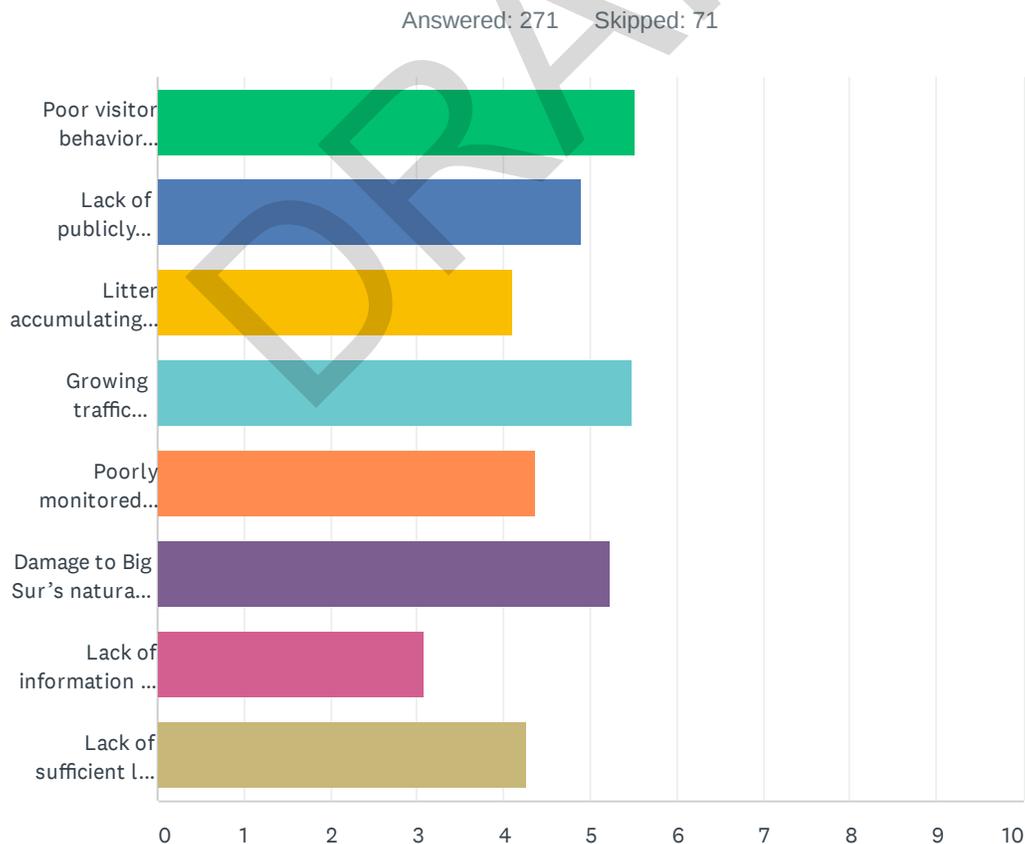
### Q12 Please rank the following challenges for Big Sur Residents from Most Important (1) to Least Important (6):



## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	1	2	3	4	5	6	TOTAL	SCORE
Lack of housing options in Big Sur, requiring workers to commute long distances.	34.34% 91	13.58% 36	18.49% 49	13.96% 37	10.57% 28	9.06% 24	265	4.20
Visitor traffic jams and unsafe driving behavior on Highway 1, impacting daily life for residents and workers.	25.47% 68	40.07% 107	19.10% 51	10.11% 27	3.75% 10	1.50% 4	267	4.69
Poorly managed and monitored visitation, creating safety hazards such as illegal campfires, overburdening emergency and law enforcement services, trespassing, littering, etc.	37.45% 103	30.18% 83	20.73% 57	7.64% 21	2.55% 7	1.45% 4	275	4.88
Lack of living-wage employment opportunities in Big Sur.	2.49% 7	8.54% 24	9.25% 26	27.05% 76	28.83% 81	23.84% 67	281	2.57
Lack of/limited community services such as cell phone coverage, internet access, health and emergency services, etc., impacting resident and visitor well-being.	4.64% 13	3.57% 10	15.71% 44	18.57% 52	31.07% 87	26.43% 74	280	2.53
Resident access to Big Sur recreational activities being negatively impacted by visitor usage.	4.15% 12	6.23% 18	17.65% 51	20.42% 59	19.03% 55	32.53% 94	289	2.58

### Q13 Please rank the following tourism challenges facing Big Sur, from Most Serious (1) to Least Serious (8):



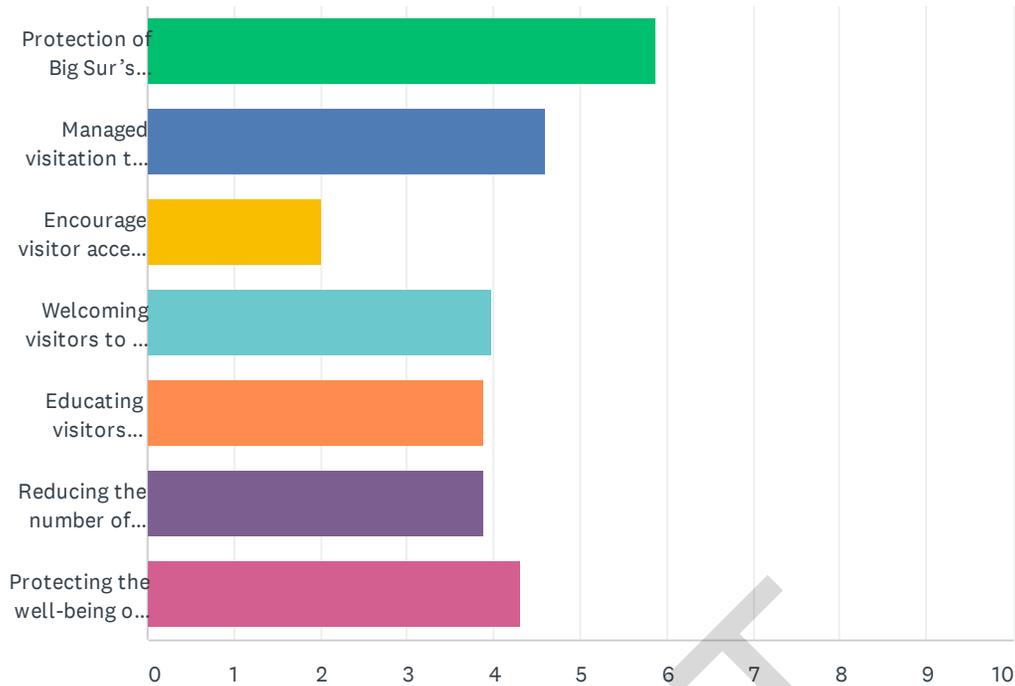
Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Poor visitor behavior (trespassing, illegal parking, risky "selfies", etc.).	22.22% 54	14.81% 36	19.34% 47	14.81% 36	13.17% 32	4.12% 10	4.94% 12	6.58% 16	243	5.53
Lack of publicly accessible restrooms.	16.13% 40	16.94% 42	12.90% 32	9.68% 24	12.50% 31	12.90% 32	8.47% 21	10.48% 26	248	4.90
Litter accumulating in popular visitor areas and lack of trash collection.	2.89% 7	9.92% 24	11.16% 27	16.94% 41	17.77% 43	17.77% 43	16.94% 41	6.61% 16	242	4.09
Growing traffic congestion on Highway 1.	20.00% 49	17.96% 44	14.29% 35	14.69% 36	15.51% 38	8.98% 22	5.71% 14	2.86% 7	245	5.48
Poorly monitored back-country access and camping, resulting in increased fire risk.	10.48% 26	12.10% 30	12.50% 31	10.89% 27	14.52% 36	14.52% 36	12.10% 30	12.90% 32	248	4.37
Damage to Big Sur's natural environment from too many visitors.	23.08% 57	14.98% 37	11.74% 29	11.34% 28	9.72% 24	13.77% 34	11.34% 28	4.05% 10	247	5.23
Lack of information and guidelines to educate visitors about Big Sur (online information, interpretive signage, guidelines for responsible visitor behavior/driving, etc.).	3.56% 9	6.32% 16	7.91% 20	5.93% 15	10.28% 26	11.86% 30	27.67% 70	26.48% 67	253	3.08
Lack of sufficient law enforcement on Highway 1, especially at congested tourist sites (i.e. Bixby Bridge, McWay Falls, etc.).	9.89% 26	11.41% 30	14.45% 38	16.35% 43	5.70% 15	12.55% 33	8.75% 23	20.91% 55	263	4.26

**Q14 Please rank the following goals to guide the Big Sur Sustainable Tourism Destination Stewardship Plan, from Most Important (1) to Least Important (7)**

Answered: 266 Skipped: 76

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

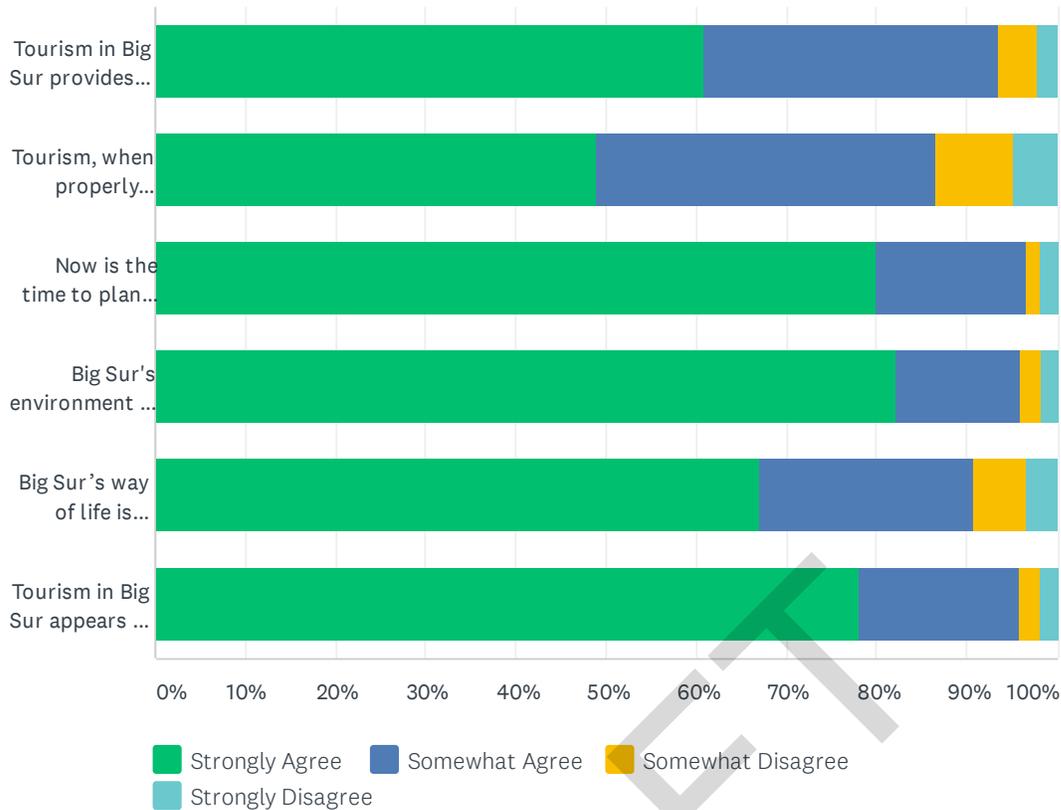


	1	2	3	4	5	6	7	TOTAL	SCORE
Protection of Big Sur's natural environment.	46.12% 113	23.67% 58	14.29% 35	7.35% 18	4.49% 11	3.27% 8	0.82% 2	245	5.87
Managed visitation to Big Sur that upholds the tenets of the Big Sur Land Use Plan, now and for the future.	17.21% 42	18.85% 46	20.08% 49	15.98% 39	12.70% 31	9.02% 22	6.15% 15	244	4.60
Encourage visitor access to Big Sur's natural areas, historical sites, and recreational attractions.	1.57% 4	3.14% 8	3.92% 10	6.67% 17	9.02% 23	22.35% 57	53.33% 136	255	2.01
Welcoming visitors to Big Sur while implementing strategies to balance the environment, community, businesses, and visitors.	14.11% 35	12.90% 32	12.90% 32	12.10% 30	17.34% 43	26.21% 65	4.44% 11	248	3.98
Educating visitors through multiple channels (online and on site) to improve visitor behavior and encourage respect for Big Sur's environment, culture, and community.	6.40% 16	13.20% 33	14.80% 37	20.00% 50	27.20% 68	11.20% 28	7.20% 18	250	3.89
Reducing the number of visitors to Big Sur to reduce negative impacts on the environment and community.	15.16% 37	14.75% 36	13.93% 34	12.70% 31	8.20% 20	14.75% 36	20.49% 50	244	3.90
Protecting the well-being of Big Sur's community and cultural heritage.	7.51% 19	17.00% 43	21.74% 55	24.11% 61	16.60% 42	9.49% 24	3.56% 9	253	4.32

Q15 Please indicate your responses to the following statements:

Answered: 268 Skipped: 74

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

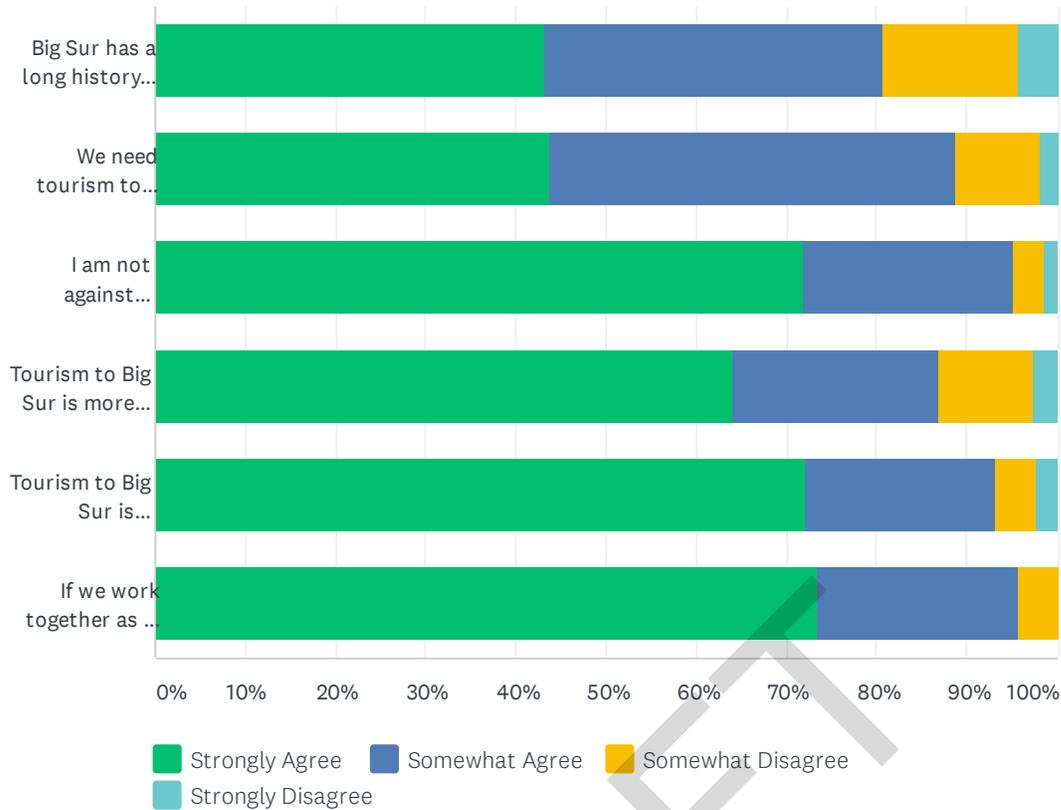


	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Tourism in Big Sur provides employment and economic opportunities for residents and local businesses.	60.82% 163	32.84% 88	4.10% 11	2.24% 6	268	1.48
Tourism, when properly planned and managed, can be an opportunity to help protect nature and support cultural heritage.	49.06% 131	37.45% 100	8.61% 23	4.87% 13	267	1.69
Now is the time to plan for Big Sur's future by taking action to manage visitation and tourism through a destination stewardship plan.	80.00% 212	16.60% 44	1.51% 4	1.89% 5	265	1.25
Big Sur's environment is being negatively impacted by unmanaged tourism.	82.09% 220	13.81% 37	2.24% 6	1.87% 5	268	1.24
Big Sur's way of life is being negatively impacted by unmanaged tourism.	67.16% 180	23.51% 63	5.97% 16	3.36% 9	268	1.46
Tourism in Big Sur appears to have increased dramatically in the last 3 years.	78.20% 208	17.67% 47	2.26% 6	1.88% 5	266	1.28

Q16 Please indicate your responses to the following statements:

Answered: 267 Skipped: 75

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

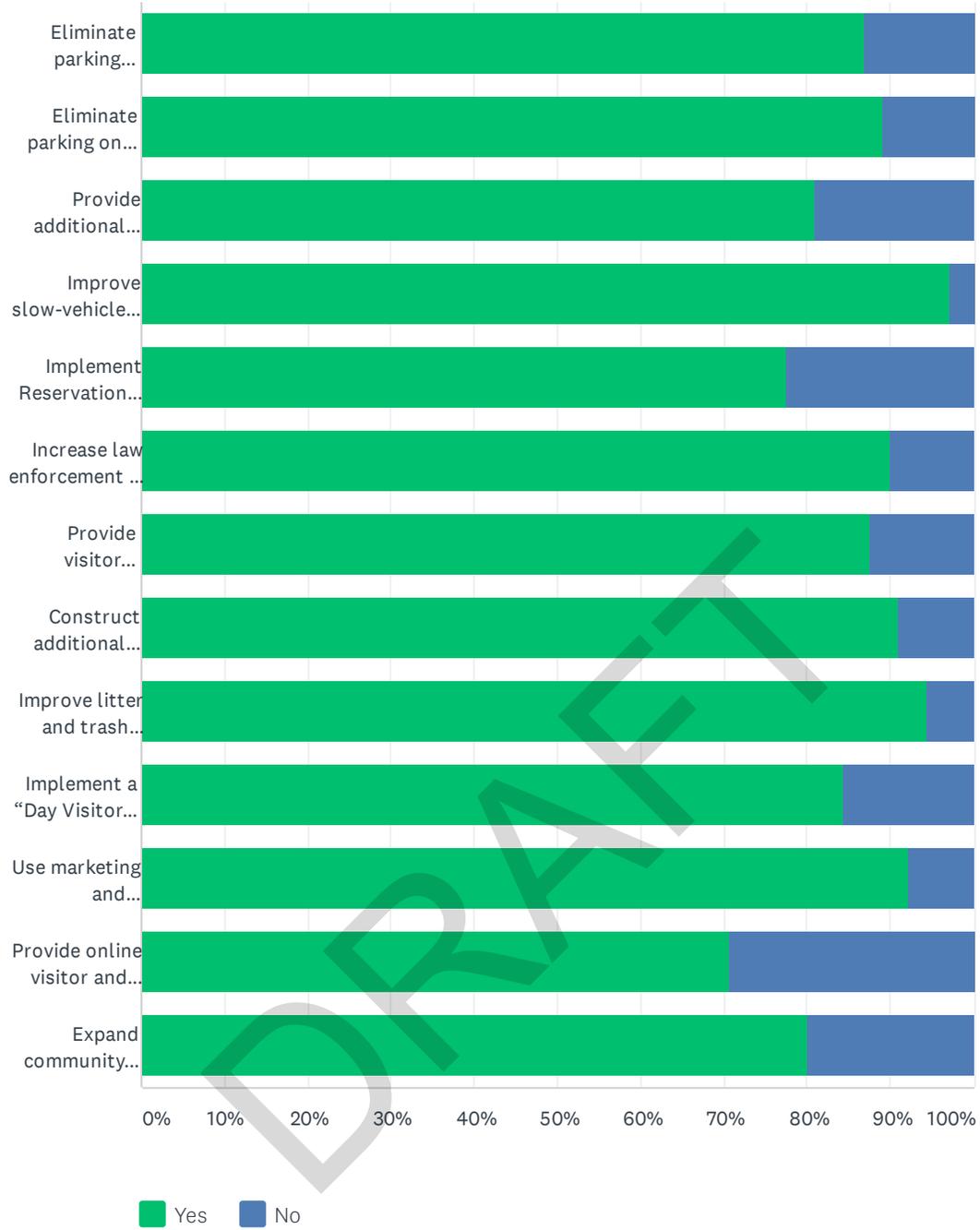


	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
Big Sur has a long history of tourism, dating from the mid-1800's, and tourism has always been an important part of the Big Sur economy.	43.18% 114	37.50% 99	15.15% 40	4.17% 11	264	1.80
We need tourism to provide jobs for Big Sur residents and community members so that families and individuals can live and work here.	43.82% 117	44.94% 120	9.36% 25	1.87% 5	267	1.69
I am not against tourism, but I want it to be responsibly planned and managed.	71.91% 192	23.22% 62	3.37% 9	1.50% 4	267	1.34
Tourism to Big Sur is more than the destination can handle, which is negatively affecting the visitor experience.	64.12% 168	22.90% 60	10.31% 27	2.67% 7	262	1.52
Tourism to Big Sur is negatively affecting the natural environment of Big Sur.	72.14% 189	20.99% 55	4.58% 12	2.29% 6	262	1.37
If we work together as a community, we can better manage tourism to improve positive impacts and minimize negative impacts.	73.48% 194	22.35% 59	4.17% 11	0.00% 0	264	1.31

**Q17 Please indicate your support for each of the following strategies as part of a sustainable tourism destination stewardship plan for Big Sur:**

