

WELCOME !

◀ *TO THE* ▶

CALIFORNIA JOBS FIRST
Symposium of Practice

For Tourism and Outdoor Recreation

RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE





Calder Johnson
Sector Investment Coordinator,
Arts/Culture/Tourism

10 Recreation and Tourism Cohort Meetings

CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT

AGENDA 06/06/2025

- Welcome/Introductions
- Field Updates
- Introducing Cohort Process/Goals
- "Ray of Sunshine" Best Practices & Good News



CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT

AGENDA 07/11/2025

- Welcome/Check-in
- Field Notes
- Regional Presentations
 - Sierra Region
 - Capitol Region/Nevada County
- "Ray of Sunshine" Moment



CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT

AGENDA 08/01/2025

- Welcome/Check-in
- Field Notes
- Presentations - Session Two
 - Redwood Region
 - UC ANR
- Inter-regional Comparative Analysis - Introduction
- "Rays of Sunshine"
- Adjourn



CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT

AGENDA 10/03/2025

- Welcome/Check-in
- Field Notes
- Presentations - Session Four
 - Sierra San Joaquin
 - With Sarah Masterson
 - Explore Local Nature
 - With Mike Kohn
- Rays of Sunshine
- Adjourn



CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT

AGENDA 11/07/2025

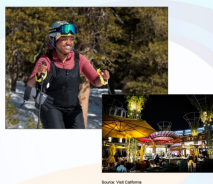
- Welcome/Check-in
- Field Notes
- Presentations - Session Four
 - North State (Siskiyou)
 - Justl Hansen
 - UC ANR UCCE
 - Aaron Wilcher
 - Alice Dompke
- Rays of Sunshine
- Adjourn



CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT

AGENDA 12/05/2025

- Welcome/Check-in
- Field Notes
- Presentations - Session Five
 - North State (Siskiyou)
 - Justl Hansen
 - California Outdoor Recreation Partnership
 - Leslie Grestefeld
- Rays of Sunshine
- Adjourn



Across the state over 8 months



Austin McInerney, Facilitator Climate Equity Solutions

RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE



AGENDA HIGHLIGHTS

TIME	SESSION
9:00 – 9:40	Welcome & Issue Framing from California Jobs First
9:40 – 10:10	Project Presentations
10:10 – 10:25	Secretary Crowfoot Visit and Discussion
10:25 – 11:00	Project Presentations - continued
11:00 – 11:15	Interactive Discussions
11:15 – 11:20	Recommendations Development Lab Overview
11:20 – 12:15	Recommendations Development Lab — Break Out Round 1
12:15 – 1:00	Lunch (provided by Mammoth Lakes Trails & Public Access Foundation)
1:00 – 1:40	Recommendations Development Lab — Break Out Round 2
1:40 – 2:20	Recommendations Development Lab — Break Out Round 3
2:20 – 2:40	Break
2:40 – 3:10	Stress-Test & Cross-Pollinate Recommendations
3:10 – 3:40	Clarification Discussion
3:40 – 4:00	Prioritization of Recommendations
4:00 – 4:30	Next Steps, Feedback & Closing

Our Goals:

- Build understandings of statewide challenges and opportunities facing tourism & outdoor recreation projects.
- Develop recommendations for project implementation and future collaborative action shared with state and federal leadership.
- Build relationships.

Tourism & Outdoor Recreation Sector — Project Interview Summary

Capitol Region – Nevada County

Representative Interviewed: **Shavati Karki-Pearl**
Interviewed by: **John Wentworth**

1 Assets

Think about the natural assets — public lands, parks, trails, or other features — and the community assets — community facilities, airports, train stations, unique areas, and/or cultural events — that draw visitors to the region, and how the project connects to them. Then consider what kinds of investments, whether in staff capacity, coordination, or regional information sharing, the project would most benefit from to move forward.

Consider:

- What natural assets attract people to the region, and how does the project connect to them?
- What community assets attract and bring people to the region, and how does the project connect to them?
- What investments would most help the project advance?

Discussion Points

Opportunities:

- Natural Assets
 - Federal public land
 - U.S. Forest Service
 - Tahoe National Forest
 - Bureau of Land Management
 - State public land
 - State Parks
 - South Yuba River has five state parks
 - Empire Mine and Malakoff Diggins state historic parks.
 - Land trusts
 - Truckee Donner and Bear Yuba land trusts
 - Special park districts
 - The **South Yuba River** is a major destination
 - A **gravel race** in October further activates the region seasonally
- Community Assets and Regional Access
 - A **strong bike community** hosts five events annually across public and private lands; bike tourism is rapidly growing
 - Cities anchor **cultural draw** through events like Hot Summer Nights, Victorian Christmas, Cornish Christmas, and the Nevada County Fair

Assets: Opportunities

Natural & Public Land Assets

1. Vast federal and state public lands — national forests, national parks, BLM lands, state parks, and jointly managed areas — provide a rich foundation for outdoor recreation
2. Diverse landscapes (redwood forests, volcanic ranges, desert, alpine peaks, oak grasslands, and mountains) support a wide range of activities within a single day's journey
3. World-class trail systems, 10,000+ miles of dirt roads, the Pacific Crest Trail, and fire lookouts offer exceptional backcountry access
4. The South Yuba River, Feather River watershed, and coastal kelp/oyster restorations represent high-value natural destinations with ecological and recreational significance
5. Land trusts, regional parks, and special park districts add additional layers of managed public access

Recreation & Tourism Offerings

6. Four-season recreation — skiing, mountain biking, rafting, kayaking, horseback riding, hiking, fishing, hunting — attracts diverse visitor segments
7. World-class recreation is accessible within minutes of rural town centers, strengthening the link between communities and public lands
8. Growing bike tourism with many annual events and strong community participation
9. Gravel bike racing and other seasonal events extend tourism activity throughout the year
10. Trails function as a force multiplier — connecting towns, generating business, and drawing visitors to previously overlooked communities
11. The Pines to Mines regional trail vision and historic downtowns create a coherent, marketable recreation identity
12. San Diego's abundant sunshine and coastal geography create a consistent, year-round outdoor recreation draw; beaches stretching from Oceanside to the Mexican border anchor the region's natural identity
13. Mission Bay, the Pacific coastline, and trail systems within Balboa Park offer diverse outdoor recreation opportunities within an accessible urban context

