

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commissioners Work Session
December 13, 2018 – 9:30 a.m.
Administrative Office

1. Call to Order
2. Public Participation
3. Get out and Play Program Funding
4. Draft Financial Policy
5. 2019 Designated Fund Balance
6. Collaboration with City of Detroit Parks and Recreation
7. Motion to Adjourn

PUBLIC HEARING

2019 Budget Agenda

Huron-Clinton Metropolitan Authority

Board of Commission Meeting

December 13, 2018

Administrative Office

10:30 a.m.

1. Call to Order

2. Chairman's Statement

3. 2019 Budget Review – Rebecca Franchock, Chief of Finance

4. Public Participation

5. Motion to Close the Public Hearing

Note: Action on the 2019 Budget will be taken during the regular meeting of the Board of Commissioners following the public hearing.

AMENDED AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
December 13, 2018 – After Public Hearing
Administrative Office

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval –Nov. 8, 2018 Regular Meeting Minutes
5. Approval – Dec. 13, 2018 Full Agenda

Consent Agenda

6. **Approval – Dec. 13, 2018 Consent Agenda**
 - a. Approval – November 2018 Financial Statements and Payment Registers
 - b. Approval – November 2018 Appropriation Adjustments **pg. 1**
 - c. Report – Purchases Over \$10,000 **pg. 3**
 - d. Bids – LED Lighting Replacements, Willow Metropark **pg. 4**
 - e. Approval – Designated 2019 Fund Balance **pg. 5**
 - f. Approval – Workers Compensation Insurance Renewal **pg. 6**
 - g. Approval – 2019 Property and Liability Insurance Renewal **pg. 7**
 - h. Report – Marketing/Media Stats **pg. 8**
 - i. Approval – 2017 Tax Levy Adjustment **pg. 12**
 - j. **Purchase – Taser Supplies, Five-Year Agreement pg. 13**

Regular Agenda

7. **2019 Budget and Resolution pg. 14**
8. **Reports**
 - A. *Planning Department*
 1. Approval – Sheldon Trails Concept Design, Stony Creek Metropark **pg. 23**
 2. Approval – Macomb County Partnership MOU Agreement **pg. 24**
 3. Report – Sustainability Plan **pg. 27**
 4. Report – Storm Water Management Plan Update **pg. 54**
 - B. *Finance Department*
 1. Update – Financial Policy Revisions **pg. 56**
 2. Approval – Capital Project Fund Implementation Amendment **pg. 61**
 - C. *Interpretive Services Department*
 1. Approval – Exhibit Design, Fabrication and Installation, Oakwoods Nature Center **pg. 62**
9. Other Business
10. Staff Leadership Update
11. Commissioner Comments
12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, Jan. 10, 2019 – 10:30 a.m.
Administrative Office



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Approval – November Appropriation Adjustments
Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the November 2018 Appropriation Adjustments as recommended by Chief of Finance Rebecca Franchock and staff.

Background: The Metroparks ERP system provides a work-flow process to facilitate departmental budget management. Requested transfers are initiated by department staff and routed to the appropriate department head/district park superintendent for review and approval. Finance provides a final review of the approved requests to verify that they do not negatively impact fund balance.

For the month of November, \$443,265 represents funds transferred within and between the departments to cover over budget accounts or to move funds to the correct account.

In addition, revenue and expense accounts were increased by \$4,000 and had no impact on fund balance. Finally, there were various adjustments to taxes receivable resulting in a net increase of \$4,765. This is related to a correction by the state for Personal Property Tax Reimbursements.

The net impact on Fund Balance is an increase of \$4,765.

Attachment: November Appropriation Adjustments

Huron-Clinton Metropolitan Authority
November 2018 Appropriation Transfer Summary

Expense Accounts

<u>Location</u>	<u>Increase</u>	<u>Decrease</u>	<u>Difference</u>
Capital			
Lake St. Clair	\$ -	\$ 37,614	\$ (37,614)
Kensington	\$ 37,614	\$ -	\$ 37,614
Lower Huron	\$ 83,100	\$ 83,100	\$ -
Lake Erie	\$ -	\$ 130	\$ (130)
Administrative	\$ 130	\$ 2,700	\$ (2,570)
Total	\$ 120,844	\$ 123,544	\$ (2,700)
Major Maintenance			
Lower Huron	\$ -	\$ 8,027	\$ (8,027)
Total	\$ -	\$ 8,027	\$ (8,027)
Operations			
Lake St. Clair	\$ 41,000	\$ 41,000	\$ -
Kensington	64,478	64,478	-
Lower Huron	90,429	82,402	8,027
Hudson Mills	29,295	29,295	-
Stony Creek	43,144	30,344	12,800
Wolcott Mill	5,370	5,370	-
Indian Springs	28,606	28,606	-
Huron Meadows	8,399	8,399	-
Administrative	11,700	21,800	(10,100)
Total	\$ 322,421	\$ 311,694	10,727
Total Expense			
	\$ 443,265	\$ 443,265	\$ -

November 2018 Revenue Funding Transfer Summary

Operations	Expenditure Increase	Revenue Increase	Net
Kensington	\$ 4,000	\$ 4,000	\$ -
Total	\$ 4,000	\$ 4,000	\$ -

November 2018 Net Tax Revenue Budget Adjustments

Tax Revenue	Expenditure Increase	Revenue Increase	Net
Current	\$ -	\$ 865	\$ 865
Prior	-	3,900	3,900
Total	\$ -	\$ 4,765	\$ 4,765



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Amy McMillan, Director
 Project Title: Update - Purchases over \$10,000.00
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners receive and file the update for purchases over \$10,000, up to, and including \$25,000 as submitted by Director Amy McMillan and staff.

Background: On May 9, 2013, the Board approved the updated financial policy requiring the Director to notify the Board of purchases exceeding \$10,000, up to, and including \$25,000.

The following list is purchases exceeding the \$10,000 threshold:

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
1. Motorola	Six (6) 800 MHz Radios for Police Department, Various Locations	\$19,532.43
2. Michigan Recreational Const.	Swing Replacement at West Boat Launch, Kensington Metropark	\$17,802.00
3. Kennedy Industries	Pump Repair at Squirt Zone Lake St. Clair Metropark	\$16,075.00
4. Allie Brothers	Police Uniforms Various Locations	\$14,626.37
5. WJ O'Neil Company	Geothermal Pipe Repairs at EDC Indian Springs Metropark	\$12,538.00



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 710-18-189
 Project Title: Bids – LED Lighting Replacements
 Project Type: Major Maintenance
 Location: Willow Metropark
 Date: December 6, 2018

Bids Received: November 1, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' (1) award Contract No. 710-18-189 to the low responsive, responsible bidder, Rahourn Electric, Inc. in the amount of \$63,993; and (2) transfer \$26,045 from the Lake St. Clair Unallocated Major Maintenance account and \$7,948 from the Stony Creek Unallocated Major Maintenance account to cover the cost of the project as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funds are available for the project from General repair line items in addition to the budgeted item to replace the globe lights at the Willow pool.

Scope of Work: The work will include replacing nine walkway lights and poles at the Willow pool, installation of LED retrofits, the removal and replacement of three 30-foot light poles and luminaries, replacement of four tollbooth surface mounted lights and installation of five LED walkway lights at the Oakwoods Nature Center.

Background: Many of the existing fixtures are inefficient and not functioning. The lighting is necessary for the safe operations of park areas as well as special events. The lighting will be upgraded to new LED luminaires which are more efficient.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Rahourn Electric, Inc.	Bruce Twp.	\$63,993.00
Corby Energy Services	Belleville	\$65,150.00
Envision Builders	White Lake	\$72,007.00
J. Ranck Electric, Inc.	Mt. Pleasant	\$75,071.00
Huntington Construction Company	Southfield	\$88,352.00
MHM Construction, LLC	Armada	\$97,140.00

Budget Amount for Contract Services and Administration

Replace Globe Light Poles at Willow Pool	\$30,000.00
Lake St Clair General and Aquatic Repairs	\$26,045.00
Stony Creek General Repairs	<u>\$ 7,948.00</u>
Total Budget	\$63,993.00

Work Order Amount

Contract Amount – Rahourn Electric, Inc.	\$63,993.00
Contract Administration	<u>\$ 6,000.00</u>
Total Proposed Work Order Amount	\$69,993.00

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Construction News Service, HCMA Website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Approval – 2019 Designation of Fund Balance
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Fund Balance Commitments and Assignments for 2019 in accordance with Governmental Accounting Standards Board Statement No. 54 as recommended by Chief of Finance Rebecca Franchock and staff.

Background: In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund-type Definitions*. The objective is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that comprise a hierarchy based primarily on the extent to which a governmental entity is bound to observe constraints imposed on the use of the resources.

- Restricted fund balance results from externally imposed constraints put on resources.
- Committed fund balance represents amounts that have been formally set aside by the Commission for use for specific purposes. Commitment are made and can be rescinded only via resolution of the Commission.
- Assigned fund balance represents an intent to spend resources on specific purposes expressed by the Commission or person authorized to make those assignments. An assignment is less restrictive than a commitment.

The following are estimated amounts recommended for the 2018 designation of Restricted, Committed and Assigned Fund Balance as required under GASB 54.

Restricted Fund Balance:

- | | |
|--|-----------|
| • Lake St. Clair Marina (grant requirement) | \$350,000 |
| • Hudson Mills Canoe Livery (contract requirement) | 9,200 |

Committed Fund Balance:

- | | |
|---------------------------|-----------|
| • Land | 5,536,700 |
| • Rate Stabilization Fund | 1,063,000 |

Assigned Fund Balance:

- | | |
|--|-----------|
| • Planned Use of Fund Balance | 2,600,000 |
| • Compensated Absences (sick and vacation) | 3,600,000 |
| • Encumbrances | 1,200,000 |



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Approval – 2019 Worker’s Compensation Insurance Renewal
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners’ approve renewal of the Worker’s Compensation insurance with the Michigan Counties Workers’ Compensation Fund (MCWCF) for 2019 for the estimated annual premium amount of \$530,965 as recommended by Chief of Finance Rebecca Franchock and staff.

Fiscal Impact: The 2019 renewal premium will be included in the 2019 budgeted fringe benefit calculation. The renewal is at the same rate and experience modification factor as 2017.

Background: Since Jan. 1, 2013, the Metroparks have participated in the Michigan Counties Workers’ Compensation Self-Insured Fund (MCWCF). Full statutory coverage for workers’ disability compensation and employers’ liability is guaranteed by the Fund through authority granted by the state of Michigan under Chapter 6, Section 418.611, and Paragraph (2) of the Workers’ Disability Compensation Act of 1969, as amended.

Although this policy renews unless either party gives 60 days notification of termination, it is consistent with past practice that the Board formally approve renewal at this time. It should be noted, as members of MCWCF the Metroparks are eligible to receive dividend refunds. The Metroparks have received dividend refunds based on each plan year in the following amounts: 2013 – \$2,970, 2014 – \$8,900, 2015 – \$14,600, 2016 – \$31,000.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Randy Rossman, Chief of Human Resources and Labor Relations
 Subject: Approval – 2019 Property and Liability Insurance Renewal
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the suggested renewal for the 2019 Property and Liability Insurance with the Michigan Municipal Risk Management Authority (MMRMA) as recommended by Human Resources Manager Randy Rossman and staff.

Fiscal Impact: The renewal premium is included in the 2019 recommended budget.

Background: Since Jan. 2, 2013, The Metroparks have participated in a self-insured risk pool for property and liability insurance with the Michigan Municipal Risk Management Authority (MMRMA). The program provides for a \$15,000,000 liability coverage limit with a \$75,000 per claim self-insured retention level, a \$15,000 per vehicle/\$30,000 per occurrence on vehicle physical damage, property and crime deductible of \$1,000 and an annual cap on deductible expenses of \$255,000.

Based on the results of MMRMA's assessment of Metroparks operations and claims exposure, renewal rates for 2019 came in with an annual premium of \$658,807 including \$255,000 stop loss coverage. This is a \$13,707 reduction from the \$672,514 premium in 2018.

The Metroparks are also required to deposit an additional \$50,000 into the Member Self Insured Retention (SIR) Fund. These funds, which earn interest, are used to pay deductibles and losses that fall within the self-insured retention layer.

As MMRMA members, the Metroparks participates in the MMRMA's member net asset distribution program. The Metroparks received a payment from the distribution program in the amount of \$90,568 in December 2017 and staff expects a payment in the amount of \$93,927 in December 2018.

In addition, the Metroparks participates in the MMRMA Risk Avoidance Program (RAP). RAP provides grants for reimbursement of 50 percent of expenses up to \$50,000 for employee training, projects, equipment and services that reduce liability exposure. In 2018, the Metroparks received \$1,500 in reimbursements.

MMRMA staff also provides safety inspections and direction to staff on loss prevention initiatives and policies.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Hilary Simmet, Marketing and Media Specialist
Subject: Report – Marketing/Media Stats
Date: December 6, 2018

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the Marketing and Media statistics report as recommended by Marketing and Media Specialist Hilary Simmet and staff.

Background: Year-to-date marketing and media efforts are attached for review.

Attachment: Marketing and Media Stats

**2018 Year-To-Date
Marketing/Media Stats**

PAID MEDIA

	Print Ads	Digital Ads
January	5	3
February	5	3
March	7	4
April	8	6
May	5	7
June	5	5
July	5	7
August	7	7
September	4	7
October	8	7
November		
December		

UNPAID MEDIA (ORGANIC)

	Total Online Mentions	Total Online Visitors	Total Online Value	Total TV Mentions	Total TV Visitors	Total TV Value
January	42	3,069,749	\$ 52,014			
February	69	3,931,997	\$ 41,378			
March	59	1,852,569	\$ 15,897			
April	136	57,158,304	\$ 1,719,057	10	73,132	\$ 3,883
May	158	8,257,067	\$ 85,827			
June	260	14,134,932	\$ 273,040			
July	165	52,255,264	\$ 3,433,855	16	427,601	\$ 29,225
August	118	16,859,338	\$ 626,364	6	406,016	\$ 34,864
September	249	15,377,391	\$ 280,072			
October	465	17,006,755	\$ 443,817			
November						
December						

SOCIAL MEDIA - MAIN FACEBOOK

	Followers	Number of Posts	Total Post Reach	Total Impressions	Total Reactions, Comments, Shares	Total Post Link Clicks
January	8,563	19	59,277	97,572	840	186
February	8,610	24	69,948	106,430	944	268
March	8,696	25	91,953	131,049	1,704	198
April	8,888	22	76,442	106,259	1,617	230
May	9,199	26	132,824	199,158	2,230	1,623
June	9,435	23	129,790	189,596	2,290	824
July	9,591	27	118,277	165,932	1,810	893
August	9,714	24	95,208	153,957	1,715	838
September	9,793	21	48,751	68,553	1,485	545
October	10,925	26	57,455	65,027	1,208	1,993
November						
December						

2018 Year-To-Date Marketing/Media Stats

SOCIAL MEDIA - TWITTER

	Followers	Number of Posts	Total Post Impressions	Total Post Engagement
January	1,821	28	16,346	598
February	1,861	25	14,509	647
March	1,895	35	21,362	854
April	1,926	39	27,445	1,179
May	1,960	26	26,083	2,714
June	1,995	32	27,545	3,339
July	2,016	44	28,300	3,146
August	2,026	40	26,450	2,342
September	2,043	35	19,669	1,309
October	2,075	41	24,452	1,055
November				
December				

SOCIAL MEDIA - INSTAGRAM

	Followers	Number of Posts	Total Post Likes	Total Post Comments
January	574	10	414	9
February	620	12	486	10
March	971	14	522	6
April	729	11	395	1
May	785	14	551	10
June	856	9	372	8
July	905	15	576	8
August	949	13	484	11
September	985	10	397	9
October	1,047	17	482	8
November				
December				

WEBSITE

	Page Views	Online Sales	Organic Search	Direct Search	Social Media Referral	Email
January	107,113	\$ 15,294	18,867	7,263	3,590	1,654
February	112,779	\$ 11,831	20,509	7,430	3,120	2,354
March	157,640	\$ 16,105	27,571	9,808	2,753	3,542
April	185,445	\$ 16,502	35,945	10,223	2,474	2,862
May	357,206	\$ 19,959	73,616	20,117	7,515	6,205
June	499,693	\$ 9,123	101,424	28,268	9,147	7,655
July	571,451	\$ 4,762	125,396	33,935	10,795	6,655
August	361,763	\$ 4,637	79,513	22,140	7,420	5,252
September	203,417	\$ 1,734	45,208	15,153	6,241	3,579
October	139,716	\$ 540	27,427	13,571	3,042	1,626
November						
December						

**2018 Year-To-Date
Marketing/Media Stats**

COMMUNITY OUTREACH

	Presentaions	Cold Calls	Networking Meetings	One on One Meetings	Community Events (booth/table)
January	4	83	8	2	0
February	5	95	10	2	2
March	11	82	5	5	2
April	4	65	6	3	8
May	13	121	5	2	7
June	6	81	6	7	11
July	5	85	6	3	0
August	3	50	5	1	3
September	5	63	6	0	2
October	6	98	0	0	4
November					
December					



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Beki Franchock, Chief of Finance
 Subject: Approval – 2017 Tax Levy Adjustments
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners’ (1) approve the 2017 Tax Levy Adjustments to increase the current year receivable balance; and (2) write-off 2012 Delinquent Personal Property tax receivable balances as requested by Chief of Finance Beki Franchock and staff.

