

Sustainable Recreation & Tourism Activation Plan

I. Introduction

Beginning in May of 2023, the Sierra Business Council (SBC) convened several focus groups of practitioners, subject matter experts, and local area experts and elected officials, including two open public comment periods in its 7-county region—Inyo, Mono, Calaveras, Tuolumne, Alpine, Mariposa, and Amador counties—hereafter, the “Sierra Region”. Over the course of a year and a half, these diverse stakeholders coalesced to craft and refine this region’s California Jobs First [“Regional Strategic Plan”](#). This Regional Strategic Plan was formed to serve as a comprehensive roadmap for bolstering existing essential industries, and elevating emerging ones. In early 2024, the Collaborative identified 5 key Target Industries crucial for the region’s overall success: (a) Natural and Working Lands, (b) Clean Energy and Energy Resilience, (c) Sustainable Agriculture and Food Systems, (d) Community Healthcare, and (e) Sustainable Recreation and Tourism. Of these five, the focus of this document is the Sustainable Recreation & Tourism Sector.

The outdoor recreation and tourism industries are increasingly recognized as vital economic drivers across the state of California. In the 7-county Sierra Jobs First region, this importance is particularly pronounced: the sector boasts a 1.64 location quotient and accounts for a remarkable 28.1% of regional employment, significantly exceeding the state average. This industry is not only complex and highly diverse, encompassing over 110 distinct six-digit NAICS codes¹ on its own, but also spans three incredibly distinct fields: outdoor recreation, arts and culture, and hospitality. Annually, the region attracts roughly 7 million annual visitors, a testament to its unparalleled natural beauty and world class recreation opportunities.

This sector is a bedrock of the Sierra region’s economy, holding extensive natural and built assets and significant potential for developing quality jobs through identified and preliminary funding for its projects. From opportunities to enhance regional connectivity through leveraging existing trail infrastructure, to catalyzing downtown revitalization through in-fill projects and cataloging unique regional product offerings

¹ North American Industry Classification System (NAICS) codes are numeric codes that identify a business’s primary industry. They are used by federal statistical agencies to collect, analyze, and publish data on the U.S. economy. NAICS codes are also used for administrative, regulatory, contracting, and taxation purposes. More information is available on the Census Bureau’s website.

to bolster small businesses and entrepreneurial efforts, to launching a cohesive regional branding and marketing initiative, the potential for transformative impact is immense.

Unlike other sectors that may face extensive permitting and regulatory hurdles for infrastructure development, this sector's diverse projects are inherently agile. They leverage existing infrastructure to create and enhance recreation opportunities and regional connectivity, identify opportunities for key private investment, and depend on their core infrastructure of relationships, robust networks, and collaboration. The inherent agility of the sector positions it to benefit from strategic investments in capacity building, information sharing, and innovative policy development through exploring each project as a case study through the Catalyst process.

The Sierra Region's identity as a recreation and tourism destination, while profoundly shaped by historical water diversions like the Los Angeles Aqueduct (1913) and Hetch Hetchy Reservoir (1934), is better characterized by its fundamental role in contributing to life-sustaining exports for more than 25 million Californians.² Most obviously, the Sierra region's snowmelt quite literally fills the many lakes and rivers that drain into the larger Sacramento-San Joaquin Delta, which, in turn, supply water for those roughly 25 million Californians. Beyond being the critical origin of much of the State's water supply, the Sierra Region's diverse agricultural and land use sectors—from alfalfa and beef production, and a rapidly expanding winery and viticulture industry—are ripe with output that directly supports statewide supply chains. These tangible goods, coupled with the Region's known water resources, and world class cultural tourism and natural recreation offerings demonstrates the deep-seated and reciprocal value the Sierra Region delivers to California's economy as a whole.

II. Target Sector Strategy—Overview

The Sierra Region's tourism and recreation industries are major private sector employers, bringing in billions annually through visitor spending and tax revenue.³ “Sustainable tourism and recreation” focuses on leveraging these investments and resources to create stable jobs, mitigate the risks of wildfire and its effects, and respond to a changing climate.

The Sustainable Recreation and Tourism sector in the Sierra Region faces unique challenges that warrant targeted funding and support. Unlike other sectors with strong

² The Nature Conservancy, “Where Does California's Water Come From?: Land conservation and the watersheds that supply California's drinking water”, 2012. URL: https://www.nature.org/media/california/california_drinking-water-sources-2012.pdf

³ Regional Summary, Part 1, pg 92.
<https://drive.google.com/file/d/1ttqt2E4clrLFNsN2FMxPHIs7Q3l0pFgW/view>

or established state support with its own governance structure, Recreation and Tourism lacks a clear "home" or institutional presence at the state level. This absence creates a core vulnerability, leaving the sector susceptible to a chronic lack of integration with related state policy initiatives as well as persistent underinvestment. This structural void not only hinders the sector's ability to compete effectively for essential resources and attention—resources upon which its numerous rural gateway communities and assets depend—but also fragments vital communication channels. This prevents bottom-up grassroots efforts and top-down state initiatives from speaking to each other effectively and strengthening future efforts.

Classified by the California Economic Blueprint as a "tradable" sector, the Recreation and Tourism sector is an undeniably vital economic force in the Sierra Region, with the ability to attract significant visitor spending. The industry serves as a crucial economic engine for many of the Region's rural communities, drawing millions of visitors annually to the region's unique natural landscapes, plentiful outdoor activities, and rich cultural experiences. These visitors directly support local businesses, sustain employment, and generate substantial state and local tax revenues. In 2023, tourism statewide provided employment for 1.2 million Californians, generated \$150 billion in visitor spending (surpassing the prior record of ~\$145 billion in 2019), and \$12.7 billion in state and local tax revenues.⁴ California boasts the largest outdoor recreation industry economy in the nation, contributing nearly \$81 billion in GDP and supporting 545,000 direct jobs.⁵ Every year, roughly 68 million people visit California's state parks and in 2023, ~36 million people visited the State's nine national parks and 19 designated sites, spending \$3.2 billion, supporting ~40,000 jobs, and providing \$5.1 billion to the state economy.⁶ With nearly half of the entire workforce in the region sustained by jobs within the tourism-related fields with an average wage below \$50,000 annually, the industry is one of the primary economic drivers in the region.⁷ With this industry among the top industries in this region, it dominates the region in terms of total employment and livelihood creation.

In the Fall of 2024, organizations across the Sierra Region were encouraged to apply for Catalyst project funding through the [Catalyst RFP](#), organizing around collaboratives identified in the [Regional Strategic Plan](#), as well as the cross-cutting principles and key strategic initiatives identified in the [Regional Strategic Plan](#). In December 2024, applications for Catalyst projects closed, totaling 47 project applicants. In March

⁴ California Jobs First, State Economic Blueprint
<https://jobsfirst.ca.gov/wp-content/uploads/Economic-Blueprint.pdf>

⁵ Ibid.

⁶ Ibid.

⁷ Sierra Jobs First Regional Strategic Plan, 2024.
<https://sierrajobsfirst.org/wp-content/uploads/2024/09/Sierra-Jobs-First-Strategic-Plan-2024-FINAL.pdf>

2025, the [Governing Council approved 40 projects for partial funding](#), totalling \$9 Million in awarded funding across each project, and prioritizing those projects most closely aligned with the Strategies and Tactics outlined in the Regional Strategic Plan.

As of the date of submission of this Activation Plan, 19 projects in both the Sustainable Recreation & Tourism and Foundational Elements have gone under contract and agreed to pursue the project development activities associated with their project and those Tactics closely aligned with the Strategic Plan. The current portfolio of funded Catalyst projects comprises 12 initiatives directly within the Recreation and Tourism sector, complemented by 7 sector-adjacent and foundational elements categorized as “other”. Across these 19 project applicants, the average Catalyst project was awarded 47% of its total requested funding, underscoring the prevailing resource constraints, coupled with the lack of designated State Implementation resources.

While “Tourism and Outdoor Recreation” has been categorized as a sector to “strengthen” under the State’s Economic Blueprint, the lack of a designated commitment of statewide Jobs First Implementation funding for this sector presents a critical gap.⁸ While it is not a barrier, it can function as an opportunity for the Sierra Region to demonstrate proactive leadership by clearly identifying the funding gaps required to create high-quality, broadly accessible jobs across the region, and showcasing its potential for analyzing the most effective strategies for creating impactful, jobs-first, climate resilient, and economically prosperous outcomes.

III. Updated SWOT Analysis and Refinement of Dependencies & Challenges Facing the Sector

The original SWOT analysis contained in the [Regional Strategic Plan](#) identified opportunities, and existing challenges/risks facing the Recreation and Tourism sector, and summarized the key internal and external factors impacting the sector across the 7-county Region. The following is an update to the existing SWOT analysis based on input from regional practitioners, project stakeholders, and federal and state agencies. It reflects the significantly different climate with which this work is taking place, and is based heavily on survey data, working group discussions, and project implementation insights that will provide strategic areas of focus over the next 16 months.

Strengths:

The region stands on a foundation of significant strengths and existing assets, including its deep integration into the culture and economic roots of the region. In the Sierra

⁸ California Jobs First, State Economic Blueprint, URL: <https://jobsfirst.ca.gov/wp-content/uploads/Economic-Blueprint.pdf>

Region, outdoor recreation and tourism are not simply an industry, but also a way of life. The Region's robust natural and cultural assets already draw millions of visitors annually, making it one of the region's most consistent economic drivers and job opportunities. Broad public recognition for sustainability and stewardship values stretch across both the Eastern and Western slope of the region. Existing amenities and assets position the region well for developing toolkits to restore and reimagine its current infrastructure into more connected and socially fair communities. Opportunities for public-private investment abound in existing heritage sites like Railtown 1887 State Historic Park.

Weaknesses:

The sector's core weakness remains the limited ability of federal agencies and public land managers to promote outdoor recreation initiatives, and its dependance on bureaucratic processes, timelines, and regulations to enhance, replace, or expand recreation infrastructure. Despite its extremely high proportion of federal land ownership in the region, there is well-documented and persistent underfunding of the USFS and public lands as a whole, particularly in this region. This historic reality has only been aggravated more recently by the federal policy and land management uncertainty.⁹

The unique land tenure makeup of the region limits the viability of private investment, and presents significant challenges in coordination across state, regional, utility, and federal land managers. The sector grapples with persistent challenges, particularly a lack of dedicated funding streams for project implementation and essential staffing and capacity for collaboration. This often leads to over-reliance on seasonal employment with underdeveloped pathways for long-term career advancement. The sector also faces hurdles with fragmented data collection, and limited monitoring capacity making it difficult to fully assess impact and progress.

Compounding the federal uncertainty and land tenure challenges, our region faces significant internal challenges that are significant barriers to continued economic development and job creation. Funding limitations are particularly acute, with current county budget reductions actively reducing the already limited staff capacity across all seven counties. A broader lack of consistent political will further undermines economic development. This is particularly evident in the Sustainable Recreation and Tourism sector, which, despite being widely recognized as one of the Region's primary economic drivers, consistently remains a low priority for investment in capacity-building and project development. While the potential for enhancing

⁹ Regional Summary-Part One:
<https://drive.google.com/file/d/1ttqt2E4clrLFNsN2FMxPHIs7Q3l0pFgW/view>

placemaking and placekeeping in these rural communities are widespread, the barriers to realize such efforts are substantial, often lacking dedicated political will at the local level and are without significant funding streams.

Opportunities:

The future presents compelling opportunities, including a growing public and private interest in improving experience-based recreation and tourism. There are opportunities for regional collaboration and connectivity through trail linkage, increasing accessibility through regional and year-round air service, and the potential for pooled funding models and toolkit development. This includes exploring the implementation and viability of Tourism Marketing Districts (TMDs), Tourist Business Improvement Districts (TBIDs), the promotion of agritourism and placemaking through innovative in-fill models, and various other diverse revenue streams. Momentum is building behind regional branding, wayfinding, and collaborative visitor infrastructure, which can significantly enhance regional appeal, and retain visitors over shoulder seasons.

Specifically, there are significant opportunities to address threats facing this sector through leveraging available Jobs First funding in this sector's Industry Sector Coordinator contracts held by MLTPA and SFM. Strengthening regional collaboration, the first priority for immediate implementation, and identifying new funding streams, the second priority for immediate implementation, are crucial strategies that might directly address the federal uncertainty and policy threats facing this sector. For instance, collaborating on joint funding initiatives that are multi-benefit in nature can create a buffer against unpredictable federal changes while regional partnerships allow for a more unified and effective response to adverse policy changes. Significant opportunity lies in leveraging the Jobs First process to prioritize and identify funding for mitigating those immediate risks and ensuring the sector's continued stability.

Threats:

The sector grapples with several internal limitations that threaten to stall growth and stymie opportunity. There is a notable lack of entrepreneurial support, making it difficult to secure public or private funding for innovative initiatives. Heritage sites like Raitown 1897 State Historic Park in Jamestown are woefully underused. Strategic private investment—or an expanded public-private partnership—could revive these assets and turn them into powerful engines of local economic growth.

