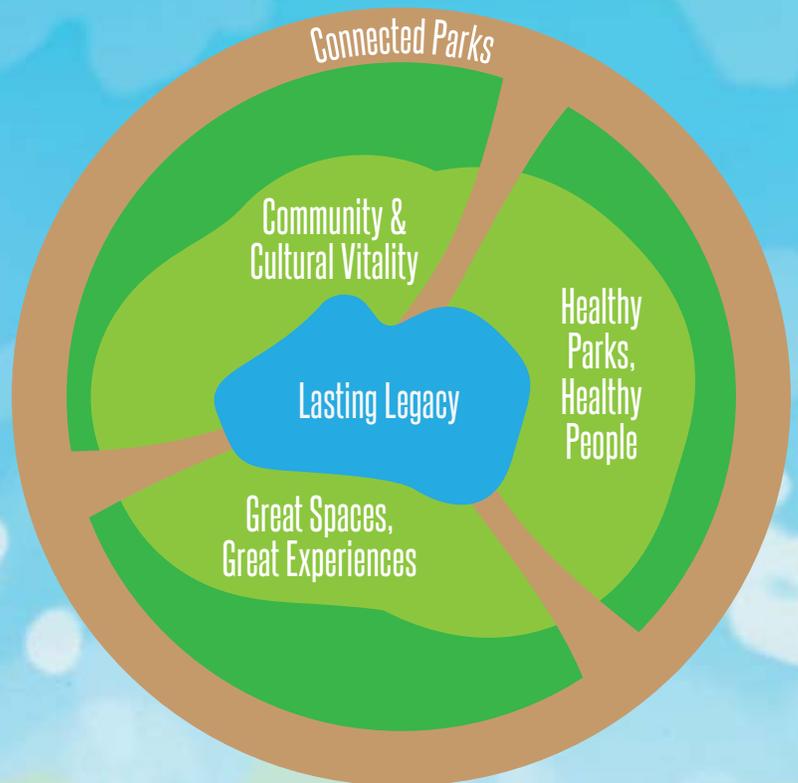


Parks to People: Exceptional places and experiences in everyday lives

Background. This strategic plan has been based on extensive research at the local, state, and national level. We've looked at demographics, projected growth, recreation trends and certainly attitudes and use of our park system. A number of research documents and reports support this plan including two key reports developed for and with the Iowa Parks Foundation, the Governor's Green Ribbon Commission and the Iowa Department of Natural Resources: Research and Trends, and the State of Our Parks.

Vision. People want ready access to park experiences as a baseline for their physical and mental health. This plan launches an ambitious vision of connecting people to communities and each other through parks and trails as part of their daily living.



As you can see from the transect below, Iowa's parks and trails landscape provides critical connections. Our public health and economic vitality depend on our ability to bring together urban and rural, agriculture and industry, people and nature. Consequently, the five strategic directions outlined here work as a *fully integrated system*. We achieve great spaces and experiences, community and cultural vitality, healthy parks and people – through a well-connected park and trail system built to last and well-supported not just for today, but for the future.



We link parks and trails to each other, to people and communities – accomplished through an ongoing regional planning process.



We create appropriate, dynamic facilities to support new partnerships in programming based on what the present and future park users want and need.