Fiscal Impact: As a result of this review the tax levy receivable and associated budgeted revenue will be increased. The net fiscal impact is an expected increase in fund balance of \$14,640.37.

Background: At the start of each budget year, the Metroparks establishes a receivable account for the current year's tax levy. Since 2008, the Metroparks has been estimating the amount of taxes that will be captured locally under various tax abatement programs or adjusted downward by Board of Reviews. For the 2018 Budget, the Metroparks initial levy was \$30,736,230 with estimated captured taxes of \$790,000 producing a "net" tax receivable balance of \$29,946,230. As tax payments are received during the year, they are applied to reduce the tax receivable balance.

Prior to year end, it is necessary to reconcile the differences between the Metroparks and county accounting records. During the past several months, staff has been working with various representatives of the five county treasurer's offices to obtain information on 2017 tax levy adjustments from local tax abatement programs, Board of Reviews, Tax Tribunals, etc. In total, the actual tax levy adjustments reported by county treasurer's offices are \$736,062.11 compared to the Metroparks estimated adjustments of \$790,000. This results in a net tax levy receivable increase or write-up of \$53,937.89 as summarized below.

County	Estimated Tax Adjustments	Actual Tax Adjustments	Net Tax Write Up/(Down)
Livingston	\$ 35,000.00	\$ 22,255.06	\$ 12,744.94
Macomb	25,000.00	15,745.50	9,254.50
Oakland	300,000.00	281,052.05	18,947.95
Washtenaw	80,000.00	86,052.88	(6,052.88)
Wayne	350,000.00	330,956.62	19,043.38
Totals	\$ 790,000	\$ 736,062.11	\$ 53,937.89

At this time, it is appropriate to reduce the Metroparks tax receivable balances for uncollected delinquent 2012 personal property taxes as collection of these taxes are very unlikely. Macomb and Oakland counties have sent Circuit Court Judgements striking these taxes from the tax rolls. Although staff does not receive copies of circuit court judgements from Livingston, Washtenaw or Wayne counties, it is consistent to also write off their 2012 receivable balances as well. The total tax receivable balances to write-off for all five counties is \$39,297.52.

Between the 2017 tax levy adjustment, due to the current year reconciliations, and the write off of the 2012 and the prior year's personal delinquent balances, the net increase to the Metroparks tax receivable balance totals \$14,640.37. The net impact of these tax levy adjustments is an increase to the Metroparks Fund Balance.



HURON-CLINTON METROPOLITAN AUTHORITY

Late Addition

To: Board of Commissioners
 From: Heidi Dziak, Senior Buyer
 Project Title: Purchase – Taser Supplies, Five-Year Agreement
 Location: Police Department, All Locations
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners’ approve a five-year agreement with Axon Enterprise, Inc. of Scottsdale, Arizona for the purchase of taser supplies at a cost of \$5,120 per year, resulting in a total cost of \$25,600 over the five-year period as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: The funds for year one of the agreement are available in the Board approved 2018 police department budget. Funds for years two through five will be included in future budgets. A year’s worth of taser supplies without participation in a five-year agreement is \$6,815. However, the cost is \$5,120 per year with a five-year agreement for a total five-year cost of \$25,600. Staff estimates a saving of \$1,695 per year for five years (\$8,475 total) with the execution of the five-year agreement.

Scope of Work: Furnish and deliver a 12-month supply of taser batteries, cartridges and non-conductive cartridges annually at a set price of \$5,120.

Background: The Metroparks Police department has 15 Axon Tasers. Over the course of a year, the tasers require batteries, taser cartridges and, specifically for training, non-conductive cartridges that does not emit an electrical current.

Several members of the Metroparks Police department are certified trainers on the safe and proper use of the tasers. Each year, Metroparks Police Officers who will carry a taser must successfully complete mandatory training.

The batteries and taser cartridges for the Axon Tasers are proprietary and only available through Axon Enterprise Inc.

<u>Vendor</u>	<u>Location</u>	<u>Annual Price</u>	<u>5-Year Total</u>
Axon Enterprise Inc.	Scottsdale, AZ	\$5,120.00	\$25,600.00



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Approval – 2019 Budget and Resolution
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the 2019 Budget and Resolution as recommended by Chief of Finance Rebecca Franchock and staff.

Fiscal Impact: The 2019 general fund budget makes use of \$2.5 million of fund balance.

Background: There have not been significant revisions to the preliminary budget numbers that were presented to the Board at the November meeting. Overall revenue has been scheduled to reach \$52.4 million and expenditures total \$54.9 million. The net result of the is the planned \$2.5 million from the fund balance.

The numbers presented have been reviewed and are recommended by staff. Additional adjustments to these numbers may be discussed based on input from Board members. Details and full impact on these potential changes will be presented at the December budget hearing based on direction from Board members.

Overall Trends: Budgeted 2019 revenue is planned to decrease by \$1.3 million (2.4 percent) to \$52.4 million from the estimated 2018 revenue (\$53.7 million). This is primarily the result of reduced grant revenue as all capital grants are now reflected in the Capital Project Fund.

Budgeted operating revenue is anticipated to increase by \$400,000 (1.9 percent). Fees and charges have been strategically increased as previously approved by the Board. Increases are anticipated in aquatic, disc golf and general tolling revenue.

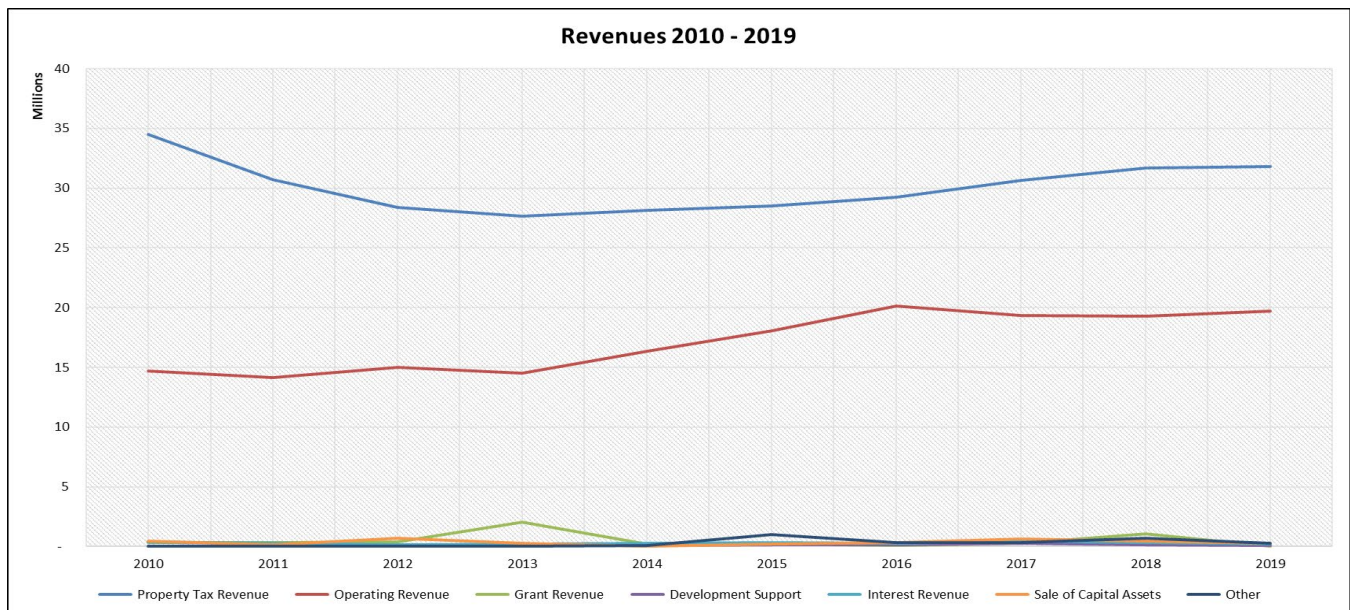
Budgeted 2019 expenditures are scheduled to decrease by \$2.8 million (4.9 percent) from the estimated 2018 total (\$57.8 million to \$54.9 million). All categories of expenditure are increasing except for capital improvements and administrative office. Capital Improvements are now budgeted in the Capital Project Fund. Support for the Capital Project Fund is planned to decrease by \$5.2 million to \$4.4 million. This decrease is the result of the conversion to the CPF approved by the Board in October.

Major maintenance is scheduled to increase by 15.7 percent, up from \$2.5 million to \$2.9 million. Park Operations is planned to increase by 5.2 percent from \$33.9 to \$35.6 million.

The administrative office is budgeted to decrease by \$175,000 (down 1.8 percent), from \$9.8 million down to \$9.6 million. The shift between administrative office and park operations is primarily the change reflecting natural resource department efforts where they are performed.

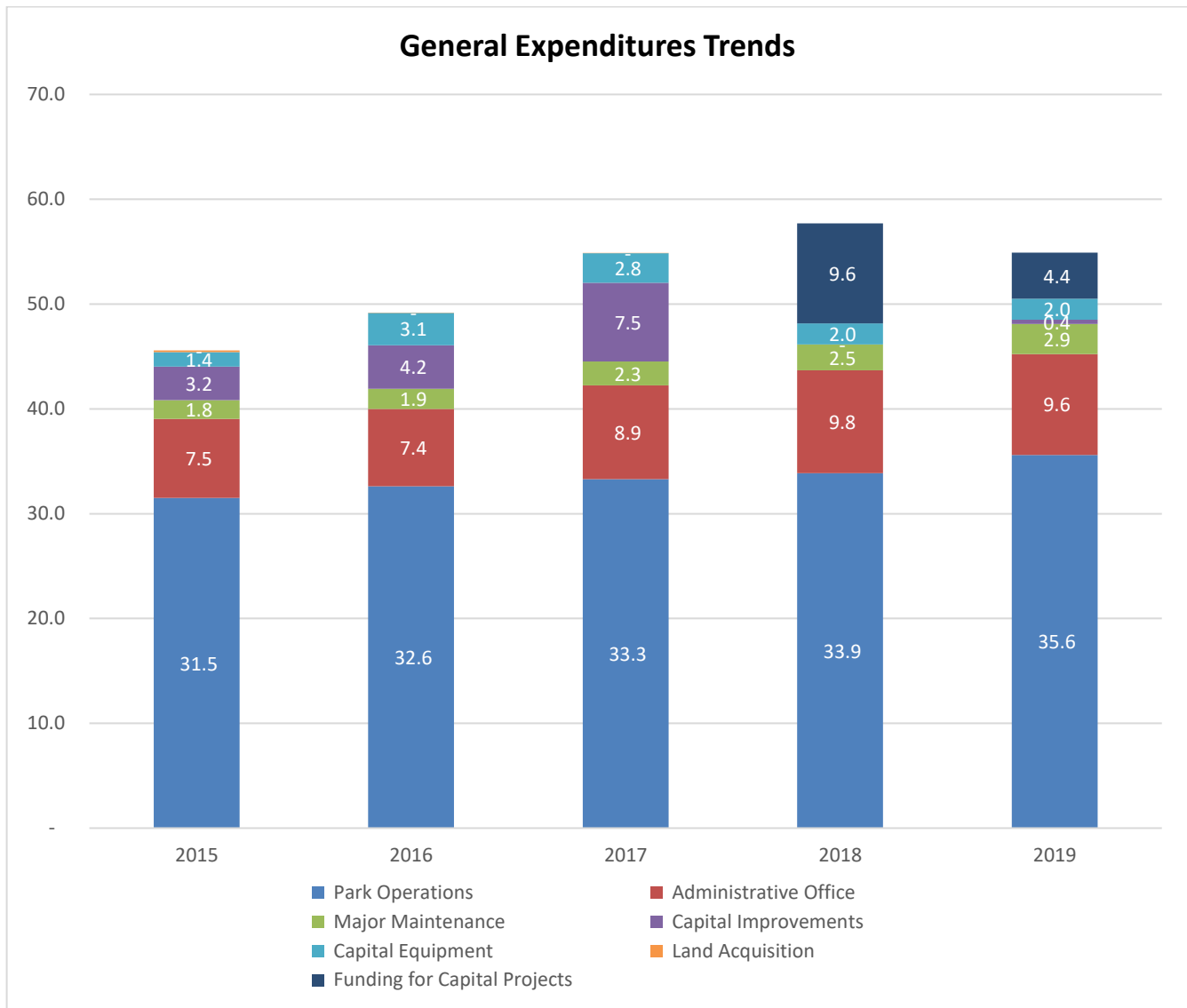
<u>BUDGETED REVENUES</u>	2017 Actual	2018 Amended Budget	2018 Projected Actual	2019 Proposed Budget
ADMINISTRATIVE				
PROPERTY TAX LEVY	\$ 30,658,374	\$ 31,785,703	\$ 31,708,353	\$ 31,813,000
GRANT REVENUE	284,871	2,051,724	1,039,177	54,000
DEVELOPMENT SUPPORT	112,490	148,396	25,913	20,000
INTEREST INCOME	449,196	250,000	346,784	200,000
SALE OF CAPITAL ASSETS	643,421	473,700	473,725	250,000
OTHER	351,495	67,375	678,485	287,375
PARK OPERATIONS				
OPERATING REVENUE	19,340,845	19,866,872	19,286,911	19,690,424
PARK DEVELOPMENT SUPPORT	133,199	99,892	107,587	72,855
TOTAL BUDGETED REVENUES - 2019	\$ 51,973,891	\$ 54,743,662	\$ 53,666,935	\$ 52,387,654
<u>BUDGETED EXPENDITURES</u>				
PARK OPERATIONS	\$ 33,299,766	\$ 34,767,018	\$ 33,865,858	\$ 35,609,089
ADMINISTRATIVE OFFICE	8,949,676	10,447,638	9,803,162	9,628,051
MAJOR MAINTENANCE	2,270,025	4,490,806	2,470,807	2,857,595
CAPITAL				
ENGINEERING, PLANNING & NATURAL RESOURCES	\$376,602	\$399,030	\$0	\$399,892
IMPROVEMENT PROJECTS	7,146,757	10,722,991	-	-
EQUIPMENT	2,801,065	2,175,818	2,012,096	2,010,527
LAND ACQUISITION	10,900	-	-	-
CAPITAL PROJECT FUND				
IMPROVEMENT PROJECT FUNDING	-	-	9,557,666	4,400,000
TOTAL BUDGETED EXPENDITURES - 2019	\$ 54,854,791	\$ 63,003,301	\$ 57,709,589	\$ 54,905,154
NET INCREASE (USE) OF FUND BALANCE	\$ (2,880,900)	\$ (8,259,639)	\$ (4,042,654)	\$ (2,517,500)

General Revenue Trends: The graph below demonstrates that the two most significant sources of funding for the Metroparks continue to be tax revenue and operating revenue. In response to declining tax revenue the Metroparks have raised fees allowing total revenue to return to previous levels.



The sum of tax revenue and operating revenue over this timeframe demonstrates that operating revenue is largely able to offset tax revenue loss. During this same timeframe, attendance has unfortunately declined. Many of the programs funded in the 2019 administrative office budget are geared toward addressing this and other broader initiatives.

General Expenditure Trends: Total Metropark expenditures since 2015 have grown from \$45.6 million to the 2019 expenditure budget total of \$54.9 million. This is an average growth of 4.1 percent annually. The single largest factor has been the fluctuating levels of capital improvements. The development of the Capital Project Fund should result in more stability in the general fund going forward.



Major maintenance expenditures continue to result in a larger percentage growth than any other category, ranging from a low of \$704,000 in 2013 to a high of \$2.9 million in the 2019 budget. Major maintenance work is often performed to allow capital assets to continue to serve the purpose for their maximum life. This is especially evident in the life-cycle of road and trail maintenance. Caulking, painting and roofing work are also important. In 2019, annual vegetation management projects that are in maintenance mode are now planned as part of operations in the natural resources management cost.

Capital equipment purchases over this time frame have ranged from a low of \$1.4 million in 2015 to a high of \$3.1 million in 2016. Although not every request was fulfilled with maintaining the capital equipment budget near the \$2 million-dollar level, needs have been addressed and costs contained at a reasonable level.

Development of the Capital Project Fund has eliminated capital improvements from the general fund and funding for new projects in the Capital Project Fund is still provided annually by the general fund. Projects in the Capital Project Fund are budgeted for the life of the project negating the need to re-budget open or re-budgeted projects. Staff anticipates this funding level will be more stable going forward than with the past fluctuations from a low of \$3.2 million to a high of \$7.5 million.

2019 Recommended Budget: The 2019 general fund budget reflects an organization that is poised and prepared to address open issues on many fronts. With the leadership of Director McMillan, the Board recently approved a significant reorganization. This reorganization, which is primarily reflected in the administrative office, had important changes take place at Wolcott Mill Metropark as well as some lesser changes in reporting lines throughout the Interpretive department. Compensation inequities within the Human Resources and IT departments were also addressed.

Wolcott as the “youngest” Metropark, having opened to the public in 1989, has struggled to provide the strong programmatic experience that visitors to other parks can expect. To remedy this, the park manager position has been replaced with a farm interpretive services supervisor and the farm interpreter position has been revamped to clarify the importance of the animal care aspect of the position. The Interpretive position at Wolcott Mill was also eliminated.

