NoCo Places 2023-2024
Conservation and Recreation Visioning Focus Groups
Final Report

EXECUTIVE SUMMARY

ABOUT

NoCo Places is a collaborative of eight federal, state, and county land management agencies[1] in north-central Colorado (otherwise called "NoCo" or the "NoCo region"). In 2023, NoCo Places began a visioning effort to identify high priority conservation and recreation needs in the region and develop a shared vision and action plan. This effort is intended to improve interagency collaboration and achieve landscape scale solutions to conservation and recreation challenges.

As part of this effort, NoCo Places facilitated 16 focus groups in the fall/winter of 2023-2024 to understand the values, concerns, and priorities of various interest groups and test their support for hypothetical management strategies. Information gleaned from these focus groups will be used to inform the shared vision and action plan. Each focus group was conducted virtually and was approximately two-and-a-half to three hours in length.

A total of 140 people participated in the following focus groups (listed in the order of occurrence):

- Youth Stewardship & Education
- Cycling & Mountain Biking
- Tourism & Economic Development
- NoCo Partners[2]
- Conservation NGOs
- Motorized Recreation
- Tribal & Indigenous Organizations
- Non-Motorized Recreation
- Water & Trails Stewardship Organizations
- Commercial Outfitters & Guides
- Climbing
- All Abilities
- Hunting & Angling
- Private & Working Lands
- Forest Health & Fireshed Planning
- Historically Underrepresented Communities

A huge thank you to the 140 focus group participants that provided their invaluable perspectives, input, and time in support of this effort.

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[1] The eight land management agencies of the collaborative are the U.S. Forest Service (Arapaho & Roosevelt National Forests); National Park Service (Rocky Mountain National Park); Colorado Parks & Wildlife (Northeast Region); and Boulder, Clear Creek, Gilpin, Jefferson, and Larimer Counties.

[2] NoCo Partners are a group of approximately 60 agency staff and subject matter experts in issues that are important to the long-term management of lands in the NoCo region. The group meets bimonthly and serves as an advisory body, helping shape and guide the decisions of NoCo Places' Executive Committee, its decision-making body.

SHARED VALUES AND CONCERNS

The following shared values were identified across all focus groups (listed in alphabetical order):

- Diversity of Recreation Experiences & Ecosystems
- Improved Social-Emotional Health & Connection to Nature
- Proximity & Ease of Access to Recreation Opportunities
- Quiet Spaces
- Wildlife-Viewing Opportunities

Across all focus groups, the following topic areas emerged as of top importance and concern (listed in alphabetical order):

- Biodiversity/Wildlife Habitat Protection & Climate Change
- Capacity of Land Management Agencies
- Equitable Access & Inclusivity
- Recreational Crowding & Visitor Conflicts
- Stewardship & Etiquette

SHARED DESIRED FUTURE CONDITIONS

As part of a visioning exercise, the following desired future conditions were identified across the majority of focus groups. They are grouped by the shared concerns listed in the previous section and listed in alphabetical order:

- **Biodiversity/Wildlife Habitat Protection & Climate Change**
    - Climate-Resilient Lands, Water, & Wildlife
    - Enhanced Biodiversity Protection
    - Enhanced Wildlife Protection
- **Capacity of Land Management Agencies**
    - Improved Interagency Collaboration
    - Increased Staff Capacity
    - Leveraged Stakeholders & Partnerships
- **Equitable Access & Inclusivity**
    - Close-to-Home Recreation
    - Inclusive Storytelling
    - More Transportation Options
    - Welcoming & Inclusive Spaces
- **Recreational Crowding & Visitor Conflicts**
    - Wide Range of High Quality Opportunities
- **Stewardship & Etiquette**
    - Connections to Nature Foster Good Stewardship Ethics
    - Consistent Communications Across Jurisdictions
    - Good Stewardship Ethic & Etiquette of all Visitors
    - Strong Community Stewardship/Volunteerism

UNIQUE CONCERNS AND DESIRED FUTURE CONDITIONS

The following concerns and desired future conditions have been distilled as unique to each focus group. Please see Chapter 2 for an in depth exploration of the values, concerns, and desired future conditions identified – both shared and unique – throughout all focus groups.

Focus Group	Concerns (listed in alphabetical order)	Desired Future Conditions (listed in alphabetical order)
Tribal & Indigenous Organizations	- Access to State Parks - Access to Traditional Foods & Medicine (key value) - Awareness of Tribal Sovereignty & History - Capacity of Tribal Nations - Competition & Crowding - Complex Permitting Systems - Connection to Homelands (key value) - Co-Stewardship - Impacts to Harvesting - Indigenous Interpretation - Lack of Tribal Staff - Protection of Cultural Sites	- Bison Restoration - Common Consultation/Engagement Framework & Group - Co-Developed Interpretation - Co-Stewardship - Long-Term Protection of Indigenous Knowledges, Cultural Sites, and Access to Traditional Foods and Medicine - More Native Staff - Opportunities for Elders & Youth - Tribes Lead on Efforts Important to Them
Historically Underrepresented Communities	- Fear of Unsafe Situations & Interactions - Costs & Knowledge as Barriers to the Outdoors	- Easily & Confidently Connect to the Land - Diversified Recreation
Youth Stewardship & Education	- Inclusivity - Opportunities to Engage Youth	- Close-to-Home, Urban Experiences - Joint Stewardship Efforts with Youth
Cycling & Mountain Biking	- Best Practices for Modern Trail Design - Lack of Trail Connectivity - Safety	- Increased Trail Access - Increased Trail Connectivity - State-of-the-Art Trail Design
Tourism & Economic Development	Complex Permitting Systems	- Balanced Needs of Locals & Visitors - Connections Between Local Businesses & the Outdoor

Focus Group	Concerns (listed in alphabetical order)	Desired Future Conditions (listed in alphabetical order)
		Recreation Economy ● Leveraged Local Marketing
NoCo Partners	● Natural Resource Damage ● Public Support for Conservation ● Unauthorized Trails	● Climate Disaster Preparedness & Post-Disaster Restoration/Recovery ● Public Support for Land Management Decisions
Conservation NGOs	● Conservation & Climate Crisis ● Ecological Impacts from Dogs ● Increasing Public Demand for Recreation ● Maintaining Agricultural Heritage	● Nature First, Recreation Second Ethos
Motorized Recreation	● Collaboration with Land Managers ● Rental Companies Impacting Non-Permitted Motorized Use ● Restoring Access Post-Disaster	● Collaboration Amongst Motorized Users ● Non-Motorized Collaboration & Understanding ● Restored Motorized Access after Closures ● Sustainable Trails ● Trail Connectivity
Non-Motorized Recreation	● Equestrian Considerations ● Restoring Trail Access Post-Disaster ● Trail Maintenance	● Longer, Multi-Use Trails ● Opportunities for Quietude
Water & Trails Stewardship Organizations	● Gatekeeping ● Lack of Impact from Stewardship Education ● Paying to Play ● Severe Ecosystem Damage	● Modern Trail Design ● Preservation Before Expansion Ethos
Commercial Outfitters & Guides	● Ability to Participate in Stewardship Projects ● Effective Reporting ● Emergency Response ● Low Quality Guides ● Relationship with Land Managers	● Improved Commercial Stewardship Ethic ● Stronger Relationship with Land Managers

Focus Group	Concerns (listed in alphabetical order)	Desired Future Conditions (listed in alphabetical order)
Climbing	- Adaptive Management - Lack of Trust - Strapped Non-Profits - Shared Management Philosophy	- Climbing Community is a Trusted Partner - Holistic & Adaptive Management - Single Hub for Closure Information
All Abilities	"Accessible" is Not Always Accessible - Lack of Plain Language - Opportunities to Cool Off - Publicized Accessible Areas	- All Abilities-Led Staff Training - Easy-to-Find Information - More Accessible Recreation - Proactive Engagement - Staff Representation of All Abilities Community
Hunting & Angling	- Clean Watersheds - Unauthorized Trails	- Public Access is Maintained while Conservation Objectives are Met - Restoration of Habitat & Unauthorized Trails
Private & Working Lands	- Insurance for Private Landowners - Old Fencing - Pace of Conservation with Growth & Development - Trespassing - Wildfire Mitigation	- Public Awareness of Private & Working Lands - Stronger Partnerships
Forest Health & Fireshed Planning	- Balancing Agency Decisions with Public Opinion - Climate Change - Fire & Drought-Adapted Communities - Public Understanding of "Natural" - Watershed Health	- Fire & Drought-Adapted Communities - Good Fire Benefits Ecosystems & Communities - Linked Fuels Treatments - Protected Watersheds - Public-Private Collaboration - Public Support for Wildfire Mitigation Decisions

SUPPORT FOR MANAGEMENT STRATEGIES

When polled, the following management strategy received *low support* on average:	When polled, the following management strategies received *highest support* on average:	When polled, the following management strategies received *mixed support and opposition, indicating no clear trends across groups:*
● Status quo management	● Increased outreach ● Infrastructure improvements **The following also received support, on average:** ● Land acquisition ● Increased dog-related regulations ● Spectrum/zoned management	● Timed entry/reservations ● Fees/passes ● Directional trails/designated uses or days ● Designated dispersed camping ● Increased seasonal closures ● Closures to certain or all uses

Please see Chapter 3 for an in depth exploration of poll results in addition to pros, opportunities, cons, challenges, and special considerations of each management strategy.

NEAR- AND LONG-TERM PRIORITIES

Lastly, focus group participants were asked to identify what they perceive as near-term and long-term priorities for land managers. In each focus group, two overwhelming priorities emerged:

- **The need to foster a stronger network of willing and able partners** including land management agencies, NGOs, outdoor industry partners, local businesses, and tourism bureaus. Partners can help with anything from education, trail work, advocacy, and community engagement, to staff and volunteer training and advising on trail design. Agencies can also better elevate, leverage, and support work already being done by their partners and foster reciprocal relationships.
- **The need to obtain public-buy in/support for land management decisions**, especially regarding conservation, through strong community engagement processes.

Other near- and long-term priorities are organized by common themes in Chapter 4: Conservation, Improved Recreation, Land Management Capacity, Tribal & Indigenous Needs, and Youth/EDI.

CONCLUSION AND NEXT STEPS

The rich and comprehensive feedback provided by the focus group participants will be critically important to the work of NoCo Places. In addition to being a resource, the organization will use this report to inform its shared vision and action plan amongst NoCo Places' eight land managers.

NoCo Places also encourages focus group participants to take this report back to their organizations and communities; this report is intended to be a resource for Partners, too.

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A huge thank you to the 140 focus group participants that provided their invaluable perspectives, input, and time in support of this effort.

1. BACKGROUND AND INTRODUCTION

About

NoCo Places, "a common voice for public lands," is a collaborative of eight federal, state, and county land management agencies[3] in north-central Colorado (otherwise called "NoCo" or the "NoCo region"). It was formed in 2019 to improve collaboration across land management boundaries and develop shared solutions to common challenges. Its mission statement is to collaboratively protect and conserve natural and cultural resources while providing equitable access and a quality recreation experience for current and future generations. In 2021, NoCo Places became a member of Colorado Parks and Wildlife's (CPW) Regional Partnerships Initiative; funding for this focus group effort was provided through the initiative.

In 2023, NoCo Places began a visioning effort to identify high priority conservation and recreation needs in the region and develop a shared management philosophy to improve collaboration and help achieve landscape scale solutions to conservation and recreation challenges. Five steps of this visioning effort were implemented in 2023 and early 2024; the sixth and final step of the effort will be implemented in the spring/early summer of 2024 (see Figure 1).

