



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN

DEPARTMENT OF NATURAL RESOURCES

LANSING



REBECCA A. HUMPHRIES
DIRECTOR

February 9, 2009

Memorandum to the Director

Information: Natural Resources Commission

SUBJECT: Request for the Natural Resources Commission to make a 'Recommendation to Approve' the Parks and Recreation Division's **"90 YEARS OF EXCELLENCE --- 2009-2019 STRATEGIC PLAN"** – FOR INFORMATION ONLY

Authority:

The Natural Resources and Environmental Protection Act, PA 451 of 1994, as amended, authorizes the department to create, maintain, operate, promote, and make available for public use and enjoyment a system of state parks to preserve and protect Michigan's significant natural resources and areas of natural beauty or historic significance, to provide open space for public recreation, and to provide an opportunity to understand Michigan's natural resources and need to protect and manage those resources.

Discussion and Background:

To effectively carry out this program mission, the Department of Natural Resources, Parks and Recreation Division, developed a ten-year strategic plan to focus its efforts on 12 key goals of planning and management. Initiated in late 2006, the development of this plan has involved extensive efforts of outreach, both internally within the department and statewide with public and stakeholder input.

The Citizens Committee for Michigan State Parks adopted a resolution recommending approval on January 28, 2009, and the Michigan State Waterways Commission adopted a resolution recommending approval on February 13, 2009. The plan will be presented to the NRC Policy Committee on Parks and Recreation on March 5, 2009 for their review and recommendation to the Natural Resources Commission and the Director.

Proposal:

The Parks and Recreation Division is seeking a "Recommendation for Director Approval" from the Natural Resources Commission at their April 2, 2009 meeting.

Recommendation:

This strategic plan was public noticed on December 29, 2008, was open for public comment for 30-days until January 30, 2009, and is being submitted for information at the March 5, 2009 Natural Resources Commission meeting, and will be submitted for action at the April 2, 2009 Natural Resources Commission meeting.

NATURAL RESOURCES COMMISSION

Keith J. Charters, Chair • Mary Brown • Hurley J. Coleman, Jr. • John Madigan • J. R. Richardson • Frank Wheatlake

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The Natural Resources Commission endorse this plan and recommend Director approval. The plan will be implemented, effective immediately, upon Director approval.

Ronald A. Olson, Chief
Parks and Recreation

Gary Hagler, Chief
Law Enforcement

Lynne M. Boyd, Chief
Forest, Mineral and Fire Management

Russ Mason, Ph.D, Chief
Wildlife

Kelley D. Smith, Ph.D., Chief
Fisheries

Arminda S. Koch
Resource Management Deputy

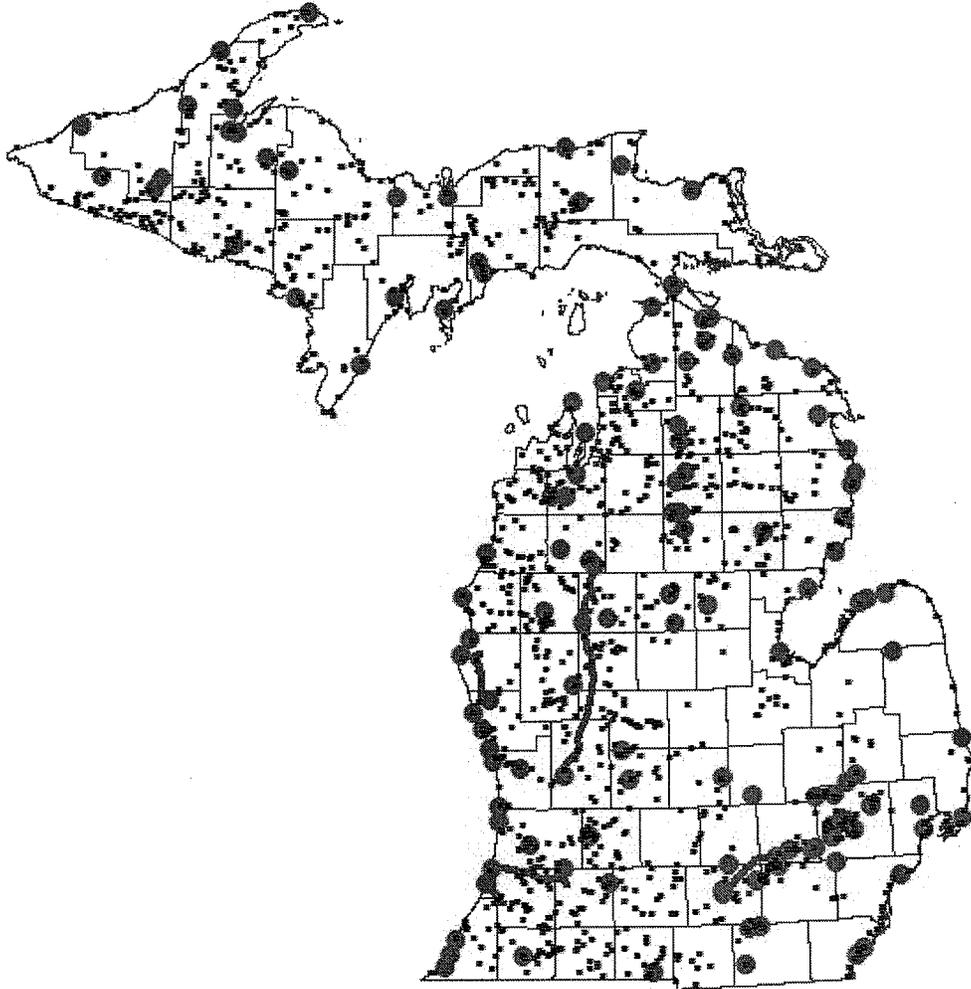
I approve the staff recommendations.