Cultural & Community Assets

14. Strong arts and cultural communities — folk art, Americana, Cornish Christmas, Nevada County Fair, Hot Summer Nights, Victorian Christmas — create a distinctive regional identity
15. Dense concentration of culinary and agritourism assets: vineyards, breweries, cheese, and music festivals draw global visitors
16. Creative partnerships with local businesses (e.g., trail beer releases with breweries) expand organizational reach and funding

Assets – Challenges

Staffing & Administrative Capacity

1. Insufficient funding for **project management** and staffing is a critical barrier to success
2. **Administering grants** requires specialized skills that many rural organizations lack
3. **Lack of police presence** leaves vast state and federal lands severely understaffed
4. Rural regions lack the capacity to act on their expertise — **the constraint is implementation, not knowledge**

Infrastructure Gaps

5. **Key recreation sites lack basic infrastructure:** restrooms, water, parking, emergency call boxes, and safety equipment
6. **Overcrowding at high-demand sites** are straining visitor experience and resources
7. **Rural infrastructure constraints** broadly impede project implementation
8. **Infrastructure investment** is needed to fully leverage existing assets

Governance & Coordination

9. Multiple overlapping jurisdictions make **coordinated decision-making difficult**
10. Some park districts are **exploring consolidation** due to financial strain
11. Volunteer orgs are unsustainably carrying the **maintenance burden** across public lands

Land Access & Policy

12. **Private land access is the primary barrier** to connecting communities via trails
13. Policies are needed to **protect landowners from liability** while enabling public access
14. The Tijuana River **sewage crisis** is directly affecting Imperial Beach and Coronado, threatening coastal recreation assets and visitor experience
15. Gentrification illustrates a recurring pattern: artists and cultural investment make neighborhoods attractive, then **rising costs displace the communities** that created the value.


Recognition & Resource Allocation

16. Recreation resources are not broadly recognized as economic drivers or as psychologically essential to rural community health
17. **Funding frameworks** tend to treat recreation as a consumer amenity rather than a community asset

Knowledge Preservation

18. **Historic maps** and agreement documents stored at **USFS Region 5 facility** in Vallejo are **at risk of disposal following federal office closures**

Phase 1 Draft: Released March 3, 2025
 Industry comment period ends: March 31, 2025
 Submit comments to regionalplans@visitcalifornia.com

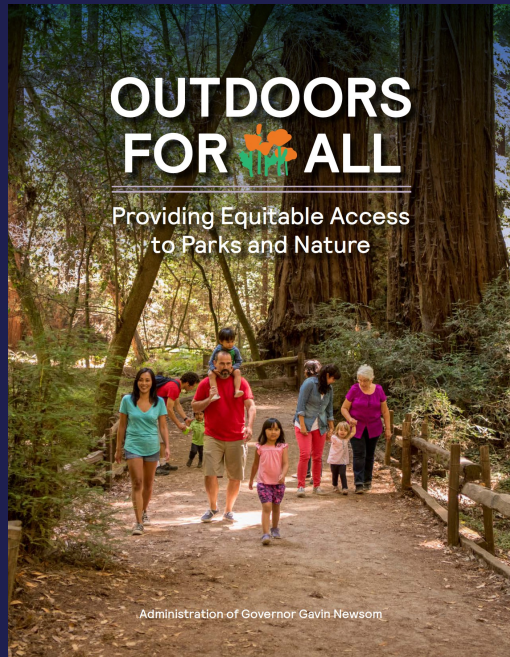


visit California
 Strategic tourism plan
Statewide Opportunities


JLL SEE A BRIGHTER WAY March 2025

OUTDOORS FOR ALL


Providing Equitable Access to Parks and Nature



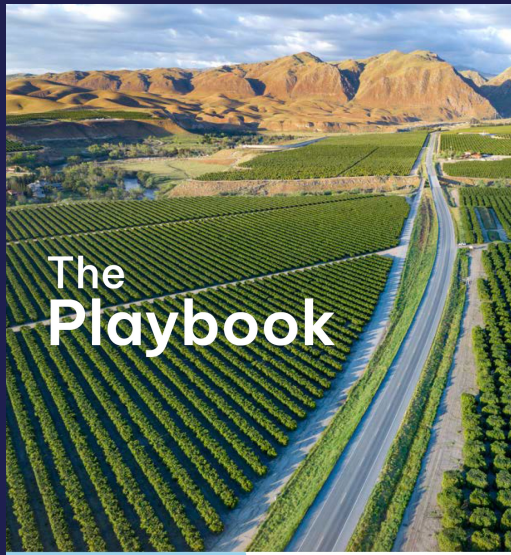
Administration of Governor Gavin Newsom



CALIFORNIA'S JOINT STRATEGY FOR SUSTAINABLE OUTDOOR RECREATION & WILDFIRE RESILIENCE



PREPARED FOR THE CALIFORNIA WILDFIRE AND FOREST RESILIENCE TASK FORCE
 DECEMBER 12, 2022



The Playbook


CALIFORNIA JOBS FIRST January 2025

California's Future Is Creative

Strategies for Cultural Resilience, Economic Growth, and Global Leadership



CALREC Vision



CALREC logo

Cross-Jurisdictional Collaboration To Advance Sustainable Outdoor Recreation In California

