

Outdoor Recreation

Strategic Prism

December 2011

Outdoor Recreation

Executive Summary

PRISM

- **Public engagement:** Outdoor Recreation has a broad constituency and public engagement is critical to success
- **Revolutionize** the way we conduct business with emphasis on consumers and partners
- **Innovation** that fosters new recreational opportunities, improves the way we manage our facilities, and keeps pace with evolving technologies
- **Sustainability** throughout our recreational portfolio – making strategic investments in destinations, divesting in other areas and utilizing/showcasing green approaches wherever practicable
- **Messaging** to our many constituents and our staff the near- and long-term initiatives that will be undertaken combined with managing expectations surrounding these initiatives.

Sands of Time

- Expedite the manner in which infrastructure projects get under construction
- Plan for resource deficiencies today, tomorrow and over the next 20 years
- Explore opportunities to invest in staff and successional planning

Transformational Drivers

- Technology
- Evolution
- Partnerships

Outdoor Recreation Vision/Mission

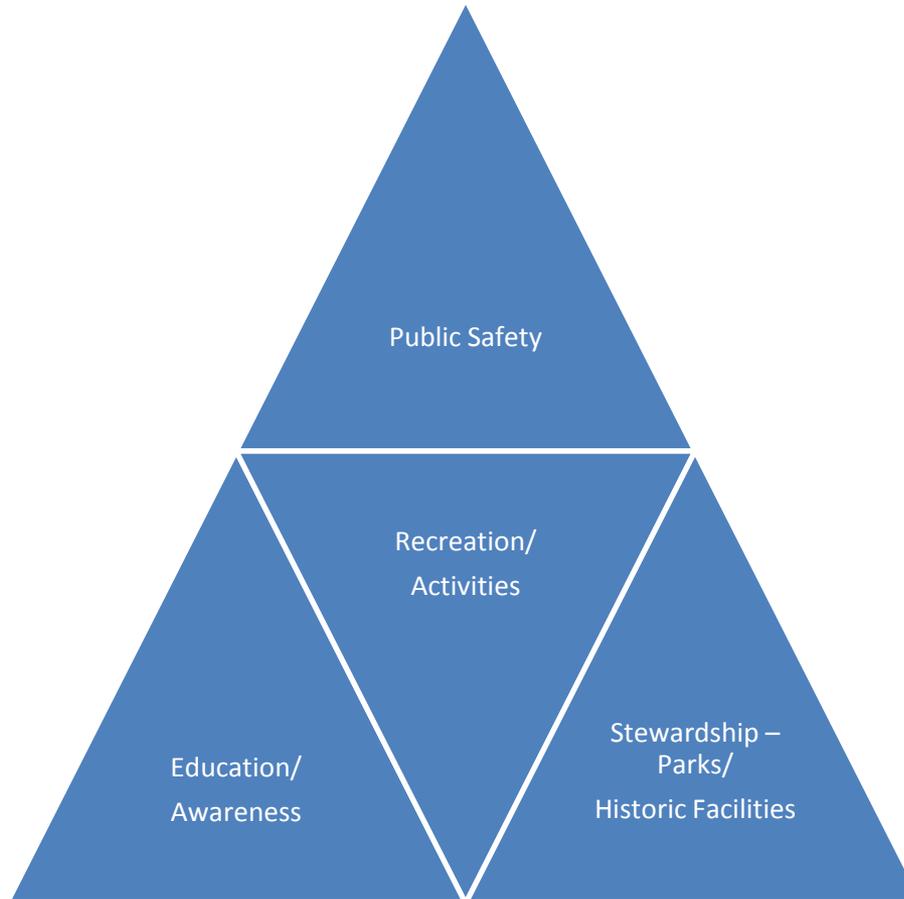
Today

- ❑ Engaging the public, providing for safe and enjoyable and varied public recreation, furthering and promoting public access, awareness, fostering stewardship of our natural resources through environmental education and enforcement of fish and game measures, and showcase efforts to protect, preserve and restore the our environment and conserve energy

