

PDOC/Park Board Joint Meeting | July 16, 2019
Windowpane Exercise, Cont'd | 7:30 PM - 8:15 PM

To continue and build on the conversation PDOC and the Park Board started at the June 24 meeting about SPR's Strategic Plan, SPR staff will facilitate a longer session focused on continuing to build out the "windowpane." On June 24, the brief discussion focused on two topics: context informing the Strategic Plan and strategies to advance SPR's vision over the next 12 years. In preparation for Tuesday's meeting, please review the partially-populated window pane attached to refresh yourselves on the nature of our conversation. On July 16, we will focus on two additional topics to complete the full windowpane: what's working/what we're doing well and what we need more of and we will revisit the strategies.

We will spend 45 minutes at the July 16th joint meeting revisiting our previous discussions and breaking into groups to consider what's currently working in our parks and recreation system and what we need more of. The groups will be asked to consider these questions specifically relating to one of the three context drivers that rose to the top of our last discussion:

- 1) changing demographics and competing interests
- 2) increasing density and associated strain on amenities
- 3) affordability challenges and cost of land an affordability.

In addition to the assigned context driver, each group will also be asked to consider the overarching context of resource limitations and the need to drive toward equity in this exercise.

After small group discussion of these two additional questions, we will review as a group and then will revisit the strategies identified at June 24. The small groups will examine which listed strategies address their assigned context driver with the additional layer of existing strengths and articulated needs and identify new strategies if needed.

We will also be inviting PDOC and Park Board members to identify programs, facilities, and current practices for the "compost bin." A key part of our strategic planning process will be grappling with the tradeoffs inherent to a resource-constrained environment and identifying what we may need to **stop** doing in order to achieve our goals.

We look forward to continuing this discussion with you next week! We will cover all this again at the meeting but wanted to give you information in advance as well.

PDOC & Park Board Joint Meeting | SPR Strategic Plan Discussion

Context	What's Working
<p><i>What are the drivers we should pay attention to in our Strategic Planning effort? (e.g., increased density, Council Districts, etc.)</i></p> <p><i>Below are the context drivers identified at the June meeting.</i></p> <ul style="list-style-type: none"> • Changing demographics & competing interests: population growing, aging, new influx (x3) • Need to be responsive to emerging trends at all ages (pickleball, bike polo, esports, off-leash areas) (x3) • Density: increased demand and strain on amenities (x3) • Cost of land & affordability: acquisition challenges, finite acreage; need to balance open space and housing (x3) • Economic growth: increasing costs/inflation/buying power; Competitive construction environment (x3) • Funding: Need for resources; insufficient park funding to address green space and recreation needs (x2) • Need to refocus investments based on equity (e.g., South Park investment level among 8 community centers) • What we have never goes away • Changing engagement tools/mechanisms • Lack of free time for play • Consequences of wage increases • Safety & liability / risk management • Bureaucratic processes • Homelessness/camping and needles in parks • Philanthropy in Seattle – there are pockets to be tapped 	<p><i>Given context, which SPR services/programs are performing well? (e.g., eliminating drop-in fees has been successful in broadening access)</i></p>
What Do We Need	Priority Strategies
<p><i>How could we better operate given context? (e.g., increase investment in encampment cleanups)</i></p>	<p><i>Given context, what's working, and needs, identify strategies SPR should employ?</i></p> <p><i>Below are the strategies from the joint PDOC/Park Board brainstorming on June 24. Note that these are not prioritized and we will revisit on July 16th.</i></p> <ul style="list-style-type: none"> • Pursue partnerships (x3) <ul style="list-style-type: none"> ○ Corporate, philanthropic (Parks Foundation) – deepen existing partnerships and find new ○ Donors, NGOs, national parks orgs. ○ ARC, Audubon society, others – co-develop initiatives ○ Collaborate with regional partners • Revisit/repurpose existing assets (multifunctional) (x2) • Tap non-traditional funding sources (health care system, developer requirements) (x2) • Build more centers; Address shortage of space for programs at all ages (x2) • Greening connections between parks • Do no harm – keep the land we have • Customer service (at all levels of the organization) • Shift from reactive to proactive • Balance local needs with desire to make SPR spaces and facilities destinations (e.g., roller derby matches can move around among centers) • RSJI funding lens • Community engagement and collaboration • Reach younger population; keep pace with trends • Address transportation/proximity of facilities • Identify and remove barriers for those not currently using SPR services • Dedicated capital replacement line item (\$15 - \$10m – cash financed to avoid debt service) • Solar farm at Magnuson