Partnership opportunities and best practices for creating a Heritage Sports Center in Oakland County, Michigan

June 29, 2013



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**Executive Summary**

The purpose of this report is to provide Oakland County Parks and Recreation with the information and tools needed to create a sustainable Heritage Sports Center within Independence Oaks North County Park in Clarkston, Michigan. The aim of this Center would be to serve as a gateway for the community and surrounding areas to engage in traditional (or “heritage”) outdoor activities, including hunting and shooting sports, fishing, trapping, and non-motorized boating. In order to develop a high quality program with limited direct financial resources, Oakland County expressed an interest in partnering with other organizations to develop this program. Therefore, the majority of this report presents perspectives from potential partnering organizations, programs similar to a Heritage Sports Center that can provide “lessons learned” from their experiences, as well as academic literature and professional reports on partnering in outdoor recreation. Each section of the report begins with a discussion of the research approach and methods used to collect and analyze the data.

Chapter 1 presents an introduction to current trends in partnering in outdoor recreation and perspectives on growing recreation activities, as well as description of the methods employed to collect and analyze data for this report. Chapter 2 contains an analysis of 20 interviews conducted with 17 potential partnering organizations with details on the diverse needs and contributions each may bring to a collaborative effort to develop a Heritage Sports Center. Chapter 3 outlines lessons learned from organizations that have developed programs similar to a Heritage Sports Center are then presented based on telephone interviews. Analysis of website and internet-based content related to organizations that could not be reached for an interview is provided in Chapter 4. Chapter 5 presents recommendations for Oakland County Parks and Recreation on the initial phase of engaging with potential partners, including tips on how to approach different partners depending on their ‘collaboration category’ or other similarities (e.g. sponsors, activity or group-focused organizations) and who to involve at each step in the process. These recommendations are followed by Chapter 6, which provides a description of 10 keys to managing a successful partnership, gleaned from academic literature, agency reports, interviews, conference presentations, workshops, and other relevant materials.

The last sections address important considerations for the implementation phase of this project. Interviews and research on similar types of partnerships yielded several recommended practices related to the operation of a Heritage Sports Center developed in a collaborative manner, presented in Chapter 7. Also relevant to the implementation phase, a review of previous research on reducing barriers and improving participation of non-traditional populations (e.g. women, youth, ethnic and racial minorities) in outdoor recreation is provided in Chapter 8. The report concludes with Chapter 9, outlining areas for potential future research related to the creation of a Heritage Sports Center in Oakland County. Appendix A contains a sample interview guide with questions asked of potential partners. Appendix B provides a comprehensive list of potential partnering organizations, categorized by area of focus (e.g. fishing, youth), with contact information for appropriate staff at each organization and any comments that may aid Oakland County when approaching these groups. Appendix C provides a list of partners that the Boys and Girls Clubs of Southeast Michigan are currently working with. Lastly, Appendix D presents a map of the distribution of minority populations in southeast Michigan.

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**1. Introduction**

Partnerships in outdoor recreation are becoming increasingly common, serving as a prominent theme in the 2013 National Outdoor Recreation Conference and in the recently published academic literature (Graci, 2013; Plummer, 2012; Wollenburg et al, 2013; Zapata & Hall, 2012). One of the primary objectives of the 2013 Michigan Statewide Comprehensive Outdoor Recreation Plan (SCORP) is to “Improve the collaboration and cooperation between all outdoor recreation providers to ensure that Michigan’s recreation system meets the needs and desires of its residents and visitors, and that users are made aware of opportunities throughout Michigan’s outdoor recreation system” (Michigan DNR, 2012, p. 2). Throughout this report, the terms “partnership” and “collaboration” will be used interchangeably to refer to organizations working together to achieve a common goal. While there are numerous benefits associated with collaboration, there are several costs the process may incur as well (Figure 1).

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Figure 1.Commonly cited benefits and costs of collaboration in leisure and tourism.

* **Sharing information** can lead to improve the ability to achieve individual as well as group goals. For instance, some partners may have expertise in outdoor activities like hunting or fishing which can be used to develop curriculum for programs offered at the Heritage Sports Center. Other partners may serve certain populations, such as youth or women, and can provide information on program characteristics that may attract or detract individuals in these populations from utilizing the Center.
* **Sharing costs** associated with designing and implementing a new program, such as time, money, and personnel, is a key motivator for many organizations to enter into a partnership effort, and in some cases is necessary for organizations to achieve their individual missions and goals (Andereck, 1997; Fadeeva, 2005; Selin, 1999).
* **Leverage to obtain funding** can be gained through participation in partnerships. As stated on the U.S. Forest Service’s ‘Collaboration Toolbox’ webpage, many funders prefer or even require projects involving partnerships (USFS, 2013). This is partly due to the increased potential reach and number of people in the community impacted by partnership efforts compared with isolated, individual efforts. Additionally, collaboration ensures avoiding duplication of services (Byrne & Hansberry, 2007).
* **Efficiency in achieving goals** of a project can be improved through collaboration since the work is spread out over several organizations, not overburdening any one organization (Fadeeva, 2005). Additionally, all of the organizations in the partnership can be working simultaneously on different aspects of the project, thereby aiding efficient progress.

However, there are several costs that need to be understood and managed in order for partnerships to be successful, including:

* **Conflicting goals**: partnerships require consensus on most big decisions, so organizations may need to compromise on a mutually acceptable approach, rather than their most preferred option (Casey et al, 2009; James, 1999).
* **A balance of power**, which is essential to successful collaborations, can be difficult to achieve with diverse organizations that may differ significantly in their values and missions and resources they bring to the partnership (Byrne & Hansberry, 2007).
* **Lack of resources**: Organizations may not have (or perceive that they have) the time, money, or personnel to engage in partnerships (Jamal & Getz, 1995).
* **Organizational norms:** Collaboration is counter to traditional management styles in many organizations. Some may be concerned about protecting their “turf” and want to avoid the loss of control involved in collaboration (Selin, 1999).

The recent growing trend in partnerships in outdoor recreation demonstrates that an increasing number of organizations are successfully maximizing the benefits of collaboration while minimizing the costs. Insight into the benefits and costs potential partners associate with creating a Heritage Sports Center will provide Oakland County Parks and Recreation with the means to develop a successful partnership and program. Chapter 2 describes the approach utilized to investigate potential partners’ perceived benefits and costs of collaborating to create a Heritage Sports Center, which centers around responses provided during interviews.

The ultimate goal of a Heritage Sports Center in Oakland County is to increase participation in outdoor recreation. The National Ski Area Association (NSAA) developed its Model for Growth in 2009 as a starting point in increasing the number of long-term skiers (Figure 2). The model identifies the stages of participation in skiing, which begins with those who have never been skiing. Some of these individuals will go through a “trial” phase and join the beginner category, in which 10% of skiers fall. From there, the ski industry estimated that 84% of beginners drop out, while only 16.7% convert to the “core” group of long-term skiers. 63% of all skiers fall into the “core” category. 28% of core skiers then lapse and discontinue skiing. About 27% of skiers are those who have previously lapsed, but then started skiing again. From there, 75% will lapse again, while 27% will join the “core” again.

This model helps determine where in the participation cycle more efforts are needed to increase the number of long-term (“core”) skiers. For example, since the NSAA determined that 84% of beginners drop out and far fewer become long-term skiers, they have focused on improving the experience for beginners by offering deals on equipment, lessons, and tickets and developing state-of-the-art learning facilities.

***Throughout this report, several recommendations are presented that may address portions of this model*** (e.g. preventing beginners from dropping out), and an explanation is provided on how the recommended practice addresses the Model for Growth. As outlined in Chapter 9 on areas for future research, this model also can also be utilized in collecting baseline participation data for heritage sports like hunting and fishing to use in evaluating the success of programs aimed at improving participation.

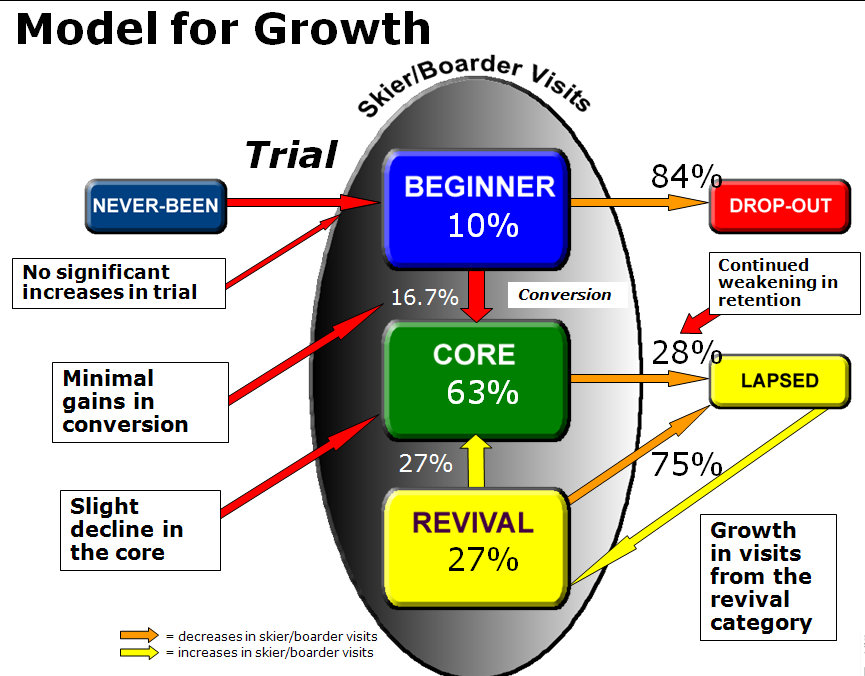


Figure 2. Model of stages and estimates of participation in skiing (NSAA, 2009).

**Methodology**

This report and recommendations presented are based on several methods of data collection and analysis, described here in detail. First, to capture all types of partners that could aid in developing a sustainable Heritage Sports Center, four categories were created for organizations based on their area of focus. These include: **“Group-focused”** organizations that serve a particular population segment, like youth, and therefore may provide participants for programs offered. **“General Outdoor Education”** organizations aim to increase participation in outdoor recreation in general, while **“Activity-focused”** organizations are trying to grow specific outdoor sports, like archery. Organizations in these two categories may contribute curriculum, staff and volunteers, among other resources. **Retailers and manufacturers**, meanwhile, would potentially donate equipment or other resources to create this facility.

Several potential partnering organizations were identified via a web-based search and conversations with faculty at Michigan State University who specialize in outdoor recreation. Organizations from each of the four categories described above were contacted with a request for an interview. Those interviewed were asked to identify other organizations they believe should be interviewed for this study and approached to partner (a technique called “snowball sampling”). This process was repeated for all interviewees. The resulting comprehensive list of potential partners, categorized by area of focus (e.g. fishing), is provided in Appendix B.

Two theoretical frameworks (described in the next chapter) were utilized to develop questions for the interviews, which were conducted in-person when possible or via telephone. Interviews lasted approximately 30 minutes to 1 hour and were audio-recorded and transcribed for subsequent coding and analysis. All potential contributions and needs that organizations interviewed may bring to this partnership were coded (i.e. categorized) and placed in a matrix (Table 1, p. 16). For instance, many organizations said they needed “a place to provide outdoor programming”, which was coded as a “venue” need that Oakland County could address with this partnership since a possible site for the Heritage Sports Center already exists. Content analysis of interviews also yielded implications for Oakland County to consider when initiating a partnership with those interviewed, as detailed in Chapter 2.

An internet-based search and discussions with outdoor recreation experts also aided in identifying programs across the country that are similar in nature to the proposed Heritage Sports Center in their aim of increasing participation in traditional “heritage” sports, like hunting, fishing, and paddlesports. Telephone interviews were conducted with four of these similar programs to gain insights and “lessons learned” from their efforts to increase participation in these activities, particularly in regards to partnering with other organizations. For similar programs that could not be reached for an interview, an in-depth review and analysis of their website content yielded recommendations for Oakland County on any strategies to consider using or avoiding to attract new, diverse participants.

An extensive search of peer-reviewed academic publications and agency-published reports was conducted to better understand how preferences for (and barriers to) recreation programs differ across demographic groups, like gender, race/ethnicity, and age. This search of the academic literature also helped inform the ten keys to developing and maintaining successful partnerships presented in Chapter 6. In addition, the author of this report attended a 4-day workshop on effectively collaborating with groups on natural resources issues, and several recent academic presentations at conferences related to outdoor recreation, all of which helped shape the recommendations presented in this report.

**2. Analysis of potential partner interviews**

***Methods and approach***

Twenty separate telephone and in-person interviews were conducted with relevant staff at 17 potential partner organizations between February and May 2013. A list and short description of each interviewee is provided below. Appendix B provides a comprehensive list of potential partner organizations, including those interviewed, with contact information for key staff and any considerations when approaching organizations.

A matrix was also created which shows what each organization would need and could contribute to the partnership (Table 1). Organizations were divided into four categories, depending on their focus (as detailed in the “Methodology” section on p. 5). An explanation and interpretation is provided for each item listed in the matrix (e.g. funding assistance), including important points for Oakland County to consider when approaching those organizations interviewed. To ensure collection of all relevant information from these potential partners, two theoretical frameworks were used to develop questions to guide each interview. A sample interview guide is available in Appendix A. **Expectancy theory** posits that one’s motivation level is determined by the degree to which one expects their efforts will lead to positive outcomes, and the desirability of those outcomes (Figure 3). Vroom (1964) originally developed and applied this theory to employee motivation in the workplace.

This framework is also useful in examining organizations’ motivations to collaborate, although no research to date has applied this theory to the concept of collaboration. For this study, organizations’ anticipated “efforts” were gauged by asking about what they could contribute to the partnership, and positive outcomes were measured by a question on perceived benefits of collaborating. Interviewees were also asked how important the anticipated benefits would be to their organization’s success.

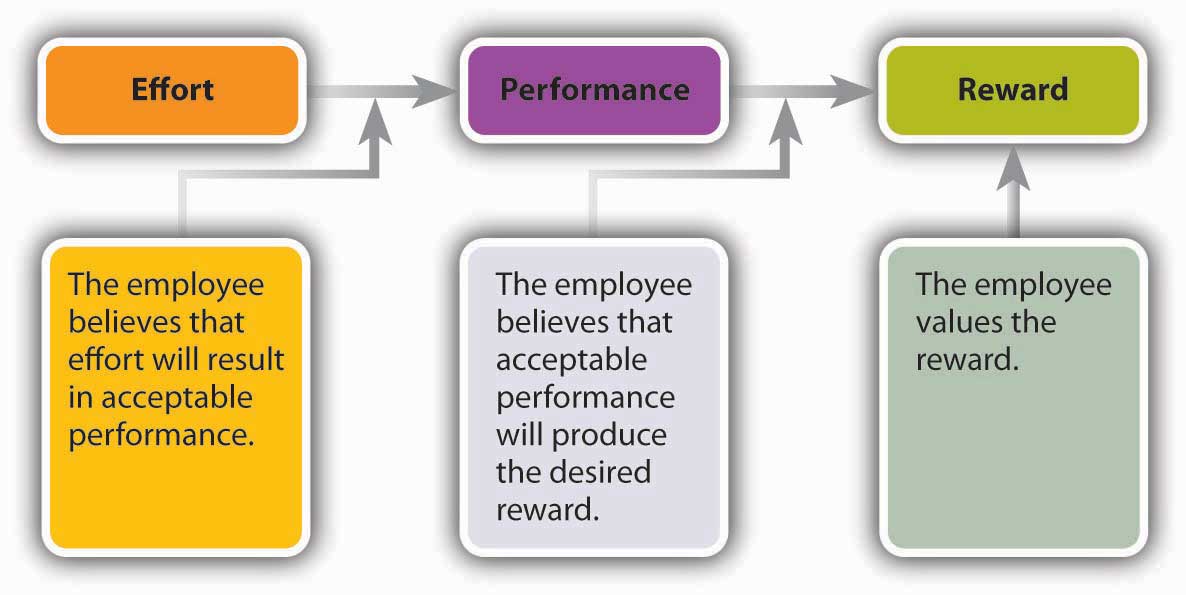


Figure 3. Conditions that lead to high motivation in an employee (which can also be applied to organizations in a partnership) (Collins, 2009).

**Social Exchange Theory** is based on the idea of reciprocity (i.e. a person does another a favor with the expectation of some future return) (Kayat, 2002). Under this theory, organizations participating in a partnership expect that the benefits they will receive as a result of the collaborative effort will exceed the costs, better than the alternatives available (Nunkoo & Ramkissoon, 2012). These benefits and costs could be financial or non-monetary in nature, such as increased exposure in the community. Some questions based on expectancy theory are also applicable to social exchange theory, such as what contributions an organization could make to the project and what benefits they might receive by partnering. An additional question was asked to determine alternatives available to getting those benefits (other than partnering with Oakland County to develop a Heritage Sports Center).

Interviews were semi-structured in nature, meaning that some questions were omitted, added, or worded differently, depending on the flow of each interview and responses already given during the interview. The aim of this technique is to ensure an open and comfortable atmosphere to encourage genuine responses from those interviewed, and to allow for the researcher to adapt to interviewees’ diverse responses.

***Interviewees***

**Boys and Girls Clubs of Southeastern Michigan (BGCSM)**

Established in 1926, this organization serves children ages 6-18 (grades 1-12). Their aim is provide high quality youth programs including sporting and outdoor activities. Summer programs are their focus (including potential involvement with a Heritage Sports Center) due to the limited time available to take kids on outings during the school year.

Currently, they work with Michigan State Parks for “Day in the Parks” events to introduce kids to fishing and hiking. They also make use of the Huron-Clinton Metroparks, and work with over 100 partners to deliver programming, including 4-H, local schools, corporations, parks and recreation departments, non-profit organizations, and more (see Appendix C for a comprehensive list). Their membership, as well as connections to other organizations (especially schools), in southeastern Michigan would be valuable to Oakland County in engaging children of diverse backgrounds in the area in programming at the Heritage Sports Center.

Staff interviewed: Len Krichko, President & CEO; Tim Kowalski, Operations Director

**Pass It On—Outdoor Mentors, Inc.**

This is a non-profit organization that finds mentors for children who would like to get outdoors by teaming with youth mentoring organizations like Big Brothers Big Sisters. The program originated within the Kansas Department of Wildlife and Parks in 1999 and now exists within 10 other states, including Michigan. The National Shooting Sports Foundation (NSSF) and Rocky Mountain Elk Foundation have supported this program financially.

In essence, they recruit mentors from organizations focused on traditional outdoor sports, like Pheasants Forever. They then match these mentors with children interested in learning these sports, through programs like Big Brothers Big Sisters. A study by Responsive Management (2011) found that Pass It On—Outdoor Mentors reaches a significantly higher proportion of children *without* a family member who hunts or fishes than other hunter/angler recruitment and retention programs in the country. This is important for Oakland County since partnering with this organization could aid in reaching those in diverse, urban populations with limited experience with traditional outdoor activities.

Staff interviewed: Mike Christensen, Director

**Gourmet Gone Wild**

Created in 2011, this program aims to engage young professionals ages 20-40 in hunting and fishing through tasting events in which participants learn to prepare locally caught game and fish from a professional chef. They are also able to try Michigan wines and beer at these events, which are organized in partnership with young professionals organizations in cities like Detroit and Farmington Hills. Members of these organizations are encouraged to make a donation when they reserve a spot at an event, and in addition to lessons in cooking local food, they learn about the important role hunting and fishing license sales play in funding conservation efforts statewide.

Gourmet Gone Wild-er is a newer program that builds on Gourmet Gone Wild by organizing events for young professionals to learn how to harvest their own game and fish through lessons in archery, fly-tying, fishing, and more. There are even computers provided at these events for participants to purchase a hunting or fishing license on the spot. This organization brings a unique approach and strong connections to young professionals groups in Michigan and would be interested in partnering with Oakland County to host events at a Heritage Sports Center. Their perspectives on partnering are presented in more detail in the next part of this chapter.

Staff interviewed: Vanessa Thurgood, Program Director

**4-H Youth Development in Oakland County, Michigan**

This program is geared toward youth ages 5-19 and directly reaches around 800 kids in southeast Michigan through programs that teach skills in the outdoors, such as shooting sports and fishing. Partly funded by Michigan State University Extension, 4-H in Oakland County has few staff and relies on a large volunteer base to deliver programming. As part of a university extension system that involves all land grant universities, 4-H has access to a large curriculum base, which could aid in designing programs at a Heritage Sports Center. At the national level, they also run the National 4-H Shooting Sports Program.

