

WELCOME!

SIERRA WORKS



SIERRA WORKS

SIERRA JOBS FIRST
RECREATION & TOURISM

WORKING GROUP MEETING



MAY – WORKFORCE DEVELOPMENT

05/18/2026

THIS MEETING IS
BEING RECORDED



INDIGENOUS LAND ACKNOWLEDGEMENT

We acknowledge that the lands we live and work on across **Tuolumne, Amador, Alpine, Calaveras, Inyo, Mono, and Mariposa Counties** are the ancestral homelands of many Indigenous peoples, including Miwok, Mono, Paiute, Shoshone, Washoe, Yokuts, and related Tribal Nations of the Sierra and Eastern Sierra.

These lands hold creation stories, sacred sites, and living cultural traditions that continue today, despite the impacts of colonization.

We offer this acknowledgment as an invitation to recognize these places as a living homeland, and to carry forward our shared responsibility to this land and its original stewards as we do this work together.



GROUND RULES

1. Assume good will.
2. Listen with an open mind and take an active problem-solving approach.
3. Avoid editorials and engage with respect.
4. Use conversational courtesy.
5. Honor time and share the floor. Respond to polls as quickly as possible.
6. Appreciate humor, but not at others' expense.
7. Be honest and candid while treating each other with respect.
8. Think innovatively and welcome new ideas.
9. Please feel free to use the chat to share your ideas or any question you may have.



SJF & SIERRA WORKS RECAP

California Jobs First, is a statewide program that supports strategies that diversify local economies and develop projects & initiatives for all Californians.

SFM and MLTPA (Industry Coordinators appointed by the Sierra Business Council), have developed Sierra Works (sierraworks.org) to provide technical assistance to regional Recreation & Tourism projects in the Sierra Region.

WHAT IS THIS WORKING GROUP?

The goal of this working group is to hear from Rec & Tourism stakeholders in the region to stress-test the current strategies and tactics defined in the SJF Regional Strategic Plan.

Over the next several months, we will focus on different topics and, based on what we hear from you, develop the:

“Recommendations for Implementation and Collaborative Action”

(RICA)



01

Regional Governance

November 2025 · ESSRP · Eastern Sierra Recreation Collaborative (ESCOG)

Session Focus

The opening session asked the foundational question: what kind of regional entity does this seven-county recreation and tourism economy need, and what should it actually do? Two projects anchored the conversation: ESSRP, a voluntary public-public partnership model that has demonstrated cross-county coordination is possible, and the ESCOG's Regional Recreation Collaborative, testing what institutional structure the entity should take.

The session produced a clear and widely-shared vision of the entity's function: action over planning, unified advocacy, technical assistance, and a centralized commitment to environmental stewardship. What it could not yet answer, because no planning session can, was the operational question: who funds the staff, and how does the entity sustain itself between grant cycles?

Wins & Progress / Barriers

PROGRESS & WINS

- ESSRP demonstrates that voluntary cross-county partnership is achievable, organizations will coordinate when given a structured venue to do so
- ESCOG's Collaborative surfaced governance options and created shared vocabulary for discussing regional structure
- Rapid consensus on the entity's function: a Regional Service Layer that enables local action and centralized information-sharing

