

# BUILDING PARTNERSHIP CAPACITY



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US Army Corps  
of Engineers®



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# How Do I Start a New Partnership?

- There are no easy solutions or simple Standard Operating Procedures for starting partnerships.
- Finding partners and managing partners takes WORK!
- You will face challenges, roadblocks, and hang-ups; you may start 10 conversations with potential partners before you find a good fit.
- Don't get overwhelmed, just choose one idea at a time to focus on.
- Be persistent and don't give up because the reward is worth the struggle.





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# Internal Capacity Building



- The Corps' Culture
  1. By nature, we try to control everything... we need to loosen up!
  2. Embrace private/public partnerships
  3. Does your supervisor/OPM embrace partnerships?
  
- Integrate into NRM Business Lines
  1. Build relationships internally with Office of Counsel, Real Estate, Resource Management, Planning, and Operations early in the process
  2. Strengthen interagency relationships
  3. Share and replicate ideas from other projects, districts, and divisions.
  
- Training
  1. NRM Gateway as an up-to-date resource
  2. Partnership webinars, Public Lands Alliance, Partners Outdoors, PROSPECT 328
  3. Best practice sharing



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# General Questions to Ask

4



1. What do you need from your partner/what do they need from you?
2. What is your potential partner's sustainability?
3. What is their reputation or standing in the community?
4. What are your respective expectations about time commitment?
5. Where can you be flexible with your needs to meet a potential partner in the middle?
6. What happens if you can't work it out?
7. What questions does your potential partner have for you?







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# Community Engagement

- Local chamber of commerce or visitor bureau
- Local trade unions (carpenters, plumbers, steel workers, electricians, concrete, welders, etc.)
- Volunteers and people who use the parks
- Community civic organizations 
- Current national partners – list on NRM Gateway
- Tradeshows, conventions...where people with similar interests gather
- Cooperative extension agencies
- Non-profits or for-profits in the area 
- Businesses within 50-100 miles of your project
- Who I know or someone I know who might know someone (network). Invite 10 people to invite 10 friends/partners each





# Community Engagement: Philpott Lake & SAW



- **Philpott Lake partnership open house**

- Brainstormed potential partners and sent invitation to community organizations
- Format/Style: Presentation of partnership authorities with open discussion afterwards
- Representatives from state and local governments, Virginia Tech and Ferrum College, local businesses and nonprofits attended
- Many entities interested in working with us... just want to know what projects we have on the horizon
- Lessons learned: Might be good to have a project brainstorming activity, and/or facilitated Q&A session with pre-planned questions or prompts. Follow up with participants with a list of upcoming projects.

- **SAW Rangers to the Corps podcast series:**

Formal Partnerships and Their Benefits

<https://podcasts.apple.com/us/podcast/rangers-to-the-corps-formal-partnerships-and/id1692785190?i=1000631523866>

All About Volunteering

<https://podcasts.apple.com/us/podcast/rangers-to-the-corps-all-about-volunteering/id1692785190?i=1000638992479>

Apple Podcasts Preview



**Rangers to the Corps- Formal Partnerships and Their Benefits**  
[Rangers to the Corps](#)

News

[Listen on Apple Podcasts](#)

This month we are discussing formal partnerships, their benefits for all parties involved, and how we make them happen. Thanks for listening!