This is exacerbated by a general lack of resources and alignment that can emerge through weaving together mutually beneficial efforts, such as the multi-use paths that drive visitation to strategic locations and increase positive impacts. The sector often sees infrastructure investments occur without sufficient collaboration or an

understanding of how they can mutually benefit the community as a whole. For example, the sector lacks cohesive leveraging local chambers of commerce or Destination Marketing Organizations (DMOs). This highlights a broader lack of strong coalitions and regional knowledge-sharing, and resource-sharing which pose a direct threat of a sector-wide atrophy.

This sector is also acutely vulnerable to federal policies, given 72% of its regional land is federally managed. Unknown state and federal policy, staffing, and funding opportunities create significant instability across the sector, making long-term planning difficult.

Threats Paired with an Unprecedented Policy Climate:

As of this writing, the serious and unprecedented instability of the federal government and the extent of its impact on this sector are not yet fully known. The quickly shifting regulatory environment at the federal level, paired with the reduction in and reorganization of the federal institutions which manage great swaths of this region's land are the emergent challenges which face this sector. The yet to be realized and fully cataloged impacts of the potential erosion of institutional knowledge and scientific progress across these agencies will permanently impact and shape this sector. A traumatized federal workforce, and significant funding rollbacks on climate resilience, clean energy projects and capacity-building initiatives leave this sector vulnerable. The changing perception and sentiment abroad of the United States as a tourism destination pose significant uncertainty for the future of visitation and economic activity in tourism-dependent geographies like the Sierra Region.

These national-level issues are further compounded by significant projected budget deficits projects at the State level and uncertainty around key revenue generators which provide extensive funding for projects in this sector, including the State's Cap-and-Trade program. It is in this complex and evolving context that this sector, which represents predominantly rural and gateway communities that are especially vulnerable to such volatile and dynamic changes, must operate.

IV. A Path Forward: Elevating Collaborative Strategies:

In April 2025, the Recreation and Tourism sector convened its first working group of nearly 50+ stakeholders. The purpose of this Quarter 1 Working Group was threefold: (1) to begin establishing the footprint of a regional industry collaborative spanning the 7-county region that shall be charged with stress-testing ideas and refining existing strategies; (2) to examine the seaworthiness of the "unhoused" tactics (those tactics outlined but not currently funded under Catalyst); and (3) to locate those strategies for

further refinement to reflect opportunities for immediate actionability given the existing federal climate and disproportionate stress placed on the rural communities contained within the Sierra Region. See **Attachment A** of this document for a comprehensive overview of outputs for this sector's first working group convening.

April 10th: The April 10th meeting sought to orient attendees to the California Jobs First initiative, introduce the identified Catalyst projects, provide an overview of the technical assistance offerings available to projects both inside and outside the Catalyst process, and emphasize the value of collaboration and information sharing offered by participating in the working group, as well as prepare attendees for providing feedback via surveys and focused discussion questions on April 17th to directly inform the writing of the Activation Plan. Following the April 10th meeting, a survey was distributed to the entire mailing list of ~800 people. Nearly 40 people completed the survey.

April 17: The results of the April 10th Survey directly shaped the questions and items of discussion for April 17th's gathering of practitioners and region-wide stakeholders. The April 17th Working Group revealed a great deal about areas that deserved further exploration or actionable tactics attached to them, as well as gathered a dynamic and in real time needs assessment for the sector across the Sierra Region. This working group cautioned against the potential challenges of tying these two distinct geographic areas together, noted the shared regional challenges not unique to either Slope, and began exploring potential areas for future amendment to the Regional Strategic Plan.

To successfully advance regional development and achieve progress in the sector over the next 16 months, the working group was asked to rank these tactics based on their relevance and potential for regional impact. The tactics identified as the most important strategies for immediate implementation by the working group are as follows (from most important to least important):

- i. Locating sustainable funding (Strategy 1, Action Step 4);
- ii. Enhancing regional collaboration (Strategy 1, Action Step 1);
- iii. Enhancing visitor experiences through improved infrastructure (Strategy 3, Action Step 3);
- iv. Diversifying regional attractions through events and attractions (Strategy 3, Action Step 1);
- v. Strategic visitor management (Strategy 3, Action Step 4);
- vi. Addressing climate change impacts (Strategy 4); and
- vii. Promoting sustainable visitation (Strategy 2, Action Step 1).

The tactics ranked for relevance by the working group were then cross-referenced with prevailing feasibility given the evolving federal landscape, operational capacity of required partners, and partner readiness across the region. This approach of synthesizing stakeholder feedback for implementation based on where those priorities intersect with feasibility helps offer a set of actionable recommendations. Those actionable recommendations help foster positive feedback loops and early successes that will attract further investment and engagement in the process. The following recommendations are designed to foster cooperation and information-sharing across diverse geographies, and facilitate early successes.

As such, this sector recommends elevating “Enhancing Regional Collaboration” to the highest priority, while maintaining the rest of the recommended implementation sequence. This re-prioritization is based on its essential role in developing the fundamental building blocks from which all other priorities can flow. Establishing collaboration upfront significantly streamlines the pursuit of funding and introduces organic opportunities for projects to partner and pursue larger funding sources. When collaboration is in place first, it naturally leads to less duplicative work, more open information sharing, and simplified access to larger, joint funding opportunities.

Prioritizing regional collaboration builds out the framework for the sector, much like the base of a pyramid: by shoring up that area first, it facilitates sector stability, effectively audits existing plans for viability and buy-in, while also identifying and addressing any potential gaps. This approach also allows well-resourced tactics to borrow capacity from each other where appropriate, and facilitates these heavily resourced tactics to leverage existing technical assistance [funding](#) and capacity.

The tasks and applicable outputs listed in the Tactical Work Plan of specific needs and areas for potential investment are non-exhaustive, but intended as starting points as identified by the working group. The following are the suggested tactics for priority implementation:

- a. **Enhancing Regional Collaboration: (Strategy 1, Tactics 1, 2, 3; and Strategy 2 Tactic 2)**: Building strong and consistent collaborative partnerships across the region is essential to the implementation of this Activation Plan. This includes assessing the viability and political will for the establishment of a regional collaborative versus more localized collaboratives. This includes assessing the viability of organizing the Eastern and Western slope regions together. Regardless, establishing and strengthening Catalyst efforts such as the “Eastern Sierra Regional Capacity Incubator”, the Tuolumne Chamber’s “Sierra Sourced”, the Eastern Sierra Sustainable Recreation Partnership (ESSRP) along with leveraging the existing sector working group infrastructure will facilitate

streamlined resource and information-sharing. These robust regional collaborative efforts will facilitate a shared understanding of challenges, facilitate coordinated resource deployment, and explore unified strategies for visitor experiences (Strategy 3, Tactics 2 and 3); bolstering climate resilience (Strategy 4, Tactic 1), and facilitating regional economic diversification (Strategy 3, Tactic 1).

- b. **Locating Sustainable Funding (Strategy 1, Tactic 4):** This strategy is critical for ensuring the long-term viability and scalability of these efforts and creates early positive feedback loops. Successfully identifying sustainable funding mechanisms allows the sector to “check the boxes” on essential mechanisms that create strategic growth, such as facilitating the establishment of Tourism Marketing Districts (TMDs) and Special Recreation Districts. These funding vehicles, in turn, are crucial for supporting improvements like visitor management plans (Strategy 2, Tactics 1, 2, and 3), collaborative frameworks and guiding documents (Strategy 1 Tactics 1 and 3), and regional marketing efforts (Strategy 3 Tactic 3). Securing this baseline funding allows the sector to leverage all Catalyst and Industry Sector Coordinators efforts towards Activation Plan implementation, as well as identify other projects ripe for external investment and collaborative partnerships.

With a strong foundation in both prioritized tactics of building out its collaborative frameworks and its funding opportunities in the near term, the following strategies can become immediately activated and will drive significant progress within the next 16 months. Further assessment of local viability, feasibility, project scope, and jurisdictional buy-in for specific regional tactics remains essential.

- a. **Enhancing Visitor Experiences through Improved Infrastructure (Strategy 3, Tactic 3):** A high-quality visitor experience is directly tied to the condition and accessibility of our regional assets. This strategy focuses on critical investments in infrastructure, from trail maintenance and signage to improved visitor centers and essential amenities. This is a parallel outcome of working within the regional governance structures of Strategy 1, Tactics 1 and 3, leveraging Catalyst and working group convenings.
- b. **Diversifying Regional Attractions through Events and Offerings (Strategy 3, Action Step 1):** To foster sustained economic growth and spread visitor impact, it will be vital to broaden regional appeal beyond traditional tourist offerings. This involves the strategic development and promotion of a wider array of events, cultural offerings, and unique activities throughout the region. By diversifying the portfolio, a broader demographic is both attracted and retained, encouraging shoulder season visitation, strengthening local businesses, lodging, and hospitality amenities for year-round visitation across the region.

- c. **Strategic Visitor Management: (Strategy 3, Tactic 4):** As visitation grows, proactive and intelligent visitor management becomes crucial. This strategy focuses on implementing systems that optimize the visitor experience while mitigating potential negative impacts on natural resources, local infrastructure, and community quality of life. This includes everything from effective communication and visitor education to data-driven capacity planning and dispersed use strategies. Effective visitor management will assess the overall carrying capacity of the region, and look to strategic planning in the foundational elements of regional governance to guide its development.
- d. **Addressing Climate Change Impacts (Strategy 4):** The long-term health and sustainability of the Sierra Region are inextricably linked to addressing climate change. This overarching strategy involves integrating climate resilience principles into all aspects of planning and development, from resource management and wildfire mitigation to water conservation and sustainable energy practices. While broad, these immediate actions focus on leveraging the collaborative infrastructure to identify vulnerabilities and implement adaptive measures to ensure the continued viability of the outdoor recreation and tourism economy.

This prioritized implementation plan for the next 16 months provides a strategic roadmap for advancing the Sierra Region's Sustainable Recreation and Tourism sector. By focusing first on establishing regional collaboration and governance followed by securing sustainable funding, it builds on the essential foundation needed to accelerate all other Tactics in the Activation Plan. The strategies outlined—from improving visitor infrastructure and diversifying attractions to implementing smart visitor management, addressing climate impacts, and promoting sustainable visitation—are each actionable steps with clear benefits. This deliberate approach, balancing the ambitious vision of the working group with practical feasibility, ensures efforts will drive tangible economic growth, and will solidify the Sierra region's position as a leader in sustainable recreation, tourism, and its outdoors way of life.

V. Resourcing Across the Strategy

As an organizing principle towards realizing the strategies and tasks contained in the Regional Strategic Plan, each tactic in the Plan received its own designation:

- a. **Bucket A:** Tasks resourced via the Industry Sector Coordinators' contracts with Sierra Business Council. Tasks associated with this contract include:
 - i. Initiating sector-specific working groups
 - ii. Initiate sector-specific engagement strategies for realizing the [Regional Strategic Plan](#).

- iii. Offer technical assistance, funding support, and project development assistance to both Catalyst-funded projects and projects outside of Catalyst but aligned with the [Regional Strategic Plan](#). MLTPA, in its capacity as ISC to better provide Technical Assistance to regional projects, built out an extensive [funding resource library](#). This funding library maps out possible external funding opportunities to realize specific tactics within this Activation Plan.
- b. **Bucket B:** Tasks that have been offered funding through the Catalyst project development phase for continued cultivation towards the goal of the Strategic Plan, including:
 - i. Those tasks that hold particularly strong alignment with the Regional Strategic Plan, and were offered funding due to their strong performance on the Catalyst project funding rubric as well as the collaborative nature of their application for realizing aspects of the Plan.
 - ii. The next critical step in resourcing will include strategic financial planning through cost analyses of approved budgets and scopes for each respective funded Catalyst project, identification of duplicative or complementary efforts, building out the frameworks for resource and information sharing across funded Catalyst projects, multi-source funding analysis for implementation, and pursuing targeted alignment with or amendments to the broader Regional Strategic Plan.
- c. **Bucket C:** The final bucket of tasks is for those tasks which do not currently have known funding or project efforts associated with them and require further evaluation before pursuing.
 - i. These tasks are those which are possible to pursue, but are also contingent upon availability of those funding opportunities. These tasks are those that merit further consideration, identifying the costs and benefits associated with realizing them, and its requisite impact and relevance to the region.

To accurately gauge the financial implications of our Activation Plan, this sector will first ground-truth each tactic in the Activation Plan within its working group. This evaluation will establish each tactic's "seaworthiness" in real-world conditions and yield a clear set of recommendations for subsequent amendments to the Regional Strategic Plan. Following this, a thorough sector cost study will be undertaken to produce detailed costs associated with the most critical tactics.

The total estimated costs, in addition to Catalyst funding received, to implement the roughly fourteen immediately prioritized tasks for this sector are around ~\$3.7 million. Those fourteen prioritized tasks maintain their presented grouping to effectively work towards the outcomes of two of the four larger strategies for this sector in the Regional

Strategic Plan. The estimated additional required costs that are not currently resourced, but are prioritized for immediate implementation includes:

- Expanding this sector's regional governance structure to cover entire 7-county region, ~\$20-35k;
- Completing a feasibility assessment for regional recreation and service gaps, ~\$250k;
- Conducting a regional needs and existing infrastructure assessment, GIS-based initiative ~\$475k;
- Pursuing a regional recreation master plan that leverages regional infrastructure and gap analysis assessments, ~\$775k;
- Producing feasibility and long term business plans, maintenance and funding solutions for all implemented projects, ~\$2.2 million

These preliminary estimates will continue to be explored in the format of the fall 2025 working group. Momentum such as regional collaborative funding applications, if viable, might greatly reduce implementation costs and facilitate access to larger funding options. These costs will continue to be assessed throughout the Jobs First process.

