

California Jobs First Collaborative Meeting
January 24, 2025
9:00 to 10:00am
Zoom Video Conferencing

<https://us02web.zoom.us/j/86993468590?pwd=bkRibjZGaCtoSVFZMTNxNEtwN2ZJdz09>

Webinar ID:
869 9346 8590

AGENDA

1. Call to Order
2. **Action:** Small Business Diversity Network (SBDN) Request for Representation
3. Discussion: NOFO Review
4. Discussion: Activation Plan Review
5. Collaborative Comments and Updates (*time permitting*)
6. Adjourn

December 1, 2024

Charitable Ventures
1505E. 17th St., Ste. 101
Santa Ana, CA 92705

Attn: Jesse Ben-Ron

Re: California Jobs First Grant Collaborative

Dear Jesse,

I am writing to formally request representation for the Small Business Diversity Network (SBDN) on the California Jobs First Grant Collaborative by our member, Pepper Russell, IOM. Ms. Russell is active in our organization as a Leadership Advisory Board member and is a strong advocate for small and medium-sized Orange County businesses. She is quite capable of bringing to the table the valuable perspectives from the underserved small businesses in the communities we support. She was also a part of the CA Jobs First Collaborative under a different organization which should make this transition request easier.

The SBDN is a nonprofit organization dedicated to fostering a thriving ecosystem for underserved small businesses, including those owned by minorities, women, veterans, LGBT, and disabled individuals. Our mission is to advance these businesses by providing innovative programming, impactful events, invaluable training, networking opportunities, and resource navigation, all aimed at enhancing their access to procurement and success in competitive markets. We are committed to creating an inclusive, collaborative culture that empowers small business owners with practical tools and resources needed for sustainable growth and success.

Our participation in the California Jobs First Grant Collaborative would allow us to advocate for these business communities, ensuring their unique needs and contributions are recognized in the economic development and workforce initiatives across the state. Furthermore, our diverse membership brings firsthand knowledge of the challenges and opportunities within small business sectors, and our experience in implementing value-driven programming would support the Collaborative's efforts to achieve broad, equitable economic impact.


Thank you for considering this request. I am confident that the insights and dedication SBDN brings to its mission will provide significant value to the Collaborative and contribute meaningfully toward Orange County's economic growth and resilience.

Sincerely,

Jay Ungos

Jay Ungos

President

An aerial photograph of a city at dusk, featuring a prominent white building with a grid-like facade. The image is overlaid with a blue rectangular frame and two vertical red bars on the left and right sides. The text is centered within the white area of the frame.

January 24th Collaborative Meeting

Small Business Diversity Network (SBDN)

An aerial photograph of a city skyline, showing various buildings and streets. The image is faded and serves as a background for the text. A solid blue horizontal bar is located at the bottom of the slide.

- Action item
 - Request for representation
 - Letter in Your Agenda Packet

An aerial photograph of a city at dusk, featuring a prominent white building with a grid-like facade. The image is framed by a thick blue border, with two vertical red bars on the left and right sides. The word "Questions" is centered in a large, bold, black font.

Questions

An aerial photograph of a city at dusk, showing a mix of modern and older buildings, roads, and greenery. The sky is a deep blue with some clouds. In the center of the image, there is a large white rectangular box with a blue border. The word "NOFO" is written in bold, black, sans-serif capital letters inside this box. Two vertical red bars are positioned on the left and right sides of the white box, partially overlapping its border.

NOFO

Funding Breakdown

- \$3 million available for Round 1. Same for Round 2 and 3.
- \$2.25 million for Job Creating Projects
- \$750,000 for Community Enhancement Projects
- Honoring work in the Regional Plan Part II, while moving towards the State's Economic Blueprint.

Scoring Criteria

- Project Impact- 30 points
- Economic Equity/Equity- 30 points
- Workplan- 20 points
- Organizational Qualifications- 10 points
- Budget and Budget Narrative- 10 points

Selection Process

- All applications will be accessible to collaborative members
- Applications will be reasonably anonymized
- Triaged by Job Creating or Community Enhancing
- Triaged again by Concept, Accelerate, and Last Mile. No funding guarantees, just for apples to apples comparisons.

Selection Process

Community Enhancing Projects:

Collaborative will review and score all projects based on the criteria listed above and award activities until all funds are exhausted.

- Optional In-Person Meeting to review and discuss projects (Seeking confirmation it can be a compensated meeting)
- Online Poll to vote on projects
- March 28th In Person meeting to discuss results and approve funding
- Possibility to launch a second online poll to finalize results

Selection Process

Job Creating Projects:

- Regional Convener team and Sector Investment Coordinators will propose a list of projects to Collaborative for funding prior to March 28th meeting.
- Collaborative will have opportunity to affirm choices and/or recommend alternatives.
- Regional Convener team will decide if any modifications to the original selections need to be made.

Timeline

NOFO Release	1/31
Job Creating Projects Proposers' Webinar	2/19
Community Enhancing Projects Proposers' Webinar	2/21
Applications Due	3/14
Optional In Person Project Review	3/17-3/21
Recommendations for Job Creating Projects	3/21
Community Enhancement Project Poll	3/24- 3/27
Finalize Awardees	3/28

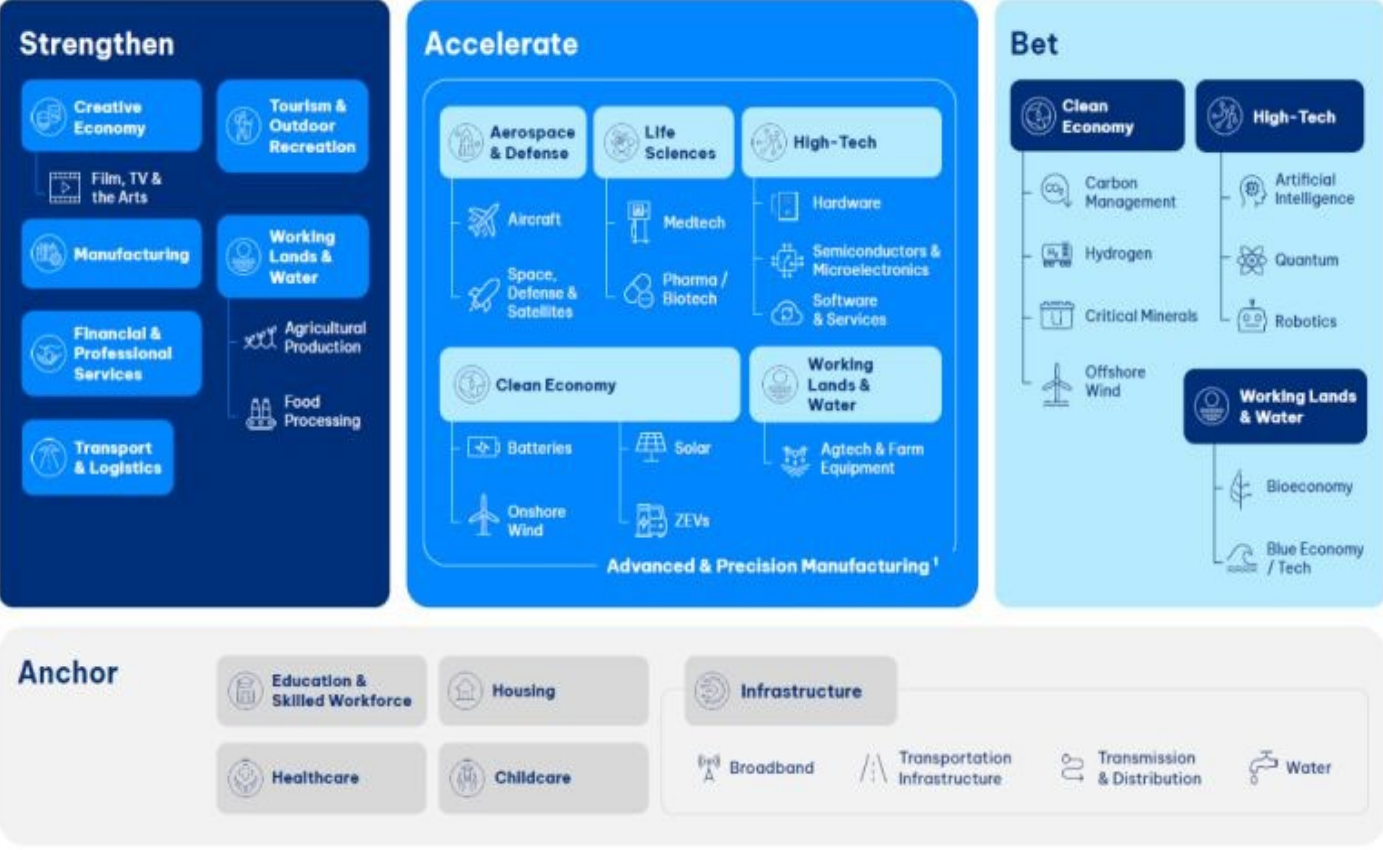
An aerial photograph of a city at dusk, featuring a prominent white building with a grid-like facade. The image is framed by a thick blue border, with two vertical red bars on the left and right sides. The word "Questions" is centered in the white space.

Questions

An aerial photograph of a city at dusk, featuring a prominent white building with a grid-like facade and a curved road with traffic. The image is framed by a thick blue border with two vertical red bars on the left and right sides. The text "Activation Plan" is centered in a white box within the blue frame.