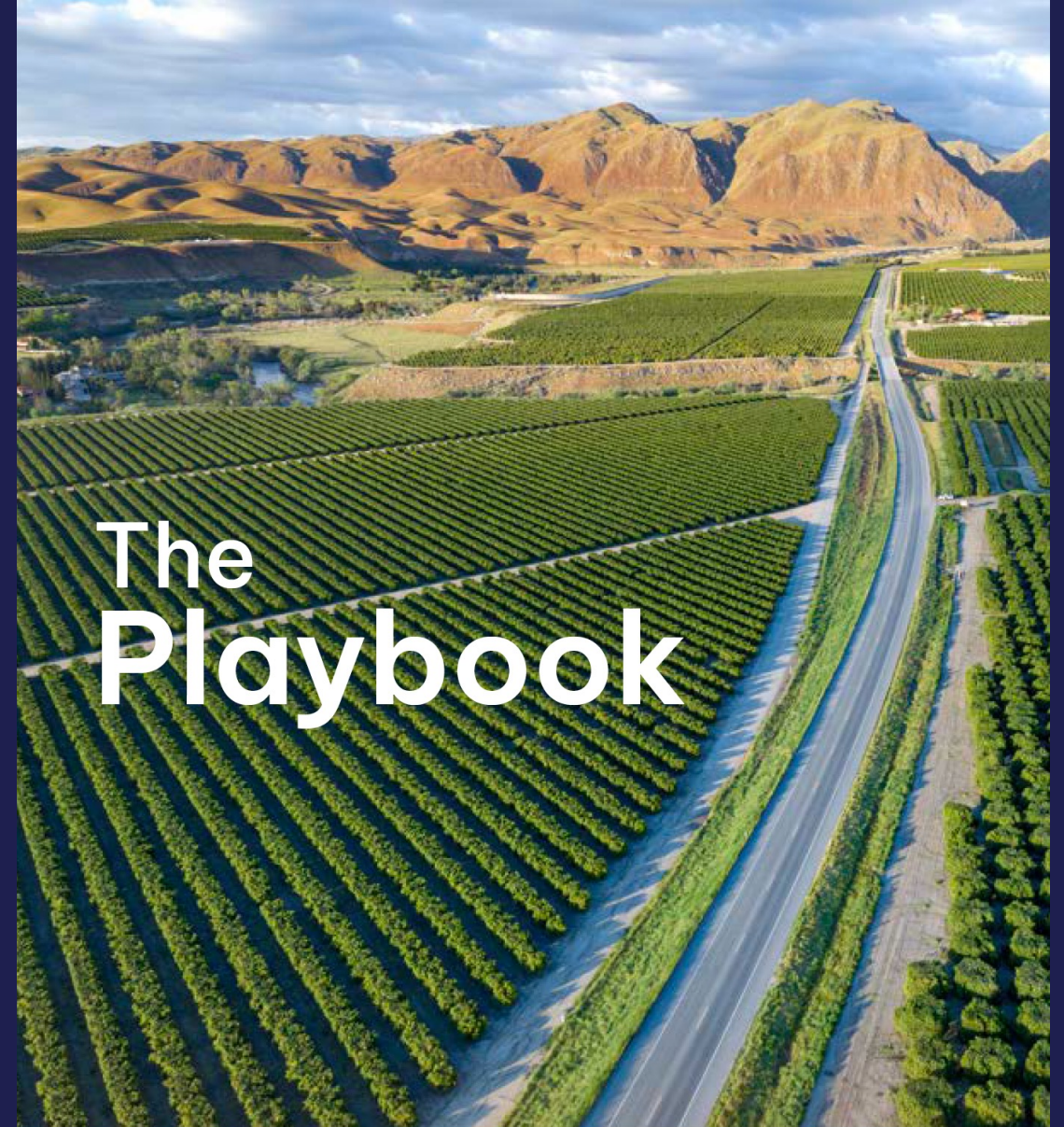
MLPA logo



Danna Stroud, GO-Biz
Associate Deputy Director, Regional
Engagement & Development

State Economic Blueprint

February 2025



The Playbook

January 2025

Developing the 13 Jobs First Regions

The creation of California's thirteen economic regions marks a strategic, data-driven approach to advancing resilient economic growth across the state.

These regions were identified to maximize the potential for collaboration, economic diversity, and job creation. Guided by California's Labor Market Information Division at the California Labor and Workforce Development Agency (LWDA), each region was defined based on unique local factors—like commute patterns, labor market characteristics, and industry strengths—alongside critical elements such as population size, geographic scale, and economic linkages.⁷

By grouping counties with shared economic ties and local connections, California has created an ecosystem of regions that can drive both local and cross-regional initiatives. This approach breaks down geographic and economic silos, encouraging regions to work together on transformational projects that transcend boundaries, from developing good-paying jobs to building sustainable industries. The California Jobs First initiative has empowered these regions with tools and funding to build the local partnerships needed to collectively create regionally-tailored solutions, ensuring that economic resilience is woven into the fabric of communities statewide.



- 1 North State
- 2 Redwood
- 3 Capital
- 4 Sierra
- 5 Bay Area
- 6 North San Joaquin
- 7 Central San Joaquin
- 8 Central Coast
- 9 Kern County
- 10 Los Angeles County
- 11 Inland SoCal
- 12 Orange County
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Distinct Regional Economies Informed by Unique Natural Resources & Community Assets

California spans over 160,000 square miles, making it comparable in size to countries like Japan and Sweden.⁸⁵ Along with this vast scale comes a wide range of topographies and economies defined by these different natural features.^A

Natural Resources

California has more than 840 miles of coastline, the highest and lowest points in the continental U.S., more than 25,000 square miles of desert, and the tallest trees on the planet.⁸⁴ Our geographic variation is one of the reasons we are home to nine of the country's 61 national parks, the most of any state.⁸⁵ These parks drive significant tourism to California (nearly 11.4 million visitors in 2023),⁸⁶ contributing to the more than \$150 billion travel spend that took place in California in 2023, an all-time high.⁸⁷