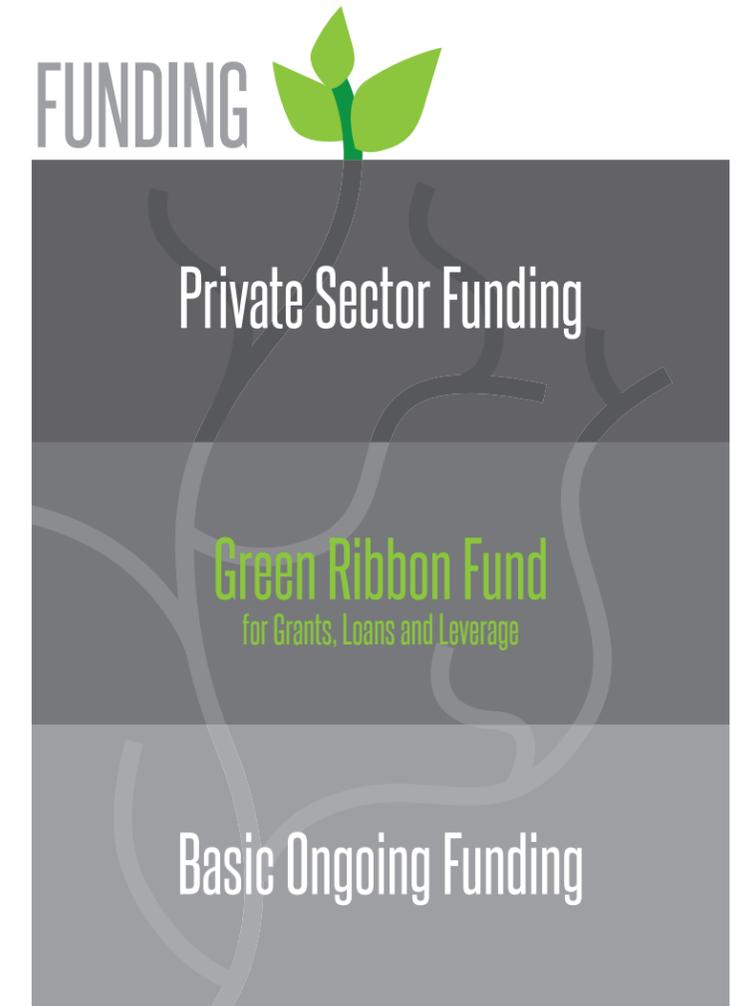
We take full advantage of our parks as tourist attractions, as places for major events and cultural celebrations, as galleries for the arts, and as educators in science, nature, history and the arts. We celebrate the Centennial of our parks system in 2020 with distinction.



We showcase the best of Iowa in our parks, improving water quality, reclaiming natural resources, and building state-of-the-art facilities that honor past traditions. We promote public health through outdoor/sports and community programs.



We enhance the ability of the Iowa Parks Foundation and parks agencies to carry out the work here. We take public-private partnerships to a new level through varied but secure funding sources, enriched technical support (from advisory to on-the-ground tactical), thoughtful advocacy, and the means for ongoing innovations and planning.



21st Century Park System Mission:

To connect Iowans to the outdoors for natural resource protection, recreation, economic vitality, community building, health and happiness.



Top Ten To-Do's and Who Makes This Happen

1 Grow Basic Agency Support

- Policy makers
- GRC and IPF advocacy

5 Kick-off 2020 Promotion

- Parks Coalition

2 Strengthen Iowa Parks Foundation

- IPF leadership
- policy maker support

6 Secure Green Ribbon Fund

- Policy makers
- GRC and IPF advocacy
- Other support

3 Launch First Regional Plan

- IPF facilitates - Parks Coalition

4 Secure Showcase Project(s) & Partner(s)*

- IPF
- Corporate partners

7 Build User Database

- IPF facilitates - Parks Coalition

8 Keep Projects Coming

- IPF facilitates
- Local/corporate partners
- Parks Coalition

9 Celebrate 2020

- Parks Coalition
- Iowans

10 Return To Step 8



Vision: Parks to People

Exceptional Places
and Experiences in
Everyday Lives

*A 21st Century Park System
Strategic Plan for Iowa*

About this report

The Governor's Green Ribbon Commission, the Iowa Department of Natural Resources, and the Iowa Parks Foundation – working together and with many stakeholders – arrived at this visionary—even revolutionary—direction. Their vision is based on a comprehensive review of our current park system, a rich understanding of its history, and a commitment to bold leadership – echoing the Iowa experience of nearly a century ago, when our state park system led the nation.

The Governor recognized that to make strides in community building, economic vitality and public health, the state would need a business-like proposal to address parks and recreation needs for all Iowans in this century. He appointed the Green Ribbon Commission to work in tandem with the Iowa Parks Foundation, the Iowa Department of Natural Resources and many others to craft a plan that would offer astounding results – based on achievable, affordable, practical means.

As IPF, GRC, and IDNR started down this path, they recognized the critical importance of the county conservation system. And while that system has proved highly successful, it also needs ongoing and increasing support as the 21st Century Vision calls for the increased collaboration of state and county parks. At the same time, parks at any level with ecological significance need advocacy and support.