Within the administrative office two new “C” level positions have been created. The chief of marketing and communications will work with the existing marketing staff as well as the graphic arts staff. Graphics had formerly been a separate department reporting to the director. The other new position at this level is a chief of diversity, equity and inclusion. This position has no direct reports but is anticipated to interact with many other departments as well as with outside organizations and the position will help to ensure achievement of broader initiatives throughout the organization. Staff feels that the Metroparks central mission of recreation, education and preservation are not truly possible without a strong commitment to diversity, equity and inclusion. Development of a position at this level will bolster positive outcomes at many levels throughout the system.

In addition to the new chief positions, a full-time position has been added to the planning and development department to support grant writing as well as recreational programming. This position will augment the work of the current part-time grant writer that will now also report to the chief of planning and development. The programming component of the position will support the parks in producing more cohesive impactful programming throughout the Metroparks. Rounding out changes within this department is the transition of the volunteer services supervisor reporting into the planning and development department.

The information technology department gained two positions in the reorganization. The webmaster position and the business systems analyst position now both report to the chief of information technology. The webmaster was formerly in a separate department and was felt to be underutilized. The business systems analyst worked in the finance department supporting users in ERP and other software as well as working with the in-house payroll system. This position also supported the payroll function in Finance. That portion of the work will be the responsibility of the new accountant position.

The supervisor of budget and payroll position has also been eliminated as has positions in golf, graphics, community outreach and safety.

Another significant change reflected in the Metroparks 2019 general fund budget is the move of all capital improvement project budgets to the new Capital Project Fund. In October 2018, the Board approved the use of the Capital Project Fund to track the budget, revenue and expenditures associated with capital improvement projects. These projects, which develop tangible assets in excess of \$25,000 are now budgeted in the Capital Project Fund for the life of the project. Funding for the projects is provided from the general fund and that annual support is reflected in this document under Capital Project Fund – Improvement Projects. For 2019, \$4.4 million has been added to the Capital Project Fund to support development of 17 new projects. The transition to the Capital Project Fund is anticipated to take place at year-end 2018. At that time, all existing capital improvement projects in the general fund will be moved to the new Capital Project Fund. 2018, as a transitional year, will reflect the full cost of projects that have been completed in 2018 as well as those that are in progress and in the approved 2018 budget, but not yet started.

General Revenue: Overall revenue generated in 2019 is planned to total \$52.4 million. Consistent with history, property tax revenue will generate the largest component at \$31.8 million, followed by park operating revenue planned to reach \$19.7 million. All other revenue sources, are anticipated to total just under \$900,000.

Tax Revenue: As noted, tax revenue produces most of the Metroparks funding (60.7 percent). The Metroparks enabling act provides for a quarter mill levy on property in the five counties in which the Metroparks operates – Livingston, Macomb, Oakland, Washtenaw and Wayne.

The millage rate for the 2018 levy (producing our 2019 revenue) has been reduced by the Headlee calculation from .2140 to .2129. This continues the erosion of the Metroparks millage rate that returned last year after 12 years of stability at the rate of .2142. Funding has also been included in the 2019 budget for anticipated funding from the state of Michigan related to reimbursement for Industrial Personal Property Tax legislation. The result of this legislation is a potential reduction of \$600,000 in property tax revenue for the Metroparks in 2019.

The legislation includes a mechanism for the state of Michigan to make the local taxing units whole provided that the state has sufficient funds to do so. In 2019, the Metroparks anticipate a 100 percent reimbursement in the budget. This potential exposure for revenue reduction will need to continue to be closely monitored in upcoming years.

As is normal practice, an allowance has been made for the amount of adjustments that will be needed throughout the year for tax abatement programs, Michigan Tax Tribunal adjustments and other potential refunds.

Although Board policy is to exercise the Metroparks ability to opt out of tax increment financing initiatives where possible, the reality is that we currently do not have any option to address tax increment financing authorities (TIFA) that are currently in place. Furthermore, current legislation only allows the Metroparks to opt out of specific categories of TIFAs even for new initiatives. For 2018, the total allowance is estimated at \$755,000. The result of the addition of state of Michigan reimbursement of \$590,000 and an estimated reduction is a net increase from 2018 estimated revenue of \$31.7 million to \$31.8 million in 2018.

Operating Revenue: Total park operating revenue in the 2019 general fund budget is expected to total \$19.7 million. This is a 1.9 percent increase when compared to the 2018 estimated amount of \$19.4 million. The 2019 plan includes Board approved rate changes which are planned to produce revenue increases in tolling, aquatics, dockage and boat rentals.

Operating revenue results did not meet initial budget expectations in 2017 and are projected to again fall short in 2018. Staff were encouraged to be very conservative in their revenue targets for 2019 in a conscious effort to reverse this trend.

Golf is another significant revenue area for the Metroparks. In 2018, golf revenue was scheduled to achieve a very modest increase of less than one percent. 2018 projections show growth in the neighborhood of 4 percent with an increase of \$221,000. 2019 budgeted revenue is aimed at another modest increase of 0.5 percent.

Grant Revenue: The majority of large grants received by the Metroparks fund capital Improvement projects. This revenue is no longer part of the general fund. It is now reflected in the Capital Project Fund. 2019 does include \$54,000 of operating grants.

Other Revenue Sources: With the development of the Capital Project Fund it is anticipated that general fund interest revenue will decline since a large portion of the investable funds will now be in the Capital Project Fund. Conservative estimates for sale of capital assets and development support have also been included.

Funding from Fund Balance: The 2019 budget includes planned use of \$2.5 million. With the change to the Capital Project Fund, staff no longer has the issue of timing of projects that creates the discrepancy between budgeted use of fund balance and actual use of fund balance. This has resulted in swings of up to \$16 million.

General Expenditures: Expenditures planned in the 2019 budget total \$54.9 million. This is a 4.9 percent decrease from 2018 estimated total expenditures of \$57.8 million. Park operations account for the largest portion of these costs at \$33.9 million, followed by administrative office (\$9.6 million), major maintenance (\$2.9 million) and capital equipment (\$2.0 million). There are no funds allocated in the 2019 budget for land acquisition. The 2019 General Fund budget also includes \$4.4 million designated to fund new projects in the Capital Project Fund.

Capital Expenditures: As previously discussed, the Board recently approved a Capital Project Fund. In 2018, all capital improvement projects will be moved to this new fund. All projects in the Capital Improvement Fund are budgeted for the entirety of the project. This eliminates the fluctuations between budgeted use of fund balance and actual use of fund balance. Funding for projects will continue to come from the general fund; however, once the funding has been approved it will remain in the Capital Project Fund and will not flow back into the general fund if not completed within a year. This change is expected to create a much cleaner picture of the fund balance to both internal and external to the Metroparks. In 2019, \$4.4 million will be transferred from the general fund to the Capital Project Fund to support new projects in addition to the projects existing at year end within the Capital Project Fund.

Significant projects included are:

- Willow – Construction of Park Office \$2,000 000
- Lake Erie – Coastal Marsh Habitat & Trail Development 1,600,000
 - Anticipated Grant Reimbursement (1,500,000)
- Stony Creek – Sanitary Sewer Rehabilitation 600,000
- Oakwoods – Additional Funding for Exhibits 560,000
- Kensington – Maple Beach Comfort Station 300,000
- Stony Creek – Baypoint Beach Comfort Station 300,000

Capital equipment and land acquisition will continue to be planned for and tracked within the general fund. The 2019 budget also includes \$400,000 for engineering department staff and benefits that is expected to be used to support design and construction of capital projects.

As discussed earlier, work will be charged as worked and budget will be adjusted as needed related to these wage/benefit costs. Although there are no 2019 budgeted land acquisition funds, the committed fund balance includes an estimated \$5.5 million committed for future land acquisitions.

Capital equipment is made up of all moveable equipment that exceeds \$5,000 on a per unit basis. The 2019 general fund budget includes just over \$2 million to fund acquisition of needed capital equipment throughout the Metroparks system. This is essentially the same amount as is projected to be spent in 2018.

Some of the more significant items to be purchased include:

- 23 Mowers \$845,700
- 15 Trucks \$645,000
- 4 Tractors \$186,000
- 4 ADA Accessible Golf Carts \$ 29,800
- 4 Blowers \$ 28,700
- 2 Staff Vehicles \$ 46,600
- 1 Boat \$ 30,000

Major Maintenance: The 2019 budget includes 41 major maintenance projects as compared to the 61 major maintenance projects that were included in the initial 2018 general fund budget. The 2019 budget of \$2.9 million is 15.7 percent higher than the estimated 2018 expenditures of \$2.5 million. The average cost per project is just over \$63,000.

The projects include funding in targeted categories at each park such as aquatics, roofs, trail and road, accessibility improvements and dam work. Significant major maintenance projects include:

- \$500,000 Turtle Cove marcite replacement
- \$280,000 Shoreline Erosion Remediation at Willow
- \$465,000 for various roofing projects
- \$442,000 for various trail and road maintenance
- \$150,000 for Kensington Dam concrete repairs
- \$230,000 in various accessibility initiatives.

Park Operations: In 2019, total park operations are expected to grow by 5.2 percent up \$1.8 million from the 2018 projected total of \$33.9 million. This growth is primarily the result of the return to charging natural resource costs where worked.

Total personnel costs are expected to grow from \$24.9 million in 2018 to \$26.3 million in 2019. Full-time and part-time wages are produces the majority of the increase.

Full-time wages are up by \$614,000 (6.5 percent) and part-time wages are planned to grow by \$640,000 (8.9 percent). This is reflective of a 2 percent across the board negotiated wage increase as well as step increases, the natural resources department shift to park operations and full staffing in open positions.

Part-time wages have increased across the board as well as strategic increases in lifeguards and some professional provisional positions. Fringe benefits partially offset these increases. Initial renewal information supported a 4 percent decrease.

For 2019 budget development, staff were tasked with keeping materials and services at the 2017 expenditures level (excluding insurance, fuel, utilities and golf cart acquisition).

Park Operating Expenditures			
	2017 Actual	2018 Projected	2019 Budget
Personnel Services			
FT Wages	\$ 9,341,365	\$ 9,475,850	\$ 10,090,252
FT Fringes	7,637,297	7,488,202	7,575,468
PT Wages	6,819,761	7,189,162	7,829,660
PT Fringes	686,043	748,000	780,951
Total Personnel Services	\$ 24,484,466	\$ 24,901,214	\$ 26,276,331
Materials and Services			
Fuel	417,512	517,957	546,559
Insurance	593,454	566,113	575,479
Minor Equipment	1,060,151	904,782	891,233
Utilities	1,649,923	1,803,053	1,883,463
Outside Services	2,324,755	2,192,277	2,570,842
Other	2,769,506	2,980,462	2,872,581
Total Materials and Services	\$ 8,815,301	\$ 8,964,644	\$ 9,340,157
Total Park Operating Expenses	\$ 33,299,767	\$ 33,865,858	\$ 35,616,488

Looking at park operations by activity, clearly the biggest change is in the Natural Resources area. As noted prior, for the past two year the entire cost of Natural Resources work has been reflected in the Administrative Office. For 2019 we are returning to charging this effort where it takes place. This activity center is showing an increase of over \$1 million of the \$1.8 million in total park operations growth. Other cost centers showing growth are Aquatic facilities (up \$142,000), Joint Governmental Maintenance (up \$52,000) and General (up \$66,000). Offsetting these increases are decreases in Administrative (down \$46,000), and Disc/Adventure Golf (down \$17,000).

Administrative Office: The total administrative office 2019 budget is scheduled to decrease by \$174,000 from an estimated \$9.8 million in 2018 to \$9.6 million. As discussed earlier, there has been more than \$1 million in natural resources department expenditures that are again reflected in park operations. For the past two years, they have been budgeted and charged against the administrative office cost center.

In addition, the reorganization has both created and eliminated full-time positions. Funding to support data collection, advocacy, inclusion and accessibility improvements, measuring the economic impact of the Metroparks and brand development have all been prioritized.

Administrative Office Expenditures			
	2017 Actual	2018 Projected	2019 Budget
Personnel Services			
FT Wages	\$ 3,874,095	\$ 3,967,009	\$ 3,976,604
FT Fringes	2,641,665	2,657,373	2,287,815
PT Wages	346,038	359,331	399,246
PT Fringes	26,883	29,165	36,478
Total Personnel Services	\$ 6,888,681	\$ 7,012,878	\$ 6,700,143
Materials and Services			
Fuel	\$ 49,328	\$ 42,542	\$ 48,830
Insurance	138,571	134,670	136,988
Minor Equipment	100,656	127,382	204,868
Utilities	112,343	120,431	135,550
Outside Services	1,062,261	1,863,697	1,718,991
Other	608,444	502,162	683,643
Total Materials and Services	\$ 2,071,603	\$ 2,790,884	\$ 2,928,870
Total Admin Office Expenses	\$ 8,960,284	\$ 9,803,762	\$ 9,629,013

Looking at the administrative office by department, the largest decrease is the natural resources department. In addition to the new positions and shifts between departments related to the reorganization discussed previously, there are offsetting increases in interpretive and executive departments. All vacant full-time positions have been budgeted for a full year.

2019 BUDGET RESOLUTION

MOVED BY: Commissioner
SUPPORTED BY: Commissioner
DATE: December 13, 2018

In accordance with the provisions of Public Act 621 of 1978, the Uniform Local Budgeting Act, Public Act 147 of 1939, the incorporation of the Huron-Clinton Metropolitan Authority and the By-Laws of the Huron-Clinton Metropolitan Authority, the Board of Commissioners, after due deliberation with the Director and her staff, does hereby adopt the 2019 General Fund Budget.

BE IT RESOLVED: That the 2019 revenues for the Huron-Clinton Metropolitan Authority are detailed in the Revenue section of the Budget and are summarized as follows:

Property Tax Levy	\$31,813,000
Park Operating Revenues	19,690,424
Interest Income	200,000
Sale of Capital Assets	250,000
Grants	54,000
Donation & Development Support	92,855
Miscellaneous	287,375
	<u>\$52,387,654</u>

AND BE IT RESOLVED: That the 2019 expenditures for the Huron-Clinton Metropolitan Authority are hereby appropriated on an overall category basis.

BE IT FURTHER RESOLVED: That all sections of the 2019 Huron-Clinton Metropolitan Authority Budget document be approved as submitted.

BE IT FURTHER RESOLVED: That the Director of the Huron-Clinton Metropolitan Authority is hereby authorized to make budgetary transfers within the appropriation centers established throughout this Budget, and that all such transfers will be subsequently presented to the Board of Commissioners for further action, in conformance with the provisions of the Michigan Uniform Budgeting Act.

AYES: Commissioners

NAYS:

ABSENT:

I, Amy McMillan, the duly appointed and qualified Director of the Huron-Clinton Metropolitan Authority, do hereby certify that the foregoing resolution was adopted by the Board of Commissioners at the regular scheduled meeting held in Brighton, Michigan on December 13, 2018.

Amy McMillan/Director



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Chief of Planning and Development Nina Kelly
Subject: Approval – Shelden Trails Redevelopment Plan
Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Shelden Trails Redevelopment Plan developed by Applied Trails Research LLC as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: There will be no immediate fiscal impact with the approval of this concept. A fundraising effort is currently underway for implementation of the plan (approximately \$85,000 raised thus far), and a match amount (\$50,000) has been included in the 2019 proposed budget. Staff has worked with the consultant to identify opportunities in the plan to offset development costs through strategic volunteer engagement.

Background: The Board approved the proposal for design services submitted by Applied Trails Research LLC at the June 14, 2018 meeting. The Shelden Trails are used by hikers, mountain bikers and cross country skiers (during the winter season). Several concerns involving user conflicts and a desire for expanded trails were identified during the 2016 master planning process and prior.

The goals of the project were identified as follows:

- Create exceptional year-round trail facilities for multiple user groups, including mountain bikers, hikers/runners, fat tire cyclists (winter), and cross country skiers (winter)
- Improve safety for all trail users
- Improve trail access and navigability via signage for all trail users
- Mitigate potential negative impacts to biodiversity areas
- Increase the number of trail miles
- Create a defined loop of single-track mountain bike trail
- Provide a trail connection between Shelden and Trolley trail systems

Attachment (link): [Stony Creek Trail Redevelopment Plan](#)

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Approval – Memorandum of Understanding with Macomb County
Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Collaborative Partnership Memorandum of Understanding (MOU) with Macomb County as recommended by Chief of Planning and Development Nina Kelly, and staff.

Background: Metroparks staff has worked with Macomb County on a number of projects over the past several years, including marsh restoration efforts at multiple parks and green infrastructure improvements at Lake St. Clair. Additionally, the Metroparks holds a seat on the Macomb Orchard Trail Commission and maintains the Freedom Trail along Metro Parkway (16 Mile Road) from Lake St. Clair.

Macomb County is likely to be a partner on several potential forthcoming projects located within or affecting Metroparks in Macomb County (Stony Creek, Wolcott Mill and Lake St. Clair). The proposed MOU would formalize this collaborative partnership and outline general parameters for working together moving forward.

Miller Canfield has reviewed the proposed agreement on behalf of Metroparks.