Figure 1: Steps in Developing a Conservation and Recreation Vision

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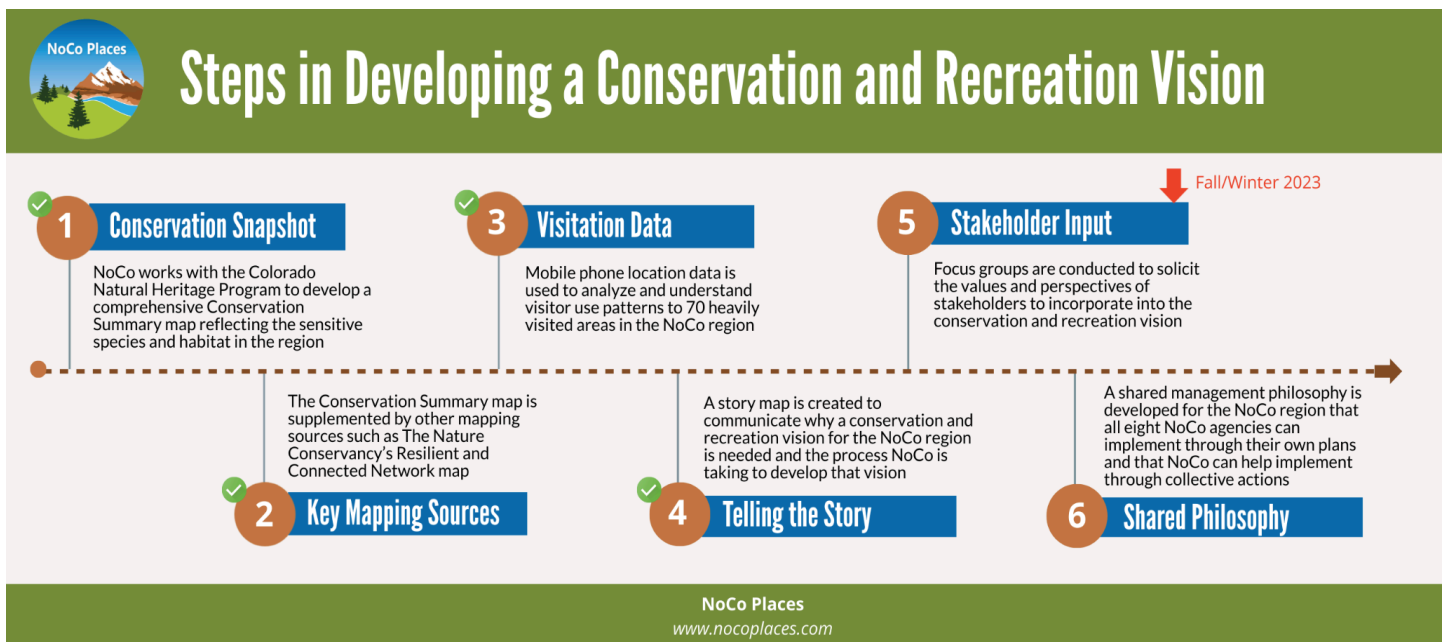
[3] NoCo Places' tagline is, "a common voice for public lands." The eight land management agencies that comprise NoCo Places include the U.S. Forest Service (Arapaho & Roosevelt National Forests); National Park Service (Rocky Mountain National Park); Colorado Parks & Wildlife (Northeast Region); and Boulder, Clear Creek, Gilpin, Jefferson, and Larimer Counties.

The fifth step of the visioning effort, "Stakeholder Input," was completed in February 2024. 16 focus groups were held throughout the months of November, December, and February to understand the values, concerns, and perspectives of numerous interest groups, stakeholders, and subject matter experts including members of the public and land management professionals. Outcomes from these focus groups and this report, together with the mapping and mobile phone data illustrated in Steps 1 through 3 (Figure 1), will be used by NoCo Places to inform the shared management philosophy for conservation and recreation to be developed in 2024.

This report is organized by three main chapters: "Values, Concerns and Desired Future Conditions;" "Support for Management Strategies;" and "Land Management Priorities." Chapter 1, "Values, Concerns, and Desired Future Conditions," summarizes themes both common to each focus group and unique to each focus group, as they pertain to conservation and recreation values, concerns, and visions of the future. Chapter 2, "Support for Management Strategies," illustrates overall support and special considerations for potential management strategies. Chapter 3, "Land Management Priorities," summarizes feedback from focus group participants on what they perceive as short- and long-term priorities for land management agencies to tackle.

Methods

Throughout November/December 2023 and February 2024, NoCo Places facilitated 16 focus groups across a number of different special interest and stakeholder groups (see Figure 2). Sessions lasted approximately two-and-a-half to three hours each and focused on both broad visioning questions and reactions to specific conservation and recreation management strategies (see Appendix A for a standard focus group agenda). Objectives of the focus groups were to:
- Understand current conservation and recreation conditions in the NoCo region.
- Understand what stakeholders value about the region and what they see as threats to those values.
- Understand stakeholders' hopes (and concerns) for the region in the generations to come.
- Understand stakeholder perspectives on potential management strategies and actions.

A sixteenth focus group for those that serve and/or identify with Historically Underrepresented Communities was held in February 2024, with an abbreviated meeting time of 1.5 hours to support the capacity of participants (see Figure 2). The agenda and objectives for the focus group remained the same.

Figure 2: List of Focus Groups Held from November-December 2023 and February 2024

Focus Group	Date	Number of Participants
Youth Stewardship & Education	11/2/23	11
Cycling & Mountain Biking	11/13/23	9
Tourism & Economic Development	11/14/23	11

NoCo Partners[4]	11/17/23	28
Conservation NGOs	11/20/23	10
Motorized Recreation	11/20/23	6
Tribal & Indigenous Organizations	11/29/23	6
Non-Motorized Recreation	12/1/23	5
Water & Trails Stewardship Organizations	12/4/23	8
Commercial Outfitters & Guides	12/5/23	6
Climbing	12/7/23	3
All Abilities	12/8/23	7
Hunting & Angling	12/8/23	5
Private & Working Lands	12/11/23	8
Forest Health & Fireshed Planning	12/15/23	12
Historically Underrepresented Communities	2/13/24	5

A total of 140 people participated in the focus groups. Participants were recruited by NoCo Places agency staff and Partners.

Focus groups began with introductions and a pre-recorded video showcasing an ArcGIS Story Map that served to ground each focus group on the challenges the NoCo region faces and on the background of NoCo Places and its goals. Following the presentation on the Story Map, participants were invited to ask questions about NoCo Places and to provide feedback on improving storytelling about the region. This feedback was used to update the ArcGIS Story Map as the primary storytelling platform for NoCo Places.

Following the Story Map session, two primary methods were used to facilitate discussion in all focus groups: Google Jamboards and informal Google polling. Jamboards were used to generate discussion and allow simultaneous written feedback for all questions (see Appendix A for a list of discussion questions and Appendix D for a record of all Jamboards). Jamboards were open for a week after each focus group was held to allow participants to provide additional feedback on their own time. Informal polling[5] was

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[4] NoCo Partners are a group of approximately 60 agency staff and subject matter experts in issues that are important to the long-term management of lands in the NoCo region. The group meets bimonthly and serves as an advisory body, helping shape and guide the decisions of NoCo Places' Executive Committee, its decision-making body.

[5] Poll results are not statistically valid. Rather, the polls served as an informal method of testing support for different management strategies and to guide discussion.

used to test support for a number of different conservation and recreation management strategies. Polls were taken ahead of discussing the management strategies and when applicable, a second time after discussion to observe whether support shifted after discussing each management strategy in depth. See Appendix B for a list of the management strategies tested with focus group participants and Appendix C for tabular representation of post-discussion polling results.

After each focus group, participants were added to the NoCo Places communications listserv unless they opted out, and were invited to provide feedback on how NoCo Places can support their community and how their community can support NoCo Places. Feedback on the latter is provided within each Jamboard (located in Appendix D).

2. VALUES, CONCERNS, AND DESIRED FUTURE CONDITIONS

Common Themes Shared Across All Focus Groups

The first Jamboard activity centered on three questions:
- What do you value about the outdoor experiences and ecosystems of NoCo's public lands (county, state, and federal lands included)?
- What concerns do you have about the future of NoCo's public lands? What changes or challenges are impacting the places and experiences that are special to you?
- What do you want the future of NoCo to look like?

In this section, responses to these questions are organized by common themes shared across focus groups in alphabetical order. In the subsequent section, responses are organized by themes unique to each focus group. While this chapter distills key findings from each focus group, readers are encouraged to review the Jamboards located in Appendix D. The Jamboards provide a more comprehensive view of participants' perspectives within each focus group.

Lastly, while this report synthesizes common themes, it does not reflect consensus of all focus group participants. Where language suggests what land managers should or should not do, the language is a synthesis of common points from focus group participants rather than from the authors of this report.

Shared Values of the Northern Colorado Region
- **Diversity of Recreation Experiences & Ecosystems:** Availability of diverse motorized and non-motorized experiences from mountain biking, backcountry hiking, and OHVing, to picnicking opportunities, water sports, and close-to-home walks; ability to experience all kinds of ecosystems from alpine tundra to wetlands and prairie, and variable terrain for all abilities – from steep to flat.
- **Improved Social-Emotional Health & Connection to Nature:** Opportunities to reconnect with oneself, friends, family, and nature.
- **Proximity & Ease of Access:** Close proximity of outdoor experiences to home; outdoor experiences are generally easy to access in the NoCo region.
- **Quiet Spaces:** Ability to find quiet spaces and opportunities for self-restoration outside of urban areas.
- **Wildlife-Viewing Opportunities:** Opportunities to witness the biodiversity, including native wildlife populations, of the NoCo region are special and worth protecting.

Capacity of Land Management Agencies

Concerns
- **Limited Capacity of Land Managers:** Land managers "face gargantuan tasks," yet lack the resources to address them. There are significant unmet planning, funding, maintenance, and

enforcement needs. Land managers may also face an inability to meet new regulations or mandates due to this lack of capacity.

Desired Future Conditions
- **Improved Interagency Collaboration:** Collaboration across agencies in the NoCo region enables consistent and holistic management on a landscape scale.
- **Increased Staff Capacity:** Increased funding and capacity for land management agencies will significantly improve planning, implementation, maintenance, and enforcement.
- **Leveraged Stakeholders & Partnerships:** Stakeholders, including focus group participants, can help with advocacy, education, and providing volunteers. Some stakeholders, such as non-profits, are already doing work to support public lands. NoCo Places can leverage and support this work with new partnerships.

Conservation & Climate Change

Concerns
- **Climate Change:** Climate change is increasingly stressing NoCo's landscapes, including extreme wildfire, drought, flooding, and wind events. Climate change can also exacerbate pests and diseases.
- **Development:** More proactive conservation needs to take place as communities along the Front Range continue to grow and develop. Unchecked development can encroach on public lands, the Wildland Urban Interface, and cause habitat fragmentation.
- **Impacts to Wildlife:** As visitation to public lands increases, so do impacts to wildlife populations.

Desired Future Conditions
- **Climate-Resilient Lands, Water, & Wildlife:** Healthy lands, water, and wildlife are sustained despite climate change.
- **Enhanced Biodiversity Protection:** NoCo's valuable biodiversity is maintained and protected.
- **Enhanced Wildlife Protection:** Despite increased visitation and development, wildlife populations are conserved and habitats are connected.

Equitable Access & Inclusivity

Concerns
- **Equitable Access:** Despite heavily increasing visitation, there are still communities that do not have access to the outdoors or face barriers to recreation such as fear, lack of transportation options, and lack of accessible trails.
- **Inclusive New Management Strategies:** Certain groups like low-income communities, BIPOC, and immigrant/refugee groups have historically felt excluded, unwelcome, unsafe or disrespected when visiting public lands. As visitation increases and new management strategies are implemented to address this challenge, land managers should be intentional and deliberate that they do not further exacerbate systemic barriers to access, particularly for historically

underserved and underrepresented communities, neighborhoods, and recreation types. Land management agencies can empower these communities and learn directly from them how to reduce barriers to access. Furthermore, there is the perception that complex management strategies such as permitting systems can take the joy out of spending time outside in special places, impacting the values listed in this chapter.

- **Opportunities to Connect Youth to Nature:** Youth are the future of our public lands. Any opportunity to foster youth connections to nature will empower the next generation of stewards.

Desired Future Conditions

- **Close-to-Home Recreation:** Increased access close to where people live, including safe trail connections in urban areas, may decrease barriers to outdoor recreation – particularly for youth.
- **Inclusive Storytelling:** The stories told about NoCo should be inclusive of diverse histories and perspectives of the region's lands and places.
- **More Transportation Options:** More transportation options, like buses and shuttles, can help reduce barriers to access for groups like youth and people without cars.
- **Welcoming & Inclusive Spaces:** Historically excluded and underrepresented communities and groups feel welcome in outdoor spaces and can easily access recreation opportunities. Perspectives on what "outdoor recreation" encompasses is broadened to include activities like picnicking and walking, not just more "extreme" or individualistic activities like downhill mountain biking and long-distance hiking.

Recreational Crowding

Concerns

- **Crowding & Traffic:** Crowding on trails and traffic congestion at trailheads significantly impacts positive outdoor experiences.

Desired Future Conditions

- **Wide Range of High Quality Opportunities:** Access to a diversity of recreation opportunities in different landscapes and terrain is enhanced and protected. These opportunities serve all levels of recreation types (e.g., beginner vs. advanced mountain biking, experiences for the All Abilities community, casual picnicking, front country vs. backcountry hiking) – so that everyone can enjoy the diversity of NoCo's landscapes. Crowding, traffic, and visitor conflicts are well managed to improve these opportunities.

Stewardship & Etiquette

Concerns

- **Lack of Creative Education:** Current education efforts may not be enough, or simply not creative enough, to really capture an audience in the right way.

- **Lack of Stewardship Ethic & Poor Etiquette:** Both new and existing visitors to public lands either lack the knowledge of or do not care about stewardship and etiquette, including recreating responsibly and treating other visitors with respect.
- **Visitor Conflicts:** Visitors recreating in different ways may have conflicts on-trail, or have competing interests that impact decision-making by land managers.

Desired Future Conditions
- **Connections to Nature Foster Good Stewardship Ethics:** Deep connections to nature made possible by land managers serve as the basis for behavior change and stewardship ethics.
- **Consistent Communications Across Jurisdictions:** Consistent messaging across the NoCo region will help visitors easily access consistent, understandable information about etiquette, stewardship ethics, and general information including trail information and rules and regulations. If possible, NoCo Places hosts a "one-stop-shop" hub of information for recreating on public lands in the region.
- **Good Stewardship Ethic & Etiquette of All Visitors:** Visitors both new and existing to public lands are educated to care deeply about stewarding NoCo's public lands and treating other visitors with respect.
- **Strong Community Stewardship/Volunteerism:** Communities are empowered to volunteer and otherwise participate in land stewardship efforts.

