

## Elements of effective public-private partnerships

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Not all public-private partnerships are the same, but many successful partnerships share elements of the PG County – Corvias partnership. Therefore, this case study demonstrates the strategies that governments can use to develop public-private partnerships.

Details in Table 1 show the many program elements that contributed to making the PG County- Corvias partnership attractive to businesses, public officials and citizens. Both the public and private entities needed incentives to participate. The decision by the county government to impose a fee only became acceptable once they had enough program elements in place to ensure a beneficial social impact. Similarly, the business partner was attracted by elements that suggested profit potential and other benefits.

Governments can encourage business participation by demonstrating a willingness to 1) lower barriers to entry, 2) minimize costs of doing business, and 3) generate a steady income stream (e.g., by imposing fees). The government agencies can get more per dollar spent by removing barriers that create inefficiencies or hinder innovation.

**Table 1. Incentives that enabled the PG County - Corvias public-private partnership by target sector**

Incentive Target	Program incentives	Example from PG County – Corvias partnership
Private Business Sector	Profit potential high due to dedicated funding stream & steady demand for services	PG County collects stormwater fee and must invest funds in restoration
	Regulatory ease / costly barriers removed	Permitting was streamlined; Institutions with potential for substantial impact were given extra incentives
Private Citizens	Aesthetic & community benefits	Improved property values & amenities
	Political acceptability of fee is enhanced by offering flexibility in how to comply	Landholders can avoid part of the fee by doing their own restoration; cost-sharing and technical help provided (CB Trust)
Public / Social Impact	Jobs	Corvias required to buy 40% locally (labor and inputs); Results in more local economic impacts and jobs
	Business development	To meet 40% goal, Corvias conducts business mentorship and training
	Equity	Minority-owned business is private partner
	Environmental literacy	Schools host projects to meet County goals and kids get hands-on environmental experience