Tomorrow/Our Lifetime

- ❑ Explore new avenues and tools to better engage and connect with the public, advance efforts to educate the public about resource protection initiatives and recreational pursuits, utilize recreational venues to “walk the talk” as it relates to renewable energy and conservation, diversify economic and business opportunities and create a new model for managing/operating recreational areas

Core Functions



Outdoor Recreation: The Basics

Who we are:

- Parks = 95 employees
- EnCon = 51 employees
- Boating = 11 employees
- Seasonals = 600 annually

We manage:

- 107 parks
- 23 swimming areas
- 14 campgrounds = 1,400 campsites
- 32 forests
- 119 boat launches
- 200,000 plus acres
- 400 plus facilities

What we do:

- Manage recreational sites
- Enforce fish and game laws
- Educate: safe boating; environmental and historic interpretation;
- Build and maintain infrastructure
- Fund trails/greenways
- Interact with the public
- Support homeland security missions
- Host/sponsor events

Constituents and Partners

Constituents

- Staff
- Public (esp. families/children/urban)
- Friends groups
- CFPA
- Boating Community/Marine Trades
- Hunters
- Commercial/recreational fishermen

External Partners

- Friends groups/CFPA
- CMTA
- Land trusts
- Private entities: REI, North Cove, Anthem, etc.
- Sister agencies: DOT, DPH, DMV, CCT, DAS, State Police, Agriculture, Emergency Management
- Federal agencies: NPS, FWS, EPA, Ag, Coast Guard, FHWA, NOAA, DOT
- Local law enforcement departments

Internal Partners

- Support Services
- Natural Resources
- HR
- Financial/budget
- Inland Water
- Water Planning
- Land Acquisition
- Radiation
- Climate/Solid Waste
- Information Management
- Program Development
- Long Island Sound

Transformation Initiatives

Public Interface

- Enhance interactions with the public: park patrons, boaters, families/children, recreational enthusiasts. Utilize new tools, new approaches and technology

Operations Business Plan

- Change the way Outdoor Recreation does business: foster public/private partnerships, deploy customer-oriented technologies, cultivate sponsors, change dynamic between agency and Friends groups,

Sustainability

- Understand who we are today and plan for what we are going to look like tomorrow: divest in some recreational areas/facilities, invest in green technologies – showcase, educate and appreciate (our footprint),