Themes Unique to Each Focus Group

Themes unique to each focus group are organized below according to the order in which the focus groups were held. Themes are organized alphabetically within each focus group's section.

Youth Stewardship & Education

Concerns
- **Inclusivity:** Youth do not always feel welcomed by older recreators in outdoor spaces, and sometimes the only way for youth to experience the outdoors is through agency programming. How can land managers make it easier for youth to experience the outdoors?
- **Opportunities to Engage Youth:** Land management agencies have not engaged with youth to the depth that they can – both in terms of learning from them and engaging them in programs and work that benefit public lands. Youth voices should be at the forefront and at the table.

Desired Future Conditions
- **Close-to-Home, Urban Experiences:** Offering more close-to-home experiences in urban areas can help foster youth connections to nature by reducing barriers to access, such as needing a vehicle.
- **Joint Stewardship Efforts with Youth:** Land managers can work with youth through programs and partnerships, creating mutually-beneficial outcomes for on-the-ground land management and youth engagement.

Cycling & Mountain Biking

Concerns

- **Best Practices for Modern Trail Design:** Mountain bike trails are not often built or designed according to modern standards.
- **Lack of Trail Connectivity:** For mountain biking specifically, disconnected trail systems prevent bikers from taking longer rides.
- **Safety:** Roads frequently prove dangerous to cyclists and bikers (both Forest Service roads and roads in more urban settings). Poor signage can mislead newer mountain bikers into dangerous terrain.

Desired Future Conditions

- **Increased Trail Access:** Ensure that when new properties are acquired or areas are closed permanently or seasonally, access is provided for biking within the vicinity or on the property.
- **Increased Trail Connectivity:** Increased trail connectivity may enable mountain bikers to take longer rides.
- **State-of-the-Art Trail Design:** Adopting modern, best practices for trail design will optimize trails for specific types of experiences, such as "flowy" trails, beginner trails, or downhill trails.

Tourism & Economic Development

Concerns

- **Complex Permitting Systems:** Complex permitting systems and other management systems can detract from positive tourism experiences and alienate visitors. These systems can also burden local businesses who have to field questions for tourists to which they may not know the answer.

Desired Future Conditions

- **Connections Between Local Businesses & the Outdoor Recreation Economy:** The outdoors enables visitation to local businesses and spending within the outdoor recreation economy.
- **Balanced Needs of Locals & Visitors:** Land managers should consider how to address and balance the needs of and access for *both* locals and visitors, so that one group is not unfairly impacted or burdened from particular management strategies.
- **Leveraged Local Marketing:** Marketing and tourism partners throughout NoCo are willing to help spread consistent messaging and support communications from public land agencies.

NoCo Partners

Concerns

- **Competing Priorities:** Finding common ground amongst differing public demands can be difficult and take away from addressing immediate on-the-ground needs. The time and energy required for building consensus amidst competing priorities can detract from urgent needs such as trail maintenance and supporting on-the-ground staff.

- **Natural Resource Damage:** Mitigating and restoring natural resource damage, including habitat fragmentation due to poor stewardship ethics and heavy visitation, should be prioritized.
- **Public Support for Conservation:** Ecosystem services provided by public lands protect homes from natural disasters and enhance air and water quality, among other services. However, public support for conservation and/or restricted access for objectives that support ecosystem services can waiver or be deprioritized compared to public interests in favor of more trails and recreation.
- **Unauthorized Trails:** Hundreds of miles of unauthorized trails severely impact habitat and ecosystem connectivity.

Desired Future Conditions
- **Climate Disaster Preparedness & Post-Disaster Restoration/Recovery:** Lands are restored after disasters such as wildfire. Communities are well-adapted and prepared for natural disasters.
- **Public Support for Land Management Decisions:** The general public supports and trusts the decisions of land management agencies regarding conservation and climate.

Conservation NGOs

Concerns
- **Conservation and Climate Crisis:** Currently, ecosystems in NoCo face an urgent conservation and climate crisis.
- **Ecological Impacts from Dogs:** Off-leash dogs and dog waste are impacting natural resources such as water quality and soil health.
- **Increasing Public Demand for Recreation:** Increasing public demand for recreation has serious implications for sustained and healthy lands, water, and wildlife. The general public may not understand all of the impacts that recreation has on ecosystem health.
- **Maintaining Agricultural Heritage:** The loss of grazing leases and other producers on private lands can translate to the loss of good partners in conservation and stewardship.

Desired Future Conditions
- **Nature First, Recreation Second Ethos:** The general public are willing to protect land, water, and wildlife at the cost of reduced access, and there is increased public support for landscape conservation; ecosystem protection is the overarching ethic. Land managers should not shy away from defining recreational and ecosystem carrying capacities to support this ethic.

Motorized Recreation

Concerns
- **Collaboration with Land Managers:** The motorized community is willing to collaborate with land managers, particularly federal land managers, to complete restoration projects and reopen closed areas. However, they face barriers to this collaboration such as mistrust and a willingness to collaborate from land managers.

- **Rental Companies Impacting Non-Permitted Motorized Use:** Permits are not required for guests to take out rental vehicles on public lands. This has led to increased motorized vehicle use and a lack of understanding of proper motorized etiquette.
- **Restoring Access Post-Disaster:** After floods and fires in areas such as Lefthand Canyon, it can take a long time (sometimes 10 years or more) for motorized access to be restored. This can lead to increased unauthorized use and/or increased use in otherwise open areas.

Desired Future Conditions
- **Collaboration Amongst Motorized Users:** The entire motorized community, from 4x4s to ATVs and UTVs, work together to achieve shared objectives.
- **Non-Motorized Collaboration & Understanding:** The motorized and non-motorized communities work together to achieve shared objectives and understand each other's unique needs.
- **Restored Motorized Access after Closures:** Motorized access is quickly restored after closures due to natural disasters.
- **Sustainable Trails:** Routes such as logging roads and motorized trails are designed and built with modern standards that can adapt and be resilient to events like flooding.
- **Trail Connectivity:** Improved trail connectivity for motorized use will allow motorized users to complete longer routes and more loops.

Tribal & Indigenous Organizations[6]

Unique Values[7]
- **Access to Traditional Foods & Medicine:** Being able to harvest traditional foods and medicine from public lands is critical to maintaining a connection to place, culture, spirituality, and identity.
- **Connection to Homelands:** Indigenous cultures and religions are place-based and "depend upon a principle of stewardship toward a specific place." Being able to connect to these places on a deep level ensures the existence of and strengthens Indigenous identities.
- **Tribes are Rights Holders, not Stakeholders:** Tribal Nations are not stakeholders. Rather, they are rights holders and require a distinct government-to-government consultation, collaboration, and engagement strategy very different from other stakeholder groups.

Concerns
- **Access to State Parks:** Tribal members face barriers to accessing State Parks and other local public lands for harvesting traditional foods and medicine, including lack of staff awareness.
- **Awareness of Tribal Sovereignty & History:** Land managers should prioritize learning with Tribal Nations and Indigenous communities about places important to them and how to protect them.

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[6] The intent of this focus group was to engage with Tribal & Indigenous Organizations (i.e., organizations that serve Tribal and Indigenous communities). NoCo Places did not conduct formal consultation with Tribes during this effort.
[7] Each focus group shared common values. However, a number of unique values emerged within the focus group for Tribal & Indigenous Organizations and are therefore highlighted in this section.

Many organizations are also doing work that land managers should recognize and can benefit from.

- **Capacity of Tribal Nations:** Tribal Nations are often overburdened by the many requests for engagement by land management agencies. Instead, land management agencies should support the capacity of Tribal Nations to lead on issues important to them.
- **Competition & Crowding:** Competing recreation interests and crowding impacts Indigenous connections to the land. Recreation can be at odds with Tribal/Indigenous values and access to traditional plants used for food and medicine.
- **Complex Permitting Systems:** Navigating complex permitting systems can be challenging for Tribal members to exercise their rights on federal lands.
- **Co-Stewardship:** Land managers should prioritize seeking more opportunities for true co-management or co-stewardship and decision-making with Tribal Nations and relevant non-profits.
- **Impacts to Harvesting:** The general public's lack of stewardship ethic – including general ignorance, over-harvesting, off-trail use, and dog waste – impacts the ability to harvest traditional foods and medicine.
- **Indigenous Interpretation:** Reframing signage and interpretation to include Indigenous stories and histories will be critical for raising public awareness of Tribal Nations and Indigenous communities.
- **Lack of Tribal Staff:** Land management agencies often lack Tribal staff or Tribal engagement/relations positions. Diversifying staff and hiring for these positions are critical for helping land management agencies understand and address Tribal sovereignty and Tribal issues.
- **Protection of Cultural Sites:** Land managers should prioritize working with Tribes to protect their significant cultural sites. Tribes are not limited to the two Tribes with reservations in Colorado (Southern Ute Indian Tribe and Ute Mountain Ute Tribe). Over 48 Tribal Nations have connections to Colorado.

Desired Future Conditions
- **Bison Restoration:** Bison are restored on public lands where appropriate (e.g., prairie/grasslands).
- **Common Consultation/Engagement Framework & Group:** Public land agencies in NoCo, particularly within county governments, utilize a shared framework for Tribal/Indigenous consultation and engagement. A common group for consultation and engagement meets regularly to reduce capacity burdens on Tribes.
- **Co-Developed Interpretation:** Signage and interpretation is developed with Tribal Historic Preservation Officers and elders, and are translated into multiple Native languages.
- **Co-Stewardship:** Land managers prioritize collaborating with Tribes on true co-management or co-stewardship and decision-making, including Tribal Nations and relevant non-profits.
- **Deeper Public Understanding of Tribes:** The general public has more awareness and respect for Tribal histories, sovereignty, and current Tribal issues.

- **Long-Term Protection of Indigenous Knowledges, Cultural Sites, and Access to Traditional Foods and Medicine:** Indigenous Knowledges are preserved for future generations, as are cultural sites. Access to traditional foods and medicine is maintained in perpetuity.
- **More Native Staff:** Native staff are better represented throughout land management agencies.
- **Opportunities for Elders and Youth:** Opportunities to support elders and mentor youth will help both connect to homelands, further Indigenous Knowledges, and bring more Native staff into land management agencies.
- **Tribes Lead on Efforts Important to Them:** Rather than "consulting with" or "engaging with" Tribes, public land managers empower Tribes to lead on issues important to them. Land managers can support this by recognizing work already being done by Tribes and related NGOs and helping build their capacity.

Non-Motorized Recreation

Concerns

- **Equestrian Considerations:** Trailheads often lack the space to park trailers, and camping opportunities with horses have been significantly reduced.
- **Restoring Trail Access Post-Disaster:** Trails often take a long time to re-open after disasters, but should be a vital part of disaster recovery.
- **Trail Maintenance:** Trails often lack upkeep and face challenges like deadfall, erosion, and deteriorating facilities such as gates and toilets.

Desired Future Conditions:

- **Longer, Multi-Use Trails:** Longer, multi-use trails enable longer trips and cater to multiple types of recreation including hiking and equestrian.
- **Opportunities for Quietude:** Despite a growing population, experiences still exist in the NoCo region for quiet recreation and solitude.

Water & Trails Stewardship Organizations

Concerns

- **Gatekeeping:** Locals may not make visitors feel welcome because they feel that they personally own a particular trail or recreation area.
- **Lack of Impact from Stewardship Education:** It can be challenging to understand and measure outcomes from stewardship education efforts. How can we know that education efforts are working?
- **Paying to Play:** Increasing fees for recreation is concerning. Are there other ways that access can be managed without having to make visitors pay?
- **Severe Ecosystem Damage:** Ecosystems are in a critical place where restoration and protection efforts may not be enough to keep them sustained and healthy.

Desired Future Conditions:
- **Modern Trail Design:** Trails are designed with modern standards that account for sustainability and ecosystem protection.
- **Preservation Before Expansion Ethos:** Ecosystems are preserved before recreation is expanded. New infrastructure is built by first understanding ecosystem and recreational carrying capacities.

Commercial Outfitters & Guides

Concerns
- **Ability to Participate in Stewardship Projects:** Commercial outfitting and guiding companies are willing and able to conduct stewardship projects on public lands, but often cannot because of liability issues.
- **Effective Reporting:** There is no one effective way for people to report illegal or problematic guiding. A central reporting database would be useful to assist with this.
- **Emergency Response:** Inexperienced visitors taking large risks puts a big toll on emergency and law enforcement resources that are already underfunded.
- **Low Quality Guides:** Inexperienced guides with poor etiquette and education appear to be increasing.
- **Relationship with Land Managers:** Commercial outfitting and guiding companies are willing to strengthen their relationships with land managers, but are faced with capacity challenges and mistrust allowing that to happen. Land managers should work with more outfitters in different industries on context-specific rules and regulations.

Desired Future Conditions
- **Improved Commercial Stewardship Ethic:** All commercial outfitters, guides, and their clients have a strong stewardship ethic.
- **Stronger Relationship with Land Managers:** Commercial outfitting and guiding companies have strong relationships with land managers, enabling joint stewardship efforts and strong collaboration to achieve mutually beneficial outcomes.