VI. Organizational Model Executing Sector Strategy

With a strong presence on the Eastern and Western slope of the Sierra, respectively, the Mammoth Lakes Trails & Public Access Foundation (MLTPA) and Sierra Focus Media (SFM) were selected to serve as co-Industry Sector Coordinators (ISC) for the Recreation and Tourism sector in the fall of 2024. As ISC, their primary role is in providing technical assistance to Catalyst project applicants, convening working groups, and executing specific tasks across the Strategy, as well as providing technical assistance to those non-Catalyst projects aligned with the sector's Regional Strategic Plan.

Identified partners for implementing the tactics in the Regional Strategic Plan include those pending contracted Catalyst applicants, which include The Eastern Sierra Council of Governments (ESCOG), Amador Trails Stewardship, the Tuolumne County CDD, the Eastern Sierra Artists Collaborative, the Tuolumne County Arts Alliance, the Motherload Bicycle Coalition, the Sierra Nevada Alliance, and Alpine, Inyo and Mono Counties. As of June 2025, these partners are pending final contract with the Regional Convener, and their respective tasks contained in the Existing Regional Strategic Plan are projected to be developed for final implementation vis-a-vis Catalyst funding.

Critically, the working group also develops room for additional collaborative partners, including local workforce development initiatives, chambers, land management

agencies (USFS, BLM, NPS), tribal governments, academic institutions, and other non-profit organizations focused on conservation, outdoor recreation, and community development. This open-ended and stakeholder-up approach ensures that the model remains agile, responsive to the changing environment, and incorporates a diverse range of expertise and resources, fostering a truly comprehensive and inclusive regional effort to achieve strategic goals.

The sector will pause working group convenings for the Summer of 2025 to permit Catalyst projects the opportunity to fully utilize the single full non-snow season of the Jobs First process for on-the-ground project work. In the interim, the Sustainable Recreation and Tourism sector will leverage the existing monthly ESSRP meeting to reduce capacity strains on Catalyst project partners, as well as facilitate information-sharing between land managers and projects. This model affords the stakeholders in the sector the opportunity to cultivate their shared vocabulary and knowledge and be well positioned for the fall working group meeting. Beginning in July 2025, the monthly ESSRP meetings will be expanded to include personal outreach to Westside projects and relevant stakeholders. These meetings will include dedicated time for Catalyst project updates, develop a shared knowledge and vocabulary for conducting joint work, offer funding and implementation opportunity updates, explore potential joint funding alignment opportunities, and prepare partners for a more intensive fall working group session.

The sector will kick off again with a larger convening in the Fall of 2025 to begin exchanging project lessons learned and best practices. This will allow a gathering of a more experienced and informed group of practitioners to help shape these efforts. The Fall 2025 working group session will focus on formalizing roles and responsibilities for executing the Regional Strategic Plan. This will not only include codifying the sector's collaborative model, but also identifying applicable responsible parties for prioritized tasks, as well as identifying appropriate dates of completion and next steps.

VII. Goals and Metrics Across the Strategy

The overall success of the Regional Strategic Plan will depend on cohesive planning towards a larger regional governance structure that emerges from the Sierra Jobs First process, including where these strategies might be housed and built after the SJF process reaches its close in September 2026. Given there is no state implementation funding available to this sector, critical short term metrics of success for the sector in this region will include:

- a. Number of Catalyst projects that are paired with a funding source for implementation;
- b. Number of collaborative funding applications that emerge from the Catalyst process;

c. Number of Catalyst projects that move from project development to implementation phase

These short term progress measures will be tracked primarily through Technical Assistance reporting by the Industry Sector Coordinators for Sustainable Recreation and Tourism. Funding opportunities identified and funding alignment opportunities for Catalyst projects will be documented in progress reports, monthly ISC meetings, as well as project communication logs. The ISC will also explore identifying areas of project overlap and provide recommendations for reducing duplicative efforts and leveraging existing resourcing through developing project venn diagramming. These efforts will also facilitate projects moving towards funding that is complementary rather than in competition, works towards the good of the region, and potentially even joint in nature.

This sector will leverage its fall 2025 working group to identify additional appropriate short and long term metrics through pooling source data from both awarded Catalyst projects and non-funded but strategically aligned project proposals. By leveraging its fall working group meeting to craft these additional metrics, this sector will be better positioned to cultivate reasonable and relevant metrics in the context of an iterative and dynamic project environment, as well as ascertain what might be possible in an uncertain federal landscape.

The sector's fall 2025 working group will also be tasked with considering the limitations of concrete and less holistic metrics in this sector, and develop pathways for usefully tracking long term project progress following the close of its first Catalyst project working season. Given the pronounced seasonality typically associated with this sector, relying solely on conventional metrics such as job numbers, average hourly wages, or overall economic impact will both miss the point and offer an insufficient understanding of the sector's true well-being. As highlighted in many seminal works, a narrow focus on economic outputs often obscures the quality and stability of employment opportunities.¹⁰ While labor-centric studies might be helpful to a certain degree, the broader literature would suggest the need for a more comprehensive approach.

The 2017 Rand study, *The Effects of Travel and Tourism on California's Economy*, identified that 15% of CA travel and tourism workers moved to a job in a different industry and increased their wage by more than 50%, demonstrating the favorability of this sector as a path to upward mobility.¹¹ This study has also found that this sector's

¹⁰ Berbekova, A., Uysal, M., & George Assaf, A. (2023). Quality of Life and Public Policy Development for Tourism Destinations. *Cornell Hospitality Quarterly*, 65(1), 34-43.

<https://doi.org/10.1177/19389655231182089> (Original work published 2024)

¹¹ The Effects of Travel and Tourism on California's Economy,

<https://drive.google.com/file/d/1ZUOG8F7Q5t6E7T5MPKGSAgmaiVzEQ9oR/view>

labor force, when paired with additional education, can result in high wage growth for establishing stable career pathways for those remaining in the industry.¹²

While traditional economic data remains relevant and requires enhancement, particularly within our rural context, a holistic suite of indicators is essential to accurately gauge the conditions of the recreation and tourism workforce and entrepreneurs. Drawing from frameworks for regenerative tourism and “flourishing destinations”, this long term suite of indicators should also capture:¹³

- a. **Worker well-being and security:** Moving beyond simple job counts to assess living wages that reflect these areas and their often high costs of living, access to crucial safety nets (healthcare, insurance, income stability, housing security, and savings opportunities) and overall quality of life.
- b. **Economic resilience in a seasonal economy:** Evaluating the capacity of workers and businesses to navigate seasonal fluctuations, climate driven events, and the gig economy through measures of income stability, diversification of income streams, and access to resources promoting year-round economic security.
- c. **Career Advancement pathways:** Identifying and tracking opportunities for skill development, professional growth, and transitions to higher-quality jobs within the tourism and hospitality industries.

Finally, any metrics utilized should also be in coordination with other sectors within the Sierra region for streamlined coordination and effective resource allocation across the region as a whole.

VIII. Partnerships with other Industry Sectors

The inherent diversity of the Sustainable Recreation and Tourism sector means that its success is deeply intertwined with not only the success of most of the foundational elements of the [Regional Strategic Plan](#), but also with the success of the other key sectors across the Sierra Region and the state. Indeed, fostering robust, cross-sector collaboration is core to the Recreation and Tourism sector. This sector is uniquely positioned to benefit from both regional and statewide collaboratives, leveraging shared assets and addressing common challenges. In particular, the synergies between the Sierra Region, the Redwood Region and the North State Jobs First Regions present many opportunities for exchanging ideas, best practices, and policy recommendations for implementing respective Activation Plans. Generally, stakeholders, organizations,

¹² The Effects of Travel and Tourism on California’s Economy, <https://drive.google.com/file/d/1ZUOG8F7Q5t6E7T5MPKGSAGmaiVzEQ9oR/view>.

¹³ Bellato, L., & Pollock, A. (2023). Regenerative tourism: a state-of-the-art review. *Tourism Geographies*, 1–10. <https://doi.org/10.1080/14616688.2023.2294366>

and other sectors are eager to build relationships, collaborate more effectively, and build recommendations to benefit the Region. These regional networking efforts often rely on the unpaid labor of already overcapacity individuals and under-resourced organizations, making collaborative efforts fragile and prone to deteriorate. Using this Activation Plan as a guiding framework to streamline these collaboratives enhances efficiency and increases the likelihood of participation by even the most under-resourced entities by creating positive feedback loops for participants.

The Sustainable Recreation and Tourism ISC advocates for investing in cross-sector regional collaboration to efficiently leverage stakeholder input and buy-in, as well as expanding Jobs First efforts into local elected realms to begin exploring the feasibility of adopting Regional planning efforts at both the local and regional levels. This entails identifying and integrating targeted outreach for participation in collaborative efforts such as monthly ESSRP meetings and working group convenings to capture relevant and cross-sector stakeholder perspectives in the Jobs First process. This also includes exploring cross-sector working groups with sectors such as Natural and Working Lands, Healthcare, and Sustainable Agriculture. This sector will actively explore opportunities to reduce capacity constraints on participants and streamline grassroots feedback into the Jobs First process across all sectors.

Activation Plan: Tactical Work Plan

Legend:

a. Orange Text: Proposed area for amendment

b. Blue highlighted text: Prioritized for immediate implementation.

Strategy 1: Public Lands Partnership Agreements

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

Tactic & Overview	Task	Responsible Party	Funding	Timeline
1.1: Tactic 1: Develop a regional governance structure consistent with partnership agreements to regularly convene land managers and regional partners to identify recreation and tourism needs and opportunities and serve as a forum for information sharing. a. Purpose: To establish a consistent and collaborative framework for coordination, communication, and shared decision-making among key stakeholders involved in Recreation and tourism management across the Region. This will foster the long-term	Task 1: Identify potential members and recruit for founding collaborative Applicable Outputs: a. Evaluate current structure and scope of monthly ESSRP, and provide a set of recommendations for the scope and reach of a broader governance structure. Leverage existing cross-sector ISC, ESCOG, and CSED funding and capacity to conduct evaluations and focus groups on the needs, structure, and substantive/geographic scope of	Current Program: 1- Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.” Relevant Catalyst Awards: 1- “Eastern Sierra Council of Governments “Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator.” a. Regional Collaboration and infrastructure	Partially funded via MLTPA and SFM’s Industry Sector Coordinator (ISC) contract for Sierra Jobs First (SJF). Funding gap to address: Long-term funding for a cross-sector regional governance structure requires further	Summer 2025: Evaluate structure and scope of monthly ESSRP and provide recommendations for diversifying and expanding partner base. Fall 2025: Leverage working group to codify roles and

vitality towards shared goals while respecting the diverse mandates and responsibilities of participating entities. By supporting this regular forum for information sharing, this tactic reduces duplicative efforts, enhances understanding of regional needs, and promotes mutually beneficial strategies. b. Program design: Support the existing Eastern Sierra Sustainable Recreation Partnership (ESSRP) in its virtual monthly meeting format, a fixed meeting occurring the first Monday of every month to serve as a regional space for recreation and tourism collaboration. c. Team: This tactic is led and convened by MLTPA’s John Wentworth. Participating entities vary from local decision makers to federal and state land managers and public agencies (including BLM, USFS, NPS, CalTrans, etc.) d. Costs: Given the virtual nature of these meetings, implementation and overheads cost is relatively	a cross-sector regional governance structure. b. Evaluate current membership of ESSRP convening, and identify opportunities to diversify partners and stakeholders. c. Navigate the rapidly changing federal public lands management program(s) to ensure the ESSRP’s ongoing relevance. d. Memorialize the partnership through the “ESSRP MOU.” MLTPA projects completion by September 2026, pending federal partner capacity and ability to sign. e. Establish a cornerstone “Recreation Charter” developed by the ESSRP that guides regional recreation development, enhancement and location and explicitly recognizes and incorporates Indigenous knowledge systems and cultural values as foundation to all its goals and priorities. f. Identify room for cross-sector collaboration in the establishment of a regional governance structure that addresses recreation and	2- Tuolumne Chamber’s “Sierra Sourced” a. Regional Collaboration and infrastructure 3- Eastern Sierra Artists “Sierra Regional Arts Organization Collaborative Network” a. Capacity Building Additional Identified Partners: a. Natural & Working Lands ISC; Sustainable Agriculture ISC; and Healthcare ISC. b. Regional Land Managers, including: United States Forest Service (USFS), Bureau of Land Management (BML), National Park Service (NPS), LADWP, CalTrans, local Land Trusts, and others. c. Regional Land Managers listed above with an emphasis on all Westside stakeholders. d. Local elected officials.	assessment for viability. Collaborate via the SJF Transition planning process to determine where plans will be permanently housed.	responsibilities through a RACI matrix, identify applicable responsible parties for prioritized tasks, as well as identify appropriate dates of completion and next steps. By September 2026: Leverage SJF transition process, Catalyst projects, and working group to determine future regional governance structure
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low, and are limited to staff time to prepare agendas, facilitate coordination across the spectrum of agencies and relevant partners.	tourism, as well as coordinate with natural and working lands and sustainable agriculture where applicable.			
e. Potential metrics: Confirm and renew governance structure (MOU), number of agencies/partners/organizations attending meetings, measure the number of joint projects or initiatives that emerge from the governance structure, and evidence of incorporating input and education opportunities from diverse perspectives, including tribal representatives and community organizations into discussions.	Task 2: Set meetings, draft charter, goals, and priorities Applicable Outputs: - Maintain and enhance convening and facilitation capacity for regular monthly meetings including meeting agendas and preparation, presentations, and information sharing tools. - Draft and memorialize an “ESSRP Charter” including goals, priorities, and governance. - Leverage collaborative and currently resourced projects through SJF, such as ESCOG’s ESRC and Sierra Sourced, to assess viability of expanding a regional governance structure to capture multiple sectors and enhance regional coordination across 7 county area. - Leverage existing case studies for sector Regional Governance Structures to inform	Current Program: 1- Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.”; Relevant Catalyst Awards: 1- “Eastern Sierra Council of Governments “Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator.” 2- Tuolumne Chamber’s “Sierra Sourced” Additional Identified Partners: - Natural & Working Lands ISC; Sustainable Agriculture ISC; and Healthcare ISC - Regional Land Managers, including: United States Forest Service (USFS),	Partially funded via MLTPA’s Industry Sector Coordinator (ISC) contract for Sierra Jobs First and grant funds to MLTPA from the Sierra Institute. Annual cost of 12 monthly meetings and 2-3 special meetings/annually, ~\$8k. Cost for annual recruitment, maintenance, \$15k. Costs unknown to expand scope to include all relevant Westside	Summer 2025: Conduct targeted outreach to expand ESSRP to include relevant partners in the Sierra Region. Fall 2025: Convene working group to determine desired regional governance structure. Through September 2026: Leverage case study of temporary ESSRP

