

California Jobs First

**Orange County Tourism and Outdoor Recreation Strategy
Activation Plan**

January 2025

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OC Activation Plan: Strategy Overview

Topic	Sub-topic
Target Sector Strategy - Brief Overview and Sector Strategies	<p>Sector: Tourism and Outdoor Recreation</p> <p>The Tourism and Outdoor Recreation sector has been an integral part of Orange County's economy for decades and has provided an important source of jobs with low barriers to entry for residents and an important source of income for local retailers, restaurants and hotels. With nearly 42 miles of beautiful coastline, many nature preserves, protected areas, and wetlands; Orange County's natural beauty has served as a significant draw for residents and tourists alike. These natural amenities and nearly year-round beautiful weather encourage active, outdoor lifestyles and have turned the region into a hub for many recreational activities including surfing, hiking, golfing, fishing and many others. With such a deep history and specialization, and significant number of tourism amenities, Orange County's Tourism and Outdoor Recreation sector is uniquely positioned to continue to grow.</p> <p>In 2019, Orange County saw an estimated 50.2 million visitors and while visitation numbers have dropped, they are expected to return to these highs by 2024.¹ At the same time, travel-related spending in Orange County saw a dramatic decline from \$14.5 billion in 2019 to \$6.8 billion in 2020 before recovering to \$15.8 billion in 2023. The Accommodation sector accounts for \$3.8 billion or 24 percent of total travel-related spending, behind only Food Services.²</p> <p>Leveraging its already strong Tourism sector, several new developments in the region stand to increase tourism or visitor attraction including Disneyland's DisneyForward Project, a nearly \$2 billion investment in new theme park and lodging experiences in its first 10 years. This project will include \$30 million for affordable housing projects, \$8 million in improvements outside the Anaheim Resort Area for parks, playgrounds, sport courts, walking trails and sitting areas, and \$85 million for improved traffic and pedestrian safety all while creating nearly 5,000 new operations jobs and nearly 9,000 construction jobs for development.</p>

¹ <https://www.visitanaheim.org/articles/post/national-travel-and-tourism-week/>

² <https://industry.visitcalifornia.com/research/economic-impact?sort=county®ion=Orange>

OC Vibe, another major Orange County development approved in 2022 estimated at \$4 billion will add 20 acres of parks and open space, nearly 900,000 square feet of entertainment space such as concert halls and amphitheaters, and over 35 restaurants; all with access to the ARTIC transit hub. Additionally, continuing health trends have also spurred job growth in fitness and other recreational sports. With no shortage of sport parks, gyms and wellness centers, Orange County remains uniquely positioned to further drive growth in this sector.

Orange County has long been known as a destination for luxury retail shopping underscored by luxury shopping developments including Newport Beach's Fashion Island and Costa Mesa's South Coast Plaza. As this has long been an important cluster in the region, and with visitor demand and projected revenue expected to continue to grow, ensuring this industry is properly supported will provide significant benefits to both residents, workers and regional businesses.

The **Tourism and Outdoor Recreation** was prioritized for immediate implementation for the following reasons:

- Orange County's Accommodation sector saw one of the largest impacts from the COVID-19 pandemic with employment slipping from 26,586 in 2019 to 16,591 in 2020, a decline of nearly 10,000 jobs or 37.6 percent. In the following years, employment has steadily recovered totaling 25,454 in 2023, an increase of 53.4 percent since 2020 lows, yet still 4.3 percent below 2019 highs.
- Looking forward, daily room demand in Orange County is expected to increase from 43,160 in 2023 to 45,596 by 2026, an increase of 5.6 percent, just behind San Diego (+5.7 percent) and San Francisco Bay Area (+9.1 percent). At the same time, occupancy levels will increase from 71.7 percent to 74.3 percent, the second-largest increase in California.
- Projected room revenue in Orange County is expected to grow by 12.9 percent from 2023 to 2026, reaching \$3.7 billion, well above the 2019 total of \$2.7 billion.
- Amusement and Theme Parks in Orange County is expected to grow from 33,083 in 2023 to 41,760 by 2033, an increase of 26 percent, followed by Fitness and Recreation Sports Centers going from 9,223 to 11,123, an increase of 1,900 or 21 percent and, All

Other Amusement and Recreation Industries with expected growth of 477 jobs or 19 percent.

- On top of new developments including OCVibe and DisneylandForward, Orange County has several other mixed-use developments which encourage outdoor recreation including Related California's 41-acre mixed use development "Related Bristol" and Shopoff Realty's 29-acre redevelopment "Magnolia Tank Farm."

Strategy 1: Create Work-Based Learning Opportunities in High-Demand Industries. Create and expand work-based learning opportunities such as pre-employment training, soft skills training, registered apprenticeships, and internships that create entry points to the industry and grow foundational skills and improve the quality of life.

- **Near-term tactics:**

- Recruit and build an industry-workforce working group to develop recommendations and best practices, assess future workforce needs, identify emerging trends, identify skills gap, and select model to pilot in training program.
- Identify and create a repository of currently available industry training programs as well as educational institutions and non-profits interested in working with the community to drive entrepreneurship and new business growth and in collaborating with local employers to build onramps for entry-level workers.
- Develop and pilot a work-based, learning opportunity training program for entry level workers based on existing models of success while incorporating Digital Literacy and Technology training.
- Improve collaboration with local educational institutions and non-profits to help create assessment of current tourism sector needs, connect with employers for pre-employment retraining, soft skills training, apprenticeships, and internships to reduce the skills gap and ensure skills are aligned with current workforce needs.
- Partner with and allow employers to lead initiatives and guide the development of training programs for high-demand occupations to reduce the probability of a skills mismatch between employee capabilities and employer needs.
- Expand outreach to underserved or disinvested communities to encourage development or partnering up with existing programs with foreign languages to

	<p>improve accessibility among the region's foreign-born as well as provide support services such as transportation and childcare.</p> <ul style="list-style-type: none"> ○ Facilitate employer engagement through incentives and host sector-specific recruitment and training events which highlight career pathways through awareness campaigns. ○ Identify federal and state funding to support new and expanded apprenticeship programs and facilities which serve the industry. <p>Strategy 2: Grow Mid-Level Technical Jobs and Develop Training Programs. Develop specialized training programs, such as certifications and credentials, and leverage organizations to create jobs that do not require a four-year degree.</p> <ul style="list-style-type: none"> ● Near-term tactics: <ul style="list-style-type: none"> ○ Collaborate with industry, workforce, and institutions of higher education partners, including Workforce Investment Boards (WIBs) and Economic Development Agencies, to identify clear onramps for entry-level workers, pathways for career advancement and develop training and educational opportunities as well as determine in-demand certifications while increasing access and training of industry certifications such as ServSafe, Certified Hotel Administrator or Certified Meeting Professional. ○ Monitor program impacts through data collection and address economic gaps by setting job placement goals. ○ Develop accessible training programs in proximity of- and promoted specifically to disinvested communities, such as boot camps, workshops, and mentorship programs, which provide and promote certifications and credentials that allow workers to fill well-paying jobs. ○ Create intentional transitional career advancement pathways into Supervision and Management positions as well as into other Hospitality or Tourism sectors to reduce risk of job exploration. ○ Partner with IT or other technology companies to train workers in newer and emerging fields such as digital booking platforms, or customer relationships management software ○ Encourage local employers as well as new developments, such as DisneylandForward or OCvibe, to focus on hiring residents in close proximity to
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developments helping to not only drive regional employment but to reduce environmental impacts.

Strategy 3: Expand Awareness of Diverse Employment Opportunities. Ensure all high school-aged and adult students are exposed to a wide range of employment opportunities by broadening horizons and creating pathways to economic stability for individuals from diverse educational backgrounds, including those in non-college tracks.

- **Near-term tactics:**

- Increased job exposure through business or non-profit lead career fairs, social media campaigns, school presentations, or other invitations to participate and learn about opportunities.
- Highlight the efforts of organizations which teach cooperatively owning businesses and have driven innovative restaurant growth and promote opportunities associated with new major development including DisneylandForward and OCVibe.

Strategy 4: Foster Innovation and Sustainable Development. Leveraging its already existing industry cluster in Tourism, Orange County must cultivate an environment that promotes innovation and business development with a special focus on small businesses.

- **Near-term tactics:**

- Review and assess the existing small business ecosystem to understand existing resources and develop a resource hub to connect small businesses to existing support networks to help with capital access, workforce training needs, best and sustainable practices, barriers, and procurement opportunities, with a focus on increasing the uptake of resources by businesses in the sector.
- Leverage the expertise of trusted partners, such as ethnic chambers, to provide one-on-one business counseling and related technical assistance by funding targeted engagement with small businesses in the Tourism cluster and supply chain while fostering relationships with universities and research institutes to support efforts.
- Support the creation of concentrated innovation ecosystems which act as innovation hubs for tourism-related sectors such as food halls like the Anaheim's Packing District or Santa Ana's 4th Street Market which help drive local and

	<p>regional restaurant experiences by fostering innovation and helping launch new concepts.</p> <ul style="list-style-type: none"> ○ Support current or create an Advisory Council or working groups of industry leaders, chambers of commerce, professionals, and innovators to determine how best to expand the ecosystem, provide feedback on strategy implementation, and implement innovative or sustainable development practices. ○ Adapt to changing climate conditions by adopting and promoting green, sustainable practices, strategies, and developments to reduce climate-related impacts. ○ Promote additional affordable housing developments near major tourism hubs or near concentrations of hotels to reduce employee commute times, and reduce transportation costs and environmental impacts. ○ Identify existing resources for small businesses as well as raise and launch a small business grant program to assist small businesses in transitioning to cleaner and more sustainable power sources and methods of operation, product and distribution.
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A Note on Disinvested Communities and Resident Culture, Race and Ethnicity

The Coalition acknowledges the critical need to prioritize Orange County’s disinvested communities, which is foundational to the Regional Investment Initiative, with an explicit focus of American Indian/Alaska Native residents within the Orange County Tourism and Outdoor Recreation Strategy Activation Plan. With all other definitions of disinvested communities focused on census tracts, the American Indian/Alaska Native community was directly listed as a disinvested community. To effectively address this, the plan will integrate culturally specific tactics that expand tourism opportunities for disinvested owned small businesses, promote equitable access to resources, and ensure their active participation in the regional economy. These efforts will focus on leveraging trusted partnerships with organizations that have established relationships within disinvested communities, ensuring engagement is culturally appropriate and impactful. By addressing unique barriers and gaps that have historically excluded disinvested populations, the Coalition will advance strategies that foster their economic inclusion while creating pathways for sustainable growth.

Recognizing cultural tourism as a significant economic and cultural asset, the plan will include targeted initiatives that promote the heritage and businesses of residents from disinvested communities as key contributors to the visitor experience, with Orange County’s American Indian/Alaska Native residents a central piece to that. These efforts will not

only enhance options for tourism spending but also support longer visitor stays, generating greater economic impact for the region. Metrics and tasks will be specifically tailored to track the direct impact of these efforts on the disinvested community, including business growth, job creation, and participation in tourism-related projects. By ensuring these metrics are precise and actionable, the Coalition will address historical underrepresentation and ensure the plan delivers meaningful, measurable outcomes for disinvested populations, moving beyond generic strategies to achieve equitable and inclusive results.

