

# 2024-2029 Comprehensive Economic Development Strategy



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The Center for Economic Development (CED) at California State University, Chico is part of the North State Planning and Development Collective (NSPDC). The CED is committed to supporting communities in preparing and planning for resilient future growth. With strengths in community outreach, network development through convening, applied social and economic research, and data management, analysis, and presentation, CED has built a strong rapport with public agencies and private organizations across Northern California and beyond. A nonprofit organization founded in 1986, the CED has a resourceful and effective grant writing and development staff, and a proven capacity and expertise in complex project coordination and financial management. CED has been a critical partner in Camp Fire response and recovery efforts on the Paradise Ridge, and an engine of economic and workforce development for Butte County and the North State over many years.

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# Background

In 1976, the Central Sierra Economic Development District (CSEDD) was formed as a Joint Powers Authority (JPA) and established as an EDA-recognized economic development district. The CSEDD region encompasses the five California counties of Alpine, Amador, Calaveras, Mariposa, and Tuolumne, and includes the cities of Angels Camp and Sonora.<sup>1</sup> The Central Sierra Economic Development District’s vision is to be an economic development resource to its member entities and a leader in communications between local counties and state or federal governments.

The Central Sierra Economic Development District partnered with the Center for Economic Development (CED) at California State University, Chico, a competitively awarded EDA University Center, and Chabin Concepts (Chabin), an economic development and marketing firm, to create a Comprehensive Economic Development Strategy (CEDS) for the CSEDD region. The CED and Chabin worked with the CSEDD to identify key stakeholders representing a diverse cross-section of the region and formed a Comprehensive Economic Development Strategy Committee (Strategy Committee) to ensure broad representation of the region’s population and interests. Upon gathering community members, county officials, and private stakeholders from all five counties, Chabin and the CED conducted stakeholder interviews, facilitated community discussions, and solicited feedback at jurisdictional meetings in each county and incorporated city within CSEDD region. (A full list of these meetings may be found on page 40.) This document is the culmination of those efforts and is the five-year roadmap promoting economic vitality within the CSEDD region.

By focusing on key regional issues—including workforce development, business resiliency, infrastructure, and disaster planning—this economic development plan will promote a stronger, more resilient region, able to withstand both economic and natural disaster disruptions. This document outlines the region’s goals and objectives and their associated implementation agenda and performance measures.

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<sup>1</sup> The inclusion of any given jurisdiction in this CEDS, whether county or city, does not in any way negate, invalidate, or supersede any other CEDS in which that jurisdiction participates, whether past, present, or future. If a jurisdiction participates in multiple CEDS, those CEDS do not conflict, but rather work in tandem with each other to support that jurisdiction. Counties with constituent jurisdictions that participate in this CEDS (Calaveras County and the City of Angels Camp, Tuolumne County and the City of Sonora) do not compete in this CEDS but will adopt and implement this CEDS in collaboration.





# Approach

## **Development of the Strategy Committee**

The CSEDD Strategy Committee was formed by the original members of the CSEDD board. All board members sit on the Strategy Committee. Additionally, each current board member chose an additional community member from their corresponding county to join the CSEDD Board and Strategy Committee. These community members are individuals from county governments, nonprofits, community organizations, and private entities.

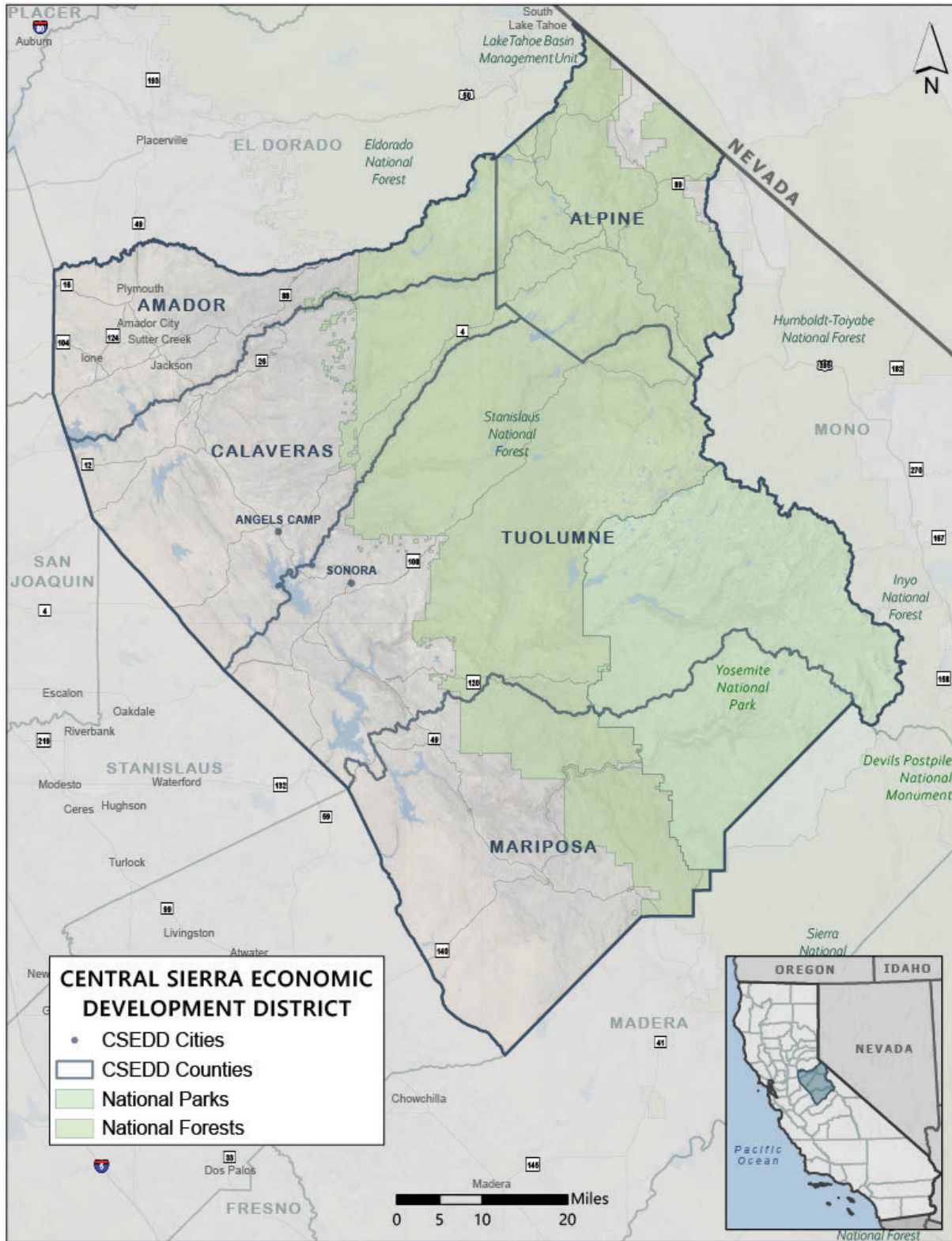
## **Community Feedback and Input**

Chabin constructed and administered a survey about the current and future needs of the region. The survey focused on economic development barriers and opportunities as well as current and ongoing initiatives. The survey was administered to identified key stakeholders and was distributed through various local channels to a wide spectrum of CSEDD community members. The survey was hosted on the [CSEDD website](#) and promoted through a link sent to CSEDD contacts, in addition to a press release sent to local radio and media outlets. 254 responses were received.

To gain additional community input, representatives from the CED facilitated feedback discussions during jurisdictional meetings within the CSEDD. The results of the community survey were compiled and analyzed, and the key findings were presented to attendees at each meeting. Meetings took place in Angels Camp and Sonora, and at additional meetings of the County Board of Supervisors in CSEDD counties (see page 40). The key findings were discussed at both a regional and community level. During these discussions, community members addressed further key issues that were not originally identified in the survey results.

All of the feedback received from both the community survey and meetings were compiled along with regional economic and demographic data collected by CED and Chabin staff. These findings were used as an integral part of the Strategy Committee's analysis of regional Strengths, Weaknesses, Opportunities, and Threats (SWOT). The results helped committee members better understand and address the needs of the region and identify the objectives and goals incorporated within this Comprehensive Economic Development Strategy.

# CSEDD Region and Jurisdictions







# Executive Summary

The five counties that comprise the CSEDD, while each unique, share in common many economic challenges and goals for the region, as well as environmental, social, and economic conditions that impact and influence their economic strategies for ongoing growth and economic prosperity.

The CSEDD has been heavily impacted by an increasing frequency of natural disasters in the last five years, the effects of which were only amplified by the region's isolated and rural location within the State. The impacts of these disasters, coupled with the effects of the COVID-19 pandemic, have exacerbated the economic challenges faced by the region. Current economic conditions that present challenges to the region include an aging population, waning workforce, increasing living expenses, low income relative to California's average, and a lack of industry diversification. Despite these challenging conditions, the CSEDD benefits from decreasing levels of poverty, low crime rates, a strong tourism industry, and active and engaged communities. These conditions were identified through various public and private sources of demographic and economic data, and reinforced through a series of interviews with community leaders and stakeholders.

The interviews with community leaders and stakeholders provided a detailed insight into the effects of these conditions through the eyes of those who experience them firsthand. In particular, these interviews served to further emphasize the challenges and goals most important to the region. The lack of affordable housing was singled out by many interviewees as being of extreme importance to the region, posing a complex challenge that will require multi-pronged efforts to address. Additionally, interviewees identified a current lack of childcare as a severe challenge faced by the region and addressing this challenge as a major goal—a need not captured within the reviewed demographic and economic data sources.

Demographic and economic data, along with community leader and stakeholder interviews, provided fundamental information about the CSEDD. This information was used to identify the region's strengths, weaknesses, opportunities for development, and threats to economic growth (SWOT). Among the region's greatest strengths are its extensive tourism industry and outdoor recreational activities (which bring visitors to the region), its engaged and active community members invested in improving the region's economic stability, and its network of workforce and educational support. Weaknesses of the region include a lack of housing availability, an underdeveloped traded sector, aging workforce, costly utilities and infrastructure development, and a lack of funding and innovation services for small businesses and entrepreneurs. Considering these strengths and weaknesses, the CSEDD is presented with a number of opportunities for economic growth. By investing in and addressing housing needs, workforce development, childcare, and infrastructure improvements, the CSEDD can make the region more appealing to new businesses and, by attracting them, diversify its industrial base. While industry diversification is key to improving economic growth in the region, the CSEDD is also presented with opportunities to invest further in healthcare and tourism, two already well-established industries within the CSEDD. Furthermore, investing in the healthcare industry would serve to improve the quality of life in the region and ensure that its aging population has the specialized care they require. Lastly, threats to the region—including natural disasters, unreliable electrical grids, poor cellular and broadband connectivity, and vulnerable infrastructure—are closely tied to the CSEDD's remote and rural location. While these threats are partly inherent to the region, there are steps that can be taken to mitigate the adverse impacts of these threats, including the improvement of regional infrastructure and resiliency.

While any approach to improving the CSEDD's economic stability and growth must be multifaceted and diverse, four primary goals for the region's economic development have been identified through collaboration with community leaders and stakeholders. The CSEDD's first goal is to achieve a culture of lifelong learning to ensure a robust talent pipeline with the education and skills needed by existing and prospective employers. Reaching this goal involves engaging with youth, parents, and K-16 collaboratives to establish and embrace cradle-to-career initiatives; promoting opportunities for career technical



## Central Sierra Economic Development District Comprehensive Economic Development Strategy

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training, livable wages, and available positions; establishing satellite community college opportunities; reducing or eliminating barriers (including childcare challenges, transportation and equipment costs, language barriers, and broadband access) in support of upskilling and cross-training programs; and working with various community leaders and organizations to develop mentorship programs, career technical education (CTE) courses, and industry and business training opportunities. Initiatives such as Mariposa County's Integrated Mobility and Housing Strategy (IMHS) and Columbia College's Greater Sierra Forestry Corps will help the CSEDD achieve these objectives.

The region's second goal is to establish programs, policies, and practices that support and encourage economic development that respects the historic and natural environment of the region while improving residents' employment opportunities. This is a complex but very important goal for the CSEDD region. Achieving it will require promoting an economic and social environment that acknowledges the historical context of the region through intentional engagement with tribal partners and other disadvantaged or barriered communities; leveraging human capital and cultural resources to generate economic vitality; creating vibrant public spaces integrated with natural amenities; incorporating art projects with cultural history to promote tribal partnership, tribal workforce development, and tribal land awareness; and promoting tourism-related activities that will leverage the natural resources of the region. Some of the initiatives working toward this goal include the Amador Visitor Center Amenity Expansion and Mariposa Creek Parkway Phase IV initiatives.

The CSEDD's third goal is to expand the region's economic development capacity through stronger collaboration and regular communication with local, regional, state, and community partners. Objectives that will aid the region in reaching this goal include expanding and leveraging existing partnerships through greater engagement with government, business, and community-based organizations; promoting connectivity and communication within the region and beyond; leveraging State and national funding sources; encouraging or leading legislative education, awareness, and advocacy; supporting small business development through local and regional programs; supporting industry sector partnerships to ensure local educational resources provide necessary training to meet industry needs; developing and implementing policies to support housing, broadband, and other infrastructure projects; and centralizing grant writing and management. Initiatives that support these objectives include the Amador Small Business Development Center project, the Calaveras Business Resource Center, and the Sierra Pines Water Treatment Project.

The CSEDD's final goal is to identify and implement land management practices, policies, and strategies that incorporate resiliency and place-based initiatives. Achieving this goal will require a multifaceted approach, including: identifying and implementing disaster planning, recovery, and resilience best practices; prioritizing clean energy and greenhouse gas reduction strategies; inventorying infrastructure, buildings, and resource access; promoting land stewardship industries that restore and enhance the region's natural ecosystem services; promoting redevelopment of Brownfield Opportunity Areas; supporting the expansion of regional transportation initiatives; integrating biomass opportunities; developing regional USDA agriculture opportunities; and requiring business licenses, which will aid in response and recovery. The Mariposa County Recreation and Resiliency Master Plan and the Tamarack Fire Restoration Project are two initiatives that will assist the CSEDD in reaching these objectives.

Overall, this CEDS assesses the CSEDD region's common strengths, weaknesses, opportunities, and threats to establish their collective needs for the next five years. These needs are reflected in the region's strategic direction, goals, and objectives. The Implementation Action Plan then proposes action items and initiatives to capitalize on the region's strengths and opportunities while addressing and mitigating its weaknesses and threats in accordance with the strategic vision and goals. This CEDS is therefore the CSEDD region's roadmap for the next five years, and their key to regionwide resilience.



# Regional Economic Analysis

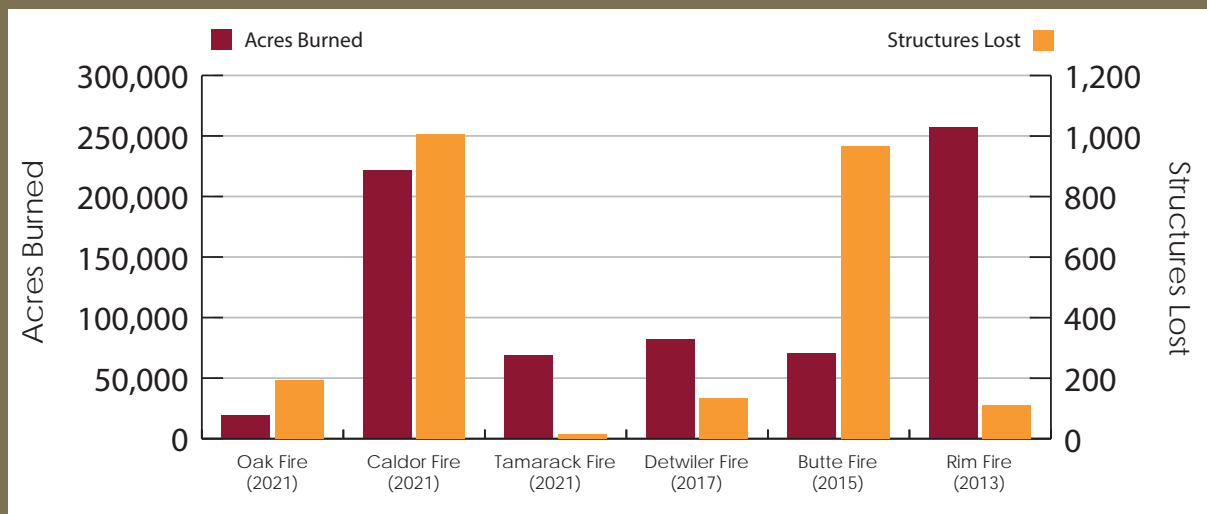
The five rural counties that make up the Central Sierra region are settled within the Sierra Nevada mountain range, which runs north and south occupying much of California’s eastern border. Outdoor recreation and Gold Rush history (and silver mining in Alpine County) are high on the list of factors that contribute to the region’s quality of place and fuel the strong visitor and tourism economy in the region. Despite this historical and recreational appeal, the CSEDD region faces many struggles due to its rural location and the impact of recent disasters.

This section seeks to expound on the various economic contexts affecting communities in the CSEDD region. Supporting data for this section may be found in Appendix A.

## Significant Recent Disasters

Communities in the Central Sierra region are heavily impacted by drought, extreme weather patterns, and devastating fires. Recent years of drought and decades of fire suppression have made the region more susceptible to wildfires. Notable fires in the past decade include: Oak Fire (2022), Caldor Fire (2021), Tamarack Fire (2021), Detwiler Fire (2017), Butte Fire (2015), and Rim Fire (2013) (Figure 1). Beyond the direct risk of fire and evacuation, the smoke from wildfires affects local health and the local economy by negatively impacting the tourism and agriculture industries. Additionally, power shutoffs are now common during the fire season and can disrupt local economies.

