



ARIZONA

STATE PARKS & TRAILS

EST. 1957



SIX – 2030 MASTER PLAN UPDATE

“BE BETTER”



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ARIZONA STATE PARKS AND TRAILS MASTER PLAN UPDATE THE SIX-2030 PLAN

Plan Vision:

To ensure that agency activities are mission-driven and prioritization reflects Arizonans values and needs

PURPOSE OF THE MASTER PLAN

The previous Arizona State Parks and Trails Agency Master Plan (the Six-2000 Plan) has not been updated for eighteen years.

Through regular feedback we solicit from our visitors and stakeholders, key plans are created that encompass the full spectrum of recreational opportunities. This data is prioritized to provide direction for all our providers, public and private, and at all levels of government.

- 2014 Economic Impact Report
- 2015 Trails Plan
- 2016 Boating Watercraft Survey
- 2016 OHV Sticker Fund Report
- 2018 Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- 2018-2022 Strategic Plan



These plans inform the Six-2030 Agency Master Plan, a long-term document that sets overall agency direction for the next twelve years, consistent with statewide plans and priorities. Progress towards agency directives identified in the master plan takes place through the implementation strategies identified in the 2018 Arizona State Parks and Trails Strategic Plan.

SIX DIRECTIVES FOR 2030

This plan identifies six steps to move the agency towards its vision. These six points are consistent with the four pillars and statewide priorities outlined in the 2018 SCORP and the Agency Strategic Plan.

THE PLAN

Arizona will undergo a great deal of change in the years ahead. The State Parks and Trails System needs to evolve to prepare for the challenges of 2018 and beyond. Success in the future will mean:

- developing a financially sustainable system,
- increasing visitor and employee satisfaction,
- improving the quality of our facilities and services, and
- growing to meet demand and protect resources.

Through the accreditation process (CAPRA), and in the development of the Arizona Management System (AMS) metrics, the SCORP and the Agency Strategic Plan, ASPT found that the issues identified in the Six-2000 Plan continue to be high priority and will be addressed, moving forward, albeit in a different organizational structure in the Six-2030 Plan. Therefore, the status of the actions identified in the Six-2000 Plan will be updated, and new goals, strategies and actions, will be included from recent planning processes where appropriate.

01

MANAGE FINANCIAL RESOURCES

- The agency practices strategic and responsible investment in resources to promote growth which will optimize the vitality of the system.
- Dedicated revenues are used to attract commercial funding for major capital programs.
- Park activities are supported from a variety of fund sources, including federal, state, non-profit, and private gifts, grants, and donations.

Arizona State Parks and Trails receives funds from a variety of sources. User fees, sales of publications and park stores, and concession fees make up what is known as the State Park Revenue Fund. A portion of this fund, but not all of it, is appropriated by the legislature for the operating budget, capital improvements, construction, infrastructure renewal and acquisition. Parks administers several grants programs: Land and Water Conservation Fund, the Recreational Trails Program and the Off-Highway Vehicle Recreation Fund providing administration and assistance to qualifying governmental, tribal, and community organizations. The State Lake Improvement Fund (SLIF), generated by taxes on the fuel used by motorized boats in Arizona, is used for capital and infrastructure renewal projects at State Park properties where there is water-based recreation as well as administration. In addition to these fund sources, ASPT also receives donations and gifts and staff apply for grants from outside sources to support project development and implementation.

Because ASPT is self-supporting, the agency continues to seek partnerships, and new funding alternatives to support agency roles and responsibilities. The Fiscal Services section is also working to streamline reporting, increase efficiencies in fiscal processes, and provide timely information to managers regarding their budgets.

GOAL 1: PLAN AND MANAGE FINANCIAL RESOURCES TO ENHANCE THE SYSTEM THROUGH PURSUIT OF ADDITIONAL FUND SOURCES, MAXIMIZING RETURN ON INVESTMENTS, IMPROVING SHORT AND LONG-TERM PLANNING, BUDGETING AND MONITORING OF EXPENDITURES, AND BLENDING OF THE PUBLIC MONIES WITH ALTERNATIVE AND NON-TRADITIONAL FUNDS.

Strategy: Increase revenues generated by the system

Actions	Implementation	Investment
1.1 Respond to changing needs <i>Respond to development and infrastructure renewal needs, manager needs for timely budget updates, etc.</i>	Ongoing	Moderate
1.2 Maintain competitive fees. <i>Fees are reviewed annually by Fee Team and revisions suggested as appropriate.</i>	Ongoing	Minor
1.3 Use fees to stimulate visitation <i>Fee ranges allow managers to run off/shoulder season promotions.</i>	Ongoing	Minor
1.4 Pursue a reservation system for appropriate facilities. <i>Itinio reservation system was implemented starting in December 2010. All parks managed by ASPT are now on the system, and use of the system has been offered to partner parks operating partners</i>	Short-term	Minor
1.5 Improve concession practices and opportunities <i>Concession contracts are being renegotiated as they expire, and other concession opportunities are being sought to provide increased visitor amenities and services to enhance visitor experiences at parks.</i>	Short-term	Minor
1.6 Increase special use and commercial use activity.	Ongoing	Minor
1.7 Diversify revenue producing activities. <i>ASPT is identifying and developing non-traditional partnerships in order to expand agency amenities, facilities and programs.</i>	Ongoing	Moderate

Strategy: Maximize the use of acquisition and development funds to hasten expansion, development and rehabilitation of the system.

Actions	Implementation	Investment
1.8 Establish reasonable timeframes for development and rehabilitation based upon priorities and available funding.	Ongoing	Minor
1.9 Pursue the use of Acquisition and Development funds as a guarantee for lease purchase.	Short-term	Significant
1.10 Incorporate projected revenues into long-term capital plans.	Ongoing	Minor

Strategy: Improve fiscal management, increase funding levels, and decrease reliance on general funds.

Actions	Implementation	Investment
1.11 Maximize use of non-general fund sources. <i>ASPT has not received general funds since 2010.</i>	Ongoing	Minor
1.12 Pursue non-State funding sources. <i>ASPT is pursuing grant opportunities distributed by federal agencies, non-profits, etc.</i>	Ongoing	Moderate
1.13 Improve spending practices.	Ongoing	Minor
1.14 Contract out appropriate services <i>ASPT strategically works with contractors to plan, design and provide additional amenities at parks.</i>	Ongoing	Moderate
1.15 Plan and budget to ensure operating funding keeps pace with development and expansion.	Ongoing	Minor
1.16 Ensure funding for park infrastructure renewal and improvement.	Ongoing	Moderate

Strategy: Develop alternative and non-traditional fund sources.

Actions	Implementation	Investment
1.17 Develop publication fund. <i>Done</i>	Ongoing	Minor
1.18 Develop and pursue other restricted funds. <i>Staff regularly identifies grant opportunities and will be writing grant applications to support high priority agency projects.</i>	Ongoing	Minor
1.19 Develop and implement an aggressive fundraising program. <i>The Arizona State Parks Foundation is engaging in a 60th Anniversary fundraising campaign. Friends Groups regularly engage in fundraising to support high priority projects.</i>	Ongoing	Moderate
1.20 Review and modify fee rules. <i>Fee guidelines are also reviewed annually.</i>	Ongoing	Minor
1.21 Rejuvenate the Parklands Foundation to support System Plan goals. <i>This is now the Arizona State Parks Foundation mentioned above.</i>	Ongoing	Minor

Strategy: Blend existing, alternative and non-traditional funding to enhance the system and increase return on state's dollars.

Actions	Implementation	Investment
1.21 Increase cooperative/joint management agreements <i>Cooperative/joint management agreements are in operation at 9 different parks. IGAs with land managers for participation in the Site Steward program are continually being added and renewed.</i>	Short-term	Moderate
1.22 Use non-profit support groups at individual parks. <i>15 parks, the agency and the Site Steward Program currently have Friends Groups support.</i>	Ongoing	Minor
1.23 Utilize various support groups to improve and expand the System.	Ongoing	Minor

GOAL 2: STRATEGIC AND RESPONSIBLE INVESTMENT IN RESOURCES TO PROMOTE GROWTH.

Strategy: Improve agency processes by identifying uses for technology to reduce inefficiencies in processes and improve communications.

Actions	Implementation	Investment
1.24 Implement quarterly updates on park expenditures (budget). Final updates should be provided no later than June 1 st to reconcile ledger, noting any discrepancies before the end of the fiscal year.	Ongoing	Minor

02

MANAGE HUMAN RESOURCES

- The agency is staffed with highly competent, motivated, diverse, and dedicated workers, who are using all of their skills and talents and developing new ones which contribute to agency excellence.
- A comprehensive staff development program offers job-related and individual development training, and job mobility and enhancement. The result is reduced turnover, and improved employee morale.
- The agency engages with national professional networks to facilitate benchmarking, integrate best practices and align agency direction as appropriate.
 - The agency will host the 2018 National Association of State Parks Directors conference in Sedona.

Levels of full-time staff have decreased in the last 10 years. Despite this, and due to the variety of roles and responsibilities, statutory and other that State Parks has acquired over the years, salaries and employee related expenses continue to account for a significant portion of the agency operating budget.

The response of Arizona State Parks and Trails has been to be creative and innovative in filling positions. Sometimes this means that two or more positions that were formerly full-time are combined into one position. Sometimes positions are shared between agencies. The agency continues to seek nontraditional methods, including partnerships, partnering with local communities to operate parks, and other strategies to provide recreation, protect natural and cultural resources, comply with statutory and regulatory mandates and manage system resources effectively.

Training resources are now being updated to reflect current training best practices and information about this growing, dynamic system. Training enhances each individual's career development by providing knowledges and skills needed to manage the increasingly complex work and additional job responsibilities, and to allow employees to stretch into areas in which they would like to acquire skills. Other professional development opportunities, such as cross-training and an annual Teamwork and Training conference help to boost employee knowledge of the agency, its employees, and aids knowledge transfer.

In addition, employees are encouraged annually to submit requests to attend conferences that provide learning and networking opportunities, both in-state and out-of-state.

Strategies to ensure that all necessary agency roles and responsibilities are covered include: transfer of seasonal employees between parks due to seasonal needs and expanding employee job responsibilities to fully take advantage of employee education, knowledge, past work experience and training. These tools allow the agency to remain responsive to staffing needs despite having a smaller workforce.

Although employee housing was a large emphasis in the Six-2000 Plan, as rural communities have developed and grown up around some of the 35 State Parks, the importance of providing on-site housing has decreased in importance.

GOAL 1: CREATE A SYSTEM THROUGHOUT THE AGENCY THAT CAPITALIZES ON THE KNOWLEDGE, SKILLS, AND EXPERIENCE OF EMPLOYEES, VOLUNTEERS, AND INTERNS TO RETAIN OUR INSTITUTIONAL KNOWLEDGE WHILE ENCOURAGING PROFESSIONAL GROWTH.

Strategy: Ensure that staff, volunteers and interns have the necessary knowledge, skills and abilities by developing, implementing, and monitoring professional development and training programs.

Actions	Implementation	Investment
2.1 Evaluate existing training and development efforts for both supervisory and non-supervisory employees to identify and address gaps in information.	Ongoing	Minor
2.2 Have a Teamwork and Training Conference annually.	Ongoing	Significant
2.3 Identify and implement cross-training opportunities to maintain agency functioning and continuity.	Ongoing	Minor
2.4 Recognize training achievements. <i>Acknowledge training accomplishments in evaluations, performance reviews, promotion/mobility, and agency recognition programs.</i>	Ongoing	Moderate

Strategy: Integrate best practices into agency staffing models and show cost savings related to efficiencies gained.

Actions	Implementation	Investment
2.5 Identify and develop implementation plan to integrate best practices in parks and recreation management staffing models into agency.	Long-term	Moderate
2.6 Develop implementation plan for permanent and/or temporary transfers based on park and seasonal needs.	Ongoing	Moderate
2.7 Use small team model to work on major projects so that knowledge is shared among team members.	Ongoing	Minor
2.8 Identify staff skills, knowledge and abilities that can be used to meet agency needs.	Ongoing	Moderate
2.9 Use special project assignments to encourage interested employees and volunteers to develop/utilize desired skills.	Long-term	Moderate
2.10 Develop a process for development and retention of agency talent by drafting and implementing succession plans for leadership positions.	Long-term	Significant

Strategy: Consistently recognize excellence.

Actions	Implementation	Investment
2.11 Highlight hard work and commitment by developing internal recognition awards, programs, and events for employees and volunteers.	Ongoing	Moderate
2.12 Management has the ability to provide lump sum SPOT Incentive Compensation Awards to employees for extraordinary achievement.	Ongoing	Moderate
2.13 Management has the ability to provide Merit Increases for performance-based evaluations.	Ongoing	Moderate
2.14 Manager in Training (MIT) and Ranger in Training Programs assist employees in preparing for career advancement.	Ongoing	Moderate

03 REHABILITATE THE SYSTEM

- The agency is strategically and proactively reinvesting user fees and other funds in infrastructure renewal to maintain high quality visitor experiences and public safety.
- The agency has an assets management database and maintenance schedule used for proactive park planning and identifying funding needs.
 - The following assessments have been done to date: Roads, Buildings, and Water/Wastewater
- The agency develops a ten-year deferred maintenance plan to eliminate all deferred maintenance. \$50 million received from the Arizona Department of Transportation and other funding sources as available are used to accomplish this goal.

Statewide planning results over time indicate that the public generally prioritizes the care of existing sites, facilities and amenities, then expanding the system to meet recreation needs. ASPT has integrated this feedback into system-wide planning and has begun a statewide focus on infrastructure renewal. ASPT now consists of 35 park units. These parks were primarily developed from the 1960’s through the 1990’s. maintenance have taken tolls on these sites and structures. In addition, historic sites require regular upkeep and maintenance to ensure that buildings do not deteriorate, threatening the quality of the visitor experience and public safety. The question that we are faced with is, "how shall we rehabilitate the existing and future System?"

Information collected from all available sources during this planning process suggests that the current system needs to be inventoried and/or evaluated, and actions to address high priority issues need to be planned and scheduled. Second, partnerships can be key resources in the rehabilitation of parks. In addition, infrastructure renewal efforts may include high priority upgrades, such as the strategic incorporation of alternative energies, and enhanced accessibility.

GOAL 1: ESTABLISH AN ORDERLY/EFFICIENT PROCEDURE FOR THE UPGRADING AND/OR RESTORATION OF EXISTING FACILITIES AND INFRASTRUCTURE BUT REQUIRE IMPROVEMENT TO INCREASE EFFECTIVENESS OR EFFICIENCIES.

Strategy: Establish a process for determining agency capital improvement program

Actions	Implementation	Investment
3.1 Adopt annual CIP and operation budget priorities. <i>Maintain and update an annual process for determining CIP and operational budget priorities reflecting overall agency objectives.</i>	Ongoing	Moderate
3.2 Assess and prioritize park rehabilitation needs. <i>Develop an assets management database and maintenance schedule which includes park legal boundaries.</i>	Ongoing	Moderate
3.3 Pursue authorization to develop internal force account construction capabilities <i>Regional Construction Services Teams have been developed in each region.</i>	Ongoing	Moderate
3.4 Systematically evaluate and update agency priorities. <i>Maintain and update on an annual basis a Five-Year Agency Plan that would address development, acquisition, and operation priorities.</i>	Ongoing	Significant
3.5 Prioritize Historic Park renovation needs. <i>All parks are being systematically assessed for needs.</i>	Short-term	Moderate

Strategy: Develop park design and operation standards

Actions	Implementation	Investment
3.6 Develop agency standards for park roads, signs, trails, facilities, architectural motifs, infrastructure, carrying capacity, and staff/maintenance levels.	Short-term	Moderate
3.7 Complete signage inventory (including interpretive signage) for each park in the system.	Medium-term	Moderate

Strategy: Pursue traditional and nontraditional funding sources

Actions	Implementation	Investment
3.8 In cooperation with AORCC, maximize utilization of the State Lake Improvement Fund, Land & Water Conservation Fund, and the ADOT/ASP Roads Program as supplemental funding sources to accomplish major park improvements and/or developments.	Ongoing	Significant

GOAL 2: IMPROVE THE USER EXPERIENCE AND ECONOMIC DEVELOPMENT WITHOUT COMPROMISING RESOURCES

Strategy: Inventory, evaluate and prioritize natural and cultural resource protection in operations, development and maintenance processes.

Actions	Implementation	Investment
3.9 Regulatory policies need to be developed identifying organizations the agency must comply with (e.g., SHPO, etc.) and processes for compliance and/or permitting.	Short-term	Minor

04

DEVELOP AND EXPAND THE SYSTEM

- The System has grown - going from 30 to 300 cabins and doubling the number of campsites available from 1,500 to 3,000. These will serve the needs of more non-traditional visitors (e.g., millennials, non-white families, visitors traveling without camping equipment, etc.).
 - Phase I: New cabins will be available to the public at: Lost Dutchman, Lake Havasu, Patagonia Lake, Dead Horse Ranch, Rockin River Ranch, and Roper Lake, Buckskin Mountain, Cattail Cove, Oracle and Kartchner Caverns.
 - Phase I: Group campsites will be available at Oracle, Kartchner Caverns, Rockin River Ranch, and Fool Hollow Lake Recreation Area.
- The agency adds new parks to the system, using the Park Evaluation Criteria to assess how proposed parks add to the current system.
- New parks:
 - Havasu Riviera SP – a public-public-private partnership with the City of Lake Havasu, Arizona State Parks and Trails and Komick Inc. Scheduled to open in 2018.
 - Upper Cattail Cove SP – outdated facilities were demolished, to be replaced with high quality amenities and opportunities for visitors.
 - Rockin River Ranch SP – Acquired in 2008, this park will be available to the public in 2018.

The findings from the 2018 SCORP and other research studies conducted with Arizona residents over time suggest that the importance of preservation and conservation to Arizona residents cannot be overstated. As development occurs to accommodate the approximately four million new Arizona residents between now and 2030, protection of the state’s special places becomes increasingly important. In addition, Arizona State Parks and Trails bring visitors, both from Arizona, from the U.S. more broadly and internationally, to Arizona’s rural communities where the economic impact of visitor spending is felt keenly. As populations move towards more urbanization, as is the trend across the nation, providing recreation opportunities that allow urban dwellers to get away from it all, will also become increasingly important.

ASPT now consists of 35 park units. Although these parks currently provide many high quality outdoor recreation opportunities to visitors, they are in varying stages of utilization. As yet, none may be considered fully developed. Studies indicate that the System should continue to grow to meet the needs of the increasing and increasingly diverse population of Arizona and the U.S. The question that we are faced with is, "how shall we develop the existing and future System?" In addition, partnerships will be ever more important resources in the development and expansion of the system. Through these partnerships, the agency can meet visitor needs and desires through strategic development, expanded concessions and rentals available at parks.

GOAL 1. DEVELOPMENT OF FACILITIES, INFRASTRUCTURE, PROGRAMS, STAFF AND OPERATING RESOURCES THAT ARE PLANNED, BUT DO NOT CURRENTLY EXIST.

Strategy: Assess park operations, facilities and amenities to identify areas of improvement to better serve the surrounding community and visitors.

Actions	Implementation	Investment
4.1 Implement existing approved site plans <i>Site plans were updated in 2013-2015 by staff.</i>	Ongoing	Significant
4.2 Systematically review and update Parks Master Plans. <i>A schedule for review still needs to be defined and implemented for Park Master Plans.</i>	Ongoing	Significant
4.3 Review park operations to identify areas that are not currently meeting the needs of a diverse and evolving population of visitors and potential visitors.	Ongoing	Significant

Evaluate, and implement solutions to address these areas for the benefit of the recreating public.		
GOAL 2. EXPAND THE STATE PARKS SYSTEM TO MEET THE NEEDS OF AN INCREASING STATEWIDE POPULATION BY ACQUIRING AND DEVELOPING SIGNIFICANT AND APPROPRIATE RECREATION, NATURAL AND CULTURAL RESOURCES WHILE PROPERLY CARING FOR AND UTILIZING EXISTING PARKS		
4.4	Regularly update Annual Operating Plans for each park. <i>Park objectives and accompanying development plans and documents are now included in park specific Annual Operating Plans.</i>	Completed/Ongoing Moderate
4.5	Secure Master Plans for new park resources. <i>Since 2015, as development of new parks is occurring, new park master plans have been drafted for Upper Cattail Cove State Park, Rockin River Ranch State Park and Havasu Riviera State Park. San Rafael has a Management Framework drafted.</i>	Ongoing Significant

Strategy: Increase the number of visitors served.

Actions	Implementation	Investment
4.6 Increase visitation at underutilized parks. <i>Expand park facilities, amenities and services to draw new visitors to underutilized parks.</i>	Short-term	Minor
4.7 Extend the seasons of use at high-use parks to accommodate more visitation. <i>Expand park facilities, amenities and services to extend seasons of use where possible and as practicable.</i>	Short-term	Minor
4.8 Provide appropriate services and facilities to meet visitors' needs. <i>The agency has added group and individual campgrounds, and cabins at select parks within the last three years. Requests for proposals for concessionaires to provide amenities to enhance visitor experiences have been distributed and resulted in expanded visitor services available.</i>	Long-term	Significant
4.9 Provide alternative overnight opportunities. <i>ASPT has added group and individual campsites, upgraded hook-ups at campsites throughout the system, and added cabins at select parks</i>	Long-term	Significant
4.10 Encourage the creation of trail linkages. <i>One of the 2018 SCORP themes to emerge was the importance of connectivity. ASPT is committed to supporting projects that connect existing trails, parks, and communities through grant distribution.</i>	Long-term	Minor

Strategy: Engage staff, stakeholders and partners to inventory, evaluate and improve the system.

Actions	Implementation	Investment
4.11 Create an Arizona State Parks and Trails presence in Northern Arizona by adding at least two new parks through innovative and creative partnerships to drive economic impact to rural and urban Arizona. <i>Parks providing relief from summer heat are typically full to capacity during the summer season. Given this, and the issue of crowding at some Northern Arizona recreation areas (e.g., Grand Canyon), Arizona State Parks can provide opportunities while providing some relief to overtaxed resources.</i>	Long-term	Significant
4.12 Evaluate partnerships that could provide additional high-country camping/get-away opportunities (cooler climate) for ASP constituents (e.g., existing church camps, partner opportunities, etc.	Ongoing	Moderate

GOAL 2: STRATEGIC AND RESPONSIBLE INVESTMENT IN RESOURCES TO PROMOTE GROWTH.

Strategy: Identify and prioritize opportunities for partnerships, efficiencies, and growth system-wide.

Actions	Implementation	Investment
4.13 Analyze agency data to identify untapped opportunities by creating agency-wide and park-specific Arizona Management System business plans.	Short-term	Moderate
4.14 Enhance concession/rental opportunities.	Ongoing	Significant
4.15 Evaluate parks that would sustainably benefit from new group camp areas.	Ongoing	Significant
4.16 Develop and open two parks to the public that were previously not available to the public.	Long-term	Significant

- The agency supports the acquisition, development and maintenance of statewide outdoor recreation and trail opportunities, especially those in communities with a high need, through the distribution of agency administered outdoor recreation grant funds.
- ASPT helps to connect existing trails, parks and communities.
 - The Arizona Peace Trail is completed and provides an unprecedented opportunity to see the Western side of the state.
- 100 Arizona Premier Trails are designated, effectively marketed, and drive visitation and economic impact to surrounding communities.
- The agency uses GIS data and other new technologies to develop, operate and manage parks and trails, and to develop maps and other materials to inform the public of available recreation resources statewide.
 - The agency has accurate GIS data for all properties it manages including trails signs, structures, and boundaries.
 - The agency is the keeper of statewide GIS data for motorized and non-motorized trails in Arizona.
 - The agency maintains a GIS database for all current and future grant projects.
- We understand and meet the needs of changing demographic groups
 - More ADA accessible trails and other outdoor recreation opportunities.
 - Engage millennials who are camping in record numbers and are expected to push up RV sales by over 400,000 in FY2018.
 - ASPT will be initiating a Visitor Survey in 2019 to:
 - assess Strategic Plan progress on customer satisfaction, accessibility and inclusion;
 - inform the agency of changing customer priorities and assess ASPTs economic impact on the surrounding communities and the state.

Arizona State Parks and Trails works with dozens of partner organizations, advisory committees, special interest groups, and government entities in the pursuit of quality services for visitors. This work forms an integral part of both internal and external programs within the State Parks System.

State Parks is striving to strike a balance between vertical growth (improving current programs or responsibilities) and horizontal growth (adding new programs or responsibilities). Vertical growth is a function of success. Quality services are being provided with more needed. This type of growth does not demand new organizational structures nor legislative nor administrative authority. The Arizona Management System (AMS) tools are intended to support vertical growth.

Horizontal growth is a function of additional responsibilities (legislative, statutory, special interests) being added to the organization. Since the agency is now self-funded, horizontal growth will need to be strategic and have accompanying support to enable the agency to expand to accommodate new roles. Examples of horizontal growth are the Natural Areas Program Advisory Committee (NAPAC), The Yarnell Hill Memorial Site Board & the Rockin' River Ranch Technical Advisory Committee (TAC).

An analysis of the State Park System identifies two subsets of programs that currently exist and that directly affect the growth potential of State Parks.

Internal programs are the central part of the agency's organization. They accomplish the immediate goals and statutory responsibility of State Parks. Internal programs include: tracking fiscal activity within the Parks system and accounting for programs such as Land and Water Conservation Fund, the Recreational

Trails Program, and OHV Recreation Fund. The administration of Technical Advisory Committees for Parks in development (e.g., Rockin River Ranch State Park, Upper Cattail Cove) are included in this category as well. Internal programs also include interpretive education programs provided at parks (e.g., Star parties, guided hikes, brown bag lectures, etc.).

External programs focus on outreach to the general public regarding statewide recreation issues, or links to communities and partners outside of the agency. These relationships may or may not relate directly to State Park management. External programs include: membership on outside advisory committees, cooperative agreements with various agencies/organizations (joint management agreements, land leases, membership in local Chambers of Commerce, intergovernmental agreements), participation in various funding programs (LWCF, RTP, OHV Recreation Fund), archaeological and historical preservation activities, relationships with historical societies, statewide trails coordination, natural areas program and many others.

The agency also has a role in legislative matters relating to recreation and cultural issues. We take a lead role in dealing with recreation possibilities, environmental concerns, and historic preservation issues in the State. These go beyond what is assumed by the public to be the central mission (managing parks) of Arizona State Parks.

Goal 1: Improve the agency's current programs and integrate internal and external programs where possible to best meet our mission, while balancing budget and programming needs.

Strategy: Develop a list of all programs and procedures in the system and evaluate as set forth in the system plan.

Actions	Implementation	Investment
5.1 Evaluate agency enabling legislation, rules, etc. for needed changes to further agency goals. <i>Agency Executive team, the Legislative Liaison and the Arizona State Parks Board are reviewing statutes and Board policies to identify delegation of authority. AMS directives require that all agencies review administrative rules and update or eliminate those that are no longer necessary.</i>	Ongoing	Moderate
5.2 Review all existing legislation with regard to compliance responsibilities. <i>ASPT will review and document compliance responsibilities as part of Strategic Plan.</i>	Short-term	Moderate
5.3 Annually evaluate the programs and procedures in the system for their relevancy to State Parks goals. <i>For the CAPRA process, agency policies and procedures are being updated and a schedule for review established.</i>	Ongoing	Moderate
5.4 Evaluate program for continuance or discontinuance. <i>Develop a schedule to regularly evaluate the programs and procedures in the system for their relevancy to State Parks goals.</i>	Ongoing	Moderate
5.5 Executive staff review recommendations on procedures and programs.	Ongoing	Moderate
5.6 Annually evaluate membership in committees in regard to meeting priorities.	Ongoing	Minor
5.7 Provide all park personnel with information (newsletter) on different programs. <i>ASPT marketing section sends out a team newsletter monthly.</i>	Ongoing	Minor
5.8 Encourage involvement by personnel in programs and with groups as they relate to the System Plan and Agency Strategic Plan.	Ongoing	Moderate

Strategy: Assess program effectiveness for eventual enhancement or deletion.

Actions	Implementation	Investment
5.9 Annually evaluate the approved plans in the system, including the Six-2030 Master Plan, and Agency Strategic Plans for their relevancy to State Parks goals. Make necessary changes to ensure that plans remain useful and serve their intended purpose. <i>Strategic Plan includes the following tasks: 1) Grow existing special events by 3% in each of the next 2 fiscal years and 2) Establish at least 2 new events in each ASPT region with a goal of attendance exceeding 100.</i>	Ongoing	Significant

Actions	Implementation	Investment
5.10 Provide more interpretive education opportunities such as special events, demonstrations at parks, living history, etc.	Ongoing	Significant
<i>Strategic Plan includes the following tasks: 1) Grow existing special events by 3% in each of the next 2 fiscal years and 2) Establish at least 2 new events in each ASPT region with a goal of attendance exceeding 100.</i>		
5.11 Enhance current programs through improvement using AMS tools and principles.	Ongoing	Significant
5.12 Evaluate budgetary needs of programs and how they reflect priorities.	Ongoing	Moderate
5.13 Condense programs to meet immediate and highest priority needs of public; evaluate all new programs against existing ones and the cost-benefits of adding additional programs.	Ongoing	Moderate
5.14 Develop and encourage training in special programs that may be beneficial to the entire system.	Ongoing	Moderate

Strategy: Evaluate programming needs, costs, benefits.

Actions	Implementation	Investment
5.15 Evaluate annually the cost-benefits of all current and planned programs.	Ongoing	Moderate
5.16 Seek to obtain funding source for each additional statutory responsibility added.	Ongoing	Moderate
5.17 Ensure adequate support staff and personnel are added with each additional new responsibility.	Ongoing	Moderate
5.18 Annually evaluate any new requests for involvement with constituents and other programs to determine effect on current programs and staff.	Ongoing	Moderate
5.19 Obtain support of constituents for budget requests to support external programs.	Ongoing	Moderate
5.20 Obtain support by park users and benefitting communities for budget requests to support internal programs.	Ongoing	Moderate

- The public receives timely information about the system and the agency, in a variety of media, including the agency website, newsletters, social media, targeted advertisements, and by “being the story, and not the ad.”
- State parks are cooperatively marketed statewide, regionally, and locally.

With great partnership programs and support from tribes, cities, nonprofits, counties and towns, the agency operates 35 state parks and natural areas, most of which are open every day of the week. Arizona’s 16 camping facilities are the highest source of revenue and the entire system saw a record-breaking 2.9 million visitors in FY17.

When the agency was established in 1957, the goal of the legislature was to purchase facilities in rural areas where their economies were struggling from the loss of the mining, cattle, copper and cotton industries. The concept was to use the state parks to bolster those economies and keep them vibrant by promoting the beauty, natural and cultural resources that visitors seek for vacations and weekend getaways. These parks are now generating an estimated \$226 million in economic impact for those economies. With 35 camping, recreational and historic parks and an internationally recognized cavern park, the system is poised to operate efficiently and build an aggressive plan to promote the parks both to the residents and visitors from around the world.

While ASPT has seen record revenue and attendance over the past two years, it is still vital to increase knowledge of the parks themselves and what each one offers. Additionally, park events occur yearlong and need increased exposure to drive attendance and awareness. With new parks opening, new features being added to existing parks, and upgrades from prior years in which parks were closed, in disrepair or unavailable, it is more important than ever to spread the word about parks.

Finally, Arizona State Parks must market our System and inform the public of progress towards Six-2028, Agency Strategic Plan, and newly implemented Marketing Plan goals. Our employees, Friends groups, park visitors, and legislators need to know about our plans and how they will help our Agency. As we grow, develop, and mature, it is necessary for us to be ready to manage success. These plans are tools that we can use to provide the best visitor experience. As the plans are internalized by the agency, they will also be used as guides to improve our services to clients—those individuals and agencies with whom the agency maintains contact through various services, programs, and administrative activities that are independent of the parks system.

GOAL 1: PROMOTE AND PUBLICIZE THE STATE PARKS SYSTEM TO MEET THE INFORMATION AND ACTIVITY NEEDS OF RESIDENTS AND VISITORS BY PROVIDING FOR OUR VISITORS AND CLIENTS A HIGH-QUALITY VISITOR EXPERIENCE, DEVELOPING INFORMATIVE AND ACCURATE PUBLICATIONS, TARGETING PUBLIC RELATIONS PROGRAMS VIA THE PRINT AND ELECTRONIC MEDIA, AND BY WORKING WITH OTHER RECREATION PROVIDERS TO DEVELOP COORDINATED MARKETING AND INFORMATIONAL CAMPAIGNS FOR TOURISM ENHANCEMENT. THE GOAL OF THE MARKETING PLAN SHOULD FOLLOW THE STRATEGIES OF OTHER SYSTEM PLAN COMPONENTS.

Strategy: Provide our visitors and clients a high-quality experience.

Actions

Implementation Investment

6.1	Publicize park activities	Ongoing	Moderate
	<i>ASPT distributes a monthly newsletter to a continuously growing list of supporters and potential visitors. In addition, there is a calendar of events on our website and we collaborate with partners to distribute information about upcoming programs. We are also striving to develop and maintain relationships with local media, legislators and community business leaders, who will also be invited to upcoming programs and events.</i>		
6.2	Continue to research park visitors, clients and non-visitors.	Ongoing	Significant
	<i>Every 5 years, the agency conducts a Visitor Survey, collects data from the public and land managers for the Statewide Comprehensive Outdoor Recreation Plan and the Trails Plan. Staff also reviews trends on emerging issues in outdoor recreation and distributes research on employee engagement and completed a SWOT analysis with employees & stakeholders in 2013.</i>		
6.3	Present the concept of the System Plan to the public.	Ongoing	Moderate
	<i>The agency strategic plan is posted on the State Parks website for public review. In addition, the Marketing Department is committed to communicating agency progress towards Strategic Plan goals.</i>		

Strategy: Increase the number of visitors served.

Actions		Implementation	Investment
6.4	Increase visitation at underutilized parks.	Short-term	Minor
	<i>Visitation has broken records for the last three years. The Marketing team is targeting advertising to boost attendance at underutilized parks during shoulder & off-seasons as well as increase camping at all parks.</i>		
6.5	Extend the seasons of use at high-use parks to accommodate more visitation.	Short-term	Minor
	<i>ASPT is offering programs and special events during shoulder seasons and using promotions and collaborative marketing as tools to increase visitation during shoulder and off-seasons at high-use parks. The Marketing team is also finding new ways to market those parks, including reaching out to hunters, school groups and finding new uses.</i>		
6.6	Promote off-season use of existing parks with distinct high and low periods of visitation.	Short-term	Minor
	<i>ASPT is offering programs and special events during shoulder seasons and using promotions and collaborative marketing as tools to increase visitation during shoulder and off-seasons at high-use parks. The Marketing team is also finding new ways to market those parks, including reaching out to hunters, school groups and finding new uses.</i>		
6.7	Expand the clientele base of visitors to State Parks.	Long-term	Moderate
	<i>ASPT's 2018-2022 Strategic Plan includes targeting groups who are underrepresented as State Park visitors to identify barriers, and untapped opportunities. ASPT will then implement appropriate outreach, targeted marketing, programs, etc.</i>		
6.8	Increase visitation to the System by Arizona residents.	Short-term	Moderate
	<i>The FY14 Visitor Survey suggests that 54% of visitors to ASPT are Arizona residents. In addition, the number of visitors to ASPT has increased for each of the last three years, therefore we would expect that more Arizonans are visiting State Parks and Trails. This is an increase from the more typical 50% found in other Visitor Surveys. Another survey will be conducted in FY19 to see if visitation by Arizona residents is continuing to increase.</i>		

Strategy: Develop publications that provide information for our visitors and clients and help them make travel and program decisions.

Actions		Implementation	Investment
6.9	Create more colorful, unique publications and digital materials	Ongoing	Significant
	<i>ASPT is shifting from printed materials to electronic materials. Marketing staff have expertise in video, graphic design, social media, etc. to make electronic materials engaging and informative.</i>		
6.10	Provide an agency brochure of services	Ongoing	Minor
	<i>The agency partners with an organization that produces a magazine highlighting all 35 parks at no cost to the agency. The publication is paid for by businesses who advertise in the periodical.</i>		
6.11	Target publications and digital materials to visitor interests.	Ongoing	Moderate
	<i>Marketing staff use social media analytics to target marketing to appropriate groups and reach groups with likelihood of crossover to park uses.</i>		
6.12	Cooperate with other service providers in producing special publications and digital materials as needed.	Ongoing	Moderate

Strategy: Develop a relationship with the print and electronic media as an outreach tool for incoming visitation and agency awareness.

Actions		Implementation	Investment
6.14	Encourage regular coverage in daily newspapers	Ongoing	Moderate
	<i>It is ASPT's goal to be the story, not the ad. To that end, the PIO works with media in all regions of the state to keep them apprised of new and upcoming programs or events, announcements and news from the agency.</i>		

6.15	Develop special stories and news items. <i>The Public Information Officer generates press releases about upcoming park events, agency successes and accomplishments, grant and statewide planning opportunities, etc.</i>	Ongoing	Moderate
6.16	Cooperate with staff of periodicals and electronic media on special projects	Ongoing	Minor
6.17	Develop targeted information <i>The team works to identify target markets on social media and reach them with specialized advertising that caters to their interests or invites them to try something new based on their prior history.</i>	Ongoing	Significant

Strategy: Work with other service providers in developing in-state and out-of-state tourism.

Actions	Implementation	Investment
6.18 Continue to support the concept of cooperative visitor centers and information kiosks.	Ongoing	Moderate
6.19 Work more closely with State and local agencies in promoting tourism <i>ASPT regularly partners with the Arizona Office of Tourism, Game & Fish Department and others to engage in collaborative campaigns and marketing & tourism opportunities.</i>	Ongoing	Moderate
6.20 Cooperate with the Office of Tourism on additional joint publications and digital materials	Ongoing	Minor
6.21 Cooperate with local agencies.	Ongoing	Moderate
6.22 Use all of the above tools to enhance and develop a stronger, more visible agency image to the public.	Ongoing	Moderate

GOAL 2: STRATEGIC AND RESPONSIBLE INVESTMENT IN RESOURCES TO PROMOTE GROWTH.

Strategy: Improve agency processes by identifying uses for technology to reduce inefficiencies in processes and improve communications.

Actions	Implementation	Investment
6.23 Use agency webpage, social media, and annual report etc. to communicate agency progress towards identified goals.	Ongoing	Moderate

GOAL 3: FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT.

Strategy: Improve agency accountability and transparency by sharing information through the public information office, the agency website, and in public board & commission meetings.

Actions	Implementation	Investment
6.24 Provide regular updates on agency process improvements, successes and challenges.	Ongoing	Moderate
6.25 Maintain Field to Central Newsletter	Ongoing	Moderate

AGENCY DESCRIPTION

Arizona State Parks and Trails (ASPT) protects 35 state parks and natural areas – over 64,000 acres - which include some of Arizona’s scenic wonders, nine historic sites that tell the story of Arizona’s past, sites to play on land or water, and the System’s first Memorial State Park, where visitors pay homage to the Hotshots who lost their lives during the Yarnell Fire.

These lands, lakes, rivers, historic buildings, archaeological sites and natural areas offer recreational and educational opportunities to individuals, families, businesses and communities. State parks not only promote health for individuals, social cohesion and tourism destinations in rural communities, but are strong economic drivers too. ASPT also develops statewide recreation plans and distributes grant funds for the acquisition, development, and maintenance of recreation sites and trails across the state and administers advisory committees to provide input into statewide programs and planning and grants distribution.

MISSION:

“Managing and conserving Arizona’s natural, cultural and recreational resources for the benefit of the people, both in our Parks and through our Partners.”

VISION:

“Arizona State Parks is indispensable to the economies, communities, and environments of Arizona.”

PILLARS:

- Optimizing System Vitality
 - Conservation of Natural and Cultural Resources
 - Accessibility and Inclusion
- Thriving Individuals and Communities**



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AGENCY HISTORY AND CURRENT SYSTEM

Arizona celebrated the 100th anniversary of its statehood in 2012. As the 48th state, Arizona is one of the younger states in the nation. Arizona's State Park system is also comparatively young, observing its 60th anniversary in 2017. In the 60 years since legislation was signed creating the system, ASPT has experienced times of expansion and contraction, weathered economic storms, and has rebuilt and reimagined itself to meet changing times, contexts and expectations, while continuing to provide strong and steady protection of the state's natural and cultural resources, and continue to provide high quality recreation experiences for its citizens and visitors to the state.

