



# Redwood Region RISE

## Arts, Culture, and Tourism Activation Plan



**California's Redwood Region**  
Tribal Lands, Del Norte, Humboldt,  
Lake, and Mendocino Counties

**A Product of Redwood Region RISE**  
The California Center for Rural Policy  
at Cal Poly Humboldt

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# Executive Summary

## Arts, Culture, and Tourism: A Regenerative Path

Visit California identifies the Redwood Region as a "Dawning Developer"—rich with untapped potential due to our natural beauty, active arts scenes, and cultural heritage. Our emerging status positions us to steward a regenerative Arts, Culture, and Tourism (ACT) model that enhances rather than exploits our communities and landscapes. Current challenges of underinvestment, fragmentation, seasonal employment, and infrastructure gaps become opportunities to chart a sustainable course forward.

This Activation Plan lays out a regional networking strategy serving partners and residents across Outdoor Recreation, Arts & Culture, and Destination Marketing/Hospitality through five integrated tactics:

- **Regional Sector Development:** Monthly Working Group meetings, quarterly public sessions, and development reports.
- **Project Support Network:** Technical assistance and resource sharing to advance projects across the Redwood Region (including Catalyst projects).
- **Regional Branding:** Tribal-inclusive advisory council developing strategic sector recommendations.
- **Sector Advocacy:** Government engagement and investment attraction resources.
- **Statewide Networks:** Best practice-sharing with regions across the state.

## Anticipated Impact

Our goal is a sector where our "product" is optimism—vibrant communities interwoven with natural splendor. Expected outcomes by August 2026 include:

- Enhanced regional collaboration capacity across the diverse ACT sector.
- Strengthened regional identity supporting tourism and workforce recruitment.
- Increased sustainable career pathways and living wage opportunities.
- Equitable benefit distribution emphasizing rural and Tribal communities.
- Environmental stewardship ensuring tourism enhances natural assets.

Success will be measured through both traditional economic indicators and quality-of-life metrics for sector workers, recognizing the sector's seasonal and entrepreneurial nature.

## Regional Partners

Key collaborators include Catalyst project leaders (Blue Lake Rancheria, Del Norte Partnership for the Performing Arts, Pomo Nation), state partners (North Coast Tourism Council, Visit California, CalTrans), regional allies (Humboldt County, Eastern Sierra, LA County), and local Tribal governments plus arts organizations and industry representatives. Increased Tribal participation is a priority, recognizing Indigenous communities' essential role in cultural preservation and sustainable tourism.

**This living document builds on our region's innovative capacity to create a sector that serves communities first, generates meaningful economic opportunities, and establishes the Redwood Region as a model for sustainable cultural and tourism development statewide.**

**As a living document, this plan will evolve as our work advances. Calder Johnson, Arts, Culture, and Tourism Sector Investment Coordinator, and his team—Sabrina Clement and Cynthia Martells—will collaborate with the Redwood Region RISE Collaborative, Sector Advisory Council, and community partners to conduct semi-annual comprehensive reviews, with the next revision scheduled for February 2026. These updated versions will be shared publicly to ensure transparency and community engagement.**

# Redwood Region RISE Shared Values

1. Our work contributes to the good of the community and the good of the environment.
2. Our educational (training) opportunities align with our regional needs.
3. We advocate for equitable access to resources to ensure our region is economically resilient.

## Our Cross-Cutting Principles

These cross-cutting principles will be woven into the various programs and policies created by this sector table. They will be used as a guide for decision-making to ensure alignment with our regional economic goals as specified in our [Regional Roadmap](#):

- **Economic Resilience:** Our aim is to build resilience in California's northern rural economy by investing in sectors essential for long-term growth and stability in the Redwood Region.
- **Equity and Inclusion:** We will ensure that the benefits of economic recovery are distributed equitably across communities, including historically marginalized groups.
- **Innovation and Adaptation:** Despite limited resources, our region has demonstrated innovative capacity, creating resilient and long-lasting economic growth by adapting to changing market conditions.
- **Partnerships and Collaboration:** Collaboration is central to our planning, involving government agencies, private sector interest holders, non-profit organizations, and community groups to leverage resources and expertise effectively.
- **Sustainability and Environmental Stewardship:** Our region exemplifies the nature and stewardship economy, adhering to principles of regenerative and sustainable approaches.

