

STRATEGIC PLAN



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INTRODUCTION

The Henrico Division of Recreation and Parks is pleased to present its Strategic Plan, a dynamic roadmap outlining the organization's trajectory for growth, development, and service excellence. As stewards of community well-being and the custodians of vibrant public spaces, this comprehensive plan reflects our unwavering commitment to continuous improvement and encapsulates the essence of our mission.

Crafted in conjunction with the completion of the national agency accreditation process, this document serves as a guiding compass, delineating our vision and objectives. Rooted in our dedication to enhancing the quality of life for the residents of Henrico County, the Strategic Plan is a living, evolving framework that undergoes annual scrutiny for progress and adaptability.

Our commitment to excellence is reflected in the careful consideration of diverse perspectives and input gathered from our community. Through collaborative conversations, insightful analysis, and a thorough understanding of current conditions, we have distilled a strategic vision that aligns with the overarching goals of our department. As we embark on this strategic journey, our focus remains steadfast on leveraging our strengths, addressing weaknesses, capitalizing on opportunities, and navigating potential threats with resilience.

This Strategic Plan is more than a blueprint; it is a testament to our dedication to providing exceptional recreational services, maintaining green spaces that inspire, and fostering a sense of community pride. As we navigate the years ahead, we invite all stakeholders – residents, partners, and team members – to join us on this expedition towards a more vibrant, inclusive, and sustainable future for Henrico County's Recreation and Parks Division.

REVIEW PROCESS

The Division of Recreation and Parks reviews its goals and objectives every year, aligning them with budget considerations during the budget development process. This ensures that financial allocations match the current strategic priorities. Additionally, the Division conducts a more in-depth update of its Strategic Plan every five years, allowing for a forward-looking approach to meet evolving community needs. This regular review process demonstrates the Division's commitment to flexibility, efficiency, and staying responsive to the changing demands of the community.

MISSION STATEMENT

The mission statement for the Division of Recreation and Parks is as follows:

The Division of Recreation and Parks exists to enhance the quality of life and to foster a sense of well-being and community for the citizens of Henrico County. This is accomplished through management of resources and by facilitating leisure services and recreational opportunities in safe and well-maintained environments.

The Division's Mission Statement can be found on the Recreation and Parks website at www.henrico.us/rec/about-us/.

VISION

The vision statement for the Division of Recreation and Parks is as follows:

The Division of Recreation and Parks strives to:

- provide the citizens of Henrico County safe, clean, and well-maintained parks and facilities;
- provide the citizens of Henrico County with a wide range of convenient and affordable general-interest recreation programs, classes, activities, and special events;
- maximize the use of parks, open space, athletic sites, and facilities;
- ensure the protection of open space and historically significant properties in the County for the recreational and educational needs of future generations of citizens;
- cultivate an effective and dynamic workforce; and
- attract visitors to Henrico County as a premier family-and-friends tourism destination.

The Division's Mission Statement can be found on the Recreation and Parks website at www.henrico.us/rec/about-us/.

DIVERSITY, EQUITY, AND INCLUSION (DEI) STATEMENT

At Henrico Division of Recreation and Parks, we are committed to fostering a diverse, equitable, and inclusive environment. We value and celebrate the unique perspectives and backgrounds of our employees, partners, and community members. Our dedication extends to providing accessible recreational programs and facilities, engaging with the community to understand diverse needs, and actively seeking partnerships with organizations that share our commitment to DEI. Through these efforts, we strive to create a welcoming and inclusive space for everyone in our community.

INPUT

Formulating a strategic plan demands collaboration with various stakeholders, and the Henrico Recreation and Parks Division kickstarted this process through facilitated meetings involving both full-time and part-time staff. These sessions not only conducted an internal analysis but also explored visions and future opportunities.

To gather a holistic perspective, the Division actively sought input from current customers, spanning facility users, loyal patrons, pass holders, residents, and community groups. Employing a range of tools, including in-person surveys, online surveys, and inquiries posed to visitors at Henrico Recreation centers, enabled a thorough and diversified understanding of perspectives.

