

Agenda
Huron-Clinton Metropolitan Authority
Board of Commissioners Meeting
January 13, 2022
1:00 p.m.

Administrative Office and via Zoom (for the public)

<https://us02web.zoom.us/j/9800687134?pwd=ak1WMTIPNUIUcEUycHpTWW95MTErUT09>

Meeting ID: 980 068 7134 / **Passcode:** HCMABOC

Dial by your location: +1 929 205 6099 (New York) / +1 301 715 8592 (Washington, D.C)

1. Call to Order
2. Chairperson's Statement
3. Public Participation
4. Approval – December 9, 2021 work session, budget hearing and regular meeting minutes
5. Approval – January 13, 2022 Full Agenda
6. **Approval – January 13, 2022 Consent Agenda**
 - a. Approval – DTE Electrical Line Easement, Willow Park Office Building **pg. 1**
 - b. Purchases
 1. Report – Purchases over \$10,000 **pg. 7**
 2. Total Spend and Vendor Location **pg. 8**
 3. Snow Groomer, Huron Meadows **pg. 10**
 4. Police Vehicles **pg. 11**
 5. Golf Carts **pg. 12**

Regular Agenda

7. **Reports**
 - A. **Administrative Department**
 1. Approval – Research Study for Metroparks Climate Action Plan **pg. 13**
 2. Report – 2021 Overview, District Park Superintendents **pg. 27**
 3. Report – Cross-Departmental Data Review **pg. 28**
 4. Approval – 2022 Marketing Plan **pg. 29**
 5. Report – DEI Update **pg. 136**
 6. Approval – Mobile Outreach Vehicles **pg. 213**
 - B. **Department Updates**
 1. Report – Planning and Development Update **pg. 214**
 2. Report – Interpretive Services **pg. 233**
 3. Report – Natural Resources **pg. 240**
 - C. **Planning and Development Department**
 1. Approval/Resolution – EDA Grant, Lake St. Clair North Marina **pg. 247**
 2. Approval – Kensington Five-Year Master Plan Update **pg. 249**
 - D. **Engineering Department**
 1. Bids – Rapid View Site Development, Hudson Mills **pg. 275**
 2. Approval – Design Services, Huron River Erosion Remediation/Habitat Restoration **pg. 279**
8. **Leadership Update**
 - a. Purchasing Policies, Procurement Guidelines, Exceptions, and Dollar Thresholds **pg. 326**
 - b. Mission, Vision, Core Value Statements **pg. 332**
 - c. Legal Counsel Memorandum – Duck Hunting at the Metroparks **pg. 334**

9. Other Business
10. Public Participation
11. Commissioner Comments
12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, February 10, 2021 – 1:00 p.m.
Administration Office – Board Room



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Subject: Approval – DTE Electrical Line Easement, Willow Park Office
Date: January 7, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the DTE Electrical Line Easement as recommended by Chief of Engineering Services Mike Henkel and Staff.

Fiscal Impact: None

Background: At the Dec. 9, 2021 meeting, the Board approved installing new electric service to the new Willow Park office building.

The easement required by DTE for electric service addresses their rights to construct, repair, maintain, and limit construction and activities within a 10-foot width over the centerline of underground conductors and 12-feet on overhead lines.

Attachment: DTE Electrical Easement Agreement



DTE Energy
Right of Way Department – SW Region
Engineering, Planning & Design
Electric Distribution Operations
8001 Haggerty Road
Belleville, MI 48111

Date: December 27, 2021

Huron-Clinton Metropolitan Authority
Attn: Andrew Storer
13000 High Ridge Drive
Brighton, Michigan 48114

Work Order Numbers: 61227643 – 61227669

Location: Lower Huron Metro Park, Huron Township, Michigan 48164

Re: DTE Electric Overhead and Underground Easement Agreement

Dear Mr. Storer,

DTE Energy has received a request for new service, adjacent to and/or on your property. In order to process this request, DTE Energy will need permission from you to extend our facilities on, or across your property. A sketch is included, indicating the area of the underground equipment.

Instructions: Please download and scale documents to 100% prior to printing, not doing this may resize the documents, rendering them unacceptable. Please do not alter these documents, if there are any changes or corrections to be made, please contact me. This Easement Agreement(s) must be physically signed and dated by the Owner, POA, Officer of the company, Member or Authorized/Managing Agent – proof of such will need to be provided if requested. **The Signatory's legal name must be used – no nicknames or abbreviations.** Signature(s) of the authorized person(s) must be witnessed in-person by a Notary and be in **blue ink** (requirement). At your earliest convenience return the executed easement document to DTE Energy, Attn: Kyra Froelich, PO Box 1290, Novi, MI 48376-1290.

Please feel free to contact me if you have any questions or concerns.

Sincerely,

Kyra Froelich

Right of Way Facilitator
DTE Energy - Electric Distribution
Engineering, Planning & Design – SW Region
kyra.froelich@dteenergy.com | Cell: 734-308-3499

**DTE Electric Company Overhead and Underground Easement (Right of Way) No. 61227643 – 61227669
Huron-Clinton Metro Park - Lower Huron**

On _____, 2021, for the consideration of system betterment, Grantor grants to Grantee a permanent, non-exclusive overhead and underground easement ("Right of Way") in, on, under and across that part of Grantor's Land to be referred to herein as the "Right of Way Area".

"Grantor" is: Huron-Clinton Metropolitan Authority, a Michigan public body corporate organization and operating under the provisions of Act No. 147 of 1939, as amended, whose address is 13000 High Ridge Drive, Brighton, Michigan 48114

"Grantee" is: DTE Electric Company, a Michigan corporation, whose address is One Energy Plaza, Detroit, Michigan 48226

"Grantor's Land" is in part of Section 21, Town 4 South, Range 9 East, Township of Huron, County of Wayne, and State of Michigan, and is described as follows:

THE LEGAL DESCRIPTION AND EASEMENT DRAWING ARE MORE PARTICULARLY DESCRIBED ON EXHIBIT "A" ATTACHED HERETO AND MADE A PART HEREOF.

Tax Identification Number(s): 75-082-99-0001-000

More commonly known as: Vacant land – Huron Clinton Metro Park (Lower Huron), Huron Township, Michigan 48164

The "Right of Way Area" is a twelve (12') foot wide overhead easement and a ten (10') foot wide underground easement on part of Grantor's Land. The centerline of the Right of Way Area shall be established in the as-built location of the centerline of Grantee's facilities, and shall be installed on Grantor's Land in the approximate location described as follows:

1. **Purpose:** The purpose of this Right of Way is to construct, reconstruct, modify, add to, repair, replace, inspect, operate and maintain overhead and underground utility facilities which may consist of underground vaults, pipelines, poles, guys, anchors, wires, manholes, conduits, pipes, cables, transformers and accessories.
2. **Access:** Grantee has the right of pedestrian and vehicular ingress and egress to and from the Right of Way Area over and across Grantor's Land.
3. **Buildings or other Permanent Structures:** No buildings or other permanent structures or improvements may be constructed or placed in the Right of Way Area without Grantee's prior, written consent. Grantor agrees, at its own expense, to remove any improvement that interferes with the safe and reliable operation, maintenance and repair of Grantee's facilities upon the written demand of Grantee. If Grantor fails to comply with such demand, Grantor agrees that Grantee may remove any such improvement and bill Grantor for the cost thereof, which cost Grantor shall pay within thirty (30) days after demand therefor.
4. **Excavation:** Pursuant to 2013 Public Act 174, MISS DIG (1-800-482-7171 or 811 in some areas) must be called before any excavation in the Right of Way Area may proceed.
5. **Trees, Bushes, Branches, Roots, Structures and Fences:** Grantee may trim, cut down, remove or otherwise control any trees, bushes, branches and roots growing or that could grow or fall in the Right of Way Area and remove any structures, improvements, fences, buildings or landscaping in the Right of Way Area that Grantee believes could interfere with the safe and reliable construction, operation, maintenance and repair of Grantee's facilities. No landscaping, trees, plant life, structures, improvements or fences may be planted, grown or installed within eight (8') feet of the front door, or within two (2') feet of the other sides, of transformers or switching cabinet enclosures, and Grantee shall not be responsible for any damage to, or removal of, landscaping, trees, plant life, structures, improvements and/or fences located in such areas.
6. **Restoration:** If Grantee's agents, employees, contractors, subcontractors, vehicles or equipment damage Grantor's Land while entering Grantor's Land for the purposes stated in this Right of Way, then Grantee will restore Grantor's Land as nearly as is reasonably practicable to the condition in which it existed prior to such damage. Restoration with respect to paved surfaces shall consist of asphalt cold patching of the damaged portion of any asphalted surfaces when the weather conditions suggest such use and the cement patching of the damaged portion of any cemented surfaces. Grantee shall have no liability, however, for the restoration or cost of any improvements located within the Right of Way Area, including, but not limited to, parking islands, gutters, fences or landscaping such as trees, bushes, or flowers (but not a simple lawn which, if damaged, will be patched and re-seeded by Grantee) that are damaged by Grantee in the course of constructing, reconstructing, modifying, adding to, repairing, replacing, operating or maintaining its facilities as described in paragraph 1 above.
7. **Representation and Warranty.** Grantor represents and warrants to Grantee as of the execution date of this Right of Way that Grantor has good and sufficient title and interest to the Grantor's Land and has full authority to enter into and grant this Right of Way.
8. **Indemnity.** Grantor agrees to reimburse Grantee for any and all costs, expenses, fees, and/or damages Grantee may incur to move, replace or relocate Grantee Facilities under this Right of Way arising out of or related to any claim related to title to Grantor's Land. Grantor agrees to defend, indemnify, and hold harmless Grantee for any and all claims for trespass, quiet title or any other action related to Grantor's Land.
9. **Authority.** Grantor represents and warrants: (a) that Grantor has complete and plenary authority to enter into this Agreement, (b) that Grantor has taken all action necessary to authorize execution of this Agreement and to ensure that the correct entity and signatory is executing the Agreement; (c) this Agreement and its terms are binding; (d) that the Grantor has the requisite power and authority to grant the easement of the Right of Way Area herein and to uphold its obligations and duties pursuant to the Agreement; (e) the

undersigned signatory for Grantor has the full legal right, power and authority to bind Grantor; (f) that Grantor owns outright and controls the property described herein.

10. **Successors:** This Right of Way runs with the land and binds and benefits Grantor's and Grantee's successors and assigns.

11. **Exemptions:** This Right of Way is exempt from transfer tax pursuant to MCL 207.505(a) and MCL 207.526(a).

12. **Governing Law:** This Right of Way shall be governed by the laws of the State of Michigan.

Grantor: Huron-Clinton Metropolitan Authority, a Michigan public body corporate organization and operating under the provisions of Act No. 147 of 1939, as amended

By: _____

Name: Amy McMillan

Title: Director

Acknowledged before me in _____ County, Michigan, on _____, 2021, by _____, the _____ of Huron-Clinton Metropolitan Authority, a Michigan public body corporate organization and operating under the provisions of Act No. 147 of 1939, as amended.

Notary's
Stamp _____

Notary's
Signature _____

Acting in _____ County, Michigan

Drafted by and when recorded, return to: Kyra Froelich, DTE Energy, 8001 Haggerty Road, RM 104, Belleville, MI 48111
PLEASE USE BLUE INK ONLY

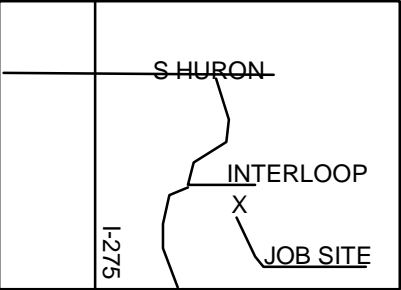


EXHIBIT "A"

Owner: HURON CLINTON METRO PARK
Commonly known as: HURON CLINTON METRO PARK NEW BOSTON, MI 48164
Tax Parcel No.: 75 082 99 0001 000

NOTICE
LOCATIONS OF UNDERGROUND FACILITIES ON THIS
DRAWING ARE ONLY APPROXIMATE. EXACT LOCATIONS
MUST BE DETERMINED BY THE UTILITY COMPANIES.
FOR EXACT LOCATIONS, TELEPHONE MISS DIG ON
1-800-482-7171 AS REQUIRED BY PUBLIC ACT 53
OF 1974 BEFORE DOING ANY POWER EXCAVATING.

MAP LOCATOR



OVERHEAD

CENTERLINE OF 12 FOOT WIDE EASEMENT

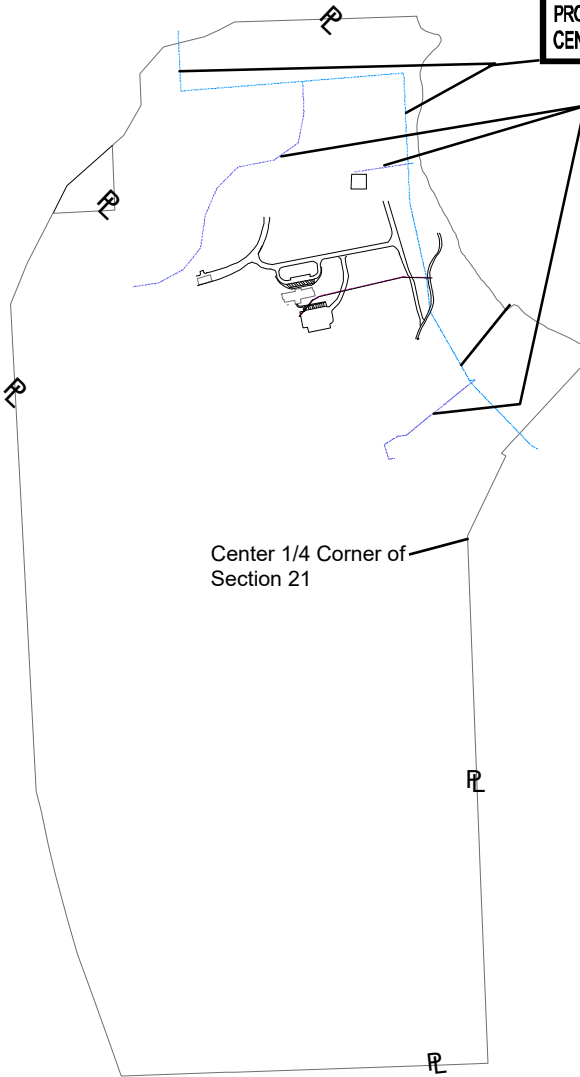
NOTE: THE EASEMENT CENTERLINE MAY VARY IF FIELD CONSTRUCTION
PROBLEMS ARISE. THEREFORE, FOR THE AS-INSTALLED EASEMENT
CENTERLINE CALL MISS DIG 1-800-482-7171 OR 811

UNDERGROUND

CENTERLINE OF 10 FOOT WIDE EASEMENT

NOTE: THE EASEMENT CENTERLINE MAY VARY IF FIELD CONSTRUCTION
PROBLEMS ARISE. THEREFORE, FOR THE AS-INSTALLED EASEMENT
CENTERLINE CALL MISS DIG 1-800-482-7171 OR 811

PAGE 1 OF 2



LEGAL DESCRIPTION: PT OF SEC 21 T4S R9E DESC AS BEG AT CEN 1/4 COR SEC 21 TH
N89DEG 06M 13S W 947.78FT TH N40DEG 34M 12S E 1160.72FT TH N60DEG 25M 20S E 372.50FT
TH SELY ALONG HURON RIVER BANK 816FT TH S45DEG 36M 40S W 676.79FT TH S55DEG 15M
20S E 26.74FT TH S28DEG 31M 50S W 44 .20FT TO POB ALSO E 1/2 OF SW 1/4 SEC 21 ALSO NW
1/4 OF SW 1/4 SEC 21 EXC W 436FT THEREOF ALSO EXC TRIANG PT MEAS 28.93FT ON S LINE
OF NW 1/4 OF SW 1/4 SEC 21 ALSO MEAS 134.76FT ON W LINE ALSO SW 1/4 OF SW 1/4 SEC 21
EXC W 436FT THEREOF ALSO EXC PT DESC AS BEG N89DEG 48M 22S E 436FT FROM SW COR
SEC 21 TH N89DEG 48M 22S E 349.70FT TH N16DEG 34M 42S E 635.62FT TH ON A CURVE TO
RIGHT RAD 7548.44FT ARC 705.46FT TH S89DEG 48M 22S W 28.93FT TH S1DEG 04M 07S E
1295.92FT TO POB ALSO PT OF NW 1/4 SEC 21 DESC AS BEG AT NW COR SEC 21 TH S0DEG
03M 50S E 2639.37FT TH N89DEG 04M 44S E 1283.80FT TH N42DEG 26M 37S E 1629.29FT TH
N60DEG 25M 20S E 372.50FT TH NLY ALONG BANK OF HURON RIVER 1350FT TH N89DEG 42M
50S W 2520FT TO POB EXC N 922. 5FT OF W 976.90FT THEREOF ALSO EXC W 436FT OF S
1716.72FT THEREOF ALSO EXC PT DESC AS BEG S1DEG 07M 57S E 922.65FT AND N89DEG 13M
19S E 436FT FROM NW COR SEC 21 TH N89DEG 13M 19S E 223.09FT TH S35DEG 53M 37S W
279.41FT TH S13DEG 14M 07S W 220.98FT TH S1DEG 07M 57S W 438.52FT TO POB ALSO EXC PT
DESC AS BEG N89DEG 13M 19S E 976.90FT FROM NW COR SEC 21 TH N89DEG 13M 19S E
641.88FT TH S68DEG 57M 40S W 173.10FT TH S79DEG 21M 50S W 213.46FT TH S44DEG 13M 19S
W 181.74FT TH S0DEG 46M 41S E 151.79FT TH S23DEG 13M 21S W 184.12FT TH S47DEG 13M
22S W 81.99FT TH N1DEG 14M 28S W 599.87FT TO POB 249.99 AC

Center 1/4 Corner of
Section 21

LEGEND

- SET NEW POLE
- CABLE POLE / RISER
- POSITION OF SWEEP UP CABLE POLE
- BURIED PRIMARY CABLE (ALL VOLTAGES)
- BURIED SECONDARY CABLE
- SINGLE DUCT OCCUPIED
- DOUBLE DUCT 1 - OCCUPIED
- SINGLE DUCT-TO BLIND END FOR FUTURE USE
- PAD-MOUNTED TRANSFORMER
- DIRECTION OF TRANSFORMER DOOR OPENING
- GUARD POST
- P.S.C. PRIMARY SWITCH CABINET
- S.C.C. SEPARABLE CONNECTION CABINET

Work Order # 61227643		Work Order Description C.F. 23200 S HURON RD, NEW BOSTON				GIS-DSN 61227667	SRW 61227669	RSD	PH .	PLC
Service Center WWSC		Circuit #1 MERRD 1879		Circuit #2		COH	COS	CUG 61227681	CUL 61227680	CUS
Worksite City NEW BOSTON				Worksite Twp. HURON		Worksite County OAKLAND				SCMAT 61227678
Town T4S	Range R9E	Section 21	Qtr CEN 1/4	Planner Name Hill, Nazalyn L 734-397-4063		CUE Request # 1147228	Version 1	Plot Date 12/22/2021	Scale 1"= N/A	

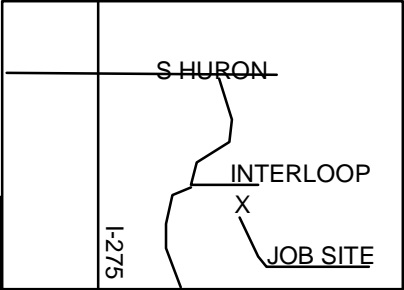


EXHIBIT "A" continued

Owner: HURON CLINTON METRO PARK
Commonly known as: HURON CLINTON METRO PARK NEW BOSTON, MI 48164
Tax Parcel No.: 75 082 99 0001 000

NOTICE
LOCATIONS OF UNDERGROUND FACILITIES ON THIS DRAWING ARE ONLY APPROXIMATE. EXACT LOCATIONS MUST BE DETERMINED BY THE UTILITY COMPANIES. FOR EXACT LOCATIONS, TELEPHONE MISS DIG ON 1-800-482-7171 AS REQUIRED BY PUBLIC ACT 53 OF 1974 BEFORE DOING ANY POWER EXCAVATING.