Climbing

Concerns
- **Adaptive Management:** Old policies may need to be revisited over time based on new science. Antiquated approaches to seasonal closure policies, for example, may unnecessarily impact climbing access. Furthermore, adaptive management can better accommodate new technologies and trends in climbing.
- **Lack of Trust:** Public land managers can mistrust or not take climbing organizations seriously, despite those organizations being willing partners who can provide capacity and funding to land managers.
- **Strapped Non-Profits:** Despite lack of trust, climbing organizations often maintain and steward climbing access while facing their own capacity and funding challenges.

- **Shared Management Philosophy:** A shared management philosophy for climbing may not make sense for the NoCo region given the diversity of climbing opportunities available and the unique nature of climbing access. Management strategies may inadvertently impact climbers or not apply to climbers at all. There is no one-size-fits-all approach to climbing.

Desired Future Conditions
- **Climbing Community is a Trusted Partner:** The climbing community is a trusted partner in stewardship and is regularly engaged by public land managers.
- **Holistic & Adaptive Management:** A holistic and adaptive management approach to climbing will better take into account all of the varying elements and challenges of climbing: parking access, approach trails, fixed anchors, rope climbing, bouldering, big wall climbing, wilderness/non-wilderness access, etc.

All Abilities

Concerns
- **"Accessible" is Not Always Accessible:** Places marketed as "accessible" may not actually be accessible, or are no longer accessible due to crowding and visitor behavior. For example, people with wheelchairs may not be able to get back into their car from a handicapped parking spot after recreating due to parking congestion. "Accessibility" needs to encompass a variety of different types of disabilities (not just ADA).
- **Lack of Plain Language:** Signage and communications are not often in plain language, making it difficult to make informed decisions.
- **Opportunities to Cool Off:** There are few opportunities on accessible trails and in accessible recreation areas to cool off, such as shade structures, which for some can create significant health risks.
- **Publicized Accessible Areas:** Accessible trails and recreation areas are not well publicized, making it difficult for the All Abilities community to find places to connect with nature.

Desired Future Conditions
- **All Abilities-Led Staff Training:** The All Abilities community is willing and able to provide training to land management staff.
- **Easy-to-Find Information:** Information about where and how to recreate is easy to find and understand. Trails are better rated for accessibility, allowing more informed decision-making.
- **More Accessible Recreation:** More accessible experiences are designed that allow the All Abilities community to connect with nature. Trails are "caught up" with accessible devices.
- **Proactive Engagement:** Land managers proactively engage with the All Abilities community, rather than reactively, and empower the community to help design trails and experiences for their needs.
- **Staff Representation of All Abilities Community:** More staff share lived experiences with a diversity of people, including the All Abilities community.

Hunting & Angling

Concerns
- **Clean Watersheds:** Visitors may not always have knowledge of stream regulations; streams are often contaminated by human and pet waste.
- **Unauthorized Trails:** Unauthorized trails fragment wildlife habitat.

Desired Future Conditions
- **Public Access is Maintained while Conservation Objectives are Met:** Public access is maintained/not reduced while still achieving conservation goals such as clean water and habitat protection.
- **Restoration of Habitat & Unauthorized Trails:** Wildlife habitats and unauthorized trails are restored in critical areas.

Private & Working Lands

Concerns
- **Insurance for Private Landowners:** Insurance/backing for private landowners would help increase public access through private lands.
- **Old Fencing:** Old fencing inhibits wildlife and the transition to wildlife-friendly fencing can be slow.
- **Pace of Conservation with Growth & Development:** Conservation efforts should increase as development continues to grow.
- **Trespassing:** Lack of public awareness of land boundaries, or confusing information about land boundaries, can inadvertently lead to trespassing.
- **Wildfire Mitigation:** Wildfire mitigation is expensive for private landowners yet critical.

Desired Future Conditions
- **Public Awareness of Private & Working Lands:** The public understands the value of private land conservation and the ecosystem services that grazing and local food production provides. The public supports local farmers and ranchers.
- **Stronger Partnerships:** Stronger partnerships with private landowners can help achieve beneficial conservation outcomes.

Forest Health & Fireshed Planning

Concerns
- **Balancing Agency Decisions with Public Opinion:** Competing public voices that are heavily engaged in public processes can sometimes disrupt on-the-ground management previously decided upon by land management agencies.
- **Climate Change:** Climate change poses existential threats due to catastrophic wildfire and drought. Lands should be managed with this in mind, and strategies to mitigate these threats should be prioritized such as more prescribed burns.

- **Fire & Drought-Adapted Communities:** Not all communities in NoCo have equal resources to become adapted to fire and drought risks.
- **Public Understanding of "Natural":** The general public can misunderstand what a "natural" ecosystem looks like. For example, an overgrown forest may seem normal and worth maintaining even as it poses an increasing risk of non-beneficial wildfire. This sentiment can impact public support for land management strategies like prescribed burns.
- **Watershed Health:** Water quality is being impacted by wildfires and increased recreation.

Desired Future Conditions
- **Fire & Drought-Adapted Communities:** Communities are prepared for wildfire and have safe ingresses and egresses. Communities are also well-adapted to handle drought.
- **Good Fire Benefits Ecosystems & Communities:** Fires that burn naturally are healthy and well-managed, and more prescribed burns take place.
- **Linked Fuels Treatments:** Fire treatments are well-linked on a landscape-scale throughout the NoCo region. Treatments are centered on Highly Valued Resources or Assets (HVRAs).
- **Protected Watersheds:** Watersheds are healthy, connected, and interrelated with forest health efforts. Rivers are resilient to wildfire impacts such as the influx of sediment.
- **Public-Private Collaboration:** Public and private landowners better collaborate to address forest management.
- **Public Support for Wildfire Mitigation Decisions:** The general public supports efforts and decisions to mitigate wildfire risk. The public is also well-educated on best management strategies for forest health and mitigating wildfire risk.

Historically Underrepresented Communities

Concerns
- **Fear of Unsafe Situations & Interactions:** Individualistic attitudes, lack of accessible information, lack of staff awareness, and high visitation all contribute to feelings of being unsafe and/or unwelcome, particularly if an individual or group is engaging in a collective social activity (e.g., picnicking) or allowed cultural activity (e.g., harvesting/foraging).
- **Costs & Knowledge as Barriers to the Outdoors:** The cost of recreating outdoors, including entrance fees, gear, and transportation, coupled with steep learning curves in gaining knowledge of outdoor activities and park systems, can prove to be major barriers to spending time outside.

Desired Future Conditions
- **Easily & Confidently Connect to the Land:** People enjoy easy access to the outdoors where they feel welcome and safe when engaging in traditional ceremonies and practices, connecting to nature as a teacher and sanctuary, and participating in all kinds of recreation from forest bathing and picnicking to hiking and mountain biking.
- **Diversified Recreation:** Many different ways of recreating and being in nature are celebrated, including communal activities and activities with affinity groups. Urban outdoor spaces offer experiences to connect to nature just as special as a State or National Park.

3. SUPPORT FOR MANAGEMENT STRATEGIES

Overview

Using Google Forms for informal polling, focus group participants were asked how likely they were to support various hypothetical conservation and recreation management strategies on a scale of 1-5, with 1 being "I do not support this strategy" and 5 being "I fully support this strategy." Participants were asked to answer by how they felt about the strategy, not by what they thought was feasible.

With the majority of focus groups, polls were taken twice – once before discussing management strategies in depth (pre-poll) and once after (post-poll). The pre-poll helped inform discussion while the post-poll provided a comparison point to observe if opinions changed after more dialogue and information was provided on each strategy.[8] Focus groups that only took one poll (a pre-poll) did so because of small group size and/or relevance to the group. Every focus group discussed the management strategies in depth and themes from those discussions are captured throughout this chapter and in Figures 16-26. Figure 3 represents aggregated results from all polls.[9]

See Appendix B for a detailed list of the management strategies tested with focus group participants and Appendix C for tabular representation of polling results. Poll results are also summarized throughout this chapter.

Poll results are not statistically valid; rather, they illustrate results from an informal test of support for different management strategies.

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[8] In general, when changes in responses did occur, they reflected either: 1) more support for certain management strategies (see section on "Management Strategies with High Support") or 2) significantly more mixed support for certain management strategies (see section on "Management Strategies with Wide Distribution of Support and Opposition").

[9] Post-polls were utilized for 11 of the focus groups to assess changes in pre-poll and post-poll responses following discussion of management strategies. Due to small group size and/or relevance to the group, four focus groups took only the pre-poll: Forest Health & Fireshed Planning, Historically Underrepresented Communities, Hunting & Angling, and Tribal & Indigenous Organizations. The Climbing focus group did not take a poll due to a very small group size; focus group participants elected to discuss the management strategies in depth without taking a poll and themes from that discussion are captured in Figures 16-26.

Figure 3: Average Support for Management Strategies[10]

Average Support for Management Strategies

Overall Average of Support (n=117)
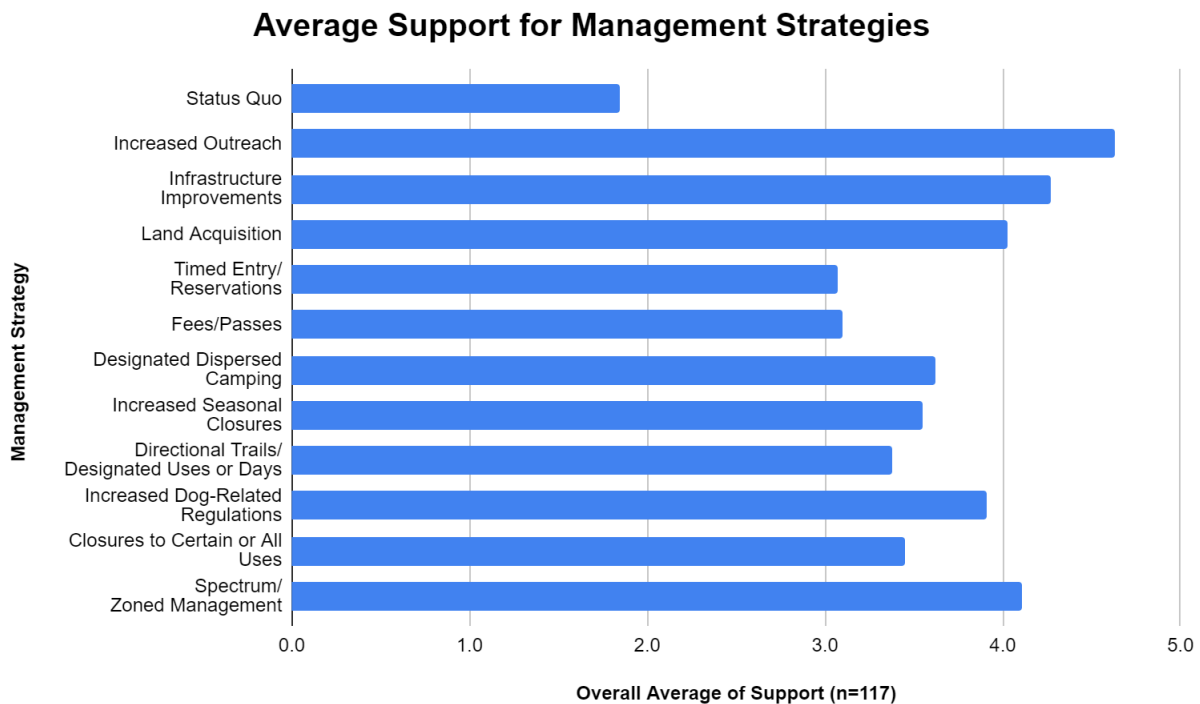
Trends

Management Strategies with Low Support

Status Quo Management

The only management strategy with low support across focus groups (i.e., majority rating under 3, see Figure 4) was status quo management, or maintaining things "as is." This can be attributed to a number of reasons, as illustrated by the Jamboards in Appendix D and summarized below:

- As population and visitation increases and recreation trends shift, status quo management becomes inadequate. Status quo management does not adequately address current resource degradation and crowded outdoor experiences.
- Status quo management excludes certain groups of people from being able to recreate outdoors.
- The status quo leaves little room for adaptive management.
- If status quo management continues, communities and ecosystems will be less resilient and less able to adapt to climate challenges such as wildfire and drought.
- Currently, there is not enough staff, funding, and overall capacity to tackle challenges.

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[10] The polling sample size (n=117) is smaller than the total number of focus group participants (140). This is because some focus group participants needed to leave their focus group early or elected not to participate in the poll.

- With status quo management, not everyone who should be at the table *is* at the table, such as Tribal Nations, Indigenous communities, youth, and other historically underrepresented communities.

Despite lack of support, some pros of keeping things "as "is" were identified:
- Visitors know what to expect.
- There is some good work already happening – "elevate and recognize the good and re-work what is not working well."
- Agencies are able to follow through on commitments to strategic plans, and new planning efforts do not need to be undertaken.

Figure 4: Support for Status Quo Management. Each focus group averaged well below a 3.