Operating Structure to Organize and Execute

The execution of Orange County’s Tourism and Outdoor Recreation sector strategy will rely on a collaborative and inclusive organizational model that integrates key stakeholders from across the region. The strategy will be overseen by a Tourism and Outdoor Recreation Steering Committee, composed of representatives from public, private, and community organizations, tasked with setting priorities, monitoring progress, and ensuring alignment with regional economic and workforce development goals. This committee will work closely with Sector Investment Coordinators to ensure strategies are implemented effectively and resources are allocated efficiently, while also leveraging connections to state-level initiatives like California Jobs First.

Staffing and Operations

A Regional Implementation Team will manage day-to-day operations with a focus on facilitating partnerships and supporting stakeholders in executing projects. The Collaborative will prioritize building regional capacity by empowering existing organizations to lead initiatives, reserving direct involvement for high-priority projects only. SICs will focus on coordination rather than direct implementation to ensure their workload remains manageable. Key roles include:

- **Project Manager:** Responsible for coordinating initiatives, tracking progress, and ensuring alignment with the sector’s strategic goals.
- **Workforce Development Coordinator:** Collaborates with local employers, educational institutions, and workforce boards to align training programs with industry needs and address skills gaps.

- **Community Engagement Specialist:** Focuses on outreach to underserved communities to improve equity and accessibility to programs, including addressing barriers like childcare and transportation.
- **Sustainability and Innovation Specialist:** Works with partners to promote sustainable practices and support small businesses in transitioning to green operations.
- **Data Analyst:** Tracks outcomes such as job creation, training completions, and environmental impacts to inform decision-making and demonstrate progress.

The governance model will follow a collaborative governance structure, with quarterly meetings held by the Steering Committee to review progress, identify challenges, and adjust tactics as needed. Subcommittees will focus on specific areas such as workforce development, innovation and entrepreneurship, sustainable development, and community engagement.

Regional Partners and Their Roles

The success of this strategy depends on strong partnerships with a wide network of organizations. Due to the significant level of coordination and collaboration between regional organizations it is imperative that these organizations, many of which already have a long history of working together, remain engaged and committed to the implementation of these strategies.

Many of these organizations already have a long track record of success helping to drive employment and business growth, workforce development, deep industry knowledge, educational attainment, public engagement, and a number of other programs and strategies aimed at improving the quality of life for all residents in Orange County. Together these partners and their expertise will help to drive the regional Tourism and Outdoor Recreation industry while improving the lives of Orange County residents with a special focus on disinvested communities to help raise regional economic, social and health equity.

Suggested partners and their roles include:

- **Public Sector and Economic Development Organizations:**

- **Orange County Business Council (OCBC):** Advocate for business interests, promote workforce alignment, and support regional economic development.
- **Orange County Workforce Development Board (WDB):** Lead workforce programs, including pre-employment training, apprenticeships, and job placements.
- **Educational Institutions and Workforce Training Providers:**
 - **Orange County Department of Education (OCDE) and Regional Occupational Programs (ROPs):** Provide career technical education (CTE) and pre-employment training for high school students.
 - **Community Colleges (Irvine Valley College, Santiago Canyon College, and other CCCs):** Develop and deliver certifications, stackable credentials, and sector-specific training programs.
 - **UCI, CSUF, and Leatherby Center (Chapman University):** Partner on research initiatives, entrepreneurship programs, and workforce training.
 - **Hospitality Training Academy (HTA):** Non-profit providing workforce training for the hospitality industry in Orange County.
- **Small Business and Entrepreneurship Support Organizations:**
 - **Small Business Development Centers (SBDCs):** Provide technical assistance, mentorship, and resources for small businesses in the tourism sector.
 - **Cooperacion Santa Ana and La Asociacion de Emprendedores:** Focus on empowering underserved communities by promoting cooperative business ownership and entrepreneurship.
 - **RevHub and CIELO:** Offer resources and mentorship for social enterprises and startups.
 - **Apex Accelerator:** Works with federal, state, and local partners to provide opportunities for companies new to government contracting.
- **Tourism and Industry Associations:**
 - **VisitOC/Visit Anaheim:** Promote the region as a destination, support marketing campaigns, and connect local businesses to the tourism ecosystem.
- **Community Outreach**
 - **THRIVE:** Collaborate to identify skill gaps and emerging trends in the tourism and recreation industries.
- **Sustainability and Environmental Organizations:**

	<ul style="list-style-type: none"> ○ Coastal Corridor Alliance: Support sustainable tourism and coastal preservation initiatives. ○ OC Coastkeeper: Lead environmental initiatives to protect natural resources and promote sustainable tourism practices. ○ California Green Business Network: Support small- to medium-sized businesses to implement green business practices and get certified as Green Businesses. ● Innovation and Technology Organizations: <ul style="list-style-type: none"> ○ OCTANe: Support the integration of technology and innovation in tourism and recreation businesses. <p>Engagement with California Jobs First</p> <p>Many of these organizations are already engaged with California Jobs First, leveraging state resources to drive workforce development and innovation. For example, the Orange County Workforce Development Board aligns its programs with state workforce priorities, while institutions like UC Irvine and Chapman University foster entrepreneurship and innovation supported by state and federal grants. Through this alignment, the sector strategy will capitalize on existing momentum while addressing regional needs with targeted programming and investments.</p> <p>This interconnected operating structure ensures that Orange County’s Tourism and Outdoor Recreation sector strategy is well-positioned to drive economic growth, promote sustainability, and create equitable opportunities for all residents. Clear distinctions between the roles of the Steering Committee, Collaborative, and working groups will ensure streamlined governance and effective implementation.</p>
<p>Resourcing Across the Strategy</p>	<p>The successful execution of Orange County’s Tourism and Outdoor Recreation sector strategy will require a total estimated investment of approximately \$XX million over XX years to support workforce development, small business growth, sustainable practices, and community engagement. Coordination and oversight of this effort will involve collaboration with regional stakeholders under the leadership of the Orange County Business Council (OCBC), which will act as a central coordinator to align public, private, and community</p>

resources. OCBC will work closely with key partners, including industry leaders, workforce boards, educational institutions, and nonprofits, to ensure the strategy's alignment with regional economic priorities and maximize the impact of available resources.

Currently, several funding sources have been secured to support early implementation, including allocations from the Regional Investment Initiative Catalyst, which funds innovation hubs, small business grants, and workforce training programs, as well as Sector Coordination resources that support collaboration among regional partners and program administration. Additional funding has been awarded through California Jobs First, focusing on workforce development and pre-employment training, as well as private sector contributions from major stakeholders like DisneylandForward and OCVibe. These private investments include commitments to affordable housing, infrastructure improvements, and community amenities that align with the strategy's objectives.

Despite this progress, a funding gap of approximately \$XX million remains. OCBC will play a key role in addressing this gap by engaging stakeholders, identifying additional funding opportunities, and coordinating efforts to secure investments. Potential funding sources include federal and state grant programs, such as the U.S. Economic Development Administration (EDA) for workforce and infrastructure projects, California tourism recovery grants, and environmental grants for sustainable development (e.g., EPA or CalRecycle). OCBC will also foster public-private partnerships with anchor institutions and hospitality businesses to co-fund training, innovation, and sustainability initiatives. Philanthropic contributions from local foundations, such as the Orange County Community Foundation, will be sought to support equity-focused programs, while leveraging Tourism Improvement District (TID) revenues for marketing campaigns and visitor infrastructure upgrades.

To secure the remaining funding, OCBC will spearhead the development of a comprehensive funding plan that outlines the economic and social impacts of the strategy, engage stakeholders through funding roundtables, and coordinate competitive grant applications at the state and federal levels. As a trusted regional leader, OCBC will ensure transparency and accountability through regular progress reporting and stakeholder updates, building confidence in the strategy's ability to deliver long-term economic growth, sustainability, and

	community benefits. OCBC's leadership will be critical in uniting regional partners to achieve the shared vision for Orange County's Tourism and Outdoor Recreation sector.
Goals and Metrics Across the Strategy	<ul style="list-style-type: none"> a. Increased job growth with a focus on both lower and middle skills positions to help drive career advancement and improve employment equity among Orange County residents. Metrics will include disaggregated data to track the impact of training programs, job placements, and business development initiatives on Orange County communities. Goals and metrics will be organized into categories such as workforce development, small business growth, and sustainable practices to ensure clarity and alignment with strategic priorities b. Accelerated new business creation thanks to the increased concentration of new and emerging industry clusters, increased job growth, and higher attraction and retention. c. Increased innovation, such as the use of artificial intelligence, virtual reality, or other technologies, not only to improve business efficiency, but to expand retail and tourism offerings and experiences. d. Increased supply of qualified, knowledgeable, well-trained individuals capable of filling open positions and closing the various workforce gaps that exist. e. Leveraging the relationships and collaboration efforts created through linkages between public, private, and government entities. f. Number of active partners, number of programs established, number of employees evaluated and engaged in programs, number of students/young adults/internships/apprenticeships. g. Increase in outdoor recreational space (in acres or SF), number of new complementary and supplementary businesses created. h. Number of businesses adopting green or environmentally friendly initiatives. i. Improvement in quality-of-life metrics with a focus on disinvested communities including income, poverty, access to education, health insurance coverage, and safety.

	<ul style="list-style-type: none"> j. Streamline of- and a measurable reduction in development costs and timelines for projects that incorporate or develop new innovative attractions, experiences and outdoor, community spaces. k. Potential increase in taxable sales for the region as increased employment, business growth, and wages lead to increases in local retail and tourism sales. l. Formation of Advisory Committee m. Completion of the Assessment n. Promote and enhance local and regional cultural and heritage tourism to generate community-specific local employment opportunities, drive economic growth, and support small business creation and development.
Dependencies and Challenges	<ul style="list-style-type: none"> a. Due to the significant number of organizations involved, it could prove challenging to prioritize all these strategies among individual competing goals. It is imperative that organizations are well-aligned and working towards the same goal. b. Ensuring that existing and new social supports, such as childcare and affordable housing, are adequately provided to families and individuals who need and can benefit from them the most. These social supports require high levels of funding which can be difficult to achieve. c. Individuals in underrepresented communities are often unaware of new programs or pathways to employment or career advancement. As such, focusing on improving awareness of these programs and the benefits they can provide will help to drive program engagement. d. In order for these programs to function, groups must remain committed to the goals and objectives outlined. Organizations that are not aligned and may provide lower comparable wages or no training programs or career advancement encourage job exploration and push workers into other sectors. e. Ensuring training programs and on-the-job skills remain aligned as industry and occupational requirements evolve and change on a consistent basis requiring training programs to remain flexible and nimble.