	recommendations for establishing regional governance structure and format, and integration of existing collaboratives, such as ESSRP.	Bureau of Land Management (BML), National Park Service (NPS), LADWP, CalTrans, local Land Trusts, and others.	partners and currently lacks clear regional buy-in. Estimated cost of expanding charter and governance to include 7-county region, \$20k. Additional assessment is needed in the fall working group to determine the best structure.	expansion to inform next steps and recommendations for regional governance structure for this sector.
1.2: Tactic 2: Through a regional collaborative governance structure consistent with partnership agreements, identify efficient pathways to create plans and establish policies to reflect regional priorities. a. Purpose: To streamline the development of regionally relevant and beneficial plans and policies by leveraging collaborative governance structure to ensure inclusive	Task 1: Create regional sustainable recreation plans by identifying assets, gaps, partners, and implementation strategies with land managers. Applicable Outputs: a. Leverage monthly ESSRP meetings over Summer 2025 and Fall 2025 Working Group to assess viability of regional recreation plans.	Current Program: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.” Relevant Catalyst Award: 1- Eastern Sierra Council of Governments (ESCOG) “Eastern	Partially funded via Industry Sector Coordinator (ISC) contract for Sierra Jobs First in partnership with a variety of Catalyst funded projects. Regional feasibility study	Fall 2025: Leverage working group to identify next steps and evaluate the political will of this task. Winter 25/26: Develop next steps through the working group.

decision-making that reflects shared priorities. b. Program design: Conduct asset and gap analysis mapping in coordination with local jurisdictions to best analyze current planning and policy development, identify potential overlaps and opportunities for alignment. c. Team: Collaborative of Catalyst applicants via the Recreation & Tourism Working Group; Catalyst applicants; and cross-sector Industry Sector Coordinators. d. Costs: These capacity building initiatives are largely financed under Catalyst project funding and the Industry Sector Coordinator contracts. However, a comprehensive cost analysis for establishing and operating a sustained 7-county regional collaborative governance structure requires further investigation. This preliminary assessment is crucial for determining the potential scope and design of the collaborative, which will directly influence	b. Conduct a feasibility study to determine costs for a region-wide needs and existing asset GIS-based map in addition to costs required for development of regional sustainable recreation plan. c. Leverage the Sustainable Recreation and Tourism Initiative (SRTI)'s portfolio of recommended projects for implementation. d. Conduct a region-wide needs and existing recreation infrastructure mapping assessment. This analysis must specifically identify and value cultural, historic, indigenous assets as integral to the region's overall offering. e. The development of a comprehensive regional recreation capacity map that identifies existing recreation assets, gaps, and facilitates the creation of shovel ready projects. f. Evaluate political will for the establishment of a comprehensive regional strategy that identifies all regional plans,	Sierra Regional Collaborative Capacity Incubator." 2- ESCOG "Chipmunk Canyon Existing Conditions Analysis." 3- Alpine/Inyo/Mono's "Tri-County Recreation and Economic Impact Study" (limited to eastside counties only) 4- MLTPA's "Eastern Sierra Education and Recreation Jobs Creation" (Regional) 5- Amador Trail Stewardship "Pathways to Prosperity" 6- Motherlode Bicycle Coalition "Sustainable Mobility Partnership Program"	needed to determine costs of an existing assets and needs assessment, in addition to a regional recreation plan, ~\$475k.	
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establishment costs, operational budget, collaborative project funding, etc. - Governance structure design and legal framework: Costs for consultation, stakeholder engagement in structural design, and the development of formal agreements. - Operational Costs: Including staffing for the regional body (beyond initial ISC and ESCOG capacity funding), meeting facilities, communication infrastructure, and administrative support. - Program-Specific Costs: Resources needed for joint planning initiatives, data sharing platforms, and policy development processes. e. Potential metrics: Number of participating jurisdictions and stakeholders actively involved;	room for synergy and reduction of duplicative efforts, and elevates strategies with multi-benefit outcomes across sectors. Task 2: Prioritize tribal engagement. Applicable Outputs: - Establish and nurture relationships with tribal partners across the Region, advise on collaborative strategies for resource management, stewardship and ecological knowledge in all phases of project development. - Co-developing strategies for cultural tourism that are respectful, authentic, and directly benefit Tribal nations.	Relevant Catalyst Award: 1- “Eastern Sierra Council of Governments” Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator.” 2- Tuolumne Chamber’s “Sierra Sourced” Current Program: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.” Potential Partners: Sierra Jobs First Tribal Coordinator and local Tribal Council members.	Partially funded via ISC contract for Sierra Jobs First in partnership with a variety of Catalyst funded projects with funds earmarked for tribal engagement.	Summer 2025: Partner with SJF Tribal Coordinator to facilitate tribal engagement in fall working group and monthly ESSRP meetings. Identify opportunities to engage with local tribes and cultivate relationships. Fall 2025: Craft a vision statement for working group to pursue tribal engagement in Catalyst projects and beyond.
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Development and addition of partnership agreements; Reduction in duplicative efforts in planning and policy development; demonstrable alignment of local plans & policies with regional priorities.				Winter 2025/26: Pursue tribal engagement opportunities and leverage working group to inform best practices. Through September 2026
	Task 3: Attract and develop partnerships with recreation/entertainment/resort organizations, including the California Outdoor Recreation Partnership. Applicable outputs: a. Leverage monthly ESSRP meetings over Summer 2025 and Fall 2025 Working Group to assess viability and need for cultivating partnerships across entertainment, resort, recreation entities and identify strategic opportunities to include partner organizations in collaborative gatherings.	Relevant Catalyst Award: 1- “Eastern Sierra Council of Governments “Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator.” 2- Tuolumne Chamber’s “Sierra Sourced” Current Program: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.”	Fully funded via ISC SJF contract in partnership with a variety of Catalyst funded projects.	Summer 2025 and Fall 2025: Develop a list of partners for outreach. Include partners in ESSRP and working group invitations using personal outreach. Leverage the statewide Cohort to attract key partnerships

	b. Conduct assessment of most strategic recreation, resort and entertainment partners to benefit the sector, facilitate relationships with appropriate partners for information-sharing and data-sharing across the region. c. Conduct assessment of relevant small business and hospitality-based partners and identify opportunities to engage partners in Fall 2025 Working Groups and meet this sub-sector's needs. d. Conduct targeted outreach to key partners for inclusion in monthly ESSRP meetings and fall 2025 working group meetings. e. Leverage statewide Cohort to attract strategic partnerships across CA and identify efficient pathways for implementation opportunities.	2- "California Jobs First Tourism & Outdoor Recreation Cohort" sponsored by the CALREC Vision through MLTPA - the Mammoth Lakes Trails and Public Access Foundation - and Redwoods Regions Rise.		and develop roadmap for unified and complementary efforts Summer 2026: In person statewide Cohort gathering to share regional policy outputs from CA Jobs First and cultivate key partnerships into future. Through September 2026
	Task 4: Work with the film industry and local film commissioners/visitor bureaus	Potential area for amendment: Working Group Participants highlighted the need for centralized resources, regional networking, and a shareable database of	No known funding as of 5/1/25	Fall 2025: Leverage Working Group to assess viability and

	Tentative Amendment Proposed: Work with and collaborate with a variety of media resources and visitor bureaus. Applicable Next Steps: a. Continue to leverage the Fall 2025 Working Group to assess viability and necessity of this Task given lack of funding.	film-friendly businesses to help realize this tactic. However, the group also noted this tactic's narrowness, suggesting broadening the scope from "film industry" to "media collaboration" to encompass various methods beyond simply film, and the EXPLORE Act's shift to deregulating the smaller scale independent content creation commissioning.		necessity of this Task given lack of funding.
1.3: Tactic 3: Identify efficient pathways to implement regional plans and priorities through a regional collaborative governance structure consistent with partnership agreements. f. Purpose: To create a clear, effective, and sustainable governance framework that facilitates the implementation of regional plans and priorities. g. Program design: Establish a core governing body with representation from all key sectors and elected officials. Develop a decision making process, and create committees focused on specific areas. Formalize agreements with key	Task 1: Establish agreements between land managers and the full suite of regional capacities in anticipation of implementation efforts. Applicable outputs: a. Assess existing efforts and areas that existing efforts can complement the creation of a regional governance structure, identify gap areas for establishment of a regional framework. b. Convene a series of focus groups and assessments to evaluate the political will for the creation of a collaborative regional governance structure.	Current Program: "Eastern Sierra Sustainable Recreation Partnership (ESSRP)", convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU. Relevant Catalyst Awards: 1- MLTPA's "Eastern Sierra Regional Trail System and Jobs Creation" 2- ESCOG's "Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator" 3- ESCOG's "Chipmunk Canyon Existing Conditions Analysis" Additional Identified Partners:	Funded partially through MLTPA and SFM's ISC SJF contract and Catalyst SJF Contract. Estimated cost of establishing agreements with full suite of 7-county regional capacities ~\$20k and expanding governance structure.	Fall 2025: Assess viability of regional governance structure by leveraging working group. Winter 2025/26: Conduct feasibility study to assess regional governance opportunities

partners, outlining roles, responsibilities, and contributions. Leverage the existing ESSRP to develop a charter that outlines the principles of a regional collaborative and the needs it serves: including ecological restoration, community resilience, and equitable economic development. This Recreation focused charter will serve as a guiding document for all subsequent actions and ensure alignment across different sectors and initiatives. h. Team: Regional body of partnerships whose participation will be codified through partnership agreement i. Costs: Operating costs are limited to staff time & capacity. Additional assessments will be needed to evaluate political will for the creation of such a regional body, and to evaluate local solutions for sustainable funding, such as ballot measures.	c. Provide recommendations to the Recreation & Tourism working group based on evaluation of existing political will and viability. Deliver final set of recommendations for regional governance implementation and best structure to benefit the Sierra region and each of its seven counties.	g. Regional Land Managers, including: United States Forest Service (USFS), Bureau of Land Management (BML), National Park Service (NPS), LADWP, CalTrans, local Land Trusts, and others. Potential Area for Amendment: Given significant overlap between Tactic 1.1 (Tasks 1 and 2) with Tactic 1.3 (Tasks 1 and 2), consider merging these tactics into one for continuity and tracking purposes. This continuity would permit a comprehensive analysis of sector Regional Governance viability from assessment to implementation to effectiveness to deliver a set of recommendations to inform future efforts, scope, and structuring.		Through September 2026
j. Potential metrics: Collaborative participation and evaluation of	Task 2: Identify implementation opportunities for recreation infrastructure and service gaps that will increase capacity through business expansion and job training in sustainable recreation, ecosystem services, and agritourism. This includes project planning and permitting and	Relevant Catalyst Awards: 2- MLTPA’s “Eastern Sierra Education and Recreation Jobs Creation” (Regional) 3- MLTPA’s “Eastern Sierra Regional Trail System and Jobs Creation”	Funded partially through SJF Catalyst contract and ISC contracts.	Fall 2025: Leverage working group and SJF transition process to determine viability of regional plans

impact and will to implement regional governance structure, number of partners involved in evaluation process.

implementation of recreation infrastructure, including trails, restrooms, trash collection, campsites, permittees, outfitters, guides, etc.