Management Strategy: Status Quo

Management Strategies with Support and High Support

Management strategies with support across focus groups were increased outreach, infrastructure improvements, land acquisition, increased dog-related regulations, and spectrum/zoned management (see Figures 5-9). Increased outreach received the highest support, averaging 4.6 across all groups and with an average rating of 4 or higher within each focus group. Infrastructure improvements had the second highest support, averaging 4.3 across all groups and 3.9 or higher within each focus group. Support for these strategies can be attributed to a number of reasons, as illustrated by the Jamboards in Appendix D and summarized in Figures 16-26.

Figure 5: Support for Increased Outreach. Each focus group averaged above a 4 and two focus groups averaged at a 5.
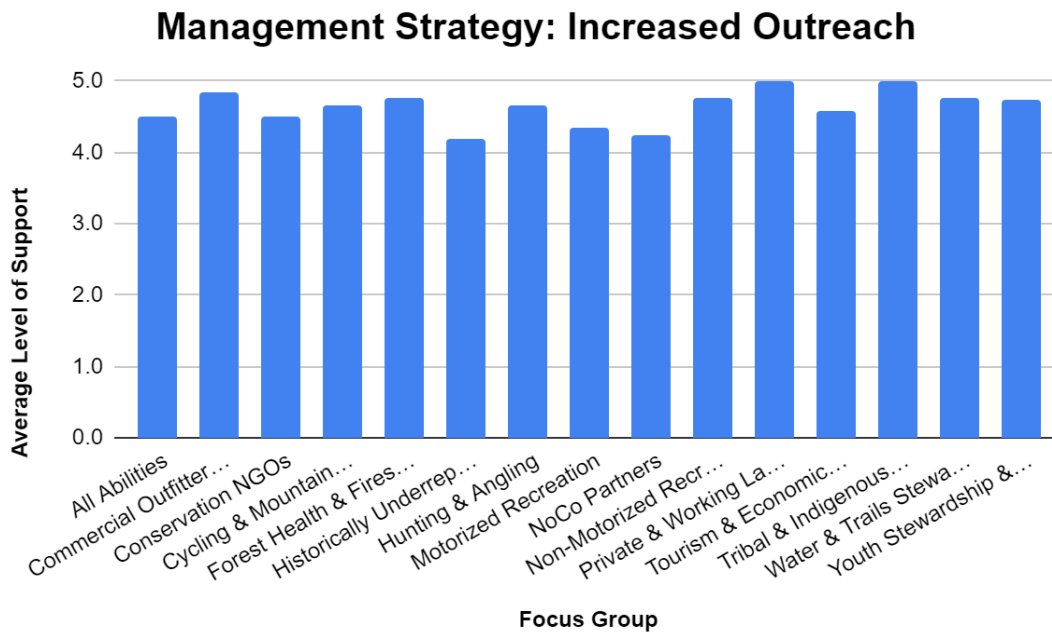
Figure 6: Support for Infrastructure Improvements. Each focus group averaged well above a 3, with fourteen focus groups averaging at or above a 4 but below a 5.
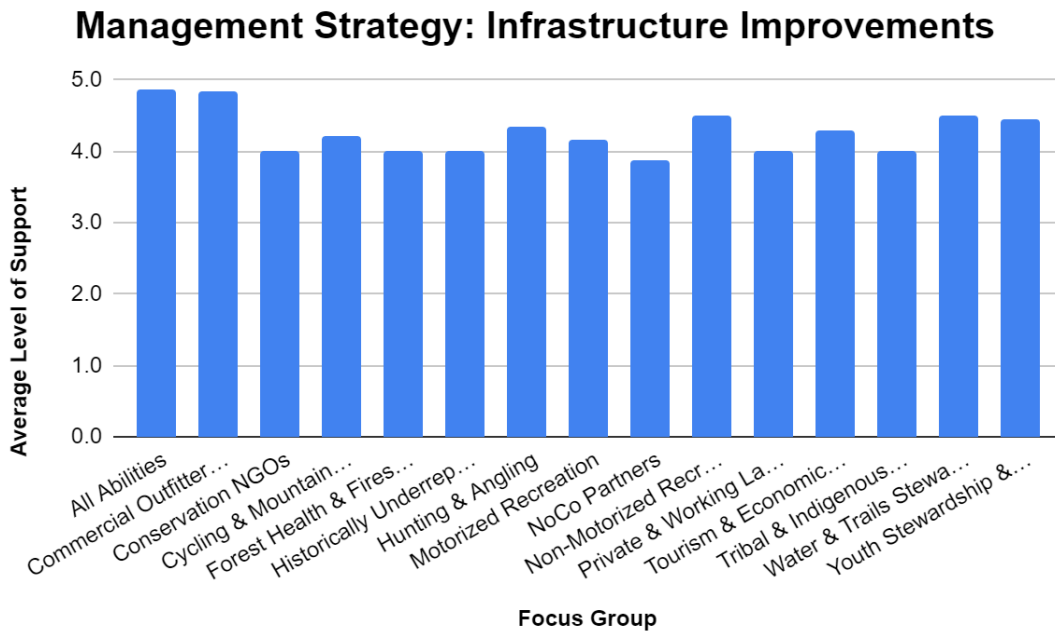

Management Strategy: Infrastructure Improvements

Figure 7: Support for Land Acquisition. Each focus group averaged above a 3, with ten focus groups averaging at or above a 4 but below a 5.

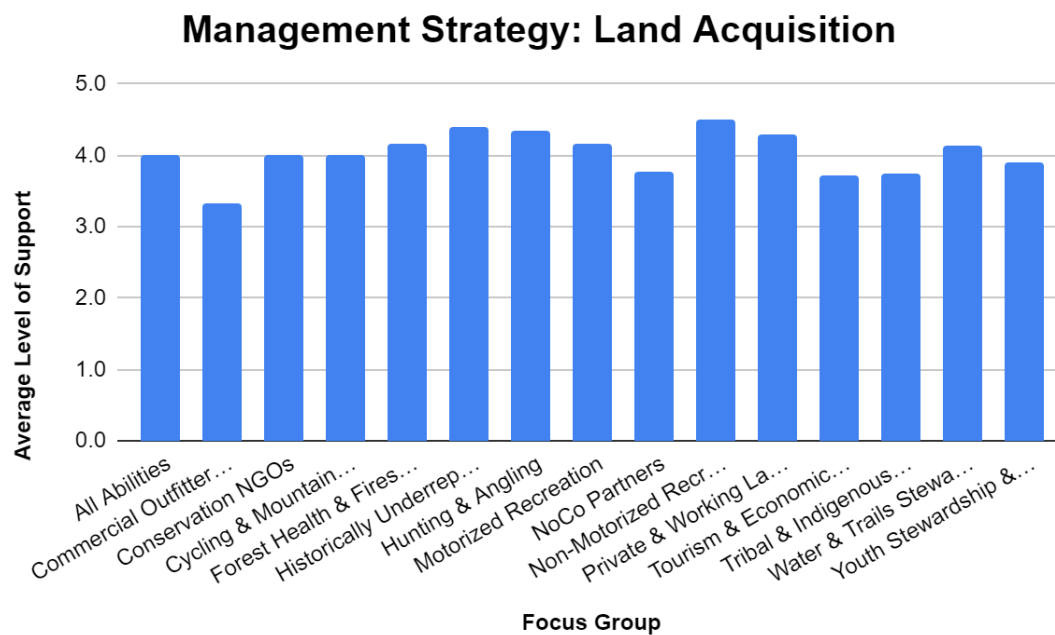**Management Strategy: Land Acquisition**

Figure 8: Support for increased Dog-Related Regulations. Each focus group averaged at or above a 3, with seven focus groups averaging above a 4 but below a 5.

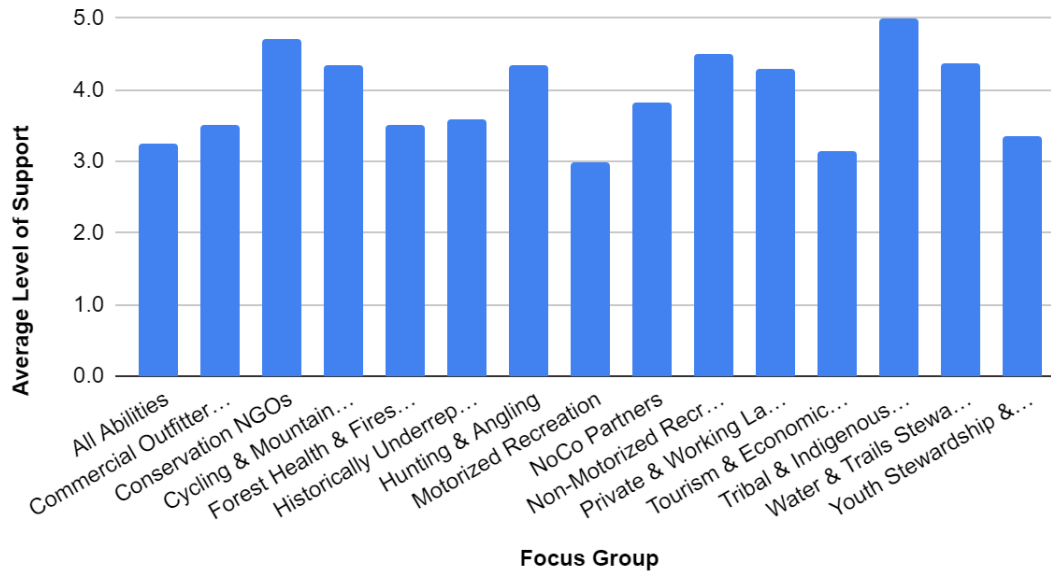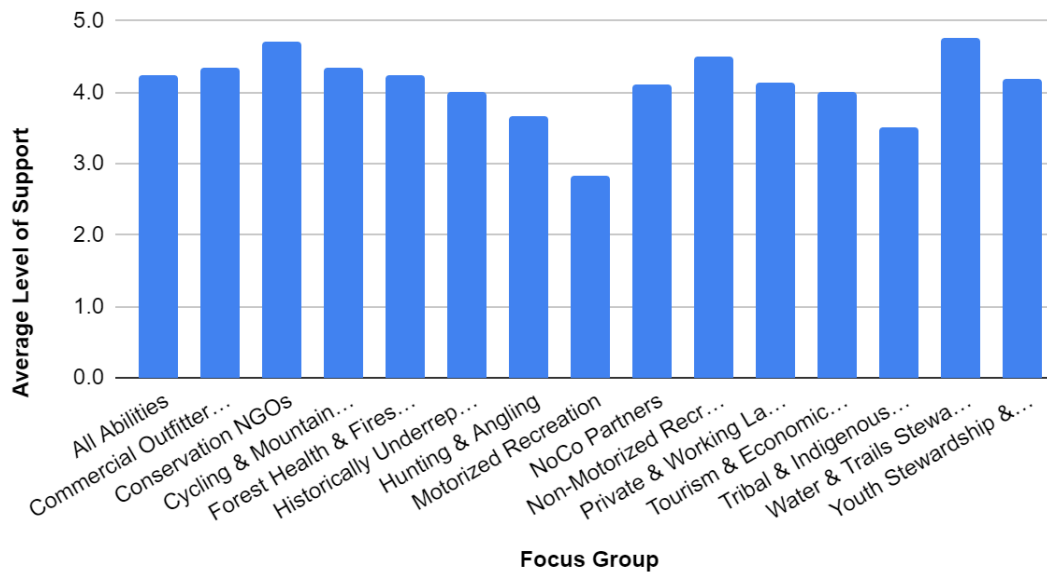## Management Strategy: Increased Dog-Related Regulations

Figure 9: Support for Spectrum/Zoned Management. The majority of focus groups averaged above a 3, with only two averaging below a 4 and one averaging below a 3.

Management Strategy: Spectrum/Zoned Management

Management Strategies with Mixed Support and Opposition

Management strategies with mixed support and opposition, indicating no clear trends across focus groups, were timed entry/reservations, fees/passes, directional trails/designated uses or days, increased seasonal closures, and closures to certain or all uses (see Figures 10-15). This can be attributed to a number of reasons, as illustrated by the Jamboards in Appendix D and summarized in Figures 16-26.