MAP LOCATOR



OVERHEAD

CENTERLINE OF 12 FOOT WIDE EASEMENT

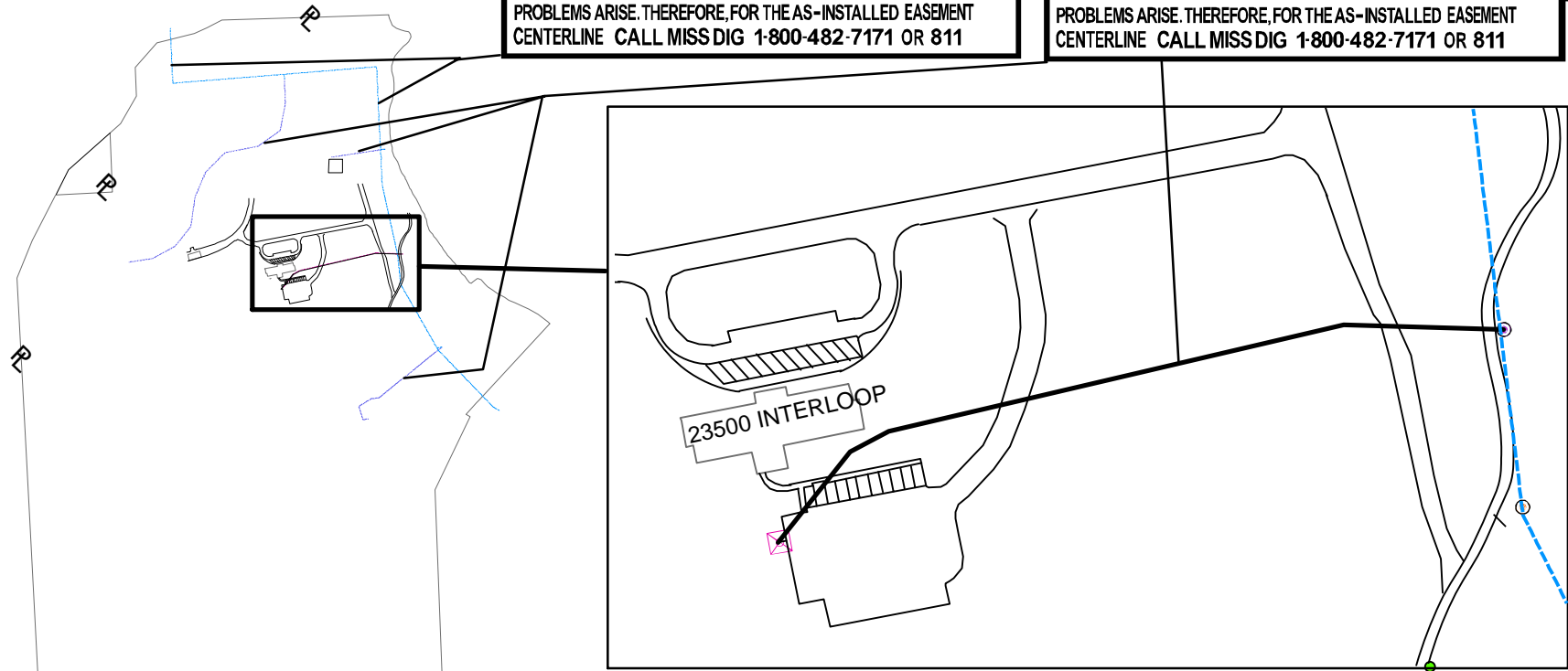
NOTE: THE EASEMENT CENTERLINE MAY VARY IF FIELD CONSTRUCTION PROBLEMS ARISE. THEREFORE, FOR THE AS-INSTALLED EASEMENT CENTERLINE CALL MISS DIG 1-800-482-7171 OR 811

UNDERGROUND

CENTERLINE OF 10 FOOT WIDE EASEMENT

NOTE: THE EASEMENT CENTERLINE MAY VARY IF FIELD CONSTRUCTION PROBLEMS ARISE. THEREFORE, FOR THE AS-INSTALLED EASEMENT CENTERLINE CALL MISS DIG 1-800-482-7171 OR 811

PAGE 2 OF 2



ENLARGED VIEW

LEGEND

- SET NEW POLE
- CABLE POLE / RISER
- POSITION OF SWEEP UP CABLE POLE
- BURIED PRIMARY CABLE (ALL VOLTAGES)
- BURIED SECONDARY CABLE
- SINGLE DUCT OCCUPIED
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Service Center WWSC		Circuit #1 MERRD 1879	Circuit #2		COH	COS	CUG 61227681	CUL 61227680	CUS
Worksite City NEW BOSTON				Worksite Twp. HURON		Worksite County OAKLAND			SCMAT 61227678
Town T4S	Range R9E	Section 21	Qtr CEN 1/4	Planner Name Hill, Nazalyn L 734-397-4063		CUE Request # 1147228	Version 1	Plot Date 12/16/2021	Scale 1"= N/A



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update – Purchases over \$10,000
Date: January 7, 2022

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 contains purchases exceeding the \$10,000 threshold:

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
1. Commonwealth Heritage Group	Archaeological Investigation Lake Erie	\$18,185.00
2. Commercial Glass	New Doors and Installation Main Entrance Administrative Offices	\$15,908.00
3. Counsilman-Hunsaker	Assessment of Wave Pool Lake Erie	\$15,100.00
4. Mechanical Heating and Cooling	New Furnace and Installation Woods Creek Restroom Lower Huron	\$11,265.00
5. Spartan Distributors Inc	Mower Attachments Golf Course Lake Erie	\$11,160.00
6. Faith Lawn & Property Maintenance	Holiday Lights Display for Heritage Holidays Wolcott	\$10,026.00



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Purchases – Total Spent and Vendor Locations
Date: January 7, 2022

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the update for the monthly Total Spent and Vendor Locations as submitted by Director Amy McMillan and staff.

Background: Each month the Purchasing Department summarizes the total amount spent on Capital Equipment purchases, major maintenance and park projects and includes the location of vendors, either within or outside the Metroparks five-county region as well as the effect of DEI, living wage and the Metroparks local preference policy.

Attachment: Award Requests

Award Request for January 2022

Vendor	Vendor Location	Description	Park Location	Total Request	Five-County Area	Greater Michigan	Outside Michigan	Effect of DEI, Living Wage & Local Preference Policy
Mountain Grooming Equipment LLC	Waitsfield, VT	Snow groomer per ITB 2021-045	Huron Meadows	\$ 45,565.00			\$ 45,565.00	Only one (1) bid received
Jack Demmer Ford	Wayne, MI	Vehicles for mobile outreach per ITB 2021-047	Interpretive Services Dept	\$ 87,270.00	\$ 87,270.00			
Signature Ford	Owosso, MI	Four (4) Police Vehicles per ITB 2021-048	Police Dept	\$ 141,151.00		\$ 141,151.00		Local bidder was not in range to match low bid
Midwest Golf and Turf	Commerce Twp MI	Five (5) Golf Carts per ITB 2021-049	Kensington	\$ 27,523.80	\$ 27,523.80			
Erie Construction LLC	Woodhaven MI	Rapids View Development	Hudson Mills	\$ 598,731.00	\$ 598,731.00			
Hubble Roth and Clark	Bloomfield Hills MI	Design Services, Huron River Erosion Remediation/Habitat Restoration per Project No. P-510-21-319	Willow	\$ 29,780.00	\$ 29,780.00			
				Totals \$930,020.80	\$743,304.80	\$141,151.00	\$45,565.00	
				Percent of Total Award Request	79.92%	15.18%	4.90%	



To: Board of Commissioners
From: Heidi Dziak, Senior Buyer
Project No: ITB 2021-045
Project Title: Purchase – Snow Groomer
Location: Huron Meadows Metropark
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the purchase of one snow groomer for a total amount of \$45,565 from Mountain Grooming Equipment, LLC of Waitsfield, Vermont, the low responsive, responsible bidder for ITB 2021-045 as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: Funds will come from the Board approved 2022 Capital Equipment budget, which allowed \$44,000 for the purchase. The price of \$45,565 is \$1,565 over budget. The additional \$1,565 will come from savings realized from other capital equipment purchases.

Scope of Work: Furnish and deliver one (1) Tornado 2.4 meter, three-point tractor mount Nordic Tiller snow groomer.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 21 vendors, of which 10 vendors downloaded the ITB.

The new equipment will be used to groom the cross-country ski trails at Huron Meadows Metropark. It replaces Unit 1502, a 2013 ATI tiller, which is no longer manufactured and for which parts are no longer available. Unit 1502 will be sold at auction.

<u>Vendor</u>	<u>Location</u>	<u>Price</u>
Mountain Grooming Equipment, LLC DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input type="checkbox"/>	Waitsfield, VT	\$45,565.00



To: Board of Commissioners
From: Heidi Dziak, Senior Buyer
Project No: ITB 2021-048
Project Title: Purchase – Four Police Vehicles
Location: Kensington Metropark
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the purchase of four (4) Ford Interceptor police vehicles for a total amount of \$145,151 (\$134,171 for the vehicles and \$10,980 for extended warranties) from Signature Ford of Owosso, Michigan, the low responsive, responsible bidder for ITB 2021-048 as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: Funds will come from the Board-approved 2022 Capital Equipment budget, which allowed \$150,000 for the purchase. The \$145,151 price is \$4,849 in favor of the budget.

Scope of Work: Furnish and deliver four (4) police vehicles.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 82 vendors, of which six vendors downloaded the ITB.

The new equipment will replace the following vehicles, which will be sold at auction:

- Unit 340, 2017 Ford Police Interceptor with 104,628 miles
- Unit 429, 2013 Dodge Charger with 100,633 miles
- Unit 492, 2015 Ford Police Interceptor with 111,925 miles
- Unit 647, 2015 Ford Police Interceptor with 102,055 miles

<u>Vendor</u>	<u>Location</u>	<u>Price for Vehicles</u>
Signature Ford* DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input type="checkbox"/>	Owosso, MI	\$134,171.00
Jack Demmer Ford DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Wayne, MI	\$139,523.60
Feldman Ford DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Detroit, MI	\$141,400.00

() Indicates recommended award.*



To: Board of Commissioners
From: Heidi Dziak, Senior Buyer
Project No: ITB 2021-049
Project Title: Purchase – Five Golf Carts
Location: Kensington Metropark
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the purchase five (5) golf carts for a total amount of \$27,523.80 from Midwest Golf and Turf of Commerce Township, Michigan, the low responsive, responsible bidder for ITB 2021-049 as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: Funds will come from the Board-approved 2022 Capital Equipment budget, which allowed \$27,500 for the purchase. The \$27,523.80 price is \$23.80 over budget. The additional \$23.80 will come from savings realized from other capital equipment purchases.

Scope of Work: Furnish and deliver five, gas powered Club Car Tempo golf carts.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 44 vendors, of which, seven vendors downloaded the ITB.

The new carts will replace current equipment used exclusively by staff in the course of their work. The following outgoing carts will be sold at auction:

- Unit K071, 2004 Club Car DSG with 2444 hours
- Unit K075, 2004 Club Car DSG with 2051 hours
- Unit K076, 2004 Club Car DSG with 2230 hours
- Unit K079, 2004 Club Car DSG with 2160 hours
- Unit K080, 2002 Club Car DSG with 2078 hours

<u>Vendor</u>	<u>Location</u>	<u>Total Price</u>
1. Midwest Golf and Turf* DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Commerce Twp, MI	\$27,523.80
2. E-Z-Go Division of Textron Inc - Offering E-Z-Go RXVG EX1 DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Augusta, GA	\$28,000.00
3. Abney Direct, LLC DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Bloomfield Hills, MI	\$62,500.00
4. Taza Supplies dba Tiles in Styles DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input type="checkbox"/>	South Holland, IL	\$71,320.00

(*) Indicates recommended award.



To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Research Study for Metroparks Climate Action Plan
Date: January 7, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve a contract in the amount of \$161,735 (Option B) for a research study conducted by Dr. Elizabeth Perry for a Metroparks Climate Action Plan as requested by Director Amy McMillan and staff.

Fiscal Impact: Funding is available in the Board-approved 2022 budget.

Background: As part of the 2021 DEI Speaker Series, Dr. Elizabeth (Bess) Perry from Michigan State University spoke on the subject of climate change and the role public park systems play in preserving the environment through stewardship of ecosystems. Her presentation enumerated the benefits of engaging community partners, visitors, and local residents (including non-visitors), along with an emphasis on diversity, equity and inclusion.

Dr Perry's presentation sparked considerable conversation with the Board and staff about the benefits of working with her to develop a researched based climate plan specific to the Metroparks. The Board continued this discussion at its October retreat, developing a goal of creating a sustainable environment that could become a model of other regional park systems across the United States.

Over the course of the past several months, I have reviewed several climate action plans from throughout the region, all of which are thought-provoking and not a little intimidating in the unfunded financial projections associated with achieving their vision. Although parks and/or open space are often components of these plans, parks are neither the primary focus of the plans nor are they generally considered in a regional manner across organizational and/or municipal boundaries.

On-going conversations on this topic that included DEI Chief Artina Carter, Deputy Director Mike Lyons, Dr. Perry, and me, along with various team members, from our teams here at the Metroparks and at MSU resulted in the attached proposal that has been specifically created and uniquely tailored to meet the Metroparks' needs.

Attachment: Climate Action Plan Proposal

Research Support for Developing the Huron-Clinton Metroparks' Climate Action Plan

Version 2, November 11, 2011

Principle Investigator:

Dr. Elizabeth E. Perry, Assistant Professor, Department of Community Sustainability, Michigan State University (eeeperry@msu.edu)

Research Team:

Ellie Schiappa, M.S. student in Community Sustainability, Michigan State University (schiapp7@msu.edu)

Dr. Christine Carmichael, Principal, Fair Forests Consulting (fairforests@gmail.com)

Option A.

Timeline: January 1, 2022 – August 31, 2023

Request: \$154,896

With report text: \$168,993

Value consideration: student's degree completion

Option B.

Timeline: January 1, 2022 – December 31, 2022

Request: \$144,687

With report text: \$161,735

Value consideration: compressed timeframe

Statement of Need

Climate change is affecting systems globally and locally. Plans to address climate change at multiple scales and from multiple sectors are necessary. Indeed, this wider vision is currently emphasized in strategic planning, goal-setting, and engagement from many entities. However, climate action plans are usually (and understandably) bound by the entity's scope. When examining these plans at a regional level, this may mean that there are disconnections among entities that hinder a coordinated and proactive response. For example, different approaches to stormwater management may need coordination at the watershed level for greater efficacy and, ultimately, meaningful climate response.

Climate change is also not solely an environmental issue. Beyond the human-caused and human-perpetuated nature of this issue, climate change also disproportionately affects marginalized populations. For example, rises in temperature in urban areas mean more costs for indoor cooling systems and more stress on public outdoor shaded areas, both of which can affect low income households' finances and quality recreation experiences. Urban and urban-proximate parks, especially those with water resources, will be stressed to provide these quality recreation and climate-mitigating experiences while maintaining resource integrity.

Park systems, especially regional park systems with multiple units, have a unique ability to facilitate better coordination and proactive climate action planning at the regional level while still implementing park-specific actions. Because parks typically hold a dual mandate to conserve resources and provide those resources for the recreation and benefit of all, it is necessary for parks to consider climate action plans that speak to in-park conservation and recreation as well as out-of-park factors that influence these geographies and populations. Yet, although this necessity exists, few park systems have capitalized on their potential role 1) bridging climate action plans at the regional level, 2) conserving resources sustainably in-park, and 3) considering the equity and acceptability of climate-proactive management techniques on current and potential visitors.

The Huron-Clinton Metroparks exemplify this unique ability and position. Stretching across 13 parks and five counties in southeastern Michigan, the Metroparks are accustomed to managing at a regional level and with the regional partners and audiences that this scale implies. Many of these counties and cities within them now have climate action plans. As the Metroparks consider how to create their climate action plan, they are poised to draw from their neighbors' work, other park systems' work, and emergent best practices about proactive climate management. They are also poised to convene discussions about regional disparities in climate action planning and facilitate more coordinated and efficient responses. This scaffolding can assist the Metroparks in bridging efforts and becoming a leader. Concurrently, it can assist the Metroparks in assessing internally what are feasible park management actions and how to communicate these actions among staff and with visitors. Finally, examining the social equity and acceptability of existing and proposed climate management with partners, visitors, and locals can assist in the inclusion and sustainability of these efforts.

A program of research assistance can support the Metroparks in its work toward these related goals. This research may be conceptualized within three phases:

1. **Context Alignment** – Understanding the Metroparks’ known priorities and examining climate plans across the region and across similar park systems for ideas on content, integration and bridging neighbors’ work, and engagement processes. Drawing from these ideas to reflect on the Metroparks’ strengths, challenges, and approach.
2. **Community Alignment** – Engaging community partners, visitors, and local residents (current non-visitors) about the acceptability of the Metroparks’ potential climate action plan components and role of the Metroparks in convening these types of regional-level conversations and actions. Emphasizing diversity, equity, and inclusion in this engagement process and highlighting areas for the parks’ heightened consideration in planning.
3. **Capacity-building** – Providing multiple engagements for park staff to understand the process and importance of context and community alignments as the Metroparks draft their climate action plan. Delivering a portfolio of resources and deliverables to support the Metroparks in their planning efforts and ongoing staff trainings.

Research Team

Dr. Elizabeth Perry is an Assistant Professor of Protected Areas and Natural Resources Recreation Management at Michigan State University (MSU). She is an applied conservation social scientist whose work addresses vital issues for park managers, park visitors, and nearby communities, such as relevance, sustainability, collaboration, inclusion, and scales of impact. In particular, Bess examines how parks and outdoor recreation activities can build meaningful, sustainable stewardship connections with visitors, underrepresented groups, organizational partners, and local communities. Her research spans from parks to regions and often includes interdisciplinary and cross-scale contributions. She uses approaches sensitive to the questions at hand and is skilled at designing and implementing research that combines multiple methods. She holds degrees in natural resources management and has an extensive work history in national and state parks.

Ellie Schiappa is a first-year MS student in Community Sustainability at MSU, working with Dr. Perry. She is also working toward a graduate certificate in Community Engagement. Her research interests center on questions of how conservation planning can involve communities and can generate further community cohesion. In this context, she is particularly interested in issues pertaining to water and access.

Dr. Christine Carmichael is the Founder and Principal of Fair Forests Consulting, LLC. She holds a Ph.D. in Forestry with a Specialization in Gender, Justice, and Environmental Change and a Graduate Certificate in Community Engagement from MSU. Recent research includes examining why 25% of Detroit residents eligible to receive a free street tree chose to decline this offer and what are perspectives of residents in flood-prone and wildfire-affected neighborhoods on the health impacts of climate change and barriers to implementation of mitigating green infrastructure strategies. Dr. Carmichael has consulted with numerous non-profit environmental groups and government agencies on ways to enhance multicultural partnerships, particularly in urban forestry, parks, and greenspace management. She is a skilled facilitator with expertise in strategic planning and ensuring productive dialogue.

Timelines and Budgets

The following timelines (Options A and B) list specific activities and deliverables (where appropriate) within each of these phases. Following these timelines are budgets (Options A and B) corresponding to probable costs associated with the work in these phases. For each option, the timelines and budgets are provided for planning purposes and contain draft, though reasonably accurate details. Pending discussion between the research team and the Metroparks and agreement on a final format, an updated timeline and exact budget request will be provided by the research team/Michigan State University.

Additional Writing of the Climate Action Plan

The Metroparks requested additional budgets for the Option A and Option B timelines that incorporate the actual writing of the Climate Action Plan for the park system. Below are the two budgets with these costs included. These additional activities are not currently reflected in the timelines above but would be inserted if this is the direction the Metroparks would like to pursue. In general, the additional costs for this activity are related to personnel. Please note that the draft Climate Action Plan would be provided in December 2022 as part of Option B and finalized over two rounds of review with the park in early 2023. We expect that this report would be the main deliverable, with research findings as appendices. Writing of the report by the research team would still require close communication, resource sharing, and targeted writing by the Huron-Clinton Metroparks' personnel. Many municipal climate action plans are professionally laid out, with attractive formatting and graphics, whereas park climate action plans are more text-centered. We would provide the text for this report with the expectation that it could be shared as-is or finalized in presentation with a graphic artist. Expectations about this report's structure and content would be discussed and decided in advance of preparation.

Timeline – Option A

Phase 1: Context Alignment							
Activities and Deliverables	Periods						
	(1) Jan-Mar 2022	(2) Apr-Jun 2022	(3) Jul-Sept 2022	(4) Oct-Dec 2022	(5) Jan-Mar 2023	(6) Apr-Jun 2023	(7) Jul-Sept 2023
1.1. Host a planning session with Metroparks to discuss the parks' known priorities/actions, areas desired for consideration, related resources available, inter-park variability, and related areas of potential challenge.							
1.2. Collect climate plans and plans with substantive climate focus from the region (geographic context) and from other park systems (organizational context).							
1.3. Analyze plans for goals, actions, collaborations, community engagement, scaled approaches, DEI components, and other areas of focus determined in collaboration with the Metroparks.							
1.4. Conduct scoping interviews with select climate plans' authors about their process in plan creation, community engagement, and implementation.							
1.5. Present synthesized findings to Metroparks, with recommendations for park climate plan context alignments (webinar/meeting with short report and resources compendium).							
1.6. Host a two-part reflection session, to understand and refine topics/strategies being considered by the parks for the climate plan and inform Phase 2 data collection, based on Phase 1 findings and park updates since Activity 1.1.*							

*This includes group discussion and individual response prompts to identify 1) most necessary, feasible, ideal, and contentious actions for Metroparks to take; 2) the desired role of the Metroparks in facilitating integrated and inclusive climate actions in the region; and 3) the role of climate action plans in stimulating and sustaining community engagement.

Phase 2: Community Alignment							
Activities and Deliverables	Periods						
	(1) Jan-Mar 2022	(2) Apr-Jun 2022	(3) Jul-Sept 2022	(4) Oct-Dec 2022	(5) Jan-Mar 2023	(6) Apr-Jun 2023	(7) Jul-Sept 2023
2.1. Develop focus group questions and protocols for addressing topics of community context based on the findings and reflections in Activity 1.5 and 1.6 and additional literature review							
2.2 Conduct focus groups with select community partners (defined in collaboration with the Metroparks) about topics in Activity 2.1 (approximately 20 focus groups, hosted in different parks and online)*							
2.3 Analyze and synthesize focus group findings							
2.4 Present preliminary findings to Metroparks (briefing)							
2.5 Develop survey instruments based on preceding Phase 1 and 2 Activities, to gauge the acceptability of proposed climate actions in-park and the roles of a park climate action plan in community engagement, with an emphasis on DEI considerations							
2.6. Administer survey to season pass holders and newsletter recipients (residents and non-residents) (online, email list)*							
2.7. Administer survey to sample of residents of the five-county area (visitors and current non-visitors) (online, purchased panel)*							
2.8. Analyze and synthesize survey data by population segment and overall							
2.9. Present preliminary findings to Metroparks (briefing)							
2.10. Present synthesized Phase 2 findings to Metroparks, with recommendations for park climate plan community alignments							

*These public engagements will be for awareness and understanding plan acceptance and prioritizations. The extent to which these engagements influence the Metroparks' climate actions and priorities will be up to the Metroparks.