Our natural resources also underpin our leadership in other industries, from agriculture to renewable energy. Over one-third of the nation's vegetables and three-quarters of its fruits and nuts are grown in California alone.⁸⁸ We also boast an estimated 340,000 acres of land with potential for solar energy development,⁸⁹ as well as unparalleled deposits of critical minerals necessary for numerous clean technologies that comprise 15% of global rare-earth element supply.⁹⁰



Place-Based Assets

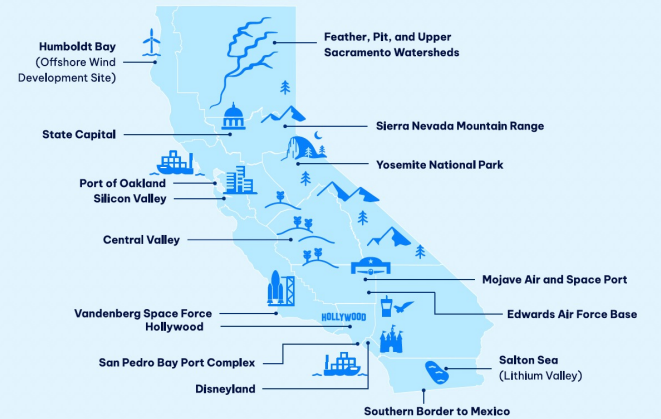
Our natural resources are impressive, but there are also man-made attributes that make us unique.

We have invested heavily in our transportation infrastructure to help transmit goods to and from the rest of the world, taking advantage of our position as the Western gateway to the United States. These investments have paid off: California consistently ranks first in the continental U.S. for both inbound and outbound air freight flights, and our ports handle 40% of all containerized cargo entering the U.S. and nearly 30% of the nation's exports.⁹¹ The San Pedro Bay Port Complex leads the way as the 9th busiest port in the world by container volume.⁹²

Our geographic location and weather conditions have also contributed to longstanding federal investments into our aerospace and defense launch and test assets, from the Vandenberg Space Force Base, the world's second busiest spaceport,⁹³ to Mojave Air and Space Port, the nation's first facility to be licensed for horizontal launch of reusable spacecraft.⁹⁴

Each California Jobs First region identified a range of assets in their Regional Plans.

SELECT REGIONAL ASSETS⁹⁵



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OVERVIEW

Tourism & Outdoor Recreation

Hollywood. Beaches. Yosemite. Disney. Highway 101. Golden Gate Bridge. Tahoe. Napa Valley...And that's not even scratching the surface. Thanks to its exceptional natural beauty and tourist attractions, California leads the nation in total spending on tourism.¹

While the pandemic caused temporary declines in tourism, the number of tourists to California has returned to record highs, attracting ~260 million visitors in 2023 and generating billions for California businesses.² California is committed to continuing to support the tourism and outdoor recreation sector with an emphasis on **fostering good-paying jobs**.

California's Tourism and Outdoor Recreation Sector Provides Millions of Jobs and Drives Billions in Visitor Spending

In 2023, tourism provided employment for 1.2 million Californians, generated \$150 billion in visitor spending (surpassing the prior record of ~\$145 billion in 2019), and \$12.7 billion in state and local tax revenues³

- The state has the **largest outdoor recreation industry economy in the nation**, contributing ~\$1 billion in GDP and supporting 545,000 direct jobs⁴
- Every year, ~**68 million people visit California's state parks**⁵ and in 2023, ~**36 million people** visited the state's nine national parks and 19 designated sites, spending \$3.2 billion, **supporting ~40,000 jobs**, and providing \$5.1 billion to the state economy⁶
- In January 2025, President Biden added **two new national monuments** covering more than 840,000 acres that will protect sacred tribal lands and enhance regional recreation opportunities⁷

Tourism & Outdoor Recreation



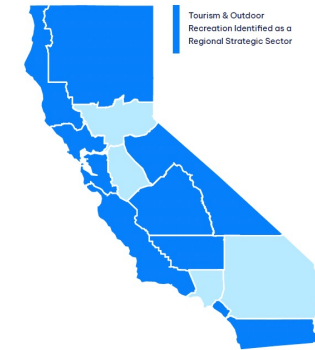
How We Are Supporting the Tourism and Outdoor Recreation Sector

- **California Office of Tourism:** Supports the promotion of California as a global tourism destination, provides information services to visitors, and funds Visit California⁸
- **Visit California:** Develops and maintains marketing programs promoting California as a travel destination; received ~\$120 million from the state in 2023-24⁹ and a one-time \$95 million stimulus in 2021 to boost California's tourism economy¹⁰
- **State Parks:** In 2024-25, California's budget allocated over a billion dollars to support its state parks, including ~\$880 million for state operations and ~\$140 million for local assistance¹¹
- **Route to Parks Grants:** Reduces transportation barriers to help people access state parks and encourage outdoor recreation and tourism¹²
- **Land and Water Conservation Fund:** Provides funding for the acquisition or development of land to create new outdoor recreation opportunities for the health and wellness of Californians¹³

REGIONAL OVERVIEW

Across the state's 13 Jobs First Collaboratives, **nine identified tourism & outdoor recreation as regional strategic sectors:**¹⁴

- **North State:** Developing a regional tourism marketing plan and coordinating with local businesses to provide destination and ecology-based experiences to visitors, such as the Sierra Buttes Trail Stewardship's Connected Communities Trails Master Plan and agri-tourism activities
- **Redwood:** The area's state and national parks attract approximately 5 million visitors annually who generate about \$1.3 billion in spending—about \$4,000 per Redwood resident
- **Sierra:** Outdoor recreation and tourism represents ~25% of all regional employment; however, there is opportunity for wage improvement, as many jobs pay less than \$50,000 annually
- **Bay Area:** In 2023, San Francisco welcomed ~23 million visitors who spent \$8.8 billion¹⁵
- **Central San Joaquin:** Plan to develop agri- and eco-tourism sector to educate the public, create hundreds of direct and indirect jobs, and conserve land
- **Central Coast:** Strong base of tourism assets, with hospitality accounting for ~18% of region's overall employment growth from 2012 to 2022
- **Kern County:** Opportunities for small businesses and hospitality services to support the region's scenic and recreational areas, like the Kern River Valley
- **Orange County:** Driven by local assets including Disneyland and Anaheim Convention Center, the region has a strong accommodations industry, providing ~25,000 jobs in 2023
- **Southern Border:** Imperial County's historical tourism sector is one of its fastest growing; San Diego plans to expand its cultural and agri-tourism sectors



