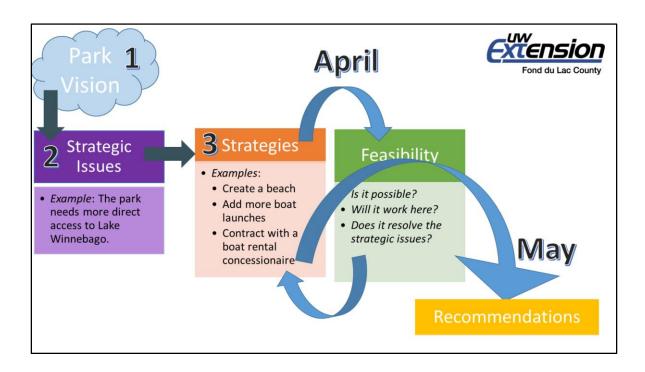


This is the plan we've been following. To open ourselves to many possibilities and opinions, make sense of it, and come to some conclusions. Tonight we are at the arrow: building a shared understanding of the strategic issues affecting the park and how they could be addressed.



Next month, City staff will give some insight on the feasibility of ideas you come up with tonight, we'll do some revisions, and also prioritize responses if needed which will lead into May when we'll have some draft recommendations to share.

# Most Important Park Vision Concepts

Keep people coming back

Historical aspects; Traditions

Moving into the future

Improve quality of life

Destination

A place for the community to gather

Pride: Make it our own

# Important, but not in the vision statement

Family-Friendly

Multi-use; Something for everybody

Everyone has a place there; everyone feels welcome

Accessible

Last month you started with the list of vision themes originally brainstormed in the fall and narrowed them down to this list on the left.

You identified some terms that weren't appropriate for a vision statement but that you expect to still be present in your work on the right.

They will likely be integrated into strategies and other parts of the recommendations report.

Remember a vision statement:

- Describes the ideal future.
- Is where you want to be at a future date.
- Is inspiring
- Captures the uniqueness, ambitions, and high hopes of an organization or group



Last month you wrote some draft vision statements based on these themes, and then highlighted the words and phrases you liked best. There were too many for the group to work more on, so Patrick agreed to take those ideas and draft some new options that combined your thoughts.

#### **Draft Vision Statements**

- 1. Lakeside Park: A destination for the Fond du Lac community and beyond that respects history while embracing the future and provides a positive impact on the quality of life for all visitors through a variety of experiences.
- 2. Lakeside Park is a destination that fills Fond du Lac with pride by creating a positive impact on the quality of life for visitors, from both near and far, for today and tomorrow while remembering yesterday.
- 3. Lakeside Park is a premier destination that respects tradition, but has an eye to the future and provides a gathering place to all visitors from near and far and creates opportunities for an improved quality of life.
- 4. Lakeside Park should be a destination that reflects the pride of Fond du Lac, yesterday, today, and tomorrow, and serves as a gathering place that provides a myriad of opportunities to improve the quality of life of visitors both locally and beyond.

Patrick took the words and phrases that were underlined and made four different statement options. He said these all say close to the same thing using slightly different phrasing and word order.

The group discussed these choices, and options 3 and 4 were favorites.

#### **Draft Vision Statements**

- 3. Lakeside Park is a premier destination that respects tradition, but has an eye to the future and provides a gathering place to all visitors from near and far and creates opportunities for an improved quality of life.
- 4. Lakeside Park should be a destination that reflects the pride of Fond du Lac, yesterday, today, and tomorrow, and serves as a gathering place that provides a myriad of opportunities to improve the quality of life of visitors both locally and beyond.

Edited #4: Lakeside Park: a premier destination that reflects the pride of Fond du Lac, yesterday, today, and tomorrow, and serves as a gathering place that provides a myriad of opportunities to improve the quality of life of visitors both locally and beyond.

The group edited four a little as shown above in red and voted unanimously to accept that as the Vision Statement for the park.

## "A strategic issue is a fundamental policy choice or change challenge affecting an organization's

- mandates,costs,
- mission,
- financing,
- product or service · structure,

  - level and mix,
- · processes, or
- clients or users,
   management."



Next we focused on strategic issues. They are the MOST IMPORTANT things going on, the issues that you'll need to address in the next 1-3 years to assure success into the future.

The group received the Worksheet 25: Operational Versus Strategic Issues.

What's the	Difference?	
Column A Strategic Issues	Column B Operational Issues	
How can we make sure we have strong finances and the resources we need?	What kind of fundraiser should we do?	
How should we define, measure and demonstrate effectiveness?	Where should we print our annual report? Glossy or Matte finish?	
How can we best use technology to produce our products and services?	What brand of computers should we buy?	
How can we have effective communications and build strong community support?	Where should we send our press releases?	EXTENSION Fond du Lac County

Operational issues are usually examples of the problem-solving that will need to happen **after** a strategic issues is identified.

"More staff" could be a solution to a strategic question, but you don't want to hire staff until you are clear on what the issue is that needs resolving.

This committee is tasked with identifying the STRATEGIC ISSUES affecting the park. Later in the evening we will get to ways those issues could be addressed, but we're going to stay here for the next hour or so, because identifying and framing the issues can be tricky.