Applicable outputs:

- a. Leverage Fall 2025 Working Group, monthly ESSRP meetings, and the SRTI projects to determine viability of a regional vs. localized needs assessment amidst a quickly evolving federal landscape.
- b. Offer technical assistance for projects aligned with the goals and objectives of this plan, including those poised to generate positive economic growth, job creation, and positive feedback loops for local economies, such as the Railtown project in Jamestown, and the regional Towns to Trails project.
- c. If applicable, identify opportunities to fund a region-wide needs and existing infrastructure mapping assessment which emphasizes opportunities for implementation.

4- Sustainable Mobility Partnership Program

5- Alpine/Inyo/Mono's "Tri-County Recreation and Economic Impact Study"

6- Amador Trail Stewardship's "Pathways to Prosperity: A Regional Multimodal Safety and Recreation Initiative"

7- ESCOG's "Chipmunk Canyon Existing Conditions Analysis"

8- Jamestown Specific Plan and Model Toolkit for Town Center Revitalization

9- Pathways to Prosperity

10- Replicable Project Model for Placemaking (NOT FUNDED)

Additional Partners:

1- Natural and Working Lands Sector and Sustainable Agriculture and Food Systems Sector.

Additional funding is needed to conduct a regional needs and existing infrastructure assessment. Estimated at ~\$475k.

Additional feasibility assessments, ~\$250k, required to determine most relevant implementation opportunities.

and develop regional recommendations.

Winter 25/26: Leverage working group to collaboratively identify key implementation opportunities, such as Railtown in Jamestown. Through September 2026

	d. Conduct a region-wide needs and existing recreation infrastructure mapping assessment. This analysis must specifically identify and value cultural, historic, indigenous assets as integral to the region's overall offering. e. Establish data sharing and collaboration with all seven counties. f. Create a central "data hub" to catalog existing and disparate plans and project efforts and to track progress on infrastructure enhancements. Leverage existing Catalyst projects to establish data-sharing framework. g. Lay out a system that can track project progress to capture "case studies" of regional efforts and make data-based recommendations on the best governance structure.			
1.4: Tactic 4: Identify and leverage innovative financing structures to diversify revenue streams for project implementation consistent with partnership agreements to create local jobs in sustainable recreation.	Task 1: Monitor federal, tribal, state, and philanthropic funding resources for opportunities consistent with the partnership agreements to access capital and maintenance resources for the region's collaborative, sustainable outdoor recreation economy.	Current Program: "Eastern Sierra Sustainable Recreation Partnership (ESSRP)", convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU."	Fully funded through SJF ISC Contract.	Summer 2025: Develop a database of funding opportunities. Leverage monthly ESSRP

- k. **Purpose:** To secure diverse and sustainable funding sources beyond traditional public funding to support the implementation of recreation, tourism, placemaking, and climate resilient projects while also fostering local job creation. Evaluate existing political will for a regional framework of funding in parallel with local political will.
- l. **Program design:** Research and analyze various case studies of regional collaborative efforts and funding solutions. Provide recommendations to working groups and coordinate evaluation efforts with other Industry Sector Coordinators to assess the political will across various sectors. Identify room for cross-sector regional governance.
- m. **Team:** ISC of Recreation & Tourism reporting out to working groups, collaborative of all Sierra Region ISCs, and Catalyst applicants. Incorporate elected officials and tribal members to

Applicable outputs:

- a. Establish a regional framework for leveraging existing regional efforts.
- b. Develop a diagram of existing efforts and projects that highlight opportunities for partnership, opportunities to reduce duplicative efforts, and potential areas for joint funding to be pursued.
- c. Develop a set of recommendations for leveraging all existing plans and finding synergy between them for most impactful efforts.
- d. Monitor funding opportunities for regional collaboratives to assess sustainable funding for regional governance structure and provide recommendations for best alignment.

ISC Contracts across all sectors

Relevant Catalyst Awards:

- 1- Eastern Sierra Council of Governments (ESCOG) "Eastern Sierra Regional Collaborative Capacity Incubator."
- 2- Alpine/Inyo/Mono's "Tri-County Recreation and Economic Impact Study" (limited to eastside counties tri-county only)

Additional Identified Partners:

- a. Sustainable Agriculture ISC, Natural and Working Lands ISC, Healthcare ISC.
- b. Community foundations, philanthropic and family foundations.
- c. Small business owners.
- d. Financing partners and technical assistance experts from state conservancies, Prop 4 funding allocation destinations, and Cap-and-Trade dollar destinations.

meetings to provide upcoming funding opportunities.

Meet with all Catalyst projects to identify project objectives and begin identifying sources of implementation funding.

Fall 2025:

Identify initial funding opportunities for all Catalyst projects.

Conduct outreach to all State Conservancies, Prop 4, and Cap-and-Trade programs to identify relevant funding opportunities.

create best representative assessment. n. Costs: Preliminary assessment covered by existing SJF ISC contract and Regional Capacity Building Catalyst projects. o. Potential metrics: Jobs created through funded projects, interest from local jurisdictions, ROI of collaborative efforts based on similar case studies across the US, agreements established in support of Regional Governance structure.				Through September 2026: Develop a report of funding alignment recommendations for regionally prioritized projects.
	Task 2: Consider private investment in public lands where \Occupancy Tax is applicable—RV Parks, campgrounds, boating infrastructure, rentals, etc. Consider the establishment of a Tourism Marketing District (TMD) to facilitate coordinated investment, messaging Applicable outputs: a. Assess political will for TMDs across the region. Subsequently make a set of recommendations for geographic scope and boundaries, as well as identifying potential funding streams. Align recommendations with on-the-ground buy-in.	Proposed Amendment: The working group expressed concerns about feasibility. Proposed shift in language to reflect something more actionable and that could be a product of heightened coordination, such as the establishment of a Tourism Marketing District (TMD), or a Special Recreation District	No known funding attached to this task as of 5/30/25	Fall 2025: Consider relevant next steps with working group, including discussion around TMD or special recreation districts. This task ties back to the importance of including elected officials in the working group.

	b. Create a case study analysis for best practices in implementing TMDs as well as a set of alternative suggestions that might have the most regional buy-in.			Winter 25/26: Develop local toolkits for establishing creative revenue generation to create additional streams of funding for prioritized project implementation. Spring 2026: Where applicable, pursue adoption at local levels.
	Task 3: Explore micro-loan programs for entrepreneurs and local businesses for projects that impact the local economy. Applicable outputs: a. A regularly updated Regional Funding opportunities for	Relevant Catalyst Awards: 1-Eastern Sierra Community Foundation's Investing in our Shared Future-A Vision to Strengthen Nonprofits and Grow Local Giving in the Eastern Sierra	Fully funded through SJF Catalyst contract and SJF ISC contract.	Summer 2025: Conduct outreach to a variety of micro-loan programs and expand ISC funding database to

	cross-sector, collaborative work. b. A database of case studies from other regions serving as a resource for best practices, sources of funding, and governance suggestions.	2-Leverage Technical Assistance scope of work under this sector's ISC Contract to enhance and diversify funding database efforts.		include innovative funding opportunities. Fall 2025: Leverage working group to identify implementation financing and funding needs and inform funding database. Through September 2026
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Strategy 2: Values-Based Tourism Promotion

Strategy 2: Promote sustainable tourism for the region’s recreation economy based on the agreed-upon values of partners.				
Tactic & Overview	Task	Responsible Party	Funding	Timeline
2.1: Tactic 1: Develop visitor management plans, including regional branding and marketing. Work with regional destination marketing	Task 1: Perform regional gap analysis on needs to advance strategy and identify strengths to leverage and weaknesses to address.	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP),	Funded partially through SJF Catalyst Contracts.	Through September 2026

organizations (DMOs) and regional collaborative governance partners to develop visitor management, branding, and marketing strategies. f. Purpose: This tactic aims to strategically manage tourism in the region by developing a cohesive brand identity and implementing effective marketing strategies that will strategically encourage desired visitation. As visitors seek increasingly more sustainable travel options, marketing strategies and messaging should be aligned with target audiences that deliver the highest value while reflecting California's core value of stewardship g. Program design: Showcase sustainable accommodations and businesses, conservation activities, and design itineraries that encourage exploration of lesser-known areas. h. Team: Given this tactic's foundational nature to the long-term health of the Sector, it is critical that partner organizations represent the	Applicable Output: - Conduct a comprehensive inventory assessment of existing local and regional visitor management plans in collaboration with local DMOs, Chambers, and visitor bureaus. Leverage "Visit California" current and forthcoming regional and statewide plans and resources to inform best practices. - Establish a strategy that identifies optimal communication channels for reaching visitors and target visitor audience. - Provide a set of recommendations for shared visitor management, branding and marketing strategies by identifying viability for cohesive regional messaging. Task 2: Leverage TakeCareSierra.org's efforts for communications and education.	convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2- Tuolumne Chamber's Sierra Sourced 3- The Collaborative Sustainable Recreation Assessment 4- Alpine/Inyo/Mono's Tri-County Recreation and Economic Impact Study (Tri-County only, not regional) 5- SNA's Collaborative Sustainable Recreation Assessment Additional Partners: 1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2- Visit California Regional and Statewide Tourism current and future plans. Relevant Catalyst Awards:	Regional gap analysis estimated cost ~\$475k. Funded partially through SJF	Through September 2026
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crafting of the overall values-based strategy, and that DMOs implement accordingly. i. Costs: Capacity exists via funded SJF Catalyst projects and ISC's. Future funding will be needed for staff time and capacity building post SJF. Workshop facilitation, consultant fees, and plan updates. Potential sources: state and federal grants, regional/local government funds, and private investment.	Applicable Output: a. Leverage Catalyst funds to conduct market analysis to assess geographic expansion of TakeCareSierra efforts and develop cost study to inform expansion efforts. b. Leverage market analysis to inform recommendations for best practices in communications and education across the Sierra Region.	1- SNA's Collaborative Sustainable Recreation Assessment Additional Partners: 1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2- Visit California Regional and Statewide Tourism current and future plans.	Catalyst Contract Additional assessment is needed to determine implementation needs for this task.	
j. Potential metrics: Campaign reach and impressions, consumer sentiment.	Task 3: Work with regional DMOs and collaborative governance partners to develop and promote regional tourism, including establishing regional branding, tourism itineraries, and destination and event promotion. Applicable Outputs: a. Leverage current and planned "Visit California" resources to build on regional core strengths of outdoor recreation-based tourism to link together the distincts sectors of arts, culture, and tourism to create opportunity for cross-cutting strategy development.	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2- Tuolumne Chamber's Sierra Sourced 3- The Collaborative Sustainable Recreation Assessment 4- Sierra Regional Arts Organization Collaborative	Funded partially through SJF Catalyst Contract	Fall 2025: Leverage working group to identify appropriate next steps for promoting regional tourism and creating regional visitor management plans. Through September 2026

	b. Create a searchable catalog of small to medium businesses that support and enhance tourism across the Region, a catalog of possible experiences. c. Establish a database of regionally made and produced artisanal offerings	Additional Partners: 1 – Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2– Visit California Regional and Statewide Tourism current and future plans.		
2.2: Tactic 2: Coordinate tourism with federal, tribal, state, and utility land managers and engage them in new partnerships that result in appropriate increases in visitations to attractions on their landscapes. p. Purpose: To strategically grow and direct visitation to the Sierra Region’s attractions in a manner that is environmentally responsible, enhances and shares the region’s economic activity, while also respecting and protecting the ecological and cultural resources of the area. This requires fostering strong partnerships between various land managers and tourism entities to balance	Task 1: Leverage the region’s current visibility as the state’s premier mountain playground to expand experiential and cultural tourism opportunities consistent with current and future land manager policies. Applicable Outputs: a. Establish and coordinate cohesive Regional messaging strategies that promote varied experiences, events, and cultural tourism opportunities b. Create a catalog of cultural event offerings across the Region c. Establish a collaborative network of artists to increase asset visibility within the region	Relevant Catalyst Awards: 1–Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2– Eastern Sierra Artist’s Sierra Regional Arts Organization Collaborative Network 3– ESRC Capacity Incubator 4– Tuolumne Chamber’s Sierra Sourced Additional Partners:	Funded partially through SJF Catalyst Contract and ISC SJF Contract	Through September 2026

increased access with long-term health. q. Program design: Assess needs and benefits of the creation of an interagency and regional tourism council that will generate sustainable tourism development plans to manage visitation and direct traffic, formalize agreements between involved entities, and develop a system for sharing and monitoring data among partners to inform adaptive management		1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2- Visit California Regional and Statewide Tourism current and future plans.		
r. Team: Interagency and region-wide stakeholders s. Costs: Staff time and capacity building, meeting expenses, and communication materials. Workshop facilitation, consultant fees, and plan updates. Potential sources: state and federal grants, regional/local government funds, and private foundations. t. Potential metrics: Number of new partnerships and participating entities, visitor satisfaction and trends in	Task 2: Working with land managers, develop a Winter Recreation Needs Assessment for the entire region that supports growth, conflict resolution, and visitor returns for resort skiing, backcountry skiing, snowmobiling, and snow play. Applicable outputs: - Analyze the current state of winter recreation infrastructure and services in the Sierra region - Identify current and projected demands for different winter recreation activities - Provide recommendations for managing growth, resolving conflicts between user groups, and enhancing the visitor experience - Outlines strategies for ensuring sustainable economic returns from winter recreation	Relevant Catalyst Awards: 1- SNA's Collaborative Sustainable Recreation Assessment Additional Partners: 1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2- Visit California Regional and Statewide Tourism current and future plans.	Funded partially through SJF Catalyst Contract	Through September 2026