Answered: 259 Skipped: 83

# Big Sur Sustainable Destination Stewardship Plan: Resident Survey



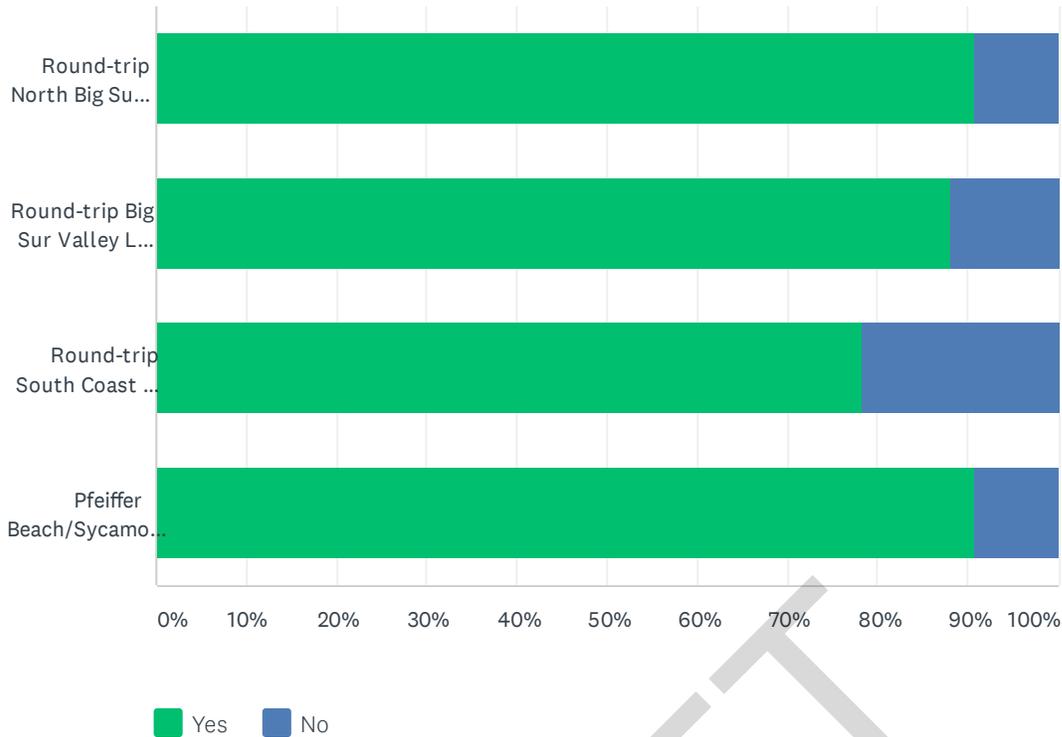
Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	YES	NO	TOTAL	WEIGHTED AVERAGE
Eliminate parking alongside Bixby Bridge and provide a designated look-out point that provides views of the bridge.	87.04% 215	12.96% 32	247	1.13
Eliminate parking on Highway 1 at McWay Falls and provide better management of parking access in designated areas.	89.20% 223	10.80% 27	250	1.11
Provide additional signage along Highway 1, co-locating whenever possible, to identify public restrooms, slow vehicle turnouts, and recreational opportunities.	80.88% 203	19.12% 48	251	1.19
Improve slow-vehicle turnout opportunities, including education and enforcement.	97.27% 249	2.73% 7	256	1.03
Implement Reservation Systems at highly visited destinations such as Pfeiffer Beach and for back-country access.	77.47% 196	22.53% 57	253	1.23
Increase law enforcement and ranger presence at popular tourism and camping locations to manage, monitor and improve safety and behavior.	90.04% 226	9.96% 25	251	1.10
Provide visitor facilities at the north and south entrance points to Big Sur to educate visitors and better manage visitation, including visitor behavior guidelines, day passes, shuttle services to popular sites, etc.	87.50% 217	12.50% 31	248	1.13
Construct additional public access restrooms in appropriate locations along Highway 1.	90.94% 231	9.06% 23	254	1.09
Improve litter and trash collection, including select placement and maintenance of trash receptacles along Highway 1.	94.40% 236	5.60% 14	250	1.06
Implement a "Day Visitor Green Pass" including State Park/USFS day pass, shuttle services, etc. to raise funds to support Big Sur infrastructure and community needs (e.g. emergency services, law enforcement, trash collection, restroom management, etc.).	84.43% 206	15.57% 38	244	1.16
Use marketing and communication services and information, both online and on site, to educate visitors about appropriate behavior and respectful interactions with Big Sur's environment, culture and community.	92.24% 226	7.76% 19	245	1.08
Provide online visitor and traffic information (using traffic webcams at select locations) to help manage visitor congestion.	70.68% 176	29.32% 73	249	1.29
Expand community housing options in Big Sur.	80.16% 198	19.84% 49	247	1.20

**Q18 Would you support an environmentally-friendly shuttle service offering:**

Answered: 255 Skipped: 87

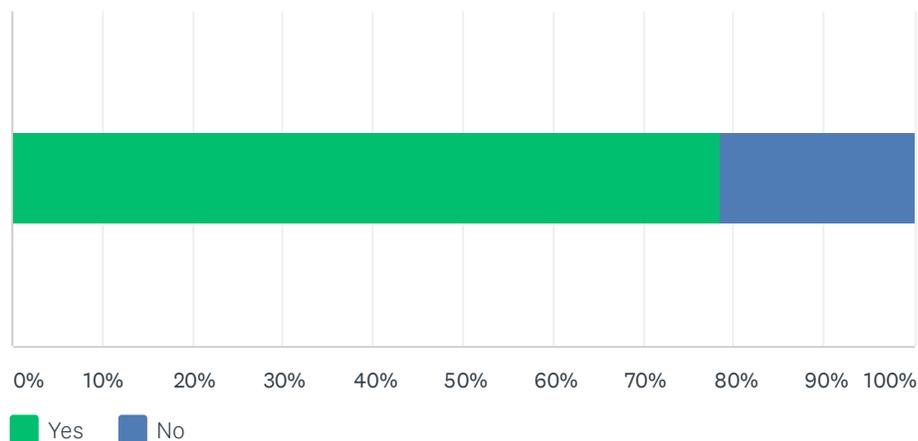
## Big Sur Sustainable Destination Stewardship Plan: Resident Survey



	YES	NO	TOTAL	WEIGHTED AVERAGE
Round-trip North Big Sur shuttle service (Rio Road/Carmel Highlands to Big Sur Valley e.g. River Inn) with hop-on/hop-off opportunities along the way.	90.73% 225	9.27% 23	248	1.09
Round-trip Big Sur Valley Loop Shuttle with hop-on/hop-off opportunities along the way.	88.16% 216	11.84% 29	245	1.12
Round-trip South Coast Big Sur shuttle service with hop-on/hop-off opportunities along the way.	78.28% 191	21.72% 53	244	1.22
Pfeiffer Beach/Sycamore Canyon Road shuttle service.	90.76% 226	9.24% 23	249	1.09

## Q19 Are you familiar with the Big Sur Pledge?

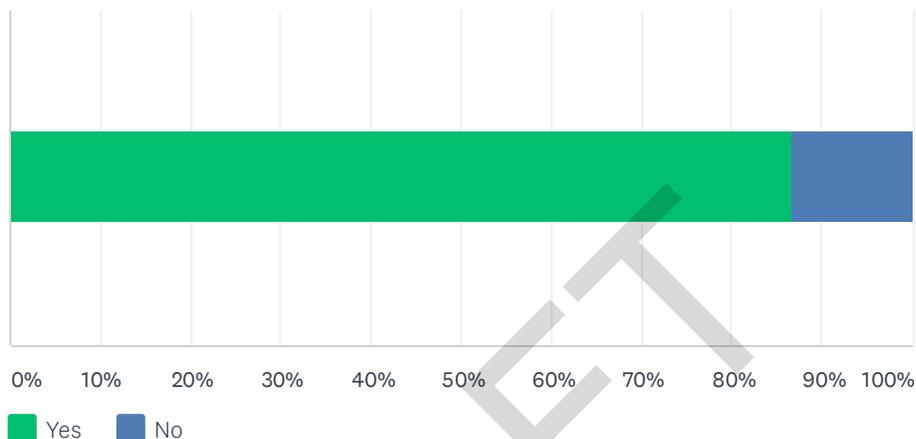
Answered: 255 Skipped: 87



ANSWER CHOICES	RESPONSES	
Yes	78.43%	200
No	21.57%	55
TOTAL		255

### Q20 Do you support the Big Sur Pledge as a way to educate visitors?

Answered: 228 Skipped: 114



ANSWER CHOICES	RESPONSES	
Yes	86.84%	198
No	13.16%	30
TOTAL		228

### Q21 Please share your most important thoughts when it comes to the issues of visitation in Big Sur today.

Answered: 182 Skipped: 160

Q3 If you answered "no", what is your relationship to Big Sur? (leave blank if you answered "yes")

Answered: 121 Skipped: 219

DRAFT

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

#	RESPONSES	DATE
1	I'm a volunteer with the US Forest Service/NWA	3/20/2020 5:37 PM
2	Homeowner	3/19/2020 3:21 AM
3	work there, on Big Sur non profit boards, lived there until recently	3/15/2020 11:16 PM
4	I've owned a home since 1969 and go between Big Sur and LA	3/15/2020 12:58 AM
5	Part time	3/14/2020 11:56 PM
6	I reside in Carmel Valley, and have a cabin in Big Sur	3/14/2020 10:27 PM
7	2nd generation Carmelite - Big Sur is a favorite go-to-place	3/14/2020 10:17 PM
8	I own property in Big Creek. Part-time resident.	3/14/2020 4:51 PM
9	I am a short distance from the border line of Bit Sur.	3/14/2020 4:48 PM
10	Property owner	3/13/2020 11:25 PM
11	I was born and raised there. Family still lives there.	3/12/2020 4:08 PM
12	Born and raised. Moved into Monterey when I was 25. Still have a close connection.	3/11/2020 8:38 PM
13	I lived in BS from 2006-2016. I still work for a resort in BS even though I moved into Seaside.	3/9/2020 1:42 PM
14	CFO / COO of Glen Oaks Big Sur and Big Sur Roadhouse	3/9/2020 1:30 PM
15	Husband is employed in Big Sur	3/8/2020 9:20 PM
16	Family resides in Big Sur	3/5/2020 6:37 PM
17	Work	3/5/2020 6:35 PM
18	I work In big sur	3/5/2020 4:12 PM
19	I am testing the survey. Folks are telling me they are getting kicked out halfway through and are frustrated.	3/4/2020 5:00 PM
20	Work in Big Sur	3/4/2020 12:04 PM
21	Love and work	3/3/2020 11:35 PM
22	My parents own property in Big	3/3/2020 6:22 PM
23	My family has a home on Partington Ridge that my mom lives at 75% of the year. I try to come up for a few days every month or 2.	2/28/2020 1:06 PM
24	Camped at Kirk Creek for 25 consecutive years	2/27/2020 4:29 PM
25	I own a cabin in Big Sur and I'm the principal author of the Big Sur Local Coastal Plan, therefore very interested in protecting both the land and the community	2/27/2020 4:13 PM
26	Backcountry hiker, backpacker, and trail runner in Big Sur for 35 years.	2/27/2020 1:55 PM
27	Employed in Big Sur	2/25/2020 8:16 PM
28	work, family lives there	2/25/2020 7:19 PM
29	Own a second home in Big Sur	2/25/2020 5:31 PM
30	Work and a family member lives there	2/25/2020 4:02 PM
31	Controller for Post Ranch Inn	2/25/2020 3:43 PM
32	Work in Big Sur, occasional stay in Big sur	2/25/2020 3:13 PM
33	wilderness user and advocate	2/25/2020 2:51 PM
34	My partner bought a house above Pfeiffer Beach in 1998 and we spend quite a bit of time there commuting from San Francisco, have tenants, know the neighbors, attend neighborhood meetings, hire local people for help, etc.	2/25/2020 1:22 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

35	I used to live in the Carmel Highlands and hike in Big Sur.	2/25/2020 12:24 PM
36	I have visi For 50 years I ve visited hiked back packed mt biked used hot springs Esalen Tas	2/24/2020 5:03 PM
37	Hiking, visiting friends, attending events.	2/24/2020 3:03 PM
38	Former resident, family history in Big Sur	2/24/2020 2:47 PM
39	Own large property - lived there ~40 years, 1970-2010	2/23/2020 2:09 AM
40	Work	2/22/2020 6:39 PM
41	Lifelong Carmel/Monterey resident; descendant of the family for whom Comings Cabin is named	2/22/2020 5:00 PM
42	Mom lives in big sur	2/21/2020 10:29 PM
43	50+ years hiking public lands, surfing, visiting local resident friends, lived and worked two summers in BS in the 80's	2/21/2020 9:37 PM
44	Own two homes in Big Sur that we rent out.	2/21/2020 5:57 PM
45	Work in Big Sur	2/21/2020 2:44 PM
46	From Palo Colorado Canyon	2/20/2020 11:48 PM
47	Live in SLO, camp there often, got married there	2/20/2020 11:38 PM
48	Been visiting & camping for over 50 years	2/20/2020 10:56 PM
49	Have a named redwood grove.	2/20/2020 7:03 PM
50	I currently live in Monterey, and am the General Manager of the Big Sur River Inn. For 20 years prior to the River Inn, I worked at Big Sur Campground and Cabins and lived in Big Sur.	2/20/2020 5:12 PM
51	Property Owner, Plaskett/Gorda area	2/20/2020 4:36 PM
52	Director of Ventana Wildlife Society which operates in BS	2/20/2020 1:25 PM
53	Part time resident as I have a house there.	2/20/2020 1:14 PM
54	I live in Monterey and enjoy visiting	2/20/2020 12:43 PM
55	Owner of a house + caretaker house on Plaskett Ridge Rd.	2/20/2020 12:25 PM
56	Long time hiker in the back country; former Pico Blanco staff	2/20/2020 12:18 PM
57	Former resident, former and current worker in private service, tourism, public education, illicit agriculture	2/20/2020 1:35 AM
58	It is my backyard playground	2/20/2020 12:44 AM
59	Part-Time Resident/Property Owner	2/20/2020 12:26 AM
60	Occasional visitor for work & pleasure.	2/20/2020 12:12 AM
61	Love to hike and visit friends.	2/19/2020 11:59 PM
62	travel to big sur often for business	2/19/2020 9:53 PM
63	Family was one of original settlers, had property until 3 years ago.	2/19/2020 9:36 PM
64	support, assistance to residents, concerned bout current lack of protection.	2/19/2020 8:05 PM
65	My Grandmothers family homesteaded in the area and had property in the area untill my Uncle sold it about 5 years ago.	2/19/2020 7:38 PM
66	My wife and I have been visiting Big Sur annually for over 40 years.	2/19/2020 5:59 PM
67	I pick up visitors from the Peninsula and give them a tour to big Sur and back	2/19/2020 5:35 PM
68	have friends who live there; visited almost monthly in the 70s and 80s - have only visited a couple times since moving away from CA	2/19/2020 5:18 PM
69	Own a second home there	2/19/2020 4:28 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

70	Former resident/current property and business owner/ future resident	2/19/2020 4:12 PM
71	PROPERTY OWNER	2/19/2020 4:11 PM
72	Lived there from 2005 - 2015, visit regularly	2/19/2020 4:01 PM
73	Former 12-yr resident, current business owner	2/19/2020 3:57 PM
74	Have enjoyed Big Sur since I was born, visit friends/family, youth program w/Big Sur Land Trust, attended summer art program at Captain Cooper, father was the Fish & Game Warden this area '50s, '60s, '70s so spent much of those years in Big Sur.	2/19/2020 3:19 PM
75	I live in Carmel Highlands but own land down the Coast. I believe that Carmel Highlands, being the "gateway to Big Sur" , should be part of the sustainable discussion, so while not being a "resident" of Big Sur I also want to check the circle below saying that I have lived in Big Sur for 50+ years. But I will follow the rules and check the less than 10 years box	2/19/2020 2:48 PM
76	Former resident born at home in Big Sur	2/19/2020 2:32 PM
77	I travel down from Monterey for recreation occasionally.	2/19/2020 2:28 PM
78	Residential home is Carmel Highlands 40years.. Traffic is hugh impact!	2/19/2020 1:53 PM
79	Property owner in excess of 60 years, frequent visitor	2/19/2020 1:04 PM
80	Lived there most of my life	2/19/2020 12:49 PM
81	Work in Big Sur	2/19/2020 12:26 PM
82	32 year property owner, resident 50%.	2/19/2020 12:21 PM
83	Former resident 1970-1980, friends and family connections in Willow Ck.	2/19/2020 12:10 PM
84	I travel to Big Sur 1 to 2 times a week to radio track condors as a volunteer with the Ventana Wildlife Society	2/19/2020 12:02 PM
85	My family and I have been coming to Big Sur for the past 50 years, and have close friends and family that are residents there, such as the Masten family (Ric Masten was the poet laureate of Carmel). I also run an archival photogrpahy business featuring some of our thousands of vintage archival photos of the area.	2/19/2020 11:53 AM
86	Resident of Monterey County/Carmel Valley	2/19/2020 11:53 AM
87	Live in Carmel Highlands. Majority of people visiting Big Sur have to travel through our little community to get to Big Sur. What happens in Big Sur affects Carmel Highlands	2/19/2020 11:48 AM
88	Esselen Tribal lands	2/19/2020 11:46 AM
89	Used to live in SLO and went there every weekend 2006-2017	2/19/2020 11:24 AM
90	Born and raised in Big Sur, family still lives there	2/19/2020 7:19 AM
91	I work with the Ventana Wilderness Alliance leading Youth in wilderness and trailcrew trips and have been intimately involved with the Ventana and Big Sur since 1975.	2/18/2020 11:59 PM
92	frequent visitor since 1986	2/18/2020 11:21 PM
93	I use Big Sur parks, trails, camps and beaches for recreation.	2/18/2020 8:55 PM
94	Frequent visits for backpacking.	2/18/2020 8:52 PM
95	Visitor from local area	2/18/2020 8:13 PM
96	I use public lands for recreation	2/18/2020 8:07 PM
97	Volunteer Trailcrew approx 70 days/year, 20 years experience	2/18/2020 7:48 PM
98	Just across Mal Paso Creek, Our HOA extends into the into the Big Sur Planning area (to Granite Creek). I Volunteer with community organizations that operate in Big Sur.	2/18/2020 7:40 PM
99	Friend who visits to see friends , hike, camp and eat	2/18/2020 7:30 PM
100	An Archaeological sit steward for the USFS in the Big Sur area and a Volunteer for Fish and	2/18/2020 6:45 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

	Wildlife.a	
101	My parents have a house there	2/18/2020 5:47 PM
102	I'm a supporter of VWA and a frequent visitor of Big Sur	2/18/2020 5:38 PM
103	I work and recreate in the Big Sur region	2/18/2020 5:26 PM
104	I visit Big Sur regularly since I live nearby and cherish the natural beauty.	2/18/2020 5:26 PM
105	Lived and worked in Big Sur over 34 years	2/18/2020 4:25 PM
106	frequent visitor (6-10 times a year)	2/18/2020 3:03 PM
107	lived there for 15 yrs, burned out by wildfire	2/18/2020 2:58 PM
108	second home	2/18/2020 2:56 PM
109	Own a second home in Big Sur	2/18/2020 2:41 PM
110	Day Use, Former General Manager of Monterey Regional Waste Management District providing trash and recycling services to Big Sur and Western Monterey County	2/18/2020 2:26 PM
111	I own a home and visit often. My wife spends most of her time in Big Sur	2/18/2020 2:11 PM
112	Born and raised in Carmel, 6 decades of activity in Big Sur; my wife's family live and operate a business in Big Sur	2/18/2020 1:55 PM
113	Live in Carmel by the Sea and visit Big Sur regularly	2/18/2020 1:54 PM
114	I was born and raised at Torre Canyon in 1978, I have lived in Big Sur on and off my whole life, currently live in Carmel Mid Valley due to lack of housing and childcare in Big Sur.	2/18/2020 1:52 PM
115	Frequent recreation visitor	2/18/2020 1:51 PM
116	I work there, and also I often visit there on my free time	2/18/2020 1:43 PM
117	public lands enthusiast / naturalist	2/18/2020 1:27 PM
118	Frequent hiker	2/18/2020 1:20 PM
119	Frequent visitor, member of local groups including Sierra Club, VWA, VWildlife	2/18/2020 1:18 PM
120	I own a second home in Big Sur, but am not a full time resident.	2/18/2020 1:08 PM
121	We own a second home in Big Sur	2/18/2020 12:46 PM

Q8 If yes, how long have you worked in tourism-related jobs?  
(months/years) If no, leave blank.

