



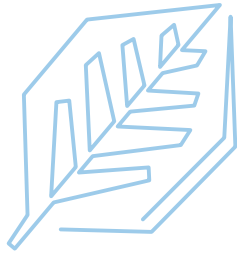
Strategic Plan

2023-2028



Simply Better Service 
for a World-Class Community

[ScottsdaleAZ.gov/parks](https://scottsdaleAZ.gov/parks)



Our Vision

A community exercising its spirit of activity and togetherness.

Our Mission

To create remarkable recreation places and experiences that support a healthy, inclusive, and active community.



VALUES

- Responsiveness
- Professionalism
- Excellence
- Exceptional Customer Service
- Transparency
- Inclusivity
- Optimism
- Innovation
- Adaptability

The Planning Process

This intentional and flexible strategic plan was designed through a comprehensive process. Professional guidance was provided by Social Prosperity Partners, an experienced strategic planning consulting firm which facilitated gathering and evaluating input from stakeholders, employees, and the public.

In addition, the city created a strategic planning committee, comprising the parks and recreation director, community services administrator, community services safety coordinator, department managers and a citizen member of the parks and recreation commission. This group evaluated input and provided professional insight into the plan.



Engagement Process

Collecting input from the community, stakeholders and parks and recreation staff was a critical component in the process. This was achieved via:

An online survey:
2,176
respondents

Virtual input sessions with full and part-time staff:
approx. **170**
participants

In person public input sessions
4

Virtual public input sessions
4

Interviews with City Council members

Interviews with City Executive Leadership

Guide to the Strategic Plan



Throughout the strategic planning process, a theme of priorities became clear. These priorities represent the major outcomes the department will direct its resources over the upcoming five years. These priorities were consistent among citizens, staff, stakeholders, and elected officials.

Priorities

- Inclusive, World-Class Recreation Programs and Events
- Environmental Stewardship
- Marketing and Communications
- Maintenance of Exceptional Parks, Facilities, and Spaces
- Reimagined Parks, Facilities, and Community Spaces
- Tourism and Economic Vitality
- Scottsdale Resident Access and Participation
- Invest in Parks and Recreation Workforce

These priorities are the areas in which the parks and recreation department will invest time, energy, and resources.

Definition of Terms

Below is a list of common terms and definitions that will be used throughout the Parks and Recreation Strategic Plan.

PRIORITIES: broad priority areas in which the department will invest time, energy, and resources (the department’s main priorities)

GOALS: outcomes intended to result from the department’s dedication of resources, attention, and effort (i.e., the clear and measurable outcomes we intend to achieve that support the department’s priorities)

STRATEGIES: specific work that will be accomplished and methods used in support of the goals. These strategies will require specific “tactics” that will provide a breakdown of the specific work that needs to be done to further the strategic plan and contribute to the measurable outcomes.





Inclusive, World-Class Recreation Programs and Events

Goal PE1

Continuously evaluate programming, events, and services to ensure alignment with community needs.

STRATEGY PE1.1 Engage the public in the planning of programs and events to ensure future parks and recreation functions are citizen driven and meet the evolving demands of the public.

STRATEGY PE1.2 Conduct a program-focused community survey every two years.

Goal PE2

Develop partnerships that help the department meet the needs of a diverse and changing population.

STRATEGY PE2.1 Leverage existing partnerships and shared services agreements to maximize programmable space for youth after-school and adult sports programs.

STRATEGY PE2.2 Explore new partnerships to expand programming capacity.

Goal PE3

Evaluate the benefits of CAPRA Accreditation.

STRATEGY PE3.1 Establish an evaluation committee to thoroughly review the community benefits, costs, and staff workload involved in CAPRA Accreditation.

Goal PE4

Activate the Indian Bend Wash, one of Scottsdale's most valuable community amenities.

STRATEGY PE4.1 Host special events, recreation programs, community activities, and increased opportunities for play in the Indian Bend Wash.