Activation Plan

California's Diverse and Dynamic Economy is Reflected in its Strategic Sectors



Definitions

- **Strengthen:** California has an established competitive position and/or significant employment, but leveling growth or wages
 - **Accelerate:** Moderate to high projected growth that are ready for expansion
 - **Bet:** Significant investment or high strategic importance to the innovation ecosystem
 - **Anchor:** Foundational local sectors that are critical for attracting and supporting industry and community activities
- * High chance that Implementation RFP will only apply to Accelerate and Bet

Activation Plans

- Reminder: Project Management Tool
- Tourism & Outdoor Recreation due 1/31/25
- Survey feedback
- Remainder are due 6/30/25
- No more than 5
- Can be updated based on changed circumstances

California Jobs First

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

January 2025

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OC Activation Plan: Strategy Overview

Topic	Sub - topic
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**Target Sector
Strategy - Brief
Overview and Sector
Strategies**

Sector: Tourism and Outdoor Recreation

Tourism and Outdoor Recreation have been an integral part of Orange County's economy for decades and has provided an important source of jobs with low barriers to entry for residents and an important source of income for local retailers, restaurants and hotels. With nearly 42 miles of beautiful coastline, many nature preserves, protected areas, and wetlands; Orange County's natural beauty has served as a significant draw for residents and tourists alike. These natural amenities and nearly year-round beautiful weather encourage active, outdoor lifestyles and have turned the region into a hub for many recreational activities including surfing, hiking, golfing, fishing and many others. With such a deep history and specialization, and significant number of tourism amenities, Orange County's Tourism and Outdoor Recreation sector is uniquely positioned to continue to grow.

In 2019, Orange County saw an estimated 50.2 million visitors and while visitation numbers have dropped, they are expected to return to these highs by 2024. ¹At the same time, travel-related spending in Orange County saw a dramatic decline from \$14.5 billion in 2019 to \$6.8 billion in 2020 before recovering to \$15.8 billion in 2023. The Accommodation sector accounts for \$3.8 billion or 24 percent of total travel-related spending, behind only Food Services. ²

Leveraging its already strong Tourism sector, several new developments in the region stand to increase tourism or visitor attraction including Disneyland's DisneyForward Project, a nearly \$2 billion investment in new theme park and lodging experiences in its first 10 years. This project will include \$30 million for affordable housing projects, \$8 million in improvements outside the Anaheim Resort Area for parks, playgrounds, sport courts, walking trails and sitting areas, and \$85 million for improved traffic and pedestrian safety all while creating nearly 5,000 new operations jobs and nearly 9,000 construction jobs for development.

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

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

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

- Orange County’s Accommodation sector saw one of the largest impacts from the COVID- 19 pandemic with employment slipping from 26,586 in 2019 to 16,591 in 2020, a decline of nearly 10,000 jobs or 37.6 percent. In the following years, employment has steadily recovered totaling 25,454 in 2023, an increase of 53.4 percent since 2020 lows, yet still 4.3 percent below 2019 highs.
- Looking forward, daily room demand in Orange County is expected to increase from 43,160 in 2023 to 45,596 by 2026, an increase of 5.6 percent, just behind San Diego (+5.7 percent) and San Francisco Bay Area (+9.1percent). At the same time, occupancy levels will increase from 71.7 percent to 74.3 percent, the second- largest increase in California .
- Projected room revenue in Orange County is expected to grow by 12.9 percent from 2023 to 2026, reaching \$3.7 billion, well above the 2019 total of \$2.7 billion.
- Amusement and Theme Parks in Orange County is expected to grow from 33,083 in 2023 to 41,760 by 2033, an increase of 26 percent, followed by Fitness and Recreation Sports Centers going from 9,223 to 11,123, an increase of 1,900 or 21percent and, All Other Amusement and Recreation Industries with expected growth of 477 jobs or 19 percent.

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

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

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

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

- **Near - term tactics:**

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

improve accessibility among the region's foreign - born as well as provide support services such as transportation and childcare.

- Facilitate employer engagement through incentives and host sector-specific recruitment and training events which highlight career pathways through awareness campaigns.

Strategy 2: Grow Mid - Level Technical Jobs and Develop Training Programs. Develop specialized training programs, such as certifications and credentials, and leverage organizations to create jobs that do not require a four - year degree.

- **Near - term tactics:**

- Collaborate with industry, workforce, and institutions of higher education partners, including Workforce Investment Boards (WIBs) and Economic Development Agencies, to identify clear onramps for entry-level workers, pathways for career advancement and develop training and educational opportunities as well as determine in-demand certifications while increasing access and training of industry certifications such as ServSafe, Certified Hotel Administrator or Certified Meeting Professional.
- Identify and apply for federal and state funding to support new and expanded apprenticeship programs and facilities that serve industry.
- Monitor program impacts through data collection and address economic gaps by setting job placement goals.
- Develop accessible training programs in proximity of- and promoted specifically to disinvested communities, such as boot camps, workshops, and mentorship programs, which provide and promote certifications and credentials that allow workers to fill well-paying jobs without the time or financial burden associated with 4-year degrees.
- Create intentional transitional career advancement pathways into Supervision and Management positions as well as into other Hospitality or Tourism sectors to reduce risk of job exploration.
- Partner with IT or other technology companies to train workers in newer and emerging fields such as digital booking platforms, or customer relationships management software

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

- **Near - term tactics:**

- Create an outreach and engagement plan for increasing exposure and awareness of high- quality job opportunities in the sector, especially in disadvantaged communities, to young adults as well as students and parents (so parents are also aware of the opportunities available and can provide guidance or encouragement from home) similar to Visit Anaheim which hosts workforce development presentations at campuses across the region.
- Determine best practices and most knowledgeable industry experts to build an ecosystem to support entry- level workers, including career counseling and flexible learning options.
- Highlight the skills, knowledge, and experience imparted by careers in Tourism/ Outdoor Recreation and how they can be leveraged to more rapidly climb career ladders, start businesses, or transfer to other sectors or industries.
- Build an industry- workforce partnership to unite and bring scale to existing disparate efforts to serve industry talent pipelines and improve worker access to the sector.
- Ensure students in high school and young adults in community colleges are exposed to a wide range of Tourism employment opportunities with clear pathways for advancement or imparted skills for entrepreneurs and engage the parents to promote opportunities for both students and adults.
- Increased job exposure through business or non- profit lead career fairs, social media campaigns, school presentations, or other invitations to participate and learn about opportunities.
- Highlight the efforts of organizations such as Cooperation Santa Ana, which teach co- operatively owning businesses and have driven innovative restaurant growth and promote opportunities associated with new major development including DisneylandForward and OC Vibe.

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

- **Near - term tactics:**

- Review and assess the existing small business ecosystem to understand existing resources and develop a resource hub to connect small businesses to existing support networks to help with capital access, workforce training needs, best and sustainable practices, barriers, and procurement opportunities, with a focus on increasing the uptake of resources by businesses in the sector.
- Leverage the expertise of trusted partners, such as ethnic chambers, to provide one-on-one business counseling and related technical assistance by funding targeted engagement with small businesses in the Tourism cluster and supply chain while fostering relationships with universities and research institutes to support efforts.
- Support the creation of concentrated innovation ecosystems which act as innovation hubs for tourism-related sectors such as food halls like the Anaheim's Packing District or Santa Ana's 4th Street Market which help drive local and regional restaurant experiences by fostering innovation and helping launch new concepts.
- Support current or create an Advisory Council or working groups of industry leaders, chambers of commerce, professionals, and innovators to determine how best to expand the ecosystem, provide feedback on strategy implementation, and implement innovative or sustainable development practices.
- Adapt to changing climate conditions by adopting and promoting green, sustainable practices, strategies, and developments to reduce climate-related impacts.
- Promote additional affordable housing developments near major tourism hubs or near concentrations of hotels to reduce employee commute times, and reduce transportation costs and environmental impacts.

- Identify existing resources for small businesses as well as raise and launch a small business grant program to assist small businesses in transitioning to cleaner and more sustainable power sources and methods of operation, product and distribution.

Strategy 5: Community Empowerment. Ensure that not only businesses but local residents, especially those in disadvantaged communities, have been engaged to better understand their needs while providing the necessary support for economic growth and development.

- **Near - term tactics:**

- Develop relationships with communities most likely to be impacted by environmental shifts within Tourism and Outdoor Recreation industries and involve them in the development of environmental solutions.
- Incentivize existing businesses to adopt sustainable practices by offering training and certification programs in green tourism and energy efficiency.
- Create spaces for innovation and direct investments in communities with a heavy reliance on Tourism and Outdoor Recreation that are most affected by environmental shifts.
- Measure the success of strategies not just in terms of job or business growth but improvements to air quality, reduction in heat impacts, and positive health outcomes.
- Encourage local employers as well as new developments, such as DisneylandForward or OC Vibe, to focus on hiring residents in close proximity to developments helping to not only drive regional employment but to reduce environmental impacts.
- Promote Shop Local programs and establish co-working spaces or incubators tailored to the Tourism sector to encourage collaboration.
- Increased accessibility to skills/ training and financial support to engage in these activities, including childcare, transport, and ensuring the training was leading to jobs with a livable wage

Operating Structure to Organize and Execute

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

Staffing and Operations

A Regional Implementation Team will manage day-to-day operations, focusing on program execution and stakeholder engagement. Key roles include:

- **Project Manager** : Responsible for coordinating initiatives, tracking progress, and ensuring alignment with the sector’s strategic goals.
- **Workforce Development Coordinator** : Collaborates with local employers, educational institutions, and workforce boards to align training programs with industry needs and address skills gaps.
- **Community Engagement Specialist** : Focuses on outreach to underserved communities to improve equity and accessibility to programs, including addressing barriers like childcare and transportation.
- **Sustainability and Innovation Specialist** : Works with partners to promote sustainable practices and support small businesses in transitioning to green operations.
- **Data Analyst** : Tracks outcomes such as job creation, training completions, and environmental impacts to inform decision-making and demonstrate progress.