This plan delivers by:

- **Employing public-private partnerships and grassroots support,**
- **Strengthening a new private partner for parks across the state (the Iowa Parks Foundation - IPF)**
- **Locating dependable funding strategies**
- **Leveraging local planning**
- **Letting current and future park users help define Iowa's parks for the future**
- **Recognizing the critical importance of the county conservation and state park systems continuing to work powerfully together**

Iowa is preparing to celebrate its park system's 2020 centennial. With those preparations as a springboard, the work of these many partners will take us to a 21st Century Park System of vision and substance, **of Parks to People, of Exceptional Places and Experiences in Everyday Lives** – making the lives of Iowans not so every-day after all.

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Glossary

CCB – County Conservation Boards

CCC – Civilian Conservation Corps

DOE – Department of Education

DOT – Department of Transportation

GRC – Governor’s Green Ribbon Commission

Green Ribbon Parks – Parks of significance due to their natural or cultural resources, built environment, recreation amenities or some other factor.

IDNR – Iowa Department of Natural Resources

IDPH – Iowa Department of Public Health

INHF – Iowa Natural Heritage Foundation

IPF – Iowa Parks Foundation

IPRA – Iowa Parks and Rec Association

IWiLL – Iowa’s Water and Land Legacy

KIB – Keep Iowa Beautiful

PC – **Parks Coalition:** IPF, GRC, CCBs, IDNR, IPRA, Friends’ Groups, INHF, KIB, Healthiest State Initiative and other non-profits, agencies, businesses/foundations, communities and others dedicated to collaboration on behalf of parks, trails, and their many benefits.

WMA – Watershed Management Authorities

PUBLIC-PRIVATE FUNDING



DEPENDABLE FUNDING FOR
BASIC PARK INFRASTRUCTURE
AND OPERATIONS

This graphic illustrates the potential of a strong 21st Century Park System to achieve and integrate a series of benefits for all of Iowa: enriching options for public health, building communities, and advancing the state's capacity to attract and keep top quality employers and meaningful jobs. As we craft a system that delivers "exceptional places and experiences in everyday lives," we reap all of these benefits and more.

Preamble

The vision and strategies documented here are rooted in the transformative legacy of the park system established nearly one hundred years ago, before any other state, and influencing parks across the nation. A quarter century after that, Iowa again proved its leadership mettle by creating the county park system, another national first.

Mission of the 21st Century Iowa Park System

To connect Iowans to the outdoors

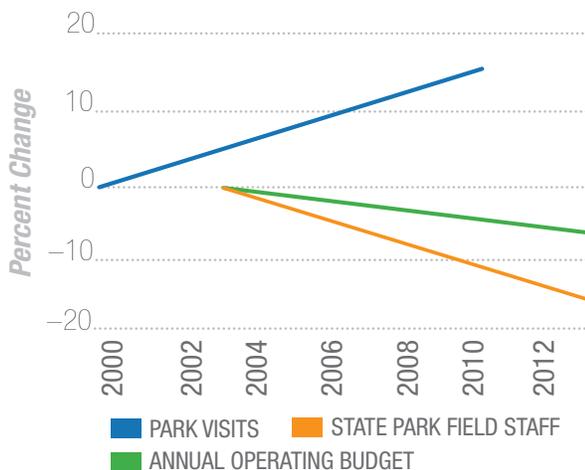
for natural resource protection, recreation, economic vitality, community building, health and happiness.

In this new century, state and county parks will physically connect and collaborate to maximize existing resources. The system will strengthen local and far-flung communities of people; stimulate improvements in public health; raise the bar for park experiences and tourism spending; and become showcases for managing water, natural resources, and energy use. Scenery will be stunning, facilities state-of-the-art, and instantly-accessible information will open the door to hundreds of experiences: from high adventure and taking in other cultures, to quiet relaxation and a favorite fishing hole or cabin. These, of course, are places where people create lasting family memories and generation-spanning traditions.

This new park system won't just wait for visitors to arrive—with its bold vision, it truly brings “Parks to People.”

Parks to People: Exceptional Places and Experiences in Everyday Lives

Iowa's dedicated park staff embodies the spirit of Iowa State Parks: meeting ever-increasing public needs in an ever-challenging environment. Often prone to flooding, facing challenges with natural resources, and a budget in decline for a decade or more, park staff and the system still persevere.



As this trends graph illustrates, if nothing changes, the state park system will fall short in serving a growing, more diverse population and dealing with encroaching development, deferred repairs, and changing weather. And as go its parks, so goes the state. Public health, economic vitality, and vital natural resources all hinge on the ability of our parks system to serve people, communities, and to make connections. We must reverse these trends; this document shows us how.

