



COLORADO PARKS & WILDLIFE

Partners in the Outdoors

Conference Report

Partnership Development Conference

February 11, 2012
At The Wildlife Experience
Parker, Colorado

Produced by the
Partners in the Outdoors initiative of
Colorado Parks and Wildlife

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6060 Broadway
Denver, CO 80216-1000

Acknowledgments

Colorado Parks and Wildlife is grateful to the 109 conference attendees from across Colorado who devoted their time and energies to planning for the Partners in the Outdoors initiative; to Jim Bulger, Hunter Outreach Coordinator at CPW, for his dedicated service in organizing and facilitating the event and developing resources for the partners; to The Wildlife Experience for contributing a remarkable meeting space; and to CPW staff and volunteers for their help at the event.



Partners in the Outdoors

The vision of Partners in the Outdoors is to create a cohesive coalition of partners to expand awareness of and participation in outdoor recreation by Colorado's residents and visitors.

The mission of the Division of Parks and Wildlife is to perpetuate the wildlife resources of the state, to provide a quality state park system, and to provide enjoyable and sustainable outdoor recreation opportunities that educate and inspire current and future generations to serve as active stewards of Colorado's natural resources.

STATE OF COLORADO

John W. Hickenlooper, Governor • Mike King, Executive Director, Department of Natural Resources
Rick D. Cables, Director, Colorado Parks and Wildlife

Parks and Wildlife Commission: David R. Brougham • Gary Butterworth, Vice-Chair • Chris Castilian
Dorothea Farris • Tim Glenn, Chair • Allan Jones • Bill Kane • Gaspar Perricone • Jim Pribyl • John Singletary
Mark Smith, Secretary • Robert Streeter • Lenna Watson • Dean Wingfield
Ex Officio Members: Mike King and John Salazar

Executive summary

On February 11, 2012 Colorado Parks and Wildlife hosted a Partnership Development Conference at The Wildlife Experience in Parker, Colorado. The conference kicked off **Partners in the Outdoors**, a statewide initiative to engage a cohesive coalition of partner organizations from the public, corporate, small business, and nonprofit sectors in expanding awareness of and participation in outdoor recreation by Colorado residents and visitors.

Despite heavy snows that morning, 109 people from 58 different organizations came together to identify ways they can work together to accomplish what they cannot do working alone. Those organizations represented a wide, but not exhaustive, range of outdoor user groups:

- hunters
- anglers
- wildlife viewers, including birders
- horseback riders
- off-highway vehicle riders
- service-learning volunteers
- habitat restoration volunteers

and a broad mix of organizations:

- federal, state, and municipal public lands and recreation agencies
- large outdoor apparel and equipment retailers
- high-tech and outdoor equipment manufacturers
- research and mapping firms
- outfitters
- trade and professional associations
- charitable foundations
- nonprofit associations and clubs serving recreational groups
- wildlife heritage nonprofits
- nonprofit nature centers.

The conference began with a heart-felt keynote by Mike King, executive director of CPW's parent agency, the Colorado Department of Natural Resources. The partners then received a warm welcome from Gary Debus, president and CEO of The Wildlife Experience. The remainder of the morning was devoted to an overview of CPW's interest in organizing the initiative and how-to background on developing partnerships that work—for all partners involved. Jim Bulger, the conference planner and facilitator, delivered this session and left room in the schedule throughout the day for long breaks and a long lunch, so that the partners—some of whom had traveled from as far as Steamboat, Durango, or Lamar—could meet and get to know one another's needs and the assets each is willing to put on the table.

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Key recommendations

Despite the diversity of outdoor user groups and types of organizations attending, several common themes for directing the energies of the Partners initiative emerged in both the Working Groups and the post-conference survey responses:

- **Be inclusive** of all outdoor recreation partners in the state, as well as potential partners beyond our borders.
- **Serve as a clearinghouse** for communications among the partners about ideas, best practices, grants and other funding opportunities, upcoming events, and resources.
- **Connect and help coordinate the partners** in co-marketing, co-funding, and co-staffing messaging and programming both statewide and regionally or locally.
- **Develop an infrastructure for enhanced communications** and awareness among the partners of who's doing what, where, and when; what one another's needs are; and what each can offer other partners—to leverage and avoid duplication of efforts while working toward the Partners' vision.

For the bulk of the afternoon the partners broke into five Working Groups, by the following interests:

- angling
- corporate and small business entities
- hunting
- outdoor recreation and wildlife viewing
- shooting sports.

Their charge was to suggest goals and objectives for Partners in the Outdoors that would foster movement along the continuum from no participation in the outdoors to becoming a skilled, lifelong outdoor enthusiast, in particular:

1. awareness of outdoor opportunities
2. interest in the outdoors.

A second charge was to choose nominees from within each Working Group to serve on the Partners in the Outdoors Steering Group. The attendees' ideas, and the Steering Group elected, appear in later sections of this report.