- **Workforce Development:** We aim to enhance the skills and capabilities of the local workforce, ensuring they succeed in both legacy and emerging industries.
- **Investing in Infrastructure:** Investments in critical infrastructure, such as transportation, energy, and digital infrastructure, are essential to supporting economic recovery and growth in rural northern California. We will advocate for every county in our region to secure funds for improved infrastructure.

## Introduction of Arts, Culture, and Tourism Sector

**The work presented in this Activation Plan was completed by Redwood Region RISE's Sector Investment Coordinator Calder Johnson, with his team, Sabrina Clement and Cynthia Martells.**

The Redwood Region experiences several challenges in bolstering the Arts, Culture, and Tourism (ACT) sector's equitable and sustainable economic development, both specific to our region as well as the sector as a whole: Regionally we suffer from underinvestment and fragmentation in the sector, as well as shortfalls in crucial infrastructure such as transportation and lodging. Specific to the sector, we must confront the challenges of seasonality, unpredictable gig work, the vulnerability of small business owners in unforgiving industries, lack of career advancement opportunities, the exploitation of passion in the creative economy for free labor, the commodification of local culture and natural resources, and the potential degradation of natural spaces and local communities through excessive tourism and over-use, making even development itself a risk.

**But we have a significant advantage when rising to meet these challenges. The future development of the sector is wide open and full of nascent opportunities, and we have the vital infrastructure of our relationships and our ideas.**

The ACT sector is comparatively mobile, and we have the space to dream big. Indeed, dreaming big has always been part of the core identity of the sector. And

there are resources to guide the development of the sector in a responsible, sustainable fashion, in alignment with our core values and character as a region.

In their recently released Regional Reports,<sup>1</sup> Visit California described this region as a ‘Dawning Developer’ – lacking in some of the advanced tourism infrastructure development of other parts of California, but nonetheless full of potential due to the region’s unique blend of natural beauty, active arts scenes, and deep cultural heritage.

Our under-development is a blessing in disguise, allowing us to chart a course towards a regenerative model in the sector – based around the simple principle of making a place better than when you arrived – and in alignment with RISE core principles as well as sustainable and regenerative principles advanced state-wide by Visit California.<sup>2</sup>

In a Regenerative ACT sector, our primary ‘product’ is optimism – where a regional identity is built around vibrant communities interwoven with natural splendor, a place full of passionate, creative people who are capable of extraordinary things.

We believe in utilizing the responsive, flexible, and innovative industries of arts & culture, outdoor recreation, and tourism to stimulate economic activity, create sustainable living conditions within the sector, provide service to our communities, and promote the values of hope, joy, equity, exploration, and creativity, thereby raising the quality of life for everyone.

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<sup>1</sup> Visit California – *North Coast Regional Strategic Tourism Plan*, JLL, 2025

<sup>2</sup> Visit California – *Sustainable & Regenerative Tourism Guidebook*, JLL, 2025

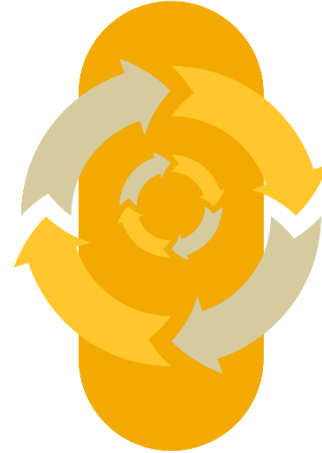
## Regenerative Cycle

Sustainable – Long-term Growth – Security



## Extractive Cycle

Temporary – Short-term Gains – ‘Boom and Bust’





## Arts, Culture, Tourism Sector Overview

As noted in the Arts, Culture, Tourism Strategy Report issued in 2024,<sup>3</sup> the Arts, Culture, and Tourism (hence referred to as ‘ACT’) Sector is a complex, diverse sector encompassing over 110 distinct six-digit NAICS codes.<sup>4</sup>

Given this breadth of the sector designation, for the purposes of this Activation Plan, it is organizationally useful to distinguish three distinct sub-sector industry clusters: *Outdoor Recreation, Arts & Culture, Destination Marketing/Hospitality/Service*. While these three clusters are all deeply intertwined within the ACT sector, they also have many of their own unique qualities and challenges that benefit from individualized assessment.

