

# CA Jobs First Recreation & Tourism Cohort

# State-Wide RICA

Recommendations for Implementation and Collaborative Action



# METHODOLOGY

**10 Cohort Meetings and Presentations**



**Symposium of Practice**



**Feedback Period**



**Final Draft**



# Recommendations

**44** Recommendations generated over **8** Topics:

- **Assets** – 5 recommendations
- **Policy & Regulations** – 6 recommendations
- **Funding** – 11 recommendations
- **Data** – 5 recommendations
- **Climate** – 6 recommendations
- **Workforce** – 5 recommendations
- **Collaboratives** – 3 recommendations
- **Branding & Marketing** – 3 recommendations



# Feedback Results

**After feedback from Cohort members and relevant agencies, modifications were made to the following number of recommendations:**

- **Assets** – 5 recommendations
- **Policy & Regulations** – 3 recommendations
- **Funding** – 5 recommendations
- **Data** – 3 recommendations
- **Climate** – 4 recommendations
- **Workforce** – 1 recommendation
- **Collaboratives** – 1 recommendations
- **Branding & Marketing** – 3 recommendations



# Assets - #1

## Recreation Integration with State Infrastructure

The State of California **and**, its agencies, ~~and Visit California~~ will collaborate with regional practitioners on state-funded infrastructure planning to integrate opportunities for sustainable outdoor recreation, ~~and~~ tourism, **and cultural infrastructure**.

- *Visit CA Comment: Infrastructure planning falls outside Visit California's statutory mandate under the California Tourism Marketing Act. As an industry-funded marketing organization, Visit California cannot participate in state infrastructure planning, though we commend state and local efforts to enhance visitor experiences.*



# Assets - #2

## Liability Protection for Private Landowners

The State of California, in coordination with the National Agricultural Law Center and UC Agriculture and Natural Resources, will extend protections for private landowners who provide public recreation access beyond the recreational use immunity already provided in California Civil Code §846, to address liability exposure that discourages private landowners' participation in regional recreation networks.



# Assets - #3

## Existing Assets and Infrastructure

The State of California, through its funding agencies and their grant guidelines, will strengthen opportunities to restore and maintain historic rural recreation, **cultural, and tourism infrastructure.** ~~and tourism infrastructure.~~



# Assets - #4

## Place-Based Education and Stewardship

The State of California, through its funding agencies and their grant guidelines, and in collaboration with ~~Visit California and~~ local Destination Marketing Organizations, **Chambers of Commerce, and Main Street Programs**, will fund place-based education and stewardship tools to connect visitors to the cultural, Indigenous, and ecological contexts of California's outdoor recreation and tourism opportunities and promote responsible use.

- *Visit CA Comment: Visit California maintains a robust suite of destination stewardship resources and a dedicated Native American cultural heritage platform, developed in partnership with Tribal leaders and indigenous tourism organizations. While Visit California can provide feedback on similar efforts, the organization cannot allocate resources to fund or directly develop parallel assets that duplicate existing programs.*



# Assets - #5

## Health Agency Partnerships

The State of California, California Health and Human Services, and rural healthcare providers will integrate outdoor recreation and arts and culture activities into rural community health strategies to position outdoor recreation and cultural engagement as a health intervention **opportunity for residents of rural recreation communities.** ~~rather than solely a tourism activity.~~



# Policy and Regulations - #1

## Tribal Liaisons

The State of California, through its funding agencies and their grant guidelines that require tribal engagement, will provide funding and technical assistance to tribal liaisons, **tribal nations, and the organizations they serve** to support state-funded outdoor recreation and tourism projects.



# Policy and Regulations - #3

## Office of Outdoor Recreation

The State of California, through legislative or other means, will establish an office of outdoor recreation, or its equivalent, to provide statewide support and coordination for California's outdoor recreation sector.