Goal PE5

Continuously evaluate cost recovery philosophy.

STRATEGY PE5.1 Conduct a cost recovery assessment.

STRATEGY PE5.2 Engage the Parks and Recreation Commission in the development of cost recovery models and rates and fees.

Goal PE6

Increase recreation events that provide both social and economic benefits to the community.

STRATEGY PE6.1 Strengthen the Parks and Recreation Department Special Events Team.

STRATEGY PE6.2 Ensure that event planning meets the needs and interests of a diverse mix of ages, abilities, and community interests.

STRATEGY PE6.3 Offer a balanced mix of free and fee-based events.

Goal PE7

Promote water safety.

STRATEGY PE7.1 Expand Learn to Swim programming and opportunities.



Environmental Stewardship

Goal ES1

Conserve water.

- STRATEGY ES1.1** Explore turf to xeriscape conversions in locations that align environmental and programming priorities of the department for non-functional turf.
- STRATEGY ES1.2** Leverage irrigation technology to maximize water savings.
- STRATEGY ES1.3** Continuously evaluate water savings opportunities at Scottsdale's aquatics centers.
- STRATEGY ES1.4** Develop department specific water savings messaging in collaboration with the Water Department.

Goal ES2

Increase tree inventory and improve plant management practices.

- STRATEGY ES2.1** Identify partnership opportunities to increase tree inventory.
- STRATEGY ES2.2** Establish tree planting goals and tree canopy metrics in alignment with the organization's Sustainability Plan.
- STRATEGY ES2.3** Develop a department tree care plan.

Goal ES3

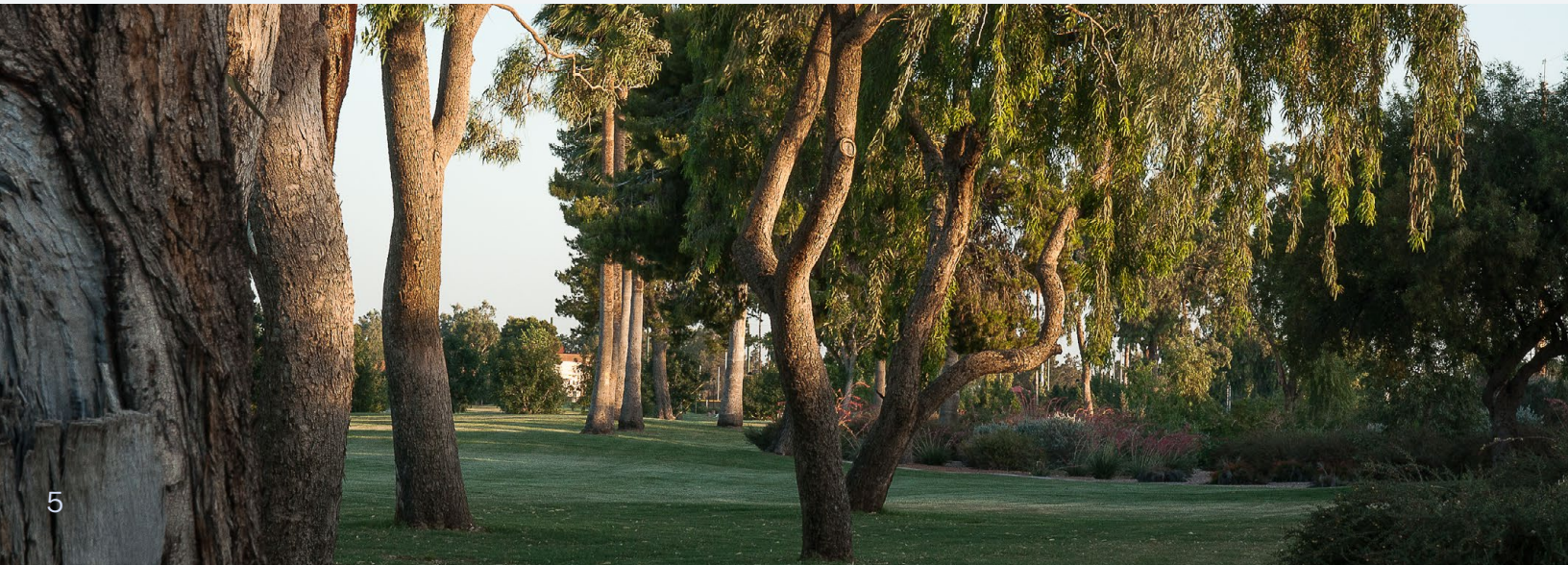
Educate the public about the department's environmental initiatives and accomplishments.