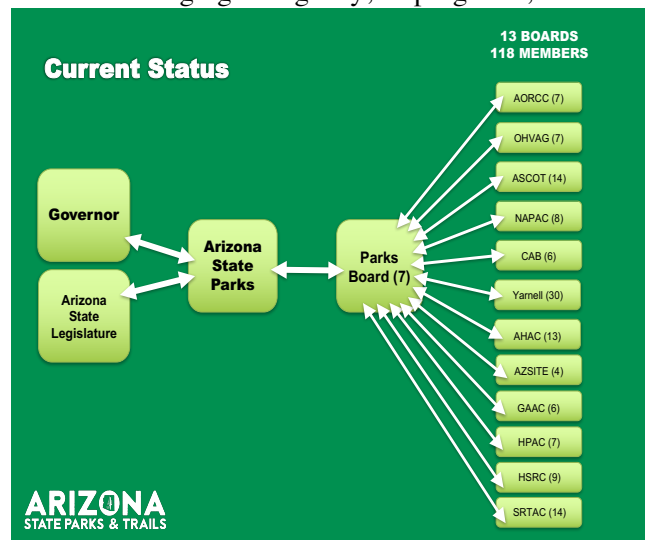
Since its creation in 1957, Arizona State Parks and Trails has grown from an agency of three employees and an appropriation of \$30,000, into an agency consisting of 179 full-time employees, with responsibility for over 64,000 acres in 35 historic, natural, memorial and recreational parks, with an operating budget in excess of \$34 million. The responsibilities assigned to the agency have grown over this time as well. Arizona State Parks and Trails is also responsible for statewide outdoor recreation planning to inform the distribution of grant funds which support the acquisition, development and maintenance of outdoor recreation sites, facilities, and trails across the state.

In 1990, the Six-2000 Plan, a comprehensive agency master planning document was approved and implemented at Arizona State Parks and Trails. The master plan has not been updated in 18 years. Therefore, the Six-2030 Update will provide current information to support the agency's direction for the next ten years.

AGENCY STRUCTURE

The day-to-day business of the agency is conducted under the direction of an Executive Director, who serves in the Governor's cabinet and is directly responsible for managing the agency, its programs, and the system of parks.

The State Parks Board was established in 1957 to guide staff in accomplishing the agency's mission. The Arizona State Parks and Trails Board is composed of seven members, including the State Land Commissioner and six members appointed by the Governor based on their knowledge of and interest in outdoor activities, multiple use of lands, archaeology, and natural resources. By statute, not less than one of the appointed members are required to represent the livestock industry, one member must be a tourism professional and one member must be professionally engaged in general recreation work. Each appointed member serves a six-year term.



AGENCY STATUTORY MISSION

The statutory mission of the agency is to "select, acquire, preserve, establish and maintain areas of natural features, scenic beauty, historical and scientific interest, and zoos and botanical gardens, for the education, pleasure and health of the people, and for such other purposes as may be prescribed by law." In addition to this broad statement of purpose, Arizona law identifies several specific Board authorities and duties related to the provision of a system of parks and historic sites are included in Attachment A.

AGENCY SECTIONS

Agency functions are organized into three distinct sections: *Park Development and Operations, Administration, and Partnerships and Grants.*

PARK OPERATIONS AND DEVELOPMENT

Operations Section is responsible for operating and maintaining existing parks. The agency utilizes a staffing model with both full-time and part-time employees as well as volunteers. There are also 15 Friends Groups that support individual parks and natural areas.

The Operation Section is also responsible for:

- Overseeing the daily activities of volunteers
- Park store merchandise sales
- Safety and training
- Development and presentation of interpretation and environmental education programs and curriculum
- Partnerships and contracts
- Reservations
- Law enforcement
- Development and updating of Annual Operating Plans

Planning and Development section is responsible for the planning, design, construction, and maintenance of facilities and amenities at all sites managed by the agency.

Major responsibilities of the Section include:

- Creating and updating park master plans and site graphic plans
- Selection and management of consultants for project design and construction and management
- Budgeting, and permitting of projects from conception to completion
- Preparation of the agency's Capital Improvement Plan
- Management of funding allocations to each project over time

ADMINISTRATION

Administration Division is responsible for implementing solutions, establishing policies and providing strategic direction with regard to the management of the agency's:

- Marketing and Public Information Office
- Human Resources
- Finance
- Technology based resources

Personnel in this section perform fiscal, legal, contractual, personnel, purchasing, fiscal grant administration, and record keeping activities for the agency. The Marketing and Public Information Section also creates and distributes information about parks, agency initiatives, programs and events to benefit the agency, partners and rural Arizona communities.

PARTNERSHIPS AND GRANTS

Grants and Trails section is responsible for managing and monitoring over 800 grants available totaling over \$317,386,000 to Arizona communities. Funded programs support open space preservation, outdoor recreation facilities and motorized and non-motorized recreational trails projects.

This section distributes grant funds statewide from:

- Land & Water Conservation Fund (LWCF)
- Federal Recreational Trails Program (RTP)
- State Off-Highway Vehicle (OHV) Recreation Fund

Staff also administers the motorized and non-motorized statewide trails programs and corresponding advisory committees.

Resources & Public Programs section is responsible for:

- Statewide outdoor recreation planning
 - Statewide Comprehensive Outdoor Recreation Plan (SCORP) – conducted every 5 years
 - Motorized and Non-Motorized Trails Plan – conducted every five years
 - Boating Watercraft Survey – conducted every 3 years
- Agency natural and cultural resource management in collaboration with advisory committees and partners
- Agency and recreation research

Arizona State Historic Preservation Office (SHPO)

assists private citizens and institutions, local governments, tribes, state and federal agencies in the identification, evaluation, protection, and enhancement of historic and archaeological properties that have significance for local communities, the State of Arizona, or the Nation.

The role and function of the SHPO is defined in both state law (Arizona Historic Preservation Act) and federal law (National Historic Preservation Act, as amended).

Activities of the SHPO include:

- 1) Statewide survey to identify and evaluate historic structures and archaeological sites
- 2) Nomination of eligible historic and archaeological properties to the National Register of Historic Places
- 3) Review of federal and state actions that may affect historic and archaeological properties
- 4) Technical assistance to state and federal agencies, and Tribes
- 5) Technical assistance to owners of historic properties
- 6) Technical assistance to Certified Local Governments/local preservation commissions
- 7) Public education and awareness programs
- 8) Assistance through matching grants; and
- 9) Assistance to property owners seeking tax credits and incentives.

ADVISORY COMMITTEES AND BOARDS

The Arizona State Parks Board (Board) works closely with Advisory Committees. Advisory Committees administered by Arizona State Parks and Trails advise the Board on a range of topics from historic preservation to trails (both non-motorized and motorized), the natural sciences, and archaeology. Several of the Committees that were created for specific purposes either accomplished the purpose for which they were formed or there was a change in the circumstances surrounding the Committee's purpose therefore some are currently inactive.

ARIZONA OUTDOOR RECREATION COORDINATING COMMISSION (AORCC)

AORCC consists of seven members appointed by the Governor to a three-year term, two of which are (by statute) the Directors of Arizona State Parks and the Arizona Game and Fish Department. Other members are parks and recreation professionals and members of the public with broad recreation experience. AORCC advises the Parks Board on the disposition of the Land and Water Conservation Fund, the Off-Highway Vehicle Recreation Fund and the State Lake Improvement Fund. AORCC also advises on statewide recreation plans and grant program policies and procedures.

ARIZONA STATE COMMITTEE ON TRAILS (ASCOT)

ASCOT provides recommendations on statewide non-motorized trails needs, trends and priorities. The group defines the State Trails System – also known as the Arizona Premier Trail System (APTS) (ARS §41-511.22), and reviews nominations for adding outstanding trails to the APTS. ASCOT advises, and reviews the non-motorized portion of the statutorily mandated Trails Plan, used to inform grant criteria for the federal Recreational Trails Program grants. ASCOT also reviews and makes recommendations on the distribution of funding for non-motorized trail projects. Finally, ASCOT provides trails education opportunities, promotes trail development, management and maintenance, and organizes occasional trails conferences. ASCOT is the only entity in the states that looks from a complete statewide perspective at the development of network of trails.

The committee contains 15 geographically diverse members who are appointed to a three-year term. Membership consists of no more than 8 members of land managing agencies, no more than 8 members representing various non-motorized trail-user groups, and up to 4 members unaffiliated with specific groups or agencies to serve as representatives at large.

There are two permanent subcommittees of ASCOT. The Arizona Premier Trails System (APTS) subcommittee. The Public Outreach Subcommittee (POS) coordinates workshops and conferences, supports National Trails Day, and disseminates important trail information.

Once a year, ASCOT meets with OHVAG members to form the State Advisory Committee (SRTAC). This group reviews the use and distribution of Recreation Trails Program funds.

OFF-HIGHWAY VEHICLE ADVISORY GROUP (OHVAG)

OHVAG acts as a conduit between the Board and the Off-Highway Vehicle (OHV) community. OHVAG is a body of dedicated citizen volunteers who assure public involvement in the implementation of the ASPT administered portion of the OHV Recreation Program and distribution of the OHV Recreation Fund. The mission of OHVAG is to develop and enhance statewide OHV opportunities, and develop educational programs that promote resource protection, social responsibility, and interagency cooperation. The geographically diverse, seven-member group is appointed by the State Parks Board with a maximum of two consecutive three-year terms. Five of the members must be affiliated with an OHV organization, one must represent casual OHV recreationist or the general public, and one must represent a sportsperson's group.

Once a year, OHVAG meets with ASCOT members to form the State Advisory Committee (SRTAC). This group reviews the use and distribution of Recreation Trails Program funds.

GOVERNOR'S ARCHAEOLOGY ADVISORY COMMISSION (GAAC)

The Governor's Archaeology Advisory Commission is comprised of eleven members appointed by the Governor. The membership of GAAC is unique, as each of the 11 members are high caliber professional, avocational, tribal, and agency representatives, sensitive to cultural issues. Members bring a diverse set of viewpoints to the table to assist the State in the preservation of prehistoric, historic, traditional, and contemporary ethnic heritage resources. Each member must have a demonstrated interest or expertise in one or more of the fields of prehistoric archaeology, historic archaeology, anthropology, ethnology, tourism, public education, economic development, or planning. The Commission advises the State Historic Preservation Officer on a variety of important archaeological

concerns which include public education, archaeological law enforcement activities, development of a state plan for protection of archaeological sites, including acquisition and development, development of mechanisms to assist private owners of archaeological sites in protecting and managing their sites, and evaluation of the implications of archaeological activities and related issues within Arizona . The Archaeology Commission is a cosponsor of Arizona Archaeology Week and has initiated the statewide Site Steward Program. GAAC was reauthorized by a congressional committee for an additional three years in 2016.

HISTORIC SITES REVIEW COMMITTEE (HSRC)

The Historic Sites Review Committee is Arizona’s official National Register of Historic Places Review Board as mandated by the National Historic Preservation Act of 1966, as amended (36 CFE § 60.3) and is a statutory standing committee of the Arizona Historical Advisory Commission (AHAC) as mandated by the Arizona State Historic Preservation Act of 1982, as amended (A.R.S. §41-151.20 sub. D). The State Historic Preservation Officer shall appoint the nine committee members for staggered terms of three years. The HSRC meets approximately three times per year and assists the State Historic Preservation Officer in reviewing National Register Nominations and provides recommendations for nominating properties to the State and National Register of Historic Places.

The HSRC members represent a variety of knowledge, expertise, and interest in the fields related to history, prehistoric and historic archaeology, and architectural history or architecture. At least five persons must be considered professionals in these fields. HSRC has nine members representing the fields of history, architecture, prehistoric and historic archaeology, and related disciplines appointed by the State Historic Preservation Officer. The Chair is a member of the Arizona Historical Advisory Commission.

ROCKIN’ RIVER RANCH TECHNICAL ADVISORY COMMITTEE

Arizona State Parks and Trails formed a Technical Advisory Committee for Rockin' River Ranch State Park development. The committee is made up of representatives from Salt Mine Road, Friends of the Verde River Greenway, the Town of Camp Verde, the concessionaire who operates the Park’s equestrian boarding facility, the US Forest Service, the Arizona Game and Fish Department, The Nature Conservancy, and Arizona State Parks and Trails staff.

COMMITTEES ADMINISTERED BY OTHER ENTITIES, WITH ARIZONA STATE PARKS AND TRAILS STAFF PARTICIPATING

- Arizona Historical Advisory Committee
- AZSITE Committee

THE COMMITTEES THAT ARE CURRENTLY INACTIVE

- Conservation Acquisition Board
- Historic Preservation Advisory Committee
- Natural Areas Program Advisory Committee
- Yarnell Hill Memorial Site Board

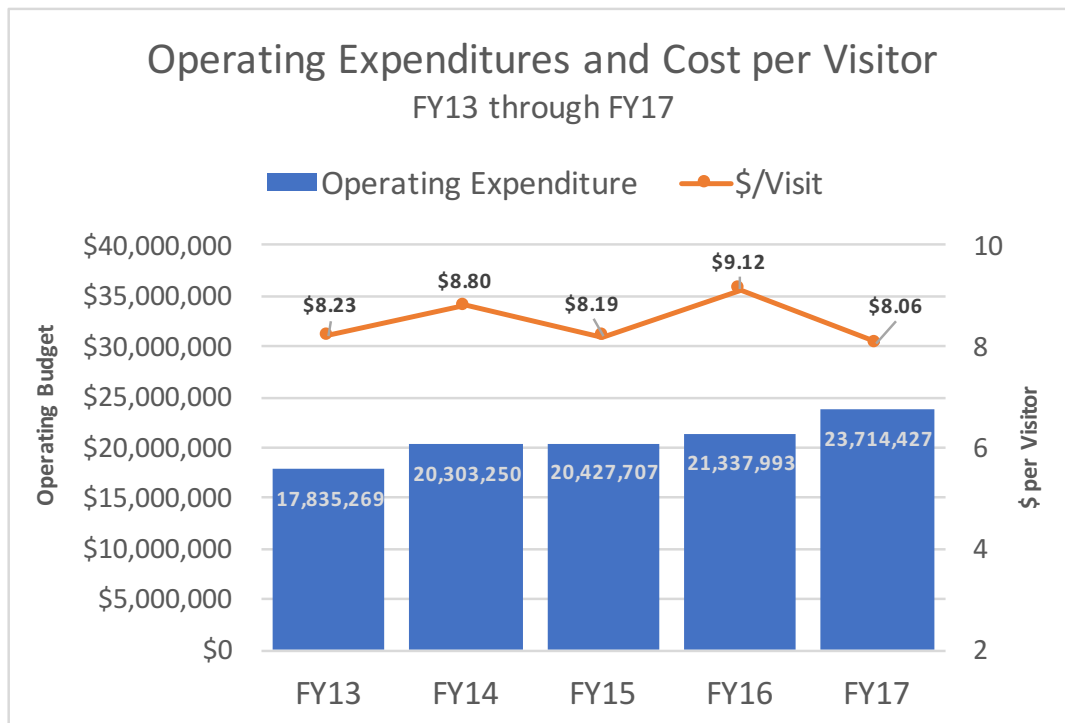
OPERATING AND CAPITAL EXPENDITURES

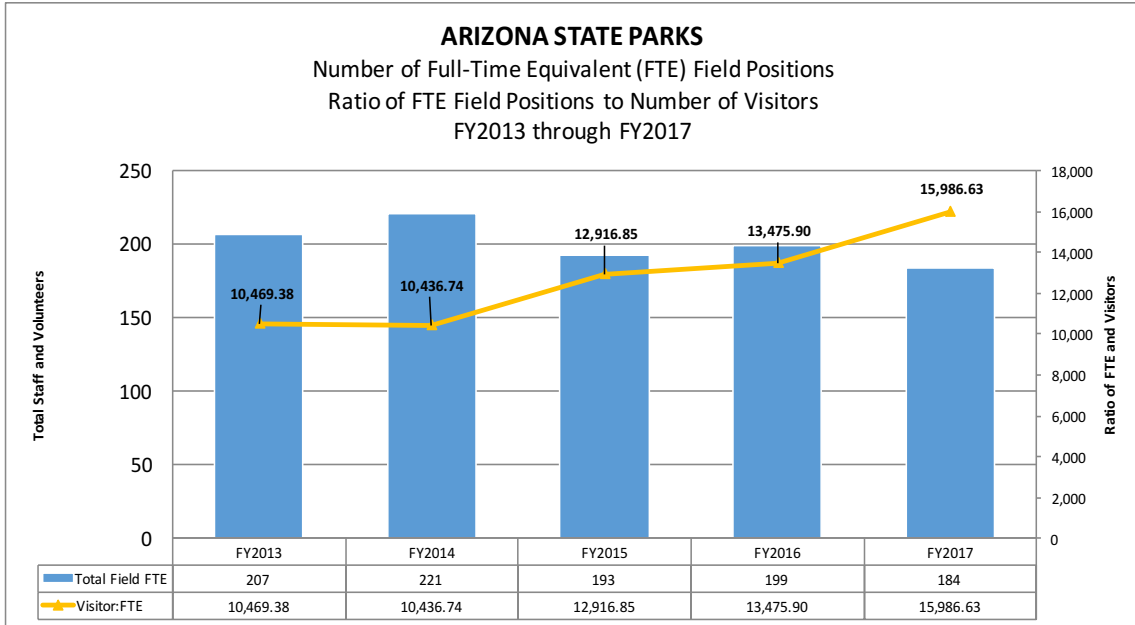
State Parks and Historic Sites provide extensive services in support of visitor use. The cost of these services, which takes the form of facilities, maintenance, and personnel, can be significant. Combined operating and capital investment per visitor, although they appear high, are necessary investments assure that visitors receive a safe, informative, and pleasurable experience when visiting our parks.

OPERATING AND CAPITAL COST/INVESTMENT

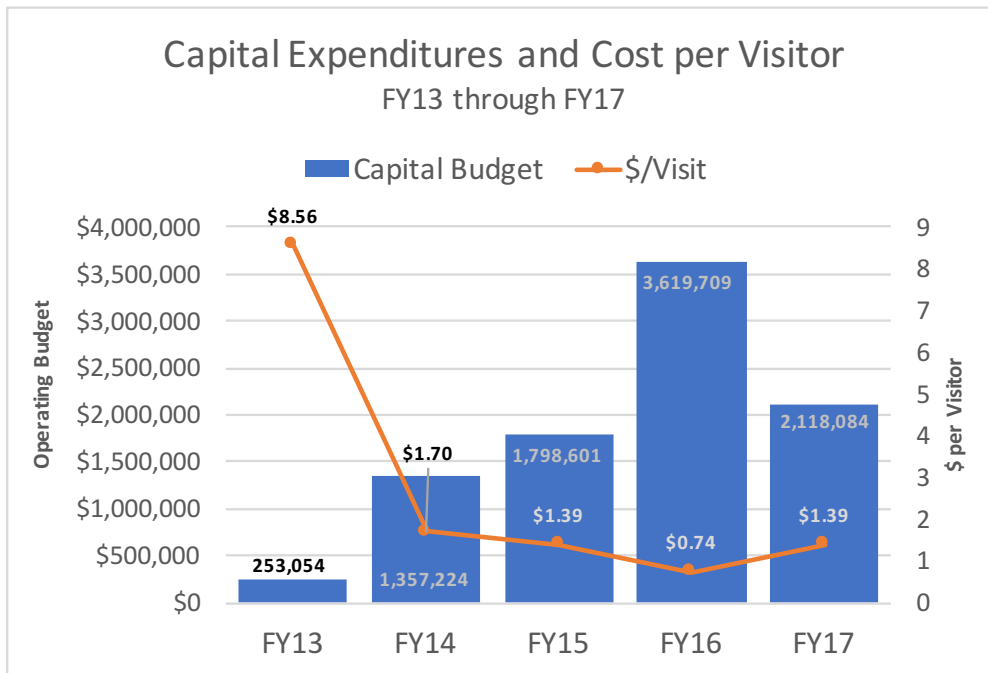
Per State Park Visitor					
Fiscal Year	Visitation	Operating Expenditures	Operating \$/Visit	Capital Expenditures	Capital \$/Visit
FY13	2,167,162	\$17,835,269	\$8.37	\$253,504	\$0.12
FY14	2,306,519	\$20,303,250	\$8.86	\$1,357,224	\$0.59
FY15	2,492,953	\$20,427,707	\$8.30	\$1,798,601	\$0.72
FY16	2,681,704	\$21,337,993	\$7.96	\$3,619,709	\$1.35
FY17	2,941,539	\$23,714,427	\$12.38	\$2,118,084	\$0.72
Combined	12,589,877	\$103,618,646	\$9.30	\$9,147,120	\$1.38

The resources we acquire to run the park system and provide services to our customers are largely invested in personnel. Providing staff to greet campers, enforce laws, collect fees, clean restrooms, conduct interpretive programs, pick up trash, repair damage, deal with emergencies, and perform a host of other activities is essential for the health and safety of the public. Adequate staffing is also an obligation that comes with our resource protection and education mission. Staffing level for the agency has decreased over the last five years as seen in the below graphs. While the staffing level has decreased the visitation to the parks has increased to record levels. This scenario indicates that the number of visitors hosted per staff, grew by 47% during the same period (see below graph).





Capital improvements are important to the State Parks system. Major enhancements to resources and facilities, such as campgrounds, visitor centers, picnic areas, and basic infrastructure, are essential to meet basic customer needs and can also attract new visitors. While it is normal for funding for capital projects to vary from year to year, a steady flow of capital is needed for cyclical renovations, emergencies, and general site improvements. None of the parks in the system are considered fully developed, so capital for major new facilities are needed each year. Large-scale development at new sites is a periodic necessity as is funding for land acquisition. As can be seen from the following graphic, available capital improvement funding has been erratic over the years. Without consistent funding, the development of our system has lagged behind the physical needs of the parks as well as the facility demands of our visitors.



INFLUENCES ON AGENCY DIRECTION

In addition to the previously stated accomplishments, (See Part I, Agency Successes), several documents and events have significantly affected the administrative direction of the agency.

Approximately \$72.1 million in ASPT monies were reduced, redirected or transferred between 2008 and 2012 (Auditor General, 2012).

- As a result of these cuts, 43 employees were laid off in reductions in force that took place in 2009 and 2010.
- Arizona State Parks Heritage Funds monies were swept back into the state General Fund and the statutes that created the Fund were removed from the books, resulting in the cancellation of the following grant and aid programs: Local, Regional and State Parks, Heritage Trails, and Historic Preservation programs. These monies also supported the acquisition and protection of natural areas in Arizona and environmental education at ASPT.

GOVERNOR'S SUSTAINABLE STATE PARKS TASK FORCE

In 2008, the Governor's Sustainable State Parks Task Force on Parks & Recreation in Arizona was established to review System funding issues and recommend courses of action. A Technical Advisory Committee, made up of federal, state, local, and private leaders, was created to address these issues. In October, 2009, the Morrison Institute for Public Policy drafted a report titled "The Price of Stewardship: The Future of Arizona State Parks" to analyze the state of the System, identify options for funding that have been successful elsewhere and assess if these options would work in Arizona.

This report summarized 9 observations on the future of the State Park System (included in excerpts below):

- 1) An evaluation system should be adopted to score the strengths and weaknesses of existing and proposed parks in the system.
- 2) Criteria should be used to guide expansion.
- 3) Protection of the Heritage Fund, reforming State Trust Land and increasing private contributions is even more important now than ever before given a lack of dedicated source of funds for future expansion.
- 4) Visitation at all Arizona's State Parks should be increased.
- 5) Arizona State Parks should explore alternatives for the future of the smaller, less visited sites.
- 6) Arizona State Parks should seek to change its accounting and budgeting processes to separate out grant, historic preservation, planning and statewide funds from those of park operations.
- 7) If the state considers agency reorganizations, combining park operations with Game & Fish Department may make some sense. The historic parks, grants and State Historic Preservation Office would be a better fit with the Arizona Historical Society, Arizona Commission on the Arts, Arizona

Department of Library, Archives and Public Records and the Arizona State Museum.

- 8) Sustainability of the State Parks system depends in part on creating smart incentives for park managers, therefore the State Parks Revenue Fund should be reinvested in the system, and park managers tasked with the job of determining where and how revenues could be increased throughout the system.
- 9) The three most promising funding systems for State Parks are 1) a state license plate surcharge; 2) a dedicated state sales tax levy for a quality of life package including arts, cultural, recreational, and open space purposes; 3) a tourism-oriented levy dedicated to State Parks and other visitor attractions.

To date, the following actions have been taken to address the recommendations above:

- 1) An evaluation system was drafted and implemented in 2009. These criteria are being used to consider properties for system expansion and will be revised as needed to reflect agency needs and realities.
- 2) Visitation at Arizona State Parks and Trails has increased to record levels each of the last three years (FY15, 16, & 17). This is due to the use of electronic marketing methods, a strategy of "being the story, not the ad," the focus on parks that was generated by the 100th birthday of the National Park Service in 2016; and the addition of additional amenities and concession services to enhance the visitor experience.
- 3) In 2010 and beyond, Arizona State Parks has partnered with communities, friend groups and other municipalities to operate several of the smaller state historic parks with lower visitation.
- 4) Earned revenues have also increased to record highs for the last three years in a row. The executive team is working to educate elected officials of the benefit of allowing Arizona State Parks and Trails to invest all earned revenues in the system in order to enhance

the visitor experience and maintain the resources that are supporting increasing visitation.

In addition, the Task Force noted that “Although much of the existing Parks system is remotely located today, it is obvious from the growth projections for Arizona that the State Parks system will eventually be overwhelmed unless there is significant system expansion and continuous improvement to existing facilities. In other words, the State Parks system must be equipped to plan and build new parks, within the limits of available resources and good judgment.”

ARIZONA STATE PARKS FOUNDATION

Arizona State Parks Foundation was established in 2004 for the specific mission of supporting Arizona State Parks and Trails. Recognizing Arizona’s continuing population growth and the increased demand on the system, the foundation is committed to protecting and improving ASPT through advocacy, educational programs, project funding, and building a network of park supporters. Governed by a Board of Directors, the foundation exists and is authorized as a private, 501(C)3 nonprofit organization to build wide-ranging support and offer park patrons, visitors and annual donors tax-deductible opportunities to make a difference through a variety of giving options. The Foundation has contributed more than \$1 million in support of programs and projects and is expanding its role in concert with ASPT to develop strategies for raising operating revenues, maintenance, and expanding special events.

AUDITOR GENERAL'S PERFORMANCE REPORT

In response to an October 26, 2010 resolution of the Joint Legislative Audit Committee, the Office of the Auditor General completed a sunset review and audit of the State Park system as required by Arizona Revised Statutes (A.R.S. §§41-2951 et seq).

The Auditor General recommended areas for improvement that the agency has and continues to implement. An initial follow up reporting was provided by the agency in March, 2013, with additional documentation submitted 18 months, 36 months and 42 months after the audit report was published to ensure agency compliance with auditor recommendations. One of the primary areas of concern, post-recession was the financial sustainability of the system. The auditors recommended that the agency define financial sustainability given the current societal conditions and engage in planning efforts (which had mostly been tabled or became a lower priority since the beginning of the recession), setting goals, objectives and measurable performance measures to ensure that the agency reached its goals.

In the Auditor General’s Report, the following findings were reported along with the recommendations below.

One of the primary areas of concern, coming up on the heels of the recession and changes to the agency as a result, was the financial sustainability of the system. The auditors recommended that the agency define financial sustainability given the current societal conditions and engage in planning efforts (which had mostly been tabled or became a lower priority since the beginning of the recession), setting goals, objectives and measurable performance measures to ensure that the agency reached its goals. The recommendations also included measuring the revenue enhancement measures that the agency had recently put into place to determine effectiveness of methods and make adjustments as necessary to ensure maximal effectiveness.

As part of this planning process, the Auditor General’s Office recommended that the agency perform agency and park level assessments. The auditors also recommended that the agency seek more partnerships to sustain and enhance the system, review the changes that were made during the recession and afterward to assess if the recent strategies to improve the system were resulting in the intended outcomes and finally, to draft a marketing plan to direct marketing efforts for the agency.

MANAGEMENT STATUS

Consistent with AMS tenets, ASPT is engaged in the process of evaluating and updating management tools to ensure that the system is operating optimally. In January, 2016, ASPT became the first State Park agency to apply to the Commission for Accreditation for Parks and Recreation Agencies (CAPRA) for certification. “Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and tax payers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality” (CAPRA Standards, 5th ed, 2014). As a part of this effort the agency has updated plans and policies related to:

- Administration
- Agency Strategic Plan
- Public Information Procedures
- Fiscal Services
- Maintenance and Operations Management Standards
- Systematic Evaluation Processes
- Encroachment
- Acquisition
- Programming
- Cooperative Management
- Informational Needs
- Resource Management

All of the above-mentioned plans and policies were drafted based on current research and best practices in parks systems across the nation and are now on a schedule to be reviewed and updated within a five-year period.

INVENTORY OF SYSTEM RESOURCES AND FACILITIES

The following information summarizes the resources and facilities currently represented in Arizona State Park System. For an updated list of the properties managed by ASPT see Attachment B

Categories	Agency Total	Categories	Agency Total
Acres under agency control	64,414.92	Cabins	34
Acres owned in fee by agency		Lodge	3
Acres under lease or agreement		Camping Units	1415
Number of sites administered	35	Backcountry Camping	3
Sites open to the public	32	Full Hook-ups (EWS) Sites	98
Sites not yet open to the public	3	Electric & Water Hook-up Sites	488
Recreation parks	18	Electric Hook-up Sites	78
Historic parks	9	Non-electric Sites	289
Natural parks	3	Equestrian Camping	2
Memorial	1	Boat Camping Units	44
Parks with campgrounds	17	Group Camping	16
Concession/Gift Shop	31	Shower Buildings	17
Museum	11	Picnic Area/Shelters	66
Stables	2	Ramadas	126
Outdoor Amphitheaters	4	Group Ramadas	32
Administrative buildings/sites	38	Group Use Areas	20
Maintenance Compounds	30	Miles of Trails	140.3
Wastewater Treatment Areas	25	Number of Trails	160
Playgrounds	8	Boating	12
Dog Park	4	Boat Launch	16
		Kayak Launch	2
		Boat Dock	13
		Fishing Pier	9
		Swimming Areas	11

SYSTEM INFLUENCES

In this update, trends and influences included are primarily those identified during statewide planning efforts.

MASTER PLAN DOCUMENTS

In order to set statewide outdoor recreation priorities and allocate grant funding, ASPT worked with contractors, and partners to draft the following plans: 1) The 2018 Statewide Comprehensive Outdoor Recreation Plan (SCORP), 2) The 2015 Trails Plan, and 3) The 2016 Boating Watercraft Study.

SCORP

The SCORP is conducted every five years in accordance with program guidance from the National Parks Service – the federal administrators of the Land and Water Conservation Fund (LWCF). All states receiving LWCF monies must complete a SCORP on this schedule, which establishes statewide priorities for the program. The 2018 SCORP was implemented January 2018 – December 2022.

SCORP'S KEY OBJECTIVES ARE:

- Establish outdoor recreation priorities for Arizona.
- Set evaluation criteria to allocate the federal Land and Water Conservation Fund (LWCF) grants.
- Protect, conserve, and manage Arizona's public lands, recreation spaces, and unique places for current and future generations.
- Encourage a highly integrated and connected outdoor recreation system throughout Arizona.
- Ensure Arizona's diverse and growing population has access to outdoor recreation spaces and opportunities to enjoy a range of recreation activities.
- Communicate linkages between outdoor recreation, individual wellness benefits, community health, and a thriving economy.
- Elevate public participation and engagement in outdoor recreation planning initiatives and issues.

The priorities identified in the 2018 – 2022 SCORP were developed with guidance from the SCORP Working Group, consisting of professionals and students in the field of Parks and Recreation from communities across the state, public land managers at all levels, millennial focus group participants and public input through online surveys, social media posts, at public meetings and through public comment.

ARIZONA TRAILS PLAN

The Arizona Trails 2015 Plan is updated every five years to comply with the requirements set forth in A.R.S.§41-511.22 and A.R.S.§41-511.04 [20]. The purpose of the Plan is to gather information and recommendations to guide

public land agencies in the management of Arizona's trails, and guide the distribution and expenditures of the OHV Recreation Fund (A.R.S §28-1176) and the Federal RTP (23U.S.C.206). Funds provide resources for the acquisition, development, and maintenance of motorized and non-motorized trails statewide, education and safety information and equipment related to trail-use.

The last Trails Plan was implemented in 2015, and included land manager, public and advisory committee feedback. The Plan's information can also be used to: 1) promote a common understanding of statewide, regional and local trail issues and potential solutions; 2) recommend funding priorities and actions to improve and maintain Arizona's trails and routes and 3) provide a framework for strengthening the roles of trail and OHV advocates, managers and elected officials to be more effective in sustaining Arizona's trail heritage.

BOATING AND WATERCRAFT SURVEY

Finally, ASPT works with the Arizona Game & Fish Department to understand water-based recreational activities that take place on Arizona lakes. In collaboration with the Behavior Research Center, the Boating Watercraft Survey is conducted every three years. Owners of registered boats in Arizona, adjacent counties in California, adjacent counties in Nevada and Utah are sampled and asked to report on their use of Arizona lakes. These boaters also provide:

- demographic information, trip characteristics, including spending during the most recent boating trip on an Arizona lake, priorities for water-based recreational facilities, effectiveness of law enforcement activities on Arizona lakes, and other attitudes about select watercraft and outdoor recreation issues.

This information is used to identify priority projects on Arizona's waterways statewide, and direct enforcement activities and staffing. The last Boating Watercraft Survey was completed in 2016.

ARIZONA STATE PARKS AND TRAILS PLANNING SCHEDULE

Document	Plan Time Frame	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Statewide Comprehensive Outdoor Recreation Plan	5 Year										
Trails Plan	5 Year										
Boating Watercraft Survey	3 Year										
Visitor Survey	5 Year										
State Historic Preservation Plan Survey	5 Year										
Employee Engagement Survey	Annually										
Annual Pass Survey	TBD										
Special Event or Park Specific Surveys	As Requested										

* Changes in color indicate new plan implementation period.

ISSUES AND SERVICES MOST IMPORTANT TO ARIZONA

The primary issues to face outdoor recreation in Arizona, according to the 2018 SCORP are the following:

ENGAGEMENT

Organizations need to seek innovative means of engaging members of their communities, particularly youth to foster a sense of ownership and stewardship for the recreation resources.

PRESERVATION AND CONSERVATION

Protection, conservation, and long term stewardship of Arizona's natural and cultural resources, public lands, recreation areas, and scenic landscapes ensures that current and future generations of Arizonans have access to outdoor recreation areas.

MARKETING, COMMUNICATION AND EDUCATION OPPORTUNITIES

Outdoor recreation providers need to assess their marketing, education, and communication efforts to ensure that their messaging is reaching the intended audiences, and communications and programs draw in a variety of audiences.

ACCESSIBILITY AND INCLUSION

Arizona's growing population is changing, becoming younger, older and becoming more ethnically and culturally diverse. These demographic trends may require changes in how outdoor recreation opportunities are provided and what facilities are necessary to meet the needs of changing populations. Further research needs to be completed to better understand the needs, barriers, and preferences of Arizona's population as it pertains to outdoor recreation.

FUNDING

Securing sustainable funding for the long-term stewardship of our state's recreation areas is an ongoing issue. In an age of user-generated funding, budget cuts and short-term grant funding cycles, organizations and agencies are routinely required to seek out creative ways to do more with less, and use existing resources

efficiently. In addition, the State of Arizona is focusing on enhancing agency efficiency through problem identification and data analysis, the implementation of solutions, and consistent monitoring to identify if solutions are effective.

COLLABORATION AND PARTNERSHIPS

Arizona's recreation lands are managed by a patchwork of federal and state agencies, tribes, non-profit organizations, communities, and private land owners, which often creates confusion amongst users, missed opportunities, and inefficient use of resources. Increased collaboration and partnerships between agencies, communities, volunteers, and other collaborators for marketing, resource management, safety, and maintenance can increase efficiency, effectiveness, and provide a better service to the user.

The 2018 SCORP identified three important themes from the data which were integrated in all aspects of the planning process from identifying priority issues to developing rating criteria. For this reason, the emergent themes were included as an integral and separate component of Arizona's 2018 SCORP and should be considered when planning any future actions related to outdoor recreation. These included: 1) use of technology in outdoor recreation, 2) youth participation in outdoor recreation, and 3) connectivity of the physical, social and ecological systems within the state.



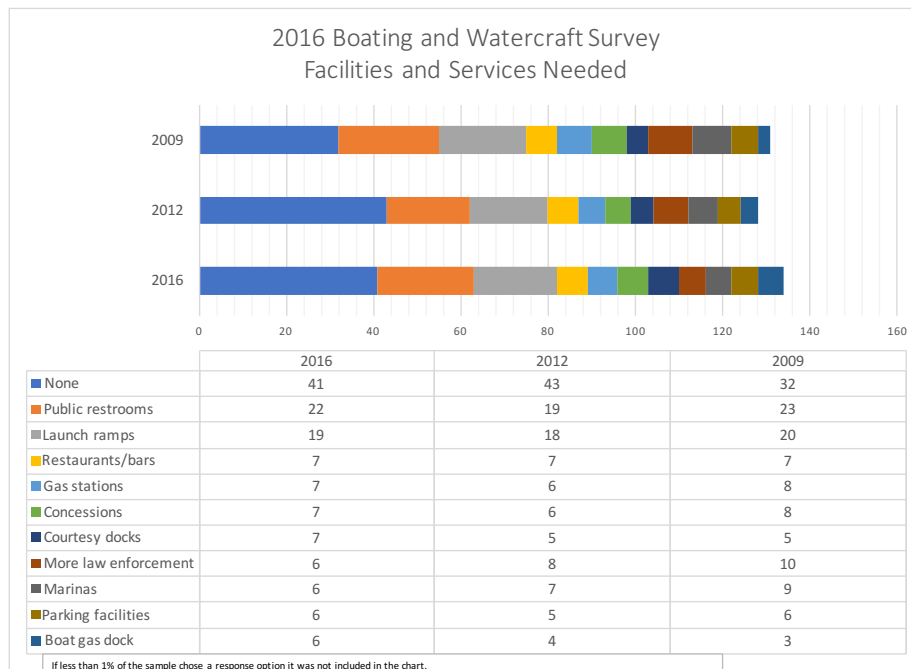
ASPT is providing desired services to Arizona residents and visitors through the operationalization of SCORP issues in the stakeholder generated goals, objectives, actions and employee generated tasks in the agency's 2018-2022 Strategic Plan.

In regards to non-motorized and motorized trails, the following are the recommended first, second and third level priorities:

2015 AZ TRAIL PLAN RECOMMENDATIONS

Motorized	Non-Motorized
First Level Priorities	
<ul style="list-style-type: none"> • Protect access to trails/acquire land for public access • Maintain and renovate existing trails and routes • Provide and install trail/route signs • Establish and designate motorized trails, routes and areas 	<ul style="list-style-type: none"> • Routine maintenance of trails • Renovation of existing trails and support facilities • Acquire property or easements for trail access • Mitigate and restore damage to areas surrounding trails
Second Level Priorities	
<ul style="list-style-type: none"> • Develop support facilities • Provide maps and trails/route information • Mitigate and restore damage to areas surrounding trails, routes and areas 	<ul style="list-style-type: none"> • Construct new trails • Develop support facilities • Provide and install trail signs • Provide educational programs
Third Level Priorities	
<ul style="list-style-type: none"> • Provide educational programs • Completion of environmental/cultural clearance and compliance activities • Increase on-the-ground management presence and law enforcement 	<ul style="list-style-type: none"> • Enforce existing rules and regulations • Provide maps and trail information

The 2016 Boating Watercraft Survey reports the facilities and services that are most needed at boaters' favorite lakes/rivers. Response to these two questions was very similar so they were combined on the following table for analysis. Public restrooms (22%) and launch ramps (19%) continue to receive the greatest mention from boaters. Also receiving sizeable response are restaurants/bars (7%), gas stations (7%), concessions that sell food, drinks, tackle and the like (7%), and courtesy docks (7%). Forty-one percent of boaters indicate there are no additional facilities or services needed at their favorite lake.



