



ELEVATING OUTDOOR RECREATION TOGETHER

Opportunities for synergy between state offices of outdoor recreation and federal land-management agencies, the outdoor recreation industry, non-governmental organizations, and local outdoor recreation providers

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CONSERVATION AND OUTDOOR RECREATION DIVISION
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and the
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EXECUTIVE SUMMARY

BACKGROUND

Outdoor recreation is a major component of many local, state, and national economies, accounting for \$887 billion in annual consumer spending and 2% of national gross domestic product. In addition to fueling many economies, outdoor recreation improves the quality of life for millions of individuals each year. States across the country are beginning to acknowledge the importance of outdoor recreation; more than eleven states in the last five years have established formal offices or initiatives to promote the outdoor economy or other benefits of outdoor recreation.

STUDY PURPOSE

The purpose of this study is to provide an overview and analysis of the eleven current state offices or initiatives of outdoor recreation. As outdoor recreation relies on access to, and protection of, public lands, the study focuses on the alignment of shared conservation and outdoor recreation goals with public land managers, specifically the National Park Service. However, the results will be relevant to other federal, state, and local land management entities. The Institute of Outdoor Recreation at Utah State University, in partnership with the National Park Service, conducted 22 comprehensive interviews with the leadership, staff, or advocates of each state office of outdoor recreation established by spring 2018. The interviews explored how and why the offices have emerged, what they seek to accomplish, and how they collaborate with external entities. The goals of the interviews were to: 1) determine best practices for how state offices of outdoor recreation operate; and 2) identify opportunities for how the state offices can partner with federal land management agencies, the outdoor recreation industry, non-governmental organizations, and local outdoor recreation providers.

FINDINGS

State offices of outdoor recreation are customized to the needs and priorities of their states. The state offices vary widely in their organizational structures, locations within government, and mandates. Many offices are intentionally designed to cross boundaries among other functions of state government such as economic development, tourism, parks and recreation, and natural resources management, working as strategic coordinators or conveners to improve the benefits of outdoor recreation to the economy, as well as conservation, health, and quality of life.

Based on their approach to conservation, outdoor recreation, and economic development, state offices or initiatives can be classified into three categories: Industry FIRST, Industry AND, or Industry AFTER. State offices categorized as Industry FIRST prioritize economic development and see conservation as an inherent, although secondary pursuit. State offices categorized as Industry AND have adopted priorities balancing conservation, the outdoor economy, and other benefits of outdoor recreation. Finally, state offices categorized as Industry AFTER promote outdoor recreation first and foremost, with benefits to the economy seen as a beneficial byproduct rather than the principal goal. Understanding where each office fits within this classification system can help NPS and other partners tailor their approach to collaboration with the state offices.

NEXT STEPS

This report is the first summary and analysis of the state offices of outdoor recreation. It provides a starting point for land management agencies, state and local governments, industry, nonprofits, and other partners to better understand the origins and missions of newly-formed state offices of outdoor recreation. It also provides best practices for states considering the establishment of their own office of outdoor recreation, as well as recommendations to the current state offices and the National Park Service to facilitate collaboration. Together, state offices and the stewards of their public lands can promote and enhance the economic, social, and environmental benefits of outdoor recreation.



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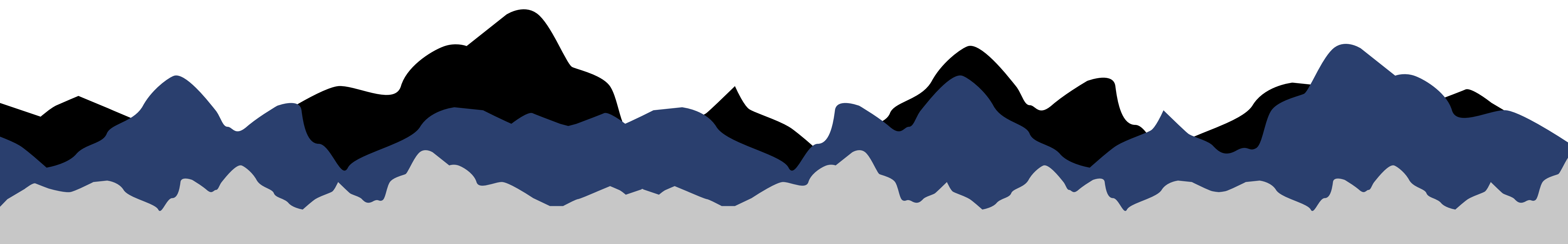
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A NEW ERA FOR OUTDOOR RECREATION

Outdoor recreation is the centerpiece of a newly recognized industry.

According to the Outdoor Foundation, about 145 million or half of all Americans participate in some form of outdoor recreation each year, whether it is as part of an everyday close-to-home lifestyle or a destination vacation. As more Americans run, bike, climb, and otherwise engage with the outdoors, they purchase apparel and gear, travel to new communities, stay in campgrounds and hotels, and frequent local restaurants and even laundromats - ultimately infusing capital into local, state, and national economies.

These national numbers quantify the impact of recreational pursuits by residents and tourists alike. They showcase an economy long underappreciated by state governments. Backed by new economic data at the national and state levels, and influenced by additional state priorities, individual states have created unique offices to advocate for the outdoor recreation industry and the benefits of conservation and outdoor recreation to communities.

In 2013, Utah created the first Office of Outdoor Recreation. Five years later, more than ten states have followed suit, establishing temporary or permanent offices, commissions, collaboratives, or policy positions, with additional states considering the idea. All are based on the idea of strategically enhancing outdoor recreation to support economic growth and quality of life for their citizens, visitors and communities alike.

These initiatives, though embedded within various sectors of state government, often coordinate across or blend the functions of economic development, tourism, and agencies that manage natural resources. Together, the formation of these offices mark a shift in the traditional conversation about both outdoor recreation and state economies.

\$887,000,000

CONSUMER SPENDING

\$65,300,000

FEDERAL TAX REVENUE

\$7,600,000

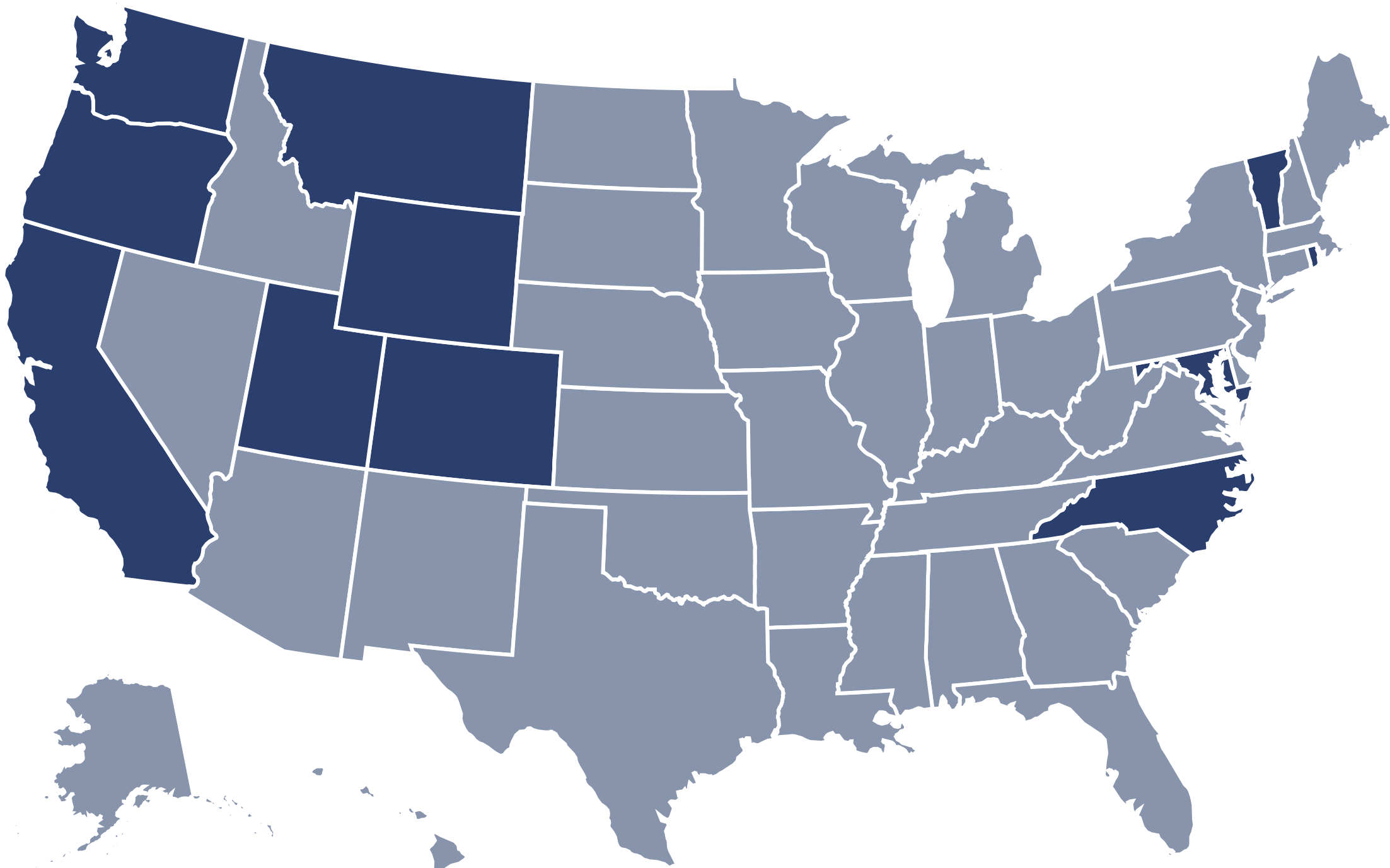
JOB

Outdoor Industry Association, 2017

2%
OF U.S. GDP

Bureau of Economic Analysis, 2018

A NATIONAL TREND



7 offices **3** related commissions **1** policy advisor

- CALIFORNIA**
Office of Sustainable Outdoor Recreation
- COLORADO**
Outdoor Recreation Industry Office
- MARYLAND**
Outdoor Recreation Economic Commission
- MONTANA**
Office of Outdoor Recreation
- NORTH CAROLINA**
Office of Outdoor Recreation Industry
- OREGON**
Office of Outdoor Recreation
- RHODE ISLAND**
Outdoor Recreation Council
- UTAH**
Office of Outdoor Recreation
- WYOMING**
Outdoor Recreation Office
- WASHINGTON**
Policy Advisor, Outdoor Recreation and Economic Development