Rebecca A. Humphries
Director

Approval Date

Executive Summary

DNR – PARKS AND RECREATION DIVISION
2009 - 2019 STRATEGIC PLAN



The DNR is committed to the conservation, protection, management, use and enjoyment of the state's natural resources for current and future generations.



Great Lakes, Great Times, Great Outdoors

Executive Summary

"The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the State's natural resources for current and future generations."

Parks and Recreation Division of the Michigan Department of Natural Resources is responsible for carrying out these following mission objectives:

"The Parks and Recreation Division's Mission is to acquire, protect, and preserve the natural and cultural features of Michigan's unique resources, and to provide access to land and water based public recreation and educational opportunities."

To focus our efforts and energies in carrying out this mission, Parks and Recreation Division (PRD) has developed this new Strategic Plan, and for it to be effective, it must:

- (1) Reflect the core mission of PRD
- (2) Be incorporated into the fabric of the day-to-day thoughts and actions of PRD staff in the recommendations and decisions we make.
- (3) Be dynamic and responsive to change.

These three primary goals guided the creation of this new plan and how it will be utilized. Following is an overview of how this plan was developed, the framework of its guidance, and how the plan will be used, monitored, and updated:

Timeline

October of 2006 - Parks and Recreation Division (PRD) initiated development of a new strategic plan. A core work team was established to explore examples of other strategic plans and to recommend a planning process for PRD. At that time, two strategic plans were in place; Vision 2020 mapped out long-range goals for state parks and recreation areas, and the Waterways Commission Strategic Plan identified specific actions to address for state harbors and boat access sites (BAS).

This planning process for the new PRD Strategic Plan establishes one cohesive plan for the division that embraces its two primary programs. It spells out long-range goals, objectives, actions, and specific tasks for both the parks and boating programs of PRD.

These components of the plan were developed through extensive interactions with, and input by, a wide range of stakeholders, including; the Citizen's Committee for Michigan State Parks (CCMSP), the Michigan State Waterways Commission (MSWC), all PRD staff, staff representing all other DNR programs,

interest groups and organizations, key committees of the Michigan legislature, and the public.

November of 2006 through April of 2007 - Twelve workshops were held statewide; one each with the CCMSP and the MSWC, five with PRD and other DNR staff, and five with the public, statewide. Additionally, 12,000+ questionnaires were distributed at state parks and boating facilities, and an additional 1,600 were mailed to those who used a state harbor in 2007.

Finally, from October-January, 2007, (132) telephone interviews were conducted of PRD Stakeholders representing:

- Legislative Committees
- Natural Resource Commission
- Citizen's Committee for Michigan State Parks
- Michigan State Waterways Commission
- Michigan Natural Resources Trust Fund
- DNR/PRD staff
- Grant-in-Aid communities (22)
- Groups and organizations (36)

The results of all these efforts resulted in confirmation of the original goals of Vision 2020 and the Waterways Commission Strategic Plan and identified the need to add additional Goals.