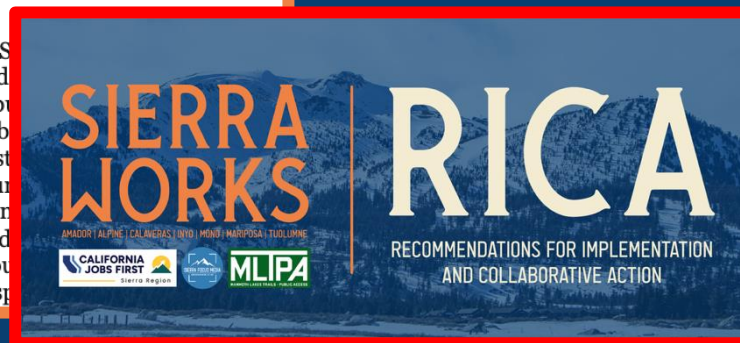
BARRIERS & PAIN POINTS

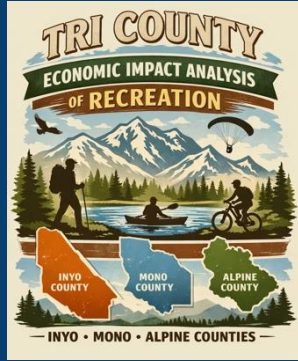
- Neither ESSRP nor the ESCOG has a reliable unrestricted funding stream. Both produce real value but struggle long-term to function as business entities.
- Organizational form question: what structure requires legal and structural changes for regional organizations can be implemented?
- Tribal engagement named as a priority but left undefined. Without a formal protocol, it remains an aspiration.

RICA UPDATES

RECOMMENDATIONS FOR...

- IMPLEMENTATION
- COLLABORATIVE ACTION
- WHAT'S NEXT





MEETING RECAPS

Climate Resiliency

- *April 20th*

Regional Identity and Funding

- *March 16th*

Policy Barriers

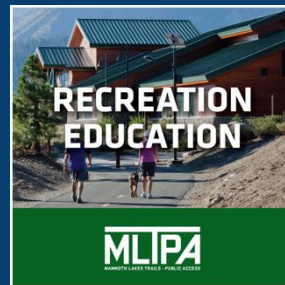
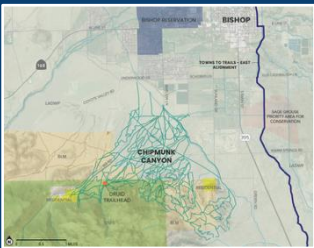
- *February 23rd*

Asset Mapping

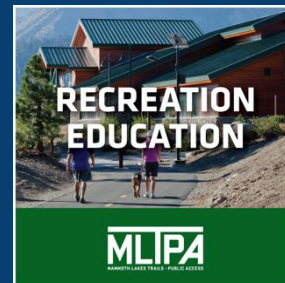
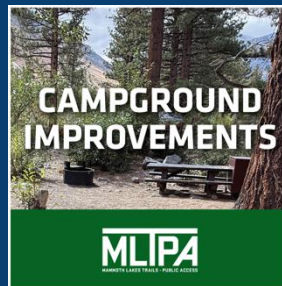
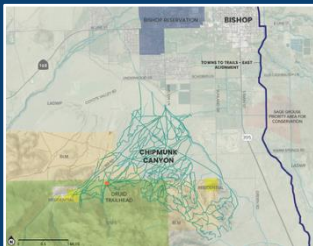
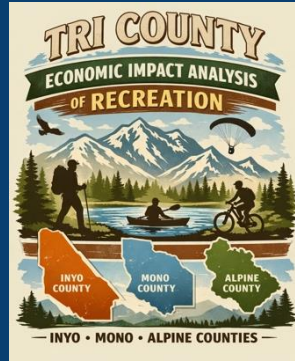
- *January 20th*

Regional Governance

- *November 17th*



MEETING RECAPS



Recreation & Tourism Working Group Meeting Recaps

Updated: March 19th, 2026

Regional Identity and Funding

March 16th

Presenting Projects:

- [Sierra Sourced: Tuolumne County Chamber](#)
- [Gold Rush Path: Tuolumne County Transportation Commission](#)

High Level Recap

- Participants zeroed in on how to actually move projects from idea to reality, tying funding strategies to a stronger regional identity.
- Funding does not line up cleanly with local needs, and even when it does, long-term maintenance money and lack of capacity
- Participants zeroed in on how to actually move projects from idea to reality, tying funding strategies to a stronger regional identity.

Actions for Capacity and Advocacy:

- Utilize consultants, non-profit developers, and fiscal agents to help backfill where public agencies might be understaffed
- Partner with entities like Career Nexus and local community colleges to train and hire locally based staff for recreation and tourism
- Leverage the region's role as a primary water provider into an identity that resonates with

Immediate Priorities:

- Develop standard protocols that allow prioritized projects to streamline work to nimble non-profit entities when necessary.
- Deploy asymmetrical capacity by pre-vetting a roster of consultants, contractors, and non-profit developers who can backfill for public agencies or sustain projects during reimbursement periods.
- Scaling sustainable recreation tours for legislators to advocate for capacity building.
- Determine who is best positioned to raise the region's voice at the state level.
- Integrate a general resource narrative which connects the Sierra's health to CA's urban centers.