Given their limited funding, they frequently partner with a range of entities to make programs possible. Oftentimes this involves a trade in services. For instance, 4-H collaborates with Huron-Clinton Metroparks annually to host an “eco-challenge”—a week-long camp on the outdoors and ecology in which 4-H staff and volunteers work with Huron-Clinton Metroparks program staff on implementation. 4-H has also collaborated with the city of Pontiac on a neighborhood initiative, along with local Boy Scouts and United Way chapters. They have partnered with Oakland County Parks and Recreation also by teaching science-based programs at a summer camp held at Independence Oaks County Park. In return, Oakland County provided 4-H with access to some of their mobile recreation resources, such as a rock-climbing wall and storytellers.

Staff interviewed: Jason Scott, Program Coordinator

**Boy Scouts of America**

For over 100 years, the Boy Scouts have provided educational programs and service learning opportunities for boys and young adults, ages 6-17. The Great Lakes Field Service Council of the Boy Scouts is located in Detroit and operates as a non-profit, with 40 staff and 10,000 volunteers in the Macomb, Wayne, and Oakland County area. In an effort to engage urban and minority youth in scouting, the Boy Scouts established the “Scoutreach” Division, which is run by Boy Scout employees who recruit volunteer adult leaders in urban communities like Pontiac and Detroit to build scouting units. Fees are substantially subsidized to allow low-income youth to participate and materials translated into Spanish are available. Oakland County can work with this division of the Boy Scouts and possibly other partners to design programs at the Heritage Sports Center to engage urban youth.

One of the main goals of the Boy Scouts is to provide members with opportunities to engage in physical fitness, including traditional outdoor activities like shooting sports, kayaking, stand-up paddle-boarding, and even stewardship activities like invasive species removal and trail construction. Since the Boy Scouts are highly service-oriented, and have lesson plans for 125-130 merit badge programs, they could help in designing and implementing parts of the Heritage Sports Center programs and also utilize the facility as participants once created. The Boy Scouts in Michigan also have strong connections to faith-based groups, community organizations and schools, and have “memorandums of mutual support” with the National Park Service, Trout Unlimited, Ducks Unlimited, and others, which could be leveraged to build awareness, support, and use of a Heritage Sports Center in Oakland County.

Staff interviewed: Denver Laabs, Program Director, Great Lakes Field Service Council; Frank Reigelman, Outdoor Adventures Director, Michigan Crossroads Council

**Summit Sports Outdoors**

This new organization was established in February 2013 in Brighton, Michigan by the sporting goods retail chain Summit Sports. Their primary focus is increasing participation in non-motorized boating, including canoeing, kayaking, and stand-up paddle-boarding. They have equipment and programming to teach skills in these sports, and even offer non-traditional activities like stand-up paddle-boarding yoga in areas like Bloomfield Hills.

Summit Sports Outdoors is also working to increase diverse youth involvement in these sports by partnering with Latin Americans for Social and Economic Development (LA SED) to take 5 kids from Bloomfield Hills and 5 kids from Detroit on a 5-day kayaking training camp. Belinda Lee is a local American Canoe Association-certified instructor (and notably the only African American instructor in Michigan) that has served as the primary contact with LA SED. As discussed in a later section of this report on increasing participation of non-traditional populations in outdoor recreation, having mentors that participants can relate to from their background (e.g. women, racial/ethnic minorities) can aid in encouraging long term participation, so a partnership with Summit Sports Outdoors could also aid in creating relationships with diverse mentors and organizations in the region.

Staff interviewed: Scott Fairty, Director

**Heavner Nature Connection**

This organization was founded canoe retailer, Heavner Canoe Rental, which is located in Milford, Michigan. It has been a family-run business since its establishment in the 1950’s. Although their business is related to canoeing and kayaking, the focus of Heavner Nature Connection is on introducing people of all ages in Michigan to the outdoors through programs in fishing, biking, geocaching, archery, and of course, canoeing and kayaking.

They have partnered with many organizations, including the Michigan DNR, area metroparks, several school systems, and outdoor equipment retailers and manufacturers. The staff of Heavner Nature Connection reflects a breadth of experience and community connections—the Education Director is a retired school principal who has worked on translating the program’s curriculum to fit into the schools’ curriculum. The Event Coordinator, Mike George, is the retired head of interpretive services for the Huron-Clinton Metroparks. They are very involved in helping to create experiential education programs in the Farmington school system as well as partnering with organizations and schools in inner city areas, all of which could provide vital connections for the Heritage Sports Center to grow the base of participants it reaches.

Staff interviewed: Alan Heavner, Founder

**Michigan Department of Natural Resources (DNR)**

This agency has numerous units that work to increase outdoor recreation participation in the state. The primary units that Oakland County should engage initially include: the Parks and Recreation division, Recruitment and Retention division, and the No Child Left Indoors initiative. Key staff members within each of these units were interviewed for this project. The Rec 101 program, started in 2011, is coordinated by Maia Stephens in the Parks and Recreation division and offers introductory classes in a wide range of outdoor activities like hunting and fishing. DNR staff or expert volunteers recruited by the DNR through outdoor-related organizations teach the classes, which are free of charge to participants. This aspect of the program could be vital in engaging urban populations or those with limited financial resources.

The Recruitment and Retention division focuses on engaging new, current and former hunters and anglers in Michigan in shooting sports and fishing. They have an “explore bowhunting” program that could be offered at a Heritage Sports Center. They work with Heartland and Flint schools to implement this program and are also well-connected with volunteer hunter education instructors in the area. A new trapper education program developed by this division may also be a good fit at a Heritage Sports Center.

The No Child Left Inside initiative has engaged community family groups in getting outdoors through social media to arrange activities, sometimes via assistance from county governments, but in some cases started by interested families. The Children and Nature Network ([www.childrenandnature.org](http://www.childrenandnature.org)) is an online organization that provides links to Nature Clubs for Families by region and even provides a tool kit for those who are interested in creating their own Nature Club for Families.

Staff interviewed: Maia Stephens, Recreation Programmer; Dennis Fox, Recruitment and Retention Manager; Ray Rustem, Director of the Michigan No Child Left Inside Initiative.

**Archery Trade Association (ATA)**

Started in 1953, this is the organization for manufacturers, retailers, and others working in the archery and bowhunting industry. One of their primary goals is to increase participation in archery and bowhunting by providing design guidance and connections to landscape architects to those developing archery programs, like what Oakland County might offer at a Heritage Sports Center. In 2012, ATA released its “Archery Park Guide”, a 40-page document with site plans and recommendations for those interested in building an archery park in their community (Archery Trade Association, 2012).

Funding assistance to build archery programs is also available through ATA. Their fiscal year runs from April 1-March 31, and their budget process is usually completed by early March each year. In deciding whether to fund a project, the ATA has to see local ownership and funding to ensure that they are not funding the majority of the project. It’s important for them to see that the local agency is significantly invested in the project to show that there is an incentive to make it work well. Also vital is demonstration that the proposed project will reach both beginner and avid target shooters and bowhunters, and that there is a plan for how to get people to the facility (achieved in part through partnerships with groups that engage certain populations and can host archery events at the Center).

Staff interviewed: Michelle Doerr, Director of Archery and Bowhunting Programs

**National Wild Turkey Federation (NWTF)**

Founded in 1973, NWTF is dedicated to increasing the number and diversity of hunters through outdoor education events aimed at engaging women, disabled individuals, youth, and other growing demographic groups. Their large base of volunteers have a range of experience in outdoor activities and contribute to developing lessons ranging from identifying edible plants to turkey hunting 101.

NWTF also has funding available at the local and state level for organizations and programs focused on outreach, preferably with a long-standing impact in the effort to increase the number of hunters in Michigan. They frequently partner with organizations like the DNR, 4-H, Future Farmers of America (FFA), as well as corporations like Chevrolet and sporting goods stores, all of which may be potential partners or sources of funding for a Heritage Sports Center. As discussed in Chapter 6 of this report, this previous experience with other potential partners helps in the development of trust, which is vital to the success of collaborative efforts.

Staff interviewed: Chris Eder, Midwest Area Manager; Tony Snyder, President, Michigan Chapter

**Safari Club International (SCI) Southeast Michigan Bowhunters Chapter**

This volunteer-run, non-profit organization focuses outreach efforts primarily on getting youth outdoors and helping disabled individuals, particularly veterans, have hunting and fishing experiences in the area. Created 21 years ago, the Southeast Michigan Bowhunters Chapter hosts workshops, kid’s camps, provides educational videos and materials to area students. It is one of the most successful SCI chapters in fundraising and could provide funding for an archery program in Oakland County aimed at getting youth outdoors.

They co-sponsor Michigan Out of Doors, an outdoor TV program in Michigan that showcases activities like fly fishing and turkey hunting. In cooperation with Pheasants Forever, this Chapter has facilitated events for inner city youth to get outside. In partnership with the Salvation Army, they also run the State Hunter Apprentice Program (SHAP), a 3-day youth camp for boys and girls ages 11-15 in which the kids learn bowhunting and become certified in hunter safety. This Chapter is involved in the National Archery in the Schools Program (NASP) and plans to partner with the Michigan DNR on more outdoor youth programs in the future as well. Rich Delisle, the current President of the Southeast Michigan Bowhunters Chapter, may also become regional representative for 6 chapters in southeast Michigan, which could aid in obtaining funding from multiple chapters for a Heritage Sports Center program in Oakland County.

Staff interviewed: Rich Delisle, President, SCI Southeast Michigan Bowhunters Chapter

**Ann Arbor Canoe Liveries**

Established in 1970, Gallup Park and Argo Park are home to Ann Arbor’s two canoe liveries. Visitors can rent boat-related equipment (canoes, kayaks, Stand Up Paddleboards (SUP) and enjoy themed river programs and camps offered at these facilities located on the Huron River. It’s one of the largest livery systems in the state, with more than 40,000 visitors each season. The Facility Supervisor, Cheryl Saam, is active in the Professional Paddlesports Association and has partnered with manufacturers, retailers, and other organizations in the industry to increase participation in these activities. She could provide lesson plan ideas, grant writing expertise, professional connections, and best practices for partnering with organizations in the paddlesports industry.

Given the proximity of Ann Arbor to the proposed site of the Heritage Sports Center in Clarkston, this partnership could benefit both programs by sharing ideas and information on paddlesports programming and strategically linking geographically nearby programs. The Ann Arbor Canoe Liveries have tried to coordinate with the Metroparks and Heavner Canoe on developing river programming regionally, but currently each are offering their own programs. They are interested in collaborating to link programs in the region together, particularly since this could aid in demonstrating the ability to successfully manage risk and cost of having school groups canoe/kayak.

Staff interviewed: Cheryl Saam, Facility Supervisor

**Michigan Gun Owners (MGO)**

A volunteer, non-profit organization with a mandate for education that includes teaching skills and safety in hunting and shooting sports, with a focus on women, youth, and new shooters. They have access to numerous grant programs through the National Shooting Sports Foundation (NSSF) and National Rifle Association (NRA) that fund their ongoing operations and programs, including equipment and materials. They are also part of the Michigan Coalition of Responsible Gun Owners (MCRGO) which, promotes “responsible, legal ownership and usage of firearms through education and legislative action.”

Staff interviewed: Jeff LaFave, President

**Confluence Watersports**

A leading manufacturer of canoes and kayaks from several brands, they have worked with Cheryl Saam, Facility Supervisor for the Ann Arbor Canoe Liveries. They could offer a substantial discount on equipment used for a Heritage Sports Center paddlesports program. Given the growing demographic of older individuals in Oakland County, this potential partnership offers the opportunity to build awareness and enjoyment of the water in those who may have the time and resources to invest long term in the activity. Confluence Watersports is also interested in the potential to reach urban populations by collaborating with Oakland County. They currently are working with 5-6 liveries or parks on providing equipment at a discounted rate. Additionally, their staff has expertise as paddlesports instructors that they could offer to help structure courses best for different groups. The focus of their financial donations is on events with retailers since there is a direct connection between trying and then buying the equipment.

Staff interviewed: Greg Larson, Regional Representative

**Cabela’s**

There are two locations for this nationwide outdoor retailer located an hour north of the proposed Heritage Sports Center in Saginaw, and 1 hour 20 minutes south of the Center in Dundee, Michigan. All donation requests are submitted to the corporate headquarters, which decides whether to fulfill the requests on the basis of how close the event is to one of their stores, if the event is endemic to their brand, and the overall budget available. They can donate gift cards and products for events, but not cash. These donations are generally one-time only since they receive so many requests as a nationwide store. In return, the donation recipient does not need to provide long-term reports or updates, just some acknowledgment at the event the donation is used at.

Staff interviewed: Chad Andrus, Regional Representative

**North Face**

Also a nationwide outdoor retailer, local store representatives at their Troy, Michigan location (approximately 17 miles from the proposed Heritage Sports Center) take part in volunteer stewardship and education activities in fulfillment of an 8-hour annual community service requirement of the company. For instance, they have done a one-day seminar/demonstration at a nature center within Stony Creek Metropark with a North Face athlete on hiking, trailing, and camping. Any larger time or financial donation needs to be requested through the corporate office, rather than local branches.

Staff interviewed: Mark Smith, General Manager

**Old Town Canoe and Kayaks**

Manufacturer of canoes and kayaks for over 100 years, Old Town has worked with the Michigan DNR and Ann Arbor Canoe Liveries on securing highly discounted, quality canoeing and kayaking equipment. The staff also provides guidance and assistance on selecting the proper equipment depending on the program’s goals and audience. They do not get involved in long-term program development, but are familiar with partnering to provide equipment at a significant discount in exchange for increased brand awareness.

Staff interviewed: Mark Palinsky, Regional Representative

**Table 1**. Matrix of potential needs and contributions of organizations interviewed, categorized by organization type.

**General Outdoor Ed.**

**Activity-focused**

**Retail and Manufacturing**

**Group-focused**

**Legend:**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **BGCSM1** | **Pass it On** | **GGW2** | **4-H** | **Boy Scouts** | **Summit Sports Outdoors** | **Heavner Nature Connection** | **MI DNR** | **ATA3** | **NWTF4** | **SCI5** | **Ann Arbor Canoe Liveries** | **MI Gun Owners** | **ConfluenceWatersports** | **Cabela’s** | **North Face** | **Old Town Canoe** |
| Venue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Exposure in community |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Funding assistance |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Equipment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Connections with other organizations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Program curriculum |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Experts to teach programs |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Engaging diverse groups |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Participants |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training for mentors |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Volunteers |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

1 Boys and Girls Club of Southeast Michigan

2 Gourmet Gone Wild

3 Archery Trade Association

4 National Wild Turkey Federation

5 Safari Club International Southeast Michigan Bowhunters Chapter

|  |  |
| --- | --- |
| **Need** | **Provide** |
| **Both** | **Neither** |

Analysis of each interview resulted in the exhaustive list of potential needs or contributions of partners presented in Table 1 above. The colors identified in the legend indicate if an interviewee would need an item, could provide that item, both needs and could provide an item, or neither. Interviewees are grouped according to their area of focus, whether it’s on getting people outdoors generally, or on certain groups (e.g. youth) or activities (e.g. hunting). Detailed explanations of interviewees’ responses related to each item are provided below. This includes any implications for Oakland County to consider when initiating partnerships to create a Heritage Sports Center with those interviewed.

***Venue***

* This was the most commonly cited benefit or “need” of participating in this partnership by those interviewed, primarily due to the geographic location of Independence Oaks North County Park in southeast Michigan. As Dennis Fox from the DNR’s Recruitment and Retention Division stated, “the bulk of state-owned lands are in northern Michigan, which is fairly unattainable to someone living in Detroit.” By having this facility nearby to do hands-on learning, the public can gain confidence and interest in heritage sports and then possibly buy licenses and start visiting nearby state lands, like state-managed game areas near Saginaw Bay.
* The National Wild Turkey Federation also indicated that they don’t have as much of a presence in Oakland County and the need is greatest there to gain exposure and use this type of facility as a vehicle to achieving their goals of increasing the number of hunters in Michigan. The Boy Scouts also see this venue as a potential “rallying point to get people involved” given its proximity to urban populations and their Great Lakes Field Council office in Detroit.
* Some organizations may have access to facilities in the area, and having an *additional* facility like a Heritage Sports Center in Clarkston offers a way to expand their programming to more people in the region and tie this together with their other ongoing efforts. For instance, Heavner Nature Connection does canoe and kayak lessons and trips in Kensington and the Proud Lake Recreation Area, located about a 30-minute drive southwest of where the Heritage Sports Center would likely be located, which includes the 31-acre Upper Bushman Lake.
* Another reason for the venue providing a benefit is due to the lack of facilities owned by organizations like 4-H, Pass it On—Outdoor Mentors, Boys and Girls Club of Southeast Michigan, Gourmet Gone Wild, and Summit Sports Outdoors. They have participants, and in some cases curriculum and materials, but they require a facility to do outdoor programming, particularly near populations they may serve.
* Oakland County would also benefit from partnering with these organizations and providing them access to the facility since this would validate the success of the program by showing its use by numerous, diverse participants, ranging from inner city youth to older suburban residents. Additionally, use by reputable and well-known groups like 4-H and the Boy Scouts (perhaps for free or a reduced rate) would also likely generate additional interest from the community to try the programs available at the Center for a fee.

***Exposure in the community***

* This was the second most common need identified by organizations interviewed, and was closely tied with venue since using this facility would lead to increased exposure in the community and ability to reach concentrated and diverse urban populations in the area.
* The overall benefit derived from exposure in the community would be increased participation in outdoor recreation, especially among populations that haven’t traditionally participated in these activities the past. This includes individuals from a variety of racial and ethnic backgrounds, age groups, income levels, and geographic residence.
* This exposure may also lead to more direct, individual benefits for partners such as increased sales of equipment for manufacturers and retailers, increased membership for activity-focused organizations like National Wild Turkey Federation, or license sales for the Michigan DNR.
* Some local organizations can also provide exposure in the community to the other partners, like the Safari Club International Southeast Michigan Bowhunters Chapter (SCI). This organization has extensive experience working with partners in the community on efforts with similar missions and goals as the Heritage Sports Center. For instance, they’ve worked with Pheasants Forever on providing inner city kids with opportunities to learn bow hunting.
* Additionally, Heavner Nature Connection is affiliated with Heavner Canoe Rental, which has been in business in the region since the 1950’s and is well-connected with area schools, churches, and other community groups.

***Funding assistance***

* Organizations that serve populations with a lack of access to transportation and other financial resources rely on donations and assistance from other organizations in order to bring participants to the facility, including the Boys and Girls Club of Southeast Michigan and Pass it On—Outdoor Mentors.
* Other group-focused organizations do not require funding assistance to transport participants, but would like a discount or free access to the facility for their groups to help off-set the cost of volunteers, or materials and programming they provide, including 4-H and Gourmet Gone Wild.
* Many activity-focused organizations, including SCI Southeast Michigan Bowhunters Chapter and the National Wild Turkey Federation, have funding sources available for outreach (particularly if there’s a long term impact). They would require specific proposals about how much funding is needed and for what purpose, so ***discussions between partners who need funding and those have funding should aim to identify specific costs*** for transporting participants to the program site, covering the cost of program materials and instruction, food, take-aways (e.g. t-shirts, other mementos) and any costs incurred by utilizing the facilities (e.g. electricity for classrooms used).
* Other organizations, including the Michigan DNR, Archery Trade Association, Michigan Gun Owners, and Cabela’s have funding that Oakland County can leverage to finance other aspects of the Heritage Sports Center, including:

**Michigan DNR**

* The DNR has a matching grant program for certified archery instructors in which the DNR covers 50% of the costs for archery equipment (e.g. crossbows, targets, bow racks) at a facility if the organization requesting funds covers the other 50% of the costs. SCI and National Wild Turkey Federation have indicated that they have funds for this purpose as well, so Oakland County could leverage funding from partners for the 50% matching requirement.
* 10% of the funds generated from Recreation Passport sales are given to community recreation agencies in the form of grants. Annually, this amounts to the DNR granting out about $600,000-$750,000 to communities in Michigan. Currently, 21% of Oakland County residents buy a Recreation Passport. In this densely populated area of the state, an increase of a few percentage points in sales would make a big difference to the DNR and the amount of money they are able to give back to the Heritage Sports Center for equipment and other costs. ***Therefore, any promotion of the Recreation Passport (as well as hunting and fishing licenses) would aid in garnering future financial support from the DNR.***

**Archery Trade Association—**Funding is available to cover part of the costs of setting up an archery facility, but the organization or partnership requesting the funds must show that they are financially capable of supporting the facility in the long term. This is also the case for other grant-awarding companies, like Easton Foundations. Some of the important criteria taken into consideration with grant applications of this type include:

* A plan for how to get people to the facility, including beginners and avids
* Proven record of financial stability
* Preference for “an existing base of local archery activities near a major population center (with several universities within one hour drive) with the potential to expand youth, interscholastic, and collegiate archery participation” (Easton Foundations, 2013).