For the purposes of using common language and conceptual models, it is also important to map these three sub-sectors to the officially identified sectors within the State Economic Blueprint of California Jobs First<sup>5</sup>: Creative Economy (*Arts & Culture*) and Tourism & Outdoor Recreation (*Outdoor Recreation, Destination Marketing/Hospitality/Service*).

## Sector Prioritization

The Arts, Culture, and Tourism Sector is prioritized because while it may be relatively underdeveloped compared to other regions in the state, it also possesses an exceedingly high ceiling for conscientious future development, owing to its powerful combination of natural resources and cultural assets. Additionally, strategic development of the sector – particularly in the area of regional branding – can produce extremely positive ancillary effects in the economic development of other sectors, such as enhancing workforce recruitment and the attraction of new businesses and investment into the region.

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<sup>3</sup> See Redwood Region RISE’s Regional Plan Part 2, accessible at: <https://ccrp.humboldt.edu/regional-roadmap>

<sup>4</sup> Otis College Report on the Creative Economy and studies on Tourism and Tourism-related Industries. University of Texas at San Antonio, 2023.

<sup>5</sup> California Jobs First, *State Economic Blueprint, 2025*

## Operating Structure

The ACT Sector Investment Coordinator and their team is contracted through the California Center for Rural Policy at Cal Poly Humboldt, one of the convening agencies for Redwood Region RISE, and the Sector Investment Coordinator's (SIC's) direct supervisor.

The Activation Work Plan structure oriented around the formation of an ACT Working Group, made up of industry leaders that will convene monthly. The Working Group will assist and guide the SIC and their team in the execution of other prioritized tasks within the Activation Plan, including the formation of additional, more focused workgroups (such as a Regional Branding Advisory Group and others as identified.) Regularly quarterly reports will chart the progress of the SIC Team and the Working Group through the Activation Plan, culminating in a final report summarizing achievements as well as charting the next steps for development in the sector.

## Resourcing Across the Strategies

Resourcing Activation Plan implementation is currently organized into three broad 'buckets,' with the pre-emptive caveat that this section, including the categories themselves, is especially prone to change and revision as the work progresses.

- Many tasks and groups of tasks are resourced as part of the Sector Investment Coordinator & team's contract with Redwood Region RISE (RRRISE) through the California Center for Rural Policy (CCRP) at Cal Poly Humboldt.
- A second category of tasks are tasks encapsulating the work plans of the several sector-related Catalyst projects that were selected during the funding round. Funding allocations as well as funding gaps are identified individually in each project's budget and workplan.
- The final category covers those tasks that require additional resourcing without a current identified source of funding. In these instances, funding opportunities may exist in foundation grants, local (county-level) funding, or state and federal grants. However, given the recent decimation of federal funding, and local and state government budget shortfalls, expectations must be tempered in the current economic climate for the sector.

# Goals and Metrics

Visit California provides the most thorough and region-specific data on tourism-related jobs and the economy, with their yearly economic reports providing longitudinal analysis.<sup>6</sup> State data on the creative economy sector is much harder to come by, with more recent iterations of the Otis College Report on the Creative Economy lacking datasets on almost all rural Northern and Eastern California.<sup>7</sup>

Based upon the seasonality, gig-based, and entrepreneurial-focused nature of the sector, traditional metrics such as number of jobs or broad economic impact can show an incomplete picture of the health of the sector. Further exacerbating this issue, studies or datasets that focus solely on the economic impact of the sector and job counts can miss the *quality* of jobs created. Studies that tackle these questions in the sector are fewer and far between, but one such general study is *The Effects of Travel and Tourism on California's Economy* (Baird, et al).<sup>8</sup>

Given the above, it is a sector development priority to not only address the urban-rural disparity in data collection, but to include a more holistic set of indicators, beyond the useful but limited traditional economic and workforce indicators, which capture the quality-of-life conditions for sector workers and entrepreneurs:

- Living wages, safety nets (insurance, housing security, healthcare, etc.).
- Economic resilience in a gig/seasonal economy.
- Viable pathways for career advancement.

Additionally, it is important to consider the environmental impact of the sector – both in terms of current environmental impact, as well as measuring progress towards regenerative models that mitigate further environmental impact from future growth. Finally, it is necessary to consider key indicators of equity across the sector:

- Are economic growth benefits equitably distributed across the workforce?
- Are economic development opportunities available to all communities in the region, particularly the most rural and isolated communities?
- Is there equity in the sector across all regional demographics?