A NEW ERA FOR OUTDOOR RECREATION

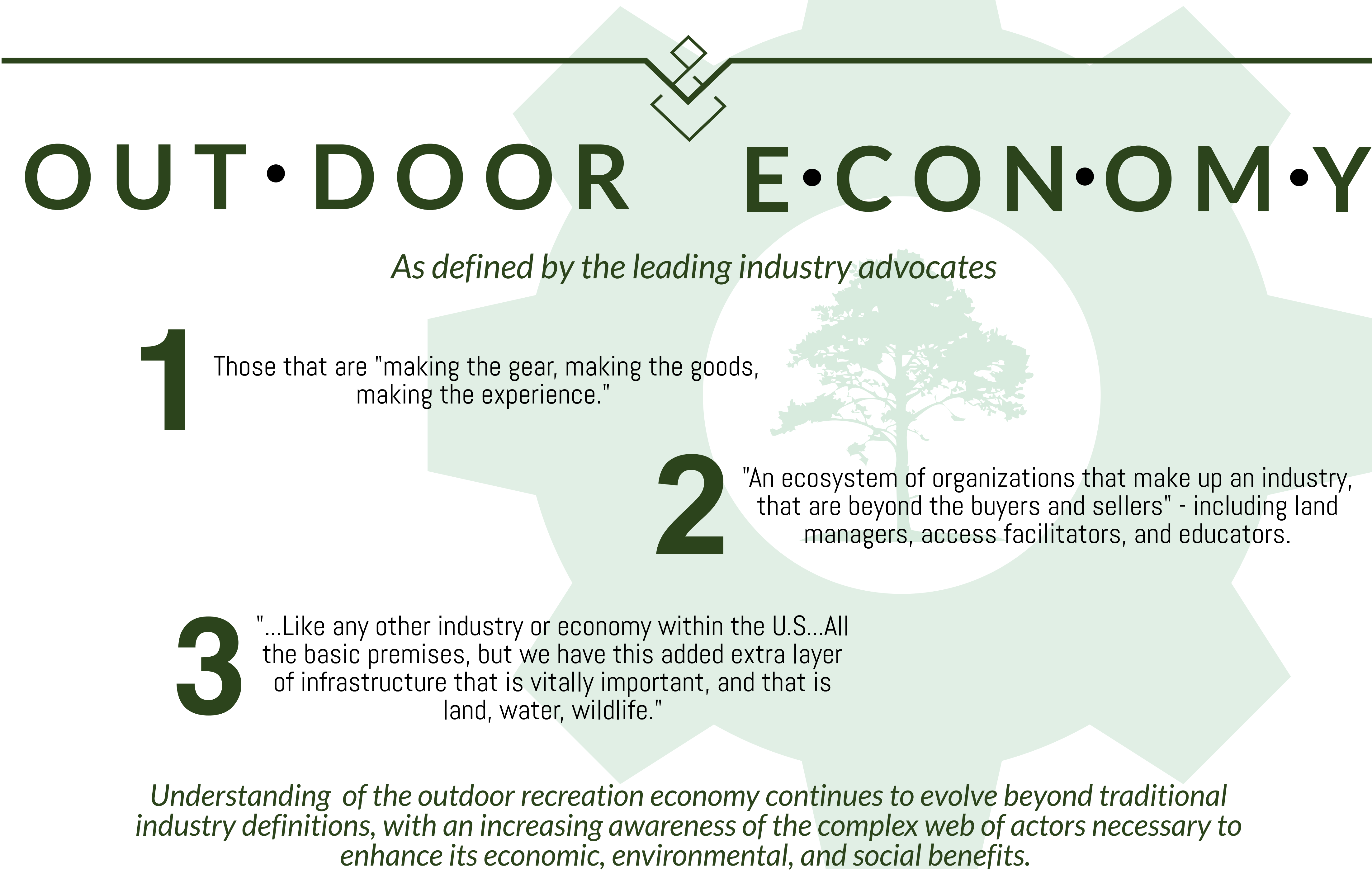
Leadership from Oregon's Office of Outdoor Recreation explains the shift:

“It is rare for any state to support outdoor recreation over the long-term...There's always going to be some critical human need - education, healthcare, employment, corrections - that's going to supersede outdoor rec. Because outdoor rec is leisure, and when you look at it that way, well, it's just what you do for fun. It's what you do after you have affordable housing, and healthcare for everybody, and a well-educated population...You need some sort of stable group whose mission it is, day in, day out, year in, year out, administration to administration, to advance the cause and elevate outdoor recreation, not just for the economic benefits, but because of the way it improves people's lives.”

The new momentum regarding the outdoor recreation economy has emerged alongside a renewed emphasis on outdoor recreation within federal land management agencies. As the Outdoor Recreation Roundtable calls for the establishment of offices in every state, and Department of the Interior Secretary Zinke emphasizes hunting and fishing, the National Park Service is currently considering its own office of outdoor recreation to coordinate policy and stakeholders.

The heightened energy around outdoor recreation and the creation of state offices or initiatives provides an unprecedented opportunity for synergy and collective impact between the states and the National Park Service to elevate outdoor recreation together.

Creation of a backbone or coordinating entity at the state level whose job it is to facilitate alignment of strategies, resources and policies between Federal, state, local and private interests can and has led to remarkable cooperation, collaboration and beneficial outcomes for outdoor recreation and conservation



OUT•DOOR E•CON•OM•Y

As defined by the leading industry advocates

- 1 Those that are "making the gear, making the goods, making the experience."
- 2 "An ecosystem of organizations that make up an industry, that are beyond the buyers and sellers" - including land managers, access facilitators, and educators.
- 3 "...Like any other industry or economy within the U.S...All the basic premises, but we have this added extra layer of infrastructure that is vitally important, and that is land, water, wildlife."

Understanding of the outdoor recreation economy continues to evolve beyond traditional industry definitions, with an increasing awareness of the complex web of actors necessary to enhance its economic, environmental, and social benefits.

STUDY PURPOSE

With outdoor recreation experiencing a parallel renaissance at both the state and federal levels, interest in the potential for future collaboration or support of shared goals has increased. While many state initiatives first and foremost seek to develop the outdoor recreation economy, that economy fundamentally relies on access to natural landscapes, the vast majority of which are managed by the federal land management agencies in the Department of Interior and the Department of Agriculture. In 2017, federal lands received nearly one billion recreation visits. The NPS alone stewards more than 84 million acres in 417 units across the nation, ranging from historic sites, national parks, and preserves to national monuments and seashores, all of which provide unsurpassed opportunities for outdoor recreation.

While the NPS explicitly lacks an economic development mandate, it is a primary recreation provider in many states, driving visitor spending and making it an inseparable part of the economy that new state initiatives seek to intensify.

Additionally, under the Outdoor Recreation Act of 1963, the NPS promotes the benefits of outdoor recreation beyond park boundaries and into states and communities, especially through the programs of the Conservation and Outdoor Recreation Division. To varying degrees, state outdoor recreation initiatives also seek to improve those same benefits to conservation, community health and wellness, education, and access to outdoor recreation opportunities; therefore, opportunities for federal-state partnerships around outdoor recreation likely exist.

Given the novel and largely unexplored role of the state initiatives, further investigation was needed to provide insight into any opportunities to support shared environmental and social goals.