environmental indicators, and growth in tourism revenue.				
2.3: Tactic 3: None provided in the Regional Strategic Plan. Proposed Tactic to be determined through leveraging Fall 2025 Working Group. u. Purpose: To enhance the Region’s economic vitality and attract investment by strengthening its brand identity and supporting growth of recreation and tourism-related businesses. v. Program design: Development of a cohesive brand the captures the Sierra Region’s diverse lifestyle and values, and differentiates the region in the marketplace, as well as facilitates partnerships between the diverse sub-sectors including the hospitality and service industries. w. Team: A regional economic development entity in collaboration with large statewide entities such as Visit CA.	Task 1: Build regional lifestyle and business brand identity. Applicable Output: - Increase the perceived value of offerings and products across the region through the catalog developed via the Sierra Sourced project. - Leverage Catalyst projects to coordinate and inform messaging implementation with DMOs.	Relevant Catalyst Awards: 1- Tuolumne Chamber’s “Sierra Sourced” Additional Partners: 1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions 2- Visit California Regional and Statewide Tourism current and future plans.	Funded partially through SJF Catalyst Contract	Through September 2026
	Task 2: Identify opportunities to expand, attract, and retain recreation and tourism-supporting businesses that align with regional lifestyle/business branding, including gear and clothing manufacturers, outdoor guides, cultural tourism, agricultural companies, artists, resort operations, gear shops, and high-altitude training centers, in coordination with regional collaborative governance as needed. Applicable Outputs: Leverage regional identity that businesses can tap into for opportunities for business	Relevant Catalyst Awards: 1- Tuolumne Chamber’s “Sierra Sourced” 2- Impact Study of Arts Center Building (NOT FUNDED) 3- Business Catalyst Program 4- Entrepreneur Center of the Sierras	Funded partially through SJF Catalyst Contract	Through September 2026

x. Costs: Staff time and capacity, branding agency fees, business development grants and event sponsorships. Potential sources: state economic development funds, regional marketing funds, and private sector contributions. y. Potential metrics: Increased brand recognition, growth in recreation and tourism-related businesses, amount of investment attracted, job creation in targeted sectors.	expansion, attraction and retention b. Marketing materials and tools that leverage the regional identity and businesses.			

Strategy 3: Diversify Regional Recreation Economy

Strategy 3: Diversify and leverage the region’s recreation economy with tourism events, amenities, and attractions focused on the unique histories, arts, and cultures of the region’s communities and establish new business opportunities in related industries.				
Tactic & Overview	Task	Responsible Party	Funding	Timeline
3.1: Tactic 1: Invest in tourism assets and amenities beyond outdoor recreation that increase the region’s overall attractiveness and identity as a destination, especially small businesses, arts/culture institutions and events, and local food systems	Task 1: Assess capital investment plans for local governments, recreation districts, and the private sector and prioritize investment projects. Applicable Outputs:	Relevant Catalyst Awards: 1- Eastern Sierra Foundation’s (ESF) “Investing in our Shared Future–A Vision to Strengthen Non-profits and Grow Local Giving in the Eastern Sierra”	Funded partially through SJF Catalyst Contract Additional assessment is needed to	Fall 2025: Leverage local representatives in fall working group to

and agritourism, in coordination with regional collaborative governance as needed.

- k. **Purpose:** Enhance the Sierra Region’s attractiveness as a diverse and sustainable tourism destination by investing in a range of assets and amenities beyond traditional outdoor recreation. This will support economic growth, celebrate the region’s unique cultural and natural heritage, and provide a wider array of experiences for visitors, as well as diversified income streams for businesses and residents.
- l. **Program design:** Conduct: (1) a regional asset inventory; (2) an investment strategy directive; (3) cultivate diverse partnerships towards that end
- m. **Team:** Economic development consultants, local economic development staff, and specialized business plan consultants, along with local subject matter experts.

- a. Conduct a comprehensive inventory of existing non-outdoor recreation in the Tourism industry in the Sierra region. Capture both east-slope and west-slope assets and offerings such as local festivals, Railtown, Jamestown, Indigeny, Paiute-Shoshone Cultural Center etc.
- b. Invest in a regional branding initiative that will bring value to artists, farmers, small businesses, bolster perceived value, and infuse capital by stabilizing the market for small entrepreneurs to incentivize private sector investment.
- c. Building an ecosystem that encourages private investment.
- d. Codify via the Recreation & Tourism working group all project recommendations to fast track investment aligned with the Regional Strategic Plan and demonstrate value. The working group will: develop criteria for prioritizing investment projects, evaluate projects and make recommendations for funding, and track project implementation and outcomes,

2- Creative Reuse Community Arts Center of Tuolumne County

3- Tuolumne Chamber’s “Sierra Sourced”

4- Sierra Regional Arts Organization Collaborative Network

Additional Partners:

- a. ISC Sustainable Recreation and Tourism Working Group.
- b. Blue Heron Project
- c. Eastern Sierra Farm Fresh
- d. Local Food System Projects

determine costs of aligning recreation projects with capital investment plans

prioritize appropriate investment projects aligned with local capital investment plans.

Winter 2025-26: Identify appropriate next steps for engaging with local elected officials in pursuing capital investment projects.

Through September 2026:

Determine list of recommendations for capital improvement projects.

n. Costs: Staff time for project coordination and management; meeting and travel expenses for stakeholder engagement; marketing and communication expenses; and program-specific costs such as development/enhancement of tourism assets. Potential sources: private foundations focused on community development and arts, local government funds, federal grants for rural development and cultural preservation, tourism development funds. o. Potential metrics: Number of new or enhanced tourism assets developed and promoted, increased visitation to non-outdoor recreation attractions, growth in revenue for small businesses, arts/culture institutions, and agritourism operators, and number of collaborative partnerships established.	Task 2: Determine the potential for regional, collaborative investments to strengthen funding applications and determine if a regional master plan is necessary. Applicable Outputs: - Analyze sector performance and develop reporting mechanisms for determining if a regional master plan is necessary and beneficial to regional sector needs. - Analyze data to identify trends, challenges, and opportunities in the tourism sector. - Based on the analysis, determine whether a Regional Master Plan is needed to: address sector challenges, capitalize on opportunities, promote sustainable tourism development, and coordinate investments and initiatives across the region.	Relevant Catalyst Awards: 1- Eastern Sierra Artist's Sierra Regional Arts Organizations Collaborative Network 2- ESCOG's Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator 3 - Alpine/Inyo/Mono's Tri-County Recreation and Economic Impact Study (Tri-County only, not regional)	Funded partially through SJF Catalyst and ISC Contract Regional master plan est. cost, ~\$775k.	Summer 2025: Identify project synergies and funding streams for collaborative funding applications. Fall 25/26: Leverage working group to provide preliminary recommendations to projects for joint funding applications. Spring 26: Determine the necessity of a regional master plan to frame partnerships.
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				Summer 26: Pursue funding for a regional master plan, in coordination with regional governance structure. Through September 2026
	Task 3: Conduct feasibility studies on prioritized projects, identify potential funding sources, and plan for implementation. Applicable outputs: a. Conduct feasibility studies for all priority projects identified. In many cases, this might not require constructing new facilities, but could instead focus on redevelopment of existing and under-utilized buildings and areas.	Relevant Catalyst Awards: 1- Eastern Sierra Artist’s “Sierra Regional Arts Organizations Collaborative Network” 2-SNA’s Collaborative Sustainable Recreation Assessment 3- Impact Study of Arts Center Building (NOT FUNDED) 4- Jamestown Specific Plan and Model Toolkit for Town Center Revitalization	Funded partially through ISC SJF Contract and SJF Catalyst Contract Feasibility studies on all prioritized projects, est. cost \$2.2 Million.	Summer and Fall 2025: Identify prioritized projects for pursuing feasibility studies. September 2026: Secure feasibility study funding and Identify projects to receive

	b. Leverage ISC contract and technical assistance through Jobs First to identify potential funding sources for proposed and prospected projects. c. Develop implementation plans for each project, including timelines, budgets, responsible parties, and performance metrics.	5- Sierra Regional Arts Org Collab. Network Additional Identified Partners: a. Industry Sector Coordinator for Sustainable Recreation and Tourism		feasibility studies 2027: Identify a plan for implementation of projects. 2028: Begin implementation of prioritized projects.
	Task 4: Ensure long-term sustainable funding is considered for the ongoing maintenance of assets, support for management, and preparation of communities for greater visitation. Applicable outputs: a. Conduct outreach to include funding partners and local community foundations into the Sustainable Recreation and Tourism Fall 2025 Working Group. b. Develop a long term, sustainable funding strategy for the Sierra Region's Recreation & Tourism sector, which may include: establishing a dedicated funding source (a portion of tourism related taxes), creating an endowment fund, implementing a	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2- Sierra Nevada Alliance's "Collaborative Sustainable Recreation Assessment" 3- Motherlode Bicycle Coalition's Sustainable Mobility Program 4- ESCOG's Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator	Funded partially through ISC SJF Contract and SJF Catalyst Contract Estimated cost via leverage feasibility studies to determine relevant business plans for all implemented projects, \$2.2 Million.	Summer/Fall 2025: Identify cost effective feasibility studies to pursue for key projects, determine joint implementation opportunities to reduce costs. Spring 2026: Identify maintenance funding or establish pathways for long-term

	system of user fees or visitor taxes to support maintenance of recreation and tourism assets, encouraging private sector contributions through sponsorships or partnerships c. Ensure that funding is sufficient to: support the ongoing maintenance of existing assets, provide adequate resources for the management of increased visitation, and prepare gateway communities for the impacts of tourism and visitation	5- Sierra Sourced 6- Tri- County Recreation Economic Impact Study 7- Investing in our Shared Future Potential Partners Identified for Working Group and Future Responsible Party Designation: 1- Local community foundations		business plans for each project(s). Through September 2026
3.2: Tactic 2: Discourage over-tourism by marketing principles and values of sustainable recreation, such as visitation to underused areas. z. Purpose: Mitigate negative impacts of over-tourism in popular areas by redirecting visitation to less visited areas and promoting responsible visitor stewardship. Protect natural resources, enhance the visitor experiences and diversity of offerings, and support the economic vitality of a wide range of gateway communities.	Task 1: Collaborate with the Sierra Nevada Alliance to leverage the takecaresierra.org platform for education, outreach, and impact. Applicable Outputs: a. Develop a Sierra region version of the Take Care Sierra principles, tailored to the unique ecological and social contexts of the region. b. Create a Take Care Sierra educational campaign and resource hub for the Sierra Region, that provides information on: sustainable recreation practices, Leave No Trace principles, fire safety, wildlife viewing guidelines,	Relevant Catalyst Awards: 1- Sierra Nevada Alliance’s “Collaborative Sustainable Recreation Assessment” 2- Tuolumne Chamber’s “Sierra Sourced” Additional Partners: 1 - Local Chambers, DMOs, visitor bureaus, tribes, and local jurisdictions	Funded partially through ISC SJF Contract and SJF Catalyst Contract	Through September 2026

aa. Program design: Identification of underused areas that have the potential to attract visitors without negative environmental or social impacts. bb. Team: Sierra Nevada Alliance, together with land managers, regional tourism organizations, DMOs, tribes, outdoor recreation industry groups, conservation organizations, academic researchers, local businesses and communities, and local governments. cc. Costs: Market analysis, staff time for coordinating and implementing an expanded messaging platform and measure its effectiveness, website and marketing development and maintenance, outreach funding, data collection and monitoring expenses, and travel costs. Potential sources: General funds, federal grants, regional tourism development funds, & Private Investment.	cultural heritage preservation, and responsible travel tips for the Sierra region. c. Integrate Take Care Sierra messaging into existing outreach and education efforts by partners in the Sierra region, including: government agencies, tourism organizations, non-profit organizations, and outdoor recreation businesses. d. Develop a Sierra region Steward program that identifies and addresses areas with significant visitor impacts. e. Use the platform to track and share data on the effectiveness of education and outreach efforts in promoting responsible recreation and reducing visitor impacts.	2- Visit California Regional and Statewide Tourism current and future plans.		

dd. Potential metrics: Number of underused areas identified and promoted, increase in visitation to targeted underused areas, improvements in visitor satisfaction in both overused and underused areas, trends in key environmental indicators in target areas, and increased awareness of sustainable recreation principles among visitors.				
3.3: Tactic 3: Reinforce regional connection through visitor infrastructure. Develop regionally consistent locally branded wayfinding programs to direct visitors to recreation and tourism amenities in coordination with regional collaborative governance as needed. ee. Purpose: Improve the visitor experience, support an equitable distribution of tourism, enhance the Sierra Region's identity by creating and implementing consistent branding and wayfinding systems.	Task 1: Inventory wayfinding needs and prioritize installation locations Applicable Outputs: a. Assess existing will and viability for a regionally cohesive visitor wayfinding program. Conduct a feasibility study to determine applicable costs and economic return, including to small businesses. Locate funding to conduct Regional feasibility study, ~\$250k. b. Identification of key locations for new or updated signage, prioritized based on: visitation levels and patterns, access points (trailheads, parking areas, etc.),	Proposed Amendment: The working group highlighted the importance of wayfinding to the region, and identified that interpretive opportunities should prioritize inclusive design by actively incorporating tribal perspectives and cultural narratives. While exploring digital tools where feasible and cost-effective, we must acknowledge connectivity limitations and consider analog alternatives. WG identified that the potential for Special Recreation Districts to organize and fund these efforts should be explored, supported by a stewarded library of technical resources and relevant case studies.	Funded partially through ISC SJF Contract and SJF Catalyst Contract Regional feasibility study ~\$250k.	