	<ul style="list-style-type: none"> f. Due to the potential number of programs, standardization could be complicated as well as funding shortfalls may occur. g. Bureaucratic or regulatory challenges. h. Lack of historic interaction/outreach/contracting with specific ethnic and small business groups. i. An economic downturn or industry disruption. j. Lack of Action k. Continued access to a large pool of knowledgeable, qualified and well-educated workers. l. Low entry-level wages and limited career pathways to higher-wage jobs may alienate potential new workers.
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Activation Plan: Tactical Workplan

Strategy 1: Create work-based learning opportunities in high-demand industries. Create and expand work-based learning opportunities such as pre-employment training, soft skills training, registered apprenticeships, and internships that create entry points to the industry and grow foundational skills and improve the quality of life.			
Tactic & Overview	Task	Responsible Parties	Timeline
1.1: Tactic 1: Recruit and build an industry-workforce working group to develop recommendations and best practices, assess future workforce needs, identify emerging trends, identify skills gap, and select a model	Task 1: Identify and engage business, labor, and education leaders in the Tourism and Outdoor Recreation industry to form a collaborative working group. Work with organizations like Visit Anaheim and OCBC to analyze industry trends,	SIC, Visit Anaheim, OC Workforce Development Board (OCWDB), Community Colleges,	Engage key leaders and begin industry trend analysis with Visit Anaheim and OCBC (Q1 2025), then finalize working group membership and host the first industry roundtable or

<p>to pilot in a training program. Working groups would report</p> <ul style="list-style-type: none"> a. Purpose: Create a body that can provide strategic direction, build buy-in for work-based learning opportunities among businesses, labor, workforce, and community networks, and develop recommendations for Strategy implementation. b. Program design: Working group will consist of a diverse cross-section of industry leaders in OC who will drive development of recommendations and champion work-based learning opportunities. c. Team: A member of the OC Jobs First Collaborative who is affiliated with the target industry will chair the working group and will be supported by SIC staff. d. Costs: Costs will be minimal and related to meetings, materials development, per diems, and SIC staff time. 	<p>such as the use of digital tools and sustainable practices. Conduct outreach to confirm participation, and host regular roundtables or webinars to address workforce needs. Share quarterly reports on emerging skills to align employers and training providers.</p>	Cooperación Santa Ana	webinar (Q2 2025). By May 31, 2025
	<p>Task 2: Develop workplan, timeline, roles and responsibilities, meeting frequency for working group.</p>	SIC, OC Workforce Development Board (OCWDB), Visit Anaheim, OCBC (Orange County Business Council), Community Colleges, Employers (e.g., Disneyland, OC Vibe)	Draft a workplan with roles, responsibilities, and timelines, gather feedback from the working group (Q1 2025), incorporate revisions, finalize it, and share with all stakeholders (Q2 2025). By June 30, 2025
	<p>Task 3: Conduct research to identify types and examples of work-based learning programs in the Accommodation and Food Services industry. Draft memo with key takeaways and recommendations for growing high-quality jobs in industry.</p>	SIC, OC Workforce Development Board (OCWDB), Visit Anaheim, Community Colleges, Cooperación Santa Ana, OCTANe	Create an inventory of training programs and identify gaps (Q1 2025), develop a digital repository platform (Q2 2025), and launch and promote the repository to stakeholders (Q3 2025). By August 31, 2025

<p>e. Potential metrics: Size of working group, time until first meeting, engagement of members (measured by meeting attendance)</p>	<p>Task 4: Hold first working group meeting. Agree on scope of work and scope of final recommendations.</p>	<p>SIC, OC Workforce Development Board (OCWDB), Visit Anaheim, OCBC, Community Colleges</p>	<p>Q2 2025: Host the initial meeting and set priorities for the working group. By August 31, 2025</p>
	<p>Task 5: Hold at least three working group meetings</p> <ul style="list-style-type: none"> • Meeting 1: Onboarding, goals, and discussion of state of industry in Orange County • Meeting 2: Review existing models and agree on model for Orange County pilot program; discuss preliminary recommendations • Meeting 3: Finalize recommendations. 	<p>SIC, Visit Anaheim, OC Workforce Development Board (OCWDB), Employers (e.g., Disneyland, Hyatt Regency), Community Colleges</p>	<p>Host the first roundtable or webinar (Q2 2025) and continue hosting events quarterly to maintain dialogue and collaboration. August – October 2025</p>
	<p>Task 6: Develop recommendations for pilot program and activation plan implementation into report or white paper for review by Steering Committee.</p>	<p>SIC, OC Workforce Development Board (OCWDB), Visit Anaheim, Community Colleges, Employers (e.g.,</p>	<p>Collect input during the initial roundtable or webinar (Q2 2025), analyze feedback and draft recommendations (Q3 2025), then finalize and share recommendations with</p>

		Disneyland, OC Vibe)	stakeholders (Q4 2025). By November 30, 2025
<p>1.2: Tactic 2: Conduct a local assessment of community need to identify and create an accessible and inclusive repository of currently available industry training programs as well as educational institutions and non-profits interested in working with the community to drive entrepreneurship and new business growth and in collaborating with local employers to build onramps for entry-level workers.</p> <p>a. Purpose: Develop partnerships with on-the-ground actors (CBOs, unions, local government) connected to target disadvantaged communities and build specific onramps for individuals with less than a 2-year degree and limited or no work experience.</p> <p>b. Program design: Activities focus on outreach and relationship-building, so little infrastructure needed.</p> <p>c. Team: SIC will be primarily responsible for outreach, relationship-building, and</p>	Task 1: Identify highest-need communities using demographic and economic research from OC Regional Plan. Select two communities to focus efforts on (e.g. disconnected youth, justice-involved).	SIC, OC Workforce Development Board (OCWDB), Community Colleges & Non-Profits	Complete research and select focus communities (Q1 2025), then build relationships with anchor institutions and finalize community selection (Q2 2025). By May 15, 2025
	Task 2: Leverage OC Collaborative and industry-workforce working group to connect with industry employers to understand their workforce needs.	SIC, OCBC, Employers (e.g., Disneyland, OC Vibe)	Initiate discussions with the working group to identify focus areas (Q1 2025) and finalize workforce needs to align with repository content (Q2 2025). By June 30, 2025
	Task 3: Identify and connect with anchor institutions and existing organizations and workforce agencies serving those communities.	SIC, OCWDB, Community Colleges & Non-Profits.	Begin repository development and gather training program information (Q2 2025), then launch and make the repository publicly accessible (Q3 2025). By July 31, 2025
	Task 4: Develop a standard communication template (e.g., monthly newsletter, jobs bulletin) to streamline ongoing updates and	SIC, OCWD & Visit Anaheim	Finalize the communication plan and launch monthly updates (Q2 2025), develop the

<p>working with local institutions to connect them to local employers.</p> <p>d. Costs: Transportation to/from meetings, per diem, SIC staff time.</p> <p>e. Potential metrics: Number of anchor institutions and businesses connected with; repeat engagements; job placements for members of target communities.</p>	<p>engagement between SIC, anchor institutions in target communities, workforce entities, and employers (e.g. jobs bulletin, monthly check-in call).</p>		<p>communications model by August 31, 2025, and provide ongoing updates and progress reports until September 2026.</p>
<p>1.3: Tactic 3: Support the development of- and pilot a work-based learning opportunities training programs for entry level workers based on existing models of success while incorporating Digital Literacy and Technology training.</p> <p>a. Purpose: A pilot program is a low-cost, low-commitment way to test a program or project before scaling up. This pilot program will demonstrate whether work-based training opportunities will effectively connect workers to employers and if</p>	<p>Task 1: Identify Pilot Hosts and Funding Opportunities: Simultaneously identify local institutions (e.g., community colleges, non-profits) to host the pilot and secure funding sources, ensuring alignment of goals and resources. Partner with community colleges, non-profits, and workforce boards to identify host organizations with the capacity to implement WBL programs. Explore funding sources such as the OC Workforce Development Board, state and federal grants (e.g., Workforce Pathways for Youth Grants), and employer contributions.</p>	<p>SIC, OC Workforce Development Board (OCWDB), Community Colleges and Non-Profits, Employers</p>	<p>Identify potential pilot hosts and engage employers and stakeholders for funding discussions (Q1 2025), finalize agreements with hosts and secure initial funding (Q2 2025), confirm resource allocation for pilot implementation (Q3 2025), and provide stakeholders with an update on funding and host readiness by December 1, 2025 (Q4 2025).</p>

<p>so, which programs specifically will be beneficial.</p> <p>b. Program design: The pilot program will be housed at an organization to be decided by the industry working group, likely a community college or vocational school.</p> <p>c. Team: Staff at institution hosting pilot program (admin staff, instructors)</p> <p>d. Costs: Operational (space, staff, equipment, etc.) and program-specific costs. Will require external funding</p> <p>e. Potential metrics: Number of institutions interested in hosting pilot program; funding amount and longevity; number of attendees; job placement of graduates; graduate worker and employer satisfaction; ethnic/racial diversity of participants</p>	<p>Task 2: Develop Program Structure and Curriculum: Design the WBL program to include digital literacy and technology training tailored to entry-level workers. Work with pilot hosts to finalize the program structure, including cohort size, activities, and outcomes. Integrate technology training into existing pre-employment and soft skills workshops. Ensure accessibility by including multilingual resources and flexible schedules.</p>	<p>SIC, Community Colleges and Non-Profits, Employers</p>	<p>Gather input on curriculum needs and review best practices (Q1 2025), draft the program structure and integrate digital literacy with stakeholder feedback (Q2 2025), finalize the curriculum and training materials while addressing accessibility (Q3 2025), and complete participant support plans for pilot implementation by January 15, 2026 (Q4 2025).</p>
	<p>Task 3: Launch and Promote Pilot Program: Recruit participants, launch the program, and ensure robust community and employer engagement. Conduct targeted recruitment campaigns through community organizations, job fairs, and social media. Launch the pilot program, ensuring participants have access to resources such as devices and internet connectivity. Provide ongoing mentorship and support for participants through employers and non-profits.</p>	<p>SIC, Community Organizations, Employers</p>	<p>Begin outreach to underserved communities and develop recruitment materials (Q2 2025), conduct targeted recruitment campaigns, onboard participants, and launch the pilot program (Q3 2025), and provide ongoing support to ensure retention by February 15, 2026 (Q4 2025).</p>
	<p>Task 4: Assess Pilot Outcomes and Plan for Expansion: Evaluate the program's effectiveness and develop</p>	<p>SIC, OC Workforce Development</p>	<p>Finalize success metrics (Q3 2025), collect and analyze pilot data with</p>

	recommendations for scaling up. Collect and analyze data on participant outcomes (e.g., job placements, skills acquired). Assess employer and participant satisfaction through surveys and focus groups. Use findings to refine the program and apply for additional funding for expansion.	Board (OCWDB), Employers	qualitative feedback and prepare a final assessment report (Q4 2025), and develop a scaling strategy with findings presented to stakeholders by Spring 2026 (Q1 2026).
1.4: Tactic 4: Improve collaboration with local educational institutions and nonprofits to help create assessment of current tourism sector needs, connect with employers for pre-employment retraining, soft skills training, apprenticeships, and internships to reduce the skills gap and ensure skills are aligned with current workforce needs. a) Purpose: Improve understanding of needs and quality of programs through increased collaboration b) Program Design: Follow best practices c) Team: Lead from local and regional community colleges, workforce development agencies, industry associations d) Costs: TBD	Task 1: Hold quarterly roundtable discussions with institutions like Santiago Canyon College, Irvine Valley College, and nonprofits such as Cooperacion Santa Ana to align training curricula with industry needs.	SIC, Community Colleges and Nonprofits, Employers	Conduct roundtable discussions and complete a skills gap analysis (Q1 2025), draft training recommendations aligned with industry needs (Q2 2025), and finalize training programs with stakeholder input (Q3 2025).
	Task 2: Develop a shared internship and apprenticeship program that connects students and job seekers with employers through a central portal.	SIC, Employers, Community Colleges and Nonprofits	Identify key employers and design the apprenticeship/internship framework (Q1 2025), develop the online portal and finalize program structures (Q2 2025), and launch and promote the programs (Q3 2025).
	Task 3: Create short-term pre-employment workshops focused on soft skills (e.g., communication, customer service) in collaboration	SIC,. Employers, Nonprofits	Develop workshop content and identify employer partners (Q1 2025), pilot initial workshops and training events (Q2 2025),