Guiding Principles of the 21st Century Iowa Park System

Great Places. Our parks were first “Places of Quiet Beauty” in Iowa’s landscape where people could socialize and revel in nature. We continue that visionary legacy by making park experiences essential to the everyday lives of today’s Iowans. Parks will be Iowa’s greeting card, its face to the world, its identity. They will showcase the best of Iowa — not as isolated oases, but as catalysts and focal points for:

- Improving water and land management
- Restoring natural resources
- Stimulating investment
- Advancing culture and the arts
- Supporting public health and education, and
- Offering unique recreational activities and venues.

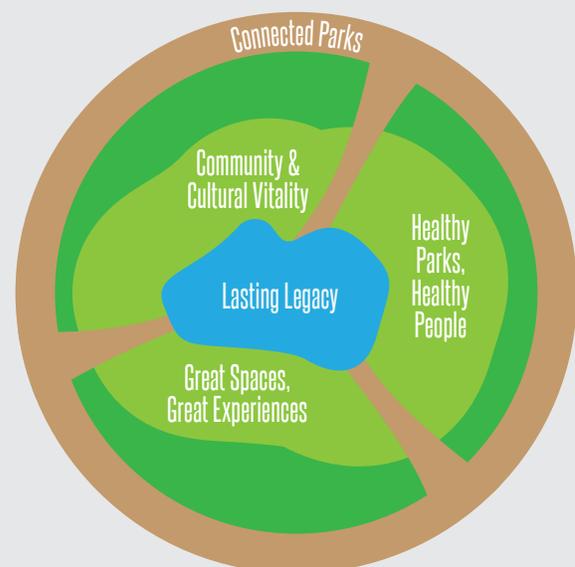
Connections. Parks must link physically – to trails, communities, and each other – and across boundaries that go beyond those on the ground. Parks and trails merge with the educational, economic, and cultural sectors to promote healthy places, communities, and regions. It will take a fully connected system of public and private lands, trails and waterways, with active community-building and supportive policy to expand Iowa’s distinguished park legacy in the 21st Century.

Action, Advocacy, and Investment. Parks, nestled in landscapes of working lands, have not been adequately recognized for their contribution to Iowa’s vitality and prosperity, leaving them with insufficient funds and resources to deliver fully on their promise. Iowans want, need, and enjoy their parks. Parks serve Iowans by creating jobs, promoting public health, and conserving nature. Turn that love into sorely needed advocacy and action on behalf of the park system.

Bold action is needed today in order to advance the bold action of Iowa leaders one hundred years ago, and inspire others one hundred years in the future.

Five Strategic Goals

A parks and trails landscape provides critical connections. Our public health and economic vitality depend on our ability to bring together urban and rural, agriculture and industry, people and nature. Consequently, the five strategic directions outlined here work as a fully integrated system. We achieve great spaces and experiences, community and cultural vitality, healthy parks and people – through a strongly-connected system built to last and well-supported not just for today, but for the future.



Goal 2: Partner for Programs

Expand staff, expertise, training and technology to bring ongoing and dynamic interpretive experiences to lowans with an emphasis on face-to-face interactions with parks professionals.

- A. IPF facilitate the parks coalition partners to expand seasonal, permanent, shared, and contracted staff to increase in-park programs and better support the CCB's already well-established in-school efforts.
- B. Expand the use of technology as a tool for creating Green Ribbon-worthy experiences, based on user profiles and advancements in technology.



Iowa's Legacy Impact Program

Allow private corporations and individuals to enhance parks through built assets, restoration work, or some other means in exchange for appropriate recognition.



Great Spaces, Great Experiences

Goal 3: Let Users Guide The Future

Understand what motivates the park user and build on that understanding to create dynamic park and community experience “packages” – leading to continuous improvement in communications, partnerships, and service delivery. See Illustration on page 9: “What are User-Guided Experiences?”.

- A. Develop user profiles and identify supporting technology and infrastructure. Create an on-line tool to better understand park users and connect them to park places that can meet their needs.
- B. Use profiles to drive parks planning and development.
- C. When ready, launch a “Find your ‘WOW’” campaign – based on sophisticated user profiles.

		<i>Key Action Steps:</i>
		• <i>Create trial park user profiles (IPF facilitate; consultant likely required)</i>
		• <i>Inventory existing facilities (IDNR & CCBs)</i>
		• <i>Partner with tourism to include community facilities (IEDA with IDNR, CCBs, IPRA)</i>
		• <i>Develop budget and timeline for system development (IPF facilitates)</i>

“I envision (the parks as) wild places where people and the environment coexist. A place where you can recreate while still escaping to the wild lands.”