## Strategic Issues (Bryson, 2004)



### Framed as a question that:

- the City can do something about.
- has more than one answer.



How you frame an issue can determine how you think about it, what potential solutions are possible, and what the outcomes are.

If the City can't do something about it, it's more of a condition or constraint, but not a strategic issue for the City (maybe for someone else...)

If there's only one option, then it's a choice about what action to take. Joe encouraged you to think broadly about the Park, and you've committed yourselves to thinking about all kinds of options. If it's a big issue, there are going to be many possibilities for how to respond.

Issue Theme: Drinking On Campus				
Framed as a Question	Solution Space	Consequences of this Framing		
How can we keep the bars from selling too much alcohol to students?	Outreach/education to bar owners and employees; Legislation or policy changes at the state level	Will bar owners listen to us?  Politically difficult to challenge the Tavern League;  Expensive to do a successful legislative campaign		
How can we keep kids who have had too much to drink from driving and endangering themselves?	Alternative transportation methods near campus;  Positive peer pressure among students	Easier to make partnerships with local public and private transportation sources;  Peer pressure is known to be effective in reducing drinking and driving;		

Here's an example of how framing an issue differently can lead to different types of responses.



# Issue Framing in Small Groups by Vision Theme

- 1. Keep people coming back & Destination (Craig & Patrick)
- 2. Historical aspects; Traditions (David & John)
- 3. Moving into future (Louise, Deb & Joan)
- 4. Improve Quality of Life (Luke & Doug)
- **5. A place for the community to gather.** (Lori & Amy)

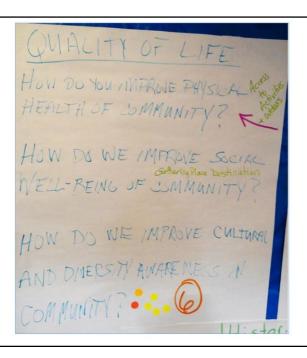
The group got into small groups based on what they had worked on last time.

They used the blank Issue Framing Worksheet and the SWOC Summary from 2.24.15 to frame some questions, outline the solution space that framing leads to, and what consequences could be.

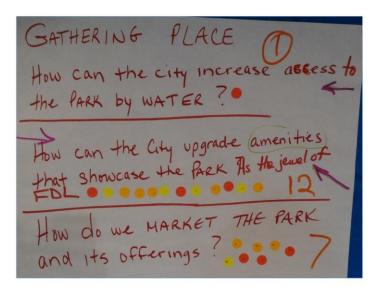
After 15-20 minutes, they wrote their best questions on the flip charts for everyone to see and discuss.

The following slides show the flip-charts as this exercise unfolded. The typed version of this work in an organized format is available separately.

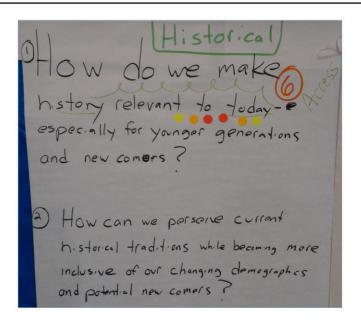
Strategic Issue Questions: Quality of Life



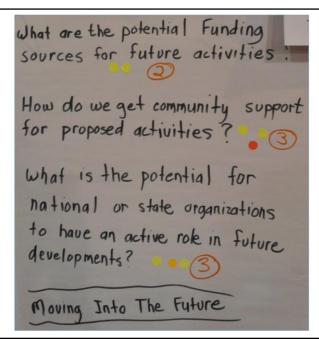
Strategic Issue Questions: Gathering Place



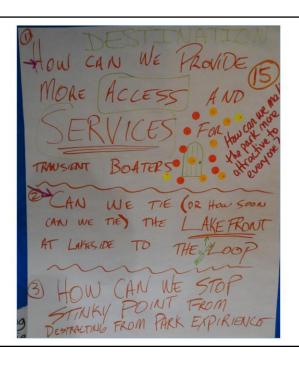
Strategic Issue Questions: Historical

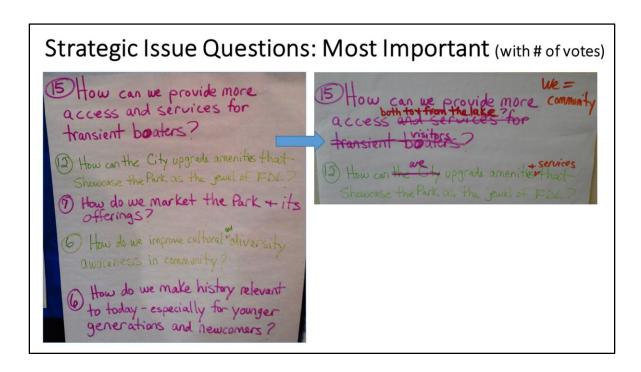


Strategic Issue
Questions:
Moving Into The
Future



Strategic Issue Questions: Destination





After reviewing all of the questions and noting some similarities and overlap among them, the group voted on their top priorities. Which ones are most important for the park? Each person received 5 dots to put next to questions in whichever way they wanted to (5 on 1 question, 1 on 5 different questions, etc.)