Phase 3: Metroparks Capacity-building							
Activities and Deliverables	Periods						
	(1) Jan-Mar 2022	(2) Apr-Jun 2022	(3) Jul-Sept 2022	(4) Oct-Dec 2022	(5) Jan-Mar 2023	(6) Apr-Jun 2023	(7) Jul-Sept 2023
3.1. Conduct facilitated workshop with park staff on the importance of climate actions, DEI considerations, and communicating among staff and with visitors							
3.2. Provide key messages in a static recording for post-workshop engagement and training							
3.3. Compile all reports, briefings, and recordings for final draft deliverable with recommendations about navigating any differences or disparities elicited (draft portfolio)							
3.4. Submit final project portfolio after a comment period for the Metroparks							

Budget – Option A

Budget Item	Periods 1-4 (Yr1)	Periods 5-7 (Yr2)	Project Total	Budget Item Notes
MSU				
Perry summer salary	4,511.47	4,601.70	9,113.17	Bess Perry - 2 weeks pay per summer
Perry Fringe	345.13	352.03	697.16	
MS student (Hourly)	6,586.50	6,718.23	13,304.73	Ellie Schiappa - summer pay (half-time)
MS student (Hourly) - Fringe	503.87	513.94	1,017.81	
MS GRA	19,892.00	10,041.61	29,933.61	Ellie Schiappa - academic year pay (half-time)
MS GRA - Fringe	3,173.00	1,625.00	4,798.00	
Total Personnel and Fringe	35,011.96	23,852.51	58,864.48	
Travel	3,440.00	1,500.00	4,940.00	
Site visits, park meetings, and focus groups	3,440.00		3,440.00	Team travel 40 x 200 mi roundtrip x MSU short term lease \$16/day and \$0.35/mi
Conference - NERR (Annapolis)		1,500.00	1,500.00	NERR conference (Annapolis) to share approach
Other Direct Costs				
Focus group supplies	500.00		500.00	Meeting supplies as needed
Focus group transcription	3,600.00		3,600.00	Focus group transcription services 20 x 120 minutes x \$1.50/min
Survey participant incentives	1,000.00		1,000.00	Drawings for prizes for each of the two surveys; <i>focus group participants receive park pass?</i>
Qualtrics panel for community survey	16,000.00		16,000.00	~2,000 responses in the 5 county area at \$8/response (no subsample restrictions)
Tuition	10,873.00	5,543.00	16,416.00	MSU tuition rate (no tuition over the summers)
Total Other Direct Costs	31,973.00	5,543.00	37,516.00	
Subawards				
Fair Forests LLC	10,000.00	15,000.00	25,000.00	Assisting in plans review, focus groups, and culminating workshop (100 hours x \$250/hr)
Total Subawards	10,000.00	15,000.00	25,000.00	
Subawards excluded from MTDC F&A	-	-		
Total Direct Costs:	80,424.96	45,895.51	126,320.48	
MTDC Base	69,551.96	40,352.51	109,904.48	
Total F&A (26%)	18,083.51	10,491.65	28,575.16	Off-campus rate (26%), as more than 50% of the project will occur off-campus
Total Project Costs	98,508.48	56,387.17	154,895.64	

Budget – Option A with report

Budget Item	Periods 1-4 (Yr1)	Periods 5-7 (Yr2)	Project Total	Budget Item Notes
MSU				
Perry summer salary	4,511.47	9,206.38	13,717.85	Bess Perry - 2 weeks pay in Yr 1 and 4 weeks pay in Yr 2
Perry Fringe	345.13	704.29	1,049.42	
Perry academic year salary	-	4,588.18	4,588.18	Bess Perry - 2 weeks pay in Yr 2 (spring)
Perry Fringe	-	1,642.75	1,642.75	
MS student (Hourly)	6,586.50	6,718.23	13,304.73	Ellie Schiappa - summer pay (half-time)
MS student (Hourly) - Fringe	503.87	513.94	1,017.81	
MS GRA	19,892.00	10,041.61	29,933.61	Ellie Schiappa - academic year pay (half-time)
MS GRA - Fringe	3,173.00	1,625.00	4,798.00	
Total Personnel and Fringe	35,011.96	35,040.38	70,052.35	
Travel	3,440.00	1,500.00	4,940.00	
Site visits, park meetings, and focus groups	3,440.00		3,440.00	Team travel 40 x 200 mi roundtrip x MSU short term lease \$16/day and \$0.35/mi
Conference - NERR (Annapolis)		1,500.00	1,500.00	NERR conference (Annapolis) to share approach
Other Direct Costs				
Focus group supplies	500.00		500.00	Meeting supplies as needed
Focus group transcription	3,600.00		3,600.00	Focus group transcription services 20 x 120 minutes x \$1.50/min
Survey participant incentives	1,000.00		1,000.00	Drawings for prizes for each of the two surveys; <i>focus group participants receive park pass?</i>
Qualtrics panel for community survey	16,000.00		16,000.00	~2,000 responses in the 5 county area at \$8/response (no subsample restrictions)
Tuition	10,873.00	5,543.00	16,416.00	MSU tuition rate (no tuition over the summers)
Total Other Direct Costs	31,973.00	5,543.00	37,516.00	
Subawards				
Fair Forests LLC	10,000.00	15,000.00	25,000.00	Assisting in plans review, focus groups, and culminating workshop (100 hours x \$250/hr)
Total Subawards	10,000.00	15,000.00	25,000.00	
Subawards excluded from MTDC F&A	-	-		
Total Direct Costs:	80,424.96	57,083.38	137,508.35	
MTDC Base	69,551.96	51,540.38	121,092.35	
Total F&A (26%)	18,083.51	13,400.50	31,484.01	Off-campus rate (26%), as more than 50% of the project will occur off-campus
Total Project Costs	98,508.48	70,483.88	168,992.36	

Timeline – Option B

Phase 1: Context Alignment												
Activities and Deliverables	January	February	March	April	May	June	July	August	September	October	November	December
1.1. Host a planning session with Metroparks to discuss the parks' known priorities/actions, areas desired for consideration, related resources available, inter-park variability, and related areas of potential challenge.												
1.2. Collect climate plans and plans with substantive climate focus from the region (geographic context) and from other park systems (organizational context).												
1.3. Analyze plans for goals, actions, collaborations, community engagement, scaled approaches, DEI components, and other areas of focus determined in collaboration with the Metroparks.												
1.4. Conduct scoping interviews with select climate plans' authors about their process in plan creation, community engagement, and implementation.												
1.5. Present synthesized findings to Metroparks, with recommendations for park climate plan context alignments (webinar/meeting with short report and resources compendium).												
1.6. Host a two-part reflection session, to understand and refine topics/strategies being considered by the parks for the climate plan and inform Phase 2 data collection, based on Phase 1 findings and park updates since Activity 1.1.*												

*This includes group discussion and individual response prompts to identify 1) most necessary, feasible, ideal, and contentious actions for Metroparks to take; 2) the desired role of the Metroparks in facilitating integrated and inclusive climate actions in the region; and 3) the role of climate action plans in stimulating and sustaining community engagement.

Phase 2: Community Alignment												
Activities and Deliverables	January	February	March	April	May	June	July	August	September	October	November	December
2.1. Develop focus group questions and protocols for addressing topics of community context based on the findings and reflections in Activity 1.5 and 1.6 and additional literature review												
2.2 Conduct focus groups with select community partners (defined in collaboration with the Metroparks) about topics in Activity 2.1 (approximately 20 focus groups, hosted in different parks and online)*												
2.3 Analyze and synthesize focus group findings												
2.4 Present preliminary findings to Metroparks (briefing)												
2.5 Develop survey instruments based on preceding Phase 1 and 2 Activities, to gauge the acceptability of proposed climate actions in-park and the roles of a park climate action plan in community engagement, with an emphasis on DEI considerations												
2.6. Administer survey to season pass holders and newsletter recipients (residents and non-residents) (online, email list)*												
2.7. Administer survey to sample of residents of the five-county area (visitors and current non-visitors) (online, purchased panel)*												
2.8. Analyze and synthesize survey data by population segment and overall												
2.9. Present preliminary findings to Metroparks (briefing)												
2.10. Present synthesized Phase 2 findings to Metroparks, with recommendations for park climate plan community alignments												

*These public engagements will be for awareness and understanding plan acceptance and prioritizations. The extent to which these engagements influence the Metroparks' climate actions and priorities will be up to the Metroparks.

Phase 3: Metroparks Capacity-building												
Activities and Deliverables	January	February	March	April	May	June	July	August	September	October	November	December
3.1. Conduct facilitated workshop with park staff on the importance of climate actions, DEI considerations, and communicating among staff and with visitors												
3.2. Provide key messages in a static recording for post-workshop engagement and training												
3.3. Compile all reports, briefings, and recordings for final draft deliverable with recommendations about navigating any differences or disparities elicited (draft portfolio)												
3.4. Submit final project portfolio after a comment period for the Metroparks												

Budget – Option B

Budget Item	Jan-Dec 2022	Project Total	Budget Item Notes
MSU			
Perry summer salary	6,770.13	6,770.13	Bess Perry - 3 weeks pay
Perry Fringe	517.91	517.91	
Perry academic year salary	9,088.99	9,088.99	Bess Perry - 2 weeks pay spring 2022 and 2 weeks fall 2022
Perry Fringe	3,038.45	3,038.45	
MS student (Hourly)	13,173.00	13,173.00	Ellie Schiappa - summer pay (full-time)
MS student (Hourly) - Fringe	1,007.73	1,007.73	
MS GRA	19,892.00	19,892.00	Ellie Schiappa - academic year pay (half-time)
MS GRA - Fringe	3,173.00	3,173.00	
Total Personnel and Fringe	56,661.22	56,661.22	
Travel	3,440.00	3,440.00	
Site visits, park meetings, and focus groups	3,440.00	3,440.00	Team travel 40 x 200 mi roundtrip x MSU short term lease \$16/day and \$0.35/mi
Other Direct Costs			
Focus group supplies	500.00	500.00	Meeting supplies as needed
Focus group transcription	3,600.00	3,600.00	Focus group transcription services 20 x 120 minutes x \$1.50/min
Survey participant incentives	1,000.00	1,000.00	Drawings for prizes for each of the two surveys; <i>focus group participants receive park pass?</i>
Qualtrics panel for community survey	16,000.00	16,000.00	~2,000 responses in the 5 county area at \$8/response (no subsample restrictions)
Tuition	10,873.00	10,873.00	MSU tuition rate (no tuition over the summers)
Total Other Direct Costs	31,973.00	31,973.00	
Subawards			
Fair Forests LLC	25,000.00	25,000.00	Assisting in plans review, focus groups, and culminating workshop (100 hours x \$250/hr)
Total Subawards	25,000.00	25,000.00	
Subawards excluded from MTDC F&A	-		
Total Direct Costs:	117,074.22	117,074.22	
MTDC Base	106,201.22	106,201.22	
Total F&A (26%)	27,612.32	27,612.32	Off-campus rate (26%), as more than 50% of the project will occur off-campus
Total Project Costs	144,686.54	144,686.54	

Budget – Option B with report

Budget Item	Jan-Dec 2022	Project Total	Budget Item Notes
MSU			
Perry summer salary	13,537.33	13,537.33	Bess Perry - 6 weeks pay
Perry Fringe	1,035.61	1,035.61	
Perry academic year salary	13,675.29	13,675.29	Bess Perry - 2 weeks pay spring and 4 weeks fall
Perry Fringe	4,697.46	4,697.46	
MS student (Hourly)	13,173.00	13,173.00	Ellie Schiappa - summer pay (full-time)
MS student (Hourly) - Fringe	1,007.73	1,007.73	
MS GRA	19,892.00	19,892.00	Ellie Schiappa - academic year pay (half-time)
MS GRA - Fringe	3,173.00	3,173.00	
Total Personnel and Fringe	70,191.42	70,191.42	
Travel	3,440.00	3,440.00	
Site visits, park meetings, and focus groups	3,440.00	3,440.00	Team travel 40 x 200 mi roundtrip x MSU short term lease \$16/day and \$0.35/mi
Other Direct Costs			
Focus group supplies	500.00	500.00	Meeting supplies as needed
Focus group transcription	3,600.00	3,600.00	Focus group transcription services 20 x 120 minutes x \$1.50/min
Survey participant incentives	1,000.00	1,000.00	Drawings for prizes for each of the two surveys; <i>focus group participants receive park pass?</i>
Qualtrics panel for community survey	16,000.00	16,000.00	~2,000 responses in the 5 county area at \$8/response (no subsample restrictions)
Tuition	10,873.00	10,873.00	MSU tuition rate (no tuition over the summers)
Total Other Direct Costs	31,973.00	31,973.00	
Subawards			
Fair Forests LLC	25,000.00	25,000.00	Assisting in plans review, focus groups, and culminating workshop (100 hours x \$250/hr)
Total Subawards	25,000.00	25,000.00	
Subawards excluded from MTDC F&A	-		
Total Direct Costs:	130,604.42	130,604.42	
MTDC Base	119,731.42	119,731.42	
Total F&A (26%)	31,130.17	31,130.17	Off-campus rate (26%), as more than 50% of the project will occur off-campus
Total Project Costs	161,734.59	161,734.59	



To: Board of Commissioners
From: Mike Lyons, Deputy Director
Project Title: Report – 2021 Overview, District Park Superintendents
Date: January 7, 2022

Requested Action: Motion to Receive and File

That the Board of Commissioners receive and file the 2021 Overview by the District Park Superintendents as recommended by Deputy Director Mike Lyons and staff.

Background: Western District Superintendent Jeff Brown, Eastern District Superintendent Gary Hopp and Southern District Superintendent Jeff Linn will give an overview on 2021 park operations at the Jan. 13 meeting.



To: Board of Commissioners
From: Chief of Marketing and Communications Danielle Mauter and Interim Chief of Planning and Development Jay Bibby
Project Title: Report – Cross-Departmental Data Review
Date: January 7, 2022

Requested Action: Motion to Receive and File

That the Board of Commissioners receive and file the Cross-Departmental Data Review as presented by Chief of Marketing and Communications Danielle Mauter and Interim Chief of Planning and Development Jason Bibby and staff.

Background: Chief of Marketing and Communications Danielle Mauter and Interim Chief of Planning and Development will give a joint presentation to the Board highlighting summer scan data and marketing campaigns.



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – 2022 Marketing Plan
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2022 Marketing Plan as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Background: The 2022 Marketing Plan includes goals and strategies for marketing and communications efforts in 2022.

Attachment: 2022 Marketing Plan



INTEGRATED MARKETING PLAN 2022 GOALS AND STRATEGIES



[METROPARKS.COM](https://www.metroparks.com)



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ORGANIZATIONAL OVERVIEW

The Huron-Clinton Metroparks is a regional special park authority encompassing Livingston, Macomb, Oakland, Washtenaw and Wayne counties.

It was sanctioned by the Michigan State Legislature in Act No.147 of the Public Acts of 1939 and was approved, in 1940, by the residents of the five counties. The Board of Commissioners held its first meeting in 1941 and funding for the Metroparks became available in 1942.

The governing body of the Metroparks is a seven-member Board of Commissioners. Two of the members are selected by the governor, to represent the district at large, and the other five are selected by the Board of Commissioners from each of the five-member counties.

Currently, 13 Metroparks cover almost 25,000 acres and serve more than 7.3 million visitors on average annually. The Metroparks are located along the Huron and Clinton rivers, providing a greenbelt around the Detroit metropolitan area. The parks are generally, more than 1,000 acres each, with Stony Creek Metropark and Kensington Metropark being more than 4,400 acres each.

The Metroparks provide a natural oasis from urban and suburban life. They provide an ever-growing variety of year-round, outdoor recreational and educational activities in safe, clean environments. More than 55 miles of paved hike/bike trails course through the Metroparks and some of these trails connect with many more miles of trails outside the Metroparks. The system operates seven regulation golf courses and one par-3 course. Picnicking, fishing, swimming, boating, hiking, nature study, biking, golf, disc golf, winter sports and a host of special outdoor programs and events are available within a short drive to southeast Michigan residents.

A recent study commissioned by The Trust for Public Land (TPL) found the Metroparks generate more than \$90 million in direct visitor spending as well as millions more in other economic, environmental and health benefits each year across the five counties and hundreds of communities it serves.

The TPL study is the first such study the organization has completed in Michigan and dramatically underscored the value these public lands and outdoor recreation activities hold during times like the coronavirus pandemic that gripped the state, and the world, since March of 2020. Although the study was completed using pre-pandemic data, the parks understand that these benefits are even larger in years such as 2020 and 2021. People flocked to outdoor spaces during the pandemic to recreate in a safe way, and the Metroparks saw about a 26 percent spike in overall attendance. Parks have the power to provide both mental and physical health benefits as well as just being fun. Parks continue to connect us with nature and each other, and bolster our local and regional economies

The Metroparks have also made a strong commitment to environmental education and preservation. It operates 10 full-service interpretive centers — nature, farm and historical — that provide a variety of programs, both on site and off site, for almost 1.5 million people annually, in average years. In addition, it boasts three mobile learning centers to engage with schools, community centers, fairs and other locations in southeast Michigan to conduct nature, farm and history programs for groups that may not have the means or opportunities to visit a Metropark.

Those educational and public programs looked much different than “average” in 2020. Staff stayed nimble to adjust to the ever-changing situations of the pandemic to continue serving visitors on multiple platforms using virtual and hybrid programs, as well as small group, in person, outdoor programs. Those new practices carried over into 2021, and staff were able to work collaboratively to provide exciting new experiences for our communities in ways that are safe and engaging.

2022 looks even more inspiring with plans to expand the educational outreach components of the Interpretive Services department and add new, exciting capital projects to the parks. Additionally, new work will take place in creating the Metroparks strategic plan, and an update to the five-year master plan will result in new initiatives and partnerships moving forward. 2022 is a year to watch as staff continue to show that the Metroparks are here for all the people of southeast Michigan. All their lives.

MISSION, VISION & CORE VALUES

Much like any operation of the organization, the marketing plan and strategy shall support the mission, vision and core values of our organization. In November of 2021 the Metroparks Board of Commissioners approved a new mission and vision statement. They are still editing and reviewing updated core values statements.

Mission Statement

To bring the benefits of parks and recreation to the people of southeast Michigan. All the people. All their lives.

Vision

To be a unifying force – and indispensable resource – in southeast Michigan: One Region. One Metroparks. Endless Experiences.

Core Values

Core values are still being reviewed and updated and will be added in when the Board of Commissioners approves revised values in 2022.



REGIONAL MARKET OVERVIEW

Regional Demographic Statistics

Southeast Michigan Council of Governments (SEMCOG¹) existing data was reviewed to get a picture of the demographics in the region that the Metroparks serve as seen in *Appendix 1*.

The Impacts of the COVID-19 Pandemic

It's impossible to ignore the impacts that the Covid-19 pandemic has had on all types of businesses, and parks and recreation is no exception. The Metroparks saw about a 26 percent increase in overall attendance in 2020 (as measured by total vehicle counts), and although 2021 saw slightly lower overall attendance than 2020, the pandemic still generated strong attendance in 2021 and still at a rate higher than average. Outdoor spaces were one of the few opportunities available to people in 2020 and 2021 to get out of their homes in a safe and socially distant way, and the Metroparks stayed nimble and responsive to be there for visitors when they were needed.

Golf saw an overall increase of 20.3 percent in 2020 and with an unseasonably warm November, the Metroparks golf season ended with on a high note – 232,788 rounds compared to 193,503 rounds in November 2019. Golf continued to see increases in 2021 with overall round played increasing by another 8.6 percent, over and above 2020 numbers.

More people experienced the outdoors and gained a new appreciation for time spent in park spaces throughout both 2020 and 2021, and more people across the region were exposed to the Metroparks brand. Average annual pass usage showed existing Metroparks fans/visitors utilized the parks more. In 2021, staff worked to bolster the increases that 2020 brought by working to maintain some of the attendance increases seen in 2020 – even as the world begins to return to some kind of new normal.

2022 looks to be more “predictable” as we are all more knowledgeable about navigating the circumstances and restrictions of the pandemic and the “new normal” it has brought with it. This leaves opportunities for Marketing staff to leverage increased audiences and brand recognition and offer up messaging to remind southeast Michigan residents that parks are a place they want to continue visiting as well as being a place to host more “pandemic safe” gatherings and events in outdoor spaces.

¹ <https://semcog.org/>

Other Data That was Reviewed

In addition to pure demographics, attendance trends, car counts, annual pass scan data² from 2019, 2020 and 2021, public polling results and surveys and evaluations from 2020 and 2021 were reviewed. These will continue to be analyzed to help determine exact geographic placement of media buys and types of media buys throughout the year. These additional data points and charts are not included as attachments to this plan because they already exist in other organizational reports and records.

This review included review of additional demographic data from the American Community Survey and SEMCOG data that the planning and development department also uses.

Current Marketing Trends

One could look and find endless numbers of trends and information about marketing. Included in this plan are just a few trends being observed in every industry. These are the ones deemed most important to pay attention to for the Metroparks.

Pandemic's Impact on Advertising Consumption

The COVID-19 pandemic has, not surprisingly, affected the marketing and advertising industry in the ways that people are consuming content. Metroparks Marketing staff have been monitoring trends and data related to marketing changes and are making some small adjustments to the strategy for 2022.³

Trend: Work From Home Versus Commuters

It is important to use data and trend analysis to adjust marketing strategies as a complement to personal assumptions. For example, there is a perception in 2020 that the majority of the United States was working from home and therefore not commuting. In fact, an Advertiser Perception Survey from October 2020 showed that 43 percent of advertisers believed that a majority of Americans were working from home every day and only 32 percent were commuting every day. However, the Federal Reserve October 2020 national employment data showed that 56% of Americans were still commuting every day and only 19 percent were working from home. There were certainly shifts in patterns in each month throughout 2020, and these shifts were drastically different than pre-pandemic where (in February 2020) 92 percent of Americans were commuting every day and 8 percent were working from home.

The perception of the commuting landscape could lead marketers to believe that radio and out of home spending no longer hold the same importance since “people aren’t in their cars as much”. However, the credible data behind commuting and radio listening trends provided by Neilson audiences cumes and indexes shows that although there were shifts and changes during different stages of the pandemic, Americans are still commuting, and they are still listening to the radio. In fact, it has led to some small changes in popular dayparts, but overall radio listening had bounced back to almost “normal” levels in all dayparts towards the end of

² Summer 2021 scan data will be presented to the Metroparks Board of Commissioners at the January 2022 board meeting as joint presentation with Planning and Development, Marketing and Information Technologies departments. This data was examined in preparation to complete the 2022 marketing plan.

³ Further details and charts on Covid-19 impacts on advertising trends can be found in Appendix 2: Marketing Trend Resources.

2020. These levels are even closer to normal in late 2021 as even more of the workforce has returned to a more “normal” or hybrid work schedule.

What is the Metroparks doing with these findings? Marketing staff understand that there are still small shifts in commuting and radio listening. The shifts may not be as large as originally perceived, and therefore small reductions in radio and out of home spending will be made to reallocate spending to areas that saw growth in 2020 and 2021. However, large shifts will not be made because radio and out of home still hold importance as part of the marketing mix.

Trend: TV/Video Consumption

TV and video consumption saw increases over 2020 and 2021. Comcast reporting data in the Detroit DMA showed an increase of 18 percent in time spent watching TV with an increase of 29 percent in daytime viewing (more people at home during the day) and an increase of 22 percent more time watching live TV. Additionally, the split between live TV viewing and streaming/on-demand/online viewing is comparable at a 49 percent live to 51 percent streaming split. This illustrates that although “cord cutters” are on the rise, it is still important to maintain a mix of live TV and streaming/online video commercials and that this area of content consumption is growing.

What is the Metroparks doing with these findings? Marketing staff are keeping spending on TV and video placements mostly level with what was spent in 2021 but are reallocating to stations and cable placements to maintain an effective balance of live and streaming commercials across our region. Marketing staff are also adding a winter branding campaign which will increase total spending in video and TV for the year.

Trend: Social and Digital Performance

Social and digital performance continues to rise and result in higher returns on investment than other channels. People are spending more time on devices during the pandemic and are looking for new, engaging ways to interact digitally with each other and with businesses. TikTok is continuing to be the fastest growing social media network – particularly among younger audiences. People are spending more time consuming online short-format video content and are seeking out engaging videos. People are also expressing less interest in traditional online ads and find them “annoying” and are being drawn more to true content.

What is the Metroparks doing with these findings? Marketing staff will continue to put emphasis on growing social media networks and engagement and will increase spending in digital and social ads in 2022. Additionally, Marketing staff will spend more time developing video content for viewers and finding new ways to reach consumers online. This will include working with influencers and partners who can help bolster the Metroparks message by sharing their own content and serving as a spreader of word-of-mouth advertising on our behalf.

Content marketing continues to grow in importance

With a saturated ad market, shrinking attention spans and increased options, it is becoming more and more difficult to reach visitors with ads. It is no longer enough to run an ad alone in

a local newspaper and expect to see a jump in attendance. Instead, it is increasingly more important to have consistent quality content across multiple channels over time.