- *Visit CA Comment: The recommendation lacks a clear definition of 'statewide support and coordination.' Visit California is not opposed to state-level economic development for the outdoor recreation sector, provided these efforts do not duplicate Visit California's existing role in statewide tourism and outdoor recreation marketing.*



# Policy and Regulations - #5

## Outdoor Recreation and Tourism Alignment

The State of California **and** its state agencies, ~~and Visit California~~ will work with tourism, ~~and~~ recreation, **and cultural** practitioners to develop practical geographies for regional outdoor recreation and tourism to align **with** and integrate California's outdoor recreation, **cultural**, and tourism sectors.

- *Visit CA Comment: To effectively market California's geographic diversity to travelers, Visit California structures consumer messaging around 12 official tourism regions based on shared geography, culture, climate and travel appeal. While regional entities sometimes create sub-regional alignments for local purposes, Visit California will maintain focus on these 12 established regions to preserve clarity, efficiency and alignment in statewide marketing.*



# Policy and Regulations - #6

## Cultural Stewardship Workforce

The California Workforce Development Board, the California Arts Council, and local government entities will, through formal regulatory guidance, and in alignment with SB 628, the California Creative Workforce Act of 2021, explicitly designate cultural heritage stewardship roles as eligible workforce development investments to integrate arts and cultural workforce development into the broader regional workforce pipeline.



# Funding - #2

## Local Jurisdictions Funding Authorities

Local jurisdictions will consider opportunities to fund projects in the sustainable outdoor recreation, tourism, and art and culture sectors using funding authorities available to them, including sales and parcel taxes, **tourism** business improvement districts (**TBIDs**), and special districts, such as recreation districts.



# Funding - #4

## Prioritize Ongoing Needs

The State of California, through its funding agencies, will encourage grant guidelines **to ensure that ongoing operation and maintenance needs of recreation and tourism assets are eligible for and supported by state grant funding, alongside continued investment in** ~~that prioritize project funding for ongoing needs over~~ new or innovative needs, which often produce one-off projects without identified maintenance funding.



# Funding - #5

## Strengthen the Jobs First Sector

The State of California, through its funding agencies, will encourage grant guidelines to support outdoor recreation, ~~and~~ tourism, and creative economy projects that will clarify and enhance the “Strengthen” sector of the state’s Economic Blueprint, as published by California Jobs First.



# Funding - #6

## Block Grants for Multi-Benefit Projects

Relevant State of California grant funding will replicate and model the Regional Forest and Fire Capacity Program (RFFCP) Block Grant Model to specifically include and support **flexible, multi-year planning horizons** in the outdoor recreation and tourism sector as part of multi-benefit project development and funding



# Funding - #7

## CALFIRE Designation of Assets

CALFIRE will designate outdoor recreation, **cultural**, and tourism assets through its grant guidelines as critical community infrastructure to inform fuels mitigation work and the awarding of state grants.



# Data - #1

## Visit California Data Development

Visit California will convene and host regional roundtables focused on its data development programs to align its data collection and analysis with the needs of the outdoor recreation and tourism sector and rural regions:

- **Visit CA Comment:** Visit California operates under the statutory framework of the California Tourism Marketing Act and is directly funded by assessed tourism businesses. Data programs are strategically tailored to serve these assessed stakeholders, a model validated by a 98.3% approval rate in our recent industry referendum renewing the program through 2031. Diverting assessment dollars away from these proven, board-approved research priorities to host specialized regional data roundtables is inconsistent with our statutory mission and fiduciary responsibility to assessed businesses.



# Data - #4

## UCANR CE Technical Support

UC Agriculture and Natural Resources and its Cooperative Extension (UCCE) will support communities working in the outdoor recreation, ~~and~~ tourism, and creative economy sectors by providing technical support and data to enhance outdoor recreation and tourism programming and infrastructure supporting economic development and job creation.