Colorado Parks and Wildlife director Rick Cables delivered the closing remarks, emphasizing the agency's commitment to the effort as a critical step in engaging the public in experiencing—and only then truly appreciating—Colorado's natural resources, “the marquee of our state.” Director Cables also detailed CPW's role in organizing Partners in the Outdoors, to:

- convene the partners
- provide some staff and technical support
- help lead the initiative
- help coach
- help develop strategies and work plans.

“It's not about us at CPW,” Cables said. “It's about *us*—all of us. We haven't yet captured the potential of all of us to be the levers that move the needle—

- the needle on numbers of hunters, anglers, and other outdoor enthusiasts
- the needle on State Parks visits
- the needle on constituents for public lands
- the needle on the public's knowledge and appreciation of our natural resources.

The remainder of this report offers a brief context for the initiative; highlights of the conference; ideas raised by the attendees; the composition of the Steering Committee; resources on partnerships and grants for outdoors programming; and an appendix listing the conference attendees.

Conference highlights

Don't be afraid to fail big!" The keynote at the start of the conference was a rousing challenge to think big. "Try five ambitious pilots, and if three fail, that's okay," said Mike King, executive director of CPW's parent agency the Colorado Department of Natural Resources. "That will still be a success."

Director King detailed the challenges:

- the pull of consumer electronics for both children and adults
- time challenges facing the growing numbers of households headed by single parents
- population growth in cities where natural areas may not be nearby
- over-scheduling of kids' days with formal programs that don't provide the kind of unstructured play and outdoor exploration that many in the audience experienced in childhood
- all told, few chances to experience first-hand the emotional and psychological relief and rejuvenation that time outdoors brings.

King raised a more fundamental concern for citizens and agency staff dedicated to the conservation of wildlife species and their habitats. "Under the North American Model of Wildlife Conservation hunters and anglers have traditionally paid for the lion's share of wildlife management. As their numbers dwindle, the system is at risk of failure."

The priority to invest in engaging new people in outdoor recreation will save money in the long run, King noted. Resources are no longer sufficient for government to do the outreach.

"So tell us: How can we help you do what you do? What resources can we provide?" King urged the attendees to envision over the course of the day what all of us can do together to move from 10 more kids engaged this year to 100 more next year.

"The business model for wildlife conservation is fundamentally flawed if we are not reaching the next generation of customers," King said. "Our wildlife heritage belongs to all of us. All should recognize its value and contribute to its preservation."

Walking the talk. CPW's first partner in the Partners initiative was The Wildlife Experience, which generously donated the auditorium and breakout meeting rooms for the conference. Gary Debus, president and CEO at TWE, welcomed the attendees and spoke briefly about how his organization has shifted emphasis in the past year from being a museum to becoming "a place that inspires a sense of adventure, offers experiences, and provides education," helping adults and children find places where they can experience the wonders of wildlife themselves.



Colorado DNR executive director Mike King

Context

Although participation in some forms of outdoor recreation is on the increase, levels of hunting and fishing are on the decline, while wildlife viewing is just holding steady.

Anglers and hunters play a unique role in conserving the wildlife and habitats that help define Colorado's identity and serve as a magnet to tourists. The license fees and excise taxes they pay on equipment have been the underpinning of the American system of conservation funding for the past 75 years. Their pursuits are not only integral to wildlife management and species protection, but an important part of Colorado's heritage.

The numbers for American youth in general are even more sobering. In a typical week only 6 percent of U.S. children ages 9 to 13 play outside on their own. Yet youth between the ages of 8 and 18 spend on average more than 6 hours a day—more than 45 hours a week—with electronic media.

Since it was published in 2005, Richard Louv's book *Last Child in the Woods*, which catalogued much of the research to date, has been credited with sparking a national movement to introduce children to nature and outdoor activity. Although numerous important initiatives are in full swing nationally and in Colorado, no means currently exists to leverage the messages and energies of these initiatives statewide.

Going viral

In his closing remarks, Director Cables noted, “The real trick is how to harness the potential in this room—and elsewhere. That has been a very elusive goal in the past.”

Facilitator Jim Bulger conducted a revealing exercise in the morning session, surveying the attendees for the number of employees, volunteers, and members in their organizations. Colorado Parks and Wildlife alone has about 900 permanent employees, some 1,000 temps in high season, and over 6,300 volunteers.

With a little extrapolating from the organizations sampled, Bulger estimated that:

Just the 58 partnering organizations in the room had among them 150,000 to 200,000 in their immediate labor force—people who could be tapped to help spread the message about the opportunities and benefits of outdoor recreation.

“Start with people,” Bulger said. “Look how much you can leverage just inside your organization on behalf of all of us in this room. Listen to your partners’ needs, their constituents’ needs. Help them tell their stories.”