Figure 1: CSEDD Fires, Acres Burned vs. Structures Lost



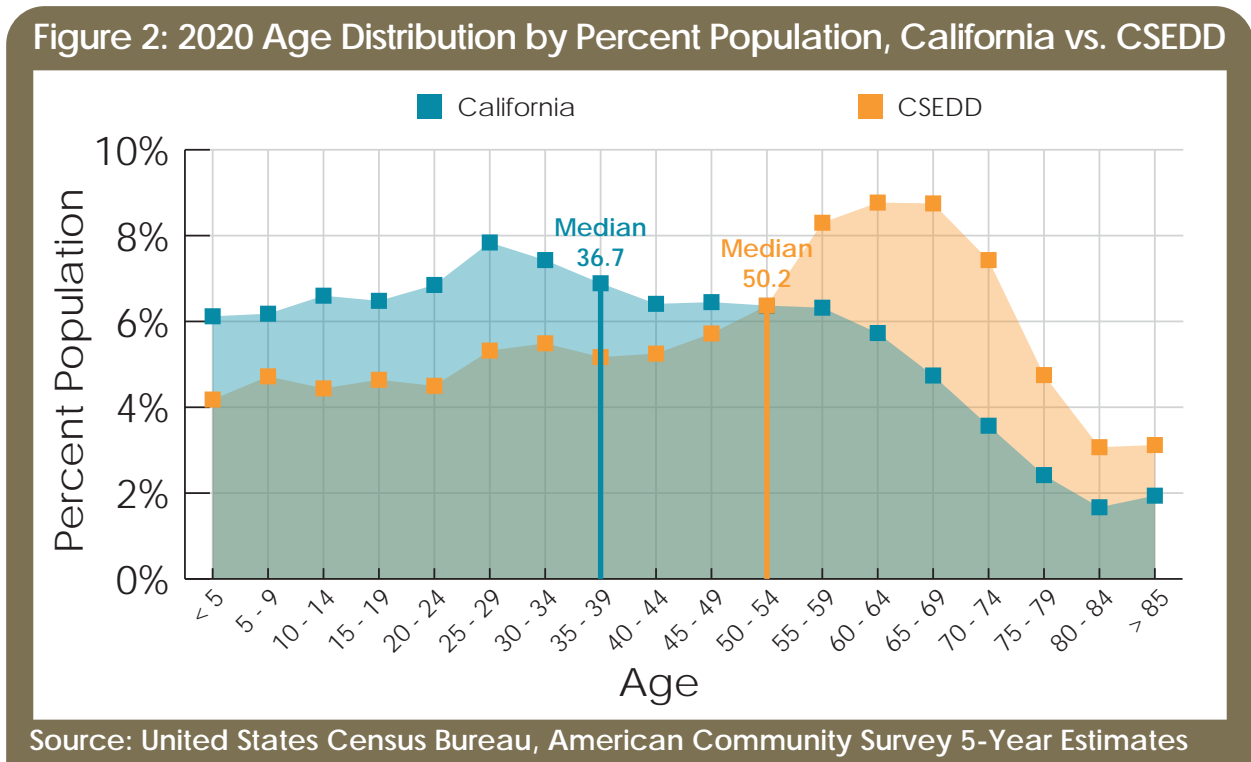
Source: CAL FIRE, InciWeb

The combination of increased wildfires (due to drought and fire suppression, resulting in burn scars on the land) and increased precipitation (due to rising temperatures) has led to devastating winter storm disasters, which have resulted in landslides and flash floods in the region, often destroying critical infrastructure and roads. Already isolated, communities in the Central Sierra region face the risk of being fully cut off when roads are destroyed.



## Population and Workforce

Based on 2020 census data, the median age in the CSEDD region averages 50.2 years, nearly 15 years older than California’s median age (36.7 years) (Figure 2). This not only impacts the workforce and talent pipeline but contributes to a larger percentage of vulnerable populations (those older and younger than the workforce) being economically dependent on the workforce population, as represented by the region’s Age Dependency ratio.<sup>2</sup> The CSEDD’s average Age Dependency ratio (76.7%) is much higher than California’s average Age Dependency ratio (59.0%), meaning that CSEDD’s working population potentially faces a much heavier economic burden to support their non-working population. This disparity is especially pronounced when looking specifically at Senior Dependency, where the CSEDD region’s ratio (47.9%) is more than double that of the State (22.8%). High dependency ratios are believed to indicate higher financial strain on the working population and reflect negative economic impacts in the areas of growth, savings, consumption, taxation, and pensions.<sup>3</sup>



Workforce stability in the region may be threatened by a waning talent pipeline and a declining workforce. However, the region has a growing nonprofit presence, providing programming, funding, and attracting a younger workforce. Investing in the nonprofit sector in the region can help with resident retention and attracting younger employees to the region. Additionally, the COVID-19 pandemic brought a new wave of entrepreneurs and those who are able to work from home.

## Cost of Living

Overall, the cost of living in the region is more affordable than California’s statewide average but still higher than the national average. The Cost-of-Living Index indicates that housing costs are much more favorable in the CSEDD region compared to California’s average, but that healthcare and utilities are more expensive in the CSEDD region compared to California. Further,

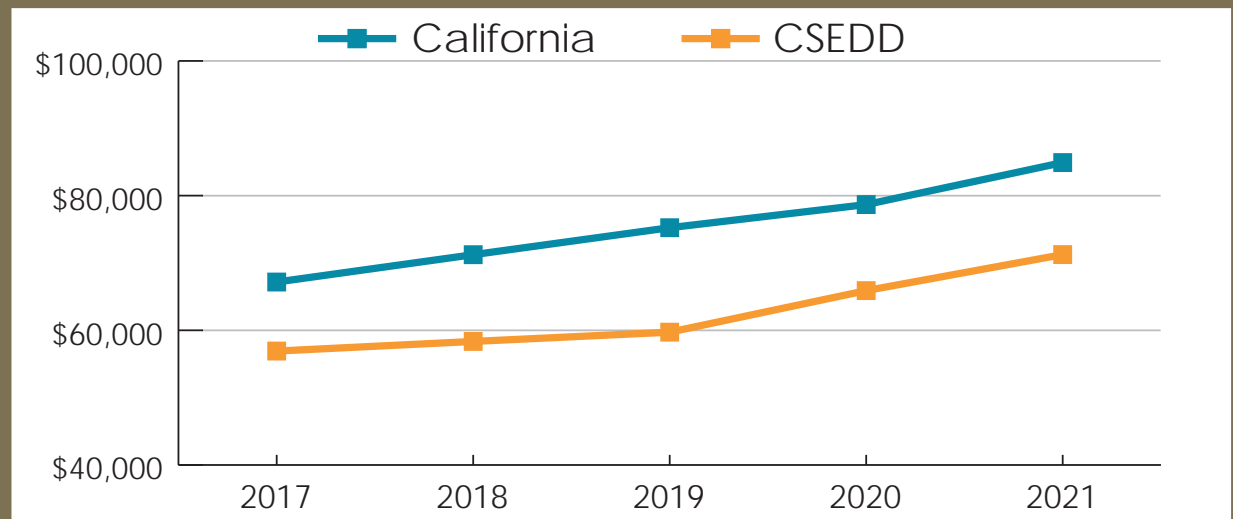
<sup>2</sup> Age Dependency = ((number of people aged 0 to 17) + (number of people aged 65 and over)) ÷ (number of people aged 18 to 64) × 100  
<sup>3</sup> Ingham, B. (2009). *Implications of an increasing old-age dependency ratio*. *Pensions International Journal*, 14, 221–230. These assumptions about age dependency may not accurately represent areas where older residents are mostly affluent retirees, such as in Alpine County.



due to limited available housing, fair market rent in the region has increased over the last four years, while median household income is consistently lower than the statewide average.

Between 2017 and 2021, the CSEDD’s median household income was consistently found to be \$10,000 to \$16,000 lower than California’s statewide average, a difference of 15 to 21 percent (Figure 3). While poverty has been decreasing in the region, Central Sierra poverty levels have remained consistently 0.6 to 1.3 percent higher than the statewide average between 2016 and 2021.

Figure 3: Median Household Income, California vs. CSEDD



Source: United States Census Bureau, American Community Survey 5-Year Estimates

## Housing

The Housing Affordability Index (HAI) is a theoretical metric meant to represent the percentage of households that can afford to buy a home in their area. HAI is calculated by determining the percentage of households with incomes greater than or equal to the minimum income needed to buy a median-priced home in their county based on traditional lending assumptions.<sup>4</sup> This metric, along with a diverse inventory of homes for sale, are key factors in a community’s ability to attract and retain residents, workers, and businesses. A good housing market—one with homes that are affordable and attainable by the local working population—signifies to businesses the stability of the region’s workforce.

Housing affordability in the CSEDD region is consistently higher than California’s average affordability.<sup>5</sup> However, both the region and the State have experienced a steady decline in affordability since 2020 (Figure 4). While affordability fell 7 percent between 2017 and 2021 for both the CSEDD region and the State, fair market rent in the region increased by 19 to 26 percent during the same period, depending on the number of bedrooms in the rentable unit (Figure 5).

From January to July 2022, new single family constructions in California measured one new unit for every 988 residents, while in the region new single family constructions measured one unit for every 592 residents. All the new residential constructions in the region were single-family units, meaning that virtually no progress was made toward the construction of multi-family housing during that timeframe. Additionally, an increase in short-term vacation rentals has severely limited the availability of residential rental homes in the region. It is important to note that several counties have reported progress on multi-family housing.

<sup>4</sup> Following the definition offered by the California Association of Realtors.

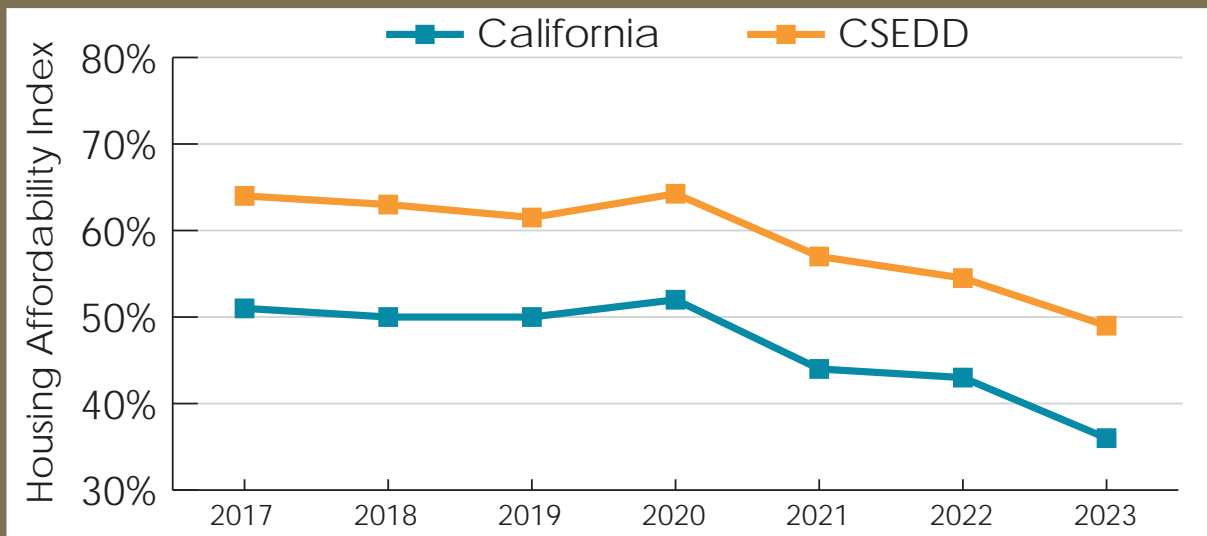
<sup>5</sup> Alpine County is excluded from this statistic due to a lack of available data.





While new constructions in the region are currently progressing at a higher per-capita rate than California on average, this rate may not accurately represent CSEDD's norm. A higher-than-normal building activity is likely given the increasing prevalence of wildfires in the region, along with other recent factors, such as the urban exodus caused by the COVID-19 pandemic.

Figure 4: Q1 2017-2023 First Time Buyer HAI, California vs. CSEDD



Source: California Association of Realtors, Historical First Time Buyer HAI

Figure 5: Fair Market Monthly Rent in CSEDD Region, 5-Year Change



Source: United States Department of Housing and Urban Development

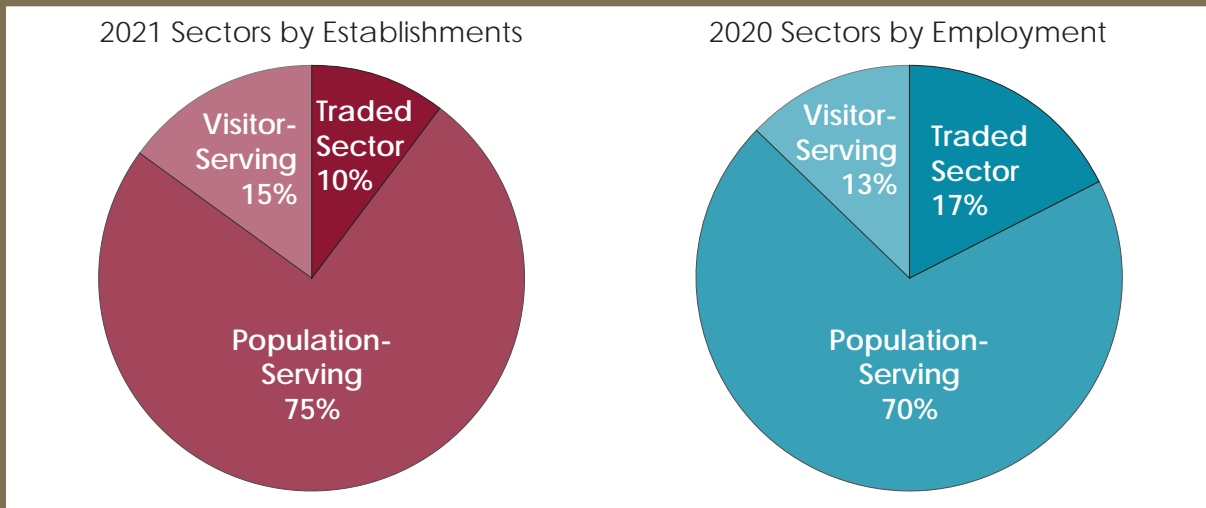


## Industry

The region's economic base is heavily weighted to population-serving industries, as measured by both the number of establishments and number of persons employed (Figure 6). Expanding and strengthening the traded sector is important because traded-sector businesses import dollars into the economy and tend to offer higher wages. Like the traded sector, the visitor-serving sector also imports dollars into the economy. Because recreation is one of the region's most important assets, expanding the visitor-serving sector will also help to strengthen and diversify the economy.

Diversifying the region's economic base will improve the stability and resiliency of the overall economy. Achieving this diversification depends on the region's ability to embrace its strengths and rise to opportunities while addressing the weaknesses and threats facing the region, as detailed in the SWOT analysis (page 15). However, efforts to expand the traded sector in the CSEDD region have their own challenges (see "Weaknesses" in the SWOT analysis). The CEDS Implementation Action Plan will help to address ways to tackle shortfalls and to take advantage of assets and opportunities, supporting the means to diminish supply shortages.

Figure 6: CSEDD Sectors by Establishments and Employment



Source: United States Bureau of Labor Statistics; US Census Bureau, County Business Patterns

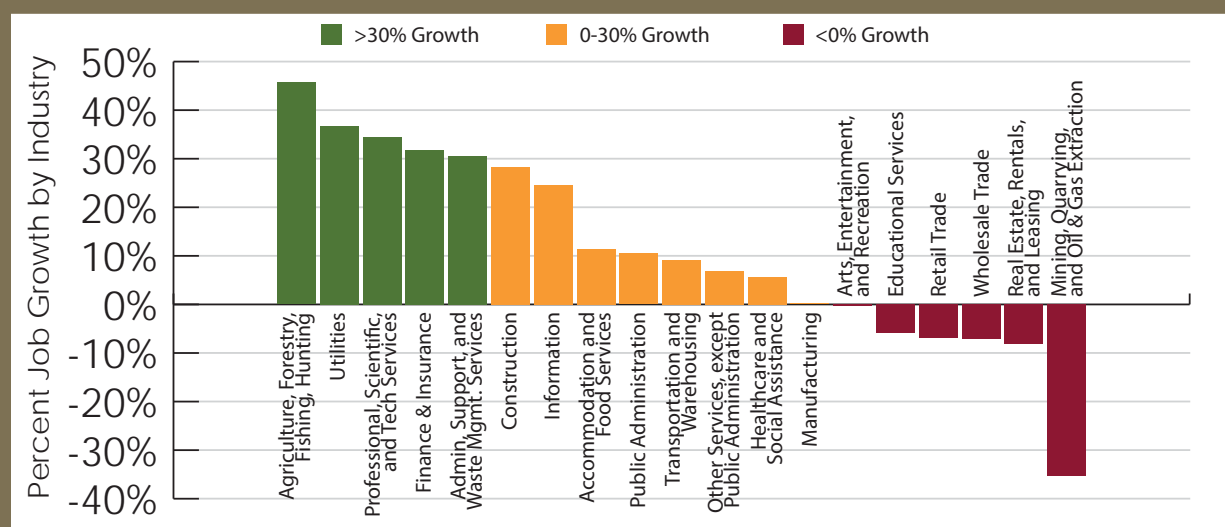
The region's top five high-growth industries (as measured by job growth greater than 30%) added a total of 1,923 jobs from 2016 to 2020 (Figure 7). These industries include:

- Agriculture, forestry, fishing, and hunting (46% growth)
- Utilities (37% growth)
- Professional, scientific, and technical services (34% growth)
- Finance and insurance (32% growth)
- Administration, support, and waste management services (31% growth)

With the exception of agriculture, forestry, fishing, and hunting, all of the above high-growth industries are considered population-serving industries. These industries need the continued attention of economic and workforce development. However, to diversify the economic base, an emphasis on business retention, expansion, and startup services must also include traded-sector industries.