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

development, innovation and entrepreneurship, sustainable development, and community engagement.

Regional Partners and Their Roles

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

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

Suggested partners and their roles include:

- **Public Sector and Economic Development Organizations** :
 - **Orange County Business Council (OCBC)** : Advocate for business interests, promote workforce alignment, and support regional economic development.
 - **Orange County Workforce Development Board (WDB)** : Lead workforce programs, including pre-employment training, apprenticeships, and job placements.
 - **Coastal Corridor Alliance** : Support sustainable tourism and coastal preservation initiatives.
- **Educational Institutions and Workforce Training Providers** :
 - **Orange County Department of Education (OCDE) and Regional Occupational Programs (ROPs)** : Provide career technical education (CTE) and pre-employment training for high school students.

- **Community Colleges (Irvine Valley College, Santiago Canyon College, and other CCCs)** : Develop and deliver certifications, stackable credentials, and sector - specific training programs.
- **UCI, CSUF, and Leatherby Center (Chapman University)** : Partner on research initiatives, entrepreneurship programs, and workforce training.
- **Small Business and Entrepreneurship Support Organizations** :
 - **Small Business Development Centers (S BDCs)** : Provide technical assistance, mentorship, and resources for small businesses in the tourism sector.
 - **Cooperacion Santa Ana** and **La Asociacion de Emprendedores** : Focus on empowering underserved communities by promoting cooperative business ownership and entrepreneurship.
 - **RevHub** and **CIELO** : Offer resources and mentorship for social enterprises and startups.
- **Tourism and Industry Associations** :
 - **VisitOC/Visit Anaheim** : Promote the region as a destination, support marketing campaigns, and connect local businesses to the tourism ecosystem.
 - **THRIVE** : Collaborate to identify skill gaps and emerging trends in the tourism and recreation industries.
- **Sustainability and Environmental Organizations** :
 - **OC Coastkeeper** : Lead environmental initiatives to protect natural resources and promote sustainable tourism practices.
- **Innovation and Technology Organizations** :
 - **OCTANe** : Support the integration of technology and innovation in tourism and recreation businesses.

Engagement with California Jobs First

Many of these organizations are already engaged with California Jobs First, leveraging state resources to drive workforce development and innovation. For example, the Orange County Workforce Development Board aligns its programs with state workforce priorities, while institutions like UC Irvine and Chapman University foster entrepreneurship and innovation supported by state and federal grants. Through this alignment, the sector strategy will

capitalize on existing momentum while addressing regional needs with targeted programming and investments.

This interconnected operating structure ensures that Orange County's Tourism and Outdoor Recreation sector strategy is well - positioned to drive economic growth, promote sustainability, and create equitable opportunities for all residents.

Resourcing Across the Strategy

The successful execution of Orange County's Tourism and Outdoor Recreation sector strategy will require a total estimated investment of approximately \$XX million over XX years to support workforce development, small business growth, sustainable practices, and community engagement. Coordination and oversight of this effort will involve collaboration with regional stakeholders under the leadership of the Orange County Business Council (OCBC), which will act as a central coordinator to align public, private, and community resources. OCBC will work closely with key partners, including industry leaders, workforce boards, educational institutions, and non-profits, to ensure the strategy's alignment with regional economic priorities and maximize the impact of available resources.

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

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

	<p>To secure the remaining funding, OCBC will spearhead the development of a comprehensive funding plan that outlines the economic and social impacts of the strategy, engage stakeholders through funding roundtables, and coordinate competitive grant applications at the state and federal levels. As a trusted regional leader, OCBC will ensure transparency and accountability through regular progress reporting and stakeholder updates, building confidence in the strategy's ability to deliver long-term economic growth, sustainability, and community benefits. OCBC's leadership will be critical in uniting regional partners to achieve the shared vision for Orange County's Tourism and Outdoor Recreation sector.</p>
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**Goals and Metrics
Across the Strategy**

- a. Increased job growth with a focus on both lower and middle skills positions to help drive career advancement and improve employment equity among Orange County residents.
- b. Accelerated new business creation thanks to the increased concentration of new and emerging industry clusters, increased job growth, and higher attraction and retention.
- c. Increased innovation, such as the use of artificial intelligence, virtual reality, or other technologies, not only to improve business efficiency, but to expand retail and tourism offerings and experiences.
- d. Increased supply of qualified, knowledgeable, well - trained individuals capable of filling open positions and closing the various workforce gaps that exist.
- e. Leveraging the relationships and collaboration efforts created through linkages between public, private, and government entities.
- f. Number of active partners, number of programs established, number of employees evaluated and engaged in programs, number of students/young adults/internships/apprenticeships.
- g. Increase in outdoor recreational space (in acres or SF), number of new complementary and supplementary businesses created.
- h. Number of businesses adopting green or environmentally friendly initiatives.
- i. Improvement in quality - of - life metrics with a focus on disinvested communities including income, poverty, access to education, health insurance coverage, and safety.
- j. Streamline and a reduction in development costs and timelines for projects that incorporate or develop new innovative attractions, experiences and outdoor, community spaces.
- k. Potential increase in taxable sales for the region as increased employment, business growth, and wages lead to increases in local retail and tourism sales.

	<p>l. Formation of Advisory Committee</p> <p>m. Completion of the Assessment</p>
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Dependencies and Challenges

- a. Due to the significant number of organizations involved, it could prove challenging to prioritize all these strategies among individual competing goals. It is imperative that organizations are well - aligned and working towards the same goal.
- b. Ensuring that existing and new social supports, such as childcare and affordable housing, are adequately provided to families and individuals who need and can benefit from them the most. These social supports require high levels of funding which can be difficult to achieve.
- c. Individuals in underrepresented communities are often unaware of new programs or pathways to employment or career advancement. As such, focusing on improving awareness of these programs and the benefits they can provide will help to drive program engagement.
- d. In order for these programs to function, groups must remain committed to the goals and objectives outlined. Organizations that are not aligned and may provide lower comparable wages or no training programs or career advancement encourage job exploration and push workers into other sectors.
- e. Industry and occupational requirements evolve and change on a consistent basis requiring training programs to remain flexible and nimble to ensure training programs and on - the - job skills remain aligned.
- f. Due to the potential number of programs, standardization could be complicated as well as funding shortfalls may occur.
- g. Bureaucratic or regulatory challenges.
- h. Lack of historic interaction/outreach/contracting with specific ethnic and small business groups.
- i. An economic downturn or industry disruption.
- j. Lack of Action
- k. Continued access to a large pool of knowledgeable, qualified and well - educated workers.

	I. Low entry - level wages and limited career pathways to higher potential new workers . - wage jobs may alienate
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Activation Plan: Tactical Workplan

Strategy 1: Create work - based learning opportunities in high - demand industries. Create and expand work - based learning opportunities such as pre - employment training, soft skills training, registered apprenticeships, and internships that create entry points to the industry and grow foundational skills and improve the quality of life .			
Tactic & Overview	Task	Responsible Parties	Timeline
<p>1.1: Tactic 1: Recruit and build an industry - workforce working group to develop recommendations and best practices, assess future workforce needs, identify emerging trends, identify skills gap, and select a model to pilot in a training program .</p> <p>a. Purpose: Create a body that can provide strategic direction, build buy-in for work-based learning opportunities among businesses, labor, workforce, and community networks, and develop recommendations for Strategy implementation.</p>	<p>Task 1: Develop a list of regional business, labor, and higher education leaders with deep experience in Accommodation and Food Services industry and OC workforce development.</p> <p>Work with associations such as Visit Anaheim and OCBC to analyze industry trends, including the adoption of digital tools and sustainable practices.</p>	Convener, Sector Investment Coordinators (SIC)	By May 31, 2025
	<p>Task 2: Conduct outreach to leaders to assess interest, willingness, and availability to participate in the working group.</p> <p>Develop quarterly reports on emerging skills and share them with sector stakeholders. Host industry roundtables or webinars to facilitate</p>	SIC	By June 30, 2025

<p>b. Program design: Working group will consist of a diverse cross-section of industry leaders in OC who will drive development of recommendations and champion work-based learning opportunities.</p> <p>c. Team: A member of the OC Jobs First Collaborative who is affiliated with the target industry will chair the working group and will be supported by SIC staff.</p> <p>d. Costs: Costs will be minimal and related to meetings, materials development, per diems, and SIC staff time.</p> <p>e. Potential metrics: Size of working group, time until first meeting, engagement of members (measured by meeting attendance)</p>	dialogue between employers and training providers.		
	Task 3: Develop workplan, timeline, roles and responsibilities, meeting frequency for working group.	SIC	By June 30, 2025
	Task 4: Conduct research to identify types and examples of work-based learning programs in the Accommodation and Food Services industry. Draft memo with key takeaways and recommendations for growing high-quality jobs in industry.	SIC	By August 31, 2025
	Task 5: Hold first working group meeting. Agree on scope of work and scope of final recommendations.	Convener, SIC, sector working group	By August 31, 2025
	Task 6: Hold at least three working group meetings <ul style="list-style-type: none"> ● Meeting 1: Onboarding, goals, and discussion of state of industry in Orange County ● Meeting 2: Review existing models and agree on model for Orange County pilot program; discuss preliminary recommendations ● Meeting 3: Finalize recommendations. 	Convener, SIC, sector working group	August – October 2025
	Task 7: Develop recommendations into report or white paper for steering pilot program and Activation Plan implementation (Tactic 1.4)	SIC	By November 30, 2025