The Economic Impact of the National Park System

\$18.2 BILLION

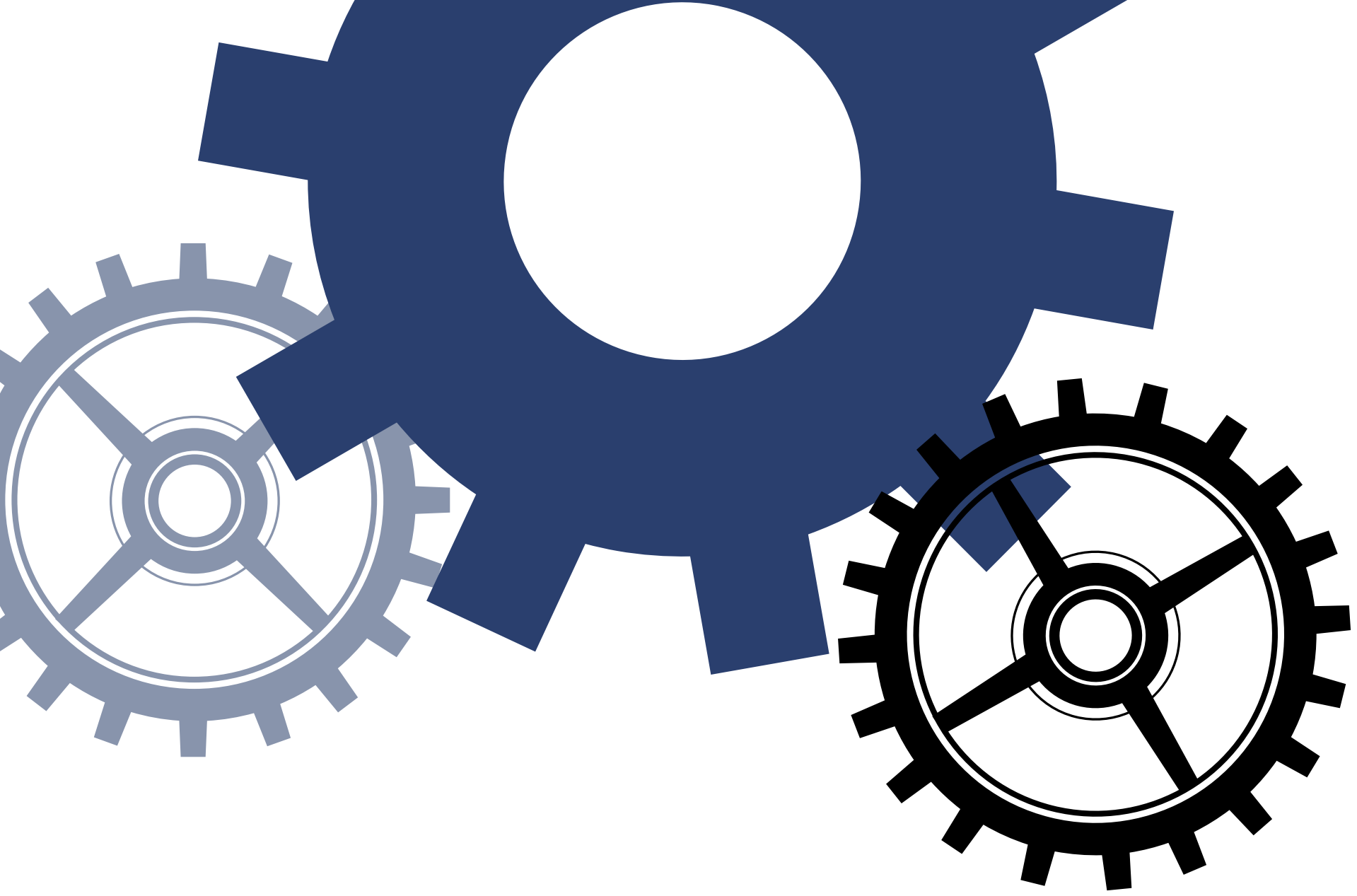
VISITOR SPENDING

\$1.8 BILLION

VISITOR SPENDING ON RECREATION INDUSTRIES

306 THOUSAND

JOBS



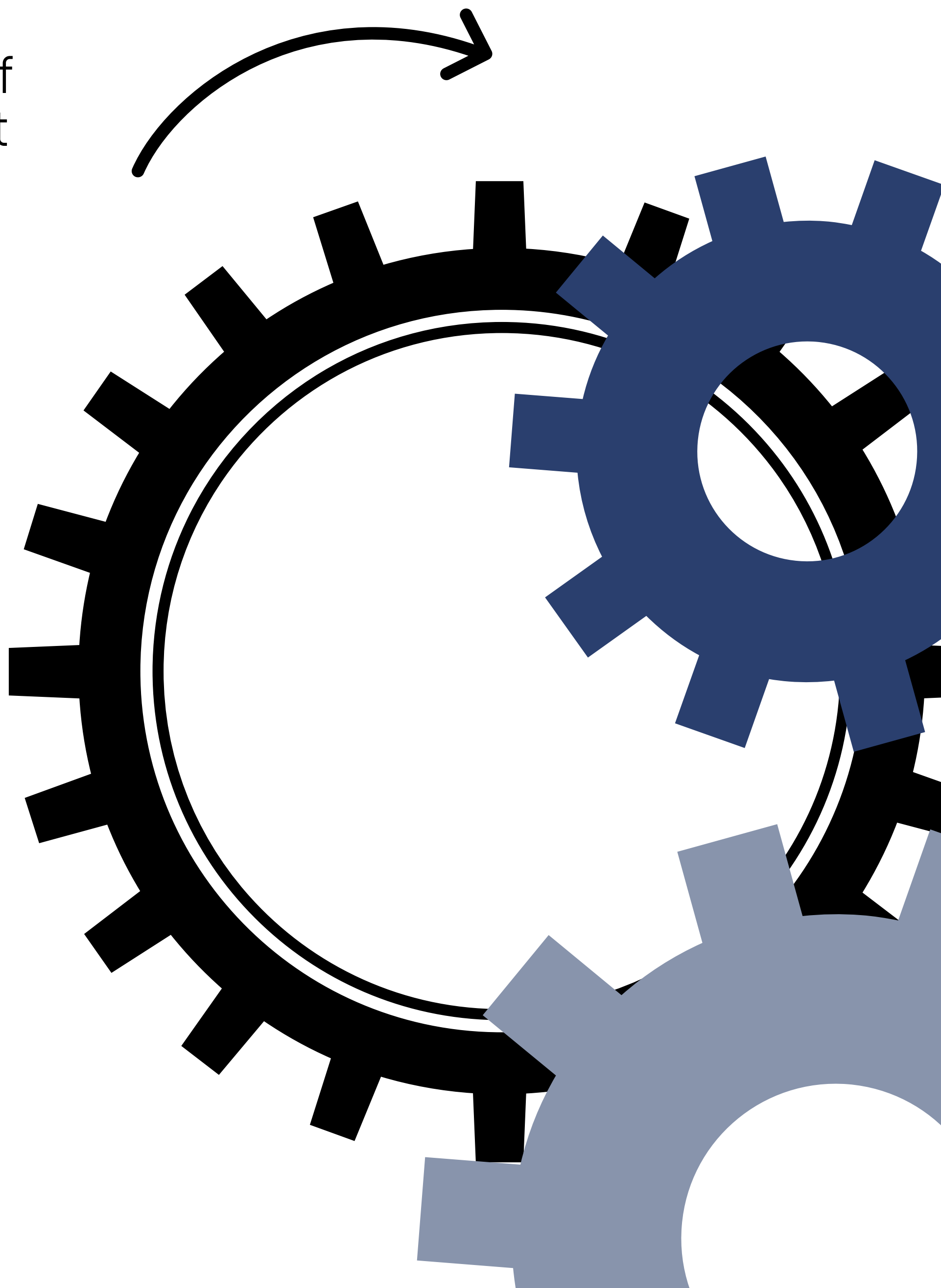
RESEARCH APPROACH

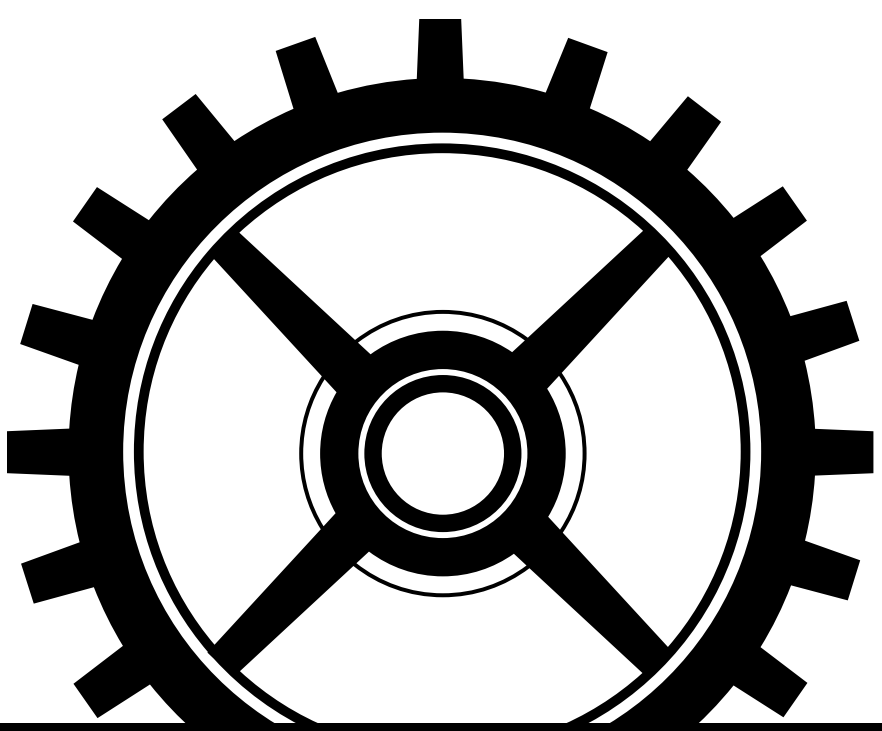


Interviews were completed with one to two select leaders of each initiative, including initiative directors and staff as well as industry or nonprofit advocates.

Interviewees varied with respect to occupation, employer, level of experience, and relationship to the initiative, providing significant breadth and depth of information.

Interviews were thematically analyzed to identify best practices and recommendations.





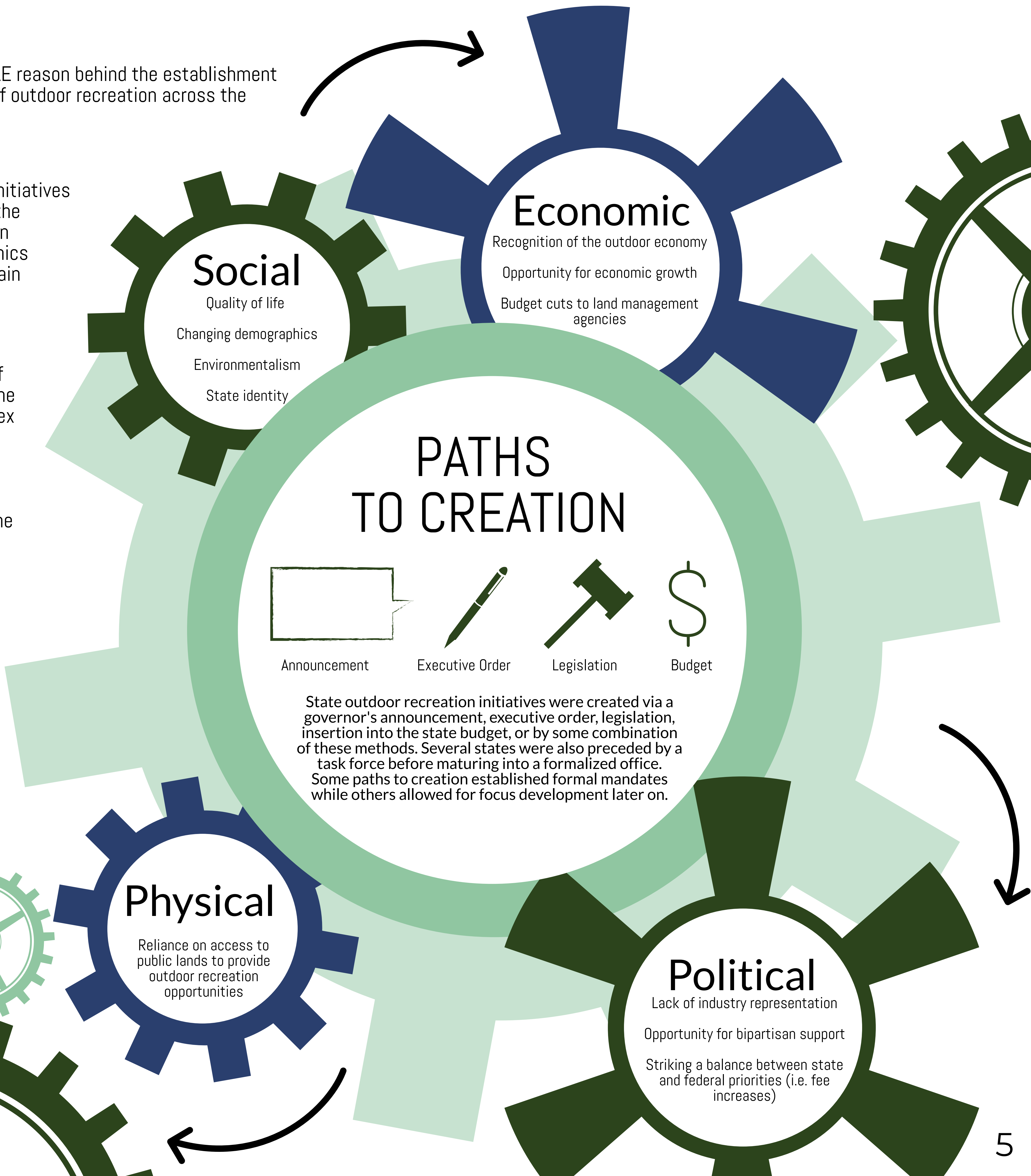
CREATING STATE OFFICES OF OUTDOOR RECREATION

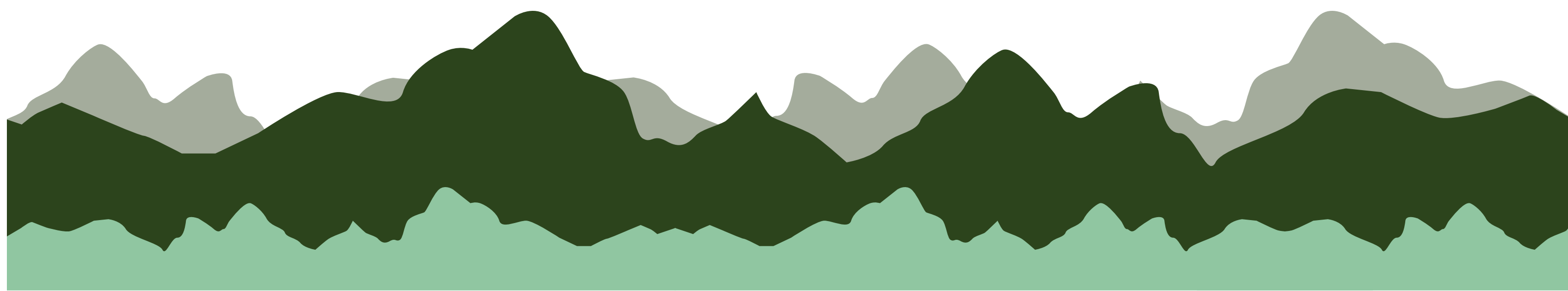
THE HOW AND WHY

There is no SINGLE reason behind the establishment of state offices of outdoor recreation across the country.

Although all the initiatives seek to improve the outdoor recreation economy, economics alone do not explain the phenomenon.

The emergence of state offices is the result of a complex interaction of economic, social, political, and environmental factors at both the state and federal levels.





INSTRUMENTAL ADVOCATES

State offices of outdoor recreation materialized due to broad stakeholder support and engagement, though the type and timing of support varied between states.

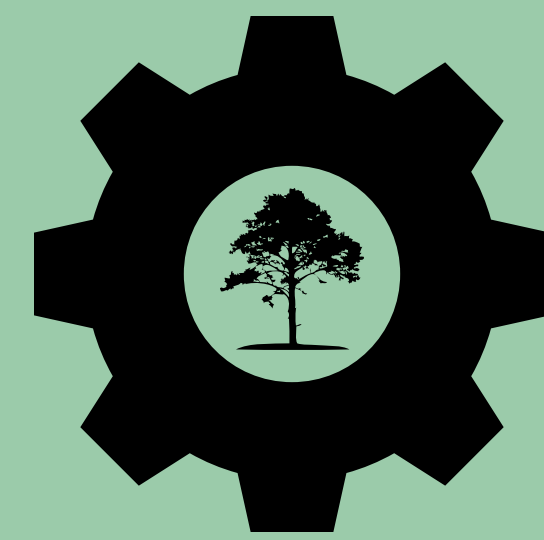
As individual state offices have matured, early advocates and supporters often formalized their own separate coalition or transitioned into an office advisory group.

Governors



- Governors can unilaterally create state offices of outdoor recreation (by announcement or executive order) and define their purpose.
- Governors often frame the formation of a state office of outdoor recreation as part of their larger priority of economic development.
- Governors have even included the formation of a state office of outdoor recreation as part of their campaign platform (as in the case of Montana)

For Profits



- Outdoor recreation industry members themselves (e.g., gear manufacturers, retailers, etc.) were the principal advocates for the formation of many state offices of outdoor recreation.
- For profits that have advocated for the formation of state offices of outdoor recreation include local businesses as well as those with a national footprint such as REI.