Attachment: Memo of Understanding

Collaborative Partnership Memorandum of Understanding

Huron-Clinton Metropolitan Authority and Macomb County

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and MACOMB COUNTY memorialize the following understandings regarding the Metroparks located in Macomb County, Michigan, December 13, 2018.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

To recognize MACOMB COUNTY as a major partner of the HCMA in the future planning for the Metroparks located within Macomb County, including Stony Creek Metropark, Wolcott Mill Metropark, and Lake St. Clair Metropark, and

To develop opportunities for improving connectivity into the Metroparks from surrounding communities via terrestrial trails, water trails, transit lines, and wildlife/habitat corridors, and

To describe the roles of HCMA and MACOMB COUNTY in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of Southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, MACOMB COUNTY is a political subdivision of the State of Michigan, and

Whereas, the mission of MACOMB COUNTY is to support an environment where businesses prosper and people thrive through activities and programs focused on stimulating the local economy through business retention, expansion, and attraction while improving the overall quality of life for residents, and

Whereas, Stony Creek Metropark, Wolcott Mill Metropark, and Lake St. Clair Metropark are owned by HCMA and managed as public parks and located within MACOMB COUNTY, and

All references to Metroparks in this MOU will refer to the Metroparks existing as of the date of this MOU in Macomb County, including all authorized modifications thereto, and

Whereas, MACOMB COUNTY wishes to coordinate with HCMA as advisors on regionally-significant ecological and land-planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of Southeast Michigan as a whole, and wishes to utilize MACOMB COUNTY’s expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite MACOMB COUNTY to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. Planning. HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. MACOMB COUNTY will be invited to participate in planning processes facilitated by HCMA.
 - b. Project design. HCMA will collaborate with MACOMB COUNTY on the design of projects within Stony Creek Metropark, Wolcott Mill Metropark, and Lake St. Clair Metropark. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.

- c. Grants. HCMA will collaborate with MACOMB COUNTY to apply for funding that will benefit the recreational, educational, and natural resource amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners. Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.
 - d. Access to Metroparks. Except as otherwise provided below, the Metroparks will be open to permitted users at all times during which they are open to the public, and public access will generally be governed by the policies regarding public access to the Metroparks system as approved by the HCMA Board of Commissioners.
2. Exclusivity. At the complete discretion of HCMA, MACOMB COUNTY and HCMA will be the only groups and entities involved during the term of this agreement.
 3. Non-fund obligating document. Nothing in this MOU shall obligate HCMA or MACOMB COUNTY to contribute or transfer any funds. Specific work projects or activities that would require the transfer of funds or services between HCMA and MACOMB COUNTY will require execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.
 4. Communications.
 - a. Method of providing notice and obtaining consent. Notice and consent may be provided or confirmed via email or other written communication.
 - b. Authorized Parties.
 - i. MACOMB COUNTY. MACOMB COUNTY will designate an appropriate contact person based on the project in question.
 - ii. HCMA. All communications regarding Stony Creek Metropark, Wolcott Mill Metropark, and/or Lake St. Clair Metropark will be directed first to the HCMA Eastern District Superintendent, followed by the most appropriate Department Head(s) (e.g. Engineering, Planning, Natural Resources, Interpretive Services).
 - iii. Change in authorized parties. MACOMB COUNTY and HCMA will provide notice to the other party of any changes in the Authorized Parties.
 - c. Annual Review.
 - i. Each year, HCMA and MACOMB COUNTY will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.
 5. Property Rights. Nothing in this MOU will convey any property rights or independent decision-making authority to MACOMB COUNTY. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.
 6. Duration. This MOU will continue until midnight on December 13, 2021. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

Huron-Clinton Metropolitan Authority

By: _____

Its: Director _____

Date: _____

Macomb County

By: _____

Its: _____

Date: _____

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Report – Sustainability at the Metroparks
Date: December 6, 2018

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the presentation on sustainability initiatives as presented by Chief of Planning and Development Nina Kelly and staff.

Background: Ms. Kelly will give a brief presentation regarding sustainability at the Dec. 13 meeting.

Attachment: Present and Future Metroparks Sustainability Report

Sustainability at the Metroparks



Update November 2018

Created by the Metroparks Sustainability Team



2018 Metroparks Sustainability Committee

Jay Bibby (System Planner), Beheshteh Makari (Planning Aide), Nina Kelly (Chief of Planning and Development), Heidi Dziak (Senior Buyer), Joe Hall (Park Operations Manager, Lake St. Clair), Jason Smith (Grounds Maintenance Supervisor, Lake St. Clair), Joe Fulton (Park Operations Supervisor, Indian Springs), Eric Long (Grounds Maintenance Supervisor, Kensington), Jeff Linn (Park Operations Manager, Lake Erie), Jeff Schuman (Park Operations Manager, Lower Huron/Willow/Oakwoods), Erik Koppin (Park Operations Manager, Kensington/Indian Springs) Holly Bialczak (Human Resources Generalist), Ryan Colliton (Chief of Natural Resources & Environmental Compliance), Tyler Mitchell (Natural Resources Coordinator), Jill Martin (Interpreter, Indian Springs), Brenna VanSchoick (District Community Outreach Interpreter), Katie Kowalski (Volunteer Services Supervisor)

BACKGROUND

The Sustainability Team, formed in 2016 and comprised of Huron-Clinton Metropolitan Authority (HCMA) administrative, operations, and maintenance staff solicited information from a variety of sources inside and outside the Huron-Clinton Metroparks (Metroparks) to determine the most appropriate path forward. The Michigan Recycling Coalition Conference in May 2016 provided essential information about the economics of recycling, the various recycling facilities in the area, and the best practices of other agencies.

The Team looked to documents from Oakland County Parks, Michigan Department of Natural Resources Parks & Recreation Division, Oregon Metro Council, Cuyahoga County Solid Waste District, and Scientific American to better define the mission of sustainability and to identify feasible goals and action items that have met with success in other agencies.

The Team gained valuable information about the current sustainability practices of each park from staff taking the SEMCOG Green Initiatives Survey, summarized in the appendix. The District Superintendents, Park Operations Managers, and Maintenance Managers expanded upon current park efforts and offered their ideas for action items in the future.

The Team met with departments throughout the Administrative Office to gain a solid understanding of where the Metroparks stand now in terms of sustainability and what resources would be necessary to implement new initiatives. A summary of these meetings is available in the appendix.

In August 2018, a newly formed Metroparks Sustainability Committee to replace the Sustainability Team made up of both operations and administrative staff organized a kick-off teleconference meeting to discuss updates to this Sustainability Plan and to prioritize future actions with updated timelines.

This updated document reinforces the Metroparks blueprint for sustainability actions moving forward, including broad goals and simple first steps. However, it should be seen as a living document, changing as opportunities and obstacles shift in the years to come. **The goal of the Sustainability Committee is to identify realistic, actionable projects that can be monitored and quantified.**



ORGANIZATION AND PROCESS

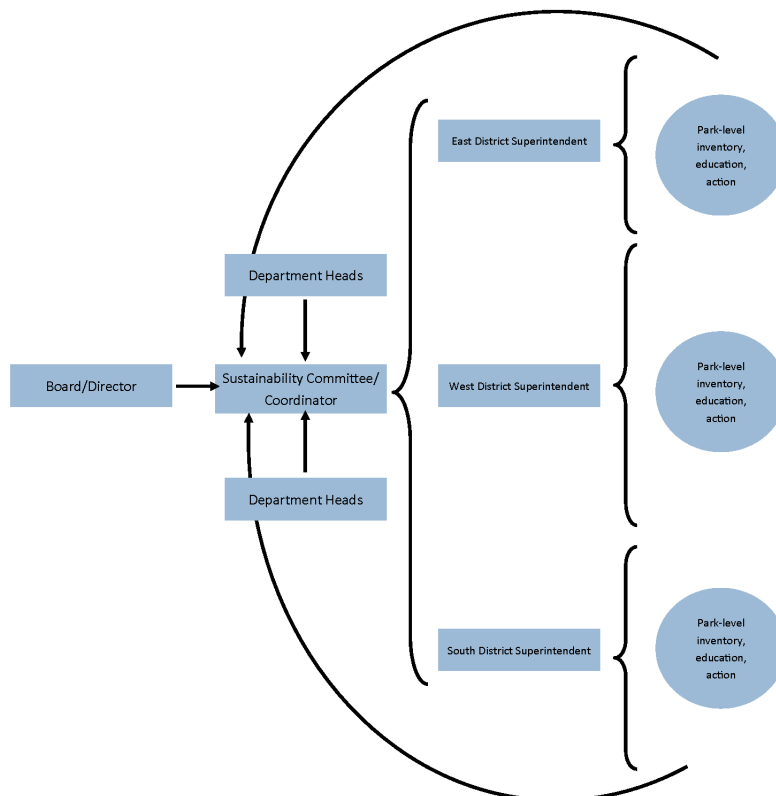
Each action item proposed by the Sustainability Committee will follow the same basic process:

1. INVENTORY AND RESEARCH
2. EDUCATION
3. IMPLEMENTATION
4. FOLLOW-THROUGH AND EVALUATION

Due to the complexities of implementing any action step and the geographically dispersed nature of the parks, the Sustainability Committee proposes taking advantage of the talented employees at the parks to achieve each goal. The Committee would ask District Superintendents to assign the District Maintenance Manager from each Metropark District as the respective Sustainability Liaison. These individuals would be asked take on approximately five hours per month of sustainability-related work. In addition, the Committee would assign a Sustainability Coordinator to effectively represent the Committee in contacts and relationships with Sustainability Liaisons, department leadership staff, and the Director.

The first step of implementing the short-term action items will begin in the winter of 2019. The Sustainability Committee will direct the Liaisons to do necessary inventory and research for each item: for instance, in the case of lightbulb replacement, discovering exactly which buildings in the park have already been outfitted with LEDs. They report their findings through email to the Sustainability Committee and their District Superintendent. Next, the Sustainability Coordinator will communicate to the Liaisons what education measures are necessary to ensure awareness in staff and visitors. The Liaisons will proceed with these measures: for instance, distributing posters and pamphlets or leading short presentations at staff meetings. The Liaisons will also assist with the implementation step as necessary: for instance, placing recycled-content paper in the proper location. Finally, in an essential step of the process, the Liaisons will fill out paperwork reporting on the successful completion of the action item and any unresolved issues, and send this by email to the Sustainability Committee and their District Superintendent. The Sustainability Committee will work with the District Superintendent to follow up on unresolved issues. A draft of the reporting form can be found in the appendix. Maintaining successful implementation of these short-term actions will continue with this 2018 update. In addition, the Metroparks will seek additional opportunities that continue to result in environmental, social, and economic benefits that result in a healthy and sustainable park system.

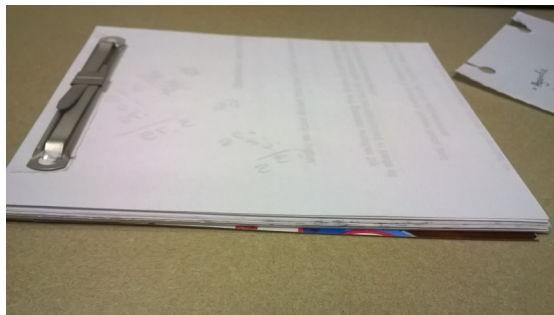
ORGANIZATIONAL CHART



WHERE WE ARE NOW

PAST & CURRENT PROJECTS

- Sustainability Working Group
- Sustainability Team Support Projects
- Sourcing informally from local companies
- Installing energy-efficient light fixtures as needed
- Installing solar panels where reasonable
- Using bioswales and permeable surfaces where possible
- Stormwater management plan
- Installing efficient water fixtures as needed
- E-waste recycling
- Following Michigan Department of Transportation (MDOT) recycled asphalt standards
- Rare species conservation
- Rare habitat conservation
- Reducing single use water bottles
- Recycling bins in parks
- Recycling bins at staff workspaces
- Switch to reusable coffee mugs
- Using low Volatile Organic Compound (VOC) paints
- Using recycled fuel
- Environmental Discovery Center (EDC) constructed to Leadership in Energy and Environmental Design (LEED) standards
- Companies recycling demolition materials
- Reusing scrap paper where reasonable
- Wetland conservation
- Invasive species control
- Ecological monitoring
- Elimination of Styrofoam containers at food services



Reused paper notepads from 2010-2013 are still available but not widely used

The Metroparks have implemented a number of sustainability initiatives in the past ten years, many of them due to the recommendations of the Sustainability Work Group formed in 2010 and active through 2013. The majority are carried over as current projects with this update in 2018.

Building design, construction, and demolition is an area of significant progress towards sustainability. An ongoing effort has been made to replace incandescent lightbulbs at the end of their lives with compact fluorescent or LED bulbs, and all new buildings feature these more efficient light fixtures. A parallel effort is replacement of conventional water fixtures with low-flow faucets, shower heads, and toilets, and use of these fixtures in new construction. Due to the longer life of the bulbs and reduced water consumption of faucets, these improvements will save HCMA money in the long term.

One of the Metroparks buildings, the Environmental Discovery Center, has received LEED certification, and recent construction projects have been built with LEED standards in mind. Solar panels have been installed in two locations in the park system, and road construction meets or exceeds MDOT standards for recycled asphalt content. At the end of a building's life the park system incorporates sustainability; contractors involved in the demolition of a building frequently remove the deconstructed materials for recycling.

Daily park operations have been conducted with sustainability in mind. Paints used at the parks are low VOC, and recycled fuel is used in many park vehicles and mowers. To reduce waste, paper is recycled or reused at many office locations, facilities have been located in convenient areas for staff and public recycling of other common items, and parks work with recycling companies to sustainably dispose of tires, lumber, metal, and electronics. Internal education has changed the attitudes and habits of staff, so that reusable mugs are now the norm in many park offices and individual recycling bins are used in cubicle spaces.

All the golf courses in the system either have or are working towards Michigan Turfgrass Stewardship certification for environmental landscape management. Bioswales and native plantings are used to absorb rainfall and prevent runoff and flooding. When trees need to be felled for safety issues, they are sold for lumber, reused as firewood at campgrounds, or left in place as wildlife habitats

Currently, the Purchasing Department makes every effort to source materials locally, preferably from the same county as the park in question, reducing transport emissions. The integrated phone system connecting all Metroparks employees allows for discussions and updates without vehicle travel, and staff consistently carpool to meetings and events.



Golf course turf is sustainably maintained



Felled trees are recycled as lumber or firewood

ADDRESSING HISTORICAL BARRIERS

In the past, various obstacles have prevented certain sustainability initiatives from being implemented. The former Sustainability Team identified these barriers through documents from the old Sustainability Working Group and discovered present-day solutions through discussions with staff. One important change is that the various parks now function and identify more as a unified park system, so that efforts towards consistency may be more supported and easier to put into action. Another important opportunity is the recent completion of a 10-year master plan for each park in the system, allowing staff to work sustainability goals into the overall vision of the future for the park.

	BARRIER	SOLUTION
1	Funding	Increased public interest in funding Sustainability initiatives, new Grant Writer on staff
2	Short-term thinking	Creation of 10-year Park Master Plans puts system into long-term mindset
3	Staff and public attitudes	New focus on education and follow-through when beginning initiatives
4	Staff capacity	New administrative and operations staff have been hired
5	Communication/coordination	Ensuring effective communication through Park Sustainability Liaisons and reporting
6	Maintenance/operations implications	Sustainability Liaisons will work on appropriate inventory and follow-through during implementation
7	Technology	New technologies and software, new IT director on staff
8	Existing infrastructure	Aging of certain facilities will present opportunities for reinventing infrastructure

WHERE WE WANT TO GO

The Sustainability Team in 2016 articulated three broad categories of sustainability goals to work towards over the next ten years. With the update in 2018, these have been separated into areas of focus, which are further separated into specific projects for short term, medium term, and long term. The short term projects (<1 year) build upon organizational practices already in place and require little extra investment. The medium term projects (2-5 years) require some operational changes and the associated education and follow-through. The long term projects (6-10+ years) build on earlier efforts but are broader and more ambitious, and may require mindset as well as operational changes. This update considered sustainability goals from the previous document, in conjunction with public input, stakeholders, and staff input to refine projects for the future. The sustainable goals that follow are generally consistent with the previous plan, but are presented with updates to actions and priority levels along with those projects completed. Some projects have been eliminated, as the Metroparks have completed them or they have been superseded by other items. **Items in green text are new to this update. In addition, some projects will not have a target completion date but, rather, be classified as ongoing.**

SUPPORT PROJECTS



Education and Awareness

By investing in sustainability education and awareness, we will ensure that park visitors and staff feel empowered to participate meaningfully in our park system's journey towards greater environmental responsibility.

- Internal action
- External action



Resource Management

By sustainably managing our resources, we will ensure that we take no more than our share of the energy and water that will support life in our world and in our parks for generations.

- Light and heat resources
- Transportation resources
- Habitat and ecosystem resources
- Water resources



Waste Management

By sustainably managing our waste, we will ensure that we dispose of our byproducts in a way that does not compromise the ability of future generations to enjoy our world and our parks.

- General waste
- Construction waste
- Toxic waste
- Paper waste



Increased public education around sustainability is a future goal



The Metroparks plan to increase efforts to preserve water resources



Construction and demolition waste will be one area of focus going forward

SUPPORT PROJECTS

Certain tasks must be carried out in order to facilitate the completion of sustainability action items. These are jobs that the Sustainability Committee has identified, and that the Committee will address with help from the Park Sustainability Liaisons. Some of these have already been completed at the time of or as a part of this report. Some of these action items involve codifying a practice that already exists informally, such as recycling of construction materials. The goal is to provide a formal structure so that sustainable practices do not depend on the decisions of a single staff member, but rather are incorporated into the decision-making process of the organization.