# Data - #5

## Economic Transitions and CALED

The California Association for Local Economic Development (CALED) will include examples of rural communities transitioning towards recreation, ~~and~~ tourism, **and cultural economy**-based **systems as** ~~economies as~~ a feature of their Rural Exchange events to provide information and resources to candidate communities.



# Climate - #1

## Multiple Benefit Climate Projects

The State of California, through its funding agencies and their grant guidelines, including California Natural Resources Agency's 30x30 program, will establish opportunities to award funding for multiple-benefit projects addressing climate change that include sustainable outdoor recreation, tourism, and cultural infrastructure. ~~the arts.~~



# Climate - #2

## Fire-Hardened Trails and Climate Resilience

The California Natural Resources Agency (CNRA) and CALFIRE will, through the state's of California's Wildfire and Forest Resilience Task Force, draft and publish an administrative directive that advances fire-hardened trail prescriptions for wildfire mitigation in alignment with related Goals and Key Actions from "California's Joint Strategy for Sustainable Outdoor Recreation & Wildfire Resilience" to harden vulnerable California communities.



# Climate - #5

## Biomass and Outdoor Recreation

The California Natural Resources Agency (CNRA) and CALFIRE will, through their grant guidelines, incentivize funding for Goals and Key Actions from “California's Joint Strategy for Sustainable Outdoor Recreation & Wildfire Resilience” to include support for sustainable outdoor recreation infrastructure and programs when funding biomass removal, utilization, and energy projects.



# Climate - #6

## Outdoor Education

The California Department of Education (CDE) and the California Natural Resources Agency will reinstate field trips and outdoor education programs, **including the Green Schoolyards Initiative**, through their funding opportunities and grant programs to create inspired stewards and advocates for California's future.



# Workforce - #1

## Trail Standards and Worker Certifications

The California Natural Resources Agency (CNRA), including State Parks, ~~and~~ the Wildlife Conservation Board (WCB), **and the California Council of Land Trusts (CCLT)**, will establish planning, design, and maintenance standards for trail programs to create career pathways and certifications for trail professionals and entrepreneurs.



# Collaboratives - #3

## Interagency Working Group on Tourism and Outdoor Recreation

The State of California, through its relevant state agencies ~~and~~ Visit California, ~~and~~ regional collaboratives, will establish a working group to document activities in the outdoor recreation, ~~and~~ tourism, **and cultural economy** sectors that overlap with the program areas of Visit California and state agencies to make recommendations for efficient program delivery.

- *Visit CA Comment: Visit California is governed by an industry-led, public-private Board of Commissioners comprising state-appointed leaders, elected industry representatives and regional stakeholders. This statutory board oversees organization performance, program delivery and operational efficiency. While open to informal cross-agency communication, formal interagency working groups tasked with evaluating or dictating Visit California's program delivery fall outside our established governance structure.*



# Branding & Marketing - #1

## Regional Branding and Marketing

Local jurisdictions, with support from local, state, federal, and private funding, will invest in recreation and tourism collaboratives to facilitate regional branding and marketing among regional DMOs, **Chambers of Commerce, Main Street Programs**, and between urban and rural regions.

- *Visit CA Comment: Regional marketing collaboratives already exist across California's DMO network, including several that connect urban and rural destinations within shared marketing regions. Rather than standing up new recreation and tourism collaboratives to perform branding and marketing functions, Visit California encourages outdoor recreation advocates to work within these existing DMO structures. Creating parallel entities to do overlapping marketing work risks diluting brand consistency, competing for the same local and private funding, and duplicating capacity that regional DMOs are already resourced and positioned to provide.*



# Branding & Marketing - #2

## ~~State Tourism and the Arts~~

~~Visit California and the California Arts Council will collaborate on new program initiatives to support greater inclusion of regional artistic and cultural voices in statewide tourism branding and marketing.~~