GOALS AND OBJECTIVES

The Division has systematically set measurable goals and objectives within its three operational sections: Administration, Park Services, and Recreation Services. These strategic benchmarks serve as guiding principles to direct the Division's efforts and initiatives toward enhancing overall effectiveness and community impact. To ensure ongoing relevance and alignment with evolving priorities, these goals and objectives undergo a comprehensive evaluation every five years, as a vital component of the Division's broader Strategic Plan.

In addition to the five-year review, the Division employs a proactive approach by integrating an annual analysis of its goals and objectives into the budget preparation process. This strategic alignment allows for a synchronized evaluation, ensuring that financial allocations correspond closely with the Division's overarching objectives. By intertwining this analysis with budgetary considerations, the Division not only safeguards fiscal responsibility but also strengthens the link between strategic priorities and resource allocation. This dynamic approach ensures that the Division's goals and objectives remain agile and adaptable to the changing landscape of community needs and resource availability.

ADMINISTRATION:

Administration Services provides all necessary services to support the Division to deliver its core services to the citizens of Henrico County. This area oversees the Division's personnel, financial, marketing, information technology and customer services needs, including software support, account receivable and payable, procurement, and records management.

Also included in this area is Planning Services, which provides expertise to lead and guide the development and redevelopment of the County's park system. This operational unit is responsible for master planning, design development, construction documentation, and project bidding and construction administration as well as maintaining the Division's annual five-year Capital Improvement Program.

2018-2023 GOALS – PROGRESS TO DATE

1. **Goal:** To prepare and monitor the operating and capital budgets of the Division.
 - **Outcome:** This goal was achieved. An approved budget was adhered to for each fiscal year throughout this period.
2. **Goal:** To maintain accurate accounting records for the Division.
 - **Outcome:** This goal is in progress. The most recent internal audit noted that a couple accounting records did not have the appropriate documentation. The Division has put a plan in place to address this issue.
3. **Goal:** Provide and support cost-effective, productive technology solutions for staff that allow them to seamlessly perform their duties.

- **Outcome:** This goal is achieved. Numerous software systems are used to manage various functions throughout the Division. Staff continue to review these software systems and compare them to other systems available out in the marketplace to see if there are any options available that better suit our needs.
4. **Goal:** Research new technologies that can further our Division’s efforts in supporting our citizens and customers.
- **Outcome:** This goal is achieved. Staff within the Division continue to explore new technologies to improve efficiency and effectiveness. The Division recently deployed a new app to help citizens navigate the park system and programming opportunities.

2024-2029 GOALS & OBJECTIVES

1. **Goal: Ensure effective financial management and stewardship of Division resources.**
 - **Objective 1:** Implement transparent budgeting practices to optimize resource allocation.
 - **Objective 2:** Conduct regular audits to mitigate financial risks and ensure compliance.
 - **Objective 3:** Establish key performance indicators to monitor financial efficiency.
 - **Objective 4:** Explore opportunities for revenue diversification to supplement budgetary needs.
2. **Goal: Cultivate a skilled, diverse, and motivated workforce to deliver exceptional services.**
 - **Objective 1:** Develop targeted recruitment strategies to attract a diverse talent pool.
 - **Objective 2:** Implement ongoing training programs to enhance employee skills and motivation.
 - **Objective 3:** Introduce a program to cross train employees across numerous functions to improve employee skills.
 - **Objective 4:** Implement employee recognition programs to boost morale and job satisfaction.
3. **Goal: Ensure equal opportunities for professional development and advancement within the organization.**
 - **Objective 1:** Implement fair and transparent promotion processes.
 - **Objective 2:** Provide mentorship programs to support career growth for employees from diverse backgrounds.
4. **Goal: Foster an inclusive and welcoming workplace culture.**
 - **Objective 1:** Conduct regular diversity and inclusion workshops for all staff.