Additionally, boaters were asked to indicate how important they felt each of the State Lake Improvement Funds (SLIF) six funding functions is. SLIF is a program designed to assist state and local governments in improving boating-related resources and facilities. This fund is currently utilized by ASPT to develop, rehabilitate and expand sites related to water recreation, and support administrative functions of the agency.

Four of the six functions continue to receive very or somewhat important readings from roughly eight out of ten boaters or more.

- The construction of recreation support facilities such as restrooms, campgrounds, and picnic tables (84%);
- The construction of water-based boating facilities such as marinas, launch ramps and piers (83%);

- The construction of first-aid stations and other safety facilities (79%);
- The purchasing of law enforcement and safety equipment such as patrol boats, radios and lights (78%).

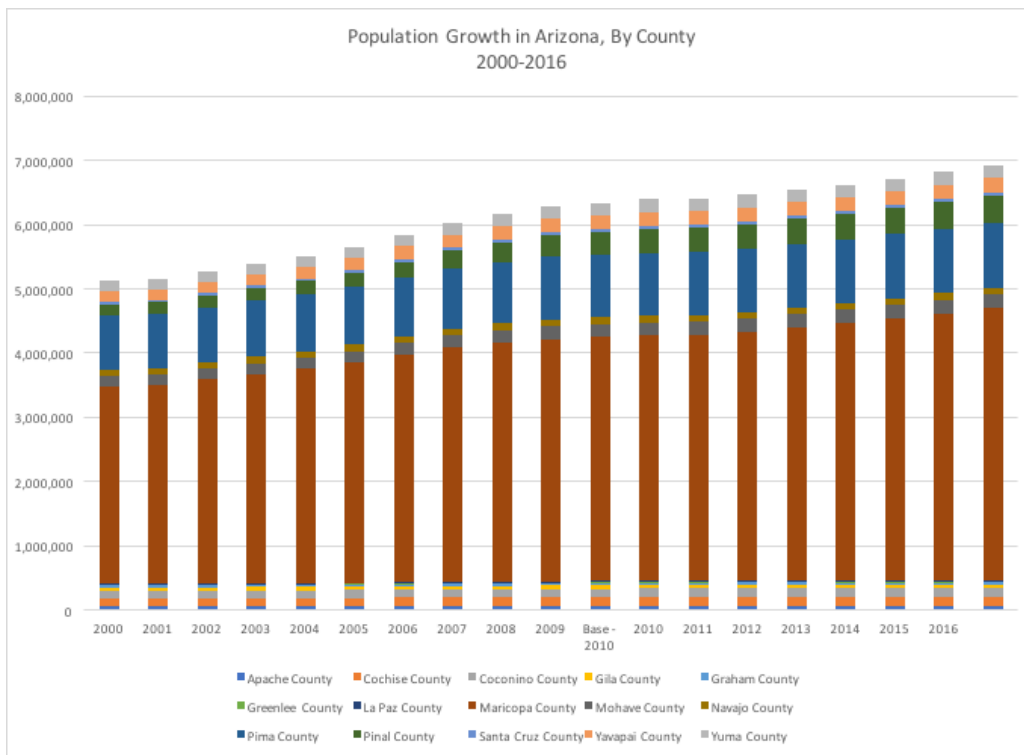
The remaining two functions – purchasing shoreline property (67%) and the development of new lakes for boating (61%) – are considered to be somewhat less important, but still are considered very or somewhat important by over six out of ten residents or more. These readings are little changed from the 2012 study.

TRENDS INFLUENCING OUTDOOR RECREATION IN ARIZONA

TREND 1: DRAMATIC CHANGES IN HOW AND WHERE PEOPLE LIVE AND A GROWING POPULATION ARE CREATING NEW RECREATION DEMANDS

Changing State Demographics

Right now, census estimates that Arizona has nearly 7 million residents. By 2030, that number will grow to nearly 11 million, making Arizona the tenth largest state in the nation. – SCORP 2018



In addition, the most growth is expected in two counties that are adjacent to Maricopa County, the state’s most populous county.

Most residents of Arizona (nearly two-thirds) are not native to Arizona. Thus, Arizona is a state of choice for many of its residents. According to the National Survey on Recreation and the Environment (2008), as the population of the U.S. increases, the number of Americans over 16 years of age participating in outdoor recreation activities increases, as does the number of days that they do so. Thus, there will be more Arizona residents pursuing outdoor recreation opportunities, less land to recreate on due to increased development, potentially limited access to remaining public lands, causing an increase in the rate of degradation of existing outdoor recreation opportunities.

At the same time as this growth is occurring, the makeup of Arizona's population is also predicted to change substantially over the next few decades, becoming older, younger, and more diverse which may influence the demand for different types of outdoor recreation (Center for the Future of Arizona, 2015). Demographic trends can be drivers of recreation choices where one's race, ethnicity, gender, income, and education level as well as proximity to the outdoors is highly indicative of recreation choices, participation level, and consumption (Cordell, 2012).

There have been concerns raised in the last several years, that visitors to national and state parks appear to be older, whiter and more affluent than the population as a whole. National data on outdoor recreation participation shows similar trends (OIA, 2017). The Arizona State Parks Visitor Survey (last conducted in FY14), illustrated that our visitors were more likely to be white (89% as compared to 81% statewide), educated (52% have a bachelor's degree or higher as compared to 28% statewide) and have higher household incomes (\$87,000 on average as compared to \$50,255 on average statewide) than would be expected given the population of the state. Another concern is the aging of our State Park visitors. Although our traditional State Park visitors are aging (as seen by a comparison of ages of State Park Visitor Survey respondents over time), we have not typically recruited behind the aging visitors at the same rate, making concerns of becoming irrelevant to future generations a scary possibility. ASPT needs to focus efforts on developing the next generation of advocates for the system, including youth and other ethnic groups.

However, the development of outdoor recreation resources has not kept pace with the State's rapid and continuing growth and desire for new and varied recreation opportunities. Appropriately sized, adequately developed and strategically located places for outdoor recreation are in short supply. The toll on existing areas from the resulting overcrowding and overuse is heavy, especially at more popular and easily accessed sites. Degradation and loss of natural and cultural resources, litter, vandalism and conflicts between users are just a few of the symptoms of this overuse. Population growth, the expanding urban/rural interface, and a diversifying population are increasing the need for outdoor recreation spaces and natural and cultural resources to be protected, maintained, and accessible.

There has been a growing interest and involvement in exercise and recreation, related in part to increasing levels of personal health promotion and supported by a movement to get youth outdoors.

(Excerpt from the 2018 SCORP)

Research continually points to the benefits of outdoor recreation on human health and well-being. Due in part to the increased rise in adult and childhood obesity rates caused by inactivity, empirical studies conducted over the past 10 years have assessed the health benefits of outdoor recreation with evidence strongly demonstrating positive mental and physical benefits of outdoor recreation. National studies suggest that 64% of Americans ages 6 and over who participate in outdoor recreation do so in order to get exercise (OIA, 2017).

Centers for Disease Control and Prevention (CDC) report, backed by empirical research, shows that residents who have access to parks and open space (e.g., biking and walking trails) consequently enjoy better mental and physical health. Parks and open space also enhance the quality of life of residents and visitors. Parks and open space make neighborhoods more livable; offer recreation opportunities for at-risk youth, low-income children, and families; and create a sense of community (Sherer, 2003). Research also demonstrates that access to parks and open space has been linked to reductions in crime, including juvenile delinquency (Sherer, 2003). Parks and open space, which also function as soundscapes in urban areas, play a vital role in noise absorption resulting in better acoustic comfort.

To be addressed, however, is the finding that nationwide, youth participation in outdoor recreation is declining overall with "just hanging out or playing outside" and engaging in physical activities including biking, walking, jogging, skateboarding having the highest participation rate (Cordell, 2012). The Outdoor

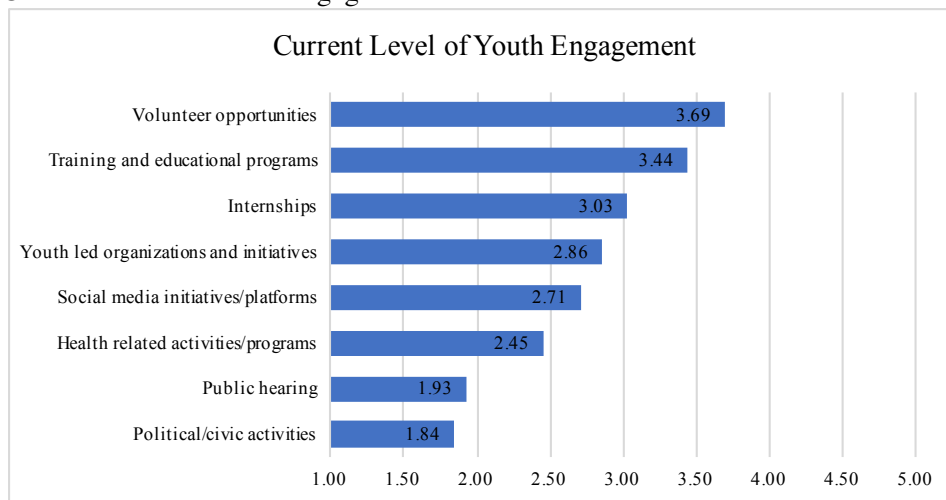
Industry Association (2017) found that the percent of youth ages 6-12 participating in at least one outdoor recreation during the year went from a high of 78% in 2006 to 62% in 2016. Nearly 7 in 10 (69%) of youth ages 13-17 participated in at least 1 outdoor activity in 2006, whereas only 59% reported doing so in 2016.

This should be particularly worrisome considering the 2014 United States Report Card on Physical Activity for Children and Youth reports that children and youth (6-15) in the U.S. do not meet the minimum standards of 60 minutes a day of moderate-to-vigorous physical activity. The report also found that sedentary behavior amongst American children and youth is very high and physical activity levels are low (Dentro et al, 2014). The underserving of youth, particularly with physical and health related opportunities amongst our state’s recreation providers is an issue that needs to be addressed within Arizona. As informed from our research and the literature, early exposure to nature can have a lasting impact on one’s lifelong propensity to recreate outdoors. According to the Outdoor Industry Association, only 8% of youth, ages 6 – 24 participated in at least one outdoor activity in 2016.

For the 2018 SCORP, providers were asked to rate the current level of youth engagement in each of the activities within their respective agencies or organizations, from not at all (1) to always (5). Figure 26 shows that many agencies had volunteer, training, and educational opportunities for youth; however, few organizations engaged youth in civic activities, public hearings, or even health related programs and activities.

Survey Question: Youth participation is vital for effective programs and young people are important stakeholders in decisions regarding future use of natural resources. Below is a list of activities that youth can participate in, on behalf of agencies. Please rate the current level of youth engagement in each of these activities in your agency from (1) Not at all to (5) Always.

Current Level of Youth Engagement



It is clear that ASPT, along with other outdoor recreation providers in the State of Arizona have not yet tapped into youth input and feedback in order to help develop, market, and evaluate park systems and programs. This would be an advisable next step for public land managers. Some tasks related to youth involvement are included in the Agency Strategic Plan, which was developed to provide a mechanism to address SCORP issues.

THERE HAS BEEN INCREASING RATES OF PARTICIPATION FOR NEARLY ALL FORMS OF OUTDOOR RECREATION.

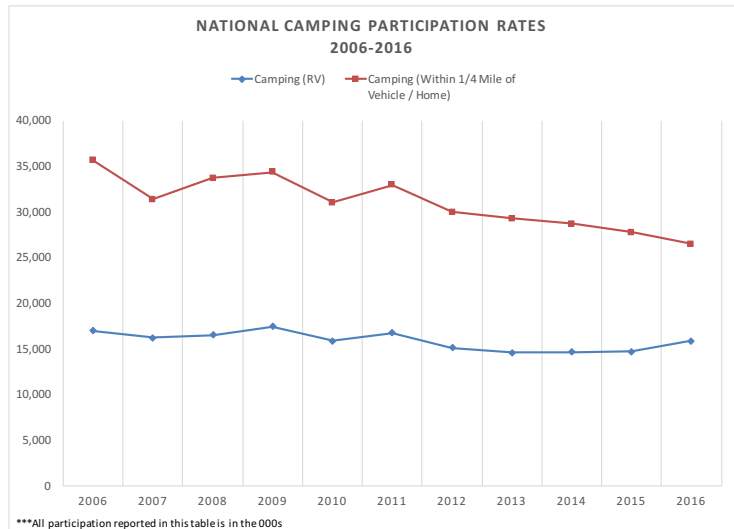
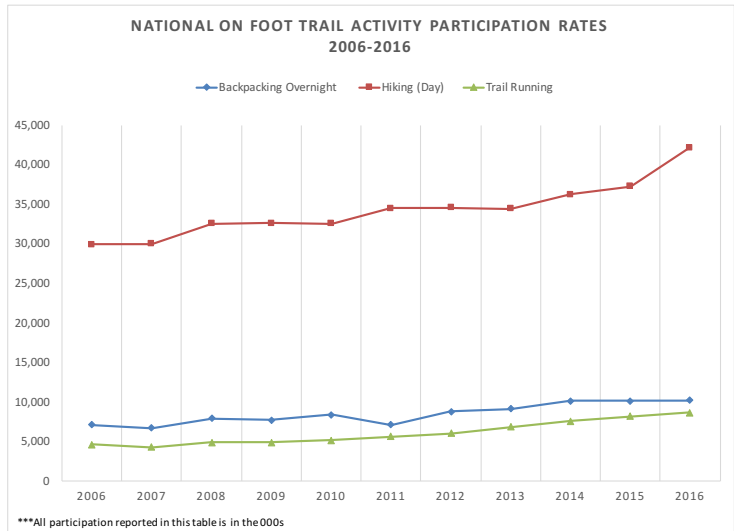
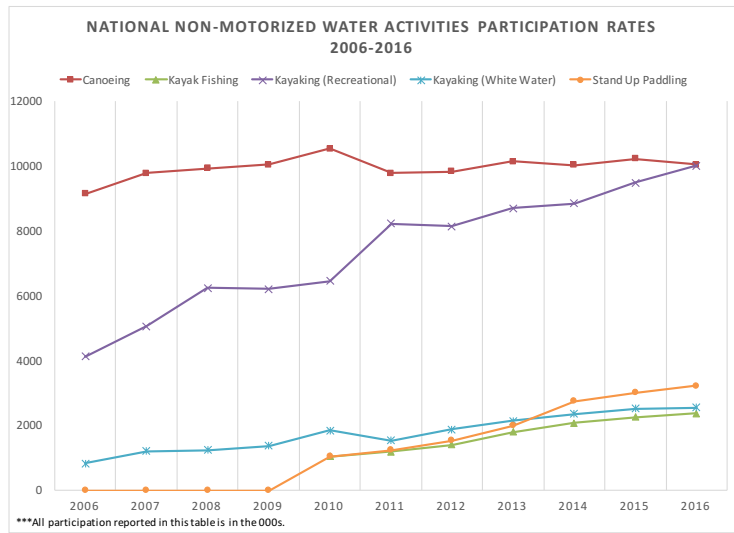
In 2016, 48.8% of Americans over the age of 6 (144 million people) participated in at least 1 outdoor recreation activity. A total of 11 billion outings were reported in 2016, down from 11.7 billion in 2015 according to the Outdoor Industry Association (2017). The participation rate for Americans ages 6 and over has hovered around 50% for 9 of the last 10 years.

More than two out of ten (21%) Americans participated in outdoor recreation activities two times a month or more in 2016 (OIA, 2017). After ages 16-20 females participate more in indoor fitness activities than in outdoor recreation activities, whereas males participate in outdoor recreation activities more up until they reach the age of 65 (OIA, 2016).

Participation in most activities studied is increasing. Running, jogging and trail running was the most popular activity, whereas stand up paddle boarding showed the most growth for three years in a row. In 2016, 8% of Americans ages 6 and older participated in outdoor recreation activities in the Mountain region, which includes Arizona, New Mexico, Colorado, Utah, Nevada, Idaho, Montana and Wyoming.

In 2016, the following were the top 5 outdoor recreation activities that adults reported engaging in: 1) running, jogging and trail running; 2) fishing; 3) hiking; 4) bicycling; and 5) camping. In addition, wildlife viewing was an additional activity that was one of the top 5 activities that made up adults' favorite outdoor activities.

According to the Outdoor Industry Association (2017), the 5 most popular outdoor recreation activities that youth participate in (as shown by participation rates) are: 1) road, mountain and BMX biking, 2) running, jogging, trail running; 3) fresh, salt water and fly fishing; 4) car, backyard, backpacking and RV camping, and 5) hiking. Among youth and young adults who had not participated in an outdoor recreation activity in 2016 but wanted to (called aspirational participants), camping was the number one activity that they wanted to participate in, across age groups.



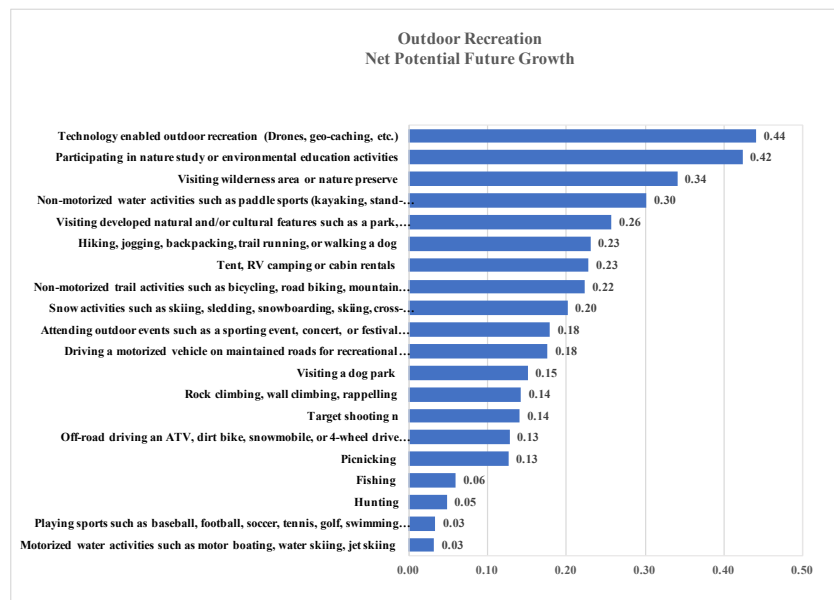
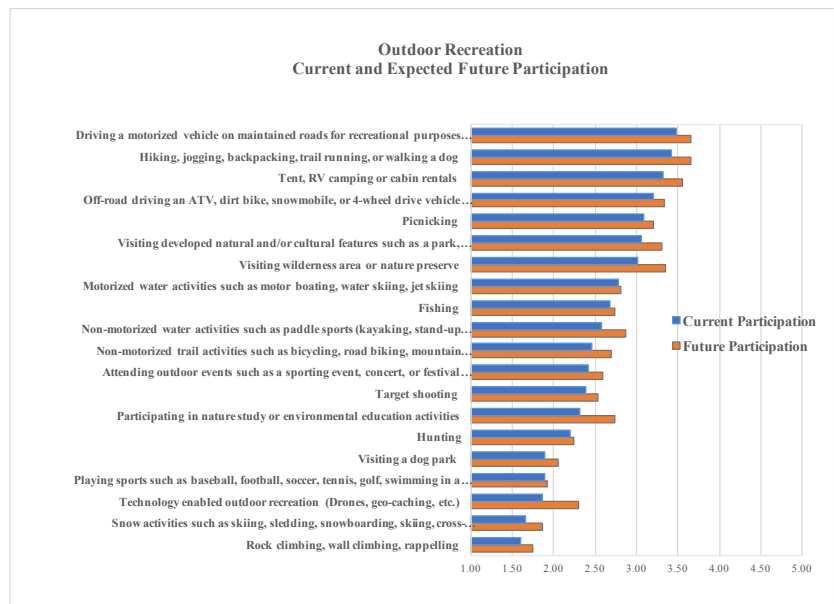
STATE PARTICIPATION TRENDS

In order to better understand what residents and visitors do when they recreate outdoors, outdoor recreation providers were given a survey to complete for the 2018 SCORP. Providers were asked to indicate the outdoor recreation activities that users currently participated in at the sites which they managed and were then asked to indicate the expected future participation.

The top 5 activities were:

- Driving a motorized vehicle on maintained roads for recreational purposes such as sightseeing or driving for pleasure
- Hiking, jogging, backpacking, trail running or walking a dog
- Tent, RV camping or cabin rentals
- Off-road driving, and
- Picnicking

The top 5 outdoor recreation activities with the most net potential future growth for the state of Arizona as indicated by the providers surveyed were participation in 1) technology enabled outdoor recreation, 2) nature study or environmental education activities, 3) visiting wilderness areas or nature preserves, 4) non-motorized activities such as paddle sports (kayaking, stand-up paddle boarding (SUP), etc.), tubing, sailing, or swimming in a lake or stream, and 5) visiting developed natural and/or cultural features such as a park, botanical garden, scenic feature or archaeological site. The net potential growth was calculated by subtracting the current participation from the expected future participation, which were measured on a 5 pt scale (1=no participation to 5=high participation). These findings were somewhat consistent with the Outdoor Foundation's 2015 top growing trends which included paddle sports, kayaking activities (including river, sea, and fishing), traditional and non-traditional triathlon, adventure racing, and trail-running (Outdoor Foundation, 2016). Nationwide, SUP was the most rapidly growing activity in the outdoor industry with participation increasing 26% between 2012 and 2015 (Outdoor Foundation, 2016).



Participation in Wildlife-Related Recreation - The Arizona Game & Fish Department surveys Arizona residents biennially to measure trends in wildlife-related recreation. Activities included wildlife viewing (at home and trips more than one mile to watch wildlife), off highway vehicle (OHV) use, fishing, hunting, and boating. – SCORP 2018

In the past, per capita participation in outdoor wildlife-related recreation has generally declined as a result of the growth of the general population outpacing the growth of recreationists. This phenomenon is illustrated by both hunting and fishing. In some activities, such as OHV recreation, there is also a decline in actual numbers of recreationists. In 2016, in all activities except watching wildlife at home and boating recreation there was a slight increase in participation.

Participation - Hunting

The Trends Survey reported a large majority of Arizonans strongly support wildlife-related recreation; 82% support legal, regulated hunting, and 92% support legal, regulated fishing. However, the motivations of the recreationist strongly affect the acceptability rating of the respondent.

Since the initiation of trend data collection, Arizona has experienced an average reduction of hunters of 0.6% annually. In 2011, resident hunters accounted for 83% of the hunters in Arizona. Seventeen percent of hunters were non-residents (Figure F.). Residents and non-residents hunted an average of 10 days in 2011.

Participation - Angler

Although the actual numbers of anglers have declined in the past, there has been an increase since 2010 (Fig. B). In 2011 84 % of the participants were residents and 16% were non-residents. Non-residents fished 14% of all fishing days in the state that year. On average Arizona anglers in 2013 spent 21 days fishing.

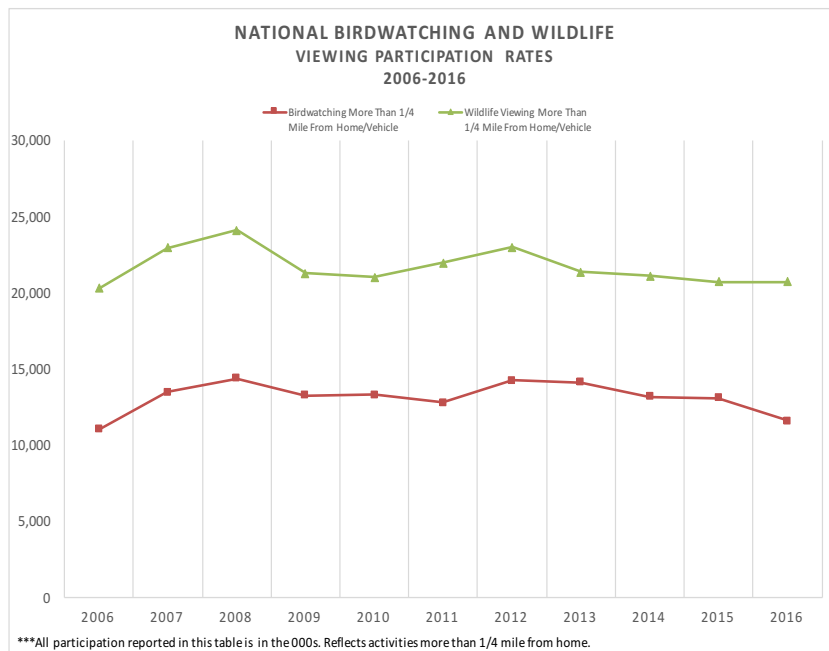
Participation - Off-Highway Vehicle

Although OHV participation was not as high as the 28% use by Arizonans in 2012, there was an apparent increase in use in 2016 from 2014. As with boating, OHV recreation seems to be tied to the economic conditions contemporary to the study timeframe.

Participation - Wildlife Viewing

The 2011 National Survey found 78% of wildlife watchers in Arizona enjoyed their activities close to home. The 732,000 people participating in away from home activities made up 47% of all wildlife watchers in Arizona. Arizonans spent nearly 7.7 million days engaged in away from home wildlife watching activities in the state.

The Trends Surveys show since 2006, Arizonans have participated in wildlife viewing more than any other wildlife-related activity, particularly when viewing from home or in neighborhoods is included. In 2016, a little less than 50% watched wildlife within 1 mile of their residence and over 25% of Arizonans made a trip with the primary purpose of viewing or photographing wildlife. The variability of this activity is higher than other recreational pursuits.



Trails (Excerpts from 2015 Trails Plan)

Trails provide users a means to improve mental and physical health, are a source of community cohesion, provide a venue for a variety of community, regional, and statewide activities and athletic events and contribute significantly to Arizona’s economic diversity and overall economy (e.g., The Economic Benefits of Open Space and Trails in Pinal County, Arizona, 2012). Trails, especially close-to-home systems, provide opportunities to integrate physical activity into daily living by offering settings to walk, run and bike during leisure time or for commuting. Trails are exceptionally well suited to help Arizonans become more physically active. Trails are readily accessible to many Arizonans and inexpensive to use. They are found in a variety of attractive settings and can provide moderate activity or challenging outdoor adventure. They can provide physical activity for a wide range of people, including persons with disabilities, children, youth, elderly and others who are known to be less physically active. Most recently, a 2010 study by Burr, Jamnik and Shaw proposed that OHV recreational users who increase their driving time can meet basic guidelines by the American College of Sports Medicine for sufficient physical activity leading to positive health.

According to data collected for the 2015 Trails Plan, 13% of Arizona adult residents have used a motorized vehicle on a trail while living in Arizona. More than one-third (35%) of this group are considered “core” users (meaning that 50% or more of the time that they spend on trails is spent in motorized use). Approximately seven out of ten motorized users have used a quad or all-terrain vehicle (71%) or a 4 wheel-drive or other high clearance vehicle (69%) on trails in Arizona, while more than half of motorized users have reported riding a motorized trail or dirt bike (56%).

In the last twelve months, how often have you participated in each of the following recreation activities on trails in Arizona?

Telephonic Motorized Trail User Activity by Vehicle Type	*2003 Motorized Trail Users %	*2008 Motorized Trail Users %	2013 Motorized Trail Users %
4WD/other high clearance vehicle	55.0	71.6	69.1
Quad or all-terrain vehicle driving	42.4	72.2	71.4
Motorized trail biking/dirt biking	16.6	61.1	56.3
Rock crawling	**	16.6	19.9
Utility terrain vehicle/modified golf cart (side by side)	**	33.3	31.6
Dune buggy or sand rail driving	5	22.2	13.9
Snowmobiling	0.5	5.6	5.9

* data weighted

**Rock crawling and utility terrain vehicle types were not included on the 2003 survey since they were not considered common in 2003.

However, motorized trail users also use trails for non-motorized uses as well. Nine out of ten motorized users have hiked on trails within the last 12 months, while 45% have backpacked. Less users reported mountain biking (24%), canoeing/kayaking (21%), horseback riding (19%), or snowmobiling (6%).

In the last twelve months, how often have you participated in each of the following recreation activities on trails in Arizona?

Telephonic Mixed Users Participation in Non-Motorized Trail Activity	Not at all %	Low Use	Moderate Use		High Use	
		Once a year %	A few times a year %	Once a month %	Once a week %	More than once a week %
Trail Hiking	10.0	6.9	36.9	36.3	5.0	5.0
Backpacking	55.0	13.8	18.8	8.8	1.3	2.5
Mountain biking	75.6	5.6	8.8	5.6	2.5	1.9
Horseback riding	80.6	9.4	5.6	2.5	1.3	0.6
Canoeing/Kayaking	78.8	12.5	6.3	1.9	0.6	0.0
Cross-Country skiing/snowshoeing	90.0	5.6	3.8	0.6	0.0	0.0

Motorized trail users often use motorized vehicles on unpaved roads to access or get to recreational sites, such as camping or picnic areas (76%), historic or archaeological sites (58%), hunting or fishing areas (54%), trailheads (52%), and wildlife or bird viewing areas (47%).

Non-Motorized Trail Use

More than one-third of Arizona adults surveyed had used a trail for non-motorized use at least once during their time in Arizona (35%).

In the table below is the percentage of ‘All Trail Users’ Participating in a Non-motorized Trail Activity (includes all non-motorized trail users and mixed trail users who also use non-motorized trails)

Non-Motorized Trail Activity – All Participating Non-Motorized Trail Users

Non-Motorized Trail Activity	2013 % ALL TRAIL USERS
Trail Hiking	84.4
Backpacking	31.8
Mountain Biking	17.8
Horseback Riding	16.5
Canoeing/Kayaking	15.4
Cross-country Skiing/Snowshoeing	8.5

Note: Includes all telephonic non-motorized trail users and telephonic mixed trail users who also use non-motorized trails.

The last Boating Watercraft Survey was completed in 2016. Boat-use days were up 20% when compared to 2012 report. The most commonly visited lakes in the study were in Mohave County, followed by Maricopa County and La Paz County. Two of the three counties are in the western part of the state.

In regards to water-related facilities available, boaters generally seem to be happy with access roads and parking at their favorite Arizona lake, however they reported that availability of emergency telephones, drinking water outlets, first aid stations and trash dumpsters accessible by boat are fair or poor at their favorite lakes. In terms of law enforcement, along with providing first aid stations, more than one-third of boaters would like law enforcement officials to mark submerged rocks and stop those who are boating while drunk.

PEOPLE’S MOTIVATION TO PARTICIPATE IN OUTDOOR RECREATION HAS REMAINED INCREASINGLY DIVERSE.

The 2017, the Outdoor Industry Association report stated that the most common motivation for participating in outdoor recreation was getting exercise (64%) followed by being with family and friends (55%), keeping physically fit (50%) and observing scenic beauty (49%). These findings suggest that participants in outdoor recreation seek out these activities for both to gain both individual and social benefits. In addition, findings reveal that adults who were introduced to the outdoors in youth were more likely to continue to participate in outdoor recreation activities in adulthood (37%), when compared to adults who had not participated in outdoor activities in youth (16%).

Very important to SCORP working group members was the development of a conservation ethic and how individual participation to generate individual benefits introduces many Americans to the outdoors. Once the individual benefits of participation become clear, recreation providers have an opportunity to move these users toward a conservation ethic to protect and preserve those places that they enjoy for future generations.

In addition to outdoor recreation participation reports, the Outdoor Industry Association (2015) published a consumer segmentation study. In studying outdoor consumers, the authors identified a group who are more diverse than those typically included in outdoor participation reports, referred to as outdoor recreation consumers. This group is a closer representation of the U.S. population. Consumers: 1) spend at least 1 hour per week outdoors, 2) participate in traditional or non-traditional outdoor activity at least once in the past year and 3) purchase apparel, footwear, equipment, and/or technology for outdoor activities. These consumers are making efforts to be active in their everyday lives, have participated in outdoor recreation activities in the past and intend to participate across their lifespan and intend to spend more time outdoors in the future. Outdoor consumers don’t necessarily consider themselves “outdoorsy” and have a broad definition of what “spending time in the outdoors” consists of (e.g., relaxing outside, barbecuing, picnicking, walking for enjoyment or walking for a purpose). Motivations to engage in outdoor recreation for outdoor consumers were to enjoy the positive benefits of the natural world, to spend time with family and to have fun. Motivation for this group is more likely to be social. This group also reports less barriers than other groups. Seven in ten outdoor consumers use technology while recreating, much of which is used to make their outdoor experiences social or collect information about outdoor recreation opportunities.

The consumers were placed into one of seven groups: 1) The Achiever, 2) The Outdoor Native, 3) The Urban Athlete, 4) The Aspirational Core, 5) The Athleisureist, 6) The Sideliner and 7) The Complacent. All of these groups have characteristics that help to predict how far they typically travel to participate in outdoor recreation, the gear, brand and price point of the products they purchase, their motivations for participation and how often they get outdoors. These segments can be used to understand groups that outdoor recreation providers are serving currently, and to expand their market strategically.

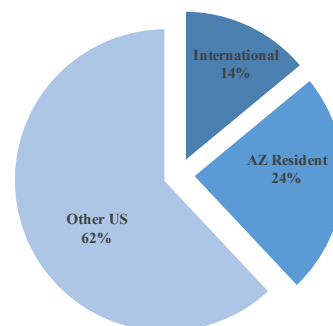
The Outdoor Industry Association also collected information on barriers to outdoor recreation participation. Americans ages 6 and over who do not participate in outdoor recreation activities tended to be: 1) busy with family responsibilities (21%), 2) reported that outdoor recreation equipment is too expensive, (23%) or 3) don't have the skills and abilities (20%) (OIA, 2016). Nearly another 1 in 5 Americans reported that outdoor recreation is too expensive (19%) (OIA, 2016).

MARKET ANALYSIS

PROMOTING OUTDOOR RECREATION IN ARIZONA (EXCERPT FROM THE SCORP)

The Arizona Office of Tourism (AOT) markets Arizona as a world-class leisure travel destination to domestic and international visitors. Outdoor recreation has always held a primary role in AOT's campaign imagery and messaging. This marketing effort helps to address one of the statewide issues identified (Marketing, Communication and Education). Across groups, there was agreement that Arizona recreational assets are unknown to many residents and visitors and enhanced marketing efforts will inform recreationists of choices available to them.

Arizona Office of Tourism Markets



AOT's campaigns target specific audiences including international visitors and out-of-state domestic visitors. The Summer Campaign encourages Arizona residents and those in nearby drive markets, particularly in urban areas, to explore the rest of the state. The drive market is defined as interstate visitors who at some point during their trip, use a vehicle to access Arizona destinations. Examples of some nearby drive markets are California, New Mexico, Nevada, and Utah. In FY17, AOT partnered directly with Arizona State Parks and Trails to produce a summer campaign highlighting State Parks to Arizona residents.

	Resident	Non-Resident US	Overseas*
Average Nights Stayed in AZ	2.4	4.7	7.9
Average Party Size	2.9	2.8	1.9
Per Party Expenditures	\$360	\$817	\$4,262
Average Household Income	\$57,780	\$73,300	\$85,578
Average Age	45 years	45 years	42 years

PROGRAMS PROMOTING OUTDOOR RECREATION

The following is a list of programs which heavily draw upon and promote Arizona's natural wonders and outdoor recreation opportunities:

- Official State Visitor Guide – published annually, this magazine features detailed travel information and high-quality photography.
- Official State Visitor Map.
- VisitArizona.com – AOT's official consumer travel website. The site includes content and articles specifically designated as "Outdoor Adventure." Additionally, more than 250 businesses listed on the site are directly related to outdoor recreation.

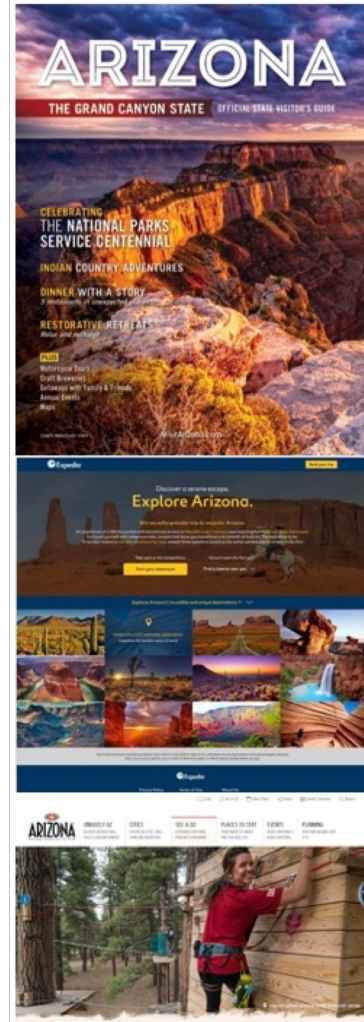
- Arizona’s Recreation and Cultural Sites Map – Information found on the map details where travelers can boat, fish, raft, canoe, swim, camp, hike, or view wildlife.
- Co-Op Marketing Program – open to rural destination marketing organizations as well as Arizona State Parks and Trails, this funds-matching program assists destinations in promoting their travel offerings.
- IMAX/Expedia Campaign promoting the National Parks Centennial (2016).

MARKET SUMMARY

There are several different studies that can shed light on the market for outdoor recreation opportunities in Arizona.

First, we can identify how Arizona’s cities and towns measure up to other cities and states in number and quality of parks and open spaces. In order to objectively measure cities offerings of park lands and open spaces, the Trust for Public Land has created a Park Score. Made up of a series of indicators in the following categories: acreage, facilities, investment, and access, these aggregated scores rate cities across the U.S. allowing comparisons and benchmarking. Scottsdale was the highest scoring Arizona city to be evaluated. It ranked number 41 and received a park score rating of 3 out of 5 benches. Other Arizona city rankings: Phoenix-49, Glendale-55, Chandler-71, Tucson-83, and Mesa-91.

With the population of Arizona on the rise, and through the formation of strategic partnerships and creative business solutions, recreation land managing agencies like State Parks will play a critical role in the satisfying added demand.



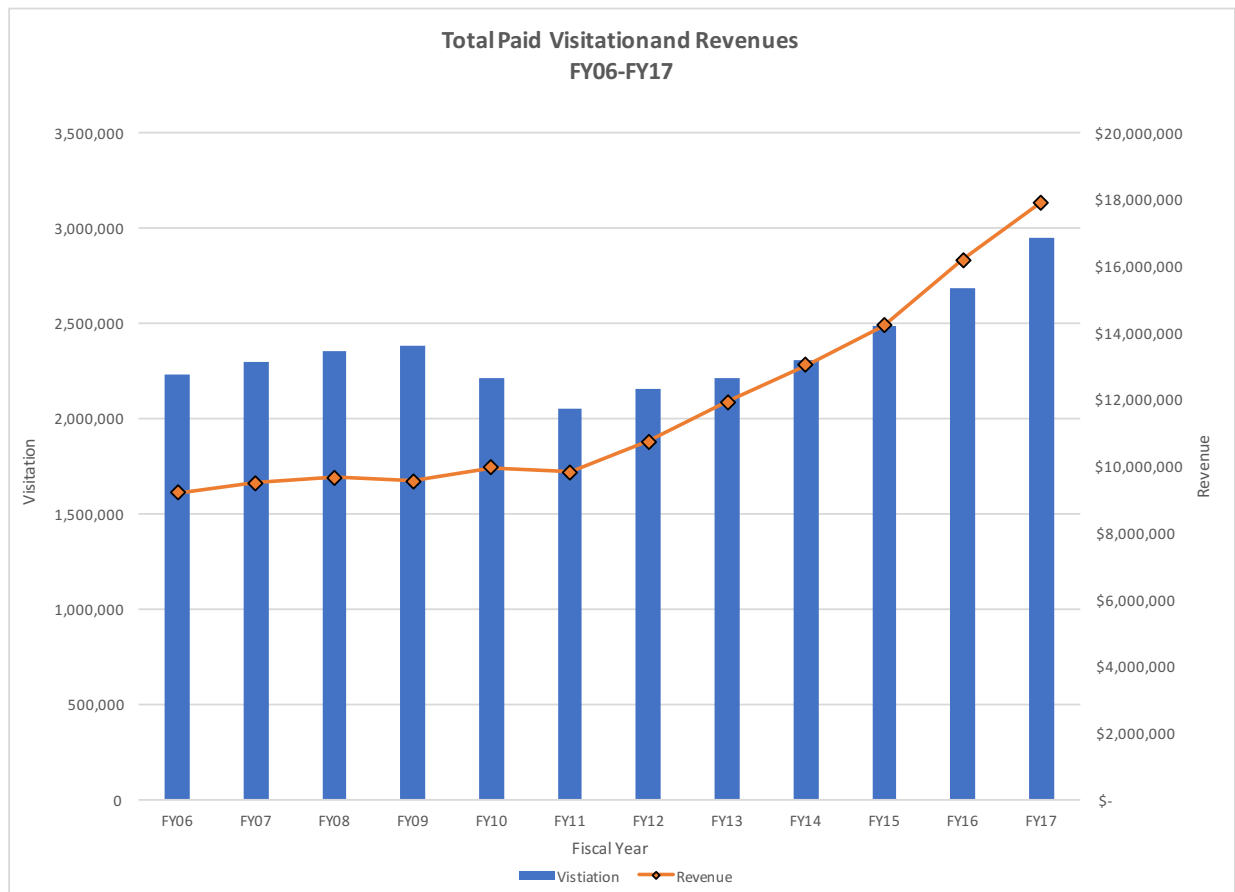
VISITATION AND REVENUE

Visitation in the State Park System is experiencing record visitation. With the greatest increases occurring in the last three fiscal years (see the chart that follows.)