**Michigan Gun Owners**—They have several grants from the National Rifle Association and National Shooting Sports Foundation for ammunition, equipment, and educational materials. As a 501(c)(3) non-profit organization, they have an educational mandate and need opportunities to use their materials to provide shooting sports programs to the public. An in-kind exchange could take place whereby the Michigan Gun Owners provide equipment, curriculum, volunteers, and certified instructors in exchange for access to the Heritage Sports Center. They primarily need a place to utilize their resource, including shooting ranges and classroom spaces, which will enable them to gain exposure in a diverse, densely populated area of the state.

**Cabela’s**—Given the multitude of requests they receive for donations, they consider the closeness of the project to one of their stores, if the activities funded are endemic to their brand (i.e. hunting, shooting, fishing, and outdoor recreation), and their budget allows it. Donations are given in the form of gift cards or products, but not cash. In return, they would just ask for some publicity when you use the funds for an event.

They recently opened a new store in February 2013 in Saginaw, Michigan, which is an hour drive from the proposed Heritage Sports Center. There is also a store in Dundee, Michigan, about a 1 hour 20 minute drive from Clarkston. ***Emphasizing the proximity of the Heritage Sports Center to these two store locations would aid in securing donations from Cabela’s.***

***Equipment***

* Organizations that serve a certain demographic group (e.g. youth) usually do not have equipment for outdoor programs and would need the equipment provided in order to use the facility, including the Boys and Girls Club, Pass it On—Outdoor Mentors, and Gourmet Gone Wild-er (a program to teach young professionals outdoor skills, like fly-tying and archery).
* Other group-focused organizations, like the Boy Scouts, may have equipment at some of their facilities, but it would be preferable for them if equipment already were in place at a facility they utilize for their activities, like merit badge training in activities like stand-up paddleboarding.
* Some activity-focused organizations, like the National Wild Turkey Federation and SCI, also may have curriculum resources and experts in hunting, but would still need the facility where lessons are held to have equipment (or for participants to bring their own).
* Summit Sports Outdoors is a recently developed foundation associated with Summit Sports retail store for skiing, canoeing, and kayaking equipment. The Director of Summit Sports Outdoors, Scott Fairty, is himself a certified canoeing instructor and has not only quality kayaking and canoeing programs but also equipment to contribute to this partnership. He indicated that Summit Sports Outdoors could come to the Heritage Sports Center with a trailer-load of kayaks to do programming on the water, but in return would like to have lake access and a boathouse on site.
* Heavner Nature Connection, given its close connection with Heavner Canoe Rental, also has equipment that could be brought in and utilized to teach programs on the water.
* Potential canoe and kayak manufacturing partners, Confluence Watersports and Old Town Canoe, both indicated willingness to provide substantial discounts on equipment for water sports but would not donate equipment. There may be an opportunity to work with local retailers to host their events at the Heritage Sports Center to attract more donations from manufacturers.
* The Michigan DNR’s Recreation Programmer, Maia Stephens, indicated that the DNR could work with Old Town Canoe to buy canoes and kayaking equipment for the Heritage Sports Center when they are ordering this equipment for their other programs. In exchange, the DNR would like to use the Center as one of the venues for delivering their “Rec 101” programs, which can range from fishing to paddlesports. Oakland County could also use this equipment for other programs unrelated to the DNR’s Rec 101 programs, like programming specifically for youth groups.

**Model for Growth:** Securing discounted or donated equipment for programs at the Heritage Sports Center could improve experiences in outdoor activities for beginners and aid in converting them to “core” long-term participants, an area of emphasis for the ski industry (NSAA, 2009).

***Connections with other organizations***

* Many organizations are able to provide Oakland County with connections to other organizations they may potentially partner with, and in return would also like to make new connections with organizations that can help them achieve their organization’s goals. These include:

**Summit Sports Outdoors** recently partnered with Bloomfield Hills schools and Latin Americans for Social and Economic Development (LA SED) to facilitate a 5-day training camp for 5 kids from Bloomfield Hills and 5 kids from Detroit in preparation for the Great Lakes Sea Kayak Symposium in July. Also of note is that Summit Outdoors is working on the project with Belinda Lee, the only African American ACA kayak instructor in the state of Michigan, who connected Summit Outdoors with LA SED. These organizations and individuals could help Oakland County reach more diverse groups. Since Summit Sports Outdoors is a fairly new organization, they would also benefit from connections with other group-focused organizations interested in paddlesports.

**The Boys and Girls Club of Southeast Michigan** provided a list of over 100 partners they have worked with in southeast Michigan in the past year on programming for youth. These partners include schools, universities, police departments, city and county governments, and other youth-related non-profit organizations (Appendix C). They are always looking to partner with other organizations that can teach skills to youth, in particular those that provide opportunities for urban youth to get out in nature.

**Pass it On—Outdoor Mentors** has worked with Big Brothers, Big Sisters in other cities and could provide a connection to Big Brothers, Big Sisters in Detroit. Additionally, they have worked with National Wild Turkey Federation and Pheasants Forever on mentoring youth in the outdoors. This previous, positive working relationship with other potential partnering organizations will help build trust within the partnership, which is vital to its long-term success. However, Pass it On—Outdoor Mentors also needs connections with other organizations they haven’t yet worked with since they are always in need of volunteers as well as financial assistance to execute their mission.

**Gourmet Gone Wild**, or more specifically their second program “Gourmet Gone Wild-er” provides Oakland County with vital connections to young professionals’ organizations in southeast Michigan, having held events in Detroit and Farmington Hills, among others. However, they also would benefit from connecting with activity-focused organizations that they can partner with on future events to teach young professionals skills in activities like archery and fishing.

**Heavner Nature Connection** provides after-school outdoor programs for Huron Valley, Walled Lake, and the Farmington Hills school systems. Oakland County could partner with these schools as well to organize activities for their students at a Heritage Sports Center. In addition, they work with numerous local manufacturers and vendors of outdoor equipment.

**The Michigan DNR** has worked with the Salvation Army, Boys and Girls Clubs, and Big Brothers Big Sisters in southeast Michigan on a program for urban youth, “Stepping Stones”, which provides educational outdoor experiences in Michigan State Parks, including archery, fishing, camping, nature studies, and orienteering.

* Some organizations are already fairly well-connected with other organizations in the community. For instance, the Boy Scouts work a lot with area schools, community groups, and faith-based organizations. 4-H collaborates with the Huron-Clinton Metroparks, United Way, Scouts groups, and many other community groups. This is not to say that they wouldn’t welcome the opportunity to network and build relationships with other organizations, but that was not a benefit of partnering on this project that they identified in their interviews. As stated previously, exposure in the community to allow them to gain members and achieve their goals to increase participation are the main benefits of this partnership that these organizations identified.
* North Face is also an organization that doesn’t necessarily need more connections to other organizations in the community, but would be able to provide Oakland County with connections to other organizations (e.g. equipment manufacturers) through demo-days held at the Heritage Sports Center and perhaps through volunteer stewardship activities their staff take part in at the Center.

***Program curriculum***

* The Boys and Girls Club of Southeast Michigan, Pass it On—Outdoor Mentors, and Gourmet Gone Wild have participants for programs, but not expertise in outdoor activities, and would therefore need to work with partners that have such expertise, such as those listed in Table 2 below.
* The Michigan DNR’s Explore Bowhunting program includes a 22-chapter curriculum on subjects including blind-building, scent control, shot placement, and more. They also have a relatively new trapper education program that could be implemented at a Heritage Sports Center.
* The Boy Scouts have lesson plans for 131 merit badges that could be utilized to build programs for the Heritage Sports Center. These include badges in archery, canoeing, fishing, fly-fishing, geocaching, kayaking, orienteering and more. A complete list of merit badges can be found at:

<http://www.scouting.org/scoutsource/BoyScouts/AdvancementandAwards/MeritBadges.aspx>

Table 2. Curriculum resources that interviewed organizations could contribute to a Heritage Sports Center in Oakland County. An “X” indicates that the organization has curriculum for that activity.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Archery | Hunting/other shooting sports | Fishing | Fly-fishing | Paddle sports1 | Trapping | Geo caching | Survival skills2 | Winter recreation3 |
| 4-H | X | X | X |  | X |  |  | X | X |
| Boy Scouts | X | X | X | X | X |  | X | X | X |
| Summit Sports Outdoors |  |  |  |  | X |  |  |  |  |
| Heavner Nature Connection | X |  | X |  | X |  | X |  | X |
| Michigan DNR | X | X | X | X | X | X | X | X | X |
| Archery Trade Association | X |  |  |  |  |  |  |  |  |
| National Wild Turkey Federation | X | X | X | X | X |  |  | X |  |
| Ann Arbor Canoe Liveries |  |  |  |  | X |  |  |  |  |
| Michigan Gun Owners |  | X |  |  |  |  |  |  |  |

**Notes:** These organizations may have curriculum for additional activities not listed here (e.g. kite-making). Priority activities for a Heritage Sports Center, identified by Oakland County, are presented in this table.

1 Paddlesports include: kayaking, canoeing, and Stand Up Paddleboarding (SUP)

2 Survival skills include: orienteering, shelter building, edible plant identification, and camping skills

3 Winter recreation includes: snow-shoeing, skiing, ice-fishing, ice safety

***Experts to teach programs***

* Group-focused organizations, including the Boys and Girls Club, Pass it On, and Gourmet Gone Wild, have staff to help facilitate or supervise activities but not to teach outdoor programming.
* The Boy Scouts and 4-H have large volunteer bases that have knowledge in the curriculum areas noted in Table 2 above, as well as some additional science-based and adventure programs. However, they still seek individuals with expertise in programs that they may not offer but would be beneficial to youth in their organizations, such as “leave no trace” workshops or outdoor activities they do not have expertise in.
* The Michigan DNR also has access to a wide range of experts that volunteer their time to teaching outdoor activities, such as those offered at a Heritage Sports Center. They may not have *local* instructors for each activity, and would therefore need to partner with local organizations with expertise in a particular activity. However, some noteworthy local experts that the Michigan DNR could leverage in this collaboration include the following:
* **Rob Gelison**, a teacher at Hartland Schools about a 30-minute drive southwest of the proposed Heritage Sports Center, is a regional archery coordinator and teaches outdoor activities at the school, but would likely be interested in a facility close by to teach at.
* **Mike Mainbrook**, a teacher in Flint, taught a pilot course of the DNR’s Explore Bowhunting curriculum to six area organizations.
* The DNR has worked with the **Oakland County Sheriff’s Department** on providing recreational, marine, ORV, and hunter safety classes and they may be interested in holding some of their classes at a Heritage Sports Center.
* They also have connections with a large pool of volunteers in southeast Michigan with expertise in hunter education topics.
* The DNR works in partnership with USA Archery to certify individuals as archery instructors, who then are eligible for a matching grant program to purchase equipment for an archery range (described above in the section on “Funding assistance”).

***Engaging diverse groups***

* Several organizations interviewed noted that part of their mission and mandate is to reach diverse populations, and could contribute to this partnership effort by providing opportunities to engage diverse groups in outdoor recreation. This may include women, youth, retirees/older adults, young professionals, those with special needs, and racial and ethnic minorities. In return, some organizations would also like to utilize this partnership opportunity to expand their efforts to engage diverse groups, and perhaps reach groups they currently are not connected with. Below is a summary of how these groups could aid Oakland County and other partners in reaching diverse communities in the region, and where they may need help in reaching diverse groups.
* The Boys and Girls Clubs of Southeast Michigan have clubs in Pontiac and Southfield, which are in close proximity to the proposed Heritage Sports Center and are predominately populated by minority populations (Appendix D; SEMCOG, 2011). They also have clubs in neighboring areas like Farmington Hills, Bellevue, and Detroit. These clubs could connect youth of diverse backgrounds to the Heritage Sports Center.
* 4-H also has several clubs in Oakland County, including Pontiac and Southfield, and one of their mission mandates is to be diverse as an organization and reach youth in racial or ethnic minorities. They would therefore welcome the opportunity to introduce youth in these clubs to nature through the Heritage Sports Center. Additionally, 4-H has a “special needs” club that focuses on providing positive experiences to youth with mental or physical disabilities.
* The Michigan Chapter of the National Wild Turkey Federation invests significant resources in programs to introduce youth throughout the state to hunting through their Juniors Acquiring Knowledge, Ethics and Sportsmanship (JAKES) program. Additionally their “Women in the Outdoors” and “Wheelin’ Sportsmen” programs aim to increase participation of women and disabled individuals in outdoor recreation. Their experience facilitating these programs could provide opportunities to engage more youth, women, and those with disabilities in heritage sports, like hunting and fishing.
* The Boy Scouts are making concerted efforts to engage with diverse youth and adults in southeast Michigan through their Scoutreach Division, which recruits volunteer adult leaders in urban communities like Pontiac and Detroit to build scouting units for youth in the area. Fees are substantially subsidized to allow low-income youth to participate and materials translated into Spanish are available. Regarding the question of how diverse the Boy Scouts are, however, Outdoor Adventures Director Frank Reigelman said, “never as much as we’d like to be,” indicating that a benefit they would seek in this partnership is the opportunity to engage more diverse youth, families, and volunteers in scouting.
* Summit Sports Outdoors, while very new, has already partnered with the Latin Americans for Social and Economic Development (LA SED), a non-profit serving Hispanics and residents of Southwest Detroit since 1969. **Belinda Lee** is a local American Canoe Association-certified instructor (and notably the only African American instructor in Michigan) that has served as the primary contact with LA SED. These connections could aid in engaging Hispanic, African American, and other minority populations in southeast Michigan in heritage sports. As a new organization, however, Summit Sports Outdoors would like to utilize this partnership with Oakland County to engage more with diverse populations in southeast Michigan.
* Heavner Nature Connection works extensively with several school systems in southeast Michigan, as well as churches and groups focused on serving those with special needs. Although this work engages some diverse groups, Heavner Nature Connection would benefit from the opportunity to reach more non-traditional groups, including a range of age groups like retirees/older adults and young professionals.
* As previously mentioned, the Michigan DNR’s “Stepping Stones” program provides outdoor experiences for urban youth in southeast Michigan in state parks, including archery, fishing, camping, nature studies, and orienteering. The Michigan DNR is also currently working with the Hispanic Center of Western Michigan to develop programs aimed at engaging Hispanic populations in outdoor recreation by providing Spanish-speaking instructors to do hands-on, introductory lessons in outdoor activities like hunting and fishing. The Michigan DNR partners with Hope Village as well, an organization for women who have been victims of domestic violence and their children, to provide outdoor recreation opportunities.
* Although the Michigan DNR has successfully engaged some diverse groups, they would like to continue to explore opportunities to increase participation of all individuals in outdoor recreation, particularly those in populations that traditionally have not participated in large numbers (e.g. women, young professionals, racial and ethnic minorities).
* Michigan Gun Owners offer programs geared towards educating youth, women, and new shooters on firearm safety, target shooting, and hunting. These include programs affiliated with the National Rifle Association, such as “Women on Target” and “Eddie Eagle GunSafe”. However, they need to connect with these populations in southeast Michigan that are interested in participating in these programs at a local facility like a Heritage Sports Center.
* Confluence Watersports would like to utilize this partnership to build awareness and enjoyment of paddlesports among the burgeoning population of older residents in southeast Michigan. As reported by Popp, McCole, and Vanderstoep (2011), the 65+ age group is the fastest growing group in Oakland County and is expected to increase by over 100% by 2035. By providing a significant discount on equipment for a Heritage Sports Center in Oakland County, Confluence Watersports may benefit most from direct sales of paddlesports equipment to retirees and older individuals with more free time and disposable income.

***Participants***

* Through their connections with residents in southeast Michigan, either directly or through partnering organizations, all of the group-focused organizations interviewed could provide participants in programs offered at a Heritage Sports Center, including:
* **The Boy Scouts** have youth of all ages involved in their programs, and by utilizing the Heritage Sports Center could also lead to members of partnering organizations participating in activities offered (e.g. faith-based or community groups).
* **Pass it On—Outdoor Mentors** works directly with youth organizations like Big Brothers Big Sisters and activity-based groups like National Wild Turkey Federation to find opportunities for outdoor experiences that mentors and youth can enjoy.
* Jason Scott of **4-H in Oakland County** indicated that the majority of 4-H youth live in northern Oakland County, near the proposed Heritage Sports Center site, and there are currently around 800 kids involved in their programs in the area.
* **Gourmet Gone Wild** is interested in hosting events at a Heritage Sports Center and would partner with young professionals groups in the area and utilize their Facebook page to get 20-40 year old area residents to these events.
* **The Boys and Girls Clubs of Southeast Michigan** had about 18,000 area youth (ages 6-18) participate in their programs in the past year.
* Some organizations *need* participants in order to be involved in a partnership to create a Heritage Sports Center since they can provide the program curriculum or equipment and materials. These organizations include: Summit Sports Outdoors, Heavner Nature Connection, Michigan DNR, National Wild Turkey Federation, SCI Southeast Michigan Bowhunters Chapter, Michigan Gun Owners and Confluence Watersports.

***Training for mentors***

* Pass it On—Outdoor Mentors works to identify willing mentors to take kids outdoors to do activities like hunting, hiking, fishing, and paddlesports. However, they do not provide training for mentors and would like to use this partnership to utilize the resources others have to train more adults to be skilled mentors in outdoor activities. Although other organizations interviewed did not identify this as something they need to obtain through the partnership, several groups work with volunteer mentors and may be interested in training resources to help these mentors become certified instructors in outdoor activities like archery, shooting sports, and paddlesports.
* Summit Sports Outdoors offers courses to become a certified instructor in paddlesports like canoeing, kayaking, and Stand Up Paddleboarding (SUP), either through the American Canoe Association (most common) or the British Canoe Union.
* The Michigan DNR works with USA Archery to certify interested individuals as archery instructors.
* The National Wild Turkey Federation could aid those interested in getting their hunter education certification to teach courses at the Heritage Sports Center.

***Volunteers***

* The Boys and Girls Clubs of Southeast Michigan sometimes have parents and other volunteers for their events, mostly in summer when kids are out of school. They require their volunteers and anyone associated with their programs (including Oakland County staff and volunteers at a Heritage Sports Center) to go through a background check.
* 4-H is largely volunteer-driven and the majority of their volunteers in southeast Michigan are within 20-30 miles of Independence Township. Their volunteers have expertise in teaching a range of outdoor programs from raising animals to hunting and fishing.
* The National Wild Turkey Federation is also a volunteer-based organization with a large number of passionate outdoors-people that implement their hunting education programs for youth, women, disabled individuals, and any others interested in learning outdoors skills.
* SCI Southeast Michigan Bowhunters Chapter has a strong base of volunteers that have donated significant time to teaching workshops, kids’ camps, and training teachers in outdoor activities.
* The Boy Scouts are based on a service-learning model in which their scouts take part in community service projects like trail construction, erosion control, invasive species removal, and putting in interpretative programs. Scout leaders also need to accrue service hours and could help staff the Heritage Sports Center or teach programs in fulfillment of this service requirement.
* The Boys Scouts have about 10,000 volunteers in the Macomb and Oakland County area. Additionally, decisions about whether to participate in partnerships like this are decided on by a volunteer board, with guidance from Boy Scouts staff.
* Michigan Gun Owners has numerous volunteer instructors for several shooting sports disciplines, including their President who is a Chief Range Safety officer and has developed 4-5 gun ranges in the metro Detroit area. Additionally, State Representative Al Herman is involved with the Michigan Gun Owners and is a range technician specialist. These volunteer experts could aid in ensuring a range at a Heritage Sports Center has optimum compliance with regulations.
* Greg Larson of Confluence Watersports is a paddlesports instructor with 22 years of experience in the outdoor industry and connections with other potential volunteer instructors in the area.
* The North Face store located in Troy, Michigan requires all employees to fulfill 8 hours of community service annually. These volunteer activities are usually done in spring and summer and involve stewardship (e.g. cleaning up stream beds and nature trails) or seminars with North Face athletes providing demonstrations related to hiking and camping.
* While the Michigan DNR has connections with many volunteer instructors of outdoor activities throughout the state, they may also need to find more volunteers in southeast Michigan to teach certain activities at a Heritage Sports Center through their Rec 101 and similar programs.
* Pass it On and Gourmet Gone Wild need assistance identifying volunteer instructors with expertise in outdoor activities that can teach these skills to youth and young professionals, respectively.