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<sup>6</sup> Visit California Economic Report 2024

<sup>7</sup> Otis College, *Report on the Creative Economy*, 2025

<sup>8</sup> *The Effects of Travel and Tourism on California's Economy*, Baird et al. 2017

# Dependencies and Challenges

The sector currently deals with a significant shortfall of investment in both physical and human infrastructure. Travel and lodging options are limited, constraining tourism growth. Community organizations and businesses that are key partners in achieving sector strategic success are typically understaffed and underfunded, and while enthusiastic for regional collaboration, can struggle balancing regional network-building with their already overwhelming workloads. That is why most of the tactics and tasks in this Activation Plan are built around capacity-building, networking, and creation of regional collaborations and partnerships, in alignment with not only the primary sector strategy outlined in the RISE Regional Report Part 2, but also with the primary recommendation outlined in Visit California's North Coast Regional Strategic Tourism Plan.

The diversity of the sector also presents a challenge, as well as fruitful opportunities. The needs of say, a studio artist can be quite divergent from a restaurant owner. Maintaining balanced representation from across the sector will be delicate and ongoing work. Additionally, it should be noted that many of the key participants in the ACT Sector work so far are drawn from the more 'urban' areas of the region (Ukiah, Eureka/Arcata, Crescent City.) While thankfully there is also representation from smaller outlying communities (Laytonville, as one example), there is certainly more work to be done increasing participation from the most isolated communities in the region. **Increased Tribal participation in sector development during Phase 2 is also a high priority.**

The positive side is that the region, is full of dedicated, passionate, innovative individuals who are used to being creative with limited resources and collaborating to achieve their goals. Additionally, there is a synergistic moment in time emerging for the sector, with current state-wide priorities for the sector (such as those expressed by Visit California) aligning with RISE core values as well as regional restructuring in the sector (Humboldt County's in-process development of a new tourism strategy is one example.) Seizing this moment will be the crucial element in accomplishing the tasks set out in this Activation Plan, detailed in the following section.

# Strategy

## Strategy: Regional Networking & Advocacy

### Tactic 1.1: Regional Sector Development Strategization

Tactic 1.1: Regional Sector Development Strategization				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Convene monthly Sector Working Group meetings	Sector Investment Coordinator & Team (SIC), Sector Working Group (SWG)	June 2025 - August 2026		Industry experts gathered on a regular monthly cadence to discuss sector conditions, contribute to other Activation Plan tasks as noted below, and identify additional specific sector development priorities
Convene Quarterly Sector Reporting Sessions	SICs, SWG	August 2025 - August, 2026		The SIC team, with additional outreach/signal boosting from the SWG, will convene quarterly Sector Reporting Sessions, opportunities for the SWG to report out, and field questions/feedback from interested industry professionals/members of the public
Research/consultation with industry experts to inform Sector Working Group efforts	SICs, SWG	July 2025 - August 2026, Ongoing		As both self-directed and as directed by the SWG, SICs will conduct additional research/interviews with industry experts to better inform the work of the SWG/SICs
Creation of regional and county-level report on sector development priorities as part of	SICs, SWG	First draft - April 2026. Public draft - June 2026. Final draft - August 2026		According to the timeline, a final report will be generated detailing the SWG's activities and recommendations - at both regional and county-specific levels, including recommendations for



### Tactic 1.1: Regional Sector Development Strategization

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
on-going sustainability planning				sustainable ongoing activities in the sector
General project support	SICs	Ongoing through rest of CA Jobs First activity period.		On-going technical assistance support supplied to sector projects by the SIC team, to be regularly logged in the SIC Toolkit
Catalyst Project Feasibility Study – Carving a Legacy	Blue Lake Rancheria	May 2025 – August 2026 (see project work plan)	RRRISE Catalyst Awardee: \$740,907	Refer to Project Workplan
Catalyst Project Feasibility Study – Del Norte Performing Arts Center	Del Norte Partnership for the Performing Arts	May 2025 – August 2026 (see project work plan)	RRRISE Catalyst Awardee: \$268,250	Refer to Project Workplan
Catalyst Project – Pinoleville Project	Pomo Nation	May 2025 – August 2026 (see project work plan)	RRRISE Catalyst Awardee: \$450,000	Refer to ACT-specific section of Project Workplan
Project Mutual Aid Network	SICs, SWG	Network Development: June 2025–December 2025. Network Implementation: January 2026. Network Sustainability discussions: May, 2026		Through collaboration between the SIC Team and the SWG, a mutual aid network for sharing of resources and best practices between sector projects will be developed – designed to be sustainable beyond the timeline of CA Jobs First activities
Convene RISE Regional Branding Advisory Group	SICs, SWG, North Coast Tourism Council, Visit California, other	July 2025–September 2026		The Regional Branding Advisory Group (RBAG), consisting of industry experts and assisted by the SIC Team, the SWG, and representatives the North Coast Tourism Council, state-level organizations and other regional