<p>1.2: Tactic 2: Identify and create a repository of currently available industry training programs as well as educational institutions and non - profits interested in working with the community to drive entrepreneurship and new business growth and in collaborating with local employers to build onramps for entry - level workers.</p> <p>a. Purpose: Develop partnerships with on - the - ground actors (CBOs, unions, local government) connected to target disadvantaged communities and build specific onramps for individuals with less than a 2- year degree and limited or no work experience.</p> <p>b. Program design: Activities focus on outreach and relationship - building, so little infrastructure needed.</p> <p>c. Team: SIC will be primarily responsible for outreach, relationship - building, and working with local institutions to connect them to local employers.</p>	<p>Task 1: Identify highest - need communities using demographic and economic research from OC Regional Plan. Select two communities to focus efforts on (e.g. disconnected youth, justice - involved).</p>	<p>Convener, SIC</p>	<p>By May 15, 2025</p>
	<p>Task 2: Leverage OC Collaborative and industry - workforce working group to connect with industry employers to understand their workforce needs.</p>	<p>Convener, SIC, OC Jobs First Collaborative</p>	<p>By June 30, 2025</p>
	<p>Task 3: Identify and connect with anchor institutions and existing organizations and workforce agencies serving those communities.</p>	<p>SIC</p>	<p>By July 31, 2025</p>
	<p>Task 4: Develop a model for regular communications between SIC, anchor institutions in target communities, workforce entities, and employers (e.g. jobs bulletin, monthly check - in call) or help anchor institutions set up similar communications structures .</p>	<p>SIC</p>	<p>Communications model developed by August 31, 2025</p> <p>Communications ongoing until September 2026</p>

<ul style="list-style-type: none"> d. Costs: Transportation to/from meetings, per diem, SIC staff time. e. Potential metrics: Number of anchor institutions and businesses connected with; repeat engagements; job placements for members of target communities. 			
<p>1.3: Tactic 3: Develop a regional Hospitality Training Academy (HTA) in Orange County modeled after the Los Angeles Hospitality Training Academy.</p> <ul style="list-style-type: none"> a. Purpose: Develop OC Accommodations and Food Services Industry training program. b. Program design: Mirror or develop similar to LAHTA c. Team: SIC and Convener would lead and collaborate with LAHTA . d. Costs: Stipends or per diem for workers participating in program. e. Potential metrics: Number of OC workers participating; job 	<p>Task 1: Reach out to Los Angeles Hospitality Training Academy (LAHTA) to determine potential level of collaboration.</p>	<p>SIC, Convener</p>	
	<p>Task 2: If LAHTA is open, decide appropriate best steps for outreach and recruitment.</p>	<p>SIC</p>	
	<p>Task 3: Develop regional programs in Orange County using best practices.</p>		

<p>placement of workers that received training; wage levels of workers that received training</p>			
<p>1.4: Tactic 4: Develop and pilot a work - based learning opportunities training programs for entry level workers based on existing models of success while incorporating Digital Literacy and Technology training.</p> <p>a. Purpose: A pilot program is a low - cost, low - commitment way to test a program or project before scaling up. This pilot program will demonstrate whether work - based training opportunities will effectively connect workers to employers and if so, which programs specifically will be beneficial.</p> <p>b. Program design: The pilot program will be housed at an organization to be decided by the industry working group, likely a community college or vocational school.</p>	<p>Task 1: Through Jobs First Collaborative, industry - workforce working group, and connections made in Task 2, identify one or multiple entities to house pilot programs for work - based training opportunities. Partner with local community colleges and non - profits to create short - term digital literacy boot camps focused on tools commonly used in the industry, such as booking platforms and CRM software.</p>	<p>Convener, SIC</p>	<p>By December 1, 2025</p>
	<p>Task 2: Develop program structure based on targeted populations and working group recommendations. Consider cohort size, activities, and outcomes. Integrate technology training into existing soft skills workshops or pre - employment programs.</p>	<p>Pilot program host institution</p>	<p>By January 15, 2025</p>
	<p>Task 3: Identify external funding. Consider the OC Workforce Development Board, employer contributions, state grants (e.g. CWDB Workforce Accelerator Fund), and federal grants (e.g. Workforce Pathways for Youth grants). Provide access to free or low - cost devices and internet resources for trainees who lack digital access at home.</p>	<p>SIC, Host institution</p>	<p>By February 15, 2026</p>

<p>c. Team: Staff at institution hosting pilot program (admin staff, instructors)</p> <p>d. Costs: Operational (space, staff, equipment, etc.) and program - specific costs. Will require external funding</p> <p>e. Potential metrics: Number of institutions interested in hosting pilot program; funding amount and longevity; number of attendees; job placement of graduates; graduate worker and employer satisfaction</p>	Task 4: Help recruit workers for pilot program	SIC, Jobs First Collaborative, Host institution	Winter 2025/Spring 2026
	Task 5: Launch pilot program	Host institution	Spring/Summer 2026
	Task 6: Run pilot program	Host institution	TBD depending on length of program recommended by working group
	Task 7: Assess outcomes and explore if it's useful to expand the program and, if so, apply for long - term funding sources identified in Task 3.	Host institution	When pilot program ends
<p>1.5: Tactic 5: Improve collaboration with local educational institutions and non - profits to help create assessment of current tourism sector needs, connect with employers for pre - employment retraining, soft skills training, apprenticeships, and internships to reduce the skills gap and ensure skills are aligned with current workforce needs.</p> <p>a) Purpose: Improve understanding of needs and quality of programs through increased collaboration</p> <p>b) Program Design: Follow best practices</p>	Task 1: Hold quarterly roundtable discussions with institutions like Santiago Canyon College, Irvine Valley College, and non - profits such as Cooperacion Santa Ana to align training curricula with industry needs.	SIC	Q1 & Q2 2025
	Task 2: Develop a shared internship and apprenticeship program that connects students and job seekers with employers through a central portal.	SIC	
	Task 3: Create short - term pre - employment workshops focused on soft skills (e.g., communication, customer service) in collaboration with non - profits and community colleges.	SIC	

<ul style="list-style-type: none"> c) Team: Lead from local and regional community colleges, workforce development agencies, industry associations d) Costs: TBD e) Potential Metrics: Number of participating institutions, annual publications of findings and participation in apprenticeships/internships 			
<p>1.6: Tactic 6: Partner with and allow employers to lead initiatives and guide the development of training programs for high - demand occupations to reduce the probability of a skills mismatch between employee capabilities and employer needs.</p> <ul style="list-style-type: none"> a) Purpose: Ensure that skills, knowledge and training lines are in - demand to help reduce the Skills Gap. b) Program Design: Follow best practices c) Team: Industry leaders, participating employers, workforce development organizations. d) Costs: TBD 	<p>Task 1: Host employer - led focus groups to identify critical skills gaps and develop job - specific training modules.</p>	<p>SIC, Host Employer</p>	
	<p>Task 2: Establish employer - sponsored training programs, such as apprenticeships and on - site certification courses (e.g., ServSafe, Certified Hotel Administrator).</p>	<p>SIC, Host Employer</p>	
	<p>Task 3: Create incentive programs (e.g., tax credits, wage subsidies) for employers who host apprenticeships or internships tied to high - demand roles.</p>	<p>SIC, Host Employer</p>	

<p>e) Potential Metrics: Number of new training programs; success rate of training programs; number of employers participating</p>			
<p>1.7: Tactic 7: Expand outreach to underserved or disinvested communities to encourage development of or coordination of programs with foreign languages to improve accessibility among the region's foreign - born as well as provide support services such as transportation and childcare.</p> <p>a) Purpose: Improve program participation for the region's most foreign - born populations who may not speak English and as such may not be aware of program availability or benefits.</p> <p>b) Program Design: Follow best practices.</p> <p>c) Team: Workforce development organizations, educational institutions, existing English - language programs</p> <p>d) Costs: TBD</p>	<p>Task 1: Collaborate with community - based organizations (e.g., La Asociación de Emprendedores; Vital Link OC; Cooperacion Sant a Ana) to identify underserved populations and barriers to employment such as language barriers and prioritize training in Spanish, Vietnamese, and other common languages.</p>	<p>SIC, Community Leads, Community Orgs</p>	
	<p>Task 2: Fund the development of bilingual or multilingual training materials and certification programs ; subsidized or free childcare; and transportation for participants in training programs.</p>	<p>SIC</p>	
	<p>Task 3: Partner with local libraries and adult education centers (including those hosted at Community Colleges) to offer ESL classes, mobile outreach events, or job fairs in underserved communities linked to job training programs and job opportunities in the tourism sector.</p>	<p>SIC, Community Leads, Community Orgs</p>	

<p>e) Potential Metrics: Number of foreign - born participants, numbers of English - as-a-second language participants, job growth in disinvested communities.</p>			
<p>1.8: Tactic 8: Facilitate employer engagement through incentives and host sector - specific recruitment and training events which highlight career pathways through awareness campaigns.</p> <p>a) Purpose: Increase employer engagement to ensure programs and suggested career pathways are properly understood and promoted.</p> <p>b) Program Design: Follow best practices.</p> <p>c) Team: Industry leaders, major employers, SIC</p> <p>d) Costs: TBD</p> <p>e) Potential Metrics: Number of employers participating in programs, attendance at recruitment and training events</p>	<p>Task 1: Develop incentive programs, such as tax credits or wage reimbursement, for employers who participate in training and apprenticeship programs.</p>	<p>SIC, State/Local</p>	
	<p>Task 2: Host employer recognition events to highlight companies actively contributing to workforce development.</p>	<p>SIC</p>	
	<p>Task 3: Create an “Employer Toolkit” with resources and guidelines on how to engage in internships, apprenticeships, and work - based learning programs.</p>	<p>SIC, Participating Employers</p>	
	<p>Task 4: Organize industry - specific job fairs targeting high - demand sectors like hospitality, outdoor recreation, and retail.</p>	<p>SIC, Industry Leaders</p>	
	<p>Task 5: Partner with chambers of commerce and workforce boards to host training workshops during recruitment events.</p>	<p>SIC, WIB, EDC</p>	

	Task 6: Promote these events in underserved communities using local media, social media, and community organizations.	SIC	
	Task 7: Develop a multimedia awareness campaign showcasing career pathways in tourism and outdoor recreation, including testimonials from workers who advanced within the industry.	SIC	
	Task 8: Distribute materials in schools, community centers, and on social media to reach students and job seekers.	SIC	
	Task 9: Create a virtual or in-person “Career Pathway Expo” to demonstrate how foundational skills in tourism can lead to higher-paying roles or entrepreneurship opportunities.	SIC	

Strategy 2: Grow mid-level technical jobs and develop training programs. Develop specialized training programs, such as certifications and credentials, and leverage organizations to create jobs that do not require a four-year degree.