- **Objective 2:** Establish employee resource groups to facilitate open dialogue and collaboration.
5. **Goal: Enhance community awareness, engagement, and turnout to recreation activities and parks through strategic marketing and public relations initiatives.**
 - **Objective 1:** Conduct comprehensive marketing campaigns to promote recreation activities and park events.
 - **Objective 2:** Establish community engagement programs to foster a sense of involvement and pride.
 - **Objective 3:** Utilize data analytics to measure the effectiveness of marketing strategies.
 - **Objective 4:** Implement a community feedback system to gauge public sentiment and preferences.
 6. **Goal: Plan, develop, and construct high-quality parks and facilities to meet community needs.**
 - **Objective 1:** Conduct thorough needs assessments to identify community requirements.
 - **Objective 2:** Collaborate with stakeholders and adhere to sustainable design principles in facility development.
 - **Objective 3:** Streamline the project approval process to expedite park and facility development.
 - **Objective 4:** Explore public-private partnerships to fund and enhance park infrastructure.
 7. **Goal: Ensure compliance with legal and regulatory requirements and mitigate risks associated with operations.**
 - **Objective 1:** Establish robust monitoring systems for legal and regulatory compliance.
 - **Objective 2:** Conduct regular audits to identify and mitigate operational risks.
 - **Objective 3:** Enhance staff training on legal and regulatory changes affecting operations.
 - **Objective 4:** Establish a crisis management plan to address unforeseen challenges proactively.

PARK SERVICES:

Park Services is responsible for the care and maintenance of the County's park system of over 3,900 acres and 140 facilities. Within Park Services are four principal service delivery areas: Resource and Custodial Section, Grounds and Turf Section, Sports Management Section, and Trades Section.

The Resource and Custodial section is responsible for the custodial operations at park facilities as well as event preparation and clean up, landscape enhancements, tree work, and plant maintenance.

The Grounds and Turf section is responsible for general lawn, grounds, and plant maintenance of all park areas except athletic fields.

The Sports Management section is responsible for the care and preparation of all sports fields scheduled for use through the Division of Recreation and Parks, which includes select fields on Henrico County Public School sites. The sports section schedules the use of athletic fields and gymnasiums for youth and adult athletics leagues and associations as well as outside sports tournaments. This section is also responsible for administering both park use and borrowed equipment requests and manages all school use permits.

The Trades section is responsible for the maintenance of the Division's buildings including HVAC, painting, carpentry, plumbing, machinery repairs and small construction projects. This section also maintains National Recreation and Parks Association certified playground inspectors who provide weekly safety inspections of all play areas and coordinate all necessary equipment repairs or replacements.

2018-2023 GOALS – PROGRESS TO DATE

1. **Goal:** Implement the beginning phase of the Recycling plan by coordinating placement of recycling containers in our major centers – Eastern Henrico Recreation Center, Dorey Recreation Center, Deep Run Recreation Center, and Belmont Recreation Center.
 - **Outcome:** This goal was achieved, and recycling receptacles are available at select park sites.
2. **Goal:** Implement an inventory tagging system for all sections of Parks Services to provide a more efficient and accurate means of tracking tools and equipment.
 - **Outcome:** This goal was achieved, and this system is in use.
3. **Goal:** To transition the traffic counter system into one comprehensive system and to identify high-volume locations that are not adequately being tracked to enable the Division to more accurately track the park usage.
 - **Outcome:** This goal was achieved, and this system is now in use.
4. **Goal:** Upgrade older irrigation systems to central control systems.
 - **Outcome:** This goal is in progress. Old irrigation systems have been replaced with central control systems at numerous locations and the transition is still in progress across the park system.
5. **Goal:** Implement a sports scheduling system to streamline athletic field requests, allocation, communication, and generation of internal and external reports.
 - **Outcome:** This goal was achieved, and the Division currently utilizes the sports scheduling system, rSchool.
6. **Goal:** Implement a GPS sports field layout to enable fields to be marked more efficiently.

- **Outcome:** This goal was achieved, and a new GPS sports field layout is in use.
7. **Goal:** To streamline communication to staff by closing all trades specific work orders upon completion.
- **Outcome:** This goal is in progress. The Division is in the process of utilizing POSSE to achieve this goal.