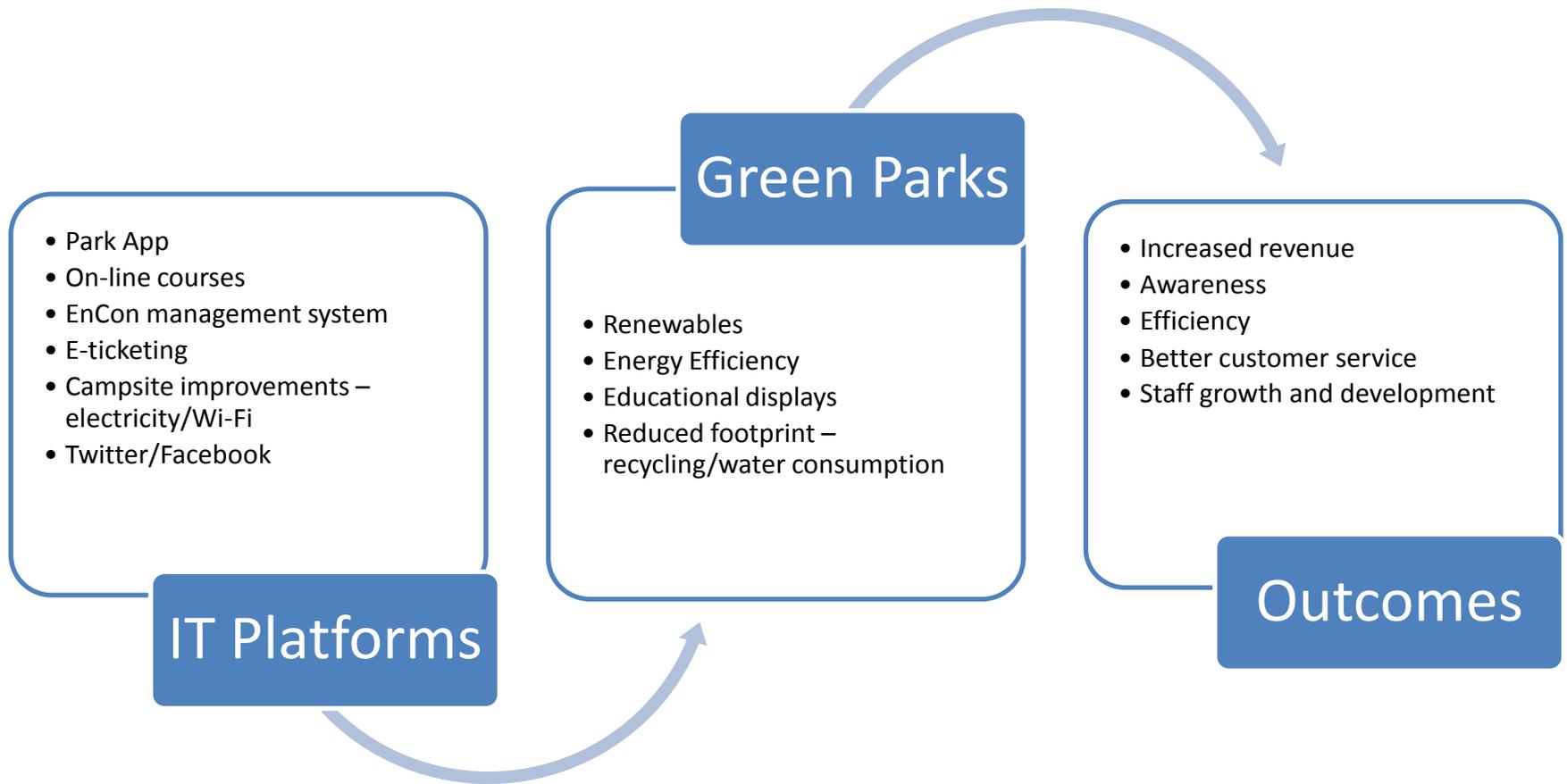
Public Safety

- Further public safety endeavors through education, prevention, technology, training, skill building and collaboration.

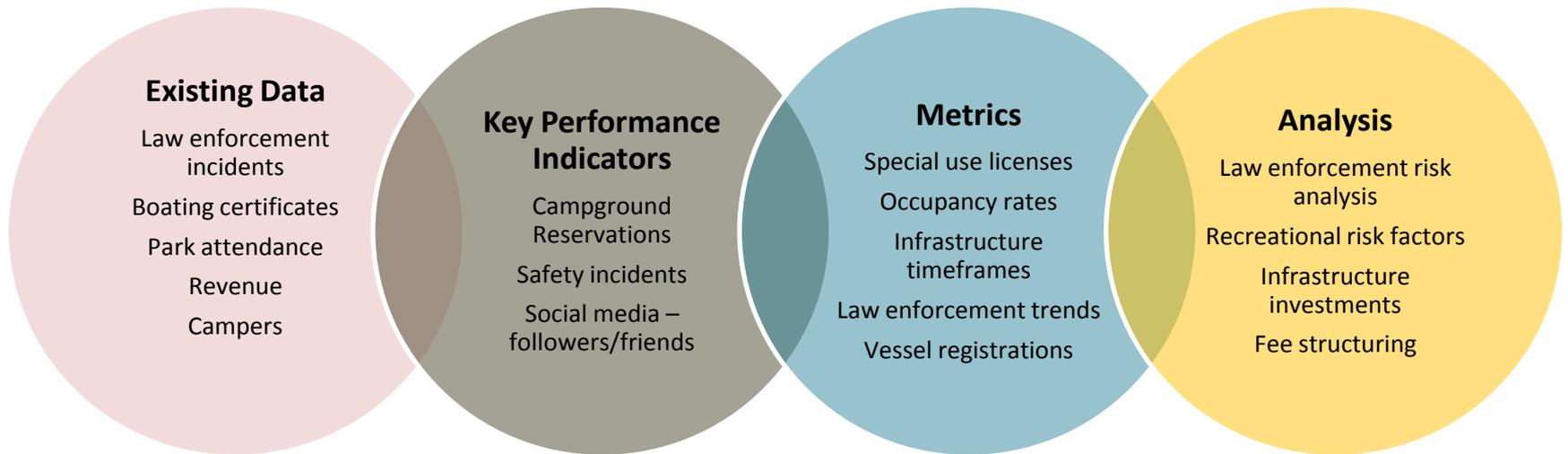
Outdoor Recreation Transformational Elements