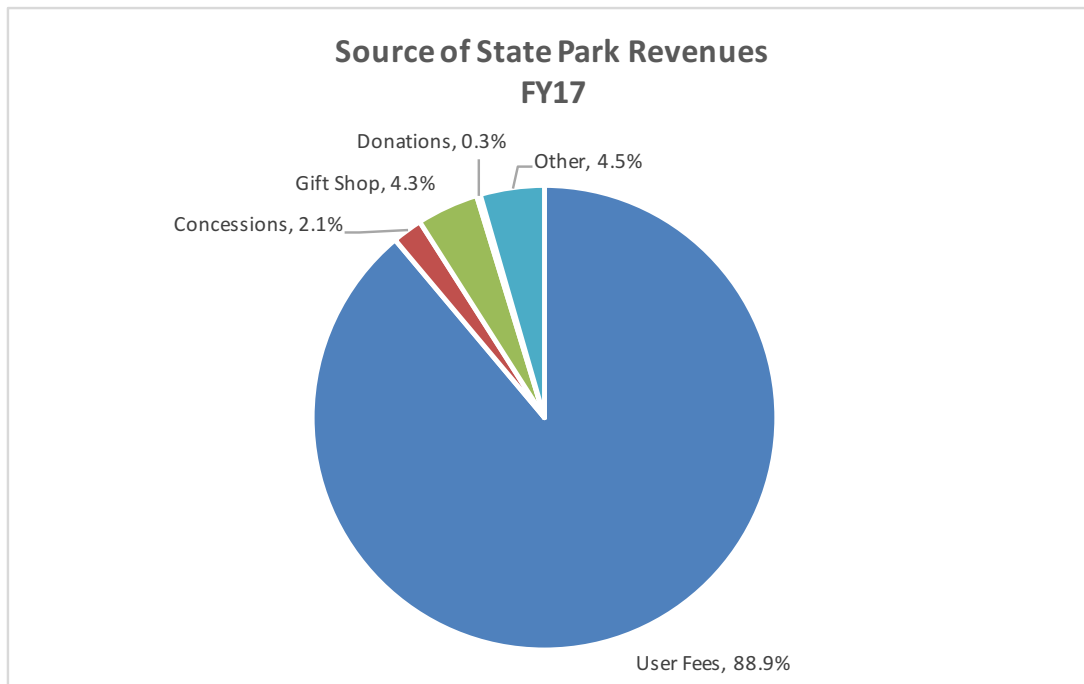
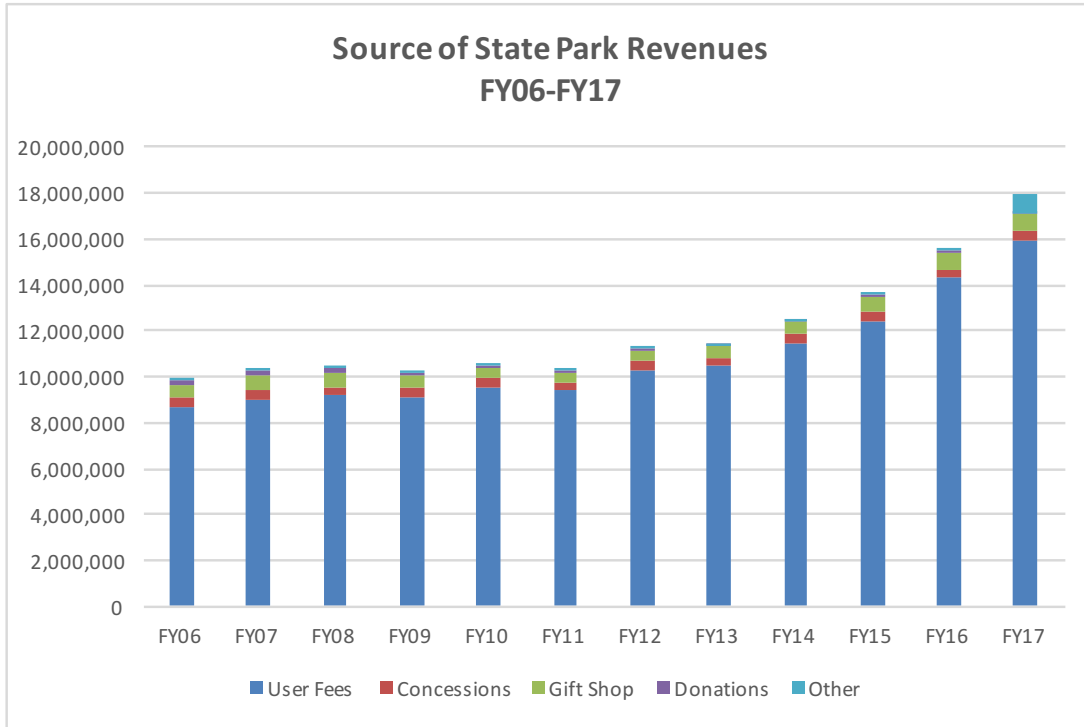
The number of visitors increased by approximately 15% from FY 2014-15 to FY 2016-17. Most of this increase can be attributed to two parks--Lake Havasu and Slide Rock. Ten State Parks experienced declines in visitation during the same period.

Arizona State Parks and Trails is also experience record revenue. The revenue generated has increased approximately fifty percent within the past five years. The per visitor revenue rate has also continued to increase over the past five years matching the record visitation and revenue trends.

Fical Year	Vistiation	Revenue	Per Visitor Revenue
FY06	2,224,392	\$ 9,187,767.00	\$ 4.13
FY07	2,298,155	\$ 9,501,099.00	\$ 4.13
FY08	2,348,313	\$ 9,639,155.00	\$ 4.10
FY09	2,378,582	\$ 9,534,151.78	\$ 4.01
FY10	2,211,953	\$ 9,947,273.54	\$ 4.50
FY11	2,051,241	\$ 9,815,884.04	\$ 4.79
FY12	2,156,475	\$ 10,729,590.82	\$ 4.98
FY13	2,213,631	\$ 11,917,593.68	\$ 5.38
FY14	2,306,519	\$ 13,030,475.27	\$ 5.65
FY15	2,484,042	\$ 14,210,912.04	\$ 5.72
FY16	2,681,704	\$ 16,176,646.57	\$ 6.03
FY17	2,941,539	\$ 17,895,958.00	\$ 6.08



The chart below shows the comparison in revenue sources. The Agency generates a majority of its revenue from user fees. The Agency has an opportunity for growth through more concessionaire opportunities. There is also ample opportunity for increased revenue through the Gift Shop Program as it continues to grow.



STATE PARKS RANKED BY TOTAL VISITATION

Between FY13 and FY17

State Park	FY13 and FY17	% of Total
Lake Havasu	868,974	17.0%
Slide Rock	677,824	13.3%
Patagonia Lake	400,855	7.8%
Catalina	352,056	6.9%
Dead Horse Ranch	298,877	5.9%
Kartchner Caverns	290,535	5.7%
Lost Dutchman	289,919	5.7%
Fool Hollow Lake	196,339	3.8%
Tonto Natural Bridge	202,496	4.0%
Boyce Thompson Arboretum	167,505	3.3%
Picacho Peak	149,015	2.9%
Cattail Cove	144,020	2.8%
Buckskin Mountain	135,860	2.7%
Red Rock	146,025	2.9%
Yuma Territorial Prison	121,058	2.4%
Roper Lake	122,374	2.4%
Tombstone Courthouse	92,645	1.8%
Jerome	95,947	1.9%
Alamo Lake	83,170	1.6%
BM-River Island	50,849	1.0%
Riordan Mansion	47,769	0.9%
Homolovi	39,215	0.8%
Yuma Quartermaster Depot	28,396	0.6%
Lyman Lake	26,295	0.5%
Tubac Presidio	21,050	0.4%
Fort Verde	19,875	0.4%
Oracle	13,586	0.3%
McFarland	14,031	0.3%
Granite Mountain Hotshots	12,141	0.2%
Total	5,108,701	100.0%

CHANGE IN PAID STATE PARK ATTENDANCE

Between FY13 and FY17

State Park	FY13	% of Total	Decrease/ Increase	FY17	% of Total
Lake Havasu	370,881	17.1%	>	498,093	23.0%
Slide Rock	237,246	10.9%	>	440,578	20.3%
Patagonia Lake	179,320	8.3%	>	221,535	10.2%
Catalina	144,750	6.7%	>	207,306	9.6%
Dead Horse Ranch	135,186	6.2%	>	163,691	7.6%
Kartchner Caverns	131,904	6.1%	>	158,631	7.3%
Lost Dutchman	113,607	5.2%	>	176,312	8.1%
Tonto Natural Bridge	80,700	3.7%	>	115,639	5.3%
Fool Hollow Lake	92,035	4.2%	>	110,461	5.1%
Boyce Thompson Arboretum	74,373	3.4%	>	93,132	4.3%
Picacho Peak	61,895	2.9%	>	87,120	4.0%
Buckskin Mountain	73,484	3.4%	<	70,536	3.3%
Red Rock	60,220	2.8%	>	75,640	3.5%
Cattail Cove	52,868	2.4%	>	93,157	4.3%
Roper Lake	48,165	2.2%	>	72,893	3.4%
Yuma Territorial Prison	56,642	2.6%	>	65,732	3.0%
Jerome	47,617	2.2%	<	45,028	2.1%
Tombstone Courthouse	46,120	2.1%	>	49,827	2.3%
Alamo Lake	41,714	1.9%	=	41,456	1.9%
BM-River Island	21,311	1.0%	>	29,538	1.4%
Riordan Mansion	22,594	1.0%	>	25,175	1.2%
Homolovi	14,822	0.7%	>	24,393	1.1%
Yuma Quartermaster Depot	13,794	0.6%	>	14,602	0.7%
Lyman Lake	13,427	0.6%	=	12,868	0.6%
Tubac Presidio	11,966	0.6%	<	9,084	0.4%
Fort Verde	10,110	0.5%	=	9,765	0.5%
McFarland	5,882	0.3%	>	7,704	0.4%
Oracle	4,529	0.2%	>	9,502	0.4%
Granite Mountain Hotshots	0	0.0%	>	12,141	0.6%
Total	2,167,162			2,941,539	

SUMMARY OF USER INFORMATION

Data from ASPT's last Visitor Survey also provides important information about the market that the system currently serves.

To better understand the needs, satisfaction, and types of state park visitors, ASPT conducted a yearlong visitor survey collecting over 11,500. Data collection began at the 27 park sites on July 1, 2013 and ended June 30, 2014. The opinions of the users to all parks is summarized below.

METHODOLOGY

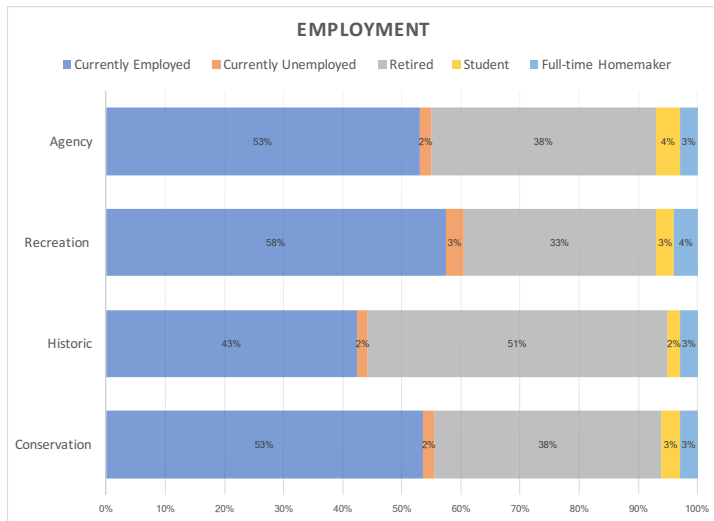
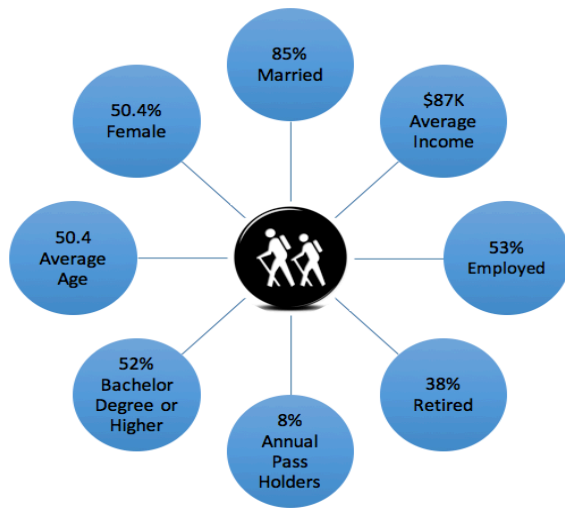
Overview

The 2013--2014 Arizona State Parks Visitor Survey was a cooperative effort between Arizona State Parks and Trails and the Arizona Hospitality Research & Resource Center (AHRRC) at Northern Arizona University (NAU). The survey was administered in each of the Arizona State Parks during the 2013-2014 fiscal year. The survey and methodology were designed to elicit the following types of visitor--based information:

- Visitor profiles of activity participation, travel group and demographics;
- Visitor expectations and customer satisfaction with existing service/facility quality;
- Visitor preferences for new services, facilities and activities;
- Visitor preferences for communication sources and information delivery;
- Future experience preferences of State Park visitors.

VISITOR PROFILE

Source: 2014 Visitor Survey.



TYPICAL STATE PARK VISITOR

Arizona State Park and Trails visitors are family groups, usually married couples, about a fourth (24%) of whom travel with children under age 18. They are white and average 50 years of age. Historic park visitors have the oldest average age, but all the parks successfully attract visitors of every age group.

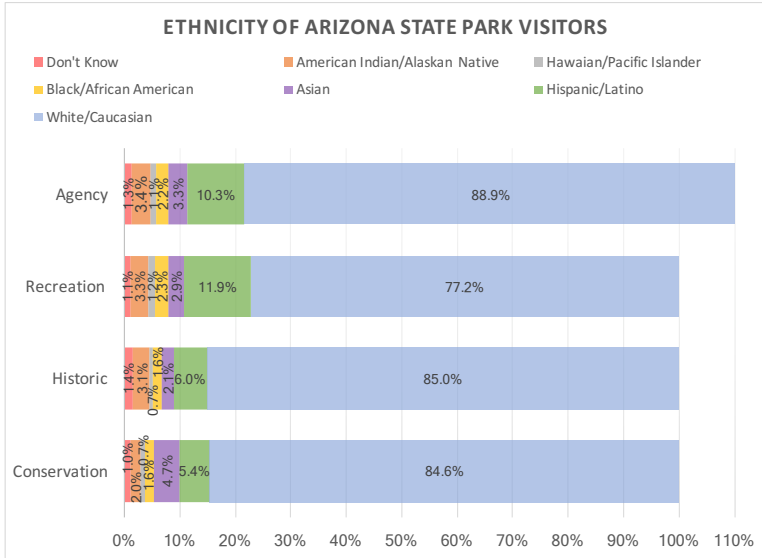
Most visitors are currently employed, one or both has a college education or post-graduate degree, and average annual household income of \$87,000. They are Arizona residents, most likely from the Phoenix or Tucson metro areas; out-of-staters are most likely from California; international visitors are most likely from Canada. For most visitors, the park is the primary destination of their trip, and they are repeat visitors on day visits that last three to four hours.

GENDER

Female visitors make up the majority of park visitors overall, but recreation parks have slightly elevated visitation by males (52% male, 48% female). This is notable, because the Outdoor Industry Association (OIA) report (2017) indicates that females recreate indoors more and outdoors less after the age of 20. The fact that ASPT attracts a higher proportion of female visitors may indicate that the developed but also natural outdoor recreation programs and experiences that State Parks provide are valued by women in the population.

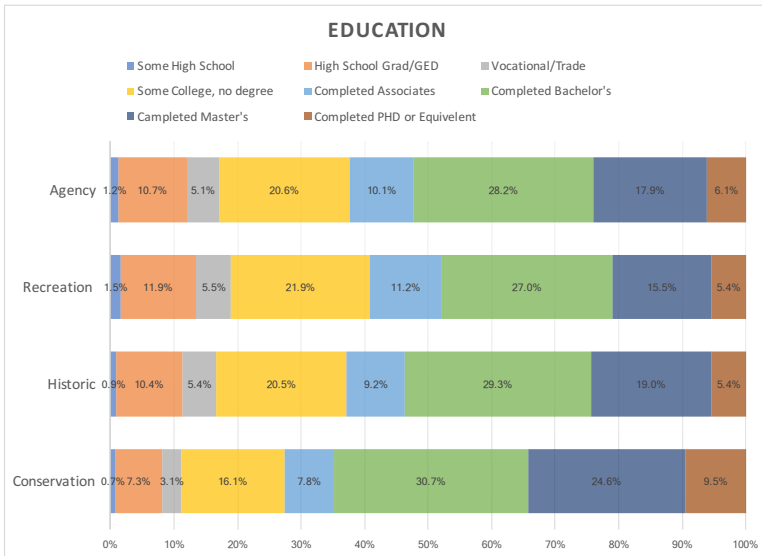
EMPLOYMENT STATUS

The largest percentage of park visitors are either employed (53%) or retired (38%). Historic park visitors have the lowest percentage of employed persons and the highest percentage of retirees.



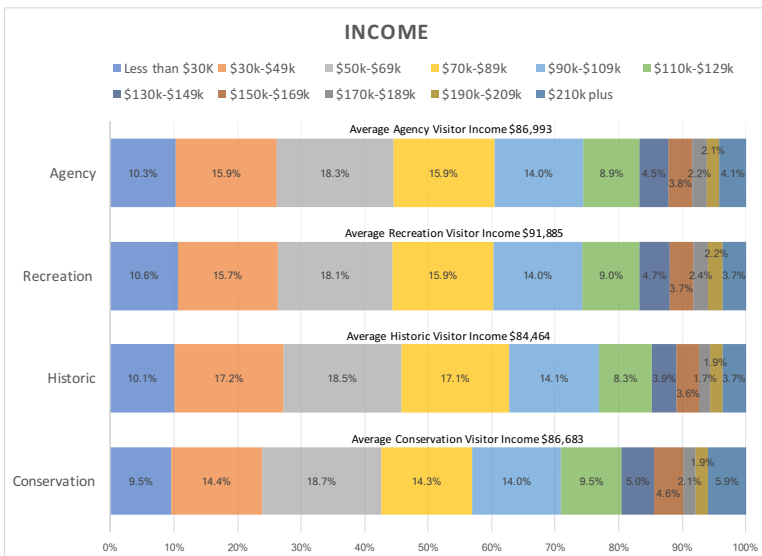
ETHNICITY OF VISITORS

A majority of visitors to Arizona’s State Parks are white/Caucasian (89%). Hispanic/Latinos make up 10% of visitors, while the group makes up approximately 30% of the Arizona population.; American Indians 3.4%; Asians 3.3%, African-Americans 2.2%. Nationally, the percentage of Latino outdoor recreation participants has increases nearly 2% since 2011 (OIA, 2017b). On average, Latino outdoor recreationists reported going on more annual outdoor recreation outings per participant (M=88) than white or Asian recreationists (M=77). It is clear that ASPT will have to try alternative strategies to increase the number of visitors from diverse, underrepresented groups.



EDUCATIONAL ATTAINMENT

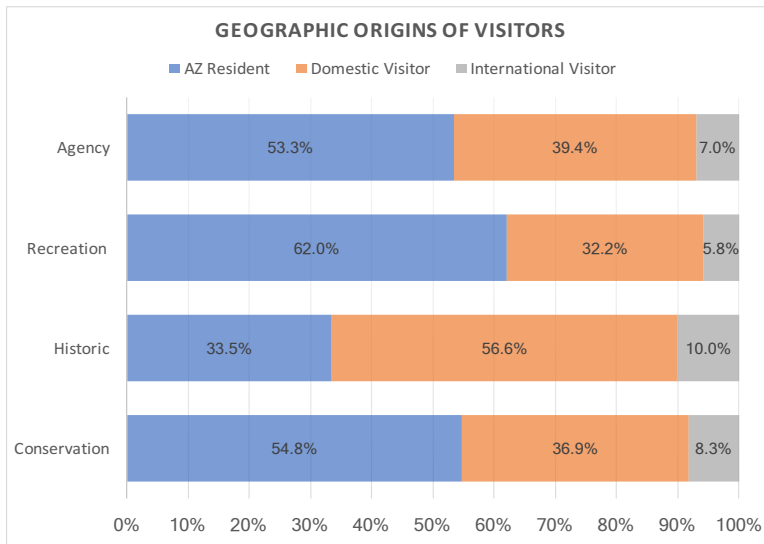
ASPT visitors are a highly educated group; 28% are college graduates, and a further 24% have post-graduate degrees, for a total of **52% with a bachelor’s degree or higher**. Many others have technical and associate’s degrees. (This college graduation figure is much higher than for the US population generally, where 30% have a bachelor’s degree or higher; U.S. Census, 2013). Conservation park visitors have the highest educational attainment (65% BA or higher), and recreation park visitors the lowest (48% BA or higher).



INCOME

More than half (56%) of ASPT visitors have annual household incomes over \$70,000, with the remainder (44%) below \$70,000. Average household income of park visitors is \$86,993.

GEOGRAPHIC ORIGIN OF ASPT VISITORS:

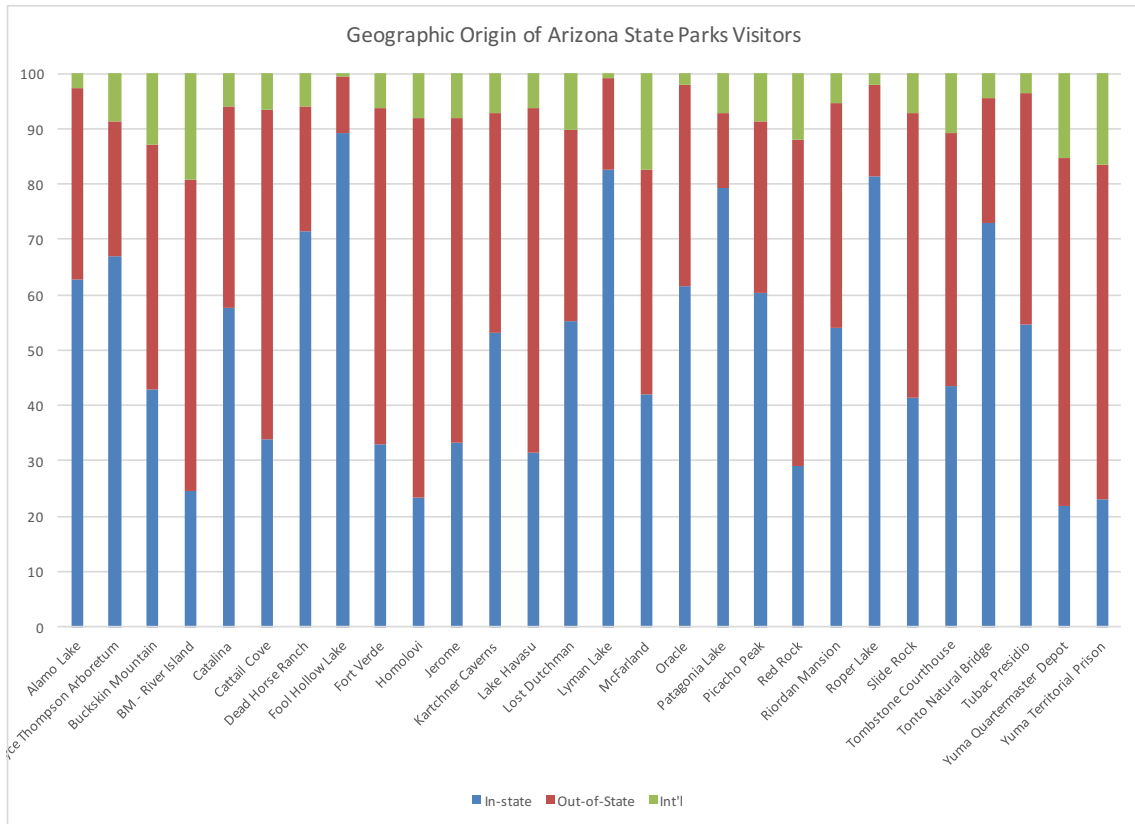
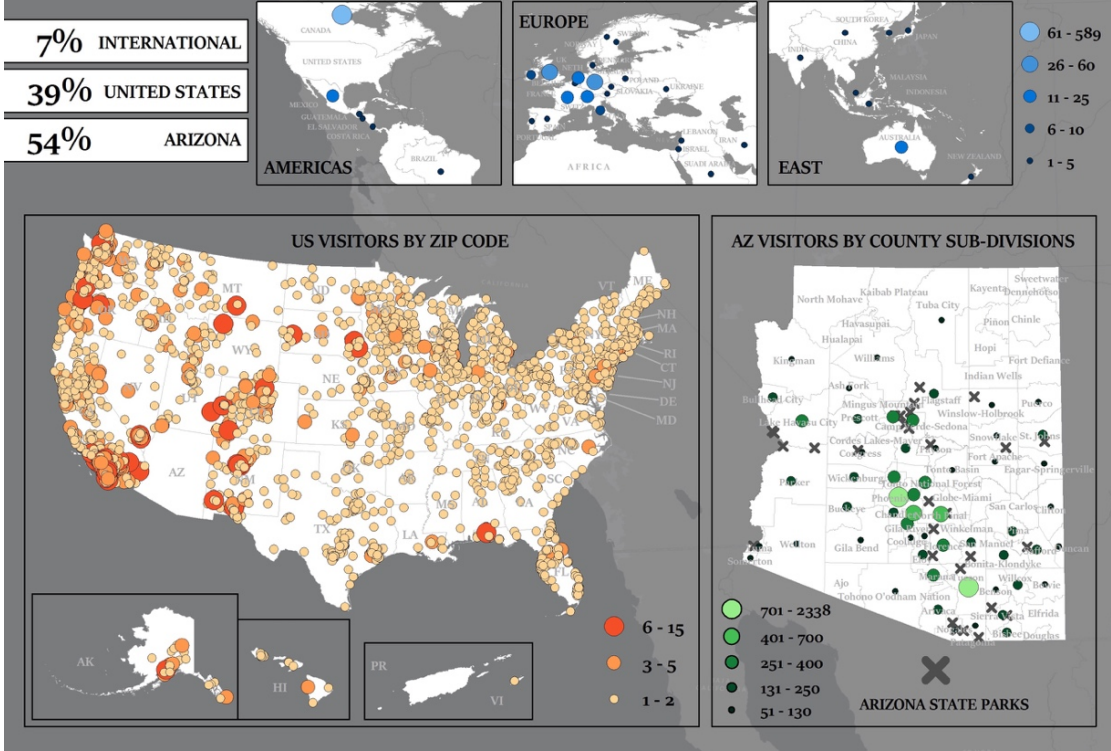


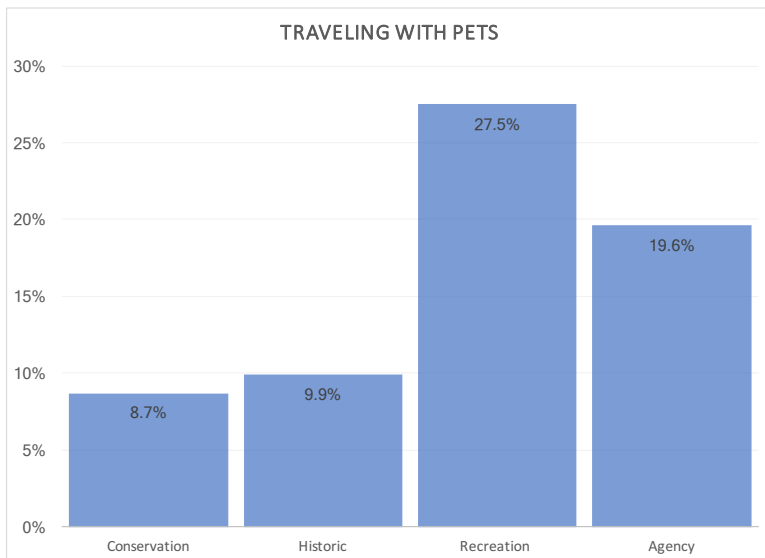
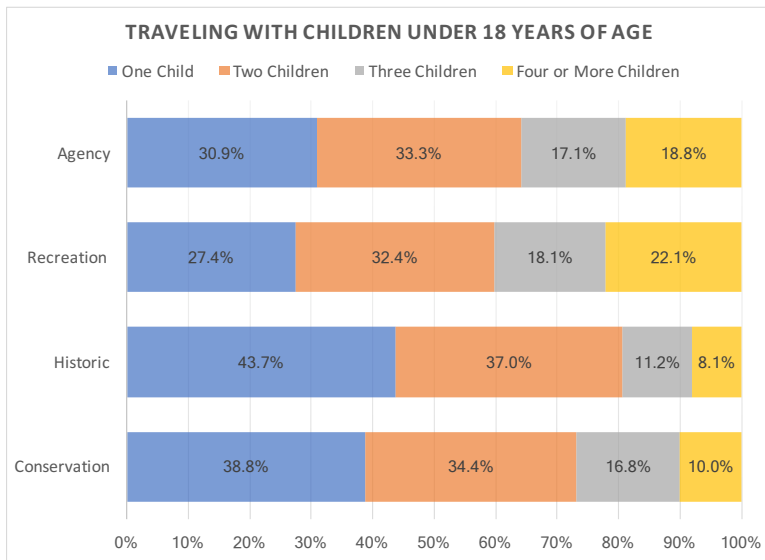
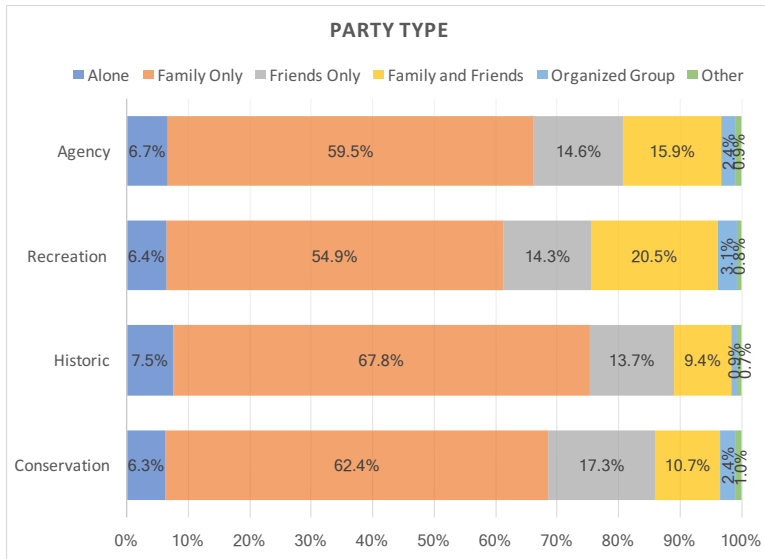
ASPT visitors are increasingly dominated by in-state residents. The 2014 survey was divided between **Arizona residents (53.3%), out-of-state visitors (39.4%), and international visitors (7.0%)**. Among out of state visitors, California contributes the largest percentage (25%), followed by Wisconsin (7.5%), Oregon (5.4%), Colorado (5.1%), and Illinois (3.9%). Canada is the source of the most international visitors. The Tucson and Phoenix metropolitan areas contribute most of the Arizona resident visitors.

The nonresident/resident break for individual state parks varied considerably. The recreation parks were used mostly by residents, except for those along the Colorado River which were visited mainly by Californians. The historic parks, except Riordan, attracted primarily nonresidents.

While this finding -- that a majority of State Park users are from Arizona -- may surprise some observers, this is a change from the last survey where out-of-state visitors were in the majority. The greater than expected use of the parks by Arizona residents may be a result of the increased population, as newcomers to Arizona venture out to see the state's parks and natural wonders. The rural locations of the parks, away from the state's two large urban population centers in Phoenix and Tucson, may act as a draw to urban residents who want a recreation experience that cannot be found in the metro areas. Higher resident use may also result from increased public awareness about the State Parks, and from co-marketing of state parks alongside other recreation suppliers – national forests and parks, BLM, Bureau of Reclamation lakes, county and city parks, and private recreation areas.

On the other hand, out-of-state visitation is driven in part by the proximity of several high-use parks to the California border (e.g., Lake Havasu) and to the many Californians who cross the border to recreate in Arizona's parks on the Colorado River. Retired "snowbirds" who flock to Arizona in the winter also account for a large number of out-of-state park visitors. The ability of the State Parks to attract such large numbers of out-of-state and foreign visitors reflects well on the offerings and reputation of the parks. These nonresident park users also have a positive economic impact on the local areas adjacent to the parks.





TYPES OF PARTIES VISITING THE PARKS

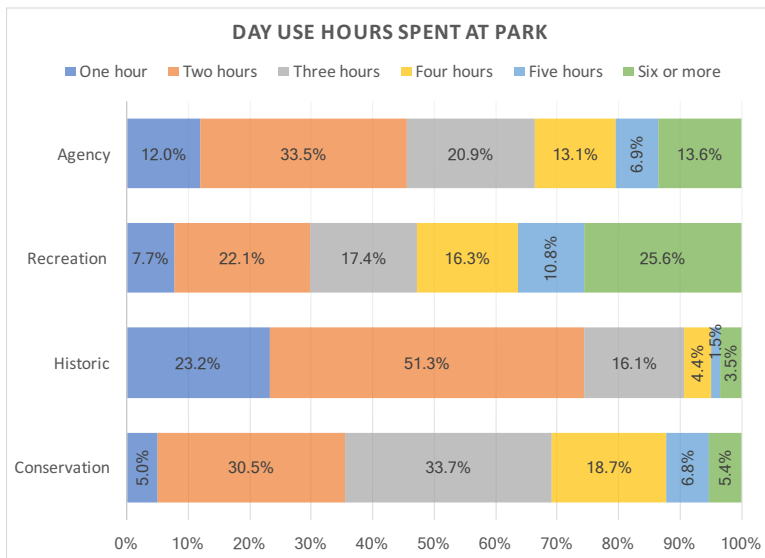
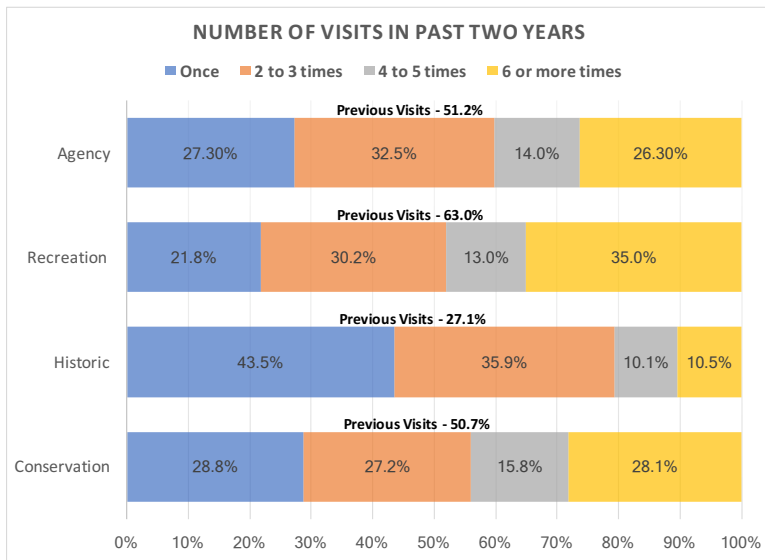
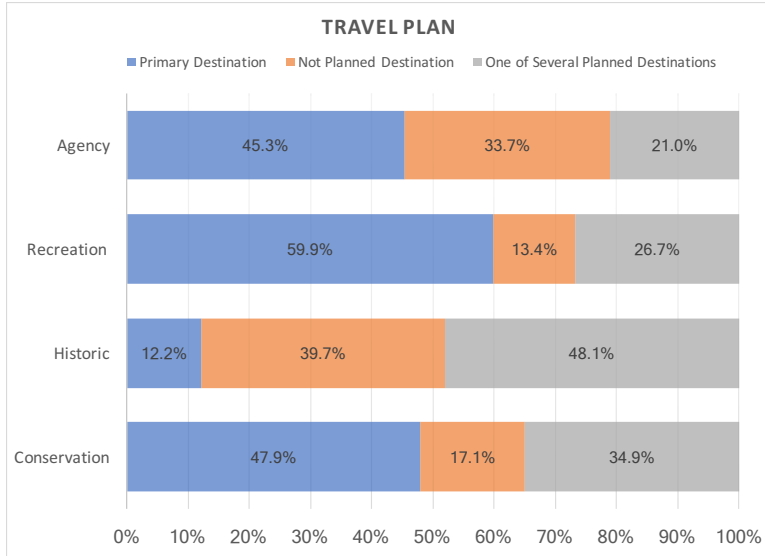
Arizona’s State Parks are visited mostly by family groups; 59.5% of all parties consist of “family only.” An additional 15.9% visit in a party that is a combination of “family and friends.” Thus, 75.4% of all parties visiting the park are family-based. Other party types include: 14.6% visit the parks with friends only; 6.7% visit alone; and 2.4% are part of an organized group. Thus, the State Parks provide activities that appear well suited to family outings.

Approximately a fourth (24%) of travel parties in this survey included children under age 18. Of those parties with children, most (39%) had children under the age of 12, while 15% had children between the ages of 13 and 17 years in their party. This percentage may increase in the future as the population of Arizona becomes younger. This market is one in which ASPT can grow through the strategic use of programs concessions, and family friendly amenities.

According to the OIA (2017b), households with children in them typically participate in outdoor recreation activities at higher rates than do those without children. Over one-half of families with 6-12 year olds (56%) and 13-17 year olds (54%) participate in outdoor recreation activities annually, whereas only 42% of adult only households participated.

Approximately one-fifth (19.6%) of visitors report traveling with their pets. Recreation parks have the largest percentage of visitors who travel with their pets (27.5%).

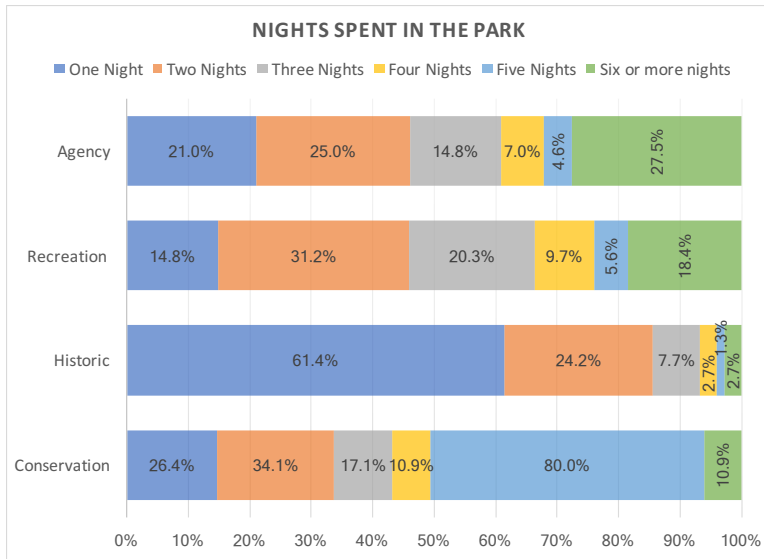
PARK USAGE



The park is the primary destination for the largest group of State Park visitors (45%). For the rest (34%), it is only one stop on a larger trip or an unplanned stop (21%). The difference is again attributable to historic and conservation park use versus recreation park use. For most historic park (40%) visitors, the park is not the primary destination of their trip. However, half of conservation park visitors (48%) and almost two-thirds of recreation park visitors (60%) indicated that the park was their primary destination.