Figure 7: CSEDD Percent Industry Growth by Jobs, 2016 vs. 2020



Source: United States Bureau of Labor Statistics

### Tourism and Agriculture: Pillars of the Central Sierra Economy

The CSEDD’s natural resources and geographic location lend themselves to two primary industries: tourism and agriculture. Outdoor recreation in and around the region’s national parks draws out-of-town visitors, and the region’s foothills are host to extensive agricultural production. The two industries intersect and feed into one another. The centrality of agriculture reinforces the tourism sector by providing open spaces and wide vistas, which draw visitors to the region, while tourism incentivizes conservation easements and the preservation of open, natural spaces, discouraging development on agricultural lands.

The tourism and agriculture industries of the Central Sierra region are situated on a combination of private, public, and tribal lands. Collaboration and communication between these varying entities and landowners is necessary to support economic growth in the region.

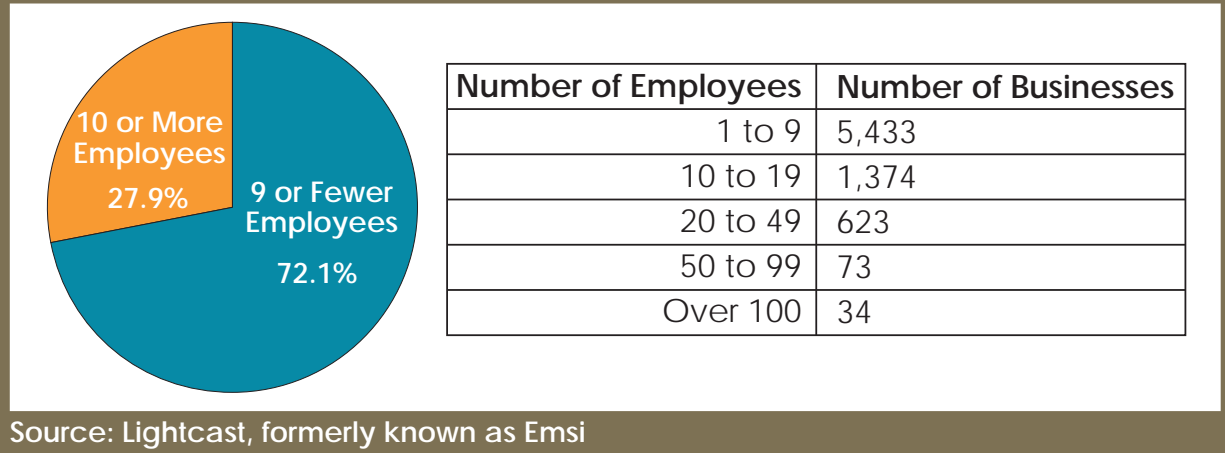
These industries can be strengthened and encouraged to grow through investment in visitor-serving businesses, agricultural producers, and resiliency and restoration efforts. The region is economically reliant on small businesses, with 72.1 percent of businesses in the region employing nine or fewer individuals, and less than 2 percent of businesses in the region employing more than fifty individuals (Figure 8). Investment in small business support services would provide further opportunities for these small businesses to flourish and, in turn, promote economic stability and growth throughout the Central Sierra region. Additionally, investment in regional transportation infrastructure can help to ensure the region’s small businesses can maintain operations even during instances of extreme weather, as such conditions currently may lead to stoppages and closures due to the limited number of access roads connecting portions of the region.

Investment in resiliency and restoration work, including healthy forest and land management and wildfire mitigation, will protect open, natural spaces. This work will make the regional economy more resilient to frequent natural disasters and strengthen the collective support for open spaces, a necessity for both agriculture and tourism. The Central Sierra region is home to numerous indigenous tribes, who are the original caretakers of the land. By leveraging their expertise, the CSEDD region can collaborate with tribes on resiliency and restoration work.





Figure 8: Businesses by Number of Employees, CSEDD Region



### Community Leader and Stakeholder Interviews

Through a series of over 30 interviews with community members, leaders, and stakeholders, additional data were gathered regarding the economic conditions of the CSEDD region. The information gathered from the interviews provides a real-world perspective of the region. The interviews primarily revealed the weaknesses of, and threats to, the region. The issues noted by the greatest number of interviewees include the lack of affordable housing, inadequate and aging infrastructure, lack of (or poor) broadband access, an aging and diminishing skilled labor pool, lack of industry diversification, and inadequate childcare options. Additional interviewees expressed varying opinions on disaster preparedness and vulnerability, education, healthcare, the impact of the COVID-19 pandemic, and community resistance to change.

The lack of affordable housing in the region was the most frequently identified regional weakness and was also repeatedly identified as the greatest threat to the region. Interviewees identified many underlying issues contributing to the lack of housing, including high development costs and an influx of seasonal renters. Several interviewees pointed to California regulations driving up development costs. In turn, these costs deter new residential constructions, instead fueling the construction of additional vacation rentals, as such constructions are perceived to be more profitable than residential housing.

Interviewees also identified the lack of housing as an underlying cause of other weaknesses in the region, including the shrinking labor pool. All of the counties in the CSEDD region have been experiencing minimum to negative population growth, and much of the population is aging out of the workforce. The lack of affordable housing discourages in-migration and stagnates growth. Several interviewees also noted a perceived competition with South Lake Tahoe for workers, combined with the region's inability to offer competitive wages, as contributing factors to the inadequate pool of skilled labor.

Various infrastructure issues were also identified by the interviewees as weaknesses of, and threats to, the region. The most frequently cited infrastructural issue facing the region was inadequate broadband access. Large portions of the region are still unserved by broadband providers, while even areas with service experience poor network speeds. Few areas, if any, have ubiquitous broadband service. Road maintenance and improvements were also cited as a major infrastructural issue in the CSEDD region. Concerns were also voiced regarding the high costs of energy and water utilities in the region, as well as the limited capacity and geographic reach of said utilities.

The topic of industry diversification was also mentioned by interviewees. Opinions were somewhat split on the topic. While industry diversification was widely viewed as beneficial for the region, some respondents suggested that efforts would be better spent continuing to support and expand the tourism and recreation industries that have long been established as the economic



core of the region. Still, most interviewees expressed the opinion that a more diversified industrial and economic base is necessary to further economic development in the CSEDD region.

Many interviewees also noted the threats of wildfires and other disasters impacting the CSEDD region. Interviewees mentioned that the Caldor and Tamarack Fires in 2021 had a major negative economic impact on the region, which the community is still recovering from. With the region's economic base so heavily reliant on tourism dollars brought in by visitors to nearby national parks and national forests, fires that damage these parks (or otherwise prevent or reduce visitorship) have an inflated impact on local economies when they occur. Much of the region is also susceptible to other natural disasters like mudslides and rockslides, which can easily block roads and further compound the region's infrastructural issues, preventing access to parts of the region and reducing potential tourism.

A full list of interviewees may be found in Appendix C.

# SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Extensive tourism and outdoor recreation activities</li> <li>• Engaged and involved community</li> <li>• Strong workforce and education support</li> <li>• Abundance of natural resources</li> <li>• Historical appeal and downtown</li> <li>• Regional crime rate lower than State average</li> <li>• Established Fire Safe Councils and fire monitoring stations</li> <li>• Served by three hospitals</li> <li>• Higher housing affordability compared to State</li> <li>• Availability of land</li> <li>• Community sense of place and peace</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of affordable and available housing</li> <li>• Median age older than California average, impacting workforce and talent pipeline</li> <li>• Economic reliance on visitor- and population-serving industries</li> <li>• High cost of utilities and improving infrastructure</li> <li>• Lack of funding and innovation services for small businesses and entrepreneurs</li> <li>• Low racial and ethnic diversity</li> <li>• Lack of specialty healthcare services</li> <li>• Lack of sufficient visitor amenities</li> <li>• Lack of affordable childcare options</li> <li>• Most local workers commute out of region</li> <li>• A low share of high school graduates meet UC and CSU eligibility requirements</li> <li>• Low wages compared to California average</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Multiple opportunities for outside funding, including CERF</li> <li>• Diversify economy and increase traded-sector industries</li> <li>• Regional collaboration to reach mutual aims</li> <li>• Build up visitor experience</li> <li>• Investment in specialized healthcare services</li> <li>• State needs battery and data center deployments in buildable areas</li> <li>• Develop vacant and under-utilized commercial and manufacturing properties</li> </ul>	<ul style="list-style-type: none"> <li>• Wildfires, drought, and natural disasters</li> <li>• Unreliable electrical grid</li> <li>• Poor cellular service and connectivity</li> <li>• Increasing insurance costs</li> <li>• Under-preparedness and lack of resources/ infrastructure to meet increasing environmental regulatory standards</li> <li>• Roads and infrastructure are vulnerable to extreme weather and disasters</li> <li>• Public land ownership limits local control</li> <li>• Unreliability of tourism destinations (like Yosemite) may lead to decline in visitorship</li> <li>• Loss of local talent to outside employers</li> <li>• Lack of resources to meet increased labor force costs</li> </ul>





## Strengths

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### **Extensive Tourism and Outdoor Recreation Activities**

All five counties within the CSEDD region are primarily rural in nature and consist of several recreation sites, which include four ski resorts, the Kennedy Meadows Resort and Packstation, six state parks,<sup>6</sup> four national forests, Yosemite National Park, Hetch Hetchy Reservoir, and numerous open water recreation opportunities. These sites provide recreational activities like skiing, camping, hunting, mountain biking, and fishing/angling. The region has a well-established tourism industry built upon outdoor recreation, historic sites, and downtowns. Additionally, the CSEDD has many local wineries attracting tourists to the area. The regional tourism industry is further bolstered by well-established, widely attended events such as Death Ride, Calaveras County Fair, Jumping Frog Jubilee, Bear Valley Music Festival, Hermitfest, and SledFest.

### **Engaged and Involved Community**

The CSEDD region is home to many community-based organizations and nonprofits dedicated to community enhancement and economic growth. Community involvement is strong and should be capitalized on. Community involvement is an important aspect of economic development planning because it helps generate ideas for projects and their implementation. Additionally, strong community engagement can help propel the planning and development of community-supported initiatives.

### **Strong Workforce and Education Support**

Workforce and education in the CSEDD region are well supported through a variety of training and resource centers. Workforce development services are provided by Mother Lode Job Training centers in Amador, Calaveras, Mariposa, and Tuolumne counties. Furthermore, the Central Mother Lode Regional Consortium (CRC) serves the region by connecting potential workers with the training and education necessary to develop a skilled workforce competitive in high-growth sectors. The region is additionally served by four community colleges with strong career technical education programs, all of which are CRC members: Columbia Community College (with a campus in the region), San Joaquin Delta College, Modesto Junior College, and Merced College. Lake Tahoe Community College and Western Nevada College also provide workforce and CTE resources to residents in Alpine County.

### **Stewardship of Natural Resources**

As with the previous CEDS, a primary strength of the CSEDD continues to be its access to an abundance of natural resources located in and around the region, including water, clean air, forest lands, and opportunities for energy generation. The CSEDD region has been able to utilize these resources in a way that promotes sustainable forest practices and maximizes the benefits of the region's resources. In addition to the market value of these resources, the many lakes, forest lands, and natural resources also function as amenities to local residents and tourists.

### **Historical Appeal and Downtown**

A continued strength of the CSEDD region is the rich history and historical appeal of its communities. The region features remnants of historical gold and silver mining operations and an Old-West atmosphere. Throughout the region there are numerous historic and vibrant main streets and downtowns, historic monuments, gold and silver mines, buildings with preserved historic architecture, pioneer cabins, historical museums, and other attractions that showcase the region's rich history. Also located within the region is the Mark Twain Cabin, a California Historical Landmark where Mark Twain wrote the short story, "The Celebrated Jumping Frog of Calaveras County," still celebrated today during the annual Jumping Frog Jubilee. The rich history and historic appeal are vital aspects that bring tourists and visitors to the region.

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<sup>6</sup> Grover Hot Springs, Indian Grinding Rock, Calaveras Big Trees, California State Mining and Mineral Museum, Columbia State Historic Park, and Railtown 1897 State Historic Park.



### **Availability of Land**

The Central Sierra Region has land availability. It is recommended that an assessment be conducted of available private and public lands for development.

## **Weaknesses**

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### **Housing Availability**

Affordable and available housing was identified as a main weakness in the previous 2017-2022 CEDS and persists as the main weakness in the current CEDS. Like many regions throughout California, there is a housing shortage in the Central Sierra region, especially for homes that are affordable to the local workforce. To address housing needs, jurisdictions in the CSEDD may consider partnering with USFS to coordinate housing efforts going forward.

Short-term rentals and vacation rentals contribute to the housing shortage. Additionally, many houses in the area are vacation homes purchased by owners who dwell outside the region.

### **Median Age Older Than State Average, Impacting Workforce and Talent Pipeline**

The region's population has a median age ranging from 47 to 53 years old, more than 10 years older than California's statewide average. This negatively impacts the available workforce and talent pipeline, contributing to the economic burden of the working-age population to support the non-working population.

### **Economic Reliance on Visitor- and Population-Serving Industries**

The region's economic base and job growth is heavily weighted to the visitor- and population-serving sectors rather than the traded sector, which includes industries such as agriculture, manufacturing, and technology-based industries. Traded-sector industries are more likely to import dollars, pay higher wages, and attract skilled workers to the region. The CSEDD region's economic base is primarily dependent on tourism. While the many tourism opportunities are a great strength of the region, any future recessions or natural disasters may result in a decline in tourism, leading to a more significant impact on the region's economy. However, expansion of the traded sector is made difficult by topographical and infrastructural constraints. The shortage of wide and reliable roads severely limits the region's ability to move goods or equipment in or out of the region. Partnerships are lost when the roads are unable to reliably support the passage of large vehicles. These constraints directly impact the region's ability to distribute goods, diversify their traded sector, and partner with outside businesses or manufacturers.

### **High Cost of Utilities and Improving Infrastructure**

The lack of adequate infrastructure, and the high cost of infrastructure repair, was identified in the previous CEDS and continues to be a leading weakness in the region. The problem of aging and inadequate infrastructure is exacerbated when natural disasters hit, as seen when a particularly devastating 2022 mudslide caused State Route 89 in Alpine County to remain closed for repairs from August 4 to August 18 of that year. During these disasters, aging infrastructure systems can fail entirely, resulting in expensive and far-reaching consequences. Community members and stakeholders identified broadband as the greatest infrastructural deficiency. Infrastructure development across all sectors can be challenging, costly, and difficult to navigate given the region's geography and remote location.

Another area highly impacted by these costs has been fairground facilities. Funding for fairgrounds has been significantly impacted over the last ten years. Significant redevelopment is needed for them to be a viable component of economic development. Fairgrounds can serve as anchor institutions when operational. An anchor institution location map is included in the Technical Report under section 1.3 – Quality of Place.



### **Lack of Funding and Innovation Services for Small Businesses and Entrepreneurs**

While the CSEDD region provides many types of support to local small businesses, one of the biggest obstacles to small business growth is access to capital. Declining creditworthiness of small business borrowers, an unwillingness of banks to lend money to small businesses, and tightened regulatory standards on bank loans have all been barriers to small business growth. Further, access to innovation is also a significant barrier to small business and entrepreneurial growth, as innovation contributes to increased economic diversity and resiliency. This gap in support limits the growth potential of entrepreneurs and small businesses.

Additionally, although the CSEDD region receives some business services through Small Business Development Centers (SBDCs) outside the region (San Joaquin SBDC and Valley Sierra SBDC), there are no SBDC offices located within the region. Multiple counties are working to establish local SBDC offices within the region to further support local small businesses.

### **Difficulty Retaining Healthcare Workers**

Healthcare services in the region are relatively sparse and often staffed by doctors and nurses from outside the region. These workers are often overworked and sometimes have difficulty adjusting to life in a rural community. As such, healthcare workers experience high rates of burnout and frequently leave the region for jobs in other areas. This leaves healthcare services in the region short-staffed and lacking long-term worker stability, making it difficult to meet community needs.

## Opportunities

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### **Diversify Economy and Increase Traded-Sector Industries**

Diversifying the economy and increasing the share of the traded-sector industries will help stabilize the economy, creating more desirable living-wage jobs. This will require further development of workforce skills and an improved offering of housing, childcare, and market-ready sites (including essential infrastructure) for workers and businesses.

### **Regional Collaboration to Achieve Mutual Goals**

The CSEDD's strong sense of community and shared challenges provide an opportunity for local groups to collaborate to achieve mutual goals. Some of these goals include increasing access to broadband and other infrastructure, facilitating available and affordable housing, and developing programs to build workforce skills. Presently, communities within the region have limited staff resources to pursue and implement grant funds. By building regional collaborations, the region can leverage its collective resources to address mutual challenges.

### **Build Up Visitor Experience**

The region can support the tourism industry to strengthen and diversify the economy by improving the visitor experience. One method of meeting this opportunity includes the installation of informational kiosks throughout the region that cross-promote venues, leveraging coordinated visitor marketing efforts. In the right places, these kiosks might use QR codes instead of "manned" kiosks or print brochures, and would facilitate visitor access to restaurants, lodging, events, trail maps, and wayfinding signage. Another method might include the installation of trained service and repair shops for marine and off-road vehicles, as such shops are currently lacking in the region.

### **Invest in Regional Healthcare Services**

Although the region has several general hospitals and physicians, it lacks the specialty care necessary to serve the needs of the aging population and those that require specialized medical care. By investing in currently available healthcare services, the CSEDD can ensure the necessary services are provided in the region and thus bolster the economy. One such investment might include workforce housing for healthcare workers. For communities that cannot support their own specialized healthcare





services locally, this investment is instead an opportunity to improve efficient transportation between small communities and specialized healthcare facilities.