Employers Expanding Their Presence in California with Calcompetes Support

COMPANY HIGHLIGHTS SOURCED FROM CALCOMPETES AWARDS¹⁶



Viking River Cruise, a River and Ocean Cruises company based in Woodland Hills, plans to invest \$9 million to expand their headquarters, creating over 180 new jobs.

Developing the 13 Jobs

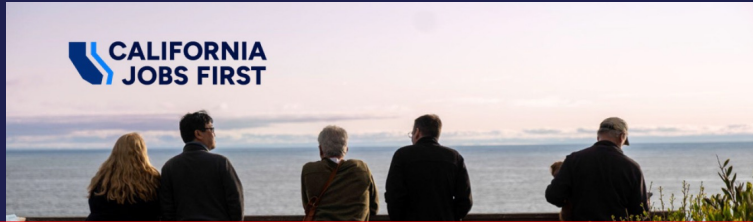
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First initiative has empowered these regions with tools and funding to build the local partnerships needed to collectively create regionally-tailored solutions, ensuring that economic resilience is woven into the fabric of communities statewide.

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Tourism & Outdoor Recreation



How We Are Supporting the Tourism and Outdoor Recreation Sector

- California Office of Tourism: Supports the promotion of California as a global tourism destination, provides information services to visitors, and funds Visit California®

REGIONAL OVERVIEW

Across the state's 13 Jobs First Collaboratives, **nine identified tourism & outdoor recreation as regional strategic sectors:**¹⁴

- North State: Developing a regional tourism marketing

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COMPANY HIGHLIGHTS SOURCED FROM CALCOMPETES AWARDS®



Viking River Cruise, a River and Ocean Cruises company based in Woodland Hills, plans to invest \$2 million to expand their headquarters, creating over 180 new jobs.

California's Strategic Sectors

Strengthen



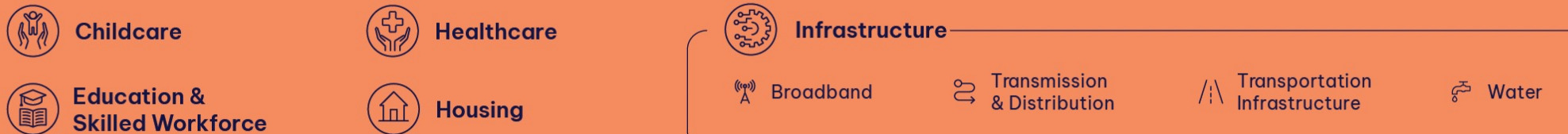
Accelerate



Bet



Anchor



California's Strategic Sectors

Strengthen

Creative Economy
Film, TV, & the Arts

Tourism & Outdoor Recreation

Manufacturing

Working Lands & Water

Financial & Professional Services

Agricultural Production
Food Processing

Transport & Logistics

Accelerate

Aerospace & Defense
Aircraft
Shipbuilding
Space, Defense, & Satellites

Life Sciences
Medtech
Pharma / biotech

Clean Economy
Batteries
Onshore Wind
Solar
ZEVs

Working Lands & Water
Agtech & Farm Equipment

High-Tech
Hardware
Semiconductors & Microelectronics
Software & Services

Advanced & Precision Manufacturing¹

Bet

Clean Economy
Carbon Management
Critical Minerals
Hydrogen
Offshore Wind

High-Tech
Artificial Intelligence
Fusion
Quantum
Robotics

Working Lands & Water
Bioeconomy
Blue economy / tech

Anchor

Childcare

Healthcare

Education & Skilled Workforce

Housing

Infrastructure

Broadband

Transmission & Distribution

Transportation Infrastructure

Water

NEXT STEPS FOR CALIFORNIA JOBS FIRST



CALIFORNIA JOBS FIRST

2026 Investment Summit

From Blueprint
to Breakthrough



NEXT STEPS FOR CALIFORNIA JOBS FIRST COUNCIL MEMBERS



CALIFORNIA JOBS FIRST 2026 Investment Summit

From Blueprint
to Breakthrough

Attending California Jobs First Council Members



Dee Dee Myers, Director
Governor's Office of Business and Economic Development



Stewart Knox, Secretary
California Labor & Workforce Development Agency



Wade Crowfoot, Secretary
California Labor & Workforce Development Agency



Lindsey Sin, Secretary
California Department of Veterans Affairs



Samuel Assefa, Director
California Governor's Office of Land Use and Climate
Innovation



John Wentworth

Industry Sector Coordinator / Recreation and Tourism

CEO/President MLTPA Foundation

SIERRA JOBS FIRST
COLLABORATIVE

2024 Strategic Plan

Regional Plan: Part II



Governing Council Approved August 23, 2024



SIERRA WORKS

RECREATION & TOURISM PROJECTS IN THE SIERRAS



RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE



SIERRA JOBS FIRST
COLLABORATIVE

2024 Strategic Plan

Regional Plan: Part II



SIERRA FORESTS



Governing Council Approved August 23, 2024



2024 Strategic Plan

Regional Plan: Part II



Governing Council Approved August 23, 2024

Sustainable Recreation & Tourism

Building a Sustainable Tourism Economy

SECTOR DEFINITION

The Sustainable Tourism Industry Sector includes natural and cultural attractions, arts, outdoor activities, events, and historic sites. Sustainable tourism is focused on current and future economic, social, and environmental impacts and addresses the needs of visitors, the industry, the environment, and host communities. Data and feedback indicate the region's robust recreation and tourism sector is a critical economic driver. Leveraging the region's natural assets, arts, historic sites, and community events has significant potential for developing quality jobs.