Nonprofits



- Many nonprofits have been essential to the formation of state offices of outdoor recreation; this includes conservation groups, environmental education organizations, recreation user groups, and others.
- Local, state, national, and international nonprofits have advocated for the formation of state offices.
- The involvement of nonprofits has helped ensure that state offices will not be just another bureaucratic organization.

Outdoor Industry Association (OIA)

- The OIA is a national trade association with 1,200 members.
- It provided the first data quantifying the outdoor economy at the national, state, and local levels, sparking new conversations with state leadership.
- OIA has been involved in every state office in varying capacities, this has included providing policy guidance, writing letters of support, hiring legislative advocates, and organizing lobby days.

“As soon as we announced the creation of the office, every group that has a stake in outdoor recreation was interested in being at the table.”

TALKING ABOUT THE OUTDOOR ECONOMY

Economy vs. Ecosystem

The businesses in the outdoor economy - from manufacturers and retailers to service providers - are as diverse as outdoor recreation itself. Notably, the economy extends beyond businesses, becoming an "ecosystem" that includes other economic sectors as well as those who manage the land or provide access to it.



The economy is often described as "an ecosystem of organizations that make up an industry, that are beyond the buyers and sellers."

"There is no such thing as the outdoor industry. The outdoor industry is a collective of many smaller industries that all play in the same sandbox."

Outdoor recreation, unsurprisingly, is supported on both sides of the aisle - its multitude of benefits to other sectors make it an easy area of bipartisan agreement. It is often a passion even for those not professionally involved with the industry and one that diverse stakeholders are willing to support.



"It is just people's passion around recreation."

For some conservation groups, establishing an office was "not a hard pitch." Some viewed it as, "If...you're going to give me a way to talk about jobs while I'm talking about conservation, then I'm going to get all behind you."

A New Conversation

Discussing outdoor recreation and its economic impact was a foreign concept to legislators and state commerce entities and even to those inside the industry. The release of economic impact data, especially by the OIA, helped advocates trigger a new conversation.



Advocating for representation for the outdoor industry is "an awareness campaign." Economic development professionals inside state government "haven't spent their careers thinking about...how hiking and biking and hunting and fishing...create revenue for the state."

"The bankers didn't understand that there was actually the opportunity...to make money."

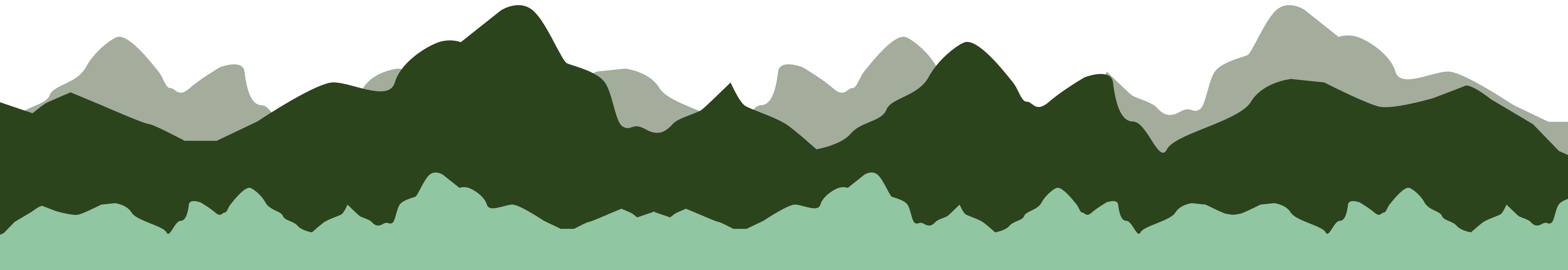
Inherently Intersectional

The outdoor economy is naturally interlaced with other sectors such as land management, transportation, health, extraction, and more. Outdoor recreation management "doesn't exist in a vacuum" and necessitates the involvement of diverse stakeholders and careful positioning and coordination within state government.



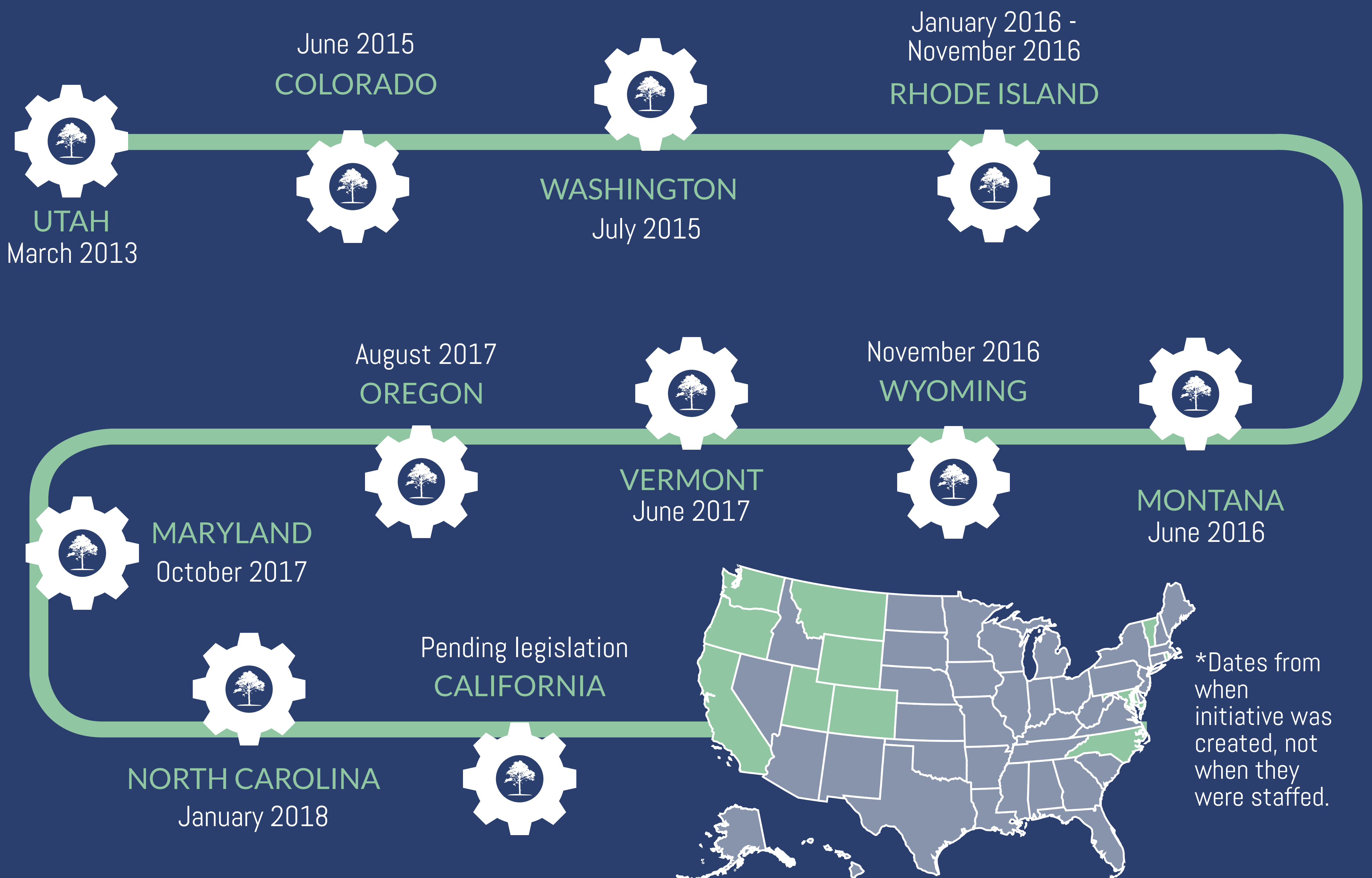
"If the word recreation can come into a sentence, we could be incorporated."

"I may be tracking...100 bills at any one time, and only like 10% of them are specifically outdoor recreation, and a bunch of them may be things like transportation or health bills that have the ability to impact outdoor recreation...that's one of the hardest things about outdoor recreation industry, is that it's so varied."



ELEVATING OUTDOOR RECREATION

State by State



*Dates from when initiative was created, not when they were staffed.

...and counting.

Utah Blazes the Trail

The creation of Utah's Office of Outdoor Recreation was a new idea to the rest of the country, but it was not a novel concept within the state. Utah had already been recognizing the outdoor economy for a decade.

In 2003, the Governor's Council on Balanced Natural Resources led to a statewide vision on outdoor recreation as well as an Outdoor Products and Recreation Cluster within the Governor's Office of Economic Development.

In 2013, Utah set a precedent and answered the industry's desire to have a greater role in policy through the creation of a formal office.

Three other states (Oregon, Washington, and Wyoming) since have followed this multi-step, gradual approach.

Adapted Approach

As other states followed Utah's example, they tailored their approach, choosing various entities to lead the effort and dedicating differing levels of resources.



Governor's office (WA)



State parks or natural resources agency (CA, WY, OR)



Economic development entity (UT, CO, MT, NC)



Joint effort or other (MD, RI, VT)

Building Momentum

The creation of state initiatives triggered a cascade of energy and momentum around the outdoor economy, normalizing the concept of the industry, provoking critical thinking, and providing practical guidelines for other states to consider. The level of awareness and influence of other state efforts varied from state to state.



"It kind of started as a friendly arms-race to see who could support outdoor recreation more among the West Coast states."



"...in a way, we're like the Frankenstein child of the three different approaches that Utah, Washington, and Colorado made."



"We aren't big on reinventing the wheel here. So to the extent there's other state efforts that have been successful or seem fruitful or promising, we want to make sure that our commissioners know about it."



"...it made it a lot easier to get started because there were bylaws that I could look at and borrow from."



The structures of the other states provided a counterexample. "Seeing some of the way the other offices were stand-alone, even though they were embedded in the Departments of Commerce...made it a little difficult...to maneuver the politics" given Wyoming did not want an independent entity.



Utah and Colorado's offices "[were] the actual articulation of the notion." The state had long recognized the need for an office but, "the next step was never taken. It was like, well what does that look like? Where is, what is that person?..Boom. All of a sudden, here's the Office of Outdoor Recreation, and then in Colorado; it was like, that's what it looks like.



State leaders admitted "we would not have been the first one to do it," but there was "a sense of urgency" around the possibility of being the first on the East Coast to create an office. Moreover, if other states can "convince politicians that there's a big economy around...our mountains and streams...and wild places...I wonder if that same thing couldn't happen for North Carolina."



States Customize Offices to Meet their Needs

While the rapid-fire creation of similar state offices of outdoor recreation may initially appear "cut-and-paste," states have deliberately taken the opportunity to analyze earlier examples and create a unique approach. Each state has established a different organizational structure, location within state government, and purpose to address its own unique needs. For example, Vermont's effort deliberately sought greater public involvement, and California's office will be the first to explicitly address access to outdoor recreation for urban and minority populations.

"...it was a sensible and powerful idea for Vermont,"

"...nuances [and]...priorities with California...versus some of the other states,"

"...[to] put the Oregon Stamp on it,"

"It's been great to see other states do it...it really showcases the fact that this is more than an issue that impacts Montana...[but] it would certainly be that way with or without other states doing it,"

REFINING THEIR FOCUS

Regardless of their name, organizational structure, or location, all state offices of outdoor recreation seek to further develop, promote, or enhance the outdoor economy - whether they define it as improving opportunities for outdoor recreation, increasing consumer spending, or expanding employment opportunities.

Each office is nuanced to the needs and priorities of its state, with some offices or initiatives restricting their focus to economic development and others broadening their scope to include conservation, health, education, and more. Some mandates were established through the process of creation, outlined in legislation or an executive order, while others were developed or expanded through stakeholder input.

“You never really want government driving the bus...I really want to make sure...that we're...talking to the folks that we're trying to serve.”