Projects	Target Completion Date	Program Input From	Responsible Program Position
Meet with departments for feedback/opportunities for sustainability	Ongoing	Sustainability Committee, Sustainability Liaisons	Sustainability Coordinator
Visit counterparts to inform Metroparks sustainability initiative	Ongoing	Sustainability Committee	Sustainability Coordinator
Identify areas where sustainable product requirements can be written into contracts	Ongoing	Sustainability Committee/ Planning & Development	Engineering
Re-establish criteria and assign Park Sustainability Liaisons for each park	Short Term	Park Managers, Maintenance Managers	District Superintendent
Identify a Sustainability Coordinator	Short Term	Sustainability Committee	Planning & Development
Identify opportunities for recycling waste materials such as oil	Short term	Sustainability Committee	Maintenance
Develop protocol for recycling leftover construction materials	Short term	Sustainability Committee	Engineering
Establish metrics to evaluate success of Recycle Bin Pilot Project	Short term	Partnership (Waste Management), Operations/ Maintenance	Planning & Development
Study policy to incorporate sustainable development for all new capital projects	Short term	Planning & Development	Engineering
Strategic partnerships with organizations that promote regional sustainability and synergies	Short term	Engineering/Natural Resources	Planning & Development

SUPPORT PROJECTS Continued

Projects	Target Completion Date	Program Input From	Responsible Program Position
Policy for purchasing closer to home products	Short term	Sustainability Committee	Purchasing
Evaluate the practice of composting in parks and use of composted material products	Mid term	Maintenance /Purchasing/ Park Manager/Interpretive Farms	Planning



Interpretive centers have had recycling receptacles available for years, and now this has spread throughout the system



Wolcott Mill already recycles organic material as animal feed, and other methods of organic waste management can be explored

EDUCATION AND AWARENESS

The exciting sustainability goals the Metroparks is working towards will not be attainable without the investment and support of both park staff and the public. These individuals must understand the reasons why an action is being implemented, the necessary steps, and how it will impact them personally.

Identifying Sustainability Liaisons in each park district and the Administrative Office will lead to greater accountability at the park level. These staff members will take the lead in building awareness among their colleagues and will report back to the Sustainability Committee on the success of each initiative.

To reach the public, the Metroparks will take a multi-platform approach. The website will be the primary hub of environmental information, explaining the benefits of each initiative, providing a timeline for completion, and promoting the role of park visitors. This will be complemented by social media posts highlighting exciting moments in the sustainability journey and videos giving a more in-depth look at the implementation process.

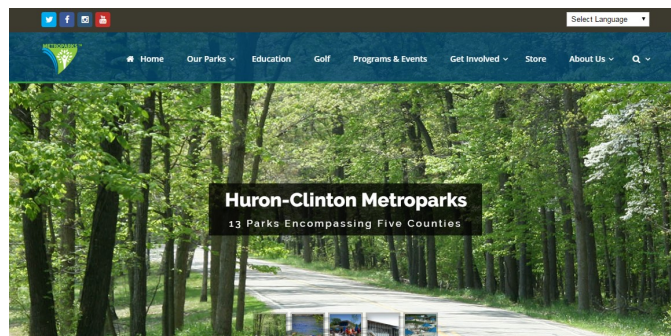
Finally, volunteers will be essential to the success of certain action items, such as the Zero Waste Events. Volunteers with an interest in sustainable living will find working with the Metroparks a meaningful way to have an impact. In some cases, corporate volunteers and/or sponsorships may be appropriate, in addition to seeking grant funding or crowdfunding opportunities.

INTERNAL ACTION

Projects	Target Completion Date	Program Input From	Responsible Program Position
Evaluate interpretive programming for visitors to learn about sustainable projects	Ongoing	Planning & Development	Interpretive Services
Operations meeting sustainability updates	Short term	Sustainability Committee	Planning & Development



Awareness can be spread through interpretive programming



The Metroparks website is a perfect opportunity to educate staff and visitors about sustainability actions



Volunteers will be an important part of sustainability actions

EDUCATION AND AWARENESS Continued

EXTERNAL ACTION

Projects	Target Completion Date	Program Input From	Responsible Program Position
Work with staff on developing/ maintaining sustainability webpage	Short term	Sustainability Committee, Marketing	IT
Sustainability tips into social media	Short term	Sustainability Committee	Marketing
Sustainable topic in newsletter	Short term	Sustainability Committee	Sustainability Coordinator
Develop volunteer roles for sustainability initiatives	Mid term	Planning & Development, Sustainability Committee	Volunteer Services

RESOURCE MANAGEMENT

The Metroparks are built upon Michigan’s abundant and gorgeous natural resources, providing unique opportunities for enjoying forests, lakes, streams, fields, and wetlands. The development and operation of the parks also relies on access to open space, outdoor experiences, and abundant natural resources for the communities of Southeast Michigan now and into the future. In order to responsibly use these assets and secure the future of the parks, sustainable resource management will be a high priority in the coming decade.

The Metroparks have a huge opportunity to decrease their carbon footprint by reducing the use of motor vehicles. Although in a regional park system a substantial amount of driving among the parks is inevitable, more can be done to reduce staff emissions through the use of technology. Teleconferencing, videoconferencing, and simultaneous document editing can facilitate effective communication without transportation, and greater coordination of carpooling and item delivery can increase efficiency.

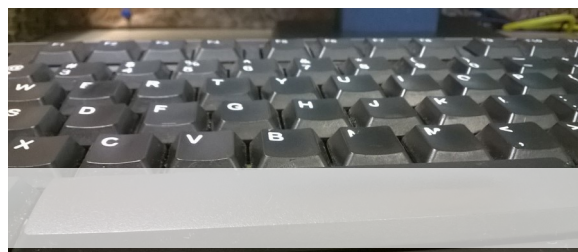
The light and water fixtures installed in Metroparks buildings also play a role in conserving resources. The parks have an opportunity to redouble efforts of replacing conventional lightbulbs and faucets with LEDs and low-flow fixtures, and can eventually reach a point where all buildings use these technologies.

TRANSPORTATION RESOURCES

Projects	Target Completion Date	Program Input From	Responsible Program Position
Explore pursuing distance learning grant funds again	Short term	Planning & Development	Grants Coordinator
Explore video conferencing technology with goal of reducing car fleet emissions now that greater fiber optic capacity exists system wide	Mid term	Sustainability Committee	IT
Evaluate partnerships with SEMCOG and other agencies for carpooling services	Mid term	Sustainability Committee	Planning & Development
Reduce fuel consumption in fleet vehicles and equipment	Long term	Sustainability Committee	Purchasing



Phone and video technology can be used more regularly to cut down on car trips



Simultaneous document editing reduces the need for travel to collaborate on projects

LIGHT AND HEAT RESOURCES

Projects	Target Completion Date	Program Input From	Responsible Program Position
Evaluate LED conversion programs and vendors for energy-saving technologies	Short term	Engineering, Sustainability Committee	Planning
Installing energy-efficient light fixtures as needed	Mid term	Planning, Engineering	Parks Maintenance
Installing solar panels where reasonable	Long term	Planning, Grants Coordinator	Engineering

HABITAT AND ECOSYSTEM RESOURCES

Projects	Target Completion Date	Program Input From	Responsible Program Position
Rare species conservation	Ongoing	Partners (MDNR/USFWS)	Natural Resources
Rare habitat conservation	Ongoing	Partners (MDNR/USFWS)	Natural Resources
Invasive species control	Ongoing	Partners (Contractors), Operations	Natural Resources
Ecological monitoring	Ongoing	Partners (Contractors), Operations	Natural Resources
Natural resources volunteer work	Ongoing	Volunteer Services	Natural Resources



Native wildflower restoration projects



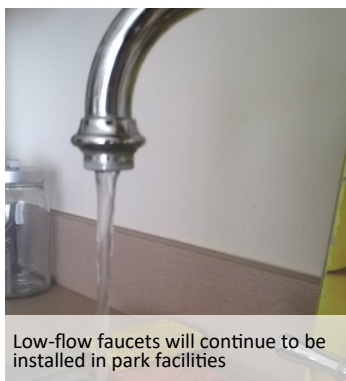
Prescribed burns part of invasive species management

WATER RESOURCES

Projects	Target Completion Date	Program Input From	Responsible Program Position
Stormwater Management Plan implementation	Ongoing	Engineering, Planning & Development	Natural Resources
Wetland conservation	Short term	Outside agencies/NGOs	Natural Resources
Installing efficient water fixtures as needed	Short term	Engineering	Maintenance
Using bioswales and permeable surfaces where possible	Short term	Planning & Development, Natural Resources	Engineering
Implement grass cutting reduction plans	Short term	Natural Resources	Maintenance
Monitor E. coli levels in rivers, streams, and lakes	Short term	Partnerships (Contractors), Natural Resources	Maintenance
Convert turf to drought-resistant landscaping	Mid term	Engineering, Maintenance	Natural Resources
Incorporate low-impact development into all new construction	Mid term	Planning & Development, Natural Resources	Engineering
Develop policy for native and climate-adapted plants	Mid term	Natural Resources	Planning & Development
Removal of vault latrines and septic fields within 200 feet setback from waters edge	Long term	Planning & Development, Maintenance	Engineering

WATER RESOURCES

Projects	Target Completion Date	Program Input From	Responsible Program Position
Consider sustainable developments that don't require chemical maintenance	Short term	Natural Resources, Engineering, Planning & Development	Sustainability Coordinator
Consider how to alter current landscapes or practices to reduce dependence on pesticides	Mid term	Interpretive Services, Planning & Development, Maintenance	Natural Resources
Implement irrigation Best Management Practices (BMP)	Mid term	Natural Resources, Engineering	Maintenance
Replace older toilets with low-flow toilets	Mid term	Maintenance	Engineering
Sustainable pump and filter controls with better ventilation	Mid term	Maintenance	Engineering
Reduction of impervious/stormwater pipe infrastructure	Long term	Planning & Development, Natural Resources	Engineering
GIS tracking of pesticides and fertilizers by area and set goal for reduction	Long term	Natural Resources, Planning & Development	Sustainability Coordinator
Underground Storage Tank (UST) removals	Long term	Partnership (MDNR)	Engineering
Prioritize the measurement of irrigated lawn district-wide with GIS so water use measured by area	Long term	Planning & Development, Engineering	Natural Resources
With help from experts, create pilot green roof on comfort station	Long term	Partnerships (Contractors), Planning & Development	Engineering



WASTE MANAGEMENT

Just as attention is needed on resources the Metroparks consume, it is important to consider the byproducts of the system and how they are managed. The parks have expanded their recycling efforts in an exciting partnership with Waste Management beginning with a recycling pilot project for park users at Lake St. Clair Metropark in the spring of 2019. The next steps will involve integrating recycling more deeply into Metroparks operations across the park system. Food service locations currently use Styrofoam containers that are generally discarded, but potential exists to either collect them for recycling or replace with compostable packaging. While the Administrative Office collects e-waste for recycling, more outreach can be done to the individual parks to ensure that their e-waste is consolidated rather than discarded. In the long term, the bidding process can be revised to give preference to products that are recyclable or use recycled materials. Another long term goal is to gradually cease disposable water bottle sales at the parks, coinciding with installation of reusable water bottle filling stations.

Although recycling of materials during construction and demolition is a common practice at the parks, this expectation can be codified and added to contracts to ensure consistency. For park operations, the use of low-VOC paints and biofuels can be complemented by a switch to environmentally-friendly cleaning products.

In any office setting, managing paper waste is an often overlooked but essential task. The simplest action will be changing all printer settings so that double-sided printing is the default, although individual staff members can easily switch to single-sided when necessary. Recycled paper can be used in both outside printing projects and in-house printers, following research and communication with manufacturers to determine acceptable recycled content. Other paper products, such as paper towels and toilet paper, can be transitioned to recycled material for little extra cost.

GENERAL WASTE

Projects	Target Completion Date	Program Input From	Responsible Program Position
E-waste recycled	Short term	Sustainability Coordinator	IT
Pilot Recycle Program Lake St. Clair	Short term	Sustainability Committee, Planning & Development	Purchasing
Educate about and implement sending e-waste to AO for recycling	Short term	Sustainability Liaisons, Sustainability Coordinator	IT
Modify contracts where reasonable to give higher preference to recycled materials	Short term	Sustainability Coordinator	Purchasing
Switch to reusable coffee mugs	Short term	Sustainability Committee	Purchasing, Sustainability Coordinator
Usage of permanent refillable hand soap container at restrooms	Short term	Sustainability Committee	Purchasing
Recycle K-Cup pods	Short term	Sustainability Committee	Purchasing, Sustainability Coordinator
Evaluate composting at Kensington and explore partnership with GM Proving Grounds	Mid term	Sustainability Committee, Interpretive Services, Planning & Development	Maintenance, Sustainability Coordinator

GENERAL WASTE continued

Projects	Target Completion Date	Program Input From	Responsible Program Position
Phase out Styrofoam containers currently used by food service providers	Mid term	Sustainability Committee, Planning	Purchasing
Phase out purchase of water bottles for meetings and events	Mid term	Sustainability Committee, Planning	Purchasing
Recycling bins throughout each park	Long term	Sustainability Coordinator, Park Maintenance	Planning
Budget into projects installation of reusable water bottle filling stations	Long term	Sustainability Committee, Planning	Engineering

TOXIC WASTE

Projects	Target Completion Date	Program Input From	Responsible Program Position
Following environmental compliance guidelines	Ongoing	Maintenance, Natural Resources	Engineering
Replace standard cleaning products with environmentally-friendly products	Ongoing	Natural Resources, Purchasing, Sustainability Committee	Maintenance



The parks have already phased out many disposable food containers and can continue this effort



Recycling opportunities will continue to expand in the Metroparks

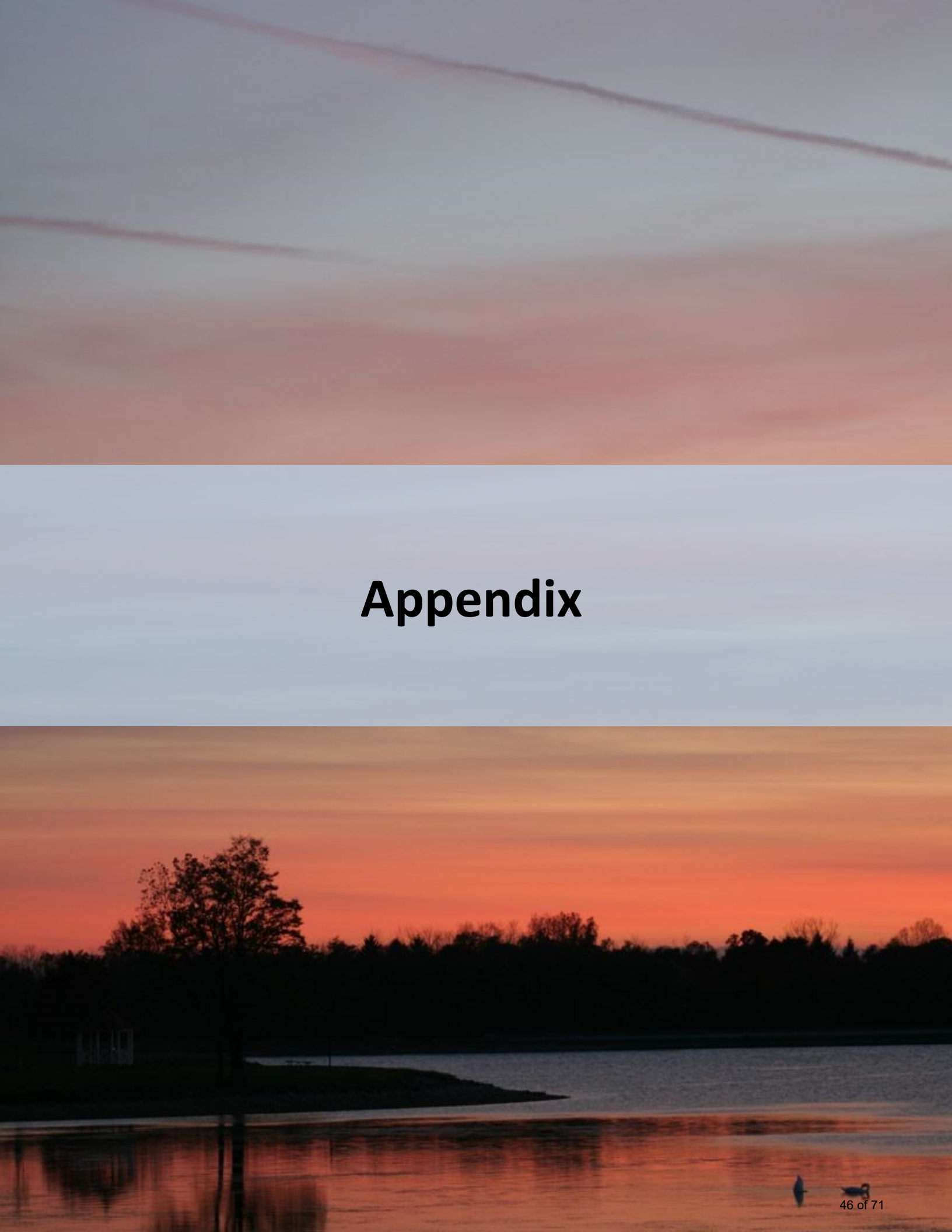
CONSTRUCTION WASTE

Projects	Target Completion Date	Program Input From	Responsible Program Position
Following MDOT recycled asphalt standards	Ongoing	Planning, Park Maintenance	Engineering
Companies informally recycling demo materials	Ongoing	Planning, Park Maintenance	Engineering
Move towards compact development nodes and colocation	Long term	Engineering, Natural Resources	Planning

PAPER WASTE

Projects	Target Completion Date	Program Input From	Responsible Program Position
Reusing scrap paper where reasonable	Ongoing	Sustainability Committee, Marketing, Graphics, Operations	Sustainability Coordinator
Return to using recycled paper in printing projects	Ongoing	Sustainability Committee, Marketing, Graphics	Sustainability Coordinator
Switch printer defaults to double-sided	Ongoing	Sustainability Committee, Marketing, Graphics, Operations	Sustainability Coordinator
Switch to % recycled paper in printers	Ongoing	Sustainability Committee, Marketing, Graphics	Sustainability Coordinator, Purchasing
Standardize recycled paper towel/toilet paper across system	Ongoing	Sustainability Committee, Marketing, Graphics	Sustainability Coordinator, Purchasing
Use volunteers to hold Zero Waste events and/or programming	Ongoing	Sustainability Committee, Marketing, Graphics	Volunteer Services



A sunset over a lake with silhouetted trees and a person in the water. The sky is a mix of orange, pink, and blue. The water reflects the colors of the sky. In the foreground, there are dark silhouettes of trees and a person standing in the water. The overall mood is peaceful and serene.