PLAY ▶



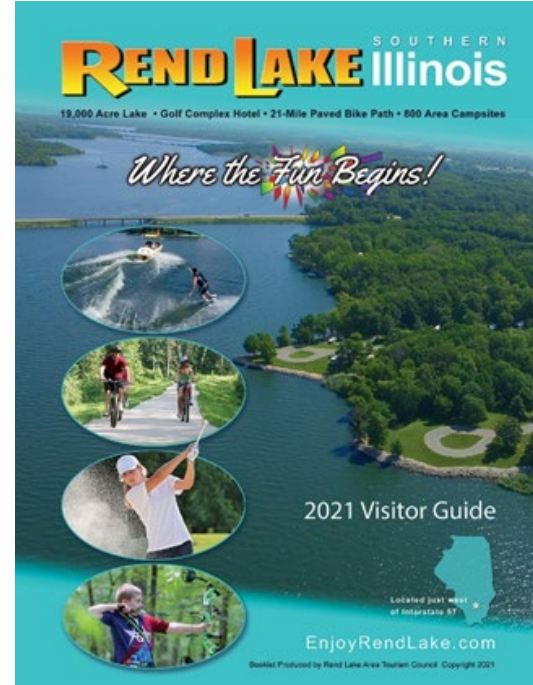
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# Community Engagement Success Story



## Rend Lake Area Tourism Council

- Formed in 2013 to promote the Rend Lake area
- Provides a benefit of over \$90K annually
- Create and manage the following advertising avenues
  - EnjoyRendLake.com & RendLake.com
  - Annual Rend Lake Visitor Guide & RLAs
  - Television commercials & billboards
  - Set up booths at local sport shows



2019 Rend Lake Area *Visitor Guide*

Reach potential visitors to the Rend Lake area. This 48-page booklet will be packed with information about Rend Lake area and the Franklin County area.

**Distribution**

- Illinois Tourist Information Centers
- The St. Louis Boat & Sports Show
- The St. Louis Golf Expo
- Corps of Engineers Visitor Center
- Southern Illinois Made Expo
- Hunting & Fishing Days
- The Chicago Boat & Sport Show
- Additional Midwest Shows
- The Visitor Guide will also be available for download on EnjoyRendLake.com.

**Let visitors know about your business!**

Be a part of this full color publication promoting area attractions and events!

	Full Page	Half Page	Quarter Page	Eighth Page
	1875	1495	1295	1145

NOTE: All Ads in Full Color / Deadline for ad reservations November 5, 2017  
Ad copy deadline is November 12, 2017

for information contact the Brittany Gresham at (618) 924-1972

This publication is a promotional project of Rend Lake Area Tourism Council.

## Partnering With RLATC

- Contract for the National Scholastic 3-D Archery (S3DA) Tournament 2022-2025
- Brought 1200-1500 Participants to Rend Lake
- Participants came from over 30 states/countries
- Benefiting the local economy \$3-4 million annually





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# Community Engagement Success Story

<https://www.facebook.com/SloanImplement/videos/10155230644959613/>



**Okaw Valley School District (2016 EIP Award winners): Lake Shelbyville**

- Partners/Sponsors:
  - FFA
  - Sloan/John Deere
  - Shelby County State Bank
  - Rural King, Inc
  - Farmweeknow.com
  - National Wild Turkey Fed.
  - Monsanto
  - Pheasants Forever
  - Van Horn, Inc.
  - Agri-Fab, Inc.
  - Barker Implement
  - Illinois DNR
  - Dupont Pioneer
  - International Paper
  - Lakeland College Engineering
  - Millikin University



## Donations

- Chrome books (computers)
- Trail cameras
- Farm equipment, tractors, sprayers
- Seed and herbicide
- Chain saws, trimmers
- Food
- Weather station



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# Telling the Economic Story: VTN, BEA



## VALUE TO THE NATION FAST FACTS

### USACE RECREATION 2023 LAKE REPORT Raystown Lake

Natural and recreational resources at USACE lakes provide social, economic and environmental benefits for all Americans. The following information highlights some of the benefits related to USACE's role in managing natural and recreational resources in Raystown Lake.