Tactic & Overview	Task	Responsible Party	Timeline
2.1: Tactic 1: Collaborate with industry, workforce, and institutions of higher education partners, including Workforce Investment Boards (WIBs) and Economic Development Agencies, to identify clear onramps for entry-level workers, pathways for career	Task 1: Convene a working group with industry leaders (e.g., Visit Anaheim, OCBC), workforce boards, economic development agencies and local colleges to conduct labor market analyses, identify emerging businesses and occupations, identify high-demand mid-level technical roles and relevant certifications.	Convener, SIC	By June 30, 2025

<p>advancement and develop training and educational opportunities as well as determine in-demand certifications while increasing access and training of industry certifications such as ServSafe, Certified Hotel Administrator or Certified Meeting Professional.</p> <p>a. Purpose: Leverage connections to OC workforce and industry ecosystem to determine opportunities for mid-level technical job growth.</p> <p>b. Program design: The SIC will integrate this tactic into Strategy 1 as part of working group discussions.</p> <p>c. Team: TBD</p> <p>d. Costs: TBD</p> <p>e. Potential metrics:</p>	<p>Task 2: Develop co-funded programs, curriculum frameworks and training programs which align with economic development priorities and include tourism or outdoor recreation certifications such as ServSafe, Certified Hotel Administrator, and Certified Meeting Professional in partnership with community colleges and industry associations.</p>		
	<p>Task 3: Host informational sessions, workshops and webinars with WIBs and EDAs to promote available resources, certifications and career advancement opportunities to workers and employers, especially in underserved communities.</p>	SIC, WIBs, EDAs	
<p>2.2: Tactic 2: Identify and apply for federal and state funding to support new and expanded apprenticeship programs and facilities that serve industry.</p>	<p>Task 1: Identify federal (e.g. Strengthening Community Colleges Training Grants) and state (e.g. State Apprenticeship Expansion, Equity and Innovation grants) funding that supports new and expanded apprenticeships</p>	SIC	By January 15, 2026
	<p>Task 2: Assemble project team, develop grant application timeline, and project plan</p>	SIC, Convener	TBD depending on submittal deadline

<p>a. Purpose: Ensure that new and expanded programs have adequate financial support.</p> <p>b. Program design: TBD</p> <p>c. Team: SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Total funding amount, number of funding sources</p>	Task 3: Apply for grant	SIC, project team	TBD depending on award
	Task 4: Research and apply for grants such as the U.S. Department of Labor’s Apprenticeship Building America program, Workforce Innovation and Opportunity Act (WIOA) funding, and California Apprenticeship Initiative (CAI) grants.	SIC, project team	
	Task 5: Partner with local workforce boards and economic development agencies to submit joint funding applications that target tourism and hospitality apprenticeships.	SIC, project team	
	Task 6: Work with industry stakeholders, such as DisneylandForward and OCVibe, to provide letters of support and co - investment for apprenticeship programs tied to their workforce needs.	SIC, project team	
<p>2.3: Tactic 3: Monitor program impacts through data collection and address economic gaps by setting job placement goals.</p> <p>a. Purpose: To track and continually assess the impacts of programs to ensure their effectiveness in helping to drive Tourism/Outdoor Recreation but also in driving economic growth and activity for the region.</p>	Task 1: Develop a centralized data tracking system in collaboration with workforce boards to monitor metrics such as enrollment, certification completion rates, job placement rates, and wage growth.	SIC	
	Task 2: Conduct quarterly reviews of program performance and adjust strategies to address gaps, such as low participation from specific demographics or poor job retention rates.	SIC	
	Task 3: Set job placement and wage improvement targets for training programs,	SIC	

<ul style="list-style-type: none"> b. Program design: Follow best practices c. Team: TBD d. Costs: TBD e. Potential metrics: Employment, employment growth, wages, wage growth program participation, poverty, etc ... 	<p>ensuring they align with regional equity and economic development goals.</p>		
<p>2.4: Tactic 4: Develop accessible training programs in proximity of - and promoted specifically to disinvested communities, such as boot camps, workshops, and mentorship programs, which provide and promote certifications and credentials that allow workers to fill well - paying jobs without the time or financial burden associated with 4 - year degrees.</p> <ul style="list-style-type: none"> f. Purpose: To help drive increased equity across Orange County, it is important that residents in disinvested communities can readily access and are aware of opportunities offered by certification and mentorship programs. 	<p>Task 1: Partner with community colleges (e.g., Golden West College, Santiago Canyon College) and non - profits to design short - term boot camps focused on certifications like ServSafe or customer relationship management (CRM) software.</p>	SIC	
	<p>Task 2: Recruit experienced industry professionals to serve as mentors, offering guidance and networking opportunities to program participants.</p>	SIC	
	<p>Task 3: Secure funding to cover program costs or provide scholarships for participants, ensuring affordability for low - income workers.</p>	SIC	

<p>g. Program design:</p> <p>h. Team: Community colleges, training programs, workforce development organizations, community leaders</p> <p>i. Costs: TBD</p> <p>j. Potential metrics: Number of certifications, number of individuals in internships, mentorships, or other, increase in wages provided by programs,</p>			
<p>2.5 : Tactic 5: Create intentional transitional career advancement pathways into Supervision and Management positions as well as into other Hospitality or Tourism sectors to reduce risk of job exploration.</p> <p>a. Purpose: Ensure that workers have actionable pathways to higher - skill or higher - wage positions to help reduce employee turnover, improve efficiency, drive specialization and improve career satisfaction.</p> <p>b. Program design:</p>	<p>Task 1: Partner with employers to develop internal career ladders that include clearly defined steps for advancement into supervisory or management roles, supported by targeted training programs.</p>	<p>SIC, Participating Employers, Project Team</p>	
	<p>Task 2: Offer mentorship and coaching programs to prepare employees for leadership roles, focusing on skills like team management, conflict resolution, and budgeting.</p> <p>Model after and improve upon “icangotocollege” initiative by CCCs.</p>	<p>SIC, Employers</p>	
	<p>Task 3: Develop cross - sector pathways that allow workers to transfer skills into other tourism - related fields, such as transitioning from hotel management to event planning or marketing.</p>	<p>SIC</p>	

<ul style="list-style-type: none"> c. Team: Workforce development organizations, industry leaders, academia d. Costs: TBD e. Potential metrics: 			
<p>2.6 : Tactic 6: Partner with IT or other technology companies to train workers in newer and emerging fields such as digital booking platforms, or customer relationships management software.</p> <ul style="list-style-type: none"> a. Purpose: Increasingly integrate training for new and emerging IT products and solutions used in Tourism and Outdoor Recreation sector to ensure workers are not only properly trained but so that they can leverage innovative new technologies to further drive industry growth and efficiency. b. Program design: Leverage existing resources and improve program offerings to include IT solutions. 	<p>Task 1: Collaborate with technology companies like OCTANE or RevHub to design training modules for digital tools commonly used in tourism, such as booking platforms, CRM software, and payment systems.</p>	<p>SIC, WIBs, EDCs</p>	
	<p>Task 2: Offer hands-on training sessions or online tutorials in partnership with community colleges and workforce development boards.</p>	<p>SIC</p>	
	<p>Task 3: Provide employers with incentives to implement and promote technology-focused training for their employees, such as wage subsidies or tax credits.</p>	<p>SIC</p>	

<p>c. Team: Workforce development organizations, existing training programs</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: TBD</p>			
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Strategy 3: Expand awareness of diverse employment opportunities. Ensure all high school - aged and adult students are exposed to a wide range of employment opportunities by broadening horizons and creating pathways to economic stability for individuals from diverse educational backgrounds, including those in non - college tracks.