DRAFT

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

#	RESPONSES	DATE
1	2	3/24/2020 1:18 AM
2	8 years	3/20/2020 5:37 PM
3	20 years	3/16/2020 4:14 PM
4	I did for 8 years but not currently	3/15/2020 11:16 PM
5	25 years	3/15/2020 10:28 PM
6	5	3/15/2020 10:46 AM
7	Over 5 years in Big Sur specifically	3/15/2020 3:55 AM
8	20+ years	3/14/2020 10:17 PM
9	12 years	3/14/2020 9:27 PM
10	3 years	3/14/2020 8:35 PM
11	38 years	3/14/2020 7:16 PM
12	2	3/14/2020 6:36 PM
13	I worked for the Monterey Visitors Center in Monterey for over 10 years.	3/14/2020 4:48 PM
14	20	3/14/2020 1:45 PM
15	Partly depends on tourists but only a small fraction	3/14/2020 8:25 AM
16	20 years	3/13/2020 9:47 PM
17	5 + yrs	3/12/2020 11:07 PM
18	8 years	3/12/2020 5:08 PM
19	6	3/12/2020 12:28 AM
20	7 years	3/11/2020 4:58 PM
21	3 years for self in jewelry/sales and 6+ hospitality	3/11/2020 12:39 AM
22	50 years	3/10/2020 1:12 PM
23	40 yrs.	3/9/2020 10:45 PM
24	~10 years	3/9/2020 2:22 PM
25	off and on since 2007	3/9/2020 1:42 PM
26	40 months	3/9/2020 1:30 PM
27	5 years	3/8/2020 9:32 PM
28	2 years	3/7/2020 1:53 PM
29	5 years	3/6/2020 11:31 PM
30	6 months	3/6/2020 10:31 PM
31	5 years	3/6/2020 4:55 PM
32	29 years 5 months	3/6/2020 2:48 PM
33	35	3/6/2020 12:14 PM
34	20years, 2 months	3/6/2020 11:12 AM
35	10	3/5/2020 6:35 PM
36	50 years	3/5/2020 6:27 PM
37	2 years	3/5/2020 5:10 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

38	6 years	3/5/2020 4:12 PM
39	29 years	3/5/2020 2:42 PM
40	10	3/4/2020 9:35 PM
41	26 years	3/4/2020 8:41 PM
42	0/0	3/4/2020 5:00 PM
43	8 years	3/4/2020 12:04 PM
44	2yrs	3/3/2020 11:52 PM
45	8	3/3/2020 11:35 PM
46	20 years	2/29/2020 4:08 PM
47	20	2/28/2020 7:56 PM
48	42 years	2/28/2020 3:24 PM
49	7 years	2/28/2020 3:14 PM
50	11	2/28/2020 2:37 PM
51	27 years	2/28/2020 12:08 PM
52	3	2/28/2020 12:55 AM
53	20yrs	2/27/2020 4:51 PM
54	15 years	2/27/2020 3:41 PM
55	28 years	2/27/2020 2:44 PM
56	1	2/27/2020 3:18 AM
57	35 years	2/27/2020 12:04 AM
58	6 months	2/26/2020 6:39 PM
59	Since the 80's	2/26/2020 3:21 PM
60	8	2/26/2020 12:56 PM
61	20	2/26/2020 12:53 PM
62	I do work part time in local tourism related jobs as well 20 yrs	2/25/2020 11:29 PM
63	11	2/25/2020 8:16 PM
64	15 years	2/25/2020 7:19 PM
65	25 years	2/25/2020 7:06 PM
66	25	2/25/2020 5:56 PM
67	40 years	2/25/2020 5:39 PM
68	5	2/25/2020 4:43 PM
69	22 years	2/25/2020 4:02 PM
70	20 years	2/25/2020 3:43 PM
71	30 years	2/25/2020 3:37 PM
72	15 years	2/25/2020 3:13 PM
73	7 years	2/25/2020 12:42 PM
74	8	2/24/2020 7:47 PM
75	12 years	2/24/2020 2:47 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

76	~7 years	2/24/2020 2:34 PM
77	20 years	2/23/2020 5:46 PM
78	I worked at esalen for about 36 years.	2/23/2020 10:24 AM
79	12/40	2/22/2020 11:22 PM
80	15 years	2/22/2020 6:39 PM
81	20	2/22/2020 12:47 AM
82	28 years	2/21/2020 11:16 PM
83	32	2/21/2020 2:54 PM
84	1 year 2 months	2/21/2020 2:44 PM
85	approx 7 years	2/20/2020 9:38 PM
86	31 years	2/20/2020 5:12 PM
87	10	2/20/2020 2:09 PM
88	Ten years	2/20/2020 12:43 PM
89	25 years	2/20/2020 11:06 AM
90	30 years	2/20/2020 10:05 AM
91	20+ Years	2/20/2020 9:17 AM
92	5 years	2/20/2020 4:35 AM
93	6 years or so	2/20/2020 1:35 AM
94	two summers as a teenager	2/19/2020 7:38 PM
95	34 years 4 months	2/19/2020 7:30 PM
96	9/17	2/19/2020 6:43 PM
97	25yrs	2/19/2020 6:16 PM
98	15 years	2/19/2020 5:35 PM
99	15	2/19/2020 5:01 PM
100	44 years	2/19/2020 4:12 PM
101	44 years	2/19/2020 3:57 PM
102	15	2/19/2020 3:45 PM
103	20 years	2/19/2020 2:37 PM
104	15 years	2/19/2020 2:32 PM
105	17 yrs	2/19/2020 1:44 PM
106	Fo-evah!	2/19/2020 1:32 PM
107	15 years working over the last 25	2/19/2020 12:34 PM
108	Firefighter, Big Sur Fire Department	2/19/2020 12:21 PM
109	26 years	2/19/2020 11:46 AM
110	25 years	2/19/2020 12:53 AM
111	1985	2/18/2020 11:59 PM
112	n/a	2/18/2020 8:13 PM
113	6 months	2/18/2020 8:07 PM

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

114	23	2/18/2020 7:48 PM
115	6 years	2/18/2020 5:53 PM
116	Four years	2/18/2020 5:47 PM
117	over 30 years	2/18/2020 4:25 PM
118	30+ years	2/18/2020 4:19 PM
119	approx 6 months	2/18/2020 1:43 PM
120	4 years	2/18/2020 12:09 PM
121	30	2/18/2020 11:36 AM

DRAFT

Q21 Please share your most important thoughts when it comes to the issues of visitation in Big Sur today.

Answered: 182 Skipped: 158

DRAFT

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

#	RESPONSES	DATE
1	find a sustainable level of tourism to minimize impact while providing for the local, regional & state economy	3/24/2020 1:32 AM
2	The US Forest Service needs to invest in the recreation aspect of their management plan. They need a Wilderness Manager, full-time trail crews, law enforcement and a permit process for the Wilderness areas!	3/20/2020 5:49 PM
3	We need change to effectively manage the dangers of over tourism. Of course I don't want that to impact locals ability to enjoy access to Big Sur!	3/16/2020 5:51 PM
4	Protecting the back country environment from the disrespectful public	3/16/2020 4:30 PM
5	I think your bottom line is to increase tourism instead of decreasing it which is what we really need.	3/15/2020 11:24 PM
6	There are some very simple things that could happen to fix some of the worst problems. At JPB the parking North of the entrance and on the Eastside needs to be eliminated with a berm or no parking sign. The parking area on the Westside of HWY 1, North of the entrance is fine, but there is no trail for people to safely walk over to the viewpoint and the guardrail is in the way. Same with the south. Widen that corner so people can safely walk without being on the highway. I support closing off the turnout at Bixby but I don't support creating a parking lot to the south and destroying that coastal view plus it would not be a safe area for lots of cars to be pulling in and out of. It would also turn into a camping area since there are no citations being written for people who camp along highway one. The Sheriff and State Park Rangers need to write more tickets to all these people who are camping along the highway and the USFS needs to patrol the south coast and write more tickets for illegal campfires. The California Film commission needs to stop filming commercials at Bixby and exploiting it so much. The Monterey County Visitor Bureau needs to stop spending millions on advertising in China. I also feel restrooms would turn into disgusting, graffiti-covered pits that will not be maintained very well, so I don't support having them. People know there is no police down here and they disrespect the place all the time because of that. Look at the new, once nice, bathrooms at Marina State Beach for a good example. You just can't have something like that on the side of the highway and expect it to last. It needs to be in an area like the State Park where there are rangers and park staff to maintain it every day, several times a day. I support the Big Sur Land Use Plan the way it is and I hope that this group relies on it and is not looking to make something new that does not follow it.	3/15/2020 10:28 PM
7	Traffic on HywOne	3/15/2020 1:09 PM
8	Little, if any law enforcement. Forest patrols practically non existent. Highway lined with human waste and trash. Chamber of Commerce says we need more tourists to support the beauty of the area...	3/15/2020 8:45 AM
9	I am happy that people, especially the large numbers of various immigrants, want to come into Nature and love Big Sur. We all evolved from and still carry Nature in our nature. However! It's too many people for the confined spaces of the roads and limited publicly accessible areas. People should be ticketed for blocking the roads, for driving so slowly as to incite frustration and for littering. I don't think that we should "build" up Big Sur to create more opportunities... This is like when CalTrans increased highway lanes from 2-3... it lasts for a moment in time and then will never be enough... Meanwhile the environment will have been degraded with tasteless, cheap construction and it's all for naught anyway, bc the population is growing exponentially and our planet is finite. The locals of Big Sur are part of what "is" Big Sur...they need to be protected, too. More tourism jobs is not the answer..that is not why anyone moved to Big Sur in the first place....Don't "go there". It's like once you start eating at McDonalds, you forget what real food is and you're fast a victim of it's carefully planned, addictive qualities. Let's leave Big Sur as pure as possible. Understandable that all Mankind would love to be there...but is that really possible...and what would be left?	3/15/2020 12:33 AM
10	Over use and subsequent destruction of one of our nations' most beautiful natural resources and one of our states' oldest communities demands our immediate attention and call to action.	3/14/2020 11:31 PM
11	Growing and unmanaged visitor ship threatens both the fragile environment and the long-established communities of Big Sur. We have protective policies and and goals under the Big Sur Coastal Plan which should be utilized in addressing the problems.	3/14/2020 10:59 PM
12	There simple are far too many cars on the road, especially in the summer months. I'm not sure	3/14/2020 9:54 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

that the hop on hop off shuttle idea is a good solution. I would want to hear more about it before agreeing to the idea. Thank you

13	Permits must be issued to all hikers in the back country..	3/14/2020 7:37 PM
14	A foolish(stupid)tourist parked on Bixby Bridge to get a photo of the setting sun. Luckily, even though his drivers door was open, no one was coming North. I'm not sure we can educate stupid folks. Foolish tourists who stand on Bixby Bridge guard rail to "get a better view" of the creek below.	3/14/2020 6:55 PM
15	The constant influx in visitors makes short term rental options a reality despite it being illegal. there is not enough affordable housing for those who live and work here and our precious environment is being destroyed by those who stop in for an Instagram picture, to poop on the side of the road, stay in an illegal air bnb, and leave.	3/14/2020 6:50 PM
16	The biggest issues I see w.r.t. solving for the challenges arising from visitation and tourist behavior are: lack of a sustainable way to fund solutions now and in perpetuity; lack of the will of the Coastal Commission to work with our community, understand these challenges from our perspective and agree to ways to address these challenges that may be counter to their philosophy; balancing passive and active strategies to address cyclical issues arising from over tourism; solving for a diverse set of options to solve for affordable workforce housing (rental, homeownership, etc.), critical to having a healthy community; solving for short term rentals with a clear policy that the community can live with; solving for skyrocketing permitting costs that are preventing affordable housing solutions from being affordable; solving for housing fire protection retrofits with permitting exemption, low interest loans (use carrots, not sticks to get this done); solve for illegal camp fires whether on highway 1, on side roads or in the backcountry; solve for insufficient law enforcement.	3/14/2020 6:49 PM
17	Additional information (person to person) should be added to several areas in Big Sur. Visitor Center in Monterey needs additional information to give to tourists when they visit the Big Sur Area.	3/14/2020 5:10 PM
18	It has gone crazy. We need to manage it.	3/14/2020 4:59 PM
19	Education needs to be on signage with enforcement behind it	3/14/2020 4:02 PM
20	The amount of tourist traffic on the weekend, which use to occur only certain periods of the year is now yaer round and overwhelms the capacity of the area (similar to Venice, Barcelona and other over touristed sites). It needs to be managed by providing alternatives such as shuttle buses to major sites, encourage use of 2ndary sites, provide adequate rest rooms, signage, pull offs, and other necessary facilities. Create better parking opportunities at sites like Bixby Bridge and provide adequate policing at high use times. I think there are multiple options to manage tourist flow and then if necessary look at reducing the amount of tourists to the area.	3/14/2020 2:23 PM
21	Paid and volunteer docents, at locations up and down highway 1, would provide information for tourism and jobs for locals, and volunteer positions for locals who would love to be out and be taking part in making this problem go away. Bathrooms are obviously necessary and hiker passes for any trails that take hikers into backcountry. shuttles are a great idea and should have happened a long time ago, it's only a matter of time before big Sur becomes another Zion national Park. It is inevitable it's going to happen, now's the Time when real decisions should be made to protect residents and Ensure we are able to maintain the lives that we've built here and still accommodate necessary tourism. tourism is necessary here because everybody here goes somewhere else and when we do we probably look very familiar to visitors here, we are disoriented we don't know her way around just like visitors visiting here they are disorientated, and they can use our help. They have a right to visit the coast, big Sur, and all of its beautiful surrounding areas are gifts that has locals can't horde has our own. I'm certain by exercising wisdom and compassion we can make the situation of tourism cheer a positive experience for tourists and locals alike. Docents docents docents, shuttle buses and restrooms. Dancers as simple as that cuz the problem is not as complicated as some froze frustrated locals make it out to be, and disappointed travelers will hurt big Sur.	3/14/2020 2:04 PM
22	Provide information in MULTIPLE Languages (signage, online etc). Big Sur Fire Members can write parking tickets , littering, enforce "pull out" rules etc. Every RENTAL CAR Agent has a hand out, and reviews "rules of the road" in multiple languages. STOP all tourism to Pfeiffer Beach-Sycamore Canyon can NOT handle. Distribute window decals or property owners and guests vehicle.	3/14/2020 1:35 PM
23	The number of cars and visitors need to be limited to preserve Big Sur. It can't keep taking this	3/14/2020 8:48 AM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

impact which now never seems to slow down. It has become a drive through destination with people jumping out of their cars to take selfies. We must limit the cars!

24	ENFORCE THE RULES The multiple agencies (Forest service, State Parks, County Sheriff, Highway Patrol, Big Sur Fire) that have the ability to enforce rules or educate the public are not consistent. The lack of consistency sends the wrong message to visitors. Each agency has its own unique agenda. There is no cohesion in their governance. Protect, Educate, enforce...but do not conform to societal pressure. Monterey county and many local business owners are concerned with the economic value of Big Sur but it is the INTRINSIC value of Big Sur that ultimately drives tourism and supports the economy here in Monterey County. We should not pave lookouts, build permanent structures/facilities, coastal trails or place trash cans along Highway one to appease over-tourism and overpopulation in general. These actions would change the wild majesty of this power place. The stampeding footprints and widening trails can be felt energetically not just visually observed.	3/12/2020 9:28 AM
25	Big Sur does not have the infrastructure to support the amount of visitation that has been receiving, and that visitation rate is continually increasing. I see many suggestions and ideas in this survey, at meetings, that attempt to address various specific issues (i.e. traffic at Bixby Bridge, littering, Sycamore Canyon congestion, etc.) but the overarching issue is that Highway One is past it carrying capacity. This is what needs to be addressed, and will in large part address all the issues that trickle down from it. In my opinion the only way to address this is by controlling tourist access (visitation volume) from both the North and South with a gate that monitors the number of vehicles that can be in the area at one time. Local residents and employees can travel to and from at will, but visitation volume must be managed in a way that does not interfere with the Land Use Plan. We cannot have signage everywhere (just one example) that takes away from the rural character that makes this place so unique and enjoyable for all. The visitor experience needs to be considered too, we cannot strip the wildness from Big Sur by making it user-friendly. The employment opportunities, housing options, and cost of living are out of balance. This imbalance ultimately leads to it being very difficult for people to live here long-term. While anyone is lucky to live here for any duration of time, whether it be a month or 10 years, the current financial design of the economy here eliminates a long-term local population. It eliminates the community. The community is the only source of protection for this landscape. This is my greatest concern for this area. We need to honor the diligent work that was put in for years to develop the ORIGINAL Land Use Plan, I am honestly not familiar with the most recent one or the changes to it.	3/12/2020 12:51 AM
26	Balance the needs of the citizens with the needs of the tourists.	3/11/2020 11:47 PM
27	Road congestion. Environmental impact.	3/11/2020 8:53 PM
28	Overall, having better education for visitors to have access to even before they come to Big Sur. For example, an updated Big Sur Commerce site and branching out on social media (Instagram and YouTube and Facebook). So many people now and days have social media, and even I check out YouTube when I travel to find where to go and the Do's and Don'ts of the region I'm going to. Also more signage along the coast to guide tourist and make them more aware of their speed limit and that fact that Big Sur is an active highway and that people live and work here. Something not really covered in this survey, that I'm not sure this organization even can cover is having business also implement more sustainability in their day to day. Businesses are pretty good at it already, using compostable cups and things like that, but encouraging them to be even more sustainable would be coooooo!!!	3/11/2020 5:24 PM
29	Education! Something that is short and sweet, so it gets heard. The Big Sur Guide is useful but is too long to get the points across.	3/11/2020 1:07 AM
30	The danger of fires must be implemented, and yes more law enforcement	3/9/2020 11:06 PM
31	Tourism is critical to Big Sur, but it needs to be done responsibly with constructive long term solutions implemented and financially supported. A material portion of which needs to be paid by the significant number of day visitors driving the Hwy and visiting the natural sites, but not paying a single dollar to help support the infrastructure and maintenance of these attractions and facilities. Additionally, temporary solutions to some of the basic issues should be utilized until longer term fixes can be designed and implemented (ie. temporary mobile bathrooms, trash receptacles, etc. ).	3/9/2020 2:37 PM
32	Tourism drives the Big Sur economy, and it would be selfish to say we don't want to share the beauty of Big Sur with the rest of the world. Collaboration and education will go a long way	3/9/2020 2:34 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

toward developing a visitation management system to balance the economy, environment, and culture of Big Sur.

33	I think you covered most of my concerns. Housing, litter, fire hazards, traffic, safety, shuttles. I had to move out of Big Sur because of housing issues. I still work for a business in BS but when I started having kids I couldn't find a place to live other than the staff housing studio I was in.	3/9/2020 1:54 PM
34	lack of affordable Housing ,Fire, Loss of community, no Bathrooms, and illegal camping.	3/9/2020 1:06 PM
35	More educational opportunities are critical! All camping places and hotels should have a mandatory orientation.	3/7/2020 2:54 PM
36	I would love to see the Land Use Plan upheld, to see visitor education opportunities increased, and to see a cultural center for community education and arts enrichment. The residents here are stewards of the land, and need to be able to live here through opportunities like staff housing and caretaker relationships. Residents have great ideas about educational outreach, public safety and preservation of the environment and community. I hope these ideas can be considered, implemented by the community, and funded by the local agencies/tourist industry.	3/6/2020 11:55 PM
37	I think the most impactful and affordable first steps are to provide public toilets and trash receptacle services.	3/6/2020 8:34 PM
38	Several thoughts come to mind. Firstly is the dangerous crumble of community culture I'm witnessing. People here are talented and neighbor-oriented. Though many of us have become hermits on our own mountains, backroads, etc... because coming down to the highway to gather is too much of a hassle. We lack a community space of our own. We need a place to hold art studios/classes, lecture offerings, a gathering space, exhibition area, etc.. Every place is tourist-centered. I'd like at least one place that is dedicated to our culture. We have families and locals needing support in the form of a community center. A place that is not a bar or restaurant. From the natives, to homesteaders, the bohemians, to the current generation of creators - it is a land that attracts people of rich creativity and vision. I wish it were highlighted more and allowed to flourish. Then we could more adeptly share ourselves with the visitors rather than feeling depleted by them. The over-tourism is scary to me. The visitors' and residents' experience has become a frustrating battle on the highway. No longer can anyone leisurely take the scenic route in a relaxed fashion - there are traffic jams, congested parking lots, and angry locals fighting for the road. In return, the locals have become resentful and unhelpful. My beloved community has become cynical and unwilling to help a stranger. It's such a shame since I know these people to be good people with hearts of gold now hardened by the feeling of invasion. The lack of education is also hugely problematic. Visitors don't know where they are, where to go, or how to behave. There is no patrol in the backcountry where illegal fires happen constantly (I used to live on a forest service road...nightmare!). I wonder if a permitting system can be implemented like the one in Muir Woods. This land is too precious to allow this many visitors at once. I notice wildlife is less evident but people are plenty. For humanity, we must have one place to be unplugged (no cell service!) and remind ourselves of what it means to be a human in this natural world - get a little lost in the woods, use our instincts, and learn something about ourselves in return. I'm proud that the lessons of Big Sur are effecting people from all over the world - in return it MUST be respected along with its residents (flora & fauna).	3/6/2020 6:30 PM
39	Something that interested me when I heard about this survey and plan months ago, was the attention to the Cultural Heritage of Big Sur---- this interests me as a great need. Developing a Cultural Arts and Ecology Center in Big Sur gives us some economic stability unrelated to tourism and an educational forum and outlet of all the creative artists working in Big Sur. The whole gamut of people who live her to not be involved with tourists, but to pursue the arts and sciences needs a home. Also our children need a place to go that is not a bar or the unsupervised apartments behind the hotels, where they can be engaged positively and as they grow up become employed as well. I see no mention in your survey of how a more stable, more self reliant community can better steward this dramatic but sensitive part of the Coast. It is my belief that to manage this kind of an area well, you need long term, strong willed residents who are will ing to do the hard work of creating better policies and solutions. This community need a place to meet, to work, to educate and to exhibit their good works, that is not tourist dependent, and keeps the culture strong. Please help us make this a reality. At present this project is called either the Big Sur Cultural Arts and Ecology Center or the Big Sur Cultural and Performing Arts Center, it has been in the works for over 20 years. It is time now that we build it.	3/6/2020 6:28 PM
40	Part of the problem is that Big Sur has become a "destination". The Big Sur Land Use	3/6/2020 12:08 AM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

recognized the only way to preserve Big Sur's undeveloped and natural coastline was to keep it as a place to pass through with "visual access" being the top priority. With the increased population and global travel predictions I believe the only way to regulate this highway to its carrying capacity is with a toll road that provides funds to manage the area and turns vehicles away when the safe capacity of highway has been reached. This may seem unrealistic but imagine what this place will be like in fifty years when we stay on this pace of growth.

41	Housing for staff! The current lack of housing for those who keep Big Sur running particularly in the service industry and parks departments is INHUMANE. Pair that with the incredibly low living wage. The turnover of staff is terrible because people can't do it for very long and it's stressful and expensive to all involved. Where is the community planning?! Praying this/your group is doing just that. Representation at the county level to discuss this longstanding issue. "Van Life" is the trendy Big Sur way of saying homeless and that ultimately breaks the human spirit and creates a lack of grounding and belonging. PLEASE HELP! And thank you so much for your time and care in all these matters you are bringing forward.	3/5/2020 7:16 PM
42	Limit the number of visitors on either end of the coast each day...toll road access for visitors bathrooms a priority, use toll revenue to build and maintain them. thank you for your efforts!	3/5/2020 6:47 PM
43	While tourism is vital for Big Sur and Monterey County economy, tourism most benefits owners of businesses not the people who serve the businesses and community. Very few businesses are locally owned and even the ones that are do not always pay a living wage. As such what feels most important to me is to limit tourism to decrease impact on the Big Sur environment and community. Furthermore, it is important to create affordable housing options in Big Sur to support the community and make it possible for many in the service industry to live near where they work. If we can increase housing options then we can support community development, identity, and bonding.	3/5/2020 5:27 PM
44	Manage numbers of & environmental impact from tourists	3/5/2020 4:46 PM
45	Dangerous driving. Illegal fires!! Toilet paper everywhere.	3/5/2020 12:42 PM
46	Big Sur has become a "National Park", and cars stop on the hwy whenever they want to. Many visitors do not know how to handle curves. The problem I have is the state is overrun with people but the parks are mostly closed. Trails are not maintained and/or closed. The problems are equally problematic with the government incompetence and too many tourists. I think this survey is a good start to a complex problem.	3/4/2020 12:25 AM
47	More business and entrepreneurial opportunities for individual locals to benefit from visitors rather than the Ventanas Post Ranches	3/4/2020 12:13 AM
48	I feel that signage has not worked in the past, people just ignore them. Physical barriers need to be in place to prevent people from parking in inappropriate locations. Reservations systems for the back country not only limit the number of people but they also mandate a certain amount of responsibility for ones actions. Bottchers Gap is closed right now, but it will re-open one day and it will likely continue to have the same issues that the Pine Ridge/Big Sur parking lot has with over crowding and inappropriate parking which restricts emergency response. Thank you for all your hard work on this very important issue.	3/3/2020 12:18 PM
49	In expressing agreement with educating the traveling public, I believe that the community living in Big Sur should be designing and implementing that education opportunity. I think there would need to be a physical place designed to allow that education to reach all travelers who were driving either north or south on hwy 1, but how to do that while allowing free traffic flow for residents and all others who work or regularly visit friends etc. is a puzzle. This is very tip of the iceberg.	3/1/2020 10:55 PM
50	Educating the visitors as to what it is they are coming to see, where the best places are to soak up Big Sur respectfully, and why it is important to protect and respect this land so that it will be here for our future generations to enjoy as well.	3/1/2020 12:17 PM
51	There is not enough room for all the people. Not enough bathrooms. Somehow Sycamore canyon got 250 worthless new signs and a botched up road job but Nothing has gone into housing for the people that live here. The rich are buying up the land and leaving homes sitting empty while whole family's dedicated to this land go homeless.	2/29/2020 4:24 PM
52	Big Sur has always been open to everyone to enjoy and it desperately needs law enforcement to stop people from making bad choices (ie: parking at Bixby, etc). It also needs marked restrooms and should not just depend on River Inn and Fernwood for this! In Hawaii they have	2/28/2020 3:56 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

beautifully maintained bathrooms on the roadside. They can do it..... And at the top of my list, no short term vacation rentals that are destroying our community with lack of housing. There are so many families that work in Big Sur and have been waiting years to find a place to live in Big Sur to raise their families. That is really sad! I'm sure some of the elderly who are at the Grange meetings and such would like to retire and let the younger generation take a turn if we had a decent sized population living down here! And what's wrong with a few signs that say slow traffic pull over at turn outs or there is a fine of \$\$\$\$. I understand that Hwy 1 makes some people nervous to drive and that should NOT stop them from coming to see this beautiful place! They just need to be reminded to pull over.

