

# PARTNERSHIPS

***Partnership = two or more separate entities who receive mutual benefit from supporting the goal and aspirations of the other. (Always willing to let your partner take a bow).***

## **What does GGNRA want to achieve through park partnerships**

- Support, compliment and reinforce NPS identity, goals and values through visitor programs
- Rehabilitate and maintain historic resources for public use and benefit
- Outreach to diverse and underserved communities

## **What is a park partner?**

- Park partners are organizations, businesses, and individuals, operating within and off the GGNRA, whose services and activities are consistent with and further NPS mission, values and the goals of the park GMP.

## **Who is a park partner?**

- Parks Conservancy
- Cooperative Agreement Holders, Lessees, Concessionaires, and other agreement holders, and Permittees
- Organizations and individuals who utilize and protect park resources and provide visitor experiences
- Cooperating government agencies (federal, state, county, city, and local)

## **GMP to identify criteria/factors for developing implementing new partnerships:**

- That are consistent with and promote NPS identity, mission, goals, and values
- That promote a diversity of partnerships in size, range of visitor services/experiences, ability to outreach to under represented groups
- That are sustainable, economically secure, that represent best value, best fit for the NPS and visitor services

## **Sample Evaluation Criteria for prospective partnerships and partner programs:**

- Supports and is consistent with NPS mission, values and park GMP goals
- Contribute to visitor experience by engaging visitors with the park, its resources, and the NPS identity
- Facilitates and preserves GGNRA historic and landmark cultural resources
- Leverages private funding for each \$ public investment
- Promotes an emotional connection between park visitors and the park
- Preserve, protects, restores, rehabilitates the historic cultural resources and natural resources in the park and educates the public regarding these resources
- Offers not for profit or public benefiting activities and services consistent
- Promotes economic, social, environmental sustainability

- Contributes to the cultural history and significance of the Golden Gate and Bay Area
- Is an innovative use of park resources and/or an activity/service of national significance
- Contributes to the research and science objectives of NPS and the park GMP

### **What visitor experiences do we look to partnerships to deliver?**

- Partnerships do more than just occupy/preserve structures, Not just a landlord/tenant or bricks & mortar relationship
- Provide a programmatic fit and acknowledgment of NPS identity. Willingness to reinforce the NPS identity, in programs and services (“Logo soup” may be a small price to pay for the services partners provide.)
- Encourage diversity of scale of partners, their programs and services to better serve the a diverse and changing demographic of the visiting public
- Promote both large and small organizations operating both on and off the park to achieve a range of services and costs
- Provide guided or “enabled” experiences that complement NPS interpretative programs
- Visitor experiences and services should promote NPS values, mission and GMP goals
- Programs and services make an emotional connection between partner clients and the NPS; Make people feel welcome to the Park

### **Framework for Partnerships/NPS Relationship:**

- Partners to implement best management practices including sustainability/green business practices/NPS values in partner programs)
- Pre-existing partners – Need to periodically revisit the partnership during the term of the agreement to renew programmatic goals and consistency with NPS values (NPS and partners reevaluate programs periodically)
- NPS has much to learn from the partners – NPS to incorporate operating principles and organizational lessons from our partners
- Better communication between NPS and partners during projects and the life of the agreements
- Define Partners contribution to the park other than financial
- Distinguish partnerships from other business relationships i.e. residential/commercial tenants, and other resident stakeholders.
- NPS as landlord versus co-partner people’s agent - a since we don’t have NPS takes on both roles with our partners
- NPS and the partners should better cooperate in the development of supporting infrastructure and other partner project improvements in order to best utilize available resources (historic structures)
- Ensure that the partners reflect a diverse balance of large and small organizations with the capability of being successful and long term contributors to the park context

### **Partnership Guidance:**

- NPS must clarify for prospective partners what we expect prior to entering into agreements, and during term of the agreement (resources, values, experiences)

- Together with existing partnerships we will develop process evaluate and incorporate NPS identity, programs and values within the partners programs
- NPS must provide the resources to actively participate in the planning of our park partner projects.
- Partnerships must protect park resources while facilitating partner programs and historic rehabilitation and other improvements

**Need for partnerships will persist into the future:**

- There will always be a need for historic preservation (adaptive use)
- An evolving, large, dynamic urban population requires the park to engage, understand and deliver experiences
- There will always be a need to preserve undeveloped land/ open space
- In 10-15 years, the steady erosion of support for the NPS may come home. Next generations are not "on board" with the NPS unlike the Baby Boom.

GMP alternatives may identify types of partnerships most desired: marine, historical...

Define shared tenancy:

- programmatic fit
- signage fit
- identity fit

Need to professionalize Business program. Build capacity and/or reorganize, with the assistance of the partners.

Professionalize the landlord-tenant relationship, but distinguish from the partner relationship.