#### LAKE DESCRIPTION

**Project Name:** Raystown Lake  
**USACE District:** Baltimore  
**USACE Division:** North Atlantic  
**State:** Pennsylvania  
**Watershed:** Susquehanna

#### SOCIAL BENEFITS

##### Facilities in FY 2023

- 43 recreation areas
- 204 picnic sites
- 717 camping sites
- 14 playgrounds
- 6 swimming areas
- 32 trails
- 72 trail miles
- 4 fishing docks and piers
- 11 boat ramps
- 1,311 marina slips

##### Visits (person-days/nights) in FY 2023

- 1,204,697 in total
- 209,628 picnickers
- 313,135 campers/overnight visitors
- 341,888 swimmers
- 188,793 walkers/hikers/joggers
- 271,843 boaters
- 191,475 sightseers
- 139,984 anglers
- 39,287 special event attendees
- 48,872 others

##### Benefits in Perspective

By providing opportunities for active recreation, USACE lakes help combat one of the most significant of the nation's health problems: lack of physical activity.

Recreational programs and activities at USACE lakes also help strengthen family ties and friendships; provide opportunities for children to develop personal skills, social values, and self-esteem; and increase water safety.

##### Public Outreach in FY 2023

- 17,390 public outreach contacts

#### ECONOMIC BENEFITS

##### Economic Data in FY 2023

- Visitation per year resulted in:
- \$ 62,701,032 in visitor spending within 30 miles of the USACE lake
  - \$ 36,882,269 in sales within 30 miles of the USACE lake
  - 393 jobs within 30 miles of the USACE lake
  - \$ 11,141,606 in labor income within 30 miles of the USACE lake
  - \$ 17,733,459 in value added within 30 miles of the USACE lake
  - \$ 11,319,428 in National Economic Development Benefits

With multiplier effects, visitor trip spending resulted in:

- \$ 56,077,627 in total sales
- 519 jobs
- \$ 17,261,112 in labor income
- \$ 27,241,992 in value added (wages & salaries, payroll benefits, profits, rents, and indirect business taxes)

##### Benefits in Perspective

The money spent by visitors to USACE lakes on trip expenses adds to the local and national economies by supporting jobs and generating income. Visitor spending represents a sizable component of the economy in many communities around USACE lakes. Price level is 2023.

[How these numbers were calculated.](#)

#### ENVIRONMENTAL BENEFITS

##### Resources in FY 2023

- 20,229 land acres
- 8,300 water acres
- 118 shoreline miles

##### Benefits in Perspective

Recreation experiences increase motivation to learn more about the environment; understanding and awareness of environmental issues; and sensitivity to the environment.



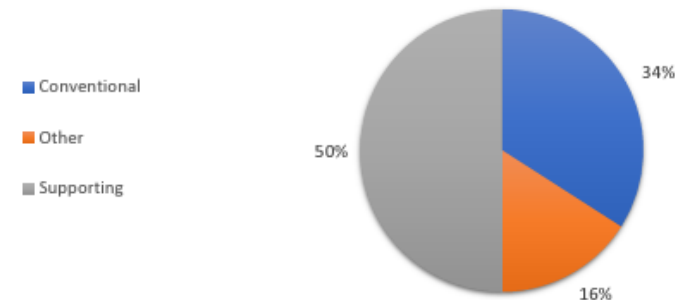
## 2022—Texas

Value added [gross domestic product]		Employment		Compensation	
ORSA total	Share of state	ORSA total	Share of state	ORSA total	Share of state
\$47.6 billion	2.0%	387,951 jobs	2.8%	\$19.3 billion	1.7%

### Value Added by Select ORSA Activity [Thousands of dollars]

Activity	2020	2021	2022	State rank
RVing	2,190,021	3,387,907	3,633,169	2
Boating / fishing	2,723,481	2,049,189	2,065,463	3
Hunting / shooting / trapping	1,002,860	1,119,108	1,213,678	1
Motorcycling / ATVing	505,091	777,263	877,389	3
Equestrian	492,513	479,796	493,934	2
Recreational flying	205,754	276,588	481,303	1
Climbing / hiking / tent camping	322,421	333,639	417,950	2
Snow activities	89,050	104,434	165,074	12
Bicycling	78,355	91,553	93,574	9

### Value-Added Composition of Outdoor Recreation Activities



**Conventional ORSA** activities include traditional outdoor activities, such as camping, hiking, boating, and hunting.

**Other ORSA** activities include those that take place outside, such as gardening and outdoor concerts.

**Supporting ORSA** activities are those that contribute to the core activities and include such things as construction, travel and tourism, local trips, and government expenditures.