The art and science of partnering. Through a series of illustrative slides, conference organizer and facilitator Jim Bulger detailed the value of partnerships and means to forging ones that both work and last.

“We’re not interested in recreating anything in terms of programming,” Bulger noted. “We want to build valuable, long-term partnerships.”

Bulger pulled definitions of the word *partnership* from several sources:

- from the IRS: “Each person contributes money, property, labor or skill, and expects to share in the profits and losses of the business”
- from Wikipedia: a partnership “advances mutual interests”
- from Cornell Law School: “...each partner shares directly in the organization’s profits and shares control of the business operations.”

Bulger noted the growing interest in partnerships. A Google search on the word yields over 77 million mentions.

He cautioned the partners to beware of several sources of failure in partnering relationships:

- lack of commitment or discipline
- falling into routines that don’t address the needs of both parties
- lack of communication
- changing ground rules over time
- the complexity of businesses and other organizations
- unwillingness to do the hard work: reaching out, keeping in touch, hashing out what will work for both parties.

Bulger then summarized the results of the December 2011 Needs Assessment Survey of CPW staff and the partners. When asked “What can forming a partnership allow you to do that you cannot do with your internal resources?” respondents answered:

- expand the supply of labor
- extend the reach and visibility of the effort
- capture greater expertise
- gain additional funding, equipment, and facilities
- gain greater credibility and legitimacy
- share research and information.

When asked about their greatest past failures in building partnerships, the respondents cited:

- lack of clear goals and expectations
- changes in partners’ focus or leadership interest
- lack of cooperation or follow-through
- lack of communication
- competitive behavior.

Respondents said their greatest needs in forming an effective partnership were:

- additional funding

- specialized expertise
- additional facilities
- different perspectives
- help with managing events and projects
- additional staffing or volunteers
- greater access to government lands
- additional qualified instructors
- program marketing
- help with regulatory changes.

When asked what the role of CPW should be to achieve success in the Partners initiative, respondents suggested that CPW provide:

- communications
- current research
- coordination and leadership
- structure
- assistance
- public recognition of partners' efforts
- funding
- definition of goals and roles
- idea generation and programming.

Bulger expressed optimism because of the strong overlap in responses across the partners, whether government agency, nonprofit, or business entity. "We're seeking very similar resources," he said, "but we're unaware of what each has to offer. We need to channel our energies in a shared, defined direction and then learn one another's mission, vision, and limitations."

Paraphrasing Stan McChrystal, Bulger urged the partners to embrace a shared consciousness and purpose—"the holy grail of what's needed to be effective."

With this, Bulger set the charge for the rest of the day: "Meet someone you don't know" over lunch, and then break into working groups to rough out goals for the Partners initiative and select members for the initiative's Steering Group. The next two sections of the report detail the results of those sessions.

"We all share a common goal." CPW director Rick Cables closed the proceedings with warm thanks to all the participants and a reminder of the outdoor riches of the state:

Governor Hickenlooper told me that when he travels elsewhere and mentions he's from Colorado, people get this glow. When we think of where we get to live, we realize we have a responsibility to take care of our natural resources, the marquee of our state. We all win by ensuring a sustainable stream of outdoor enthusiasts, with the eye of someone marketing a business, with an eye to tapping all demographics: Hispanics and other ethnic groups, women, kids. None of these groups is homogeneous, though; there are different tribes in each one. We need to get to know and work with all of them.

Cables added to Director King's list of what is at stake: Colorado's estimated \$10 billion outdoor recreation industry, as well as the natural resources on which the industry depends.



Conference organizer
Jim Bulger

What if?

Based on the Needs Assessment Survey of the partners, Jim Bulger posed the following challenges to the attendees:

What if we could identify ways to:

Create a better work force for engaging the public in the outdoors?

Form a strong network for communications?

Share resources and expertise?

Partner based on business principles?

Bulger closed with this overarching goal for the initiative in the future:

"What if, ultimately, every partner in the network felt responsible for accomplishing the network's goals—while also feeling like an integral part of the team?"



CPW director
Rick Cables

Ideas from the attendees

Throughout the conference sessions the partners offered a variety of suggestions for building and cementing partnerships, as well as ideas for specific goals and actions that sets of partners and the broader Partners initiative could take. The following lists come from discussion notes taken in both the full-group and Working Group sessions.

