

# Building for Tomorrow, Today

## Draft Parks and Recreation Strategic Action Plan: 2008-2012

### ABOUT THE SEATTLE PARKS STRATEGIC ACTION PLAN

Seattle Parks and Recreation has developed a draft Strategic Action Plan (Plan) to establish a vision and guide decisions over the next five years. Public and staff participation are integral parts of this process to ensure the Plan reflects the needs of the Seattle community.

### PROCESS TO DATE

In November and December 2007, Parks and Recreation conducted its first round of public engagement about the draft Plan. Over 600 people attended 35 public meetings and 1,904 people responded to an online and paper survey. Parks and Recreation has incorporated the feedback received into the draft Strategic Action Plan. Input received at these meetings is available at [www.seattle.gov/parks](http://www.seattle.gov/parks).

Inside is a guide that identifies where key themes from public comments are addressed in the draft Plan.

### HOW TO READ THE SEATTLE PARKS AND RECREATION STRATEGIC ACTION PLAN

#### Vision, Mission, and Values

The vision, mission, and values statements provide the framework for the draft Strategic Action Plan. These statements can be refined or changed over time to ensure they continue to meet the needs of the community.

**Vision.** The Vision Statement provides an idealized description of what the public finds important about Parks and Recreation and wants to strive towards.

**Mission.** The Mission Statement articulates Parks and Recreation's fundamental purpose and provides a roadmap for how the Department will achieve its vision.

**Values.** Values are qualities that represent the public and Parks and Recreation's highest priorities and deeply held beliefs.

#### Goal, Strategic Initiative, Action Strategy, and Task

The draft Plan is comprised of six goals, each with its own set of strategic initiatives, action strategies, and tasks. The Plan proceeds from a general to detailed level: strategic initiatives describe higher level objectives and tasks outline very specific action steps. For example:

**GOAL I.** Goals are areas where Parks and Recreation will focus over the five-year planning period. The draft Plan's goals are complementary and support the overall vision, mission, and values. There are a total of six goals in the draft Plan (labeled I to VI).

**A. Strategic Initiatives** are specific topics within each goal that Parks and Recreation will focus on to achieve that particular goal. There are four to six strategic initiatives within each goal (labeled A to F).

**1. Action Strategies** are the specific steps Parks and Recreation will take to accomplish the strategic initiatives and goals. For the final plan, action strategies will be SMART (specific, measurable, action-orientated, realistic, and time stamped) and provide clear direction on what needs to be accomplished within the five-year planning period. There are two to seven action strategies under each strategic initiative (numbered one to seven).

**i. Tasks** are more detailed assignments with action strategies. Tasks are also SMART. Tasks are numbered i through viii. Not every action strategy has a task.

#### Elements of the Final Strategic Action Plan

In addition to the Plan elements listed above, the Final Strategic Action Plan will also identify a concrete timeline and additional resources needed to accomplish the Plan's Goals.



# Where to Find Your Questions and Com

The following two pages list the issues most mentioned during the first round of public outreach and direct the reader to where those issues are addressed in the draft Strategic Action Plan. This is not a comprehensive summary of all public feedback, rather, this is intended to help readers easily find in the Plan the issues most commonly identified by the public. Some feedback was general and incorporated at the goal level, while other more specific feedback has been turned into Tasks. Many of the public comments were developed into strategies in multiple goals.

Frequent public comment has been categorized into the five following general topics organized as follows:

**Comment:** Indicates a frequently made comment at a public meeting or in survey

*Addressed in:* Locates the comment in the draft Strategic Action Plan. Each location is shown as follows: Goal Number, Action Strategy Letter (A-F), and when appropriate Action Strategies and Tasks. For example, Goal 1, Strategic Initiative A, Action Strategy 1, Task i would be listed as Goal I.A.1.i.