53	Education will only work if it is multilingual and already a part of a culture. Enforcement is necessary and examples must appear on social media. Some regulations must change such as dispersed camping on USFS land. How are you going to find designated viewing spot for Bixby and provide parking for such. Shuttle to Pfeiffer Beach only further crowds the beach. Where will you park people once back country lot no longer available. Not at Pt. Sur in middle of important viewshed. Reservation system best option. Pave more turnouts for slow traffic and provide information with rental cars in Los Angeles and San Francisco/San Jose. Radio station info will not create more litter - once again multilingual especially Chinese and its many dialects. Educate at point of origin - many companies target Asia for tourism and reportedly give false information such as Pfeiffer Beach totally purple. Also educate on tipping customs in US, especially in China and India.	2/28/2020 2:38 PM
54	I think tourism is a great thing, but when done respectfully. More fines, police presence, reservations, etc. must be implemented to keep Big Sur, Big Sur.	2/28/2020 1:15 PM
55	Need to manage tourism especially during summer and weekends. Review Coastal commission policies and add tourism as part of the BSLUP Prohibit parking at bixby bridge and reduce parking along highway 1	2/28/2020 12:29 PM
56	Lack of housing in Big Sur also causes congestion of highway one because of commuter traffic!	2/28/2020 12:22 PM
57	There are so many more people on the road than when I moved here 8 years ago. Most don't know how to drive our road and there are too many people leaning out of their cars taking photos and not respecting those of us driving to and from work. Issue is even worse on the weekend. It has taken me up to 15 minutes to be able to turn onto the highway from our private road. Also the trash issue along the highway has gotten out of control. It seems that a lot of people drive through and don't stop in Big Sur so not sure our community really sees all the dollars local politicians claim; think most of the money stays in Monterey, Carmel, etc. Lastly we never recovered post 2013 fire and housing for those of us who rent is hard to find.	2/27/2020 5:42 PM
58	I STRONGLY FEEL THAT A PASS SHOULD BE SOLD AT BOTH "ENDS" OF BIG SUR AS THEY DO IN BANFF AREA OF CANADA. LOCALS WOULD NOT BE CHARGED AND WOULD BE ISSUED A DECAL OR EVEN BETTER SOME KIND OF ELECTRONIC PASS FOR FREE ACCESS. ALL VISITORS TO PAY AN ENTRANCE FEE WITH PERHAPS SOME KIND OF CREDIT ISSUED ON LOCATION TO VISITORS WHO PATRONIZE INDIVIDUAL LOCAL BUSINESSES.	2/27/2020 5:03 PM
59	A shuttle service with controlled access points at north and south locations on Hwy 1 is a great opportunity to enforce greater tourist planning and reduce traffic congestion. The idea of easy access hop-on and hop-off points is a great way to provide additional opportunities for backcountry access. I would even encourage an option to reach some areas like Bottcher's Gap via the shuttle. Zion NP has a similar shuttle system in place.	2/27/2020 2:08 PM
60	it's all about balance.	2/27/2020 3:29 AM
61	As I spoke about at the Destination Stewardship meeting at the Grange, I think it's absolutely essential that Esselen, Rumsien, and Salinan leaders be at the forefront of teaching *all* of us —"residents" and "tourists" alike—about the proper etiquette for living and visiting this coast. Virtually all of us "residents" are latecomers ourselves, and our consciousness and our own behaviors are much closer in impact and spirit to "tourists" than they are to the native people of these mountains. We have more to learn ourselves than we have to teach/preach to others.	2/27/2020 12:57 AM
62	AS FAR AS BIXBY BRIDGE GOES, I DON'T SEE ANY GIVE AND TAKE. EITHER CLOSE THE PARKING ENTIRELY OR MANAGE IT AS IT IS. THERE IS NO EXTRA LOOKOUT PLACE FOR THE BRIDGE W/O THE PARKING LOT. IT'S THE MOST PROBLEMATIC AREA.	2/26/2020 4:21 PM
63	Thank you for doing this. Some of these questions are somewhere between a yes and a no and need further discussion.	2/26/2020 1:09 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

64	Ensuring the inclusion of everyone in the community as "the community"	2/26/2020 1:02 PM
65	We need enforcement. We need law officers in Big Sur who want to enforce the laws. Ticketing and towing car's that are parked in the middle of the road.	2/25/2020 7:21 PM
66	The survey stated that Big Sur has been a tourist destination since the 1800s however for many people that came here to live here in Big Sur, it has been a home, not a tourist serving center. My parents came here in 1949, not to get a job but to be here as a part of the beautiful natural world, as best they could and be a strong part of the community. Less tourists would improve tourist experience and less tourists would help save the natural world as well as the local lifestyle. Yes - now Big Sur has an 'economy' now more than ever but there are many folks who live here to be HERE in peace- not to serve the 'economy' of Big Sur. Big Sur is my house, my home, and my soul. Thank you.	2/25/2020 6:04 PM
67	The grow rate of visitors can not be sustained.	2/25/2020 5:52 PM
68	Insufficiently egalitarian. Where are the hostels and coastal trailer/van tent camping facilities? Where are the restrooms and informal pull outs? Why does a Big Sur visitor have to be well heeled? Where can the isolated, low income artist that was a major part of the Big Sur way of life go?	2/25/2020 4:46 PM
69	Signage should be in English, Chinese, and Japanese	2/25/2020 4:11 PM
70	I wonder if some programs can be developed whereby tourists and locals work side by side on a project that restores or enhances Big Sur. I'll give this some more thought and write more later. Thank you	2/25/2020 4:07 PM
71	AWARENESS	2/25/2020 3:54 PM
72	Need more affordable housing in the community rather than relying employers to grow units	2/25/2020 3:28 PM
73	This survey is deeply flawed in terms of actually obtaining community input versus being a mechanism to reinforce and use to support a particular set of ideas. The questions are very much weighted to provide consensus of the concept that taking minimal actions will mitigate a situation which requires far more complex and difficult solutions. This survey is anything but a fair representation of how residents truly feel about tourism and the very real impact it is having upon the quality of our lives. I love this area but I find myself thinking more and more about leaving. The very reason so many of us moved here, the desire to live in solitude and away from the world is becoming unattainable. Those who profit from tourism are few compared yo what it costs the rest of us. This survey is obviously financially supported by those who profit from tourism and development of Big Sur. I see the only real solution to this problem to be the limiting/restriction of private vehicles by tourists on Highway One. No amount of education of tourists will make a difference without radically reducing the amount of traffic entering Big Sur. If you are truly serious about addressing the serious issues presented by overtourism then you must present solutions that favor a radical reduction in traffic entering Big Sur. Overtourism is like cancer. You are advocating for ignoring the tumours and wanting to lead people to believe that the cancer will go away if we simply educate the tumour about how it is damaging the host.	2/25/2020 3:18 PM
74	The numbers must be curtailed. Solutions are limited in effectiveness when up against swarms of tourists.	2/25/2020 2:07 PM
75	the one lane each way highway one is a big part of the issue, so the only way i see we can reduce traffic is to do the shuttles	2/25/2020 1:40 PM
76	I support allocating funds to create off-highway parking and restrooms at Garrapata State Park and restricting access to Sykes (too much litter and too many people at present). I like the idea of locals staffing the proposed tourist education sites. If those sites are implemented, ensuring that locals staff them seems like a must. That would create jobs that don't require long commutes to areas beyond Big Sur.	2/25/2020 1:25 PM
77	The scenic beauty of Big Sur is compromised by overuse and abuse. That compromise will ultimately kill the Attraction of this place.	2/25/2020 12:29 AM
78	it may sound unfair but as a close by resident -Santa Cruz- and long time visitor I don't want my visitation hampered like to wake up and decide to visit Big Sur on a whim maybe initiate a visitor pass of some sore for folks like me who are locals of a sort	2/24/2020 5:18 PM
79	Manage traffic on Highway 1, curb / manage number of visitors to the most unique Big Sur locations incl. campgrounds, educate visitors and ENFORCE strict rules, include the Big Sur	2/24/2020 3:30 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

Pledge on ALL promotional items incl. obviously online. When activities are planned for the tourists ascertain this pledge will be read over and over so we create a true culture of stewardship the sooner the better☐.

80	The wildness of the land and the animals feels like it is disappearing. The perception and experience of a place feeling crowded is different for people, and seems to depend on their own daily proximity to crowded places vs. rural locations. Social media seems to be a really important piece of our ability to have a contemporary land use plan, as the tourism has definitely increased since social media has been on the scene. Thank you for taking the time to help us address all of these things!	2/24/2020 3:02 PM
81	A toll road will bring in more money for all the things on the survey	2/24/2020 11:27 AM
82	Traffic and overuse are the biggest problems facing us now. As residents it is difficult for us to take advantage of our own local community without subordination to visitors.	2/23/2020 11:49 PM
83	Visitation and traffic and inattentive and uncaring visitors need to be reduced.	2/22/2020 10:23 PM
84	Inspiring care and respect in visitors for the land, culture and community through education and informative programming is most important. Maintaining the wildness of the Big Sur coastline is similarly important. Thank you for asking these questions, and for aiming to preserve Big Sur in a sustainable way. Your work, if done right, will be tremendously important and appreciated.	2/22/2020 8:38 PM
85	I love Big Sur and will do anything within my power to preserve all that she is☐	2/22/2020 6:48 PM
86	A lifelong resident of Carmel and Monterey, I used to love to visit Big Sur several times a year, and patronize the businesses there. But I have cut back drastically on my visits because of the traffic and overcrowding headaches. I believe that sharply reducing the marketing of Big Sur as a destination might be a good starting point to manage that which has become unmanageable.	2/22/2020 5:10 PM
87	Unmanaged tourism is ruining the Big Sur coast. Litter, graffiti, traffic, reckless driving, all are a HUGE problem.	2/22/2020 12:19 PM
88	Permit required to drive Hwy 1 South of Carmel Highlands.	2/22/2020 12:57 AM
89	Traffic and trash pollution are infringing not only on resident's quality of life but also the experience of tourists. In order to maintain Big Sur's reputation as one of the most beautiful destinations in the world, we need to protect the environment and manage how people travel through this stretch on the highway	2/21/2020 10:47 PM
90	Big Sur has not been a tourist economy. Pfeiffers did host a camping experience, but there were very many more residents who worked in resource harvest jobs (e.g. timber, tan oak, limekiln, cattle, mining). Same today, the few who live here dependent upon their tourism business are outnumbered by residents who do not earn income on tourism. Also, tourism does not currently benefit from Visit CA and See Monterey's campaigns: which are rent a car and drive-through operatives. We need local-focused tourism initiatives, that include breakfast, lunch, or dinner at a local business, shopping at local business, etc. That experience has been overridden by Bixby Bridge and selfie culture.	2/21/2020 10:31 PM
91	Respect of the land animals and people. Reduce the number of people who have access fairly so all incomes are represented. Affordable housing. Support the local schools. Better fire enforcement.	2/21/2020 6:51 PM
92	Traffic and access to affordable housing for locals who make Big Sur liveable for the rest of the community!	2/21/2020 6:12 PM
93	In spite of substantial evidence that tourism has decreased in recent years the survey is based on the incorrect determination that "Overtourism" exists. The survey seeks "solutions" to "Overtourism" and that is not the problem. Shortcomings in law enforcement in specific areas (Bixby Bridge, JP Burns, Sycamore Canyon and Pfeiffer Beach, Unlawful South Coast and Off RoadCamping) are serious issues/problems that are NOT CAUSED by "overtourism." Coastal Commission's continued insistence on allowance of Short Term Rentals (and CABS inattention to that problem) have allowed for significantly decreased availability of local housing supply. Seeking solutions to these problems rather than "solutions to overtourism" would be energy better spent	2/21/2020 3:31 PM
94	Clearer turnouts at local businesses and along Highway 1 will reduce number of accidents. More speed limit signs indicating 55 mph zones, and slow drivers to pull over.	2/21/2020 2:54 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

95	Increased public bathroom access, shuttle services, and signage/informational campaigns on appropriate visitor behavior would be huge. Proper waste disposal guidelines on all forest service and state park bulletin boards would be beneficial. Campfire permit enforcement and forest service/volunteer ranger presence at popular dispersed camping areas is a must. Thanks for your work on these important issues!	2/21/2020 12:05 AM
96	Traffic is out of control. I've stopped coming for the past few years due to traffic, "tourons" & difficulty in getting a space to camp. For decades I had used pullout, never left a bit of trash. Now it's impossible to do that safely, and every pullout is full of trash and human feces. I'm just frustrated & disgusted. I was a pack it in, pack it out practice before it became a common practice. I dearly love Big Sur, but it's become untenable to visit.	2/20/2020 11:20 PM
97	Thank You	2/20/2020 7:37 PM
98	If you can get the traffic congestion under control and have a heavy rule enforcement presence, I think the visitation issues will become less severe.	2/20/2020 7:15 PM
99	Signage (or lack thereof) is not the problem. The existing infrastructure cannot support the number of visitors. The number of visitors will only increase in the future and we cannot 'wish' the problem away. Vast improvements to infrastructure (physical & educational/crowd control) are needed ASAP before it is too late and irreparable damage is done. The scale of the solutions must be proportional to the scale of the problems.	2/20/2020 6:48 PM
100	Big Sur is a special place but it does not belong to a small group of people. Basically, everyone has the right to share the public lands and roads. It can be managed to minimize impact.	2/20/2020 4:48 PM
101	My main priorities are increased restroom and litter collection infrastructure. Next would include implementing and strongly marketing a shuttle service for "pass through" visitors that do not utilize the local businesses. In addition, more pull over signs and pull over lanes. Lastly, though this may not be possible at this time, I think that traffic should be limited and reservations required for "pass through" visitors that do not frequent local businesses. Pass through tourists will not use a shuttle system unless they have no choice to do so, in order to see and enjoy the highly famous Big Sur coastline. The congestion will not slow down unless we limit car use on Highway 1, to locals, tourists who have a reservation at a local business, and lastly first come first serve car use reservations to drive Highway 1.	2/20/2020 3:16 PM
102	Visitor facilities at each end, yes. Should include a fast track type of toll especially high for your buses and free for residents, workers: Diesel upcharge!! Carmel Beach type restrooms are strategic locations. No Littering! \$1000. Minimum fine. Entering Wildfire and Sensitive Habitat Area. \$5,000 fine for any illegal fire.	2/20/2020 3:04 PM
103	Consider a special district option funded by property tax revenue and potentially special assessments. I don't see any other way to raise the kind of money needed to address all of these great strategies.	2/20/2020 1:48 PM
104	I believe a limited number of Vacation Rentals will provide needed caretaker housing, and the best experience for visitors.	2/20/2020 12:38 PM
105	To me it is simple! Limit the number of visitors or construct the infrastructure to support the amount of visitors that are coming to Big Sur. Thank you.	2/20/2020 9:27 AM
106	Residents of Big Sur and surrounding areas should not have to pay for day passes.	2/20/2020 1:03 AM
107	I think it is important to recognize that Big Sur does NOT just belong to residents. It is a national jewel that should be shared by all and we need to figure our a way to balance the visitation, natural environment and needs of the people who live here. I resent the attitude of some of the people of Big Sur who act like outsiders are interlopers and need to be excluded. Visitors need to be educated and brought along to respect Big Sur. We get to enjoy the beauty of this place every day of our lives; visitors get to see it perhaps only once in their lifetimes. Let's be generous and proactive to help it work for everyone.	2/20/2020 12:53 AM
108	We need to drastically reduce the number of tourists in Big Sur, and heavily prosecute those who violate the law.	2/20/2020 12:28 AM
109	More people are coming just to take pics and say they were here. Not as many are actually staying and hiking, etc. We need to fix trails for more opportunities	2/19/2020 9:46 PM
110	Stop car traffic except for local residents and suppliers/services. Shuttle services with selected stop and hop off places while no tourist traffic. Cannot have both!!!	2/19/2020 8:20 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

111	There is a problem when the locals can not afford the tourist prices.	2/19/2020 7:56 PM
112	The efforts underway are a good start. Thank you.	2/19/2020 7:55 PM
113	please fix all of the trails	2/19/2020 7:44 PM
114	Shuttles would be great but I don't believe they would be used. Implement the Pebble Beach model - charge visitors an entrance fee. Residents and workers have an emblem to pass thru. Use funds for improvements, enforcement and educational programs. Require permits for Hiking/camping. My homeowners insurance has been raised 400% and only one carrier will offer it! All due to unmanaged visitation (Sobranes Fire). This is real!!!!!! Let's fix it! Thank u for this survey!	2/19/2020 7:35 PM
115	We need a toll road for non residents and.	2/19/2020 7:34 PM
116	No short term rentals!	2/19/2020 7:09 PM
117	Lack of leave now trace ethics and behavioral guidelines for visiting congested natural sites. Need more education on not disturbing critically threatened and endangered wildlife, natural resources and NO DRONES.	2/19/2020 6:56 PM
118	I don't have actually figures but I'd wager that an overwhelming majority of visitors/cars driving Highway 1 spend \$0 in Big Sur. We have such a vast diversity of people coming to Big Sur, from the families that have been camping alongside the Big Sur River to the traveler that only knows of Big Sur from an Instagram account. The people that know Big Sur have a connection with this place that ties them to it for a lifetime. I'm all for anyone that comes here to take in the majesty, be humbled by the mountains crashing into the ocean; experience Big Sur. But, we need to figure out a way to gain revenue from the Insta-zombies and selfie takers.	2/19/2020 6:44 PM
119	I've been, variously, an employee, manager, brick-and-mortar business owner, renter and now property owner in Big Sur and although I know this survey is more tourism-focused, the issue of affordable housing here is truly one of the biggest challenges for the community. It's basically impossible for working-class people to purchase a home in the area and this has far-reaching implications for the continuing health of the community. If you're not a member of the literal hereditary landowning class here, your voice is heard less and carries less weight even as the problems we face disproportionately affect you. It's imperative that Big Sur figure out a way to provide housing - most specifically housing that is NOT CONNECTED TO/DEPENDENT UPON A JOB - for working young people and families. If it doesn't, our cultural heritage is going to be lost a lot faster than it already is because there's no incentive for people not already born into land-wealth to come, stay and raise families here when they can't invest. Employee housing traps people in service jobs and allows employers to pay lower wages due to the subsidy. Such people may spend significant time in jobs they don't really care for when they might be contributing different, and more, value to the culture of the area if they had the freedom to run their own businesses/cottage industries like art and craft. The fact that basically the only option for affordable housing for most of the working class here is to rent from their employer is a problem that isn't currently being seriously or properly addressed, from everything I can see. And the affordable housing crisis is also of course tied in to the controversy surrounding vacation rentals that has been at the forefront of a lot of land use discussions in the last five-ten years. Less housing also means more workers commuting and contributing to traffic on Highway 1. Fixing the affordable housing crisis here is really key to building any coherent future for this community, if it wants to be an actual community instead of a collection of empty second homes for tech millionaires, and tourists patronizing businesses filled with workers who commute from town.	2/19/2020 6:23 PM
120	Some way to manage the number of visitors accessing Big Sur at any given time. The place is being over run with too many day use people who don't support local businesses. Educate and enforce proper behavior along the central coast. As long time visitors we are disgusted at the number of people and their awful behavior towards this beautiful area.	2/19/2020 6:15 PM
121	On all your questions you don't have an area to let us fill in to explain our yes or no answers. Example, you ask about the use of trash cans at Bixby and other areas. Bad idea as you'll just have more trash blowing around with over flowing cans and not enough people to pick it up. Another example, housing is important, so get rid of the Vacation Rentals as these homes are for people LIVING in Big Sur, NOT for visitors VACATIONING in Big Sur, that is what our motels, inns and campgrounds are for. Houses or portions of are for non-transient use. See Monterey County's Definition for dwelling (house) - Title 20 Section 20.06.360 thank you ~	2/19/2020 6:07 PM
122	Make Hwy 1 a toll road	2/19/2020 5:56 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