Figure 10: Support for Timed Entry Reservations. Eight focus groups averaged above a 3 but lower than a 4, two focus groups averaged at exactly 3, and five focus groups averaged below a 3, *indicating that this management strategy has low to medium support.*
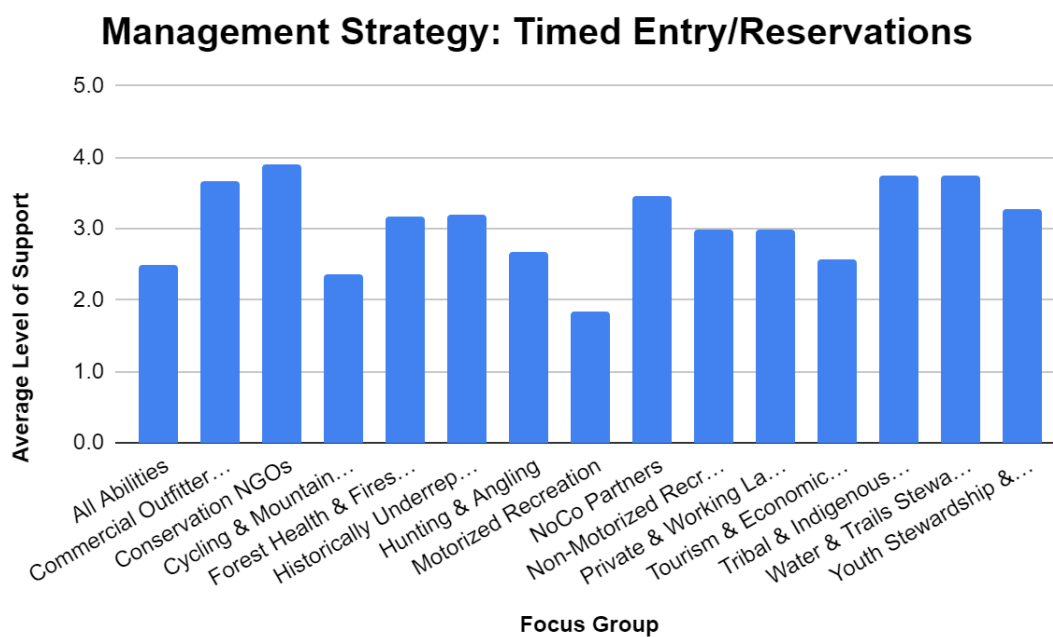

Management Strategy: Timed Entry/Reservations

Figure 11: Support for Fees/Passes. One focus group averaged above a 4 but less than 5, six focus groups averaged above a 3, and eight focus groups averaged at or below a 3, *indicating very mixed support for this management strategy.*
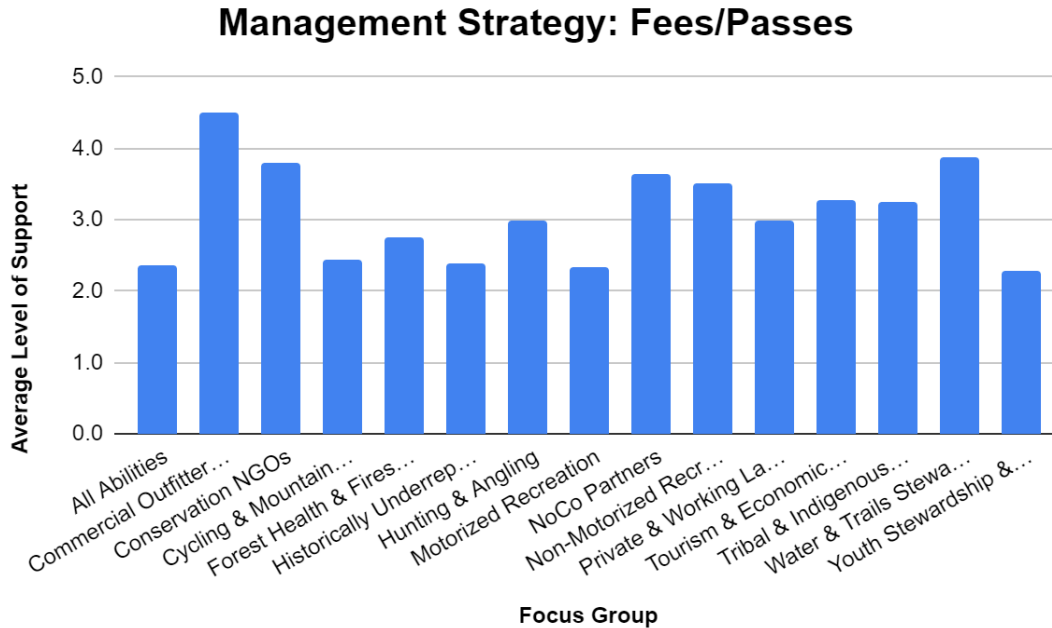
Management Strategy: Fees/Passes

Figure 12: Support for Directional Trails/Designated Uses or Days. Four focus groups averaged at or above a 4 but below a 5, seven focus groups averaged between a 3 and a 4, and four focus groups averaged below a 3, *indicating medium or mixed support for this management strategy.*
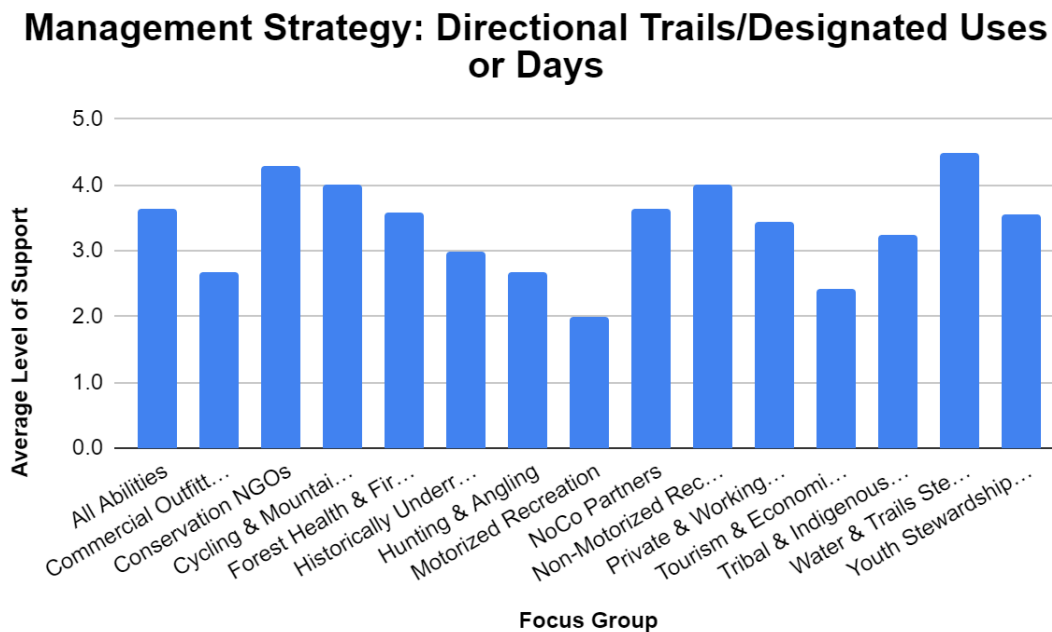
Management Strategy: Directional Trails/Designated Uses or Days

Figure 13: Support for Designated Dispersed Camping. Twelve focus groups averaged above a 3 but below a 5, however three focus groups averaged below a 3, *indicating overall medium to high support, with some low outliers.*

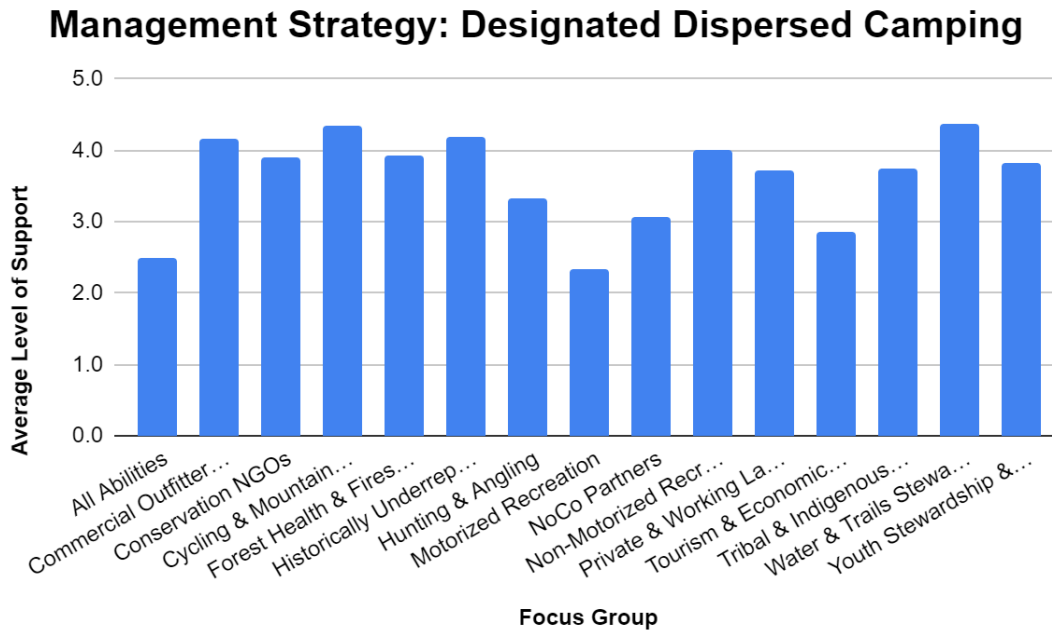## Management Strategy: Designated Dispersed Camping

Figure 14: Support for Increased Seasonal Closures. Twelve focus groups averaged above a 3, but three focus groups averaged below a 3, *indicating overall medium to high support, with some low outliers.*

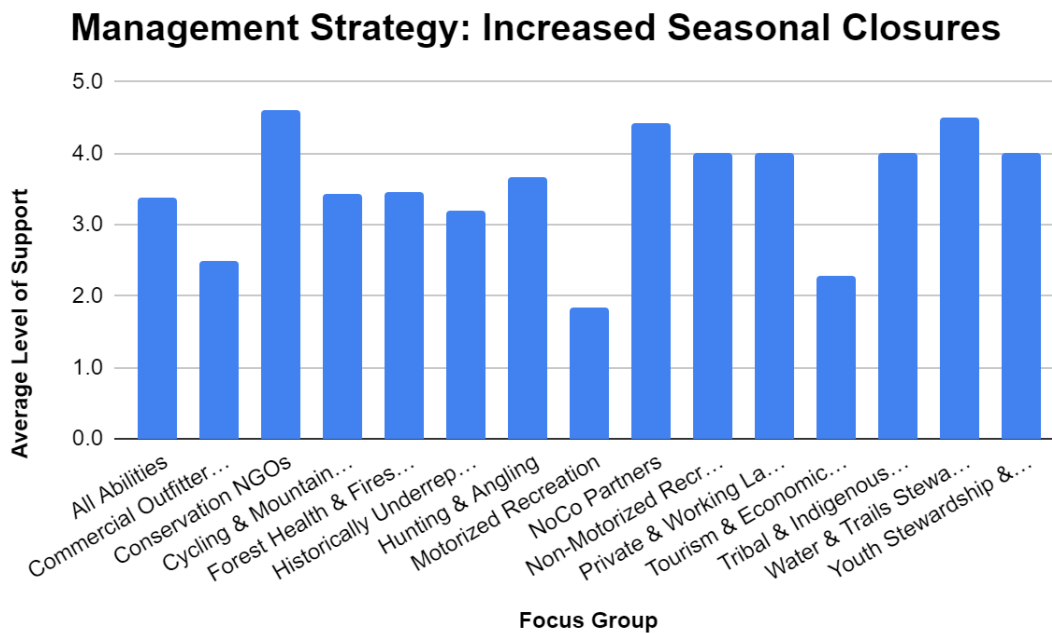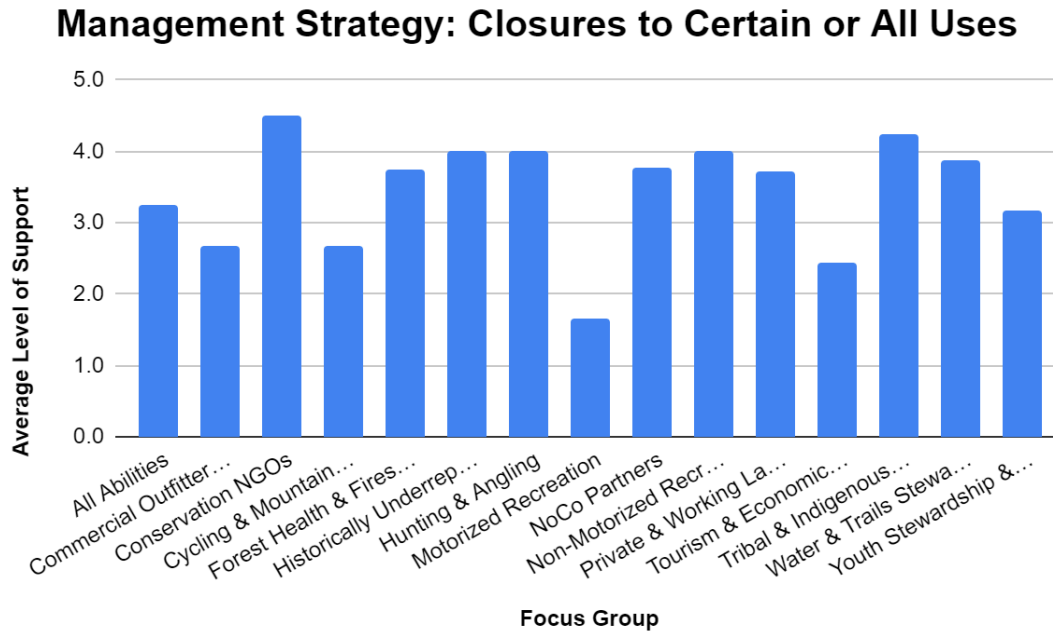## Management Strategy: Increased Seasonal Closures

Figure 15: Support for Closures to Certain or All Uses. Eleven focus groups averaged above a 3, but four focus groups averaged below a 3, *indicating overall medium to high support, with some low outliers.*

Management Strategy: Closures to Certain or All Uses

Pros, Opportunities, Cons, Challenges and Special Considerations of Each Management Strategy

The following tables (Figures 16-26) summarize pros, opportunities, cons, and challenges of each management strategy that were commonly expressed in each focus group, including those that either took a pre-discussion poll, a post-discussion poll, or no poll at all. The "Special Considerations" row in each table highlights special circumstances or considerations unique to specific focus groups.