2024-2029 GOALS & OBJECTIVES

1. **Goal: Enhance expertise in landscaping and turf care, including irrigation, field lining, and fertilization.**
 - **Objective 1:** Provide continuous training for park maintenance staff on industry best practices.
 - **Objective 2:** Implement technology solutions for efficient turf care management.
 - **Objective 3:** Establish a certification program to ensure staff proficiency in landscaping techniques.
 - **Objective 4:** Research and adopt innovative landscaping practices for sustainable park maintenance.
2. **Goal: Equitably maintain and upgrade parks and assets throughout the County.**
 - **Objective 1:** Develop a strategic plan for resource deployment based on specific park needs.
 - **Objective 2:** Implement a maintenance schedule for equitable upgrades and rehabilitation.
 - **Objective 3:** Conduct community feedback sessions to identify priority areas for upgrades.
 - **Objective 4:** Explore grant opportunities to fund targeted upgrades in underserved areas.
3. **Goal: Create a rehabilitation and replacement cycle for all capital assets.**
 - **Objective 1:** Establish a systematic schedule for the rehabilitation and replacement of capital assets.
 - **Objective 2:** Ensure the safety and functionality of shelters, playgrounds, equipment, restrooms, and other park amenities.
 - **Objective 3:** Conduct regular asset condition assessments to inform timely replacements.
4. **Goal: Develop inclusive pedestrian and bicycle paths in all corners of the County.**
 - **Objective 1:** Conduct a comprehensive plan for the implementation of inclusive paths.
 - **Objective 2:** Collaborate with accessibility experts to ensure paths meet diverse user needs.

- **Objective 3:** Monitor path usage and gather user feedback to inform continuous improvements.
- **Objective 4:** Explore innovative technologies to enhance the accessibility and safety of paths.

5. **Goal: Improve the transition of capital projects from construction to operations.**

- **Objective 1:** Establish comprehensive maintenance plans and protocols for newly completed projects.
- **Objective 2:** Implement technology for efficient project transition and resource allocation.
- **Objective 3:** Conduct post-project evaluations to identify lessons learned and areas for improvement.
- **Objective 4:** Develop a training program for staff involved in project handovers to ensure seamless transitions.

6. **Goal: Maximize usage of park facilities while protecting long-term health.**

- **Objective 1:** Develop proactive maintenance plans for facilities and athletic fields.
- **Objective 2:** Engage stakeholders and utilize technology for effective resource management.
- **Objective 3:** Implement user surveys to understand preferences and optimize facility usage.

7. **Goal: Reduce operational environmental impact.**

- **Objective 1:** Implement sustainable practices to minimize the environmental footprint.
- **Objective 2:** Provide a clean and healthy experience for park visitors today and in the future.
- **Objective 3:** Explore renewable energy sources for park operations to further reduce environmental impact.
- **Objective 4:** Establish partnerships with local environmental organizations to enhance sustainability initiatives.

RECREATION SERVICES:

Recreation Services provides expertise to create affordable recreational, cultural, educational, and leisure opportunities to benefit and enhance the lives of all Henrico County citizens. This area oversees recreational facility operations, including recreation and community centers and historic facilities, as well as providing recreation programs, classes, and special events. It includes staffing in the following sections: Recreation Programs, History, and, Special Events.

The Recreation Programs area is responsible for all general-interest recreation programs, classes and activities. These include programs for preschoolers, youth, teens, adults, and seniors in the areas of sports,

community recreation, cultural arts, nature and outdoors, and therapeutic recreation. This area also provides summer camp opportunities in these program areas and programs both the Henrico Theatre and Three Lakes Nature Center.

The History section is responsible for the interpretation and programming of Henrico County historic sites, structures, and artifacts. The Division owns and maintains several signature historic sites open for public visitation. These include Meadow Farm Museum, the Parsons Center, and Virginia Randolph Museum.

The Special Events section offers a variety of large free events in the parks for residents and visitors to enjoy. These include the two signature events, Juneteenth Celebration, and Red White and Lights Fourth of July. Staff also plans several smaller neighborhood events throughout the year, including ice cream socials, outdoor movies, and community events.