To address burnout among healthcare workers, the region might consider partnering with one of many “travel nursing” programs (such as [Travel Nurse Across America](#)), which allow healthcare professionals to work for short stints while experiencing a new part of the country. The shorter time commitment, combined with the decreased pressure to put down roots, may alleviate much of the burnout facing healthcare professionals in the region. Such an arrangement would also help support the region’s vacation rental industry, as this is likely where traveling nurses would stay.

### **Outside Funding**

California Jobs First (formerly known as CERF: Community Economic Resilience Fund), led by Convener Sierra Business Council, will continue to work toward a regional strategic plan identifying high-road jobs, key industry sectors, and project criteria to be queued up for California Jobs First Implementation Funds. High Road Transition Collaboratives (HRTCs) and their working subcommittees are currently underway and should be leveraged for future funding resources.

Additionally, the region can consider financing and funding options for infrastructure and land development needs. Examples include Enhanced Infrastructure Districts (EIFDs), Capital Project Funds, and other special tax districts.

## Threats

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### **Wildfires, Drought, and Natural Disasters**

The CSEDD region’s largest threat continues to be the risk of natural disasters, which have been regular disruptions throughout the region in recent years. These include wildfires, floods, avalanches, extreme weather from atmospheric rivers, the winter closure of travel corridors, and other extreme disasters. The risk of catastrophic and fast-moving wildfires (sometimes called “megafires”) is of particular concern to the region, as wildfires have become increasingly common in recent years. Some residents have decided to move to less-risky areas as insurance agencies have been denying coverage for residences or raising the rates on insurance premiums. The threat of wildfire must be addressed on multiple levels, including fuels reduction and effective forest management, wildfire-conscious changes to building and planning standards, reintroducing and expanding prescribed burns, and possessing adequate fire protection services and resources.

Counties in the region currently provide fire protection using different models. Some counties might delineate fire districts within the county, each with their own fire protection resources, while others provide fire protection primarily through the city or county directly. Counties may also implement hybrid districts or community service districts, or coordinate fire protection efforts alongside CAL FIRE, tribal groups and organizations, or volunteer stations (both county and independent). The region also includes a number of State Responsibility Area assets, including the Columbia Airport CAL FIRE Air Attack Base.

### **Insufficient Electrical Grid**

The CSEDD region’s current electrical grid is poorly equipped to meet the needs of residents and businesses in the region. This insufficiency stems from multiple problems with the electrical grid. The grid is unreliable due to frequent shutoffs (Public Safety Power Shutoffs and Enhanced Powerline Safety Shutoffs). New projects have difficulty connecting to the grid due to its limited capacity. Furthermore, the grid lacks local accountability as it reports to the California Public Utilities Commission (CPUC), resulting in project delays. To improve the electrical grid, efforts should be made to establish local microgrids and energy generation. Jurisdictions in the region may also consider joining Community Choice Aggregation (CCA) programs, which give local governments more control and autonomy over power in their area.



It is difficult for jurisdictions in the CSEDD region to meet current and forthcoming mandated climate measures due to lacking infrastructure. Current infrastructure cannot withstand the future climate plans. Infrastructure finance and funding needs to be a priority to encourage resilient planning, energy efficiencies, and future-proofing.

#### **Poor Cellular Service and Broadband Connectivity**

Poor cellular service and broadband connectivity pose a risk to the region. The rural, isolated nature of the CSEDD creates a barrier to service providers' ability to build the necessary infrastructure to bring quality broadband and cellular service to the region. Lack of adequate cellular and broadband service can be prohibitive to new business development and can negatively impact regional response to, and recovery from, natural disasters. Additionally, the lack of these amenities and infrastructure can dissuade in-migration of young professionals who are accustomed to, or rely on, these services.

#### **Increasing Insurance Costs**

Due to the rise in natural disasters, the region faces the risk of increasing insurance costs, especially regarding fire insurance. For example, a [2023 news article](#) reported the average fire insurance costs in Tuolumne County falling between \$2,500 and \$3,000 annually, with some plans as high as \$7,000. The article also noted the county having the highest percentage (30%) of residents using the California FAIR Plan, a program that provides affordable fire insurance to homeowners in high-risk areas where traditional insurance coverage is too expensive. Furthermore, commercial property insurance costs much more than residential insurance. One lodge owner in the region reported that \$40 million in property insurance coverage cost about \$76,000 in 2017, but now costs about \$1.8 million—nearly a 24-fold increase over six years. These added expenses compound the current difficulties facing communities in the CSEDD region and throughout California. Increasing insurance costs deter in-migration of new residents and pressure current residents to leave the region in favor of areas with lower insurance costs. The business community has already been impacted—both directly, due to higher overhead costs, and indirectly, due to current and potential customers leaving the region. While already severe, the negative effects of rising insurance costs will only be compounded over time if left unaddressed. In part this will require the State to monitor “hazard” (and not merely “risk”) in fire severity assessments, taking into account local mitigation efforts proven to reduce the likelihood of disaster.

#### **Vulnerable Roads and Infrastructure**

State highways serving the region are often two-lane roads, contributing to the frequency of road closures due to wildfire, mudslides, rockslides, snow, and ice. These disruptions are not uncommon and add to the region's isolation and lack of safety. Aging roads, bridges, and other critical infrastructure are not sufficiently equipped to withstand the rise in extreme weather and natural disasters.

Furthermore, local roads often suffer from a poor Pavement Conditions Index (PCI), and jurisdictions often have limited resources to repair, mitigate, or improve these road conditions. Despite the State's 2017 Road Repair and Accountability Act (SB 1, commonly referred to as the “Gas Tax”), 55 counties have roads “at risk” or below (PCI < 70), 19 counties have experienced a decline in PCI since 2018, and seven counties have roads in “poor” condition (PCI 25-50), including Tuolumne County.<sup>7</sup> Communities in the CSEDD region are thus in need of sustainable funding for local road and bridge maintenance and replacement, as was supported by the 2023 CSAC County Platform.<sup>8</sup>

In addition to these disaster disruptions and limited infrastructure resources, many key travel corridors are subject to seasonal closure during the winter season, requiring annual efforts to reopen every spring. While these closures are regular and predictable, they severely impact regionwide accessibility during a significant portion of the year, and can negatively impact regional tourism and visitorship if not reopened before Memorial Day weekend.

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7 NCE. (2021). Average Network Condition. [California Statewide Local Streets and Roads Needs Assessment](#), 17-19.

8 CSAC. (2023). [Chapter 10: Transportation and Public Works](#). *The California County Platform*, 7.



# Strategic Direction and Goals

The Strategic Direction includes the CSEDD's overall vision for the region and its economic development, as well as its primary economic goals. The goals are broad representations of what the region hopes to achieve, and each is accompanied by a series of more granular objectives that will aid in accomplishing those goals. Taken together, the regional vision, goals, and objectives will provide clear direction to the region as to its desired economic outcomes and the efforts by which these outcomes will be achieved. The strategic direction will guide and inform the initiatives undertaken by CSEDD over the next five years.

## CSEDD Regional Vision

The Central Sierra Economic Development District protects its natural resources, respects its history, and offers a safe, healthy, vibrant, and resilient environment for businesses, residents, and visitors. The region's economy is prosperous and diverse with living-wage jobs and career opportunities for current workers and future talent.

## Goals

1. Achieve a culture of lifelong learning to ensure a robust talent pipeline with the education and skills needed by existing and prospective employers.
2. Establish programs, policies, and practices that support and encourage economic development that respects the historic and natural environment of the region while improving residents' employment opportunities.
3. Expand the region's economic development capacity through stronger collaboration, regular communication, and strategic planning with local, regional, state, tribal, and community partners.
4. Identify and implement land management practices, policies, and strategies that incorporate resiliency and place-based initiatives.



## Goal 1

**Achieve a culture of lifelong learning to ensure a robust talent pipeline with the education and skills needed by existing and prospective employers.**

### Objectives

1. Create, support, expand, and promote opportunities for career technical training, livable wages, reduced barriers, and available positions.
2. Engage youth, parents, education partners, and instructors in planning and implementation efforts. Embrace cradle-to-career initiatives. For example: [K-16 Collaborative Initiatives](#).
3. Utilize libraries and other public spaces to provide digital workforce training, adult literacy, and other technology-driven skills. For example: [Calaveras County Library's digital resources](#).
4. Establish satellite community college opportunities. Expand current community college efforts for capital investment and facilitating CTE partnerships with critical industries.
5. Develop a regional tech and educational incubator hub and conference center.
6. Support mentorship, pre-apprenticeship, and apprenticeship programs in a wide variety of trades, especially those that most prominently support the industry sector and have the most beneficial regional impact.
7. Promote business expansion by offering business training opportunities for international trade and exportation.
8. Work with the California [Employment Training Panel](#) (ETP) to support industry and business trainings. Work with industry sector leaders to develop new career pathways.
9. Engage with industry leaders, educational institutions, and internship opportunities to support Career Technical Education (CTE) courses.
10. Reduce or eliminate workforce and residential barriers including childcare challenges, transportation and equipment costs, language barriers, and inadequate broadband access. Support upskilling and cross-training programs throughout the region.





## Goal 2

**Establish programs, policies, and practices that support and encourage economic development that respects the historic and natural environment of the region while improving residents' employment opportunities.**

### Objectives

1. Promote an economic and social environment that acknowledges the historical context of the region through intentional engagement with tribal partners and other disadvantaged or barriered communities. Incorporate art projects with cultural history to promote tribal partnership, tribal workforce development, and tribal land awareness.
2. Leverage human capital and cultural resources to generate economic vitality in underperforming communities through tourism, arts and crafts, and cultural attractions. Identify and secure funding and support for cultural development and the arts through the [California Arts Council](#).
3. Restore and revitalize communities by prioritizing downtown redevelopment, placemaking investments, and cultural renewal. This should address local needs regarding sidewalks, deferred building maintenance, signage, monuments, and other community restoration needs.
4. Create vibrant public spaces integrated with natural amenities, resulting in improved quality of life, expanded business and tax revenue base, and positive regional and community image.
5. Establish new regional centers to facilitate community engagement and attract lodging opportunities. Such regional centers may include sports centers, conference centers, and regional parks.
6. Contribute to the region's innovation environment by improving regional quality of life (making communities more attractive to highly desirable, knowledge-based employees) and permitting new forms of knowledge-intensive production to thrive.
7. Promote tourism-related activities that will leverage the natural resources of the region: trail system development, tourism transportation, forest community access, ecological and environmental education, and other outdoor and hospitality-related economic development activities. Identify opportunities to use trail systems to connect to commercial districts and to encourage development.
8. Throughout the region, establish trained service and repair shops for marine and off-road vehicles. This would satisfy a regionwide shortage of such services while strengthening the outdoor recreation industry.
9. Invest in facilities and resources to produce Value Added Wood Products (VAWPs) and advanced building materials. Demand for these products is expected to increase due to increasing State standards for green building materials.



## Goal 3

**Expand the region's economic development capacity through stronger collaboration, regular communication, and strategic planning with local, regional, state, tribal, and community partners.**

### Objectives

1. Strengthen regional initiatives, improve worker conditions, and build community assets.
2. Support small business and entrepreneurial development through local and regional programs and services. Establish a Small Business Development Center (SBDC) office in the region. Establish business-to-business (B2B) opportunities and co-ops to improve supply chain issues and provide direct business resource services.
3. Support industry-sector partnerships by facilitating industry-led discussions with educational curriculum, vocational training, and workforce development to ensure programs meet industry needs.
4. Develop and implement cross-jurisdictional policy and permitting processes to support broadband, housing, and other infrastructure projects to address regional community needs.
5. Continue identifying and applying for funding resources to support broadband initiatives: policy development, infrastructure deployment, and access and adoption activities.
6. Increase and improve affordable workforce and multi-family housing while promoting walkable communities in the region's more populous areas. Promote bonus density objectives by reducing fees for housing developers. Promote community and visitor access to parks and recreation. Increase zoning for all residential housing, including high-density.
7. Utilize permanent local housing allocation funds for homebuyer down payment assistance programs meant to help young families. Also utilize first-time buyer assistance programs and other housing, community development, and USDA programs to assist with home ownership. A potential resource may include [Rural County Representatives of California \(RCRC\)](#) and their downpayment assistance program.
8. Identify shared workable space opportunities for offices, business incubators, entrepreneurial development, mentor engagement, and other resource/knowledge sharing. Promote online retail presence and conduct a regional market study.
9. Expand and leverage existing partnerships by more fully engaging government, business, and community-based organizations such as tribal communities, K-12 and higher education, forest services, federal and state land management, resource conservation districts, Fire Safe Councils, industry groups, business community members, and residents.
10. Promote intentional collaboration, connectivity, and communication throughout the CSEDD region. The region is stronger when it is united, but such unity takes both effort and time.
11. Centralize grant writing and management by identifying a lead agency to build capacity and support the region's jurisdictions, community-based organizations (CBOs), and other key agencies. This effort will complement the work of entities like RCRC and the California State Association of Counties (CSAC).
12. Establish a regional lobby corps to lead legislative education, awareness, and advocacy regarding shared issues.
13. Work closely with Caltrans Districts 9 and 10 to ensure timely reopening of winter highway closures before Memorial Day weekend, allowing corridor access to the region for tourists and visitors.



## Goal 4

### Identify and implement land management practices, policies, and strategies that incorporate resiliency and place-based initiatives.

#### Objectives

1. Promote the region's ability to prepare, withstand, and recover from economic, natural, and physical disasters.
2. Identify best practices for environmental and economic disaster planning, preparedness, recovery, and resiliency.
3. Develop a restoration economy throughout the region, establishing a link between restorative land practices and economic vitality, particularly concerning fire recovery and restoration.
4. Prioritize clean energy and greenhouse gas reduction strategies (e.g., the [Emissions Reduction Plan](#) in Calaveras County and Angels Camp). These reduction strategies can be tied to biomass and bio-fuel programs, helping to establish CSEDD jurisdictions as sustainable tourism destinations.
5. Invest in capital improvement projects to support regional resiliency and emergency preparedness, including the construction of resiliency centers and emergency shelters for both civilians and animals.
6. Establish and fund a program to address tree mortality, thereby adding to the region's disaster resiliency and public safety.
7. Require business licenses, which will aid in response and recovery.
8. Inventory infrastructure, property, buildings, and resource access (water, power, and broadband). Develop a user-friendly and centrally organized shared database to aid in disaster preparedness, response, and recovery.
9. Promote land stewardship industries that restore and enhance the CSEDD's natural ecosystem services.
10. Establish CHIPS,<sup>9</sup> microchip, and semiconductor facilities through the development and redevelopment of prime commercial and manufacturing properties.
11. Promote redevelopment of Brownfield Opportunity Areas. Utilize EPA grant funding and identify other sources of funds.
12. Acquire additional funding for more regional transportation initiatives including transportation hubs. This will require regional meetings between transportation councils from each county in the CSEDD, and perhaps the formation of a Council of Governments between transportation agencies.
13. Acquire additional funding for sheriff's offices and fire districts, thereby promoting public safety.
14. Update general plans and hazard mitigation plans, including zoning codes.
15. Integrate biomass facilities as they relate to and mitigate the State of California's action plans and targeted emission standards. This should include Yosemite Clean Energy and the Golden State Natural Resources (GSNR) Pellet Plant.
16. Develop regional USDA agriculture-based opportunities, such as a wine industry cooperative alliance and meat processing for smaller farmers and ranchers.
17. Coordinate a regionwide assessment regarding deferred infrastructure maintenance and establish a repair, deployment, and funding plan.

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<sup>9</sup> Referring to the CHIPS and Science Act of 2022, where CHIPS stands for "Creating Helpful Incentives to Produce Semiconductors."

# Implementation Action Plan

## Goal 1

### Action Items

Action Item	Responsible Party	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Identify partners to engage in K-16 Collaborative initiative						
Engage with the California Jobs First process through Sierra Business Council and working subgroups						
Engage industry with community college leadership to assess skills gaps and curriculum development						
Identify sector partners to expand opportunities to support Career Technical Education (CTE) Courses						

Key: NS = Not Started, IP = In Progress, C = Completed

### Priority Initiatives

#### **Integrated Mobility and Housing Strategy (IMHS)**

Produced in collaboration with Yosemite National Park, the IMHS provides a roadmap for developing new housing communities—including mixed-income communities—in strategic locations in Mariposa County to support countywide shortages in workforce housing. Significantly, the IMHS coordinates housing development with investments in mobility that reduce commuting times (and greenhouse gas emissions) between new housing communities and employment centers in Yosemite. Using both geospatial suitability analysis and extensive stakeholder engagement, the strategy identifies four priority development sites, progress on any one of which would have a tangible impact on the region’s housing and livability issues, while catalyzing further investment in the IMHS’s recommendations.

#### **Greater Sierra Forestry Corps**

To provide the skilled labor needed to address tree mortality and wildfires through forest management, Mother Lode Job Training (MLJT), Columbia College, Sierra Resource Management (SRM), and Fresno Workforce Development Board (FRWDB) have designed a new 22-week program that combines vegetation management with wildland firefighter, forestry, and heavy equipment operator training, including 8 weeks of paid work experience. Graduates receive industry-recognized certifications making them marketable to a wider variety of employers in the natural resources priority sector, including CAL FIRE, United States Forest Service (USFS), and private industry. This program is fully funded through 2026, with no cost to participants, by CAL FIRE and California Workforce Development Board (CWDB) via grants applied for by workforce





development. The program will be realized through grant funding in partnership with Tuolumne County, who holds the master stewardship agreement for Stanislaus National Forest.