By a slight margin, most visitors to Arizona’s State Parks are **repeat visitors** (51% repeat or previous use versus 49 first time use). Recreation park users have the highest repeat visitation (63%), whereas only 43% of conservation park visitors and 27% of historic park visitors have visited previously. Recreation park repeat visitors averaged five visits in the past two years.

The vast majority of State Park visitors are day-use only. One hundred percent of conservation and historic park visitors (with the exception of Homolovi), and 45% of recreation park visitors, use the parks during the day only. The average day-use visit to the parks lasts three to four hours (3.4 hours mean). Approximately 50 percent of recreation park visitors camp overnight in the parks, and the average stay for these visitors lasts four days.



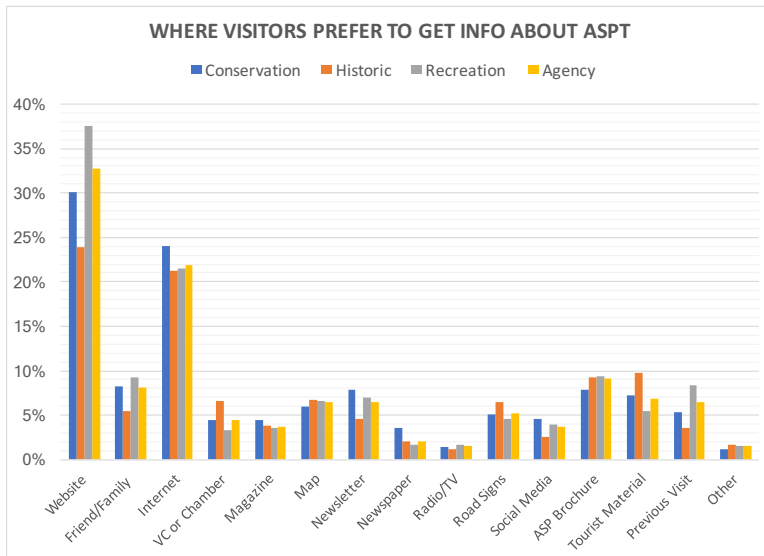
PREFERRED INFORMATION DELIVERY METHODS

Visitors to all the State Parks agree on their favorite methods of receiving information about the State Parks before their trip. Internet is the preferred information source. Since many are from out-of-state and visiting the parks as part of a larger trip, this emphasis on easy access to information is important. Their top choices are: friends and family (word-of-mouth), Arizona State Parks Website, prior visits, and Internet search engines.

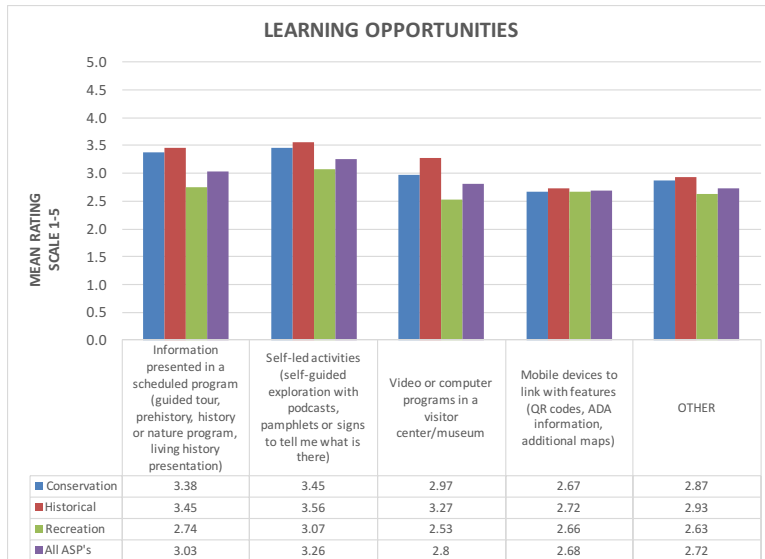
Visitors agree that their least favorite information delivery methods are touch screen computers, trade shows and local radio stations.

Electronic devices such as internet capable and connected cell phones, laptop computers and GPS units have become mainstream in society. Do state parks visitors bring these devices with them on their park visits and more important do they use the devices to access park information?

The majority of visitors brought internet-enabled smart phones and GPS units to the park and used their smart phones to access park information while in the park.

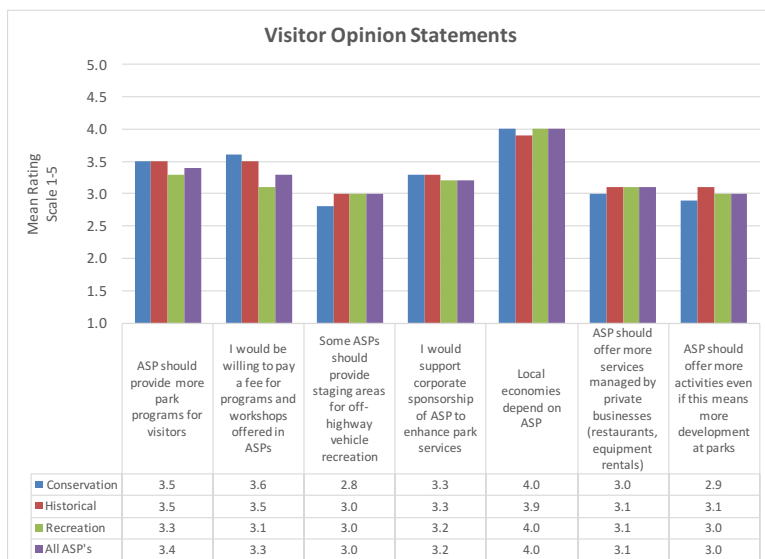


Brought on This Visit	Device	Used to access Park Info
66.8%	Smart Phone	21.7%
23.1%	GPS	7.7%
21.1%	iPad/Tablet Computer	7.2%
20.6%	Laptop Computer	10.8%
12.7%	eBook Reader	1.3%
9.6%	MP3/MP4 Player	0.9%



LEARNING OPPORTUNITIES

Once inside the parks, visitors express a general preference for independent information gathering over other programs. For all park types, the three favorite information sources after arrival in the park are: Self-led activities (self-guided exploration with podcasts), pamphlets or signs to tell me what is there, and information presented in scheduled programs (guided tour, prehistory, history or nature program, living history presentation). The least favorite information methods all involve technology and scheduled programs -- Mobile device apps to link with features (QR codes, ADA information, additional maps).



OPINION STATEMENTS

Survey respondents were asked to respond to seven opinion statements about Arizona State Parks. There is a broad consensus among visitors that local economies depend on State Parks, that State Parks should provide more programs for visitors, and that people would be willing to pay a fee for programs and workshops offered in State Parks. There is some disagreement over the level and uses of park fees. Finally, while people would like more park activities, they are not in favor of that if it means more development at the parks.

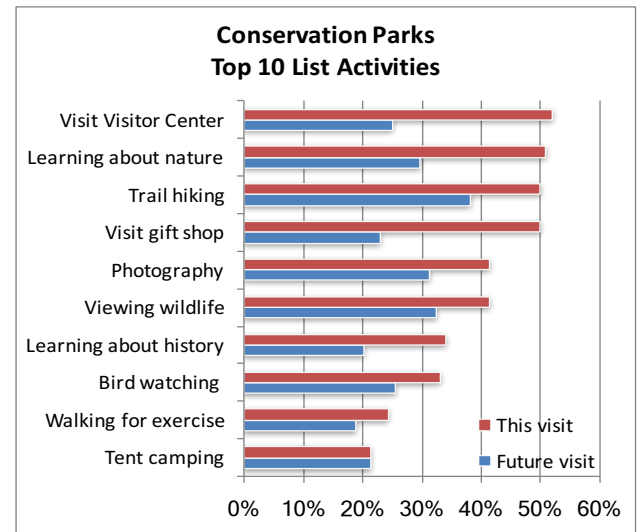
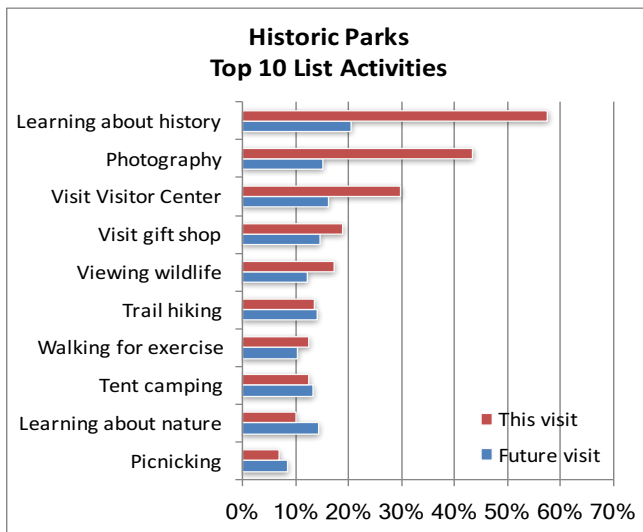
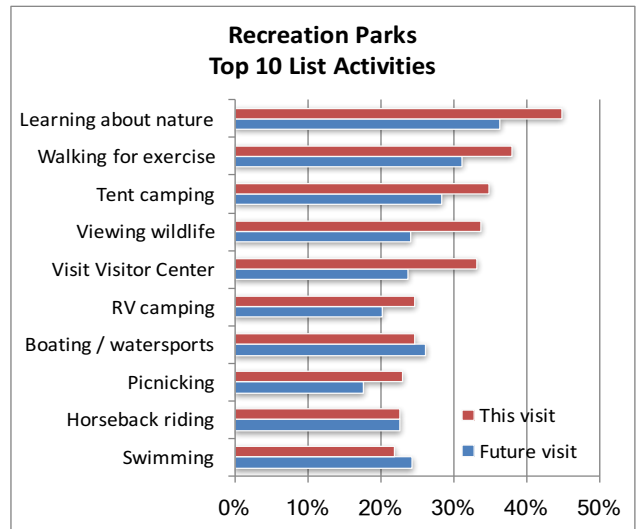
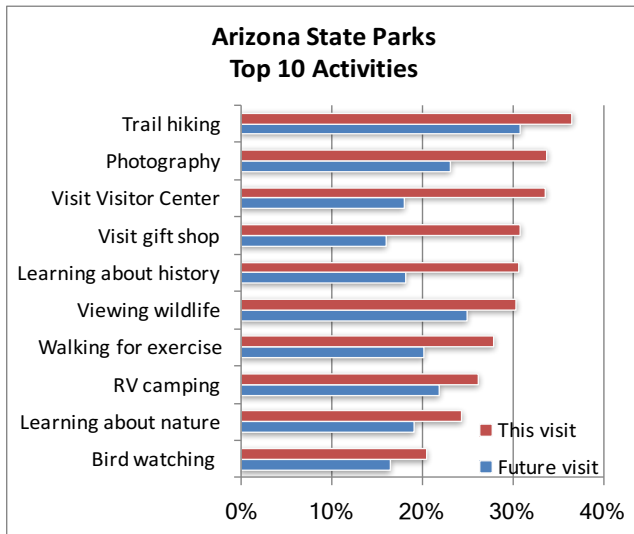
PARK ACTIVITIES, PRESENT AND POTENTIAL

The top ranked activities identified during the visitor survey at all three park types (conservation, historic and recreation) consist of the simplest pastimes: sightseeing, walking, trail hiking, and photography. Visitors also engage in activities that are appropriate to that park. For example, historic park visitors want to learn about history, read and take photographs. Conservation park visitors want to learn about nature. Recreation park visitors also picnic and go swimming.

Visitors were also asked to speculate about potential activities in which they might participate if offered by the parks. Again, visitors express a preference for fairly basic activities. For all three park types the top potential activities are the simplest: sightseeing, hiking, and picnicking.

In all three types of parks the three activities visitors say they would *not* use are: Staying in a cabin/yurt, mountain biking, participating in the Family Campout program, and horseback riding. In other words, most visitors appear relatively uninterested in park offerings they are not familiar with, such as the “Family Campout program,” or that are generally not available, such as “horseback riding.”

TOP 10 ACTIVITIES



QUALITY AND IMPORTANCE OF PARK FACILITIES AND SERVICES

Visitors rate the importance of current park facilities highly. The highest ranked facilities in recreation parks are the roads, campsites, and restrooms-showers. In the conservation and historic parks the displays/exhibits, visitor centers/museums, and restrooms rank highest. No facilities score highly in the “needs improvement” category.

Visitors rate the quality of current park facilities highly. The highest ranked facilities in recreation parks are campsites, roads and trails. In the conservation and historic parks the displays/exhibits, museums and visitor centers were highly rated. No facilities score highly in the “needs improvement” category.

The importance of park services is also rated highly by visitors. “Staff and volunteer availability” receives the highest ranking at all three types of parks, followed by “park cleanliness” and “parking availability” at the conservation parks, and “park security” at recreation parks and “information about the park” at the historic parks. No services score highly in the “needs improvement” category.

The quality of park services is also rated highly by visitors. “Staff and volunteer availability” receives the highest ranking at all three types of parks, followed by “park cleanliness” and “parking availability” at the historic and conservation parks, and “parking availability” at the recreation parks. No services score highly in the “needs improvement” category.

POTENTIAL USE OF FACILITIES AND SERVICES IN THE PARKS

The survey instrument asked visitors to choose from a list of potential facilities and services – those that they might use if they were available in the parks. **Visitors’ choices for park services are in the direction of the practical and convenient.** Among the top five in all park types are these: wireless internet, shade ramadas and picnic areas. Recreation park visitors preferred hiking trails, wireless internet ramadas for shade, and shaded picnic areas; historic park visitors chose: restaurants, and snack bars; and conservation park visitors chose interactive exhibits. There is widespread agreement on the services they would *not* use, which include: equestrian facilities/rentals (stables), volunteering or participating in a Friends Group, RV storage facilities, boating storage facilities, bicycle rentals.

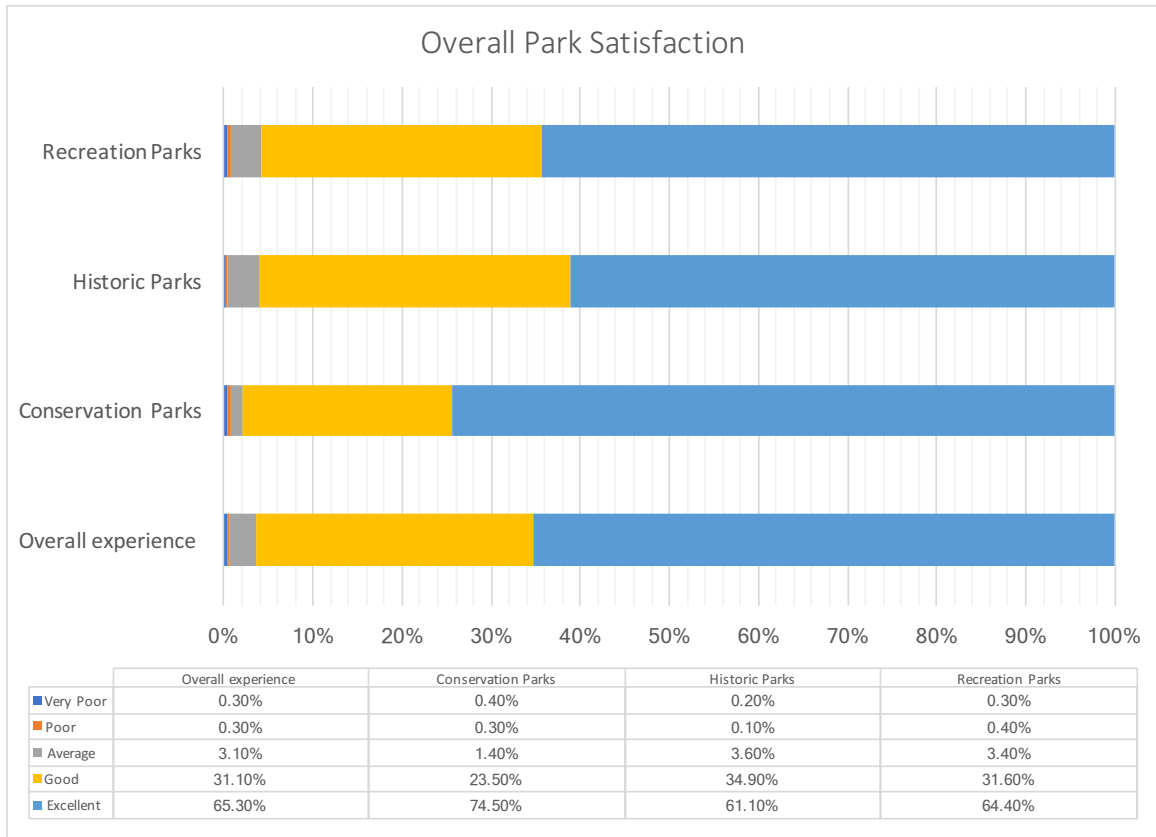
OVERALL SATISFACTION WITH PARK VISIT

State park visitors rated the quality of facilities and services at each individual park, as well as rating the overall individual park quality. The majority of visitors were satisfied with their visit, citing the overall quality of the park as excellent or good. Slightly more visitors at conservation parks (98%) were satisfied with the overall quality of the park compared to recreation and historic parks (96%).

When rating specific park attributes, the majority of the facilities or services were rated as excellent if applicable to that park. The attributes that received the highest rating for needing improvement were rental of outdoor recreation equipment, cabin/yurts, beach area, boating facilities, ranger-led park programs, and store/gift shop.

Survey respondents were asked, based on the experiences of their current visit, to rate the overall quality of the State Park. From their responses, it is evident that visitor satisfaction with Arizona’s State Parks is very high. **Fully 96 percent rated the parks either excellent or good.**

The “poor” and “very poor” responses are statistically insignificant, and only three percent rated the parks as average. It is abundantly clear that visitors are very satisfied with the quality of Arizona State Parks.



In addition to attracting visitors to 35 State Parks, the agency also supports other recreation opportunities throughout the state on lands managed by partners. The OHV Program administered by ASPT, supports the development and maintenance of motorized trails that attract visitors from the surrounding states – Utah, Colorado, New Mexico, Nevada and California, at a higher rate than those coming for general park usage. These visitors come specifically to experience Arizona’s motorized trails. The program is currently conducting an update to the 2003 OHV Economic Impact Study which will help inform the OHV community and illustrate the importance and contributions of OHV recreation.

One type of amenity offered by State Parks is campsites, ranging from primitive to developed. A review of national recreation trends illustrates that camping is in the top 5 most popular outdoor recreation activities, and those who did not recreate outdoors in the last year but want to in the future (aspirational participants) list camping as one of the top 3 activities they would like to engage in (OIA, 2017). Campers travel, on average, 136.8 miles in order to reach their destination, as compared to an average of 16 miles for outdoor recreation generally (OIA, 2017a; OIA, 2017b). Camping options are becoming more sophisticated, and include stays in cabins, yurts, as well as “glamping” experiences – those that combine overnight stays in nature with modern luxuries.

Two recently released studies, the 2017 Topline North American Camping Report (KOA, 2017), and the 2017 American Camper Report (OIA, 2017b) agree that the overall incidence of camping in North America is up. The study conducted by KOA found that among U.S. households, 61% now include someone who camps. Well over 1 million households have started camping each year since 2014, resulting in 3.4 million U.S. households becoming new campers over the last three years. The OIA (2017b) study found that almost one in five (19%) Americans over age 6 have camped in the last year in the Mountain region (includes Arizona) - the highest participation rate for camping in the U.S.

Camping is an activity that is increasingly being embraced by younger generations. According to the KOA study (2017), millennials are taking to the outdoors in greater numbers than would be expected, given their proportion of the population. Millennials comprise 31 percent of the adult population, yet account for 38 percent of campers. Additionally, camping appears to have a strong foothold among Generation Z teens. Teens are overwhelmingly likely to assign importance to people their age getting outdoors and are highly enthusiastic about camping in general.

In the last year, it is estimated that more than 37 million households went camping at least once (KOA, 2017). Of those households, 14 million camped three or more times. Youngest campers are also more likely to camp in the largest group sizes (10+) and say that they are “much more likely” to seek campgrounds that can accommodate their groups. In addition, 74% of campers used a smartphone while camping, indicating that amenities such as wifi access are increasingly important to campers.

Other options were also examined in these two studies – including use of non-traditional camping options such as cabins or yurts. The two recent studies suggest that campers who use cabins tend to be older. However, one study also found that non-white campers may be more likely to start off their camping experiences in cabins than is the case for white campers (KOA, 2017), while the other found that females tend to camp in cabins at higher rates than males (37% vs 33%). Adding cabins at ASPT may serve to increase the diversity of visitors, and also the percentage of visitors that come to state parks from state’s outside of Arizona, that may not have camping gear with them.

In the OIA study (2017), campers were asked to classify themselves into one of the categories below. Being able to isolate and target marketing to avid campers, which according to one study (KOA, 2017) were disproportionately responsible for the increase in the number of camping trips taken in 2016, would be beneficial to the System.

- ❖ *I'm a casual participant. Camping is one of several ways I like to spend my recreational time. 45%*
- ❖ *I'm hooked. Camping is one of my favorite things to do. 21%*
- ❖ *I'm a fanatic. I love being outside, and camping is my favorite activity. 17%*
- ❖ *Camping is OK, but I most often choose to do something else with my recreational time. 12%*
- ❖ *I don't really consider myself a camping participant. I usually only participate at the urging of others. 5%*

(Outdoor Industry Association, 2017 American Camper Report)

MARKET NEEDS

Unlike many other park systems, Arizona’s parks have marketable seasons throughout the state that follow the weather trends of hot and cold. Visitors head north in the summer and desert parks have drops in visitation. In the winter, this trend turns to river and desert parks being full and higher elevation parks having fewer visitors. The dramatic heat issues during the summer may never be overcome by pricing or programming to drive customers to desert parks; however, long-term RV park opportunities in certain loops in off season parks, as well as upgraded electric and other hook-ups, cabin options and amenities such as wifi could keep those parks’ revenues higher through the less desirable times of the year.

Additionally, the vast majority of park visitors are day-use only (2013-2014 Arizona State Parks Visitor Survey). One hundred percent of conservation and historic park visitors (with the exception of Homolovi) and 45 percent of recreation park visitors use the park for day-use. The average visit to the parks last three-four hours. However, approximately 50 percent of recreation park visitors camp overnight in the parks, and the average stay for these visitors is four days.

TREND 2: EXISTING AND POTENTIAL RECREATION RESOURCES ARE BEING THREATENED THROUGH OVERUSE, ENVIRONMENTAL IMPACTS, SOCIAL CONDITIONS, AND INADEQUATE FUNDING.

On August 7, 2017, an opinion piece in the New York Times asked readers “Are we loving our national parks to death?” The article points out that balancing access for the public and resource conservation considerations is now and always has been a challenge. This challenge comes on the heels of reduced funding and staffing levels across public agencies. Nationwide, the National Park Service (NPS) oversees 412 parks, national monuments and historic sites, consisting of 84 million acres, which received 307 million visits last year. It was estimated that by the end of 2017, these parks and places will have received 13.5 billion visits in the last 100 years.

Arizona has 22 national parks which received more than 11 million visitors in federal fiscal year 2016. For well-known parks such as the Grand Canyon, Zion, Acadia and Yosemite, increasing visitor use has resulted in measures such as providing parking outside of park boundaries, and running shuttle buses within the parks to address traffic and emissions issues, discussions about limiting daily access and raising fees to reduce stress on the resources.

Similarly, USFS administered lands attracted 148 million visits across the nation in 2016. An estimated 16.9 million of these took place in the Southwestern region, which includes Arizona forests. Arizona recreationists use USFS lands to bike, hike, drive off-road vehicles, camp, swim, fish, and other recreation opportunities. The Bureau of Land Management (BLM), another major federal public land managing agency in Arizona, estimates that there were 4.3 million recreational visits to BLM sites in 2015.

Clearly, given the number of visitors and visits to outdoor recreation sites in Arizona, these special places are a draw to residents and visitors alike. However, access to these sites in the future is far from guaranteed. Encroachment, development, environmental stressors and reduced funding to keep up with capital improvements and development and adequate staffing may negatively

impact these sites if American citizens and their representatives don’t remain vigilant in their advocacy of the importance of these areas.

Existing recreation resources are being threatened due to various environmental impacts and social conditions.

Arizonans recognize the uniqueness of public spaces and the incredible value of outdoor recreation opportunities which are found throughout the Grand Canyon State. Protection of the unique natural features of the state are a priority for residents, who identified the protection of the state’s natural environment, water supplies, and open spaces as top priorities in the Gallup Arizona Poll, conducted for the first time in 2009. Of 14 features, Arizonans rate the state’s natural beauty, outdoor parks and trails as its greatest assets (Center for the Future of Arizona, 2013). Parks and open space also provide many environmental benefits and ecosystem services such as filtration of pollutants from soil and water, buffering of air pollutants, moderation of climatic changes, conservation of soil and water, pollination of food crops and other plants, and preservation of genetic diversity (Nyaupane, 2011).

THE ARIZONA WE HAVE

A new 2017 study finds, Arizonans want good jobs but they also want protection for Arizona’s open space and natural resources.

Arizona’s Views on Open Space and the Quality of Arizona’s Environment:

- 72% believe that Arizona’s parks, preserves, forests and open space are “very important;”
- 68% believe that protecting the environment should be given priority, even at the risk of slowing economic growth.

Source: ASU Morrison Institute on Public Policy, Monuments to Arizona Poll, sponsored by the Nina Mason Pulliam Charitable Trust and the Arizona Republic, August 13, 2017.

In addition, a 2012 study found that nearly two-thirds of Arizonans identified themselves as conservationists. Although the actual percentage varied across groups - more than half agreed with this classification including groups based on ethnicity, political party affiliation, location of residence and outdoor recreation preferences. In addition, more than three-quarters of survey respondents were aware of the link between Arizona public lands and economies and more respondents felt that environmental regulations were more helpful than harmful. Almost nine out of ten respondents said that even in the face of budget issues, the state should find money to protect and maintain Arizona's land, water, wildlife, and parks.

Arizonans, along with public land managers have expressed their concerns about some of the environmental impacts of recreation on public lands and trails during the SCORP and Trails Plan processes.

Center For The Future of Arizona Commitment: Help Arizonans Understand Who We Are Today

FACTS

1. **Consistently, since statehood, almost two-thirds of Arizonans were born elsewhere.** Arizona has the third-lowest percentage of in-state born citizens in the nation. Only Nevada (25%) and Florida (36%) are lower.
2. **Arizonans are growing younger, older and more diverse.** Latinos will become the majority population in Arizona by 2028. We are also becoming younger and older than national averages.
3. **Arizona's productivity and prosperity are declining compared to U.S. averages and those of many neighboring states.** Despite the size of our economy (GDP), the state's productivity is declining in ways that impact our economic competitiveness.

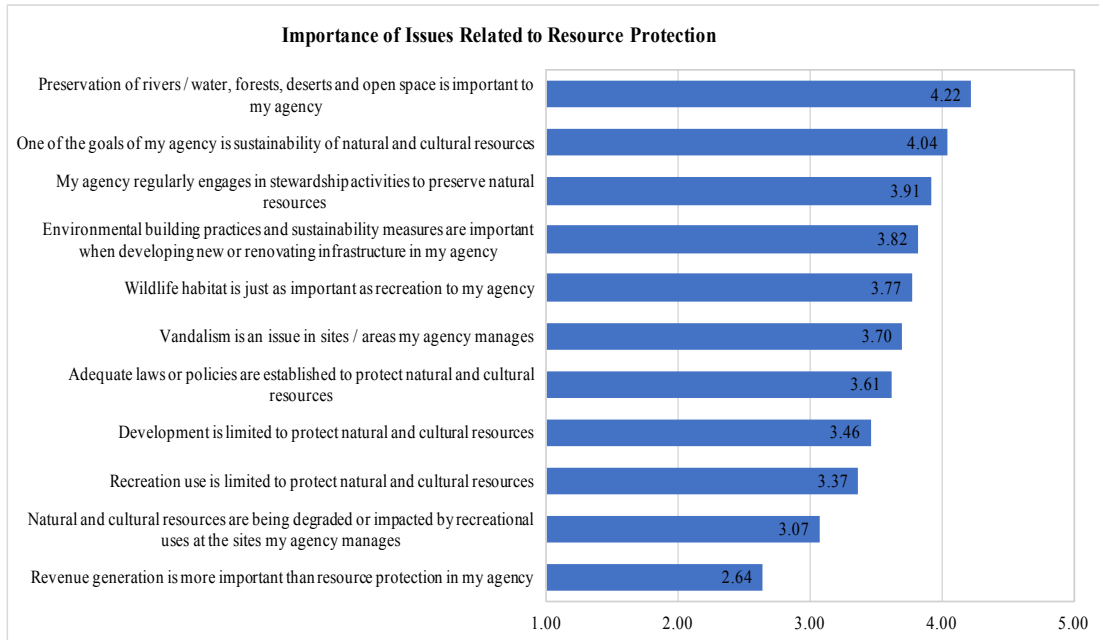
Overall, Arizona's per capita income has fallen significantly since the 1980's. Arizona's reliance on growth, construction and real estate over decades has created a "boom or bust" economy in the state that is extremely sensitive to economic downturns.

4. **One in five Arizonans live in poverty and the per capita income of Arizonans has declined.** Over the past two decades, our per capita income has slipped to just over 80% of the national average.
5. **Arizona citizens are not as fully engaged as we must be if our goals are to be realized.** Our civic participation rates are in the bottom quartile on most indicators tracked by the Civic Health Index; our confidence in government and other institutions is weakening.
6. **8. Water and other resource management issues will grow in urgency throughout Arizona and the west.** Arizonans need a better understanding of water management—the interdependent relationships we have with the federal government, tribal governments, neighboring states and international corporations. The same is true for other environmental issues.

Source: Vision 2025: Arizona Comes of Age. Center for the Future of Arizona, 2015

(Excerpt from the 2018 SCORP):

Recreation providers were asked a series of questions related to natural resource management in the 2018 SCORP to understand how agencies and organizations viewed issues of preservation, conservation, stewardship, accessibility, and sustainability in Arizona. Providers were asked to rate the importance of several natural resource related issues and priorities from their agency’s perspective, from (1) Strongly disagree to (5) Strongly agree. The statements with the highest rankings demonstrate the importance of preserving the state’s rivers/water, forests, deserts, and open space, long term stewardship and sustainability of resources, as well as utilizing sustainability measures and environmentally friendly building practices for new development and renovations.



On average, public land managers neither disagree nor agree that natural and cultural resources are being degraded or impacted by recreational uses at lands managed by their agency, and that recreation use and development are limited to protect natural and cultural resources.

Arizona State Parks and Trails also asked online participants on Facebook as well as the ASPT website to weigh in on what they considered to be the most important issues in outdoor recreation in Arizona receiving 658 “likes”, 89 “shares” and 100 comments on Facebook with an additional 51 responses on the ASPT website. Preservation, conservation, stewardship, sustainability, green spaces, environmental ethics, and access were prominent themes heard from the public related to conservation.

“What do you think are the most important issues in outdoor recreation in Arizona?”

“I love Arizona and having a safe, clean area to hike and explore is important. Arizona is truly beautiful and offers many different types of geography to experience. Each of us need to respect this and protect it as we enjoy it!”

“I think one very important area of concern is awareness of what amazing resources are available through our parks services and keeping them available for future generations!”

“Stewardship of our parks, natural and cultural resources. Maintenance. Stop the deferred maintenance to balance budgets.”

Arizona State Parks and Trails also manages support for both motorized and non-motorized trails across the state on public and private lands. Managers of both motorized and non-motorized trails were asked what environmental impacts concerned them in the 2015 Trails Plan. Since concerns vary according to jurisdiction, the findings below are reported broken down by cities/counties, state and federal land managers. Please note that due to the nature of OHV recreation, and the size of the landscapes needed to provide a satisfactory experience, there were less federal land managers responsible for motorized recreation, resulting in fairly small cell sizes in these comparative analyses.

(Excerpt from 2015 Trails Plan)

MOTORIZED TRAIL ENVIRONMENTAL IMPACTS FOR ARIZONA LAND MANAGERS

Managers were asked to rate seven environmental issues that might be impacted by trail use. Results can be found in the table below.

Notably, *impacts to water quality* are the least of environmental concerns to city and county land managers. State agencies report as the least of environmental concerns as *decrease in wildlife sightings*. Motorized federal land agencies report *impacts to air quality- especially dust or particulates* is of least concern.

Environmental Impact Concerns of Land Managers on Motorized Routes

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties (n=6)	• Soil erosion	• Damage to vegetation • Impacts to air quality, especially dust and particulate matter	• Habitat fragmentation • Decreases in wildlife sightings	• Increase in invasive species	• Impacts to water quality
State Agencies (n=6)	• Damage to vegetation	• Increase in invasive species	• Soil erosion • Habitat fragmentation	• Impacts to water quality • Impacts to air quality, especially dust or particulate matter	• Decrease in wildlife sightings
Federal Agencies (n=54)	• Soil Erosion	• Damage to vegetation	• Increase in invasive species	• Habitat fragmentation	• Impacts to air quality, especially dust or particulate matter

SOCIAL CONCERNS

Survey respondents from a random sample telephonic survey, targeted OHV users and members of the public who completed the survey online were asked to rate a series of nine social concerns on a four-point scale ranging from 1- “Not a problem” to 4- “Very serious problem.” “Core” motorized users from all three groups (users who spend 50% or more of their time spent on trails on motorized recreation) consider *closure of trails, urban development limiting trail access or use* and *vandalism* the top three social concerns.

How much of a problem do you think each of the following social conditions is on trails you use most?

Perceptions of Social Conditions for Core Motorized Users

Perceptions of Social Conditions for Core Motorized Users	Mean Scores		
	Telephonic	Targeted	Online
Closure of Trails	2.68	3.51	3.45
Urban Development Limiting Trail Access or Use	2.34	2.98	2.99
Vandalism	2.29	2.51	2.53
Lack of Trail Ethics by Other Users	2.03	2.25	2.27
Unsafe Off-Highway Vehicle Use	1.93	2.00	1.95
Too Many People	1.70	1.72	1.70
Target Shooting	1.83	2.4	2.29
Conflict Between Users	1.61	1.67	1.66
Vehicle Noise	1.56	1.58	1.40

Mean scores are values on a six-point scale where 1=Not a problem, 2=A slight problem, 3=moderate problem, 4=A serious problem, 5=Don't know and 6=Refuse to answer. *Highest* mean scores are the most severe and are represented with bold font.

MOTORIZED TRAIL SOCIAL CONDITIONS FOR ARIZONA LAND MANAGERS

Managers were asked to rate eleven social conditions that might impact motorized trail use. Below are the results broken down by management jurisdiction.

Social Concerns of Land Managers on Motorized Routes

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties (n=6)	<ul style="list-style-type: none"> Inappropriate user behavior Vandalism Unsafe or unprepared trail users 	<ul style="list-style-type: none"> Conflicts between local users and residents Destruction/removal of signs Trail braiding Users not staying on designated trails Trail widening Fence cutting 	<ul style="list-style-type: none"> Too many people on trail 	<ul style="list-style-type: none"> Too many conflicts between users 	
State Agencies (n=6)	<ul style="list-style-type: none"> Inappropriate user behavior 	<ul style="list-style-type: none"> Users not staying on designated trails 	<ul style="list-style-type: none"> Destruction/removal of signs 	<ul style="list-style-type: none"> Fence cutting Vandalism 	<ul style="list-style-type: none"> Trail widening
Federal Agencies (n=54)	<ul style="list-style-type: none"> Users not staying on designated trails 	<ul style="list-style-type: none"> Inappropriate user behavior 	<ul style="list-style-type: none"> Destruction/removal of signs 	<ul style="list-style-type: none"> Vandalism 	<ul style="list-style-type: none"> Trail braiding

TRAIL AND ROUTE PLANNING AND MANAGEMENT PRIORITIES

Trail managers have limited resources to develop and maintain trails. To help inform management decisions regarding resource allocation and issue prioritization, one section of the survey included a series of eleven questions that allowed respondents to rate the importance of various trail issues, management priorities and support facilities.

Below are the results for the three types of respondents. Please note that lower scores indicate more importance.

Trail managers have limited resources to develop and maintain trails and must focus their money and time on the most serious needs first. For each of the following, please tell me how important each item is to you.

Motorized Trail User's Needs from Land Managers

Motorized Trail User's Needs from Land Managers	Mean Scores		
	Telephonic	Targeted	Online
Acquiring Land for Trails and Trail Access	1.80	1.46	1.44
Keeping Existing Trails in Good Condition	1.68	1.92	2.05
Mitigating Damage to Environment Surrounding Trails	1.77	2.19	2.20
Routine upkeep of existing motorized trails, routes and areas	1.79	1.88	2.04
Establish Motorized Trails and Areas	2.03	1.61	1.71
Enforcing Existing Rules and Regulations in Trail Areas	1.85	2.12	2.23
Providing Trail Signs	1.93	2.23	2.18
Providing Educational Programs that Promotes Safe and Responsible Recreation	1.68	2.17	2.23
Providing Trail Maps and Information	1.80	2.06	2.14
Provide Law Enforcement and Safety for Motorized Trails/Routes	2.19	2.73	2.69
Developing Support Facilities (Restrooms, Parking and Campsites)	2.16	2.63	2.73

Mean scores are values on a four-point scale where 1=Very important, 2=Somewhat important, 3=Not too important or 4=Not important at all. *Lowest* mean score is most important and is represented with bold font.

MOTORIZED TRAIL FUNDING PRIORITIES FOR ARIZONA LAND MANAGERS

Managers were asked to rate eleven issues that relate to the management of motorized trails. The table below indicates the top three priority funding issues for motorized trail managers in different jurisdictions

Topic of Importance to Agency and Trail Needs for Motorized Trails

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties (n=6)	<ul style="list-style-type: none"> Development of new trails Developing and printing trail maps and information 	<ul style="list-style-type: none"> Construction of new trails 	<ul style="list-style-type: none"> Acquisition of land for new trails and trail access Purchase and installation of trail signs 	<ul style="list-style-type: none"> Renovation of existing trails 	<ul style="list-style-type: none"> Routine maintenance of trails Enforcement of laws and regulations Implementation of education programs promoting responsible and safe trail use
State Agencies (n=6)	<ul style="list-style-type: none"> Acquisition of land for new trails and trail access Enforcement of laws and regulations 	<ul style="list-style-type: none"> Prevention, restoration and mitigation of damage to areas surrounding trails 	<ul style="list-style-type: none"> Purchase and installation of trail signs 	<ul style="list-style-type: none"> Renovation of existing trails and facilities 	<ul style="list-style-type: none"> Completion of environmental/cultural clearance and compliance activities Implementation of education programs promoting responsible and safe trail use
Federal Agencies (n=54)	<ul style="list-style-type: none"> Prevention, restoration and mitigation of damage to areas surrounding trails 	<ul style="list-style-type: none"> Enforcement of laws and regulations 	<ul style="list-style-type: none"> Purchase and installation of trail signs 	<ul style="list-style-type: none"> Completion of environmental/cultural clearance and compliance activities 	<ul style="list-style-type: none"> Implementation of education programs promoting responsible and safe trail use

NON-MOTORIZED TRAIL USERS PERCEPTIONS OF ENVIRONMENTAL CONCERNS

Non-motorized trail users were asked similar questions to those posed to motorized users summarized above. Below are the findings from non-motorized trial users.