- Ezra, age 15

“I envision the parks as a place where I can take my children and grandchildren and have an amazing time.”

- Forrest, age 12

ADVENTURERS

WHILE AT THE PARK I WANT TO...

go on an ariel adventure course or tree climbing.



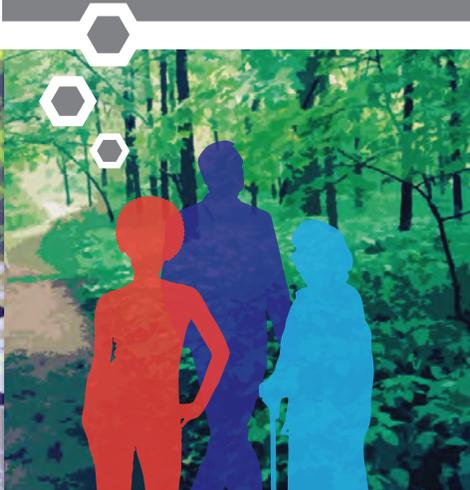
AFTER THE PARK I WANT TO...

try a white water course and a new Indian restaurant.

REFLECTION SEEKERS

WHILE AT THE PARK I WANT TO...

sit in a pristine location and read a good book.



AFTER THE PARK I WANT TO...

take a writing seminar in an outdoor classroom.

FAMILY CONNECTORS

WHILE AT THE PARK I WANT TO...

picnic at a shelter with my friends and family.



AFTER THE PARK I WANT TO...

rent a pontoon, watch the kids swim and grill out.

WHAT ARE “USER-GUIDED EXPERIENCES”?

How do they work?

The traditional model for understanding the park user comes from demographics including gender, age, marital status, race, profession, or from a key park use – for instance, fishing, boating, swimming, tent-camping, etc.

The new model, underway in Canada and under study by the National Park Service, focuses less on the “who” or “what”, and more on that park user’s “why” – his or her motivations. So instead of thinking of a park user as a white-water rafter, we understand they seek adventure. When we capture that knowledge, we help create meaning for their park experience – and their experiences beyond the park boundaries. This work will not be done by the park system in isolation, but rather by a public private partnership involving IPF, the park systems in play and tourism agencies.

Go to <http://en-corporate.canada.travel/resources-industry/explorer-quotient> to see how Canada has developed a quick, on-line questionnaire to help identify the “profile” of their park user. With those profiles, they now package full experiences allowing for a much deeper connection to the park user, a highly sophisticated marketing system, and ultimately, a park system whose facilities and programs connect directly to users today and users of the future.

Connected Parks

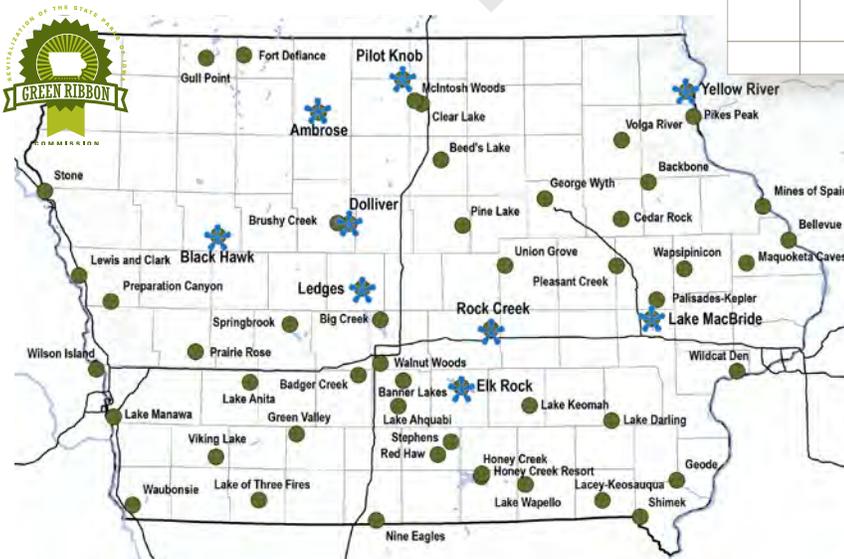
Parks could connect everything. The value of parks grows when connected to community, trails, and each other. Recreation could expand when public and private lands connect to enrich experience. The connections should not stop at the built environment. The public sees parks connected to public health, to community and economic vitality, to the state's agricultural and cultural heritage and to a growing cultural diversity – perhaps best experienced and celebrated through parks.