### Tactic 1.1: Regional Sector Development Strategization

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
	regional/Tribal interest holders			interest holders (particularly local Tribes), will meet at regular intervals to develop a set of strategic recommendations for the refinement and advancement of regional branding, supporting both the ACT sector, as well as other priority sectors
Organize regional branding activities at the November 2025 In-person Convening and 2026 In-person Convening	SIC, SWG, Regional Branding Advisory Group (RBAG)	November 2025/2026 TBA		Regional branding visioning sessions to occur at 2025–2026 RISE in-person convenings, organized and led by the SIC Team with consultation from the SWG and RBAG
Participate in regional conversation with CalTrans regarding signage	SICs, SWG, RBAG, SWG, North Coast Tourism Council, Visit California, other regional/Tribal interest holders	July 2025–September 2026		The SIC Team, as well as representatives from the SWG, RBAG, state-level tourism organizations, and other regional interest holders (particularly local Tribes), will meet with CalTrans representatives to discuss collaborative efforts to fund and enhance increased tourism-supporting signage throughout CalTrans District 1
Connect activities between RISE/CA Jobs First, Visit California, and Humboldt's re-branding process.	SICs, SWG	July 2025–September 2026		The SIC Team, along with representatives from other groups detailed in 'Responsible Parties' will engage in collaborative discussions with representatives from Humboldt County as the county develops its new tourism strategy and the marketing/branding components of its CEDS, with the intention of enhancing synergy with regional branding and contributing useful feedback into the regional branding work, described in the above task

### Tactic 1.1: Regional Sector Development Strategization

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Create suite of resources/press kit for RISE network members to use at sector events/conventions/other sector-related meetings and discussions	SICs, SWG	July 2025 – December 2025; updated Summer 2026		The resource suite will be available for use by industry professionals within the RISE network to advocate/inform on behalf of the sector as part of their own activities
Research and develop a Sector-specific capital absorption network/ecosystem for prioritized investment	SICs	July 2025 – TBD		Utilizing lessons learned from Catalyst/Implementation rounds of Jobs First funding, a system will be developed to attract future investment most effectively in the sector, and efficiently prepare the sector/region as a whole, to best and most equitably take advantage of new funding opportunities
Participate in regular meetings and updates with local/state/federal representatives.	SICs	On-going		Local/state/federal representatives will be regularly updated on Sector activities, strategies, and legislative priorities

## Tactic 1.2: Project Support Network

### Tactic 1.2: Project Support Network

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
General project support	SICs	Ongoing through rest of California Jobs First activity period		On-going technical assistance support supplied to sector projects by the SIC team, to be regularly logged in the SIC Toolkit
Catalyst Project Feasibility Study - Carving a Legacy	Blue Lake Rancheria	May 2025 - August 2026 (see project work plan)	RRRISE Catalyst Awardee: \$740,907	Refer to Project Workplan
Catalyst Project Feasibility Study - Del Norte Performing Arts Center	Del Norte Partnership for the Performing Arts	May 2025 - August 2026 (see project work plan)	RRRISE Catalyst Awardee: \$268,250	Refer to Project Workplan
Catalyst Project - Pinoleville Project	Pomo Nation	May 2025 - August 2026	RRRISE Catalyst Awardee: \$450,000	Refer to ACT-specific section of Project Workplan
Project Mutual Aid Network	SICs, SWG	Network Development: June 2025-December 2025. Network Implementation: January 2026. Network Sustainability discussions: May, 2026		Through collaboration between the SIC Team and the SWG, a mutual aid network for sharing of resources and best practices between sector projects will be developed - designed to be sustainable beyond the timeline of California Jobs First activities