Management Strategies with High Support

Figure 16: Increased Outreach

Pros	- Helps create a culture of stewardship. - Helps build public awareness of current issues like biodiversity conservation. - Helps build public support for different management tools such as prescribed fire and grazing. - Helps set public expectations and provide "just-in-time" information. - Helps break down equity barriers.
Opportunities	- Move from "no"-oriented language to more positive language and creative messaging. - Diverse messaging in different languages that reach different types of visitors. - Consistent and cohesive messaging across agencies and partnerships, including local non-profits and statewide agencies. - Leverage more volunteers to help with messaging, including volunteer ambassador presence on trails and in communities. - More messaging on human and pet waste.
Cons/Challenges	- Lack of staffing and funding; staff burnout. - Messaging does not always reach the intended audience and it is difficult to measure/monitor impact. - The public may be facing engagement fatigue and "information overload." - Outreach to out-of-town and out-of-state visitors. - Interagency agreement on consistent messaging.

	● Building community trust and support. ● Enforcement may need to be coupled with outreach to have a significant impact.
Special Considerations	*Tribal & Indigenous Organizations:* ● Opportunities for Indigenous interpretation co-created with Tribal/Indigenous partners. *Climbing:* ● Help climbers of all kinds adapt to new ethics, such as packing out waste (this can be a challenge). *Motorized Recreation:* ● Lack of organization in the side-by-side community can be a barrier to outreach. ● Look at education requirements for OHV licenses in Utah as a good model for incentivizing stewardship. *Tourism & Economic Development/Commercial Outfitters & Guides:* ● Foster more public/private partnerships with regards to sharing cohesive messaging by working with local businesses, guiding companies, and tourism agencies. *Youth Stewardship & Education:* ● Connect youth to nature with better messaging geared towards them. *Private & Working Lands:* ● Provide information to the public on the boundaries and benefits of private land conservation and working lands. *Forest Health & Fireshed Planning:* ● Partner with fire departments to get messages out. *Historically Underrepresented Communities:* ● Specifically targeted outreach can be a way to diversify the outdoors; outreach does not always have to be about getting people to far away parks, but experiences within communities too.

Figure 17: Infrastructure Improvements

Pros	• Good "ROI" – improves experiences, channels recreational use appropriately, and decreases ecological impacts; helps maintain existing resources. • Can help build public support for future, bigger projects with "quick wins." • Develops the public's pride in their public spaces, especially if they see their fee money being used. • Funding is currently available.
Opportunities	• More vault toilets and trash cans. • Goes hand-in-hand with stewardship education. • Can update to ADA/other accessibility standards. • Couple with public transportation updates. • Opportunities for restoration.
Cons/Challenges	• Requires additional staff, time, and funding to ensure no pile-up/increase of maintenance backlog. • Requires additional resources to maintain after improvements are done (may actually cost more in the long-run). • Short-term fix/may not be enough to meet current challenges. • Finding vendors for trash management and toilets. • "If you build it they will come" sentiment.
Special Considerations	*All Abilities:* • Opportunity to build alternative transportation partnerships with new infrastructure improvements. • Lots of "low hanging fruit" with this management strategy, including benches and improved bathroom access. • Be proactive with accessible planning; many accessible design strategies can be costly. *Forest Health/Fireshed Planning:* • Opportunity to couple new designs with considerations for fire/emergency response.

Figure 18: Land Acquisition

Pros	- Limits development into the WUI (Wildland Urban Interface). - Preserves cultural and historical heritage. - Supports conservation outcomes such as habitat connectivity. - Supports the provision of ecosystem services and disaster mitigation; supports climate planning. - Can support connectivity between neighborhoods and outdoor experiences. - Can solve the public/private land patchwork challenge. - If done strategically, it can help solve crowding.
Opportunities	- Couple with building new trails and amenities to modern-day standards and needs. Opportunity to "get it right from the start." - Strategic acquisition could build better connectivity between trails and open space properties. - Opportunities for "rewilding"/restoration. - More opportunities for work with regards to water and water rights (i.e., acquisition, restoration, and protection).
Cons/Challenges	- Requires already limited resources to plan and manage new properties. - May restrict public access if purchased for conservation-only purposes. - Land is dwindling in supply and competition with development, including workforce housing, is high. - Can drive property values up and contribute to green gentrification. - Urgency to act. - Public support can vary and/or public opinion can be conflicting. - Balancing the needs and desires of conservation and recreation.
Special Considerations	*Youth Stewardship & Education:* - Opportunities to purchase areas of low ecological significance can still foster "nature play" for youth, including spaces for urban gardening. *Motorized Recreation:* - Ensure motorized uses are considered in addition to non-motorized uses when new properties are purchased for recreation.

	Tribal & Indigenous Organizations: ● Opportunities for Tribal/Indigenous-led co-stewardship, interpretation, and land-based healing; includes non-profits and other Indigenous communities *Climbing:* ● Opportunities to solve climbing access that may currently cross private lands. *Private & Working Lands:* ● Highlight success stories of conservation/access easements on private lands; opportunity to highlight a NoCo landowner or partnership. ● Build public/private relationships early and often. ● Cooperate with agriculture in the competitive market; agriculture can't often compete with government purchases of land. ● Insurance/liability challenges exist for landowners wanting to offer public access easements. ● New landowners may not understand the value of conservation or how to manage their lands with conservation in mind.

Figure 19: Increased Dog-Related Regulations

Pros	● Provides safety to dogs, people, and wildlife. ● Limits ecological impacts caused by dogs; decreases the amount of poop bags left on trail. ● Reduces visitor conflicts.
Opportunities	● Opportunities for more education and outreach about safety and etiquette. ● Increase enforcement of existing rules, which are oftentimes sufficient; consistent regulations/expectations may be more impactful than new or more rules/regulations. ● Provide more poop bags. ● Opportunities for studying the ecological impacts of dogs at specific sites.
Cons/Challenges	● Outright banning can limit opportunities for folks who feel more comfortable recreating with their dog.

	● Enforcing existing rules.
Special Considerations	*Youth Stewardship & Education/Historically Underrepresented Communities:* ● Can address unsafe situations with youth and make certain identities and communities feel more comfortable outside. *All Abilities:* ● Clear communication will be needed in dog-restricted areas for service dogs.

Figure 20: Spectrum/Zoned Management

Pros	● Can help visitors manage their expectations and plan adequately for their experiences; great for beginner experiences. ● Easier to limit group sizes. ● Reduces visitor conflicts by naturally separating different use types. ● Supports the management of recreational and ecosystem carrying capacities. ● Protects natural and cultural resources.
Opportunities	● Requires thinking about land management holistically and on a landscape scale (e.g., how might one "zone" impact another?). ● Opportunity to align jurisdictions during the Forest Plan revision. ● Identifying zones of ecological protection are important for planning efforts.
Cons/Challenges	● May be challenging to do at a regional scale. ● Would urban residents miss out on certain experiences because of a way something is "zoned?" ● Could be dangerous if people are not adequately educated on backcountry risks. ● May be difficult to justify zoning criteria; may be difficult to enforce, control, or manage use.
Special Considerations	*Youth Stewardship & Education:* ● Allows land managers to identify appropriate areas for programming conducted by both agencies and partners.

	Cycling & Mountain Biking/Motorized Recreation: ● "Zoned" areas can restrict biking and motorized use. *Climbing:* ● Allows diverse climbing experiences (e.g., Hueco Tank State Park in Texas as a model).

Management Strategies with Mixed Support and Opposition

Figure 21: Timed Entry/Reservations

Pros	● Can improve visitor experiences due to reductions in crowding; can effectively manage carrying capacities. ● Reduces ecological impacts. ● Funds can be used to manage/build trails. ● Can be reversed/doesn't require change in physical infrastructure; can be adaptive. ● Guaranteed experience if visiting from out-of-town. ● Communicates the special nature of the location to visitors.
Opportunities	● Alleviate confusion by utilizing the same reservation system/platform across jurisdictions. ● Can be done at peak times only. ● Should be coupled with other effective strategies such as education. ● The Eldorado Canyon State Park engagement process to inform its permitting system was successful and a good model for other locations.
Cons/Challenges	● Highly contextual (i.e., may not make sense for one area but may be effective in another). ● Can take an excess amount of time for a visitor to plan for an outdoor experience. ● Poor communication about the system risks excluding certain people and communities from recreating. ● Understanding complex systems can be a barrier to recreating, especially for those without access to the internet/computers, or visitors who don't speak English.

	● Costs can be a major barrier. ● Loses "public lands feel." ● May shift visitation to areas less capable of handling large volumes of visitors. ● Requires intensive management and enforcement; "huge administrative burden" for land management staff. ● Can restrict access for certain user groups. ● Difficult for groups. ● Little flexibility if plans go awry (e.g., due to weather). ● Staff may not understand exceptions to the rule and make certain visitors feel unwelcome (e.g., Tribal members exercising rights to access). ● Hard on locals. ● Requires a public process to be effective. ● Can politicize public lands. ● Staff may want to spend more time on stewardship education than education on how to make reservations.
Special Considerations	*Tribal & Indigenous Organizations:* ● Needs to recognize and make exceptions for Tribal/Indigenous rights to access and harvesting/foraging. Built-in accommodations could potentially facilitate participation for some. *Climbing:* ● Could affect a small percentage of climbers accessing areas with very low use; land managers should work with climbers when developing a permitting/reservation system. *All Abilities:* ● Permits for disabled parking spots need to be offered separately. *Historically Underrepresented Communities:* ● Permitting systems can exacerbate existing barriers to recreation.

Figure 22: Fees/Passes

Pros	• People get used to fees quickly.
	• Fees can be used for maintenance and new infrastructure projects.
	• The public tends to value things that cost money; creates public buy-in.
	• People tend to want to contribute to their public lands.
Opportunities	• Increase public transportation/free passes for public transportation to open spaces and parks.
	• Opportunity for public support of fees/passes if they see those fees being put towards maintenance.
	• Fees can be tailored to peak times.
	• Offer ways to pay other than online (e.g., old school fee boxes/iron rangers).
	• Offer reduced fee options.
Cons/Challenges	• Each jurisdiction having a different fee structure can be confusing.
	• Fees limit both recreational use and programming by partners, furthering inequitable access.
	• Requires more staff/enforcement.
	• Can get messy with affordability.
	• Can pit locals against visitors.
	• May decrease motivation to be outside.
	• The public may face fee- and permit-fatigue.
	• "I already pay taxes" sentiment.
Special Considerations	*Motorized Recreation/Hunting & Angling:*
	• Additional fees are a burden to motorized users, hunters, and anglers who already pay fees.
	Historically Underrepresented Communities:
	• A regional pass system might facilitate participation of underrepresented groups in the outdoors if tailored to their needs.

Figure 23: Designated Dispersed Camping

Pros	- Reduced ecological impacts; directs campers to suitable locations for camping. - Excellent strategy for managing camping in sensitive areas. - Limits wildfire risk. - Helps staff better manage/direct resources.
Opportunities	Important to clarify the alternatives to designated dispersed camping.
Cons/Challenges	- Needs enforcement. - Can be confusing to communicate the difference between campgrounds, dispersed camping, and designated dispersed camping. - Can limit access. - May reduce opportunities for solitude. - May displace camping elsewhere. - May take away from experiences in the backcountry. - Lowest paid land management staff/volunteers may choose to live in dispersed camping sites. Designating sites may therefore cause challenges for housing employees and volunteers.
Special Considerations	*Non-Motorized Recreation:* - Designated dispersed camping for equestrians may cause more ecological impacts (i.e., cumulative impacts over time at the same site) than dispersed camping. *Private & Working Lands:* - Private/working lands may want to provide public camping access, but could be barred from doing so because of legal reasons.

Figure 24: Directional Trails/Designated Uses or Days

Pros	- Reduces conflict, improves safety, and can help maintain trail conditions. - Trails may be better built with certain recreation types in mind (e.g., mountain biking); can provide more "directed" experiences; can help new users feel more comfortable on trail. - Can help manage recreational carrying capacity. - Gets easier to self-enforce over time. - Already working.
Opportunities	Need to communicate alternative recreation opportunities if one's use is not allowed the day they are seeking to recreate.
Cons/Challenges	- Communication can be very challenging. - May lead to feelings of being unwelcome if you unintentionally violate rules; can exacerbate gatekeeping. - Requires enforcement. - Consistency across jurisdictions may be challenging. - Difficult to implement for existing trails, easier to implement for new trails. - Limits access and increases feelings of too much regulation. - Not a need for them everywhere.
Special Considerations	*Motorized Recreation:* - One-way trails could cause further restrictions to motorized use. *Non-Motorized Recreation:* - Useful for equestrians on narrow and challenging trails. *Climbing/Hunting & Angling:* - Climbers, hunters, and anglers may be unnecessarily restricted due to strategies intended for other uses. *All Abilities:* - Safer for adaptive mountain biking. - Adaptive bikes can be used for both hiking and biking, which may cause visitor conflicts for those unaware.