Goal 1: Parks to People

Create the partnerships, plans, and facilities to physically connect parks, communities, and trails across a number of boundaries.

- A. Expand connections of parks-to-trails, parks-to-parks, and parks-to-communities, especially among state and county parks. Use regional planning process for specifics.
- B. Strengthen the partnership between state parks, the county conservation system, and other parks of ecological significance by informally establishing the Parks Coalition (PC) called out in this document. Convening the PC regularly. Note it need not be a legal entity but instead, a simple collaborative of ongoing parks leadership at all levels.
- C. Explore partnerships with private landowners to promote connections (DNR's Iowa Habitat and Access Program as potential model).

<i>Key Action Steps:</i>	
	• <i>Convene a parks coalition at least quarterly (IPF facilitates, see glossary)</i>
	• <i>Promote, communicate and support an update to statewide trail plan (INHF leads with IDOT and CCBs, Parks Coalition supports)</i>
	• <i>Work with state water trails program to identify specific opportunities (IPF with IDNR & Iowa Rivers Revival)</i>
	• <i>Facilitate improvement in state support of Iowa Parks overall and for trails in particular (IPF facilitates with Parks Coalition)</i>



2020 Centennial Goal

Establish a trail connection to all of Iowa's Parks within 3 miles of an existing trail.

* = Likely achievable park connections



Goal 2: Regional Park Plans

As Iowa's park system prepares for the future, **advancing the planning efforts is essential for parks to reap their full potential.** These plans require a mix of stakeholders and a thoughtful, facilitated process, so specific park master plans of meaning derive from these regional initiatives.

- A. Advance a regional approach to planning efforts which will be essential for parks to reach their full potential.
- B. With key private partner/funder identified, launch 1-2 early planning efforts with funded projects.

“Parks are the thread of my day.”

- Student Planner

Key Action Steps:

- *In partnership with the Parks Coalition, identify two pilot planning regions and facilitate plans with IPF support and technical assistance (IPF facilitates)*
- *Partner with private funding source in the development of associated project(s) (IPF facilitates)*
- *Using lessons-learned from pilot plans, identify regions/ collaboratives for planning and draft a timeline for ongoing parks/regional planning (IPF facilitates with Parks Coalition)*



“Connectivity is everything.”

- Mike Ralston, Association of Business and Industry

Healthy Parks, Healthy People

Parks provide many benefits for those who use them. We quickly think of public health benefits from active trail use, but parks hold potential beyond the trail. From vistas supporting solace and relieving stress, to ecosystem benefits that improve air and water quality, we need to continue to provide and account for the exceptional public health and ecosystem benefits of our parks. This comes by developing the physical aspects of our parks as examples of the Best of Iowa – and coupling that with ever greater understanding of how those facilities serve as essential backdrops to advancing public and environmental health.

Goal 1: Healthy Parks - The Best of Iowa Showcase

Iowa's parks contain some of the state's finest examples of habitat and wildlife, but we have not sufficiently planned for the restoration and/or protection of these features. Iowa's creeks and streams have faced challenges in recent years that keep many of our water bodies from achieving a status we could call "healthy." Park architecture has a head start due to the state parks' Design Guide, but this work must continue.

- A. Enhance the natural resource value of state parks through development of resource restoration plans and their subsequent execution.
- B. Sustain progressive facilities that follow Best Management Practices for construction, operations, and maintenance (including renewable energy, local materials, low-impact site design, e.g.) while honoring the character and traditions of history.
- C. Improve beach and water quality in Iowa parks through neighbor relations, watershed-scale partnerships and in-park/near-vicinity Best Management Practices.

	<i>Key Action Steps:</i>	
	<ul style="list-style-type: none"> • <i>Develop model guidelines for natural resources inventory and planning for key park categories; include in regional plans (IDNR, CCBs)</i> 	
	<ul style="list-style-type: none"> • <i>Link park personnel within existing Watershed Management Authorities (WMA's) to personnel supporting those authorities (IPF facilitates, Parks Coalition)</i> 	
	<ul style="list-style-type: none"> • <i>Support staff and volunteers with training to develop partners and watershed plans in parks with high priority beaches/water resources (IPF facilitates, WMA, Parks Coalition)</i> 	
	<ul style="list-style-type: none"> • <i>Accelerate service learning opportunities for youth to increase outdoor/health (IDNR, CCBs, IPF supports)</i> 	

“The natural environment is the one health avenue that can be accessed by anybody. I imagine a park that lets me know I’m staying healthy.”