e) Potential Metrics: Number of participating institutions, annual publications of findings and participation in apprenticeships/internships	with nonprofits and community colleges.		and expand workshops with additional employer-led events (Q3 2025).
<p>1.5: Tactic 5: Partner with and allow employers to lead initiatives and guide the development of training programs for high-demand occupations to reduce the probability of a skills mismatch between employee capabilities and employer needs.</p> <p>a) Purpose: Ensure that skills, knowledge and training lines are in-demand to help reduce the Skills Gap.</p> <p>b) Program Design: Follow best practices</p> <p>c) Team: Industry leaders, participating employers, workforce development organizations.</p> <p>d) Costs: TBD</p> <p>e) Potential Metrics: Number of new training programs; success rate of training programs; number of employers participating</p>	Task 1: Host employer-led focus groups to identify critical skills gaps, employer needs, training program needs, and develop job-specific training modules.	SIC, Employers, Community Colleges/Training Providers	Host focus groups to identify skills gaps (Q1 2025), develop training modules for high-demand roles (Q2 2025), pilot programs and gather feedback (Q3 2025), and refine modules for program expansion (Q4 2025).
	Task 2: Establish employer-sponsored training programs, such as apprenticeships and on-site certification courses (e.g., ServSafe, Certified Hotel Administrator).	SIC, Employers, Community Colleges/External Partners	Identify high-demand certifications and apprenticeship models (Q1 2025), establish partnerships with external organizations (Q2 2025), launch employer-sponsored programs (Q3 2025), and evaluate participation while expanding outreach (Q4

			2025).
	Task 3: Connect with Los Angeles Hospitality Training Academy (LAHTA) to discuss collaboration and potential to support development/improvement of HTA in OC	SIC, Orange County Workforce Development Board (OCWDB), LAHTA Leadership, Community Colleges (e.g., Santiago Canyon College, Irvine Valley College), Employers in the Tourism Sector	Complete outreach and research while preparing for LAHTA meetings (Q1 2025), hold meetings to share workforce needs and explore collaboration (Q2 2025), draft a feasibility assessment and strategic plan (Q3 2025), and finalize recommendations, secure stakeholder commitments, and develop an implementation action plan (Q4 2025).
	Task 4: Create incentive programs for employers who host apprenticeships or internships tied to high-demand roles.	SIC, Employers, OCBC	Develop incentive programs with stakeholders (Q1 2025), launch and promote them to employers (Q2 2025), monitor participation and gather feedback (Q3 2025), and refine incentives while expanding outreach (Q4 2025).

<p>1.6: Tactic 6: Expand outreach to underserved or disinvested communities to encourage development of or coordination of programs with foreign languages to improve accessibility among the region's foreign-born as well as provide support services such as transportation and childcare.</p> <ul style="list-style-type: none"> a) Purpose: Improve program participation for the region's most foreign-born populations who may not speak English and as such may not be aware of program availability or benefits. b) Program Design: Follow best practices. c) Team: Workforce development organizations, educational institutions, existing English-language programs d) Costs: TBD e) Potential Metrics: Number of foreign-born participants, numbers of English-as-a-second language participants, job growth in disinvested communities. 	<p>Task 1: Develop Multilingual Training Resources and Conduct Targeted Outreach: Create and distribute multilingual training materials and conduct outreach campaigns to increase program accessibility among underserved communities. Identify common languages spoken in underserved communities (e.g., Spanish, Vietnamese). Develop bilingual/multilingual training materials and resources. Conduct outreach campaigns using community organizations and local media to promote available programs.</p>	<p>SIC, Community-Based Organizations (CBOs), Educational Providers</p>	<p>Identify language needs and start developing materials (Q1 2025), finalize materials and launch outreach campaigns (Q2 2025), distribute materials through CBOs, schools, and local media (Q3 2025), and monitor engagement while refining materials (Q4 2025).</p>
	<p>Task 2: Collaborate with Local Organizations to Provide Support Services and Community-Based Training: Work with local organizations to deliver necessary support services (transportation, childcare) and provide accessible training programs like ESL classes. Partner with local libraries, schools, and nonprofits to deliver ESL classes and skills training. Offer childcare and transportation subsidies for training participants. Develop a regular communication plan with partners to align services with community needs.</p>	<p>SIC, CBOs and Nonprofits, Local Libraries/Educational Centers</p>	<p>Identify service gaps and form partnerships with local organizations (Q1 2025), launch ESL classes with childcare and transportation support (Q2 2025), monitor participation and adjust services (Q3 2025), and expand to additional locations based on demand (Q4 2025).</p>

	<p>Task 3: Host Community-Based Training Events and Job Fairs: Organize training events and mobile job fairs in underserved neighborhoods to connect residents with employment opportunities and skill-building resources. Partner with employers and workforce boards to identify job opportunities. Host mobile outreach events and job fairs in targeted neighborhoods. Provide on-site career counseling and assistance with job applications.</p>	SIC,Employers, CBOs	Plan and schedule training events and job fairs (Q2 2025), host initial events and gather feedback (Q3 2025), and refine event structure while expanding outreach (Q4 2025).
	<p>Task 4: Promote Opportunities Through Community Networks and Media: Leverage local community networks and media channels to promote training programs, job fairs, and support services to underserved populations. Create a multimedia campaign (social media, local radio/TV) to raise awareness. Distribute promotional materials through schools, community centers, and libraries. Highlight success stories to encourage participation.</p>	SIC,CBOs, Local Schools/Libraries	Develop campaign content and identify distribution channels (Q1 2025), launch the media campaign and distribute materials (Q2 2025), monitor metrics and adjust messaging based on feedback (Q3 2025), and expand reach while highlighting community impact (Q4 2025).
1.7: Tactic 7: Facilitate employer engagement through incentives and host sector-specific recruitment and training events which highlight career	<p>Task 1: Develop Incentive Programs and an Employer Engagement Toolkit: Create employer incentives and an engagement toolkit to encourage participation in training, recruitment,</p>	SIC, Orange County Workforce Development Board (OCWDB),	Develop incentive programs and draft toolkit content (Q1 2025), finalize the toolkit and pilot incentive promotion (Q2

<p>pathways through awareness campaigns.</p> <ul style="list-style-type: none"> a) Purpose: Increase employer engagement to ensure programs and suggested career pathways are properly understood and promoted. b) Program Design: Follow best practices. c) Team: Industry leaders, major employers, SIC d) Costs: TBD e) Potential Metrics: Number of employers participating in programs, attendance at recruitment and training events 	<p>and workforce development initiatives. Develop incentive options to attract employer involvement. Create an Employer Engagement Toolkit with resources, best practices, and guidelines on hosting internships, apprenticeships, and recruitment events. Distribute the toolkit through workforce boards, chambers of commerce, and community organizations.</p>	Chambers of Commerce	<p>2025), distribute the toolkit and launch incentives (Q3 2025), and collect employer feedback to refine incentives and the toolkit (Q4 2025).</p>
	<p>Task 2: Host and Promote Sector-Specific Recruitment Events: Organize recruitment fairs and training events targeting high-demand sectors and promote them through local media and community-based organizations. Partner with employers and workforce boards to identify recruitment needs. Plan and host recruitment events, including on-site career counseling and training sessions. Promote events through local media, social media campaigns, and community organizations in underserved areas.</p>	SIC, Employers, Community Organizations	<p>Identify sectors and plan event schedules (Q1 2025), launch promotional campaigns and host initial recruitment events (Q2 2025), host additional events and gather participant feedback (Q3 2025), and refine event format while expanding outreach (Q4 2025).</p>
	<p>Task 3: Highlight Employers and Career Pathways Through Awareness Campaigns: Recognize employers actively contributing to workforce development while promoting career pathways in high-demand sectors</p>	SIC, Employers, Community Organizations	<p>Identify employers for recognition and plan campaign content (Q1 2025), host initial recognition events and launch the campaign (Q2</p>

	through multimedia campaigns. Host recognition events to highlight employers contributing to training and workforce initiatives. Develop a multimedia campaign (e.g., videos, social media) showcasing career pathways and success stories. Distribute campaign materials through schools, libraries, social media, and community networks.		2025), expand campaign reach and gather feedback (Q3 2025), and highlight impact while refining messaging (Q4 2025).
	Task 4: Develop and Host Industry-Specific Training Workshops: Provide training workshops focused on high-demand roles, offering skill-building opportunities for job seekers and highlighting career advancement pathways. Collaborate with employers to identify skill gaps, training needs, business impediments, and other barriers impacting career progression. Develop and host workshops in partnership with workforce boards and educational institutions. Promote workshops through local networks and evaluate participant outcomes.	SIC, Workforce Boards and Community Colleges, Employers	Identify training needs and develop workshop content (Q1 2025), launch initial workshops and gather feedback (Q2 2025), expand workshop offerings and refine content (Q3 2025), and evaluate outcomes to plan future sessions (Q4 2025).
1.8: Tactic 8: Identify federal and state funding to support new and expanded apprenticeship programs and facilities that serve industry.	Task 1: Work with regional partners to Identify federal (e.g. Strengthening Community Colleges Training Grants, U.S. Department of Labor’s Apprenticeship Building America program, Workforce Innovation and	SIC, OCBC, Educational Institutions	Research funding, assemble a team, draft, finalize, and submit applications, and continue efforts through January 15, 2026.

<ul style="list-style-type: none"> a. Purpose: Ensure that new and expanded programs have adequate financial support. b. Program design: TBD c. Team: SIC d. Costs: TBD e. Potential metrics: Total funding amount, number of funding sources 	<p>Opportunity Act (WIOA) funding) and state (e.g. State Apprenticeship Expansion, Equity and Innovation grants, California Apprenticeship Initiative) funding that supports new and expanded apprenticeships while advocating for policies and actions which support and further enhance program offerings.</p>		
	<p>Task 2: Assemble project team, develop grant application timelines, and project plan.</p>	<p>SIC, OCBC, Industry Stakeholders</p>	<p>Secure support (Q2 2025), finalize contributions (Q3 2025), and collaborate on future applications (Q4 2025+).</p>
	<p>Task 3: Determine best grants for application</p>	<p>Workforce Development Boards (WDBs), Educational Institutions, Industry Stakeholders</p>	<p>Conduct assessment and develop programs (Q1-Q2 2025), finalize plans (Q3 2025), with next steps TBD upon award.</p>
	<p>Task 4: Partner with local workforce boards and economic development agencies to submit joint funding applications that target tourism and hospitality apprenticeships.</p>	<p>SIC, Community Organizations, Employers</p>	<p>Develop campaign materials (Q3 2025), launch and host events (Q4 2025), and continue outreach with evaluation (Q1 2026).</p>
	<p>Task 5: Work with industry stakeholders, such as DisneylandForward and OCvibe, to</p>	<p>SIC,(OCBC), Industry Stakeholders (e.g.,</p>	<p>Begin outreach and data collection (Q1 2025), finalize assessments and</p>