Branded content creation is at the heart of this trend. Impact and results increase when content is relevant and relatable to the reader. The Metroparks want storytelling and content to be at the center of all communications and will focus on sharing that content across multiple messaging channels. It is important for Metroparks messaging to start with owned channels (i.e. our website, newsletters, social profiles and presentations).

Social media and digital efforts continue to grow

It is no secret that we are living in a digital and social world and that a large percentage of communications are now happening digitally on mobile devices – even more so since the onset of the pandemic. Across all industries, marketing departments continue to increase spending in social and digital efforts while decreasing in other traditional marketing areas. This is due largely to the lower cost and higher return on investment of those efforts as well as the targetability of the message and the greater market share of where people are getting their media from today.

Video IS important

There was a time when text alone was enough online. Then content required an engaging photo to be impactful. Today video continues to grow as the bigger disrupter, and more video focused apps are popping up frequently to allow people to edit and interact with video in new ways. Video ads and video content catch a user's eye when scrolling and persuades them to pause. It also allows the Metroparks to tell a story more fully and sometimes with greater emotion and detail than a photo. We need to continue to place a higher emphasis on using video content to accompany and support our text and photo content.

Traditional marketing channels are NOT dead

You hear “print is dead” – that is not the case. Nor are billboards, radio or TV obsolete. They are all vastly different in the way we use and consume them as a society than they used to be. Therefore, we need to use them differently to be successful.

Mobile friendly and responsive websites are a requirement

With modern day indexing standards and modern mobile usage changing and increasing, it is imperative for websites to be mobile friendly, responsive and user friendly. This includes every component of a website and other owned content. Not doing so means risking site visit loss from bounces and lower search rankings.

The new Metroparks website was launched in 2021 to meet this growing need. Additional components of the website will be developed and launched in 2022 to add to this already successful launch.

Search Engine Optimization (SEO) is growing

An increasing number of companies and organizations are spending more of their marketing budget on SEO efforts. The big reason is that an online search is the most basic sale starter. It

tells visitors which park is closest to them, which golf course is nearby, which water park, etc., and if search result rankings don't put Metroparks on page one of results, they never get seen. If the Metroparks do not appear in the top five results, our success rate is minimal. SEO is difficult and ever-changing. Thus, it is important to look at and put a focus on it.

Customers are looking for experiences and brands they believe in

This is not only a marketing trend as customers, shoppers and visitors continue to value experiences over products. They want the best experience, and they want to do business with brands whose mission and values they believe in. The Metroparks should capitalize on this because our parks sell experiences, and there is a large potential audience who supports and believe in our goals and values.

With the onset of the pandemic, people are also looking for brands they can trust. Transparency is key in communicating Covid-19 precautions and helping visitors trust that they can have a safe experience in the Metroparks.

People still read marketing emails

It is easy to get caught up in the day-to-day and assume that email marketing is oversaturated and useless. However, when done correctly, email marketing is still a powerful player and delivering higher returns than other traditional channels – and it is inexpensive to do. Therefore, you will still see a focus on email messaging in our marketing goals and strategies later in this document.

If you want to read more about some of these and other marketing trends, you can reference the links in *Appendix 2*.

Future Trends to Keep an Eye On

The future is just as important as the present as plans are made for the direction the Metroparks are traveling. There are several popular topics being discussed in articles about marketing trends to watch out for. In the case of the Metroparks, there are a few that may or may not impact what is done or provide benefits in the coming future. At the very least, they are things to be aware of and evaluate.

- Snapchat and TikTok use for business
- Voice Search SEO
- Artificial Intelligence best practices – this is not robots. This includes technology like Alexa and voice search and how those technologies provide answers and resources for users.
- Virtual reality apps – the Metaverse that has made recent headlines
- Social media content strategies
- LinkedIn and Glassdoor
- Video content
- Influencer marketing – micro-local influencers
- The public's skepticism and burn out with social media

MARKETING GOALS

The Metroparks have experienced a large and swift increase in attendance and awareness over the course of the COVID-19 pandemic. More people have discovered parks and come to appreciate the benefits they bring, and this has brought with it positive benefits for the Metroparks. The Metroparks were already well positioned and in the early stages of implementing its first strategic marketing plan in many years when the pandemic started. Progress was being made, but the pandemic amplified results. It is important not to become complacent but rather continue pushing forward and using this amplified momentum to achieve even higher results than would have otherwise been possible in this amount of time.

The intention of setting marketing goals is to remind staff what we are striving to accomplish as a team and to guide the marketing and media buy decisions through 2022.

1. Continue increasing awareness and understanding of the Metroparks brand and identity

The Huron-Clinton Metroparks desire to be a recognized name in southeast Michigan. When people hear the Metroparks name, they should associate brand identity with it and already have a positive, preconceived idea of what to expect. This is not an easy feat and not one that happens quickly. There is a wide understanding of “parks” in our area. There is still much confusion over the difference between the various types of parks and park passes. The Metroparks are situated in a space that is more difficult for people to understand. The Metroparks want to be viewed at a higher stature than local parks and be more top of mind.

Stakeholders, lawmakers and the public should understand and recognize Metroparks staff as expert thought leaders in their fields. The Metroparks want residents and visitors to have confidence in what is said and achieve a higher understanding of all the work the natural resources, planning, engineering and interpretive departments do to support the mission.

This goal is probably the hardest to measure. It is best measured through public polling. Initial public polling was done in 2019 to serve as a baseline of understanding to measure against. 2020 and 2021 both saw increases in media coverage and attendance. It can, therefore, be assumed that awareness is on the rise, but there is still much more than can be done to increase awareness. Questions will be included as part of the five-year master plan survey to help measure progress since the 2019 public polling.

2. Maintain part of the attendance increase that was seen in 2020, and grow attendance seen in 2021 by achieving a vehicle count that is at least 10 percent higher than the three-year average as measured by overall vehicle counts. This will result in a total of 3,729,181 vehicles through the gates in 2022.

At the end of 2021, car counts were 7.96 percent lower than 2020, but they were still 10 percent higher than the three-year average at 3,518,195. The 2021 goal of 3,028,358 (which was maintaining 20 percent of the growth seen in 2020) vehicles was surpassed before the end of the year.

For 2022, staff want to see an overall vehicle count that is 10 percent higher than the previous three-year average at the end of 2022. The three-year total vehicle count average of 2019, 2020 and 2021 would be 3,390,165. Achieving a car count that continues to be 10 percent higher than that three-year average means setting a goal to see a car count of at least 3,729,181 vehicles in 2022.

Setting an overall attendance increase goal is both important and difficult. The goal in 2019 was to increase car count by 30,000. That goal was not met, but the Metroparks did not want to work backwards in 2020. Therefore, the goal was set to be 30,000 more than what 2019 should have been. In 2020 the Metroparks saw approximately a 35 percent increase in overall attendance as measured against 2019. This was MUCH higher than the 1 percent goal set in 2020.

Part of this growth can be attributed to increased marketing and media efforts and a large portion of the growth can be attributed to the circumstances of the pandemic. It can be anticipated that as society begins to return to a more “normal” situation, people will have great competition for their time and attendance will drop off somewhat. We saw that starting to happen in 2021. Instead of expecting to increase attendance even further in 2021, the goal was set to retain at least 20 percent of the growth achieved in 2020.

Staff set a goal for car count instead of overall attendance for a couple of reasons. First, vehicle count drives revenue. The overall attendance accounts for multiple people per vehicle. Also, vehicle count drives overall attendance. It is directly correlated. Increasing vehicle counts increases overall attendance exponentially. The difference in attendance between 2019 and 2020 was an increase of 992,639 vehicles. 20 percent of that increase was 198,527 vehicles. The 2021 goal was to achieve a total of 3,028,358 vehicles through the gates. This would have put the Metroparks approximately 5 percent above the previous three-year average attendance number of 2,886,060, and that goal was exceeded.

3. Maintain the growth in annual pass sales that 2021 saw. This would mean selling a total of at least 206,513 annual passes from November 2021 through October 2022 (2022 Annual Pass selling period).

What was seen with 2020 annual passes was an initial bump in sales while the Metroparks ran a special promotional price. Sales then dipped and leveled off and resulted in 2020 annual passes sales being mostly flat and comparable with 2019 annual pass sales overall. In 2021, staff set a goal to increase annual pass sales by 5 percent, and that goal was met and exceeded with an 8.68 increase. This can be attributed to increased marketing efforts, the use of the trade-up program and overall increases in awareness of the benefits of an annual pass.

Metroparks would like to see that increase hold in total sales of 2022 annual passes. A hold in this increase would signify the beginning of a change in trend and not just a pandemic driven temporary increase. The trade-up program will be utilized again in 2022 and promotions will run around annual pass sales. This goal will be measured by the total number of annual passes sold of all pass types and will include passes sold under the trade-up program.

There was a total of 206,513 2021 Annual Passes sold from November of 2020 through October of 2021. This includes all annual pass types. We want to see at least this many sold for 2022 as well. We don't want to see a decrease in sales.

4. Create a stronger Marketing team through hiring, training and leveraging the diverse talents of existing and new staff.

The current Metroparks Marketing team was established in 2019 with the board taking action to create the Chief of Marketing and Communications position and moving forward with deliberate and intentional marketing and communication decisions. The small but mighty team has made great strides and progress in achieving set goals and moving the communication efforts of the organization forward.

With the 2022 budget, a new full-time position was approved within the Marketing department. This new position will allow the team to help the Metroparks make an even greater impact. It is an opportunity to add to the diversity of the team with another great team member that will assist with a large chunk of the growing administrative tasks related to advertising campaign management and the continued efforts around consistent reporting. Additionally, moving some of the administrative tasks from other existing marketing positions to this new position will allow those teams members time to focus on some new campaign ideas and new initiatives such as strategic partnerships, social media influencers, reconnecting with chambers, CVBs and similar organizations, promoting the Metroparks in more strategic grassroots ways, analyzing reports to create new innovative campaigns and looking bigger than just the day-to-day to-do lists.

One of the goals in Q1 of 2022 is to fill this full-time position and train the new team member. In doing so, some department restructuring will need to take place to allow the team to become more efficient and stronger than ever. This restructuring will take a close look at how the Marketing team collaborates with other departments and supervisors and continue to focus on

integrating them as part of the Metroparks team, ensuring silos are not created. Marketing and communications cannot happen in a vacuum, and it's important the Marketing team spend time with other departments and in park locations/at events so the team can effectively promote the Metroparks story and experience to intended audiences.

5. Execute a successful internal and external rollout of new mission, vision and core values statements.

The Metroparks Board of Commissioners acted in November 2021 to adopt new mission and vision statements but left in that action the need to also revise core value statements. Once new core values statements are approved, there will be a need to roll-out the package of mission, vision and core values statements to all staff as part of the organization's strategic plan. There will also be some public-facing components to those communications.

Metroparks Director Amy McMillan will lead the organization through the rollout of these statements. The Chief of Marketing and Communications will work with an internal group of staff from various departments, parks and positions to create an effective internal roll out plan. The plan will include elements to help staff understand the new statements and their role in the organization bolstering them. The Director will be integral in leading and reinforcing the roll-out of these statements and values and reinforcing their importance to the organization and to the Metroparks strategic plan, ensuring initiatives align with this work.

Public-facing strategies will also be included in this plan. It is important to note that new mission, vision and core values do not replace our marketing and branding campaigns. They are two separate yet related components of the overall plan. Our marketing and branding efforts should support the mission/vision, but the mission/vision will not be included verbatim in all marketing pieces. The mission/vision rollout campaign is more heavily focused internally towards staff than the public audiences.

6. Collaborate with Information Technology, Planning and Development and other departments to establish a reporting process, data baselines and define how and when departments can and will use that performance data to make more informed decisions.

Over the last couple of years, the Marketing department worked collaboratively with the Planning and Development department and the Information Technology department to explore ways of overlaying marketing zip code and geographic data with attendance scan reports. It resulted in a joint report coming to the January 2022 board meeting. 2021 marked the year of launching RecTrac system wide. It was a huge undertaking by all levels of staff. RecTrac was not fully launched authority wide until the end of April 2021. That means that RecTrac data collection is still less than a year old. 2021 is the first time the Metroparks have been able to look at annual pass visitation scan data year compared to year. 2021 is the first year the Metroparks have been able to reliably collect a full year of daily pass zip codes. 2020 daily pass scan rate was too low to use as comparison, so the Metroparks can still not compare year-over-year daily pass entries by zip code. 2021 is the first time the Metroparks have been able to look at changing attendance in equity zone zip codes for annual pass scans.

We still have a lot to learn, tweaking to do and modifying how staff analyze and utilize this data in the best ways. This will take a fair amount of time to develop the best working solution – and even still it will be an everchanging process.

OBJECTIVE 1: Fill open positions in the organization that serve integral roles in these efforts. Currently the Chief of Planning and Development position is open. This position is key to the analysis of regular daily and annual pass scan visitation data. To make consistent progress forward, this position needs to be filled, trained and acclimated. Additionally, the new Marketing Support Specialist position will serve a key role within the marketing department of organizing marketing related reports and interfacing with reports. This position will also need to be filled and trained. This will likely not be complete until the end of Quarter 1.

OBJECTIVE 2: Marketing department to begin using scanning trend data to adjust seasonal marketing buys. Now that the Metroparks have annual pass scanning data for both 2020 and 2021 marketing staff will use those data trends to inform ad buying decisions for seasonal campaigns. Marketing staff will also use seasonal daily pass scan data to pinpoint zip codes and geographic regions that need more marketing focus in 2022 campaigns. Marketing will report on these findings at the end of each season. First report will be April, where a review of the winter campaign and visitation data used to inform buying decisions is presented.

OBJECTIVE 3: Involve all department heads. Many of the Metroparks strategic initiative looking forward require staff to use accurate and consistent data. That makes these efforts all the more important. In Quarter 2 of 2022, department heads will come together with Amy to discuss current reporting frustrations, existing reporting processes and reporting needs to move the Metroparks to the next level. The discussion will:

- Define report types
- Create a consistent process authority wide for requesting and pulling various report types. This process will need to be feasible so that it is not so labor intensive that it takes away from other needed tasks being completed.
- Establish parameters for how each department will utilize this data and in what defined intervals. Something that is frequent enough to highlight issues that could be address in more “real time”, yet not so frequent that it becomes overly tedious and
- Work towards creating a more automated reporting mechanism that is utilized consistently by department heads and park staff as it relates to RecTrac, G1 and visitation reports.
- Use as a guide for CAPRA certification documentation

OBJECTIVE 4: Create and test the automated reporting mechanism. In Quarter 3 of 2022 departments will work together to create, and test, the system discussed in Objective 3.

OBJECTIVE 5: Marketing team to explore ways to make performance data and marketing data work together. In addition to RecTrac data, G1 golf data and visitation scanning data, the marketing department utilizes web traffic data, social media engagement data, digital ad performance data, billboard traffic reports, QR code data and other marketing metrics to help inform decisions. Currently, all those data points require time to analyze and bring together. The new Marketing Support Specialist will help the marketing department make more informed

decisions by being a key component in finding the best ways to make all those data types come together in a more useable combined report on a more frequent basis. Marketing staff will come back to the board by September of 2022 with an initial model of what that can look like.

OBJECTIVE 6: Refine and improve. As we approach the end of 2022, staff would like to see a working system for automated and consistent reporting in place with defined ways in which staff are using them to make decisions. Throughout Quarter 4, tweaks and adjustments will likely need to be made to the process put in place during Quarter 3. It is important to note that RecTrac will be just over a year old in 2022 and the Metroparks have never used it in a “non-pandemic” time. We expect many more changes coming our way as we all explore what the world looks like in a “post-pandemic” world and that will likely result in continual changes to this process. The important piece in 2022 is establishing baseline that work for the authority as an organization and help inform better decisions.

7. Use visitor evaluations to develop a more comprehensive understanding of the visitor experience of the Metroparks – Build on progress made in 2021.

Five administrative departments – Marketing, Planning and Development, Interpretive Services, IT and Diversity, Equity, and Inclusion (DEI) – along with operations and park staff developed and executed digital visitor evaluations in 2021. Staff also created and implemented an evaluation tool for teachers/leaders as an important way to collect information about those experiences.

These tools were integrated into RecTrac/POS, and digital evaluations began being sent to all public programming participants and teachers/leaders through automatic emails from RecTrac. These were rolled out on various dates throughout 2021, and therefore do not yet have a full year of data moving into 2022. A process was also established⁴ for the consistent use of this information during internal event/program evaluation: Marketing staff will create survey monkey tools and coordinate with I.T. to set-up and send automated RecConnect emails through RecTrac to all registered program and event participants. Automated emails will send immediately after a program ends. Each week is considered Monday-Sunday for the survey tools. (April 5 – 11, 2021 is considered one week, and a survey tool would include all public programming taking place in that week across the system) Registered participants would be given one week after the final program in that week to complete the survey (meaning in the example above, the survey would close on April 18. Each Monday, the Planning and Development Department will go into Survey Monkey, close the survey tool for programs that ended the week prior and add results into the folder on a shared server drive. The staff person responsible for each program and event should go into the public evaluations results on the server and look at results of their program while completing their internal review of that program. Quarterly, supervisors should review all internal program evaluations as a whole for future program planning and improvements.

⁴ This process is outlined in the internal document “Event/Program Planning, Submission, and Evaluation Instructions” that can be found on the shared server drive and helps meet one of the CAPRA certification standards.

Initially, there were meant to be three evaluation types: one for passive park visitors available online and in select park facilities, one for public programs and events available online and in print at the program/event and one developed specifically to obtain feedback on the Metroparks experience from youth participants.

OBJECTIVE 1: Make the passive park use visitor evaluations available on the Metroparks website by April 2022 for passive park visitors and advertise their availability through email and social media. Test temporary signage within three parks to evaluate if having signage about the availability results in a higher number of completed evaluations. Also establish the process for pulling and analyzing results that is similar to the process used for public program/event evaluations. That process should involve relevant department heads and park staff to ensure these evaluations are being used and negative responses being addressed as appropriate. An update to this objective will be brought back in April.

OBJECTIVE 2: Send evaluations directly to all participants of 2022 Metroparks organized public programs and events that require pre-registration. This process was started partway through 2021, so 2022 will be the first full year of this process.

OBJECTIVE 3: Achieve an average of 10 percent response rate on program and event evaluations sent in 2022. The Metroparks will track the number of people directly sent program and event evaluations through email to determine this rate. (An average evaluation response rate is approximately 25 percent of those surveyed. Initially, the Metroparks will aim for a modest 10 percent response rate on program and event evaluations. Passive park visitor and children evaluations will be more sporadic and are not included as part of this objective.)

OBJECTIVE 4: Marketing staff will review these evaluation results on a seasonal and quarterly basis to look for trends in results and opportunities to expand our reach and effectiveness in marketing campaigns.

OBJECTIVE 5: Utilize an interactive tool or strategy to gather youth evaluations at select events this summer (pending pandemic restrictions). Use the knowledge gathered during these evaluations to develop better youth evaluations for future programs and events.

8. Work closely with the Planning and Development Department to achieve response rate set in the ETC contract for the five-year master plan survey – at least 2400 random survey responses.

ETC institute has a contract with the Metroparks to complete a five-year master plan survey. The survey needs to receive at least 2400 random surveys that statistically represent various geographic and socioeconomic characteristics of the Metroparks service region.

Marketing will continue to work collaboratively with the Planning and Development Department and the survey consultant to help set incentives for survey completion as well as help communicate and push messaging around the survey to achieve a high number of responses.

Marketing and Planning and Development will work together to pinpoint the geographical areas where ETC will require the most assistance to reach the statistically significant responses in

each geographic and socioeconomic area. Staff will then create communication pieces to target those areas that could include things like signage at community centers, libraries, etc., media alerts, social posts, and performing outreach within those communities, and with partners, to achieve the needed response rates. A similar collaboration process was successfully used to achieve a high response rate on the 2021 swim survey.

Additionally, questions will be included in the five-year master plan survey that will check in on the brand recognition progress that was originally surveyed via public polling in 2019. This will be the first statistical check-in since that time.

Lastly, this collaborative process of outreach and communication will also be used to secure responses for a set of additional questions around hiring and employment. Departments will work together to deploy Metroparks staff to perform outreach in specific geographic areas for these summer employment questions.

9. Increase attendance from city of Detroit zip codes, increase community engagement within the city of Detroit and Other Marketing and Communication Goals Established with the Detroit Riverfront Conservancy Partnership

- a. In addition to regular communication as needed, the marketing and communications teams from both organizations will establish monthly coordination calls to discuss relevant topics and to coordinate on partnership projects.
- b. The partnership communications plan will be reviewed every six months by both organizations' teams and will be updated as necessary and reported back to leadership of both organizations.
- c. The two organizations will work together to develop and implement a joint paid media strategy to promote the partnership starting in 2022. In 2022 the joint media buys will focus on recognition of the partnership and joint programming efforts. The strategy will be reviewed and updated as part of the communications plan review every six months going forward.
- d. A press release about the major accomplishments and joint programs occurring as a result of the partnership will be created and shared with key media outlets no less than three (3) times per year.
- e. The marketing and communications teams from both organizations will coordinate to create a summary report of coverage and response from each joint media alert or press release that can be shared with the relevant staff and board members from both organizations.
- f. Both organizations will post to their social media accounts no less than 12 times per year with updates about the partnership, major milestones and/or joint programs related to the partnership. All social media posts relating to the partnership will recognize and tag both organizations' relevant social accounts.
- g. Both organizations will include articles and/or announcements about the partnership in their email blasts to subscribers no less than three times per year and will recognize both organizations with links to their websites. Examples will be shared between both organizations.

- h. When attending community events with a display set up, both organizations will include an informational piece about the partnership to help raise awareness within the public. That informational piece will be jointly developed by the two organizations' marketing and communications teams starting in 2022.
 - i. The Metroparks team will work closely with the DRFC team to identify and target community events, local publications and speaking engagements that could lead to building awareness about the Metroparks within Detroit. Leveraging the community outreach strengths of the DRFC, the two organizations will work together to build at least four (4) new relationships per year between Metroparks and Detroit neighborhood groups and organizations prior to the completion of the water feature at Wilson Park.
 - j. The Metroparks team will work closely with the DRFC team to leverage and learn from their strong connections with neighboring communities, neighborhoods and residents. The organizations will work together to create at least three (3) active engagement events each year directly with neighborhoods and residents to draw greater recognition of the Metroparks with those audiences.
 - k. Both organizations' marketing and communications teams will work together to introduce each other to new media and community organizations and strengthen relationships they have not had in the past.
 - l. Metroparks will continue to have a presence at major DRFC events, such as River Days, Winter at Valade, Touch-A-Truck, etc., and will have a presence at new DRFC events as appropriate.
 - m. DRFC will have a presence at Metroparks events as needed and appropriate as determined by both organizations.
 - n. Prior to the completion of the water feature at Wilson Park, Metroparks expects these efforts to result in a 10 percent increase in visitors in 2022 (as measured by scanning) coming to the Metroparks from zip codes within the city of Detroit. In 2021, the Metroparks saw approximately a 458 percent increase in the scans of annual pass visits from city of Detroit zip codes**
10. Increase both annual AND daily pass summer visits from city of Detroit zip codes by 20 percent as measured by annual pass scans.