## Tactic 1.3: Regional Branding

Tactic 1.3: Regional Branding				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Convene RISE Regional Branding Advisory Group	SICs, SWG, North Coast Tourism Council, Visit California, other regional/Tribal interest holders	July 2025–September 2026		The Regional Branding Advisory Group (RBAG), consisting of industry experts and assisted by the SIC Team, the SWG, and representatives the North Coast Tourism Council, state-level organizations and other regional interest holders (particularly local Tribes), will meet at regular intervals to develop a set of strategic recommendations for the refinement and advancement of regional branding, supporting both the ACT sector, as well as other priority sectors
Organize regional branding activities at the November 2025 In-person Convening and 2026 In-person Convening	SICs, SWG, RBAG	November 2025/2026		Regional branding visioning sessions to occur at 2025–2026 RISE in-person convenings, organized and led by the SIC Team with consultation from the SWG and RBAG
Participate in regional conversation with CalTrans regarding signage	SICs, SWG, RBAG, SWG, North Coast Tourism Council, Visit California, other regional/Tribal	July 2025–September 2026		The SIC Team, as well as representatives from the SWG, RBAG, state-level tourism organizations, and other regional interest holders (particularly local Tribes), will meet with CalTrans representatives to discuss collaborative efforts to fund



### Tactic 1.3: Regional Branding

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
	interest holders			and enhance increased tourism-supporting signage throughout CalTrans District 1
Connect activities between RISE/CA Jobs First, Visit California, and Humboldt's re-branding process	SICs, SWG	July 2025–September 2026		The SIC Team, along with representatives from other groups detailed in 'Responsible Parties' will engage in collaborative discussions with representatives from Humboldt County as the county develops its new tourism strategy and the marketing/branding components of its CEDS, with the intention of enhancing synergy with regional branding and contributing useful feedback into the regional branding work as a whole, described in the above task

## Tactic 1.4: Sector Advocacy & Investment

Tactic 1.4: Sector Advocacy & Investment				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Create suite of resources/press kit for RISE network members to use at sector events/conventions/other sector-related meetings and discussions	SICs, SWG	July 2025 - December 2025; updated Summer 2026		The resource suite will be available for use by industry professionals within the RISE network to advocate/inform on behalf of the sector as part of their own activities
Research and develop a Sector-specific capital absorption network/ecosystem for prioritized investment	SICs	July 2025 - TBD		Utilizing lessons learned from Catalyst/ Implementation rounds of Jobs First funding, a system will be developed to attract future investment most effectively in the sector, and efficiently prepare the sector/region as a whole to best and most equitably take advantage of new funding opportunities
Participate in regular meetings and updates with local/state/federal representatives.	SICs	On-going		Local/state/federal representatives will be regularly updated on Sector activities, strategies, and legislative priorities

## Tactic 1.5: State-wide Sector Networks

Tactic 1.5: State-wide Sector Networks				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Collaboration with Eastern Sierra Region as a convening partner of the Jobs First State-wide Tourism & Outdoor Recreation Cohort	SICs	January 2025–September 2026		The State-wide Tourism & Outdoor Recreation Cohort will develop a Sector Development Plan (template supplied by Jobs First) to guide state-wide development in the sector, while simultaneously building a community-of-best-practices between regions
Connect Eastern Sierra with Outdoor Recreation leads in Redwood Region to share best practices	SICs	June 2025–September 2026		The SIC Team will connect industry experts in the Eastern Sierra Region with representatives from Redwood Region (ex. The Great Redwood Trail Agency, Redwood Parks Conservancy) to share best practices and strengthen regional relationships
Connect regional industry leads in the Creative Economy sector with partners in the LA Region	SICs, SWG	June 2025–September 2026		The SIC Team will connect industry experts in the LA County Region with representatives from Redwood Region (ex. Del Norte/Humboldt Film Commission, The Ink People Center for the Arts, Mendocino County Arts Council) to share best practices, strengthen regional relationships, and to develop/enhance Redwood-LA County connectivity and

**Tactic 1.5: State-wide Sector Networks**

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
				travel supporting the local film industry, festivals, and visual/performing arts.
Connect regional industry leads with partners in other Jobs First Regions to share best practices	SICs, SWG	On-going		Utilizing lessons learned from collaboration with Eastern Sierra and LA County Regions, the SIC Team and SWG will identify and explore other potential partnerships/ collaborations with other California Jobs First regions
Represent RISE/sector at state conferences/events	SICs, SWG	On-going		RISE and the ACT Sector will have regular representation across the state

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