Perceptions of environmental concerns are important as these attitudes can affect both trail users’ satisfaction as well as the ecological integrity of the recreation setting. Survey respondents were asked a series of seven environmental concerns on a four-point scale ranging from 1=“Not a problem” to 4=“Serious problem” Below are the results from “core” non-motorized users in each sample (core=those who engage in non-motorized trail use 50% or more of the time they spend on trails).

Perceptions of Environmental Conditions for Core Non-Motorized Trail User

Perceptions of Environmental Conditions for Core Non-Motorized Users	Mean Scores		
	Telephonic	Targeted	Online
Litter or Trash Dumping	2.30	2.78	2.49
Erosion of Trails	2.24	2.93	2.62
Decreased Wildlife Sightings	1.99	2.44	2.00
Damage to Vegetation	1.97	2.34	2.08
Damage to Historical or Archaeological Sites	1.92	2.39	2.03
Dust in the Air	1.87	2.04	1.82
Loss of Scenic Quality	1.68	2.24	1.89

Note: Highest mean score is most important; highest importance for each group is represented with bold font.

NON-MOTORIZED TRAIL ENVIRONMENTAL IMPACTS FOR ARIZONA LAND MANAGERS

Managers were asked to rate seven environmental issues that might be impacted by non-motorized trail use. As above, the findings are separated by jurisdiction in the table below.

Notably, *increase in invasive species* is the least of environmental concerns to city and county land managers in Arizona but to the state and federal land agencies, *increase in invasive species* is the second most notable problem regarding trails. *Decrease in wildlife sightings* is consistently on the lower end of concerns for all three groups. **Regarding trails, how much of a problem is each of the following environmental issues to you?**

Perceived Environmental Impact Issues for Non-Motorized Land Managers

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties n=20	• Soil erosion	• Habitat fragmentation	• Damage to vegetation	• Decreases in wildlife sightings	• Increase in invasive species
State Agencies n=19	• Soil erosion	• Increase in invasive species	• Damage to vegetation	• Habitat fragmentation	• Decreases in wildlife sightings • Impacts to water quality
Federal Agencies n=26	• Soil erosion	• Increase in invasive species	• Damage to vegetation • Impacts to water quality	• Habitat fragmentation	• Decreases in wildlife sightings

Ranking is based on the mean of a four-point scale where 1=not a problem, 2=minor problem, 3=moderate problem and 4=a serious problem; *highest* score is most important.

NON-MOTORIZED TRAIL USER PERCEPTIONS OF SOCIAL CONDITIONS

Survey respondents were asked to rate a series of nine social concerns on a four-point scale ranging from 1=“Not a problem” to 4=“Serious problem. The results are summarized in the table below.

Perceptions of Social Conditions for Core Non-Motorized Users

Perceptions of Social Conditions for Core Non-Motorized Users	Mean Scores		
	Telephonic	Targeted	Online
Closure of Trails	1.91	2.59	2.56
Urban Development Limiting Trail Access or Use	1.93	2.92	2.80
Vandalism	2.12	2.6	2.40
Lack of Trail Ethics by Other Users	1.86	2.42	2.35
Unsafe Off-Highway Vehicle Use	1.83	2.34	2.08
Too Many People	1.69	1.89	1.84
Target Shooting	1.71	2.75	2.41
Conflict Between Users	1.52	2.08	1.85
Vehicle Noise	1.68	2.07	1.86

Note: Highest mean score is most important; highest importance for each group is represented with bold font.

NON-MOTORIZED TRAIL SOCIAL CONDITIONS FOR ARIZONA LAND MANAGERS

Managers were asked to rate eleven social conditions that might impact non-motorized trail use. The results are summarized in the table below by jurisdiction.

Perceived Social Conditions for Non-Motorized Land Managers

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties (n=20)	• Vandalism	• Inappropriate user behavior	• Users not staying on designated trails	• Unsafe or unprepared trail users	• Destruction and/or removal of signs
State Agencies (n=20)	• Users not staying on designated trails	• Unsafe or unprepared trail users	• Inappropriate user behavior	• Fence cutting	• Destruction and/or removal of signs • Vandalism
Federal Agencies (n=27)	• Unsafe or unprepared trail users • Vandalism	• Destruction and/or removal of signs	• Inappropriate user behavior • Users not staying on designated trails	• Trail braiding	• Fence cutting

Ranking is based on the mean of a four-point scale where 1=not a problem, 2=minor problem, 3=moderate problem and 4=a serious problem; *highest* score is most important.

NON-MOTORIZED TRAIL USER OPINIONS ON TRAIL PLANNING AND MANAGEMENT PRIORITIES

Trail managers have limited resources to develop and maintain trails. To inform management decisions regarding resource allocation and issue prioritization, one section of the survey included a series of nine questions that allowed respondents to rate the importance of various trail issues, management priorities, and support facilities. Based upon mean scores on a scale of 1=“Very Important ” to 4=“Not Important at All”, the results are summarized in the table below.

Trail managers have limited resources to develop and maintain trails, and must focus their money and time on the most serious needs first. How important is each item is to you?

Importance of Non-Motorized Trail Management and Funding Need

Non-Motorized Trail Priorities Management and Funding Need	Mean Scores		
	Telephonic	Targeted	Online
Acquiring Land for Trails and Trail Access	1.79	1.53	1.44
Developing Support Facilities- Restrooms, Parking and Campsites	1.86	2.51	2.44
Providing Trail Signs	1.64	2.13	1.90
Providing Trail Maps and Information	1.67	2.30	2.05
Enforcing Existing Rules and Regulations in Trail Areas	1.61	1.99	2.13
Keeping Existing Trails in Good Condition	1.35	1.53	1.63
Mitigating Damage to Environment surrounding Trails	1.46	1.90	1.89
Providing Educational Programs/Promote Safe and Responsible Recreation	1.65	2.20	2.32
Constructing New Trails	1.95	1.91	1.71

Note. *Lowest* score is most important; highest importance for each group is represented with bold font.

NON-MOTORIZED TRAIL FUNDING PRIORITIES FOR ARIZONA LAND MANAGERS

Managers were asked to rate eleven issues that relate to the management of non-motorized trails. Results are summarized in the table below by jurisdiction.

Topic(s) of Importance to Agency and Trail Needs

	#1 Issue	#2 Issue	#3 Issue	#4 Issue	#5 Issue
Cities and Counties (n=20)	• Construction of new trails	• Development of new trail support facilities	• Acquisition of land for new trails and trail access	• Routine maintenance of trails	• Developing and printing trail maps and information
State Agencies (n=20)	• Routine Maintenance of Trails	• Renovation of existing trails and facilities	• Prevention, restoration and mitigation of damage to areas surrounding trails	• Developing and printing trail maps and information	• Construction of new trails • Development of new trail support facilities • Enforcement of laws and regulations
Federal Agencies (n=28)	• Routine maintenance of trails	• Completion of environmental and cultural clearance and regulations	• Renovation of existing trails and facilities	• Purchase of installation and trail signs	• Implementation of education programs promoting responsible and safe trail use

Ranking is based on the mean of a five-point scale where 1=not at all important, 2=slightly important, 3=neither important nor unimportant, 4=somewhat important and 5=extremely important; *highest* score is most important.

(Excerpt from Boating Watercraft Survey (2016).

The Boating Watercraft Survey has a different format. It was primarily used to determine the number of boater days on Arizona lakes to allocate State Lake Improvement Funds and to allocate law enforcement to high volume lakes, as appropriate. Less questions addressed environmental or social concerns, however below are some pertinent findings:

Boaters were asked to provide ratings of their attitudes towards some water based-recreation issues such as those below:

- Nearly one-third of boaters (29%) believe that their favorite lake is too crowded, while 66% did not.
- Thirty-nine percent believe that the number of people on their favorite lake should be restricted during high-use periods, although the majority of the sample disagreed (58%).
- Two out of five boaters (40%) believe that the launch ramps at their favorite lake are too crowded, while 55% do not believe this.

FUNDING

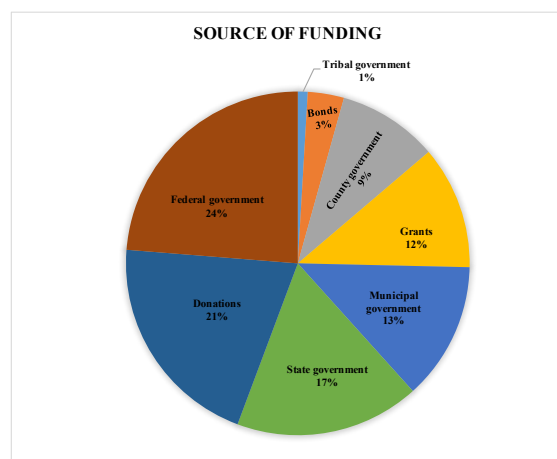
Funding for recreation resources has been inadequate to meet the growing needs of the state.

Tom Herd, of the Pennsylvania Recreation and Park Society, identified seven park and recreation big picture issues – one of which was sufficient and sustainable funding (2017). A significant problem is the perception by elected officials that services provided by parks and recreation agencies are non-essential. This results in the budgets of these agencies decreasing more, in comparison to other “essential” services during times of budgetary instability (Barrett & Mowen, 2017). For example, according to the National Recreation and Park’s Association, some budgets have remained strained after the last recession and park agencies are competing for limited dollars with other key government services such as public safety, education and transportation. This leads to stagnant or declining budgets for park and recreation agencies. While the public and elected officials typically report feeling that park and recreation services are worth the amount of monies expended on them (Roth, 2017; Barrett & Mowen, 2017), they do not necessarily place a high priority on funding these services.

As a result of budget fluctuations and the precarious nature of park and recreation funding, some have asked the question, should park and recreation agencies be self-funding? In a 2012 study, Bloom reports that in Washington State Parks Commission’s study regarding plans to make the system self-sustaining, it was noted that state park systems were disadvantaged by government

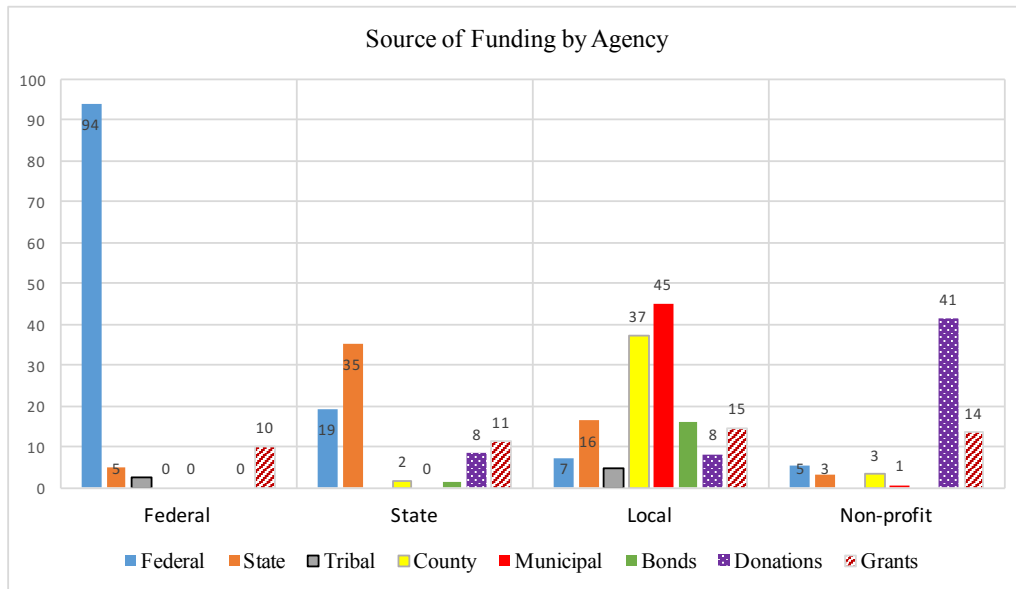
regulations and procedures, such as procurement rules, collective bargaining agreements, statutory restrictions, employment practices and the inclusion of public opinion in decision-making processes. An analysis conducted by Arizona State Parks and Trails staff in 2010 revealed that there are many agency responsibilities that are not revenue generating, but have either been assigned to the agency (e.g., distribution of grant funds, statewide planning) or support decision-making in other programs (research) or promote system longevity (natural and cultural resource management). These activities contribute to informed, strategic decision-making and facilitate responsible and informed distribution of funds throughout the state to high priority items.

The question remains, who do park and recreation agencies receive funding from in 2017 and through what media?



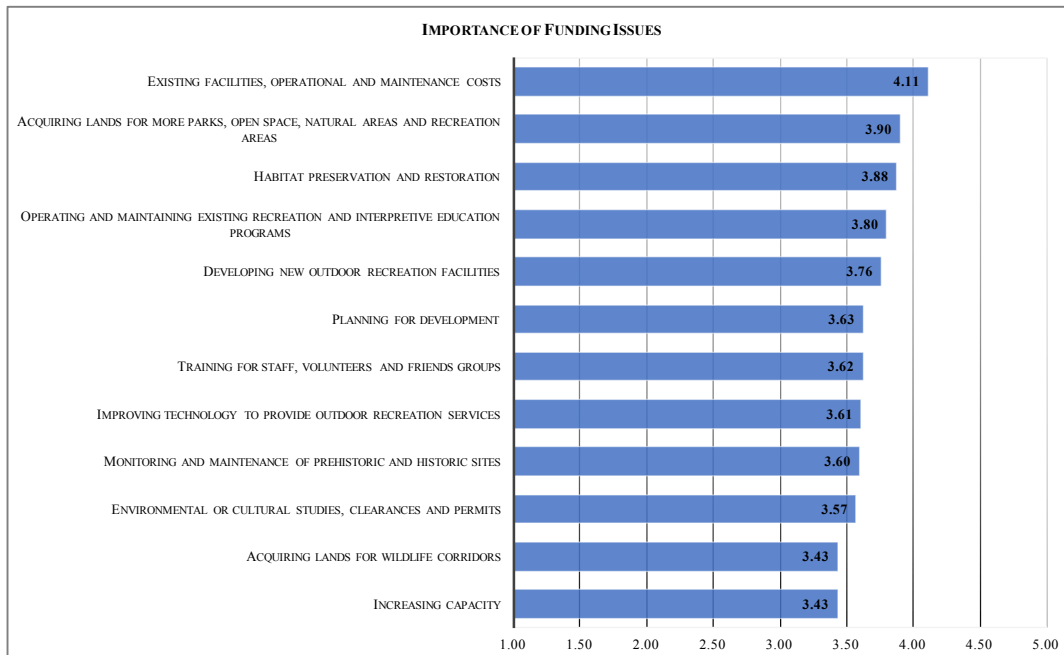
(Excerpt from 2018 SCORP)

Recreation providers were asked to estimate the percentage of how much funding their agency receives from each of the following sources. The results are depicted in the graph below



Almost nine out of ten respondents (88%) indicated that their agency seeks alternative funding opportunities (Figure 38), which could be grants, partnerships, and other non-traditional funding methods.

On a scale of 1-Not important to 5-Very important, providers were asked to rate funding issues (Figure 40). Consistent with other statewide plans (see Trails Plan 2015), mean scores indicate that funding existing facilities, operations and maintenance, recreation and interpretive programs and habitat preservation and restoration is important to providers. However, also important is funding the acquisition of new parks and open space and developing new facilities.

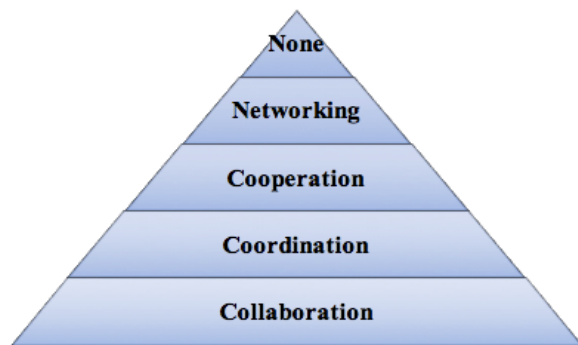


CONNECTIVITY

From creating physical linkages between the state’s vast network of water trails, hiking, and horseback riding trails to encouraging neighboring communities to connect through shared economic, educational, and marketing opportunities, the concept of connectivity was prevalent throughout Arizona’s 2018 SCORP planning process. Arizona’s outdoor recreation provider agencies and organizations rely heavily on partnerships, collaboration, and networking to provide world class opportunities to the state’s residents and visitors year around. These linkages, physical, economic, and collaborative, should be enhanced to create greater efficiencies, focused messaging, and alignment of strategies as they pertain to maintaining and improving recreation activities and opportunities across the state. This emerging theme addresses a larger issue of the need for linkages on all levels and in all ways: physical, geographical, across managing jurisdictions, as well as relationally between people and organizations.

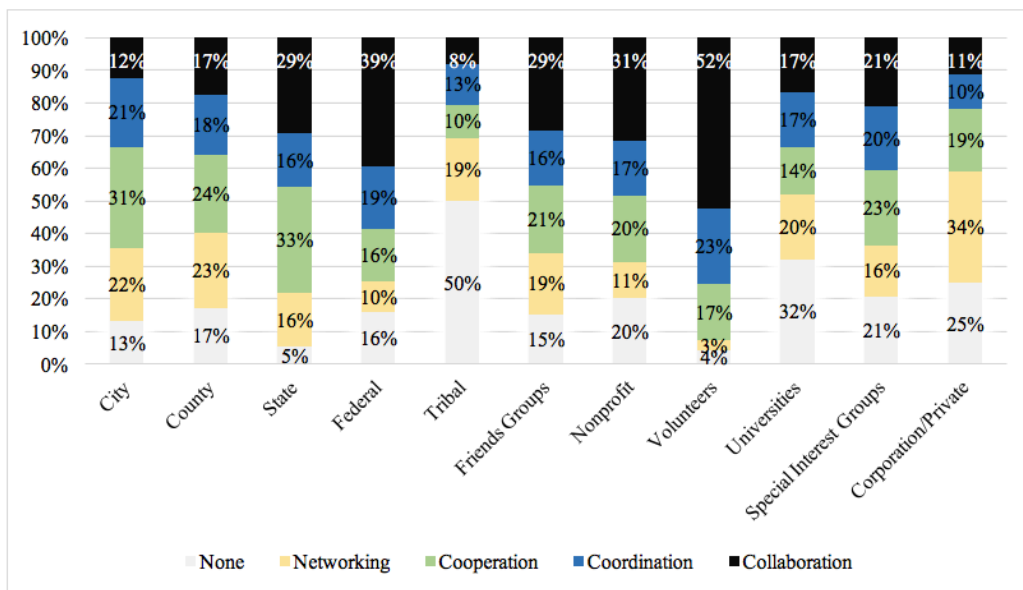
interdependence from none, networking, cooperation, coordination, and collaboration among 11 types of organizations. For example, 52% of outdoor recreation provider reported collaboration with volunteers, while 23% coordinate with volunteers, 17% cooperate with volunteers, 3% network, and 4% had no working relationship. The next highest reported collaboration was with federal agencies (39%), followed by non-profit groups (31%), state agencies (29%) and friends’ groups (29%). The figure shows that the respondents had the lowest level of collaboration with tribal agencies, as 50% respondents did not have any working relationship with tribal agencies.

Five Levels of Collaboration

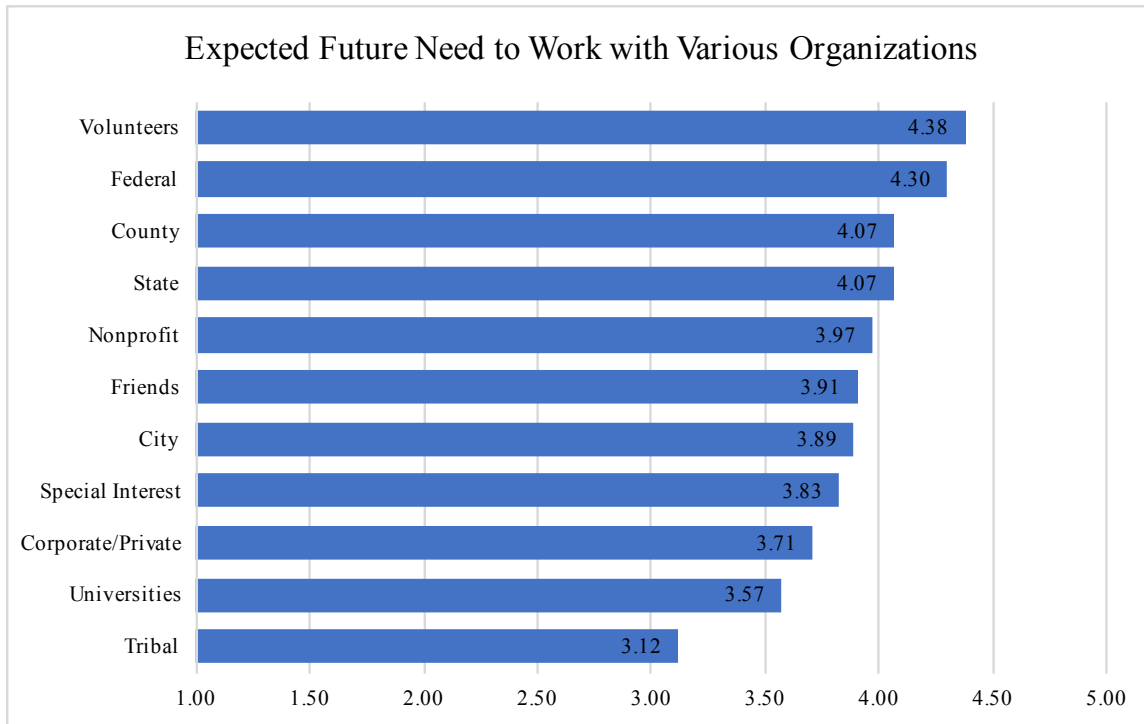


Recreation providers were asked to provide information on the current extent of their collaboration with various types of organizations, and what types of collaboration they most frequently engaged with each type of organization. More specifically, Figure 29 shows five different levels of collaboration indicating the level of

Collaboration Level with Various Agencies

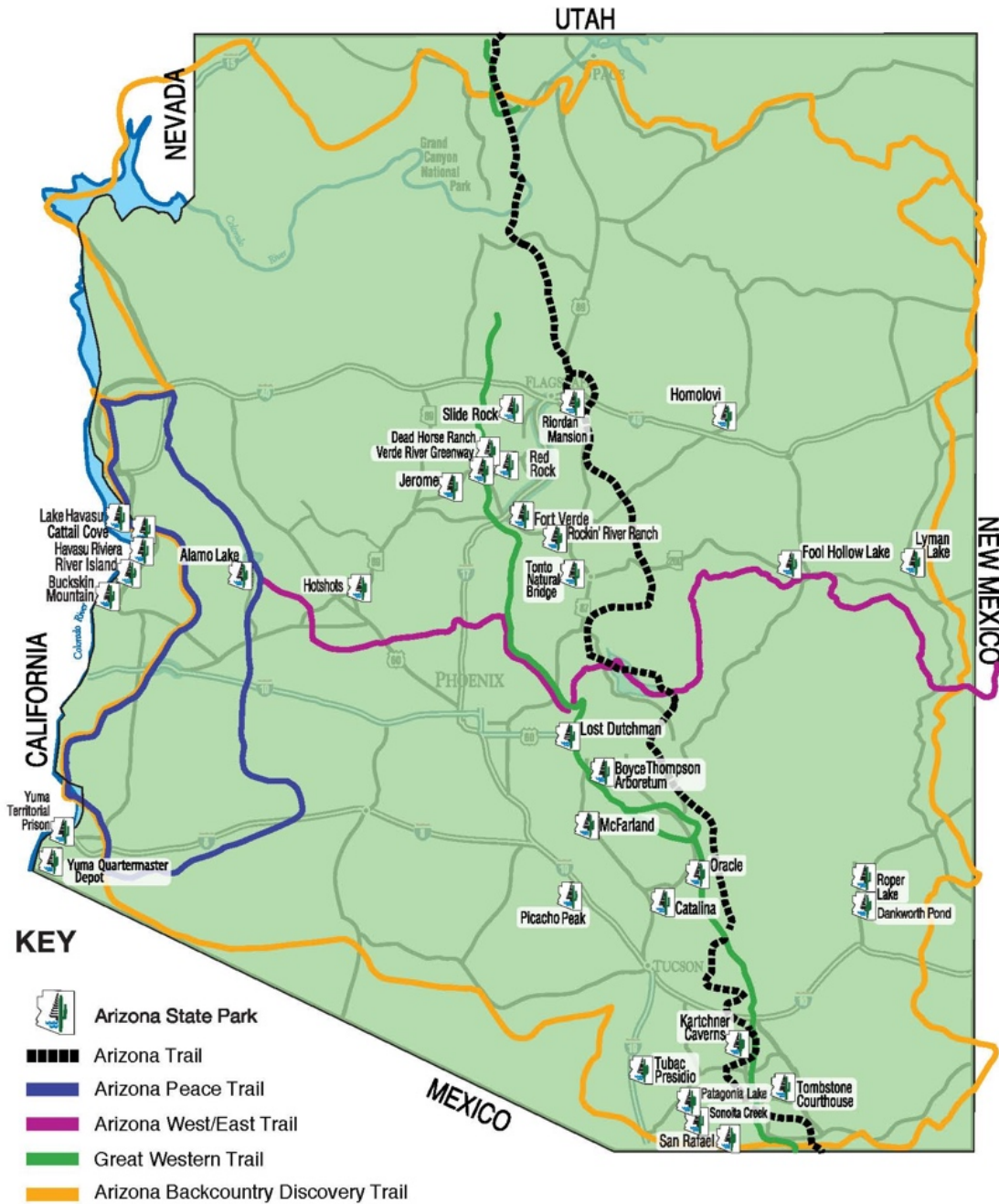


Recreation providers were then asked to rate their expected future need to work with various organizations from (1) low need to (5) high need. Volunteers, Federal, County, State, and Nonprofit organizations are the most anticipated future partner entities.



One area in which Arizona State Parks and Trails is addressing issues of connectivity is in the area of trails systems. Arizona State Parks and Trails was instrumental in funding and contributing staff participation in the conceptualization and implementation of the 800+ mile Arizona Trails, which stretches from Utah to Mexico.

In addition, motorized trails, such as the Peace Trail are being built as we speak. Jurisdictions are cooperating to provide users with a loop trail in western Arizona that will bring users to various communities while enjoying OHV recreation.



FUNDING FOR OUTDOOR RECREATION

FEDERAL:

(Excerpt from SCORP):

LAND AND WATER CONSERVATION FUND - BACKGROUND AND LEGAL AUTHORITY

Land and Water Conservation Fund Act 1964

Passed by Congress in 1964, the Land and Water Conservation Fund (LWCF) Act (P.L. 85-578) was created to provide funds for the acquisition and development of public lands to meet the needs of all Americans for outdoor recreation and open space. Using revenues from offshore oil and gas receipts, funds are allocated through a federal program and a stateside matching grant program.

- The federal program funds the purchase of federal agency land and water areas for conservation and recreation purposes. Congress appropriates these funds directly to federal agencies on an annual basis.
- The stateside matching grants program assists state and local governments in acquiring, renovating, developing, and expanding high quality outdoor recreation areas and facilities.

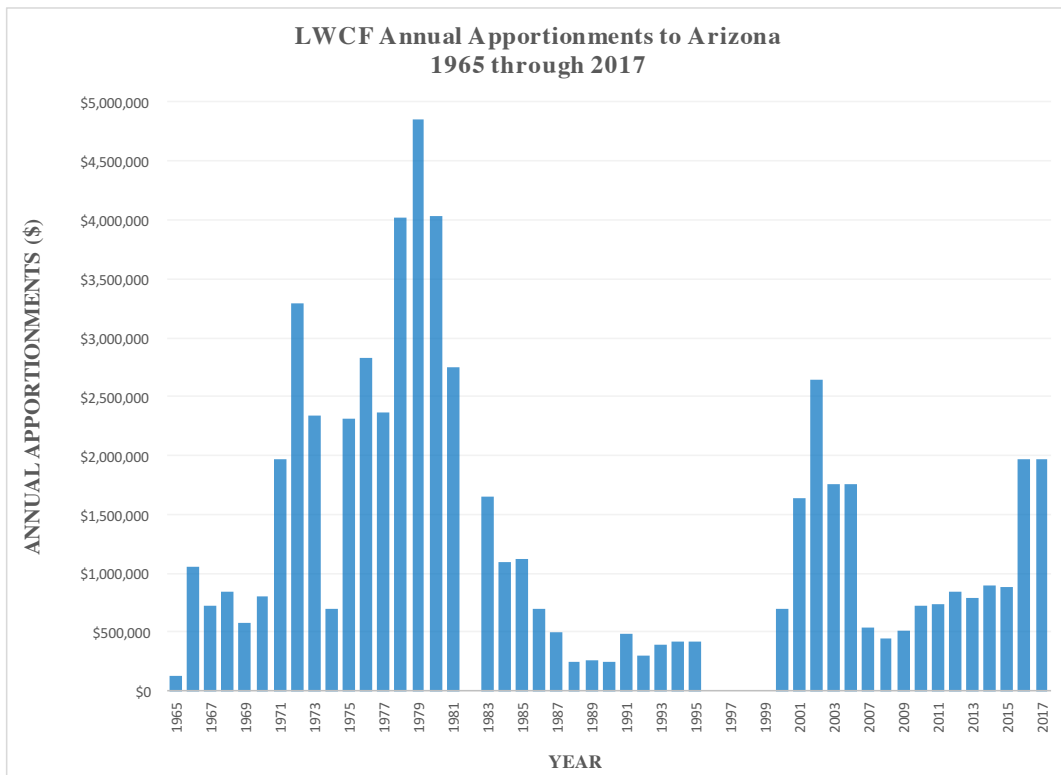
Land and Water Conservation Fund in Arizona

From acquiring land for and building hiking and biking trails, to improving community parks, playgrounds and ball fields, the LWCF State Side is a 50:50 matching program. From 1965- 2014, the State Side fund has made significant contributions to improving outdoor recreation nationwide.

- \$4.1 billion, matched for a total of \$8.2 billion
- Over 40,000 grants approved to state and local governments nationwide
 - 10,600 grants supporting the purchase and/or protection of 3 million acres of recreation lands
 - 26,420 grants for development of recreation facilities
 - 2,760 grants for redevelopment of older recreation facilities including improved access for people with disabilities
- 641 state planning grants

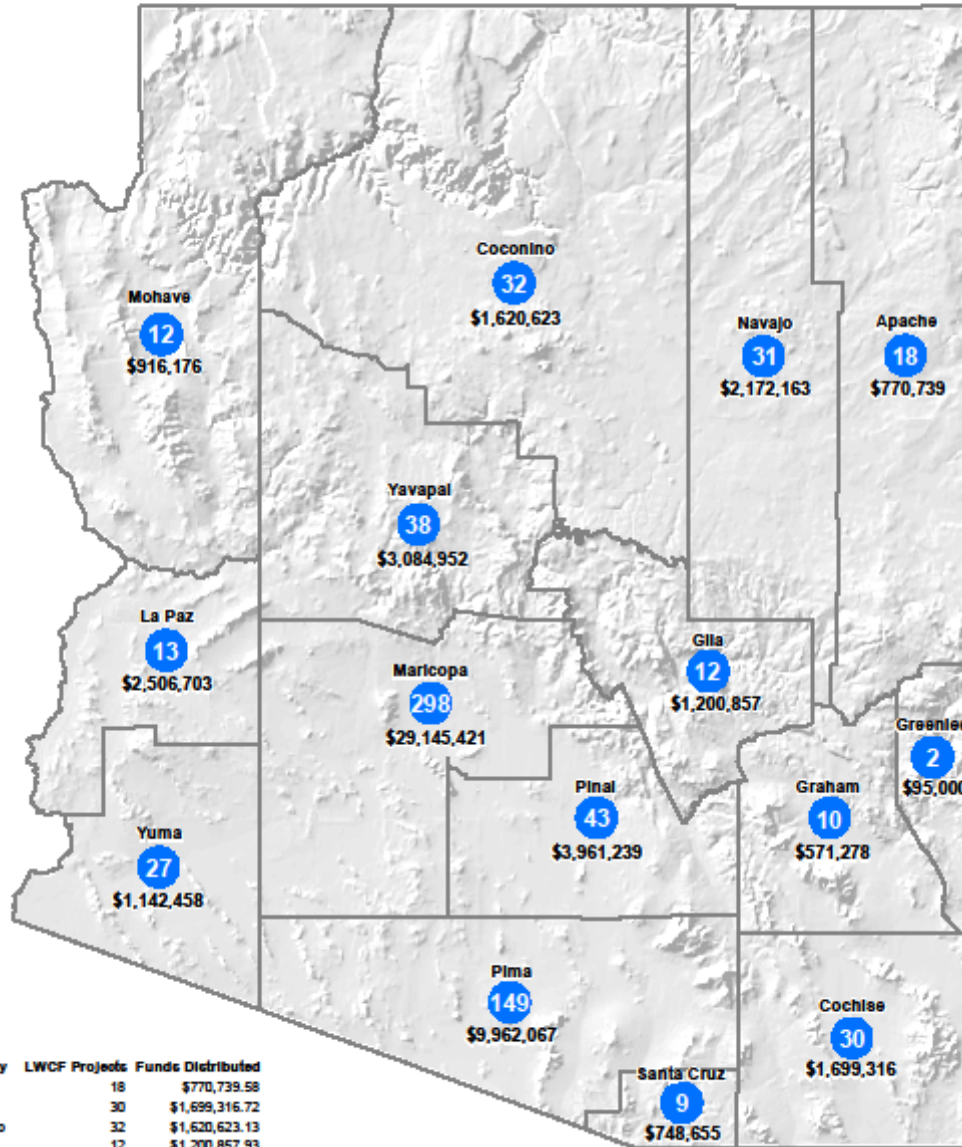
Arizona’s stateside LWCF share is based on a formula comprised of land area and population factors. As Arizona’s population has increased over the years so has the need for outdoor recreation resources. As Figure 1 shows, LWCF apportionments have varied drastically over time.

Since the beginning of the LWCF in Arizona, more than 755 LWCF grants have been awarded totaling \$63,258,937, with a leveraged amount of \$125,358,937, making a significant contribution to investments in Arizona’s outdoors.

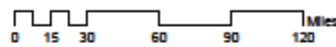




LWCF Projects and Funding Per County



County	LWCF Projects	Funds Distributed
Apache	18	\$770,739.58
Cochise	30	\$1,699,316.72
Coconino	32	\$1,620,623.13
Gila	12	\$1,200,857.93
Graham	10	\$571,278.73
Greenlee	2	\$95,000.00
La Paz	13	\$2,506,703.28
Maricopa	298	\$29,145,421.21
Mohave	12	\$916,176.38
Navajo	31	\$2,172,163.48
Pima	149	\$9,962,067.01
Pinal	43	\$3,961,239.12
Santa Cruz	9	\$748,655.70
Yavapai	38	\$3,084,952.28
Yuma	27	\$1,142,458.65



LWCF Project County Count

County Boundary



Oct 2016

Arizona State Parks & Trails GIS Team

RECREATIONAL TRAILS PROGRAM (RTP)

ASPT is the agency responsible for administering RTP funds in Arizona. The projects portion of Arizona's RTP funds must be divided between motorized (30%), non-motorized (30%), and diverse (40%) trail projects. Funding from the RTP requires a National Environmental Policy Act (NEPA) assessment and 6% matching funds.

RTP requires each State to establish a State Recreational Trail Advisory Committee (SRTAC) that represents both motorized and non-motorized recreational trail users. Yearly, Arizona convenes two of the Parks Board's standing advisory committees: OHV Advisory Group (OHVAG), and the Arizona State Committee On Trails (ASCOT) to discuss the RTP. ASPT, through discussions with the SRTAC, divides the fund equally between motorized and non-motorized trail projects throughout the state. This larger joint committee and other key stakeholders assist ASPT in:

- Developing project sponsor criteria
- Developing project eligibility criteria
- Developing project evaluation and selection criteria.
- Providing guidance to determine compliance with the diverse trail use requirement.
- Determining appropriate State policy to determine matching share criteria.

The RTP encourages all kinds of trail enthusiasts to work together to provide a wide variety of recreational trail opportunities.

STATE PARKS RTP TRAILS MAINTENANCE PROGRAM—NON-MOTORIZED TRAILS

The non-motorized portion of RTP monies has primarily been used to fund maintenance of existing trails since 2001. The need for maintenance on existing trails in Arizona has been a top priority recommendation of the all trails plans since 2000. Land managing agency budgets have been shrinking and staff for trail maintenance has been difficult to keep. The RTP Trail Maintenance Program has continued to meet the needs of trail managers and has been refined to be easily accessible. ASPT contracts directly with trail maintenance crews, such as youth conservation corps and other trail maintenance providers, to remove the need for individual contracts or agreements with trail managers. In 2008 the trail maintenance contract was expanded to include a crew that provides mechanized trail building and one of the existing contractors has added mechanical equipment to their program.

Funds are offered every year and generally capped at \$30,000 to \$50,000 per applicant. Trail managing

agencies complete a simple application form. Projects are selected through a process that insures statewide distribution of the funds.

The program was initially limited to routine maintenance on existing trails to simplify the NEPA/Section 106 compliance process. In 2010 project sponsors were allowed to include the construction of short new trail segments designed to connect existing trails to provide loop opportunities and realignment outside the original trail corridor if the project sponsor could provide the more detailed documentation required for the NEPA/Section 106 process.

NEW TRAIL AND SUPPORT FACILITIES GRANT PROJECTS ARE SOLICITED

In July 2012 after a four-year absence of the state lottery supported Trails Heritage Fund, State Parks offered a portion of the RTP non-motorized funds as grants to allow new trail and support facility development. The grants process is different from the trail maintenance project selection in that state grant statutes must be adhered to and a competitive evaluation process must be outlined and followed. NEPA/Section 106 and matching funds requirements must be met. The grants also allow a wider range of eligible scope items.

Since the 2010 State Trails Plan was completed sixty-six new non-motorized trail projects have been selected to receive more than \$3 million dollars.

STATE RECREATION FUNDING

STATE OF ARIZONA – OFF-HIGHWAY VEHICLE RECREATION FUND (OHV FUND)

In addition to the motorized portion of the RTP, ASPT administers the state OHV Recreation Fund (A.R.S. §28-1176) created in 1991. The Arizona Legislature appropriates .55% of state's annual vehicle gas tax revenue to support the OHV fund. In 2009, new OHV legislation was enacted to provide more regulation of OHV usage and additional funds to support law enforcement and facility development. All vehicles weighing less than 1800 pounds and designed primarily for travel over unimproved terrain are required to display an indicia (sticker) distributed through the Department of Motor Vehicles. The \$25 cost of the sticker is added to the OHV Recreation Fund. ASPT receives 60% of the money in the fund and the State Parks Board is required to examine applications for eligible projects and determine the amount of funding, if any, for each project based on criteria derived from the priority recommendations in this plan.

The State Parks Board allocates the Fund annually based upon the Statewide OHV Program plan and the

recommendations of the Off-Highway Vehicle Advisory Group (OHVAG) and Arizona Outdoor Recreation Coordinating Commission (AORCC). The Fund monies are available to develop an OHV program and fund grants based on the priorities of the state trail plan, including: acquisition, construction, and maintenance of OHV routes and trails; enforcement of OHV laws; information and educational programs; signage and maps; mitigation of damages to land, and prevention and restoration of damages to natural and cultural resources; and environmental and cultural clearances and compliance activities.

After June 2011, the grants staff created a competitive process and comprehensive evaluation form with input from the OHVAG and AORCC. This process allowed all applicants that manage motorized trails, including non-profit organizations with established agreements with a land managing agency that allows them to make improvements on federal property, to be considered for funding.

Motorized grant funds are currently offered twice a year in January and July through announcement via the State Parks website, E-Civis, Grants.Gov, and direct email.

ARIZONA GAME & FISH

Heritage Fund Grants

Heritage Fund money comes from Arizona Lottery ticket sales and was established by voter initiative in 1990. Heritage funding goes toward conservation efforts such as protecting endangered species, educating students and the general public about wildlife and the outdoors, and creating new opportunities for outdoor recreation.

The Heritage Fund Grant Program was established by the Arizona Game and Fish Department in 1992 as part of the overall Heritage Fund program. Since inception the Heritage Fund grants program and support more than 700 projects throughout the state.