Staff expect to see an increase in visitation from city of Detroit residents because of increased efforts within the city. Recognizing that the city attributes a large proportion of our region's population – approximately 14.47 percent of the total population of the five counties the Metroparks serve. The Metroparks did see a large 458 percent increase in annual pass scans within Detroit zip codes in 2021.

Scanning data from 2019 and 2020 skews very heavy on annual pass data and lacks a significant number of dailies data. 2021 is the first year that Metroparks has a reliable full-year dataset of both annual and daily pass scans.

Annual pass scans from city of Detroit zip codes from May 16 – Oct. 15, 2021 totaled 5,054. Daily pass scans from city of Detroit zip codes from May 16 – Oct. 15, 2021 totaled 16,699. Measuring changes in 2022 will be much more reliable, with consistent scan rates through RecTrac.

11. Increase summer attendance from underserved, equity population zip codes (as measured by daily and annual pass scans) by at least 5 percent as compared to 2021.

In 2020 the Metroparks saw large spikes in attendance across the board. However, in 2020 the Metroparks began looking at a data set from SEMCOG that outlines zip codes where there are concentrations of various equity populations within the Metroparks jurisdiction⁵. This analysis focuses on locations with concentrations of people in these groups⁶:

- Child Population
- Low-Income Households
- Minority Population
- Senior Population

These underserved zip codes tend to occur around the more urban areas of the region. The Metroparks have special interest in increasing reach into those areas and increasing attendance from those regions. We understand that there are substantial barriers to encouraging attendance from those areas that must be addressed. These barriers include, but are not limited to, transportation and proximity to parks, affording entrance fees, awareness and feeling welcome and represented.

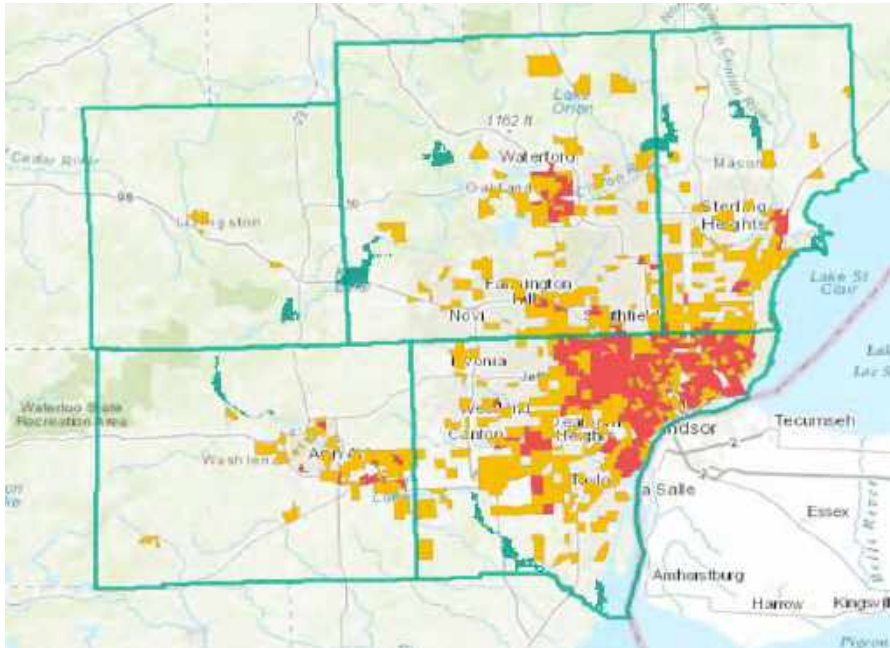
See Appendix 1 for additional maps and information about equity zone zip code performance in 2021.

Equity Zone Classification	2021 Daily Pass Scans	2022 5% Increase Goal for Daily Pass Scans	2021 Annual Pass Scans	2022 5% Increase Goal for Annual Pass Scans
Very High	19,474	20,447	6,847	7,189
High	38,562	40,490	63,245	66,407

⁵ The summer scan report presented in November 2020 and January 2022 included the equity populations datasets from SEMCOG. The majority of areas with a 'Very High Concentration of Equity Populations' in our region are located in Wayne County, in and around Detroit. Smaller nodes are located near Ypsilanti, Mt. Clemens, Pontiac, and Inkster. However, there are areas of 'High Concentration of Equity Populations' spread throughout all 5 counties. Marketing will work closely with Planning to better understand this dataset and report on progress of expanding reach into those areas.

⁶ More detailed information and details about their methodology can be found on p.152 of SEMCOG's Bicycle and Pedestrian Mobility Plan for Southeast Michigan - Appendix.

<file:///C:/Users/danielle.mauter/Downloads/BicycleAndPedestrianMobilityPlanForSoutheastMichiganAppendixMarch2020.pdf>



Map showing High and Very High Concentrations of Equity Populations.

12. Increase revenue from shelters booked in the parks by at least 3 percent from the three-year average of 2018, 2019 and 2021. Equates to ending 2022 with \$446,391 in shelter revenue as measured and reported in the board statistics spreadsheet.

Revenue from shelter reservations has fluctuated over the years. They took a substantial drop between 2013 and 2014. And in 2017, revenues from shelter reservations were roughly 17 percent lower than the previous year. Due to pandemic restrictions in 2020, revenues from events was much lower and resulted in a large amount of refunds. It is recognized that family reunions, church picnics, family events and private event reservations largely impact this number that seem to be historically decreasing even before the pandemic. The Metroparks would focus purposeful marketing and communication efforts around shelter reservations to achieve a 3 percent increase in shelter reservation revenue as compared to a three-year average of 2018, 2019 and 2021. 2020 was intentionally left out of the three-year average because of the restriction on events that year negatively skewing the average. This average was calculated using the board stats spreadsheet as seen on the next page.



Seasonal Revenue Y-T-D					
Location	2021	2020	2019	2018	Average of 2018, 2019 and 2021
Lake St. Clair					
Shelters	\$ 95,372	\$ 70,024	\$ 85,705	\$ 65,954	\$ 82,344
Stony Creek					
Shelters	\$ 127,657	\$ 84,852	\$ 93,550	\$ 82,425	\$ 101,211
Indian Springs					
Shelters	\$ 12,050	\$ 5,976	\$ 10,575	\$ 7,250	\$ 9,958
Kensington					
Shelters	\$ 133,945	\$ 105,601	\$ 119,488	\$ 103,600	\$ 119,011
Huron Meadows					
Shelters	\$ 9,900	\$ 6,250	\$ 5,400	\$ 6,000	\$ 7,100
Hudson Mills					
Shelters	\$ 29,000	\$ 11,650	\$ 15,000	\$ 21,400	\$ 21,800
Lower Huron / Willow / Oakwoods					
Shelters	\$ 87,850	\$ 46,225	\$ 66,550	\$ 69,900	\$ 74,767
Lake Erie					
Shelters	\$ 18,300	\$ 10,550	\$ 18,600	\$ 14,700	\$ 17,200
TOTALS	\$ 514,074	\$ 341,127	\$ 414,868	\$ 371,229	\$ 433,390
Increase by 3%	\$529,496.22	\$351,360.30	\$427,313.53	\$382,365.87	\$ 446,391.87

It is anticipated that with the pandemic still very much a part of everyone's lives, people will continue looking for outdoor alternatives to host events which may allow them to host events sooner or safer than indoor locations. This will give the Metroparks an advantage in capturing more of these reservations and creating return customers.

It was decided to measure success based on revenue since that is the bottom-line determinant in a successful campaign on this topic. These efforts are in the best interest of the Metroparks because they increase both revenue and tolling which in turn increases revenue even more.

The 3 percent goal was chosen because, although a modest increase, a pandemic is still raging, and it is uncertain what that might mean for events. Visitors will likely still be a bit cautious about making reservations very far in advance. Although the Metroparks are optimistic that improving marketing using promotional pricing to encourage non-peak rentals and increasing relationship building and awareness will lead to results, it's important to be realistic about the possibilities.

In 2022 staff will also work collaboratively to develop an events tracking tool to more consistently communicate the number and types of events happening authority wide.

13. Maintain at least 20 percent of the increase in golf rounds played in 2021. This would be a total of 236,792 rounds played in 2022⁷.

The Metroparks saw an outstanding increase in golf throughout 2020. Even though the season got off to a late start with early pandemic restrictions, the numbers far surpassed previous years and never needed dynamic pricing or special promos to get golfers out. The season ended with a total of 232,788 rounds of golf played compared to 193,517 in 2019. 2021 saw even greater success with season end showing a total of 252,808 rounds played through a full season with a mild November. It is expected as the pandemic continues that there will be a greater competition for users' time and therefore some sort of drop off in golf rounds played.

Marketing will again work closely with golf staff in 2022 to try and hold on to some of the growth seen in 2021. It is possible that the annual golf show that the Metroparks traditionally participates in, will be canceled due to restrictions from the pandemic. Staff will look for new ways to capture new golfers in 2022 using some non-traditional promotions, awareness events/appearances in new locations/events and working with operations on some creative new ideas that aren't reliant on large gatherings. Staff will also look to reach deeper into youth audiences and draw in more youth golfers to cultivate that ongoing audience into the future.

14. Increase attendance at aquatic facilities through use of consistent messaging, special promotions, pop-up pricing and dynamic pricing (feasibility dependent on pandemic restrictions)

2020 was the first year the Metroparks had a goal to increase aquatic attendance in this way; however, the pandemic hindered those plans. The Metroparks again set this goal in hopes of it being more possible in 2021, however the season had its share of capacity limits and restrictions related to pools and splash pads. This goal will be dependent on pandemic and facility restrictions in summer 2022 and will be revisited closer to the beginning of summer to determine what this goal and efforts looks like.

15. Increase public programming enrollment rate to 45% by end of 2022.

RecTrac implementation in 2021 allowed staff to look at statistical information related to public programs that require pre-registration. In 2021, the rollout of RecTrac occurred in phases – resulting in partial year data with each district coming online on different dates. Details of that data can be found in Appendix 1.

The 2021 average enrollment rate across all public programs in all seasons from January 1 – November 30 was 33.77 percent. The goal to increase to 45 percent would be an increase of more than 10 percent. While impacted by multiple factors, staff feel it prudent to strive for this large increase in 2022 as the first full year of RecTrac implementation complemented by a new website. This enrollment rate might seem low, but it's prudent to remember that it is an average over a full year. Therefore, some program may be filled to max capacity and others a lower

⁷ The golf season ended with a total of 252,808 rounds of golf played compared to 232,788 in 2020 and 193,517 in 2019. That is an increase of 20,020 rounds as compared to 2020. 20% of that increase would be 4,004 rounds more than were played in 2020 for a total of 236,792 rounds. The previous three-year average is just 202,664.

capacity that will result in an average of 45 percent. Until we have a full year of programming data in RecTrac, we really don't know what to expect, but those lower enrollment rates will also allow staff to better analyze future programming and marketing changes.

Enrollment rate looks at total registered participants in public programs (that require pre-registration) compared to the maximum availability. The enrollment rate can depend on marketing but also the interest level in the program, programs offered, maximum spots available, weather and other factors. However, it is an initial indicator of Metroparks programming messaging reaching the correct target audience to drive registration for programs offered. For this reason, Marketing staff are aiming to see an increase in enrollment rate in 2022.

16. Collaborate with the Interpretive and Diversity, Equity and Inclusion Departments to publicly share the story of the new interpretive programming initiatives – Bring back a revised goal in May.

The Interpretive Services and the Diversity, Equity and Inclusion departments have been working with the board of commissioners' programming committee to develop innovative new program offerings in 2022 that focus on science programs and clubs within schools. These were presented to the board in December 2021. Much is still in development for these programs including hiring of new staff, working with educator partners, developing curriculum and more. Marketing staff know there will be a need to tell this story publicly and inform stakeholders, partners and the public about the exciting new initiatives that are happening and the impact this has on the communities. However, at this time, there are too many unknowns to confidently and realistically set a goal around this storytelling. Therefore, staff will bring back a revised goal around these initiatives in May that more accurately represent the way the Marketing and Communications department will help these initiatives.

17. Increase Instagram followers by 50 percent over 2021 goal to 6,180 total followers.

The social media plan, included later in this document, outlines the improved focus on Instagram. To increase the impact there, the Metroparks need to increase the follower base. There are currently 3,976 followers and growing (as of 12/20/21) with the 2021 goal being to reach 4,120 followers.

It's imperative the Metroparks remain nimble and use social media to reach the younger audiences that are primarily getting their information from social channels like Instagram and TikTok. These younger audiences are current visitor possibilities who are just beginning to have some autonomy over their own choices for recreation and will make up future visitor bases.

Instagram is quickly becoming one of the top social media networks. It is particularly popular in the younger demographics of teens and early 20s. That is why the Metroparks are so focused on this network. It is a way to reach younger demographics in a place they are regularly consuming content. As influencers/influencer culture grow, especially among younger audiences, more and more people are choosing to visit destinations purely based off how

“Instagram-able” they are. Sharing stunning, high-quality photos from the parks will help us become a photo destination and help position us as more than just a local park to these audiences, but a nature destination.

Influencers (both small, local and national) are very active on Instagram and can generate a lot of brand excitement. Choosing micro-local influencers to become Metroparks brand ambassadors would allow the Metroparks to reach niche markets, increase user-generated content, expand our audience and promote word-of-mouth marketing. The Metroparks plan on researching and selecting a small number of local influencers that reach varying audiences to be Metroparks Instagram Ambassadors in 2022.

Instagram allows the Metroparks to be a lot more visual and tell the brand story in a compelling way piece by piece. Focus should remain on the younger, trendy audience. 71 percent of U.S. adults aged 18-29 use Instagram while, 48 percent of 30-49-year old's, 29 percent of 50-64-year old's, and 13 percent of 65+ year old's use Instagram.

18. Increase Facebook followers by 20 percent over 2020 followers from 21,088 to 25,305 followers by end of 2022.

Marketing staff met the 2021 goal of increasing followers to 21,088 with a largely successful year in the digital space. It is important to continue growth in this space to continue expanding our reach and engagement. Facebook continues to deliver high returns on advertising and messaging shared with followers, but Marketing staff would like to see a more diverse Facebook following than we currently have.

19. Increase social media engagement – increase both Facebook and Instagram engagement by 30 percent by end of 2022 and increase YouTube views by 30 percent by the end of 2022.

Engagement on social media is even more important than followers. Gaining a follower might get you on their newsfeed initially, but if they don't engage with your content, your posts won't be delivered to them in the future. Therefore, the Metroparks want to continuing making efforts to increase followers and increase engagement.

For that reason, the Metroparks Marketing team will focus on creative new ideas and campaigns that start social first. Staff will keep an eye on the different audience types on social media and target some of the younger audience we aren't yet consistently reaching.

Increasing engagement by 30 percent means increasing Facebook engagement to 238,459 daily engaged users and 409,427 total engagements. Increase Instagram engagement by 30 percent means increasing Instagram engagement to 24,424 total engagements. Increasing YouTube views by 30 percent means ending the year with 246,321 views.

20. Maintain positive media relationships that were fostered during 2020 and 2021 and continue building stronger and new relationships with media outlets.

Earned media is the result of press releases and pitches as well as organic awareness generating stories. Earned media includes media features and stories about the Metroparks as well as unpaid radio coverage, TV coverage, print and even blog and digital coverage. The Metroparks saw an increase in positive sentiment stories throughout 2020 with Marketing staff averaging one – three media calls each week. These numbers were even higher during peak summer season when the media was focused on covering the pandemic and what Metroparks were providing people during that time.

In 2021 that positive coverage continued with stories such as Swim in the D, the Mackinac Policy Conference, Michigan Activity Pass Program, Library Network Hotspots, and others.

In 2022, Marketing staff will continue building on positive relationships and fostering new ones to tell the story of the Metroparks, sharing strategic initiatives, major projects and other efforts.

Press releases and media pitches will primarily be handled internally in the Metroparks Marketing department with Truscott Rossman aiding on crisis communications response or larger complex requirements.

The Metroparks will attempt to maintain and grow earned media frequency by sending at least three press releases per month to an established media list. That media list will continue to be refined as more media editorial boards and/or reporter meet ups are scheduled. Media alerts and press releases will sometimes be segmented to specific media outlets depending on topic and reach possibilities.

Additionally, the Marketing team will aim for at least one successful, targeted media pitch each month. These are those more niche stories or ideas pitched to specific publications as opposed to a blanketed press release.

Lastly, the Marketing team will plan to host at least 4 media events over the course of 2022. The topics and formats of these media events will be developed at a later date and as needed.

Progress will be tracked and reported on utilizing the Metroparks media monitoring platform – Meltwater.

21. Continue building library of high-quality owned images and videos that represent the diversity of the region and the parks utilizing a combination of local photographers and internal staff.

Metroparks marketing materials are now using mostly owned images to showcase the experience visitors can expect when they arrive at the parks. Continual growth of these image and video libraries is important to ensure we always have high quality images that can be used to make marketing materials relevant and current. It was discovered, however, that internal staff alone cannot capture the same quality and perspective as professional photographers that have studied and refined their craft. Therefore, Metroparks began building the library utilizing local professional photographers and videographers to supplement the photos staff capture. This work will continue in 2022 using a combination of internal staff and external photographers/videographers. That content capture will continue to focus on representing the diversity of the region and all those that visit the Metroparks so that messaging can be reflective of that.

Staff photos will be used primarily in social media, email blasts and smaller pieces where photos and videos taken by professional photographers will be used in higher value pieces such as billboards, TV, print ads, etc.

Additionally, Marketing staff will develop a system for all Metroparks staff to understand our photo release rules as well as the process for sharing photos and videos with us from the park level. These assets are important as staff are able to capture moments that Marketing staff are not always there to see.

22. Focus more on strategic grassroots marketing through continued relationship building – Chambers, CVBs, Strategic Partners - and targeted activations.

The Marketing department will expand on grassroots marketing efforts by reconnecting and improving relationships with surrounding chambers and convention and visitor bureaus as well as other strategic partners.

The goal would be to start by re-establishing strong relationships with all chambers the Metroparks hold membership with. Marketing staff will also attend several meetings at each of the chambers where membership is held. These organizations are often the gatekeepers for clients like family reunions, corporate events, sporting events, tournaments, area conferences and more. The better relationships the Metroparks have with them, the more information sharing takes place and the better potential for securing more of those reservations.

Marketing staff will also work collaboratively with other departments and visitation data to identify strategic areas and groups that the Metroparks would benefit from more exposure and

will work on targeted grassroots activations with partners and groups to build trust with these audiences and grow support and attendance for Metroparks initiatives.

Part of this effort includes collaborating across departments to create a consistent “package” of Metroparks materials that are going out to events including presentations and working with other departments to schedule and attend these appearances and providing branded materials to do so.

It’s important to note that decisions on events to attend or audiences to seek out will always be evaluated and determined based on organizational goals and the amount of effectiveness or impact that could be expected by attending or meeting with a particular group. This means focusing on larger groups with larger impacts whenever possible.

23. Continue increasing number of qualified applicants for both seasonal and full-time job applications.

Hiring a qualified and diverse workforce helps the Metroparks achieve future goals, but when the job market is good, there are less applicants and more turn-over. The Metroparks want to focus on sharing the message about how great a workplace the Metroparks are and encourage people to consider the Metroparks as a great place to work in the summer and beyond. After large successes in 2020 and 2021 of increasing the applicant pool for full-time police positions, staff want to make this process part of our normal operations.

The seasonal campaign would focus more on the storytelling side of teaching and reminding the public that the Metroparks are a great place to work and a great place for summer jobs. In turn, it would increase the number of people looking at the website for opportunities and applying.

Additionally, staff will look at increasing the number of applications from Detroit and other urban zip codes. Questions will be included in the 5-year master plan survey to ask about barriers to working at the Metroparks.

24. Complete multiple major projects in 2022.

- a. **First integrated winter branding campaign** – in the early month of 2021 Marketing staff worked with Factory Detroit to record and produce a set of radio and video commercials to promote winter activities in the parks. By the time they were complete, the snow had melted and a campaign around them could not be launched. Early 2022 will mark the first integrated marketing campaign the Metroparks are able to launch with these new assets. Marketing staff will negotiate and place a combination of TV broadcast, OTT video, digital video, social, digital display, out of home, radio and select print ads to circulate the general brand message of winter in the Metroparks to the region.

- b. **Phase 2 website projects** – In 2021 the Metroparks successfully launched a new website. The project included input and coordination from many internal staff as well as outside partners and public beta testers. The feedback received on the new website has been overwhelmingly positive. Website projects are never fully complete, but there were several elements of that project that were deemed “phase 2” items that will carry over into 2022 for completion. All website items require close collaboration with the IT department. They include:
- i. Updating the look and feel of the golf page of the site golf.metroparks.com. This is hosted through Golf Now and therefore requires coordination on their end to properly tie into the online tee time booking system. This will be complete prior to the start of the 2022 golf season.
 - ii. Creating a way for park staff to post closures and conditions without going through Marketing and IT staff. This will require the creation of a portal to do so as well as training on the process and proper language to use to stay consistent with brand standards and public expectations.
 - iii. Continued clean-up of events calendar and the way programs and events are displayed to the public. This includes improving public understanding of how to register for programs and events to reduce the number of phone calls and complaints on this topic.
 - iv. Clean-up and refinement of Job Opportunities section and Leadership pages.
 - v. Updating the mission/vision page.
 - vi. Creation of an interactive map component that can also be used as a Metroparks app. This project will require a large amount of front-end research to find the best platform and timing to ensure whatever is created and launched is both intuitive and complete to be useful and beneficial for the user. It is a project that will likely take a full year to complete.
- c. **CAPRA accreditation** requires some elements related to marketing and communications. As an internal “chapter chair” for one of the CAPRA chapters, the Chief of Marketing and Communications will need to coordinate and complete various documents for the CAPRA accreditation process including, but not limited to, an official and written Crisis Communications Plan, internal communication matrix, and more.
- d. **Five-county map/brochure completion.** In 2021 all individual printed park map brochures were updated and printed. The five-county map/brochure will be updated and printed in early 2022.
- e. **Establishing a regular schedule of review for all park maps and website content.** In 2021 Marketing staff completed updates on all park map brochures but shifted to printing only one years’ worth at a time to allow for easier storage and continual updates. In Appendix 6, a schedule has been established for an annual review and update of all park maps as well as publishing those updates online, in printable format and in printed brochures.

Additionally, in 2021 the Metroparks launched a new website. Maintaining the accuracy of content on that site is very important to the user experience. In

Appendix 6, a schedule has been established for an annual review and update of certain pieces of regularly accessed website content.