2018-2023 GOALS – PROGRESS TO DATE

1. **Goal:** To achieve a geographic balance of programs, events and cultural and recreational resources throughout the county, while acknowledging and meeting the diverse leisure needs of the community.
 - **Outcome:** This goal was achieved by focusing on enhancing the program availability at each recreational hub. Recreation Programmers were moved out to the recreation centers to create programs tailored to the surrounding community.
2. **Goal:** To provide participants and visitors with primarily introductory access to activities in a variety of interest areas.
 - **Outcome:** This goal was achieved. Introductory-level programs are offered across a broad range of topics.
3. **Goal:** Improve citizen awareness of Division programs and services by attending additional community events each year and increasing the number of followers and engagement on our social media platforms.
 - **Outcome:** This goal was achieved. Recreation staff attended numerous community events with a table setup advertising the various recreation services provided. The tabletop information included a QR code which would give citizens access to our app and social media sites.
4. **Goal:** To provide opportunities to explore the natural and historic resources of the county.
 - **Outcome:** This goal was achieved. The Division provided numerous natural and historic programs at the Three Lakes Nature Center and Meadow Farm Park.
5. **Goal:** To promote community and family entertainment through performing arts and special events.
 - **Outcome:** This goal was achieved. The Division executed numerous free special events and performing arts opportunities for the public to attend.

6. **Goal:** Increase local awareness of visitors' positive impact through the development of new community partnerships.
 - **Outcome:** This goal was achieved. The Division increased its monetary support of several key community partnerships including HPAL and Jacobs Chance. This support allows these community organizations to reach more citizens with their recreational services.
7. **Goal:** Improve/enhance communication with potential visitors.
 - **Outcome:** This goal is in progress. The Division hosted its first job fair. The Division has increased its presence at community events throughout the region.
8. **Goal:** Create additional sports tournament programming for new and existing athletic complexes.
 - **Outcome:** This goal is in progress. The Sports and Entertainment Authority was established to focus on this goal.
9. **Goal:** Providing opportunities to enhance the quality of life and community well-being through the facilitation of recreational opportunities and leisure services for all citizens regardless of economic level, age and/or ability.
 - **Outcome:** This goal was achieved. All programming provided to the community through Recreation and Parks is free of charge.

2024-2029 GOALS & OBJECTIVES

1. **Goal: Achieve a geographic balance of programs and resources throughout the County.**
 - **Objective 1:** Conduct geographic assessments to identify areas in need of enhanced recreational resources.
 - **Objective 2:** Collaborate with local communities to customize programs based on regional needs.
 - **Objective 3:** Establish satellite program locations in underrepresented areas.
 - **Objective 4:** Enhance mobile recreation units to bring programs to diverse neighborhoods.
2. **Goal: Provide introductory access to activities in a variety of interest areas.**
 - **Objective 1:** Develop programs that offer introductory access to diverse recreational activities.
 - **Objective 2:** Establish partnerships with local organizations to expand activity options.
 - **Objective 3:** Introduce community workshops to showcase the variety of recreational activities available.
3. **Goal: Improve citizen awareness of Division programs and services.**

- **Objective 1:** Participate in additional community events to increase program visibility.
 - **Objective 2:** Increase social media presence and engagement for effective outreach.
 - **Objective 3:** Develop and distribute informational brochures highlighting available programs.
 - **Objective 4:** Launch an ambassador program with community influencers to promote programs.
4. **Goal: Explore natural and historic resources of the County.**
- **Objective 1:** Develop programs and events that highlight natural and historic resources.
 - **Objective 2:** Collaborate with historians and naturalists for authentic experiences.
 - **Objective 3:** Improve and expand guided tours of natural and historic sites within the County.
 - **Objective 4:** Partner with local schools for educational programs centered around historical and natural themes.
5. **Goal: Ensure that recreational programs are accessible to all residents.**
- **Objective 1:** Conduct regular assessments of program accessibility and make necessary improvements.
 - **Objective 2:** Collaborate with community members to identify and address barriers to participation.
6. **Goal: Promote community and family entertainment through performing arts and special events.**
- **Objective 1:** Organize performing arts events and special activities for community and family entertainment.
 - **Objective 2:** Collaborate with local artists and performers to enhance entertainment offerings.
 - **Objective 3:** Host community festivals to promote cultural engagement and entertainment.
7. **Goal: Collaborate with organizations that share our commitment to DEI.**
- **Objective 1:** Identify and establish partnerships with local organizations focused on diversity, equity, and inclusion.
 - **Objective 2:** Participate in joint initiatives and events that promote inclusivity within the community.
8. **Goal: Actively engage and communicate with the community to understand and address their diverse needs.**