**3. Analysis of interviews with programs similar to a Heritage Sports Center**

To aid Oakland County with creating a sustainable Heritage Sports Center, interviews were conducted with staff for similar programs around the country. These programs all aim to introduce new users and increase participation (particularly of non-traditional populations) in traditional outdoor activities, like hunting and fishing. An internet-based search of additional similar programs led to interviews with four organizations that aim to serve as a gateway to the outdoors for diverse populations in several regions of the country. These programs included Cleveland Metropark’s Institute for the Great Outdoors, the Great Lakes Outdoors Foundation, the Demmer Center, and the Appalachian Mountain Club. A short description of each of the programs is provided below, as well as any advice on partnering or “lessons learned” from their efforts to introduce more people to traditional outdoor activities.

**Cleveland Metroparks Institute for the Great Outdoors**

*Staff interviewed:* Dana Smith, Outdoor Recreation Manager, ph: (216) 341-1704

*Website:* <http://www.clevelandmetroparks.com/Main/Recreation/Institute-of-the-Great-Outdoors-13.aspx>

*Description:* The Institute for the Great Outdoors is a part of the Outdoor Recreation Division within the city of Cleveland. It was developed 25 years ago as a traveling program with no permanent facility. One full-time and one part-time field staff operate the program and contract instructors are used when possible, as well as volunteers.

*Lessons learned:*

* **Plan ahead for managing volunteers.** Volunteers can be valuable in providing outdoor programming, however, it’s important to have a clear understanding of roles and responsibilities before utilizing volunteers as instructors. Since they are donating their time to teach skills in the outdoors, they may have preferred approaches to leading these programs and the curriculum used. ***Make sure to have in-depth discussions with leaders of partnering organizations that will be providing volunteers*** to ensure that the program curriculum developed for the Heritage Sports Center and proposed methods of instruction do not conflict with Oakland County’s expectations, standards, or legal requirements. This is not likely to be as much of an issue if you use volunteers for supervising programs, rather than serving as instructors.
* **Be cautious about charging fees.** The Institute for the Great Outdoors charges fees for programs and this makes it challenging to receive grant funding. Additionally, area schools have had budgets cut for transportation and they cannot afford to also pay fees to participate in programs. If you do charge a fee, work with groups who want to utilize your programs to find funding to cover fees. For instance, Cleveland Metroparks partnered with a newly created Leisure Services program at an area college to provide a GPS course on campus. Cleveland Metroparks taught the course and the $10 per student fee was covered by funds raised by a related club on campus.

**Model for Growth:** Finding ways to cover fees for new participants, particularly those with limited financial resources at their disposal, may help to increase the number of people who try outdoor sports for the first time and become “beginners” in an activity.

* **Consider a voucher system for transportation.** Cleveland Metroparks set up a restricted fund for visitors to their parks to donate to in order to provide transportation vouchers for students to be able to go to the parks and a scholarship for low-income students to be able to attend an outdoor camp. As discussed in a later section on increasing activity adoption, one of the main barriers that urban populations can face in utilizing parks is a lack of transportation to get there. The Boys and Girls Clubs of Southeast Michigan also face this barrier and need assistance funding transportation of youth to sites for outdoor programs.

The use of a voucher system funded through donations or partnering organizations could be especially useful in getting participants to a Heritage Sports Center given the planned opening of the Globe Building Outdoor Adventure and Discovery Center in downtown Detroit by the Michigan DNR in the summer of 2014. Those utilizing the Globe Building may be interested in continuing to discover outdoor activities in Oakland County if transportation were available through a system such as vouchers funded by donations.

* **Utilize social media to advertise programs.** Cleveland Metroparks has a very successful Twitter account, which has over 12,500 followers. They utilize Twitter to regularly advertise upcoming programs, post pictures of their programs and participants, “re-tweet” positive comments from visitors who remark on the high quality of the park’s programs, and to interact with park visitors by responding to their comments. Additionally, they have close to 45,000 “likes” on Facebook and use this forum to regularly post pictures and short updates on maintenance or ongoing operations and program offerings and respond to safety or other concerns raised by residents. Providing the option to register for classes online has also helped increase participation.

**Model for Growth:** Use of social media may help in converting more “beginners” in to “core” long-term participants (a major challenge the ski industry is currently trying to address) by providing a sense of community and connection to an outdoor recreation program.

**Great Lakes Outdoors Foundation**

Potential partner!

*Staff interviewed:* Lee Zeidler, Director,

ph: (616) 581-4505

*Website:* <grloutdoors.org>

*Description:* A traveling program based in Grand Rapids, Michigan, the Great Lakes Outdoors Foundation (GLOF) is a 501(c)3 non-profit formed in 2008 to promote outdoor activities in Michigan, particularly among women and youth (ages 10 and up). They cover the costs (including equipment and training) to take women and youth on their first hunting, fishing, and outdoors experience. They rely on grants and donations from corporations, foundations, and others to operate. Their focus is on archery, firearms, hunting, and fishing. GLOF has a network of camps, volunteers, and mentors. Although similar to a Heritage Sports Center, ***the Great Lakes Outdoors Foundation could also possibly partner with Oakland County on developing the Center.***

If GLOF partners with Oakland County on this project, they would seek funding to cover costs of travel to the site and for volunteers, staff, and program materials they could provide for lessons in shooting sports, hunting, and fishing. This could be mutually beneficial since Oakland County Parks and Recreation is a government agency that is not eligible or preferred recipients of certain type of funding.

For instance, boats are expensive and difficult to get donated for free to government agencies. Non-profit organizations like GLOF, however, would be more likely to receive such a donation since the grantor would be then eligible for a tax write-off for the donation. Lee Zeidler, Director of GLOF, indicated he has a relationship with Bass Pro Shops and may be able to get boats donated by them for use at a Heritage Sports Center in Oakland County.

Credit: grloutdoors.org

*Lessons learned:*

* **Emphasize the impact of your program to get funding.** One of the main benefits of collaborating identified in the recent research is leverage to obtain grant funding. Director Lee Zeidler confirmed this, stating that the Great Lakes Outdoors Foundation has been turned down for grant requests because the impact is “too small”, meaning that the program didn’t reach enough people to justify the donation requested.

The more people an organization can anticipate reaching with their programs and the exposing to the grantor’s name or brand, the more likely that funding will be received. A retailer like Cabela’s may also agree to put signs up in their stores advertising programs at a Heritage Sports Center if they felt these programs would reach a large number of people, and therefore, potential customers. Additionally, if you collect data on actual participation rates and demographic characteristics of visitors to a Heritage Sports Center, it can serve as concrete evidence to prospective funders of the impact of this Center on increasing participation in outdoor activities.

* **Tailor programs to the group.** Women may be intimidated trying male-dominated shooting sports for the first time, therefore the GLOF, whose Director is an NRA-certified instructor, provides female-only concealed pistol classes. These classes are funded through a grant from the Michigan Coalition for Responsible Gun Owners, which Michigan Gun Owners is also a part of.
* **Focus on building an archery program.** Firearms ranges require a large space (1000 ft2), lots of storage space for equipment, and expensive materials that have a short shelf life (i.e. ammunition). Archery ranges, however, can be as small as 100 ft2, do not require as many resources, and utilize equipment that is less expensive and can be reused (i.e. arrows). For around $10,000, an organization could set up a basic youth archery range, versus hundreds of thousands of dollars to develop a shooting range. Archery is also the #1 growing sport in the outdoor industry among youth and women, so new participants may be easier to attract.

Additionally, you could partner with the nearby Oakland County Sportsmen’s Club to use their facilities for programming, which includes an indoor and outdoor archery range, pistol ranges, 25, 50 & 100-yard rifle ranges, skeet and trap shotgun ranges, and more. GLOF has partnered with sportsmen’s clubs in Michigan for a place to provide shooting sports programs. They allow free use of their facilities since they gain exposure by holding events at their club.

Easton Sports Development Foundation ([www.esdf.org](http://www.esdf.org); see Appendix B for contact information) would likely fund this type of archery program in Oakland County since they fund those projects that demonstrate an existing base of local archery activities near a major population center (with several universities within one-hour drive). There are more than 15 colleges and universities within a one-hour drive of Independence Oaks North County Park, some of which may be interested in utilizing an archery facility for their students.

**The Demmer Center**

*Staff interviewed:* Mike Phillips, Manager (NRA Instructor, Range Safety Officer), ph: (517) 884-0550

*Website:* <demmercenter.msu.edu>

*Description:* A 24,000 ft2 year-round facility developed by Michigan State University in East Lansing with an indoor archery range, three outdoor archery ranges, and two firearms ranges. This facility was built through contributions from the Demmer family, Archery Trade Association, Hal Jean Glassen Memorial Foundation, and the Michigan DNR. The facility cost a total of $3.5 million to build, with approximately $3 million used for the shooting center, and $0.5 million for the outdoor archery park. This demonstrates the sizable difference in cost to develop a shooting range compared to an archery range, as noted by Lee Zeidler of the Great Lakes Outdoors Foundation.

The Demmer Center has hours of operation that are open to the public, as well as times set aside for members, organized group activities, classes, camps, and university or community shooting sports clubs. Courses are offered for a fee ranging from a 1-week course in string-making for $10 to 6-week long advanced archery courses for $95. They partner with Scouting troops, church groups, homeschool groups, parks and recreation agencies, and private organizations to host events for specific groups at their facilities. Additionally, the Demmer Center hosts tournaments, equipment demo days with local retailers, hunting outfitters’ expos, and Women’s expo.

*Lessons learned:*

* **Nurture relationships with partners.** When asked how to ensure the success of a collaborative effort to develop a recreation program, Manager Mike Phillips stated, “It’s all about relationships.” To develop a positive relationship with partners, be sure to show appreciation for their time or financial donations by sending a thank you note, and acknowledging their contribution through advertisement on your website and/or at the event(s) they help with.

Especially important with partnerships that are on-going over a longer period of time is communication. ***Send a short email every few weeks or a monthly e-newsletter to key staff at partnering organizations*** providing a brief update on the development of the Heritage Sports Center. This demonstrates your commitment to the timely progress of the project they are investing resources in, and keeps everyone on the same page so that in-person meetings or conference calls can focus on decision-making rather than getting everyone caught up.

* **Partner with local businesses to create activity “packages”.** The Demmer Center partners with local restaurants, spas, hotels, and other businesses to provide special package offers to the public. For example, they partnered with a local restaurant to offer an afternoon of archery or firearm shooting plus dinner afterwards (selected from several choices on a set menu). Prices range from $95 for archery shoot and dinner for two, to $115 for firearms shoot and dinner for two. This includes instruction, equipment, materials, and range time at the Demmer Center. ***Oakland County should connect with area businesses*** ***to offer similar package deals at a Heritage Sports Center***, given the growing population of older residents and retirees in the area with enough disposable income and time to enjoy these types of experiences.

**Appalachian Mountain Club**

*Staff interviewed:* Robin Sanchez, Youth Opportunities Program, New York/New Jersey Coordinator, ph: (908) 362-1221

*Website:* <http://www.outdoors.org/recreation/yop/index.cfm>

*Description:* The Appalachian Mountain Club (AMC) is the nation’s oldest outdoor recreation and conservation organization. A 501(c)3 non-profit organization, AMC is funded through grants and donations from primarily large outdoor-related companies, like REI, L.L. Bean, North Face, and even Coca-Cola. Their Youth Opportunities Program (YOP) provides subsidized training to youth workers so that they have the skills to independently take their youth outdoors. Additionally, on their website, AMC provides groups with tips and ideas on fundraising and which organizations to contact to help cover the remainder of the fee for the program. Once trained, YOP-members get free use of AMC’s outdoor equipment, trip-planning assistance from staff, and subsidized overnights at AMC lodging destinations. Since 1968, YOP has served over 130,000 youth in the Northeast and trained thousands of youth workers in outdoor skills.

*Lessons learned:*

* **Go after funding specific to your region.** One of AMC’s field offices is located in the Delaware Water Gap, about 1.5 hours outside of New York City. Due to their close proximity to urban populations in New York and New Jersey, they were able to partner with the USDA Forest Service through funding aimed specifically at getting diverse groups in these urban areas outdoors.

Given the close proximity of the proposed Heritage Sports Center in Oakland County to urban populations in southeast Michigan, there are several funding opportunities that this project would have a strong chance of securing due to its geographic location and its aim of getting people outdoors. For example, the **Community Foundation for Southeast Michigan** (2013) funds grant requests for “effective program and project ideas that can improve life in southeast Michigan” They are particularly interested in programs that have a long-term impact in the community, which is a key aim of the Heritage Sports Center. Funding to support projects that benefit youth in southeast Michigan is also available through the **Detroit Auto Dealers Association Charitable Foundation Fund** (2012)**.**

* **Connect with youth workers.** AMC’s Youth Opportunities Program works with adult youth leaders such as social workers, charter and public school teachers, and after school coordinators. Youth leaders in urban areas want opportunities to take kids outdoors to natural areas, as evidenced by interview responses from the Boys and Girls Clubs of Southeast Michigan indicating their interest in partnering to get their kids outside and enjoying nature. Pass it On—Outdoor Mentors has developed strong relationships with Big Brothers Big Sisters in urban areas also.
* **Assist with developing transportation solutions.** Access to reliable and safe transportation is a challenge faced frequently by youth organizations with limited funding. This was not only mentioned by AMC staff, but also identified separately in an interview with the Boys and Girls Clubs of Southeast Michigan (BGCSM). AMC has access to a seasonal van through grant funding to help with smaller trips for youth. Oakland County should clearly identify transportation needs of partnering organizations like BGCSM and develop cost estimates for transportation to events at the Heritage Sports Center. This information can then be included in grant requests and justified based on the cost analysis conducted.

**4. Case studies of additional programs similar to a Heritage Sports Center**

Some organizations that offer programs similar to a Heritage Sports Center could not be reached for an interview by the time this report was completed. Therefore, a review of their programs’ websites was conducted to identify “noteworthy elements” that can serve as a template for Oakland County as they collaboratively develop a Heritage Sports Center. Some aspects of their website may also provide areas where Oakland County could improve upon the approach utilized. This chapter presents a description of these programs, along with contact information for relevant staff, and noteworthy elements of their websites with implications for Oakland County as they develop a Heritage Sports Center.

**I Can! Programs—Minnesota DNR**

*Staff contact*: Eric Pelto, Special Program Series Coordinator, ph: (651) 259-5577

*Website:* <http://www.dnr.state.mn.us/state_parks/can_series.html>

*Description:* The Minnesota Department of Natural Resources (DNR) began the “I Can!” series of programs in 2010, which provides opportunities for families to learn how to fish, paddle a kayak or canoe, scale a cliff, shoot a bow, or pitch a tent. Nearly 200 programs will be offered this summer (Minnesota DNR, 2013). The program was initially created as a way to combat a declining trend in outdoor recreation participation among young families. The “I Can Camp!” program drew 877 participants in 2012, up 51% from the 582 participants in the program’s first year. Funding for these programs are provided by the Parks and Trails Fund, created by a voter-approved amendment in 2008 allowing the fund to receive 14.25% of the sales tax revenue in the state.

*Noteworthy elements:*

* **User-friendly website.** One major barrier to engaging participants in outdoor recreation is lack of information necessary to participate (Henderson et al, 2001). This can include information regarding what programs are available, how much they cost, when they are available, how to sign up, and transportation options for getting to the program site. The “I Can!” series website provides all necessary information to prospective participants in a clear, concise, and organized manner. For example, an event schedule is provided in chronological order (from soonest to latest event) with the location and type of program offered (e.g. fishing). By clicking on the program name, a box pops up with the date, time, location, description, directions and contact information for appropriate staff. For programs that require advance reservations, participants can do so online. Additionally, photo slideshows, videos, and written testimonials are shown for each program to provide prospective participants with a clear idea of what they are signing up for and what to expect from the program.
* **Providing information to help new participants.** The “I Can!” series website provides links to a packing list and safety tips for new participants to reference before taking part in a program. The packing list outlines what items will be supplied by the Minnesota DNR, which items participants should bring (e.g. bag lunch, sunscreen), and what to wear (e.g. swimsuit, but bring an extra change of clothes in case the boat flips). Although the safety tips are likely to be reiterated during program instruction (e.g. always wear your lifejacket), new participants may appreciate the opportunity to review these tips beforehand and know what to expect ahead of time. Also, in the case of activities like climbing, waiver forms are provided online and participants are encouraged to fill them out ahead of time and bring them to the event to maximize their climbing time.

**The Outdoor Center at Georgia College**

*Staff contact:* Liz Speelman, Director, ph: (478) 445-5186, e-mail: [outdoor@gcsu.edu](mailto:outdoor@gcsu.edu)

*Website*: <http://www.gcsu.edu/outdoor/recreationeducation.htm>

*Description:* The Outdoor Center at Georgia College provides technical and leadership training, as well as outdoor recreation programs in activities such as climbing, canoeing, outdoor living skills, kayaking, tree climbing, and caving. Their facility is located about 10 minutes east of the main campus of Georgia College in Milledgeville and is situated on 83 acres of mixed forest, including a 3-acre lake, stream, and wetlands. Rather than have a set schedule of programs offered, the Outdoor Center tailors programs to the needs of each group that approaches them through a lead facilitator assigned to the group.

*Noteworthy elements:*

* **Somewhat intimidating for a beginner.** While the Outdoor Center has a well-organized website with similar types of information provided to participants as the “I Can!” program website (e.g. directions, cost of programs, how to schedule programs), this information is discovered only by clicking on one of several tabs on the left side of the website (e.g. Location, FAQs, Forms). This may be a frustrating feature of their website for beginners in outdoor recreation. Additionally, anyone interested in scheduling an activity at the Outdoor Center must first call and discuss program/activity options with staff as well as their group’s expectations and needs. Some groups may enjoy having this level of customization in the programs they want to participate in. However, this may be an intimidating process for someone who is new to outdoor recreation, or simply too time-consuming and inconvenient for prospective participants.

Therefore, ***Oakland County should consider offering both a customization option and a set schedule of events at the Heritage Sports Center.*** The user-friendliness of the “I Can!” program website likely appeals to many newcomers to outdoor recreation who may not feel they have the expertise to “customize” their program. Instead, they appreciate having a detailed description of the program, a set schedule of events, and the ability to reserve a space online. However, some of the groups that Oakland County may partner with include the Boy Scouts and 4-H who have established outdoor recreation programs and curriculum. These organizations may want the option of customizing programs and costs for their troops or clubs.

**5. Recommendations for initiating a new, collaborative program**

Based on the types of organizations that were interviewed and examined for this report, conclusions were drawn about how other, similar types of organizations that weren’t analyzed for this report may collaborate on the development of a Heritage Sports Center in Oakland County. For instance, the degree of involvement organizations would prefer to have in this type of partnership can be thought of as a continuum ranging from one-time involvement to long-term collaboration, as shown below.

**Collaboration Continuum**

***Long-term collaboration***

***One time event***

* Boys and Girls Club
* Gourmet Gone Wild
* Operation Injured Soldiers
* Cabela’s
* Bass Pro Shops
* North Face
* Old Town Canoe
* National Wild Turkey Federation
* Michigan Fly-fishing Club
* Pheasants Forever

**Group-focused organizations**

**Activity-focused organizations**

**Large-scale**

**retailers**

In general, large scale retailers of outdoor-related equipment and national trade associations (e.g. Archery Trade Association, American Fly Fishing Trade Association) would be involved infrequently in this project, perhaps hosting a one-day demo of equipment at the site, sponsoring an event, or providing a few days of volunteer stewardship activities. Although the involvement is infrequent, they may help leverage opportunities to partner with manufacturers. The manager of Confluence Watersports, a manufacturer of kayaks and canoes, indicated that they could provide a good deal on equipment purchased for the Center, but the focus of their equipment donations is on events for retailers, since there is a direct link between the product and a place that sells it locally. Therefore, if a retailer has an event at the Center, manufacturers would be more likely to sponsor it.

***Who to involve at the beginning:***

Organizations that are closer to the “long-term collaboration” end of the continuum generally have more invested in the project, including time, staff, and volunteer resources required for involvement over an extended period of time, particularly during the design and development phase which requires more investment without realizing returns until the program is launched. Since these organizations are investing more resources in the partnership effort, they need to be involved at the very beginning of the project to allow them to plan their limited resources accordingly for the months and year ahead. The Michigan Gun Owners, 4-H in Oakland County, and the Boy Scouts specified this communication early on in the process as important to having a successful partnership.

Groups working with youth especially need to be engaged early in the process to ensure that the activities provided will meet their needs, health and safety guidelines, and liability standards. The Boys and Girls Club of Southeast Michigan would not utilize programming surrounding shooting sports and probably boating due to liability concerns. However, this could be positive for Oakland County since these participants would have less expensive programming needs if they are primarily interested in engaging in interpretive programs, hiking, or fishing.