- f. **60-second video about the year-round offerings of Metroparks** – in 2021 Marketing staff worked with Factory Detroit, their design agency of record, to complete winter video filming as well as a second set of summer video filming. With video now captured in every season, there is desire to create a longer form (:60 sec) video about the four seasons of fun and benefits the Metroparks provide. This video would be used primarily online and in presentations staff give at conferences or with other groups and organizations. This work would be completed with Factory Detroit since they hold the library of video footage from those multi-season initial projects.
- g. **Additional video projects** - Working collaboratively with other departments on additional video projects, Marketing staff will continue develop virtual resources such as the ones completed in the Interpretive Department and potential future projects like an illustrated DEI video to explain the efforts and importance of Metroparks initiatives in DEI.
- h. **Social First marketing campaigns** – Social media is a power tool and holds great branding possibilities. Social media is ever-changing, and the audience desires are constantly shifting. The evolution of TikTok has quickly led to a stronger focus on video content. Users are continually becoming more averse to advertised content, and the way brands and organizations use social media needs to remain fluent and innovative. Marketing staff will focus in 2022 on creating several innovative campaigns focused on “social first”. This is important to reach those younger audiences who are getting most of their information from social media. That means looking at social platforms and what other innovative companies are doing to break down social media barriers and reach new users and generating communication campaigns to meet those needs first (as opposed to starting with a message and pushing through traditional channels first and recrafting it to fit social). We need to stay focused on reaching younger social audiences without losing our older audiences and finding way to keep content fun, fresh and engaging.
- i. **Establishing goals for signature events and water facilities** – At the time the marketing plan was created, details were not yet finalized around signature events. Additionally, it is too soon to tell what operations for pools and aquatic centers might look like for summer. Marketing staff will add goals to the marketing plan and bring back a short set of revisions around these items by the May board meeting.
- j. **Update signage request form and process for signage graphics creation and ordering** – over the last several years, signage projects have earned the reputation of being slow and confusing. There are several points in the process that could use updating and clarification to improve the process from ordering to completion. Marketing will work with Planning and DEI in 2022 to update the request form and process. Those departments will work together to implement and train staff on the changes. To further improve the process of signage projects,

Marketing and graphics staff will make updates to the process and approval standards of those projects to make them more efficient and accurate.

- k. **Publishing updates of major park projects** – In 2020 marketing began collaborating more closely with the Engineering and Planning departments on major projects taking place in the parks. We used that collaboration to provide more information to the public on our website and social media channels about major projects that are taking place in the parks. Those updates received positive response from the public, the media and the Board of Commissioners. Those updates continued into 2021 to further provide the public and media with updates of what Metroparks staff are doing to provide better experiences. Staff will continue growing on these efforts on the new website in 2022.
- l. **Assisting with communication of DEI speaker series** – The DEI speaker series began in 2021 and included presentations available for both the public and staff. Marketing will continue to coordinate with the Chief of Diversity, Equity and Inclusion to help with communication pieces and partnership development as needed.



INTEGRATED MARKETING STRATEGY

Definition

“Integrated Marketing is an approach to creating a unified and seamless experience for consumers to interact with the brand/enterprise; it attempts to meld all aspects of marketing and communication such as advertising, sales promotion, public relations, direct marketing, and social media, through their respective mix of tactics, methods, channels, media, and activities, so they all work together as a unified force. It is a process designed to ensure that all messaging and communications strategies are consistent across all channels and are centered on the customer.”

There are many definitions of integrated marketing, but they all touch on the same principle – tell your story in a consistent way, across many channels, in a way that reflects your brand. The reason this is important is to create a unified understanding of an organization. It will also reach people at multiple touchpoints. When there are multiple established touchpoints, a message can penetrate further and faster than it can with only one, and that improves the possibility for success.

It Starts with Our Brand Identity – And Our Goals

A marketing strategy starts first with brand identity. That is why the work that Factory Detroit completed, and is continuing, is important. Much like people, companies and organizations have identities and personalities. It's called a brand.

A brand is more than just a logo. It is colors, fonts, photos, graphic treatments and everything that goes into developing a consistent look and appearance across all public and internal facing pieces. It is also the personality that is associated with an organization. It reflects the organization's mission and vision. It is the storytelling and how an organization refers to itself and talks about itself in communications, and it is even the tone used in communications. It is the mental picture and feeling that someone gets when they hear or see an organization's name. It is how people recognize and understand an organization.

The work that Factory Detroit completed in 2019 - 2021 created the base for a successful brand image that will continue to be built on in 2022.

Editorial Theme Calendar and Campaign Calendar

The Marketing department has created a guiding campaign calendar for 2022 to accompany the editorial theme calendar. The editorial theme calendar helps guide content topics on social media, owned content and earned media while the campaign calendar outlines the major marketing and communication campaigns throughout the year. The two complement each other so that messaging is consistent across all channels yet tailored in format to the channel it is being presented on.

Diversity, Equity and Inclusion

The efforts the Metroparks are making in ways of diversity, equity and inclusion are just as important in communications. The Marketing team will be working closely with the Chief of Diversity, Equity and Inclusion to ensure messaging content is consistent with the work being done, that photos/videos used portray an accurate and diverse appearance, and images and voices used in TV and radio commercials are reflective of a diverse audience. It's important to make sure that the Metroparks not only says, but shows the Metroparks are for everyone, that all are welcome and that the Metroparks has something for everyone.

The Metroparks serves a very diverse market and need to be cognizant of their communications in those markets. With the assistance from partners and of the public relations firm, a strategy will be implemented for reaching diverse local newspapers and publications, community thought leaders and community newsletters. Understanding the difficulty in gaining the trust of some of these diverse audiences, leveraging and honing relationships and harnessing their trusted communications channels with meaningful, tailored content, can help with keeping the Metroparks top of mind and perceived as an organization worth supporting. The Metroparks will activate ally voices and organizations in efforts to maximize credibility and impact. Additionally, it will be important to ask those publications what their audience want to see and how they want to be communicated with.

This is another area of focus where it is very important to have strong relationship building efforts. Key influencers in these communities have a very powerful voice and large networks to share the Metroparks messaging with. Using grassroots networks: in-person events, email lists, radio shows, etc. will increase positive results. Part of the goal of establishing strong connections with chambers, CVBs and partners will be reaching into these diverse audiences as well and connecting with the organizations and individuals that can help further our message.

Lastly, when possible, the Metroparks will look at publishing pieces in multiple languages similar to efforts in 2020 and 2021 within ads placed in LaPrensa, Arab American News and Chaldean News.

Content Creation and Maintenance

The success of any marketing campaign is heavily impacted by quality and engaging content. Marketing staff will work to ensure that content is engaging for the target audience it is intended for by working with other departments and seeking out input from users, focus groups and testing groups.

Throughout the year Marketing will also work with staff throughout the Metroparks system to obtain and maintain owned information and make sure it is accurate and consistent moving forward. The value and quality of the new website and new park maps and brochures relies on an annual review of this information. This also includes collecting, proofing and coordinating the publishing of all Metroparks event and programming information. The schedule for these reviews can be found in Appendix 6.

Adaptation and Flexibility is Important to Success

The COVID-19 pandemic has shown us the importance on remaining nimble and flexible. In order to continue our success, campaigns and marketing plans need to be well thought out and implemented, but they need to remain flexible and able to be changed at a minute's notice. Staff have become accustomed to this practice, and it will continue to be a foundation principle in 2022 to adapt content and advertising to the needs of the organization at any given time.

Marketing = (Advertising + Social Media + Public Relations) x Brand Identity

Advertising Components

An integrated marketing strategy leverages communication across multiple channels. Within the advertising components the Metroparks will be using both traditional and digital/social methods. Traditional channels can be defined in various ways. In general, they are the channels that have been used for many years in advertising with proven success. Then you have digital and social channels.

The advertising strategy plans to leverage the strengths of each channel and balance the larger goals of increasing brand awareness and generating attendance and revenues both system wide and on a more hyper local park level.

It's important to continue focusing on the brand identity established in 2019. The investment made in TV, radio and design should be treated as a multi-year investment. Brand awareness is best built by sticking with the campaign for multiple years. Although staff see the materials daily, it's important to remember the public does not, so frequency and repetition is best established over time.

Pandemic's Impact on Advertising Consumption

The COVID-19 pandemic has, not surprisingly, affected the marketing and advertising industry in the ways that people are consuming content. Metroparks Marketing staff have been monitoring trends and data related to marketing changes and are making some small adjustments to the strategy for 2022.⁸

Trend: Work From Home Versus Commuters

It is important to use data and trend analysis to adjust marketing strategies as a complement to personal assumptions. For example, there is a perception in 2020 that the majority of the United States was working from home and therefore not commuting. In fact, an Advertiser Perception Survey from October 2020 showed that 43 percent of advertisers believed that a majority of Americans were working from home every day and only 32 percent were commuting every day. However, the Federal Reserve October 2020 national employment data showed that 56% of Americans were still commuting every day and only 19 percent were working from home. There were certainly shifts in patterns in each month throughout 2020, and these shifts were drastically different than pre-pandemic where (in February 2020) 92 percent of Americans were commuting every day and 8 percent were working from home. Today those numbers have returned much closer to "normal".

⁸ Further details and charts on Covid-19 impacts on advertising trends can be found in Appendix 2: Marketing Trend Resources.

The perception of the commuting landscape could lead marketers to believe that radio and out of home spending no longer hold the same importance since “people aren’t in their cars as much”. However, the credible data behind commuting and radio listening trends provided by Neilson audience cumes and indexes shows that although there were shifts and changes during different stages of the pandemic, Americans are still commuting, and they are still listening to the radio. In fact, it has led to some small changes in popular dayparts, but overall radio listening has bounced back to almost “normal” levels in all dayparts.

What is the Metroparks doing with these findings? Marketing staff understand that there are still small shifts in commuting and radio listening. The shifts may not be as large as originally perceived, and therefore small reductions in radio and out of home spending will be made to reallocate spending to areas that saw growth in 2021. However, large shifts will not be made because radio and out of home still hold importance as part of the marketing mix.

Trend: TV/Video Consumption

TV and video consumption saw increases over 2020 and 2021. Comcast reporting data in the Detroit DMA showed an increase of 18 percent in time spent watching TV with an increase of 29 percent in daytime viewing (more people at home during the day) and an increase of 22 percent more time watching live TV. Additionally, the split between live TV viewing and streaming/on-demand/online viewing is comparable at a 49 percent live to 51 percent streaming split. This illustrates that although “cord cutters” are on the rise, it is still important to maintain a mix of live TV and streaming/online video commercials and that this area of content consumption is growing.

What is the Metroparks doing with these findings? Marketing staff are keeping spending on TV and video placements mostly level with what was spent in 2021 but are reallocating to stations and cable placements to maintain an effective balance of live and streaming commercials across our region. Marketing staff are also adding a winter branding campaign which will increase total spending in video and TV for the year.

Trend: Social and Digital Performance

Social and digital performance continues to rise and result in higher returns on investment than other channels. People are spending more time on devices during the pandemic and are looking for new engaging ways to interact digitally with each other and with businesses. TikTok is continuing to be the fastest growing social media network – particularly among younger audiences. People are spending more time consuming online short-format video content and are seeking out engaging videos. People are also expressing less interest in traditional online ads and find them “annoying” and are being drawn more to true content.

What is the Metroparks doing with these findings? Marketing staff will continue to put emphasis on growing social media networks and engagement and will increase spending in digital and social ads in 2022. Additionally, Marketing staff will spend more time developing video content for viewers and finding new ways to reach consumers online. This will include working with influencers and partners who can help bolster the Metroparks message by sharing their own content and serving as a spreader of word-of-mouth advertising on our behalf.

Channels That Will Be Used – Traditional

Out-of-Home

This refers to billboards, bus wraps, banners and murals on the sides of buildings, and other ad placements that appear within the environment and day to day lives. The strategy for out-of-home centers around the idea that the Metroparks operate in a very populated, commuter and transportation driven area. It is very hard for someone in southeast Michigan to go a day without seeing a billboard or out-of-home placement. The Metroparks will use out-of-home for brand general messaging to reinforce the brand identity.

The success of out-of-home is difficult to measure because most people either don't recognize, or don't report, they made a decision because of seeing a billboard. The important factor of this channel is that it is a large display in a less crowded channel of communication that can reinforce our messaging and the eyes that see them will be more likely to recognize the message when they see it on another channel where they can take direct action.

In the region, Outfront Media is the leading holder of out-of-home placements with other smaller locally owned boards, Adams Advertising and Lamar advertising having a decent holding of placements as well.

Placements will be evaluated and determined to reach all five counties, deeper into the city of Detroit and with a balance of high traffic arteries and secondary surface roads. Traffic count numbers, price and geographic location of placements will be considered when selecting final placements.

Like 2021, primarily digital boards will be utilized to allow for rotation of artwork and placement for best coverage and diversity of message. Dependent on price and availability, smaller poster sized static boards may be placed within the city of Detroit to get deeper into neighborhoods and communities. Marketing staff will also look for opportunities to work with partners on co-branded campaigns. This worked well in 2021 with a co-branded campaign with the Detroit Riverfront Conservancy. By doing so, the Metroparks saw cost savings compared to having to purchase the same number of billboards on their own, and both organizations were able to have higher reach by working together and leveraging both of their reputations to audiences.

Television

Television is still a channel with significant reach, but TV is also growing and changing. With the evolution of streaming and subscription services, people are watching TV differently than they have in the past. TV is a great way to enter the market because companies get many views fairly quickly.

In 2022, the television strategy realizes those changes in viewing. It also realizes that 2022 is a political year with the senate and gubernatorial (Governor) election and inventory will be both limited and more expensive during that period. The Metroparks would still expect impact to be larger in 2022 with a similar budget and the addition of a winter video campaign, combined with a high level of brand recognition that has been achieved through the pandemic. The Metroparks

will be looking at a mix of cable network commercial deliveries, over-the-top (OTT) video ad placements and local broadcast commercial deliveries. Cable network placement will also include placements on streaming services and pre-roll where available. Broadcast placements will be determined based on network Nielsen ratings, reach and demographics.

The Metroparks will be utilizing both cable network and broadcast stations. Using effectTV, TV ads can be placed on all cable providers. Stations will be selected based on viewers. The Metroparks will start by primarily targeting family friendly stations and outdoor enthusiast stations. Typically, the target will be women 25-54 with children. This is because mothers are the primary decision makers in the home and typically, they talk to other moms about their experiences. Outdoor enthusiast driven programming will also be targeted because their audiences have interests that directly overlap the Metroparks offerings. Cable network ads will be accompanied by streaming ads on cable network apps to capture those viewers who aren't watching live TV. Streaming ads will target the women age 25-54 demographic and younger audiences who are also heavy streamers.

Broadcast will be a mix of news and public access TV. Public access tends to be more affordable with a somewhat older demographic and contains programming with similar interests that fit with parks. When meeting with stations sales reps, the Marketing team asks questions such as the demographics of viewers for a station, the geographic each, which programs have higher numbers of viewers and which channels are best to reach the target demographics of a message. These answers are balanced with cost to reach a final schedule for best reach and frequency.

Geographically, cable TV and OTT video placements will be targeted to a 30-minute drive radius around park locations and within the city of Detroit. Broadcast placements will reach all five counties and are not geographically limited.

Larger percentage of the media budget is allocated to TV because the cost of TV overall is higher than the cost of other channels.

Radio

Radio is another channel that is changing. People are streaming music and audio content more, which puts pressure on traditional radio broadcast to be creative. However, radio still reaches many people, particularly in our commuter driven region. People are still listening while they drive to and from work, or even while they're working from home and shopping in stores.

Radio is another difficult channel to track success because less people recognize they learned about something from the radio. Usually people hear radio advertising on their way to work and then see an ad later that triggers an action. Radio for the Metroparks will serve to connect with people and be that possible first touchpoint.

The 2022 political year will make radio a crowded environment as well. Staff expect to see frequency and impact affected slightly in 2022 as these conditions return to a more "normal" level, yet a crowded political space. Radio spending will be increased slightly to combat this.

Most of the higher rated radio stations in the service area reach the entire geographic region. Therefore, placements are heard by large numbers of people in all five counties and beyond.

Radio ad placements will be determined based on Nielsen ratings, reach and demographics. Staff will utilize a combination of larger, higher rated stations for maximum reach and smaller, local, community and faith-based stations to reach more specific and targeted audiences. Marketing staff would also like to establish some radio partnerships willing to talk about the summer concert series on a regular basis – pending pandemic restrictions allow those events to take place.

Print

For print, the Metroparks will focus on more local, hyper targeted, print publications for certain diverse and difficult to reach audiences to place print buys. For example, the Michigan Chronical, Chaldean News, Spinal Column, Macomb Daily, Livingston Daily, Ann Arbor News and Crains Detroit (and more) all have specific audiences either by interest or geography. Each would be used for print placements for a particular reason, and those more local newspaper or publications would include ads that are more localized. For example, the brand campaign includes imagery of the parks that could be identified as the system as a whole, but in those local publications the imagery would reflect the most local Metropark and would be labeled as such to give it that local feel.

As the Metroparks develop more relationships and partnerships with community groups, print placements may be made to strengthen those relationships. Building additional relationships with the Chambers will also provide the Metroparks with a better understanding of how to leverage their e-newsletters or printed newsletters to share messaging/visuals with their memberships. Same will hold true for building relationships with their digital teams to share Metroparks posts from their chamber channels.

Print will also be used to promote programs that interest a particular audience. For example, placements in scouting publications about scout programs, placements in 4H publications about farm programs or placements within school papers about educational opportunities and summer camps – as pandemic precautions allow more programming and events to take place.

Lastly, in 2021 Marketing staff saw some small success with publishing a partial season programming guide by inserting a multi-page insert into a variety of local print publications. In 2022 this effort will be tried again but expanded to be a full summer programming guide in local print publications. The results will be tracked using QR codes and traceable links as well as increases in web traffic around the dates of insert.

Channels We Will be Using – Digital and Social

Digital Display ads

Display ads are a necessary piece of any digital campaign. They don't contribute as high of a return because their click through rate is typically low. They serve as another touchpoint for the consumer. They see a digital ad after seeing a similar billboard that morning and suddenly we're on their mind and they're curious why they keep seeing us around.

For digital display ads, the Metroparks will use a combination of Google network display, display ads on apps and websites, retargeting display ads (the ones that follow you around after you've visited our website), and display ads as accompanying pieces to our traditional channel buys.

Digital display will be a combination of general brand messaging and more specific messaging related to individual campaigns. These individual campaigns will be created to support our goals and will be centered around individual events, programs and activities. Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors.

Digital ads allow for a more interactive call to action, thus placing more specific messaging drives higher results. Based on polling results, the Metroparks will localize their digital placements by using imagery reflective of the parks closest to that geographic placement and identifying which park is being portrayed.

Paid Search

Paid search will be a smaller portion of the budget. It is still an important tool to reach people who are searching for experiences we can deliver that relies on text and key words more than images.

Paid search ads will be centered around individual campaigns and include keywords related to the campaign that a visitor might search for. Paid search will not be a part of every campaign. It will be determined on a per-campaign basis if there is a high likelihood of search driving traffic.

Social Media

Social media continues to be an important component of any digital marketing strategy and continues to deliver high return and growth. It is also an important tool to create a personal connection between visitors and our organization and serves as a continual and constant communication touchpoint with the public.⁹

Both 2020 and 2021 saw big success in social media, but also room for continued improvement. The Metroparks will strive in 2022 to develop more engaging and exciting social media content that makes the parks social experience stand out from the crowd more than it currently does.

⁹ A social media plan that considers both organic and paid content has been included as Appendix 4.

Paid social media content and ads will also be used. Staff will work with a placement agency to place, evaluate and optimize paid static ads on social media channels as well as video ads, video pre-roll, sponsored content, event pages and boosted posts. All ads will support the brand identity. Digital ads allow for a more interactive call to action, so placing more specific messaging drives higher results.

Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors. Networks will be determined based on the key audience of the campaign. Social ads will also be a mix of brand general and specific program or event.

Email Marketing

Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks have seen great success on this channel since 2019 with the revamped email plan. Comparatively, the cost for email marketing is low - making the return much higher. Email offers the ability to send more personalized messages to customers and drive traffic to announcements, articles, parks, events and programs that are most interesting to the reader.

The Metroparks will continue to create a more engaged list of followers who frequently open and interact with emails, which in turn can drive traffic to events and recognition for the information being sent.¹⁰

MEDIA BUY BREAKDOWNS

A preliminary, high-level breakdown of the 2022 media buy budget is included in *Appendix 5*. This breakdown shows the amount spent on various channels and campaigns. 2019 started late in the year with most of the media buys starting July 1. Only the summer media buys breakdown was included in the 2019 marketing plan, and roughly \$140,000 was spent on summer media buys. The media budget was increased in 2020 to allow for a full year of placements, higher frequency of messaging and to compete in the crowded political landscape of 2020. The pandemic caused changes and disruptions to the media buys and plans for 2020 that resulted in less spent than originally planned. In 2021, we kept a relatively flat plan for media buys as compared to what was planned for 2020. However, we reallocated to adjust for trends and the result was more actual spending in 2021. In 2022, the overall marketing budget bottom line will stay relatively flat as compared to 2021 – however, some major projects were completed in 2021 that do not have to be accounted for in 2022 and that will allow for higher spending on ad placements.

Public Relations Component

Owned Media

Owned media is anything that an organization owns, maintains and publishes. It includes elements such as website, newsletters, emails, social media, brochures and flyers.

¹⁰ The email marketing strategy and plan has been included as Appendix 3.

The website is a huge component of an organization's owned media. In 2021, the Metroparks underwent a large website restage to improve the user experience, update to new brand identity, address accessibility and update all content.

In addition to the general functionality and appearance of the website, SEO was a focus. As Google and other search engines have updated their algorithms over the years, they have become smarter with how they rank websites. It's now more important than ever to focus on having quality, relevant content on your website. SEO considers content and the keywords within it, website traffic, links into and out of your website and even social media involvement. To improve SEO the Metroparks need to use best web practices and write keyword rich content on each of our pages. It is necessary to continually post articles or blogs around keywords because the algorithms look for fresh content as an indicator of a strong relevant site. When applicable, content should link to reputable partner sites and build up the number of times other websites link into the Metroparks site. Looking at alt text on images and links within the website will help not only with SEO, but also with the readability of our content by screen readers used by those that are sight impaired. And lastly, remaining active on social media is important to prove to the algorithms that the Metroparks are active online in multiple locations.

These preliminary steps were started in 2020, continued in 2021 and will go farther in 2022 with phase 2 items on the new website.

Earned Media

Earned media is the result of press releases and pitches as well as organic awareness generating stories. Earned media includes media features and stories about the Metroparks as well as unpaid radio coverage, TV coverage, print and even blog and digital coverage. The Metroparks saw an increase in positive sentiment stories throughout 2020 and 2021 with Marketing staff averaging 1-3 media calls each week. These numbers were even higher during peak summer season when the media was focused on covering the pandemic and what Metroparks were providing people during that time.