From the full-group sessions

- Listen to partners' needs, their constituents' needs.
- Continue to tell our stories, for example, in the schools.
- Don't let strict definitions of your organization's mission get in the way of being valued partners. Be flexible. Don't draw the lines too tight.
- Help demystify any potential legal obstacles to partnering among governmental, for-profit, and nonprofit entities.
- Include visitors to Colorado in the vision statement and programming, especially since their hunting and fishing fees represent the lion's share of wildlife management funding in Colorado.
- Communications about Partners in the Outdoors and its efforts should be transparent and true.
- Communications should be two-way, with everyone involved.
- The next generation is the key to the vision: We need more recreationists because they have a vested interest in the resource.
- It's smart to do partnerships. The new 80/20 rule is that 80 percent of organizations are strapped for money.
- Our job: reach out, ask others, then tell and involve the partners.
- Couple education with outdoor recreation. The public's awareness of wildlife values is important because then they will understand the kinds of supporting national legislation needed.
- The vision statement needs teeth, and to sound less like government-speak. State how we will know the needle has moved in five to ten years.

From the Working Groups

Angling Working Group

- Cross-marketing
- Research to improve angling access

- Invest in new fishing locations near urban areas
- Support fishing in schools
- Provide family-oriented programs: focus on families, moms, and dads
- Encourage quality fishing time
- Create positive experiences
- Provide skills training
- Provide mentoring
- Increase the number of species in waters

Corporate and Small Business Entities Working Group

Measureable outcomes to foster corporate investments in partnerships:

- License sales
- Youth participation
- Use of data on measurable outcomes to follow up [with program adjustments]
- Behavioral changes, such as stewardship
- The number of partners
- The number of programs with partners
- The number of program participants
- The number of events sponsored

Recommendations regarding the role of the Steering Group:

- Provide structure to the process
- Broaden the Steering Group to include other kinds of partners
- Foster ongoing communication with CPW
- A good way to create advocates for the cause of partnering to foster outdoor enthusiasts

Other recommendations:

- CPW should not align with only one organization
- Be inclusive of multiple populations (urban and rural, residents and nonresidents)

Hunting Working Group

Goals to work on:

- Education
- Increase the use of a statewide events calendar—what’s available, where, and when?
- Establish a clearinghouse among the partners to meet their needs for better communications
- Share lists of members and participants
- Increase public awareness of the benefits of hunting, fishing, and the North American Model of Wildlife Conservation through all aspects of outreach and education (provide a brochure to State Park visitors, use Facebook, provide links in emails)

Other ideas:

- Improve the quality and quantity of deer and elk herds
- Increase the paying-customer base—“pay to play”
- Reach out to the nonconsumptive community to contribute toward paying for wildlife management and resource stewardship
- In all CPW programs mention, acknowledge, and thank license buyers for their contributions to the North American Model of Wildlife Conservation; help people understand the role of hunters and anglers
- Provide an overall inventory of what events and programs for hunting the partners already offer statewide
- Reestablish and expand access for hunting
- Protect the right to hunt and shoot

- Develop a master calendar hosted by CPW showing what all organizations are doing, or determine what already exists. Better communicate that much already exists; people just don't know what, when, or where.
- Expand recruitment to all demographics: young, old, men, women, in-state, out-of-state; determine what other groups need to be targeted
- To increase the number of future participants, provide education that would improve the image of hunting
- Expand awareness of the funds available (through such organizations as the Rocky Mountain Bighorn Society)
- It would help to identify people who buy small game and duck stamps and licensee, but state law doesn't allow this
- Bow hunting is increasing because of efforts by bow-hunting families. How do we find people who have never bow hunted?
- Fill the need for 3-D targets and grants for equipment
- Increase and enhance education in the schools on the principles of wildlife management
- Expand opportunities to use acquired hunting skills in an actual hunt
- Improve access to the appropriate CPW staff to call for hunting information and information on special needs
- Streamline or remove red-tape where possible
- Fill the need for clear regulations that are easy to find
- Adapt technology to accommodate users' needs—create mobile apps
- Build awareness of the needs for volunteers; match needs with volunteers; expand the base of *real* volunteers to accomplish our goals and objectives
- Volunteer on federal projects to foster support for recreation
- Develop a clearinghouse service to connect people along the continuum from beginners to experts
- Match equipment with user needs (Safari Club International; Boy Scouts and Girl Scouts)
- Develop strategies to reach other audiences: reach out to Latino/Hispanic families; reach out to adults

- Develop an *adult* needs assessment and mechanisms to accommodate adults' needs
- Focus on what we need to do *beyond* what we all are already achieving
- Have CPW investigate liability insurance for small nonprofits at partner events
- Communicate with a broader set of target groups
- Use technology to get kids and adults outdoors—citizen science projects have kids collect data
- Expand the types of licenses available for nonresident youth hunters
- Increase the exposure of nonprofits through CPW
- Engage nonprofits that will help organize and lead not just “do”; recruit more people into leadership roles
- Incorporate hunter education in the schools
- Expand the Partners vision beyond Colorado *citizens*
- Encourage the partners to help increase one another's membership bases
- In marketing efforts increase the emphasis on building skills, with the ultimate goal an accomplished hunter