	provide letters of support and co-investment for apprenticeship programs tied to their workforce needs.	DisneylandForward, OCVibe), Workforce Development Boards (WDBs), Community Organizations	secure commitments (Q2–Q3 2025), and sustain collaboration with evaluations (Q4 2025).
Strategy 2: Grow mid-level technical jobs and develop training programs. Develop specialized training programs, such as certifications and credentials, and leverage organizations to create jobs that do not require a four-year degree.			
Tactic & Overview	Task	Responsible Party	Timeline
2.1: Tactic 1: Collaborate with industry, workforce, and institutions of higher education partners, including Workforce Investment Boards (WIBs) and Economic Development Agencies, to identify clear onramps for entry-level workers, pathways for career advancement and develop training and educational opportunities as well as determine in-demand certifications while increasing access and training of industry certifications such as ServSafe, Certified Hotel Administrator or Certified Meeting Professional.	Task 1: Convene a working group with industry leaders (e.g., Visit Anaheim, OCBC), workforce boards, economic development agencies and local colleges to conduct labor market analyses, identify emerging businesses and occupations, identify high-demand mid-level technical roles and relevant certifications.	SIC, Orange County Workforce Development Boards (WDBs), Educational Institutions, Industry Partners	Conduct labor market analysis and draft training outlines (Q1 2025), finalize curricula and certifications for program implementation (Q2 2025), completing preparations by June 30, 2025.
	Task 2: Support the development of co-funded programs, curriculum frameworks and training programs which align with economic development priorities and include tourism or outdoor recreation certifications such as ServSafe, Certified Hotel Administrator, and Certified Meeting Professional in partnership with community colleges and industry associations.	OCBC, VisitOC, Community Colleges, Industry Associations	Identify partners and assess needs (Q1 2025), develop and refine training programs (Q2–Q3 2025), and launch pilot programs with promotion (Q4 2025).
a. Purpose: Leverage connections to OC workforce and industry ecosystem to determine opportunities for			

<p>mid-level technical job growth.</p> <p>b. Program design: The SIC will integrate this tactic into Strategy 1 as part of working group discussions.</p> <p>c. Team: TBD</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Number of new programs funded, number of certifications established, number of workshops hosted</p>	<p>Task 3: Host informational sessions, workshops and webinars with WDBs and EDAs to promote available resources, certifications and career advancement opportunities to workers and employers, especially in underserved communities.</p>	<p>SIC, THRIVE, WIBs/EDAs</p>	<p>Plan outreach events with stakeholders (Q2 2025), launch webinars and in-person events (Q3 2025), and evaluate impact to refine future approaches (Q4 2025).</p>
<p>2.2: Tactic 2: Monitor Activation Plan impacts through data collection and address economic gaps by setting job placement goals.</p> <p>a. Purpose: To track and continually assess the impacts of programs to ensure their effectiveness in helping to drive Tourism/Outdoor Recreation but also in driving economic growth and activity for the region.</p> <p>b. Program design: Follow best practices</p>	<p>Task 1: Develop a centralized data tracking system in collaboration with workforce boards to monitor metrics such as enrollment, certification completion rates, job placement rates, and wage growth while making sure to respect individual privacy through anonymized data collection.</p> <p>Task 2: Conduct quarterly reviews of program performance and adjust strategies to address gaps, such as low participation from specific demographics or poor job retention rates.</p>	<p>SIC, Orange County Workforce Development Boards (WDBs), Community Colleges, Industry Partners</p> <p>SIC, WDBs, Community Organizations</p>	<p>Design, develop, and launch the tracking system (Q1-Q3 2025), with ongoing quarterly reviews and refinements (Q4 2025 onward).</p> <p>Set targets (Q3-Q4 2025) and monitor progress quarterly with refinements (Q1 2026 onward).</p>

<p>c. Team: TBD</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Employment, employment growth, wages, wage growth program participation, poverty</p>	<p>Task 3: Set job placement and wage improvement targets for training programs, ensuring they align with regional equity and economic development goals.</p>	<p>SIC, Community Organizations, Employers</p>	<p>Develop outreach strategies (Q4 2025), launch campaigns (Q1 2026), and monitor and refine (Q2 2026 onward).</p>
<p>2.3: Tactic 3: Support development accessible training programs in proximity of- and promoted specifically to disinvested communities, such as boot camps, workshops, and mentorship programs, targeting individuals with less than a 2-year degree, which provide and promote certifications and credentials that allow workers to fill well-paying jobs.</p> <p>f. Purpose: To help drive increased equity across Orange County, it is important that residents in disinvested communities can readily access and are aware of opportunities offered by certification and mentorship programs.</p> <p>g. Program design:</p>	<p>Task 1: Partner with community colleges (e.g., Golden West College, Santiago Canyon College) and nonprofits to design short-term boot camps focused on certifications like ServSafe or customer relationship management (CRM) software.</p>	<p>SIC, Community Colleges, OCTANe</p>	<p>In 2025, identify needs (Q1), finalize curriculum (Q2), establish logistics (Q3), and align partners (Q4).</p>
	<p>Task 2: Recruit verified, experienced industry professionals to help guide training programs and determine pertinent subjects, skills, or knowledge while serving as mentors, offering guidance and networking opportunities to program participants.</p>	<p>Community Colleges, OCATNe, Employers</p>	<p>In 2026, launch, monitor, collect data, and prepare for evaluation.</p>
	<p>Task 3: Secure funding to cover program costs or provide scholarships for participants, ensuring affordability for low-income workers.</p>	<p>SIC, OCATNe, Employers, Workforce Development Boards (WDBs)</p>	<p>From Q2 2025 to Q1 2026, identify funding (Q2), secure commitments (Q3), launch outreach (Q4), and recruit participants (Q1 2026).</p>

<ul style="list-style-type: none"> h. Team: Community colleges, training programs, workforce development organizations, community leaders i. Costs: TBD j. Potential metrics: Number of certifications, number of individuals in internships, mentorships, or other, increase in wages provided by programs, 			
<p>2.4: Tactic 4: Create intentional transitional career advancement pathways into Supervision and Management positions as well as into other Hospitality or Tourism sectors to reduce risk of job exploration.</p> <ul style="list-style-type: none"> a. Purpose: Ensure that workers have actionable pathways to higher-skill or higher-wage positions to help reduce employee turnover, improve efficiency, drive specialization and improve career satisfaction. b. Program design: c. Team: Workforce development organizations, industry leaders, academia 	<p>Task 1: Partner with employers to develop internal career ladders that include clearly defined steps for advancement into supervisory or management roles, supported by targeted training programs.</p>	<p>SIC, Employers, Community Colleges and Workforce Development Boards (WDB)</p>	<p>In 2025, convene working groups (Q1), map career ladders (Q2), design training modules (Q3), and finalize the program framework (Q4).</p>
	<p>Task 2: Offer mentorship and coaching programs to prepare employees for leadership roles, focusing on skills like team management, conflict resolution, and budgeting. Model after and improve upon “icangotocollege” initiative by CCCs.</p>	<p>Host Employers, Community Colleges and OCDE, SIC.</p>	<p>In 2026, launch pilots (Q1), deliver training and collect feedback (Q2), monitor outcomes (Q3), and evaluate for scaling (Q4).</p>
	<p>Task 3: Develop cross-sector pathways that allow workers to transfer skills into other tourism-related fields, such as transitioning</p>	<p>SIC, Employers, Community Colleges</p>	<p>Q2 2025–Q1 2026: Identify skills, design programs, promote pathways, and launch with tracking.</p>

<p>d. Costs: TBD</p> <p>e. Potential metrics:</p>	from hotel management to event planning or marketing.		
<p>2.5: Tactic 5: Partner with IT or other technology companies to train workers in newer and emerging fields such as digital booking platforms, or customer relationships management software.</p> <p>a. Purpose: Increasingly integrate training for new and emerging IT products and solutions used Tourism and Outdoor Recreation sector to ensure workers are not only properly trained but so that they can leverage innovative new technologies to further drive industry growth and efficiency.</p> <p>b. Program design: Leverage existing resources and improve program offerings to include IT solutions.</p> <p>c. Team: Workforce development organizations, existing training programs</p> <p>d. Costs: TBD</p>	Task 1: Collaborate with technology companies like OCTANe or RevHub to design training modules for digital tools commonly used in tourism, such as booking platforms, CRM software, and payment systems.	SIC, Technology Companies, Workforce Development Boards (WDBs), Community Colleges	Q3 2025–Q2 2026: Secure partners, co-develop curricula, pilot, and deliver training with feedback.
	Task 2: Support the offering hands-on training sessions or online tutorials in partnership with community colleges and workforce development boards.	Technology Companies (OCATNe/RevHub), Community Colleges, Nonprofits and Workforce Boards	Q4 2025–Q3 2026: Adapt training, test modules, launch programs, and monitor outcomes.
	Task 3: Provide employers with incentives to implement and promote technology-focused training for their employees, such as wage subsidies or tax credits.	SIC, Employers, Workforce Boards	Q3 2025–Q2 2026: Design incentives, launch outreach, offer subsidies, and evaluate engagement.

e. Potential metrics: TBD			
<p>2.6: Tactic 6: Encourage local employers as well as new developments, such as DisneylandForward or OCVibe, to focus on hiring residents in close proximity to developments helping to not only drive regional employment but to reduce environmental impacts.</p> <p>a. Purpose: Reducing commute times, hiring locally, reducing transportation costs while increasing work-life balance can be important contributors to improving the quality of life and empowering residents.</p> <p>b. Program design:</p> <p>c. Team: SIC, Workforce Development organizations, community leaders</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: New local job growth, increased public transportation usage, increase in commuters who walk</p>	<p>Task 1: Work with DisneylandForward, OCVibe, and other major employers to create local hiring agreements or workforce development partnerships prioritizing residents in nearby communities.</p> <p>Task 2: Develop a transportation stipend or assistance program for local workers hired by these developments to further reduce environmental impacts and commuting costs.</p> <p>Task 3: Collaborate with workforce boards to create training pipelines that prepare local residents for jobs offered by these developments, ensuring alignment with employer needs.</p>	<p>SIC, Employers (e.g., DisneylandForward, OCVibe), Workforce Boards (WDBs), Community Colleges</p> <p>SIC, Employers, Local Governments</p> <p>SIC, Community Organizations and Schools, Employers</p>	<p>Q3 2025–Q2 2026: Convene employers, formalize hiring agreements, launch pipelines, and monitor outcomes.</p>

Strategy 3: Expand awareness of diverse employment opportunities. Ensure all high school-aged and adult students are exposed to a wide range of employment opportunities by broadening horizons and creating pathways to economic stability for individuals from diverse educational backgrounds, including those in non-college tracks.