	Description	Rationale/impact	Timing	Status	Owner
1 Public Engagement/ Interaction	A Customer-friendly approaches	Revenue/Support/Awareness	3/2012		Tyler/Fritz
	B Garner support/grow constituency/Diversity	Funding/Partnerships / Tailor programs	3/2012		Tyler/Fritz
2 Operations/ Business Model	A Invest in Technology	Evolve w/times; provide information	Winter 2011		Law/Boating/Parks
	B Private partnerships	Funding/NCLI	Winter 2011		Tyler/Fritz
	C Explore entrepreneurial approaches	Revenue/Resources	Spring 2012		Boating/Parks
3 Sustainability	A Strategic operational management	Diminished resources	Winter 2011		Boating/Law/Parks
	B Infrastructure prioritization	Strategic investments	2012		Fritz
	C "Green" investments/education	Walk the Talk/Lead	2012		Fritz/Babbidge
4 Public Safety	A Technology	Efficiency/collaboration	Spring 2012		
	B Training	Adjust to resource shifts	2012/13		
	C Prevention and Education	Further safety initiatives	2012/13		

Outdoor Recreation – 21st Century Investments



Outdoor Recreation: Yardstick



Outdoor Recreation: Business/Operational Analytics

	Description	Rationale	Timing	Status
1 Technology	Rate of deployment and use- Apps/Wi-Fi/ Electronic Transactions	Modernize to connect and engage customers	2012	
2 Recreational Activity	Track attendance, camping, licenses and overall activity	Need to understand trends/demographics and evolve	2012 >	
3 Investment	Infrastructure funding & private engagement: partners/sponsors	Work toward less reliance on traditional sources of funds	2012 >	
4 360 Dynamic	Customer service Feedback evolution: Public/Staff/Const. Groups – use Social Media tools	Meet demand and refine priorities	2012	

Outdoor Recreation: “There” and How Do We Get “There”

Process

Make decisions/GSD
Choices
Public/Staff/
Stakeholder Engagement



Planning

Investments: Infrastructure/IT
Disinvest: Programs/Facilities
Measure/Recalibrate/
Evolve



“THERE”

Sustainable Park System
Diverse Revenue Stream
Safer/Smarter/Healthier Public
Motivated/Dedicated/Skilled/
Knowledgeable Staff
Engaged/Collaborative Partners & Advocates

Outdoor Recreation Transformation Initiative – Addendum I – Bringing It to Life (created December 2011)



“Parks of the Future”

- > Recreational Interests
- > Demographics
- > Technology
- > Funding
- > Green



Technology

Develop an approach that incorporates various forms of technology into the visitor experience while also generating operational improvements.



Focused Programmatic Approach

Tied to understanding our visitors, their interests and gearing programs toward those interests.

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Park of the Future Next Steps

- Create small working group, primarily of field personnel, to capture and characterize recreational trends
- Create a mechanism for robust /visitor feedback and demographic analysis
- Observe experiences in other states and incorporate best practices
- Start to develop a 5 to 10 year plan

Technology Next Steps

- Finalize development of Park App
- Work on mechanism for on-line boating courses
- Roll out electronic transactions at additional parks
- Work with “Park of the Future” working group on system-wide approaches

Focused Programming Next Steps

- Tie to work to better understand visitors and demographics
- Capture trends – recreational
- Grow and have programs such as No Child evolve
- Increase environmental education programming and offerings: weaving science, education and recreation together to reach various constituents