Appendix

SEMCOG GREEN INITIATIVES SURVEY PARK RESPONSES (2016)

(at time of survey—does not include recent recycling receptacle addition)

PARK	HMe	SCr	ISp	LSC	HMi	LEr	Oak	Wil	LHu	Ken
NAME	Adam H	Mike L	John V	Jason S	Dave K	Jim P	Jim P	Jim P	Jim P	Kimberly J
Employee recycling	Yes	No	Yes	Yes (only)	Yes	Yes	Yes	Yes	Yes	Yes
paper/cardboard										
plastics										
Metal/cans										
returnable bottles/cans										
glass										
batteries										
cell phones										
DVDs/CDs										
light bulbs										
ink cartridges										
electronics										
tires										
paint cans										
wood pallets										
propane tanks										
oils and lubricants										
oil and fuel filters										
concrete										
aerosols										
Visitor recycling	No	No	Yes	No	Yes	No	No	No	No	Yes
plastics										
Metal/cans										
returnable bottles/cans										
glass										
batteries										
cell phones										
DVDs/CDs										
light bulbs										
ink cartridges										
electronics										
tires										
paint cans										
wood pallets										
propane tanks										
oils and lubricants										
oil and fuel filters										
concrete										
aerosols										
paper/cardboard										
Compost/mulch	Yes	Yes	Yes	No	Yes	No	No	No	No	Yes
grass clippings										
pruned plant										
food waste										
leaves										
Monitor amount	No	No	No	No	No	No	No	No	No	No
Bio-soy	No	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Hydraulic fluid										
bar and chain oil										
penetrating oil										
summer/winter diesel										
two-cycle engine oil										
10W30 motor oil										
parts cleaning solution										
bearing grease										
air compressor fluid										
degreaser										
80/90 gear lube										
lawn mowers										
golf course mowers										
bulldozers										
boats										
chainsaws										

PARK	HMe	SCr	ISp	LSC	HMi	LEr	Oak	Wil	LHu	Ken
NAME	Adam H	Mike L	John V	Jason S	Dave K	Jim P	Jim P	Jim P	Jim P	Kimberly J
Green-certified cleaning										
Chemical cleaning products										
Multi-purpose products	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes
Product-metering device	No	Yes	No	No	No	No	No	No	Yes	No
75-100%										
50-75%										
25-50%										
less than 25%										
No Mow Zones	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lake or Stream Buffers										
Special habitat										
Specific % of land										
Low impact areas										
Wetland Buffers										
Other green products/practices	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Geo-thermal heating										
Golf course cert. MTESP										
PIPP/SPCC inspections										
Low VOC paints										
Phospho-free fertilizer										
Energy-efficient lighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
CFLs										
LEDs										
Timers										
Occupancy Sensors										
Daylighting										
Water-saving plumbing	No	Yes	No	No	Yes	No	No	No	No	No
low-flow toilets										
waterless urinals										
push-button/timed showers										
push-button hand faucets										
Stormwater management	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Community gardens										
Permeable paving										
Green roofs										
Rain gardens										
Stormwater retention pond										
Bioswales										
Green technology	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Solar panels										
Wind turbines										
Energy star appliances										
Recycled materials										
Educate visitors	No	No	Yes	No	No	Yes	No	Yes	Yes	No
Educate employees	No	Yes	No	No	No	Yes	No	Yes	Yes	No
visitor newsletter										
employee newsletter										
signage										
Employee training	No	Yes	Yes	No	No	No	No	No	No	No
Visitor programming	No	No	No	No	Yes	Yes	No	No	No	Yes
Park Stewardship										
Special events										
Educational Programs										
Orientation										
Initiatives	local drop spot		more seasonal mowing							
	controlled release									
	recycle and old lights									

DEPARTMENT INTERVIEWS

Sustainability Meeting with Engineering (Mike Brahm-Henkel)

June 28, 2016, 10AM

CURRENT PRACTICES

Construction	New construction often follows LEED standards, although certification has generally not been obtained due to cost Injectable foam insulation in block and mortar buildings Geothermal technology has been used in some buildings, although efficiency is questionable Done in newer buildings (EDC, golf starter), have to look in project notes for more specifics
Stormwater	Have stormwater management plan authority-wide
Lighting	Gradually updating buildings and parking lots to high-efficiency lights Change made with new construction or sometimes at park level Have to look in project notes or accounting system
Sourcing	Follow MDOT standards for recycled asphalt content, although there is a quality tradeoff
Demolition	Not specified, but companies often recycle demo materials due to value Not possible in older buildings with asbestos and lead
Tree Work	Felled trees often logged out to companies for use of wood
Pumps	Variable Speed Drive to match demand to expectations
Paint	Low VOC paints generally used
Contaminated sites	Monitoring Moving fuel tanks aboveground, making them smaller Follow regulations for waste stream management
Solar	Solar panels at Indian Springs near White Lake Rd and at Huron Meadows on top of cart barn Return on investment is questionable

OPPORTUNITIES

Construction	Include design and material choice standards in contracts and meetings with contractors, follow through and confirm use of materials/procedures
Stormwater	Move towards more gravel lots, roads, and trails, and more natural wetland/buffer areas, including a strong education component
Footprint	Move towards compact nodes of development/utilities, co-locate facilities

Sustainability Meeting with Purchasing (Ron Smith and Maria Van Rooijen)

June 29, 2016, 1:30pm

Maria currently tries to source everything possible from local companies, but there is no written policy
Recycled paper had been used for all printing projects until Amanda left – no longer more expensive
Compostable food service packaging and dishware through US Foods costs much more (2-3x)
Paper towels – some are recycled, could standardize across system
We could draft a recommendation that Maria could edit
New products would be phased in after current lifecycle completed
Recycled copy paper was messing up the machine, need to find right % recycled content – ask Sterling
Some contracts can be modified to write higher preference for sustainability
Need list of what can and can't be modified in terms of contracts
IT doesn't like recycled cartridges, but other gov agencies use them

Sustainability Meeting with IT (John Chang and Nolan Clark)

Thursday, June 30, 10am

Human perception is important obstacle
Videoconferencing with two people is easy to do – built into ShoreTel system
Adding capability for multiple users would require LifeSize package add-on – research cost
TWAC is not good for conference connections because not enough bandwidth in connection, but a fiberoptics plan would make it viable.
Places with strong enough connections for teleconferencing are AO, Ken nature center, Ken golf course.
Have applied for distance learning grant twice but not received funding.
Ask Michelle if other grants are available
Sharepoint can have some basic collaboration enabled for simultaneous document editing
Would only require settings changes and staff education
Haven't seen problems with recycled paper in printers, could get maximum recycled content from manufacturer
Have had problems with recycled cartridges, especially in the Phaser
JD Beaver recycles our electronics, we deliver to them, they take basically all items
No cost and sometimes small profit
Parks have not been consistent about sending e-waste to AO, opportunity for education
Making double-sided printing the default is just a matter of changing settings
General issues with heat settings in IT/server room and rest of building
Don't currently return printer cartridges to manufacturer – could start that if various parks consolidated

Sustainability Meeting with Web and Media (Brad Felder and Lisa Parsons)

Friday, July 8, 10am

Website can have a separate Sustainability page once action plan is created
May be helpful to create a separate sustainability@metroparks.com email that forwards to Ryan and Carolyn—talk to IT
Once we have started on some of the projects, able to create video content to share with public
Newsworthy stories send to Lisa to get to outlets
Send Lisa and Brad plan once it is created, short and long term objectives to advertise
Hillary can work on promoting on social media
Inspiration from Detroit Zoo campaign—good content and laid out nicely
Create storyboard and graphics—talk to Carla
Cross-promotion with Natural Resources and parks/departments on social media

Sustainability Meeting about Volunteers (Katie Kowalski)

Wednesday, July 13, 10am

Volunteers critical to sustainability efforts
Advantages and risks involved with using volunteers—may not show up
Should start with corporate volunteers, other organized groups, create good base—possibly with funding tied to it
Then possibly move into individual volunteering
Good to start with a big event that can generate excitement and buzz
Always have a contingency plan for no-shows
Possibility to get corporate partnership/other grants for water filling stations
Work with Waste Management or other companies, have people volunteer to be informal advisers, answer questions
Ford is big on sustainability, redoing buildings to be geothermal—short term goal to visit
University students can help with more complex projects such as composting, pilot green roofs
Can create action plans, capstone projects for how to implement these initiatives efficiently
Zero Waste Events—should be action plan for next year
Possible events: Philharmonic, Hawk Fest, Summer Fun, Huron River Watershed Council's Suds on River
Partner with other organizations to make their events zero waste
Possibility of involving microbreweries in beer/wine events
Green Run with invited organizations, already existing running groups, raise money for projects
Identify a few high-expense projects to raise money through events, grants, crowdfunding (like the zoo)
Next year is 75th anniversary—leverage this milestone

SUSTAINABILITY PROJECT IMPLEMENTATION REPORT

Name Park

Project Date

Steps that have been taken to implement project:

Remaining steps that have not been completed:

Results of project, any issues to address:

District Sustainability Liaison Signature

Please email completed report to the Sustainability Team and to your District Supervisor. Please avoid printing unless necessary.



Sustainability at the Metroparks



**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Report – Stormwater Management Plan Process
Date: December 6, 2018

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the Metroparks Storm Water Management Plan Process report as recommended by Chief of Planning and Development Nina Kelly and staff.

At the July 12, 2018 meeting, the Board approved a professional services agreement with OHM Advisors to coordinate the development of a systemwide Stormwater Management Plan. The Stormwater, Asset Management and Wastewater (SAW) grant awarded in 2016 is funding its development.

Staff anticipates the draft plan be completed and presented to the Board for approval in August 2019.

Attachment: Summary of 2018 Stormwater Management Plan activities

Huron Clinton Metroparks

Stormwater Management Plan Update

December 13, 2018

Purpose:

To provide a comprehensive review and analysis of the Huron-Clinton Metroparks stormwater conveyance system, and provide a plan for improvement and maintenance projects that prioritizes reduction of impacts on water quality.

Timeline:

July 2018-September 2019

Project Accomplishments:

- Four HCMA/OHM Advisors progress meetings
- Three public involvement forums:
 - » October 1, 2018 Lake St. Clair Metropark
 - » October 2, 2018 Kensington Metropark
 - » October 3, 2018 Willow Metropark
- Online Stormwater Management Plan survey-October 1 - 31, 2018
- Field assessments of stormwater conveyance system in the 13 parks including:
 - » Assessment of outfalls
 - » Assessment of culverts
 - » Streambank assessment of rivers
 - » Shoreline assessment of lakes and ponds
 - » Assessment of ditches
 - » Field evaluation of BMP's and constructed wetlands
- Created project dashboard that tracks progress and serves as repository for field data
- Piloted water quality monitoring "Smart Kayak" with two site visits for data collection

Next Steps:

- Summary of Public Involvement Plan and Outcomes
- Stormwater Public Education Plan
- Develop:
 - » Stormwater conveyance map for each park
 - » Summary of stormwater system component conditions and O&M recommendations
 - » CIP to address water quality issues at each park
- Individual Stormwater Management Plans for each park
- Authority wide Stormwater Management Plan
- Presentation of final draft to HCMA Board August 2019
- Submit to MDEQ September 2019



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Update – Financial Policy Revisions
 Date: December 6, 2018

Action Requested: Motion to Receive and File

That the Board of Commissioners' (1) review the draft section updates to the Financial Policies related to Fund Policies; and (2) receive and file the Financial Policy update as recommended by Chief of Finance Rebecca Franchock and staff.

Background: In October 2018, the Board approved conceptual implementation of a Capital Project Fund. One purpose of the Capital Project Fund is to improve the clarity and transparency surrounding the use of the Fund Balance. The Capital Project Fund will be used to track and report all capital improvements not designated as Supplemental Major Maintenance Fund projects. Staff plans to bring this section to the Board for approval at the January 2019 meeting.

Key points of the fund are:

- Funding for the Capital Project Fund will come from the General Fund and specific capital grants.
- Projects are budgeted for the life of the project.
- Capital project funds will be invested based on estimated cash requirements in compliance with the Metroparks investment policy.
- Earnings on investments will remain in the Capital Project Fund.
- At completion of a project, the budget will be amended to actual and surplus or deficit funds will impact Capital Project Fund – Fund Balance.
- All funds in the Capital Project Fund are considered committed.
- Committed funds that are not designated for a specific project (such as interest earned or surplus from project closure) will be available to address project overages or fund additional capital projects.
- Board action may move funds between Funds or between projects at any time.
- Board action is required to move any amount \$25,000 or greater.
- It is not the intention of the Capital Project Fund to build up a large amount of unbudgeted funds; however, it is possible that the Board of Commissioners may budget incrementally toward a specific larger future project within the Capital Project Fund.

The other issue addressed in October dealt with finding consensus on an appropriate minimum and maximum for the General Fund – Unassigned Fund Balance. This section of the Financial Policies also addresses this proposing that the minimum be set at 25 percent of general fund revenue with an upper limit of 30 percent. The document also addresses that levels outside this range will be reason for further discussion by and direction from the Board.

The final change staff proposes is to increase the capitalization limit for capital improvement projects to \$25,000. The Board previously approved raising the capitalization limit on capital equipment from \$1,000 to \$5,000; however, that change occurred after the last update to the financial plan and is reflected in the document.

This document is one section of the total Financial Policy document. Staff plans to bring the remaining sections of the document quarterly for the Board to review followed by subsequent approval. The complete Financial Policy update will be completed prior to year-end 2019.

Attachment: Draft Fund Policy

Fund Policy

General Fund

Under GASB 54, Fund Balance is to be segregated into categories so that the intent of future uses of Fund Balance is clear. Amounts are to be categorized as Unspendable, Restricted, Committed, Assigned or deemed Unassigned.

- Unspendable funds are funds that have already been spent such as Inventory on Hand and Prepaid Expenses.
- Restricted funds are usually restricted legally or by other external parties.
- Committed funds are designated by formal action internally at the Board of Commissioner level.
- Assigned funds are those funds for which intention of use has been demonstrated, such as the future use of fund balance in a Board of Commissioners approved budget.
- The Unassigned Fund Balance is the amount that is not designated in the other categories and is available funding for future years.

The Authority utilizes its General Fund for recording most revenues and expenditures of the Authority. Operating, Major Maintenance, Capital Equipment and Land Acquisition expenditures are all budgeted for annually and tracked in the general fund. Capital Improvement projects are accounted for in one of the Metroparks capital funds. The source of revenue and the type of project determine which capital fund improvement projects will be recorded in. All revenue except the proceeds from oil and gas revenue, capital grant revenue and the interest earned on those revenues are tracked in the General Fund.

General Fund – Fund Balance Target

Defining and maintaining a prudent minimum unassigned Fund Balance is a critical function of good government. The amount should be sufficient to protect against service reductions due to temporary revenue shortfalls or significant unpredicted one-time expenditures.

The finance department has analyzed managing the unassigned fund balance as a vehicle for operational stability. While much research has been done to determine the appropriate level of unassigned fund balance, the research is moderated based on specifics that are unique to the Metroparks. Benchmarks for similar governments range from 15 to 32 percent. Based on utilization of the Government Finance Officers Association (GFOA) risk analysis template the Metroparks face a low to moderate level of risk to address through unassigned fund balance. At this level of risk, the GFOA recommends a minimum reserve target somewhat higher than the standard minimum, in the range of 17 to 25 percent of expenditures. In reviewing the Metroparks expenditure and revenue trends it is felt that basing minimum unassigned fund balance on revenue has merit.

The risk of a large unexpected expenditure is more likely to be (1) offset by insurance or (2) be foreseeable enough to plan for. A disaster that takes out a significant park's operating revenue over a year or two would be more difficult to weather in the near term. For these reasons the Board has approved setting the minimum unassigned fund balance at 25 percent of general fund annual revenue.