Tactic & Overview	Task	Responsible Party	Timeline
<p>3.1: Tactic 1: Increased exposure of high quality jobs (high wage, middle skills, union, entrepreneurs) through business or nonprofit lead career fairs, social media campaigns, school presentations, or other invitations to participate and learn about opportunities.</p> <p>a. Purpose: Increase engagement with students, young professionals and adults looking to re-enter the workforce to help drive employment growth in Tourism and Outdoor Recreation.</p> <p>b. Program design: Dedicated team able to travel locally for presentations/career fairs.</p> <p>c. Team: Leaders from workforce development organizations, high schools, community colleges, SIC</p> <p>d. Costs: TBD</p>	<p>Task 1: Work with Visit Anaheim and local chambers of commerce to host sector-specific career fairs featuring employers, training providers, and mentorship opportunities.</p>	<p>SIC, Employers (e.g., Disneyland, OCVibe), Schools and Community Colleges, Community Organizations</p>	<p>Q4 2025–Q3 2026: Identify participants, plan events, host career fairs, and gather feedback.</p>
	<p>Task 2: Launch a targeted social media campaign using platforms like Instagram and TikTok to showcase job opportunities, day-in-the-life videos, and career success stories in the tourism sector.</p>	<p>SIC, Employers, Community Organizations</p>	<p>Q4 2025–Q3 2026: Develop strategy, launch campaigns, monitor engagement, and showcase success stories.</p>
	<p>Task 3: Collaborate with local schools to schedule presentations by industry professionals and recent graduates who can share their career journeys and answer questions.</p>	<p>SIC, Employers and Industry Professionals, Schools and Workforce Boards</p>	<p>Q4 2025–Q3 2026: Develop mentorship framework, host sessions, expand opportunities, and gather feedback.</p>

e. Potential metrics: Participation, online engagement			
3.2: Tactic 2: Highlight the efforts of organizations which teach cooperatively owning businesses and have driven innovative restaurant growth and promote opportunities associated with new major development including DisneylandForward and OCVibe. <ul style="list-style-type: none"> a. Purpose: Recognize and promote efforts by local organizations to drive new business growth as well as enable new property developments to market new employment opportunities enabling them to fill open positions and new developments to operate and grow efficiently. b. Program design: Marketing materials, social media campaigns c. Team: Developers, local industry associations, support organizations 	Task 1: Showcase Success Stories Through Community Outreach: Highlight the success of cooperative business models, such as Cooperacion Santa Ana, through community outreach events, social media, and school presentations. Inspire individuals to pursue cooperative entrepreneurship and foster community engagement.	SIC, Cooperacion Santa Ana, Community Organizations, Schools and Workforce Boards	Q4 2025–Q3 2026: Create outreach content, host events, launch a campaign, and gather feedback.
	Task 2: .Promote Job Opportunities Tied to New Developments: Collaborate with employers tied to developments like DisneylandForward and OCVibe to promote job opportunities. Develop tailored training programs to prepare local residents for roles in construction, hospitality, retail, and event management.	SIC, Employers (DisneylandForward, OCVibe), Workforce Development Boards (WDBs), Community Colleges and Training Providers	Q4 2025–Q3 2026: Identify workforce needs, design programs, launch training, and monitor placements.
	Task 3: P Integrate Cooperative Business Models Into Training Programs: Work with community colleges, nonprofits, and training providers to integrate cooperative business ownership models into	SIC, Cooperacion Santa Ana, Community Colleges and Nonprofits	Q4 2025–Q3 2026: Partner with Cooperacion Santa Ana, update curriculum, launch training programs, and evaluate outcomes.

<p>d. Costs: TBD</p> <p>e. Potential metrics: Employment growth, turnover of stores in new developments, retail square foot absorption</p>	<p>existing entrepreneurship programs. Focus on opportunities in tourism-related sectors, such as restaurants and retail.</p>		
	<p>Task 4: Host Informational Sessions on Employment and Training: Partner with developers (DisneylandForward, OCVibe) and employers to host informational sessions about job opportunities, training programs, and cooperative business models. Ensure these sessions are accessible to underserved communities.</p>	<p>SIC, Developers and Employers, Community Organizations</p>	<p>Q4 2025–Q3 2026: Schedule sessions, promote through communities, host events, and track outcomes.</p>

Strategy 4: Foster innovation and sustainable development. Leveraging its already existing industry cluster in Tourism, Orange County must cultivate an environment that promotes innovation and business development with a special focus on small businesses.

Tactic & Overview	Task	Responsible Party	Timeline
<p>4.1: Tactic 1: Review and assess the existing small business ecosystem to understand existing resources and develop a resource hub to connect small businesses to existing support networks to help with startups, capital access, workforce training needs, barriers, and procurement opportunities, with a focus on</p>	<p>Task 1: Conduct Integrated Assessment of Small Business Needs: Streamline surveys and focus groups into a single assessment process to identify the needs, barriers, and gaps faced by small businesses in the tourism sector. Include questions about capital access, workforce training, and procurement opportunities.</p>	<p>SIC, OCBC, Community Organizations</p>	<p>Q4 2025–Q3 2026: Survey small businesses, conduct focus groups, analyze data, and develop resources.</p>

<p>increasing the uptake of resources by businesses in the sector.</p> <ul style="list-style-type: none"> a. Purpose: Provide knowledge, support, and training to small businesses. b. Program design: Resource hub will initially be hosted online, with opportunities to work with advisers specifically focused on target industry. If successful, the hub can be integrated into the existing ecosystem. c. Team: The SIC will help bring the resource hub online and work with partners to identify permanent home. d. Costs: Website and hosting services, virtual meeting platforms, SIC staff time e. Potential metrics: Number of businesses using resource hub monthly; new startups from hub; uptake by existing workforce partner. 	<p>Task 2: Develop and Launch a Pilot Resource Hub: Create an online pilot version of the resource hub that consolidates available resources, including funding opportunities, workforce training programs, and procurement opportunities. Collaborate with regional partners to ensure alignment with existing initiatives.</p>	<p>SIC, OCBC, Community Colleges and Workforce Boards:</p>	<p>Q4 2025–Q3 2026: Design, test, launch, and refine the pilot resource hub for small businesses.</p>
	<p>Task 3: Contribute to and partner with organizations conducting Knowledge-Sharing Sessions and Workshops: Organize workshops and knowledge-sharing sessions to educate small businesses on available resources and best practices. Use these events to gather feedback on the resource hub and address emerging needs.</p>	<p>SIC, Education/Resource Partners (OC Coastkeepers, CalRecycle, Community Colleges), Small Business Development Centers (SBDCs)</p>	<p>Q1–Q4 2026: Schedule, host, and refine workshops; update the resource hub and plan future sessions.</p>
	<p>Task 4: Support and facilitate the Piloting and Refinement of the Resource Hub: Support pilot of one or two specific features from the resource hub, such as a funding directory or workforce training portal, to gather detailed feedback and refine the hub based on user experience.</p>	<p>SIC, OCBC, Community Organizations (RevHub/CIELO), Small Business Development Network (SBDN)</p>	<p>Q2–Q4 2026: Identify features, launch pilot, gather feedback, and refine the resource hub for full launch.</p>

<p>4.2: Tactic 2: Leverage the expertise of trusted partners, such as ethnic chambers, to provide one-on-one business counseling and related technical assistance by funding targeted engagement with small businesses in the Tourism cluster and supply chain while fostering relationships with universities and research institutes to support efforts.</p> <ul style="list-style-type: none"> a. Purpose: Provide deep industry knowledge and business development assistance to help drive small business creation and growth. b. Program design: Similar to SBDCs c. Team: Universities, community colleges, incubators, accelerators d. Costs: TBD e. Potential metrics: Participation, small business growth, small business employment 	<p>Task 1: Identify Partners and Research Best Practices: Identify ethnic chambers, universities, and other trusted partners. Conduct research on successful business assistance programs in similar regions to inform the development of engagement strategies.</p>	<p>SIC, OCBC, Ethnic Chambers (e.g., Vietnamese American Chamber, Hispanic Chamber)</p>	<p>Q4 2025–Q2 2026: Identify partners, present findings, and finalize partnership agreements.</p>
	<p>Task 2: Organize Targeted Engagement Sessions: Host engagement sessions that combine workshops and one-on-one counseling. Focus on key areas such as accessing capital, workforce development, marketing, and aligning business plans with tourism opportunities.</p>	<p>SIC, Ethnic Chambers, Small Business Development Centers (SBDCs), Educational Institutions (e.g., UCI, Cal State Fullerton)</p>	<p>Q1–Q3 2026: Develop materials, host engagement sessions, and provide follow-up support to businesses.</p>
	<p>Task 3: Leverage Existing Grant and Funding Opportunities: Support ethnic chambers and partners in applying for existing grants to fund their business counseling and technical assistance efforts. Focus on state and federal programs that align with sustainability and small business growth.</p>	<p>SIC, OCBC, Ethnic Chambers</p>	<p>Q4 2025–Q2 2026: Identify funding opportunities, assist with grant applications, and implement grant-funded programs.</p>
	<p>Task 4: Launch Internship and Fellowship Programs: Develop internship and fellowship programs where students work with small</p>	<p>SIC, Educational Institutions (e.g., Chapman)</p>	<p>Q4 2025–Q3 2026: Develop program, match students with businesses, launch internships, and</p>

	businesses to address specific challenges, such as implementing sustainable practices or improving digital marketing strategies.	University, UCI), Small Businesses	evaluate outcomes for expansion.
<p>4.3: Tactic 3: Support the creation of concentrated innovation ecosystems which act as innovation hubs for tourism-related sectors such as food halls like the Anaheim's Packing District or Santa Ana's 4th Street Market which help drive local and regional restaurant experiences by fostering innovation and helping launch new concepts.</p> <p>f. Purpose: Drive innovation such as new retail experiences and restaurant concepts through concentration of related businesses.</p> <p>g. Program design: Will require guidance from industry leaders and innovators as well as physical location so that businesses can work alongside and collaborate.</p> <p>h. Team: SIC to organize, industry leaders, participants</p> <p>i. Costs: TBD</p>	Task 1: Identify Locations and Partners for the Pilot Innovation Hub: Identify potential locations for the pilot Innovation Hub near major tourism hubs (e.g., Anaheim or coastal areas) and collaborate with local governments, universities, and businesses to secure zoning, funding, and partnerships.	SIC, OCBC, Local Governments, Universities (e.g., UCI, Chapman)	Q4 2025–Q2 2026: Evaluate locations, secure partner commitments, and develop an implementation plan for the pilot hub.
	Task 2: Develop and Launch the Pilot Innovation Hub: Create the pilot Innovation Hub, focusing on sustainable practices and collaboration among small businesses, startups, and tourism-related sectors. Include co-working spaces, mentorship programs, and sustainability resources.	SIC, OCBC, Local Governments, Universities	Q1–Q3 2026: Develop infrastructure, launch pilot hub, and monitor operations with participant feedback.
	Task 3: Support the Hosting of Quarterly "Innovation Showcases": Organize quarterly events at the Innovation Hub to combine networking, pitch competitions, and knowledge-sharing sessions. This will encourage collaboration and attract investment for sustainable tourism innovations.	SIC, OCBC, Universities and Innovation Organizations (e.g., OCTANe)	Q2–Q4 2026: Launch the Innovation Showcase, refine based on feedback, and establish it as a quarterly event.

j. Potential metrics: New innovation hubs or centers	Task 4: Launch a Unified Marketing Campaign and Vendor Market Events: Develop a "Shop Local Tourism" campaign to promote small businesses and organize local vendor markets at the Innovation Hub to connect local artisans and tourism-related businesses with visitors.	SIC, Local Governments, VisitOC and CIELO	Q3 2026–Ongoing: Launch "Shop Local Tourism" campaign, host quarterly vendor markets, and refine efforts using campaign metrics.
4.4: Tactic 4: Support current or create an Advisory Council or working groups of industry leaders, chambers of commerce, professionals, and innovators to determine how best to expand the ecosystem, provide feedback on strategy implementation, and implement innovative or sustainable development practices.	Task 1: Assemble Advisory Council with representatives from Orange County Business Council (OCBC), Visit Anaheim, chambers of commerce, industry associations (VisitAnaheim), major employers (Disneyland and OCVive) and sustainability experts to identify innovation priorities for the tourism sector.	SIC, OCBC, Visit Anaheim	Q4 2025–Q2 2026: Finalize outreach, recruit council members, and hold inaugural meeting to set priorities and agenda.
a. Purpose: Having an Advisory Council or working group to help guide evolution of ecosystem to ensure dissemination of best practices and guide sustainable growth b. Program design: Working groups meeting on monthly basis to discuss new or	Task 2: Facilitate quarterly or bi-annual meetings (in-person or virtual) to share ideas, discuss challenges, provide actionable feedback for ongoing sustainability/innovative initiatives, and develop actionable plans to implement sustainable practices such as energy-efficient facilities or eco-friendly tourism services.	SIC, OCBC and Visit Anaheim, Participating Employers and Chambers of Commerce	Q2–Q4 2026: Host quarterly meetings, review progress, and finalize recommendations for the annual report.