“We do a lot of things right...and there are amazing things happening in every different segment of our state government working toward this effort...Let's connect these things. Can we even amplify them that much more?”

BLURRING BOUNDARIES

The purpose and structure of many offices are intentionally designed to blur and cross boundaries between other functions of state government such as economic development, tourism, parks and recreation, and land or natural resources management.

Many offices have adopted the role of strategic coordinators or conveners to improve outdoor recreation outcomes across the public sector. This collaborative framework and approach differs from the more traditional model of all entities independently managing the resources, programs, waters, or facilities under their purview.

As the offices mature and evolve, they will further define their focus and role; the oldest office is only five years old, while others are only months into their work. For a state-by-state comparison, refer to the chart on page 23.



leader
coalition
enhancer
convenor
funnel
connector
builder
liason
voice
facilitator
conduit
quarterback

OF THE STATE OFFICES OF OUTDOOR RECREATION

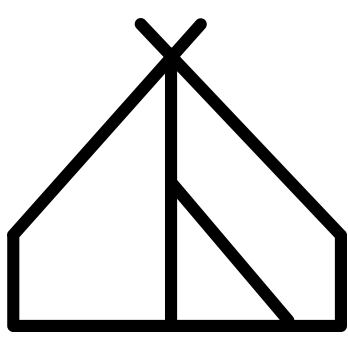
PARTNERSHIPS BEFORE PROGRAMS

Offices and initiatives largely perceive their role as facilitators of new work and amplifiers of existing work to achieve greater outcomes for outdoor recreation, and they frequently organize and collaborate with different businesses, stakeholder groups, and government agencies.

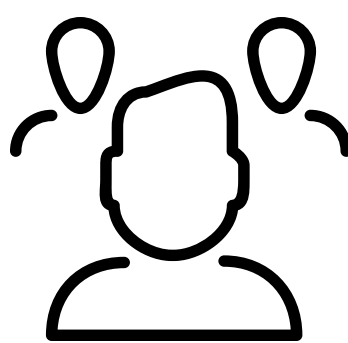
Rather than pursuing their own initiatives, they seek to engage in and facilitate intergovernmental and public-private partnerships.



Rhode Island had the only effort led by a state health organization.



One of Vermont's initial efforts is loaning gear to first-time campers.



Statewide conferences for outdoor businesses, user groups, and other stakeholders are a popular tool for Utah and Colorado, while many other states plan to have them in the future.

“...None of those programs end up being something that I administer, but when I see a need, I try to find what's the best way to fulfill that need, either with an existing state agency or with external partners.”

GRANTS

States often connect stakeholders to grants and resources within their home department, or they help leverage the program of a partner.

Utah is the only office to independently run and manage its own grant program to help communities invest in outdoor recreation infrastructure, such as trails or boat ramps. The office has successfully petitioned for a transient room tax to increase funding for the program.

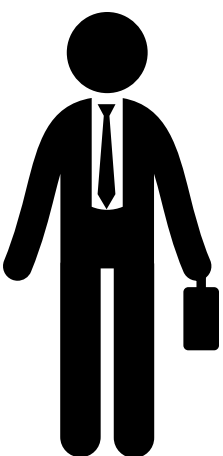
6:1

Each year, Utah's grant program has leveraged city, nonprofit, and private funding six times its original investment.

TIGHT OPERATIONS

Like many new entities, state offices or initiatives operate with limited resources. Funding comes through states' general funds, state economic development entities, or state parks. The staff of larger offices are augmented by university interns or external grants, while the related commissions have 15 people involved or more.

“We're a 12 billion dollar industry, and we have the largest office of outdoor recreation in the nation, and we have three people. Three people. When it comes to partnership, we have to work with pretty much everybody.”



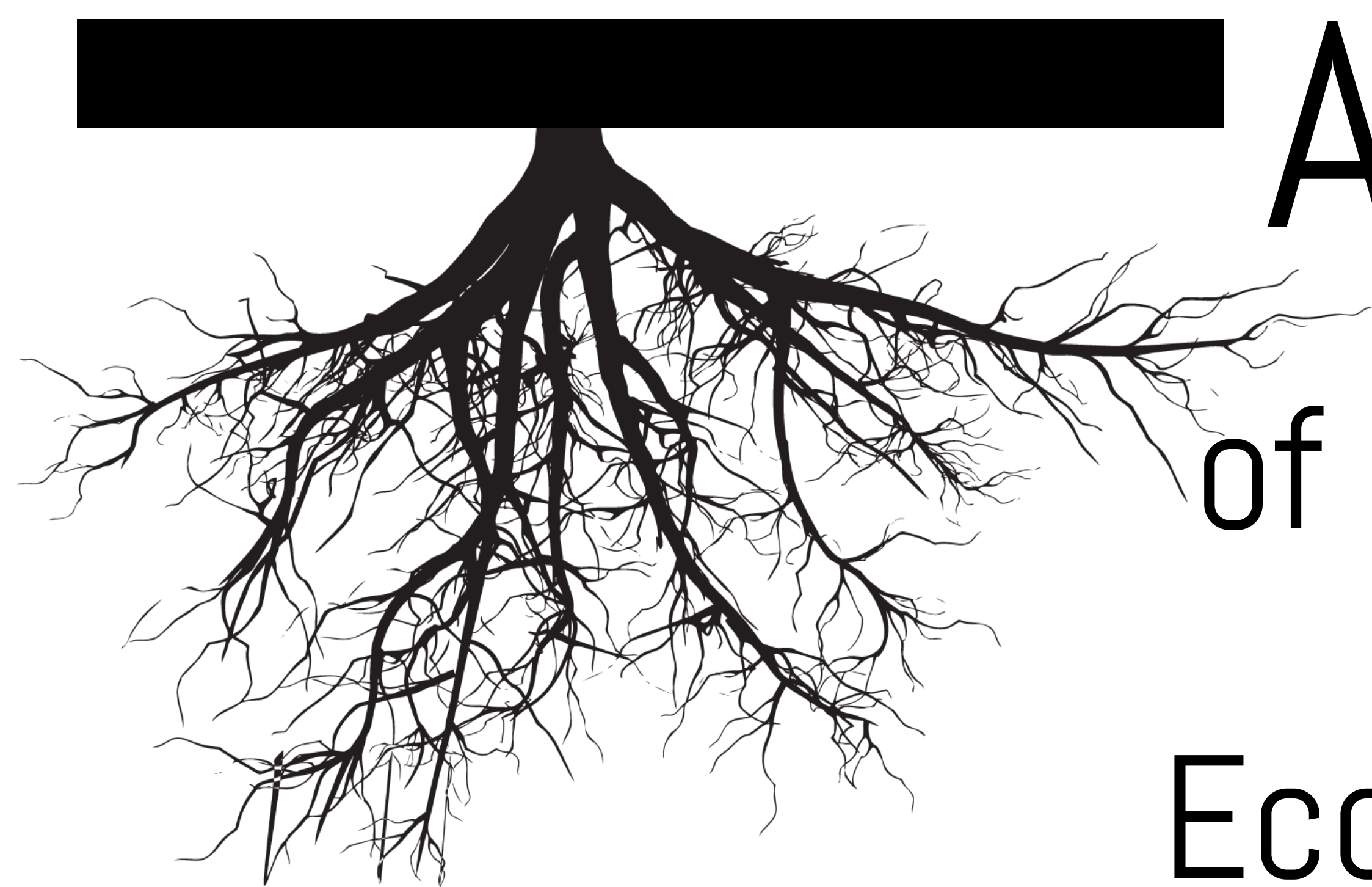
Four states (MT, NC, WA, WY) have only one dedicated employee.



All three council-like state offices (MD, RI, VT) have received no funding to implement recommendations.

PLANNING

Given that other departments have led the Statewide Comprehensive Outdoor Recreation Plan in the past, many state offices plan to revise, broaden, or build from that work. Additionally, due to the intersectionality of outdoor recreation with other sectors of government, many seek to get involved in other statewide planning in transportation, natural resources, or economic development.



AT THE ROOTS

of Outdoor Recreation, Conservation, & Economic Development

Though the state offices vary widely in their programs, structure, location in government, method of establishment, and reasons for creation, they **universally** seek to improve the outdoor recreation economy.

Universally, they also recognize that their industry is **fundamentally dependent on the health of, and access to, natural landscapes.**

Each state office is nuanced in how they perceive the connection between economic development, conservation, outdoor recreation, and its many other benefits and their role in providing them.



The distinction between different offices lies in whether outdoor recreation is perceived as a **MEANS** to economic development or as an **END** in and of itself

“ This office is here to support, promote, and expand...the outdoor recreation employment opportunities in the state. And ... this office is here to support and promote those things that make North Carolina unique that allows the outdoor recreation industry to thrive here and that also attracts new outdoor recreational businesses. ”

“ Outdoor recreation is an amplifier of...other social goals. It can take education and make it better; it can take community well-being and health and make it better; it can take the economy and make it better. Those are all outcomes, that when viewed through the lens of outdoor rec, become more intense...that's why we think the establishment of an office like this is important, independent of economic development goals and what the governor wants to do in that movement or not. ”

Some states fall between these two perspectives

“ ...Our mission is to really inspire industries and communities to come to life through Colorado's great outdoors...We see ourselves supporting the outdoor industry...[but] at the same time...it has to be an effort that goes hand-in-hand with...environmental stewardship, education and workforce training, and health and wellness...[because] the outdoor industry is not going to thrive without [their] support. ”

COMPARING THE OFFICES

Industry FIRST

Outdoor recreation is a means to economic development, where conservation is seen as a necessary byproduct and the benefits of outdoor recreation are desired but not targeted. Offices act as an extension of the state's economic development arm, and their mission and origins are rooted in the economic benefits of outdoor recreation.

MARYLAND
NORTH CAROLINA
WYOMING

Industry AND

Outdoor recreation is transitioning from a means to economic development to and ends in and of itself. Offices or initiatives support not just the outdoor economy but also conservation, education, or other benefits of outdoor recreation such as improved health or quality of life. Most are housed in the state's economic development arm and justify non-economic goals for the benefits they bring to the economy. Many of their origins lie in economics, but they have expanded their scope.

CALIFORNIA
COLORADO
MONTANA
UTAH

Industry AFTER

Outdoor recreation is an ends in and of itself. Offices or initiatives adopt more expansive goals related to conservation, health, and recreation, where economic development is a natural outcome more than its own priority. Their origins trace back to more than just economics, and they are housed in other departments rather than the states' economic development arms.

OREGON
RHODE ISLAND
VERMONT
WASHINGTON

The subtle differences in how offices perceive their connection to the economy, conservation, and other related sectors ultimately affects opportunities for partnership with the National Park Service and others.

Greater State-Federal Synergy

Without exception, each state office of outdoor recreation recognizes the value of outdoor recreation and conservation and their extraordinary impacts in their states. Given this, the state offices or initiatives can further the dual mission of the National Park Service to preserve public lands while providing them for the public enjoyment. National parks and other NPS sites can be found across the U.S. and within every state. The NPS presence ranges broadly from state to state, but as these places are often key destinations for visitors, coordination between NPS, partners, and their surrounding communities can culminate in greater collective impact. The next section highlights recommendations to the NPS and the state offices or initiatives to improve outdoor recreation.





ELEVATING OUTDOOR RECREATION TOGETHER

Recommendations to State Offices for How to Partner with the NPS

Identify intersections of the outdoor industry and recreation with the National Park Service.

The National Park Service is a largely decentralized federal agency managing sites and programs across the U.S., resulting in a network of extensive partnerships bridging multiple departments and objectives. Each intersection with the outdoor industry is an opportunity to improve environmental, social, and economic outcomes together. Potential intersections with the National Park Service that state offices should cultivate include: the NPS sites within the state, the regional offices for where the state resides, or the national office in Washington, DC. At the national level states could connect with the National Tourism Program, the State and Local Assistance Programs, or the Conservation and Outdoor Recreation Division.