### **Lake Tahoe Community College Forestry Education and Job Placement Program**

Alpine County has coordinated with Lake Tahoe Community College for the past several years to develop a new Forestry Education and Job Placement Program, which is finally available to students. A former Alpine County fire chief was instrumental in the development of the program, and much of the program uses forest land in Alpine County as the “classroom” for its students. Alpine County will continue to partner with Lake Tahoe Community College to develop the program, enhance its offerings to students, and expand enrollment in coming years. Graduates from the program are eligible for placement opportunities in Alpine County, thus retaining talent locally. There may be ways to scale or replicate this program in other parts of the region, contributing to continued collaboration efforts between CSEDD counties.

### **Mother Lode Gateway to Healthcare Careers**

Collaborating with the major hospitals and healthcare providers in the region, Columbia College and MLJT have created three new training programs, fully funded by a Regional Equity and Recovery Partnerships (RERP) CWDB grant. The new programs will provide students with the necessary training to become medical assistants, certified nursing assistants, and patient access representatives. To address immediate and pressing needs, contract training provided through the grant will equip Columbia College to initially borrow content and capacity for training in these careers from its sister college, Modesto Junior College, which lies outside the region. During the RERP grant, Columbia College will develop its own courses and, by the completion of the grant, will institute medical training programs that are responsive to the needs of supply and demand, including hybrid, online, and locally centralized classes. The new programs can be completed in relatively short timeframes, producing industry-recognized stackable credentials that will enable participants to secure employment. This demand-driven approach, coupled with other innovative strategies (such as offering credit for prior learning), provides a direct response to the urgent and immediate needs of the healthcare industry for a pipeline of skilled entry-level workers.

### **Affordable Multi-Family Housing Projects**

Calaveras County is working with the Stanislaus Regional Housing Authority to develop a ten-parcel multi-family housing project in San Andreas. The site is currently shovel-ready with utilities, sidewalk, curb, and gutter already in place. Housing projects like this are greatly needed to help address the shortage of residential housing throughout the region.

Tuolumne County is also pursuing two multi-family affordable housing projects, both in the City of Sonora: a 72-unit apartment complex off Greenley Road approved in 2022, and another workforce housing project in East Sonora for about 60 new units (collaboration with Stanislaus Regional Housing Authority). Tuolumne is also converting a house on Stewart Street (Sonora) into a homeless shelter capable of housing up to 15 individuals.

## **Metrics**

- Establishment of new career pathways to address skills gaps in key industries
- Improvements in regionwide child-to-facility childcare ratio
- Completion of multiple workforce and multi-family housing projects



## Goal 2

### Action Items

Action Item	Responsible Party	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Identify partners to work directly with tribal partners to understand their capacity and resource needs						
Meet with arts organizations to find ways to integrate arts projects with economic development						
Identify downtown revitalization projects and determine funding eligibility						
Identify funding sources to assist in moving projects to funding eligibility						
Assess development properties for regional tourism centers						
Engage private and public lands to identify tourism activities: trails, ecological/ environmental trainings						

Key: NS = Not Started, IP = In Progress, C = Completed

### Priority Initiatives

#### **Amador Visitor Center Amenity Expansion**

This project includes the development and implementation of a branded, countywide wayfinding signage program that serves both pedestrians and vehicles in finding downtowns, restaurants, parking, historical venues, recreational sites, trails, parks, etc. It will involve collaboration with city and county departments and private property owners to add amenities that provide visitors with exceptional experiences and encourage extended stays. These amenities include shaded seating in downtowns, open spaces and small parks, easy pedestrian walkways, clean and safe restrooms, and free wireless connectivity. Lastly, it will establish visitor information kiosks throughout the county that are available 24/7, require no staff, promote the entire county and cities, and orient visitors to indoor and outdoor venues. These physical kiosks will be supplemented with digital resources.

A similar initiative is under development in Calaveras County and the City of Angels Camp in collaboration with the Calaveras Visitor's Bureau.

#### **Mariposa Creek Parkway Phase IV**

Acquired by the Mariposa County Board of Supervisors to implement the community's vision for the Mariposa Creek Parkway, this targeted area in the town of Mariposa is uniquely positioned to co-locate and weave together local priorities for environmental stewardship and education, ecological restoration, cultural interpretation, active transportation, community development, and economic prosperity. Mariposa County is currently developing a Special Plan for this area, which will articulate a strategy for balancing uses like active transportation, passive recreation, economic development, and new housing in the Mariposa Creek corridor. New civil infrastructure, including roads and utilities, are critical to unlocking this site and realizing its unique potential for the community and landscape.



### **Angels Creek Trail**

The Angels Creek Trail is a proposed 5.1-mile hiking and mountain biking trail located in and around the city of Angels Camp. The trail is part of the City's recent effort to establish a brand for itself focused on mountain sports and outdoor recreation. The Angels Creek Trail will supplement the region's outdoor recreation industry as a scenic attraction for pedestrians and cyclists both within and without the region. As an alternative transportation option, the trail will promote community engagement by creating connection opportunities throughout the City and surrounding area. The trail is also a critical addition to the City's accommodations for cyclists, something the City has historically lacked. The Angels Creek Trail was identified in the City's 2020 General Plan as an Implementation Program and is currently in development. The initial phase of the project has been funded by Congestion Mitigation and Air Quality Improvement Program funding (CMAQ) in coordination with the Council of Governments.

### **Countywide Creative Placemaking Strategy (CPS) Investments**

Using demonstration public art projects to drive a countywide planning process, the Mariposa County Creative Placemaking Strategy (CPS) expresses the community's vision for the aesthetic and thematic priorities of future creative placemaking projects, identifying a series of projects, programs, and policies to pursue in implementing that vision. Adopted by the Mariposa County Board of Supervisors in 2021, the CPS describes local priorities for creative placemaking projects that explore the region's iconic landscapes, including native plants, animals, geology, and hydrology, and the ways that human users have historically interacted with these attributes in the southern Sierra foothills. The CPS further recommends specific interventions through which the community would like to see these ideas explored. Since its adoption, the County and its partners, including the Mariposa County Arts Council, have worked to implement the CPS's recommendations, and further investment in its recommendations—especially the six recommended high-priority projects—would be a significant step to beautifying the County in ways that align with local aspirations.

### **Turtle Rock Park Campground Redevelopment and Visitor Center Improvement Project**

The Tamarack Fire in 2021 destroyed one of the most important economic drivers for Alpine County, the Turtle Rock Park Campground. Alpine County has taken extensive efforts to remediate the impacts of the fire and restore the landscape. In 2023 the County initiated a multi-phased project to survey stakeholders, restore natural habitats, design project scopes, and rebuild this important resource for the County. When completed, the full restoration of Turtle Rock Park Campground will bolster Alpine County's tourism industry by drawing returning visitors to the area, and reinforce the County's sense of place through the thoughtful restoration of an important community site.

### **Calaveras-Tuolumne USDA Meat Processing Facility**

Calaveras and Tuolumne counties are currently working to find a site for a new USDA meat processing facility to meet the needs of farmers and ranchers in the region. The establishment of a new meat processing facility would provide a more efficient supply chain between livestock providers and meat companies in the region, keeping cashflow and labor local. A new meat processing facility would also provide new skilled labor jobs to the region, supporting the agriculture industry and providing much-needed growth to the traded sector.

### **Inventory of Regional Energy for Utility-Scale Projects**

CSEDD region will benefit from a collective inventory of the region's energy-related assessments, including feasibility studies, grid capacity assessments, analyses of energy sources (especially solar), and energy storage capacity. This inventory will assist the region in planning and implementing future utility-scale projects, improving the region's energy infrastructure in years to come. Participation in the inventory, and any future feasibility studies, will be at the voluntary discretion of jurisdictions within the region.



## Metrics

- Increased funding to pursue cultural development and revitalization projects
- Finalized plan to construct/repurpose two new regional community engagement centers (sports facilities, conference centers, parks)
- Increased number of service/repair shops for marine and off-road vehicles
- Finalized proposal to pursue VAWP projects
- Establishment of site for USDA meat processing facility and plan for development

## Goal 3

### Action Items

Action Item	Responsible Party	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Continue support of local and regional SBDCs by strengthening CBO engagement						
Convene cross-jurisdictional discussions to identify ways to work together on policy and permitting polices - e.g., broadband						
Identify regional projects for time and cost efficiencies						

Key: NS = Not Started, IP = In Progress, C = Completed

## Priority Initiatives

### Amador Small Business Development Center

Work has begun on the establishment of a Small Business Development Center (SBDC) office in Amador County. A proposal will be prepared for presentation to the San Joaquin Delta College SBDC director to fund the new office location in Amador County. The proposal will include an identified office location, an identified person to manage the office, a roster of potential local counselors, a budget, and letters of support from local banks, accounting firms, small businesses, and jurisdictions.

### Calaveras County Business Resources

Business needs in Calaveras County and the City of Angels Camp are currently met through the Calaveras Business Resource Center (CBRC) and the Calaveras County Chamber of Commerce. The CBRC collaborates with the Calaveras County Economic Development Company to provide remote business counseling to county businesses through the San Joaquin Delta College SBDC. Plans are currently in development to expand the range of SBDC services offered in Calaveras County and the City of Angels Camp, ideally by establishing a local SBDC office, providing greater access to business resources for county residents and business owners. The county is fortunate to have a SBDC representative serving on the Calaveras County Chamber of Commerce and has been working toward this goal over the past few years.





### **Jamestown Sanitary District REAP Grant**

The Jamestown Sanitary District has been awarded \$3 million through the California Department of Housing and Community Development REAP 2.0 grant to expand capacity critical to support housing growth in the area. Funding is still needed for the next phase of the project to support subdivision development and additional growth. Increased housing developments will also support workforce housing. Over the next twenty years, this initiative has the potential to double Jamestown's population to about 7,000 residents. Jamestown's growth will also support future resilience as the community is located in a low-risk fire area.

### **Calaveras Healthy Impact Product Solutions**

Calaveras Healthy Impact Product Solutions (CHIPS) is a 501(c)(3) organization whose work centers on forest stewardship with a focus on wildfire prevention, fuels reduction, and forest restoration. Originally established in Calaveras County, CHIPS now operates throughout California's mountain regions and prioritizes cooperation with Native American Tribes. Alpine County has been coordinating with a CHIPS crew based in Woodfords to conduct extensive fuels reduction and wildfire prevention in the area. The Woodfords crew has also been instrumental in efforts to restore lands and habitats damaged by the Tamarack Fire (2021). Alpine County continues to work together with CHIPS to meet regional needs related to forest management and wildfire preparedness. CHIPS has other crews stationed in multiple counties, including Calaveras and Mariposa from the CSEDD region. CHIPS therefore provides an opportunity for cross-county collaborations leading to a more resilient region.

### **U.S. Forest Service Good Neighbor Agreement**

Good Neighbor Authority (GNA) allows the U.S. Forest Service to enter into agreements with state forestry agencies to increase capacity and achieve more effective forest management where it is most needed. Alpine County has worked with USFS in the past to accomplish earlier projects, like the [Bloods Ridge Timber Stand Improvement](#), a fuel break project north and west of Bear Valley. Alpine County will be working to enter into a new agreement with GNA to collaborate on future forestry projects in the coming years.

### **Sierra Pines Water Treatment Project**

The Tuolumne Utility District has completed preliminary design and environmental analysis on a new \$50 million regional water treatment facility at Sierra Pines. This facility would allow Tuolumne Utility District to consolidate six of its aging treatment facilities into one new state-of-the-art facility. Consolidation will allow for greater economy of scale and should help stabilize water rates in the future. Consolidation will also help accommodate the growth and consolidation of many existing water companies that have reached their technical, financial, and managerial limits. The Sierra Pines site has also been designed for recreational use with two miles of trails, boardwalks, picnic areas, parking lot and restroom facilities, and interpretive signage. Tourism is a major driver of the local economy and hiking trails can be part of the attraction for visitors.

### **Calaveras County Capacity Building**

By partnering with local utilities, Calaveras County and the City of Angels Camp will prepare a report for the County Board of Supervisors to identify existing infrastructure enhancement needs and planned growth areas, such as broadband and other utilities.

### **Travel Corridor and Mountain Pass Timely Reopening**

To best support the CSEDD region's tourism industry, it is crucial that primary travel corridors to and through the region be reopened each year prior to Memorial Day weekend, providing the area with an influx of tourists and visitors throughout the summer season. The primary areas of concern include Ebbetts Pass (State Route 4), Monitor Pass (State Route 89), Sonora Pass (State Route 108), and Tioga Pass (State Route 120), all of which close during the winter and must be reopened each spring. While these passes remain closed, tourists are diverted to other corridors and travel destinations, resulting in economic loss for the region, not merely the businesses alongside the corridors or above the closed passes. Failure to open these corridors on time would result in the region's tourism industry experiencing heavy economic loss for each day the corridors remain closed. As a



solution, counties in the region (especially Alpine, Calaveras, and Tuolumne) are coordinating with Caltrans Districts 9 and 10 to establish milestone reopening dates and ensure adequate staffing and machinery to reopen the passes on time. Meetings with Caltrans are ongoing and will continue until resolved.

## Metrics

- Started development of locally based SBDC office
- Agreement on cross-jurisdictional policies and permitting processes for broadband, housing, and other infrastructural needs
- Increased funding to pursue broadband initiatives
- Formation of regional lobby corps to address shared issues
- On-time reopening of State Route travel corridors

## Goal 4

### Action Items

Action Item	Responsible Party	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Assess current disaster preparedness and response plans						
Understand current and future resources needed to meet recovery strategies						
Inventory current General Plans and identify funding resources for updates						
Assess current biomass sites and infrastructure needs						
Develop inventory of infrastructure, buildings, and resource access (water, power, broadband)						
Create GIS database of commercial site inventory						
Support sustainable management of forest resources and watersheds and Rural County Representatives of California's (RCRC) 20-year Master Stewardship Agreement with USFS to remove forest biomass to facilities for value-added products.						
Continue to support increasing key occupations needed in forest health, management, and restoration efforts.						

Key: NS = Not Started, IP = In Progress, C = Completed



## Priority Initiatives

### **Mariposa County Recreation and Resiliency Master Plan**

Adopted by the Mariposa County Board of Supervisors in 2021, this nationally innovative plan applies a resiliency framework to identify opportunities for investments to support climate change adaptation and mitigation through the County's parks, recreation, open space, and trail portfolio. Potentially the first of its kind, the Recreation and Resiliency Master Plan explores strategies that leverage parks and recreation resources to support response activities, grapple with the impacts of a changing climate, and reduce the risk and impacts of wildfire. The plan addresses these issues through a parks and recreation system that promotes the county's public health, economic development, and creative placemaking objectives, with recommendations that are divided evenly throughout the county's many communities. While these local priorities are significant, the plan's most ambitious priorities—including a countywide trail network and a dedicated recreation and resiliency center—would have regional and even statewide impacts should they be implemented.

### **City of Angels Camp: Community Resiliency Center**

Angels Camp, the only incorporated city in Calaveras County, is pursuing the establishment of a Community Resiliency Center for its community. The resiliency center would provide shelter and resources during climate and other emergencies, including extreme heat or cold events, poor air quality days (especially due to wildfires), and related crises. Funding for this initiative would also support ongoing year-round community services and programs, including information and resource distribution, workforce development trainings, food distribution during crises (Meals on Wheels), and expedited permitting for rebuilding efforts. Plans for the Community Resiliency Center are still in development. Ideas for the Community Resilience Center include upgrading City Hall for reuse, with potential expansion to accommodate City staffing needs and additional community facilities, such as meeting spaces, a senior center, a community center, council chambers, and associated community benefits. To fund the Community Resiliency Center, the City has applied for a grant with the support of the City Council, County of Calaveras, and several other stakeholders. Competition for this grant program is statewide, and the City faces challenges due to reported income levels. Therefore, the grant application should aim to serve not only the city limits but also adjacent areas. Additional funding may become available in upcoming grants emphasizing climate action plans.

### **Alpine County EV Electrification Project**

Alpine County is embarking on a 5-year strategy to leverage make-ready programs with PG&E, Liberty Utilities, and CALeVIP to fund and install Level 3 Electric Vehicle (EV) charging stations in Alpine County. Rural destinations are often less accessible to EV travelers due to a general lack of charging stations, making rural travel risky (in the event of travel disruptions) or impossible. Adding charging stations to Alpine County will make EV visitorship to the region more reliable, expanding opportunities for residents in typically urban areas to make Alpine County a travel destination. This will be a phased project prioritizing the installment of charging stations in Bear Valley, Kirkwood, and Markleeville.

### **Calaveras County Public Safety Funding**

Calaveras County is struggling to receive sufficient funding for basic protections such as law enforcement and fire protection. The lack of resources has become so acute that the Sheriff's Office and fire districts may be forced to stop responding to some calls. This constitutes a severe weakness for Calaveras County and the City of Angels Camp, which—if left unchecked—may give rise to a number of different threats, possibly impacting the region as a whole. It is crucial that Calaveras County and Angels Camp acquire additional funding to close this gap and meet all public safety needs. This funding will also support the implementation of the county's [Evacuation Needs Assessment Plan](#) to establish a more resilient transportation network.

### **Tuolumne County SERAL Forest Management and Downstream Hydrology Benefits**

In relation to Tuolumne's participation in the Social and Ecological Resilience Across the Landscape (SERAL) project, Tuolumne County is pursuing the design, permitting (USFS), deployment, and establishment of a monitoring and reporting project to



quantify downstream hydrology benefits from SERAL project's work with fuel reduction and meadow restoration. Potential partners for this project include Turlock Irrigation District, UC Merced, and Yosemite Stanislaus Solutions. Tuolumne County, along with other land use and water agencies, will be advancing the water benefits of the SERAL project and highlighting the project throughout the State through Association of California Water Agencies (ACWA), Mountain Counties Water Resources Association, and other critical partners.