- **Objective 1:** Utilize diverse communication channels for effective outreach.
- **Objective 2:** Adapt communication strategies to align with evolving technological trends.
- **Objective 3:** Implement a customer feedback system to continually improve communication effectiveness.
- **Objective 4:** Establish multilingual communication channels to reach diverse populations.

9. Goal: Provide opportunities to enhance the quality of life and community well-being.

- **Objective 1:** Develop inclusive programs that cater to individuals of all economic levels, ages, and abilities.
- **Objective 2:** Conduct surveys to understand community needs and tailor programs accordingly.
- **Objective 3:** Collaborate with local health organizations to integrate wellness programs.
- **Objective 4:** Establish partnerships with local businesses to provide discounted access to recreational programs.

10. Goal: Maintain an active recycling plan in major recreation centers.

- **Objective 1:** Implement and sustain recycling programs in recreation centers.
- **Objective 2:** Educate staff and visitors about the importance of recycling for environmental sustainability.
- **Objective 3:** Collaborate with local environmental organizations for best practices in recycling initiatives.

These additional goals and objectives aim to further strengthen the strategic initiatives of the Henrico Division of Recreation and Parks, fostering a holistic approach to community well-being and sustainable development.

SWOT ANALYSIS

This SWOT analysis provides insights into Henrico Recreation and Parks Division's internal strengths and weaknesses, as well as external opportunities and threats that can impact its overall effectiveness and success. By utilizing various input mechanisms, we conducted a comprehensive SWOT analysis, laying the groundwork for the development of the Strategic Plan and a forward-looking vision.

In tandem with the SWOT analysis, the Henrico Recreation and Parks Division prioritizes a commitment to transparency and inclusivity in its strategic planning process. As an additional step, the Division actively seeks ongoing feedback from stakeholders, ensuring that the strategic goals and initiatives align with evolving community needs and aspirations. Regular engagement with the community, through forums, and surveys, serves as a dynamic mechanism for continuous improvement and adaptive planning.

This iterative approach fosters a collaborative relationship with the community, reinforcing the Division's dedication to not only meeting but exceeding expectations in the delivery of exceptional parks and recreation services. The identified goals were crafted with a strategic focus on fortifying and elevating existing strengths, mitigating weaknesses, capitalizing on opportunities, and staying attuned to prevalent conditions and potential threats.

The emergence of recurring themes from numerous conversations and comments led to the formulation of the Division's goals. These goals were derived from a synthesis of input, an analysis of current conditions, alignment with the department's mission and vision, and the overarching purpose of enhancing and expanding the scope of the parks and recreation department.

In conjunction with the SWOT analysis, the Henrico Recreation and Parks Division places a strong emphasis on sustainability and environmental stewardship. Recognizing the importance of green initiatives, the Division actively explores opportunities to minimize its ecological footprint and enhance the natural environment within the community. This commitment aligns with the broader goal of providing citizens with not only recreational opportunities but also a harmonious and sustainable outdoor experience.

Moreover, the Division recognizes the significance of leveraging technology to improve service delivery and community engagement. Integrating innovative solutions, such as user-friendly mobile applications and interactive online platforms, forms a crucial aspect of the strategic plan. By embracing technological advancements, the Division aims to enhance accessibility, streamline communication, and enrich the overall experience for residents and visitors engaging with parks and recreation services. This forward-thinking approach ensures that the Division remains adaptive to evolving trends and effectively utilizes contemporary tools to meet community needs.