SECTOR SNAPSHOT

Sustainable recreation and tourism dominate the regional economy and represent nearly 25% of all employment. This industry sector is broad in scope and includes everything from accommodations and lodging to outdoor recreation, arts and cultural attractions, food service, and some retail operations. The location quotient is 1.64, indicating that 64% more tourism jobs exist in the region than the employment average in California for this sector. The highest number of jobs exist in food service and accommodations for this sector, as listed on the next page. Jobs in these two industries tend to be low-wage jobs. This industry sector represents one of the most significant areas for wage improvement to achieve region-wide income goals, as many jobs in this sector today pay under \$50,000 annually. Strategies in this sector will need to work to find creative ways to build opportunities for high-quality job growth in these specific industry areas.

OUTCOME STATEMENTS

- Sierra employees, especially those in the food service and accommodations, can access high-quality jobs in the recreation and tourism sector.
- Local, state, tribal, federal, and private landowners work together to unlock regional opportunities.
- Significant regional public and private investments support new opportunities and ongoing maintenance needs in the arts, history, and recreational opportunities.
- A climate-resilient, environmentally responsible recreation and tourism economy exists in the region.

BY THE NUMBERS SECTOR LOCATION QUOTIENT

1.64
Sustainable recreation represents an area of economic specialization for the region, with an occupation rate 64% higher than statewide averages across this economic sector. With its high employment numbers, this is an important regional investment area.

TOTAL SECTOR EMPLOYMENT IN REGION 2023

17,642 jobs
28.1% of region employment

Regionally, about three of every 10 jobs fall within the sustainable recreation sector, indicating that these economies are heavily tied to the continuation and advancement of the local workforce.

REGIONAL ASSETS

The following resources will be leveraged to strengthen the development of the target sector. This is a partial list of the region's extensive recreation and tourism assets.

- **Natural Resources:** The national and State parks, forests, and recreation sites offer diverse ecosystems and scenic beauty, attracting millions of visitors annually. The varied climates support year-round tourism activities such as skiing, hiking, rock climbing, and more.
- **National Parks, Monuments, and Scenic Areas:** Yosemite, Death Valley, Devils Postpile, Manzanar, and Alabama Hills.
- **U.S. National Forests:** Inyo, Stanislaus, Sierra, Humboldt-Toiyabe, Eldorado, and Lake Tahoe Basin Management Unit.
- **State Historic Parks:** Bodie, Columbia, Indian Grinding Rock, Calaveras Big Trees, Rialto 1897, California State Mining and Mineral Museum, Mono Lake Tufa, and Grover Hot Springs.
- **Trails:** Pacific Crest National Scenic Trail, John Muir Trail, and countless others.
- **Attractions:** Ancient Bristlecone Pine Forest, Bishop rock-climbing destinations, Buttermilk Bouldering Area, hot springs, Mt. Whitney
- **Ski Areas:** Mammoth Mountain, June Mountain, Kirkwood Ski Area and Bear Valley.
- **Expertise:** Local experts specialize in hospitality, tourism management, outdoor recreation, and environmental conservation. Artisans and cultural practitioners contribute to artistic and cultural events.
- **Community Relationships/Connections:** The SJF region is not just a collection of individuals but a community with strong ties and established relationships among local businesses, tourism boards, and event organizers.
- **Infrastructure:** Developed infrastructure supports tourism and recreation, including transportation networks, lodging facilities, and recreational amenities.
- **Artistic and Cultural Events:** Opportunities for investment and expansion to enhance revenue and job creation within the region.
- **Annual Events (including but not limited to):** Alpine Club Craggin' Classic, Blake Jones Trout Derby, Calaveras County Fair, Death Ride, Jumping Frog Jubilee, Mammoth Bluesapalooza, Mammoth Gran Fondo, Millpond Music Festival, Mule Days, Tri-County Fair.



► Images to left from top to right: 1) Four hikers at Dantes View in Death Valley. Photo by John D Hallett 2) Climber ascends a rope early morning at Yosemite National Park in with Half Dome in the background. Photo by H. Kajitani

SIERRA JOBS FIRST
COLLABORATIVE

2024 Strategic Plan

Regional Plan: Part II



SIERRA WORKS

SIERRA JOBS FIRST
RECREATION & TOURISM

WORKING GROUP MEETING



NOVEMBER MEETING

11/17/2025



Governing Council Approved August 23, 2024



RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE



SIERRA WORKS

AMADOR | ALPINE | CALAVERAS | INYO | MÓNO | MARIPOSA | TUOLUMNE



ERICA

RECOMMENDATIONS FOR IMPLEMENTATION
AND COLLABORATIVE ACTION

SIERRA JOBS FIRST
COLLABORATIVE

2024 Strategic Plan

Regional Plan: Part II



Governing Council Approved August 23, 2024



Regional Governance

Asset Mapping

Policy Barriers

Regional Branding & Financing

Climate Resiliency

Workforce Capacity

Arts & Culture

RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE



CALIFORNIA JOBS FIRST REGIONS



Regional Governance

Asset Mapping

Policy Barriers

Regional Branding & Financing

Climate Resiliency

Workforce Capacity

Arts & Culture

CALIFORNIA JOBS FIRST REGIONS



Assets

Policy and Regulation

Funding

Data

Climate Change

Workforce

Collaboratives

Branding and Marketing

CALIFORNIA JOBS FIRST REGIONS



Capitol Region – Nevada County

Inland So Cal Region – Discover Inland Empire

North State - Sierra Buttes Trail Stewardship

North State Region – Siskiyou ORA

Orange Region – Orange County Micro Tourism

Redwood Region – Arts Nature Trails Project

Redwood Region – Redwood Trail Alliance

Sierra Region - Campgrounds

Sierra Region – Towns to Trails

Southern Border Region – SDSU



RECOMMENDATIONS FOR IMPLEMENTATION AND COLLABORATIVE ACTION

Tourism & Outdoor Recreation Sector — Project Interview Summary

Redwood Region – Arts Nature Trails Project

Representative Interviewed: **Calder Johnson**
 Interviewed by: **John Wentworth**

1 Assets

Think about the natural assets — public lands, parks, trails, or other features — and the community assets — community facilities, airports, train stations, unique areas, and/or cultural events — that draw visitors to the region, and how the project connects to them. Then consider what kinds of investments, whether in staff capacity, coordination, or regional information sharing, the project would most benefit from to move forward.