Tactic & Overview	Task	Responsible Party	Timeline
<p>3.1: Tactic 1: Collaborate with industry, workforce, and institutions of higher education partners, including Workforce Investment Boards (WIBs) and Economic Development Agencies, to identify clear onramps for entry - level workers, pathways for career advancement and develop training and educational opportunities as well as determine in - demand certifications while increasing access and training of industry certifications such as ServSafe, Certified Hotel Administrator or Certified Meeting Professional.</p> <p>a. Purpose: Increase awareness of local and regional opportunities in Tourism and Outdoor Recreation and</p>	<p>Task 1: Partner with local community organizations (e.g., VisitAnaheim, Vital Link OC, Cooperacion Santa Ana) to design and distribute bilingual marketing materials highlighting career opportunities in tourism and recreation.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Host community outreach events, job fairs, and workshops in underserved neighborhoods to showcase career pathways and provide information about training programs.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Use social media campaigns tailored to younger audiences and disadvantaged communities to highlight success stories of individuals who have advanced within the tourism industry.</p>	<p>SIC, Convener</p>	

<p>increase engagement with students, young adults, and working professionals.</p> <p>b. Program design: SIC, include representatives from new major developments to help highlight opportunities associated with new developments.</p> <p>c. Team: Leaders from community organizations, community colleges, high schools. SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Number of communities engaged, number of events, number of participants</p>			
<p>3.2: Tactic 2: Determine best practices and most knowledgeable industry experts to build an ecosystem to support entry - level workers, including career counseling and flexible learning options.</p>	<p>Task 1: Collaborate with Workforce Investment Boards (WIBs) and local colleges to establish career counseling services that help workers identify skills, explore career pathways, and set advancement goals.</p>	<p>SIC, CCCs</p>	
<p>a. Purpose: Create an environment and ecosystem where individuals can search</p>	<p>Task 2: Develop flexible online or hybrid learning programs for entry - level workers that focus on industry - specific skills, such as customer service, digital tools, and soft skills.</p>	<p>SIC</p>	

<p>for and receive important information and guidance on preferred career pathways. Create online materials.</p> <p>b. Program design: TBD</p> <p>c. Team: Industry leaders, major employers, community colleges, counselors, SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics:</p>	<p>Task 3: Partner with employers to offer mentorship programs where experienced workers guide entry - level employees and provide career advice.</p>	<p>SIC</p>	
<p>3.3: Tactic 3: Highlight the skills, knowledge, and experience imparted by careers in Tourism/Outdoor Recreation and how they can be leveraged to more rapidly climb career ladders, start businesses, or transfer to other sectors or industries.</p> <p>a. Purpose: Highlight the benefits of skills, knowledge and expertise in the industry to help drive innovative business growth as well as employee attraction and retention.</p> <p>b. Program design: Follow best practices</p> <p>c. Team: Community colleges, industry professionals,</p>	<p>Task 1: Create a series of video testimonials featuring individuals who have successfully transitioned from entry - level tourism jobs into management roles, entrepreneurship, or other industries.</p>	<p>SIC, WIBs</p>	
	<p>Task 2: Develop workshops and informational materials that outline transferable skills (e.g., customer service, problem - solving, leadership) gained in tourism careers and how they apply to other roles.</p>	<p>SIC, WIBs, EDAs</p>	
	<p>Task 3: Partner with non - profits such as CIELO to host entrepreneurship training for workers exploring small business ownership opportunities in the tourism sector.</p>	<p>SIC</p>	

<p>workforce development organizations</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: New business creation, educational attainment, worker skills</p>			
<p>3.4: Tactic 4: Build an industry - workforce partnership to unite and bring scale to existing disparate efforts to serve industry talent pipelines and improve worker access to the sector.</p> <p>a. Purpose: Increase awareness and participation of currently successful programs aimed at improving employment growth and activity.</p> <p>b. Program design:</p> <p>c. Team: Workforce development organizations, community colleges, community organizations</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Employment growth, wage growth, engagement with disinvested communities</p>	<p>Task 1: Convene a partnership including OCBC, Visit Anaheim, workforce boards, community colleges, and employers to align efforts and centralize resources for career exploration and job placement.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Create a centralized online platform or resource hub that consolidates all job opportunities, training programs, and career counseling resources for the tourism sector.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Host quarterly roundtable discussions with industry leaders and workforce organizations to evaluate progress and adjust strategies to better serve talent pipelines.</p>	<p>SIC, Convener</p>	

<p>3.5: Tactic 5: Ensure students in high school and young adults in community colleges are exposed to a wide range of Tourism employment opportunities with clear pathways for advancement or imparted skills for entrepreneurs and engage the parents to promote opportunities for both students and adults.</p>	<p>Task 1: Partner with high schools and community colleges to integrate tourism career exploration into existing curriculum, such as career technical education (CTE) courses or business programs.</p> <p>Collaborate with school districts and the Orange County Department of Education to integrate tourism career exploration into required courses, such as CTE or business classes.</p>	<p>SIC, Convener</p>	
<p>a. Purpose: Increase awareness among Orange County high school and community college students as well as their parents so that parents can be better informed and help guide their children into careers with pathways for growth and advancement.</p>	<p>Task 2: Develop field trip programs or industry tours that allow students to visit major employers such as Disneyland, OCVibe, or local hospitality businesses to see tourism careers in action.</p> <p>Develop parent engagement workshops in partnership with schools and community organizations to introduce parents to career opportunities in tourism and provide information on training programs they can also benefit from.</p>	<p>SIC, Convener</p>	
<p>b. Program design: Focused in high schools and community colleges or continuing education programs.</p> <p>c. Team: Leaders from HS, community colleges, continuing education, adult education</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Number of outreach events,</p>	<p>Task 3: Offer entrepreneurship workshops or competitions in partnership with organizations like Leatherby Center (Chapman University) and RevHub to teach students how to start businesses in the tourism and recreation sectors.</p> <p>Create family - focused career events where students and parents can jointly explore</p>	<p>SIC, Convener</p>	

<p>participation, students and adult s in programs</p>	<p>tourism careers, interact with employers, and learn about pathways to economic stability.</p>		
<p>3.6: Tactic 6: Increased job exposure through business or non - profit lead career fairs, social media campaigns, school presentations, or other invitations to participate and learn about opportunities.</p> <p>a. Purpose: Increase engagement with students, young professionals and adults looking to re - enter the workforce to help drive employment growth in Tourism and Outdoor Recreation.</p> <p>b. Program design: Dedicated team able to travel locally for presentations/career fairs.</p> <p>c. Team: Leaders from workforce development organizations, high schools, community colleges, SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Participation, online engagement</p>	<p>Task 1: Work with Visit Anaheim and local chambers of commerce to host sector - specific career fairs featuring employers, training providers, and mentorship opportunities.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Launch a targeted social media campaign using platforms like Instagram and TikTok to showcase job opportunities, day - in - the - life videos, and career success stories in the tourism sector.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Collaborate with local schools to schedule presentations by industry professionals and recent graduates who can share their career journeys and answer questions.</p>	<p>SIC, Convener</p>	

<p>3.7: Tactic 7: Highlight the efforts of organizations such as Cooperacion Santa Ana, which teach cooperatively owning businesses and have driven innovative restaurant growth and promote opportunities associated with new major development including DisneylandForward and OCVibe.</p> <p>a. Purpose: Recognize and promote efforts by local organizations to drive new business growth as well as enable new property developments to market new employment opportunities enabling them to fill open positions and new developments to operate and grow efficiently.</p> <p>b. Program design: Marketing materials, social media campaigns</p> <p>c. Team: Developers, local industry associations, support organizations</p> <p>d. Costs: TBD</p>	<p>Task 1: Partner with Cooperacion Santa Ana to create and promote workshops on cooperative business ownership for individuals interested in starting restaurants or other tourism - focused businesses.</p>	SIC, Convener	
	<p>Task 2: Showcase success stories from Cooperacion Santa Ana through community events, social media, and school presentations to inspire others to pursue cooperative entrepreneurship.</p>	SIC, Convener	
	<p>Task 3: Integrate cooperative business models into entrepreneurship training programs offered through community colleges and non - profits.</p>	SIC, Convener	
	<p>Task 4: Partner with developers of DisneylandForward and OCVibe to host informational sessions about job opportunities tied to these projects, including construction, hospitality, retail, and event management roles.</p>	SIC, Convener	
	<p>Task 5: Work with workforce boards and training providers to create tailored programs that prepare workers for jobs in these developments, including on - the - job training and apprenticeships.</p>	SIC, Convener	

<p>e. Potential metrics: Employment growth, turnover of stores in new developments, retail square foot absorption</p>	<p>Task 6: Promote these opportunities through schools, community centers, and job fairs to ensure local residents, especially those from underserved communities, have access to these roles.</p>	<p>SIC, Convener</p>	
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Strategy 4: Foster innovation and sustainable development. Leveraging its already existing industry cluster in Tourism, Orange County must cultivate an environment that promotes innovation and business development with a special focus on small businesses.

Tactic & Overview	Task	Responsible Party	Timeline
<p>4.1: Tactic 1: Review and assess the existing small business ecosystem to understand existing resources and develop a resource hub to connect small businesses to existing support networks to help with startups, capital access, workforce training needs, barriers, and procurement opportunities, with a focus on increasing the uptake of resources by businesses in the sector.</p> <p>a. Purpose: Provide knowledge, support, and training to small businesses.</p> <p>b. Program design: Resource hub will initially be hosted online, with opportunities to work with advisers specifically focused on target industry. If</p>	<p>Task 1: Conduct a survey and focus groups with small businesses in the tourism sector to identify their needs, barriers, and gaps in resources such as capital access, workforce training, and procurement opportunities.</p> <p>Research and compile case studies of successful tourism innovation and sustainability programs in regions such as San Diego, San Francisco, or Las Vegas.</p> <p>Develop and deliver sustainability training programs in collaboration with OC Coastkeeper, CalRecycle, and community colleges, focusing on topics such as energy efficiency, waste reduction, and water conservation.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Develop an online resource hub that consolidates existing support networks, including funding opportunities, workforce development programs, and procurement</p>	<p>SIC, Convener</p>	