**Tip:** In your initial conversation, focus the discussion on the **issues and goals you share** in common. Utilizing this report’s findings on what organizations have to offer and how they would like to benefit, develop a specific statement of what you need from each organization.

***Tips on approaching different types of partners:***

**Sponsors:** This includes not only retailers and manufacturers, but in some cases, non-profit organizations that receive grant funding to grow outdoor recreation in general or for a specific sport and use that funding to develop programs at a Heritage Sports Center. Anytime you are receiving money from an organization, you should find out what, if any, level of control or input they expect to have in the program and the way it is implemented at the beginning of the partnership. Mike Phillips, Manager at the Demmer Center, indicated that some donors might believe they have rights to determining how programs are developed and operated as a result of their financial contribution. ***Be transparent and clear about expectations for sponsors’ involvement in the project or event for which they are providing a donation.*** This is less likely to be an issue with a large-scale retailer like Cabela’s that makes a one-time, relatively small donation and in return does not expect or desire involvement in running the program.

However, the larger the contribution and more invested the organization is in promoting participation in an activity (e.g. Archery Trade Association), the more “say” they may want to have in how programs they help fund are implemented. Michelle Doerr, Director of Archery and Bowhunting Programs for the ATA, stated that in order to receive grant funds from their organization, Oakland County would have to produce a site plan that sets forth specific strategies for how to involve both beginners and avid target shooters and bow hunters (e.g. partnering with local schools that have archery programs).

**Community-based groups and government agencies:** The Boy Scouts, 4-H in Oakland County, and Michigan DNR all indicated the importance of keeping local communities “in the loop” about the project’s development and allow opportunities for the public to provide input during the process. Groups that either work closely with a particular community, or on providing services to the public in general, are aware of the importance in gaining and keeping the public’s support of a program in their community in order to be successful and sustainable in the long term (Wollenburg et al., 2013). Oakland County should propose ways to keep the public informed of the project’s progress (e.g. through Twitter and Facebook updates) and facilitate opportunities for the public to provide input during certain phases (e.g. deciding how potential overflow traffic issues will be addressed). This will prevent later conflicts arising over decisions made without public input.

**6. Ten keys to a successful partnership**

When initiating a partnership with organizations you have not previously worked with, trust is inherently low and needs to be built to a certain level in order for the collaborative effort to be successful. If some organizations in the partnership have worked together successfully in the past, a new collaborative project will have a “head start” on building the necessary level of trust. However, it is still important to *sustain* trust during a new collaborative project such as developing a Heritage Sports Center.

As the facilitating agency in this partnership, there are several ways for Oakland County Parks and Recreation to build and sustain trust with other organizations that share the same goal of increasing long-term participation in traditional outdoor sports. The 10 keys to a successful partnership presented here are a synthesis of interview responses, relevant academic studies, web-based resources, and workshop training materials. They are presented in order of when they should occur in the partnership (i.e. #1 should happen at the beginning).

1. **Create a sense of place**.

Provide partners with the opportunity to have a tour of the proposed site for the Heritage Sports Center, guided by Oakland County Parks and Recreation. Many of those interviewed were very interested in knowing more about the property and how it is set up so they could develop a better sense of what activities would be feasible and how the Center could be organized. This will also save time later by avoiding potential conflicts over options that are not feasible due to budgetary, regulatory, or other reasons. Also, seeing the future location of the Center may motivate partners and foster creative thinking by linking the partnership with a specific place.

If possible, try to set up a day and time when all partners can take this tour together. Not only does this save you time by giving the tour just one time, but it also helps build relationships early on with partners as they experience this “field trip” together (Duerden & Witt, 2010). Additionally, having everyone gather in a less formal setting first can help build a rapport between partners prior to diving in to strategizing about the program (Ecosystem Management Initiative, 2009a). This way, when conflicts do arise later on in the partnership, those at odds with one another may be more motivated to work toward a mutually acceptable compromise or consensus.

1. **Identify a shared, common goal.**

This is a key activity that should occur at the beginning of a collaborative effort because it forces everyone to explicitly state what they hope to achieve with the partnership and any conflicting goals can be addressed, if necessary. Also, it provides a target that an action strategy can be built around, and helps to identify any other people or organizations who need to be involved (Red Lodge Clearinghouse, 2010). Chris Eder and Tony Snyder of NWTF said that the most important factor in ensuring the success of this partnership is identifying the mission the partnership is trying to achieve.

As Wondolleck and Yaffee (2000, p.73) state, “Successful partnerships also highlight common interests or find ways to bridge compatible yet disparate interests.” For example, the Michigan Gun Owners are interested in growing participation in shooting sports, particularly related to firearms. However, the Michigan DNR expressed concern about the use of lead shot at the facility due to harm to wildlife. Both may be interested in growing participation in hunting, but some agreements about the ways to accomplish that need to be reached, including the type of equipment to use and promote the use of at the facility. Perceiving a common goal is an important starting point in the problem-solving process.

**Tip:** During your first meeting with all relevant partners, have each share what their primary goals are in collaborating to create a Heritage Sports Center in Oakland County. Then group these goals into similar categories used to build a cohesive mission statement for the partnership that everyone agrees upon. This creates a collaborative atmosphere from the get-go!

Those who might provide one-time assistance (e.g. hold a demo day at the Heritage Sports Center) prefer not to be involved at this early phase of the partnership since they would want a concrete proposal for how much funding or equipment is needed and for what purpose. The benefits they are providing are short-term and focused in nature, and this is what they would like from partners—a concrete and specific proposal submitted when the funding is needed.

1. **Emphasize your past partnership successes.**

Particularly at the beginning of the partnership, when partners’ trust in one another is low due to lack of experience working together, it’s important to share your recent successes in partnering with other organizations on a project to boost the confidence others have in your ability to follow through with your commitments in the partnership. Chris Eder and Tony Snyder of NWTF identified “experience partnering” as a key attribute of a good partner. Jason Scott from 4-H in Oakland County also would like a partner to have “a good track record of making things happen.”

***Appendix B provides information on any pre-existing connections*** that the potential partnering organizations have with other groups. If a mutual partner is shared by Oakland County and an organization listed, make sure you mention this to the staff at that organization when you contact them about this new partnership opportunity, as this will boost your credibility.

1. **Be clear about what is NOT possible**.

As the facilitating member of this partnership with ownership of the site for this new Heritage Sports Center, it’s important to be clear with all partners at the beginning about what ***can’t*** be done at the center. This frames the decision space, helps manage partners’ expectations, and can avoid later tensions that may arise, for example, if a committee within the partnership develops a proposal for designing or implementing a particular part of the center and is told that it wouldn’t have been an option to begin with.

In my interview with Dennis Fox, Recruitment and Retention Manager at the DNR, he wanted to know if actual firearms hunting and trapping would be allowed at the center, or if only practice shooting or trapping demonstrations would be permitted. The answers to these questions would determine how the DNR could and would be involved in this collaborative effort and would inform what they propose in developing and implementing the programs at the facility.

1. **Develop an agreed-upon way to make decisions.**

Partners need to feel assured that legitimate concerns will be addressed prior to final decisions being made. Utilizing a majority-wins voting approach may not be optimal in ensuring concerns are addressed since the majority has little incentive to address the interests of stakeholders in the minority (Ecosystem Management Initiative, 2009b). Another option is to require ‘general consensus’ in order to take a particular action on major issues. This means that if some in the partnership have reservations regarding a proposed action, a trial project may need to occur to test out the action before it’s fully implemented. Consensus does not imply unanimous support, but rather that everyone can live with the agreement (Ecosystem Management Initiative, 2009b).

1. **Establish committees for each major program area.**

Committees should be created once the major programs that will be provided at the Center are decided upon. This will ensure that all partners that specialize in a particular activity, like fishing, can work with one another to develop a proposed plan of action for creating a fishing program. This can then be reviewed and brought up for approval at the next meeting of the entire partnership (depending on what rules for decision-making the partnership has developed).

In managing the business plan development of the Mill Lake Outdoors Center, Maia Stephens of the Michigan DNR has established a committee of about 3 or 4 primary stakeholders that guide the process and decide when other experts or organizations need to be brought in for assistance.

1. **Clearly define roles with limited overlap.**

Whenever a major decision is made regarding the development of the Heritage Sports Center, the necessary resources and steps to accomplishing that part of the program need to be made explicit. This involves all relevant partners communicating which parts of the program development they would like to be responsible for based on their capacity. Clearly defining what is expected of everyone in the partnership prevents later conflict over differences in what some thought would happen and the actual outcome. Under Social Exchange Theory, this amounts to one partner contributing their efforts and expecting a certain level of effort from another partner in return.

Be as specific as possible about the deliverables that each organization will produce and under what timeline to avoid any miscommunication. Dennis Fox of the Michigan DNR said that the biggest problems seem to arise when partners have “differing expectations that aren’t clearly identified, written down, or understood.” Jeff LaFave, President of Michigan Gun Owners, noted that it’s important to limit overlap in roles to prevent “turf wars” or competitive issues between partners. Five other organizations interviewed also identified “clearly defined roles” as a key to a successful partnership[[1]](#footnote-1).

Additionally, some organizations expressed concern that the project would move forward in a timely manner. All partners should be explicit about their expected timeframe for making progress and how progress will be measured. By addressing any differences that partners may have on these issues at the beginning, more drastic consequences and potential arguments within the partnership can be avoided.

1. **Follow through!**

Whenever you commit to doing something, it is important to follow through on time, otherwise you risk losing partners’ trust (All Collaboration, 2010). Trust is built on the confidence that commitments made are honored (Red Lodge Clearinghouse, 2010).

1. **Communicate regularly.**

Even if no decision needs to be made, keep everyone engaged and in the loop to keep momentum going. Maia Stephens represents the Michigan DNR as part of the Great Lakes Heritage Water Trail, a partnership of over 46 primary stakeholders. The facilitators of this partnership organize quarterly conference calls with an overview of updates on the project’s progress. Newsletters are also sometimes sent out with updates, and whenever a major decision needs to be made or input from the broad partnership is needed, an email with a link to a short survey is sent out. This can be easier to manage with a large group than scheduling frequent in-person meetings, particularly if partners are geographically spread out.

1. **Address concerns immediately.**

Confluence Watersports and the DNR, among others, noted that they wanted to be sure that the park was safe, had the proper insurance, trained and certified instructors and appropriate protocol for addressing liability issues that arise with people doing activities that carry a risk of injury. This is also tied to being clear about expectations. For example, if a partner has a concern that is a deciding point of whether they would be involved in this partnership, it’s important to tell partners how you plan to address that concern so that they can let you know if the solution is acceptable to them. If you wait to address these concerns, it’s possible that there will be no mutually acceptable approach to addressing the concern and this may exacerbate issues (Wondolleck & Yaffee, 2000).

**Tip:** When trying to resolve disagreements, focus on each side’s **interests, not positions**. Interests are the real motivations behind someone’s position on a specific issue (Wondolleck & Yaffee, 2000).

**7. Best practices for operating a Heritage Sports Center**

Once a Heritage Sports Center is created, there are important practices that should be implemented to maximize the success of the program. The following “best practices”, although put into place after development of the Center, require consideration during the planning phase. As with the previous chapter outlining 10 keys to a successful partnership, the best practices presented below are a synthesis of interview responses, relevant academic studies, web-based resources, and workshop training materials.

***Have a calendar of events***

Make it clear who has access to the facility and when through a calendar of events posted on the program’s website. This helps those in the partnership as well as the broader public interested in programs offered at the Heritage Sports Center to know when they can use the facility and for what purpose. The “I Can!” series website developed by the Minnesota DNR has the most convenient schedule of the programs examined for this report. For each program area (e.g. archery, fishing), the webpage for that activity has a schedule in chronological order listing the date, location, and type of event offered. By clicking on the event title for a particular date, a new window pops up with the date, time, location, description, directions, and contact phone number and email for appropriate staff that can answer any questions about the event.

The Demmer Center’s website is a bit more confusing for a newcomer to navigate. There are two tabs on the left side, “Classes, Camps, Leagues and Activities” and “Events, Tournaments & Monthly Calendar of Activities”. This alone is somewhat confusing since one isn’t sure which tab to click on. By clicking on the first tab, you are directed to a list of classes offered, but the dates and times of the events are only visible on this page for the summer camps. To see details of date and time for firearms and archery classes, one has to click on the link for the class first. By clicking on the second tab for “Events, Tournaments & Monthly Calendar of Activities”, one is directed to a page that lists tournaments and expos with dates and locations, however one must click on a link further down the page to access the monthly calendar of events. Once you are taken to a pdf of the calendar, there is not indication of how to register for these classes, or any information about cost.

***Coordinate with other nearby recreation programs***

Given the goal for this Heritage Sports Center to serve as a gateway to introduce diverse populations in the area to traditional outdoor sports in a unique, natural setting, it’s important to coordinate with other efforts in the area that may focus on earlier or later stages of a person’s experience with a sport. For instance, the Michigan DNR plans to open an Outdoor Adventure and Discovery Center in the Globe Building on the Detroit Riverfront in Summer 2014 (dbusiness, 2013). The facility is being marketed on the DNR’s website as “A Gateway to Exploring Michigan’s Great Outdoors” (Michigan DNR, 2013). Activities from archery to ziplining will be available to try through simulated experiences. This facility can serve as an excellent initial introduction to outdoor activities for urban residents, conveniently located in the city and with transportation not imposing a strong barrier on participation of residents. Additionally, it can serve as a medium to advertise other nearby opportunities like the Heritage Sports Center where participants could try these activities in a unique, natural setting after gaining some initial exposure to them in a simulated experience.

The DNR also operates the Eddie Discovery Center at the Waterloo Recreation Area in Chelsea, Michigan, about 1 hour 20 minutes drive from Clarkston, Michigan. This facility offers lessons in animal tracking, geocaching and orienteering for youth, as well as fishing, archery, and turkey calling for adults and youth. Partnering with this facility could yield marketing benefits for both the Eddie Discovery Center and the Heritage Sports Center in Oakland County, and can provide an excellent opportunity to “swap notes” on what programs and efforts seem to be working, and assist in creating or improving programs. Additionally, research shows that most people, regardless of their demographics, would like a variety of facilities and programs to be available (K. Henderson et al., 2001). Thus, by reducing an information barrier to those who visit these facilities and providing information on other nearby opportunities to engage in outdoor activities, this coordinated effort can help achieve the goal of increasing participation statewide.

***Utilize and recruit certified instructors***

From a liability and quality of programming perspective, it’s important to have certified instructors for activities provided. Many organizations interviewed that have experience with outdoor activity programming mentioned this and indicated they could assist in the process of getting those interested in teaching programs certified. National Wild Turkey Federation could assist in getting anyone interested in hunter education certified. The DNR’s Recruitment and Retention Division works with USA Archery on certification of individuals as archery instructors. In fact, once individuals are certified, the DNR has a matching grant program available where they cover 50% of the equipment expenses for an archery program (e.g. crossbows, targets, bow racks) if the parks and recreation agency can get the other 50% covered, which very likely could come from other partners like the National Wild Turkey Federation and Safari Club, which have a track record of providing grants for these efforts.

**8. Research on improving activity adoption among diverse populations**

The proposed Heritage Sports Center in Oakland County aims to increase participation in outdoor recreation by the surrounding communities. To aid in the development of appropriate strategies to improve participation, a thorough review of the academic literature was conducted for this report to determine what factors affect participation in outdoor activities. Responses from interviews conducted for this report are also referenced when they are relevant to the findings in the academic literature.

Numerous recent academic studies have examined factors that affect participation rates in outdoor recreation (Ryan & Shaw, 2011; Schwartz & Corkery, 2011; Walker & Crompton, 2013). Much of this literature focuses primarily on developing a better understanding of participant ***preferences*** for outdoor programs, as well as possible ***barriers*** that may prevent individuals from taking part in these activities. Given the proximity of the Heritage Sports Center to diverse populations in southeast Michigan, and the recognized need to increase participation of non-traditional populations (e.g. racial and ethnic minorities, women) in outdoor recreation, this chapter presents information relevant to engaging the public in these activities based on different demographic characteristics (e.g. gender).

**Gender**

There are several aspects of gender and differing constraints and preferences among men and women that should be incorporated in the design of a new outdoor recreation center. It’s important to keep in mind that these barriers and preferences vary not only by gender, but in some cases also by age, race/ethnicity, residence and other demographic variables. However, this section will focus specifically on gender differences that exist at different ages, or among men and women within the same race/ethnicity or other relevant demographic group.

In general, women tend to increase their participation in all forms of recreation (indoor, outdoor, team sports) from age 6 until early adolescence (ages 11-15). The percent of women engaging in outdoor activities declines from 60% to about 50% between the ages of 11-15 and 16-20. There is a slight increase in participation to about 55% of women between the ages of 21-25, but then participation continually declines as women age, reaching a low of about 17% of women participating after age 65. This low participation rate of older women, and the predicted 103% increase in residents ages 65+ in Oakland County by 2030 (Popp et al., 2011), demonstrates the need to design programs that meet the needs and preferences of women over 65.

*Gender roles*—Interestingly, participation in indoor recreation increases as women age, surpassing participation in outdoor recreation during adolescence, and remaining at around 70% participation for women ages 21-55 (The Outdoor Foundation, 2012). Some of this trend may be explained by innate differences in preferences for activities among males and females, but may also reflect differing socially constructed gender roles imposed on males and females, particularly as they transition from youth to adolescence and young adulthood (Culp, 1998). Some studies suggest that boys are more likely to engage in physically active and competitive activities with a hierarchy of leadership based on skill, whereas girls tend to play cooperative games and share leadership (Culp, 1998; Schwartz & Corkery, 2011). Outdoor activities traditionally have employed competitive and hierarchical styles of leadership, which are geared more towards men and may be less effective for women.

*Social support*—However, many girls and women have an interest in trying activities that are traditionally male dominated, such as hunting and fishing, and mainly need a social support structure to encourage participation and reduce barriers tied to traditional gender roles and expectations (Brown et al, 2001; Henderson & Hickerson, 2007). Additionally, there is a lack of female role models in outdoor activities, which serves as a constraint to participation of adolescent girls (Culp, 1998) and African American women (Roberts & Henderson, 1997).

It is therefore important to have adequate female role models and mentors to teach outdoor skills to both girls-only and co-ed groups of youth and adolescents. In a survey of participants in an Iowa Becoming an Outdoors-Woman (BOW) program, Culp (1998) found that women appreciated learning outdoor skills in a female-only program without the competitive or intimidating atmosphere they may experience in a co-ed group. This may explain the success that the Demmer Center and Michigan Gun Owners have had with offering female-only firearms classes, and should be considered for a Heritage Sports Center.

Co-ed programs can also be successful in engaging women in traditionally male-dominated activities, particularly if family members and friends can be recruited as mentors and instructors. For example, Kuehn et al (2006) found in interviews with female anglers in New York that having support from family and friends positively impacted their participation in fishing. Virden and Walker (1999) also found that female respondents preferred being with close family and friends more than male respondents who preferred a more remote natural setting.

*Fear of crime*—Another constraint to outdoor recreation participation by women is fear of crime (Culp, 1998; Ho et al, 2005; Little, 2002; Schwartz & Corkery, 2011; Shores et al, 2007). You can see the consideration of these constraints to participation of women in outdoor recreation in the messaging on Alabama’s BOW website that offers women a choice of over 50 programs, ranging from archery to bird watching, and emphasizes camaraderie and fun, hands-on activities in a “non-threatening learning environment” (Outdoor Alabama, 2008). In a survey of urban women, Ho et al (2005) found that women were more likely to feel that remote, natural settings with little supervision by parks staff were threatening, and preferred more developed settings with park manager presence. In developing a Heritage Sports Center, the presence of adequate and trained instructors, as well as a friendly, group atmosphere will help ensure women feel safe while participating in outdoor activities.

**Race/ethnicity**

*Discrimination and isolation*—The majority of outdoor recreation participants (historically and currently) are non-Hispanic, White males (The Outdoor Foundation, 2012). Just as women face social constraints when participating in traditionally male-dominated activities, individuals of racial and ethnic minorities (e.g. African-American, Hispanic, Asian-American) face similar constraints when taking part in activities that primarily consist of White participants. Those in racial and ethnic minorities fear being the “only one” of color at a facility and the potential of experiencing discrimination, thus limiting their participation in or enjoyment of outdoor activities (Cavin, 2008; Roberts & Henderson, 1997; Schroeder et al, 2008).