Consider:

- What natural assets attract people to the region, and how does the project connect to them?
- What community assets attract and bring people to the region, and how does the project connect to them?
- What investments would most help the project advance?

Discussion Points

Opportunities:

- Natural Assets
 - **Joint Federal and State Land**
 - Redwood State and National Park
- Community Assets and Regional Access
 - The **Great Redwood Trail** connects the natural landscape to an active, developing trail corridor
 - A distinctive **fusion of natural assets and a rich arts and cultural community** creates a unique regional identity

Challenges:

- **Rural staffing capacity, administrative capacity, and regional information sharing** limit the region's ability to develop and manage assets
- **Rural infrastructure constraints** impede project implementation; the region does not lack expertise, but lacks capacity to act on it

2 Policy & Regulations

Reflect on the policies or regulations the project has encountered, and whether they have opened doors or created roadblocks. Consider also where the policy landscape simply does not



“Arts Nature Trails Constellation Project”

Presenter

- Calder Johnson

Jobs First Region

- Redwood Region

Catalyst

- Non-Catalyst Project

Project Status

- Development Ready



Assets - Opportunities

- Redwood State National Park
- The Great Redwood Trail
- Fusion between Natural and Cultural assets

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Assets - Challenges

- Staffing capacity
- Information sharing
- Administrative capacity
- Capacity to implement
- Reimbursement-based grants

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Policy & Regulations - *Opportunities*

- Cannabis tourism offers economic benefits
- Recent CEQA exemption
- AB 518 - Low-impact camping

Policy & Regulations - Challenges

- State regulations create disproportionate burdens in rural areas
- ADA compliance

Funding - Opportunities

- The world's largest concentration of venture capital is only 300 miles away

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Funding - Challenges

- Federal sources are difficult to navigate
- The state hasn't been investing
- CA Arts Council grants oversubscribed 4 to 1
- Coastal Conservancy provides little funding
- No funding opportunities identified

Data - *Opportunities*

- Visit CA provides extensive county-level data
- Gaps exist in granularity and specific data
- Cities like Eureka and Ukiah invested in detailed visitor data

Data - Challenges

- These cities are "lanterns in a dark night" -
- Getting data to people who need it
- Providing capacity for analysis
- Rurals make decisions "based on vibes"
- Does Visit California sit on large data sets?

Climate Change - Opportunities

- Trail work and wildfire mitigation/recovery
- The Great Redwood Trail \$60 million funds
- Seasonality of wildfire mitigation and tourism creates workforce opportunities

Climate Change – *Challenges*

- Sea level rise is a major concern
- Coastal location provides Wildfire protection

Workforce - Opportunities

- Local talent
- Home growing
- Seasonal work > business development
- Pre-arranged off-season employment

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Workforce - Challenges

- Gaps in recruitment
- Workforce pipeline = "paths" or "trails"
- State data fails to capture this employment

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Collaboratives - Opportunities

- Jobs First's greatest benefit
- Rural regions need & desire collaboration
- Collaboratives can generate new projects
- Investment in collaboratives as a regional function provides tremendous value

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Collaboratives - Challenges

- Volunteer-run collaboratives fall apart

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Branding & Marketing - *Opportunities*

- Multiple experiences in one day
- Assets can attract investment and talent
- Assets can attract private sector funding and philanthropy
- Visit California has been active in the region

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Branding & Marketing - Challenges

- The region has too many assets!
- Single narrative, not multiple that compete
- A coherent elevator pitch
- Relationship-building with Visit California
- Local officials aren't aware that Visit California exists

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Thank You!

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Tourism & Outdoor Recreation Sector — Project Interview Summary
Sierra Region – Trail System

Representative Interviewed: **Dillon Osleger**
 Interviewed by: **John Wentworth**

1 Assets

Think about the natural assets — public lands, parks, trails, or other features — and the community assets — community facilities, airports, train stations, unique areas, and/or cultural events — that draw visitors to the region, and how the project connects to them. Then consider what kinds of investments, whether in staff capacity, coordination, or regional information sharing, the project would most benefit from to move forward.

Consider:

- What natural assets attract people to the region, and how does the project connect to them?
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- What investments would most help the project advance?

Discussion Points

Opportunities:

- Natural Assets
 - Stanislaus, Inyo, Sierra, Sequoia national forests
 - Lake Tahoe Basin Management Unit
 - Yosemite National Park
 - Natural assets fall into two complementary categories: **intrinsic value** (ecosystem services, wild environments) and **utilitarian value** (recreation opportunities) – the trail project draws on both
 - Recreation users seek **long, uninterrupted outdoor experiences** away from urban infrastructure
 - **The landscape itself is the equity**, with economic activity reverse-engineered from existing assets
- Community Assets and Regional Access
 - Rural Sierra communities represent a rare and largely undiscovered preservation of **folk art, Americana, and distinct local cultures**

Challenges:

- Historic maps of the Sierra Nevada and agreement documents stored at the USFS Region 5 facility in Vallejo are critical to Towns to Trails projects and are **at risk of disposal** following federal office closures; their loss would be irreplaceable



“Towns to Trails”