<p>emerging trends and disruptions</p> <p>c. Team: Industry leaders, SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Marketing materials provided, meetings, participants.</p>	<p>Task 3: Publish an annual report summarizing working group recommendations, meeting summaries, and progress on implementing sustainable and innovative practices in the region to ensure transparency and accountability in implementing the strategy.</p>	<p>SIC, OCBC, Visit Anaheim and Participating Employers</p>	<p>Q3–Q4 2026: Draft, finalize, and publish the annual report for distribution to stakeholders and the public.</p>
<p>4.5: Tactic 5: Adapt to changing climate conditions by adopting and promoting green, sustainable practices, strategies, and developments to reduce climate-related impacts.</p>	<p>Task 1: Partner with nonprofits to provide training for businesses on sustainable practices, such as water conservation, energy efficiency, and waste reduction.</p>	<p>SIC, OC Coastkeeper, California Green Business Network</p>	<p>Q1–Q4 2025: Develop and pilot the toolkit, launch the training program, and refine it based on participant feedback.</p>
<p>a. Purpose: Increasingly adapt to shifting climate conditions and realities to help reduce potential impacts while leveraging strengths to further drive regional sustainability and green strategies.</p>	<p>Task 2: Support the development of a "Green Tourism Certification" program to recognize businesses that adopt sustainable practices, with benefits such as marketing support or tax incentives.</p>	<p>SIC, OC Coastkeeper and California Green Business Network, Local Governments.</p>	<p>Q2 2025–Q1 2026: Develop and launch certification program, certify first businesses, and evaluate impact for expansion.</p>
<p>b. Program design: Annual or bi-annual reports or memos highlighting new and emerging practices while highlighting major players.</p>	<p>Task 3: Create a toolkit with best practices for climate resilience and distribute it to businesses in the tourism sector through chambers of commerce and industry associations.</p>	<p>SIC, OC Coastkeeper, California Green Business Network</p>	<p>Q4 2025–Q3 2026: Develop dashboard framework, launch with baseline metrics, publish reports, and refine based on stakeholder feedback.</p>

<ul style="list-style-type: none"> c. Team: SIC, Part of working groups/advisory councils d. Costs: TBD e. Potential metrics: TBD 	Task 4: Develop a dashboard or report card to track progress on environmental and health improvements alongside economic outcomes, ensuring transparency and accountability.	SIC, Visit Anaheim and OC Coastkeeper, Participating Employers	Q3 2025–Q2 2026: Plan and host workshops, expand outreach to underserved communities, and hold a regional sustainability summit.
<p>4.6: Tactic 6: Promote additional affordable housing developments near major tourism hubs or near concentrations of hotels to reduce employee commute times, and reduce transportation costs and environmental impacts.</p> <ul style="list-style-type: none"> a. Purpose: Increase and promote use of public transportation by encouraging or marketing developments in proximity to transportation arterials to help reduce transportation costs, commute times and environmental impacts. b. Program design: c. Team: SIC, transportation officials, residential developers d. Costs: TBD e. Potential metrics: Residential vacancy rates in city centers, 	Task 1: Collaborate with local governments and developers to identify underutilized land near tourism hubs, such as Anaheim or Laguna Beach, for affordable housing projects.	SIC, Local Governments, Developers	Q4 2025–Q3 2026: Assess underutilized land, collaborate with developers and governments, and initiate planning for pilot affordable housing projects.
	Task 2: Advocate for policies and incentives that encourage affordable housing developments, including tax credits or expedited permitting for projects near major tourism centers.	SIC, OCBC, Participating Employers, Local Governments	Q4 2025–Q3 2026: Develop policy recommendations, engage employers, secure participation, and advocate for local government adoption.
	Task 3: Partner with employers in the tourism sector to explore employer-assisted housing programs or subsidies for workers.	SIC, Community Organizations, Local Governments	Q4 2025–Q3 2026: Plan and host community workshops, launch an informational campaign, and provide updates on affordable housing progress.

commute times, pollution, health-related impacts			
<p>4.7: Tactic 7: Identify existing resources for small businesses as well as raise and launch a small business grant program to assist small businesses in transitioning to cleaner and more sustainable power sources and methods of operation, product and distribution.</p> <p>a. Purpose: With small businesses representing such a large proportion of regional businesses and employment – drive small business growth, engagement, support, and adoption of sustainable, green practices.</p> <p>b. Program design: Follow best practices, model after already successful small business development programs</p> <p>c. Team: SBDCs, industry associations, sustainability professionals</p> <p>d. Costs: TBD</p>	<p>Task 1: Identify Existing Resources and Develop Outreach Campaign: Identify existing state, federal, and local resources that support small business sustainability efforts (e.g., California Energy Commission, EPA programs). Develop a targeted outreach campaign to inform businesses about these resources and promote participation. Focus on underserved communities.</p>	SIC, Community Organizations California Green Business Network	Q4 2025–Q3 2026: Compile resources, launch an outreach campaign, target underserved communities, and refine efforts based on feedback.
	<p>Task 2: Develop and Launch the Small Business Grant Program: Create a grant program to help small businesses transition to sustainable practices. Develop grant criteria, application processes, and review mechanisms. Launch the program and promote it through partnerships with local chambers of commerce and industry associations.</p>	SIC, OCBC, Small Business Development Centers (SBDCs)	Q4 2025–Q3 2026: Finalize grant processes, secure funding, launch the program, and distribute grants while monitoring outcomes.
	<p>Task 3: Host Targeted Training Sessions and Workshops: Conduct training sessions and workshops to help small businesses implement</p>	SIC, California Green Business Network,	Q1–Q4 2026: Develop and refine a training curriculum, host workshops for

e. Potential metrics: Establishment of grant program, small business participation, number of activities to share information on available resources, number of activities to promote small business procurement opportunities within Tourism cluster, number of small business who receive training and technical assistance, outcomes of training or assistance (capital raised, contracts awarded, new businesses).	sustainable practices. Focus on energy efficiency, waste reduction, and eco-friendly operations. Provide step-by-step guidance and access to technical assistance.	Community Colleges	underserved communities, provide follow-up support, and evaluate effectiveness.
	Task 4: Develop a Progress Dashboard and Reporting Mechanism: Create a dashboard to track grant program outcomes, including the number of businesses participating, sustainability improvements, and economic impacts. Publish quarterly reports to ensure transparency and accountability.	SIC, OCBC, Community Organizations	Q4 2025–Q3 2026: Define metrics, launch a dashboard, publish reports, and refine based on feedback.

Appendix A – Outdoor Recreation Industry Data

Sector: Outdoor Recreation (NAICS 713)

With nearly 42 miles of beautiful coastline, many nature preserves, protected areas, and wetlands; Orange County's natural beauty has served as a significant draw for residents and tourists alike. These natural amenities and nearly year-round beautiful weather encourage active, outdoor lifestyles and have turned the region into a hub for many recreational activities including surfing, hiking, golfing, fishing and many others.

Orange County's unique south facing beaches allow for strong, year-round surfing and even made Huntington Beach home to the U.S. Open of Surfing, a major draw for the city and region. Perhaps the primary draw of visitors, Orange County is also home to several amusement parks including Disneyland which not only serve to draw visitor spending but provide the region with a significant number of jobs at all skill levels. Recently Disneyland announced plans for its Disneyland Forward Project, a minimum \$1.9 billion investment in new theme park and lodging experiences in its first 10 years. This project will include \$30 million for affordable housing projects, \$8 million in improvements outside the Anaheim Resort Area for parks,

playgrounds, sport courts, walking trails and sitting areas, and \$85 million for improved traffic and pedestrian safety all while creating nearly 5,000 new operations jobs and nearly 9,000 construction jobs for development.

OC Vibe, another major Orange County development approved in 2022 estimated at \$4 billion will add 20 acres of parks and open space, nearly 900,000 square feet of entertainment space such as concert halls and amphitheaters, and over 35 restaurants; all with access to the ARTIC transit hub. Additionally, continuing health trends have also spurred job growth in fitness and other recreational sports. With no shortage of sport parks, gyms and wellness centers, Orange County remains uniquely positioned to further drive growth in this sector.

As Orange County's population continues to grow older, improving the already strong Outdoor Recreation sector in the region will not only help to keep Orange County healthy and active but will also provide a steady supply of employment opportunities.

The **Outdoor Recreation** was prioritized for immediate implementation for the following reasons:

- Orange County's Outdoor Recreation industry increased by 12,273 jobs (32 percent) between 2013 and 2023, going from 38,315 to 50,588. As part of the broader Arts, Entertainment, and Recreation industry, Outdoor Recreation accounts for nearly 80 percent of that total industry's occupations while accounting for 84 percent of that industry's job growth since 2013.
- Between 2023 and 2033, employment in Outdoor Recreation is expected to increase by 11,622 or by 23 percent, accounting for 87 percent of Arts, Entertainment and Recreation employment growth.

Appendix B – Industry Overview

Impact for job creation related to Tourism and Outdoor recreation shows a positive impact projected across inter-related industries. Collectively these industries are projected to increase employment opportunities by 10% (adding 25,236 jobs) projected from 2024 (12248,357 jobs) to 2034 (275,593 jobs). These job opportunities are made possible thanks to 10,449 local establishments (identified as of 2023) ranging from small, to mid-size, to large. Details on how each of these related industries contribute are disaggregated based on data from Lightcast.

Performing Arts, Spectator Sports, and Related Industries (NAICS: 711) is projected to increase employment opportunities by 11% (adding 1,309 jobs) projected from 2024 (12,406 jobs) to 2034 (13,715 jobs). This industry has a

notable representation in Orange County with an employment concentration of 1.22. These job opportunities are made possible thanks to 861 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

Museums, Historical Sites, and Similar Institutions (NAICS: 712) is projected to increase employment opportunities by 11% (adding 1,309 jobs) projected from 2024 (678 jobs) to 2034 (751 jobs). This industry has modest representation in Orange County with an employment concentration of 0.36. These job opportunities are made possible thanks to 35 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

Amusement, Gambling, and Recreation Industries (NAICS: 713) is projected to increase employment opportunities by 17% (adding 9,281 jobs) projected from 2024 (53,216 jobs) to 2034 (62,497 jobs). This industry has a notable representation in Orange County with an employment concentration of 2.81. These job opportunities are made possible thanks to 909 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

Accommodation (NAICS: 721) is projected to increase employment opportunities by 15% (adding 4,085 jobs) projected from 2024 (26,907 jobs) to 2034 (30,992 jobs). This industry has a notable representation in Orange County with an employment concentration of 1.46. These job opportunities are made possible thanks to 600 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

Food Services and Dining Places (NAICS: 722) is projected to increase employment opportunities by 7% (adding 10,486 jobs) projected from 2024 (155,150 jobs) to 2034 (165,636 jobs). This industry has a notable representation in Orange County with an employment concentration of 1.20. These job opportunities are made possible thanks to 8,044 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

Collectively these industries provide \$18.4 billion to Orange County's Gross Regional Product (GRP) (based on 2023 figures from Lightcast) by contributing earnings of \$10.7 billion, property income of \$4.4 billion, and \$3.4 billion in taxes.