<p>successful, the hub can be integrated into the existing ecosystem.</p> <p>c. Team: The SIC will help bring the resource hub online and work with partners to identify permanent home.</p> <p>d. Costs: Website and hosting services, virtual meeting platforms, SIC staff time</p> <p>e. Potential metrics: Number of businesses using resource hub monthly; new startups from hub; uptake by existing workforce partner.</p>	<p>resources, with tailored outreach to tourism related businesses.</p> <p>Organize knowledge sharing sessions where experts from these regions present their strategies and outcomes to Orange County stakeholders and an organization of a "Green Innovation Challenge" where small businesses submit proposals for sustainable initiatives, with winners receiving pilot funding and mentorship from industry experts.</p>		
	<p>Task 3: Partner with chambers of commerce and ethnic organizations to promote the resource hub and provide assistance to businesses in accessing its features. Partner with sponsors, such as local utilities or environmental organizations, to fund the challenge and provide technical assistance to participants.</p> <p>Pilot one or two best practices from peer regions in Orange County, such as energy efficient hotel retrofits or sustainable tourism marketing campaigns.</p>	SIC, Convener	
<p>4.2: Tactic 2: Leverage the expertise of trusted partners, such as ethnic chambers, to provide one-on-one business counseling and related technical assistance by funding targeted engagement with small businesses in the Tourism cluster and supply chain while fostering</p>	<p>Task 1: Collaborate with ethnic chambers (e.g., Vietnamese American Chamber of Commerce, Hispanic Chamber of Commerce) to organize small business workshops on topics like accessing capital, marketing, and workforce development.</p> <p>Partner with institutions like UCI, Chapman University, and Cal State Fullerton to create</p>	SIC, Convener	

relationships with universities and research institutes to support efforts.	research initiatives focused on sustainability and innovation in the tourism sector.		
<ul style="list-style-type: none"> a. Purpose: Provide deep industry knowledge and business development assistance to help drive small business creation and growth. b. Program design: Similar to SBDCs c. Team: Universities, community colleges, incubators, accelerators d. Costs: TBD e. Potential metrics: Participation, small business growth, small business employment 	<p>Task 2: Create a funding program to support ethnic chambers and other trusted partners in delivering personalized business counseling and technical assistance services to small businesses in the tourism sector.</p> <p>Establish internship and fellowship programs where students work with small businesses to implement sustainable practices or develop innovative solutions.</p>	SIC, Convener	
<p>4.3: Tactic 3: Support the creation of concentrated innovation ecosystems which act as innovation hubs for tourism - related sectors such as food halls like the Anaheim's Packing District or Santa Ana's 4th Street Market which help drive local</p>	<p>Task 1: Identify potential locations for Innovation Hubs or Green Innovation Zones near major tourism hubs, such as Anaheim or coastal areas, and partner with local governments to secure zoning and funding. Model after Anaheim Packing District or Santa Ana 4th Street Market.</p>	SIC, Convener	

<p>and regional restaurant experiences by fostering innovation and helping launch new concepts.</p> <ul style="list-style-type: none"> f. Purpose: Drive innovation such as new retail experiences and restaurant concepts through concentration of related businesses. g. Program design: Will require guidance from industry leaders and innovators as well as physical location so that businesses can work alongside and collaborate. h. Team: SIC to organize, industry leaders, participants i. Costs: TBD j. Potential metrics: New innovation hubs or centers 	<p>Task 2: Partner with universities (e.g., UCI, Chapman University) and innovation organizations like OCTANe to attract start ups and small businesses focused on sustainability and tourism technology.</p>	<p>SIC, Convener</p>	
<p>4.4: Tactic 4: Support current or create an Advisory Council or working groups of industry leaders, chambers of commerce, professionals, and innovators to determine how best to expand the ecosystem, provide feedback on strategy implementation, and implement innovative or sustainable development practices.</p>	<p>Task 1: Assemble working groups with representatives from Orange County Business Council (OCBC), Visit Anaheim, chambers of commerce, and sustainability experts to identify innovation priorities for the tourism sector.</p> <p>Form an Advisory Council composed of representatives from industry associations, such as Visit Anaheim, local chambers of</p>	<p>SIC, Convener</p>	

<p>a. Purpose: Having an Advisory Council or working group to help guide evolution of ecosystem to ensure dissemination of best practices and guide sustainable growth</p> <p>b. Program design: Working groups meeting on monthly basis to discuss new or emerging trends and disruptions</p> <p>c. Team: Industry leaders, SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Marketing materials provided, meetings, participants.</p>	<p>commerce, and major employers like Disneyland and OC Vibe.</p>		
	<p>Task 2: Facilitate quarterly or bi-annual meetings (in-person or virtual) to share ideas, discuss challenges, provide actionable feedback for ongoing sustainability/innovative initiatives, and develop actionable plans to implement sustainable practices such as energy-efficient facilities or eco-friendly tourism services.</p>	SIC, Convener	
	<p>Task 3: Publish an annual report summarizing working group recommendations, meeting summaries, and progress on implementing sustainable and innovative practices in the region to ensure transparency and accountability in implementing the strategy.</p>	SIC, Convener	
<p>4.5: Tactic 5: Adapt to changing climate conditions by adopting and promoting green, sustainable practices, strategies, and developments to reduce climate-related impacts.</p> <p>a. Purpose: Increasingly adapt to shifting climate conditions and realities to help reduce potential impacts while</p>	<p>Task 1: Partner with non-profits like OC Coastkeeper to provide training for businesses on sustainable practices, such as water conservation, energy efficiency, and waste reduction.</p>	SIC, Convener	
	<p>Task 2: Develop a "Green Tourism Certification" program to recognize businesses that adopt sustainable practices, with benefits such as marketing support or tax incentives.</p>	SIC, Convener	

<p>leveraging strengths to further drive regional sustainability and green strategies.</p> <p>b. Program design: Annual or bi - annual reports or memos highlighting new and emerging practices while highlighting major players.</p> <p>c. Team: SIC, Part of working groups/advisory councils</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: TBD</p>	<p>Task 3: Create a toolkit with best practices for climate resilience and distribute it to businesses in the tourism sector through chambers of commerce and industry associations.</p>	<p>SIC, Convener</p>	
<p>4.6: Tactic 6: Promote additional affordable housing developments near major tourism hubs or near concentrations of hotels to reduce employee commute times, and reduce transportation costs and environmental impacts.</p> <p>a. Purpose: Increase and promote use of public transportation by encouraging or marketing developments in proximity to transportation arterials to help reduce transportation costs, commute times and environmental impacts.</p> <p>b. Program design:</p>	<p>Task 1: Collaborate with local governments and developers to identify underutilized land near tourism hubs, such as Anaheim or Laguna Beach, for affordable housing projects.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Advocate for policies and incentives that encourage affordable housing developments, including tax credits or expedited permitting for projects near major tourism centers.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Partner with employers in the tourism sector to explore employer - assisted housing programs or subsidies for workers.</p>	<p>SIC, Convener</p>	

<ul style="list-style-type: none"> c. Team: SIC, transportation officials, residential developers d. Costs: TBD e. Potential metrics: Residential vacancy rates in city centers, commute times, pollution, health - related impacts 			
<p>4.7: Tactic 7: Identify existing resources for small businesses as well as raise and launch a small business grant program to assist small businesses in transitioning to cleaner and more sustainable power sources and methods of operation, product and distribution.</p>	<p>Task 1: Secure funding from state and federal grants (e.g., California Energy Commission or EPA programs) to finance a small business grant initiative focused on sustainability.</p> <p>Conduct an inventory of existing resources such as workforce training programs, funding opportunities, technical assistance providers, and mentorship networks that can support small businesses.</p>	<p>SIC, Convener</p>	
<ul style="list-style-type: none"> a. Purpose: With small businesses representing such a large proportion of regional businesses and employment - drive small business growth, engagement, support, and adoption of sustainable, green practices. b. Program design: Follow best practices, model after already 	<p>Task 2: Develop grant criteria and an application process to prioritize small businesses in underserved communities or those facing financial barriers to adopting sustainable practices.</p> <p>Create a targeted outreach campaign to inform small businesses about these resources, with a focus on increasing uptake in underserved communities.</p>	<p>SIC, Convener</p>	

<p>successful small business development programs</p> <p>c. Team: SBDCs, industry associations, sustainability professionals</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Establishment of grant program, small business participation</p>	<p>Task 3: Promote the program through chambers of commerce, ethnic organizations, and online platforms to ensure wide participation. Partner with resource providers to host webinars or in-person workshops that guide small businesses on how to access and utilize available assistance.</p>	<p>SIC, Convener</p>	
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Strategy 5: Community Empowerment. Ensure that not only businesses but local residents, especially those in disadvantaged communities, have been engaged to better understand their needs while providing the necessary support for economic growth and development.