Outdoor Recreation and Wildlife Viewing Working Group

- Expand participation in the Partners initiative by adding representatives from the following user groups: mountain biking, hiking, climbing, skiing, fourteeners, and mountain clubs, among others
- How much freedom does this group have to redefine how the North American Model of Conservation works in Colorado? Build new constituencies, look at diverse interests, and generate alternative revenue sources. Make all users vested the resource, as Missouri, Arkansas, and Minnesota have done with their sales tax initiatives to fund wildlife conservation.
- Empower the regions; empower localities. Colorado is so large, think regionally. Pick a region, and connect the region. Convention and Visitors Bureaus often don't have detailed info on recreational events and outdoor opportunities. This is especially needed on the Front Range. (Participants mentioned Southwestern Colorado and Southeastern Colorado as regions that market their opportunities well, “posting everything you can do in the area.”) Perhaps start with a well-funded pilot in one region and work toward broad connectivity of organizations and events there; then expand the process statewide.

- Recreation enthusiasts don't necessarily know which agency oversees the land they are using: local, county, state, or federal. Think broadly to include recreation in all jurisdictions and on private lands—everywhere.
- Consider partnerships with individuals as well as organizations. We need people to be more engaged, more cognizant of the role of public lands in their lives—both to take care of our lands and to make them more accessible.
- In corporate partnerships include funding for volunteers—people who can do work on the ground. Engaging the public in connecting to public lands is a very important part of what we need to focus on, and stewardship partnerships are as valuable as monetary partnerships.
- Recognize that increasing recreational use leads to increasing abuse and other impacts.
- Tap emerging resources, such as the statewide Environmental Literacy Plan that was released this week.
- America's Great Outdoors—the national initiative of the Obama administration [<http://americasgreatoutdoors.gov>] poses significant opportunities, as does Get Outdoors Colorado [www.getoutdoorscolorado.org].
- Plan with demographics and population growth in mind. Estimates place Colorado at 5 to 7 million people by 2030 and 10 million by 2050, with 80 percent of them along the Front Range. Demographic changes will include minorities becoming the majority and many new migrants to the state. In addition, parents who didn't grow up outdoors don't take the current generation of kids outdoors. To be effective, the approach must be multigenerational. How do we get a majority of new Coloradans to be interested in outdoor recreation? Broaden the net to encompass existing citizens, future citizens, and visitors to the state.
- Given the demographics, the Partners objectives should take into account three needs: tackling awareness and interest together, funding, and political support.
- Deploy education as a tactic. For example, establish a watchable wildlife trail on every river in Colorado, which would require partnerships ranging from land acquisition to implementation.
- Connect various coalitions and groups that have similar get-outdoors initiatives already. Expand awareness of all those common movements—we aren't here to start a new coalition but, through partnerships, to serve those initiatives and our own. Don't duplicate—instead, tap into. And connect the partners here at the conference into one group. Find ways to intertwine all of these initiatives and activities.
- Establish ways to make the partners as aware of what one another is doing as we wish the public were aware of our efforts

- Funding in the public land management and natural resources agencies has been so depleted over the past decade that efforts like these are the only way positive change will happen; most priorities involve a human dimension
- Sponsor Get Outdoors Day events that are satellites to National Get Outdoors Day by connecting with Get Outdoors Colorado
- Emphasize that protecting natural resources is our common mission and goal. For example, the U.S. Forest Service is the protector of a “sandbox,” and lots of people want to play in that sandbox—for recreation, water, timber, oil and gas, minerals, and so forth. Recognize that how we do what we do impacts all of these other interests. We need to connect the dots between recreation and other land uses.
- Develop a comprehensive marketing strategy that pulls in all of the partners. A billboard on I-70 can increase awareness. Moab, Utah, for example, collectively marketed to Coloradans stuck on I-70 in traffic: “Moab: Where Adventure Begins.” Colorado doesn’t have a campaign like that. The outfitters may be doing more along these lines for Colorado than anyone else. Include the ski industry in Partners in the Outdoors because it does a great job of marketing—and knows how to do this.
- The Colorado Office of Tourism should be at this table
- Consider connecting the partners along strands they have in common: all the trails users, all the waters users, and so on
- Include education about natural resources in the marketing
- Develop interest by making it easy to get outdoors, and give people good reasons, such as keeping fit
- To knit the partners and the vision together, craft a common set of messages that all can deploy. California is a good example of this. Draw on messaging already created by the Association of Fish & Wildlife Agencies (AFWA), such as its Core Concepts [www.fishwildlife.org/files/CE-Core-Concepts-and-Messages.pdf] or the VIP Plan created by the California Park & Recreation Society [www.cprs.org/index.php?option=com_content&view=section&id=12&Itemid=59].¹

¹ “The VIP Action Plan—Creating Community in the 21st Century is all about positioning your agency as an essential community service. This section of the CPRS Web site is designed to get you the resources you need to show how parks and recreation creates community in nine special mission areas:

1. providing recreational experiences to individuals, families and communities
2. fostering human development
3. promoting health and wellness
4. increasing cultural unity
5. facilitating community problem solving

- Market Colorado as one giant adventure theme park, one big playground
- Set the following as an overarching theme: If something isn't important to you, you'll never actually see it or care. If you don't identify with hunting you'll never key in on a billboard on I-70 about hunting. We have to help people see the impacts of their actions, so that their actions become important to them. For example, water conservation becomes more important to you when you can't fish in your favorite reservoir because it's too dry.
- Help the partners assess impacts on fostering interest in the outdoors by collecting data after first-time exposures; use measurable benchmarks
- Develop a centralized database of outdoor opportunities. Place it on the state tourism website. Make it searchable by key words. Get Outdoors Colorado is planning to have a site like that live by June 2012, but it will not connect to the partner organizations. All the partners should link to the site. Another example is the website Recareas.com.
- Because of the many jurisdictions of federal, state, county, and municipal public lands in Colorado, people often have to consult multiple maps to learn where to go for recreation. Suzanne Webel with the Boulder County Horse Association has created a model that Partners could use: a compendium map of all recreational areas in Boulder County ["Boulder County Trails and Recreation Map"].
- Investigate how to connect with people who have barriers to participation: no internet, low incomes, no transportation
- Keep in mind the example of mountain bikers, who may be the group bringing the most new recruits to the recreational enthusiasts' fold; they emphasize "cool" and "rugged"

Shooting Sports Working Group

- Offer a high-visibility statewide event, like the Capitol Challenge Shoot Out
- Provide information and brochures at high-traffic events like the Capitol Challenge Shoot Out
- Increase access to facilities

-
6. protecting natural resources
 7. strengthening safety and security
 8. strengthening community image and sense of place
 9. supporting economic development"

Partners in the Outdoors Steering Group

Each of the five Working Groups nominated and voted on members for the Partners in the Outdoors Steering Group. The Leadership Team at Colorado Parks and Wildlife also assigned three representatives from the agency. The following are the representatives designated from those processes. The Steering Group will meet quarterly to provide direction to the initiative, starting with its first meeting June 14–15, 2012.

Representing angling

Katie Cole
Program Director
National Fishing in Schools Program of the Fishing
Education Foundation
Lincoln, NE

Jacob (Jake) Lemon
Youth Education Coordinator
Colorado Trout Unlimited
Denver, CO

Representing Colorado Parks and Wildlife

Leigh Gillette
Southwest Region Education Coordinator, Wildlife
Durango, CO

Heath Kehm
Park Manager
Trinidad Lake State Park
Trinidad, CO

Steve Yamashita
Northeast Regional Manager, Wildlife
Denver, CO

Representing corporate and small business entities

David (Dave) Johnson
Global Transformation Manager
IBM
Founder and Owner
HuntData LLC
Franktown, CO

Chris Sprangers
Brand Partnership Manager
Cabela's
Sidney, NE

Representing hunting

Tom O'Toole
Independent, at-large
Colorado Springs, CO

Dwaine Robey
President
Outdoor Buddies, Inc.
Westcliffe, CO

Representing outdoor recreation and wildlife viewing

Kacie Ehrenberger
Education and Outreach Director
Rocky Mountain Bird Observatory
Brighton, CO

Scott Jones
Board of Directors
Colorado Off Highway Vehicle Coalition
President
Colorado Snowmobile Association
Longmont, CO

Sonja Macys
Executive Director
Yampatika
Steamboat Springs, CO

Stephanie Stephens
Executive Director
Colorado Parks and Recreation Association
Wheat Ridge, CO

Representing shooting sports

James E. (Jim) Hamilton
4-H Shooting Sports and Natural Resources Program
Coordinator, 4-H Youth Development
Colorado State University Extension
Trinidad, CO

Steven (Steve) Mitchell
Special assignments, former board member, and
treasurer
Colorado Bowhunters Association
Colorado Springs, CO

Steering Group Coordinator and Facilitator

Windi Padia
Education Section Manager, Wildlife
Colorado Parks and Wildlife

Resources

Partnership Development Conference attendees received a notebook with a variety of resources regarding partnerships and grants, as well as information on keeping in touch. Additional resources are in development and will appear on the initiative's website.