January – October 2008

- Develop (Draft) Goals, Objectives and Actions based on input received.
- Solicit public input at outdoor shows, e-mail, and public meetings of the CCMSP and MSWC.
- The PRD Management Team (representing PRD Lansing program staff and PRD Field Operations staff) validate the Goals and work to synthesize Objectives, Actions, and Tasks.
- PRD staff establishes the final list of "Tasks" for the Strategic Plan.

December 2008 – Plan approval – Overall format and content of the plan is approved by the PRD Management Team, and the 'Review Draft Plan' is public noticed for review and comment. Specific notice of the plan is made to the list of PRD stakeholders (219 total) and all DNR staff. The comment period ends Friday, January 30, 2009, after which all needed revisions are incorporated and the 'Final' plan is moved for approvals. The approval process includes:

Recommendation to approve by:

- PRD Section Chiefs
- PRD Management Team
- DNR Statewide Council (includes DNR Ecoregion Teams)
- CCMSP
- MSWC

- NRC Parks and Recreation Committee
- NRC

Approval by:

- PRD Division Chief
- DNR Resource Deputy
- DNR Director

Plan use, monitoring, and update – This is a ten-year plan that provides focused direction for PRD in all of its programs, operations, and management. On a fiscal year basis, “Annual Work Plans” will be developed based on the Strategic Plan. All program proposals and initiatives must tie-back to the Strategic Plan. The PRD Management Team will incorporate the Strategic Plan and Annual Work Plans as “routine” in its business practices.

Plan Use:

This plan will guide our recommendations and decisions. Approval of proposed projects or initiatives will be based on being supported by the Strategic Plan. There should be a clear link between the proposed action and the plan GOAT (Goals, Objectives, Actions, and Tasks).

At the beginning of each fiscal year, the Strategic Plan will be used to develop an “Annual Work Plan” to identify Objectives, Actions, and Tasks to complete in the coming year guided in part by the “Initiatives and Issues” identified herein.

Plan Monitoring:

On a fiscal year basis, the Strategic Plan will be assessed for:

1. The prior year just completed, assess performance in completing the last year’s actions.
2. Identifying Objectives, Actions and specific Tasks to complete in the coming year.
3. Identifying any new Goals, Objectives, Actions or Tasks to incorporate into the plan or existing ones to remove or modify.

Use the above as a basis for an ‘Annual Report’ to be prepared for the Department, NRC, CCMSP and MSWC, and put on the web for public information.

Plan Update:

The monitoring schedule defines routine update opportunities annually. In addition, the “Initiatives and Issues” will be assessed annually and the PRD

Strategic Plan will be completely re-evaluated and affirmed (approved) every five years.

GOAT – The key to the Strategic Plan is found in the Goals, Objectives, Actions, and Tasks (GOAT). Actions of PRD in the next ten years will be guided by the following: (Listed are the Goals and Objectives of the plan. For a full review including Actions and Tasks, refer to that section in the full plan document.)

Goal #1 **Take the best possible care of Michigan's natural and cultural resources in our State Parks and Boating facilities:**

- 1 – Develop a land strategy to protect natural and cultural resources, providing new recreation opportunities, and to consolidate holdings.
- 2 – Strengthen, update, and implement Management Plans.
- 3 – Strengthen, update, and implement Stewardship Plans.
- 4 – Enhance stewardship of natural resources.
- 5 – Enhance stewardship of cultural (archaeological, historic and ethnological) resources.

Goal #2 **Establish and maintain long-term funding:**

- 1 – Improve fiscal management of facilities and services provided.
- 2 – Acquire balanced, broad-based financial support from Michigan citizens and visitors to the state.
- 3 – Index PRD funding to inflation using the Detroit Consumer Price Index (CPI)
- 4 – Pursue gifts, endowments, grants, trusts and other sources for financial development.

Goal #3 **Balance and expand recreational use with protection of the resources:**

- 1 – Perform landscape level assessment of recreation opportunities in decision making.
- 2 – Manage recreation use to maximize opportunity and minimize resource impacts.
- 3 – Proactively track and forecast recreation trends and uses.
- 4 – Be proactive to make land and water trail connections, including with communities and other recreation providers.