Tactic & Overview	Task	Responsible Party	Timeline
<p>5.1: Tactic 1: Develop relationships with communities most likely to be impacted by environmental shifts within Tourism and Outdoor Recreation industries and involve them in the development of environmental solutions.</p> <p>a. Purpose: Increase engagement with most impacted communities to better understand and plan for eventual environmental shifts</p>	<p>Task 1: Partner with community-based organizations (e.g., OC Coastkeeper, Cooperacion Santa Ana) to host workshops and listening sessions in neighborhoods vulnerable to environmental shifts, such as coastal flooding or heat impacts.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Form community advisory groups that include residents, environmental experts, and local officials to co-create strategies for addressing environmental challenges, such as water conservation, heat mitigation, and renewable energy adoption.</p>	<p>SIC, Convener</p>	

<p>associated with climate change.</p> <p>b. Program design: Collaboration between industry leaders, community members, and environmental professionals.</p> <p>c. Team: Industry and community leaders, sustainability and green technology professionals</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: TBD</p>	<p>Task 3: Provide micro - grants to community organizations to support grassroots initiatives tackling environmental issues, such as urban greening projects or local recycling programs.</p>	<p>SIC, Convener</p>	
<p>5.2: Tactic 2: Incentivize existing businesses to adopt sustainable practices by offering and promoting training and certification programs in green tourism and energy efficiency.</p> <p>a. Purpose: Accelerate adoption and implementation of sustainable development solutions.</p> <p>b. Program design: Follow best practices, LEED</p> <p>c. Team: SIC,</p> <p>d. Costs: TBD</p>	<p>Task 1: Develop a "Green Tourism Certification" program in partnership with local environmental organizations and business/employer organizations , offering incentives such as marketing support or reduced fees for certified businesses.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Host free or subsidized training sessions for small businesses on energy efficiency, waste reduction, and eco - friendly operations, providing step - by - step guidance on implementing sustainable practices.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Offer financial incentives, such as grants or tax credits, for businesses that adopt sustainable practices, with priority given to businesses in disadvantaged communities</p>	<p>SIC, Convener</p>	

<p>e. Potential metrics: Business engagement, green solutions adopted</p>			
<p>5.3: Tactic 3: Create spaces for innovation and direct investments in communities with a heavy reliance on Tourism or Outdoor Recreation that are most affected by environmental shifts.</p> <p>a. Purpose: Help to drive innovative solutions to how to continue to drive industry growth and activity while mitigating environmental impacts and increasing sustainability.</p> <p>b. Program design: Follow best practices</p> <p>c. Team: SIC,</p> <p>d. Costs: TBD</p> <p>e. Potential metrics:</p>	<p>Task 1: Identify underutilized properties in disadvantaged communities and repurpose them into Innovation Hubs or co-working spaces focused on tourism and outdoor recreation, with support for entrepreneurs and small businesses.</p>	<p>SIC, Convener</p>	
	<p>Task 2: Partner with local governments and private investors to fund community infrastructure projects, such as energy-efficient community centers or eco-tourism parks, that benefit both residents and the tourism sector.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Create grant programs to encourage local entrepreneurs to start tourism-related businesses, such as guided tours, local artisan markets, or eco-friendly accommodations, in these communities.</p>	<p>SIC, Convener</p>	
<p>5.4: Tactic 4: Measure the success of strategies not just in terms of job or business growth but improvements to air quality, reduction in heat</p>	<p>Task 1: Collaborate with environmental organizations and public health agencies to establish baseline metrics for air quality, temperature impacts, and health outcomes in targeted communities.</p>	<p>SIC, Convener</p>	

<p>impacts, and positive health outcomes.</p> <p>a. Purpose: While job and wage growth help contribute, other important quality of life metrics should not be ignored, especially those related to health.</p> <p>b. Program design: Tracking metrics, website providing updates to important metrics, annual reports</p> <p>c. Team: TBD, SIC</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Improvement in overall health metrics such as Asthma, pollution levels</p>	<p>Task 2: Develop a dashboard or report card to track progress on environmental and health improvements alongside economic outcomes, ensuring transparency and accountability.</p>	SIC, Convener	
	<p>Task 3: Share outcomes with stakeholders, including residents and businesses, during annual community meetings or through online platforms to demonstrate the impact of implemented strategies.</p>	SIC, Convener	
<p>5.5: Tactic 5: Encourage local employers as well as new developments, such as DisneylandForward or OCVibe, to focus on hiring residents in close proximity to developments helping to not only drive regional employment but to reduce environmental impacts.</p>	<p>Task 1: Work with DisneylandForward, OCVibe, and other major employers to create local hiring agreements or workforce development partnerships prioritizing residents in nearby communities.</p>	SIC, Convener	
	<p>Task 2: Develop a transportation stipend or assistance program for local workers hired by these developments to further reduce environmental impacts and commuting costs.</p>	SIC, Convener	

<ul style="list-style-type: none"> a. Purpose: Reducing commute times, hiring locally, reducing transportation costs while increasing work - life balance can be important contributors to improving the quality of life and empowering residents. b. Program design: c. Team: SIC, Workforce Development organizations, community leaders d. Costs: TBD e. Potential metrics: New local job growth, increased public transportation usage, increase in commuters who walk 	<p>Task 3: Collaborate with workforce boards to create training pipelines that prepare local residents for jobs offered by these developments, ensuring alignment with employer needs.</p>	<p>SIC, Convener</p>	
<p>5.6: Tactic 6: Promote Shop Local programs and establish co - working spaces or incubators tailored to the Tourism sector to encourage collaboration.</p>	<p>Task 1: Launch a "Shop Local Tourism" campaign to promote local businesses offering tourism - related services or products, with a focus on small businesses in disadvantaged communities.</p>	<p>SIC, Convener</p>	
<ul style="list-style-type: none"> a. Purpose: Encourage residents to shop local and engage with local businesses while encouraging local innovators and entrepreneurs to 	<p>Task 2: Partner with chambers of commerce and local governments to establish co - working spaces or incubators for small businesses in the tourism sector, providing shared resources, mentorship, and networking opportunities.</p>	<p>SIC, Convener</p>	

<p>collaborate and meet in these spaces.</p> <p>b. Program design: Incubators, engage TheCove at UCI</p> <p>c. Team: SIC, Incubators, Accelerators</p> <p>d. Costs: TBD</p> <p>e. Potential metrics: Number of startups, new business creation, employment growth, employer participation</p>	<p>Task 3: Organize local vendor markets or pop up events at major tourism hubs, such as Anaheim, to connect local artisans and businesses with visitors and tourists.</p>	<p>- SIC, Convener</p>	
<p>5.7: Tactic 7: Increased accessibility to skills/training and financial support to engage in these activities, including childcare, transport, and ensuring the training was leading to jobs with a livable wage</p> <p>a. Purpose: Ensure that residents at all income levels, especially those in disinvested communities, are aware of and can access the necessary support required in launching new businesses or innovative technologies.</p> <p>b. Program design: Follow best practices</p> <p>c. Team: TBD</p>	<p>Task 1: Create a workforce training program in partnership with community colleges and non profits that includes free or subsidized tuition, childcare services, and transportation vouchers for participants.</p>	<p>- SIC, Convener</p>	
	<p>Task 2: Develop partnerships with employers to ensure that training programs lead directly to livable - wage jobs, with clear pathways for career advancement.</p>	<p>SIC, Convener</p>	
	<p>Task 3: Provide financial support, such as stipends or scholarships, to help residents cover costs associated with participating in training programs, such as lost wages or equipment needs.</p>	<p>SIC, Convener</p>	

<p>d. Costs: TBD</p> <p>e. Potential metrics: Resident participation and employment opportunities, new business development and growth in disinvested communities.</p>			
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Appendix A - Outdoor Recreation Industry Data

Sector: Outdoor Recreation (NAICS 713)

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

Orange County's unique south facing beaches allow for strong, year-round surfing and even made Huntington Beach home to the U.S. Open of Surfing, a major draw for the city and region. Perhaps the primary draw of visitors, Orange County is also home to several amusement parks including Disneyland which not only serve to draw visitor spending but provide the region with a significant number of jobs at all skill levels. Recently Disneyland announced plans for its Disneyland Forward Project, a minimum \$1.9 billion investment in new theme park and lodging experiences in its first 10 years. This project will include \$30 million for affordable housing projects, \$8 million in improvements outside the Anaheim Resort Area for parks, playgrounds, sports courts, walking trails and sitting areas, and \$85 million for improved traffic and pedestrian safety all while creating nearly 5,000 new operations jobs and nearly 9,000 construction jobs for development.

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

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

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

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

Appendix B - Industry Overview

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

Performing Arts, Spectator Sports, and Related Industries (NAICS: 711) is projected to increase employment opportunities by 11% (adding 1,309 jobs) projected from 2024 (12,406 jobs) to 2034 (13,715 jobs). This industry has a notable representation in Orange County with an employment concentration of 1.22. These job opportunities are made possible thanks to 861 local establishments (identified as of 2023) ranging from small, to mid-size, to large.

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

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

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

Food Services and Dining Places (NAICS: 722) is projected to increase employment opportunities by 7% (adding 10,486 jobs) projected from 2024 (155,150 jobs) to 2034 (165,636 jobs). This industry has a notable representation in Orange

County with an employment concentration of 1.20. These job opportunities are made possible thanks to 8,044 local establishments (identified as of 2023) ranging from small, to mid - size, to large.

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

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

Appendix C - Innovation in Tourism and Outdoor Recreation

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

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

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

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

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

Collaborative efforts between public and private entities further drive tourism innovation in Orange County. Organizations like Visit Anaheim and the Orange County Visitors Association (OCVA) use data-driven marketing

campaigns to attract both domestic and international travelers. Visit Anaheim, for instance, reported that tourism generated \$13 billion in economic impact for the county in 2022, with over 50 million visitors contributing to the region's economy. Events such as the Laguna Beach Festival of Arts, Newport Beach Film Festival, and Dana Point Festival of Whales continue to showcase Orange County's creativity and cultural diversity, drawing thousands of visitors each year while supporting local businesses.

Appendix D - Creative Economy in Surf and Skate

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

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

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

Orange County is also the birthplace of some of the most iconic surf brands in the world, including Quiksilver, Rip Curl, and Hurley, which have their headquarters or flagship stores in the region. These brands not only contribute to the local economy but also act as cultural ambassadors, exporting the Orange County surf aesthetic and lifestyle globally.

Additionally, surf schools like Toes on the Nose in Newport Beach and Endless Sun Surf School offer tourists hands-on experiences, allowing them to engage personally with the sport while contributing to the local tourism economy. These businesses highlight how surf culture has been woven into the fabric of Orange County's identity and appeal.

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

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

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

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

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

An aerial photograph of a city at dusk, featuring a prominent white building with a grid-like facade. The image is framed by a thick blue border, with two vertical red bars on the left and right sides. The word "Questions" is centered in the white space.

Questions