123	My first trip on Hwy 1 was with parents in the 50s. I lived in a shack in Carmel Highlands in the 60s and snuck into Eselen to soak. I had so many of the best times of my life in Big Sur backpacking and camping in my 30s and 40s. I'm now in my 70s and hope to be able to drive the entire coast route, visiting friends and special places, at least once more before I can no longer travel. I took the Big Sur Pledge (and I have the t-shirt) before it ever existed, and I understand the impact of too many tourists. I got to know some residents whom I now consider friends. Love the place and want it to survive forever even though I won't. I hope and believe whatever decisions need to be made about tourist access will be for the best - for all.	2/19/2020 5:33 PM
124	These are great suggestions. Getting into the brain of the visitor is not an easy concept. People do not go online necessarily to find out about Sur and if they do they read only what they went online for. We have a bus that comes down daily. Encourage more trips per day and use that travel time to educate the public with brochures and a historical talk.	2/19/2020 5:09 PM
125	the above questions are neither exhaustive nor inclusive of many options for addressing these issues. Those I have not answered should be recorded as 'maybe' and 'sort of' and 'partly'	2/19/2020 4:59 PM
126	This is all very reminiscent of 1967 when hippies moved into the Big Sur area en masse doing even more damage to the environment and locals of the day. "Mother Nature" eventually did a reset in circa 1972 with a lightening strike forest fire, heavy rain and then an 8' wall of mud through the Big Sur Village. Calm once again reigned although never so nice as before. So, I'm not too worried about this current scene getting sorted out.	2/19/2020 4:36 PM
127	I support shuttle services. I do not support a toll road or more signage.	2/19/2020 4:24 PM
128	It will always be important to welcome more people to Big Sur, and it is important we don't embody the classic want to be the last person to visit Big Sur. It is also essential that local residents respect visitors and the important economic benefits of more people visiting, dining, staying in, and shopping in Big Sur.	2/19/2020 4:13 PM
129	There are just too many people coming to Big Sur. I understand that it is a fabulous place that people should have an opportunity to experience, but without the necessary infrastructure, it is being worn out as it is loved to death. I would like to see no more advertising by Chambers of Commerce, the County, etc. inviting people to come to visit Big Sur until Big Sur can manage to handle more people in a sustainable way. We have lost so much of our "wildness" in the past decade. Blessing be upon those people who are working to save the Big Sur that we all know and love.	2/19/2020 3:44 PM
130	People come to Big Sur to live and visit for vastly different reasons. Big Sur varies greatly in culture, access, and resources in both its length and breadth. It is difficult to find simple solutions that relate equally well to Otter Cove and the Coast Ridge Road. Work on those problems that will benefit both visitors and locals. Bathrooms and improvements at highway level would top that list and could be enhanced with education about the coast, history and good stewardship.	2/19/2020 3:28 PM
131	Having been born in Big Sur, and having lived there the majority of my life, and watching the cost of living and lack of housing diminish the community is heart breaking. My experience growing up was very unique, and to be unable to provide that for my children not for lack of trying, but for lack of opportunity is depressing. The community as I knew it is already fading, and without consideration and action will likely disappear, to be replaced by real estate speculation, and short term rentals or plural homes for millionaires and billionaires.	2/19/2020 3:02 PM
132	Some action needs to occur fast. Planning is good but solutions need to be implemented before the things we are trying to protect are forever altered.	2/19/2020 1:58 PM
133	i think they are too many tourist and if we don't protect Big Sur we might distroy this beautiful place	2/19/2020 1:48 PM
134	Shuttle service might be a way to decrease individual cars on Highway One, and improve visitor experience, only if the total number of visitors is capped per day. Education about service should be done at the north and south starting points, and on social media, not through additional highway signs — that's not beautification. Traffic web cams might appear to be a logical way to inform about traffic congestion points, but this IS BIG SUR! No increase of surveillance in an area celebrated for its natural beauty, thank you. And a sincere Thank you for the effort to identify and discuss solutions to an ever increasing challenge for our environment and for our residents.	2/19/2020 1:45 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

135	Lack of "easy access" restrooms for public use, tour bus overflowing onto a site, inattentive parking and selfie behavior (people not paying attention), dangerous traffic conditions when pulling onto the highway, peak traffic backups.	2/19/2020 1:18 PM
136	To many cars and tourists, traffic problems are almost a daily occurrence.	2/19/2020 12:55 PM
137	First, I would like to object to the series of Yes/No answers to complex questions, i.e. use marketing, etc. to educate visitors. I am against marketing, but for educating visitors. I am against constructing more bathrooms but for more effectively utilizing the ones we have. Those are just examples of how those questions and answers do not accurately reflect my views. Current visitor numbers cannot be sustained with the current infrastructure. Since the infrastructure is not likely to be improved, the numbers have to be managed to work with what we have. For me, always, the environment is number one over everything else. The environment cannot be sustained if we are promoting to encourage more and larger numbers, no matter how we educate visitors to behave like this was their home.	2/19/2020 12:49 PM
138	People will come and they will go. Most important is the behavior of the residents. We will still be here when the popularity of our area wanes again. And when it comes back in vogue, and when it wanes yet again.	2/19/2020 12:48 PM
139	Whatever tourist related facilities that are constructed should not have an impact on traffic flow. Off highway locations with signage directing visitors to said facilities.	2/19/2020 12:39 PM
140	Extremely dangerous current situation with overtourism, lack of respect for the protection of the environment, and inadequate local, county, and state support for improvements.	2/19/2020 12:34 PM
141	Too many tourists for the infrastructure - better education of and enforcement of the laws would help too (for example, enforce the no overnight camping in pullouts - I suspect this is a major source of trash and human waste and is already illegal, but happens every night in lots of places)	2/19/2020 12:13 PM
142	I have completely stopped visiting Big Sur, as someone who cares deeply for the area and its people, morally I no longer feel that it is a place that I should visit. It has become overrun by tourists that do not care to invest themselves in caring for it. I understand that some of the community depends on tourism and I support their ability to make a living, but I do think that there should be a limit to the amount of people that are allowed to visit per month during high season. In addition, law enforcement needs to strictly monitor the terrible drivers that do not know how to navigate Big Sur in a safe manner. The wealth disparity between local workers and the wealthy is also a problem, and I do not see a solution to that. Perhaps some of the many AirBnb properties should be turned into rentals for local workers.	2/19/2020 12:07 PM
143	Provide better parking solutions, provide restrooms and trash containers at popular stop locations, provide more police supervision, provide more worker housing	2/19/2020 11:58 AM
144	Gopopd planning tool Thanks	2/19/2020 11:54 AM
145	Regulation of visitor volume and protection of environment.	2/19/2020 11:32 AM
146	Sadly, the problems we face are worldwide problems. And I am somewhat concerned that just as we ramp up to manage tourism it will vanish, being at that point no longer popular.	2/19/2020 11:06 AM
147	What sets Big Sur apart from other "destination areas" is it is still seamlessly part of the real world. Things like "interpretive" displays, "visitor centers," and anything else that is other than letting people experience the view with their own eyes as they drive through detracts from the experience and should be avoided. Yes, provide online information that can be downloaded to use as people drive through, but do not do anything that puts displays in their face when they are here. I think informal roadside pullouts are an outstanding way for people to be able to enjoy the area and was sad to see many of them filled in to dispose of landslide material (and I believe purposely remove them at Garrapata State Park to channel people to where paid parking was/is planned by DPR). There was an idea in the past to pave some pullouts / shoulder areas with brown asphalt (apparently done elsewhere), which may be worth testing in a couple of places to see if people use them more than dirt shoulders to pull over and let cars pass. Electronic signs at 101 and 156 and 101 and Sanborn Road could let people know about impossible traffic backups in Big Sur in real time. Or, better yet, cell service down the entire coast would enable Google's traffic feature in Google Maps to work to show people real time traffic backups in Big Sur (as well as have safety advantages). Google's traffic feature is remarkably accurate (I believe it tracks cell phones in cars to see the speed traffic is moving, which requires cell service). People should not be locked out of Big Sur, however, they should	2/19/2020 10:06 AM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

also not be encouraged to come here by new attractions. Years ago Leon Panetta helped get language into the Los Padres NF Land Management Plan that the Forest Service would not do anything that would encourage more people to come here. That language was lost with our next Congressman, but the concept should be included in the Forest Service's plans, State Parks plans, Regional Parks plans, etc. Providing visitors information online about problems like trash and restrooms is good. Visitor centers at the north or south or Point Sur would be bad. Forcing information on people with signs and even brochures (to end up as trash by the road) is bad. Keep Big Sur a real world experience, and don't do anything that could encourage more people to come here. The attractive nature of a national park is part of the reason the Ventana Chapter of the Sierra Club split down the middle when federalization of the area was proposed in the past. Part of not encouraging more visitors to come to Big Sur is stopping the buyout of Big Sur's private land by public agencies, which should be included in DSP. Good luck. It will not be simple or easy, but now that most people have access to the Internet on their phones, it is largely doable to educate and inform them without being in their face and detracting from the experience, especially if cell service is extended all the way down the coast.

148	We can't deny access to folks who come from around the world to visit our beautiful home. We can educate these people and manage our sites better.	2/19/2020 7:27 AM
149	It's not really the amount of visitors, it's their increasingly bad behavior.	2/19/2020 1:03 AM
150	We have to work together to create a plan to manage the visitation and recreation in Big Sur and we must lobby the state to help invest in this process and invest in infrastructure in the community. A HUGE number of tourists rent cars in LA or SF and drive through Big Sur on road trips. Surveys that attempt to understand who the visitors to Big Sur are, what they do here and why they are coming. This would help create a thoughtful response to our problems (I think it is unrealistic to think we can exclude these people) and spend money wisely that would benefit the community by providing facilities, law enforcement, and road improvements to handle the increasing flow of visitors. I don't think the visitation has increased hugely in the past three years, I think we have reached a tipping point and if we don't make corrections now, the future will be bleak.	2/19/2020 12:18 AM
151	the majority of businesses--hospitality--that benefit from an overcrowded Big Sur are not in Big Sur--they are in Carmel/PG/Monterey etc.	2/18/2020 10:27 PM
152	Begin to segregate the Occupancy tax totals that are derived specifically from Big Sur businesses (as opposed to Carmel and Monterey businesses) so these amounts can be properly allocated to pay for many of the items noted above	2/18/2020 9:01 PM
153	If existing trails and campgrounds were better maintained and expanded there would be more dispersal of visitors, reducing impacts on hotspots like Big Sur State Park, Pfeiffer Beach, Julia Pfeiffer Burns Park, etc..	2/18/2020 9:00 PM
154	I don't believe in "accomodating " the tourists...just management....using reduction in traffic and more law enforcment. There should not be a bunch of new buildings built for the convenience of the local wealthy businesses to house their workers.. We have enough structures littering the mountains as it is!	2/18/2020 8:42 PM
155	Parking control and restrooms as well as user fee possibilities at control gates might be a good idea.	2/18/2020 8:20 PM
156	Realizing we cannot ignore the growing wave of tourism that's unregulated. There are major economic opportunities in regulation and interpretation of the landscape to deepen visitor experience while balancing environmental stewardship.	2/18/2020 8:15 PM
157	Your survey appears to be biased towards a predetermined result.	2/18/2020 8:15 PM
158	In developing any planning, serious thought needs to be given to emergency ingress/egress and safety zone development to have some capacity to evacuate tourists and residents in emergencies. Funding resources and planning need to be improved to better develop resilient communities and landscapes in a changing environment (e.g. climate change). Big Sur needs a much more robust and adaptable management program (USFS, State Parks) if it is to survive unspoiled. As part of improving management of resources, local knowledge and expertise are crucial. The Monterey District of the LPNF needs to be under separate and local administration (separated from the Southern CA LPNF).	2/18/2020 8:10 PM
159	See my answers anove	2/18/2020 8:04 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

160	They are covered in this survey. It is thorough. Thank you for doing it.	2/18/2020 7:54 PM
161	Big Sur is a wonderful place to share and encourage environmental stewardship with people from all over the world. It is also home to a vibrant and colorful community and provides sanctuary to many. Keeping the balance is vital for the future for all, visitors and residents alike. Thank you for what you are doing and good luck with the circus!	2/18/2020 7:45 PM
162	My constant fear is fire; unless it is actually raining, anxiety reigns. There needs to be plenty of restrictions, and highly noticeable signage at all trails, etc. I suggest large lighted signs be placed at Rio Road and at the southern entrance to give a heads up regarding fire danger and restrictions, i.e. no fires, no smoking, to all who enter. Such a simple thing . . .	2/18/2020 7:35 PM
163	Just too many people cramming through a small pipe. Only way is to reduce the number. It's only going to get worse. If no limit all we will be doing is building more facilities to handle the increasing number. Ultimately it will be a string of restrooms, parking lots and naturally, more vendors. Realize highway one is a public road, but traffic (and resulting tourists) must be capped. It is either capping the tourists or taking the lid off the land use plan. I don't see how they coexist.	2/18/2020 7:31 PM
164	For us on the S coast, it's the campers & fires. There is no management at all. On holidays there can be up to 250-300 campers on Prewitt Ridge. The USFS is not present. There's no permit system. Camperfires, even when "No Campfires Permitted" signs are present, no officials, no fines. Toilet paper is left, grass lands are destroyed & new campsites made. We need a permit system limiting weekend use. USFS does not want this to happen. Sooner or later there will be a devastating fire due to campers in the area.	2/18/2020 6:45 PM
165	Fire danger, illegal or inconsiderate camping, turning the forests and turnouts into bathrooms.	2/18/2020 6:02 PM
166	I'm totally in favor of requiring a day pass or some sort of fee for the right to drive through Big Sur. Then, of course, have special considerations with California residents especially Monterey and Santa Cruz County. I support any sort of educational initiatives like the Big Sur Pledge specially catered to visitors (non-Californians). I strongly believe that designating parking spaces for Bixby Bridge and McWay Falls will alleviate the traffic considerably and the risk for accidents.	2/18/2020 6:00 PM
167	Visitation must be managed and there must be a way to direct money towards increased safety, environmental education, reducing the amount of vehicles on the road and reducing other risks (wildfire ignition, litter and human waste, 'risky' behaviors, and traffic-related issues). The community in Big Sur is struggling with this dilemma and while they need to accept change, they also are in need of help with this situation of overuse.	2/18/2020 5:40 PM
168	Too man visitors. Congested highway. Running errands can be miserable. Driving is frustrating. Litter is out of control. Bixby and known areas are overwhelmed. Worried BS is becoming devastated by overuse.	2/18/2020 5:05 PM
169	Everyone who visits needs to use the toilet and there need to be public toilets and portable toilets everywhere..private buisnesses can not be expected to provide this.	2/18/2020 4:38 PM
170	I helped establish the Big Sur Pledge by recommending to Big Sur Kate to use the Big Island Hawaii Pono Pledge as a guide. Biggest problem for travel on Highway One is no enforcement of the slow traffic (pull over if 5 cars behind you) by CHP, even when I have seen them present and viewing it happening! Fire hazard very big with illegal campfires by transients and others. Poor management by State Parks in general (examples-removed the Bypass Trail after it was built at a cost of around \$300K; built steps on the trail at Sobranes where there is no parking available, congesting Highway One more.)	2/18/2020 4:21 PM
171	Visitation to Big Sur has significantly increased in the past few years. This visitation increase has brought more funds to Monterey County and the State of California, but little to none of these funds have co re back to Big Sur to help support the affects that come with the increased visitation, leading to greater health and safety risks to both the visitors and locals alike. The toll it has on both the ecology and community of Big Sur is and will continue to be unsustainable. Action, by not only the local community but County, State and even Federal agencies, has to be taken now before we hit the point of no return.	2/18/2020 3:26 PM
172	Short-term vacation rentals should not be allowed on private roads such as Coastlands.	2/18/2020 3:02 PM
173	Provide better recycling and trash services; and toilets. Increase education to "leave no trace"; "pack it in, pack it out".	2/18/2020 2:45 PM

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

174	Too many people are coming and it's destroying the natural environment. Like what happened at Point Lobos; the beauty is being exploited by marketing, etc. and sacred sites are being trampled on by overuse. We're killing what we love by letting too many people in. We need to do something now to prevent what's already happening; the destruction of our most sacred and beautiful lands.	2/18/2020 2:19 PM
175	Traffic congestion, esp. at Bixby Bridge blocking the highway in both directions, need for public toilets, more public information, better communication (cell phones), and law enforcement presence.	2/18/2020 2:10 PM
176	I applaud the intentions of this survey, and hope it leads to meaningful dialogue, engagement, and development of broadly applicable solutions.	2/18/2020 2:05 PM
177	We need better management of day-trip visitation: better parking at key spots (JPBurns, Bixby, Nepenthe, Loma Vista/Post Office), public restrooms at all of the above locations, and on busy days - active traffic control at those locations (someone in the road directing traffic)	2/18/2020 1:55 PM
178	Land management agencies need to be sufficiently funded. Private industry can assist, but left to its own motives, will never create sustainable solutions for public lands- take for example campground concessionaires whose objective is to turn a profit, not necessarily protect the public good. Returning proper federal funding to the Los Padres National Forest & proper state funding to CA State Parks, and negotiating a "mutual assist" agreement with law enforcement should be seen as job one.	2/18/2020 1:54 PM
179	Add or expand public transport options to limit vehicles. Expand bathrooms and trash receptacles. Emphasize eco education. Don't restrict numbers of people allowed unless nothing else works: If you can find other ways to keep the natural environment in good shape try them first. Shuttle down Sycamore to beach sounds great.	2/18/2020 1:25 PM
180	Education, education, education. Quit blaming the tourists and take time to teach through multilingual information. A reservation system is a perfect 'stop and teach' opportunity.	2/18/2020 1:22 PM
181	I do not support any new infrastructure for Bixby Bridge viewing.	2/18/2020 12:21 PM
182	At the heart of the visitation issue in Big Sur is the lack of adequate affordable rental housing for hospitality workers. 85% of Big Sur's workforce is commuting more than 80 miles round trip per day, impacting traffic flow at peak times as well as employee retention. These employees are not driving Teslas. The symbolic effect of these senseless trips up and down the highway, adding more carbon to our atmosphere, is in stark opposition to sustainability locally and globally.	2/18/2020 10:54 AM

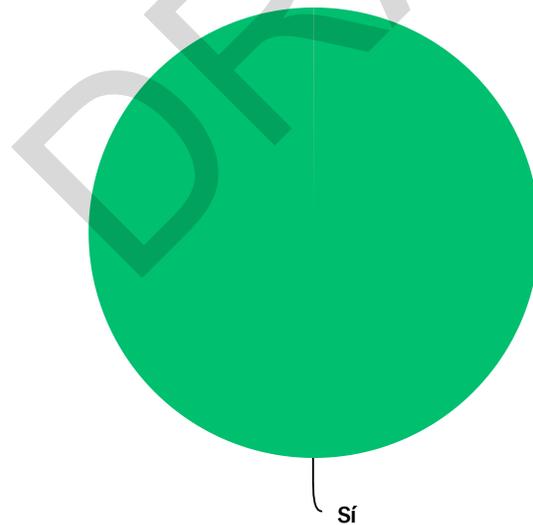
## Q1 Información Personal

Answered: 4 Skipped: 1

ANSWER CHOICES	RESPONSES	
Nombre	100.00%	4
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
Código Postal	100.00%	4
Country	0.00%	0
Dirección de Correo Electrónico	100.00%	4
Phone Number	0.00%	0

## Q2 ¿Es usted residente de Big Sur?

Answered: 4 Skipped: 1



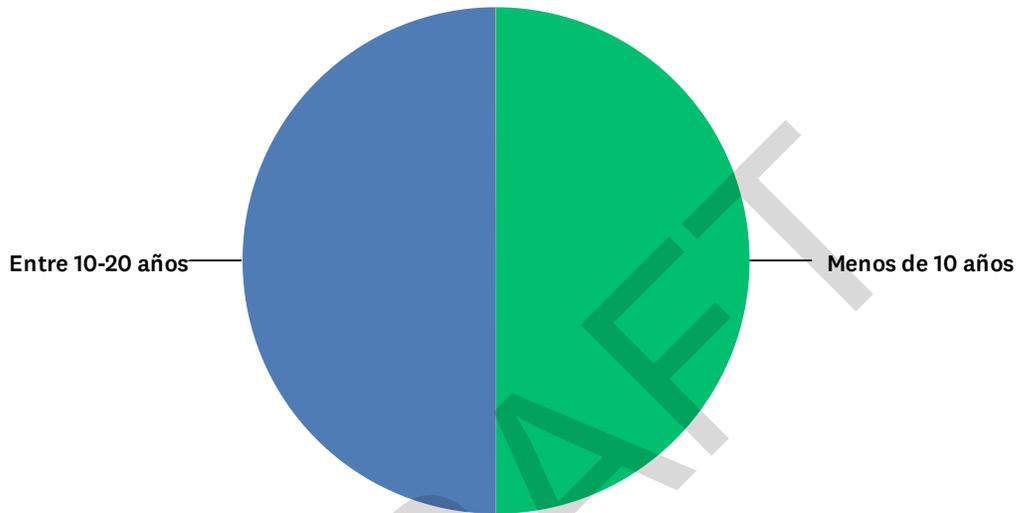
ANSWER CHOICES	RESPONSES	
Sí	100.00%	4
No	0.00%	0
TOTAL		4

### Q3 Si su respuesta fue “no”, ¿cuál es su relación con Big Sur? (deje en blanco si marcó “sí”)

Answered: 0 Skipped: 5

### Q4 ¿Hace cuántos años vive en Big Sur?

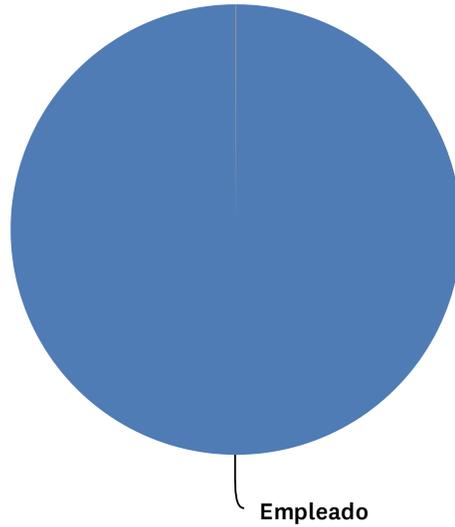
Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES	
Menos de 10 años	50.00%	2
Entre 10-20 años	50.00%	2
Entre 20-50 años	0.00%	0
Más de 50 años	0.00%	0
No vivo en Big Sur	0.00%	0
<b>TOTAL</b>		<b>4</b>

### Q5 ¿Cómo mejor describes su situación de empleo (trabajo)?

Answered: 4 Skipped: 1

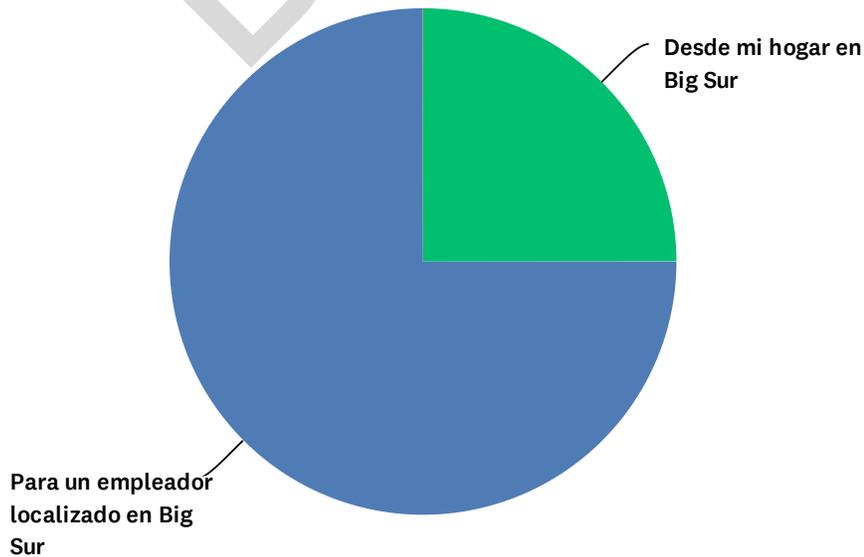


Empleado

ANSWER CHOICES	RESPONSES	
Dueño de negocio/empleador	0.00%	0
Empleado	100.00%	4
Trabajador cuenta propia (contratista independiente)	0.00%	0
Desempleado	0.00%	0
Retirado	0.00%	0
Independiente financieramente	0.00%	0
<b>TOTAL</b>		<b>4</b>

Q6 ¿Cuál de las siguientes opciones mejor describe donde trabaja?