- **Visit CA Comment:** *Visit California actively integrates regional artistic, cultural and diverse creative voices across its global marketing campaigns and storytelling channels. Statewide branding strategy and marketing investments must remain data-driven and directed by our relevant committees and board to ensure maximum ROI for California's tourism economy.*



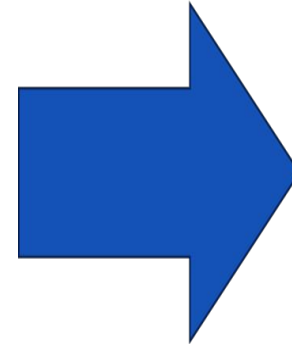
# Branding & Marketing - #3

## Economic Transition GO-Biz

The Governor's Office of Business and Economic Development (GO-Biz) will engage state agency partners and compile industrial-sector transition **case studies and stories** and analysis (e.g., from timber or cannabis) to support regions and communities undergoing similar transitions who may be considering investment in outdoor recreation and tourism economies.



# Congratulations!



# Congratulations!



## State Cohort Draft RICA

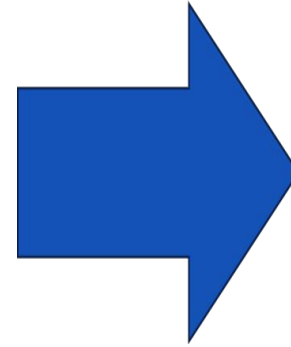
Please provide your feedback on these draft Recommendations for Implementation & Collaborative Action (RICA) for the Statewide Recreation & Tourism Cohort of Practice.

These recommendations have been compiled from the "Recreation and Tourism Symposium of Practice". The full-day facilitated session was held at the California Natural Resources building on April 23rd, 2026, and focused on lessons learned during the Catalyst phase of California Jobs First in our respective regions, the barriers to success for developed projects, and recommendations to the state to encourage the implementation of Catalyst projects developed through California Jobs First.

Don't Miss Out: Please share your feedback using a desktop machine for the best experience!

Have Fun!

Start



## State Cohort

# RICA

Recommendations for  
Implementation &  
Collaborative Action



Redwood Region

**RISE**



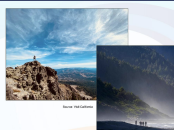
**CALREC  
Vision**

# 10 Recreation and Tourism Cohort Meetings

**CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT**

**AGENDA 06/06/2025**

- Welcome/Introductions
- Field Updates
- Introducing Cohort Process/Goals
- "Ray of Sunshine" Best Practices & Good News

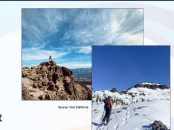


MLIP4 Redwood Region RISE CALREC Vision

**CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT**

**AGENDA 07/11/2025**

- Welcome/Check-in
- Field Notes
- Regional Presentations
  - Sierra Region
  - Capital Region/Nevada County
- "Ray of Sunshine" Moment



MLIP4 Redwood Region RISE CALREC Vision

**CA JOBS FIRST - TOURISM & OUTDOOR RECREATION COHORT**

**AGENDA 08/01/2025**

- Welcome/Check-in
- Field Notes
- Presentations - Session Two
  - Redwood Region
  - UC ANR
- Inter-regional Comparative Analysis - Introduction
- "Rays of Sunshine"
- Adjourn



MLIP4 Redwood Region RISE CALREC Vision

Regional Collaboration in the Coachella Valley

**CVAG & CVCC Projects**

**Billy Morrow**  
Program Specialist II  
bmorrow@cvag.org  
Sept 5, 2025



**CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT**

**AGENDA 10/03/2025**

- Welcome/Check-in
- Field Notes
- Presentations - Session Four
  - Sierra San Joaquin
    - WPA South-Western
  - Explore Local Nature
  - WPA Mid-State
- Rays of Sunshine
- Adjourn



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**CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT**

**AGENDA 11/07/2025**

- Welcome/Check-in
- Field Notes
- Presentations - Session Four
  - North State (Siakiyou)
    - Juni Research
  - UC ANR UUCE
  - Sierra Nevada
- Rays of Sunshine
- Adjourn