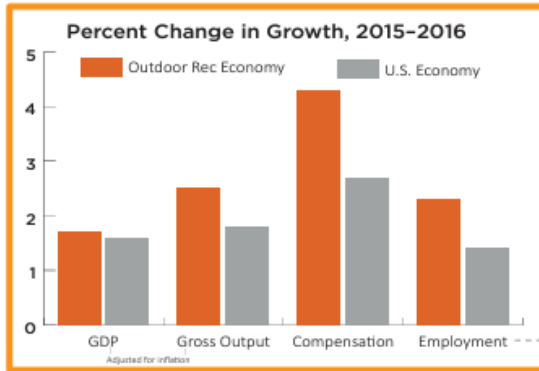
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# How Big is the *Outdoor Recreation* Economy?

**\$412 billion** of U.S. GDP in 2016  
→ or 2.2% of the economy

Outdoor recreation GDP measures the value of production within the United States



### How Do We View Outdoor Rec?

- By activity, including *core* activities like boating, bicycling, and hunting; and *supporting* activities, such as construction, travel, and government spending
- By U.S. industry

**\$228 billion** in sales generated by **travel and tourism** related to outdoor rec

**4.6 million** people employed in outdoor rec

### Tell Me More

- Measures** the size of the outdoor recreation economy and the link between outdoor recreation and the broader U.S. economy
- Helps you** understand and informs decision-making by policymakers, businesspeople, and managers of public lands and waters
- Created** by the Outdoor Recreation Jobs and Economic Impact Act of 2016

### Activities

**\$38.2 B**  
Boating/Fishing

**\$30.8 B**  
RVing

**\$27.5 B**  
Guided Tours/  
Outfitted Travel

**\$19.5 B**  
Motorcycling  
/ATVing

**\$14.5 B**  
Hunting/Shooting/  
Trapping

**\$11.1 B**  
Equestrian

**\$10.6 B**  
Snow Activities

**\$7.8 B**  
Climbing/Hiking/  
Tent Camping

**\$3.5 B**  
Bicycling

Explore more activity categories at [bea.gov](http://bea.gov)  
Activities are measured by gross output, essentially sales or receipts

### What's Included in Output by Activity?



U.S. goods and services related to an activity, such as biking



The Bureau of Economic Analysis is the world's trusted, impartial source of comprehensive data about the U.S. economy. BEA's economic statistics, free and accessible to all, inform decision making by businesses, entrepreneurs, consumers and governments.

[bea.gov/data/special-topics/outdoor-recreation](http://bea.gov/data/special-topics/outdoor-recreation)

@BEA\_News

# Developing and Sustaining

- ❖ Formal agreements
- ❖ Make it work attitude to get over hurdles
- ❖ Honor commitments – long term trust always wins in building partnerships
- ❖ Invite other partners if possible – it can help both parties
- ❖ Find wins – even if small and celebrate them
- ❖ Have fun!





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# When Partnerships Don't Work Out

- ❖ Watch out for red flags
  - ❖ Relationships become strained
  - ❖ Partners lose or shift interest
- ❖ Some roadblocks cannot be overcome
- ❖ The Office of NO - leadership may decide the partnership isn't in the project's best interest, or OC may determine its not legal

## Strategies

- ❖ Change of personnel if relationships are breaking down
- ❖ Change the scope- scale back
- ❖ Is there another way to go about accomplishing your goals? (Leases, licenses, special use permits, etc.)
- ❖ Reach out to your PAC to troubleshoot
- ❖ Stay positive and stick with it or move onto another partnership avenue.