Tensions That Must Be Addressed:

- Balancing the need for a unified regional identity without losing the uniqueness of local spaces.
- Addressing the risk that a regional model may favor jurisdictions that already have the most capacity or population, leaving disinvested or less populous communities behind.
- Bridge the gap between how residents define place-based work versus how visitors and legislators perceive the region (brand-based).

To see all meeting materials, the full recording, and original comments gathered from Working Group Participants on March 16th [visit the website](#).



KEY TAKEAWAYS WE'VE HEARD SO FAR

1. Invest in asymmetrical capacity
2. Brokers are essential
3. Filling in data gaps will function as a financing tool for the future
4. Creating a regional identity requires a cohesive regional structure
5. Climate is both a challenge to manage and a narrative that can be leveraged in accessing funding opportunities.



HOW THIS TRANSLATES TO THE RICA

Each policy recommendation in the RICA is expressed in the following structure:

The (AGENCY) will (ACTION) through (MECHANISM) to achieve (OUTCOME).

- *Agency = who owns the action*
- *Action = what the agency will do*
- *Mechanism = policy, funding, program, pilot, etc.*
- *Outcome = what changes or results*

“The California Natural Resources Agency, in partnership with the regional entity, will fund a standing roster of administrative expeditors and facilitators through a pre-vetted contractor framework supported by state operational funding to provide on-demand state-federal coordination capacity to any qualifying recreation project in the seven-county region at no upfront cost to the project.”



California Natural Resources Secretary Wade Crowfoot at the Jobs First “Symposium of Practice” – April 23, 2026

INTRODUCTION TO WORKFORCE DEVELOPMENT

Strategy 1: Enhance access to sustainable recreation and tourism on public lands to expand economic opportunities by creating partnership agreements between local authorities and federal, state, and utility land managers.

ACTION STEP 3

Identify efficient pathways to implement regional plans and priorities through a regional collaborative governance structure consistent with partnership agreements.

- a. Establish agreements between land managers and the full suite of regional capacities in anticipation of implementation efforts.
- b. Identify implementation opportunities for recreation infrastructure and service gaps that will increase capacity through **business expansion and job training in sustainable recreation**, ecosystem services, and agritourism. This includes project planning and permitting and implementation of recreation infrastructure, including trails, restrooms, trash collection, campsites, permittees, outfitters, guides, etc.



INTRODUCTION TO WORKFORCE DEVELOPMENT

Strategy 1: Enhance access to sustainable recreation and tourism on public lands to expand economic opportunities by creating partnership agreements between local authorities and federal, state, and utility land managers.

ACTION STEP 4

Identify and leverage innovative financing structures to diversify revenue streams for project implementation consistent with partnership agreements to **create local jobs in sustainable recreation.**

- a.** Monitor federal, tribal, state, and philanthropic funding resources for opportunities consistent with the partnership agreements to access capital and maintenance resources for the region's collaborative, sustainable outdoor recreation economy.
- b.** Consider private investment in public lands where Transit Occupancy Tax is applicable—RV Parks, campgrounds, boating infrastructure, rentals, etc.
- c.** Explore micro-loan programs for entrepreneurs and local businesses for projects that impact the local economy.



INTRODUCTION TO WORKFORCE DEVELOPMENT

Strategy 3: Diversify and leverage the region's recreation economy with tourism events, amenities, and attractions focused on the unique histories, arts, and cultures of the region's communities and establish new business opportunities in related industries.

ACTION STEP 4

Develop infrastructure to support regional events. Invest in traditional recreation infrastructure that supports attraction for regional sporting events and tournaments in coordination with regional collaborative governance as needed. Leverage these events to **create year-round, high-quality employment for the tourist industry workers**, many of whom have seasonal employment without benefits.