#### **Sierra Towns to Trails Plan**

The Sierra Towns to Trails Plan will identify opportunities to connect Sierra communities to each other and to federal public lands throughout the region, from northern Alpine County to southern Inyo County. The planning process will engage the recreation capacities of Alpine, Inyo, and Mono counties, as well as land management partners in the Eastern Sierra Sustainable Recreation Partnership, residents, and recreation stakeholders. Modeled on the successful "Trails Master Plan for the Lost Sierra Region," developed by Sierra Buttes Trail Stewardship, the Towns to Trails Plan will inventory existing trail and trail support infrastructure, identify connectivity challenges, and produce a trails plan with recommended projects for environmental analysis and implementation along with plans for sustainability and maintenance. Sierra communities will benefit from additional recreation and alternative transportation opportunities. Alpine County will continue the trails development strategy to connect regions of Kirkwood and Bear Valley to Eastern and Western Counties and Communities.

#### **Hot Springs Road Reconstruction Project**

Alpine County is coordinating with Caltrans to propose a reconstruction project for Hot Springs Road from Laramie Street to the entrance of Grover Hot Springs Park. The project aims to improve pavement conditions and provide paved shoulders for Class 2 and 3 bicycle lanes where possible. The purpose of the project is to increase safety for drivers and bicyclists by providing bicyclists with wider paved shoulders, and drivers with a consistent roadway section and a wider area for recovery should they veer out of the travel lane. The project will also expand road width to improve evacuation efforts for residents and visitors, and to allow passage for emergency responders during emergencies (e.g., wildfires).

#### **Tamarack Fire Restoration Project**

The federal government, acting through the U.S. Forest Service, awarded a \$1.815 million dollar restoration grant to Alpine County for the purpose of wildfire restoration activities on State, County, and Private lands impacted by the Tamarack Fire (2021). The Tamarack fire impacted approximately 8,000 acres of private lands in Alpine County, some of which have already begun restoration activities. It is possible that restoration support can be provided to land already under restoration, however the first effort of Alpine County is to identify those landowners that are not otherwise enrolled in a state or federal program. Over the next several months the Tamarack Emergency Forest Restoration Team (Tamarack EFRT) will identify interested landowners and discuss appropriate restoration support for those properties, in the context of the landowners' objectives and the overall landscape restoration process on surrounding public and private lands. Restoration activities may include: biomass removal, mulching/mastication, reseeding trees and replanting other flora (grasses, forbs, shrubs), erosion control and repair, and watercourse repair. The Alpine County Board of Supervisors has selected a team of consultants to assist with the implementation of the program and has allocated funding to conduct program work through June 2025.

### Metrics

- Establishment of program to address regional tree mortality
- Completion of regional infrastructure inventory
- Establishment of regionwide shared database to aid in collaborative planning and emergency response
- Started development of CHIPS, microchip, or semiconductor facilities
- Increased funding acquired for regional transportation initiatives
- Completion of updated general plans and hazard mitigation plans





# Evaluation Framework

## **Central Sierra Economic Development District's Role**

The Central Sierra Economic Development District (CSEDD) is the officially designated EDA district responsible for coordinating and convening stakeholders for updating, preserving, and reporting on CEDS progress. As noted throughout the CEDS, there are complex regional challenges with multiple sectors and organization partnerships which will require regional collaboration for collective impact.

CSEDD's main role is to convene stakeholders through the Strategy Committee to move multi-sector initiatives forward, support grant applications for viable programs and projects aligned with initiatives, promote resilience planning in each initiative, advance policy where possible, and assist to mobilize and leverage resources among stakeholders.

## **Strategy Committee Role**

The Strategy Committee, with support of CSEDD, is responsible for leading or identifying key leaders (champions) to convene initiative stakeholders to organize working groups around implementing actions.

## **Recommendations**

1. Seed a "backbone" position within CSEDD for collaboration, coordination and assisting the CEDS Committee.
2. Expand the CSEDD Strategy Committee to include more community and industry leaders beyond the board of directors.
3. Establish and fund a project development position to support funding identification, project coordination, and grant writing activities to bring resources and funding to the district for projects and programs.
4. Review current and pending projects for level of eligibility and project readiness. Projects that are close to being shovel ready could be recommended for the California Jobs First Catalyst Fund.

## **Evaluation**

The evaluation framework measures how we are doing and what we can do better.

The CEDS Implementation Action Plan will also be evaluated on an annual basis, culminating in an annual report. Annual evaluation will happen at three levels:

- Evaluating the region's progress toward goals and changes in the baseline metrics
- Evaluating regional collaboration on project initiatives
- Evaluating progress on cross-jurisdictional initiatives

The annual evaluation process will involve the Strategy Committee and key stakeholders involved in the CEDS planning and implementation. Quantitative and qualitative measures will be used to measure progress toward overall goals and toward specific projects and initiatives. Involving the Strategy Committee and the key stakeholders in the evaluation framework will assist in guiding adjustments as needed and continue to encourage collaboration for collective impact.



# Metrics

The previous Implementation Action Plan includes metrics specific to each individual goal. Goal-specific metrics are helpful in evaluating the region's progress in a given set of categories, but may not fully represent the region's progress as a whole. The following metrics in this section are intended to aid in assessing overall progress toward regional goals and objectives, and in tracking the overall trajectory of the region.

## Demographic Indicators

- Total Population ([US Census Bureau](#))
- Population by Age ([US Census Bureau](#))
- Population by Race and Ethnicity ([US Census Bureau](#))
- Crime Rates ([Department of Justice](#))

## Educational Indicators

- Educational Attainment ([US Census Bureau](#))
- High School Graduates and Dropout Rates ([California Department of Education DataQuest](#))

## Economic, Workforce, and Business Indicators

- Median Household Income ([US Census Bureau](#))
- Commuting Patterns ([US Census Bureau OnTheMap](#))
- Labor Force, Employment, Unemployment, and Unemployment Rate ([California EDD](#))
- Poverty Rates ([US Census Bureau](#))
- Travel Industry Economic Impact ([Visit California](#))
- Agriculture: Harvested Acreage and Commodity Value ([USDA National Agricultural Statistics Service, California Field Office](#))

## Transportation and Infrastructure Indicators

- Fixed Broadband Deployment. ([Federal Communications Commission](#))
- Pavement Conditions Index (PCI) and Road Needs Assessment. ([Save California Streets](#))

## Housing Indicators

- Median Home Price ([California Association of Realtors](#))
- Housing Affordability Index ([California Association of Realtors](#))
- Fair Market Rent ([Dept. of Housing and Urban Development](#))

## Climate Indicators

- Tree Mortality ([National Integrated Drought Information System](#))
- Air Quality ([California Air Resources Board](#))
- Temperature, Precipitation, and Drought Index ([National Oceanic and Atmospheric Administration](#))



# Education and Talent

The CED recommends that the Central Sierra region take steps to build resiliency within the local education and talent pipeline to promote economic stability. A significant hurdle to taking action and making meaningful change is the lack of capacity and funding in the region. Steps that can be taken to help overcome these obstacles include developing, fostering, and leveraging potential regional partnerships with educational institutions and industries. Partnering with local community colleges can support and develop data-driven educational programs that will address industry workforce gaps, while partnering with industry leaders can aid in identifying and resolving skill gaps by offering the necessary training to the local workforce. Additionally, collaboration among local government entities, educational entities, industry leaders, private businesses, and nonprofit organizations will assist in developing and implementing reliable systems to fulfill the current and future workforce needs of the Central Sierra region. By leveraging collaborators to help respond to these needs, the CSEDD can guide the regionwide efforts to complete the previously identified action items.

One example of a potential partnership is with MLJT. MLJT is the administrative agency for Mother Lode Consortium, the Local Workforce Development Area (LWDA) that covers Amador, Calaveras, Mariposa, and Tuolumne. Braiding federal, state, and local funds, LWDA's facilitate the development and training of a skilled local workforce to meet industry demands, increasing the competitive edge of local business while increasing the wage-earning potential of residents. LWDA's are adaptable to the ever-changing needs of the region and collaborate with education, organizations, and industry to create innovative solutions.

Potential collaborators include:

- County, city, and tribal governments, including chambers of commerce
- Community colleges, trade schools, and adult education
- Workforce development boards and job training centers (MLJT and LWDA)
- Industry leaders and utilities districts
- Youth development services and community-based organizations (CBOs)

It is critical that these future partnerships and programs address recent industry and technological shifts in education and the workforce. Recent years have seen a profound shift toward “gig economy” jobs (especially those that are facilitated through smartphone/mobile apps), and remote work is now a commonly accepted alternative to on-site work, in some cases even being preferred by employers. Furthermore, the recent and rapid rise of Artificial Intelligence (AI) software programs has dramatically changed the landscape of education and employment, and such changes are expected to continue at a rapid pace. These shifts in technology and employment standards offer both a challenge and an opportunity for the CSEDD region to keep pace with rapidly changing labor expectations. The region can address these changes by implementing up-to-date curricula and trainings in education and CTE programs. Jurisdictions should also begin planning appropriate ways to monitor and regulate these advancements while simultaneously incorporating these technologies into plans for the future.

The CSEDD region has also found investment in specialized research projects to be mutually beneficial to the region. Efforts to expand satellite community college opportunities and program offerings should be pursued in collaboration with University of California Cooperative Extension (UCCE) and UC Agriculture and Natural Resources (UC ANR).

Additionally, a recent resiliency playbook published by the California Association for Local Economic Development (CALED) can help guide the CSEDD region's steps toward building workforce resiliency. CALED published the Economic Development Recovery and Resiliency Playbook in 2022, which contains a wealth of information regarding resiliency. Chapter 5, “Labor Supply, Workforce Availability, and Training,” can provide direction on how to establish industry and educational partnerships. The playbook can be found on the [CALED website](#).





# Resiliency

The Central Sierra region has experienced multiple natural and physical disasters, which include devastating wildfires, severe storms, floods, mudslides, and other business disruptions (such as power outages), all of which have impacted the region's communities and economy. More recently, the COVID-19 pandemic impacted not only Northern California but the global economy. Because of these disasters and other business disruptions, it is critical that attention, time, and resources be dedicated to preparing and planning for future disasters and interruptions. This may mean adapting quickly in terms of response and recovery, as well as having long-term plans to address future economic growth and development.

In the context of economic development, economic resilience aims to better prepare regions to anticipate, withstand, and recover from any type of shock, disruption, or stress that may arise. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity.

The CEDS is a critical tool to help identify regional vulnerabilities and prevent or respond to economic disruptions. The goals and objectives set forward in this planning document provide guidance for developing and implementing projects supporting the long-term economic durability of the region. By looking at the region as a whole, communities will have a greater chance of withstanding and recovering from disasters and disruptions when they occur.

Communication and collaboration are key in building resilient economies. The more that jurisdictions, economic and workforce developments, land management, and emergency response agencies can work together, the better prepared the region will be.

## **Broadband and Shared Database**

The CSEDD region should leverage the awarded CPUC Local Agency Technical Assistance (LATA) funds for broadband planning and implementation:

- Alpine County (unincorporated areas: \$500,000)
- Amador County (unincorporated areas: \$500,000)
- Calaveras County: \$500,000
- Mariposa County: \$500,000
- Tuolumne County: \$500,000

Other potential sources of broadband funding are also available. It is recommended that the region explore California Advanced Services Fund (CASF), National Telecommunications and Information Administration (NTIA), and other state and federal funding sources to build middle and last mile deployments. The region may also leverage forthcoming state-supported [middle mile projects](#) to provide access to more remote, rural communities in all five counties.

Additionally, the CSEDD region should continue discussions regarding a regionwide geographic information systems (GIS) database to include an inventory of infrastructure, including utility districts, power sources, alternative energy sites for development, commercial development opportunities, leveraged transportation (e.g., rail), and anchor institutions. During the COVID-19 pandemic, it became clear in the CSEDD region that these types of knowledge are scattered. To best prepare for future disasters, it is crucial that such information be centrally organized in a shared database, which will allow decision makers and leaders to access and utilize the information in times of need.

Broadband is critical for public safety information, particularly during times of disaster. To maximize improvements to broadband infrastructure, the region must identify areas in need of undergrounding, resilient/redundant systems, and use of



anchor institutions for backbone networks. Broadband is also crucial for public safety communication. Building redundant networks with backup systems protects the safety of all residents, particularly those in rural, remote locations.

## Recommended Resilience Planning Activities

- Inventory of infrastructure: mapping, data, and imagery of water, sewer, broadband, gas, and electricity.
- Explore regionwide emergency notification and response systems. Move toward system standardization.
- Explore new building methods for post-disaster reconstruction, such as 3D printed and manufactured buildings.
- Update hazard mitigation plans.
- Establish emergency response networks including implementation and alignment with [NextGen 9-1-1](#), an effort to modernize emergency dispatch systems and optimize handling of (and response to) cellular distress calls. For participating counties, the first step in adopting NextGen 9-1-1 is to develop GIS data adhering to [NENA](#) specifications, for which funding is available. Most CSEDD counties have submitted the required data. The next step will involve technology updates (hardware and software) for each Public Safety Answering Point (PSAP) across the State.
- Broaden and diversify industrial base.
- Build a resilient workforce by upskilling workers.
- Maintain geographic information systems (GIS): link municipal business licenses, tax information, and other business establishment data. Also include salable residential and commercial land parcels for future development.
- Support forest health, fuel reduction, and strategic firebreaks across federal lands. Support collaboratives like Yosemite Stanislaus Solutions (YSS).
- Ensure redundancy in broadband access and connectivity.
- Assess business preparedness: e-commerce capacity, insurance coverage, and supply chain needs.
- Conduct an assessment of evacuation routes for all jurisdictions, especially unincorporated areas. Include access for fire and other public safety, as well as multiple, safe exit plans for all residents.
- Work with CSEDD leadership to prepare and align with California Laws and Programs to meet many of the 2030 initiatives. Utilize sources like the [Berkeley Law Center](#).
- Work toward opportunities to expand the woody biomass industry. Continue partnering with RCRC and other private sector partners (e.g., Yosemite Clean Energy and the GSNR Pellet Plant) to establish viable strategies to mitigate, remediate, and sustain forest landscapes. Supply chain, workforce, and transportation methods are key components that must be included in successful plans.
- Utilize California Fairgrounds Broadband Assessment Report developed by the North State Planning & Development Collective's Geographical Information Center for broadband connectivity to support economic development and small business opportunities.
- Establish new (and expand existing) Emergency Operation Centers (EOCs) and Community Emergency Response Teams (CERTs) to assist in disasters. Establish partnerships and collaborations with state and federal agencies prior to disasters to ensure mobilization occurs immediately during disasters and throughout recovery.
- Establish mutual aid contracts between counties, cities, utility districts, and tribes for disasters.





# Public Engagement

The CSEDD CEDS was developed with the engagement and input of numerous stakeholders who represent a diverse cross-section of the region. Engagement was facilitated through Zoom and included local jurisdictional meetings, individual stakeholder interviews, and meetings with the Strategy Committee. From June 2022 to March 2023, over 250 community members and stakeholders provided input during the development of the CEDS through interviews and survey responses. Jurisdictional meetings were held to solicit input from each of the following jurisdictions: Alpine County, Amador County, Calaveras County, Mariposa County, Tuolumne County, the City of Angels Camp, and the City of Sonora. Additionally, stakeholders from a diverse cross-section of the region provided input to the Strategy Committee. Stakeholders included representatives from the following sectors: arts, conservation, housing, city planning, and tourism. Input was provided through a series of individual and community meetings. Lastly, the process included a 30-day public comment period. Comments collected during the public comment period were compiled and added to the CEDS.

## **Strategy Committee Members:**

- Anaiah Kirk, Tuolumne County
- Ann Segerstrom, City of Sonora
- Ben Stopper, Calaveras County
- Caroline Schirato, City of Angels Camp
- Frank Axe, Amador County
- JT Chevallier, Alpine County
- Kathy Gallino, Calaveras County
- Marshall Long, Mariposa County
- Simon Montagu, Amador County
- Tara Schiff, Mariposa County
- Terry Woodrow, Alpine County

## **Board of Supervisors and City Council Meetings:**

- |   |            |
|---|------------|
| • Alpine County Board of Supervisors Meeting    | 10/04/2022 |
| • Mariposa County Board of Supervisors Meeting  | 10/04/2022 |
| • Tuolumne County Board of Supervisors Meeting  | 10/05/2022 |
| • Amador County Board of Supervisors Meeting    | 10/11/2022 |
| • Calaveras County Board of Supervisors Meeting | 10/18/2022 |
| • City of Angels Camp City Council Meeting      | 10/18/2022 |
| • City of Sonora City Council Meeting           | 12/09/2022 |
| • Calaveras County Board of Supervisors Meeting | 08/08/2023 |

## **Additional stakeholders who provided input:**

- Mikey Goralnik, Senior Community Design and Development Planner, Mariposa County Planning Department
- Ben Goger, Mariposa Housing Development Specialist
- Cara Goger, Executive Director, Mariposa Arts Council
- Bridget Fithian, Executive Director, Sierra Foothill Conservancy

A complete list of interviewees can be found in Appendix C.

# Appendices

# Appendix A: Regional Economic Analysis Data

**Table 1: CSEDD Fires, Acres Burned vs. Structures Destroyed**

Fire	Acres Burned	Structures Destroyed	Counties
Oak Fire (2022)	19,244	193 *	Mariposa
Caldor Fire (2021)	221,835	1,005	El Dorado, Alpine, Amador
Tamarack Fire (2021)	68,637	15 †	Alpine
Detwiler Fire (2017)	81,826	134	Mariposa
Butte Fire (2015)	70,868	965	Amador, Calaveras
Rim Fire (2013)	257,314	112	Tuolumne

Source: CAL FIRE, InciWeb, Fresno Bee, Reno Gazette Journal

\* According to the [Fresno Bee](#)

† According to the [Reno Gazette Journal](#). Some sources claimed 23 structures burned, but this could not be verified.