Staffing patterns for these industries provide upward economic mobility with 41.35% of jobs requiring a high school diploma or equivalent, 6.02% requiring an Associate's degree, and 27.57% requiring a 4-year degree or higher. Opportunities are also prevalent with 86.72% of the jobs not requiring prior experience and 58.40% requiring no or short-term on-the-job training.

Appendix C – Innovation in Tourism and Outdoor Recreation

Orange County, California, stands out as a dynamic hub of tourism innovation, driven by its unique mix of world-class attractions, natural beauty, and a thriving economy. A major contributor to this innovation is the presence of globally renowned destinations such as Disneyland Resort and Knott's Berry Farm, which are among the largest employers in the county. Disneyland, in particular, attracts over 18 million visitors annually (pre-pandemic), making it one of the most visited theme parks in the world. As a pioneer in immersive entertainment, Disneyland utilizes cutting-edge technologies such as augmented reality and interactive storytelling in attractions like Star Wars: Galaxy's Edge. Surrounding these attractions, businesses such as Anaheim Brewery, The Fifth Rooftop Restaurant, and numerous boutique hotels have grown, creating a vibrant local ecosystem that serves millions of tourists annually.

Orange County's stunning coastline, spanning 42 miles, provides another key advantage. Coastal cities such as Newport Beach, Laguna Beach, and Huntington Beach attract millions of visitors annually with their pristine beaches, luxury resorts, and eco-tourism activities. Huntington Beach, branded as "Surf City, USA," hosts the Vans U.S. Open of Surfing, drawing nearly 500,000 spectators each year. The city also supports businesses like Jack's Surfboards and Huntington Surf and Sport, which cater to both locals and tourists, capitalizing on the surf culture that defines the area. Meanwhile, Laguna Beach, known for its artsy vibe, is home to the Festival of Arts and Pageant of the Masters, events that attract over 140,000 visitors annually. Crystal Cove State Park, with its 2,400 acres of hiking trails and tide pools, offers eco-friendly tourism activities that blend natural beauty with innovative features like interactive digital maps and guided nature apps.

Orange County's proximity to Los Angeles and Silicon Valley also fuels innovation within its tourism industry. The integration of technology, such as virtual and augmented reality, is increasingly seen in attractions, travel services, and hospitality experiences. For example, The Great Wolf Lodge in Garden Grove, a family resort with an indoor waterpark, uses wristband technology that allows guests to unlock rooms, make purchases, and track their activities seamlessly. Local tech companies, such as VIZIO (headquartered in Irvine), partner with tourism businesses to enhance visitor experiences through smart technology, while the region's growing tech startup community fosters advancements in travel apps, AI-powered concierge services, and virtual tour platforms. Furthermore, Orange County's connection to the entertainment industry supports unique tourism draws, such as hosting the Newport Beach Film Festival and leveraging partnerships with Hollywood studios for movie-themed attractions.

Culinary tourism is another area where Orange County excels. The region's cultural diversity is reflected in its vibrant food scene, which includes authentic ethnic cuisines in districts like Little Saigon in Westminster, home to the largest Vietnamese-American population in the U.S., and Anaheim's Packing District, which features over 50 artisan eateries housed in a restored citrus packing house. The county is home to 33 Michelin-recognized restaurants, including 2024 Michelin Star additions of Hana re and Knife Pleat in Costa Mesa and R|O-Rebel Omasake in Laguna Beach, which attract food enthusiasts from around the world. Additionally, the craft brewing scene has flourished, with breweries like The Bruery in Placentia and Bottle Logic Brewing in Anaheim offering unique experiences that blend local culture with innovative flavors. Events like the OC Brew Ha Ha Festival further highlight the region's growing reputation as a destination for food and drink tourism.

Sustainability is a growing focus in Orange County's tourism industry. Businesses like The Resort at Pelican Hill in Newport Beach and Montage Laguna Beach have implemented eco-friendly practices, including LEED-certified building designs, water conservation efforts, and the use of locally sourced materials. Coastal cities have embraced sustainable tourism by promoting marine conservation programs through organizations like the Newport Bay Conservancy, which offers educational programs and eco-friendly tours of the Upper Newport Bay Nature Preserve. Additionally, Orange County's public transit system, OCTA, has adopted clean energy buses to reduce its carbon footprint while improving accessibility for tourists. John Wayne Airport (SNA) also plays a role in sustainability, offering electric vehicle charging stations and streamlining operations to reduce energy consumption.

Collaborative efforts between public and private entities further drive tourism innovation in Orange County. Organizations like Visit Anaheim and the Orange County Visitors Association (OCVA) use data-driven marketing campaigns to attract both domestic and international travelers. Visit Anaheim, for instance, reported that tourism generated \$13 billion in economic impact for the county in 2022, with over 50 million visitors contributing to the region's economy. Events such as the Laguna Beach Festival of Arts, Newport Beach Film Festival, and Dana Point Festival of Whales continue to showcase Orange County's creativity and cultural diversity, drawing thousands of visitors each year while supporting local businesses.

Appendix D – Creative Economy in Surf and Skate

Orange County, California, has long been a global epicenter for surf and skate culture, contributing significantly to its creative economy and tourism industry. These unique subcultures, deeply rooted in the county's history and lifestyle, have grown into global movements that attract millions of tourists annually. From hosting world-renowned events to being the birthplace of iconic brands, Orange County seamlessly blends creativity, innovation, and commerce, making it a leading destination for travelers seeking authentic experiences tied to surf and skate culture.

According to the OTIS College of Art and Design, Creative Economy employment in Orange County totaled 52,932 as of Q2 2024, while providing wages of \$109,587 and encompassing 5,768 business establishments. The largest subsectors to the Creative Economy in Orange County include Creative Goods with 10,677 jobs, followed by New Media (8,998 jobs) and Fashion (8,793 jobs). Over the past year, only the Fine Arts subsector saw decent employment growth in Orange County growing from 4,139 to 4,410, with Creative Goods increasing by only 12 jobs over the same time period, all other subsectors registered declines. New Media continues to register the single largest average annual wages at \$243,097 in Q2 2024, followed by Traditional Media (\$119,385) and Architecture (\$101,737).

Huntington Beach, famously dubbed “Surf City, USA,” is the heart of Orange County's surf culture and a major driver of tourism. The city hosts the annual Vans U.S. Open of Surfing, which draws over 500,000 spectators each year, and contributes \$55 million to the local economy, making it one of the largest surfing events in the world. This event not only showcases elite athletes but also features music, art installations, and brand activations, creating a vibrant cultural experience for visitors. Huntington Beach is also home to the International Surfing Museum, which celebrates the history of surfing and acts as a hub for enthusiasts and tourists looking to learn more about the sport's origins. Businesses such as Jack's Surfboards and Huntington Surf and Sport have thrived in this environment, providing tourists and locals with high-quality surf gear while embodying the authentic Orange County surf lifestyle.

Orange County is also the birthplace of some of the most iconic surf brands in the world, including Quiksilver, Rip Curl, and Hurley, which have their headquarters or flagship stores in the region. These brands not only contribute to the local economy but also act as cultural ambassadors, exporting the Orange County surf aesthetic and lifestyle globally. Additionally, surf schools like Toes on the Nose in Newport Beach and Endless Sun Surf School offer tourists hands-on experiences, allowing them to engage personally with the sport while contributing to the local tourism economy. These businesses highlight how surf culture has been woven into the fabric of Orange County's identity and appeal.

Skateboarding's influence on Orange County's creative economy is equally significant. The county played a pivotal role in the development of skateboarding during the 1970s and 1980s, with cities like Costa Mesa and Santa Ana serving as hubs for the sport. Vans, one of the most iconic skateboarding brands in the world, was founded in Anaheim in 1966 and remains headquartered in Costa Mesa. Vans continues to innovate and contribute to the local economy through events such as the Vans Park Series and the Vans Off the Wall Skatepark, which attract skaters and fans from around the globe. In 2022, Vans generated \$4.2 billion in global revenue, with much of its economic activity supporting local offices, retail locations and skateparks in Orange County. Other influential skate brands, like Element Skateboards and Etnies, are also based in the area, further cementing Orange County's status as a leader in skate culture.

Skateparks in Orange County are major tourist attractions, drawing skaters from all over the world. The Etnies Skatepark of Lake Forest, one of the largest free skateparks in the country, serves as both a local gathering place and a destination for visiting skaters. The park hosts competitions, lessons, and community events, blending recreation with education and tourism. Similarly, the Vans Off the Wall Skatepark in Huntington Beach offers a state-of-the-art facility for skaters while connecting visitors to the broader Vans brand experience. These skateparks, along with the region's thriving skateboarding culture, contribute to a vibrant and unique tourism economy.

Orange County's surf and skate cultures also intersect with its broader creative economy through art, fashion, and experiential retail. Brands like RVCA, which has its flagship store in Costa Mesa, have blurred the lines between fashion, art, and sport by collaborating with local and international artists to create unique designs. Events such as the Agenda Trade Show in Long Beach (on Orange County's border) showcase the latest in surf, skate, and streetwear, drawing industry professionals and tourists alike. Public art installations and murals inspired by surf and skate culture can be found throughout the county, particularly in cities like Huntington Beach and Costa Mesa. These works not only celebrate the region's identity but also serve as attractions for tourists seeking unique, Instagram-worthy experiences.

Sustainability is an increasingly important aspect of Orange County's surf and skate culture, reflecting a commitment to preserving the natural environment that supports these activities. Organizations like the Surfrider Foundation, headquartered in San Clemente, work tirelessly to protect coastal ecosystems and advocate for ocean conservation. These efforts resonate with environmentally conscious travelers who participate in beach cleanups, sustainable surfboard workshops, and eco-friendly surf tours. Local businesses have also embraced sustainability; for example, Firewire Surfboards, based in nearby Carlsbad with a strong presence in Orange County, produces eco-friendly boards using sustainable materials. Skate brands like Globe International, headquartered in Huntington Beach, prioritize

sustainable manufacturing practices, appealing to tourists and consumers who value environmentally conscious products.

Tourism in Orange County benefits immensely from the educational and experiential opportunities tied to surf and skate culture. Surf schools, skateboarding camps, and lessons at facilities like the Etnies Skatepark provide visitors with unique and memorable experiences. The International Surfing Museum in Huntington Beach and the Surfing Heritage and Culture Center in San Clemente preserve the history and culture of surfing, offering tourists a deeper understanding of the sport's roots. These institutions not only attract visitors but also inspire the next generation of creatives and athletes, ensuring that surf and skate culture remains a vital part of Orange County's identity.