- STRATEGY ES3.1** Develop storytelling and messaging strategies that highlight the department's role as stewards of the environment.
- STRATEGY ES3.2** Create and launch social media campaigns highlighting specific environmental priorities, work and accomplishments.

Goal ES4

Reduce waste.

- STRATEGY ES4.1** Identify strategies for department-wide waste reduction.





Marketing and Communications

Goal MC1

Implement effective communication and marketing strategies to educate the public about the Parks and Recreation Department's programs, services, policies, facilities, and priorities.

- STRATEGY MC1.1** Produce a comprehensive marketing and communications plan that clearly identifies marketing goals, resources, timelines, and intended outcomes.
- STRATEGY MC1.2** Identify resources to support marketing, communications, and storytelling specifically for the Parks and Recreation Department.
- STRATEGY MC1.3** Improve Scottsdale Parks and Recreation's brand awareness.

Goal MC2

Be on the cutting edge of information delivery to successfully connect with citizens, stakeholders, visitors, and employees.

- STRATEGY MC2.1** Leverage new and emerging technology resources to provide efficient, effective, and timely communication to residents and visitors.
- STRATEGY MC2.2** Develop a systematic approach to delivering timely information about park-related Bond 2019 and Capital Improvement Plan projects.
- STRATEGY MC2.3** Improve social media and digital communication.

Goal MC3

Improve internal employee communication.

- STRATEGY MC3.1** Park management consistently delivers information to their workgroups and front-line employees.
- STRATEGY MC3.2** Develop and implement effective internal communication tools.





Maintenance of Exceptional Parks, Facilities, and Spaces

Goal FS1

Prioritize safety in parks and recreation facilities.

- STRATEGY FS1.1** Strengthen policies, ordinances, resources, and programs that ensure all employees, residents and visitors can access Scottsdale's parks, programs, and facilities safely.
- STRATEGY FS1.2** Market park rules through available resources, highlighting the most pressing concerns within our parks and facilities.

Goal FS2

Prioritize high maintenance standards in Scottsdale parks and facilities.

- STRATEGY FS2.1** Produce lifecycle guidelines for equipment and amenities.
- STRATEGY FS2.2** Improve contracted maintenance and custodial services.
- STRATEGY FS2.3** Beautify neighborhoods through the landscape and maintenance of City-owned medians and rights-of-way.
- STRATEGY FS2.4** Invest in maintenance staff training, development, and certifications.



Reimagined Parks, Facilities, and Community Spaces

Goal BR1

Design and complete identified 2019 Bond and approved capital improvement projects.

- STRATEGY BR1.1** In collaboration with Capital Projects Management, move approved 2019 Bond projects forward.
- STRATEGY BR1.2** In collaboration with Capital Projects Management, move budgeted capital projects (CIP) forward.

Goal BR2

Plan for parks of the future.

- STRATEGY BR2.1** Engage the public in the strategic and master planning process to ensure future parks and recreation facilities and projects are citizen driven and meet the evolving expectations/needs of the public.

Goal BR3

Reimagine existing parks, facilities, and amenities to meet the current and future needs of the community.

- STRATEGY BR3.1** Continuously evaluate and identify improvements to existing parks, facilities, and recreation spaces.
- STRATEGY BR3.2** Identify options for pickleball opportunities in south Scottsdale.
- STRATEGY BR3.3** Continue to replace aging playgrounds.