Review Foundation Documents for each relevant park unit to identify recreation opportunities and challenges.

Each unit of the national park system has a foundation document that provides a baseline for park planning. Foundation documents include a description of the park's purpose, significance, and fundamental resources and values. These documents can provide an overview for state offices to learn about the priorities and needs of park units within their states.

Engage with both the parks sites and national programs of the National Park Service.

Park units are vital opportunities to realize outdoor recreation, conservation, and other goals specific to each state, with opportunities for closer collaboration to support shared interests. More broadly, relationships with national programs within the National Park Service, such as the Rivers, Trails, and Conservation Assistance Program, explicitly operate to extend the benefits of parks and recreation beyond park unit boundaries and into communities.

Engage with unique designations such as National Heritage Areas.

National Heritage Areas, of which there are currently 49, integrate heritage conservation, recreation, and economic development priorities that many state offices also seek to promote. Rather than directly owning or managing land, the National Park Service is a facilitator and partner in protecting and promoting historic, cultural, and natural resources of nationally important landscapes.

Recommendations to the National Park Service for How to Partner with State Offices

Utilize partnerships with the state offices or initiatives to promote the values of the national park system to the states.

Collaboration with state offices, while it will require a careful balance between states' economic development priorities and the mission of the National Park Service, will improve the benefits of conservation and outdoor recreation in each state. Different opportunities exist with each of the states, with more opportunities likely with offices or initiatives that are categorized as Industry AND or Industry AFTER.

Connect state offices or initiatives with park superintendents, regional offices, regional and national program leads, and resources.

Connections to leadership provide an opportunity for state offices to learn about the challenges and priorities of the park units in their states. Additionally, familiarizing state offices with service-wide programs such as the Rivers, Trails, and Community Assistance Programs will improve the scope and benefits of these programs. Sharing park resources such as guidebooks or grants will also improve their use and benefit across the country.

Develop an organized framework for interaction with the state offices or initiatives.

A structured method for engagement will provide a single point of contact for the outdoor industry and stakeholders at the agency level that can act as a gateway to National Park Service initiatives and programs. Potential models include the shared state and federal administration of the Land and Water Conservation Fund and the collaborative relationship between the Historic Register (administered by the National Park Service) and State Historic Preservation Offices.



Together, state initiatives and the National Park Service can promote and enhance the economic, social, and environmental benefits of outdoor recreation.

Overcoming Internal Challenges



While there are countless opportunities to improve outdoor recreation, state offices first had to establish their own concrete goals and methods to achieve them. As nascent organizations venturing into new territory, offices or initiatives had to contend with their own challenges before engaging with partners.

01

STARTUP CHALLENGES

State offices of outdoor recreation encountered challenges common to other new offices: defining their own course and translating lofty goals into tangible programs, all while establishing formal underpinnings for their work. They were often limited with staff, funding, time, and administrative support even as demand for their services increased.

We are literally building the plane as we fly it.

There wasn't a "plug-and-play manual. It was like, this is what we want to do: create something that does this.

[Administrative work] takes my time away from the substance of what I need to be doing.

COMMUNICATION CHALLENGES

State offices of outdoor recreation faced the challenge of communicating the importance of the outdoor economy and their role relative to other state priorities. This was especially true in states with a less visible outdoor economy. Knowledge of the economic impact of outdoor recreation was not widespread, and its inherent connections to other sectors needed to be highlighted for nontraditional audiences and partners.

02

Outdoor recreation doesn't generally have a lot of crises on its own. Crises are what sometimes get money and attention...part of the solution is showing how well outdoor recreation is a low-cost tool to generate economic activity and health and quality of life outcomes for relatively little expenditures...Communicating [those] benefits is a challenge.

“Our overhead agency is really thinking about job creation...but then for us to really contribute to a successful outdoor recreation economy, we also need to support conservation and health and education...we have to make the economic case to say that what we do in all our activities... translate[s] into...job growth.”

03

ORGANIZATIONAL CHALLENGES

The scope of some offices were restricted due to the goals of larger governmental organizations in which they were housed. Determining how many and which stakeholders to include on their advisory bodies also proved difficult, given their roles as coordinators and the intersectional nature of outdoor recreation.

EXTERNAL CHALLENGES

Due to many governors' influential role in their creation, offices sometimes struggled with strictly representing the governor's position. They also faced competition for funding with other state departments. Some states also contended with a lack of cohesive support outside of government, where they lacked local political champions, cohesion on controversial subjects, or an entity to help implement their recommendations.

04

“Every [other state agency] is struggling with getting the resources they need to do their work...and I think naturally there's still some concern that any one agency that succeeds in getting resources is in effect depriving those resources from another agency.”

LONG-TERM CHALLENGES

“How can a state agency that provides outdoor recreation [promote the industry]?...Some of it is things that our department can't do...The long-term is making sure that we have adequate funding for our outdoor recreation assets, for organizations that steward them.”

05

With many offices only months into their operations, the question of longevity remains; many were created by governors, making them easily removed by a change in administration, whereas initiatives institutionalized in the budget or state law are more durable.

Offices have weathered many challenges, highlighting best practices for other states to consider.

BEST PRACTICES FOR BUILDING AN OFFICE OF OUTDOOR RECREATION

BUILDING SUPPORT

Develop a pitch that speaks to a broad base of supporters throughout the "ecosystem" of the industry and adopt an inclusive approach.

Emphasize not only what the industry does for the state, but what it could do, given better focus and support.

Invite potential supporters, but also invite those who may not be on board.

“They...put somebody on the committee that was one of the grumblers...[but] if he's in the kitchen helping make the soup, he's certainly not going to be the person...coming out against it.”

FORMALIZING A STRUCTURE

There is more than one way to support the outdoor economy in a state - whether it is a task force, office, or policy position - and more than one way to formalize it.

Consider how the method of establishment affects an office's permanence; legislation or input into the budget provides the most long-term security but is more difficult to accomplish. Establishing task forces first can help underscore the need for a more formal effort, identify its first steps, and pave the way for an office.

Evaluate the role of existing structures in the outdoor economy, and negotiate a niche for the office that reduces competition or duplication, and allows others to be successful in their current arenas. Consider the desired outcomes and whether the office would be most effective in the governor's office, the economic development arm, state parks, natural resources, or some other entity, as their home departments affect their funding and other resources, and in most cases, determine the standards they will be measured against.

SETTING A DIRECTION

Some offices' mandates were granted in legislation, while others defined their missions independently. Whether formal or informal, offices engaged with stakeholders to define focus areas and determine program needs.

Statewide listening tours or conferences can scope issues and priorities, help identify members for advisory groups, and improve statewide cohesion.

Do not be anti-anything; always be pro-recreation.

Balance learning from other states with the need to ensure your approach is what is best for your state, even if that means following a path of isolation.

Build off previous work within your own state, such as past Statewide Comprehensive Outdoor Recreation Plans.

Many offices have a high demand to partner, and it can be difficult to determine who to say "no" to, which provides a challenge for structuring an advisory body.

Encourage partners to organize to provide a consistent direction and vocal support outside state government.

EXPANDING SCOPE

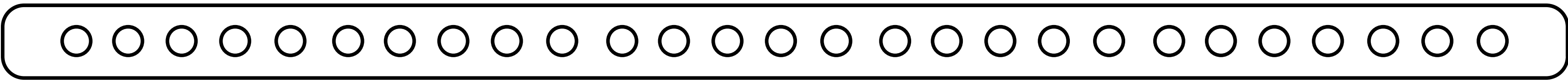
As offices develop programs and collaborate with partners, their missions evolve and so do their needs.

As the office evolves, advisory bodies may need to expand or be reorganized. Consider inviting members that can represent multiple interests, or adding additional advisory bodies, term limits for members, or another layer of structure with an internal steering committee.

Cultivate champions outside of state government that can demonstrate the need for your work. Make an effort to go to partners’ tables, as they can help share your story and spread your impact. Organized, external support can also advocate in political issues when state entities can be limited.

Develop data that demonstrates your value, such as case studies. Numbers talk.
Think creatively to overcome resource shortages, such as recruiting interns or acquiring shared employees.

Partnerships are crucial to the creation and continued success of state offices. They are absolutely essential due to each office’s role as a strategic coordinator, and they enable offices to improve the benefits of outdoor recreation to conservation, health, quality of life in addition to the economy. Yet partnerships present their own unique challenges.



COMMON PARTNERSHIP CHALLENGES

While each partner differs in their mission, methods, and resources, offices face certain common challenges regardless of the type of partner.

Mission alignment

Partnerships among separate entities require shared goals and a common understanding of benefits. Each office has the goal to support the outdoor economy, and many have ancillary goals to improve conservation, education, and health. One underlying conflict of interest is the industry’s need for access and development of resources, while many land management agencies and nonprofits promote conservation. Similarly, several offices are housed in resource management agencies who must balance the public interest with the industry’s interest. Other offices must also answer to other departments, and in many cases, the governor.

“ I work for the Department of Forest, Parks, and Recreation, and our mission is not...though it has economic implications and we do think about that, our job is to take care of state lands. ”

“ We don’t want to give up our sense of public service just to cater to the industry’s interests, but they’re Oregonians too; they’re citizens too. They have a role along with everybody else we serve in helping shape policy. ”

Resource scarcity

State offices and initiatives face their own resource challenges, but it is not a problem unique to them.

“ ...At the end of the day, it’s both sides of the house...rough for those financial resources and people resources. So I think that falls on the federal side and the state side. ”

“ Does [the industry] have money to put toward these these groups? [They are] just not fundamentally set up to fund based on their margins. ”

Bandwidth

Limited funding, staff, and programs impede the ability of offices to add additional focus areas or to carve out additional time for partnerships.

“ How do we balance our day jobs and everything else? ”

“ ...every week, David [the director of North Carolina’s office] is introduced to somebody new who...represents another segment of the...economy that is relevant...And like with many startups, the key right now...can David focus on the right things, and can our coalition who...is doing this with their spare time, can we pick the right few things to stay focused on? ”