Local Sportsmen's Group Grant Program

The purpose of the Local Sportsmen's Group grant program is to help local sportsmen's groups fund projects that promote wildlife conservation through hunter, angler, shooter and trapper recruitment and

retention. The program awards grant funds to eligible projects through a competitive application process each year.

Shooting Range Development Grants

The Arizona Game and Fish Commission created the Shooting Range Development Grant Program in 1996 to encourage the development and improvement of shooting ranges and to support their maintenance and operation. This program provides support for the Department's Hunter Education, Archery Education and the Scholastic Clay Target Programs (SCTP), encourages hunters to become more proficient with firearms, promotes safe hunting and shooting practices, provides Arizona residents with safe shooting areas and supports law enforcement training.

The Commission provides grant funds annually as authorized by the Legislature; granting or denying funds is at the discretion of the Commission. All partnerships, leases and cooperative ventures entered into are granted according to law and to the rules and regulations of the Commission.

The following grant programs were either removed from statute, with funds redirected into the state General Fund, or the governing legislation expired, creating even less funds available to support statewide outdoor recreation in Arizona.

- Arizona State Parks and Trails Heritage Fund
 - Trails grant funds
 - Historic Preservation grant funds
 - Local, Regional and State Park grant funds
 - Environmental Education funds
 - State Parks Natural Areas Acquisition, Operations and Management funds
 - State Parks acquisition and development funds
- Land Conservation Fund / Growing Smarter grant program

The purpose of the Growing Smarter State Trust Land Acquisition Grant Program was to encourage the conservation of Arizona's open spaces and the preservation of select parcels of State Trust land in and near urban areas experiencing rapid growth for open space to benefit future generations. This was accomplished by awarding grants for the purchase or lease of State Trust land that has been classified as suitable for conservation purposes by the Arizona State Land Department (ASLD).

TREND 3: GOVERNMENT ENTITIES PLAY A CRITICAL ROLE IN THE ACQUISITION, DEVELOPMENT, AND MANAGEMENT OF RECREATION RESOURCES IN ARIZONA

(Excerpt from SCORP)

Like many other western states, a significant portion of the landscape is public land. These public lands include national, state, and regional parks, forests, wildlife refuges, monuments, wilderness areas, cultural and historic sites in both urban and rural settings. The unique patchwork of diverse landscapes, parks and protected areas, and public lands not only provide picturesque scenery but also directly contribute to Arizona's economy. Our State's image has become inseparably linked with an active, outdoor, recreation-oriented lifestyle. Arizonans flock in increasing numbers to the lakes, campgrounds, scenic areas, parks and monuments throughout the State.

Vast amounts of land in Arizona are managed by various tribes, federal and state agencies, many of whom are responsible for providing for both the outdoor recreation needs of the state's residents as well as for the protection and preservation of land for future generations.

While many Arizonans travel away from home to enjoy the vast opportunities provided by Arizona's public lands, local governments provide most residents with daily accessible outdoor recreation opportunities and programs. Many of the 15 counties in Arizona operate their own parks as well. These regional parks may contain lakes, recreation and aquatic centers, environmental education opportunities, miles of trails, camping, and event venues.

Nonprofit organizations and private businesses deliver recreational activities not provided by government agencies. Local nonprofit organizations such as Riordan Action Network or Friends of Tubac Presidio State Historic Park, partner with government organization to manage museums and restore historic sites. The Nature Conservancy and other national organizations aid in acquiring and managing more remote natural and cultural areas. Private businesses such as tour guides, outfitters, and rental companies offer a wide range of services to the recreating public.

There are many organizations, public and private, that serve to provide opportunities to recreate outdoors while protecting Arizona's scenic, special places. Some of the other public land management organizations which provide recreation opportunities in the state are noted below.



ARIZONA GAME AND FISH DEPARTMENT (AZGFD)

Mission: to conserve Arizona's diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

What We Do: The AZGFD is entrusted with managing and conserving more than 800 wildlife species. The AZGFD Commission is responsible for establishing policies and rules for the management, preservation, and harvest of Arizona's wildlife.

NATIONAL PARK SERVICE (NPS)

Mission: The NPS preserves unimpaired the natural and cultural resources and values of the NPS system for the enjoyment, education, and inspiration of this and future generations. The NPS cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

What We Do: NPS has been entrusted to oversee the Nation's 417 National Park System units which include national parks, historical battlefields, preserves, monuments, and other designations. There are 25 park system units, one National Heritage area, 45 National Historic Landmarks and 10 National Natural Landmarks throughout Arizona.

Through programs like the Federal Historic Preservation Tax Incentives Program and Rivers, Trails and Conservation Assistance program, the NPS works with local communities to build trails and playgrounds, return historic buildings to productive use, protect watersheds, recognize and promote local history, and introduce the next generation to stewardship opportunities.

BUREAU OF LAND MANAGEMENT (BLM)

Mission: BLM is responsible for managing the nation's public lands and resources in a combination of ways which best serve the needs of the American people. BLM balances recreational, commercial, scientific, and cultural interests and strives for long-term protection of renewable and nonrenewable resources, including range, timber, minerals, recreation, watershed, fish and wildlife, wilderness and natural, scenic, scientific and cultural values. It is the mission of the BLM to sustain the health, diversity and productivity of the public lands for the use and enjoyment of present and future generations.

What We Do: In Arizona, BLM is responsible for administering 12.2 million acres of public lands. BLM manages for many land-use activities to enable important economic benefits, while also sustaining natural and cultural resource values for future generations. Through meaningful engagement with our diverse partners and stakeholders, BLM Arizona conducts responsible public land stewardship with creativity and innovation.

U.S. FOREST SERVICE (USFS)

Mission: The mission of the USFS is to sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

What We Do: The USFS is a multi-faceted agency that manages and protects 154 national forests and 20 grasslands in 43 states and Puerto Rico. Boasting an elite wildland firefighting team and the world's largest forestry research organization, USFS experts

provide technical and financial help to state and local government agencies, businesses, private landowners and work government-to-government with tribes to help protect and manage non-federal forest and associated range and watershed lands.

The USFS augments their work through partnerships with public and private agencies that help plant trees, improve trails, educate the public, and improve conditions in wildland/urban interfaces and rural areas, and also promotes sustainable forest management and biodiversity conservation internationally. There are six national forests in Arizona totaling 11.25 million acres.

AMERICAN INDIAN TRIBE AND NATION LANDS

Mission: Although missions vary by tribe, most tribal recreation departments strive to increase opportunities and safe facilities to encourage physical fitness and health for tribal community members of all ages. Many tribes also provide unique, high quality educational, cultural and recreational opportunities for visitors.

What We Do: The twenty-two recognized American Indian tribes and nations in Arizona account for a significant portion (28%) of land in Arizona. These sovereign entities have long provided visitors the opportunity to learn about their unique and individual cultures through outdoor events such as festivals, arts and crafts shows, and tours. While fishing and camping have been popular outdoor activities at tribally managed lakes, many tribes have also capitalized on their ability to provide other outdoor recreation such as skiing, rodeos, guided hunts, and other activities. Most recreational uses of tribal lands require a permit or use of a tribal guide.

ARIZONA STATE LAND DEPARTMENT (ASLD)

Mission: To manage ASLD and resources to enhance value and optimize economic return for the Trust beneficiaries, consistent with sound business management principles, prudent stewardship, and conservation needs supporting socio-economic goals for citizens here today and future generations. To act in the best interest of Trust for the enrichment of the beneficiaries and preserve the long-term value of the State's Trust lands.

What We Do: Arizona has approximately 9.28 million surface acres and 9 million subsurface acres of ASLD. Scattered throughout the State, the ASLD are extremely diverse in character, ranging from Sonoran Desert lands, desert grasslands, and riparian areas in the southern half of the state, to the mountains, forests and Colorado Plateau regions of northern Arizona.

ASLD are not public lands, but are instead the subject of a public Trust created to support the education of our children. The Trust accomplishes this mission in a number of ways, including, through its sale and lease of Trust lands for grazing, agriculture, municipal, school site, residential, commercial and open space purposes. Recreationists can, however, buy permits that allow access and use of ASLDs for recreation purposes. Because providing outdoor recreation opportunities is not the primary purpose of the ASLD, the infrastructure, information and operations staff and management that occurs on other public lands is not available on ASLD's. Notable open spaces that were once Trust land include the areas of the Phoenix Mountain Preserves, Squaw Peak, the White Tanks, South Mountain, Papago Park, Buenos Aries National Wildlife Refuge, Catalina and Picacho Peak State Parks.

TREND 4: ECONOMIC, CIVIC AND TECHNOLOGY TRENDS ARE CHANGING RECREATION OPPORTUNITIES AND HOW RECREATION IS PROVIDED

DEMOGRAPHIC SHIFTS AND CIVIC PARTICIPATION

Some of the demographic shifts and trends discussed previously in this document will influence the types of recreation opportunities that State Parks must make available in order to be relevant to changing demographic groups, such as seniors and families in the future.

As discussed previously, being a self-sustaining agency, State Parks must live primarily off of user fees. In the last ten years, the agency has designed a fee schedule and guidelines to allow park staff to be entrepreneurial in setting fees and running promotions. However, it is important to remember that there are many Arizonans who struggle to make ends meet. The agency appears to serve higher income visitors traditionally, so creating opportunities, ensuring accessibility and inclusion for lower income groups, while maintaining financial sustainability will require special attention to these issues. Arizona's special places must be available to all Arizonans. In addition, the agency consistently receives feedback from seniors suggesting that we offer a senior discount to allow those on a fixed income to more comfortably take advantage of the unique experiences that the system has to offer. The agency will, no doubt, continue to wrestle with these contradictory needs and strategies.

Additionally, Arizona residents are reportedly not as engaged in civic activities as other states in the nation. Therefore, advocacy for park systems may not be as available and vocal as park professionals would hope. Although studies regularly find that Arizonans are concerned about the environment, open space and parks, if Arizonans are less engaged in civic activities, these preferences and values may not impact political systems.

PROJECTIONS

(SELECTIONS FROM THE CENTER FOR THE FUTURE OF ARIZONA, 2015)

1. 68% of Arizona jobs will require postsecondary education and training by 2020. The impact on wages and workforce development will be profound.

This may be hopeful for the future of Arizona State Parks and Trails. The system tends to attract more visitors with secondary and postsecondary education, therefore a shift in the workplace may result in a shift in support for the agency and its offerings.

2. Unless Arizonans focus on results for all students with a comprehensive long-term funding plan, the debate over education will continue with little or no progress made. One of the highest priorities among Arizonans is for children to graduate from high school prepared for success in college, career and life as measured by national and international standards. They also want job training opportunities for Arizonans of all ages.

Arizona State Parks and Trails should examine how we can help to support students' job readiness through volunteer opportunities, environmental education, internships, and other strategies that will support citizen personal and professional development.

3. Water and other resource management issues will grow in urgency throughout Arizona and the west. Arizonans need a better understanding of water management—the interdependent relationships we have with the federal government, tribal governments, neighboring states and international corporations. The same is true for other environmental issues.

Arizona State Parks and Trails can help to educate the public on water and other environmental issues. In addition, the agency can provide research facilities for those trying to understand these complicated relationships.

Finally, the 2018 SCORP Working Group focused on how to engage both citizens and youth in participating in outdoor recreation, caring for outdoor recreation resources and becoming advocates for these resources, to ensure their long-term availability for future generations. The Arizona State Parks and Trails Strategic Plan includes some actions and tasks that will move the agency towards the goal of developing informed advocates for the system. In addition, the continued support of the Arizona State Parks and Trails Foundation will help to grow advocacy across the state and nation.

GOVERNMENTS ARE CONTINUING TO PLACE MORE EMPHASIS ON USE OF CONTRACTORS AND CONCESSIONAIRES

The emphasis on privatization and concessions that was been a part of funding conversations for parks and recreation agencies for at least the last 40 years has continued to be influential in the development and management of park systems across the nation in the present. It is important to note, at the beginning of any discussion of privatization and park systems that the term privatization encompasses a number of arrangements between government and non-government entities but generally, reflects "...a shift away from direct government provisions of goods and services to the private sector" (Schwartz, 2005, p.6).

In the past, privatization, in regards to state parks systems, has primarily consisted of these systems contracting out the management of amenities that have typically been outside of their area of expertise and/or the agency's mission (e.g., operations of marinas, golf courses, ski resorts, conference centers, resort properties, etc.) (Fung, O'Neal & Figelman, 2006). It appears that another funding trend is the courting of corporate sponsorships to fund programs and special projects and bolster increasingly scarce operating dollars. The purpose of increasing privatization for some of the operations of park systems is to potentially increase the efficiency of the system through competition. This is accomplished through the need to earn profit while providing a quality service at a competitive price. For parks management, most private sector involvement is structured so that the government maintains responsibility for function, and the private sector provides services. (e.g., Slide Rock, and Patagonia Markets and Kartchner Caverns Park Store). Agencies have restrictions that do not hamper the decision-making, etc. of private companies, disadvantaging government from being competitive in particular areas. However, government organizations oftentimes need to balance the considerations above with a responsibility to provide public benefit and access for citizens and perform non-revenue producing functions for the public good.

Privatizing some functions of park systems allow the systems to undertake projects that are otherwise

not feasible (like the development and opening of Havasu Riviera State Park in Lake Havasu City – a public-public-private partnership between Arizona State Parks and Trails, Lake Havasu City and Komick Inc.). One primary concern to privatization of park systems is the question: Is privatization consistent with mandates of the agency and to what extent?

SELF-SUPPORTING RECREATION SITES

As a result of reduced budgets and staffing, parks and recreation agencies are making efforts to become more self-sufficient and identify alternative funding sources to municipal, regional, state and federal appropriated funds. This movement away from taxpayer support has led to a "users pay" strategy, which some argue, does not take into account the benefits that other community members, including non-park users, receive from the proximity of well-maintained parks that provide valuable human, community and environmental services. However, this movement has also caused park systems to become entrepreneurial and creative in ways that they were unlikely to be in the past.

ECONOMIC VALUE OF RECREATION ACTIVITIES

Arizona is a major destination site for over 42 million domestic and international visitors each year (AOT, 2016). According to the Arizona Office of Tourism (AOT), one in five visitors to Arizona, or approximately 8.4 million visitors, make a point of visiting a state or national park and 17%, or 7.1 million visitors, go hiking or backpacking while they are here. After shopping and fine dining, outdoor recreation activities are the top experiences desired by Arizona visitors. Each year, millions of tourists from the snowbelt to Europe make Arizona their vacation destination. Demand for outdoor experiences is intense within our urban centers, in the areas surrounding the State's larger cities and in the undeveloped recesses of rural Arizona.

This love for the Arizona outdoors and its tourism offerings translates into vital economic benefit for the state and its residents. Visitors inject \$57.5 million per day into the state's economy. This impact is felt more acutely in rural areas where tourism makes up a larger share of economic

activity, and outdoor recreation is a key draw for these rural areas.

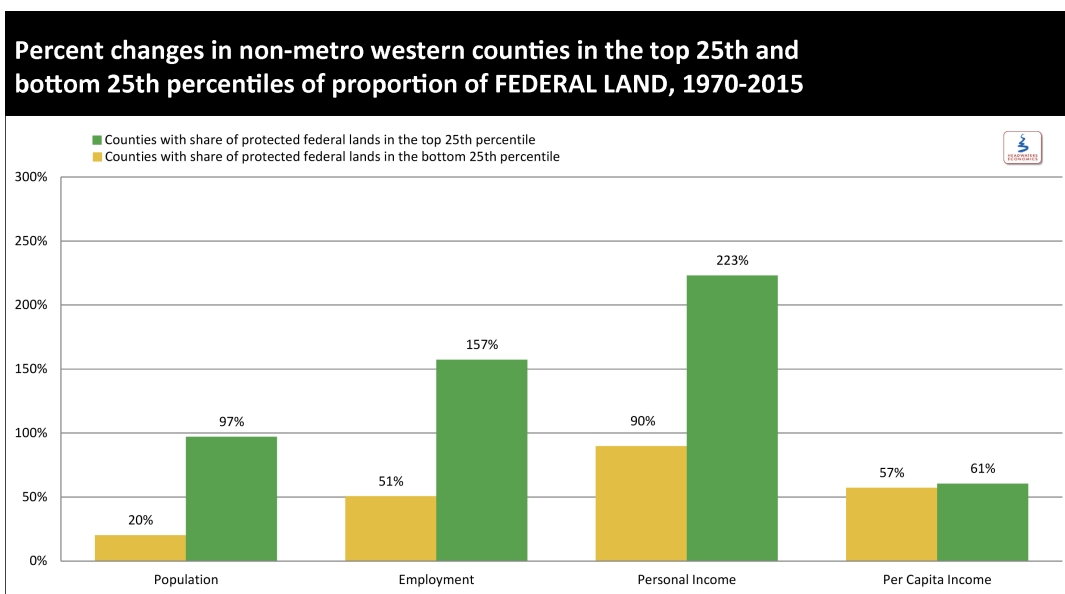
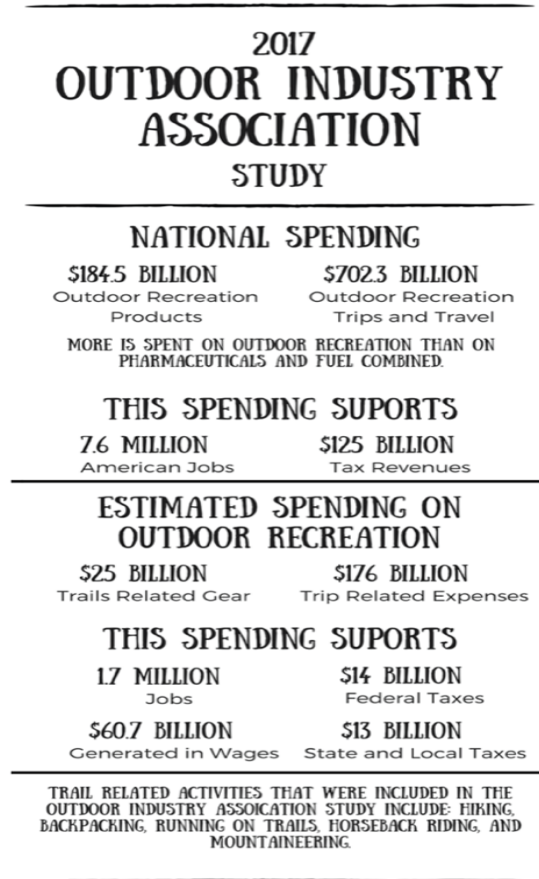
In addition to providing information regarding participation rates in a variety of outdoor recreation activities, the Outdoor Industry Association collects and analyzes data regarding spending related to outdoor recreation activities and trips.

Citizens in the Mountain Region, which includes Arizona as well as New Mexico, Nevada, Utah, Colorado, Wyoming, Idaho and Montana spend \$104.5 billion and supports 925,000 jobs resulting in estimated federal tax revenues of \$7.7 billion and state and local taxes of \$7.2 billion.

In 2013, the same organization created state specific reports. They noted that 56% of Arizonans participate in outdoor recreation each year. This participation resulted in an estimated \$10.6 billion in consumer spending, supporting and estimated 104,000 Arizona jobs and generating \$3.3 billion in wages and salaries. In addition, an estimated \$787 million was generated by this spending in state and local tax revenue.

Much of the outdoor recreation that takes place across the nation takes place on public lands. Another finding from this study suggests that “On average, Western rural counties with the highest shares of FEDERAL LANDS had faster population, employment, personal income and per-capita income growth than their peers with the

lowest share of federal lands. In addition, per capita incomes grew somewhat faster, according to a report by Headwaters Economics (<https://headwaterseconomics.org/public-lands/federal-lands-performance/>).



STRONG PEOPLE, STRONG ECONOMY

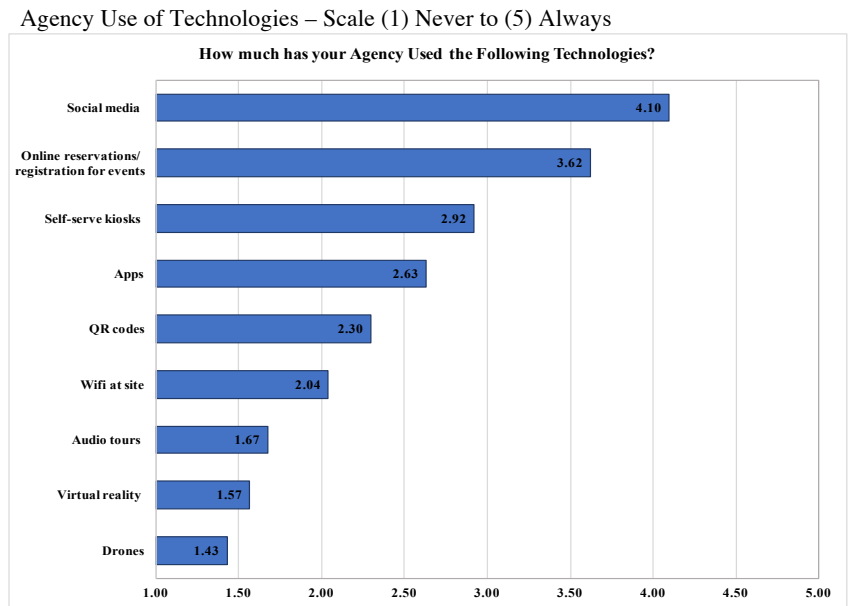
Trails also contribute to Arizona’s economy by attracting tourists to communities. Tourism creates jobs and puts money into local economies. Many trail and OHV users support local businesses by buying goods such as walking shoes, hiking boots, Mountain bikes, ATVs, ‘toy haulers’, saddles, camping equipment, binoculars, helmets, water bottles, food and gasoline and by renting such as cross-country skis, paddle boards, kayaks and snowmobiles. Local areas that contain unique and interesting features and terrain can provide trail guides and tour outfitters with the desired attractions to take tourists into the backcountry where they might not have the opportunity or inclination to explore on their own.

Hiking and horseback tours are offered for special areas such as the Grand Canyon, Canyon de Chelly, Havasupai, Superstition Mountains and Aravaipa Canyon, to name a few. In addition to the financial gains resulting from increased tourist visitation, other economic benefits associated with trail development include enhanced property values and increased local and state tax revenues. A home near a trail can offer a pleasing view, quieter streets, recreational opportunities and a chance to get in touch with nature.

In a recent study by Parent and vom Hofe (2012), the data showed that multi-purpose trails have a significant influence on the price of houses when they lie within close proximity (based on the trail within their study). The study asserts that the averaged priced house devalued the further it is away from the trail.

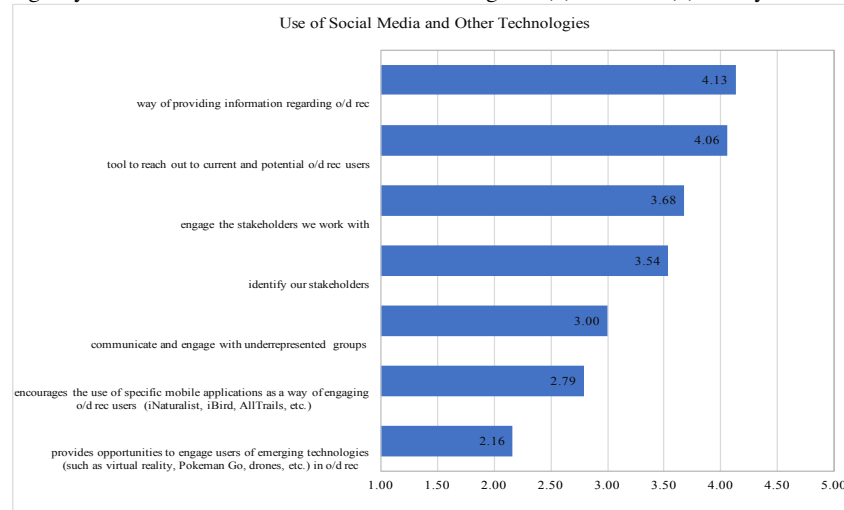
TECHNOLOGY

To better understand what types of technology providers often used, we asked outdoor recreation providers how much their agency or organization had utilized certain technologies. Most respondents reporting having used social media and an online reservation system and very few providers utilized audio tours, virtual reality, or drones.

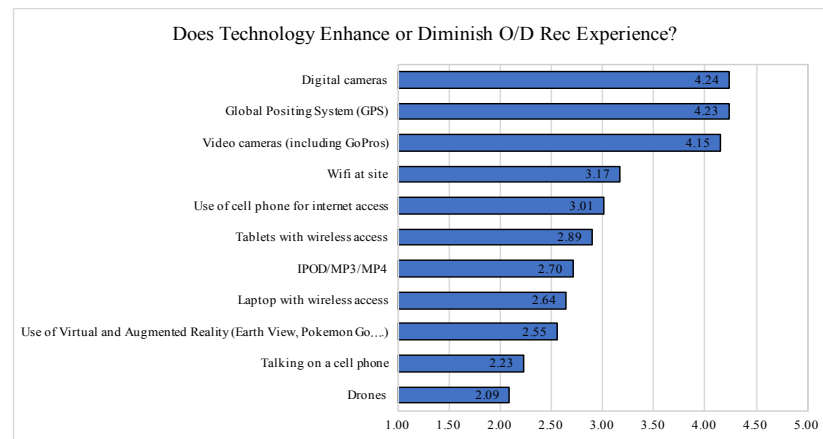


Providers were also asked to specify what they used social media and other technologies for. Most reported utilizing social media to provide information to, to identify, and to engage stakeholders and constituents while fewer agencies and organizations reported using mobile applications and emerging technologies as means of engagement (Figure 23).

Agency Use of Social Media and Other Technologies - (1) Never to (5) Always



Does Technology Enhance or Diminish the Outdoor Experience? (1) Diminish to (3) Neutral to (5) Enhance



Providers and users alike often contemplate whether the use of technology hinders or improves the outdoor recreation experience. Outdoor recreation survey respondents reported that digital cameras, Global Positioning Systems (GPS), video cameras including GoPro's, availability of Wi-Fi at the site, and utilizing a cell phone for Internet access enhanced the outdoor recreation experience for users (Figure 24). This was also consistent with responses within the focus group, where participants reported utilizing their phones for taking pictures, listening to music, and using online maps to enhance their experiences. Alternatively, providers reported that the use of drones, talking on a cell phone, use of virtual reality and tablets to access Wi-Fi, and listening to music actually diminished the outdoor experience to some degree. Although we did not ask this same question directly during the public online input period, several comments submitted referenced the need for increased and improved digitized trail maps, recreation specific mobile applications, and electronic fee-stations. Additionally, technology developed to help users identify recreation opportunities, such as applications, can also fail to differentiate between land manager approved or supported recreation opportunities and illegal opportunities, such as wildcat trails or geocaching in sensitive areas.

2018-2022 ARIZONA STATE PARKS AND TRAILS STRATEGIC PLAN

In order to meet statutory and leadership roles and responsibilities, Arizona State Parks and Trails recently developed a five-year Agency Strategic Plan linked to the national & state pillars, and statewide priorities identified in the 2018 SCORP. As such, Arizona State Parks is leading the effort to implement actions related to statewide priorities and encouraging partners and collaborators to do the same.

THE PILLARS AND GOALS OF THE STRATEGIC PLAN ARE:

PILLAR 1: OPTIMIZE SYSTEM VITALITY

- Goal 1: Strategic and responsible investments in resources to promote growth.
 - Objective 1: Identify and prioritize opportunities for partnerships, efficiencies, and growth system-wide.
- Goal 2: Foster a culture of continuous improvement
 - Objective 1: Be the first State Park agency in the country to achieve and maintain accreditation through the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).
 - Create a system throughout the agency that capitalizes on the knowledge, skills, and experience of employees, volunteers, and interns to retain our institutional, knowledge while encouraging professional growth.
 - Objective 3: Consistently recognize excellence.

PILLAR 2: CONSERVATION OF NATURAL AND CULTURAL RESOURCES

- Goal 1: Improve the user experience and economic development without compromising resources.
 - Objective 1: Inventory, evaluate and prioritize natural and cultural resource protection in operations, development and maintenance processes.
 - Objective 2: Collaborate and coordinate resource management with other agencies, tribes and neighboring landowners.
- Goal 2: Foster stewardship through education, awareness and engagement.
 - Objective 1: Engage youth to build a conservation ethic.
 - Objective 2: Connect parks and programs to people and communities.

PILLAR 3: ACCESSIBILITY AND INCLUSION

- Goal 1: Understand the needs of diverse user groups.
 - Objective 1: Collaborate with underrepresented groups and agencies to understand the barriers, needs and preferences of all current and potential user groups.
- Goal 2: Increase diversity in the workforce.
 - Objective 1: Aim to reflect the state's changing demographics in staff and volunteer levels.

PILLAR 4: THRIVING INDIVIDUALS AND COMMUNITIES

- Goal 1: Develop and nurture the connections between parks and communities.
 - Objective 1: Link parks and trails to enhance economic, geographic and physical fitness opportunities.
 - Objective 2: Collaborate with community partners to grow a sense of place.

The complete Strategic Plan document, as approved by the Arizona State Parks Board is available at: <https://azstateparks.com/publications/>. Agency staff has generated tasks associated with the Pillars, Goals, Objectives and Actions that were generated by a group of agency stakeholders and vetted by ASPT staff, and informed and linked to SCORP 2018 priority issues. These tasks include those associated with each of the six directives generated by the previous Master Plan, which continue to be areas of concentration for the agency.

STATE PARKS ROLES IN CONTEXT

State Parks plays several important roles in the state of Arizona. The agency serves to organize, guide and support outdoor recreation in the State through statewide planning efforts and grants distribution. In addition, Arizona State Parks and Trails draws visitors, consisting of Arizona residents, and domestic and international visitors to the state from other U.S. states or countries, to rural communities throughout the state. Thus, the agency serves as an economic engine for these counties and communities, while protecting irreplaceable historical, cultural and natural resources.

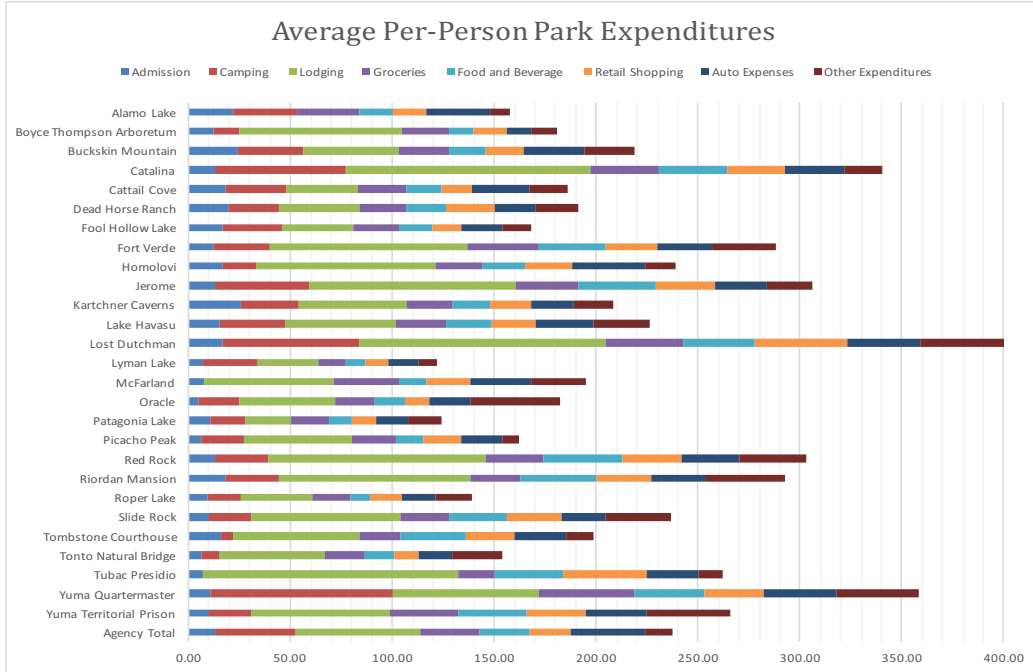
Arizona State Parks and Trails also provides moderately developed recreation opportunities combined with access to natural areas and open space. Municipal systems, as a general rule, tend to include more developed recreation areas (e.g., ball fields, recreation centers, playgrounds, etc.). Federal lands may include some developed recreation areas that include campsites, lodges and other amenities, but also include vast amounts of wilderness areas, and undeveloped natural settings suitable for adventure and outdoor recreation. Arizona State Parks provides developed areas to camp which include access to bathrooms, showers, amenities such as fire rings, shade structures, etc., but also serve as gateways to open space and natural settings, oftentimes in the form of motorized and non-motorized trails on state or federal lands. Although there is some cross over between the types of sites provided by municipal, state and federal land managers in Arizona, Arizona State Parks and Trails plays a unique role in the preservation and conservation of the State's special natural, cultural and historical places.

Arizona State Parks and Trails continues to share some responsibilities for statewide recreation in Arizona with other providers in other jurisdictions, therefore some overlap in roles and responsibilities is to be expected. Concerns for overlap or augmentation of roles need to be addressed, but primarily at the site-specific rather than the system level. Therefore, the goal of ASPT must be to collaborate with partners to identify:

- 1) Areas lacking recreation resources or where access to recreational resources is threatened in predominantly natural, non-urban settings
- 2) Areas of special concern due to valuable, unique natural or cultural resources that are of statewide significance
- 3) Projects that connect existing recreation areas, communities, and opportunities
- 4) Opportunities to expand recreation amenities to provide a high-quality experience for different recreationists with different motivations and desires for experiences

VISITOR DIRECT EXPENDITURES

The survey asked visitors to estimate their expenditures on their trip to State Park in several areas: expenses in the park and within 50 miles of the park in 10 categories: admissions, camping, grocery, food and beverage, recreation equipment, retail shopping, lodging, auto expenditures, tourist services, and “other.”



The average expenditure categories by visitor party, both in the park and within 50 miles of the park, on all fees and expenditures was \$237. Historic park expenditures (\$241) – Recreation park expenditures (\$236), and conservation park expenditures (\$207). This number represents, therefore, the direct spending that the typical party visiting the State Parks contributes to the local and rural economies within a 50-mile radius of the parks.

The average admissions expenditure was \$12.90. Visitors’ expenditures on admission fees to the park are somewhat misleading. Nobody can get into the park legally without paying an entrance fee, in some cases such as camping, the entrance fee may be bundled with the camping fee. It is, therefore, safe to assume that all visitors have entrance fees. The quandary arises in the fact that less than two-thirds (60.8%) of visitors recorded admission expenditures on their trip. 60.4% spent less than \$20, 10.2% spent \$20 to \$39, 8.5% spent \$40 to \$59, 5.7% spent \$60 to \$79, and 15.3% spent more than \$80.

The average expenditure for camping was \$39.70 and less than one-third (31.6%) of visitors reported camping expenditures. Overall, 9.4% spent less than \$20, 17% spent \$20 to \$39, 21.3% spent \$40 to \$59, 11.8% spent \$60 to \$79, and 40.5% spent more than \$80.

The average lodging expenditure was \$60.70. More than one-tenth (14.4%) of visitors reported lodging expenditures. Overall, 5.1% spent less than \$20, 3.8% spent \$20 to \$39, 25.7% spent \$40 to \$59, 19.7% spent \$60 to \$79, and 45.8 percent spent more than \$80.

The average expenditure for groceries both in the park and within 50 miles of the park was \$29.20. More than one-third (36.6%) of visitors reported expenditures. Overall, 18.8% spent less than \$20, 25.2% spent \$20 to \$39, 20.3% spent \$40 to \$59, 7.6% spent \$60 to \$79, and 28.3% spent more than \$80.

The average expenditure for food and beverage purchased at a restaurant both in the park and within 50 miles of the park was \$24.90. More than two-fifths (42.8%) of visitors reported. Overall, 23.8% spent less than \$20, 24.6% spent \$20 to \$39, 19.9% spent \$40 to \$59, 8% spent \$60 to \$79, and 23.6% spent more than \$80.

The average retail shopping expenditure was \$19.90. More than one-fourth (23.8%) of visitors reported retail shopping expenditures. Overall, 28.4% spent less than \$20, 24.5% spent \$20 to \$39, 18.9% spent \$40 to \$59, 5.2% spent \$60 to \$79, and 22.6% spent more than \$80.

The average private auto expenditure was \$36.60. Almost half (46.3%) of visitors reported private auto expenditures. Overall, 12.8% spent less than \$20, 13.9% spent \$20 to \$39, 24% spent \$40 to \$59, 11.8% spent between \$60 to \$79, and 37.6% spent more than \$80.

The average “other” expenditure was \$13.20. “Other” expenditures, only 90.6% of visitors spent nothing on other. Overall, 39% spent less than \$20, 11.6% spent \$20 to \$39, 13.7% spent \$40 to \$59, 7.7% spent \$60 to \$79, and 28% spent more than \$80.

ECONOMIC IMPACT OF ARIZONA STATE PARKS

Arizona State Parks and Trails are economically important to the communities and counties in which they are located. A state park’s value is, of course, not measured by economic impact alone. Parks enhance community quality-of-life, provide opportunities and environments for healthy behaviors, promote community connection and preserve priceless historic, cultural, and recreational sites for residents and visitors from around the world. Communities also increasingly recognize that State Parks improve the economic well-being of rural counties and serve as an important tourism resource.

It was estimated that ASPT visitors spent a total of \$209,722,879 in FY14. These total direct expenditures of \$209.7 million resulted in a **total estimated impact of \$226,737,510**, from visitors to state parks in Arizona during FY14. This total state impact resulted in a **total of 2,367 jobs**. Finally, visitors’ expenditures combined with their direct, indirect and induced impacts resulted in an estimated \$17,550,855 in Federal Government taxes and an estimated \$15,895,473 in state and local government taxes. The total estimated tax impact of ASPT **Park visitors in FY14 was \$33,446,328**.

ECONOMIC IMPACT

	Direct Expenditures	State Jobs	Federal, State and Local Tax Impacts	Total Impact
Arizona State Parks	\$209,722,879	2366.5	\$33,446,328	\$226,737,510
Apache County Total	\$789,330	5.5	\$64,924	\$403,162
Lyman Lake	\$789,330	5.5	\$64,924	\$403,162
Cochise County Total	\$18,800,935	183.2	\$2,185,344	\$14,795,159
Kartchner Caverns	\$13,456,917	122.7	\$1,470,144	\$9,987,022
Tombstone Courthouse	\$5,344,018	60.5	\$715,200	\$4,808,137
Coconino Total	\$36,618,896	455.0	\$5,461,733	\$37,387,284
Riordan Mansion	\$5,732,496	85.6	\$905,620	\$6,462,893
Slide Rock	\$30,886,400	369.4	\$4,556,113	\$30,924,391
Gila County Total	\$4,463,229	44.0	\$513,108	\$3,469,230
Tonto Natural Bridge	\$4,463,229	44.0	\$513,108	\$3,469,230
Graham County Total	\$3,860,767	24.5	\$280,636	\$1,800,611
Roper Lake	\$3,860,767	24.5	\$280,636	\$1,800,611
La Paz County Total	13,221,189	95.0	1,077,851	\$6,630,635
Alamo Lake	\$2,004,010	13.0	\$146,957	\$924,652
Buckskin Mountain/River Island	\$11,217,179	82.0	\$930,894	\$5,705,983
Mohave County Total	39,111,753	282.3	4,240,378	\$28,412,574
Cattail Cove	\$5,926,168	53.5	\$610,847	\$4,599,399
Lake Havasu	\$33,185,585	228.8	\$3,629,531	\$23,813,175
Navajo County Total	9,742,186	71.4	893,223	\$5,568,231
Homolovi	\$1,721,110	14.5	\$188,416	\$1,309,742
Fool Hollow Lake	\$8,021,076	56.9	\$704,807	\$4,258,489
Pima County Total	\$19,221,256	189.7	\$2,285,618	\$15,394,905
Catalina	\$19,221,256	189.7	\$2,285,618	\$15,394,905
Pinal County Total	21,783,246	201.4	2,145,847	\$15,706,581
Boyce Thompson Arboretum	\$3,356,013	29.9	\$322,195	\$2,457,189
Lost Dutchman	\$15,411,951	145.1	\$1,532,662	\$11,109,556
McFarland	\$323,063	3.3	\$37,549	\$257,126
Oracle	\$2,573,978	1.3	\$241,290	\$84,976
Picacho Peak	\$118,241	21.8	\$12,151	\$1,797,734
Santa Cruz County Total	12,380,028	88.1	1,113,649	\$7,110,482
Patagonia Lake	\$10,983,556	74.5	\$930,376	\$5,925,641
Tubac Presidio	\$1,396,472	13.6	\$183,273	\$1,184,841
Yavapai County Total	23,273,203	233.2	3,004,785	\$20,089,166
Dead Horse Ranch	\$6,804,423	66.5	\$746,120	\$5,431,829
Fort Verde	\$773,293	8.1	\$98,316	\$684,636
Jerome	\$5,018,686	48.3	\$607,220	\$4,008,686
Red Rock	\$10,676,801	110.3	\$1,553,129	\$9,964,015
Yuma County Total	5,337,969	19.0	576,927	\$1,688,429
Yuma Quartermaster Depot	\$586,735	5.4	\$58,139	\$503,588
Yuma Territorial Prison	\$4,751,234	13.6	\$518,788	\$1,184,841

CONCLUSIONS

Although much has changed in the twenty-first century, many of the current trends and influences lead to some of the same conclusions and directions as identified 1990s.