Answered: 4 Skipped: 1



Desde mi hogar en Big Sur

Para un empleador localizado en Big Sur

ANSWER CHOICES	RESPONSES	
Desde mi hogar en Big Sur	25.00%	1
Para un empleador localizado en Big Sur	75.00%	3
Para un empleador localizado fuera de Big Sur pero dentro del condado de Monterey	0.00%	0
Para un empleador localizado fuera del condado de Monterey	0.00%	0
Trabajo en Big Sur pero vivo fuera del condado de Monterey	0.00%	0
Trabajo en Big Sur, pero me traslado desde otro condado	0.00%	0
<b>TOTAL</b>		<b>4</b>

### Q7 ¿Su empleo es un que depende del turismo?

Answered: 4 Skipped: 1



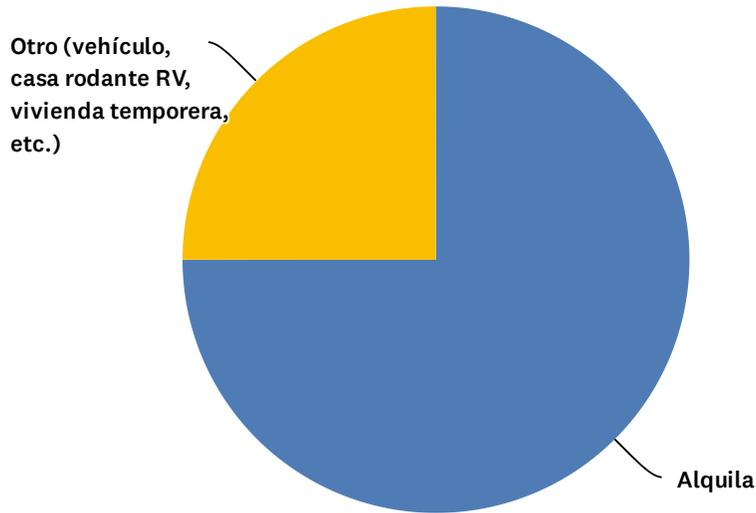
ANSWER CHOICES	RESPONSES	
Sí	100.00%	4
No	0.00%	0
<b>TOTAL</b>		<b>4</b>

### Q8 De responder que sí, ¿hace cuanto trabaja en un puesto relacionado a turismo? (meses/años) De lo contrario, deje en blanco.

Answered: 3 Skipped: 2

### Q9 ¿Es usted dueño de su propio hogar?

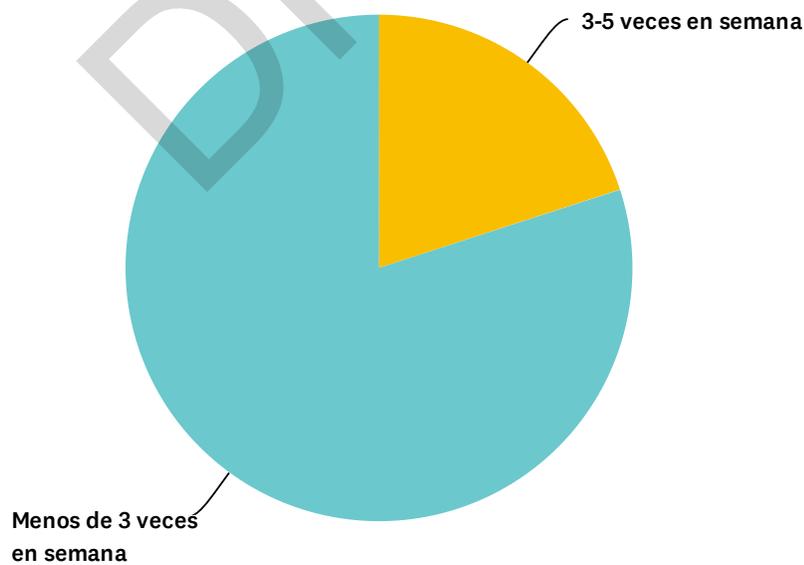
Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES
Dueño(a)	0.00% 0
Alquila	75.00% 3
Otro (vehículo, casa rodante RV, vivienda temporera, etc.)	25.00% 1
TOTAL	4

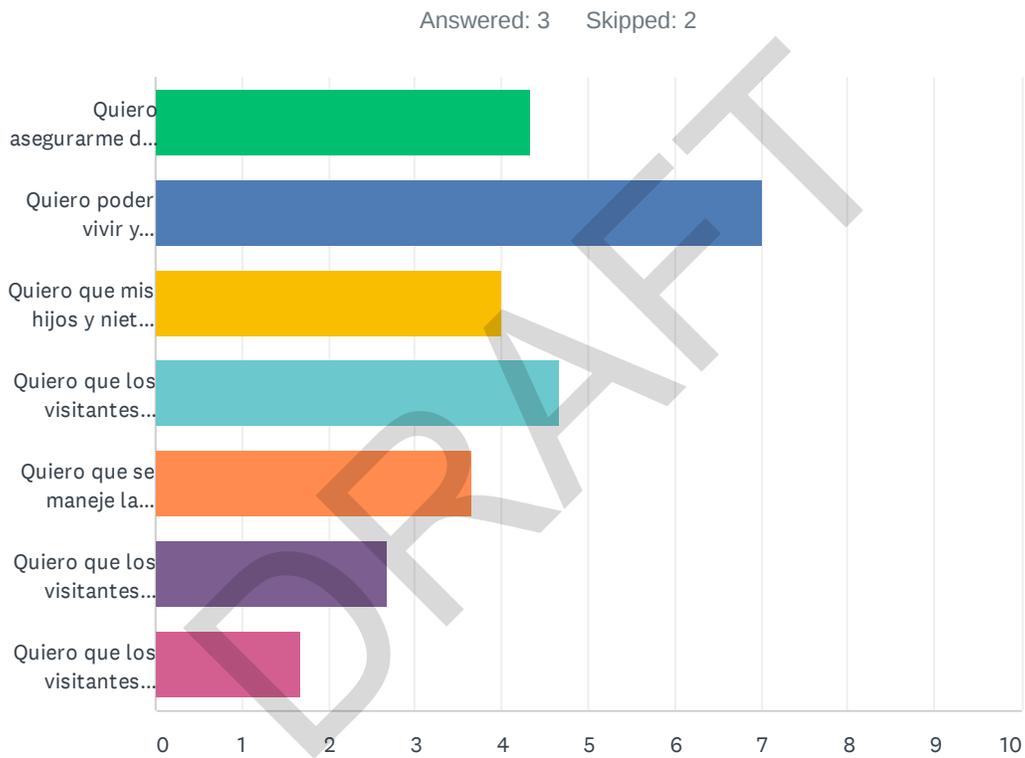
Q10 En promedio, ¿cuántas veces por semana usted transita por la Autopista 1?

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Varias al día	0.00%	0
Una vez al día	0.00%	0
3-5 veces en semana	20.00%	1
Menos de 3 veces en semana	80.00%	4
TOTAL		5

Q11 ¿Qué es lo mas importante para usted como residente y / o trabajador en Big Sur? Favor de clasificar de Más Importante (1) a Menos Importante (7):



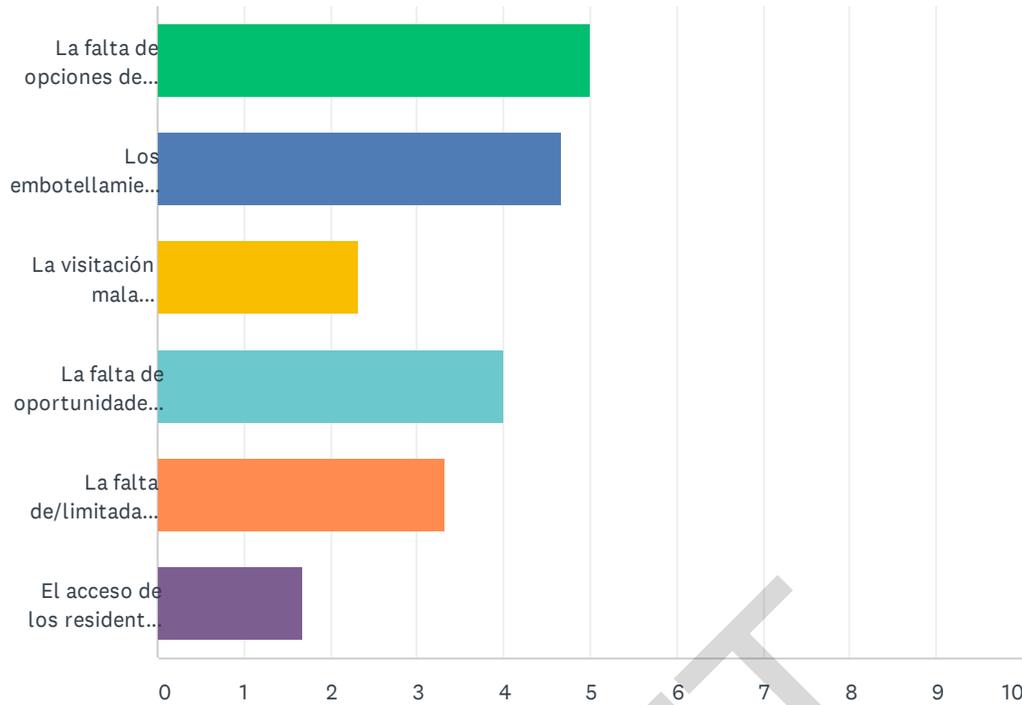
Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

	1	2	3	4	5	6	7	TOTAL	SCORE
Quiero asegurarme de que el medio ambiente de Big Sur esté protegido.	0.00% 0	33.33% 1	33.33% 1	0.00% 0	0.00% 0	33.33% 1	0.00% 0	3	4.33
Quiero poder vivir y trabajar en Big Sur.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	7.00
Quiero que mis hijos y nietos puedan vivir y trabajar en Big Sur.	0.00% 0	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3	4.00
Quiero que los visitantes disfruten de la belleza natural de Big Sur y tengan acceso a oportunidades recreativas.	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	3	4.67
Quiero que se maneje la visitación a Big Sur para que los residentes de Big Sur puedan seguir disfrutando de sus modos de vida.	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	3	3.67
Quiero que los visitantes aprenden de la naturaleza de Big Sur y así se conviertan en sus defensores para ayudar a protegerlo.	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	3	2.67
Quiero que los visitantes aprenden las costumbres de la comunidad y el patrimonio cultural de Big Sur para que puedan respetar su historia y su modo de vida.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	3	1.67

Q12 Favor de clasificar los siguientes desafíos de los residentes de Big Sur desde el Más Importante (1) hasta el Menos Importante (6):

Answered: 3 Skipped: 2

Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

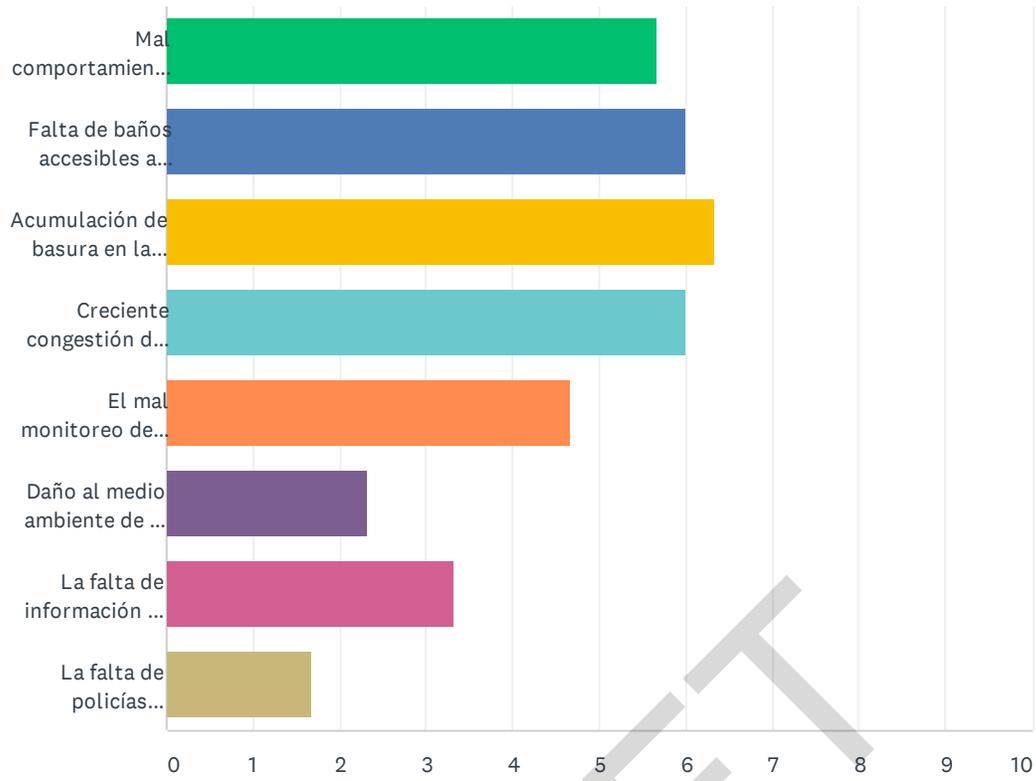


	1	2	3	4	5	6	TOTAL	SCORE
La falta de opciones de alojamiento en Big Sur, lo que requiere que los trabajadores viajen largas distancias.	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	3	5.00
Los embotellamientos de visitantes y su manejo de manera insegura en la Autopista 1, lo cual impacta la vida diaria de los residentes y trabajadores.	0.00% 0	66.67% 2	33.33% 1	0.00% 0	0.00% 0	0.00% 0	3	4.67
La visitación mala administrada y monitoreada, la cual crea riesgos de seguridad tales como fogatas ilegales, sobrecargando los servicios de emergencia y de las fuerzas de la ley y orden, entrada ilegal, tirar basura, etc.	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	33.33% 1	3	2.33
La falta de oportunidades de empleo con salario digno en Big Sur.	33.33% 1	0.00% 0	0.00% 0	66.67% 2	0.00% 0	0.00% 0	3	4.00
La falta de/limitada oferta de servicios comunitarios, como cobertura de teléfono celular, acceso a Internet, servicios de salud y emergencia, etc., que afectan el bienestar de los residentes y visitantes.	33.33% 1	0.00% 0	0.00% 0	0.00% 0	66.67% 2	0.00% 0	3	3.33
El acceso de los residentes a las actividades recreativas de Big Sur está siendo afectado negativamente por el uso de los visitantes.	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	3	1.67

Q13 Favor de clasificar los siguientes desafíos que enfrenta Big Sur en respecto al turismo, desde el Más Grave (1) hasta el Menos Grave (8):

Answered: 3 Skipped: 2

Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes



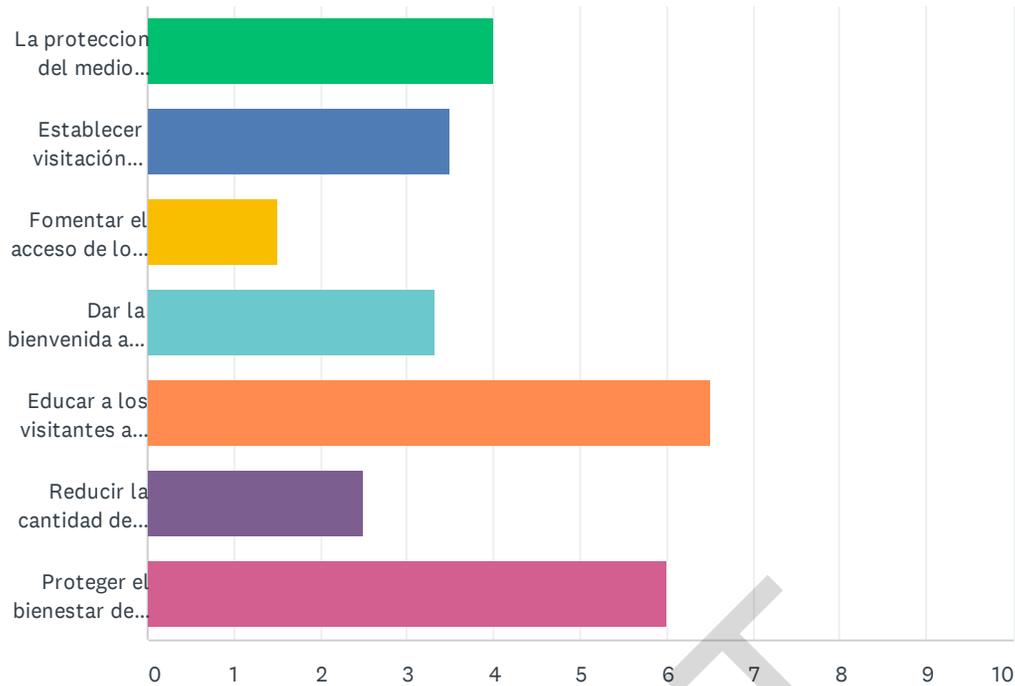
Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

	1	2	3	4	5	6	7	8	TOTAL	SCORE
Mal comportamiento de los visitantes (entrada ilegal, estacionamiento ilegal, fotografías tipo "selfies" en lugares arriesgados, etc.).	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3	5.67
Falta de baños accesibles al público.	0.00% 0	66.67% 2	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	0.00% 0	3	6.00
Acumulación de basura en las zonas más populares de visitantes y la falta de recolección de esta basura.	0.00% 0	33.33% 1	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	6.33
Creciente congestión de tránsito en la Autopista 1.	33.33% 1	0.00% 0	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	6.00
El mal monitoreo del acceso al entorno natural y a áreas de acampar, lo que resulta en un mayor riesgo de incendio.	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	0.00% 0	3	4.67
Daño al medio ambiente de Big Sur por recibir demasiados visitantes.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	0.00% 0	3	2.33
La falta de información y reglas para educar a los visitantes sobre Big Sur (acceso a información en línea, señalización interpretativa, reglas de comportamiento / manejar el automóvil de manera responsable para los visitantes, etc.).	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	33.33% 1	0.00% 0	3	3.33
La falta de policías suficientes en la Autopista 1, especialmente en sitios turísticos congestionados (Bixby Bridge, McWay Falls, etc.).	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	3	1.67

**Q14 Favor de clasificar los siguientes objetivos para guiar el Plan de Administración de Big Sur como Destino Sostenible, del Más Importante (1) al Menos Importante (7)**

Answered: 3 Skipped: 2

## Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

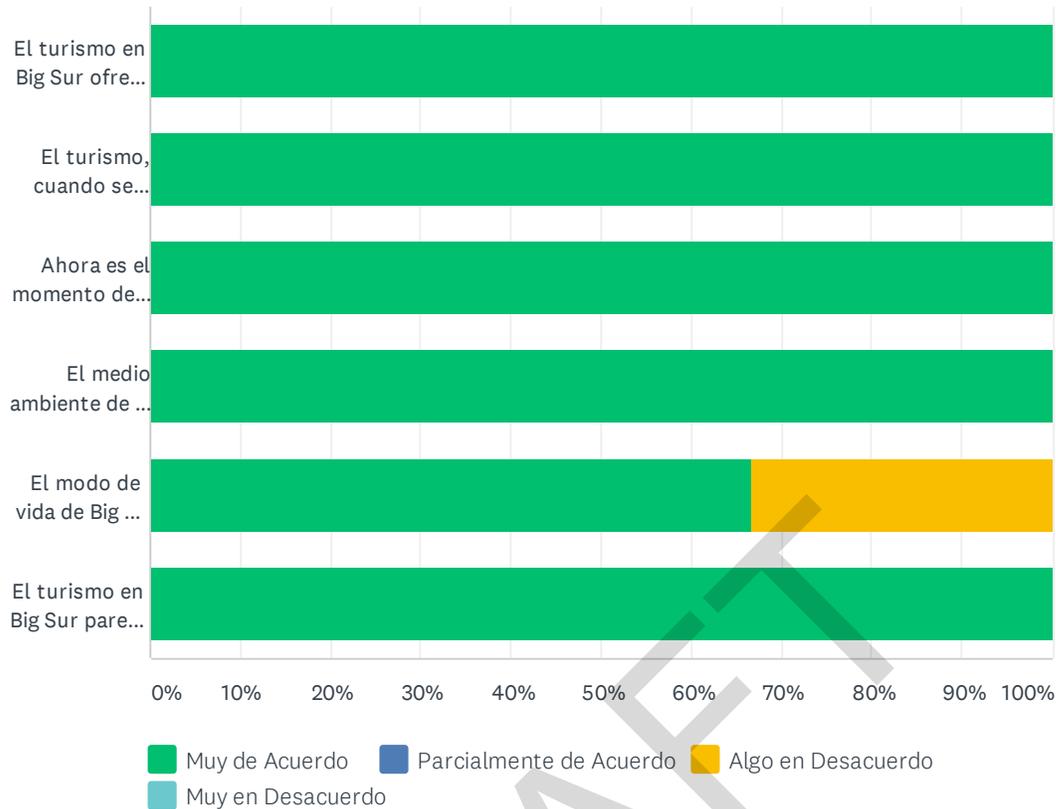


	1	2	3	4	5	6	7	TOTAL	SCORE
La protección del medio ambiente de Big Sur	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	3	4.00
Establecer visitación administrada a Big Sur que mantenga los principios del Plan de Uso de Terrenos de Big Sur, ahora y para el futuro.	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	0.00% 0	0.00% 0	2	3.50
Fomentar el acceso de los visitantes a las áreas naturales, sitios históricos y atracciones recreativas de Big Sur.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	1.50
Dar la bienvenida a los visitantes a Big Sur y a la vez implementar estrategias para equilibrar el medio ambiente, la comunidad, las empresas y los visitantes.	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	33.33% 1	0.00% 0	3	3.33
Educar a los visitantes a través de varias formas (en línea y en el sitio) para mejorar su comportamiento y fomentar el respeto por el medio ambiente, la cultura y la comunidad de Big Sur.	50.00% 1	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2	6.50
Reducir la cantidad de visitantes que acceden Big Sur para reducir los impactos negativos en el medio ambiente y la comunidad.	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	50.00% 1	2	2.50
Proteger el bienestar de la comunidad y el patrimonio cultural de Big Sur.	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3	6.00