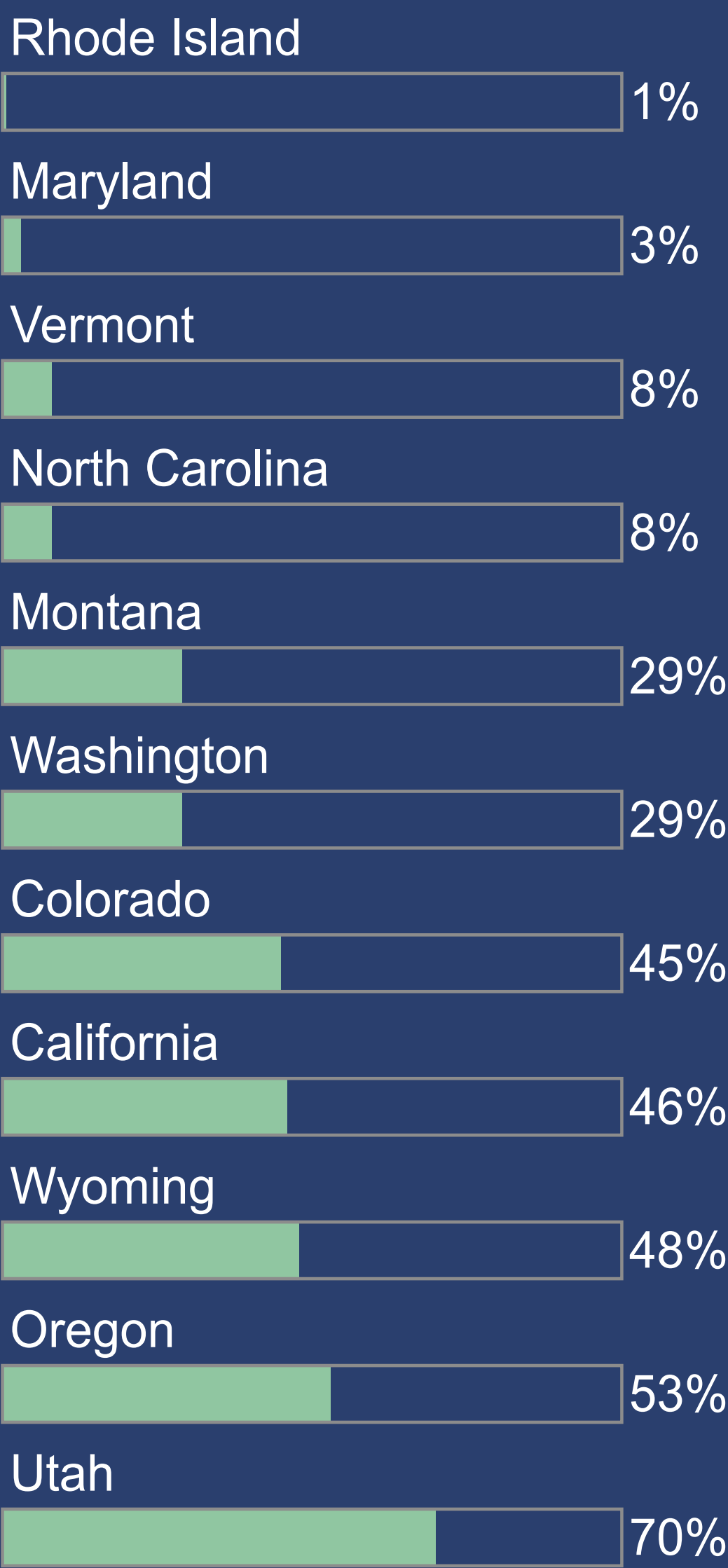
PARTNERSHIPS: Pains and Prosperity

Offices or initiatives partner with an extreme variety of organizations, with each partner yielding its own unique benefits and challenges.

FEDERAL LAND MANAGEMENT AGENCIES

The degree to which office or initiatives partner with federal land management agencies largely depended on the amount and composition of public land in the state.

Percent of Public Land



CHALLENGES

- Staffing** Many agency partners had a system of "administrative neglect," in which positions were eliminated, simply never filled, or postponed due to a hiring freeze. Repeated staff turnover required continuous effort to maintain connections and delayed already lengthy processes when new personnel would have to be filled in.
- Politics** Forming partnerships at the state level were difficult when lower administrative units lacked control over decisions, effectively "bound" to D.C. for policy direction and funding. Fire borrowing swept budgets for recreation, and government shutdowns incurred economic losses in gateway communities of concern to state offices.
- Bureaucracy** The complicated structures and size of agencies made it difficult for state offices to discern who to connect with and also lengthened the time commitment of collaborative processes.

STRATEGIES

- Some barriers are more easily eliminated than others. While many challenges in collaborating with federal land management agencies are beyond the control of any single agency, some states adopted or suggested innovative approaches.
- A statewide Memorandum of Understanding, involving all the agencies in the state or mutual involvement in planning processes.
- Partnerships that bring state fees to federal assets, such as when fees charged by the state for recreation are transferred to the landowning agency to maintain the resource.
- Adopting a regional or statewide approach, regardless of land ownership.
- Providing personnel that act as gatekeepers, or formal liaison positions as found in the Forest Service.
- Establishing funding priorities in the event of a government shutdown.

STATE LAND MANAGEMENT AGENCIES

The number and type of state land management agencies that state offices of outdoor recreation collaborate with vary given the specific structure of that state's government. They are frequent partners with relatively few barriers.

“...there is a moment which everybody does have to kind of retreat to their own corners and advocate for what their particular user group is or their particular activity is or their particular bent is.”

STRATEGIES

- Sharing employees between offices and stewardship agencies.
- Embedding offices in the governor's office to grant the power to convene or work across agencies.
- Contracting business services or purchasing equipment or gear locally through state offices' business connections.
- Emphasizing leadership development and a collaborative mindset.
- Collaborating more on the Statewide Comprehensive Outdoor Recreation Plan.

CHALLENGES

- Resources** Many state land management agencies were as underfunded or tightly staffed as the offices themselves. Offices or initiatives often faced concerns about mission overlap with other state departments or unnecessary competition for funding.
- Insularity** Some state land management agencies share a department, while others have a more decentralized relationship, affecting the degree of separation in funding and policy. Some state agencies struggled to look beyond their boundaries and operate outside their silos, and state offices wanted more strategic collaboration beyond project-by-project interactions.

LOCAL AND COUNTY GOVERNMENTS

CHALLENGES

Diversity Statewide offices face the challenge of representing the entirety of a state and responding to localized needs and issues. Cities and counties range drastically with respect to access to resources and the expertise to acquire them and implement projects.

STRATEGIES

- Interacting with cities and counties through existing statewide organizations such as a league of cities and towns or the tourism network.
- Engaging with local elected officials to learn state needs rather than state legislators that tend to be more distanced.
- Rotating meetings or conferences throughout the state to encourage local participation.
- Hiring a traveling consultant for the state office to travel from county to county.
- Connecting cities and counties to planning resources or grants programs.
- Establishing a network of regional leads and coalitions that integrate with the statewide effort.

“How do we make sure that we spread this love around? That what we end up with is something that can benefit multiple communities? Those that are really in economic need. Those that are ready to take this on...how can we ensure equity?”



OUTDOOR RECREATION INDUSTRY

State offices or initiatives were explicitly created to support and represent the outdoor recreation industry, leading offices to collaborate with them at both the state and federal levels.

“

CHALLENGES

Awareness Some offices or initiatives struggled with identifying the entire array of businesses present, including outreach to businesses that were busy simply attending to the bottom line. For new offices, it was a challenge to describe their immediate value to the industry as they were identifying their tangible programs. For offices in natural resource or state park agencies, the challenge was identifying what the state agency could legally do for businesses and finding ways to serve them without sacrificing their sense of public service.

”

Cohesion Some offices questioned the cohesion of the industry with national organizations such as the OIA and expressed a desire for state-specific coalitions. Some initiatives would have also liked to see greater political unanimity with other industry segments such as boating, hunting, and fishing to develop shared goals.

STRATEGIES

- Encouraging state-based industry coalitions.
- Attending tours of local businesses and joining their functions.
- Developing a database of the businesses present using information from applications originally used to create a task force, as Wyoming's office is doing.
- Hosting events similar to the Utah office's Speaker Summit Series over breakfast that are free and open to the public, providing industry learning opportunities as well as networking between different segments of the industry and outside groups.

SECTORS OUTSIDE OF THE OUTDOOR INDUSTRY

Due to the intersectional nature of outdoor recreation, state offices or initiatives frequently interacted with partners in transportation, health, workforce services, tourism, extraction, and even banking and insurance to lesser extents. Partnerships with other sectors reflected the role of state offices or initiatives in building new coalitions or coordinating across interests.

“The only barrier...[is] creating awareness. Who we are, what we do, and how to connect it.”

CHALLENGES

- Scope** Partnerships with other sectors are limited by the scope of both the state offices or initiatives and their external partners. Some found it challenging to find actionable areas of overlap, while most had limited time and energy to work outside their direct interest.
- Accessibility** Collaborating with external sectors often required making it easy for them first see the connection with outdoor recreation and then to interact.

STRATEGIES

- Actively inviting outside partners and having ready opportunities for them to engage.
- Locating those who are actively interested and recruiting them.
- Leveraging the voices of more industries, because "companies have a very loud voice in the legislative process."

NONPROFITS AND PROFESSIONAL ASSOCIATIONS

While specific nonprofit and professional association partners varied, state offices frequently engaged in conservation and stewardship activities.

CHALLENGES

- Balance** Given the diversity of nonprofits and professional associations, achieving balance was a complex duty. Some states struggled with an abundance of nonprofits with sometimes narrow focuses, and explicitly including some groups to the extent they desired was burdensome. Some initiatives feared including some groups but not others would make the effort appear biased toward one interest, while disagreement between groups sometimes could complicate collaborative processes and lead to fracture and a unified lack of direction. Some worried that groups could not always encompass the opinions of all their members.
- Resources** Like many partners, nonprofits and professional associations frequently struggled with funding and staffing. In some cases, they struggled with long-term maintenance of a grant project.

STRATEGIES

- Avoiding differentiating between nonprofits and for-profits.
- Talking to members and not just associations.
- Acquiring funding sources to attract nonprofits or advocating for them too.
- Streamlining relationships with similar organizations.
- Capitalizing on informal partnerships to reduce any consultative burden.

“We maybe have a \$50,000 contract for a trails organization, and they match that with half a million dollars worth of volunteer work...We're having a good line of communication open, and instead of having to get half a million dollars to get something done, we only need to acquire \$50,000....So those relationships are like gold, and the more we can...do that the better.”

To varying degrees, state offices or initiatives also engaged extensively with legislators, tribes, universities, and inclusive groups. Collaboration with these types of partners were no less important and presented similar challenges and opportunities. As state offices of outdoor recreation mature and evolve, they will likely include a broader range of partners.

“Are we as an industry, across the whole spectrum...being thoughtful in the way that we want to reach out to all the different groups that we'd love to enjoy the outdoors in their way? That's something we always have to keep...in the back of our minds.”



FUTURE OPPORTUNITY

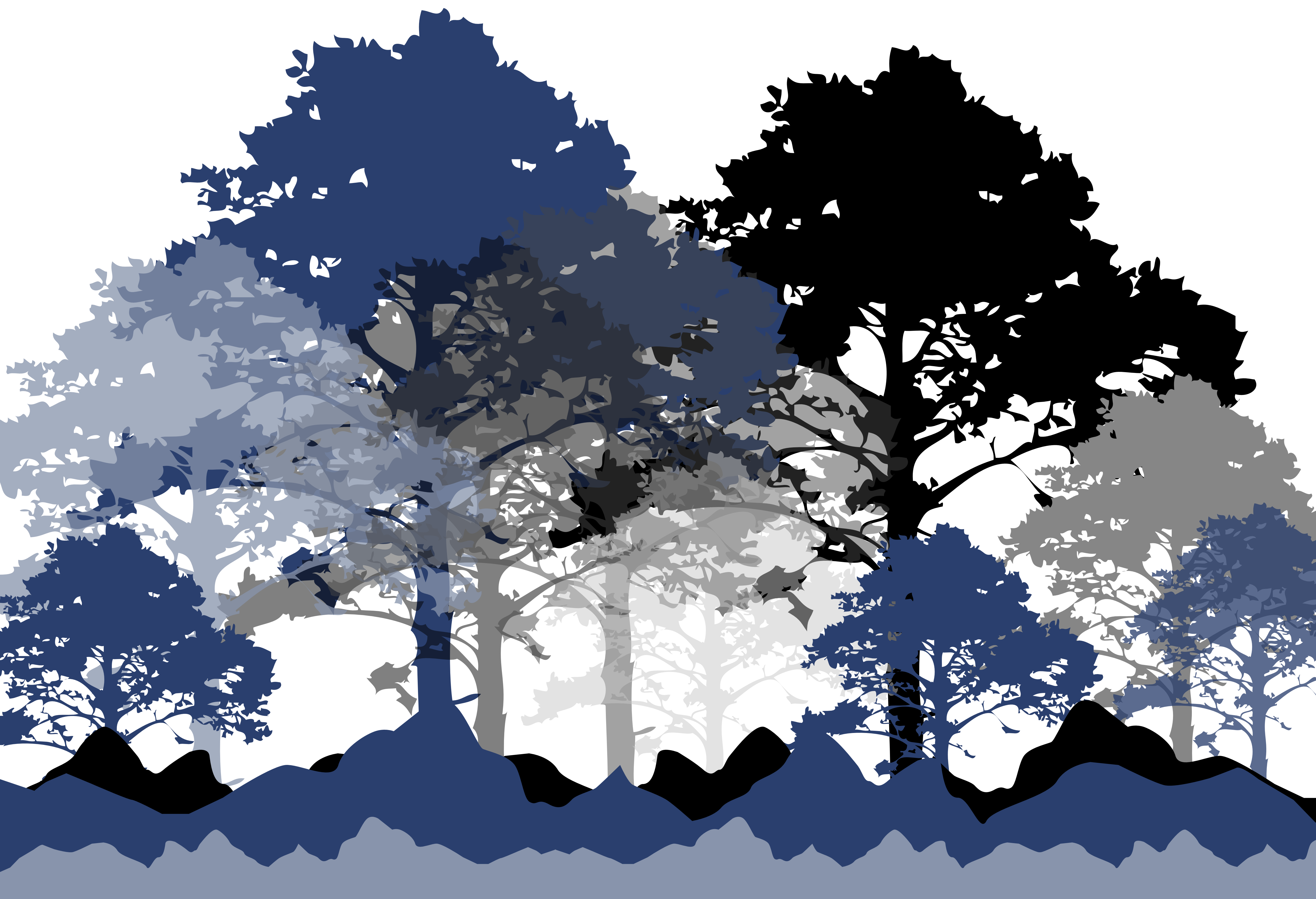
The creation of outdoor recreation offices, policy advisors, commissions, and other initiatives represent a nationwide reawakening to outdoor recreation, in which states are formally recognizing its immense economic clout for the first time.