The Metroparks contract with the Truscott Rossman public relations firm will continue to focus on media connections, relationship building meetings and crisis communication assistance. Press releases and media pitches will primarily be handled internally in the Metroparks Marketing department with Truscott Rossman aiding on crisis communications response or larger complex requirements.

The Metroparks will attempt to maintain and grow earned media frequency by sending at least three press releases per month to an established media list. That media list will continue to be refined as more media editorial boards and/or reporter meet ups are scheduled. Media alerts and press releases will sometimes be segmented to specific media outlets depending on topic and reach possibilities.

Additionally, the Marketing team will aim to secure at least one targeted media article each month. These are those more niche stories or ideas pitched to specific publications as opposed to a blanketed press release.

Lastly, the Marketing team would like to host at least 4 media events over the course of 2022. The topics and formats of these media events will be developed at a later date and as needed.

Progress will be tracked and reported on utilizing the Metroparks media monitoring platform – Meltwater.

Media and Press Relations Protocol

All media requests should be directed to the Chief of Marketing and Communications, who will then evaluate the request and determine who should speak on behalf of the organization and then obtain approval from the Director for these decisions. Once it is decided, the Chief of Marketing and Communications will then coordinate details between staff and the media. If the Chief of Marketing and Communications asks a staff person to speak to the media, it should be assumed the proper approvals have already been received and you have permission to do so. Until that point, staff should not speak to the media until it has gone through the Chief of Marketing and Communications.

When staff are speaking to the media, they shall not express any personal opinions. They shall communicate in a professional manner and represent the Metroparks in a way that is consistent with the brand. There will be a creation of a message hierarchy and talking points to ensure consistent messaging for all opportunities.

If a media request comes through for an issue related to a police incident, the Chief of Marketing and Communications will direct the media to the Metroparks Chief of Police.

Relationship Building and Grassroots Marketing

The Marketing department wants to expand on grassroots marketing efforts by reconnecting and improving relationships with surrounding chambers and convention and visitor bureaus, other community organizations and businesses.

The goal would be to re-establish relationships with all the chambers the Metroparks hold membership with. The Marketing staff will also attend several meetings at each of the chambers where membership is held. These organizations are often the gatekeepers for clients like family reunions, corporate events, sporting events, tournaments, area conferences and more. The better relationships the Metroparks have with them, the more information sharing takes place and the better potential for securing more of those reservations.

In addition, building relationships with other organizations that support user groups of the parks or have similar interests as the Metroparks will help drive our efforts further, faster. The Metroparks will continue to meet with these groups through 2022 and establish new relationships that can help us reach new audiences.

Staff will look at areas that are currently seeing lower numbers of visitation and look for existing events to attend and engage with those communities. In certain cases, staff will look for creative new ways to partner with local organizations to create fun pop-up outreach opportunities and ways to spread the Metroparks message to potential visitors that are less familiar with our

efforts. Marketing staff will collaborate with other departments in these efforts to align with other projects such as community engagement processes for new projects and Community Outreach Interpreters attending local events. Part of this effort includes collaborating across departments to create a consistent “package” of Metroparks materials that are going out to events including presentations and working with other departments to schedule and attend these appearances.

It's also important that the Marketing department connects with the marketing and communications staff in all the surrounding county park systems and as many municipal park systems as possible. This will allow future conversations about benchmarking, partnerships and possibly foster some new ideas.

Non-Traditional Additions

Influencers/ Brand Ambassadors

A great way to grow brand awareness is by utilizing brand ambassadors and user generated content. This basically means using multiple people to tell the story and support the brand. The first level of brand ambassadors needs to be staff – They are the front line. They are residents in our communities. They are the best and most reliable people to tell the Metroparks stories.

STAFF

Creating staff brand ambassadors starts with training staff about our brand. In 2022 Marketing staff will continue working with other departments and staff to provide information about new projects and initiatives that they can share with visitors and their own personal networks. It may include things like providing social media content and filters to encourage staff to share and tag the Metroparks on social media, creating a system for photo sharing so staff can help build the content library and sharing out staff FAQ documents and announcements.

VOLUNTEERS

Volunteers are great ambassadors in general, and the Metroparks can also turn them into brand ambassadors by providing education on how to help the Metroparks be successful with their brand. Volunteers can reach more new audiences. The Metroparks will create information for volunteers on how they can be brand ambassadors for the parks and will create a contest or reward system for exceptional participants.

COMMISSIONERS

The Metroparks commissioners are the thought leaders in their respective districts. They are communicating with other thought leaders and residents daily. The Metroparks will work with commissioners to be strong brand ambassadors so that commissioners feel comfortable spreading the message of the parks and relaying helpful contacts, leads and information back to Metroparks staff as well.

INFLUENCERS

“Influencer” is a term widely used in today’s digital space. Oftentimes when people hear influencer, they think of someone famous or someone making a lot of money. However, influencers can also be hyper-local individuals who are creating content for their local

audiences and have a certain amount of reach and clout in those audiences. In 2022 Marketing staff will work to research, find and recruit local digital/social influencers to help spread Metroparks messaging and word-of-mouth advertising to their audiences via user generated content. Staff will initially target younger teenage audiences and parent influencers. The younger teenage demographic is one that is traditionally hard to reach and social media is the primary avenue to reach them. By creating an open line of communication with teenage influencers, the Metroparks believe they can improve reach and feedback from this audience.



INTERNAL COMMUNICATIONS

Internal communications are just as important as our external communications. The Marketing department noticed positive staff input and engagement towards the end of 2019. In 2020 the way staff interacted with each other made some big shifts as the Covid-19 pandemic set in. Staff saw increased internal communications utilizing new strategies such as twice weekly all employee calls, daily morning leadership calls and occasional DEI and interactive training-type virtual video calls to keep staff informed and engaged. Even with these changes and improvements, an internal environmental scan survey conducted by Public Sector Consultants showed that staff still felt that communication within the organization is an issue to address.

Department heads worked collaboratively in 2021 to find solutions to some of those communication short falls. The result was the creation of some strategic initiative sub-committees that will actively work to address organization change areas identified by the leadership and board retreats. The Chief of Marketing and Communications is the head of the “Constructing the Path Forward” subcommittee, consisting of staff from across different departments and parks and varying levels of positions. They are focused on the mission/vision roll-out plan as well as assisting in developing the internal communications matrix that is needed for CAPRA accreditation and starting to identify and address possible solutions to some of the internal communication disconnects.

The Chief of Marketing and Communications will continue to focus on traveling around to all parks within the system to spend time meeting staff and developing a better understanding of all that goes on. In turn, staff can feel more comfortable providing input or asking questions from this department.



REPORTING RESULTS

The Marketing department will provide monthly progress reports at all board meetings in 2022. The format of those reports may change slightly as the Marketing team is restructured and the new position is filled. Throughout the year, those reports will include a mix of:

- Updates on the marketing goals
- Marketing campaign performance data
- Updates on major marketing projects
- Website and social media metrics
- Summary of media coverage
- Summary of the grassroots efforts conducted
- Various pieces of programming and attendance data as gathered and evaluated between multiple departments

As we approach the end of 2022, staff would like to see a working system for automated and consistent reporting in place with defined ways in which staff are using them to make decisions. We expect many more changes coming our way as we all explore what the world looks like in a “post-pandemic” world and that will likely result in continual changes to this process. The important piece in 2022 is establishing baseline that work for the authority as an organization and help inform better decisions. Reference goal 6 on page 15 of this marketing plan for details on what that will look like.



APPENDIX 1: DEMOGRAPHICS & 2021 RESULTS DATA



	Livingston County	Wayne County	Washtenaw County	Macomb County	Oakland County	Detroit City
Total Population	190,959	1,750,618	370,511	875,292	1,255,936	643,014
Average Household size	2.6	2.49	2.37	2.5	2.43	2.49
Household Types						
With Seniors 65+	17,838	178,363	29,548	94,072	129,010	67,371
Without Seniors	51,142	488,912	108,519	242,307	364,479	188,369
Live Alone, 65+	5,525	76,094	11,970	38,684	52,269	29,949
Live Alone, <65	9,008	142,385	30,310	58,401	92,352	68,710
2+ Persons, With children	23,261	211,862	37,796	104,046	151,593	80,034
2+ Persons, Without children	31,186	236,934	57,991	135,248	197,275	77,047
Ages						
0-14	34,696	355,903	58,039	154,148	224,040	143,491
15-19	13,609	123,445	31,087	54,337	80,642	52,221
20-29	18,713	243,400	71,703	106,605	144,416	106,898
30-39	19,865	215,961	44,584	103,024	152,479	81,849
40-54	44,803	368,793	66,611	191,130	277,128	133,380
55-59	15,073	125,782	21,801	61,796	92,380	92,552
60+	37,832	345,685	60,267	183,285	258,418	125,892
Median age	42.1	37.8	33	41	41	35
% change 25-54 (2015-2045)	31.60%	5.10%	20.20%	-1.3%	0.1%	11.00%
% change 55-64 (2015-2045)	-9.10%	-7.70%	10.40%	-6.4%	-12.9%	-7%
% change 65-84 (2015-2045)	82%	43.50%	84.30%	58.9%	51.8%	55.00%
% change 85+ (2015-2045)	337.30%	73.40%	303%	160.6%	161.3%	91.5
Race						
White	94.80%	49.80%	71.00%	81.40%	73.50%	9.10%
Black	0.50%	39.20%	11.90%	10.20%	13.80%	79.80%
Asian	0.90%	2.90%	8.40%	3.50%	6.30%	1.30%
Multi-Racial	1.40%	2.00%	3.80%	2.10%	2.30%	1.70%
Other	0.30%	0.50%	0.40%	40.00%	40.00%	0.40%
Hispanic	2.20%	5.50%	4.40%	2.40%	3.70%	7.70%
Highest Level of Education						
Did Not Graduate High School	4.90%	15.30%	5.50%	11.10%	6.70%	21.70%
High School Graduate	25.60%	30.30%	15.70%	30.60%	20.16%	32.60%
Some College, No Degree	26.20%	24.50%	19.20%	24.70%	21.10%	25.70%
Associate Degree	9.70%	7.90%	6.90%	10.30%	7.70%	6.50%
Bachelor's Degree	22.20%	13.40%	25.40%	15.20%	25.40%	8.00%
Graduate / Professional Degree	11.40%	8.60%	27.30%	8.10%	19.00%	5.40%
Where Residents of County Work						
Top county and %		Wayne 74.4%	Washtenaw 78%	Macomb 68.9%	Oakland 61.1%	Detroit 38.4%
second top county and %		Oakland 14.7%	Wayne 12%	Oakland 12.3%	Wayne 15.1%	Southfield 3%
Household Income						
Median		\$ 41,210.00	\$ 61,003	\$ 54,582	\$ 67,465	\$ 25,764
Per Capita		\$ 22,897.00	\$ 34,738	\$ 27,525	\$ 37,728	\$ 15,038
Households in poverty		22.70%	14.20%	11.70%	9.90%	36.80%
Housing Types						
Single Family Detached	59,967	569,887	84,994	246,883	364,988	240,666
Duplex	823	37,138	4,089	2,714	6,010	26,303
Townhouse / Attached Condo	3,502	49,129	9,645	36,608	33,581	25,978
Multi-Unit Apartment	6,118	147,383	45,046	61,058	111,858	70,911
Mobile Home / Manufactured Housing	3,733	13,925	5,271	12,574	15,134	1,596
Other	26	131	56	65	38	74
Owner Occupied	58,358	420,277	82,525	246,518	347,701	126,350
Renter Occupied	10,622	246,998	55,542	89,861	145,788	129,390
Vacant	5,189	150,318	11,031	23,523	38,120	109,788
Median housing value	\$ 192,500.00	\$ 83,000.00	\$ 149,089.00	\$ 126,000.00	\$ 178,900.00	\$ 42,300.00
Transportation to and from Work						
Drove alone	86.30%	81%	72.60%	87.20%	85.70%	68.80%
Carpooled or vanpooled	7%	9.70%	7.70%	8%	7.50%	13.20%
Public transportation	0.30%	3.20%	5.40%	0.80%	0.50%	8.60%
Walked	0.90%	1.80%	6.20%	0.80%	1.20%	3.60%
Biked	0.20%	0.30%	1.90%	0.20%	0.20%	0.50%
Other Means	0.60%	1.20%	0.70%	0.60%	0.70%	1.90%
Worked at home	4.60%	2.80%	5.60%	2.50%	4.20%	3.40%

Environment - Land use						
Agricultural	26.40%	3.30%	35.80%	23.10%	3.60%	0
Single-family residential	51.80%	43.10%	41%	40.90%	54%	41.10%
Multiple-family residential	0.20%	1.50%	0.60%	1.30%	1.30%	1.90%
Commercial	1.50%	6.50%	2.20%	4.70%	4.60%	4.80%
Industrial	2.40%	10.70%	3.30%	6.70%	5.10%	8.30%
Governmental/Institutional	1.80%	6%	2.90%	4.50%	4.50%	6.40%
Park, recreation, and open space	8.90%	6.80%	7.60%	5.70%	11.40%	6%
Airport	0.10%	1.90%	0.10%	0.10%	0.10%	0.30%
Transportation, Communication, and Utility	3.40%	19.30%	4.10%	12.20%	10.40%	31.20%
Water	3.40%	0.80%	2.30%	0.90%	5%	0.20%
Environment - Land Cover						
Impervious - buildings, roads, driveways, parking lots	6.40%	38.10%	7.60%	21.80%	20%	54.50%
Trees - woody vegetation, trees	38.50%	24.10%	31.60%	23.60%	38.90%	16.40%
Open Space - agricultural fields, grasslands, turfgrass	50.20%	34.60%	57%	51.60%	33.90%	26.60%
Bare - soil, aggregate piles, unplanted fields	0.50%	1.80%	0.60%	1.30%	1.10%	2%
Water - rivers, lakes, drains, ponds	4.30%	1.50%	3.10%	1.70%	6%	0.50%

SUMMER 2021 RESULTS

Here is a review of data and results from the summer 2021 season that will also be presented to the Board of Commissioners at the January 2022 board meeting.

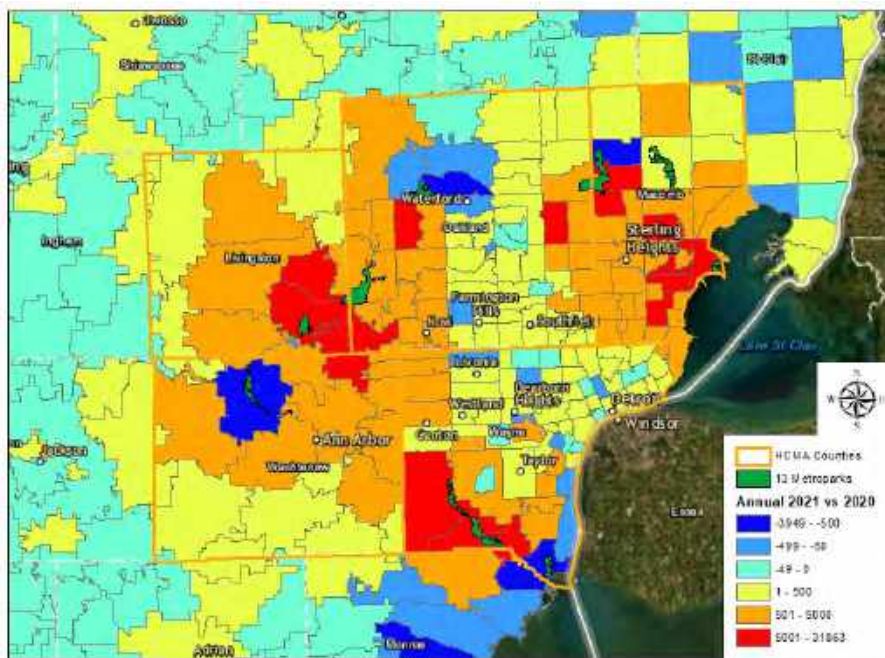
Annual Pass Usage

- Total annual pass scans = 752,967
- In the summer, annual pass holders visited an average of 5.8 times
- Year to date, annual pass holders visited an average of 8.02 times
- Annual pass holders are visiting an average of 1.39 different Metroparks throughout the year

Daily Pass Usage

- Total Daily pass scans = 340,722
- We continue to see higher concentrations in zip codes closest to Metroparks, but with dailies we see higher usage even as we stretch further past parks as compared to annual passes.

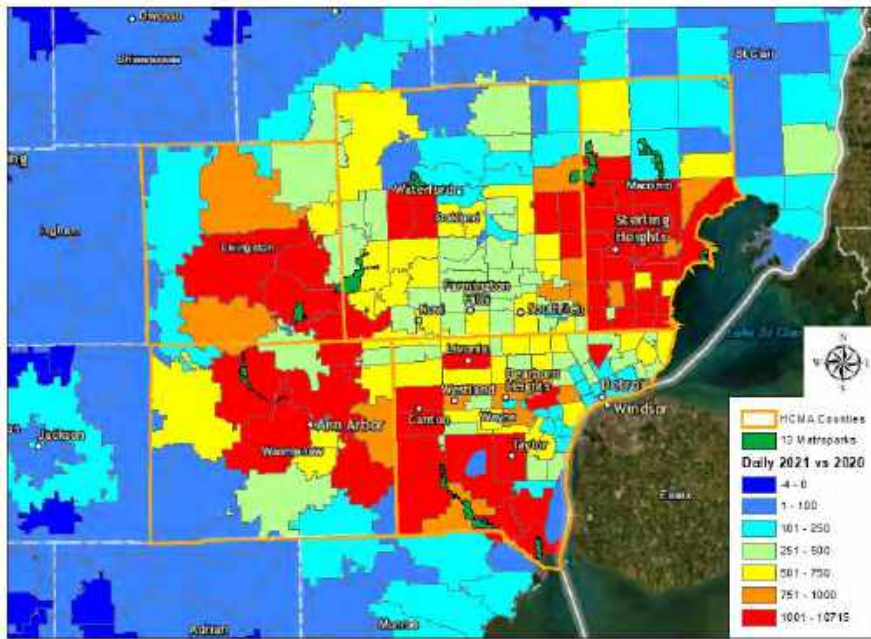
Annual Pass Scans 2021 compared to 2020



Map shows annual pass scans for May 16 – Oct. 15 in both reporting years

- Yellow, orange and red zip codes show some level of increase.
- Teal zip codes show no change or a very small decrease.
- Blue zip codes show some level of decrease.
- There are decent increases in annual pass scans in Livingston County and around Lower Huron, Willow and Oakwoods.

Daily Pass Scans 2021 compared to 2020



Map shows daily pass scans for May 16 – October 15, 2021 compared to same period in 2020.

- Most zip codes showed some form of growth.
- ALL zip codes within the five counties showed some sort of increase.
- Larger increases were seen in zip codes closest to parks.

Equity Analysis

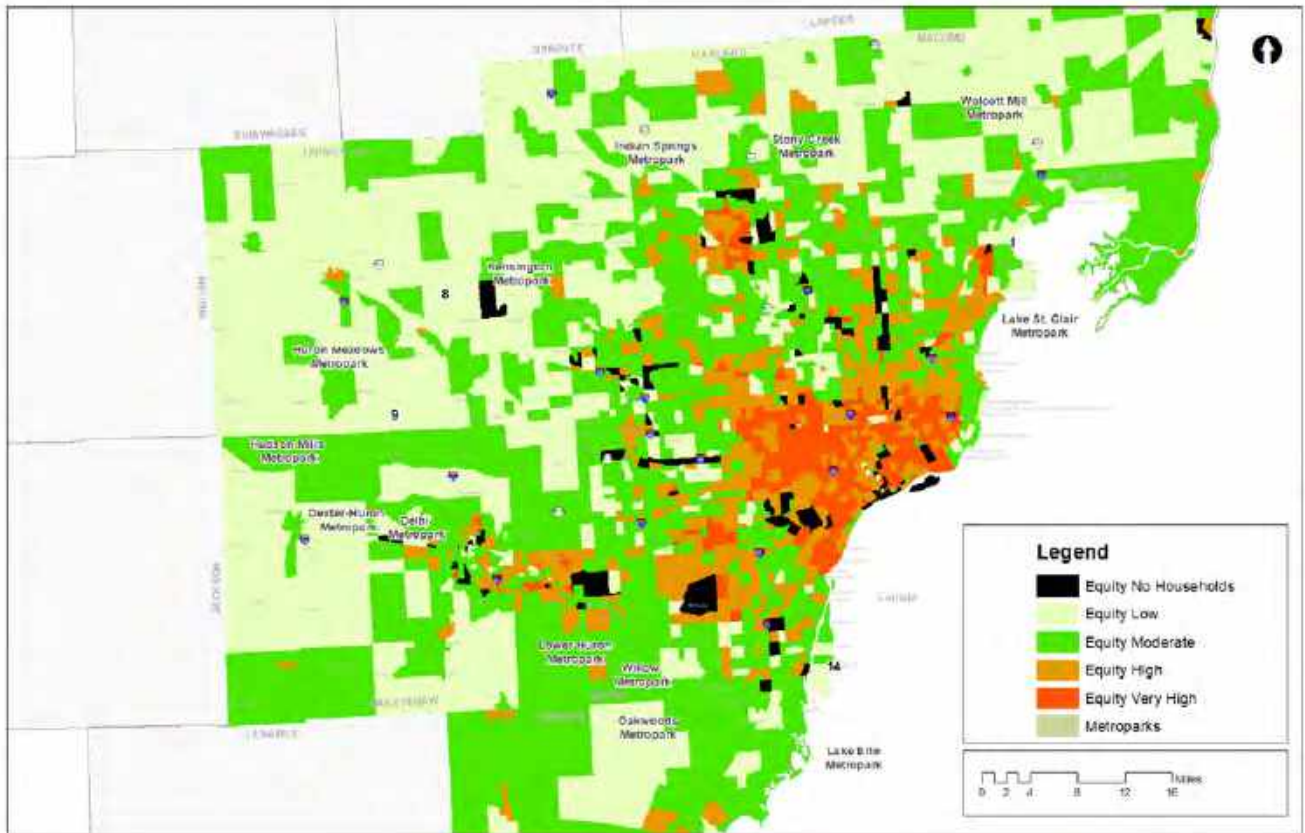
The goal of our equity analysis is to understand there are concentrations of various populations within the Metroparks jurisdiction and how we can work with the members of these communities to better serve them.

