

OUR VISION

GROTON IS A COMMUNITY WHERE EVERYONE FEELS WELCOME AND INCLUDED, AND HAS OPPORTUNITY TO LIVE, WORK AND PLAY IN A HEALTHY ENVIRONMENT.





Our mission is to build up Groton as a happy, healthy, more connected community. We do this by offering affordable, inclusive recreational programming; working with community partners to promote events and bring services to communities of socioeconomic need; and building and maintaining a

thriving system of accessible parks, trails and recreational facilities.

The strategic plan supports the department pillars of service to the community in addition to improving the community image, developing a sense of place, broadening human development and solving community problems.



**HEALTH &
WELLNESS**

Health and Wellness
– We foster health and wellbeing by offering accessible recreation programming, affordable essential services and resources that support active lifestyles.



CONSERVATION

We act as a steward of Groton's parks, trails and public beaches
– conserving natural resources by using best practices to manage open spaces and coastal shorelines.



**ECONOMIC
DEVELOPMENT**

We bring money into the community by offering recreational programming, park traffic and special events that serve Groton residents and draw visitors.



SOCIAL EQUITY

We work with local partners to engage in outreach, offer services to fill essential community needs, and grow a financial aid program that increases access to programming.

GOAL #1

Deliver excellent programs, services, facilities and communications to meet customer needs

Identify underrepresented segments of the community and provide equitable services to actively help them feel connected



Expand the number of locations where programs and services are delivered.

Conduct outreach efforts that result in connections with diverse segments of the community. Work with Housing Authority to establish stronger connections to various communities.

Expand community special events especially in the areas of multiculturalism.

Systematically identify and remove barriers for those not being served.

Provide or facilitate the delivery of a wide range of human services through supportive, educational, and informational and referral services in partnership with other community organizations.

Increase engagement in physically active recreation and outdoor spaces to foster active, healthy lifestyles



Educate public about effective use of leisure time and various facilities.

Offer programs, services and events that result in improved health and wellness.

Eliminate barriers that prevent people from using various outdoor spaces.

Provide spaces that bring people together.

Collaborate with local health services when developing active recreation programs.



Plan, design, build and maintain new facilities that are accessible to individuals and community groups of all physical capabilities, skill levels, age groups, income levels, cultural groups and activity interests

Design and develop facilities that reduce overall facility maintenance and operation requirements and costs.

Use low maintenance materials, settings or other value engineering considerations that reduce care and security costs.

Provide adequate resources to maintain existing facilities in a safe, clean, attractive manner.

Implement a process to collect and incorporate feedback from diverse segments of the community.

Implement a maintenance/replacement schedule using the budget process.



GOAL #2

Increase Advocacy

Educate the community on the power of their voice and understand how their voice can be heard

Develop an advocacy plan that can be utilized by staff, commissions, boards and the public.



Set goals and identify resources (staff, facilities) needed to reach community needs

Use Pratt building as a model for importance of investing in facilities

Develop a plan to regularly communicate to elected officials

Recruit members to serve on boards and commissions that are skilled at advocacy



GOAL #3

Achieve Balanced/Diverse Budget

Align budget requests with Strategic Plan

Develop a long term balanced budget forecast for both operations and capital improvements to address aging existing infrastructure and potential new spaces to address future community needs.

Evaluate all alternative revenue sources such as grants, sponsorships, fundraising, partnerships, program fees and rental income.

Review fee pricing structure for class offerings, passes, memberships and other revenue elements.

Explore options for increasing revenues when the market allows.



Advocate for increased tax funded support of programs & services that don't generate sufficient revenue to support themselves

Establish resources for tracking program budgets and develop system for periodic updates.

Systematically replace equipment at the end of life cycles

Create an Capital Asset Replacement Plan and match Capital Improvement Plan with projected projects.

GOAL #4

Commit to utilizing best practices

Achieve and maintain agency accreditation



Implement policies and procedures required to meet standards.

Foster connections between community members, businesses and organizations to obtain broad public support



Deliver high quality programs, services and facilities in the safest and most efficient manner possible



Continue seasonal review of program offerings; establish trending reports looking at data from past years.

Evaluate core programs to determine other viable options for participants in the community and create a plan to remain an effective provider.

Refine program offerings to include offerings that are relevant to the community, while ceasing the “all things to all people programming mentality.”

Utilize program evaluations to gain insight into community interests and perceived unmet needs.

Utilize evidence-based programs to improve positive outcomes.



Deliver consistent, effective messages that reflect the department's Mission and Pillars



Evaluate messaging in terms of how the messages are received by customers.

Ensure that all messages sent conform to the established brand guidelines.

Implement a process to annually review Strategic Plan, report progress and make adjustments





GOAL #5

Cultivate a dynamic workforce

Recruit, employ, train and support a highly capable and motivated staff to deliver our services. Monitor workload and staffing needs to maintain a skilled, efficient work force based on community needs.



Provide training

Build diverse staff that reflects the community

Provide cutting-edge technical tools

Provide opportunities for advancement and recognize accomplishments

Identify actions to demonstrate accountability at all levels

Recruit, train and utilize volunteers

Support self-directed teams that self-advocate for programs and activities of specialized interest

Revise job descriptions to be more up-to-date and include updated language that supports a more diverse, equitable and inclusive workforce



GOAL #7

Protect natural resources and infrastructure by implementing and maintaining policies and practices



GOAL #6

Collaborations/Outreach

Expand connections with other agencies that share a similar vision

Create an environment that promotes continued resource sharing among other Town departments.

Cultivate partnerships with private sector and expand networking spheres.

Utilize existing natural resource management plans to maintain and enhance natural areas



Implement Parks Operations Manual

Adopt practices for recycling and zero waste



Maintain Audubon Sanctuary status at Shennecossett Golf Course



This Strategic Plan meets our vision, accomplishes our mission, and supports our pillars of service to the community by improving the community image, developing a sense of place, broadening human development and solving community problems.



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