As part of General Fund annual budget development finance will review the risk factors and projected levels of unassigned fund balance. Significant variances in either level of risk or anticipated fund balance will be reviewed with the Board and a framework agreed upon for increasing or decreasing the level of unrestricted fund balance over time.

The framework may include:

- Guidance for directing resources to replenish fund balance
- Planned use of excess fund balance

The General Fund Unassigned Fund Balance will be maintained with a minimum amount equal to 25 percent of the general fund annual revenue budget. These reserves are designated to be used in the event of a significant financial emergency unanticipated, unbudgeted expenditures or revenue shortfalls. All appropriations from Fund Balance in excess of \$25,000 require Board approval.

In addition to designation of a minimum unassigned fund balance for the general fund, the Board has also designated an upper level for the unassigned fund balance target. Conceptually, if funds are accumulated without purpose at a level exceeding this upper level the public may not be receiving the appropriate level of service. Therefore, the Board has approved setting 30 percent as the upper level over which further review will take place.

Supplemental Major Maintenance Fund

In 1994, the Metroparks became the recipient of a substantial amount of oil and gas revenue. At that time, and in recognition of the unique opportunity afforded by this revenue source as well as its limited nature, the Board approved creation of a capital project fund, the Supplemental Major Maintenance Reserve Fund (SMMRF).

In accordance with Board policy, all oil and gas revenue are recorded as revenue in the SMMRF. In addition, these funds are invested in compliance with the Board approved investment policy and all interest earned remains within the SMMRF fund. These funds are used only for projects that are in excess of \$200,000 and meet the criteria approved by the Board:

- Repair/replacement of worn/obsolete facilities/infrastructure
- Project eliminates hazards to public or employees
- Extent of usage of facility
- Project improves efficiency
- Extends useful life of facilities

The goal for these projects is to ensure that the park system does not deteriorate into a state of disrepair. Staff recommends projects to the Board periodically as funds accumulate. Once approved, staff will be responsible for accomplishing the projects using standard approved procedures. In keeping with the all capital project funds, projects in the SMMRF are budgeted for the life of the project.

At year end, finance will amend the budget for all completed projects to actual. For ongoing projects any unspent funds will automatically carry over to the next budget year. The unspent/surplus funds will remain in the Capital Project Fund and provide a small fund balance. The entire Fund Balance of the Capital Project Fund will be considered committed for capital projects by the Board. Any project overages will be addressed based on the dollar amount of the overage. Any overage of \$25,000 or greater will require Board approval.

Supplemental Major Maintenance Fund – Fund Balance Target

The entire Fund Balance of the Capital Project Fund will be considered committed for Capital Projects by the.

Capital Project Fund

All capital projects that are not funded by the Supplemental Major Maintenance Fund will be budgeted for and tracked within the Capital Project Fund. The general fund will provide support for these projects at a level determined and approved during the annual budget process. Idle funds within the Capital Project Fund will be invested in compliance with the Board approved investment policy and interest earned may provide additional support. In addition, with appropriate approval based on dollar amount, transfers between projects may occur.

Projects will be budgeted for the life of the project not for an annual period. At year end, any unspent funds will automatically carry over to the next year. Finance will amend the budget for all completed projects to actual expense. The unspent/surplus funds will remain in the Capital Project Fund and provide a small fund balance. Any project overages will be addressed based on the dollar amount of the overage. Any overage of \$25,000 or greater will require Board of approval.

Supplemental Major Maintenance Fund – Fund Balance Target

The entire Fund Balance in the Supplemental Major Maintenance Fund is considered committed by Board action.

As part of the annual general fund budget development, the unassigned fund balance in the Capital Project Fund will be reviewed. Should funds accumulate in excess of 10 percent of budgeted projects, the support from the general fund may be offset by utilization of these funds. Per Board direction, a larger fund balance may be built up in the Capital Project Fund in anticipation of future capital needs not yet specifically identified.

Fiduciary Funds

The Authority maintains: (1) a Defined Benefit Pension Plan, (2) a Defined Contribution Pension Plan, (3) a Retiree Health Care Trust Fund and (4) a Retiree Health Savings Plan. These funds shall be segregated from the Authority's general fund. These funds are managed in accordance with the conditions of their Trust Agreements. Coverage and participation in these plans is determined by contract for full-time employees. In addition, the Metroparks provide seasonal employees with pension coverage in lieu of social security coverage.

Defined Benefit Pension Plan

An actuarial valuation will be performed annually in compliance with Governmental Accounting Standards, to determine the Annual Recommended Contribution (ARC) for the Defined Benefit Pension program. The Metroparks will endeavor, whenever fiscally prudent to contribute the full ARC. The cost of funding this plan will be budgeted as a component of the standard fringe benefit rate annually.

Defined Contribution Pension Plan

The employer's contribution to the Defined Contribution Pension Plan is determined by contract. The cost of funding this plan will be budgeted as a component of the standard fringe benefit rate annually.

Retiree Health Care Trust

The Annual Required Contribution (ARC) for the Authority's post-employment non-pension benefits will be actuarially valued in compliance with Governmental Accounting Standards, currently done biennially. The Metroparks will endeavor, whenever fiscally prudent to contribute the full ARC. The cost of funding the Authority's post-employment health care benefits will be budgeted as a component of the standard fringe benefit rate annually.

Retiree Health Savings Plan

The employer's contribution to the Retiree Health Savings Plan is determined by contract. The cost of funding this plan will be budgeted as a component of the standard fringe benefit rate annually.

The Defined Benefit Pension and Retiree Health Care unfunded liabilities will be disclosed and accounted for in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Approval – Capital Project Fund Implementation Amendment
 Date: December 6, 2018

Action Requested: Motion to Approve

That the Board of Commissioners' approve the transfer of funds from various park General Fund Capital Unallocated accounts in preparation for Capital Project Fund implementation as recommended by Chief of Finance Rebecca Franchock and staff.

Impact on Fund Balance: Cancellation of these projects will have a positive impact on the General Fund's unassigned Fund Balance.

Background: In October 2018, the Board approved implementation of a capital project fund. The process involves year end transfers of all existing 2018 capital expenditures and budgeted amounts from the General Fund to the Capital Project Fund. In reviewing the existing budgeted projects, it has been determined that some no longer meet the highest priorities or broader initiatives. Although these projects may be included in budget priorities in the future staff does not currently support including them with the initial Capital Project funding.

Lake St. Clair

- North Marsh Fencing \$ 25,000

Kensington

- Sanitary Sewer Connection Farm to Service Area 485,200
- East Hike Bike Trail Wall Replacement 260,000
- Nature Center Parking Lot Reconstruction 50,000
- Maple Beach Electrical Design 12,500
- Park Office Design 150,000
- Shoreline Rip-Rap 50,000

Hudson Mills

- Toll Booth Replacement 100,500

Stony Creek

- Water & Gas Line Improvements 55,000
- Baypoint Electrical Design 12,500

Wolcott Mill

- Standby Generator – Farm Center 80,000

Willow

- Washago Dam Control Reconstruction 126,947
- Stormwater Improvement 120,000
- Michigan Humanities Project 15,000

Total \$1,542,197



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Jennifer Jaworski, Chief of Interpretive Services
 Project No: 511-18-110PD
 Project Title: Approval – Nature Center Exhibit Design, Fabrication and Installation
 Project Type: Capital Improvement
 Location: Oakwoods Metropark
 Date: December 6, 2018

Proposals Opened: Monday, Nov. 19, 2018 at 2:00 p.m.

Action Requested: Motion to approve

That the Board of Commissioners' award Contract No. 511-18-110PD to the responsible, responsive vendor, Taylor Studios of Rantoul, Illinois in an amount not to exceed \$600,000 for the design, fabrication and installation of exhibits at Oakwoods Metropark Nature Center as recommended by Chief of Interpretive Services Jennifer Jaworski and staff.

Fiscal Impact: Funding will be available in the 2019 budget if the Board approves the 2019 budget for capital improvements.

Scope of Work: Turn-key exhibit design, fabrication and installation services for the Oakwoods Metropark Nature Center. The Nature Center exhibit design will focus on the conceptual development of exhibits for the entire 1,430 square-foot exhibit area. The design components for the exhibits shall include, but are not limited to, lighting, material selection, signage, visitor interaction and utilization of the exhibit space.

The turn-key design phase shall include complete detailed drawings and specifications with dimensions, connections, electrical requirements, lighting and specifications. The drawings and specifications shall provide all the details necessary for the fabrication of a complete, constructible, and usable system. We desire some interactive components, but with little audio visual/computer based exhibits.

Background: The Oakwoods Metropark Nature Center, constructed in 1974, was designed in the shape of a turtle to honor the Wyandot people (whose emblem is the turtle) who once inhabited the land it was built on. It has an overall theme of "Huron River: The Timeless Resource," providing a look at the flora, fauna and use of the Huron River through time. Its gathering room features a large 700-gallon turtle tank and has a large mural that extends across the upper portion of the walls depicting Native Americans and French voyageurs using the river. The exhibit room has two canoes hanging on the wall, a birch bark canoe replica and an authentic dugout canoe. There are currently no interpretive displays that discuss the historical context of the canoes, the Wyandot Nation, or the French voyageurs.

The Request for Proposal (RFP) was competitively bid and posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice of the solicitation to 183 vendors, of which 40 downloaded the RFP. Staff received 15 proposals.

Proposals were evaluated based on the following criteria specified in the RFP:

- Understanding of the Project
 - Ability to bring practicality and functionality to the project
 - Theme of project
 - Cost-awareness
- Capability
 - General capability of the firm, including sub-consultants
 - Key personnel assigned to the project, their resumes and relevant experience
- Experience
 - Successful experience with similar projects; relevant portfolio; project examples
 - Distinctions and awards
- Compensation
 - Unitized cost proposal
 - Fee structure
 - Hourly rates
- Client Relations
 - Ability to elaborate with Metroparks staff
 - Location of firm offices
- References
- Concepts and design should show a high level of creativity and originality
- Concepts and design will most closely align with the Metroparks vision

<u>Vendor</u>	<u>Location</u>	<u>Amount</u>
Taylor Studios*	Rantoul, IL	\$600,000
Split Rock Studio	Arden Hills, MN	\$600,000
Chase Studio	Cedar Creek, MS	\$600,000
Building Four Fabrication	Chamblee, GA	\$600,000
Color Ad	Manassas, VA	\$548,218
Creo Industrial Arts	Woodinville, WA	\$600,000
Andrew Merriell and Associates	Folcraft, PA	\$600,000
Spaces to Experiences	Coopersville, MI	\$597,000
Hadley Exhibits/Object Idea	Buffalo, NY	\$600,000
Reich and Petch and Explus Inc	Sterling, VA	\$600,000
Exhibit Concepts	Vandalia, OH	\$600,000
Wilderness Graphics	Tallahassee, FL	\$599,912
Bluewater Studio	Southfield, MI	\$600,000
Flutter and Wow Museum Products	Ann Arbor, MI	\$600,000
Graph-X	Plymouth, MI	\$311,000

*Indicates recommended vendor



PARK	MONTHLY VEHICLE ENTRIES				MONTHLY TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	12,287	13,772	14,807	-17%	\$ 44,973	\$ 53,389	\$ 40,976	10%
Wolcott Mill	1,927	4,037	4,461	-57%	\$ 2,531	\$ 1,766	\$ 1,406	80%
Stony Creek	16,861	19,538	23,512	-28%	\$ 38,492	\$ 40,994	\$ 44,996	-14%
Indian Springs	2,815	3,105	4,154	-32%	\$ 5,471	\$ 5,412	\$ 6,981	-22%
Kensington	38,930	35,418	40,957	-5%	\$ 48,403	\$ 55,508	\$ 58,564	-17%
Huron Meadows	2,793	4,044	5,259	-47%	\$ 372	\$ 4,724	\$ 5,119	-93%
Hudson Mills	8,950	9,670	11,152	-20%	\$ 13,342	\$ 14,576	\$ 15,249	-13%
Lower Huron/Willow/Oakwoods	31,738	32,789	32,799	-3%	\$ 10,885	\$ 12,585	\$ 14,867	-27%
Lake Erie	7,019	7,559	10,295	-32%	\$ 13,859	\$ 16,686	\$ 18,275	-24%
Monthly TOTALS	123,320	129,932	147,397	-16%	\$ 178,328	\$ 205,640	\$ 206,434	-14%

PARK	Y-T-D VEHICLE ENTRIES				Y-T-D TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	386,060	386,001	382,211	1%	\$ 1,540,989	\$ 1,451,930	\$ 1,420,230	9%
Wolcott Mill	48,842	64,537	63,478	-23%	\$ 45,935	\$ 54,826	\$ 21,700	112%
Stony Creek	547,968	523,028	523,668	5%	\$ 2,154,730	\$ 2,349,500	\$ 2,160,538	0%
Indian Springs	83,652	85,988	86,181	-3%	\$ 273,166	\$ 268,691	\$ 269,591	1%
Kensington	736,053	725,514	744,068	-1%	\$ 2,422,044	\$ 2,616,782	\$ 2,314,100	5%
Huron Meadows	90,474	91,619	92,863	-3%	\$ 80,266	\$ 77,052	\$ 80,342	0%
Hudson Mills	187,315	201,382	201,522	-7%	\$ 471,113	\$ 539,137	\$ 499,087	-6%
Lower Huron/Willow/Oakwoods	521,947	545,150	520,322	0%	\$ 987,107	\$ 1,032,898	\$ 989,656	0%
Lake Erie	178,561	183,151	184,047	-3%	\$ 561,818	\$ 575,071	\$ 553,696	1%
Monthly TOTALS	2,780,872	2,806,370	2,798,360	-1%	\$ 8,537,168	\$ 8,965,887	\$ 8,308,940	3%

PARK	MONTHLY PARK REVENUE				Y-T-D PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 47,139	\$ 58,903	\$ 46,413	2%	\$ 2,279,220	\$ 2,169,541	\$ 2,151,950	6%
Wolcott Mill	\$ 21,220	\$ 27,183	\$ 27,264	-22%	\$ 235,023	\$ 265,228	\$ 448,403	-48%
Stony Creek	\$ 52,683	\$ 71,242	\$ 75,099	-30%	\$ 3,766,444	\$ 3,977,319	\$ 3,805,806	-1%
Indian Springs	\$ 24,348	\$ 18,144	\$ 26,940	-10%	\$ 1,091,475	\$ 1,091,021	\$ 1,094,512	0%
Kensington	\$ 74,543	\$ 84,434	\$ 103,117	-28%	\$ 4,416,490	\$ 4,262,812	\$ 4,155,657	6%
Huron Meadows	\$ 8,315	\$ 14,022	\$ 27,110	-69%	\$ 894,274	\$ 880,835	\$ 878,293	2%
Hudson Mills	\$ 18,921	\$ 20,925	\$ 25,882	-27%	\$ 1,061,737	\$ 1,086,037	\$ 1,054,788	1%
Lower Huron/Willow/Oakwoods	\$ 16,878	\$ 26,395	\$ 33,679	-50%	\$ 2,762,576	\$ 2,742,264	\$ 2,790,683	-1%
Lake Erie	\$ 24,065	\$ 22,029	\$ 30,370	-21%	\$ 1,727,247	\$ 1,640,305	\$ 1,661,515	4%
Y-T-D TOTALS	\$ 288,113	\$ 343,278	\$ 395,874	-27%	\$18,234,487	\$18,115,362	\$18,041,607	1%

District	Y-T-D Vehicle Entries by Management Unit				Y-T-D Total Revenue by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	982,870	973,566	969,357	1%	6,280,687	6,412,088	6,406,160	-2%
Western	1,097,494	1,104,503	1,124,634	-2%	7,463,976	7,320,705	7,183,250	4%
Southern	700,508	728,301	704,369	-1%	4,489,823	4,382,569	4,452,198	1%

GOLF THIS MONTH	MONTHLY GOLF ROUNDS				MONTHLY GOLF REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	62	239	574	-89%	\$ 1,187	\$ 5,017	\$ 13,374	-91%
Indian Springs	139	311	630	-78%	\$ 3,174	\$ 6,394	\$ 12,984	-76%
Kensington	209	413	911	-77%	\$ 5,584	\$ 9,407	\$ 18,113	-69%
Huron Meadows	301	401	868	-65%	\$ 7,744	\$ 9,298	\$ 20,465	-62%
Hudson Mills	105	70	271	-61%	\$ 1,952	\$ 1,787	\$ 5,006	-61%
Willow	82	223	617	-87%	\$ 1,675	\$ 4,331	\$ 12,622	-87%
Lake Erie	158	242	513	-69%	\$ 3,948	\$ 3,759	\$ 10,160	-61%
Total Regulation	1,056	1,899	4,383	-76%	\$ 25,264	\$ 39,993	\$ 92,724	-73%
LSC Par 3	0	0	6	-	\$ -	\$ -	\$ 29	-
LSC Foot Golf	0	0	0	-	\$ -	\$ -	\$ -	-
Total Golf	1,056	1,899	4,389	-76%	\$ 25,264	\$ 39,993	\$ 92,753	-73%