Figure 25: Increased Seasonal Closures

Pros	- Reduced impacts to wildlife habitat. - Gives ecosystems "time to breathe." - Seasonal closures can reduce the need for more restrictions in the future due to cumulative ecological impacts. - Models a stewardship ethic.
Opportunities	- Opportunity to increase education and collaborate with local partners about the "why." - Opportunities for restoration. - Single hub where all closures are listed and easy to understand.
Cons/Challenges	- Requires enforcement and consistent messaging across jurisdictions. - Limits access. - Seasonal closures may happen during "off–peak" times more desirable to locals for recreation. - Unstandardized dates and restrictions can be difficult to understand and manage. - Can be difficult to obtain public support. - Challenging to define a season and be adaptive to seasonal conditions. - Maintaining gates and signage. - May increase use in other open areas.
Special Considerations	*Tourism/Economic Development:* ● Can create big valleys in economic development. *Non-Motorized Recreation:* ● Are there opportunities for guided tours/permits for wildlife viewing and photography during seasonal closures? *Climbing:* ● Seasonal closures are often based on antiquated science, or are not adaptive to changing conditions. This can have an unnecessary impact on climbers.

Figure 26: Closures to Certain or All Uses

Pros	• Can achieve significant conservation outcomes. • Can reset standards for how to use outdoor spaces appropriately. • Increases safety if closures are due to natural disasters.
Opportunities	• Opportunity to close unsustainable trails and rebuild trails with modern standards. • Opportunities for restoration. • Opportunity to inform the public about the reasons for closures; can help people understand why recreation isn't suitable everywhere. • Opportunities for species reintroduction (e.g., greenback cutthroat).
Cons/Challenges	• Requires enforcement. • Requires land managers, particularly ecologists, to defend their decisions. • Reduces public access. • Closed areas are difficult to re-open. • Can displace recreation elsewhere. • Could increase negative feelings between user groups.
Special Considerations	*Climbing:* • Climbers have a long legacy of supporting closures as long as they are well engaged.

4. DESIRED NEAR- AND LONG-TERM PRIORITIES FOR LAND MANAGERS

Focus group participants were asked to identify what they perceive as near-term and long-term priorities for land managers, either based on discussion or new ideas. In each focus group, two overwhelming priorities emerged:

- **The need to foster a stronger network of willing and able partners** including land management agencies, NGOs, outdoor industry partners, local businesses, and tourism bureaus. Partners can help with anything from education, trail work, advocacy, and community engagement, to staff and volunteer training and advising on trail design. Agencies can also better elevate, leverage, and support work already being done by their partners and foster reciprocal relationships.
- **The need to obtain public-buy in/support for land management decisions**, especially regarding conservation, through strong community engagement processes.

Other common priorities are summarized alphabetically by theme in Figure 27 and illustrated in the Jamboards located in Appendix D.

Figure 27: Desired Near- & Long-Term Priorities for Land Managers

Near-Term Priorities	Long-Term Priorities
Conservation: ● More prescribed fire and linked fuels treatments ● Place more emphasis on the urgent need for conservation, restoration, and climate-related projects ● Tackle human and dog waste issues	*Conservation:* ● Land acquisition ● Managing for climate adaptation and resilience ● Place continued emphasis on the urgent need for conservation and restoration projects
Improved Recreation: ● Increase trail connectivity for all recreation types ● Public transportation ● Reopen closed trails ● Understanding that there is no "one-size-fits-all" approach to managing recreation ● Update and standardize seasonal closure protocols	*Improved Recreation:* ● Better connectivity and more loop options for all recreation types ● Modern and sustainable trail designs ● Public transportation
Land Management Capacity: ● Better enforcement of existing regulations	*Land Management Capacity:* ● Be adaptive to changing needs and priorities

- Funding for tackling maintenance backlog - Fund more land management staff - Interagency collaboration	- Improve working relationships with recreation user groups - Invest in agency advocacy/lobbying to help solve capacity and resource challenges, including support from partners and the private sector - Leverage volunteer organizations including conservation corps - Sustainable funding to build staff capacity and support infrastructure, maintenance, and conservation projects
Outreach & Education: - Involve more partners, such as focus group participants and willing partners in the private sector, to support the NoCo Places organization - Streamlined, robust, and consistent outreach efforts on stewardship and etiquette	***Outreach & Education:*** Sustain long-term outreach and education efforts through solid partnerships, consistent efforts across jurisdictions, and creative/tailored messaging
Tribal & Indigenous Needs: - Broaden community of practice so that Tribes, Indigenous communities, relevant organizations, and public land agencies are well connected with one another - Build and sustain relationships with Tribes and Indigenous communities - Create a shared consultation/engagement framework used by agencies within the NoCo Places organization - Pursue co-stewardship opportunities	***Tribal & Indigenous Needs:*** - Continue pursuing co-stewardship opportunities - Increase public awareness of Indigenous connections to homelands - Sustain long-term relationships with Tribes and Indigenous communities - Restoration/protection of culturally important species
Youth/EDI: - Connect youth to nature; engage youth as much as possible - Community involvement in decision making processes that leads to stronger stewardship and connections to the outdoors - Disability training for staff - Generate impact within diverse communities outside of park boundaries - Pursue relationship-building as much as possible that results in co-decision making - Prioritize quick infrastructure fixes that	***Youth/EDI:*** - Support partners that further equity work in the outdoors - Workforce development for youth and underserved communities to be able to serve within land management organizations

will benefit the All Abilities community ● Reduce barriers to recreating as identified in this report ● Streamline equity efforts so that underserved groups are not inundated by engagement requests that feel repetitive ● Widespread use of plain language	

APPENDIX A: STANDARD FOCUS GROUP AGENDA

Focus Group Objectives
- **Understand current conservation and recreation conditions** in the NoCo region.
- **Understand what stakeholders value** about the region **and what they see as threats to those values.**
- **Understand** stakeholders' **hopes (and concerns) for the region in the generations to come.**

Focus Group Agenda

Time	Session Topic

20 min	**Session #1: Welcome and Framing**
	 How do we plan for the future of our region - <u>at the landscape scale</u> - knowing that change and adaptation will be necessary?
	
	 Purpose and Introductions:
	 1. Facilitator: Focus group purpose and overview of agenda, meeting guidelines
	 2. All: Introductions
	      a. What hat(s) are you wearing today?
	      b. What's your favorite way to experience the outdoors in the NoCo region?

20 min	**Session #2: Presentation and Share-Out – The Story of NoCo Places** ***Presentation and Reflections:*** 1. Presentation (15 min): Storymap - Story of NoCo Places 2. Q/A on NoCo Places (5 min)

40 min	**Session #3: NoCo Places Values and Visioning**
	
	 Discussion:
	 1. Reflections and reactions to the Storymap and framing of current challenges/conditions
	      a. What surprises you? Concerns you? Confirms your experiences?
	      b. What is missing from the framing/story?
	      c. How can the Storymap be leveraged for additional outreach in the region?
	 2. What do you value about the outdoor experiences and ecosystems of NoCo's public lands (county, state, and federal lands included)?
	 3. What concerns do you have about the future of NoCo's public lands? What changes or challenges are impacting the places and experiences that are special to you?
	 4. What do you want the future of NoCo to look like?

5 min	**Session #4: Strategy Preferences for the NoCo Region (Intro)**
10 min	**Break**
55 min	**Session #4: Strategy Preferences for the NoCo Region (Discussion)**

	Discussion: 1. Pros and cons of potential strategies to address challenges and support a vision for the future (details to be provided during the focus group)
20 min	**Session #5: Near-Term and Long-Term Priorities for the NoCo Region** *Discussion:* 1. What do land managers need to prioritize **right now?** What do they need to prioritize for the **long-term (10-15 years or more)?** 2. How can your stakeholder group or community contribute towards achieving a Conservation and Recreation Vision for NoCo? 3. How can NoCo Places support your stakeholder group's goals and needs?
10 min	**Final Reflections and Wrap-Up**

Meeting Guidelines

- **Openness:** Remain open to different perspectives.
- **Confidentiality & Attribution:** Participants are free to use and discuss information from the focus group, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, will be attributed.
- **Perspectives:** Be mindful of the presence of multiple identities, backgrounds, and areas of expertise. Respect different perspectives and avoid the use of acronyms and technical language.
- **Participation:** Actively participate while holding space for others to participate as well.
- **Focus & Respect:** Help the facilitators keep to the agenda and maintain focus on the issues and objectives.
- **Seek to Understand:** Listen actively to others while they are speaking. Try to look at the topic through another's eyes, even if you remain in disagreement with them.

APPENDIX B: MANAGEMENT STRATEGIES TESTED FOR SUPPORT

Management Strategy
Status quo management (i.e., no change in management)
Increased outreach (through rangers, volunteers, and other communications)
Simple infrastructure improvements (to parking, restrooms, etc.)
Land acquisition including fee simple (direct purchase of land), pedestrian/access easements, conservation easements, and new trails
Timed entry and/or reservation systems
Trailhead fees and/or regional passes
Designated dispersed camping
Increased seasonal closures
Directional trails, designated use days, and/or designated use trails (i.e., certain uses like hiking can only be done in one direction while another use goes the opposite direction; certain uses are allowed on certain days only; trails only allow certain uses)
Increased dog-related regulations (e.g., leash laws, prohibitions, etc.)
Closures to certain or all uses
"Spectrum" or "zoned" management to focus visitation and infrastructure in highly popular areas while keeping other areas quieter and with a more backcountry feel E.g.: *Front country:* high density of developed sites such as campgrounds, trailheads, and day-use areas, more active management *Backcountry:* unique opportunities for solitude, scenic integrity, and primitive recreation, less active management

APPENDIX C: MANAGEMENT STRATEGY SUPPORT - POLL RESULTS (TABULAR)

Average Support* for Management Strategies by Focus Group (See Appendix B for More Detailed Descriptions of Each Strategy)

	Status Quo	Increased Outreach	Infra-structure Improve-ments	Land Acquisition	Timed Entry/ Reser-vations	Fees/ Passes	Designated Dispersed Camping	Increased Seasonal Closures	Directional Trails/ Designated Uses or Days	Increased Dog-Related Regulations	Closures to Certain or All Uses	Spectrum/ Zoned Manage-ment	n=
All Abilities	1.9	4.5	4.9	4.0	2.5	2.4	2.5	3.4	3.6	3.3	3.3	4.3	8
Commercial Outfitters & Guides	1.7	4.8	4.8	3.3	3.7	4.5	4.2	2.5	2.7	3.5	2.7	4.3	6
Conservation NGOs	1.7	4.5	4	4	3.9	3.8	3.9	4.6	4.3	4.7	4.5	4.7	10
Cycling & Mountain Biking	1.7	4.7	4.2	4.0	2.4	2.4	4.3	3.4	4.0	4.3	2.7	4.3	9
Forest Health & Fireshed Planning	1.4	4.8	4.0	4.2	3.2	2.8	3.9	3.5	3.6	3.5	3.8	4.3	12
Historically Under-represented Communities	1.3	5.0	4.0	3.8	3.8	3.3	3.8	4.0	3.3	5.0	4.3	3.5	5
Hunting & Angling	2.3	4.7	4.3	4.3	2.7	3.0	3.3	3.7	2.7	4.3	4.0	3.7	3
Motorized Recreation	2.3	4.3	4.2	4.2	1.8	2.3	2.3	1.8	2.0	3.0	1.7	2.8	6
NoCo Partners	1.6	4.2	3.9	3.8	3.5	3.6	3.1	4.4	3.6	3.8	3.8	4.1	17
Non-Motorized Recreation	1.8	4.8	4.5	4.5	3.0	3.5	4.0	4.0	4.0	4.5	4.0	4.5	4

Private & Working Lands	2.3	5.0	4.0	4.3	3.0	3.0	3.7	4.0	3.4	4.3	3.7	4.1	7
Tourism & Economic Development	2.6	4.6	4.3	3.7	2.6	3.3	2.9	2.3	2.4	3.1	2.4	4.0	7
Tribal & Indigenous Organizations	1.3	5.0	4.0	3.8	3.8	3.3	3.8	4.0	3.3	5.0	4.3	3.5	4
Water & Trails Stewardship Organizations	2.1	4.8	4.5	4.1	3.8	3.9	4.4	4.5	4.5	4.4	3.9	4.8	8
Youth Stewardship & Education	1.6	4.7	4.5	3.9	3.3	2.3	3.8	4.0	3.5	3.4	3.2	4.2	11
Overall Average**	1.8	4.6	4.3	4.0	3.1	3.1	3.6	3.6	3.4	3.9	3.4	4.1	117

*Focus group participants were asked to respond how likely they were to support the indicated management strategy on a scale of 1-5, with 1 being "I do not support this strategy" and 5 being "I fully support this strategy."

**Does not include Climbing. Participants in the Climbing focus group elected not to take the poll because of their small group size. Instead, they discussed each management strategy in depth; that discussion is captured in Chapter 3, Figures 16-26.

APPENDIX D: FOCUS GROUP JAMBOARDS

Please view a [public Google folder here](#) to see PDFs of each focus group's Jamboard.