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**CA JOBS FIRST - SUSTAINABLE RECREATION & TOURISM COHORT**

**AGENDA 12/05/2025**

- Welcome/Check-in
- Field Notes
- Presentations - Session Five
  - North State (Siakiyou)
    - Juni Research
  - California Outdoor Recreation Partnership
  - Sierra Nevada
- Rays of Sunshine
- Adjourn



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**CA Jobs First Recreation & Tourism Cohort**

**In-Person Convening**

Sacramento - April 23, 2026



March 6, 2026

**Bay Area Trails Collaborative**

Presentation to CA Jobs First Sustainable Recreation & Tourism Cohort

Jesse Veenberg  
Trail Development Manager



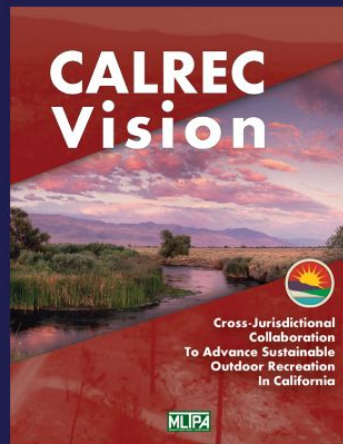
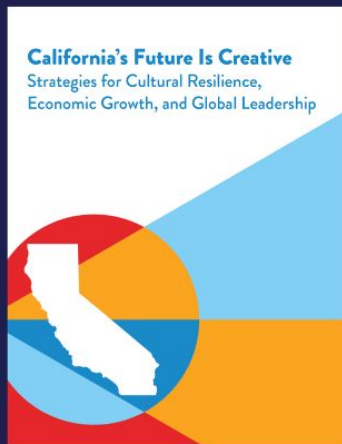
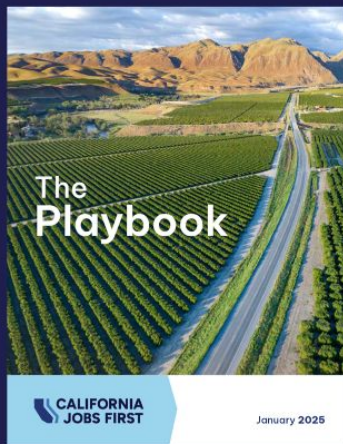
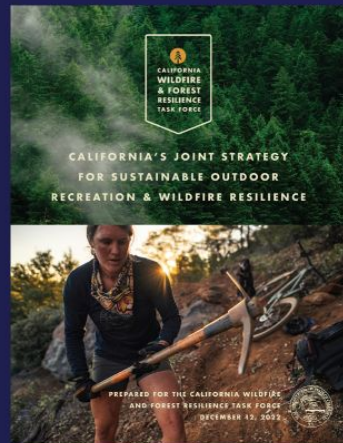
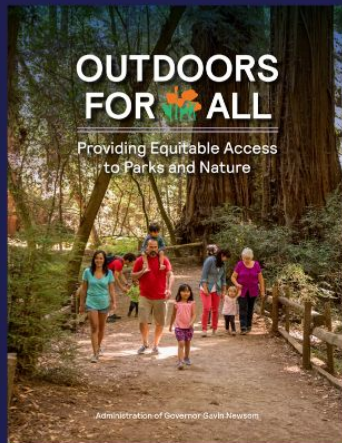
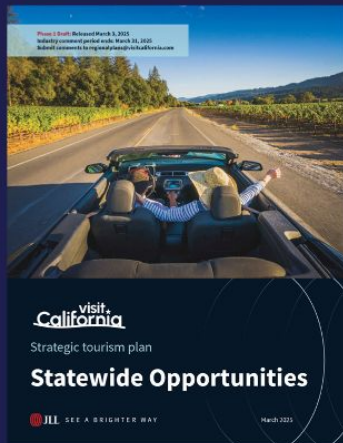
**CA Jobs First Recreation & Tourism Cohort**