**Table 2: 2020 Age and Population Data, California vs. CSEDD Region**

	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
Under 5 years	2,409,082	6,588	72	1,483	1,904	751	2,378
5 to 9 years	2,431,647	7,438	67	1,592	2,419	803	2,557
10 to 14 years	2,597,443	6,998	69	1,769	1,861	811	2,488
15 to 19 years	2,548,072	7,313	53	1,916	2,258	638	2,448
20 to 24 years	2,694,636	7,086	23	1,466	2,019	719	2,859
25 to 29 years	3,084,036	8,370	35	2,165	2,075	848	3,247
30 to 34 years	2,923,877	8,649	75	2,134	2,010	978	3,452
35 to 39 years	2,710,180	8,146	99	2,664	1,835	751	2,797
40 to 44 years	2,523,723	8,272	76	1,989	2,593	891	2,723
45 to 49 years	2,537,197	9,004	40	2,379	2,456	1,091	3,038
50 to 54 years	2,501,958	10,031	24	2,563	3,115	1,108	3,221
55 to 59 years	2,485,487	13,068	102	2,889	4,474	1,502	4,101
60 to 64 years	2,254,188	13,809	87	3,477	3,969	1,547	4,729
65 to 69 years	1,865,387	13,775	109	3,686	3,844	1,685	4,451
70 to 74 years	1,404,993	11,696	177	2,804	3,806	1,088	3,821
75 to 79 years	951,622	7,482	35	1,767	2,318	1,043	2,319
80 to 84 years	657,751	4,834	3	1,038	1,516	570	1,707
85 years and over	764,744	4,917	13	1,242	1,356	495	1,811
Median Age	36.7	50.2	47.6	49.9	52.8	51.8	48.7
Age <18 (count)	8,956,641	25,662	252	5,962	7,618	2,844	8,986
Age >64 (count)	5,644,497	42,704	337	10,537	12,840	4,881	14,109
Total Population	39,346,023	157,476	1,159	39,023	45,828	17,319	54,157
Youth Dependency	36.2%	28.8%	44.2%	26.5%	30.0%	29.6%	28.9%
Senior Dependency	22.8%	47.9%	59.1%	46.8%	50.6%	50.9%	45.4%
Age Dependency	59.0%	76.7%	103.3%	73.2%	80.6%	80.5%	74.3%

Source: United States Census Bureau, American Community Survey 5-Year Estimates

**Table 3: 2017-2021 Yearly Population Trends, California vs. CSEDD Region**

Year	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
2017	39,352,398	156,083	1,161	36,900	45,170	18,137	54,715
2018	39,519,535	156,694	1,159	37,519	45,155	18,128	54,733
2019	39,605,361	156,587	1,149	37,756	45,084	18,066	54,532
2020	39,648,938	156,841	1,146	37,673	45,023	18,074	54,925
2021	39,303,157	158,589	1,195	40,287	45,250	17,066	54,791

Source: California Department of Finance

**Table 4: Cost-of-Living Index, California vs. CSEDD Region**

Category	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
Overall	149.9	111.4	121.6	111.4	120.4	108.8	109.8
Grocery	105.1	104.5	105.7	104.4	104.0	101.2	104.5
Health Care	98.3	120.6	121.2	120.6	123.1	119.7	120.5
Housing	234.8	123.7	151.6	120.2	143	110.8	118.9
Utilities	102.4	110.9	111.9	108.1	110.4	104.4	110.9
Transportation	133.1	105.4	104.7	105.4	110.9	109.4	96.9

Source: Sperling's Best Places

\* A Cost-of-Living Score of 100 represents the average cost of living nationwide

**Table 5: 2017-2021 Median Household Income, California vs. CSEDD Region**

Year	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
2017	\$67,169	\$56,917	\$63,438	\$60,636	\$54,800	\$51,385	\$54,325
2018	\$71,228	\$58,346	\$64,688	\$61,198	\$58,151	\$51,199	\$56,493
2019	\$75,235	\$59,722	\$63,750	\$62,772	\$63,158	\$48,820	\$60,108
2020	\$78,672	\$65,892	\$85,750*	\$65,187	\$67,054	\$50,960	\$60,509
2021	\$84,907	\$71,245	\$96,000*	\$69,955	\$70,119	\$53,304	\$66,846

Source: United States Census Bureau, American Community Survey 5-Year Estimates

\* High figure reflects COVID deviation from norm as many low-wage workers did not work in Alpine County these years.

**Table 6: 2016-2021 Poverty Rate, California vs. CSEDD Region**

Year	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
2016	14.4%	15.3%	18.6%	11.3%	13.1%	17.9%	15.4%
2017	13.3%	13.9%	18.1%	10.9%	13.1%	15.2%	12.2%
2018	12.8%	13.7%	17.3%	11.8%	12.1%	14.9%	12.5%
2019	11.8%	13.1%	17.2%	9.8%	12.1%	15.1%	11.3%
2020	11.5%	12.3%	14.3%	10.3%	11.6%	13.3%	12.1%
2021	12.3%	13.5%	15.8%	11.1%	13.5%	14.1%	13.2%

Source: United States Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

**Table 7: 2017-2023 First Time Buyer Housing Affordability Index, California vs. CSEDD**

HAI	California	CSEDD*	Amador	Calaveras	Mariposa and Tuolumne
Q1 2017	51%	64%	64%	—	64%
Q1 2018	50%	63%	63%	63%	63%
Q1 2019	50%	62%	63%	63%	60%
Q1 2020	52%	64%	68%	63%	63%
Q1 2021	44%	57%	61%	57%	55%
Q1 2022	43%	55%	60%	56%	51%
Q1 2023	36%	49%	53%	53%	45%

Source: California Association of Realtors, historical First Time Buyer Housing Affordability Index data

\* No available data for Alpine County. CSEDD HAI is calculated as an average of each county's HAI (where recorded) during Q1 of the respective year.

**Table 8: 2017 vs. 2021 Fair Market Monthly Rent 5-Year Change, CSEDD Region**

Bd	CSEDD			Alpine			Amador			Calaveras			Mariposa			Tuolumne		
	2017	2021	Ch	2017	2021	Ch	2017	2021	Ch	2017	2021	Ch	2017	2021	Ch	2017	2021	Ch
0	\$620	\$759	22.0	\$637	\$819	28.6	\$761	\$885	16.3	\$665	\$837	25.9	\$728	\$836	14.8	\$729	\$845	15.9
1	\$704	\$844	19.9	\$586	\$723	23.4	\$701	\$880	25.5	\$600	\$718	19.7	\$598	\$746	24.7	\$615	\$726	18.0
2	\$912	\$1096	20.2	\$846	\$1068	26.2	\$1012	\$1149	13.5	\$867	\$1061	22.4	\$864	\$1102	27.5	\$969	\$1101	13.6
3	\$1277	\$1529	19.7	\$1209	\$1528	26.4	\$1468	\$1644	12.0	\$1262	\$1518	20.3	\$1143	\$1402	22.7	\$1302	\$1551	19.1
4	\$1484	\$1865	25.7	\$1374	\$1695	23.4	\$1630	\$1980	21.5	\$1528	\$1837	20.2	\$1411	\$1908	35.2	\$1477	\$1906	29.0

Source: United States Department of Housing and Urban Development

Bd = Number of bedrooms

Ch = % 5-year change

**Table 9: January-July 2022 New Single Family Constructions, California vs. CSEDD Region**

	California	CSEDD	Alpine	Amador	Calaveras	Mariposa	Tuolumne
<b>New Constructions (January-July 2022)</b>	39,820	266	4	99	115	17	35
<b>Total Residents (2020 Census)</b>	39,346,023	157,476	1,159	39,023	45,828	17,319	54,157
<b>1 New Construction per X Residents</b>	988.1	592.0	289.8	394.2	398.5	1018.8	1547.3

Source: California Building Industry Association (CBIA), Construction Industry Research Board (CIRB); United States Census Bureau, American Community Survey 5-Year Estimates



**Table 10: CSEDD Economic Sectors by Industry, Establishments vs Employees**

	2021 Establishments	2020 Employees
<b>Traded Sector</b>	<b>346</b>	<b>6018</b>
Agriculture, forestry, fishing, hunting	47	1,376
Mining, quarrying, oil/gas extraction	12	165
Manufacturing	154	2,527
Wholesale trade	65	616
Transportation and warehousing	68	1,334
<b>Population-Serving Sector</b>	<b>2,540</b>	<b>23,885</b>
Construction	542	3,853
Retail trade	462	3,376
Utilities	20*	1,011
Information	44	836
Finance and insurance	136*	1,040
Real estate and rental and leasing	190*	666
Professional, scientific, tech services	242*	2,436
Management of companies	7	N/A
Admin, support, waste management services	161	1,468
Educational services	30	2,368
Health care and social assistance	393	5,005
Other services, except public administration	313	1,826
<b>Visitor-Serving Sector</b>	<b>502</b>	<b>4,364</b>
Arts, entertainment, and recreation	71*	1,830
Accommodation and food services	431*	2,534

Source: United States Census Bureau, County Business Patterns; United States Bureau of Labor Statistics

\* Includes data supplemented by Alpine County

**Table 11: Businesses by Number of Employees, CSEDD Region**

Number of Employees	1 to 4	5 to 9	10 to 19	20 to 49	50 to 99	100 to 249	250 to 499	500 or more
<b>Number of Businesses</b>	2,919	2,514	1,374	623	73	24	6	4
<b>Percent of Businesses</b>	38.7%	33.4%	18.2%	8.3%	1.0%	0.3%	0.1%	0.1%

Source: Lightcast, formerly known as Emsi; data collected 5 September 2023

Table 12: 2016-2020 Percent Industry Growth by Jobs Added/Lost, CSEDD Region

Industry	2016 CSEDD Jobs	2020 CSEDD Jobs	CSEDD 5-Yr Chg	California 5-Yr Chg
Agriculture, forestry, fishing, and hunting	944	1,376	45.7%	-2.20%
Utilities	739	1,011	36.8%	-0.1%
Professional, scientific, and tech services	1,812	2,436	34.4%	8.8%
Finance and insurance	789	1,040	31.8%	3.2%
Admin, support, and waste management services	1,124	1,468	30.6%	-0.6%
Construction	3,003	3,853	28.3%	12.6%
Information	671	836	24.6%	0.9%
Accommodation and food services	2,273	2,534	11.5%	-5.3%
Public administration	4,250	4,698	10.5%	6.2%
Transportation and warehousing	1,221	1,334	9.2%	11.4%
Other services, except public administration	1,710	1,826	6.8%	-2.7%
Health care and social assistance	4,741	5,005	5.6%	4.9%
Manufacturing	2,523	2,527	0.2%	-0.3%
Arts, entertainment, and recreation	1,836	1,830	-0.3%	4.0%
Educational services	2,515	2,368	-5.8%	10.0%
Retail trade	3,628	3,376	-6.9%	-1.1%
Wholesale trade	663	616	-7.1%	-4.5%
Real estate and rental and leasing	725	666	-8.1%	-0.5%
Mining/Quarrying/Oil & gas extraction	255	165	-35.3%	-14.7%

Source: United States Bureau of Labor Statistics

## Appendix B: Capital Improvement Projects

Location	Date	Project #	Name	Cost
Alpine County	2024		Hot Springs Road Rehabilitation	\$1.9 M
Alpine County	2023-2028		<a href="#">Markleeville Creek Floodplain Restoration</a>	\$2.0 M
Alpine County	2023-2028		Bear Valley Corporation Yard	\$1.0 M
Alpine County	2023-2028		Alpine County Solar Project at Woodfords	\$8.3 M
Alpine County	2023-2028		Markleeville Library Parking Lot Drainage and Disabled Access Improvements	\$122 K
Alpine County	2023-2028		Solar Rooftop Panels on County Facilities/Covered Parking	\$600 K
Alpine County	2023-2024		Complete Upstairs at Bear Valley Firehouse	\$250 K
Alpine County	2023-2028		Expansion of Sheriff's Storage Facility	\$112 K
Alpine County	2023-2028		District Attorney/Probation Facility	TBD
Alpine County	2023-2028		Type Three Brush Truck	\$315 K
Amador County			Amador City Sewer - Repairs and Improvements	\$1.7 M
Amador County	2021-2025		Amador City Streets - Asphalt Overlay	\$1.3 M
Amador County	2021-2025		Countywide Broadband Infrastructure	\$248 M
Amador County	2021-2025		Traffic and pedestrian circulation	
Amador County	2021-2025		Wicklow Way extension (Sutter Creek/Wicklow Way)	
Amador County	2021-2025		Amador County Airport - Hangar Infrastructure	
Amador County	2021-2025		Amador County Airport - New Hangar	
Amador County	2021-2025		Amador County Transportation Commission - Charging Stations	
Amador County	2021-2025		Amador County Transportation Commission - Countywide Pavement Improvements	
Amador County	2021-2025		Amador Regional Sanitation Authority	
Amador County	2021-2025		Amador Water Agency - Tanner WTP PLC Upgrade	\$10.5 M
Amador County	2021-2025		Amador Water Agency - CAWP Transmission	\$7 M
Amador County	2021-2025		Amador Water Agency - Pipeline Replacements	\$5.7 M
Amador County	2021-2025		Amador Water Agency - Line and Tank Cathodic Protection	\$4.7 M
Amador County	2021-2025		Amador Water Agency - LaMel Air Stripper Pilot	\$3.5 M
Amador County	2021-2025		Amador Water Agency - Lift Station #2 Study	\$2 M
Amador County	2021-2025		Amador Water Agency - Pump Control Upgrade	\$1 M
Amador County	2021-2025		Amador Water Agency - Pump Station Capacity and Generators	\$476 K
Amador County	2021-2025		Amador Water Agency - Lone WTP PLC Upgrade	\$336 K
Amador County	2021-2025		Amador Water Agency - PRV Installation and Relocation	\$292 K
Amador County	2021-2025		Amador Water Agency - Lift Station C and D Generators	\$257 K

Location	Date	Project #	Name	Cost
Amador County	2021-2025		Amador Water Agency - Camanche WWTP Screen and Aerator	\$185 K
Amador County	2021-2025		Amador Water Agency - Security and Fencing Improvements	\$156 K
Amador County	2021-2025		Amador Water Agency - Tanner and lone WTP Capacity Study	\$150 K
Amador County	2021-2025		Amador Water Agency - Wastewater Master Plan	\$204 K
Amador County	2021-2025		Amador Water Agency - Pinegrove Wastewater Treatment	
Amador County	2021-2025		Amador Water Agency - Additional Water Storage	
Amador County	2021-2025		City of lone - Wastewater System Improvement	\$10+ M
Amador County	2021-2025		City of lone - Transportation and Road Improvements	\$25+ M
Amador County	2021-2025		City of lone - Recreation Improvements	\$275 K
Amador County	2021-2025		City of lone - Commercial Expansion Infrastructure	
Amador County	2021-2025		City of Jackson - Sewer Treatment Capacity	\$5 M
Amador County	2021-2025		City of Jackson - Downtown Creek Trail	\$1 M
Amador County	2021-2025		City of Jackson - Urban Infill and Annexation	\$1 M
Amador County	2021-2025		City of Jackson - Regional Sports Complex	\$20 M
Amador County	2021-2025		City of Jackson - Streetscape and Lighting	\$4 M
Amador County	2021-2025		City of Jackson - French Bar Bridge Replacement	\$10 M
Amador County	2021-2025		City of Jackson - Pitt Street Bridge Replacement	\$10 M
Amador County	2021-2025		City of Jackson - South Avenue Bridge Replacement	\$10 M
Amador County	2021-2025		City of Jackson - Public Safety Complex	\$20 M
Amador County	2021-2025		Jackson Valley Irrigation District (lone) - Expanded Distribution	\$3 M
Amador County	2021-2025		City of Plymouth - Water and Wastewater Improvements	\$4.5 M
Amador County	2021-2025		City of Plymouth - Transportation Improvements	\$2.1 M
Amador County	2021-2025		City of Plymouth - Recreation Improvements	\$170 K
Amador County	2021-2025		City of Plymouth - Communication/Broadband Improvements	\$500 K
Amador County	2021-2025		City of Plymouth - City Hall Replacement	\$1 M
Amador County	2021-2025		City of Sutter Creek - Wastewater Improvements	\$12.7 M
Amador County	2021-2025		City of Sutter Creek - Parking Improvements	\$1.5 M
Amador County	2021-2025		City of Sutter Creek - Solar Installation	\$850 K
Amador County	2021-2025		City of Sutter Creek - Recreation, Trails, Parks	\$8 M
Amador County	2021-2025		Pine Grove Community Services District - Replace Failing Water Lines	\$15 M
Amador County	2021-2025		Pine Grove Community Services District - Replace Water Meters	\$3.13 M