One way to mitigate these constraints of perceived risk of social isolation and discrimination at a Heritage Sports Center is to partner with groups focused on serving racial and ethnic minorities to arrange events for these groups so they can try outdoor activities in a supportive social setting. Additionally, use of photos on a website for the Heritage Sports Center should include images of racial and ethnic minorities taking part in activities to lessen the image that outdoor recreation is a “White thing” (Cavin, 2008).

*Language barriers*—For some racial and ethnic minorities, language can also serve as a barrier to outdoor recreation (Schroeder et al, 2008; Shinew et al, 2006). The Boy Scouts have addressed this constraint by translating all of their program materials into Spanish to aid in recruiting more Hispanic troop leaders and scouts in urban areas. The Michigan DNR has also started providing outdoor programs with Spanish-speaking instructors, which can lessen the constraint of language and also provide a more welcoming atmosphere to Hispanic groups and may aid in retaining more long-term participants in outdoor activities.

While the percentage of Asian Americans in Michigan is 2.5%, the percentage in Oakland County is 5.8% (U.S. Census Bureau, 2011), highlighting the need for Oakland County to address factors limiting participation of this group in outdoor recreation. In a study of outdoor recreation among Asian Americans in San Francisco, Winter et al (2004) found that more than half of those surveyed spoke primarily their native language at home, rather than English. Providing program instruction and/or materials in languages like Chinese, Japanese, or Korean could aid in engaging more Asian Americans in outdoor recreation. Therefore, Oakland County should consider partnering with such groups as the Asian Center of Southeast Michigan (<http://asiancentersemi.org>), the Michigan Chinese Women Association (<http://micwa.org>) and more (see Appendix B) to develop programs that will engage Asian Americans in the community in Heritage Sports, recruit mentors/instructors to teach programs in other languages, and translate program materials into other languages.

*Group size*-–Gobster (2002) found that minority groups tend to use parks in larger groups than Whites, with the an average group size of 3.7 individuals for Blacks, 4.4 for Latinos, and 5.0 for Asians, compared to 1.6 for Whites. This difference in average group size can lead to inadvertently discouraging use of outdoor recreation programs by racial and ethnic minorities if these programs and facilities are designed to cater to small groups. For instance, Chavez (2002) found that a park in southern California had a small number of picnic tables designed to accommodate four to six people each. When surveyed, Hispanic visitors requested more picnic tables that could accommodate eight to ten people each. Tinsley et al (2002) also found that White parks users in Chicago were more likely to visit a park alone than Asian Americans, who tended to visit parks with extended family or an organized group. In addition to providing facilities and amenities that can accommodate larger groups, an outdoor recreation facility needs to have sufficient parking available.

**Age**

*Older participants*—A recent estimate suggest that nearly 29% of Americans between ages 65 and 74 limited their participation in activities due to a chronic health condition (Shores et al., 2007). This is an important consideration in designing a Heritage Sports Center that is accessible and welcoming to those with health issues. The image of outdoor recreation activities as requiring a certain level of physical fitness may deter many older individuals with health issues for using outdoor recreation programs and facilities. Oakland County should consider ***partnering with groups that serve older adults*** with health issues (e.g. retirement homes, occupational and physical therapists, health care providers), to design and advertise programs specifically for this group that, rather than exacerbating health issues, would actually serve a therapeutic function.

Retirees generally have more time to take part in recreational activities. In many cases, they have participated in outdoor recreation during their youth and adolescence but dropped out during adulthood when they had less time and resources to participate (Robinson, 2008). Those who are now retired and have previous experience in outdoor activities could be recruited as mentors and/or volunteers for programs offered at a Heritage Sports Center.

**Model for Growth:** Tailoring programs to meet the needs of older adults can aid in increasing participation of those who have “lapsed”, or used to participate in outdoor recreation but no longer do. Additionally, recruiting retirees (especially grandparents of young children) to be mentors in outdoor activities could help increasing and retaining participation among those who have “lapsed”.

*Youth and families*—Several studies in outdoor recreation note the importance of early life experiences in determining participation in outdoor activities throughout one’s lifetime (Dargitz, 1988; Heberlein et al, 2008; Janke et al, 2010; Sofranko & Nolan, 2009). Additionally, youth who live in households with adults that participate in outdoor recreation are more likely to engage in these activities than those who do not (Dargitz, 1988; Heberlein et al., 2008). Therefore, a Heritage Sports Center should develop programs that engage not only youth, but their families as well. The “I Can!” programs provided by the Minnesota DNR emphasize on their website that activities are designed for families to enjoy together, rather than youth participating on their own. Developing programs for families, not just youth, may also aid in recruiting family members and caretakers as mentors and volunteers to facilitate future programs. Cleveland Metroparks’ Institute for the Great Outdoors has also shifted from adult-focused offerings to a family approach to make sure youth stay engaged in outdoor activities.

**9. Areas for future research**

Based on a review of the academic literature, as well as insights gleaned from interviews, there are several issues related to developing a new outdoor recreation program that warrant further examination through future research. This chapter provides a summary of key areas for future research related to the development of a Heritage Sports Center in Oakland County that would aid in maximizing the effectiveness of this collaborative effort to increase participation in outdoor activities. Some of these recommended areas for future research are based on the ski industry’s Model for Growth, which was referenced throughout this report and is presented again below (Figure 4).

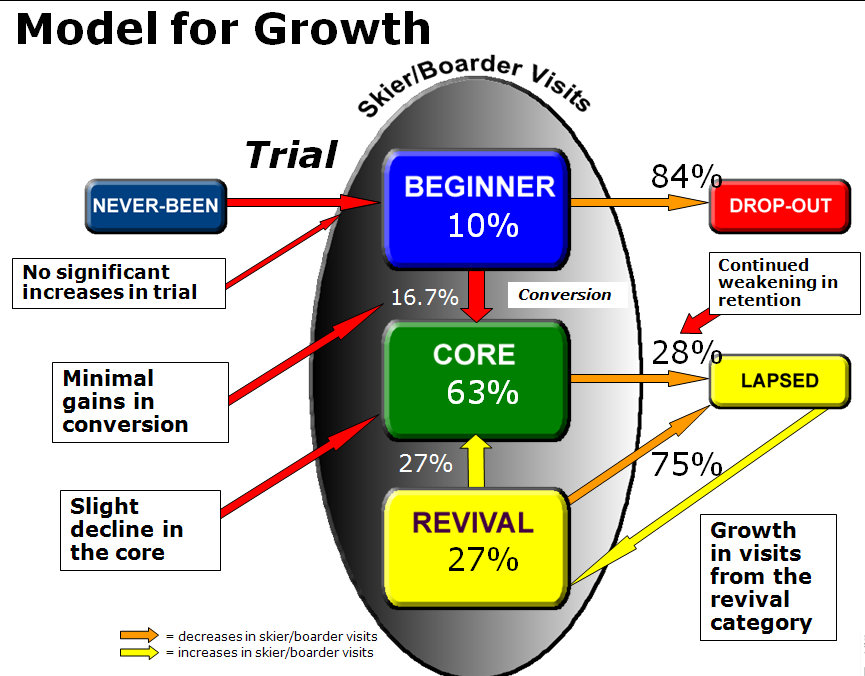


Figure 4. Model of stages and estimates of participation in skiing (NSAA, 2009).

1. **Develop baseline estimates of participation to evaluate program success.**

Although designed for the ski industry, the National Ski Area Association (NSAA) Model for Growth is applicable to other forms of outdoor recreation, like hunting and fishing, and can aid in better understanding the stages of participation in these activities. By quantifying each stage of the model for participation in traditional outdoor sports in southeast Michigan, Oakland County would be able to identify which aspect(s) of the Heritage Sports Center to focus on addressing to increase participation.

For example, by quantifying the number of beginner skiers that drop out or convert to “core” skiers, the NSAA determined that 84% of beginners drop out while only 16.7% become long-term skiers. Since the majority of current loyal skiers are baby boomers, which begin to drop out with age, the number of beginners who become long-term skiers needs to increase to make up for this decline. Therefore, the ski industry has focused its efforts on improving the experience of beginners so that they are more likely to convert to core skiers. Some of these strategies include development of state-of-the-art learning centers and deals on lessons, tickets, and equipment (NSAA, 2009). With baseline estimates for current drop out and conversion rates, the ski industry is able to evaluate the success of efforts to increase trial of skiing and conversion to long-term skiers and modify their approach as needed.

There are currently no comparable baseline estimates for the number of individuals that try heritage sports (e.g. hunting, fishing, paddlesports), nor for the number of drop outs compared to those who become long-term “core” participants. Additionally, data are not available on the number of core participants that lapse, or for those who lapse but then return to the sport and join the core category again. While some aggregated estimates exist for how many individuals in the country or in Michigan currently participate in outdoor recreation (The Outdoor Foundation, 2012), these are not useful to use as baseline estimates to evaluate programs that are implemented at a regional or local scale.

**2.** **Determine why people drop out and don’t become long-term recreationists.**

In addition to developing baseline estimates for participation to evaluate program impacts, identifying reasons that beginners drop out or “core” users lapse would aid in modifying program elements that may be detracting participants. Maintaining a database of all individuals that participate in outdoor programs offered at the Heritage Sports Center would enable Oakland County to track how many participants go on to purchase hunting or fishing licenses, or recreation passports. Dennis Fox stated that the Michigan DNR partnered with Responsive Management to conduct a similar type of evaluation, which tracked how many individuals that took part in a DNR Hunter Education class went on to purchase a hunting license.

If participants provide contact information in addition to their names when they sign up for a program, future research could utilize this database to collect information from participants themselves on their participation levels in outdoor activities after taking part in a program at the Heritage Sports Center. Demographic information could be collected simultaneously, providing a means for comparing participation rates and reasons for dropping out or becoming “core” users among demographic groups of interest (e.g. gender, race/ethnicity). This would allow Oakland County to examine the impacts of efforts to engage more diverse groups in outdoor recreation. This research would also aid in strengthening connections with partners since they would benefit from having this information, and could help guide discussions and facilitate consensus within the partnership on any modifications to programs that should occur based on the results of the study.

**3. Evaluate partnership outcomes.**

In addition to evaluating program outcomes, future research could focus on evaluating the success of the partnership. For example, the interviews conducted for this study in part identified potential partners’ anticipated contributions and benefits from collaborating with Oakland County on the development of a Heritage Sports Center. This could serve as baseline data to compare actual benefits to and contributions of partners after collaborating to create the Center. If differences between expected and actual benefits and contributions exist, Oakland County could determine any changes needed in the partnership structure or management to ensure long-term sustainability. This research would also require that partners reflect on their previous expectations and current reality, and may help to generate collective “lessons learned” to improve current and future partnerships in outdoor recreation.

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**Appendix A: Example interview guide**

***Project Background***

Oakland County is interested in creating a Heritage Sports Center that would introduce large and diverse populations in southeast Michigan to traditional outdoor recreation activities, such as hunting and fishing, to increase recruitment and retention of participants in these sports.

Oakland County would like to explore the possibility of partnering with outside organizations, something that’s been done by similar programs around the country, to develop a sustainable business model for the program.

Our research is investigating how other organizations may benefit from partnering with Oakland County on this project so that if they do create this program and decide to partner with other organizations, they can better identify ways to make the partnership mutually beneficial.

As a potential partner with Oakland County on this program, I’d like to gain a better understanding of your organization’s perspective on these issues.

***Main interview questions:***

1. If your organization was to partner with a parks and recreation agency on the creation of a Heritage Sports Center, in what ways might you be able to contribute?
   1. What are the capabilities or characteristics of your organization that would allow you to contribute in those ways?
2. What has been your experience as an organization collaborating with other organizations in the past?
3. How might your organization benefit from a partnership to create this type of program?
   1. What financial and non-financial benefits might your organization obtain from this type of partnership?
4. How important are those benefits to your success as an organization?
5. In what ways could you get these benefits, other than through a collaborative program?
6. What would you expect a parks and recreation agency to contribute to the partnership?
7. What other types of organizations do you believe a parks and recreation agency may need to partner with to create a successful Heritage Sports Center in southeastern Michigan?
8. What would be your expectations of other organizations that may also collaborate on this project with a parks and recreation agency?
9. What factors do you think would be most important in ensuring the success of this type of partnership?
   1. Could you comment on any factors related to the way the partnership is managed or facilitated that you think would be most important to making sure the project is a success?
   2. What about factors related to the context of the project and where it is taking place?
10. From your perspective, what attributes make a good partner?
11. What concerns might you have about collaborating with other organizations on this type of program?

**Now, I have a few questions related specifically to your organization**

1. In what ways is your organization diverse? Please speak to any populations that you reach with your organization that traditionally do not participate in large numbers in outdoor recreation activities, such as racial and ethnic minorities, individuals with special needs, elderly populations, urban residents, etc…
2. How is the decision made in your organization about whether to participate in a partnership like this?
3. Who should a parks and recreation agency contact at your organization to discuss a possible partnership on a Heritage Sports Center in southeastern Michigan?
   1. What is their position title?
4. What other organizations would you suggest that I talk to about this project?

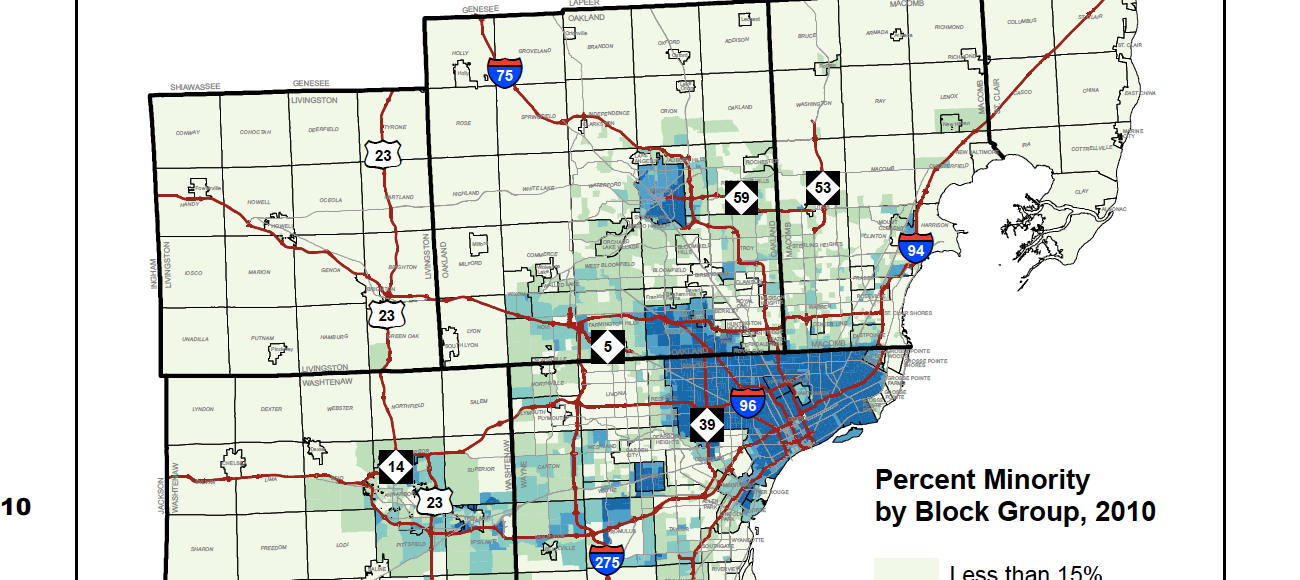
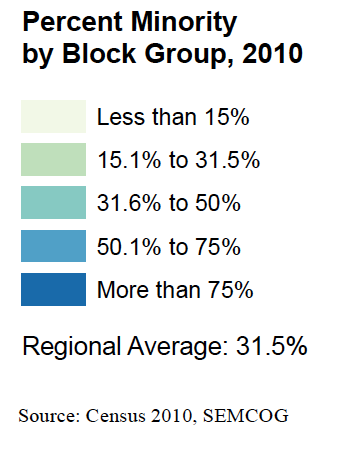
Thank you for your time!