ff. Program design: Inventory of existing signage, and identify priority and key locations for new or updated wayfinding signage based on factors such as visitation levels, access points, and recreation and tourism amenities. gg. Team: Working group composed of local governments, land managers, tourism organizations, tribes, and local businesses and communities.	proximity to recreation and tourism amenities, areas with limited connectivity, areas of cultural significance, including tribal and cultural centers, generating maps and spatial data illustrating current signage and prioritized locations. c. An assessment of connectivity limitations within the region for digital options.	Relevant Catalyst Awards: 1- Jamestown Specific Plan and Model Toolkit for Town Center Revitalization 2-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects.		
hh. Costs: Inventory of signage, design, fabrication and installation of new signage, development of tools, and ongoing maintenance and updates. Studies are also needed to inform optimal placement and executing of such projects. Potential sources include transportation funds, tourism development funds, and private sector partnerships/sponsorships. ii. Potential metrics: Development and adoption of regional	Task 2: Identify a designer to work on branding Applicable Outputs: a. Develop an RFP and evaluation criteria for work with a local designer, and a contract agreement with project deliverables and timelines.	Additional Partners Identified: a. Replicable Project and Model for Placemaking (funded outside of Catalyst Project) See above - Proposed Amendment	Convening work funded partially through ISC SJF Contract and SJF Catalyst Contract. Additional funding needed for Regional Wayfinding project. Regional wayfinding system ~\$500k.	

wayfinding standards, completion of inventory of existing signage, number of new or updated wayfinding signs installed, and increased awareness of amenities.	Task 3: Source funding to support the project Applicable Outputs: a. Create a funding strategy that outlines potential funding sources, and explores the possibility of financing through a Special Recreation District b. Outlines a detailed budget for all project phases, including inventory, design, fabrication, installation, and maintenance. c. A plan for securing funding from all identified sources and funding agreements. d. Exploration of the potential for Special Recreation Districts to organize and fund these efforts.	See above - Proposed Amendment		
3.4: Tactic 4: Develop infrastructure to support regional events. Invest in traditional recreation infrastructure that supports attraction for regional sporting events and tournaments in coordination with regional collaborative governance as needed. Leverage these events to create year-round, high-quality employment for the tourist industry workers, many	Task 1: Assess capital investment plans related to traditional recreation infrastructure (local governments, tribal governments, recreation districts, and private sector) and prioritize investment projects. Applicable Outputs: a. Inventory of existing capital investment plans from local governments, tribal governments,	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU.” 2- MLTPA’s Eastern Sierra Regional Trail System and Jobs Creation	Funded partially through SJF Catalyst Contract	Fall 2025: Leverage working group to explore the viability of amending this tactic to be more inclusive and touch a variety of programming and events.

of whom have seasonal employment without benefits. jj. Purpose: Support the development of regional events by improving infrastructure with the goal of attracting visitors, boosting the local economy, and creating more year-round employment kk. Program design: Infrastructure assessment to determine suitability for hosting and attracting regional sporting events and identify needed improvements or new construction. Leverage working group to assess viability of expanding this tactic to be more inclusive of a diverse array of Regional events and programs. ll. Team: A regional and local entity partnership.	recreation districts and the private sector related to traditional recreation infrastructure b. Assessment of alignment of these plans with the goal of attracting regional sporting events and tournaments c. Identification of potential gaps in existing infrastructure and investment plans d. Prioritized list of investment projects based on factors such as: Potential to attraction regional event, contribution to year-round employment, alignment with regional economic development goals, community needs and co-benefits, feasibility and cost-effectiveness, and sustainability e. Develop a summary of key findings and recommendations for future capital investments.	3- Eastern Sierra Foundation's Investing in our Shared Future – A Vision to Strengthen Nonprofits and Grow Local Giving in the Eastern Sierra 4- RCRC's "Sierra Jobs First Industrial Arts Training Program: Strengthening Workforce and Higher Education Pathways for a Resilient Sierra Economy" Potential Area for Amendment: a. Amend this tactic to be more inclusive of a variety of programming and events, not simply limited to regional and sporting events. Explore opportunities to identify business and economic drivers that will benefit local economies and leverage existing assets and infrastructure.		Develop next steps for working group. Through September 2026
mm. Costs: Feasibility studies, market research, staff time for project coordination and management, workforce development program costs, facility and infrastructure development and construction	Task 2: Conduct economic impact analysis and feasibility studies on prioritized projects, identify potential funding sources, and plan for implementation. Applicable outputs:	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that	Funded partially through SJF Catalyst contracts and ISC SJF contract.	Fall 2025: Leverage working group to explore the viability of this tactic, amend if appropriate,

costs. Potential sources: Grants from sports foundations and organizations, private sector investment, public-private partnerships, tourism development funds, event-generated revenue. nn. Potential metrics: Number of sporting events hosted in the region, increase in visitor spending and economic impact from events, number of year-round jobs created in the tourism industry, occupancy rates in lodging facilities surrounding events, utilization rates of developed infrastructure, and media coverage and public awareness of the region as a sports tourism destination.	a. Economic impact analysis that estimates the potential benefits of the project including: increased visitor spending, job creation (both direct and indirect), increased tax revenue b. Complete a feasibility study that assesses the technical, financial, and logistical aspects of the project, including site suitability, environmental impacts and mitigation measures, construction costs, operating and maintenance costs, and potential risks and challenges c. A proposed implementation plan that outlines project timeline and milestone, roles and responsibilities of project partners, a strategy for community engagement and outreach, and performance metric and evaluation methods	includes the partner signatories to the “ESSRP MOU.” 2- MLTPA’s Eastern Sierra Regional Trail System and Jobs Creation 3- Impact Study of Arts Center Building (NOT FUNDED) (See above) Potential Area for Amendment: b. Amend this tactic to be more inclusive of a variety of programming and events, not simply limited to regional and sporting events. Explore opportunities to identify business and economic drivers that will benefit local economies and leverage existing assets and infrastructure.		and develop next steps and identify responsible parties in collaboration with the working group. Through September 2026

Strategy 4: Recreation and Tourism Resiliency

Strategy 4: Build resiliency in the recreation and tourism industries to withstand climate impacts and catastrophic events.

Tactic & Overview	Task	Responsible Party	Funding	Timeline
4.1: Tactic 1: Create an implementation plan to mitigate the impacts of climate change on recreation and tourism industries by leveraging SRTI's A Changing Climate Vulnerability in California's Eastern Sierra and SBC's Sierra Nevada Vulnerability Assessment to inform policy, governance, and investment priorities. Determine available data and existing plans, update as necessary. p. Purpose: A recreation needs assessment can serve four core functions: (1) determine market demand and service capacity; (2) identify current outdoor recreation opportunities; and (3) catalog existing facilities and recreation infrastructure (restrooms, parking, etc.); and (4)	Task 1: Create an implementation plan for climate mitigation based on existing plans. Applicable outputs: - Detailed implementation plan that outlines: specific, measurable, achievable, relevant, and time-bound goals and objectives, following a RACI matrix. - Actions to taken by each partner - Timelines for implementation - Resource allocation and budget - A process for monitoring and evaluating the plan's effectiveness	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2- ESCOG's Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator 3- MLTPA's Eastern Sierra Regional Climate and Recreation Jobs Creation (Regional)	Funded partially through SJF Catalyst Contract and ISC SJF Contract	Leverage fall 2025 working group, explore the viability of this tactic, amend if appropriate, and develop next steps and identify responsible parties in collaboration with the working group.
	Task 2: Build capacity for implementation and environmental monitoring of	Relevant Catalyst Awards:	Funded partially through	Through September 2026

inform the development of a comprehensive implementation plan that addresses on-the-ground needs q. Program design: Design factors might include a comprehensive review of SRTI and SBC vulnerability assessments to create an analysis of existing local and regional plans related to climate change, recreation and tourism, and the development of strategies to mitigate climate change impacts including policy recommendations, governance frameworks, and investment priorities.	climate adaptation and mitigation initiatives. Applicable outputs: a. A capacity-building programs that includes: training workshops for agency staff and local communities, technical assistance for implementing climate adaptation and mitigation projects, development of monitoring protocols and best practices, and establishment of regional network of sharing information and expertise	1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 1- MLTPA’s “Eastern Sierra Education and Recreation Jobs Creation” 2- MLTPA’s “Eastern Sierra Regional Trail System and Jobs Creation”	SJF Catalyst Contract and ISC SJF Contract	
r. Team: A collaborative of Catalyst project awardees, including MLTPA, Tri-County, local fire safe council, Resource Conservation Districts, and other jurisdictional partners.	Task 3: Identify agency needs and budget with respect to environmental monitoring of climate adaptation initiatives. Applicable outputs: a. Create a report that details environmental monitoring needs of each participating agency, required equipment, personnel, and other resources, a proposed	Relevant Catalyst Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects. 2- ESCOG’s Eastern Sierra Regional Collaborative (ESRC) Capacity Incubator 2- MLTPA’s Eastern Sierra Education and Recreation Jobs Creation” projects	Funded partially through SJF Catalyst Contract and ISC SJF Contract	Leverage fall 2025 working group, explore the viability of this tactic, amend if appropriate, and develop next steps and identify responsible parties in collaboration

s. Costs: Costs associated with data acquisition and analysis costs, consultant fees for technical expertise (climate scientists, recreation planners), and developing and disseminating guidance and resources. Potential sources: state and climate change adaptation grants, regional local government funds, private foundations. t. Potential metrics: Progress towards region-wide assessment, including completion of implementation plan, development of data monitoring and evaluation system, increased capacity for climate adaptation and mitigation initiatives, and number of agencies utilizing the implementation plan	budget for environmental monitoring activities, recommendations for funding and resource allocation	4- MLTPAs Eastern Sierra Regional Wildfire and Recreation Jobs Creation (NOT FUNDED)		with the working group. Through September 2026
	Task 4: Perform workforce assessment to address agency needs.	Relevant Catalyst Awards: 1 - MLTPA's "Eastern Sierra Education and Recreation Jobs Creation" (Regional)	Funded partially through SJF	Leverage fall 2025 working group, explore the

	Applicable outputs: a. An analysis of current workforce capacity and participating agencies. b. Identification of skill gaps and training needs. c. Identify strategies for recruiting and retaining qualified personnel. d. Recommendations for regional organizational structure and best practices for beneficial collaboration.	Additional Partners: a. UC Agriculture and Natural Resources	Catalyst Contract	viability of this tactic, amend if appropriate, and develop next steps and identify responsible parties in collaboration with the working group. Through September 2026
	Task 5: Identify lead contractors to pursue work and collaborate on work proposals. Applicable outputs: a. A list of qualified contractors with expertise in climate change and mitigation adaptation, recreation and tourism planning, environmental monitoring, community engagement, and grant writing and fundraising	Relevant Catalyst Awards: 1- MLTPA’s “Eastern Sierra Education and Recreation Jobs Creation” (Regional) 2 -Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the “ESSRP MOU + Sustainable Recreation and Tourism Initiative (SRTI) projects.	Funded partially through SJF Catalyst Contract and ISC SJF Contract	Leverage fall 2025 working group, explore the viability of this tactic, amend if appropriate, and develop next steps and identify responsible parties in collaboration with the

	b. A strategy for collaborating with contractors on project proposals.			working group. Through September 2026
	Task 6: Support on-the-ground fire hardening for local communities by investing in and expanding local resource conservation districts, fire-safe councils, and fire departments. Proposed Amendment: Add actionable steps and resources for communities to integrate fire hardening and protection of recreation assets into their local recreation planning. a. The working group will work to integrate California's Joint Strategy for Sustainable Outdoor Recreation and Wildfire Resilience Goals and Key Actions as well as inform the update to the State's "California Wildfire and Forest Resilience Action	Proposed Amendment: Working group articulated critical support for fire-hardening measures and for protection of recreation assets. Group identified the need for aligning fire hardening with each community's local reliance on recreation and tourism and can be integrated into recreation planning on a local level. Relevant SJF Awards: 1-Eastern Sierra Sustainable Recreation Partnership (ESSRP), convened and facilitated by the MLTPA Foundation (MLTPA), that includes the partner signatories to the "ESSRP MOU + "California's Joint Strategy for Sustainable Outdoor Recreation & Wildfire Resilience." Additional Identified Partners: a. Sustainable Recreation and Tourism ISC	Funded partially through ISC SJF Contract	Fall 2025: Leverage working group to identify next steps and local needs, assign roles. Leverage fall working group to integrate ISC participation as a contributor to California's Fifth Climate Change Assessment for the Sierra Region. Integrate knowledge into SJF Catalyst project

	Plan” to be completed in the fall of 2025. b. Leverage ISC to integrate CA’s Fifth Climate Change Assessment findings into Catalyst project technical assistance and working group convenings.			technical assistance offerings and working group convenings. Through September 2026
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Attachment A:

Overview of the April 10th & 17th Working Group

The purpose of the Quarter 1 working group was threefold: (1) to begin establishing the footprint of a regional industry collaborative spanning the 7-county region that shall be charged with stress-test ideas and refine existing strategies; (2) to examine the seaworthiness of the “unhoused” tactics (those tactics outlined but not currently funded under Catalyst); and (3) to locate those strategies for further refinement to reflect opportunities for immediate actionability given the existing federal climate and disproportionate stress placed on the rural communities contained within the Sierra Region.