GOLF Y-T-D	GOLF ROUNDS Y-T-D				GOLF REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	28,856	29,605	29,821	-3%	\$ 920,346	\$ 946,659	\$ 936,919	-2%
Indian Springs	24,455	24,483	24,088	2%	\$ 693,905	\$ 691,404	\$ 613,025	13%
Kensington	30,919	29,574	30,076	3%	\$ 939,408	\$ 892,544	\$ 782,900	20%
Huron Meadows	26,251	26,119	25,976	1%	\$ 781,467	\$ 789,842	\$ 743,901	5%
Hudson Mills	19,790	16,707	16,637	19%	\$ 464,101	\$ 402,479	\$ 373,170	24%
Willow	20,228	22,117	23,789	-15%	\$ 571,519	\$ 625,454	\$ 648,790	-12%
Lake Erie	24,081	22,739	24,240	-1%	\$ 689,544	\$ 636,756	\$ 594,055	16%
Total Regulation	174,580	171,344	174,627	0%	\$ 5,060,289	\$ 4,985,137	\$ 4,692,758	8%
LSC Par 3	6,784	7,134	7,591	-11%	\$ 37,640	\$ 43,346	\$ 48,553	-22%
LSC Foot Golf	324	788	1,075	-70%	\$ 1,957	\$ 5,427	\$ 7,807	-75%
Total Golf	181,688	179,266	186,695	-3%	\$ 5,099,886	\$ 5,033,910	\$ 4,771,694	7%

AQUATICS THIS MONTH	PATRONS THIS MONTH				MONTHLY REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	0	0	0	-	\$ -	\$ -	\$ -	-
Stony Creek Rip Slide	0	0	0	-	\$ -	\$ -	\$ -	-
KMP Splash	0	0	0	-	\$ -	\$ 200	\$ 67	-
Lower Huron	0	0	0	-	\$ -	\$ -	\$ -	-
Willow	0	0	0	-	\$ -	\$ -	\$ -	-
Lake Erie	0	0	0	-	\$ -	\$ -	\$ -	-
TOTALS	0	0	0	-	\$ -	\$ 200	\$ 67	-

AQUATICS Y-T-D	PATRONS Y-T-D				REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	46,746	41,488	49,562	-6%	\$ 233,797	\$ 204,883	\$ 228,318	2%
Stony Creek Rip Slide	26,031	27,943	29,715	-12%	\$ 133,308	\$ 138,334	\$ 153,432	-13%
KMP Splash	44,648	38,298	43,728	2%	\$ 264,525	\$ 228,952	\$ 251,104	5%
Lower Huron	93,625	81,096	91,399	2%	\$ 951,568	\$ 816,760	\$ 898,099	6%
Willow	19,116	18,328	19,935	-4%	\$ 90,592	\$ 92,276	\$ 99,309	-9%
Lake Erie	33,731	28,519	34,165	-1%	\$ 265,065	\$ 229,709	\$ 243,586	9%
TOTALS	263,897	235,672	271,044	-3%	\$ 1,938,855	\$ 1,710,914	\$ 1,891,890	2%

PARK	Seasonal Activities this Month				Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	0	2	2	-	\$ -	\$ 1,725	\$ 1,908	-
Shelters	0	7	3	-	\$ -	\$ 1,600	\$ 1,183	-
Boat Launches	5	11	46	-89%	\$ -	\$ -	\$ -	-
Marina	0	1	0	-	\$ -	\$ 28	\$ 9	-
Mini-Golf	0	0	0	-	\$ -	\$ -	\$ -	-
Wolcott								
Activity Center	5	5	6	-17%	\$ 1,500	\$ 450	\$ 860	74%
Stony Creek								
Disc Golf Daily	11	5	12	-8%	\$ 33	\$ 15	\$ 46	-28%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	11	5	12	-8%	\$ 33	\$ 15	\$ 46	-28%
Shelters	5	9	7	-29%	\$ 1,125	\$ 2,025	\$ 1,567	-28%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Boat Launches	1	0	2	-57%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	0	0	0	-	\$ -	\$ -	\$ -	-
Event Room	7	3	2	200%	\$ 10,500	\$ 5,100	\$ 3,400	209%
Kensington								
Disc Golf Daily	398	403	357	11%	\$ 1,194	\$ 1,209	\$ 1,072	11%
Disc Golf Annual	1	2	20	-95%	\$ 55	\$ 110	\$ 1,082	-95%
Total Disc Golf	399	405	377	6%	\$ 1,249	\$ 1,319	\$ 2,154	-42%
Shelters	9	10	12	-27%	\$ 2,250	\$ 2,925	\$ 3,000	-25%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Huron Meadows								
Shelters	1	0	0	200%	\$ 200	\$ -	\$ 67	200%
Hudson Mills								
Disc Golf Daily	118	149	297	-60%	\$ 354	\$ 447	\$ 890	-60%
Disc Golf Annual	2	11	5	-60%	\$ 110	\$ 585	\$ 268	-59%
Total Disc Golf	120	160	302	-60%	\$ 464	\$ 1,032	\$ 1,158	-60%
Shelters	1	1	1	-25%	\$ 200	\$ 200	\$ 267	-25%
Canoe Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	29	62	21	40%	\$ 159	\$ 186	\$ 62	156%
Disc Golf Annual	0	3	1	-	\$ 87	\$ 165	\$ 55	58%
Total Disc Golf	29	65	22	34%	\$ 246	\$ 351	\$ 117	110%
Shelters	6	7	6	0%	\$ 1,350	\$ 1,500	\$ 1,317	3%
Lake Erie								
Shelters	1	2	2	-40%	\$ 200	\$ 400	\$ 333	-40%
Boat Launches	322	339	567	-43%	\$ -	\$ -	\$ -	-
Marina	1	0	1	50%	\$ 300	\$ 40	\$ 265	13%

PARK	Seasonal Activities Y-T-D				Seasonal Revenue Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	53	42	43	23%	\$ 39,150	\$ 34,350	\$ 31,125	26%
Shelters	254	217	324	-22%	\$ 64,354	\$ 64,860	\$ 68,048	-5%
Boat Launches	3,912	5,685	5,550	-30%	\$ -	\$ -	\$ -	-
Marina	2,567	2,872	3,079	-17%	\$ 22,949	\$ 27,162	\$ 23,688	-3%
Mini-Golf	8,427	9,423	9,157	-8%	\$ 30,542	\$ 33,456	\$ 32,712	-7%
Wolcott								
Activity Center	92	86	99	-7%	\$ 19,750	\$ 15,790	\$ 16,747	18%
Stony Creek								
Disc Golf Daily	10,757	14,163	15,810	-32%	\$ 34,186	\$ 45,022	\$ 49,979	-32%
Disc Annual	102	124	121	-15%	\$ 5,590	\$ 6,660	\$ 6,108	-8%
Total Disc Golf	10,859	14,287	15,930	-32%	\$ 39,776	\$ 51,682	\$ 56,088	-29%
Shelters	362	364	381	-5%	\$ 81,375	\$ 81,800	\$ 80,895	1%
Boat Rental	15,386	15,241	16,394	-6%	\$ 159,742	\$ 161,789	\$ 173,792	-8%
Boat Launches	858	763	1,153	-26%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	38	21	46	-17%	\$ 7,250	\$ 4,050	\$ 6,067	20%
Event Room	53	56	53	0%	\$ 82,000	\$ 93,500	\$ 88,975	-8%
Kensington								
Disc Golf Daily	17,865	21,321	22,436	-20%	\$ 57,223	\$ 63,963	\$ 67,124	-15%
Disc Annual	181	127	159	14%	\$ 9,775	\$ 6,865	\$ 8,165	20%
Total Disc Golf	18,046	21,448	22,595	-20%	\$ 66,998	\$ 70,828	\$ 75,289	-11%
Shelters	442	398	426	4%	\$ 101,575	\$ 98,900	\$ 103,462	-2%
Boat Rental	17,667	15,471	19,106	-8%	\$ 214,133	\$ 213,756	\$ 231,662	-8%
Huron Meadows								
Shelters	30	22	24	23%	\$ 6,000	\$ 4,400	\$ 4,533	32%
Hudson Mills								
Disc Golf Daily	5,559	8,969	9,462	-41%	\$ 16,677	\$ 26,907	\$ 28,386	-41%
Disc Annual	165	165	149	10%	\$ 8,875	\$ 8,835	\$ 7,727	15%
Total Disc Golf	5,724	9,134	9,611	-40%	\$ 25,552	\$ 35,742	\$ 36,113	-29%
Shelters	99	111	106	-6%	\$ 21,200	\$ 22,600	\$ 21,267	0%
Canoe Rental	6,808	6,034	6,026	13%	\$ 31,942	\$ 49,472	\$ 34,177	-7%
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	1,262	1,951	650	94%	\$ 3,867	\$ 5,853	\$ 1,951	98%
Disc Annual	16	16	5	200%	\$ 927	\$ 860	\$ 287	223%
Total Disc Golf	1,278	1,967	656	95%	\$ 4,794	\$ 6,713	\$ 2,238	114%
Shelters	312	303	306	2%	\$ 68,700	\$ 65,700	\$ 66,525	3%
Lake Erie								
Shelters	65	65	70	-7%	\$ 14,100	\$ 14,700	\$ 15,533	-9%
Boat Launches	14,613	15,581	14,960	-2%	\$ -	\$ -	\$ -	-
Marina	2,490	49	98	2453%	\$ 169,314	\$ 158,169	\$ 165,033	3%

PARK	Cross Country Ski Rental this Month				Cross Country Ski Rental Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	\$ -	\$ -	\$ -	-	\$ 7,226	\$ 574	\$ 4,052	-
Kensington	\$ -	\$ -	\$ -	-	\$ 14,430	\$ 1,323	\$ 7,550	91%
Huron Meadows	\$ -	\$ -	\$ -	-	\$ 24,092	\$ 8,227	\$ 15,925	51%
Hudson Mills	\$ -	\$ -	\$ -	-	\$ 5,128	\$ -	\$ 2,693	90%

PARK	Winter Sports this Month				Winter Sports Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
XC Skiers	0	0	0	-	16	1	13	20%
Ice Skaters	0	0	0	-	31	0	147	-79%
Sledders	0	0	0	-	239	0	237	1%
Ice Fishermen	0	0	0	-	3,610	391	2,197	64%
Stony Creek								
XC Skiers	0	0	17	-	1,080	113	1,110	-3%
Ice Skaters	0	0	0	-	0	141	405	-
Sledders	0	0	67	-	1,930	261	2,455	-21%
Ice Fishermen	0	0	0	-	384	414	462	-17%
Indian Springs								
XC Skiers	0	0	1	-	178	9	101	76%
Sledders	0	0	15	-	324	69	236	37%
Kensington								
XC Skiers	0	0	0	-	1,622	166	1,364	19%
Ice Skaters	0	0	0	-	14	3	388	-96%
Sledders	0	0	101	-	3,567	0	2,649	35%
Ice Fishermen	0	0	0	-	178	10	129	38%
Huron Meadows								
XC Skiers	0	0	57	-	3,595	1,355	3,347	7%
Ice Fishermen	0	0	0	-	0	4	69	-
Hudson Mills								
XC Skiers	0	0	17	-	1,231	20	627	96%
Lower Huron								
Ice Skaters	0	0	0	-	287	4	413	-31%
Willow								
XC Skiers	0	0	1	-	41	10	45	-8%
Sledders	0	0	13	-	447	67	890	-50%
Ice Fishing	0	0	0	-	27	5	62	-56%
Lake Erie								
XC Skiers	0	0	1	-	45	2	36	24%
Sledders	0	0	5	-	63	5	112	-44%
Ice Fishing	0	0	0	-	1,272	399	808	57%

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served				YTD Patrons Served			
	(total program participants and non-program visitors)				(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	6,417	5,288	6,000	7%	159,212	163,994	155,003	3%
Wolcott Mill	2,882	2,193	2,098	37%	34,150	38,122	39,330	-13%
Wolcott Farm	2,194	1,165	1,740	26%	108,498	50,859	79,110	37%
Stony Creek	16,353	14,746	15,228	7%	182,498	197,832	190,158	-4%
Eastern Mobile Center	927	979	761	22%	19,009	15,438	14,607	30%
Indian Springs	4,672	3,265	4,057	15%	73,659	77,555	77,638	-5%
Kens NC	16,480	15,981	17,993	-8%	252,659	254,338	258,594	-2%
Kens Farm	6,910	6,094	8,574	-19%	237,547	270,466	261,110	-9%
Western Mobile Center	837	1,436	1,096	-24%	10,106	10,127	11,374	-11%
Hudson Mills	2,863	84	1,857	54%	38,226	33,121	36,049	6%
Oakwoods	13,585	13,250	13,446	1%	142,534	150,557	147,939	-4%
Lake Erie	13,184	10,181	10,982	20%	150,933	142,007	131,340	15%
Southern Mobile Center	362	533	457	-21%	17,489	12,149	12,640	38%
Totals	87,666	75,195	84,289	4%	1,426,520	1,416,565	1,414,893	1%

PARK	Monthly Revenue				YTD Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 788	\$ 681	\$ 690	14%	\$ 20,399	\$ 29,290	\$ 27,657	-26%
Wolcott Mill	\$ 1,300	\$ 80	\$ 109	1089%	\$ 18,527	\$ 14,095	\$ 14,814	25%
Wolcott Farm	\$ 1,457	\$ 1,596	\$ 1,946	-25%	\$ 60,119	\$ 65,516	\$ 60,701	-1%
Wagon Rides	\$ 46	\$ 153	\$ 186	-75%	\$ 11,491	\$ 14,420	\$ 10,969	5%
Livestock/Produce	\$ 9,714	\$ 22,404	\$ 15,373	-37%	\$ 38,111	\$ 55,086	\$ 50,313	-24%
FARM TOTAL	\$ 11,217	\$ 24,153	\$ 17,506	-36%	\$ 109,721	\$ 135,022	\$ 121,984	-10%
Stony Creek	\$ 1,037	\$ 1,148	\$ 1,601	-35%	\$ 24,368	\$ 24,244	\$ 26,298	-7%
Eastern Mobile Center	\$ 1,113	\$ 850	\$ 283	293%	\$ 16,051	\$ 5,105	\$ 1,999	703%
Indian Springs	\$ 2,453	\$ 1,238	\$ 1,450	69%	\$ 31,425	\$ 31,617	\$ 33,393	-6%
Kens NC	\$ 2,488	\$ 5,032	\$ 2,727	-9%	\$ 30,977	\$ 31,786	\$ 27,698	12%
Kens Farm	\$ 7,228	\$ 576	\$ 1,465	393%	\$ 75,005	\$ 29,461	\$ 57,498	30%
Wagon Rides	\$ 508	\$ 6,703	\$ 4,797	-89%	\$ 25,463	\$ 52,484	\$ 40,350	-37%
Livestock/Produce	\$ -	\$ 490	\$ 540	-	\$ 4,823	\$ 8,504	\$ 15,169	-68%
FARM TOTAL	\$ 7,736	\$ 7,769	\$ 6,802	14%	\$ 105,290	\$ 90,449	\$ 113,017	-7%
Western Mobile Center	\$ 2,188	\$ 2,275	\$ 2,198	0%	\$ 18,102	\$ 17,492	\$ 20,363	-11%
Hudson Mills	\$ 1,880	\$ 715	\$ 659	185%	\$ 15,541	\$ 13,958	\$ 13,744	13%
Oakwoods	\$ 2,054	\$ 1,708	\$ 2,233	-8%	\$ 20,812	\$ 21,758	\$ 20,296	3%
Lake Erie	\$ 1,399	\$ 801	\$ 621	125%	\$ 16,026	\$ 17,779	\$ 13,051	23%
Southern Mobile Center	\$ 648	\$ 5,748	\$ 2,324	-72%	\$ 18,658	\$ 13,235	\$ 4,960	276%
Totals	\$ 36,300	\$ 52,198	\$ 39,204	-7%	\$ 445,897	\$ 445,830	\$ 439,273	2%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR		CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance	Programs	Attendance	Programs	Attendance
Lake St Clair	40	912	15	272	1	25	4	324
Wolcott Mill	8	395	4	114	-	-	-	-
Wolcott Farm	12	235	15	482	1	32	-	-
Stony Creek	32	1,323	25	696	-	-	-	-
Eastern Mobile Center					17	927	20	979
Indian Springs	36	1,336	26	436	-	-	-	-
Kens NC	34	988	41	639	-	-	-	-
Kens Farm	28	256	17	97	-	-	-	-
Western Mobile Center					28	837	44	1,436
Hudson Mills	12	253	6	84	4	110	-	-
Oakwoods	19	287	10	241	2	155	1	40
Lake Erie	15	259	5	111	6	535	1	30
Southern Mobile Center					11	362	19	533
Totals	236	6,244	164	3,172	70	2,983	89	3,342

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	5,480	4,692
Wolcott Mill	2,487	2,079
Wolcott Farm	1,927	683
Stony Creek	15,030	14,050
Indian Springs	3,336	2,829
Kens NC	15,492	15,342
Kens Farm	6,654	5,997
Hudson Mills	2,500	-
Oakwoods	13,143	12,969
Lake Erie	12,390	10,040
Totals	78,439	68,681

"ON-SITE" - Statistics includes both programs offered to the public and programs offered to school and scout groups.

"OFF-SITE" - Statistics includes outreach programs at schools, special events such as local fairs, or outdoor related trade shows.

"OTHER VISITORS" - Represents patrons to interpretive centers who visit to view exhibits, walk trails, and generally just enjoy the outdoors.