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Appendix B: Potential partnering organizations[[2]](#footnote-2)** | | | | | |
| **Organization** | **Relationships with other organizations** | **Location** | **Website** | **Contact Person** | **Comments** |
| **Archery** |  |  |  |  |  |
| Archery Trade Association | Trade association for the archery industry. Allied organization with Delta McKenzie Targets | Stewart, MN | http://www.archerytrade.org/ | Michelle Doerr, Director of Archery and Bowhunting Programs. Ph: (320) 562-2680, email: [michelledoerr@archerytrade.org](mailto:michelledoerr@archerytrade.org) |  |
| USA Archery | United State Olympic Archery team. Works with the Michigan DNR |  | [www.teamusa.org/USA-Archery](http://www.teamusa.org/USA-Archery) | Jo Chouinard, Certification Coordinator, Ph: (719) 866-3451, email: [jchouinard@usarchery.org](mailto:jchouinard@usarchery.org); Callie Grieser, Outreach Program Manager, Ph: (719) 866-3452, email: [cgrieser@usarchery.org](mailto:cgrieser@usarchery.org) |  |
| National Field Archery Association (NFAA) | Non-profit organization dedicated to the sport of archery and hosting tournaments. National allied organization of the National Archery Association. | Yankton, SD | <http://www.nfaa-archery.org/> | Mike Spence, Director (Michigan), Ph: (734) 475-5839, email: [grysbok1mike@aol.com](mailto:grysbok1mike@aol.com) | Ask about After School Archery Program--Partnership between NFAA, ATA, others. <http://www.afterschoolarchery.com/about_us.htm> |
| Easton Sports Development Foundation | Provides funding to support building and/or operation of outdoor and indoor archery facilities. | Salt Lake City, UT | <http://www.esdf.org/apply-for-grant/deadlines-and-review-process/> | Ms. Idida Briones, Grant Program, Ph: (818) 909-2207 x 306, email: [ibriones@esdf.org](mailto:ibriones@esdf.org) | Online application for sponsorship available |
| National Archery in the Schools Program | Program aimed at introducing target archery to youth in 4th-12th grades. Grants provided partly by the Archery Trade Association | Waldo, Wisconsin | archeryintheschools.org; <http://www.michigan.gov/dnr/0,1607,7-153-10369_42169---,00.html> | Dennis Fox. Michigan coordinator, Ph: (517) 373-6714, email: [foxd3@michigan.gov](mailto:foxd3@michigan.gov) |  |
| University of Michigan--Flint Student Archery Club |  |  | <https://www.facebook.com/FlintSAC> | Cory James, President, no contact information, can contact via message to Facebook group |  |
| **Paddlesports** |  |  |  |  |  |
| Friends of the Rouge | Organizes paddlesports and fishing activities on the Rouge River. Affiliated with the University of Michigan--Dearborn | Dearborn, MI | therouge.org | Michael G. Darga, President, Ph: (313) 792-9900, email: [friends@therouge.org](mailto:friends@therouge.org) |  |
| Great Lakes Paddlers--Canoe and Kayak Club of SE Michigan | Club that arranges canoeing and kayaking events in southeast Michigan. Sponsored by Summit Sports | Southeast Michigan | [www.greatlakespaddlers.org](http://www.greatlakespaddlers.org) | John, President, email: [president@greatlakespaddlers.org](mailto:president@greatlakespaddlers.org) |  |
| Heavner Nature Connection | non-profit organization aimed at getting youth and adults in Michigan outdoors | Milford, MI | http://www.heavnercanoe.com/ | Alan Heavner, Founder, Ph: (248) 685-2370, email: [alanheavner@heavnercanoe.com](mailto:alanheavner@heavnercanoe.com) | Spoke several times, very interested in participating in partnership, but also very busy. |
| Kayakers of Eastern Michigan | Club for Eastern Michigan University students to learn kayaking. | Ypsilanti, MI | http://emu.collegiatelink.net/organization/kayakers-of-eastern-michigan-university | James Blackburn, President, email: [jblackb4@emich.edu](mailto:jblackb4@emich.edu) |  |
| Confluence Watersports | Paddlesports manufacturer | Greenville, SC | http://www.confluencewatersports.com/ | Greg Larson, Manager, Ph: (734) 369-3271, email: [greg.larson@kayaker.com](mailto:greg.larson@kayaker.com) |  |
| Old Town Canoe Company | Canoe manufacturer | Old Town, ME | http://www.oldtowncanoe.com | Mark Palinsky, Sales Representative, Ph: (989) 453-7283, email: [mrpkayak@aol.com](mailto:mrpkayak@aol.com) |  |
| Professional Paddlesport Association | Affiliate of American Canoe Association | Knoxville, TN | http://www.propaddle.com | David Brown, Executive Director, Ph: (865) 558-3595, email: n/a | Spoke on 3/12. PPA has materials for members that are recreation providers--Marketing and management conference (risk management, customer service programming), but isn't involved in developing programs. Got contact info for Cheryl Saam at Ann Arbor Canoe Liveries. |
| Ann Arbor Canoe Liveries | Works with Summit Sports, Confluence Watersports, and Old Town Canoe. Also affiliated with Professional Paddlesport Association | Ann Arbor, MI | [www.a2gov.org/canoe](http://www.a2gov.org/canoe) | Cheryl Saam, Facility Supervisor, (734) 794-6240, email: [Csaam@a2gov.org](mailto:Csaam@a2gov.org) |  |
| American Canoe Association | Affiliate of Professional Paddlesport Association | Fredericksburg, VA | http://www.americancanoe.org/ | Kelsey Bracewell, Education and Outreach Coordinator, Ph: (540) 907-4460 x 102, email: [kbracewell@americancanoe.org](mailto:kbracewell@americancanoe.org) | Spoke with Kelsey on 4/8. She requested an email with more information about the project, seemed very interested. Followed up via email on 4/8. Kelsey indicated she would look into how they may be able to help, but have not heard back yet. |
| Michigan Canoe Racing Association (MCRA) | Affiliate of U.S. Canoe Association (USCA) | n/a | <http://www.miracing.com/index.html> | Rebecca Barton, USCA delegate, Ph: (517) 568-3702, email: [canoe\_run\_ski@hotmail.com](mailto:canoe_run_ski@hotmail.com) | Facilitates canoe racing events in Michigan. Youth paddling program to promote canoe racing by sponsoring races. |
|  |  |  |  | Lynne Witte, President, Ph: (586) 201-5695, email: [lynnewitte@juno.com](mailto:lynnewitte@juno.com) |
| Southeastern Michigan Kayak Club |  |  | http://groups.yahoo.com/group/southeasternmichigankayakclub/ | President, email: [southeasternmichigankayakclub-owner@yahoogroups.com](mailto:southeasternmichigankayakclub-owner@yahoogroups.com) |  |
| United States Canoe Association (USCA) | Programs and tournaments aimed at growing participation in canoeing. | n/a | [www.uscanoe.com](http://www.uscanoe.com/) | Lynne Witte, Chair of USCA Education Committee, see contact info above. |  |
| Wood Canoe Heritage Association | Non-profit organization dedicated to preserving, studying, building, restoring, and using wooden and bark canoes. | Tamworth, NH (also has a Michigan chapter) | http://www.wcha.org | Annie Burke, Executive Director, Ph: (603) 323-8992, email: [annie@wcha.org](mailto:annie@wcha.org) |  |
| Werner Paddles | Paddlesports manufacturer. Industry partner of American Canoe Association | International | werners.com | Jim Miller, Marketing Manager, Ph: (425) 314-4859, email: [jim.miller@wernerpaddles.com](mailto:jim.miller@wernerpaddles.com) |  |
| **Hunting** |  |  |  |  |  |
| Michigan United Conservation Clubs | Organization aiming to protect Michigan's outdoor heritage | statewide | mucc.org | Eldon Montross, District 7 Chair (includes Oakland County), Ph: (248) 673-7176, email: [emontross@att.net](mailto:emontross@att.net) | Eldon Montross is also a member of the Oakland County Sportsmen's Club. |
| Families Afield | Part of National Shooting Sports Foundation |  | <http://www.stepoutside.org>; [www.familiesafield.org/](http://www.familiesafield.org/) | Melissa Schilling, NSSF Manager of Recruitment and Retention, Ph: (203) 426-1320, email: [mschilling@nssf.org](mailto:mschilling@nssf.org) | Left voicemail on 3/11. Left another voicemail on 4/3. Did not hear back. |
| The Hal and Jean Glassen Memorial Foundation | Non-profit organization that funds programs to encourage firearms shooting skills competition | West Bloomfield, MI | <http://www.dnr.state.mi.us/publications/pdfs/huntingwildlifehabitat/Landowners_Guide/Introduction/Glassen.htm> | Executive Director, no phone or email available, address: 6810 Nashway Drive E., West Bloomfield, MI 48322 |  |
| Pheasants Forever | Non-profit organization dedicated to the conservation of pheasants, quail and other wildlife and preservation of hunting traditions. | nationwide (has a Michigan council) | [www.pheasantsforever.org](http://www.pheasantsforever.org/) | Eric Larsen, Michigan Youth Programs Coordinator, Ph: (989) 239-8521, email: [elarsen@pheasantsforever.org](mailto:elarsen@pheasantsforever.org) | Spoke on 4/3. Very interested in program. Set up phone call for Monday, 4/8, but Eric was not available and was not able to reschedule an interview for this report. |
| Safari Club International Southeast Michigan Bowhunters Chapter | Volunteer, non-profit organizations aimed at preserving outdoor heritage and hunting. | Fowlerville and Fraser, Mi | [www.scibowhunters.com](http://www.scibowhunters.com/) | Rich Delisle, President, Home ph: (517) 545-4642, Cell ph: (248) 345-1986, email: [richard3839@peoplepc.com](mailto:richard3839@peoplepc.com) | Met at Outdoorama in Novi on 2/24, interviewed on 4/15. Has a program for physically challenged hunters and youth education programs. |
| National Wild Turkey Federation--Michigan state chapter | Non-profit organization dedicated to conserving wild turkey and hunting heritage. | Battle Creek, MI (and statewide) | http://www.nwtf.org/michigan/state\_leadership.html | Chris Eder, Midwest Area Manager, Ph: (517) 260-7483, email: [ceder@nwtf.net](mailto:ceder@nwtf.net); Tony Snyder, Michigan chapter President, Cell ph: (269) 492-4020, Home ph: (269) 763-2142, email: [tsnyder@approvedfire.com](mailto:tsnyder@approvedfire.com) |  |
| Ducks Unlimited | Organization dedicated to conserving wetlands and waterfowl, as well as hunting heritage | Ann Arbor, MI | [www.ducks.org/michigan](http://www.ducks.org/michigan) | Kristin Schrader, Regional Communications Manager (Ann Arbor), Office ph: (734) 623-2000, Cell ph: (734) 663-5921, email: [kschrader@ducks.org](mailto:kschrader@ducks.org) |  |
| Michigan Gun Owners | Non-profit dedicated to growing shooting sports | Dearborn Heights, MI | [www.migunowners.org](http://www.migunowners.org/) | Jeff LaFave, President, Ph: (517) 404-1908, email: [jlafave@mich.com](mailto:jlafave@mich.com) | Met at Outdoorama on 2/24, interviewed on 3/9. |
| Michigan Trappers and Predator Callers Association | Affiliated with MUCC | statewide | http://www.mtpca.com/ | Michael Schippa, Vice President, Ph: (248) 343-3682, email: [griffonhunter01@yahoo.com](mailto:griffonhunter01@yahoo.com) | Met at Outdoorama on 2/24, emailed to request interview on 2/27. Left voicemail on 3/11 requesting interview, no response. |
| National Rifle Association |  |  | training.nra.org | Education and Training division, Ph: (703) 267-1500 |  |
| Rocky Mountain Elk Foundation | Organization committed to conserving natural habitats and educating the public about hunting heritage. | Nationwide | [www.rmef.org](http://www.rmef.org) | Douglas Doherty, Michigan Regional Director, Ph: (231) 549-1202, email: [ddoherty@rmef.org](mailto:ddoherty@rmef.org) |  |
| **Fishing** |  |  |  |  |  |
| Michigan Fly Fishing Club | Located in southeast Michigan since 1970, their members are fly-fishing enthusiasts and they offer a variety of introductory and intermediate lessons on building a rod, fly tying, and fly fishing. They have partnered with Project Healing Waters to teach veterans fly tying as a therapeutic activity at the Dingell VA Hospital in Detroit. | Livonia, MI | [www.mffc.org](http://www.mffc.org/) | Chris Hunter, President, Ph: (734) 207-0575, email: [president@mffc.org](mailto:president@mffc.org) | Emailed on 2/27 requesting interview, (met colleague Jim Telinda at Outdoorama on 2/24). Received email of interest on 3/4. Replied on 3/5 with interview availability. Left voicemail on 3/11, but did not hear back. They host the annual Midwest Fly Fishing Expo that attracts all major fly-fishing equipment manufacturers to the event held at Macomb County Community College. |
| Great Lakes Council of the Federation of Fly Fishers (GLCFFF) | Organization dedicated to promoting fly fishing | statewide | [www.fffglc.org](http://www.fffglc.org/) | Jim Schramm, President, Home ph: (231) 869-5487, Cell ph: (231) 740-7278 |  |
| Sage Manufacturing | Fly fishing equipment manufacturer | Bainbridge Island, WA | [www.sageflyfish.com](http://www.sageflyfish.com/) | Outreach Manager, Ph: (206) 842-6608, email: [sage@sageflyfish.com](mailto:sage@sageflyfish.com) |  |
| American Fly Fishing Trade Assocation | Trade association for the fly fishing industry |  | <http://www.affta.com/> | Tom Sadler, Consumer Recruitment Committee, Ph: (540) 248-4554 | Tom Sadler serves on Boards of Federation of Fly Fishers (Chair of Government Relations Committee), Recreational Boating and Fishing Foundation, Project Healing Waters. Also on Trout Unlimited's National Leadership Council (VA rep). Spoke with Tom Sadler on 3/12. Emailed him and Ben Bulis (President of AFFTA) requesting interview. Also emailed Mary Jane Williamson at American Sportfishing Association. Spoke with Ben Bulis on 3/15, emailed questions. Followed up with email on 3/19, but did not hear back. |
| American Sportfishing Association | Trade association for the sportfishing industry | Alexandria, VA | http://www.asafishing.org/ | Mary Jane Williamson, Communications Director, Ph: (703) 519-9691 x 227, email: [mjwilliamson@asafishing.org](mailto:mjwilliamson@asafishing.org) | Tom Sadler suggested I contact her. Emailed her on 3/12. Left voicemail on 3/21. Could not connect for an interview prior to finishing this report. |
| Lund Boating | Fishing boat manufacturer. Sponsor of Mark Martin's Ice-fishing School |  | [http://www.lundboats.com](http://www.lundboats.com/) | Manager, email: [info@lundboats.com](mailto:info@lundboats.com) |  |
| Recreational Boating and Fishing Foundation (RBFF) | non-profit organization dedicated to growing participation in fishing, boating, and aquatic stewardship | Alexandria, VA | takemefishing.org/corporate | Frank Peterson, Jr., President/CEO, Ph: (703) 778-5157, email: [fpeterson@rbff.org](mailto:fpeterson@rbff.org) |  |
| Pure Fishing, Inc. | Manufacturer of fishing tackle, lures, rods and reels. Corporate partner of RBFF | Columbia, SC | purefishing.com | President, Ph: (800) 334-9105 |  |
| Mark Martin Ice-fishing School | Private ice-fishing outfitter | Twin Lake, MI | <http://www.markmartins.net/> | Mark Martin, Founder, Ph: (231) 744-0330, email: [origchamp1990@comcast.net](mailto:origchamp1990@comcast.net) | Has a long list of sponsors that may be useful |
| Bass Pro Shops Outdoor World | Outdoor retail store for fishing-related equipment | Oakland County, MI (and nationwide) | basspro.com | Greg Yourst, Operations Manager, Ph: (248) 209-4200, email: [gyourst@basspro.com](mailto:gyourst@basspro.com) | Spoke on 3/11. He requested further information via email. Sent email requesting interview on 3/11, but did not hear back. |
| Project Healing Waters | Organization dedicated to the physical and emotional rehabilitation of disabled active military service personnel and disabled veterans through fly fishing and associated activities including education and outings. | Nationwide | [www.projecthealingwaters.org](http://www.projecthealingwaters.org) | Paul Riccuiti, Regional Coordinator, email: [midwest@projecthealingwaters.org](mailto:midwest@projecthealingwaters.org) |  |
| Michigan Charter Boat Association | Non-profit organization serving the charter boat industry | statewide | [www.micharterboats.com](http://www.micharterboats.com/) | Terry Walsh, President, Ph: (989) 846-8318, email: [capt.terry@termarcharters.com](mailto:capt.terry@termarcharters.com); Denny Grinold, State Liaison, Ph: (517) 819-7991, email: [oldgrin@aol.com](mailto:oldgrin@aol.com) | Met colleague John Giszczak (member of MCBA) at Outdoorama on 2/24. Emailed Terry and Denny on 2/27 requesting interview. Did not receive a response. |
| Wayne State University Bass Fishing Club | The only ranked college fishing team in Michigan | Detroit, MI | https://www.facebook.com/pages/Wayne-State-University-Fishing-Team/115218048512953 | President, email: [wsufishing@yahoo.com](mailto:wsufishing@yahoo.com) |  |
| **Youth organizations** |  |  |  |  |  |
| Enrich home school program | Homeschool families in Wayne, Oakland, and Macomb counties. | Detroit, MI | <http://enrichhomeschool.blogspot.com> | Alice Johnson, Coordinator, email: [alicejohnson59@gmail.com](mailto:alicejohnson59@gmail.com) |  |
| Enrichment Hub | A center of education and artistic activities to support homeschool families. | Troy, MI | <http://www.enrichment-hub.blogspot.com> | Tricia Ouellette, Coordinator, Ph: (248) 835-4203, email: [tupperwaretricia@aol.com](mailto:tupperwaretricia@aol.com) Amy Lapain, Coordinator, Ph: (248) 645-8035, email: [amlapain.amy@sbcglobal.net](mailto:amlapain.amy@sbcglobal.net) | Additional homeschool groups in Michigan can be found here: <http://www.home-school.com/groups/MI.html> |
| Michigan No Child Left Inside Coalition |  | Lansing, MI (and statewide) | <http://ncli.migolftrail.org/?page_id=284> | Ray Rustem, Co-Chair, Ph: (517) 373-2457, email: [rustemr@michigan.gov](mailto:rustemr@michigan.gov) |  |
| Pass it On--Outdoor Mentors | Sponsor of School of Outdoor Sports; sponsored by National Shooting Sports Foundation. Has partnered with Big Brothers Big Sisters (but not in Detroit), Delta Waterfowl, the Rocky Mountain Elk Foundation and the National Wild Turkey Federation, among others | nationwide | http://www.outdoormentors.org/ | Mike Christensen, Director, Ph: (316) 290-8883, email: [mchristensen@outdoormentors.org](mailto:mchristensen@outdoormentors.org) |  |
| 4-H Extension in Oakland County | Youth development organization | Oakland County, MI (and nationwide) | http://www.4hinoc.org/ | Jason Scott, Program Coordinator, Ph: (248) 858-0892 |  |
| Boys and Girls Club of Southeastern Michigan | Non-profit organization serving youth in southeast Michigan | Pontiac, MI | http://www.bgcsm.org | Len Krichko, President and CEO; Tim Kowalski, Operations Director, Ph: (248) 522-4416, email: [tkowalski@bgcsm.org](mailto:tkowalski@bgcsm.org) |  |
| Boy Scouts of America, Great Lakes Council | Youth development organization | Detroit, MI | michiganscouting.org | Frank Reigelman, Director of Outdoor Adventure in Michigan (located in Flint), Ph: (817) 705-2924, email: [frank.reigelman@scouting.org](mailto:frank.reigelman@scouting.org) | Also interviewed Denver Laabs, Program Director for the Boy Scouts Great Lakes Field Office in Detroit, Ph: (248) 231-6524, email: [denver.laabs@scouting.org](mailto:denver.laabs@scouting.org) |
| Girl Scouts of Southeastern MI | Youth development organization | Detroit, MI | gssem.org | Marla Benson, Chief Program Officer, Ph: (800) 482-6734 x 2248, email: [mbenson@gssem.org](mailto:mbenson@gssem.org) | Left voicemail for colleague (Barb) on 2/21, did not hear back. |
| Oakland County Moms | A website that provides information useful to those with children in Oakland County, including events at parks and more. They also have a comprehensive list of non-profits that help youth in the area | Oakland County, MI | oaklandcountymoms.com | Lisa LaGrou, Founder, Ph: (248) 852-4442, email: [lisa@oaklandcountymoms.com](mailto:lisa@oaklandcountymoms.com) |  |
| Great Start Collaborative--Oakland | a partnership system in the county that provides info and access to services for families to help their children grow and learn. Focus on early childhood education and wellbeing | Waterford, MI | http://www.greatstartforkids-oakland.org | Darlene Zimny, Co-Coordinator, Ph: (248) 209-2588, email: [darlene.zimny@oakland.k12.mi.us](mailto:darlene.zimny@oakland.k12.mi.us) |  |
| **Young professionals** |  |  |  |  |  |
| Gourmet Gone Wild | An organization focused on introducing young professionals in Michigan to locally harvested game and fish through cooking classes and classes in archery, shooting sports, and fishing. | Lansing, MI | <http://www.gourmetgonewild.org/gourmet-gone-wild-er/> | Vanessa Thurgood, Program Manager, Ph: (208) 351-8001, email: [ThurgoodV@michigan.gov](mailto:ThurgoodV@michigan.gov) |  |
| Detroit Young Professionals | Providing social and professional networking opportunities for young professionals ages 20-40 in the Detroit area. | Detroit, MI | [http://www.detroityoungprofessionals.org](http://www.detroityoungprofessionals.org/) | Program Manager, email: [contact@detroityoungprofessionals.org](mailto:contact@detroityoungprofessionals.org) |  |
| Nextgen Young Professionals of Macomb County | Organizations for young professionals in Macomb County with an emphasis on community service projects. | Macomb County, MI | nextgenmacomb.org | Program Manager, email: [info@nextgenmacomb.org](mailto:info@nextgenmacomb.org) |  |
| Kettering University Outdoors Club | Promotes outdoor activities, the love of nature, and sportsmanship. Club activities consist primarily of trips such as skiing, rock climbing, horseback riding, white-water rafting, and canoeing trips. | Flint, MI | n/a | Ian Welsh, President, email: [wels3404@kettering.edu](mailto:wels3404@kettering.edu) |  |
| **General outdoor recreation** |  |  |  |  |  |
| Summit Sports Outdoors | Outdoor retail store for paddlesports and skiing | Keego Harbor, MI | summitonline.com | Scott Fairty, Director, Office ph: (810) 227-2210, Cell ph: (810) 217-4850, email: [sfairty@skis.com](mailto:sfairty@skis.com) | Called me on 4/1 (got my info from Greg Larson--Confluence Watersports). |
| Cabela's | Outdoor retail store | Dundee, MI | cabelas.com | Chad Andrus, Retail Marketing Manager, Work ph: (734) 529-4715, Cell ph: (517) 605-7656, email: [chad.andrus@cabelas.com](mailto:chad.andrus@cabelas.com) | Met at Outdoorama on 2/24. |
| Michigan Alliance for Environmental and Outdoor Education | Professional association supporting environmental education for youth. Partners on No Child Left Inside and Project WILD, and Detroit Public Schools Math and Science Center to fund workshops in Detroit. | Birmingham, MI | http://www.maeoe.com | Natalie Elkis, President (K-12 Education Specialist, Michigan Project WILD State Coordinator, Salmon in the Classroom Co-Coordinator, DNR), Ph: (517) 373-6919, email: [elkinsn@michigan.gov](mailto:elkinsn@michigan.gov) | Have a list of grant websites for environmental education programs. Also offer mini-grants, particularly for urban environmental education programs (e.g. field trip stipends). Kathleen Dougherty of OCPR did a K-8 Water Education Training (WET) for teachers in Feb. 2012 |
| North Face | Outdoor retail store | Troy, MI | http://www.thenorthface.com/en\_US/our-story/partners/ | Kevin Tourneur, Sales Team Supervisor; Mark Smith, General Manager, Ph: (248) 816-2800 | Spoke with sales supervisor (Kevin) on 3/8. |
| REI | Outdoor retail store | Oakland County, MI (and nationwide) |  | Lynn Degroot, Outreach Manager for the Detroit Area, Ph: (734) 827-1938 | Spoke on 2/20. **Doesn't think they would be interested in partnering.** Most giving done to non-profits, not government agencies. Don't have staff or capacity to do equipment rentals in southeast MI or program development/implementation. Don't sell fishing, archery, or canoeing equipment. |
| Multilakes Sportsmen's Club | Organization promoting and facilitating events and programs geared toward hunters and anglers | Commerce, MI | [www.multilakes.com](http://www.multilakes.com) | Charley Stevens, President, Ph: (248) 542-4773, email: [info@multilakes.com](mailto:info@multilakes.com) | Jeff LaFave (MI Gun Owners) and Rich Delisle (SCI Bowhunters of SE MI) suggested contacting this organization. Ask about their "Women on Target" program. |
| Outdoor Industry Association | Trade association for outdoor recreation industry | nationwide | http://www.outdoorindustry.org/advocacy/youth.html | David Weinstein, Outreach and Advocacy Manager, Ph: (303) 327-3504, email: [dweinstein@outdoorindustry.org](mailto:dweinstein@outdoorindustry.org) | Left voicemail on 3/11. Left another voicemail on 4/3. Did not hear back. |
| The Outdoor Foundation | Established by the Outdoor Industry Assn | nationwide | [www.outdoorfoundation.org](http://www.outdoorfoundation.org/) | Chris Fanning, Executive Director, Ph: (202) 271-3252, email: [cfanning@outdoorfoundation.org](mailto:cfanning@outdoorfoundation.org) | Left voicemail on 3/11. Left another voicemail on 4/3. Did not hear back. |
| Backcountry North | Retail store for kayaking, camping, and hiking. | Birmingham, MI | backcountrytc.com | Rion, Floor Manager, Ph: (248) 885-8750, email: [rion.backcountrynorth@gmail.com](mailto:rion.backcountrynorth@gmail.com) | Left message on 2/21. Spoke on 3/12. Told to email Rion (floor manager) for contacts with equipment manufacturers. |
| Dick's Sporting Goods | Camping, hiking, hunting, shooting, fishing, paddlesports, winter sports | Bloomfield, MI (and nationwide) |  | Colleen Wilson (Corporate office), Ph: (800) 690-7655; Rob Thaqi (Bloomfield, MI), Manager, Ph: (248) 456-1806 | Spoke with colleague on 2/19. Left voicemail for Colleen Wilson on 3/8. Did not hear back. Donation request—www.dickssportinggoods.com (bottom of page—link to “About Us”—left-hand side “Sponsorship and Donations”). |
| Shooter's Service ltd | Gun and archery dealer | Livonia, MI | https://www.shootersservice.com | Roger Little, Owner, Ph: (734) 525-1136 |  |
| The Sportsman Cave | Sporting goods store for archery, camping, fishing, hunting, shooting gear | Rochester, MI | http://www.sportsmanscave.com | Manager, email: [Customerservice@sportsmanscave.com](mailto:Customerservice@sportsmanscave.com) |  |
| Rick's Sports | Sporting good store for hunting, fishing, firearms, and crossbows | Monroe, MI | http://rickssportsonline.com/ | Manager, Ph: (734) 242-0774, email: [rickssports@att.net](mailto:rickssports@att.net) |  |
| 3-R's Tackle Manufacturing | Fishing tackle manufacturer | Southfield, MI | http://www.3rstackle.com/ | Manager, Ph: (248) 353-4994, email: [3rstackle@ameritech.net](mailto:3rstackle@ameritech.net) |  |
| Orvis Retail Store | Fly fishing equipment retailer | Royal Oak, MI | http://www.orvis.com/royaloak | Manager, Ph: (248) 542-5700 |  |
| Eppinger | Fishing lure manufacturer | Dearborn, MI | http://www.eppinger.net/cgi-bin/index.pl?fs=1&mp=1&init=1 | Manager, Ph: (888) 771-8277 |  |
| Target Sport Shooting | Shooting sports retailer | Royal Oak and Orchard Lake, MI | http://www.targetsportshooting.com/ | Manager (Royal Oak), Ph: (248) 549-2122; Manager (Orchard Lake), Ph: (248) 683-3333 |  |
| Willow Winds | Private outfitter offering traditional skills workshops, classes, and demonstrations | Mikado, MI | [www.jmwillowwinds.com](http://www.jmwillowwinds.com/) | Jim Miller, President, Ph: (989) 736-3487 | Met at Outdoorama on 2/24. Emailed on 2/27 requesting interview. Did not hear back. He indicated the best time to call is either 9:30am or 9:30pm. |
| DNR Extension in Oakland County |  |  |  | Gary Williams, Program Coordinator, Ph: (313) 494-4884, email: [will1009@msu.edu](mailto:will1009@msu.edu) | Got contact info from Ray Rustem. Spoke several times but he did not have time for an interview. Try contacting him again when the project gets underway. |
| Michigan Recreation and Park Association | Provides advocacy and resources to Michigan's parks and recreation professionals, agencies, and vendors. | Okemos, MI | http://www.mrpaonline.org/Resources/Partnering-for-Parks | Ann Conklin, Chief Operating Officer, Ph: (517) 485-9888 |  |
| The Collaborative Group | Organization for entrepreneurs in southeast Michigan for the purpose of improving greater Detroit | Birmingham, MI | http://www.collaborativegroup.org/activities-events-ph-initiatives.php | President, Ph: (248) 633-2288, email: [info@collaborativegroup.org](mailto:info@collaborativegroup.org) |  |
| Sportpersons Ministries International | Organization offering outdoor events with a ministry focus. | Grand Rapids, MI | [www.spi-int.org](http://www.spi-int.org/) | Maury De Young, Executive Director, Work ph: (616) 647-9161, Cell ph: (616) 291-4041, email: [mdeyoung@spi-int.org](mailto:mdeyoung@spi-int.org); [office@spi-int.org](mailto:office@spi-int.org) | Met at Outdoorama on 2/24. Emailed requesting interview on 2/27. Did not hear back. |
| Operation Injured Soldiers | Partners with corporations to secure funding for outdoor trips for wounded veterans. | South Lyon, MI | [www.injuredsoldiers.org](http://www.injuredsoldiers.org/) | Alan Hogan, Director of Hunting/Board member, Cell ph: (810) 515-4136, email: [ahogan@injuredsoldiers.org](mailto:ahogan@injuredsoldiers.org) | Met at Outdoorama on 2/24. Emailed requesting interview on 2/27. He is very interested in this partnership opportunity and we exchanged a few emails trying to set up an interview, but I did not hear back from him prior to the completion of this report. |
| **Geo caching** |  |  |  |  |  |
| Oakland University Geocaching Club |  | Oakland County, MI | [www.facebook.com/groups/OUGEO](http://www.facebook.com/groups/OUGEO) | Contact via Facebook page |  |
| Michigan Geocaching Organization | Promotes the sport of Geocaching in Michigan by organizing events | Bellevue, Michigan | [www.mi-geocaching.org](http://www.mi-geocaching.org) | Doug Vandenberg, Regional Vice President, Southeast Michigan Chapter, Ph: (877) 644-6669 |  |
| **Community groups** |  |  |  |  |  |
| Asian Center of Southeast Michigan | Serving the Asian American community in southeast Michigan since 2009. | Southfield, MI | http://asiancentersemi.org | Dr. Janilla Lee, Executive Director, no phone or email, use webform to send message: <http://asiancentersemi.org/contact/> |  |
| Catholic Social Services of Oakland County | Offers community services, including: adoption and foster care, counseling and substance abuse, prenatal and parenting education, self-sufficiency/life skills, and Hispanic outreach. | Oakland County, MI | [www.cssoc.org](http://www.cssoc.org) | Luz Gayon-Telleria, Director of Hispanic Outreach Services, Ph: (248) 338-4250 x 3703 |  |
| Greater Pontiac Community Coalition | Community groups and businesses whose mission is to bring about needed individual, social and institutional change in order to strengthen the community. | Pontiac, MI | http://greaterpontiaccommunitycoalition.org | President, Ph: (248) 335-8740 |  |
| Latin Americans for Social and Economic Development (LA SED) | Serving Hispanics and residents of southwest Michigan since 1969. Has partnered with Summit Sports Outdoors on youth programs. | Detroit, MI | lasedinc.org | Youth Center Manager, Ph: (313) 841-1419; Senior Center Manager, Ph: (313) 841-8840 |  |
| Michigan Chinese Women Association | Dedicated to uniting Chinese women in Michigan through community services, charities, educational seminars and cultural activities. | statewide | micwa.org | Lisa Hou, President, email: [lisahou@micwa.org](mailto:lisahou@micwa.org) |  |
| Oakland Family Services | Dedicated to strengthening families in southeastern Michigan. OFS offers services in behavioral health, geriatrics, and services in early childhood including early childhood education, parent support services and programs for families with children with disabilities. | Pontiac, MI | oaklandfamilyservices.org | Michael S. Earl, President/CEO, Ph: (248) 858-7766, email: [info@ofsfamily.org](mailto:info@ofsfamily.org) |  |
| The Salvation Army | Serves those in need in the Detroit area | Detroit, MI and nationwide | [www.salvationarmyusa.org](http://www.salvationarmyusa.org) | Outreach Manager, Ph: (313) 849-4177 |  |
| United Way for Southeastern Michigan | Aimed at improving communities in southeast Michigan | Detroit, MI | uwsem.org | President or Program Coordinator, Ph: (313) 266-9200 |  |