- The previous master plan noted that the beginnings of the system were shaped “...through political whim, opportunism and happenstance,” however, today’s executive teams are pursuing opportunities in strategic locations with carefully chosen partners, both public and private, to reflect statewide priorities and address issues identified by Arizona residents.
- Visitation to ASPT’s continues to increase, with record visitation and revenue over the past three years.
- New development and infrastructure renewal provides high quality, highly valued park experiences for generations of visitors, who are branching out and trying new recreation activities.
- Visitors expectations again heightened, with amenities that provide comfort and convenience, such as wifi, cabins, a re-envisioned annual pass program and upgraded RV sites becoming even more crucial to satisfying these increasingly sophisticated tastes.

The issues that were identified through statewide planning processes are similar across types of recreation activities.

- Whether it is recreation in general (SCORP) or trail-related recreation specifically (Trails Plan), there is a great deal of agreement and overlap in the priorities of Arizona residents, public land managers, and targeted users of trails. All statewide plan research results include concerns about: 1) accessibility and inclusion; 2) taking care of existing resources (parks, trails, waterways); 3) and degradation, or damage caused by use or abuse
- Increasing diversity of outdoor recreationists will be more important in the future, when a larger percentage of the population is expected to be non-white. Park systems such as national and state parks both serve a higher percentage of white recreationists, although some recent camping data suggests that millennial campers are more diverse than campers in the past.
- High quality recreation experiences close to home increase the probability that residents will get out and recreate, increasing positive health outcomes both mentally and physically. The Outdoor Industry Association (2017) found that nearly two-thirds of the American recreating public drives 10 miles or less to participate in outdoor recreation experiences. Since counties adjacent to urban centers will be increasing the most in coming years, targeting these counties to preserve lands that may otherwise be developed would be wise.
- Various studies show that preservation of natural and cultural resources, Arizona’s open spaces and scenic beauty is a high priority for residents.
- Getting youth outdoors and moving is increasingly important as obesity and health care costs continue to rise in the U.S.
- The top 5 activities that youth, young adults and older adults participate in most frequently (although order of participation rates vary depending upon age group) include: running/jogging/trail running, road, mountain or BMX biking, fresh, salt water or fly fishing, car, backyard, backpacking or RV camping and hiking. All of these activities can be done at parks or on trails, therefore Arizona State Parks and Trails is well positioned to provide opportunities on these, the most commonly engaged in outdoor recreation opportunities.
- According to the Vision 2025: Arizona Comes of Age report produced by the Center for the Future of Arizona (2015), Arizonans gross domestic product is decreasing and 1 in 5 Arizonans are living in poverty. Although Arizona State Parks and Trails is a self-supporting agency, and user fees may be increased to provide necessary capital development and maintenance and support park operation costs, the agency must also remain sensitive to the plight of 20% of Arizonans if it is to adequately serve ALL Arizonans.

- Technology can be used effectively to engage audiences and enhance recreation opportunities. For example, easy to use mobile apps, maps generated using GIS, and availability of WIFI at parks can enhance user experiences.
- Studies suggest that providing increased camping opportunities will better serve to increase interest and participation from a more diverse population than in the past.
- By connecting communities through trails, we provide visitors with healthy transportation options and a more opportunities for access to recreation and trails.

Arizona State Parks and Trails primarily manages parks in rural communities across Arizona. The agency plays an important role in the economic health and well being of these communities, as shown by the following statement: *“This impact is felt more acutely in rural areas where tourism makes up a larger share of economic activity, and outdoor recreation is a key draw for these rural areas.”* ASPT should continue to identify and support outdoor recreation opportunities in rural communities that are underserved.

ATTACHMENT A

Arizona State Parks and Trails Statutory Responsibilities

The Arizona State Parks and Trails Board in collaboration with the executive team are working to clean up agency legislative authorities. Some of the statutory authorities are no longer applicable so the board and staff are considering repealing and replacing some legislation with the future in mind.

<u>41-511.21</u> - State parks revenue fund; purpose; exemption
<u>41-511.16</u> - Rock climbing state park; fees, gifts and donations; disposition
<u>41-511.22</u> - Trail systems plan; deposit of monies; definition
<u>41-511.18</u> - Spur Cross Ranch state park
<u>41-511.07</u> - Parks and monuments on state lands
<u>41-511.05</u> - Powers; compensation
<u>41-511.04</u> - Duties; board; partnership fund; state historic preservation officer; definition
<u>5-382</u> - State lake improvement fund; administration; report
<u>43-622</u> - Contribution to sustainable state parks and roads fund
<u>42-11110</u> - Exemption for cemeteries
<u>41-1005</u> - Exemptions
<u>41-511.26</u> - Authorization for participation in federal land and water conservation fund
<u>41-511.25</u> - Arizona outdoor recreation coordinating commission; members; powers and duties
<u>41-511.23</u> - Conservation acquisition board; land conservation fund; conservation donation and public conservation accounts; livestock and crop conservation fund
<u>41-511.20</u> - Authorized emergency use of water from Lake Patagonia by city of Nogales
<u>41-511.19</u> - Catalina state park
<u>41-511.17</u> - Sustainable state parks and roads fund
<u>41-511.15</u> - Arizona trail; fund; definition
<u>41-511.14</u> - Transfer of authority
<u>41-511.13</u> - Violations; classification
<u>41-511.12</u> - Annual report
<u>41-511.11</u> - Disposition of gifts; state parks donations fund
<u>41-511.10</u> - Rejection of gifts
<u>41-511.09</u> - Park ranger law enforcement officers; training
<u>41-511.08</u> - Judicial review
<u>41-511.06</u> - Eminent domain
<u>41-511.03</u> - Purposes; objectives
<u>41-511.02</u> - Director; qualifications; state historic preservation officer
<u>41-511.01</u> - Compensation and organization of board
<u>41-511</u> - Arizona state parks board; membership; appointment; terms
<u>39-125</u> - Information relating to location of archaeological discoveries and places or objects included or eligible for inclusion on the Arizona register of historic places; confidentiality
<u>37-281.03</u> - Leasing land along Colorado river from United States; subleasing requirements; limitations
<u>28-1176</u> - Off-highway vehicle recreation fund; annual reports; definition

ATTACHMENT B

Properties Managed by Arizona State Parks and Trails

First Date of Acquisition	Park Name	Acreage	Ownership / Partnerships	Park Type
Dec-57	Tubac Presidio State Historic Park	8.7	Owned by State Parks Board	Historic
Aug-59	Tombstone Courthouse State Historic Park	1.0	Owned by State Parks Board	Historic
Oct-60	Yuma Territorial State Historic Park	21.6	Owned by State Parks Board / City of Yuma	Historic
Dec-60	Lyman Lake State Park	920.4	Owned by State Parks Board / Lyman Lake water Co., State Land Dept., and BLM Lease	Recreation
Feb-65	Lake Havasu State Park	333.6	Owned by State Parks Board	Recreation
Feb-65	Havasu Rivera State Park		Owned by State Parks Board / BLM Lease	Recreation
Feb-65	Cattail Cove State Park	2,374.7	Owned by State Parks Board / BLM Lease	Recreation
Aug-62	Jerome State Historic Park	3.9	Owned by State Parks Board	Historic
Jun-65	Buckskin Mountain State Park	947.6	Owned by State Parks Board	Recreation
Jun-65	River Island State Park		Owned by State Parks Board	Recreation
Apr-66	Picacho Peak State Park	3757.8	Owned by State Parks Board / State Land Dept.	Recreation
Sep-69	Alamo Lake State Park	2857.7	Rec. Lease US Corps of Engineers /BLM	Recreation
Jul-70	Fort Verde State Historic Park	11.2	Owned by State Parks Board	Historic
Dec-74	Roper Lake State Park	238.99	AZ Game & Fish IGA	Recreation
Jan-76	Dankworth Ponds State Park	99.68	Owned by State Parks Board / BLM Lease	Recreation
Feb-75	Patagonia Lake State Park	2658.5	Owned by State Parks Board / State Land Dept.	Recreation
Jul-73	Dead Horse Ranch State Park	320.1	Owned by State Parks Board	Recreation
Sep-77	Lost Dutchman State Park	320.07	Owned by State Parks Board / BLM Lease	Recreation
Dec-77	McFarland State Historic State Park	1.9	Owned by State Parks Board /Private Owner Lease	Historic
Mar-76	Boyce Thompson Arboretum State Park	382.9	Coop Agreement BTA Board, U of AZ & State Parks Board	Environmental
Jul-81	Catalina State Park	5525.3	USFS Mgt. Agreement / State Park Owned	Recreation
Nov-78	Riordan Mansion State Historic Park	6.0	Owned by State Parks Board / NAU Easement	Historic
Jul-85	Slide Rock State Park	55.23	Owned by State Parks Board / USFS Special Use Permit	Recreation
Jun-69	Colorado River State Historic State Park	9.97	Owned by State Parks Board	Historic
Nov-81	Red Rock State Park	286.18	Owned by State Parks Board	Environmental
Mar-86	Oracle State Park	4169.64	Owned by State Parks Board	Environmental
Dec-86	Verde River Greenway	649.58	Owned by State Parks Board	Natural Area
Dec-86	Homolovi State Park	4480	Owned by State Parks Board / State Land Dept.	Historic/Archaeological
Sep-88	Kartchner Caverns State Park	718.2	Owned by State Parks Board	Environmental/Recreation
Oct-90	Tonto Natural Bridge State Park	193.25	Owned by State Parks Board / USFS	Recreation
May-91	Fool Hollow State Recreation Area	686	USFS Mgt. Agreement	Recreation
Oct-08	Rockin River Ranch State Park	209.4	Owned by State Parks Board /USFS Easement	Recreation
Dec-93	Sonoita Creek State Natural Area	7888.21	Owned by State Parks Board / G&F	Natural Area
Jan-99	San Rafael Ranch State Park	3557	Owned by State Parks Board	Natural Area
Jan-99	San Rafael Short Grass Prairie	17,574	Conservation Easement/State Parks	
15-Jun	Granite Mountain Hotshots Memorial State Park	322.13	Owned by State Parks Board	Memorial

ATTACHMENT C

CLASSIFICATION

All State Parks, proposed and existing, will be rated according to an established priority ranking method. This rating strategy will assist in the acquisition and budgetary decision-making process.

Staff will also be using Arizona Management System tools to ensure that the system of classification reflects current agency priorities and realities. In order to maintain a classification system that is sensitive to current opportunities and challenges, the AMS encourages agency staff to Plan-Do-Check and Act. It is important to note that the criteria described in this document was updated in 2009 (Planning). Consistent with AMS principles, staff are using the 2009 criteria (Doing), and noting areas in which the criteria doesn't reflect current system realities (Checking). Proposed changes to the criteria including selection, development, and management criteria for Memorial Parks will inform updates to the instrument (Acting & Planning), which will then be used (Doing). This process is a positive feedback loop for the improvement of agency tools and processes.

The following are definitions and purpose statements for each type of State Park or park unit:

STATE RECREATION PARK

Those areas designated as "State Recreation Parks" when evaluated on a statewide basis possess outstanding potential for active recreational use. They will have as their primary purpose the provision of active and passive recreational opportunities for the visiting public and allow for access and development for recreational uses. Intensive and diverse recreational use of the park will be the main developmental objective. Protection and preservation of the site's natural and cultural resources will be secondary to the primary purpose, but the natural environment must possess outstanding scenic and natural qualities to ensure a recreation opportunity of high quality in a natural setting. The criteria also allows for a site to serve a very specific recreational purpose – focused recreation.

Purpose: *To provide present and future generations the opportunity to pursue their desired outdoor recreational activities.*

STATE HISTORIC PARK

Those areas designated as "State Historic Parks" will have as their primary purpose the preservation of the site's cultural resources including archaeological prehistoric, and historic resources (possibly including significant structures of recent and futuristic architectural design). Areas can include public or private buildings or a group of buildings, battlegrounds, townsites, campsites, or permanent residence sites. Historic interpretation of the site's cultural resources, such as the historic period, event, structure, or personage responsible for the park's significance, will be provided whenever feasible.

Purpose: *To interpret, protect, and enhance areas of historical cultural, or commemorative value that are intrinsic to Arizona's heritage.*

STATE NATURAL PARK

Those areas designated as "State Natural Parks" will have as their primary purpose the protection and/ or preservation and study and public education of the site's natural resources including ecological systems and scenic, hydrologic, and geologic features. Interpretation and environmental education of the site's natural resources and limited recreational opportunities will be provided whenever feasible. Natural resources which would qualify under this classification are those resources which contain plant or animal communities or geological formations that are primarily undisturbed and are not irreparably damaged.

A State Natural Park may include one or more of the following categories:

- Natural Area-unique or representative area of a relatively undisturbed ecosystem; critically needed wildlife habitat; supports threatened, endangered, or sensitive plant and animal species; paleontological deposits; and unusual geologic or hydrologic features.
- Scientific/Educational Area-research or demonstration site; zoo, botanical garden. Parks in this category may require more intensive management and manipulation of the resource than would be appropriate for the other categories.

Purpose: *To preserve, protect, and study significant scenic, geological, or ecological areas within Arizona*

for their functional and inherent values and for present and future generations.

STATE MEMORIAL PARK

Those areas designated as Memorial Parks should include the protection of a site that provides visitors with opportunities to commemorate legacies, celebrate bravery, and honor others' commitments to the bedrock principles of state and country. These parks educate visitors about the sacrifices, significance or importance of the contribution of individuals, groups or events.

Purpose: *To interpret, protect, and allow opportunities to pay homage in areas that have historical cultural, or commemorative value based on their link to a significant individual, group, or event in the state or nation.*

STATE PARK

Those areas designated as "State Parks" will have more than one type of significant resource necessitating varying management techniques throughout the site. There is no one primary purpose, but rather, the park is more suitably divided into several management units each with its distinct purpose and management. This classification is intended for parks that possess substantial resources that require specific planning and management that differ greatly from the other areas of the park. This classification will not preclude, for instance, a predominantly recreation-oriented park from possessing a small natural area or historic site which can be adequately protected and managed through management zoning.

Purpose: *To provide the necessary protection, management, and development as dictated by the resources.*

SELECTION CRITERIA

The detailed selection criteria that follow are based on these considerations of appropriateness and feasibility:

TESTS OF APPROPRIATENESS

- To what extent does the area contribute to the agency's mission?
- How significant/important is the site-state or regional?
- Would the site fit the established system of site classifications-recreation, focused recreation, historic, or natural, or some blend of the four?
- Does it represent one or more desired thematic categories?
- Does it contribute to a balance of park types and themes in the System?
- Are the resources on the site suitable for System purposes?

TESTS OF FEASIBILITY

Can the site be feasibly developed and managed as a state park, based on:

- Ease of acquisition
- Site accessibility
 - Budgetary needs-development, maintenance, operational costs
- Engineering feasibility
- Access control
- Cooperative management
- Development impact
- Program potential

Does the site meet enough conditions to be suitable as a State Park?

- Locational access
- Size
- Geographic distribution
- Proximity to population
- Condition
- Resource attributes
- Expansion
- Adjacent lands

Will the existing resources and potential facilities and services attract adequate visitation and use?

Will the park have a beneficial impact on the local and State economic situation?

STATE RECREATION PARK

SELECTION CRITERIA

Management Mode - The principle function of a recreation park is to provide public access and opportunity to enjoy and recreate in the state's significant natural and man-made outdoor resources.

Importance - The recreation resource should have statewide use potential, as compared to primarily local interest and demand.

Location - recreation parks are designed to serve people who are strongly attracted to recreationally-enhanced natural and man-made resources. Although non-urban in character, primary site selection considerations must place priority on those areas that are located nearest to population centers. Preference should also be given to specific planning regions of the State which have a serious shortage of both public and private outdoor recreation facilities as determined by SCORP.

Accessibility - The area must be accessible by vehicle for visitor use.

Activities - A recreation park should provide for extensive participation in at least five recreational activities, three of which must be driving a vehicle on maintained roads for recreational purposes, motorized or non-motorized trail use, camping, picnicking, visiting natural or cultural features, wilderness areas or nature preserves, water sports, or fishing.

Size - A recreation park should be of sufficient size to ensure efficient operation and maintenance of its facilities and have sufficient buffer to preserve the natural integrity of the area.

DEVELOPMENT CRITERIA

1. Recreation parks shall be developed to provide a full range of active and passive recreational pursuits, implying that criteria for development within recreation parks shall be more liberal than those for natural or historic parks. Recreation parks will be generally intensively developed with the capability of sustaining concentrated use.
2. Activities such as picnicking, hiking, walking for pleasure, bicycling, horseback riding, boating, fishing, swimming, and other outdoor functions should be provided as physical and managerial considerations permit. Overnight accommodations should provide for a range of experiences from primitive campgrounds to formal recreational vehicle campgrounds, group camping, and cabins, when feasible.

3. To minimize environmental detriments that may result from such a concentration of development, it is vital that the park's intensive use area be restricted and not exceed 40% of the total tract. A minimum of 20% of the land base is to remain as open space.
4. Areas of intensive use may have altered plant communities to withstand heavy use, but native vegetation should be used wherever possible.
5. Water-based recreation parks will have a sufficient size land base to maximize use of the water surface. Provisions will be made for motorized and non-motorized boating whenever possible in an attempt to provide a quality experience for both activities.
6. A full range of roads and trails should be accessible as appropriate to specific park areas and zones.

MANAGEMENT CRITERIA

1. A comprehensive resource management program including cultural resource protection, wildlife habitat protection, forest management, soil and landscape management, and agricultural use should be developed and implemented.
2. The annual operating plan shall include identification and classification of lands within the park boundaries as primary (public use and development) and secondary (preservation and conservation) zones for recreation. The management of the primary zones will be governed by the intensive recreation uses imposed on its resources. The resource tipping point of each state park should be established and enforced to prevent overcrowding to the detriment of both park resources and visitor enjoyment.
3. Recreation parks should be planned, developed, and managed to accommodate various visitor recreational preferences, including provisions for the special needs of the elderly, physically impaired, children, and other visitors. Management shall emphasize the safety of the visiting public, including sanitary practices on culinary water sources.
4. Concessions will be allowed to provide a wide spectrum of facilities and services.
5. Programs will be emphasized that encourage active use and awareness of the area's resources and recreational opportunities.
6. Marketing should use visitor survey data to focus on target markets seasonally.

STATE HISTORIC PARK

SELECTION CRITERIA

Management Mode-The area shall be of such a nature that preservation and interpretation of cultural resources are of primary importance. The principle function of a state historic park is to preserve, interpret, and maintain a specific historical or cultural resource.

Importance-The area shall have national, state or local significance; be eligible for or listed on the Arizona and National Registers of Historic Places; and provide a necessary and indispensable link to Arizona's heritage.

Size-The area shall be of sufficient size to completely encompass the resource and its historic setting, whenever possible. Minimum acreage is not an integral criteria, but is dependent upon the specific site. Existing natural and scenic resources should be conserved, particularly where they enhance the character of the site. Sufficient buffer should be provided to minimize the effects of encroachment upon the site by business, industry, housing, and traffic, especially if these encroachments seriously impair historical values and inhibit public use and appreciation.

Location-State historic parks should ideally be located at actual sites of events or resources, or within suitable proximity of the actual locations of events or occurrences to enable relevant interpretive programming. The proximity of state historic parks to major urban centers and transportation arteries is not a critical factor in selecting the location of these areas, but should be considered in the overall rating of the site.

Role-Emphasis should be given to areas that are not represented in the systems of other private or public agencies and are not well represented within the State Parks System.

Condition-Areas should contain extant resources or features in a suitable size, and quality to reasonably appeal to visitor interest.

Travel-Some consideration should be given to those sites located on established tourist routes within the State or those areas that can readily be made accessible to the public.

Historic Themes-State historic parks can be categorized by their 'thematic' contributions to Arizona's cultural heritage. Acquisition priority should emphasize the most significant historic sites, structures, and artifacts that fill in gaps in eras and themes in Arizona's history not adequately represented in existing state parks and other historic preservation programs. The following is a list of

20 thematic categories identified in the State Historic Preservation Plan.

Historic Thematic Categories		
Agriculture	Education	Personages
Architecture	Engineering	Recreation/Tourism
Arts	Exploration/Settlement	Science
Commerce	Government	Social/Political
Communication	Health	Organizations
Cultural/Ethnic	Industry	Transportation
Group	Military/Defense	Water
Early Man		Systems/Control

The questions that need to be addressed during the thematic selection process are:

- How many thematic categories and themes does the site encompass?
- Is there adequate representation of those themes within the State's public and private parks and museums?
- Is this a good representative example of this theme?

Does the resource have interpretive potential and public appeal?

DEVELOPMENT CRITERIA

1. A state historic park is established to afford the public an opportunity to experience man's past through the preservation, protection, and interpretation of the historical and cultural resources within an area. Therefore, development must be limited to that which is essential for visitor accommodation and appreciation of the event, feature, or theme for which the area was established. Generally, development will follow the Secretary of the Interior's Standards for Historic Preservation.
2. Recreational use must be restricted to that which is deemed necessary for public appreciation. The degree of development will be determined by the nature of the Park's inholdings and general physical features.
3. Stabilization, rehabilitation, restoration, and reconstruction activities will be as sensitive to the resource as possible, while employing compatible modern building technology and current health and safety standards.
4. Pertinent historic themes will be emphasized through interpretation and development.
5. Design shall provide for the protection of the resource, while allowing for optimum use and minimizing operational costs.
6. All interpretive programs and appropriate facilities will be verified for historical accuracy.

MANAGEMENT CRITERIA

2. Management will provide for the protection of the resource while allowing for optimal public use.
3. Historic structures will be classed as to their resource status for the purposes of cultural resource management. These management status classifications consist of: 1) passive preservation or in situ, and 2) active preservation which includes stabilization, rehabilitation, restoration, reconstruction, and excavation. Active preservation treatments should be implemented only when sufficient historical, archaeological and architectural data exist to provide authenticity to the structure. The management details of the cultural resource will be determined on a case by case basis.
4. The quality of State historic parks will depend largely on visitor understanding of the historic resources present in the area. Since the historical significance often overshadows the actual physical remains, appropriate interpretive facilities and services should be employed.
5. Programs will be designed to relate resources, personages, or events to the experience and understanding of the visitor.
6. A program for the proper care of artifacts will be implemented.
7. Management shall monitor proposed or existing external land-uses, improvements, or other activities that may impinge upon the resource.
8. Concessions will be limited to those services necessary for visitor safety and enjoyment. Services must be compatible with the overall management objectives of the park.
9. Marketing should use visitor survey data to focus on target market. Access to some of the more fragile cultural areas may be restricted for the protection of the resource, as the primary goal is one of preservation.

STATE NATURAL PARK

SELECTION CRITERIA

For ease of defining the specific criteria for the various types of natural parks, each type will be classified separately.

Management Mode-The area shall be of such a nature that protection and preservation is of primary importance. The principle management role in a State Natural Area is to protect, monitor, and maintain a significant natural feature, biological community, or association and, if feasible, to interpret that feature to the public. A State Natural Area may function as a habitat preserve or refuge for rare, vanishing, unusual, or restricted plant or animal species.

Importance-The area shall have national, regional, or statewide significance and provide an indispensable link to Arizona's natural heritage.

Size-The area shall be large enough to encompass the resource or features to be protected, provide sufficient buffer area against outside disturbances and encroachments, provide an undisturbed habitat and sufficient carrying capacity for wildlife populations whenever possible, and if feasible and desirable, include sufficient acreage for development and public use of the area.

Location-State natural areas are selected exclusively on the basis of preservation desirability of unique natural features without regard to geographic distribution, proximity to population centers, or accessibility.

Role-Emphasis should be given to areas that are not adequately represented under other agencies' controls and are not adequately represented within the State Parks System.

Condition-In a State natural area, man's imprints should be substantially unnoticeable.

DEVELOPMENT CRITERIA:

1. The protection of unique, unimpaired natural resources of the State is the principle guideline to be considered for development in State natural areas. Effective management must recognize that any degree of planned development must be consistent with the preservation function so as to moderate any disturbances to the natural integrity of the area.
2. A system of management zones will be created to allow for different levels of use and development. Physical development within a state natural area will be restricted to the outer zones with only limited

facilities allowed and will not exceed 5% of the total land base. The protective inner zones may be penetrated by a trail system, but no other convenience facilities will be provided.

3. Natural plant communities in the inner zones are to be unaltered.
4. Interpretive and educational facilities and programs may be provided if deemed feasible and desirable.
5. Natural, indigenous materials, organic and inorganic, are to be used in construction wherever possible; compatible color, line, form, and texture are should be followed closely in all construction.
6. Concessions will be limited and confined to development nodes and must be compatible with resource objectives.

A minimum of interpretive trails, visitor center facilities, and wayside exhibits, as appropriate, may be incorporated in the design and development phases. No improvements will be permitted in any zone solely for the convenience, as opposed to the necessity, of visitors

MANAGEMENT CRITERIA:

1. The protection/preservation of natural areas requires an active resource management program, combined with a sensitive approach in park planning, use, and development. Thus, it is imperative that the application of established ecological management techniques be implemented to permit the natural environment to be essentially maintained by nature.
2. The quality of park use depends to a great extent on the visitor's understanding of area resources. Of necessity, an imaginative and meaningful information and interpretive program must be implemented to provide for this understanding. Programs will emphasize interpretive/ educational potentials and provide a direct link between the visitor and the resource.
3. Management shall monitor outside development activities that may impinge upon the protection of the resource.
4. Where appropriate, marketing shall be directed to resident and nonresident users and encourage visitation in appropriate numbers and seasons. Access to some of the more fragile natural areas may be restricted for the protection of the resource, as the primary goal is one of preservation.



Park Evaluation Criteria

Distribution of points:

- 35% Cultural/Historical, Natural or Recreation Theme Values
- 35% Site Specifics & Physical Capacity
- 15% Economic Consideration (Internal to Agency)
- 10% Partnership Capabilities
- 5% Economic Impact/Tourism to local/regional communities (External to Agency Operations)

Name of Site _____

Reviewer: _____

Total Score: _____

Site being evaluated is (check all that apply):

Recreation /Focused Recreation Historic Natural

Which category is the primary fit:

Recreation /Focused Recreation Historic Natural

Overall Qualifiers to Be Considered for the Arizona State Parks System

Values of the resource fit the Arizona State Parks mission: *Managing and conserving Arizona's natural, cultural and recreational resources for the benefit of the people, both in our Parks and through our Partnerships:*

Yes No

Theme is of statewide or regional significance:

Yes No

Brief narrative explaining significance _____

Cultural/Historical, Natural/Environmental or Recreational ‘Theme’:

_____ 1. Uniqueness of the theme(s):

- Unique Occurrence *5 points*
- Infrequent Occurrence *3 points*
- Common Occurrence *1 point*

_____ 2. Value of Theme: *total 30 points*

Each theme has separate Worksheet to determine value/importance of theme (see attached)

Natural Value Theme Worksheet (see page 7)

Historic/Cultural Value Theme Worksheet (see page 9)

Recreation Value Theme Worksheet (see page 10)

Focused Recreation Value Theme Worksheet (see page 12)

_____ 3. Other themes present at the locations:

List and briefly describe other themes present (*+2 for each additional theme*)

1. _____
2. _____

Site specifics & physical capacity:

_____ 4. Size (acreage) – measures the ability of the site to accommodate opportunities:

- > 1,000 acres *5 points*
- 101 – 999 acres *3 points*
- <100 acres *1 points*

_____ 5. Size (protection) : Is the size of the site adequate to protect and allow for the management of theme?

- Size is adequate to fully protect and manage theme values *5 points*
- Size is uncertain to provide for full protections and management of theme values *3 points*
- Size is unlikely to allow full protection and management of the theme values *0 points*

_____ 6. Size (expansion potential) : Is there potential of expansion that would help of the site adequate to protect and allow for the management of theme?

- There is high potential for expansion *3 points*
- There is moderate potential for expansion *2 points*
- There is unlikely potential for expansion *0 points*

7. Degree of threat to the theme:

- Highly threatened *5 points*
- Moderately threatened *3 points*
- Lowly threatened *1 points*

Brief narrative explaining threat _____

8. Interconnection with other natural, cultural, historical or recreational areas:

- Adjacent to or provides linkage to other natural, cultural, historical or recreational areas *5 points*
- In close proximity to other natural, cultural, historical or recreational areas *3 points*
- Not connected with other natural, cultural, historical or recreational areas *0 points*

9. Proximity to current and planned transportation corridors

Map of transportation corridors will be provided –

- Within of 10 miles of transportation corridors *5 points*
- Within of 20 miles of transportation corridors *3 points*
- Within of 30+ miles transportation corridors *0 points*

10. Proximity to population centers:

Population within 50 miles of the park (straight line distance)

- 1,000,000+ *3 points*
- 500,001 – 1,000,000 *2 points*
- 100,001 – 500,000 *1 points*
- >100,000 *0 points*

11. Proximity to population centers:

Population within 10 miles of the park (straight line distance)

- 50,001+ *2 points*
- 10,001 – 50,000 *1 points*
- >10,000 *0 points*

12. Population Growth: Approximate amount of land projected to be developed by 2050 within 50 miles of the park.

- High development projected *2 points*
- Moderate development projected *1 point*
- Low development projected *0 points*

Park provides an opportunity to meet a specific resource that is missing in a particular area

- 13.** Yes *+2 points* No *0 points*

Describe/justify the opportunity _____

Economic Considerations (Internal to Agency Operations)

Criteria for Existing Parks:

14. Estimated Capital Improvement needs

Estimated Capital Improvement:

- Capital improvement costs are needed for major deficiencies (park is not operational). *-5 points*
 - Capital improvement costs are needed for deficiencies (park is operational). *0 points*
 - Capital improvement costs are needed for only future desired conditions/revenue generation *5 points*
- Brief description of capital improvement needs

15. Operational Costs/Visitor

- \$0 - \$4 *2.5 points*
- \$4.01 - \$5 *2 points*
- \$5.01 - \$12 *1 points*
- \$12+ *0 points*

16. Revenues/Visitor

- \$1.50 + *2.5 points*
- \$.00 - \$1.49 *2 points*
- \$0.01 - -\$4.99 *1 points*
- >-\$5 *0 points*

17. Visitation

- 100,000+ *5 points*
- 50,000 –99,999 *3 points*
- 15,000 – 49,999 *2 points*
- >14,999 *0 points*

Additional Criteria for Potential Parks:

When scoring potential parks add the total of the above criteria to the total of the criteria below and divide by 2.

The Operational Costs, Revenue and Visitation will be estimated on similar parks or sites.

18. Ability to acquire (i.e. willingness of the seller, # of land owners, type of acquisition multi-jurisdictions, purchase price, ability to leverage costs)

- Easy (fee simple property, deeded) *5 points*
- Moderate (long term lease, etc) *3 points*
- Difficult (multiple land owners, etc) *0 points*

Brief justification

19. Existing land encumbrances

- No existing encumbrances *5 points*
- Encumbrances with compatible uses *3 points*
- Encumbrances with incompatible uses *0 points*

20. Park Development Needs

- Minimal development is needed to make park open to public *2.5 points*
- Moderate development is needed to make park open to public *0 points*
- Significant development is needed to make park open to public (i.e. there is no existing infrastructure) *-2.5 points*

21. Development impact on values or themes of the property

- Development will have slight impact on the values or themes of the property *2.5 points*
- Development will have moderate impact on the values or themes of the property *1 points*
- Development will have high/adverse impact on the values or themes of the property *0 points*

Partnership Capabilities:

22. Financial support from local business or tourism development sector

(private sector):

- Park has received financial support in the past 2 years (or for potential parks is already secured) *3 points*
- There is potential for support in the park community *2 points*
- Limited to no potential for private support *0 points*

23. Joint funding/cooperative management through partnership

(governmental, non-profits, ngo's)

- Park has current or recent joint funding/cooperative management/partnerships (or for potential parks is already secured) *3 points*
- There is potential for joint funding/cooperative management *2 points*
- Limited to no potential for joint funding/cooperative management *0 points*

24. Ability to draw volunteers:

- High *4 points*
 - Medium *2 points*
 - Low *0 points*
- +1 point if volunteers come from local communities*

Economic Impact/Tourism (External to Agency Operations)

25. NAU Economic Impact Figures

- \$15,000,000 + *5 points*
- \$10,000,000 - \$14,999,999 *4 points*
- \$5,000,000-\$9,999,999 *3 points*
- \$1,000,000-\$4,999,999 *2 points*
- >\$1,000,000 *1 point*

Natural Value Theme Worksheet

Natural Values Present:

1) Unique Natural Terrestrial or Aquatic Ecosystems

Means native biological assemblages or communities that are by their composition, rarity or some other specific characteristic, demonstrably unusual in the global, national or state context and are reasonably expected to be manageable for their long-term maintenance or recovery.

Yes *10 points* No *0 points*

2) Rare Species of Plants and Animals

Means any naturally occurring species reproducing or present continuously or with regular seasonality that is a) listed as a Wildlife Species of Special Concern by the Arizona Game and Fish Department; or b) protected under the federal Endangered Species Act or other federal laws; or c) occurring at the margins of a larger range lying mainly outside the State of Arizona or the United States of America.

Yes *10 points (or +2 if in addition to the above)* No *0 points*

3) Outstanding Geologic or Hydrologic Features

Means (but is not limited to) unique rock formations, unusual exposures of geologic strata, fossil beds, caves, springs and seeps, naturally occurring ponds, and unregulated or minimally regulated streams having demonstrable intrinsic, scientific or educational significance.

Yes *10 points (or +2 if in addition to either of the above)* No *0 points*

Other Conservation Objectives: Regardless of size, will this project/parcel help meet other important conservation objectives such as wetland (riparian) restoration, watershed protection, natural geologic feature protection, and eco-regional planning targets or endangered species recovery goals? Or will this project/parcel contribute to the total protection of a conservation site?

Yes *5 points* No *0 points*

Previous land-use/Restoration Potential: If there are effects of previous land use(s) that threaten natural elements, will it take significant effort to abate these threats? Is there technical potential, exclusive of financial cost, for restoring degraded or lost communities or natural values?

- No effects or effort/ Site condition is excellent, no restoration needed *5 points*
- Low effort/ Site has high potential for habitat restoration *3 points*
- Medium effort/ Site has moderate potential for habitat restoration *2 points*
- High effort/ Low potential for restoration *0 points*

Water Rights: Does the site/parcel have associated water rights? Represents quantity and quality, to support how we have to use it (ecological restoration and/ or operations)

- Meets or exceeds needs to protect conservation target(s) *5 points*
- There are available water rights to partially meet conservation target(s) *3 points*
- No water rights associated with the parcel *0 points*

Educational Possibilities: Does the site/parcel have potential for education?

Education can be either academic research or education of natural values to the public.

- High potential for education *5 points*
- Moderation potential for education *3 points*
- Limited to no potential for education *0 points*

Historic/Cultural Values Theme Worksheet

Properties generally must be fifty years or older and must meet the following criteria of significance and integrity.

_____ **Criteria of Significance:** Properties are evaluated in relationship to major historic and prehistoric themes in a community, state, or the nation. A property may be significant if it relates to any one or more of the following four aspects of American/Arizona history:

- National *5 points (if a National Historic Landmark +2 points)*
- State *3 points*
- Local *1 point*

_____ **Criteria of Integrity:** A property must also maintain enough of the original qualities that make it significant. **Rate and justify each:**

- Integrity of design, materials and workmanship *0-4 points*
Provide justification of score:

- Integrity of location, feeling and setting *0-3 points*
Provide justification of score:

- Integrity of Association *0-2 points*
Provide justification of score:

_____ **Interpretation/Education Potential:** The ability to for the site to tell a compelling story. *0-5 points*

Justification of score:

_____ **Associated Historical Resources:** Are associated historical resources included or available or included (e.g. does resource come with artifacts associated with it such as period furniture, clothing, tools, etc...) *0-5 points available*

List resources and provide justification of score:

_____ **Themes Present:** Check all that apply. *1 point per theme (maximum 15 points)*

Agriculture		Personages	
Architecture		Recreation/Tourism	
Arts		Science	
Commerce		Social/Political Organizations	
Communication		Transportation	
Cultural/Ethnic Groups		Water Systems/Control	
Early Man		Health	
Education		Industry	
Engineering		Military/Defense	
Exploration/Settlement		Government	

Recreation Value Theme Worksheet

* is for existing parks only

Can support non-motorized water based recreation?

- Yes, and there is an otherwise unmet demand *5 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- No *0 points*

Can support motorized water based recreation?

- Yes, and there is an otherwise unmet demand *5 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- No *0 points*

Can provide a high quality rock climbing experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality hiking experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality mountain biking experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality horse riding experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality RV camping experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality tent camping experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality fishing experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality off-road driving experience?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Can provide a high quality educational opportunities?

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No

Can provide another type of recreation experience? List: _____

- Yes, and there is an otherwise unmet demand *4 points*
- Yes, but this need is also being met by other nearby facilities *2 points*
- Not currently provided, but there is feasible potential* *2 points*
- No *0 points*

Focused Recreation Theme Worksheet

Presence of superlatives. A superlative feature (or recreation activity) is one that is clearly unique or the biggest or best example in the state. The superlative feature is above and beyond a mere representation of the feature.

- Yes *10 points* No *0 points*

Scenic Quality. Has outstanding scenic qualities such as dramatic topographic features, unusual contrast in landforms or vegetation, spectacular vistas or other special landscape features

- Yes *5 points* No *0 points*

Can support high quality educational opportunities?

- Yes, and there is an otherwise unmet demand *5 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 Not currently provided, but there is feasible potential* *2 points*
 No *0 points*

Can support non-motorized water based recreation?

- Yes, and there is an otherwise unmet demand *5 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 No *0 points*

Can provide a high quality hiking experience?

- Yes, and there is an otherwise unmet demand *4 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 Not currently provided, but there is feasible potential* *2 points*
 No *0 points*

Can provide a high quality mountain biking experience?

- Yes, and there is an otherwise unmet demand *4 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 Not currently provided, but there is feasible potential* *2 points*
 No *0 points*

Can provide a high quality horse riding experience?

- Yes, and there is an otherwise unmet demand *4 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 Not currently provided, but there is feasible potential* *2 points*
 No *0 points*

Can provide another type of recreation experience? List: _____

- Yes, and there is an otherwise unmet demand *4 points*
 Yes, but the need is adequately met by other nearby facilities *2 points*
 Not currently provided, but there is feasible potential* *2 points*
 No *0 points*

Other Considerations Worksheet

Many factors beyond the core criteria may play roles in the eligibility of a park. Presented below is a list of potential considerations that may factor into the viability of a park site:

Criteria and/or Consideration	Present/ Applicable	Not Present/ Not Applicable
Fire Protection-Fire Risk Management		
<i>Comments</i>		
Wildland Fires & Vegetation Management		
<i>Comments</i>		
Invasive Species		
<i>Comments</i>		
School Group Opportunities:		
<i>Comments</i>		
Ability to be immersed in nature/therapeutic values:		
<i>Comments</i>		
Pending liability lawsuits		
<i>Comments</i>		
Available Climate Change Indicators		
<i>Comments</i>		
Does this park add to current offerings of other parks?		
<i>Comments</i>		
Public Safety/Law Enforcement concerns?		
<i>Comments</i>		
Tourism statistics for the region		
<i>Comments</i>		