Tourism and Economic Vitality

Goal TE1

Attract signature sports and entertainment events to Civic Center, Scottsdale Stadium, the Indian School Park Baseball Complex, and the three Scottsdale sports complexes.

- STRATEGY TE1.1** Effectively market specialty facilities that have distinct and unique tourism functions.
- STRATEGY TE1.2** Fully leverage Scottsdale Stadium as a national event venue.
- STRATEGY TE1.3** Maximize the use of the Scottsdale Sports Complex, Bell94, and the future WestWorld Sports Complex to host events that support the tourism goals of Scottsdale.
- STRATEGY TE1.4** In collaboration with the Tourism & Events Department and Scottsdale Arts, program Civic Center with activities that will draw people to Old Town.

Goal TE2

Demonstrate how Scottsdale residents and businesses benefit from the economic impact created by sports and recreation-based tourism.

- STRATEGY TE2.1** Work with partners, stakeholders, and the private sector to conduct economic impact reports to demonstrate the value of sports tourism to our residents.
- STRATEGY TE2.2** Clearly communicate the distinction and community benefits between Scottsdale's specialty sports facilities and the department's general sports fields.

Goal TE3

Expand collaboration with the Tourism & Events Department to gain support for recreational events that qualify as tourism generators.

- STRATEGY TE3.1** Apply for tourism funds for events and programming.
- STRATEGY TE3.2** Program events in collaboration with the Tourism & Events Department.





Scottsdale Resident Access and Participation

Goal PR1

Increase and improve resident access to Scottsdale’s community and neighborhood park sports fields (distinguished from sports complexes, professional baseball facilities).

STRATEGY PR1.1 Engage residents and stakeholders in the development of an updated Youth Sports Field Allocation Policy.

Goal PR2

Improve resident access and registration process for classes, programs, and events.

STRATEGY PR2.1 Expand on prioritized registration opportunities for popular programs, classes, events, and facilities.

STRATEGY PR2.2 Evaluate program registration and facility reservation tools and policies.

Goal PR3

Improve resident involvement in recreation program planning.

STRATEGY PR3.1 Host in-person public meetings at community centers and public recreation facilities.

STRATEGY PR3.2 Utilize virtual engagement tools for to involve residents and stakeholders in program and policy planning.





Invest in Parks and Recreation Workforce

Goal IW1

Recruit, develop, and retain a diverse, a high-performing workforce.

- STRATEGY IW1.1** Implement progressive marketing campaigns for the recruitment of Parks and Recreation Department positions.
- STRATEGY IW1.2** Work with community partners, including local high schools, colleges and universities, to expand the department's talent pipeline.
- STRATEGY IW1.3** Invest in the professional growth and development of employees.
- STRATEGY IW1.4** Regularly review and refine the department's compensation and benefits to maintain market competitiveness.

Goal IW2

Review the department's organizational structure biannually to examine productivity and efficiency opportunities and achieve organizational priorities.

- STRATEGY IW2.1** Parks and Recreation Leadership Team will meet at an annual retreat to evaluate organizational structure and provide recommendations for the department's organizational structure.

Goal IW3

Increase professionalism, with an emphasis on outstanding customer service to both the public and our internal customer.

- STRATEGY IW3.1** Create and implement customer service standards.
- STRATEGY IW3.2** Develop an onboarding process for new employees.
- STRATEGY IW3.3** Develop an onboarding process for new Parks and Recreation Commissioners.

Goal IW4

Evaluate volunteer program opportunities.

- STRATEGY IW4.1** Explore the viability of new volunteer programs.
- STRATEGY IW4.2** Consider a Parks and Recreation internship program.





SCOTTSDALE
**PARKS &
RECREATION**



Simply Better Service 
for a World-Class Community

[ScottsdaleAZ.gov/parks](https://scottsdaleaz.gov/parks)