**Appendix C: Boys and Girls Clubs of Southeastern Michigan’s list of 2013 partners**

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| Academy of Detroit[[3]](#footnote-3)\*  Academy of Oak Park\*  Academy of Warren[[4]](#footnote-4)\*  Afterschool Alliance  AkzoNobel Coatings, Inc.  The Allstate Foundation |
| Allstate Insurance – Thea Collins Agency |
| **Ally Bank[[5]](#footnote-5)♣**  **Alpha Kappa Alpha Sorority, Inc. – Lambda Pi Omega Chapter** |
| American Red Cross – Detroit Chapter  American Youth Football & Cheer\*  America’s Promise Alliance  Amerisure Insurance Companies  Ann Arbor Optimists Club  **Arts League of Michigan**  Auburn Hills Chamber of Commerce |
| Auburn Hills City Council |
| Auburn Hills Community Development Department |
| Auburn Hills Fire Department |
| Auburn Hills Police Department |
| Auburn Hills Public Safety Department |
| Auburn Hills Recreation Department |
| Auburn Hills Senior Citizens Department |
| Avondale Academy |
| Avondale School District |
| Avondale Youth Assistance |
| Baker College of Auburn Hills  Banana Republic (Gap, Inc.)  Barber Middle School\*  Bates Academy\*  Beckham Academy\*  Beer Middle School\* |
| Belleville Chamber of Commerce |
| Belleville Police Department  Ben Ross Academy\*  B.E.S.T. Academy\*  **Black Family Development**\*  Blue Cross Blue Shield of Michigan |
| Boys & Girls Clubs – Michigan Alliance  Boys & Girls Clubs of America  Bradford Academy\*  Brenda Scott Middle School\*  Brewer Elementary School\*  Budco  Canterbury Village |
| CARE (Community Assessment Referral Education) |
| Casa Maria |
| Catholic Social Services of Wayne County |
| **Central Detroit Optimists Club**  **Central Collegiate High School**  Challah for Hunger – U of M Chapter  Charles Drew Middle School\* |
| Charter Township of Orion  Child Care Coordinating Council (Washtenaw County Regional 4C) |
| Children’s Hospital of Michigan |
| Chippewa Valley Coalition for Youth & Families |
| Chippewa Valley Schools |
| City Attorneys of Auburn Hills |
| City of Pontiac School District  City of Romulus  City Year  Clark Middle School\* |
| Coca-Cola (Tri-State Bottlers)  **Cody High School Academies**  Colin Powell Academy\* |
| **Comcast Cable**  Comerica, Inc.  Connor Creek East Academy\*  Corporation for National & Community Service (AmeriCorps) |
| Creative Breakthroughs, Inc.  Crescent Wood Elementary School\*  Crockett Technical High School\* |
| CVS Stores  David Ellis Academy\*  Davis Aerospace High School\*  Delta Tau Delta Fraternity of U of M  Delta Upsilon Fraternity of U of M  Delux Tents and Events  Detroit Academy of Arts & Science\*  Detroit Athletic Club (DAC) |
| Detroit Cristo Rey High School  Detroit Edison Public School Academy\*  Detroit Enterprise Academy\*  Detroit Giants Athletic Organization\*  Detroit Goodfellows  Detroit Health Department |
| Detroit Industrial School |
| Detroit Justice Department |
| **Detroit Lions**  Detroit Mayor’s Office - Detroit Youth Violence Prevention Initiative[[6]](#footnote-6)\*  Detroit Merit Academy\*  **Detroit Parent Network**\*  Detroit Pistons |
| Detroit Police Department – Eastern District\*  Detroit Police Department – Gang Enforcement Unit |
| **Detroit Premier Academy**  **Detroit Public Schools**  Detroit Recreation Department  Detroit Red Wings  Detroit STARS Athletic Association\*  Dollar General\* |
| Domino’s Pizza  **Don Bosco Hall**  Dove Academy of Detroit\*  Drusilla Farwell Middle School\*  DTE Energy/DTE Energy Foundation  Duke Ellington Conservatory School\*  **Durfee Middle School** |
| Early Elementary School-W. Bloomfield  Eastern Michigan University – The Business Side of Youth  Eastern Michigan University – College of Social Work  Eastern Michigan University – **Department of Diversity and Community Involvement – VISION Volunteer Center**  **Eastside Hawkeyes, Inc.\***  Eaton Academy\*  Edwin Denby High School\*  Emagine Theatres |
| **Fairlane Town Center**  Ferndale High School\*  Fight Crime: Invest in Kids – MI Chapter  Fisher Magnet Lower Academy\*  Fisher Magnet Upper Academy\*  Focus: HOPE  Fort Campbell High School\*  FSN Detroit (FOX Sports Network) |
| Gardener’s Choice |
| Girl Scouts of Southeastern Michigan  GM-UAW Human Resources Center |
| Google – Ann Arbor  Grandparents As Parents  Grandparents Raising Grandchildren – Macomb County  **The Greening of Detroit**\*  Growing Hope  Hamtramck Public Schools  Hanstein Elementary School\*  Harper Woods High School\*  Havenwyck Hospital  **Health Alliance Plan**  Heilmann Park Middle School\*  Henry Ford Academy\*  **Henry Ford Health System/Henry Ford Hospital**  Highland Park Arts & Culture Commission |
| Highland Park Business Association |
| Highland Park Public Schools |
| **HOPSports**  HP Devco, Inc.  Indianwood Golf and Country Club |
| Inkster Valley Golf Course |
| Inter-Agency Council |
| JAR Development Co.  jcpenney Afterschool  John King Academy\*  Kelly Middle School\*  KeyBank – Ann Arbor  The Kresge Foundation\*  Kroger’s of Ann Arbor |
| Lake Orion Police Department |
| Lake Orion Review  L’Anse Cruese Middle School\* |
| Leonardo’s Restaurant  Lincoln Consolidated Schools  Lincoln Middle School\*  **Local Initiative Support Corporation (LISC) [[7]](#footnote-7)♣** |
| Macomb County Mom’s Club |
| Macomb Intermediate School District  Macomb Sheriff’s Department  **Major League Baseball** |
| Manpower, Inc. of SE Michigan  Marcus Garvey Academy\*  Marquette Elementary School\*  Mason Elementary School\*  The Matrix Center\*  Matrix Human Services  Meadowbrook Hall  Mentoring Youth Network (Pulaski K-8 School Chapter)  MGM Grand Detroit |
| MGM Resorts Foundation  Michigan Collegiate Academy\* |
| Michigan Department of Human Services  Michigan Math & Science Academy\*  Michigan’s Children |
| Michigan Works!  Microsoft |
| Motawi Tileworks  Motor City Baptist Church  NAACP – Eastern MI University Chapter  **National Football League (NFL)**  **NFL Charities**  Neighborhood Service Organization\*  New Beginning Church\*  Nolan Middle School\*  Nolan Preparatory School\* |
| Noon Optimists Club of Auburn Hills  Norman Rockwell Academy[[8]](#footnote-8)\*  Northend-Osborn Youth Development Collaborative\* |
| North Oakland Community Coalition |
| Oakland Center |
| Oakland County Health Department |
| Oakland County Sheriff’s Department |
| Oakland University  Oakwood Middle School\*  OmniCare |
| Orion Area Chamber of Commerce |
| Orion Township Parks & Recreation  Osborn High School Academies\*  Osborn Neighborhood Alliance\* |
| Our Lady of Guadalupe  PACE Academy\*  Palace Sports & Entertainment  Parcells Middle School\*  Party City  Payless Shoes\*  Pershing High School\* |
| Pistons Palace Foundation  **Pitney Bowes Foundation**  Plymouth Education Center\*  PNC  Pop Warner Little Scholars Athletic Program (Detroit Knights and Detroit Hurricanes Football Leagues)\* |
| Premier Youth Athletics\*  Princess Laura Cruises |
| Public Service Credit Union  Ralph J. Bunche Academy\* |
| **Rent-A-Center**  Robson’s Greenhouse |
| Romulus Cable |
| Romulus Community Schools |
| Romulus Fire Department |
| Romulus Police Department |
| Romulus Recreation Department |
| Romulus Roman Paper |
| Romulus Rotary |
| Rose of Sharon Church of God in Christ  Roseville High School\*  Ross Hill Academy\*  Safe House Center |
| The Salvation Army of Washtenaw County – Staples Family Center  The Salvation Army – Ypsilanti Corps Samaritan Center – Detroit\*  Sam’s Club  School District of the City of Pontiac  Shelby Community Foundation |
| Shelby Township Parks & Recreation |
| Shelby Township Police  Sherrill Elementary School\*  **The Skillman Foundation - Good Neighborhood Initiative (Chadsey/ Condon, Cody/Rouge and Osborn Neighborhoods)\***  SOS Community Services  Southfield-Lathrup Academy\*  South Lake Middle School\* |
| Southwest Detroit Recreation League |
| Southwest Solutions |
| Sphinx Organization |
| Staples |
| State Farm Insurance – Jackie Davis Agency |
| **St. Cecilia Catholic Church & School[[9]](#footnote-9)♣**  St. Joseph-Mercy Health System  Sterling Heights Police  Sterling Heights-Utica-Shelby Township Chamber of Commerce |
| Tempus Business Networking Group  **Think Detroit - PAL**  Timbuktu Academy of Science & Technology\*  Tim Horton’s Donuts  **Toyota Financial Services**  Trix Elementary-Middle School\*  Turning Point Academy\* |
| UCAT (Utica Community Action Team)  **United Way for Southeastern Michigan**  United Way of Washtenaw County  University of Michigan – Division of Student Affairs  University of Michigan – Ginsberg Center  University of Michigan – National Society of Collegiate Scholars  University of Michigan – School of Dentistry (Dental Hygiene Program)  University Preparatory School\*  U.S. Department of Agriculture |
| U.S. Department of Justice – Bureau of Justice Administration, Office of Justice Programs (OJP)  U.S. Department of Justice – Office of Juvenile Justice & Delinquency Prevention (OJJDP)  **U.S. Marshals Service – Detroit Office**\*  Utica Community Schools  Utica-Shelby Rotary Club |
| Van Buren Public Schools |
| Van Buren Transportation Department  VIEW (Volunteers Involved Every Week) |
| **Voyager Academy** |
| Walton Charter Academy  Warren Woods-Tower High School\* |
| Washtenaw Alliance for Children and Youth  Washtenaw County Juvenile Court  Washtenaw County Sheriff’s Department  Waterford Academy |
| Wayne County Executive Offices  Wayne County Prosecutor’s Office  Wayne County Sheriff’s Department\* |
| **Wayne State University - College of Education**  Wayne State University - College of Nursing  Weed & Seed of Highland Park  Weed & Seed – Northwest Detroit |
| White Elementary School\*  Willow Run School District  Will Rogers School of Pontiac  Winans Academy\*  Woodward Academy\*  Wyandot Middle School\*  The Youth Connection\*  Youth Development Commission\*  YouthVille Detroit  Ypsilanti Park & Recreation Department  Ypsilanti School District |
| Zeta Phi Beta Sorority |
| ZOE (Parent Volunteer Group) |

**Appendix D: Distribution of minority populations[[10]](#footnote-10) in southeast Michigan, 2010**



1. The Boy Scouts, 4-H, Michigan DNR, SCI SE Michigan Bowhunters Chapter, Summit Sports Outdoors. [↑](#footnote-ref-1)
2. Categorized according to areas of focus (e.g. fishing). Those interviewed are highlighted in yellow. An Excel spreadsheet version is also available. [↑](#footnote-ref-2)
3. \* A Holden Club Project STARS Partner [↑](#footnote-ref-3)
4. [↑](#footnote-ref-4)
5. ♣ Dauch Campus and Diehl Club Partners represented by boldface type [↑](#footnote-ref-5)
6. \* A Holden Club Project STARS Partner [↑](#footnote-ref-6)
7. ♣ Dauch Campus and Diehl Club Partners represented by boldface type [↑](#footnote-ref-7)
8. \* A Holden Club Project STARS Partner [↑](#footnote-ref-8)
9. ♣ Dauch Campus and Diehl Club Partners represented by boldface type [↑](#footnote-ref-9)
10. Minority populations are those that do not identify as “non-Hispanic, White.” [↑](#footnote-ref-10)