Q15 Favor de indicar sus respuestas a las siguientes declaraciones:

# Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

Answered: 3 Skipped: 2

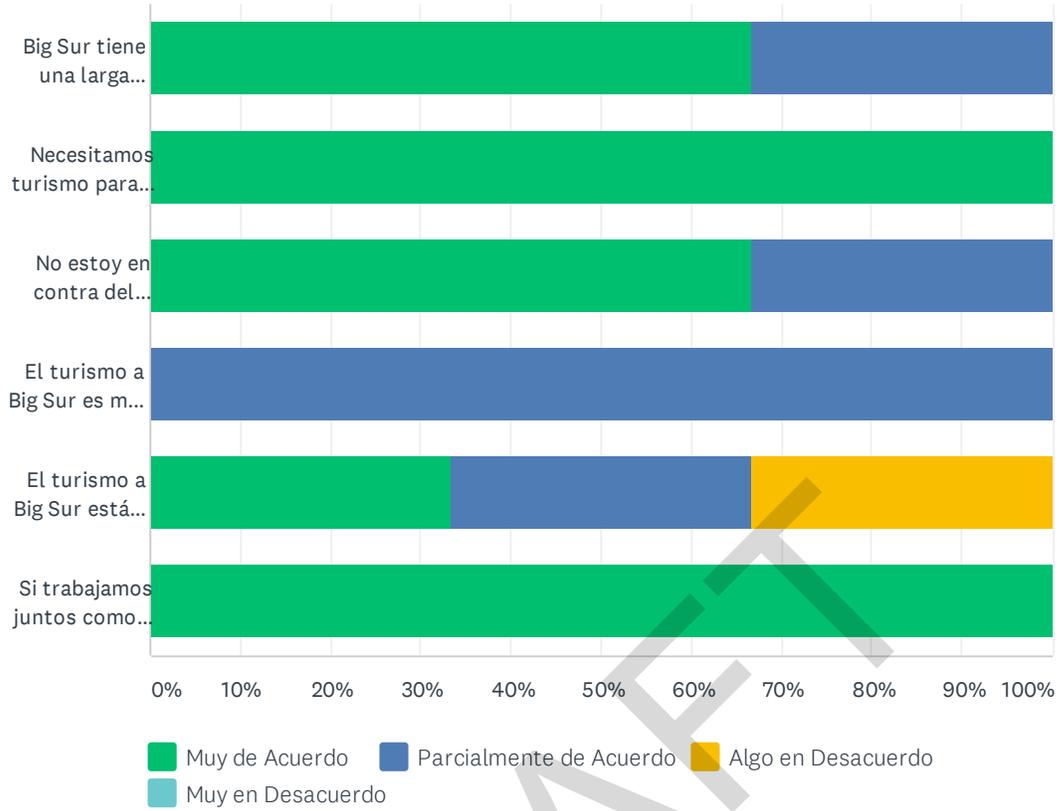


	MUY DE ACUERDO	PARCIALMENTE DE ACUERDO	ALGO EN DESACUERDO	MUY EN DESACUERDO	TOTAL	WEIGHTED AVERAGE
El turismo en Big Sur ofrece oportunidades de empleo y económicas para los residentes y las empresas locales.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00
El turismo, cuando se planifica y maneja adecuadamente, puede ser una oportunidad para ayudar y proteger la naturaleza y fomentar el patrimonio cultural.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00
Ahora es el momento de planificar el futuro de Big Sur tomando medidas para administrar las visitas y el turismo a través de un plan de administración del destino.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00
El medio ambiente de Big Sur se ve afectado negativamente por turismo no administrado.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00
El modo de vida de Big Sur se ve afectado negativamente por el turismo no administrado.	66.67% 2	0.00% 0	33.33% 1	0.00% 0	3	1.67
El turismo en Big Sur parece haber aumentado dramáticamente en los últimos 3 años.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00

Q16 Favor de indicar sus respuestas a las siguientes declaraciones:

# Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

Answered: 3 Skipped: 2



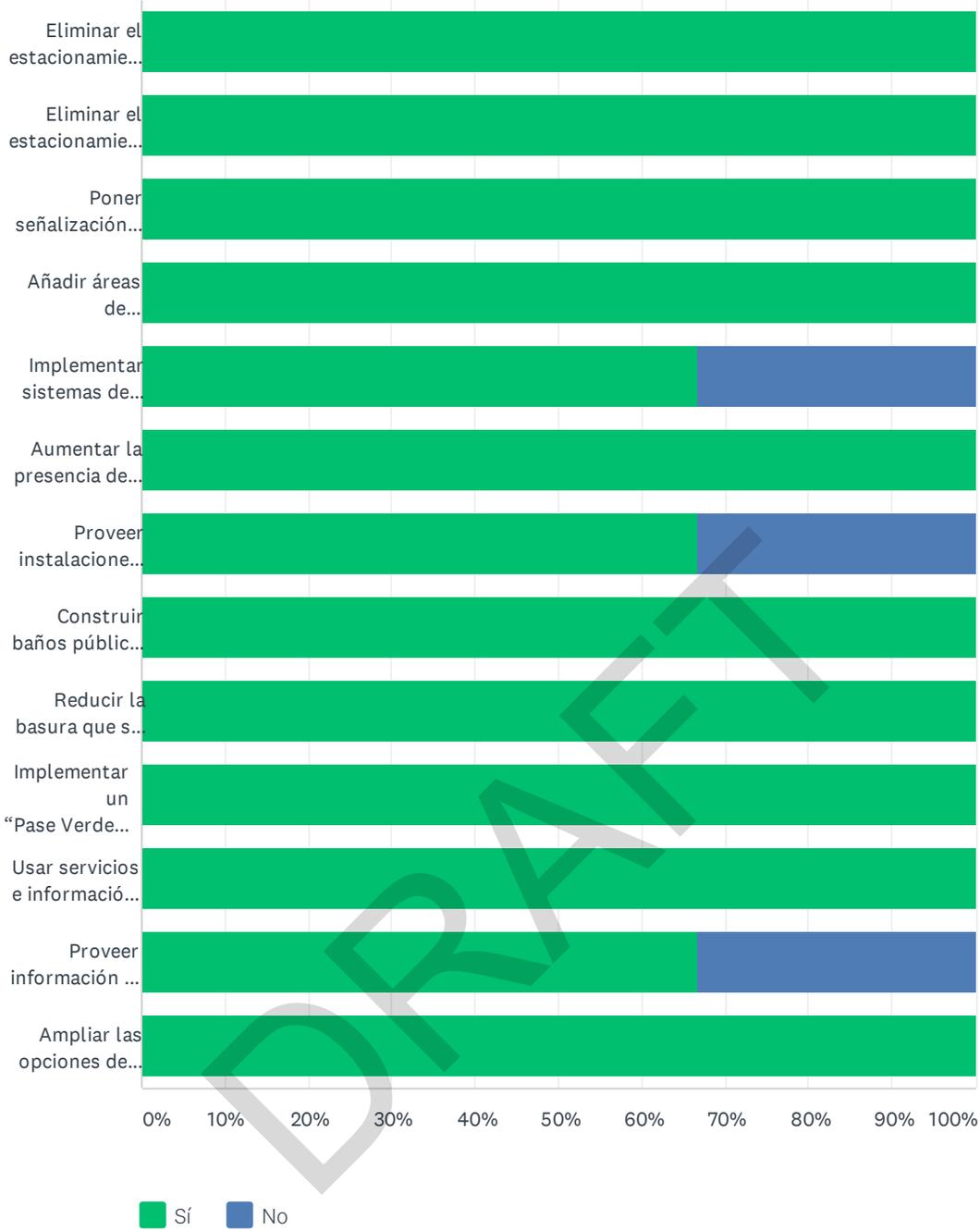
Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

	MUY DE ACUERDO	PARCIALMENTE DE ACUERDO	ALGO EN DESACUERDO	MUY EN DESACUERDO	TOTAL	WEIGHTED AVERAGE
Big Sur tiene una larga historia de actividad turística, que data de mediados de los 1800, y esta siempre ha sido una parte importante de su economía.	66.67% 2	33.33% 1	0.00% 0	0.00% 0	3	1.33
Necesitamos turismo para proporcionar empleos a los residentes de Big Sur y los miembros de la comunidad, de manera que las familias y las personas puedan vivir y trabajar aquí.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00
No estoy en contra del turismo, pero quiero que se planifique y maneje de manera responsable.	66.67% 2	33.33% 1	0.00% 0	0.00% 0	3	1.33
El turismo a Big Sur es más grande de lo que el destino puede manejar, y esto afecta negativamente la experiencia del visitante.	0.00% 0	100.00% 3	0.00% 0	0.00% 0	3	2.00
El turismo a Big Sur está afectando negativamente el medio ambiente de Big Sur.	33.33% 1	33.33% 1	33.33% 1	0.00% 0	3	2.00
Si trabajamos juntos como comunidad, podemos manejar mejor el turismo para fomentar los impactos positivos y minimizar los impactos negativos.	100.00% 3	0.00% 0	0.00% 0	0.00% 0	3	1.00

**Q17 Favor de indicar cuál de las siguientes estrategias que pueden ser parte de un plan de administración de destino de turismo sostenible para Big Sur usted apoya:**

Answered: 3 Skipped: 2

# Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes



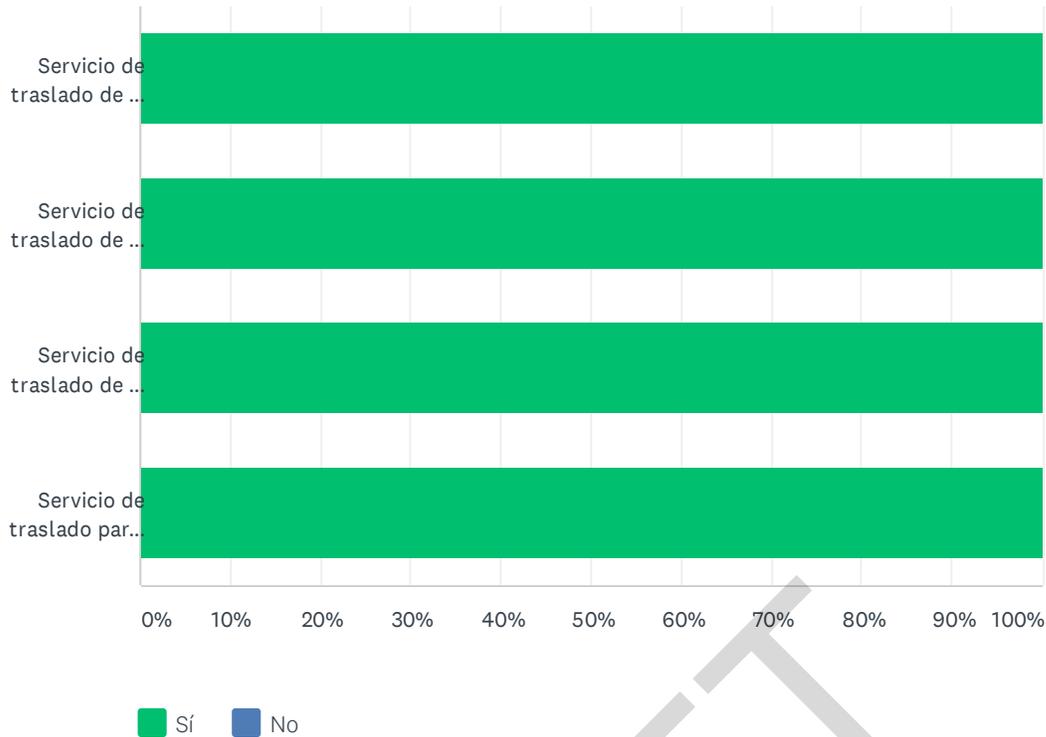
Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

	SÍ	NO	TOTAL	WEIGHTED AVERAGE
Eliminar el estacionamiento junto al Bixby Bridge y proveer un lugar de observación que ofrezca vistas del puente.	100.00% 3	0.00% 0	3	1.00
Eliminar el estacionamiento en la Autopista 1 en McWay Falls y manejar mejor el acceso al estacionamiento en las áreas designadas.	100.00% 3	0.00% 0	3	1.00
Poner señalización adicional a lo largo de la Autopista 1, identificando los baños públicos, lugares para frenar de los vehículos y las oportunidades recreativas.	100.00% 3	0.00% 0	3	1.00
Añadir áreas de "slow-vehicle turnout" o espacio de estacionar por corto tiempo para apreciar el paisaje, y proveer educación sobre su uso y el cumplimiento de las reglas de las mismas.	100.00% 3	0.00% 0	3	1.00
Implementar sistemas de reservaciones para destinos muy visitados como Pfeiffer Beach y para el acceso a áreas campestres naturales.	66.67% 2	33.33% 1	3	1.33
Aumentar la presencia de policías y guardaparques en lugares populares para el turismo y lugares donde de acampar para poder administrar, monitorear y mejorar la seguridad y el comportamiento.	100.00% 3	0.00% 0	3	1.00
Proveer instalaciones para visitantes en los puntos de entrada norte y sur de Big Sur y así educar a los visitantes y manejar mejor las visitas, incluyendo las reglas de comportamiento para visitantes, pases diarios, servicios de transporte a sitios populares, etc.	66.67% 2	33.33% 1	3	1.33
Construir baños público adicionales en ubicaciones apropiadas a lo largo de la Autopista 1.	100.00% 3	0.00% 0	3	1.00
Reducir la basura que se produce y mejorar la recolección de basura, incluyendo poner y mantener los recipientes de basura a lo largo de la Autopista 1.	100.00% 3	0.00% 0	3	1.00
Implementar un "Pase Verde para Visitantes del Día" que incluye un pase de un día para el Parque Estatal / USFS, servicios de transporte, etc. para recaudar fondos para desarrollar la infraestructura en Big Sur y atender las necesidades de la comunidad (por ejemplo, servicios de emergencia, policías, recolección de basura, mantenimiento de baños, etc.).	100.00% 3	0.00% 0	3	1.00
Usar servicios e información de mercadeo y comunicación, tanto en línea como en el lugar, para educar a los visitantes sobre las reglas de comportamiento y cómo interactuar con respeto con el medio ambiente, la cultura y la comunidad de Big Sur.	100.00% 3	0.00% 0	3	1.00
Proveer información de tránsito y visitantes en línea (utilizando cámaras web de tránsito en ubicaciones específicas) para ayudar a manejar congestiones vehiculares de visitantes.	66.67% 2	33.33% 1	3	1.33
Ampliar las opciones de alojamiento comunitario en Big Sur.	100.00% 3	0.00% 0	3	1.00

## Q18 ¿Usted apoyaría un servicio de transporte ecológico que ofrezca?:

Answered: 3 Skipped: 2

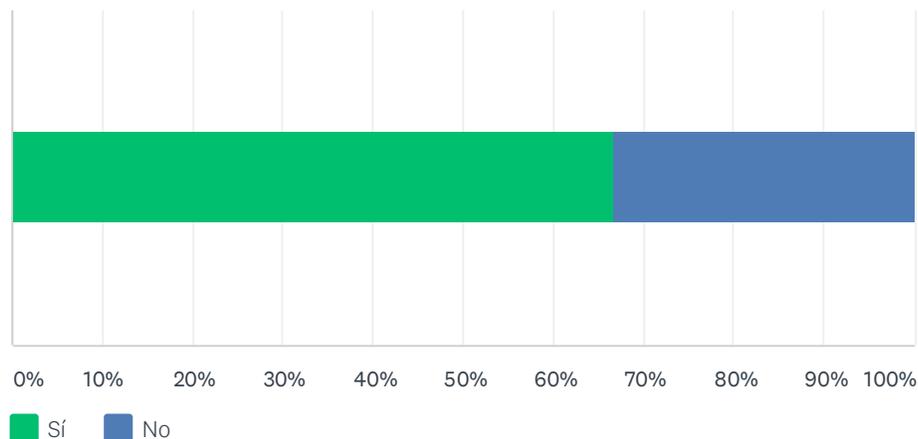
Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes



	SÍ	NO	TOTAL	WEIGHTED AVERAGE
Servicio de traslado de ida y vuelta al Norte de Big Sur (Rio Road / Carmel Highlands a Big Sur Valley, por ejemplo, River Inn) con oportunidades de subirse y bajarse en el camino?	100.00% 3	0.00% 0	3	1.00
Servicio de traslado de ida y vuelta en Big Sur Valley Loop con oportunidades de subirse y bajarse en el camino?	100.00% 3	0.00% 0	3	1.00
Servicio de traslado de ida y vuelta en Costa Sur de Big Sur con oportunidades de subirse y bajarse en el camino?	100.00% 3	0.00% 0	3	1.00
Servicio de traslado para Pfeiffer Beach/Sycamore Canyon Road?	100.00% 3	0.00% 0	3	1.00

Q19 ¿Usted conoce el “Big Sur Pledge” (Compromiso de Big Sur)?

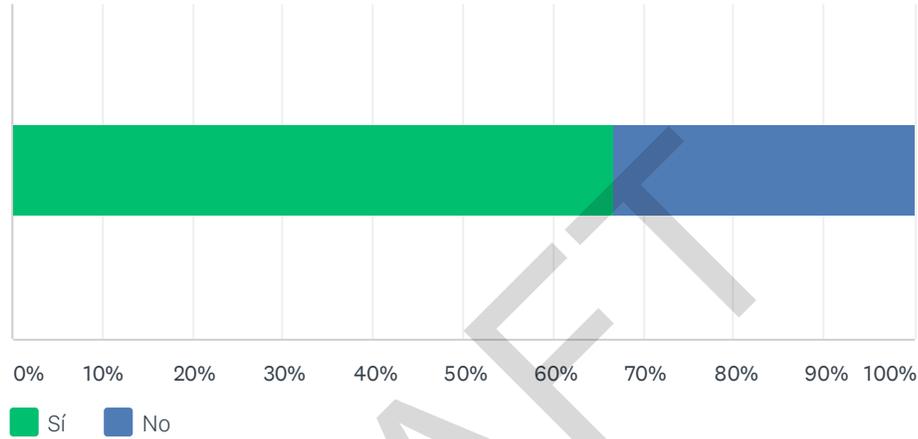
Answered: 3 Skipped: 2



ANSWER CHOICES	RESPONSES	
Sí	66.67%	2
No	33.33%	1
TOTAL		3

**Q20 ¿Usted apoya el “Big Sur Pledge” (Compromiso de Big Sur) como una forma de educar a los visitantes?**

Answered: 3 Skipped: 2



ANSWER CHOICES	RESPONSES	
Sí	66.67%	2
No	33.33%	1
TOTAL		3

**Q21 Por favor, comparta sus opiniones o comentarios más importantes sobre los problemas actuales de las visitas a Big Sur.**

Answered: 1 Skipped: 4

Q8 De responder que sí, ¿hace cuanto trabaja en un puesto relacionado a turismo? (meses/años) De lo contrario, deje en blanco.

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	18 años	3/14/2020 3:44 AM
2	6 años	3/3/2020 9:34 PM
3	9 años	2/29/2020 12:31 PM

DRAFT

Q21 Por favor, comparta sus opiniones o comentarios más importantes sobre los problemas actuales de las visitas a Big Sur.

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	El tránsito!!	3/3/2020 9:51 PM

DRAFT

## Big Sur Sustainable Destination Stewardship Plan: Resident Survey

The purpose of the Big Sur Sustainable Tourism Destination Stewardship Plan is to create a forward-looking action plan to better manage visitation to help protect Big Sur's cultural and natural heritage, while also benefiting the local economy and community way of life for years to come.

This survey asks your opinions about tourism in Big Sur and potential visitor management strategies. All responses will be kept confidential, and any comments that may be shared in the plan will contain no identifying information.

Please complete and submit the survey only once. Please submit the survey no later than March 15, 2020.

Big Sur - In this survey, Big Sur is defined as the Big Sur Planning Area, from Mal Paso Creek in the north to the San Luis Obispo County Line in the south.

### 1. Personal Information

Name

ZIP/Postal Code

Email Address

### 2. Are you a resident of Big Sur?

Yes

No

### 3. If you answered "no", what is your relationship to Big Sur? (leave blank if you answered "yes")

### 4. How many years have you lived in Big Sur?

Less than 10 years

50+ years

10 - 20 years

I do not live in Big Sur

20 - 50 years

### 5. Which best describes your employment status?

Business owner/employer

Unemployed

Employee

Retired

Self-employed worker

Financially Independent

**6. Which best describes where you work?**

- From my home in Big Sur
- For an employer located in Big Sur
- For an employer located outside of Big Sur but in Monterey County
- For an employer located outside of Monterey County
- I work in Big Sur, but live outside of Big Sur in Monterey County
- I work in Big Sur, but commute from another county

**7. Do you work in a job that depends on tourism?**

- Yes
- No

**8. If yes, how long have you worked in tourism-related jobs? (months/years) If no, leave blank.**

**9. Do you own or rent your home?**

- Own
- Rent
- Other (vehicle, RV, temporary housing, etc.)

**10. On average, how many times per week do you drive on Highway 1?**

- Several times per day
- One time per day
- 3-5 times per week
- Less than 3 times per week

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

**Your Opinions on Resident Issues**

**11. When thinking about what is most important to you as a resident and/or worker in Big Sur, please rank from Most Important (1) to Least Important (7):**



I want to ensure that Big Sur's natural environment is protected.