Contact information for the Partners in the Outdoors initiative is:

Partners in the Outdoors
Colorado Parks and Wildlife
6060 Broadway, Education Suite
Denver, CO 80216-1000
Tel.: 303.291.7512
Fax: 303.291.7113
Email: partners@state.co.us
Website: <http://wildlife.state.co.us/partners>

Additional resources provided in the conference notebook were:

- Lists of over 90 grants that support outdoor recreation initiatives, including contact information.
- Definitions of *partnership*.
- Summary results of Colorado Parks and Wildlife's December 2011 Needs Assessment Survey of CPW staff and external partners.
- Definitions of a *network of people*.
- A how-to article by Barbara Davis, "Writing a Successful Grant Proposal," MCF Reprint Series (Minneapolis: Minnesota Council on Foundations, 2005), available at www.mcf.org/system/article_resources/0000/0325/writingagrantproposal.pdf, last retrieved March 19, 2012.
- Fact sheets on those partners that contributed information before the Conference
- Two articles by Colorado State University professor and extension wildlife specialist Dr. Delwin E. Benson:
 - "40 Neighborhood Outdoor Adventures—Ways to Get Youth and Adults into Nature and Nature into Lives" (Fort Collins, CO: Colorado State University, ____), available at www.landhelp.info/documents/15daysofactivitiesand40activities-withurllinks.pdf, last retrieved March 20, 2012; and "Making Anglers, Hunters and Outdoor Users at Home in Society: The Club Concept Revitalized," photocopy (Fort Collins, CO: Colorado State University, March 2010).
- A contextual article by H. Ken Cordell, "The Latest on Trends in Nature-Based Outdoor Recreation," *Forest History Today*, Spring 2008, pp. 4–10, available at www.foresthistory.org/Publications/FHT/FHTSpring2008/Cordell.pdf, last retrieved March 19, 2012.
- Sample goals and objectives from "Outreach, Education & Interpretation," in "Division of Parks and Outdoor Recreation Ten-Year Strategic Plan, 2007–2017," document (Juneau: Alaska Department

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- Elizabeth L. Ryan and Bret Shaw, “Improving Hunter Recruitment and Retention,” *Human Dimensions of Wildlife* 16:5, pp. 311–17, available at www.tandfonline.com/doi/abs/10.1080/10871209.2011.559530, last retrieved March 19, 2012.
- Results from the May 20 to June 2, 2011 survey of participants in the Colorado Division of Wildlife Recruitment and Retention Summit held May 14–15, 2011 at the Crowne Plaza Hotel, Colorado Springs.
- Office of the Press Secretary, The White House, “Presidential Memorandum—America’s Great Outdoors: Memorandum for the Secretary of the Interior, the Secretary of Agriculture, the Administrator of the Environmental Protection Agency, the Chair of the Council on Environmental Quality; Subject: A 21st Century Strategy for America’s Great Outdoors,” press release (Washington, DC: The White House, April 16, 2010), available at www.whitehouse.gov/the-press-office/presidential-memorandum-americas-great-outdoors, last retrieved March 19, 2012.

For background on the annual economic impacts of outdoor recreation in Colorado, which Rick Cables mentioned in his closing remarks, see “Economic Activity Attributed to Outdoor Recreation,” Section 4 in “2008 Colorado Statewide Comprehensive Outdoor Recreation Plan,” report (Denver: Colorado Department of Natural Resources, Colorado State Parks, and the Land & Water Conservation Fund of the National Park Service), available at <http://parks.state.co.us/SiteCollectionImages/parks/Programs/LWCF/SCORP/Section%204%20Economic%20Activity%20Attributed%20to%20Outdoor%20Recreation%20in%20Colorado.pdf> and “The Economic Impacts of Hunting, Fishing and Wildlife Watching in Colorado,” final report (Denver: BBC Research & Consulting, September 26, 2008), available at <http://wildlife.state.co.us/SiteCollectionDocuments/DOW/AboutDow/08DOWEconomicImpactReport.pdf>; both last retrieved March 22, 2012.

Appendix: Partnership Development Conference attendees

James Hamilton	4-H Youth Development, Colorado State University Extension
Victoria Long	Back Country Horsemen
Casey Earp	Bull Moose Sportsmen's Alliance
Chris Sprangers	Cabela's
Rafael Salgado	Cal-Wood Education Center
Bruce Ward	Choose Outdoors
Ivan James II	Colorado Bowhunters Association
Steven Mitchell	Colorado Bowhunters Association
Paul Navarre	Colorado Bowhunters Association
Cory Kraft	Colorado Clays
Doug Kraft	Colorado Clays
Mike King	Colorado Department of Natural Resources
Willie Swanda	Colorado Mule Deer Association
Jeanne Horne	Colorado Outfitters Association
Chris Jurney	Colorado Outfitters Association
Stephanie Stephens	Colorado Parks and Recreation Association
Greg Gerlich	Colorado Parks and Wildlife, Aquatic Section
Jim Bulger	Colorado Parks and Wildlife, Denver Headquarters
Mark Smith	Colorado Parks and Wildlife
Rick Cables	Colorado Parks and Wildlife, Denver Headquarters
Tabbi Kinion	Colorado Parks and Wildlife, Denver Headquarters
Debbie Lininger	Colorado Parks and Wildlife, Denver Headquarters
Windi Padia	Colorado Parks and Wildlife, Denver Headquarters
Kathi Green	Colorado Parks and Wildlife, NE Region
Allison Kincaid	Colorado Parks and Wildlife, NE Region
John Koehler	Colorado Parks and Wildlife, NE Region
Steve Yamashita	Colorado Parks and Wildlife, NE Region
Danielle Domson	Colorado Parks and Wildlife, NW Region
Frank McGee	Colorado Parks and Wildlife, NW Region
Dean Riggs	Colorado Parks and Wildlife, NW Region
Trina Romero	Colorado Parks and Wildlife, NW Region
Kathleen Tadwick	Colorado Parks and Wildlife, NW Region
Ron Velarde	Colorado Parks and Wildlife, NW Region
John Geerdes	Colorado Parks and Wildlife, SE Region
Linda Groat	Colorado Parks and Wildlife, SE Region
Dave Lovell	Colorado Parks and Wildlife, SE Region
Steve Lucero	Colorado Parks and Wildlife, SE Region
Dan Prenzlowl	Colorado Parks and Wildlife, SE Region
Leigh Gillette	Colorado Parks and Wildlife, SW Region
Anthony Gurzick	Colorado Parks and Wildlife, SW Region