- Public Health Student

Goal 2: Healthy People - Wellness and Research

Just as Iowa's parks showcase exceptional infrastructure – both built and natural – we need to introduce best practices for public health through public-private partnerships and research.

- A. Support partnerships to offer recreation/active events.
- B. Provide healthy food choices through vendors/concessions/farmers' markets.
- C. In partnership with health professionals and researchers, conduct research on outdoor space and mental and physical health.
- D. When appropriate based on natural and cultural heritage and resources, consider partnering with healthy food initiatives to explore public education on nature-centered food producing landscapes.

Key Action Steps:

- Collaborate with partners such as Healthiest State, Blue Zones, YMCA, DNR, and IDPH to plan and implement park-based fun physical activity events throughout the year (IPF facilitates, Parks Coalition)
- Invite universities to a brainstorming colloquia to develop a research agenda and implementation plan for research on outdoor space and mental and physical health (IPF facilitates)



Community and Cultural Vitality

Parks create a sense of place, a sense of community, a sense of identity. As we've said elsewhere, they provide lasting memories and vibrant interactions between people and peoples. They underpin the state's ability to not just survive but thrive. A growing body of research identifies "place-making" as key to community vitality and economic growth.

Goal 1: Parks as Tourism and Business Attractors

With changing demographics and the need for businesses across the state to attract skilled workers, the critical role Iowa's parks play in building communities and a robust economy comes to the forefront.

- A. Ensure each park has a known recreational attraction and/or festival, and/or natural/cultural restoration site.
- B. Build social and cultural capacity through partnerships; establish parks and trails system as network and sites for cross-cultural pollination/exchange.
- C. Embrace Iowa's cultural diversity through its park system.
- D. Celebrate Iowa's agricultural heritage through its parks and trails.

Key Action Steps:

- *Identify the facility/ programming and park/trail structural needs of diverse peoples and an urbanizing population (IPF facilitates, Parks Coalition)*
- *Partner with those populations to create ongoing opportunities for a supportive park system and include in regional plans (Park agencies - city, county, state - identify local liaison; IPF assist)*



Establish a New-Era Friends Group Program Pilot

Involve a Cristo-like art installation, concerts, outdoor classrooms – in short, pilot a group with exceptional energy not just around physical facilities but also involving arts, culture, programming/education.

Goal 2: Centennial Celebration

The 2020 Celebration serves as a critical milestone for Iowa's State Parks in its own right, but also as a stepping stone for the 21st Century Park System. Given proper support, preparing for upcoming festivities allows the parks to overcome maintenance shortfalls and to better connect parks to people.

- A. Continue using resources available to upgrade park facilities throughout the system, coupled with “mini-celebrations” of a given park’s overall improvement, as a build-up to 2020.
- B. Develop a Vision 2020 branding and marketing campaign.
- C. Through regional park planning efforts, identify a handful of signature projects for statewide celebration.
- D. Develop a multi-day Iowa Parks and Arts event/festival of significance as a focal point for the 2020 celebration, targeting attendance figures in the tens of thousands.
- E. Negotiate for RAGBRAI’s 2020 route to cross the state from park to park (consider combining D. and E.).

“I see the parks as being a place close to nature yet still connected to the world.”

- Henry, age 15



2020 Celebration: Our Varied Landscapes, Our Many Heroes

Celebrate a neighborhood of conservation involving farms, greenways, and parks. Honor legacy figures in Iowa agriculture and parks development. Rediscover the Iowa landscape via a farm-to-park trek across private and public lands, in the tradition of Iowa's original pathfinders.



Goal 2: Launch IPF of the Future

Iowa Parks Foundation needs capacity to provide technical assistance and financial resources to the state and county parks and other parks of significance. Over time, IPF becomes a nimble, private foundation, poised to assist with a variety of means at its disposal.

At the outset, IPF provides funding support and strategies, works to build park advocates, and develops technical assistance in planning.