The subsequent SWOT analysis is presented on the following page:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Diverse Facilities: The Division boasts a diverse range of parks and recreational facilities, catering to various interests and age groups. • Skilled Workforce: A motivated and skilled workforce contributes to the effective delivery of recreation services and park maintenance. • Community Engagement: Successful community engagement initiatives have created a strong sense of community involvement and pride. • Financial Management: The Division demonstrates effective financial management, ensuring optimal allocation of resources for park development and maintenance. • Legal Compliance: The Division adheres to legal and regulatory requirements, minimizing operational risks. • No fees and No Cost Recovery: The Division provides free programs and events. The Division is not obligated to cover the cost of its programs with fees. 	<ul style="list-style-type: none"> • Maintenance Challenges: An aging park system with maintenance challenges, impacting the overall quality and appeal of certain facilities. • Communication Gaps: There are opportunities to enhance communication strategies to improve awareness of programs and services in the community. • Limited Accessibility: Accessibility to some parks and recreational activities may be limited, hindering inclusivity for individuals with diverse abilities. • Transition Processes: Improvement is needed in the transition of capital projects from construction to operations, potentially impacting the timely and efficient launch of new amenities. • Environmental Impact: Despite efforts to reduce environmental impact, there are still areas where sustainability practices can be enhanced.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New Partnerships: Exploring new community partnerships can lead to additional resources and support for recreational programs and events. • Technology Integration: Embracing technology for communication, resource management, and program administration can enhance efficiency and user experience. • Program Expansion: Opportunities exist to expand and diversify recreation programs, reaching new demographics and interests within the community. • Green Initiatives: The growing interest in environmental sustainability presents opportunities for the Division to enhance green initiatives and practices. • Grant Funding: Pursuing grant opportunities can provide additional funding for park development, upgrades, and environmental initiatives. 	<ul style="list-style-type: none"> • Budget Constraints: Economic uncertainties or budget constraints may impact the availability of funds for park maintenance and development. • Competing Recreational Options: The presence of competing recreational options in neighboring areas may draw residents away from Henrico's parks and facilities. • Weather Impact: Adverse weather conditions, such as storms or extreme temperatures, can affect park usage and maintenance efforts. • Changing Demographics: Shifting demographics and preferences within the community may require the Division to adapt and tailor programs to meet evolving needs. • Regulatory Changes: Changes in regulations or legal requirements may necessitate adjustments in the Division's park planning, operations, and facilities to ensure compliance.

CONCLUSION

In conclusion, the Henrico Recreation and Parks Strategic Plan represents a comprehensive and forward-thinking roadmap aimed at enhancing the overall well-being of the community. The myriad goals and objectives outlined within this plan reflect a commitment to excellence, wellness, equity, inclusivity, and environmental stewardship. By fortifying financial management practices, fostering a skilled workforce, and creating high-quality parks and facilities, the Division seeks to elevate recreational experiences and contribute significantly to community engagement.

The Park Services goals emphasize sustainable practices, equitable resource distribution, and the development of inclusive pedestrian and bicycle paths, demonstrating a dedication to environmental responsibility and accessibility. Simultaneously, the Recreation Services goals underscore a commitment to geographic balance, community awareness, and the promotion of diverse recreational activities, fostering an inclusive and vibrant recreational landscape.

The SWOT analysis serves as a guiding compass, providing insights into internal strengths, weaknesses, external opportunities, and threats. Through the formulation of strategic goals and objectives, the Division not only addresses current challenges but positions itself for future success. The iterative approach of seeking ongoing community input ensures that the strategic plan remains responsive to evolving needs and aspirations, solidifying a collaborative relationship with the community.

As the Henrico Recreation and Parks Division advances with this strategic plan, it embarks on a journey of continuous improvement, adaptive planning, and the realization of a visionary future for parks and recreation services. By steadfastly adhering to the outlined goals and objectives, the Division stands poised to create a lasting and positive impact on the community, promoting health, community engagement, and environmental sustainability for generations to come.