**Symposium of Practice**

Sacramento - April 23, 2026



Across the state over 8 months





HOME / SCHOOL OF APPLIED HEALTH /  
CALIFORNIA OUTDOOR ECONOMY SUMMIT

# California Outdoor Economy Summit

## Join the Inaugural Outdoor Economy Summit

At a defining moment for **California's outdoor economy**, this inaugural summit convenes those working in and alongside outdoor recreation to build more **resilient economic development**, through equitable careers, stronger natural landscapes, and place-based futures for communities across the state.

### California Outdoor Economy Summit

June 3rd-5th, 2026

Eureka, CA

# State Cohort

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# RICA

Recommendations for  
Implementation &  
Collaborative Action



# State Cohort

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# RICA

Recommendations for  
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Collaborative Action



# Sierra

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# RICA

Recommendations for  
Implementation &  
Collaborative Action



SIERRA  
WORKS





**SIERRA  
WORKS**

AMADOR | ALPINE | CALAVERAS | INYO | MENDOCINO | MARIPOSA | TUOLUMNE

**RICA**

RECOMMENDATIONS FOR IMPLEMENTATION  
AND COLLABORATIVE ACTION

CALIFORNIA JOBS FIRST Sierra Region

SIERRA JOBS FIRST

**MLIPA**  
MOUNTAIN-LAKE TRAILS PUBLIC ACCESS

The banner features a background image of a snow-capped mountain range. The text "SIERRA WORKS" is in large orange letters, followed by a list of counties in smaller white text. To the right, "RICA" is in large white letters, with the subtitle "RECOMMENDATIONS FOR IMPLEMENTATION AND COLLABORATIVE ACTION" below it. At the bottom left are three logos: California Jobs First Sierra Region, Sierra Jobs First, and MLIPA (Mountain-Lake Trails Public Access).



**WELCOME !**

— TO THE —

CALIFORNIA JOBS FIRST  
**Symposium of Practice**  
For Tourism and Outdoor Recreation

RECREATION & TOURISM COHORT - SYMPOSIUM OF PRACTICE

**SIERRA WORKS**

AMADOR | ALPINE | CALAVERAS | INYO | MENDOCINO | MARIPOSA | TUOLUMNE

**RICA**

RECOMMENDATIONS FOR IMPLEMENTATION  
AND COLLABORATIVE ACTION

**Cal Poly Humboldt.**

Quick Links SEARCH MENU

APPLIED HEALTH Programs Grants & Awards Get Involved Funding Partners & Sponsors Faculty & Staff Giving



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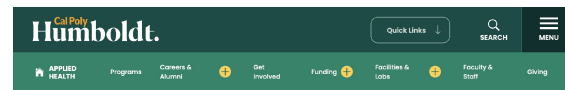
**California Outdoor Economy Summit**

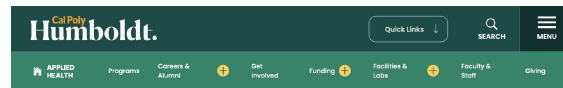
**Join the Inaugural Outdoor Economy Summit**

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**California Outdoor Economy Summit**  
June 2nd-6th, 2025  
Eureka, CA