Goal #4 **In collaboration with the Office of Communication and stakeholders, improve and expand education and interpretation:**

- 1 – More actively interpret the full range of DNR conservation efforts and those of stakeholders.

- 2 – Expand partnership efforts to interpret conservation to a broader range of users and non-users.
- 3 – Continually educate the public about how to care for natural and cultural resources.

Goal #5 **Implement management practices to assess and sustain facilities:**

- 1 – Maintain, upgrade and improve facilities.
- 2 – Provide a broader spectrum of amenities where appropriate.
- 3 – Develop and implement environmental sustainability in PRD systems.
- 4 – Enhance boating facilities by maintaining navigable water depths.
- 5 – Expand boat access and parking opportunities for motorized and non-motorized watercraft.

Goal #6 **Develop a workplace environment that promotes creation of fond, memorable experiences for our customers:**

- 1 – Expand diversity in the workplace and in the members of the public who use Michigan State Parks and Boating facilities.
- 2 – Continue to strengthen internal management structure and efficiency.
- 3 – Expand training of staff and promote professional improvement.
- 4 – Improve information technology (IT) equipment and connectivity of all operational offices.
- 5 – Enhance data management and capabilities.
- 6 – Enhance customer service.

Goal #7 **Strengthen safety and security:**

- 1 – Provide safe and secure facilities.
- 2 – Develop risk management plans for all PRD facilities (includes Wildfire Plans, Emergency Evacuation Plans, etc.)
- 3 – Have trained and authorized enforcement personnel patrol all PRD sites.
- 4 – Manage user's conflicts.
- 5 – Complete and maintain a Harbor-of-Refuge system.

Goal #8 **Make the development of Partnerships a priority:**

- 1 – Continue to use the Citizen's Committee for Michigan State Parks (CCMSP), the Michigan State Waterways Commission (MSWC), the Natural Resources Commission (NRC), the Statewide Council (SWC), the Ecoregion Teams and partners to advise in PRD planning, policy development and issue resolution.

- 2 – Expand and more effectively coordinate friends groups.
- 3 – Expand volunteerism and partnerships outside of friends groups.

Goal #9 **Incorporate ‘Universal Access’ to state parks and boating facilities and programs:**

- 1 – Be a leader in providing Universal Access (UA) to state parks and boating facilities.
- 2 – Be a leader in providing Universal Access (UA) to programming at state parks and boating facilities.

Goal #10 **Provide facilities that support emerging public recreation activities:**

- 1 – Provide a broader spectrum of overnight opportunities.
- 2 – Provide a broader range of daytime opportunities.
- 3 – Improve the reservation system.
- 4 – Link camping, boating and trails.
- 5 – Enhance transient boating opportunities.

Goal #11 **In collaboration with the Office of Communication and stakeholders, promote PRD facilities and programs:**

- 1 – Develop and implement a marketing plan.
- 2 – Improve presence of PRD on web site and other media.

Goal #12 **In all strategic goals, target and focus efforts to engage people in the out-of-doors:**

- 1 – Strengthen and expand ‘GO-Get-Outdoors’ (GO)
- 2 – Strengthen and expand health-based and quality of life opportunities and reasons for being in the out-of-doors.
- 3 – Develop a strategy that utilizes virtual technology to recruit new customers and offer information to the public in a variety of formats.

Conclusion – The key highlights of this plan and the process to develop it are that:

- 1) Extensive efforts were made to seek out input of our stakeholders so that PRD could reflect in its strategic plan, a broad-based consensus document that identifies the core mission and responsibilities of PRD now and into the future.
- 2) The plan format incorporates a good basic overview of PRD, its history and place in the Department of Natural Resources, and it addresses both

primary programs of PRD in one over-arching plan that identifies long-range goals and short-term actions.

- 3) In defining our Goals, Objectives, Actions, and Tasks it is readily apparent that this plan reaches all levels of PRD and impacts all staff. This relationship of the plan to PRD staff and programs is intentional and it will help to keep our focus on the core mission of PRD.
- 4) Finally, use and monitoring of the plan are integral and critical to its effectiveness, and to attaining a plan that is dynamic and responsive to change. PRD Management is committed to assure that once approved, all key management and planning actions will be linked to this plan.

The entire document can be viewed at www.michigan.gov/prdstrategicplans.