

**“FIVE YEAR VISION”**  
STRATEGIC PLAN 2008 – 2013

**Mission:** Seattle Parks Foundation's mission is to improve and expand Seattle's parks and green spaces.

### **Key Assumptions**

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1. Seattle Parks Foundation's top priority is to deliver on its current promises. Therefore, the Strategic Plan is divided into baseline actions for 2008-2009, and future actions. The baseline actions are those strategies the Parks Foundation must take to fulfill current promises and position itself for future success. Future actions represent potential initiatives that have been identified by Board and staff members, but are beyond the baseline. The level of organizational involvement in future action initiatives will be determined by the Board over time.
2. The Parks Foundation will secure the necessary operating and capital funding to ensure that current promises are kept and to prepare for future park and green space projects and initiatives. Additional annual fund contributions will be needed to implement these baseline strategies.
3. The Parks Foundation will support a park levy.
4. The Parks Foundation will monitor opportunities for major projects and make decisions about involvement in those projects as circumstances dictate.
5. The baseline strategies include actions to position the Parks Foundation for the next major capital campaign.

### **Project Initiatives**

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#### **I. Complete Lake Union Park**

##### ***Baseline Actions during 2008-2009***

1. Participate in history trail final design and oversight of Phase II park construction through 2010. This assumes that construction will begin in July 2008, and be completed in 2010.
2. Resolve any outstanding issues with respect to Lake Union Park tenants and partners: The Center for Wooden Boats, MOHAI, NW Seaport, and United Indians of All Tribes Foundation.
3. Establish an oversight structure to ensure proper maintenance of the park after completion.
4. Take advantage of opportunities to engage donors and celebrate project milestones, including the 2010 grand opening.
5. Advocate for full implementation of the Mercer/Valley agreement. In 2008 – 2009 this will require supporting a City strategy to fund the street improvements. In 2010-2012 this will require coordinating completion and use of Lake Union Park with Mercer/Valley construction.

##### ***Future Actions 2010-2013***

N/A

## **II. Bands of Green**

### ***Baseline Actions during 2008-2009***

#### **1. Cheshiahud Lake Union Loop:**

- a) Participate with other stakeholders in the development of a comprehensive design and work plan for implementation of the Loop.
- b) Advocate for City actions and funding to complete the Lake Union Loop.
- c) Participate in the Lake Union Loop working group to organize work parties, raise funds and oversee project implementation.
- d) Complete Waterway 18 fundraising and management of shoreline project.
- e) Create a work plan to evaluate opportunities to create other street-end and waterway parks to enhance the Lake Union Loop.

#### **2. Lake-to-Bay Trail:**

- a) Convene an initial meeting of likely interested parties.
- b) Depending on the outcome of the meeting(s), work to obtain a multi-year grant to underwrite staffing and consultants to coordinate research and complete a work product.

#### **3. Bands of Green Vision:**

- a) Advocate for City actions, including potential allocations of funding from the King County Parks levy, to implement other elements of Bands of Green, including the Duwamish River open space system.
- b) Develop a work plan to prioritize the Parks Foundation's advocacy and funding activities.
- c) Work with neighboring municipalities, state government, and statewide park and conservation organizations in cooperative park-related efforts. (Examples could include Duwamish River connection, Mountains-to-Sound Greenway, as well as Highway 520 Expansion, and Highway 99 viaduct solutions.)

### ***Future Actions 2010-2013***

#### **1. Lake-to-Bay Trail:**

- a) Work with partners to create a vision and design for the trail.
- b) Work with other stakeholders to advocate for completion of the trail.
- c) Ensure a collaborative structure and work plan to implement the project.

## **III. Expand and Improve Parks and Green Spaces Throughout the City**

### ***Baseline Actions during 2008-2009***

#### **1. Neighborhood Projects:**

- a) Clearly define the different roles the Parks Foundation is prepared to play to implement neighborhood projects (e.g., project lead, fiscal sponsor, etc.) and the resource requirements of each role.
- b) Refine the criteria and process for selecting the neighborhood projects the Parks Foundation will undertake.
- c) Implement two to three neighborhood projects per year.
- d) Create partnerships with neighborhood sponsors.
- e) Maintain the Tree Program and Bench Program.

#### **2. Underserved Urban Village Park Program:**

- a) Evaluate Seattle Parks and Recreation's gap analysis.
- b) Identify opportunities to develop parks in urban village neighborhoods.

### **3. Reservoir Lids:**

- a) Advocate for park levy funding to construct new parks on reservoir lids.

### **4. Gray-to-Green Program at School Properties:**

- a) Advocate for public policies and programs to ensure that good opportunities to create needed parks on school properties are not lost.
- b) Evaluate project opportunities and determine role for the Parks Foundation.
- c) Work to secure additional State appropriations for this purpose.

## ***Future Actions 2010-2013***

### **1. Neighborhood Projects:**

- a) Expand the program to complete more neighborhood projects each year.
- b) Expand the Tree Program and Bench Program.
- c) Raise funds needed to support program expansion(s).
- d) Advocate for increasing the urban canopy across the city.