**Next steps:**

Review criteria, resources needed for management, and notes with Senior Management  
Hold a special session to review the GMP concepts/alternatives with partners

June 13, 2007

# IDENTITY

## Goal:

GGNRA will provide leadership in conveying, implementing, and evaluating high quality and innovative programs and materials that help park visitors to access the full meaning and contemporary relevance of the resources of this extraordinary national park.

## What defines the identity of the GGNRA as a national park?

- Our mosaic of outstanding natural and cultural resources
- Our T&E species and their supporting habitat
- NPS and conservancy Stewardship, preservation, conservation practices
- Branding and signing including printed media materials including Parks Conservancy/Schwab swag
- Uniformed presence; public contact with a ranger in uniform
- Tradition of excellence
- Partner programs that promote the NPS mission and values

## What is the challenge to identifying the GGNRA as a national park?

- How does the park serve as a primary resource for education, entertainment, nourishment, inspiration and lifelong learning in the service of preserving the GGNRA's natural and cultural resources for future generations
- GGNRA as a national recreation area may not have a clear public identity as compared to other national park units known for their outstanding scenic and natural resources
- Because of this lack of identity with the national park system, it is difficult to promote behavior constant with expectations for a national park and build community support.
- However, GGNRA in its role as an outstanding recreational resource in the San Francisco Bay Area is recognized for its open space, recreational, and cultural opportunities
- Improve communication of the GGNRA's identity as a national park through our programs and initiatives
- To support our identity as a national park through the programs, services, and branding and marketing efforts of our park partners, while not diluting our messaging

## How do we strengthen the GGNRA's identity as a national park to the community?

- Instill the sense of wonderment with the park's natural resources through outreach, education and site stewardship to educate park visitors to the NPS values in the landscape and distinguish the national park service approach to land stewardship; provide outdoor recreational opportunities that will lead to a more profound connection to the GGNRA's outstanding natural and scenic resources

- GGNRA should dedicate through the GMP process the appropriate resources necessary during the Centennial Challenge and beyond, to promote the identity of the GGNRA as a part of the national park system
- All NPS employees and volunteers should celebrate and incorporate NPS core values in their work
- Partnership programs should reflect and promote the NPS mission, values, and identity
- NPS should Incorporate identity standards into partner agreements
- Improve opportunities to experience the park and its resources for youth with diverse geographic, cultural, and economic backgrounds
- Research and target audiences to include new and underserved visitor groups
- Improve the presence of GGNRA and its rangers in the community which is critical to communicating the NPS identity and park mission (e.g. integrate NPS resources into school and college curriculum, onsite presentations, etc.)
- Implement place based learning into NPS and partner programs.
- Make NPS archives more accessible to the public through interpretation, new media and support of research, staff and materials resources
- Improve outreach to a broad range of community groups, youth programs, churches, schools, social services, etc. to assist with outreach, education and recruitment (e.g. Americorps, MCC, Jobcorps, etc.)
- Utilize new media to reach out to a broad local and distant audiences - use multi-media , print, internet and new technologies to improve park identity and to inform
- Ensure identity and informational services are available in multiple languages
- Become knowledgeable of changing demographics
- Collaborate with media to improve identity
- Incorporate identity in all education programs
- Hire someone to do marketing and branding of identity

### **Benefits of effective identity**

- Public will understand that Golden Gate is a national park
- National parks are an American idea to preserve natural and cultural resources for future generations and to the world
- Park values, stories, management policies relevant to our lives
- Understand how national parks differ (or similar) to open space, city parks, forests, other public lands, etc.
- Golden Gate's connection with icon parks like Yosemite and Yellowstone

### **Identity Goals:**

- Identity as open space in the midst of urban environment. Use as a platform to strengthen identity.
- Continue to develop standardized signage and graphics that can be adapted based on location
- Meet public expectations for high quality facilities, services, including clean restrooms and clear "wayfinding"

- Have the volunteer uniforms show NPS identity
- Partner programs should acknowledge/recognize national park identity
- Encourage NPS arrowhead, and other forms, in content
- Provide a contemporary parallel to the “historic” campfire interactive experience – stories, presentation/media
- Embed the park image and identity into the community (e.g. remote community trailheads)
- Use media more effectively – multilingual public service announcements on television, utilize Internet, get into ethnic media
- Communicate NPS role in resource protection – emphasize stewardship, protecting T&E species, clean water
- Park messages – communicate a sense of welcome, stewardship, recognize diversity of behaviors in different cultures and classes
- Increase visitor contact with park representative – every visitor gets a personal greeting – ranger, volunteer, staff... (Portland example)
- Better orientation and signage for the park on local and regional transit
- Better integration of park planning into regional planning, e.g. SF Watershed, Pacifica

Compatibility of partnerships with the GMP CK

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