

Creating a Framework for our Vision *Planning for the Centennial Horizon*

Overview: The Oregon Parks and Recreation Department (OPRD) will reach the centennial milestone in the year 2022. To plan for OPRD's future beyond the centennial horizon, OPRD staff, under direction from the Oregon Parks and Recreation Commission, will develop a framework shaped by an open discussion with Oregonians. Commissioners will use this framework as a foundation to create a strategic vision for OPRD's future. In spring 2008, the commission will be primed to declare their vision for the Oregon Parks and Recreation Department that spans to the centennial horizon and beyond.

Step 1: Background Information for the Framework

In this critical first step, staff will research and compile data to describe OPRD as it currently exists with particular emphasis on: state parks, grants for community parks and heritage programs, heritage conservation, recreation programs, administrative programs and the state fairgrounds. This background data will be used to inform and develop a framework for commissioners to use when they create the long-term vision for OPRD.

The research data will include:

- Mission and mandates that define the role of OPRD (Oregon Constitution, Oregon Revised Statutes, and Oregon Administrative Rules.)
- OPRD goals and objectives (Target 2014, Commission Investment Strategy, Legislative Performance Measures, and Oregon Benchmarks.)
- Existing OPRD organizational structure and roles of visitors, volunteers, staff, external parkland managers, and other partners.
- Existing strategies to fulfill Target 2014 goals (e.g., Statewide Comprehensive Outdoor Recreation Plan, State Trails Plans, Regional Interpretive Framework, Willamette Greenway Parklands Strategy, Ocean Shore Management Plan, Habitat Conservation Plan, OPRD Acquisition Strategy, State Park Master Plans, and Business Plan for State Fair and Expo Center.)

The background information for the framework will describe where we come from and who we are, where OPRD is headed right now, and how we are working together to meet our current targets.

Product: OPRD will provide a background information package prior to the July 12, 2007 commission meeting, using illustrative visual aids to highlight background information for the framework.

Step 2: The Case Statement for the Vision

The main goal in this step is to create the framework to shape the visioning document. The framework will describe existing and potential roles, goals, plans, strategies, and partnerships that can provide the structure to build a future vision for the department. By going out and talking to Oregonians as well as using the background information from Step 1, the framework will evolve. Input will be solicited from the commission, OPRD staff, volunteers, partners, stakeholders and the public. To start this process the following outline can be used to begin developing the framework:

- Describe the foundation for building the vision that is rooted in the mission of OPRD.
- Build supporting structures with potential goals and objectives as well as existing ones that are built on the department's foundation, such as Target 2014 Goals, our 2007 Targets, and the Investment Strategy. The existing and potential goals will provide the background information needed to begin creating the visioning document.
- Envision rooms that act as placeholders for defining how potential goals and objectives can be met. These can include potential new strategies as well as existing strategies, such as SCORP, State Trails Plan, Regional Interpretive Framework, Willamette Greenway Parklands Strategy, Ocean Shore Management Plan, and the OPRD Acquisition Strategy, Oregon Conservation Strategy, Rocky Shores Management Plan, and State Fair Business Plan.
- Delineate potential corridors between the rooms that characterize the relationships between the strategies and describe elements they may have in common. These pathways will help flesh out the framework and can include topics like sustainability, universal access, promoting public health, protecting natural and cultural resources, making places meaningful to visitors, safety and outreach.
- Define the potential construction crew including department and outside "builders" and other resources that we can draw on to assemble the vision for the future.

The upcoming centennial in 2022 will be a key mile stone in OPRD's history. Using this date as a benchmark will give OPRD a focal point around which to build a clear vision of the future. The 2007 framework plan will be the starting point, providing the groundwork that empowers the commission and the department to create a vision for the future.

Product: Staff will produce a case statement of need for the long-range planning effort and will include a proposal for accomplishment of the plan.

Step 3: A Vision for the Centennial Horizon

The commission, supported by OPRD staff, will develop and adopt a *Vision for the Centennial Horizon* document that will set the course for OPRD's future. The framework plan will be a guide as we create vision for the department's centennial celebration and beyond.

Product: Commissioners will declare their collective vision to OPRD's centennial horizon and beyond.

Centennial Horizon

Creating a Framework for the Vision; Oregon Parks and Recreation Department (OPRD)
October, 2007

Emerging Themes for the Framework

With the vision planning study underway, emerging themes and stories are beginning to give us an idea of how the framework might take shape. These preliminary themes will form the clay we can work with as we shape the framework (input will be solicited from the OPRD commission, OPRD staff, volunteers, partners, stakeholders and the public). We need everybody to review these themes, add new themes, clarify emerging ideas and further discuss a future vision. In engaging in this process, we hope to investigate all of the opportunities presented with the goal to bring the best ideas to fruition.

Theme 1: Setting out the Case for the Centennial Horizon

- Changing demographics in Oregon: baby boomers, youth, diversity and health
- Protecting Oregon's natural and cultural heritage on a regional scale
- Oregonians value their leisure time and the outdoors
- Nature deficit disorder: for adults and children alike
- A networked and wired state: delivering useful products with advanced technology
- Oregon's changing climate and adopting a sustainable approach
- How we do business: partners and partnering

Theme 2: Investing in Oregon's future

- What if OPRD sets a new level of excellence in existing parks?
- What if OPRD stabilizes cyclical maintenance funding?
- What if OPRD provides for emerging recreational experiences?
- What if OPRD takes the lead in conserving Oregon's outstanding and significant resources?

Theme 3: Listening to Oregonians, OPRD Staff and all Stakeholders

- Listening to Oregonians; listen to their hopes, fears, and ideas for the future
- Sharing their thoughts with everyone to shape the vision

Theme 4: What We Discussed, What We Heard and What We Shared

- What are the dreams and expectations for 2022 and beyond?
- What role should OPRD play in the lives of Oregonians and visitors from outside of the state?
- What are the concrete actions that OPRD needs to take to begin meeting this vision?

Emerging Vision for the Centennial Horizon Plan

From the above themes, key discussion points are emerging that will shape the *Centennial Horizon Vision*:

- Wise stewardship and sustainability
- Outstanding environmental leadership
- Recreational experience
- Outreach and education
- Professional excellence
- The Centennial Horizon legacy
- Partners and Partnerships
- Projects and Programs