I want to be able to live and work in Big Sur.



I want my children and grandchildren to be able to live and work in Big Sur.



I want visitors to enjoy Big Sur's natural beauty and have access to recreational opportunities.



I want visitation to Big Sur to be managed so Big Sur residents can continue to enjoy their way of life.



I want visitors to learn about Big Sur's natural environment so they can become advocates to help protect it.



I want visitors to learn about Big Sur's community and cultural heritage so they can respect its history and local way of life.

**12. Please rank the following challenges for Big Sur Residents from Most Important (1) to Least Important (6):**



Lack of housing options in Big Sur, requiring workers to commute long distances.



Visitor traffic jams and unsafe driving behavior on Highway 1, impacting daily life for residents and workers.



Poorly managed and monitored visitation, creating safety hazards such as illegal campfires, overburdening emergency and law enforcement services, trespassing, littering, etc.



Lack of living-wage employment opportunities in Big Sur.



Lack of/limited community services such as cell phone coverage, internet access, health and emergency services, etc., impacting resident and visitor well-being.



Resident access to Big Sur recreational activities being negatively impacted by visitor usage.

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

**Your Opinions about Tourism in Big Sur**

**13. Please rank the following tourism challenges facing Big Sur, from Most Serious (1) to Least Serious (8):**



Poor visitor behavior (trespassing, illegal parking, risky "selfies", etc.).



Lack of publicly accessible restrooms.



Litter accumulating in popular visitor areas and lack of trash collection.



Growing traffic congestion on Highway 1.



Poorly monitored back-country access and camping, resulting in increased fire risk.



Damage to Big Sur's natural environment from too many visitors.



Lack of information and guidelines to educate visitors about Big Sur (online information, interpretive signage, guidelines for responsible visitor behavior/driving, etc.).



Lack of sufficient law enforcement on Highway 1, especially at congested tourist sites (i.e. Bixby Bridge, McWay Falls, etc.).

**14. Please rank the following goals to guide the Big Sur Sustainable Tourism Destination Stewardship Plan, from Most Important (1) to Least Important (7)**



Protection of Big Sur's natural environment.



Managed visitation to Big Sur that upholds the tenets of the Big Sur Land Use Plan, now and for the future.



Encourage visitor access to Big Sur's natural areas, historical sites, and recreational attractions.



Welcoming visitors to Big Sur while implementing strategies to balance the environment, community, businesses, and visitors.



Educating visitors through multiple channels (online and on site) to improve visitor behavior and encourage respect for Big Sur's environment, culture, and community.



Reducing the number of visitors to Big Sur to reduce negative impacts on the environment and community.



Protecting the well-being of Big Sur's community and cultural heritage.

DRAFT

15. Please indicate your responses to the following statements:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Tourism in Big Sur provides employment and economic opportunities for residents and local businesses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism, when properly planned and managed, can be an opportunity to help protect nature and support cultural heritage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Now is the time to plan for Big Sur's future by taking action to manage visitation and tourism through a destination stewardship plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Big Sur's environment is being negatively impacted by unmanaged tourism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Big Sur's way of life is being negatively impacted by unmanaged tourism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism in Big Sur appears to have increased dramatically in the last 3 years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DRAFT

16. Please indicate your responses to the following statements:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Big Sur has a long history of tourism, dating from the mid-1800's, and tourism has always been an important part of the Big Sur economy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We need tourism to provide jobs for Big Sur residents and community members so that families and individuals can live and work here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not against tourism, but I want it to be responsibly planned and managed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism to Big Sur is more than the destination can handle, which is negatively affecting the visitor experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism to Big Sur is negatively affecting the natural environment of Big Sur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If we work together as a community, we can better manage tourism to improve positive impacts and minimize negative impacts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Big Sur Sustainable Destination Stewardship Plan: Resident Survey

**Ideas about Visitor Management**

**17. Please indicate your support for each of the following strategies as part of a sustainable tourism destination stewardship plan for Big Sur:**

	Yes	No
Eliminate parking alongside Bixby Bridge and provide a designated look-out point that provides views of the bridge.	<input type="radio"/>	<input type="radio"/>
Eliminate parking on Highway 1 at McWay Falls and provide better management of parking access in designated areas.	<input type="radio"/>	<input type="radio"/>
Provide additional signage along Highway 1, co-locating whenever possible, to identify public restrooms, slow vehicle turnouts, and recreational opportunities.	<input type="radio"/>	<input type="radio"/>
Improve slow-vehicle turnout opportunities, including education and enforcement.	<input type="radio"/>	<input type="radio"/>
Implement Reservation Systems at highly visited destinations such as Pfeiffer Beach and for back-country access.	<input type="radio"/>	<input type="radio"/>
Increase law enforcement and ranger presence at popular tourism and camping locations to manage, monitor and improve safety and behavior.	<input type="radio"/>	<input type="radio"/>
Provide visitor facilities at the north and south entrance points to Big Sur to educate visitors and better manage visitation, including visitor behavior guidelines, day passes, shuttle services to popular sites, etc.	<input type="radio"/>	<input type="radio"/>

	Yes	No
Construct additional public access restrooms in appropriate locations along Highway 1.	<input type="radio"/>	<input type="radio"/>
Improve litter and trash collection, including select placement and maintenance of trash receptacles along Highway 1.	<input type="radio"/>	<input type="radio"/>
Implement a "Day Visitor Green Pass" including State Park/USFS day pass, shuttle services, etc. to raise funds to support Big Sur infrastructure and community needs (e.g. emergency services, law enforcement, trash collection, restroom management, etc.).	<input type="radio"/>	<input type="radio"/>
Use marketing and communication services and information, both online and on site, to educate visitors about appropriate behavior and respectful interactions with Big Sur's environment, culture and community.	<input type="radio"/>	<input type="radio"/>
Provide online visitor and traffic information (using traffic webcams at select locations) to help manage visitor congestion.	<input type="radio"/>	<input type="radio"/>
Expand community housing options in Big Sur.	<input type="radio"/>	<input type="radio"/>

18. Would you support an environmentally-friendly shuttle service offering:

	Yes	No
Round-trip North Big Sur shuttle service (Rio Road/Carmel Highlands to Big Sur Valley e.g. River Inn) with hop-on/hop-off opportunities along the way.	<input type="radio"/>	<input type="radio"/>
Round-trip Big Sur Valley Loop Shuttle with hop-on/hop-off opportunities along the way.	<input type="radio"/>	<input type="radio"/>
Round-trip South Coast Big Sur shuttle service with hop-on/hop-off opportunities along the way.	<input type="radio"/>	<input type="radio"/>
Pfeiffer Beach/Sycamore Canyon Road shuttle service.	<input type="radio"/>	<input type="radio"/>

19. Are you familiar with the Big Sur Pledge?

- Yes
- No

20. Do you support the Big Sur Pledge as a way to educate visitors?

- Yes
- No

21. Please share your most important thoughts when it comes to the issues of visitation in Big Sur today.

## Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

El propósito del Plan de Administración de Big Sur Como Destino Sostenible es crear un plan de acción que mire hacia el futuro buscando manejar las visitas a Big Sur y que a la vez ayude a proteger su patrimonio cultural y natural. Al mismo tiempo busca que se beneficie la economía local y los modos de vida de la comunidad en años siguientes.

En esta encuesta se consulta sus opiniones sobre el turismo en Big Sur y sobre potenciales estrategias de manejo. Se mantendrá la confidencialidad de todas las respuestas y no se identificará la procedencia de cualquier comentario que pueda incluirse en el plan.

Le pedimos que por favor llene y someta la encuesta una vez. Favor de someter la encuesta a más tardar el 15 de Marzo de 2020.

**Big Sur-** En esta encuesta, se define Big Sur como el Área de Planificación Big Sur, la cual va desde el riachuelo Mal Paso al norte hasta la línea del condado San Luis Obispo al sur.

### 1. Información Personal

Nombre

Código Postal

Dirección de Correo Electrónico

### 2. ¿Es usted residente de Big Sur?

- Sí  
 No

### 3. Si su respuesta fue “no”, ¿cuál es su relación con Big Sur? (deje en blanco si marcó “sí”)

### 4. ¿Hace cuántos años vive en Big Sur?

- Menos de 10 años  
 Entre 10-20 años  
 Entre 20-50 años  
 Más de 50 años  
 No vivo en Big Sur

**5. ¿Cómo mejor describes su situación de empleo (trabajo)?**

- Dueño de negocio/empleador  Desempleado
- Empleado  Retirado
- Trabajador cuenta propia (contratista independiente)  Independiente financieramente

**6. ¿Cuál de las siguientes opciones mejor describe donde trabaja?**

- Desde mi hogar en Big Sur  Para un empleador localizado fuera del condado de Monterey
- Para un empleador localizado en Big Sur  Trabajo en Big Sur pero vivo fuera del condado de Monterey
- Para un empleador localizado fuera de Big Sur pero dentro del condado de Monterey  Trabajo en Big Sur, pero me traslado desde otro condado

**7. ¿Su empleo es un que depende del turismo?**

- Sí
- No

**8. De responder que sí, ¿hace cuanto trabaja en un puesto relacionado a turismo? (meses/años) De lo contrario, deje en blanco.**

**9. ¿Es usted dueño de su propio hogar?**

- Dueño(a)
- Alquila
- Otro (vehículo, casa rodante RV, vivienda temporera, etc.)

**10. En promedio, ¿cuántas veces por semana usted transita por la Autopista 1?**

- Varias al día
- Una vez al día
- 3-5 veces en semana
- Menos de 3 veces en semana

Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

**Sus Opiniones Sobre Asuntos de Residentes**

**11. ¿Qué es lo mas importante para usted como residente y / o trabajador en Big Sur? Favor de clasificar de Más Importante (1) a Menos Importante (7):**



Quiero asegurarme de que el medio ambiente de Big Sur esté protegido.



Quiero poder vivir y trabajar en Big Sur.



Quiero que mis hijos y nietos puedan vivir y trabajar en Big Sur.



Quiero que los visitantes disfruten de la belleza natural de Big Sur y tengan acceso a oportunidades recreativas.



Quiero que se maneje la visitación a Big Sur para que los residentes de Big Sur puedan seguir disfrutando de sus modos de vida.



Quiero que los visitantes aprenden de la naturaleza de Big Sur y así se conviertan en sus defensores para ayudar a protegerlo.



Quiero que los visitantes aprenden las costumbres de la comunidad y el patrimonio cultural de Big Sur para que puedan respetar su historia y su modo de vida.

**12. Favor de clasificar los siguientes desafíos de los residentes de Big Sur desde el Más Importante (1) hasta el Menos Importante (6):**



La falta de opciones de alojamiento en Big Sur, lo que requiere que los trabajadores viajen largas distancias.



Los embotellamientos de visitantes y su manejar de manera insegura en la Autopista 1, lo cual impacta la vida diaria de los residentes y trabajadores.



La visitación mala administrada y monitoreada, la cual crea riesgos de seguridad tales como fogatas ilegales, sobrecargando los servicios de emergencia y de las fuerzas de la ley y orden, entrada ilegal, tirar basura, etc.



La falta de oportunidades de empleo con salario digno en Big Sur.



La falta de/limitada oferta de servicios comunitarios, como cobertura de teléfono celular, acceso a Internet, servicios de salud y emergencia, etc., que afectan el bienestar de los residentes y visitantes.



El acceso de los residentes a las actividades recreativas de Big Sur está siendo afectado negativamente por el uso de los visitantes.

Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

**Sus Opiniones Sobre el Turismo en Big Sur**

**13. Favor de clasificar los siguientes desafíos que enfrenta Big Sur en respecto al turismo, desde el Más Grave (1) hasta el Menos Grave (8):**



Mal comportamiento de los visitantes (entrada ilegal, estacionamiento ilegal, fotografías tipo "selfies" en lugares arriesgados, etc.).



Falta de baños accesibles al público.



Acumulación de basura en las zonas más populares de visitantes y la falta de recolección de esta basura.



Creciente congestión de tránsito en la Autopista 1.



El mal monitoreo del acceso al entorno natural y a áreas de acampar, lo que resulta en un mayor riesgo de incendio.



Daño al medio ambiente de Big Sur por recibir demasiados visitantes.



La falta de información y reglas para educar a los visitantes sobre Big Sur (acceso a información en línea, señalización interpretativa, reglas de comportamiento / manejar el automovil de manera responsable para los visitantes, etc.).



La falta de policías suficientes en la Autopista 1, especialmente en sitios turísticos congestionados (Bixby Bridge, McWay Falls, etc.).

**14. Favor de clasificar los siguientes objetivos para guiar el Plan de Administración de Big Sur como Destino Sostenible, del Más Importante (1) al Menos Importante (7)**



La protección del medio ambiente de Big Sur



Establecer visitación administrada a Big Sur que mantenga los principios del Plan de Uso de Terrenos de Big Sur, ahora y para el futuro.



Fomentar el acceso de los visitantes a las áreas naturales, sitios históricos y atracciones recreativas de Big Sur.



Dar la bienvenida a los visitantes a Big Sur y a la vez implementar estrategias para equilibrar el medio ambiente, la comunidad, las empresas y los visitantes.



Educar a los visitantes a través de varias formas (en línea y en el sitio) para mejorar su comportamiento y fomentar el respeto por el medio ambiente, la cultura y la comunidad de Big Sur.



Reducir la cantidad de visitantes que acceden Big Sur para reducir los impactos negativos en el medio ambiente y la comunidad.



Proteger el bienestar de la comunidad y el patrimonio cultural de Big Sur.

15. Favor de indicar sus respuestas a las siguientes declaraciones:

	Muy de Acuerdo	Parcialmente de Acuerdo	Algo en Desacuerdo	Muy en Desacuerdo
El turismo en Big Sur ofrece oportunidades de empleo y económicas para los residentes y las empresas locales.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El turismo, cuando se planifica y maneja adecuadamente, puede ser una oportunidad para ayudar y proteger la naturaleza y fomentar el patrimonio cultural.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ahora es el momento de planificar el futuro de Big Sur tomando medidas para administrar las visitas y el turismo a través de un plan de administración del destino.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El medio ambiente de Big Sur se ve afectado negativamente por turismo no administrado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El modo de vida de Big Sur se ve afectado negativamente por el turismo no administrado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El turismo en Big Sur parece haber aumentado dramáticamente en los últimos 3 años.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Favor de indicar sus respuestas a las siguientes declaraciones:

	Muy de Acuerdo	Parcialmente de Acuerdo	Algo en Desacuerdo	Muy en Desacuerdo
Big Sur tiene una larga historia de actividad turística, que data de mediados de los 1800, y esta siempre ha sido una parte importante de su economía.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Necesitamos turismo para proporcionar empleos a los residentes de Big Sur y los miembros de la comunidad, de manera que las familias y las personas puedan vivir y trabajar aquí.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No estoy en contra del turismo, pero quiero que se planifique y maneje de manera responsable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El turismo a Big Sur es más grande de lo que el destino puede manejar, y esto afecta negativamente la experiencia del visitante.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El turismo a Big Sur está afectando negativamente el medio ambiente de Big Sur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Si trabajamos juntos como comunidad, podemos manejar mejor el turismo para fomentar los impactos positivos y minimizar los impactos negativos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Plan de Administración de Big Sur Como Destino Sostenible: Encuesta de Residentes

**Ideas Sobre Manejo de Visitantes**

**17. Favor de indicar cuál de las siguientes estrategias que pueden ser parte de un plan de administración de destino de turismo sostenible para Big Sur usted apoya:**

	Sí	No
Eliminar el estacionamiento junto al Bixby Bridge y proveer un lugar de observación que ofrezca vistas del puente.	<input type="radio"/>	<input type="radio"/>
Eliminar el estacionamiento en la Autopista 1 en McWay Falls y manejar mejor el acceso al estacionamiento en las áreas designadas.	<input type="radio"/>	<input type="radio"/>
Poner señalización adicional a lo largo de la Autopista 1, identificando los baños públicos, lugares para frenar de los vehículos y las oportunidades recreativas.	<input type="radio"/>	<input type="radio"/>
Añadir áreas de "slow-vehicle turnout" o espacio de estacionar por corto tiempo para apreciar el paisaje, y proveer educación sobre su uso y el cumplimiento de las reglas de las mismas.	<input type="radio"/>	<input type="radio"/>
Implementar sistemas de reservaciones para destinos muy visitados como Pfeiffer Beach y para el acceso a áreas campestres naturales.	<input type="radio"/>	<input type="radio"/>
Aumentar la presencia de policías y guardaparques en lugares populares para el turismo y lugares donde de acampar para poder administrar, monitorear y mejorar la seguridad y el comportamiento.	<input type="radio"/>	<input type="radio"/>

Sí

No

Proveer instalaciones para visitantes en los puntos de entrada norte y sur de Big Sur y así educar a los visitantes y manejar mejor las visitas, incluyendo las reglas de comportamiento para visitantes, paseos diarios, servicios de transporte a sitios populares, etc.

Construir baños público adicionales en ubicaciones apropiadas a lo largo de la Autopista 1.

Reducir la basura que se produce y mejorar la recolección de basura, incluyendo poner y mantener los recipientes de basura a lo largo de la Autopista 1.

Implementar un "Pase Verde para Visitantes del Día" que incluye un pase de un día para el Parque Estatal / USFS, servicios de transporte, etc. para recaudar fondos para desarrollar la infraestructura en Big Sur y atender las necesidades de la comunidad (por ejemplo, servicios de emergencia, policías, recolección de basura, mantenimiento de baños, etc.).

Usar servicios e información de mercadeo y comunicación, tanto en línea como en el lugar, para educar a los visitantes sobre las reglas de comportamiento y cómo interactuar con respeto con el medio ambiente, la cultura y la comunidad de Big Sur.

	Sí	No
Proveer información de tránsito y visitantes en línea (utilizando cámaras web de tránsito en ubicaciones específicas) para ayudar a manejar congestiones vehiculares de visitantes.	<input type="radio"/>	<input type="radio"/>
Ampliar las opciones de alojamiento comunitario en Big Sur.	<input type="radio"/>	<input type="radio"/>

**18. ¿Usted apoyaría un servicio de transporte ecológico que ofrezca?:**

	Sí	No
Servicio de traslado de ida y vuelta al Norte de Big Sur (Rio Road / Carmel Highlands a Big Sur Valley, por ejemplo, River Inn) con oportunidades de subirse y bajarse en el camino?	<input type="radio"/>	<input type="radio"/>
Servicio de traslado de ida y vuelta en Big Sur Valley Loop con oportunidades de subirse y bajarse en el camino?	<input type="radio"/>	<input type="radio"/>
Servicio de traslado de ida y vuelta en Costa Sur de Big Sur con oportunidades de subirse y bajarse en el camino?	<input type="radio"/>	<input type="radio"/>
Servicio de traslado para Pfeiffer Beach/Sycamore Canyon Road?	<input type="radio"/>	<input type="radio"/>

**19. ¿Usted conoce el “Big Sur Pledge” (Compromiso de Big Sur)?**

- Sí
- No

20. ¿Usted apoya el “Big Sur Pledge” (Compromiso de Big Sur) como una forma de educar a los visitantes?

Sí

No

21. Por favor, comparta sus opiniones o comentarios más importantes sobre los problemas actuales de las visitas a Big Sur.

DRAFT

## ***APPENDIX D: Case Studies***

### **Case Study: Slovenia**

With more than a third of the country's land protected in conservation, Slovenia is known as the "green heart of Europe," and the nation serves as a compelling example of innovative destination stewardship built upon sustainable tourism best practices. In 2016, Slovenia became the first country in the world to be designated as a "Green Destination" by achieving 96% compliance with Global Sustainable Tourism Criteria. That same year, the European Union also designated its capital city, Ljubljana, as 'Europe's Greenest Capital'. Identifying the country's thriving and biodiverse natural heritage as its competitive advantage, the Slovenian Tourist Board pioneered a nation-wide sustainability assessment known as the Green Scheme of Slovenian Tourism (GSST) that includes a 'Slovenia Green' program based on global Green Destinations Standard (GDS). This unifying program both supports and markets destination stewardship by monitoring, evaluating, and improving sustainability at the destination level, with states and towns also required to sign a Green Policy of Slovenian Tourism pledge that commits them to uphold sustainable tourism standards.

The country's destination stewardship plan has been recognized on a global scale, and the Slovenian Tourist Board received a National Geographic World Legacy Award in 2017 for its success in Destination Leadership. With the support of local government in establishing ongoing visitation monitoring and management, Slovenia demonstrates how well-coordinated stewardship efforts built upon the pillars of sustainable tourism can protect the country's environment, support its cultural heritage and provide tangible benefits to local people. At the same time, a robust visitor education campaign has positioned the country at the forefront of sustainable tourism leadership with a strong and competitive tourism economy.

## **Case Study: British Columbia**

Destination BC has developed its focus on sustainable tourism destination stewardship to deliver tangible economic, social, cultural, and environmental benefits across Canada's westernmost province. Their holistic plan is built upon core initiatives, including the 'UNDRIP and Truth and Reconciliation Calls to Action', which works with local stakeholders and indigenous tourism groups to empower the region's Indigenous communities as partners and beneficiaries in tourism. Guided by the United Nations 17 Sustainable Development Goals and sustainable tourism best practices, Destination BC's plan includes implementation of the Clean BC initiative to reduce British Columbia's carbon footprint and waste, while scaling its use of clean energy, among other projects. In addition, a multi-stakeholder approach to upholding the 'Resident Quality of Life' initiative engages local residents in sustainable tourism to ensure that it benefits local communities both economically and socially. The stewardship strategy additionally includes a progressive three-year Accessibility Action Plan to make travel to British Columbia more inclusive by ensuring that visitors with "physical, sensory, or cognitive challenges" can engage in tourism experiences, while ensuring that local residents with these challenges also have access to tourism employment opportunities.

Working in partnership with Destination BC, British Columbia's Thompson Okanagan Tourism Association (TOTA) has been internationally recognized for its innovative work in destination stewardship and management – including with the 2018 Tourism for Tomorrow 'Destination' Award. The organization's ten-year destination stewardship plan, called "Embracing Our Potential", was the first regional tourism strategy of its kind in North America, and provides the framework for sustainable development that empowers communities, preserves nature, and safeguards the region's Indigenous cultural heritage. A robust visitor awareness campaign further supports their destination stewardship plan with creative messaging about sustainable tourism that encourages visitors to join with locals in protecting the region's environment and heritage.

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