- a.** Assess capital investment plans related to traditional recreation infrastructure (local governments, tribal governments, recreation districts, and private sector) and prioritize investment projects.
- b.** Conduct economic impact analysis and feasibility studies on prioritized projects, identify potential funding sources, and plan for implementation.



PROJECT PRESENTATIONS & INTERVIEWS



**PATHWAYS TO PROSPERITY:
A REGIONAL MULTIMODAL SAFETY
AND RECREATION INITIATIVE**
Bradley Booker



**THE COLLABORATIVE
SUSTAINABLE RECREATION
ASSESSMENT**
Shane Farthing



INDUSTRY SECTOR COORDINATOR
Andie Stewart



PATHWAYS TO PROSPERITY



Project Description:

- Pathways to Prosperity is a community-driven initiative working to shape a more connected, resilient, and opportunity-rich Sierra region. Supported by funding from the Sierra Jobs First Catalyst Program, the initiative spans Amador, Alpine, Calaveras, and Tuolumne counties and brings together residents, local governments, and partners to identify, plan, and advance a network of safe, accessible multimodal routes and recreation assets. Grounded in a shared vision of equity and sustainability, Pathways to Prosperity prioritizes projects that improve mobility for those without reliable transportation, expand access to outdoor recreation, and strengthen connections between communities, jobs, and local destinations. By developing a pipeline of community-informed, “shovel-ready” projects, the initiative aims to unlock funding, create living-wage jobs, and support long-term economic vitality through sustainable tourism and recreation.

Partners:

- Federal & Private Landowners

Counties:

- Amador
- Alpine
- Calaveras
- Tuolumne



SUSTAINABLE MOBILITY PARTNERSHIP PROGRAM



Project Description:

- The project will focus on developing sustainable mobility (recreation, transportation, and tourism) infrastructure and programming in the Central Sierra region through nurturing partnerships and collaborations with a range of partners from local governments to state agencies, advocating for bicycling at the local and state levels, developing implementable bicycle infrastructure projects with key partners, securing design and implementation funding for specific projects, growing and sustaining our membership, and supporting and hosting events to promote bicycling culture.

Partners:

- CalBike, Tuolumne County Transportation Council, Angels Camp

Counties:

- Tuolumne
- Calaveras
- Amador
- Alpine



PROJECT PRESENTATIONS & INTERVIEWS



**PATHWAYS TO PROSPERITY:
A REGIONAL MULTIMODAL SAFETY
AND RECREATION INITIATIVE**
Bradley Booker



**THE COLLABORATIVE
SUSTAINABLE RECREATION
ASSESSMENT**
Shane Farthing



INDUSTRY SECTOR COORDINATOR
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FEATURED PROJECT Q & A



POLL QUESTIONS



GUIDED QUESTIONS OVERVIEW

We have three questions to explore now with the desire to understand and learn from YOU how to address workforce challenges and opportunities and to ensure that recreation and tourism projects advance as expeditiously as possible.

Please raise your hand 🖐️ or drop feedback in the chat to be collected.



GUIDED QUESTION #1

What challenges exist in the recreation and tourism workforce today?

GUIDED QUESTION #2

What opportunities exist in the recreation and tourism workforce today?





GUIDED QUESTION #3

What does a healthy recreation and tourism workforce need in this region that doesn't exist today?

“ARTS, CULTURE & PLACEMAKING”

JUNE WILL BE OUR FINAL “TOPIC-THEMED” MEETING!



UPCOMING MEETINGS

- **JUNE 15TH**

Arts, Culture & Placemaking

*Final Topic Themed Meeting!

- **3rd Week of June**

RICA Will be Sent for Review & Comment

- **JULY 20TH**

RICA Review Meeting



WRAP-UP & NEXT STEPS

Lingering questions?

Suggestions for the team or who
should join these meetings?

Please e-mail: sjfadmin@mltpa.org



THANK YOU FOR COMING



Next Meeting:

June 15th, 2026

“Arts, Culture & Placemaking”

Next Month's Feature Presenters:

Naomi Hart Johnson ; C5 Arts; Sierra Seven Arts Alliance
&

Dillon Osleger; MLTPA; Towns to Trails Westside