### **2. Underserved Urban Village Park Program:**

- a) Develop strategies to create parks in underserved urban villages through the Transfer of Development Rights (TDRs), development agreements, and/or changes in City land use regulations.
- b) Advocate for implementation of the strategies by the appropriate partners.

### **3. Reservoir Lids:**

- a) If advocacy is successful, consider role of the Parks Foundation in raising funds for enhancements to parks design and construction.
- b) Advocate for park use of any reservoir properties to be decommissioned (i.e., Roosevelt).

### **4. Gray-to-Green Program at School Sites:**

- a) Create a vision for establishing a Seattle Parks Foundation Gray-to-Green program, including funding criteria and desired level of effort.
- b) Establish partnerships with School District and neighborhood organizations.
- c) Raise funds as needed to complete selected projects.

### **5. Surplus School Property:**

- a) Identify park opportunities at current surplus school sites; monitor school district decisions to surplus additional schools; determine appropriate role for the Parks Foundation.
- b) Pursue partnerships with community organizations responsible for redevelopment of surplus school sites – depending on decisions about the Parks Foundation's role.
- c) Explore creative financing strategies to develop parks at surplus school sites.

### **6. Develop Parks/Green Spaces/Trails on Land Owned by Other Public Agencies:**

- a) Work with other public entities to determine the inventory of potential opportunities. Agencies such as: Port of Seattle, Seattle Public Utilities, Washington State Department of Natural Resources, Seattle Housing Authority, Army Corps of Engineers, Seattle Department of Transportation, etc.
- b) Analyze opportunities to use properties identified in the inventory to pursue Seattle Parks Foundation program objectives.
- c) Determine appropriate role for the Parks Foundation.
- d) Pursue partnerships with other public agencies – depending on decisions about organizational role.

## **7. Seattle Center:**

- a) Explore partnership with Seattle Center to create additional green space in conjunction with development of the Lake-to-Bay Trail.

## **IV. Create a Major Park on the Waterfront**

### ***Baseline Actions during 2008-2009***

1. Monitor decisions by City & State regarding disposition of the viaduct, transportation solutions through the corridor, and the design of proposed solutions.

### ***Future Actions 2010-2013***

1. Advocate for the creation of an excellent park design and adequate public funding to build and maintain a great park on the waterfront.

## **V. Support a Park Levy**

### ***Baseline Actions during 2008-2009***

1. Advocate for development of a package of park, recreation and open space projects as a park levy to be placed on the ballot.
2. Determine the appropriate role for the Parks Foundation based upon the outcome of current work by the Parks and Green Spaces Levy Citizen Advisory Committee.

### ***Future Actions 2010-2013***

N/A

## **Capacity Building Initiatives**

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### **I. Board Development & Governance**

#### ***Baseline Actions during 2008-2009***

1. The Board Operations Committee will review the current structure of Board committees and create a plan for Board standing and ad hoc committees that supports the implementation of the strategic plan. (Note: The structure needs to accommodate timely decision making about involvement in new projects, increasing the level of annual fund contribution, and increased marketing and outreach activities). An Advocacy Committee will be created to lead the advocacy actions in the Strategic Plan consistent with the roles identified during the Board's planning retreat.
2. The Board Operations Committee will identify needed skills and viewpoints; create a recruitment plan; conduct targeted recruitment to address ethnic, age and business diversity and to position the Parks Foundation to expand its fundraising program; provide orientation for new members; plan and schedule Board retreats; and conduct Board self-evaluations.
3. The Strategic Planning Committee will oversee implementation and annual review; update the plan with Board approval as circumstances warrant.

### ***Future Actions 2010-2013***

1. Conduct an annual review and update the Board committee structure as needed.

## **II. Marketing Outreach**

### ***Baseline Actions during 2008-2009***

1. Create an ad hoc Messaging Task Force to explore issues regarding messaging, branding, and outreach. The goal of any recommendations should be to increase the visibility of the Parks Foundation in the broader community, supporting development and partnership activities. The Task Force report will be submitted to the Board by September, 2008.
2. Create and implement a Communications Plan.
3. Identify opportunities to increase public awareness of the Parks Foundation as baseline projects are completed.

### ***Future Actions 2010-2013***

1. Expand on-line presence through links, social networking sites, and the "Resource" section of the Web page.

## **III. Fundraising**

### ***Baseline Actions during 2008-2009***

1. Increase annual fund contributions in fiscal year 2009.
2. Develop a strategy for converting capital campaign donors to annual donors.
3. Raise sufficient capital funds during the next two years to implement baseline strategies.
4. Develop a planned giving campaign to be launched in 2009.
5. Begin planning the first annual "Celebrate Seattle's Parks" event for 2010.
6. Create a strategy for reaching more small contributors.

### ***Future Actions 2010-2013***

1. Annually establish and maintain a capital campaign fundraising goal and structure after deciding which new project(s) to support.

## **IV. Project Evaluation**

### ***Baseline Actions during 2008-2009***

1. Create a system for evaluating the success of parks projects funded by the Parks Foundation over time.

### ***Future Actions 2010-2013***

N/A