Above is the summary of the questions receiving the top number of votes and the vote count.

The group did a "gut check" on these and decided to edit the first two questions slightly to better reflect the priority they were getting at with their votes and in the previous discussions.

The updated first question was, "How can we provide more access both to and from the Lake?" and the updated second question was, "How can we upgrade amenities and services that showcase the Park as the jewel of Fond du Lac?"

#### Strategic Issue Questions for Lakeside Park

#### **Most Important Strategic Issue Questions**

- 1. How can we provide more access both to and from the lake?
- 2. How can we upgrade amenities and services that showcase the park as the jewel of Fond du Lac?
- 3. How do we market the Park and its offerings?
- 4. How do we improve cultural and diversity awareness in community?
- 5. How do we make history relevant to today especially for younger generations and newcomers?

#### Strategic Issue Questions for Lakeside Park

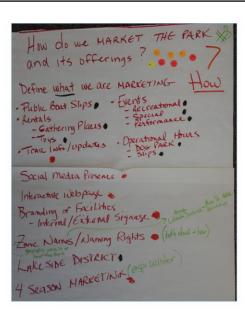
Fill in the Blank Statement	Partner Groups	
1. We can provide more access both to and from the lake by	Deb & Douglas	
2. We can we upgrade amenities and services that showcase the park as the jewel of Fond du Lac by	Luke & Louise	
3. We can market the Park and its offerings by	Amy & Lori	
4. We can improve the cultural and diversity awareness in community by	Patrick, Craig, & Joan	
5. We can make history relevant to today – especially for younger generations and newcomers – by	John & David	

Now the groups brainstormed responses to the strategic questions. The partner groups worked on the designated question above and then switched to another question to categorize the responses the previous group had thought of.

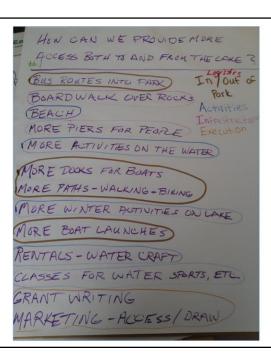
The categorize	ed responses filled i	n the blank wh	hen the question v	was re-worded as a
statement. "V	Ve will	by	"	

The following slides show the flip-charts as this exercise unfolded. The typed version of this work in an organized format is available separately.

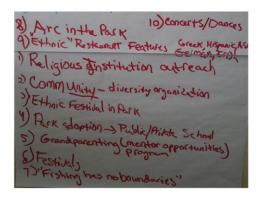
We can market the park and its offerings by....

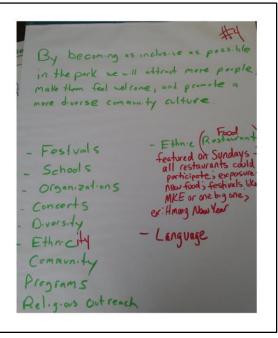


We can provide more access both to and from the lake by....



We can improve cultural and diversity awareness in community by....





We can make history relevant to today – especially for younger generations and newcomers – by...

Display our history of traditions using Placques, historical markers, Landmarks, Public Art

Nature Center with the park history, which offers octivities, classes and learning experiences

Move into the foture using technology, Social media and a differse offering

of multicultural activities

Integrate new stores into festivals

Integrate new stores into festivals

Tourise everyor in telling our comments of the history

Affor Kids activities/closses/games around the history

Historical building wishing of FOLL Park history

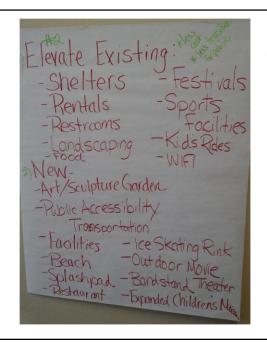
+ Notice center of the communities

Herew ideas from other communities

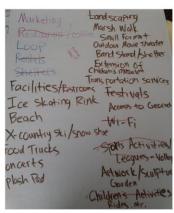
- Have consultants do "really check" assess our current marketing efforts

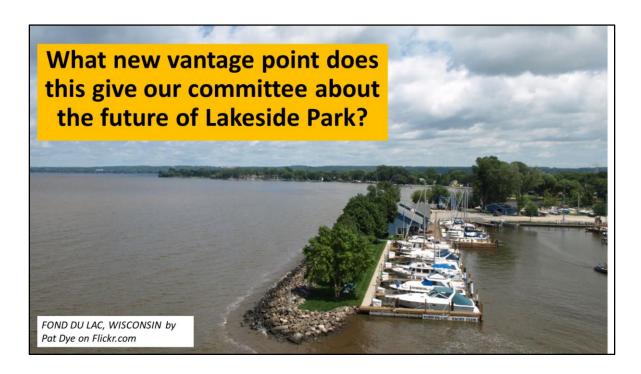
- Openly solicit ideas from under represented groups

- Openly solicit ideas from under represent



We can we upgrade amenities and services that showcase the park as the jewel of Fond du Lac by....





The committee ended the meeting reflecting on this question.