## ***Balance Open Space and Active Space***

---

**Comment:** Acquire and protect more open, "passive use," green space in the City

*Addressed In:* Goal I.A.1-4

**Comment:** Finish the Olmsted Plan

*Addressed In:* Goal I.C.1-3

**Comment:** Fund and implement the Skatepark Plan

*Addressed In:* Goal II.A.6

**Comment:** Acquire and develop more active recreation facilities (including, pools and sports fields)

*Addressed In:* Goal II.A.5

## ***Improve Public Engagement***

---

**Comment:** Work to build and maintain trusting, strong relationships with the community

*Addressed In:* Goal III (the entire goal is dedicated to this purpose, more specific public engagement comments are addressed below)

**Comment:** Improve marketing of Parks and Recreation's facilities, programs and services

*Addressed In:* Goal II.A.3.i; and Goal III.B.1 & 2

**Comment:** Increase transparency and communicate better about how decisions are made

*Addressed In:* Goal III.D.2 & 3; and Goal VI.E.1

**Comment:** Find more creative ways to obtain public input

*Addressed In:* Goal III.A.1; and Goal III.D.3

**Comment:** Improve the website

*Addressed In:* Goal III.B.3; and Goal III.D.2

**Comment:** Support and coordinate volunteer efforts better

*Addressed In:* Goal I.D.1 & 2; Goal II.D.3; Goal II.E.3; Goal III.C.1-6

# Comments in the Draft Strategic Action Plan

## ***Ensure access for all Seattle residents, regardless of language barriers or income***

**Comment:** Work for equity in the distribution of Parks and Recreation open spaces, parks, and facilities

*Addressed In:* Goal I.A.2-4

**Comment:** Do not increase user fees for programs, services or facilities

*Addressed In:* Goal VI.E.1 & 2

**Comment:** Improve public transportation linkages with parks and facilities

*Addressed In:* Goal I.E.1

## ***Become a leader in environmental sustainability***

**Comment:** Plant and maintain more native species and habitat and reduce invasive species in parks and open spaces

*Addressed In:* Goal I.B.1-3; and Goal I.D.1-3

**Comment:** Engage in more sustainable and environmental park and facilities maintenance

*Addressed In:* Goal IV.D.1-7

**Comment:** Educate and engage Seattle's citizens in environmental issues

*Addressed In:* Goal I.B.3; Goal II.B.3; and Goal II.D.1-3

## ***Other***

**Comment:** Ensure sufficient funding for Parks and Recreation priorities

*Addressed In:* Goal I.D.2; Goal I.F.1; Goal II.A.6; and Goal VI.C.3

**Comment:** Improve maintenance and up-keep of land and facilities

*Addressed In:* All of Goal V, with specific examples in Strategic Initiative A and C

**Comment:** Improve facility scheduling

*Addressed In:* Goal VI.D.4

**Comment:** Strengthen partnerships with the Seattle Public School District, Seattle Public Utilities, Seattle Department of Transportation, and other City departments

*Addressed In:* Goal I.B.1 & 3; Goal I.D.1; Goal I.F.3-5; Goal II.B.3; Goal IV.E.3; and Goal VI.C.3

**Comment:** Increase safety of Parks and Recreation parks and facilities

*Addressed In:* Goal I.F.1 & 6; and Goal IV.C

**Comment:** Facilitate health and fitness within the community, improve and increase related programs and services

*Addressed In:* Goal II.A; Goal II.D.1; and Goal II.E.4

**Comment:** Update programs and services to reflect the city's diversity and changing demographics

*Addressed In:* Goal II.C.3; and Goal II.E

# Schedule & Opportunities to Comment

## PROCESS GOING FORWARD

In April, Parks and Recreation is going back out to the public to solicit more feedback on the revised draft Strategic Action Plan via 35 community meetings. The public input, along with staff comments, received will be incorporated into the Final Strategic Action Plan, scheduled for completion in Summer 2008.

## HOW TO COMMENT

There are several ways you can share your feedback on the draft Strategic Action Plan with Parks and Recreation:

- Attend one of more than 30 community meetings across the City
- Visit the Parks and Recreation website at <http://www.seattle.gov/parks> to read the draft Plan and fill out an online comment form
- Email your comments to [parksplan@seattle.gov](mailto:parksplan@seattle.gov)
- Call Parks and Recreation at (206) 684-4075

Public comment is due April 30, 2008.

## SCHEDULE (AS OF MARCH 2008)

Parks and Recreation is developing the Plan in two phases. In the first phase, Parks and Recreation assessed its strengths, challenges, opportunities, and threats and next steps for action. In Phase 2, Parks and Recreation is developing implementable, time-bound goals, and action strategies to guide decision-making and identify its priorities.