Presenter

- Dillon Osleger

Jobs First Region

- Sierra Region

Catalyst

- Catalyst

Project Status

- Implementation Ready



Assets - Opportunities

- The landscape is the equity
- 5 U.S. Forests; 1 National Park
- Long, uninterrupted outdoor experiences
- Intrinsic Values & Utilitarian Values
- Sierra communities are the preservation of folk art, Americana, and distinct cultures

Policy & Regulations - *Opportunities*

- Explore Act and BOLT Act
- Proposition 4 and the California Trails Act
- Outdoors For All
- NEPA
- Recent Federal and State initiatives

Policy & Regulations - Challenges

- Advocacy support: Logging Executive Order
- California Wildlife Areas and bikes
- Tribes and “Fortress Conservation Models”
- Local topography and community context
- Prioritize Equity over Equality

Funding - Opportunities

- Upfront government investment shortens the timeline to private foundation funding
- Proposition 4 climate funding

Funding - Challenges

- Sustained operational funding
- Grants: \$5,000 to \$15,000 with deliverables
- Federal funding: BOLT Act designation
- Management funding: five-to-six-figures
- Digitize Forest Service maps and agreements

Data - Opportunities

- California leads the nation in rec output*
- Visitation data exists for forests and parks
- Good data available on rural communities outside forests and parks

Data - Challenges

- User behavior data is severely lacking: NVUM
- Collecting data on federal land = permits
- Paper records are vulnerable to loss
- Indigenous tribes lack capacity to share
- National Forest economic impact data stopped collection in early 2000's

Climate Change - *Opportunities*

- Urgency-driven demand

“Towns to Trails Project”

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Climate Change – Challenges

- Average temperatures have risen
- Storm patterns have become erratic
- Unpredictability disrupts visitor planning
- Affecting purchasing behavior
- Reduced visitor confidence
- Climate funding favors higher populations

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Workforce - Opportunities

- A sustained bell curve of economic activity
- The Sierra Nevada has trail builders
- Economic activity that stays in communities

Workforce - Challenges

- Capacity as a constraint for grant admin
- Land tenure complicates economic activity
- Large capital incursions are uncommon

Collaboratives - Opportunities

- Tribal relationships are cultural foundations
- Relationships consistently accelerate projects
- Early and ongoing inclusion is essential
- Collaboratives must receive funding
- Working groups are essential infrastructure for advancing projects

“Towns to Trails Project”

Collaboratives - Challenges

- The complex land tenure web
- Federal, State, Sovereign Nations, Private
- Different timelines, priorities, and decision-making processes

Branding & Marketing - *Opportunities*

- The project tells a cohesive story
- The trail teaches geology, history, cultural history, and contemporary community life
- Visitors leave with stories more compelling and durable than the infrastructure alone
- Attach investments to a compelling story

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Branding & Marketing - *Challenges*

- No significant branding challenges identified

Thank You!

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RECOMMENDATIONS LAB OVERVIEW

Four Breakout Groups:

1. Assets / Policy & Regulations
2. Funding / Data
3. Climate Change / Branding
4. Workforce / Collaboratives

- Interviewed project's opportunities and challenges have been identified and sorted into the topics listed above.
- Groups will identify additional challenges and brainstorm succinct recommendations to address challenges and leverage opportunities.
- 3 breakout rounds; self-select which groups to engage.
- Be creative, thoughtful and concise.

RECOMMENDATIONS LAB DESIRED OUTCOMES

"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

Recommendations to be delivered to state and federal leadership to advance project implementation.

LUNCH

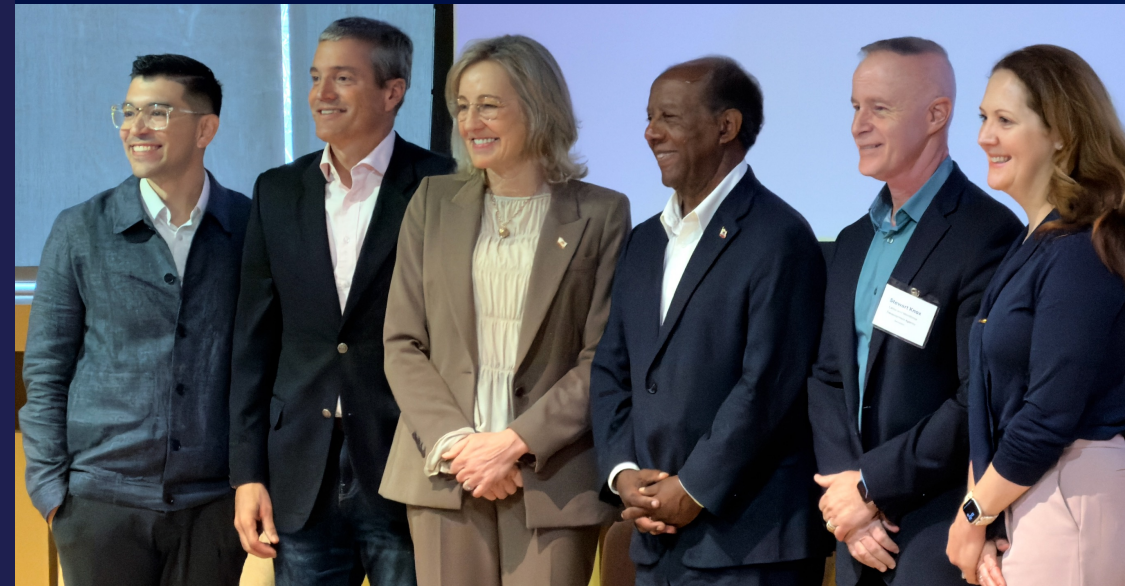
RECOMMENDATION LABS

NEXT STEPS

- Processing starts Tomorrow
- Draft for comment in June
- What did we learn today?
- State Leadership
- Closing thoughts

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STATE LEADERSHIP



From Blueprint
to Breakthrough

THANK YOU