April 9, 2026

# CALIFORNIA JOBS FIRST

## 2026 Investment Summit



## STATE LEADERSHIP

From Blueprint  
to Breakthrough

State Cohort

# RICA

Recommendations for  
Implementation &  
Collaborative Action



Sierra

# RICA

Recommendations for  
Implementation &  
Collaborative Action



STATE LEADERSHIP

From Blueprint  
to Breakthrough

August 2026

# State Cohort RICA

Recommendations for  
Implementation and  
Collaborative Action



August 31, 2026

# Sierra RICA

Recommendations for  
Implementation and  
Collaborative Action



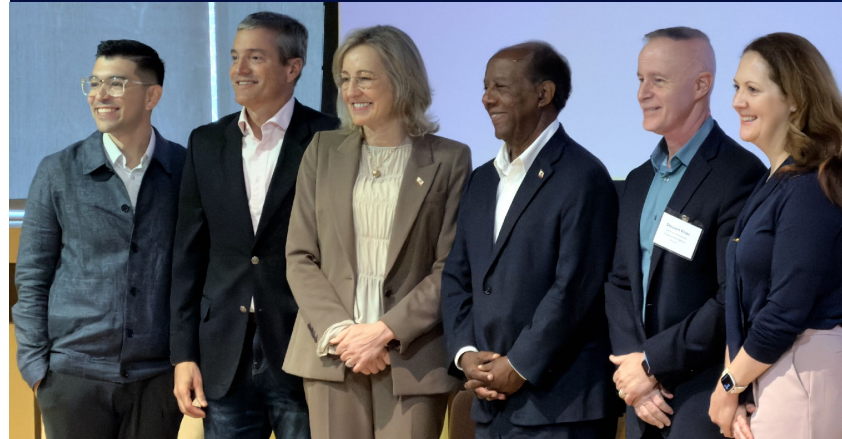
SIERRA  
WORKS



August 31, 2026

August 31, 2026

# CALIFORNIA JOBS FIRST

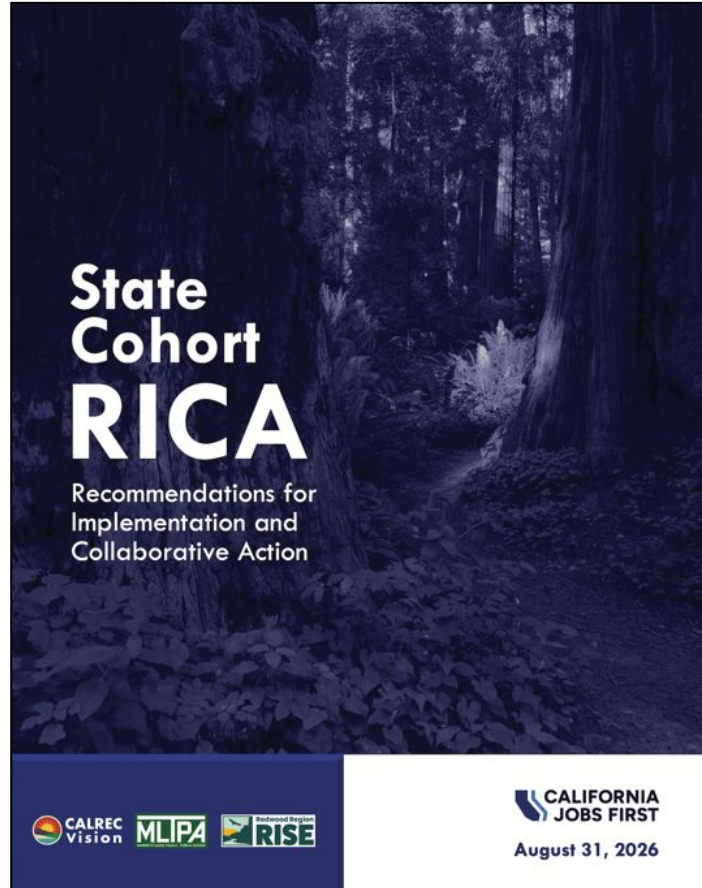


## STATE LEADERSHIP

From Blueprint  
to Breakthrough

# Next Steps

- The RICA document will go into final production, completed by **August 31**
- It will stay hosted on MLTPA's website, publicly available for reference and policy advocacy work.



# THANK YOU

For Your  
Participation,  
Expertise, and  
Your Dedication  
to Our Sector!