Scott Babcock
Faye Koeltzow
Gary Thorson
Robert Streeter
Lynn Ensley
Matthew Glass
Jacob Lemon
John Smeltzer
Hank Luria
Bob Hewson
Brad Wright
Caitlin Swanda
Scott Gilmore
Scott Dick
Chris Russell
Lonnie Shinault
Lisa Cribbs
Sammy Frazier
Patricia Caudell
Linda Mackety
Chris Doenges
Mark Giebel
Donnelle Johnson
David Johnson
Thomas O'Toole
Greg Austin
Steve Whiteker
Kim Edminston
Terri Miller
Tom Mikesell
Richard Miller
Michael Stanley
Keith Prince
Dana Cole
Katie Cole
Dwaine Robey
Stan Barthlama
Robert Hix
Henry Cole
Dan Larkin
Kacie Ehrenberger
Chris Roe
John Celestre

Colorado Parks and Wildlife, State Parks
Colorado Parks and Wildlife, State Parks
Colorado Parks and Wildlife, State Parks
Colorado Parks and Wildlife Commission
Colorado Sportsmen Wildlife Fund, Inc.
Colorado Trail Patrol
Colorado Trout Unlimited
Colorado Wildlife Federation
Colorado Wildlife Heritage Foundation
Colorado Youth Outdoors
Colorado Youth Outdoors
Crazy Horse Educational Expeditions
Denver Parks and Recreation
Eagle Claw Fishing Tackle; Sandia Advertising
Eagle Claw Fishing Tackle
Environmental Learning for Kids
Four Corners Back Country Horsemen
Frazier Outfitting; Colorado Outfitters Association
Front Range Back Country Horsemen
Front Range Back Country Horsemen
Global Trading Network
Highlands Ranch Community Association
HuntData LLC
IBM; HuntData LLC
Individual
Individual
J-Bar-H Outfitters
Joseph's Journey
Lakewood Riding Club
M&M Outfitters; Colorado Outfitters Association
Mile High Youth Corps
Mule Deer Foundation
National Wild Turkey Federation
NFSP, Fishing Education Foundation
NFSP, Fishing Education Foundation
Outdoor Buddies, Inc.
Pheasants Forever
Pheasants Forever
Pikes Peak Backcountry Horsemen
Rocky Mountain Bighorn Society
Rocky Mountain Bird Observatory
Roe Hunting Resources
Safari Club International, Colorado Chapter

Wayne Clark	Safari Club International, Denver Chapter
Sam Logan	Stay the Trail Colorado
Jim Dill	Stillroven Farm
Steve Mast	Stillroven Farm
John Lord	Teach a Man To
Ethan Emery	The Flyfisher Group
Brynne Jensen	The Flyfisher Group
Merrin Slocombe	The Flyfisher Group
Gary Debus	The Wildlife Experience
Dan Zimmerer	The Wildlife Experience
Robert Meulengracht	Trout Unlimited
Karen Downey	U.S. Army Corps of Engineers
Craig Trinkle	U.S. Army Corps of Engineers
Jason Robertson	U.S. Bureau of Land Management
Ron Archuleta	U.S. Forest Service
Brian Ferebee	U.S. Forest Service
Cheri Ford	U.S. Forest Service
Dan McCusker	U.S. Forest Service
Chris Spori	U.S. Forest Service
R.E. Vann	U.S. Forest Service
David Winters	U.S. Forest Service
Sue Anderson	Volunteers for Outdoor Colorado
Ann Baker Easley	Volunteers for Outdoor Colorado
Brett Roller	Wildland Awareness Educational Institute
Susanne Roller	Wildland Awareness Educational Institute
Sonja Macys	Yampatika