April 10th: The April 10th meeting sought to orient attendees to the California Jobs First initiative, the Catalyst applications, and the technical assistance and value of collaboration and information sharing offered by participating in the working group, as well as prepare attendees for providing feedback via surveys and focused discussion questions on April 17th, as well as into the future. Following the April 10th meeting, a brief survey was distributed to the entire mailing list of ~800 people. Nearly 40 people completed the survey.

Methodology for April 10th Survey:

The April 10th survey was crafted around the resourcing across the strategy to enhance strategic effectiveness, maximize access to resources, and seek opportunities to refine the plan to more accurately reflect efforts taking place on the ground, and the most accurately reflect the needs and priorities of the region. As such, the Quarter 1 Working Group principles were derived from the need to fully assess the strategies remaining in “Bucket C”, or those projects which currently held no known efforts nor articulated funding associated with them.

Discussion of Results from April 10th Working Group Survey

The April 10th survey revealed the following:

The survey feedback reflected a near split on the relevance of working with the film industry and local film commissioners/visitor bureaus, and several respondents noted that it seems difficult to implement this tactic within the scope of Job creation/Rec & Tourism /in the context of this Regional Strategic and would require coordinated state incentivizing. **The high rate of neutrality suggests that this strategy might need additional framing or actionable steps to show its potential value to the region.**

Regarding cultivating partnerships, the Majority of respondents rated cultivating 'Partnerships with Recreation Organizations' as relevant and identified that—broadly speaking—partnerships in general are a beneficial and in fact necessary thing for the Rec & tourism sectors and general job creation, and a significant amount of feedback called for this tactic to be less specific to CORP and more broadly attached to general partnerships for the furtherance of the regional Rec & Tourism plan. **The high relevance of this tactic suggests that partnerships are a clear priority to this working group.**

There's a near even split, with a roughly 60% majority highlighting the relevance of 'Private Investment in Public Lands,' but also concerns about the complexities of federal permitting. While most support the idea, the higher appearance of the not neutral ranking would suggest some caution or concern, particularly around regulation, environmental impacts, or local control. **Several folks even highlighted the potential of a Tourism Marketing District as more beneficial for the same types of outcomes.**

A Large majority were in support of reinforcing regional connection through visitor infrastructure and regionally consistent wayfinding programs. The strong support and relatively low opposition would suggest that this is a supported tactic, particularly insofar as it functions as a powerful tool for reducing barriers to entry to recreation assets, and improves accessibility and safety. There were comments that perhaps this **tactic is more realizable as a digital wayfinding program rather than as total physical infrastructure, and could function as an important way to facilitate coordination across jurisdictions.**

A majority, at 63, support on-the-ground fire hardening, with several folks saying there are already significant efforts taking place. The support suggests that generally fire hardening is very widely supported, although many are unsure of its direct tie to Rec & Tourism, which would suggest that **this tactic might need more clarification or specificity attached to it to become a meaningful tactic.**

An overwhelming majority was in favor of developing infrastructure to support and facilitate regional events, but remarked that this broad strategy needs to be more actionable and specific. Several of you noted that this deserved to be spoken about in conversation/a breakout group. **The strong support would suggest that this is perceived as a practical strategy to boost year-round tourism and provide more stable and year-round employment for traditionally seasonal workers.**

The top themes of note that merit integration into the future Strategic Plan include: more inclusive economic development practices (particularly tribal and veteran-led

efforts), the revitalization of downtown areas, and a need to balance tourism with overarching environmental and community resilience. Many respondents are deeply keyed into enhancing local business development, the importance of tourism to our region as the backbone of our rural and gateway economies, and that both tourism and recreation are infused into our regional identity.

Several folks noted whether facilitating more tourism was even desirable while many others noted that a clearer strategy for supporting the baseline needs of a rural region, such as year-round employment, stable workforce housing, and local business incubation needed more focus.

April 17: The April 10th Survey directly shaped the questions and items of discussion for April 17th's gathering of practitioners. The April 17th working group gathering of practitioners again revealed a great deal about areas that deserved further exploration or actionable tactics attached to them, as well as gathered a dynamic and in real time needs assessment across the Sierra Region, specific to Recreation and Tourism.

Discussion Questions on April 17th:

1. How would you facilitate better collaboration between tourism businesses and the film industry/film commissioners?
2. What funding, capacity, and resources do you need to enhance cultural/arts-related investments to augment our tourist offerings?
3. Should we consider formally pooling our resources to create a fund to realize the projects we envision in the region? (Yes/No)
4. What new or improved regional wayfinding programs or interpretative opportunities including digital resources do you suggest?
5. What new or improved regional event infrastructure do you need to positively impact recreation and tourism?
6. Should wildfire hardening efforts consider and/or benefit recreational resources? (YES/NO) If YES, What are the most important recreation resources to consider?
7. How do we bring more people into this working group and what resource sharing would you benefit from the most?
8. The April 10th Survey indicated that there is interest in having developed recreational facilities while at the same time having more natural/undeveloped areas available. How do we promote a diverse array of recreational facilities while promoting and facilitating wilderness experience? Should developed recreational facilities be in close proximity to developed communities?

(YES/NO) Should opportunities for more wilderness experiences be located farther away from developed communities?

9. What 2-3 words would you use to define sustainable recreation and tourism?

10. How do you feel about the future of Sustainable Recreation and Tourism?

Discussion of April 17th Results:

How would you facilitate better collaboration between tourism businesses and the film industry/film commissioners?

1. **The group suggested acting collectively to cultivate a more film-friendly environment by centralizing resources and inventorying regional offerings/film partnerships.** There was a strong inclination to broaden the scope to "media collaboration" to encompass various methods beyond just film.

What funding, capacity, and resources do you need to enhance cultural/arts-related investments to augment our tourist offerings?

2. The discussion centered on the need for unrestricted funding for staffing and organizational capacity building, dedicated project management funding, diversifying funding streams beyond federal cuts, stable non-grant dependent employee funding, corporate sponsorships, and local voter ballot measures. **The discussion highlighted that this area needs further exploration to develop community-based tactics.**

Should we consider formally pooling our resources to create a fund to realize the projects we envision in the region? (Yes/No)

3. Equity concerns around implementation of a collaborative funding pool, the risk of imbalance, and concerns over the decision-making body were prominent, referencing past difficulties with similar efforts. The working group proposed an adjustment to Strategic Plan language. Alternative approaches, such as fostering competitive project development and exploring existing resources (like within the UC system), should be considered. **The working group concluded that the next steps include researching existing models like TBIDs and TMDs that demonstrate successful resource pooling elsewhere and present these case studies to the WG to identify areas of agreement/disagreement.**

What new or improved regional wayfinding programs or interpretative opportunities including digital resources do you suggest?

4. The Working Group noted the importance of dedicated efforts to wayfinding and signage, and that lack of connectivity and reception limits the use of such tools

to the physical realm. Future wayfinding should prioritize inclusivity by incorporating tribal perspectives, leverage local content and digital tools where feasible, and reinforce the regional brand. The Working Group concluded that the next steps include researching successful examples and offering them to the group for consideration.

What new or improved regional event infrastructure do you need to positively impact recreation and tourism?

5. Working Group agreed that investing in **diverse event infrastructure remains critical**, including indoor/outdoor venues, supporting tribal tourism, and cultivating events that celebrate local culture, support local businesses, and have the necessary supporting infrastructure (e.g., loading on the west side, air travel on the east side) is needed. **Action step: explore ways for a standardized receptacle of “needs” across the Region to better prepare shovel-ready projects in the future.**

Should wildfire hardening efforts consider and/or benefit recreational resources? (YES/NO) If YES, What are the most important recreation resources to consider?

6. Addressing fire hazards associated with dispersed camping through vegetation management and education, adapting to federal policy and permitting, and developing visitor navigation plans during disasters were discussed. **Fire hardening is critical and should align with each community’s reliance on recreation/tourism and can be integrated into recreation planning and the dual use of event infrastructure spaces for shelter; the working group must define “fire hardening”.**

How do we bring more people into this working group and what resource sharing would you benefit from the most?

7. Clearly communicating the expected outcomes of the working group, identifying missing stakeholders (especially business owners), conducting targeted outreach, the possibility of sharing existing recreation master plans, and clearly identifying the benefits and deliverables via newsletters/social media were raised. To increase involvement, the working group needs to outline benefits and goals and conduct outreach to underrepresented groups like business owners and tribal representatives. **This group must work to identify where this document will be housed after September 2026, as well as outline a stream of decisions that will be adopted by local decision makers, as well as**

collaborate across the state with other Recreation & Tourism sectors in addition to cross-pollination among the Sierra Region's sectors.

How do we promote a diverse array of recreational facilities while promoting and facilitating wilderness experience? Should developed recreational facilities be in close proximity to developed communities? (YES/NO) Should opportunities for more wilderness experiences be located farther away from developed communities?

8. There was agreement that developed recreation facilities should be near developed communities, along with the promotion of Towns to Trails initiatives. Creating a regional inventory of recreation assets/facilities was deemed beneficial. **A regional inventory of existing facilities would help identify gaps and needs.**

2-3 Word Definition of Sustainable Recreation and Tourism

9. Definition: Sustainable recreation and tourism are defined by concepts of stewardship, respect, education, low impact, regenerative, diverse, and supported by necessary infrastructure.

How do you feel about the future of Sustainable Recreation and Tourism?

10. The future is viewed with a **mix of optimism and concern**, acknowledging both opportunities and potential negative impacts requiring careful planning and management.

Summary of the Working Group's Quarter 1 Contributions and Recommendations

Deliverable 1 of the Quarter 1 Working Group, establish the footprint of the regional collaborative:

- a. The initial Quarter 1 working group, whose invitations spanned to a targeted audience of nearly 800 identified subject matter and area experts and decision makers, was composed of a total of ~50 participants across the 7-county region.

Deliverable 2 of the Quarter 1 Working Group, examine the seaworthiness of the "unhoused" tactics:

- a. Of those “unhoused” tactics, we put all of them forward to the working group for consideration in reference to the existing Strategic Plan and its goals for fortifying the region and enhancing Recreation & Tourism’s ability to provide family-sustaining, year-round employment across the region. The working group identified several key themes and priorities for consideration in the existing Regional Strategic Plan.
- b. Primarily, the working group identified that there is a recognized need for more inclusive economic development practices, particularly for tribal and veteran-led efforts, along with a renewed sense of importance and focus on revitalizing downtown areas, and balancing tourism with environmental and community resilience. The group emphasized enhancing local business development, acknowledging tourism’s importance to the region’s economy, and recognizing the deep connection between tourism, recreation, and the region’s identity. Specific feedback on current tactics highlighted that partnerships with recreation organizations are seen as highly relevant and necessary, while there were mixed views on the relevance of prioritizing working with the film industry as a tactic that can feasibly advance the overall arc of the Strategic Plan. Private investment in public lands garnered support but also raised concerns about regulations, environmental impacts, difficulties associated with local control, and a renewed sense of wariness about feasibility given the current climate in coordinating with Federal partners and land managers. The group strongly supported reinforcing regional connections through improving visitor infrastructure and wayfinding programs and favored developing infrastructure to support regional events, while noting the need for more actionable steps around how best to do this. Fire hardening was generally supported, but its direct connection to Recreation & Tourism required clarification.
- c. The group defined “sustainable recreation and tourism” with terms like stewardship, respect, education, low impact, regenerative, and diverse, and expressed a mix of optimism and concern about its future, recognizing both opportunities and potential negative impacts.

Deliverable 3 of the Quarter 1 Working Group, locate strategies for relevance and possible refinement:

- a. The working group was asked to rank the strategies in terms of relevance and importance for impact to the region. The working group identified the most important strategies for immediate implementation as (from most important to least important) as:
 - i. (a) locating sustainable funding (Strategy 1, Action Step 4);
 - ii. (b) enhancing regional collaboration (Strategy 1, Action Step 1);

- iii. (c) enhancing visitor experiences through improved infrastructure (Strategy 3, Action Step 3);
- iv. (d) diversifying regional attractions through events and attractions (Strategy 3, Action Step 1);
- v. (e) strategic visitor management (Strategy 3, Action Step 4);
- vi. (f) addressing climate change impacts (Strategy 4); and
- vii. (g) promoting sustainable visitation (Strategy 2, Action Step 1).

Moving forward, the function of the working group will shift to a new fourfold emphasis: (1) to begin stress-testing the ideas in the Regional Strategic Plan for further “seaworthiness”; (2) to establish a quarterly cadence of reporting out on the work and projects pursued via Catalyst funding; (3) to serve as a container for best practices, policy outputs and recommendations across the 7-county region in the Recreation & Tourism sector; and (4) to leverage recommendations for its statewide collaborative efforts.