Developing Park Business Plans

Center for Park Management
National Parks Conservation Association
6 Steps to Developing a Business Plan
Six steps to developing your business plan

Step One - Preparatory work

- Decide to do it (allocation of personnel and resources)
- Identify who is responsible for information gathering, analysis and construction of the plan
- Organize existing information
  i. Complete, update or leverage management plan information
  ii. Financials for management plan
  iii. Historical and current park expenditures
  iv. Annual operating plan
  v. Other planning documents
- Identify any additional studies required
  i. Land use, land regularization, environmental studies
- Set timeline
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Step Two - Analysis of current circumstance and full operational requirements

- Consolidate and assess all current cost and revenue material including personnel
- Assess financial and personnel requirements for full operation/protection/service [to standard] and justify same [detail sheets]
- Document difference between current operational circumstance and full operational requirements [shortfall graph by program]
- Contract or otherwise arrange for completion of any additional studies
- Prioritization of needs and resource allocation [compare to management plan]
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**Step Three** - Brainstorm, analyze (economic feasibility study, marketing study, competition analysis etc) and prioritize strategic opportunities

- Targeted cost reduction or reallocation
- New revenue or other support [partnerships, volunteerism]
- Cultural shift in organizational thinking
- Use of screening tools, step-by-step methodologies etc from CFA guide
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Step Four - Complete packaging for business plan

- Senior manager’s introduction
- Executive summary
- Historical perspective on costs and revenue
- Operational analysis [current costs and costs of full operation]
- Summary financial statement [excel spreadsheet of costs, revenues and needs]
- Priorities for current and identified needs
- Strategies for improving operational circumstance
- Projection of targeted cost savings and new revenues [linked to summary financial statement]
- Annexes (glossary/list of acronyms etc)
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Step Five - Implement strategic opportunities as appropriate

<table>
<thead>
<tr>
<th>Relative Impact</th>
<th>Relative Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Priority</td>
<td>Long-Term Priority</td>
</tr>
<tr>
<td>Quick Wins</td>
<td>Low Priority</td>
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</tbody>
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Step Six - Revisit business plan in appropriate timeframe and adopt adaptive management

- Define indicators of success
- Develop systematic performance assessment tools
- Adapt implementation to changing needs and new opportunities