Over time, this technical support expands to house the database of user profiles, fill management gaps for parks primarily through contractors (e.g., burn teams, event planners, grant writers or even park educators), and support a whole host of research efforts on behalf of parks, trails, and their relationship(s) to public health, natural resources management, and economic vitality.

- A. Build the Iowa Parks Foundation to enhance capacity for maintaining user profiles, providing technical assistance in planning/facilitation, building parks advocacy, linking state and county parks, and overseeing private funding mechanisms.
- B. Capitalize on ongoing fundraising to develop corporate and private sector champions willing to look beyond isolated parks to a larger system.

Lasting Legacy

Goal 2: Launch IPF of the Future (continued)

- C. Using IPF's expanding capacity, enhance the fundraising and advocacy capacity of existing and incoming friends groups of state, county, and potentially municipal parks.
- D. Use all aspects of technology and social media to enhance connections to parks and park services, establishing park user and friends groups, involving interactive apps, geocaching, virtual tours, mapping, reservations and purchases, health-tracking applications and more.
- E. Develop a recognition program for parks advocates.

“My parks are a deciding factor in which job offer I chose to accept. I can easily access kayaking, hiking or bird watching without having to pay an arm and a leg to live here. My park allows me to network with contacts I made at work today while doing activities I love.”

- Student Planner

		<i>Key Action Steps:</i>
		<ul style="list-style-type: none"> • <i>Fundraise for initial base IPF staffing (e.g. part time executive director and grant writer) (IPF)</i>
		<ul style="list-style-type: none"> • <i>Use this strategic plan and the 2020 Parks Celebration as the foundation for a private fundraising/ endowment campaign (IPF)</i>
		<ul style="list-style-type: none"> • <i>Spark enthusiasm for the strategic plan and parks in general by linking high-profile parks projects across the state to private sponsorship (IPF; Parks Coalition Support)</i>
		<ul style="list-style-type: none"> • <i>Develop advocate database housed at IPF (IDNR; CCBs; IPF facilitates)</i>
		<ul style="list-style-type: none"> • <i>Invite new partners to support IPF's legislative agenda on behalf of the Iowa Park System (IPF with Healthiest State Initiative)</i>

Goal 3: Advance Park Agendas

Park agencies at all levels face limited resources which has hurt their ability to conduct business. As support increases and they can move beyond hand-to-mouth operations, we anticipate increased efficiency. This may seem counter-intuitive, but it takes planning and structure (often the first things sacrificed in under-funded systems) to manage assets for long-term benefits. At the same time, advancing the work of the park agencies includes bolstering their seasonal support. This low-cost boost in capacity also provides work and learning opportunities for high school and college students through seasonal jobs.

In-park priorities and thoughtful spending plans are needed for the regional plans outlined in this document to succeed. Understanding park labor and oversight demands makes equally good sense for advancing agency work.

- A. Develop improved asset management and priority spending programs for agencies to reinvest public and private funding where it makes the most sense.
- B. Assess staffing needs for Iowa agencies through a pro-active comparison study with other public park systems and succession management planning at the state and county level.

Key Action Steps:

- *Develop process/guidelines for connecting regional plan results to park spending programs (IDNR, CCBs, IPF facilitates)*
- *Launch comparative parks agency staff study to help assess true park agency staffing needs (IPF facilitate)*

- C. Expand seasonal support for park agencies through increased staffing and expansion of citizen-science initiatives, i.e., residents and students trained as effective park stewards.

Goal 4: Measure Progress

Success breeds success – if you can prove you’re achieving it. Without measures, we will not be able to track our progress. While no one indicator will suffice (no silver bullet), we also can refrain from overly complex and burdensome measures to tell the important story of parks, trails, and the lives of Iowans.

The Iowa Parks Foundation has already established important benchmarks of customer satisfaction and park use. Similarly, the Iowa DNR’s State Comprehensive Outdoor Recreation Plan (SCORP) can lend measures that will be assessed every five years. Water quality indices, habitat measures, and a number of health measures established through the Healthiest State Initiative can take shape as part of a “matrix of measures” to assess parks progress.

- A. Develop a matrix of basic measures to assess progress in the key strategic categories outlined in this document. In addition to output measures that assess specific “deliverables” defined in this plan, include output (substantive results) measures that address customer use and satisfaction, public and resource health, tourism development, and community vitality.

Key Action Steps:

- *Develop matrix by November 2014 (IPF facilitates)*



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