Location	Date	Project #	Name	Cost
Amador County	2021-2025		Pine Grove Community Services District - Upgrade Three Water Tanks to One Steel	\$2.5 M
Amador County	2021-2025		Pine Grove Community Services District - Refurnish Pine Grove Park	\$177 K
Amador County	2021-2025		Pine Grove Community Services District - Lupe Road Water Lines and Fire Hydrants	\$3.0 M
Amador County	6/30/2022	950181	<a href="#">Project 1 - Public Access to Recreation Sites</a>	
Amador County	7/15/1905	044-100-027	<a href="#">Wicklow Way Specific Plan</a>	
Amador County	7/4/2022	030-740-022	<a href="#">Del Rapini Project</a>	
Calaveras County	2022-2023	5631	Auditor Office Remodel - Lower Level Bldg D	
Calaveras County	2023		Countywide Broadband Projects	\$31 M
Calaveras County	2023		Community Resiliency Center	\$10.4 M
Calaveras County	2023		Parks & Recreation Master Plan	\$138 K
Calaveras County	2022-2023	5633	District Attorney Building	
Calaveras County	2022-2023	5636	Assessor Office Remodel - Upper Level Bldg D	
Calaveras County	2022-2023	5637	Government Center Electrical Upgrade	
Calaveras County	2022-2023	5638	Main Data Center Equipment	
Calaveras County	2022-2023	5649	Jail/SO buildings HVAC mechanical systems upgrade	
Calaveras County	2022-2023	5656	Railroad Flat Community Center Remodel	
Calaveras County	2022-2023	5657	Archives Network	
Calaveras County	2022-2023	5659	Rock Creek Landfill Material Recovery Facility (MRF)	
Calaveras County	2022-2023	5660	Network Equipment Refresh FY 2022-23	
Calaveras County	2022-2023	5663	Public Health Office Remodel	
Calaveras County	2022-2023	5674	Network Cabling	
Calaveras County	2022-2023	5724	Rock Creek Phase III Design	
Calaveras County	2022-2023	5763	Animal Services Building	
Calaveras County	2022-2023	5767	Jail Cameras & Detention Controls	
Calaveras County	2022-2023	7110	Building Software Project - TrackIT	
Calaveras County	2022	Paving Schedule	Copper Cove	\$645 K
Calaveras County	2022	Paving Schedule	O'Byrnes Ferry Road	\$720 K
Calaveras County	2022	Paving Schedule	Little John	\$562 K
Calaveras County	2022	Paving Schedule	Main Street (Copperopolis)	\$80.0 K
Calaveras County	2022	Paving Schedule	Copper Cove Subdivision (Bow Drive)	\$200 K
Calaveras County	2022	Paving Schedule	Hogan Dam Road	\$273 K
Calaveras County	2022	Paving Schedule	Vista Del Lago	\$118 K



Location	Date	Project #	Name	Cost
Calaveras County	2022	Paving Schedule	Burson Road	\$339 K
Calaveras County	2022	Paving Schedule	Garner Place	\$88.2 K
Calaveras County	2022	Paving Schedule	Kirby Street	\$52.8 K
Calaveras County	2022	Paving Schedule	Silver Rapids	\$176 K
Calaveras County	2022	Paving Schedule	Jenny Lind	\$125 K
Calaveras County	2022	Paving Schedule	Big Trees Road	\$91.3 K
Calaveras County	2022	Paving Schedule	Scott Street	\$67.1 K
Calaveras County	2022	Paving Schedule	Main Street (Murphys)	\$56.1 K
Calaveras County	2022	Paving Schedule	Jones Street	\$109 K
Calaveras County	2022	Paving Schedule	Algiers Street	\$97.9 K
Calaveras County	2022	Paving Schedule	Sheep Ranch Road	\$274 K
Calaveras County	2022	Paving Schedule	Moran Rd	\$1.20 M
Calaveras County	2022	Paving Schedule	Lightning Lane	\$375 K
Calaveras County	2022	Paving Schedule	Mustang Road	\$375 K
Calaveras County	2022	Paving Schedule	CSA 4 - Various Projects	\$441 K
Calaveras County	2023	Paving Schedule	Downtown Mokelumne Hill	\$850 K
Calaveras County	2023	Paving Schedule	Bald Mountain Rd	\$234 K
Calaveras County	2023	Paving Schedule	Miscellaneous - Outside Butte Fire	\$800 K
Calaveras County	2023	Paving Schedule	CSA 8 - Various Projects	\$59.5 K
Calaveras County	2023	Paving Schedule	CSA 12 - Various Projects	\$124 K
Calaveras County	2023	Paving Schedule	Contingency - Utility Coordination	\$100 K
Calaveras County	2024	Paving Schedule	Treat Avenue	\$22.0 K

Location	Date	Project #	Name	Cost
Calaveras County	2024	Paving Schedule	Pope Street	\$60.2 K
Calaveras County	2024	Paving Schedule	California Street	\$35.2 K
Calaveras County	2024	Paving Schedule	Main Street (San Andreas)	\$111 K
Calaveras County	2024	Paving Schedule	Gold Strike Road	\$193 K
Calaveras County	2024	Paving Schedule	Lewis Avenue	\$28.2 K
Calaveras County	2024	Paving Schedule	Court Street	\$10.5 K
Calaveras County	2024	Paving Schedule	Church Hill Road	\$400 K
Calaveras County	2024	Paving Schedule	Pool Station Road	\$267 K
Calaveras County	2024	Paving Schedule	Miscellaneous Residential	\$500 K
Calaveras County	2024	Paving Schedule	Valley Springs Elementary Area	\$821 K
Calaveras County	2024	Paving Schedule	Contingency - Utility Coordination	\$300 K
Calaveras County	2024	Paving Schedule	CSA 1 - Various Projects	\$641 K
Calaveras County	2024	Paving Schedule	CSA 4 - Various Projects	\$229 K
Calaveras County	2025	Paving Schedule	O'Byrnes Ferry Road	\$1.49 M
Calaveras County	2025	Paving Schedule	Baldwin St.	\$700 K
Calaveras County	2025	Paving Schedule	Hart Vickson Lane	\$485 K
Calaveras County	2025	Paving Schedule	Contingency - Utility Coordination	\$300 K
Calaveras County	2017		Gwin Mine Road - Winter Storm Recovery	\$1.29 M
Calaveras County	2017		Canyon View Drive - Winter Storm Recovery	\$1.58 M
Calaveras County	2017		Blagen Road - Winter Storm Recovery	\$1.39 M
Calaveras County	2022		Murphys Lighting District	\$425 K
Calaveras County	2021-2022		Schaad Road Over Forest Creek Bridge Project	\$3.43 M
Calaveras County	2022-2023		Lime Creek Road Over Youngs Creek Bridge Project	\$4.75 M
Calaveras County	2023		Monge Ranch Road over Coyote Creek Bridge Project	\$3.37 M
Calaveras County	2022		SR4 Wagon Trail Replacement Realignment Project - Phase 1	\$29.2 M

Location	Date	Project #	Name	Cost
Calaveras County	2021-2022		Annual Traffic Striping Program	\$200 K
Calaveras County	2022-2023		Annual Traffic Striping Program	\$200 K
Calaveras County	2023-2024		Annual Traffic Striping Program	\$200 K
Calaveras County	2024-2025		Annual Traffic Striping Program	\$200 K
Calaveras County	2025-2026		Annual Traffic Striping Program	\$200 K
Calaveras County	2021-2023		Butte Fire Road Restoration Project	\$13.5 M
Calaveras County	2025-2026		Bridge Preventative Maintenance Program	\$1.02 M
Calaveras County	2023		HSIP Cycle 9- Guardrail Upgrade Project	\$365 K
Calaveras County	2023		Road Safety Signing Audit (RSSA)	\$3.12 M
Calaveras County	2023		HSIP Cycle 10- High Friction Surface Treatment	\$1.48 M
Calaveras County	2023		HSIP Cycle 10 - Thermoplastics Striping Project	\$1.62 M
Calaveras County	2026		Calaveritas Road Over Calaveritas Creek Bridge Project	\$3.32 M
Calaveras County	2024		Dogtown Road Over French Gulch Bridge Project	\$2.93 M
Calaveras County	2024		Dogtown Road Over San Domingo Creek Bridge Project	\$3.30 M
Calaveras County	2023		Dogtown Road Over Indian Creek Bridge Project	\$3.03 M
Calaveras County	2025		Dogtown Road Over Indian Creek Bridge Project	\$4.31 M
Calaveras County	2025		Whiskey Slide Road Over Jesus Maria Creek Bridge Project	\$4.83 M
Calaveras County	2022		2019 Winter Storm Recovery Project; Rail Road Flat Road	\$780 K
Calaveras County	2024		Valley Springs School Safety Improvement Project	\$420 K
Mariposa County	Jul. 2021	012-180-055	<a href="#">Wildhaven Preliminary Technical Report</a>	
Mariposa County	Nov. 2021	012-180-056	<a href="#">California Environmental Quality Act Initial Study - Wildhaven Yosemite</a>	
Mariposa County	May 2021	012-21100	<a href="#">Geotechnical Engineering Investigation</a>	
Mariposa County	4/19/2021		<a href="#">Draft Wildhaven Yosemite Traffic Impact Analysis Memorandum</a>	
Mariposa County	Jul. 2005		<a href="#">General Plan Annual Progress Report</a>	
Mariposa County	Jul. 2005		<a href="#">Creative Placemaking Strategy</a>	
Mariposa County	Dec. 2019		<a href="#">Mariposa Creek Pathway</a>	
Mariposa County	Jul. 2020	2020-096	<a href="#">Scenic Wonders Project</a>	
Mariposa County	Jan. 2023		<a href="#">Integrated Mobility and Housing Strategy</a>	
Mariposa County	Jan. 2021	13-050-008	<a href="#">Brown Bear Landscape Project</a>	
Mariposa County	Mar. 2021		<a href="#">Recreation and Resiliency Plan</a>	
Mariposa County	7/12/2019	2019-017	<a href="#">Mariposa County Final Draft 2019-2024 Housing Element</a>	
Tuolumne County	2023-2028		State Route 108 widening, Wood Creek Bridge, Multimodal (Caltrans)	\$85 M
Tuolumne County	2023-2028		Greenley Road Extension (Sonora Bypass) from Greenley to Hwy 49	

Location	Date	Project #	Name	Cost
Tuolumne County	2023-2028		Gold Rush Trail path connecting Columbia/ Jamestown/Sonora (Tuolumne Transportation Council)	
Tuolumne County	2023-2028		Jamestown Sanitary District REAP Grant for Plant Capacity	
Tuolumne County	2023-2028		East Sonora Housing Project (SRHA)	
Tuolumne County	2023-2028		Greenley Road Housing Project	
Tuolumne County	2023-2028		Stewart Street Housing Project	
Tuolumne County	2023-2028		Tuolumne General Hospital Conversion/Restoration for Office Space	
Tuolumne County	2023-2028		Old Tuolumne Courthouse Conversion/Restoration for Office Space	
Tuolumne County	2023-2028		Law and Justice Campus Improvements (road, radio tower)	
Tuolumne County	2023-2028		New Sheriff's and Dispatch Office	\$100 M
Tuolumne County	2023-2028		Capital Needs for Animal Control Facilities and Animal Evacuation Capacity	
Tuolumne County	2023-2028		Yosemite Stanislaus Solutions - SERAL Project	
Tuolumne County	2023-2028		Tuolumne County Fairgrounds Deferred Maintenance and Upgrades	
Tuolumne County	2023-2028		State Park Facility Improvements (Columbia State Park, Railtown)	
Tuolumne County	2023-2028		Clean California Grant Project - Columbia Pedro Wye	
Tuolumne County	2023-2028		Clean California Grant Project - Jamestown Main Street	
Tuolumne County	2023-2028		Clean California Grant Project - Sonora	
Tuolumne County	2023-2028		Sonora Action Sports Park	
Tuolumne County	2023-2028		Youth Sports Foundation (YSF) Park near Standard Park	
Tuolumne County	2023-2028		Columbia Elementary/County Pool Replacement	
Tuolumne County	2023-2028		Jamestown Elementary Capital Facility Improvements	
Tuolumne County	2023-2028		Columbia College Housing Project	
Tuolumne County	2023-2028		Columbia College Fire Tower Grant for Fire Training Program	
Tuolumne County	2023-2028		Railroad Expansions (Sierra Rail)	
Tuolumne County	2023-2028		Columbia Airport Upgrades	
Tuolumne County	2023-2028		Pine Mountain Lake Airport Upgrades	
Tuolumne County	2023-2028		Columbia Resiliency Center at Columbia Armory	\$25 M
Tuolumne County	3/1/2023		Sewer Collection System Improvements Project	
Tuolumne County	3/1/2023		Big Creek and Second Garrotte Clearwells Rehabilitation Project	

Location	Date	Project #	Name	Cost
Tuolumne County	3/1/2023		Pavement Rehabilitation (Phase 2): replacement and repair of asphalt parking lots and driveways	
Tuolumne County	3/1/2023		Phase 1 WWTP Improvements Project	
Tuolumne County	3/1/2023		Wastewater Plant Headworks Improvements Project	
Tuolumne County	3/1/2023		Emergency Generator Replacement Project	
Tuolumne County	3/1/2023		Pond NO. 1 Liner Replacement Project	
Tuolumne County	3/1/2023		Groveland Drought Emergency Water System Improvements	
Tuolumne County	3/1/2023		Hetch Hetchy Railroad Trail	
Tuolumne County	3/1/2023		Groveland Asset Rehabilitation and Beautification Project	
Tuolumne County	2024	1719	<a href="#">Algerine Road Crossing Creek Bridge Replacement</a>	
Tuolumne County	2022	1571	<a href="#">Algerine-Wards Ferry Road Crossing Blanket Creek Bridge Replacement</a>	
Tuolumne County	2021	1629	Big Creek Shaft Road Bridge Replacement	
Tuolumne County	2023	1333	<a href="#">Draper Mine Road crossing Curtis Creek Bridge Replacement</a>	
Tuolumne County	2025	1693	<a href="#">Evergreen Road Reconstruction Project</a>	
Tuolumne County	2021	1679	Intersection Improvements to Parrotts Ferry Road and SR 49	
Tuolumne County	2022	1628	<a href="#">Italian Bar Road crossing Road Creek Bridge Replacement</a>	
Tuolumne County	TBD	1730	<a href="#">Kewin Mill Road Reconstruction Project</a>	
Tuolumne County	2022	1627	<a href="#">Lime Kiln Road crossing Curtis Creek Bridge Replacement</a>	
Tuolumne County	2022	1723-02	<a href="#">Marshes Flat Road at First and Second Creek Storm Damage (2018 Storms)</a>	
Tuolumne County	2023	1657	<a href="#">Mono Way Operational &amp; Safety Project</a>	
Tuolumne County	2024	1655	<a href="#">Old Wards Ferry Road crossing Curtis Creek Bridge Replacement</a>	
Tuolumne County	2021	1723-03	Priest-Coulterville Road Storm Damage Repair (2018 Storms)	
Tuolumne County	2023	1331	<a href="#">Rawhide Road crossing Woods Creek Bridge Project</a>	
Tuolumne County	2022	1708	<a href="#">Red Hills Road over Six Bit Gulch Creek Ford Replacement</a>	
Tuolumne County	2021	1684	<a href="#">Roadway Improvements on Phoenix Lake Road from Ridgewood to Paseo de Los Portales Rd.</a>	
Tuolumne County	2021	1685	Roadway Improvements on Tuolumne Rd. between Lambert Lake Rd. and Terrace Dr.	
Tuolumne County	TBD	1729	<a href="#">Tuolumne Road North Surface Treatment Project</a>	
Tuolumne County	2021	1700	Roadway Safety Signing Audit (RSSA)	
Tuolumne County	TBD	1722	<a href="#">Tuolumne Road Surface Treatment</a>	
Tuolumne County	2024	1738	<a href="#">Tuolumne Townsite Rule 20A</a>	



Location	Date	Project #	Name	Cost
Tuolumne County	2024	1654	<a href="#">Wards Ferry Road crossing Deer Creek Bridge Replacement</a>	
Tuolumne County	2021	1713	Shaws Flat Road - SR 49 Intersection Improvement Project	
Tuolumne County	TBD	1731	<a href="#">Standard Road Surface Treatment</a>	
City of Angels Camp	4/14/2022		<a href="#">MACT Museum Site Development Permit</a>	
City of Angels Camp	2021		<a href="#">Calaveras County Multi-Jurisdictional Hazard Mitigation Plan 2021</a>	
City of Angels Camp	2020		<a href="#">Angels Camp 2020 General Plan</a>	
City of Sonora	Apr. 2022		<a href="#">Stockton-Washington Corridor Transit Hub Project</a>	\$3.4 M
City of Sonora	Oct. 2020	108299	<a href="#">Red Church Pedestrian and Circulation Improvement Project</a>	

# Appendix C: Interviewees

## **Alpine County**

- Andy Lovell, Alpine Outdoor Recreation Association, Alpine Trails Association
- Becky Deforest, Alpine Chamber of Commerce ED
- David Griffith, Supervisor
- Mark Schwartz, Chamber President, water board, active resident
- Patrick Sarni, 7800' Bar & Grill, Kirkwood
- Rachel Radach, Cutthroat Brewing Co., Markleeville
- Richard Harvey, Alpine Watershed Group
- Sandy Bryson, resident, retired law enforcement
- Tim Jung, Creekside Lodge, Markleeville
- Krystle Heaney, Planwest Partners, Inc.

## **Amador County**

- Patrick Crew, Supervisor
- Richard Forster, Supervisor
- Ellie Routt, Mother Lode Land Trust

## **Calaveras County**

- Ben Stopper, Supervisor, CSEDD member
- Jack Garamendi, Supervisor
- Karen Titchenal, resident, Bay Area remote worker
- Kathryn Gallino, CSEDD member, County ED, WDB
- Lisa Schwartz, retired small business owner
- Martin Huberty, County Visitor Bureau, Chamber of Commerce
- Merita Callaway, Supervisor
- Rob Williams, retired, Caltrans vice chair, BPAC

## **Mariposa County**

- Dallin Kimble, CAO
- Marshall Long, Supervisor, CSEDD Chair, MLJT
- Tara Schiff, CSEDD member, County Economic Dev.
- Wayne Forsythe, Supervisor

## **Tuolumne County**

- Tyler Summerset, Blue Zones Project, Tuolumne
- Cathy Parker, Mother Lode WDB, Tuolumne County Superintendent of Schools
- Ronald Kopf, real estate developer
- Elizabeth Hahn, web designer & marketing consultant

## **City of Angels Camp**

- Jennifer Herndon, City Council

## **City of Sonora**

- Ann Segerstrom, Sonora City Council, CSEDD member
- Melissa Eads, Interim City Administrator

## **Regionwide Representatives**

- Angela Franklin, Resident
- Frank Leschinsky, Mother Lode WDB, Volcano Telephone
- LaChelle Adams, Mother Lode WDB, California EDD

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Central Sierra  
Economic Development District