Regardless of their organizational structures, programs, and locations within state government, the new initiatives amplify the outdoor recreation economy across all sectors of state government as coordinators, convenors, facilitators, and ultimately, state pace-setters. For many initiatives, in their efforts to elevate the outdoor recreation economy, they also champion and cultivate the inherent benefits of outdoor recreation to quality of life, health, and conservation, providing new and countless opportunities to engage with both like-minded and nontraditional partners. While the National Park Service does not share an economic development mandate, collaboration with state initiatives provides new potential for synergy between state and federal efforts around and support for investments in conservation and outdoor recreation.

A NATIONWIDE COMPARISON OF STATE OUTDOOR RECREATION INITIATIVES

Office Overview	California	Colorado	Maryland	Montana	North Carolina	Oregon	Rhode Island	Utah	Vermont	Washington	Wyoming
Name	Office of Sustainable Outdoor Recreation	Outdoor Recreation Industry Office	Maryland Outdoor Recreation Economic Commission (MORE Commission)	Office of Outdoor Recreation	Office of Outdoor Recreation Industry	Office of Outdoor Recreation	Outdoor Recreation Council	Office of Outdoor Recreation	Vermont Outdoor Recreation Economic Collaborative (VOREC)	Senior Policy Advisor to the Governor, Outdoor Recreation & Economic Development	Outdoor Recreation Office
Date established	Pending passage of AB 1918	June 2015	October 2017	June 2016	January 2018	August 2017	January 2016 - November 2016	March 2013	June 2017	July 2015	November 2017
Established by	Legislation, if passes	Governor	Governor Executive Order	Governor	Approved as a budget line item	Legislation, after recommended by Travel Oregon's Outdoor Recreation Initiative	Governor Executive Order	Legislation, after recommended by the Governor's Council on Balanced Resources	Governor Executive Order	Legislation, after recommended by the Governor's Blue Ribbon Task Force on Parks and Outdoor Recreation	Governor, after recommended by the Outdoor Recreation Task Force
Focus areas	<ul style="list-style-type: none">• Economic development• Access to outdoor recreation opportunities• Outdoor recreation opportunities for underserved or urban communities	<ul style="list-style-type: none">• Economic development• Conservation and stewardship• Education and workforce training• Health and wellness	<ul style="list-style-type: none">• Economic development• Marketing and promotion of outdoor resources• Recreation and heritage opportunities• Conservation and stewardship	<ul style="list-style-type: none">• Supporting producers and service providers in the outdoor recreation industry• Maintaining outdoor recreation infrastructure of land, water, and wildlife• Stewardship and conservation• Education and technical workforce assistance• Health and wellness	<ul style="list-style-type: none">• Economic development• Supporting assets that contribute to outdoor recreation economy	<ul style="list-style-type: none">• Economic development• Coordinating outdoor recreation policy• Access to outdoor recreation opportunities• Community health• Outdoor recreation participation• Developing stewardship standards• Ensuring continuity in funding	<ul style="list-style-type: none">• Health and wellness• Access to outdoor recreation opportunities• Outdoor recreation participation• Maintaining stewardship of state park system	<ul style="list-style-type: none">• Economic development• Coordinating outdoor recreation policy• Improving recreation infrastructure and access to outdoor recreation opportunities• Stewardship and conservation	<ul style="list-style-type: none">• Promoting business opportunities• Increasing outdoor recreation participation opportunities• Strengthening the quality and extent of recreational resources• Strengthening the stewardship of recreational resources	<ul style="list-style-type: none">• Economic development• Outdoor recreation participation• Access to outdoor recreation• Implementing recommendations from preceding task force• Developing state budgets and legislation in support of outdoor recreation• Coordinating studies and plans related to outdoor recreation• Advocating to businesses, users groups, and other government agencies	<ul style="list-style-type: none">• Economic development• Access to outdoor recreation opportunities• Conservation• Implementing recommendations of preceding task force
Status of Recreation in the State - based on Outdoor Industry Association data											
Jobs supported	691,000	229,000	109,000	71,000	260,000	172,000	37,000	110,000	51,000	201,000	50,000
Value, wages and salary	\$30.4 billion	\$9.7 billion	\$4.4 billion	\$2.2 billion	\$8.3 billion	\$5.1 billion	\$1.2 billion	\$3.9 billion	\$1.5 billion	\$7.6 billion	\$1.6 billion
Value, consumer spending	\$92 billion	\$28 billion	\$14 billion	\$7.1 billion	\$28 billion	\$16.4 billion	\$4 billion	\$12.3 billion	\$5.5 billion	\$26.2 billion	\$5.6 billion
Value, state and local tax revenue	\$6.2 billion	\$2 billion	\$951 million	\$286 million	\$1.3 billion	\$749 million	\$293 million	\$737 million	\$505 million	\$2.3 billion	\$514 million
Rate of resident participation per year	56%	90%	51%	81%	56%	69%	55%	72%	72%	72%	73%
Organizational Structure											
Organizational structure	Office	Office	Commission	Office	Office	Office	Council	Office	Steering committee	Policy advisor	Office
Department	Natural Resources Agency	Office of Economic Development and International Trade	Chaired by the Department of Natural Resources and Department of Commerce	Office of Economic Development	Department of Commerce	Parks and Recreation Department	Chaired by the Department of Environmental Management and the Department of Health	Office of Economic Development	Chaired by the Department of Forests, Parks, and Recreation and the Agency of Commerce and Community Development	Office of the Governor	Division of Wyoming State Parks and Outdoor Recreation Office
Total personnel - Number and type	<ul style="list-style-type: none">• Pending appropriations committee decision; currently 1.5 positions proposed	<ul style="list-style-type: none">• Director• Deputy Director• Operations Manager - provided through a grant from an external entity	<ul style="list-style-type: none">• Two co-chairs• 17 commission members; composition determined by executive order	<ul style="list-style-type: none">• Director	<ul style="list-style-type: none">• Director	<ul style="list-style-type: none">• Associate Director• Three staff from Parks and Recreation Department: policy analyst, grants specialist, and SCORP researcher	<ul style="list-style-type: none">• Chair• Two vice chairs• 22 council members; composition determined by executive order	<ul style="list-style-type: none">• Director• Program Manager - supported through grant program• Program Specialist• Grant Program Intern - supported through grant program	<ul style="list-style-type: none">• Chair• Vice chair• 15 committee members; composition determined by executive order	<ul style="list-style-type: none">• Policy advisor	<ul style="list-style-type: none">• Administrator• Three staff requested but denied: program manager, events and collaboration coordinator, and access specialist
Events, Programs, or Activities	<ul style="list-style-type: none">• Events likely to be those that bring together business, land management agencies, conservation community, advocacy groups*	<ul style="list-style-type: none">• Colorado Outdoor Industry Leadership Summit (COILS)• COILSx• Blueprint Initiative• Outdoor Rx Collaborative	<ul style="list-style-type: none">• Public meetings	<ul style="list-style-type: none">• Business of Outdoor Recreation Summits• Emphasis on partnerships rather than programs	<ul style="list-style-type: none">• Potential statewide conference or a grants program	<ul style="list-style-type: none">• First initiative likely be a report on the economic impact of outdoor recreation in the state• Events to bring policy makers together	<ul style="list-style-type: none">• Public meetings	<ul style="list-style-type: none">• Outdoor Recreation Grant• Outdoor Recreation Summit• Outdoor Recreation Summit Speaker Series• Utah Search and Rescue Assistance Card	<ul style="list-style-type: none">• Future conferences on outdoor recreation• Outdoor Recreation Friendly Community Program• Camping gear loan program• Outdoor recreation asset mapping	<ul style="list-style-type: none">• Rather than programs or events, activities include coordinating efforts or finding budgetary support for initiatives	<ul style="list-style-type: none">• Emphasis on partnerships rather than programs
State Recreational Resources											
Federal land, acres	46 million	30 million	193,000	27 million	2.4 million	33 million	4,000	54 million	465,000	12 million	30 million
Federal land, %	46%	45%	3%	29%	8%	53%	0.70%	70%	8%	29%	48%
State land, acres	2 million	3.2 million	486,863	5.7 million	750,000	1.8 million	60,000	4.7 million	355,000	6.8 million	4 million
State land, %	2%	5%	8%	6%	0.02%	3%	9%	9%	6%	14%	6%
Ownership by federal agency, acres	<ul style="list-style-type: none">• FS: 21 million• BLM: 15 million• FWS: 294,000• NPS: 7.6 million	<ul style="list-style-type: none">• FS: 14 million• BLM: 8 million• FWS: 175,000• NPS: 661,000	<ul style="list-style-type: none">• FS: N/A• BLM: 548• FWS: 49,000• NPS: 41,432	<ul style="list-style-type: none">• FS: 17 million• BLM: 8 million• FWS: 61,000• NPS: 1 million	<ul style="list-style-type: none">• FS: 1 million• BLM: N/A• FWS: 420,000• NPS: 364,000	<ul style="list-style-type: none">• FS: 16 million• BLM: 16 million• FWS: 575,000• NPS: 196,000	<ul style="list-style-type: none">• FS: N/A• BLM: N/A• FWS: 2,000• NPS: 5	<ul style="list-style-type: none">• FS: 8 million• BLM: 23 million• FWS: 110,000• NPS: 2 million	<ul style="list-style-type: none">• FS: 410,000• BLM: N/A• FWS: 34,000• NPS: 10,000	<ul style="list-style-type: none">• FS: 9 million• BLM: 429,000• FWS: 165,000• NPS: 2 million	<ul style="list-style-type: none">• FS: 9 million• BLM: 19 million• FWS: 71,000• NPS: 2 million
Monetary Resources of Initiative											
Budget - including operations, travel, and personnel	\$200,000 (annual)	\$370,000 (annual)	No designated budget	\$200,000 (annual)	\$250,000 (annual)	\$280,000 (biennial)	No designated budget	\$250,000 (annual)	No designated budget	\$175,000 (annual)	\$200,000 (biennial)
Source of budget	General funds or special fund	Colorado Tourism Office and Global Business Development division, both within OEDIT		Department of Commerce - Big Sky Economic Development Trust Fund	General funds	Parks and Recreation Department		<ul style="list-style-type: none">• General funds• Grant program supported by a transient room tax; maximum of \$5 million per year until 2023		General funds	General funds

For an expanded version of the chart, please visit: http://bit.do/outdoor_recreation



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