Methodology

To analyze the Metroparks interaction with equity populations within the five-county jurisdiction, we utilized an analysis developed by SEMCOG. This analysis focuses on locations with concentrations of people in these groups:

- Child Population
- Low-Income Households
- Minority Populations
- Senior Population
- Transit-Dependent Households

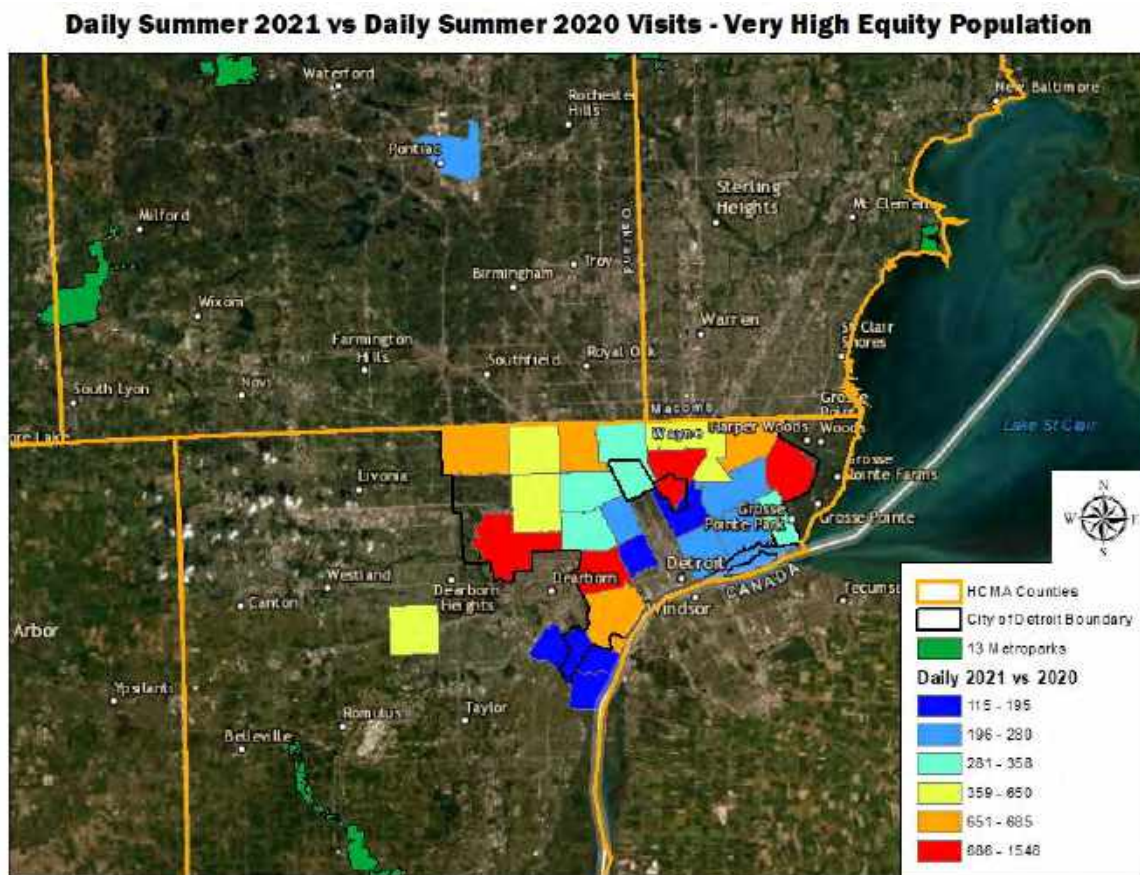
Most areas with a 'Very High Concentration of Equity Populations' in our region are located in Wayne County, in and around Detroit. Smaller nodes are located near Ypsilanti, Mt. Clemens, Pontiac, and Inkster. However, there are areas of 'High Concentration of Equity Populations' spread throughout all 5 counties. You can view the full socio-economic stratification of our region with areas with 'Moderate Concentration of Equity Populations' shown in green and 'Low Concentration of Equity Population' areas shaded in yellow here. It's important to note there are no households living in the areas shaded black.



In 2021 the Metroparks did see overall increases in attendance in both High and Very High equity zones. Note that daily pass increases can be partially attributed also to an increase in scan rate for daily passes. These daily pass scan increases should not be taken to mean an actual increase of that amount.

Equity Zone Classification	Daily Pass Increase	Annual Pass Increase
Very High	746%	25%
High	508%	75%

Equity Populations - very high: change in daily Pass Scans



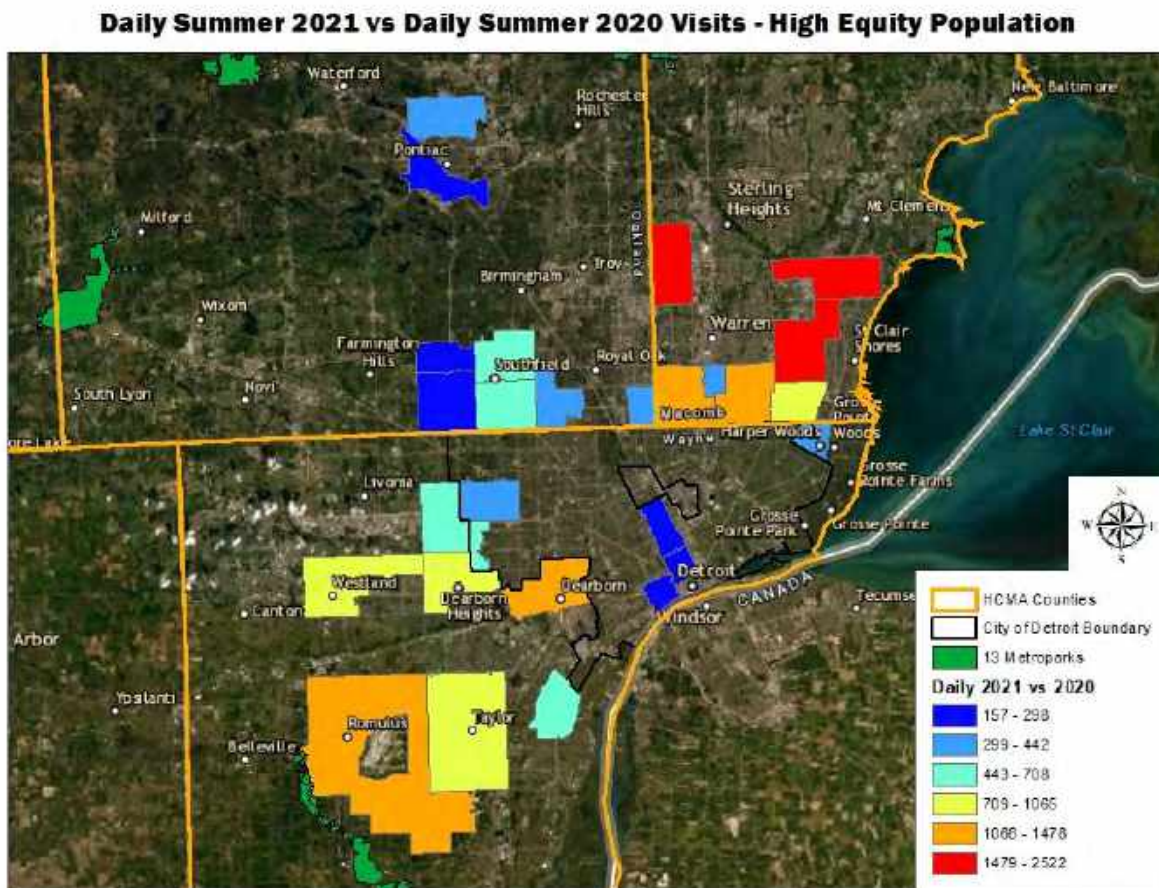
- Total increase overall of 746%.
- Map showing zip codes of very high equity populations and the change in daily pass scans May – October 2021 vs May – October 2020.
- **All very high equity zip codes showed some form of increase. This was expected due in part to an increased scan rate of daily passes in 2021.**

Total daily pass scans in Very High Equity zones

2021 = 19,474

2020 = 2,301 *note that daily pass scan rate in 2020 overall was very low, so comparison is less reliable

Equity Populations – high: change in daily Pass Scans



- Map showing zip codes of high equity populations and the change in daily pass scans May – October 2021 vs May – October 2020
- **All high equity zip codes showed some form of increase. This was expected due in part to an increased scan rate of daily passes in 2021**

Total daily pass scans in High Equity zones

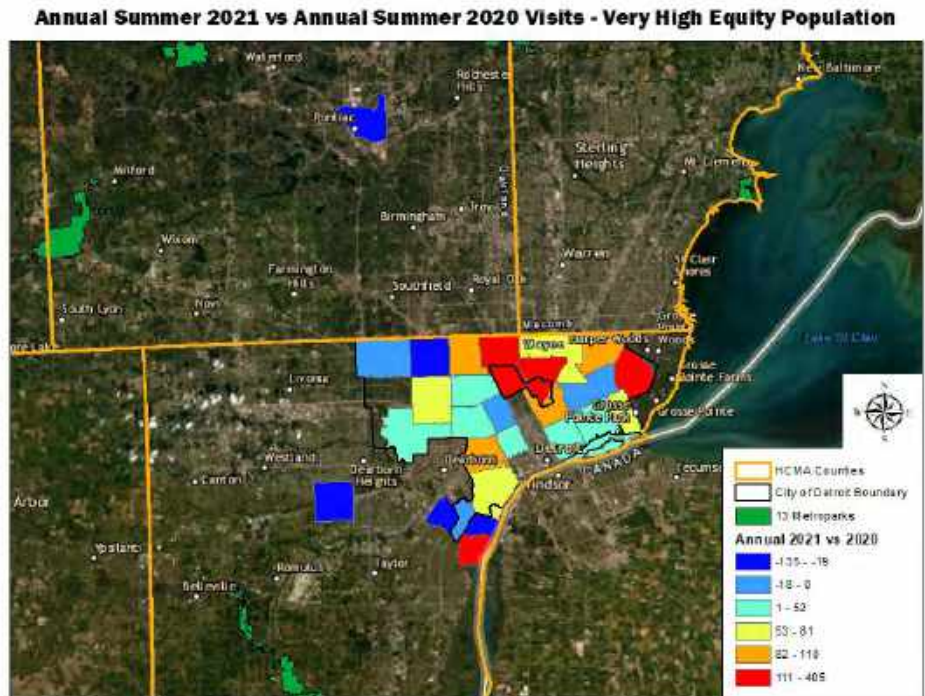
2021 = 38,562

2020 = 6,344 *note that daily pass scan rate in 2020 overall was very low, so comparison is less reliable

Total increase overall of 508%

Equity Populations - very high: change in Annual Pass Scans

- Map showing zip codes of very high equity populations and the change in annual pass scans May – October 2021 vs May – October 2020.
- Blue zip codes show decrease and teal, yellow, orange and red zip codes show increases.



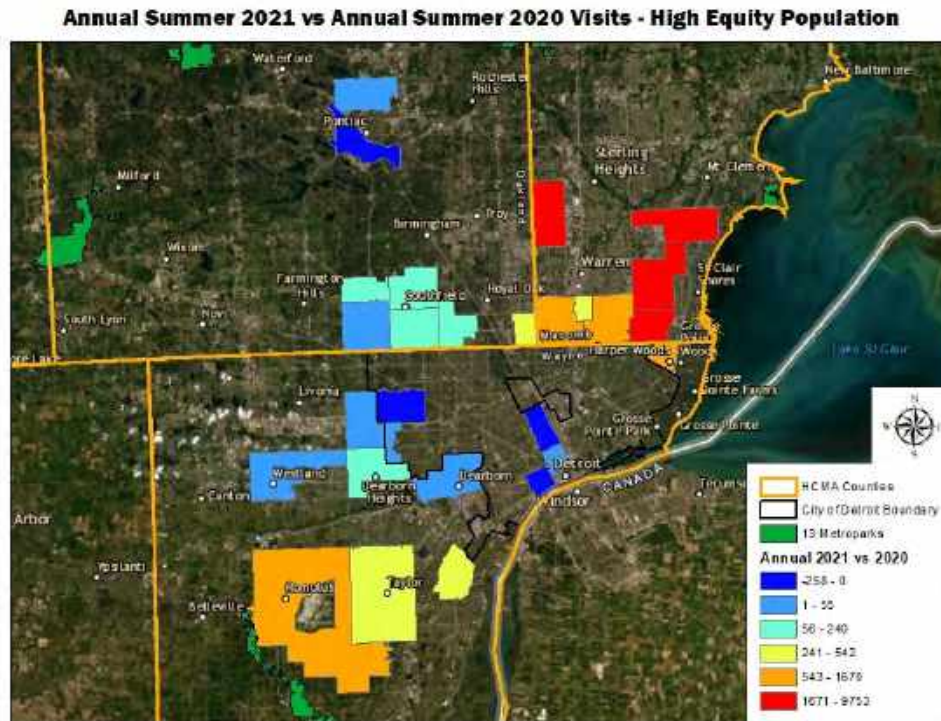
Total Annual pass scans in
Very High Equity zones

2021 = 6,847

2020 = 5,462

Total increase overall of 25%

Equity Populations – high: change in annual Pass Scans



- Map showing zip codes of high equity populations and the change in annual pass scans May – October 2021 vs May – October 2020

- Blue zip codes show decreases and teal, yellow, orange and red zip codes show increases.

Total annual pass scans in High Equity zones

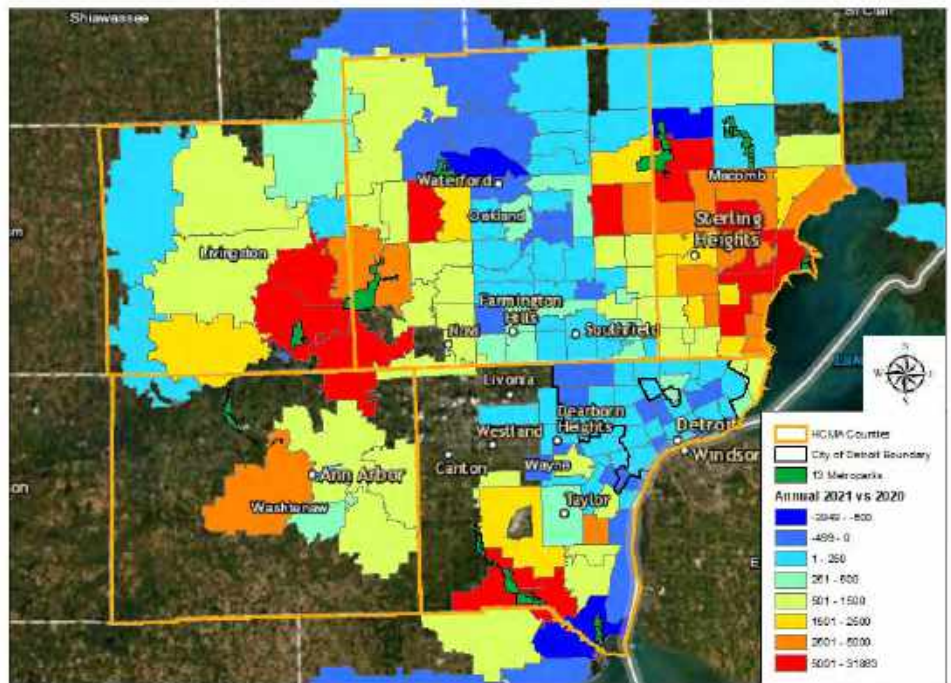
2021 = 63,245

2020 = 36,180

Total increase overall of 75%

Change in Annual Pass scans in 2021 print ad zones

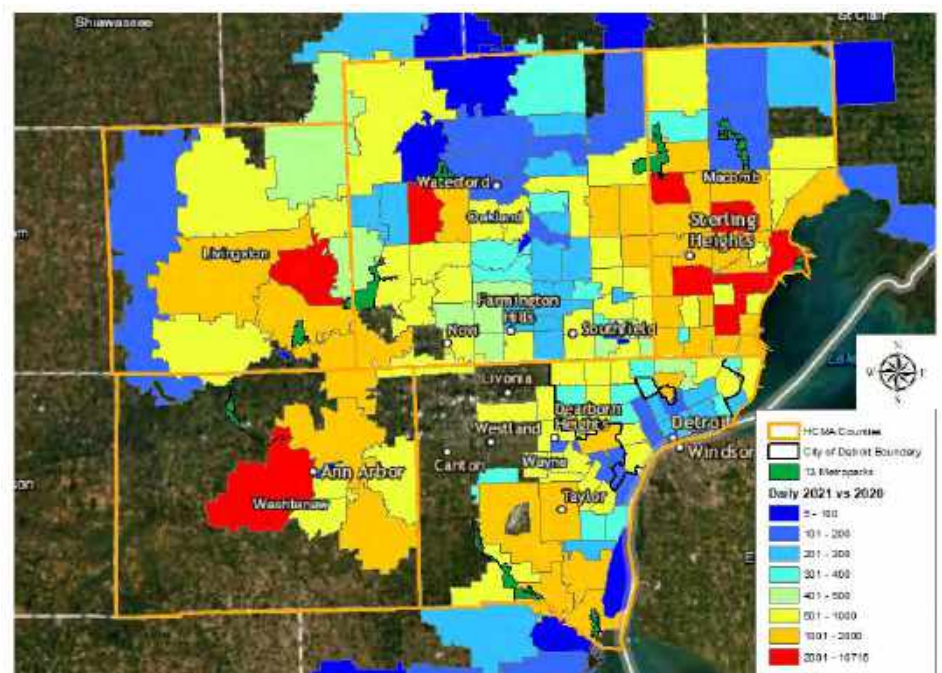
- Map shows outlined area of zip codes where print ads were placed in 2021 and shading shows changes in annual pass scans 2021 compared to 2020.
- Increase were seen particularly in Macomb county and Livingston County.
- Some areas did show decreases in annual pass use.



Change in daily Pass scans in 2021 print ad zones

- Map shows outlined area of zip codes where print ads were placed and shading shows changes in daily pass scans
- **All zip codes where print ads were placed showed increases in daily pass use.**

Remember that daily pass scan rate in 2020 was low, so comparisons expected to see an overall increase just by nature of increasing scan rate in 2021.



Total Car Counts for 2021

- Our goal was to maintain at least 20% of the attendance increase that was seen in 2020. This would be a total of 3,028,358 vehicles by the end of the year.
- At the end of November, total car count YTD was 3,372,320. We exceeded this goal.

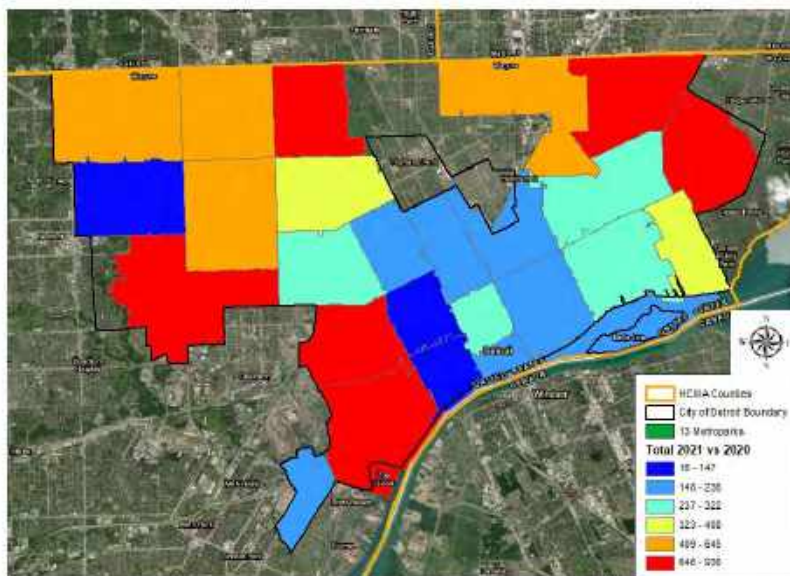
YTD Vehicle Count Difference 2021 vs 2020	7.96% lower than 2020 (but still 10% higher than the previous 3-year average)
YTD December 2021	3,518,195
YTD December 2020	3,822,470

2021 Annual Pass Sales

- We had a goal to increase 2021 Annual Pass sales by 5%. This was to include all annual pass types.
- 2021 Annual Pass sales were 16,502 higher than 2020 sales or about an **8.68% increase**

Annual Pass Year	Total Sales (all annual pass types)
2021	206,513
2020	190,011

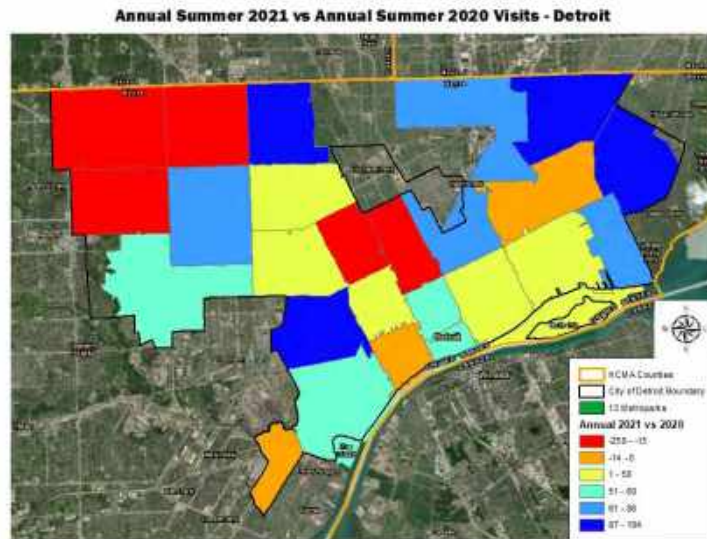
Increasing Attendance from City of Detroit Zip Codes



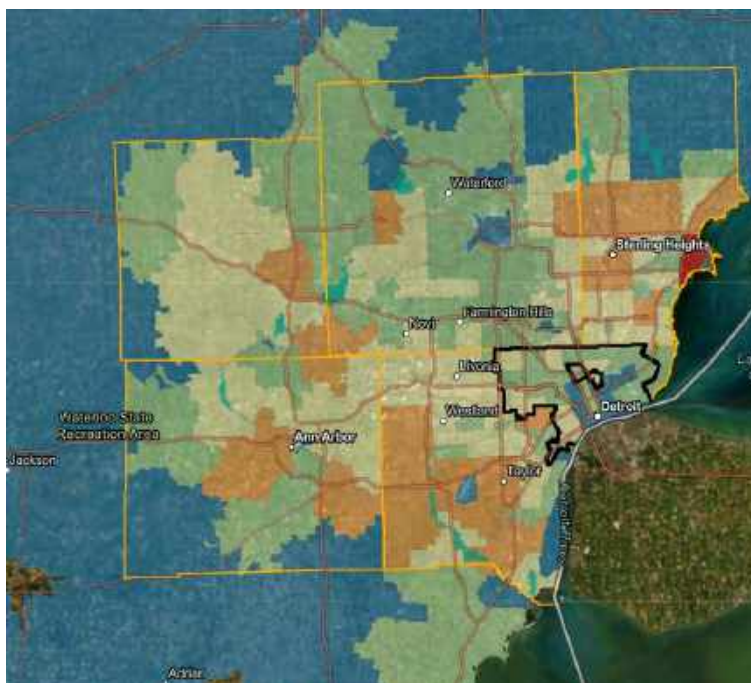
- Map shows total visits both daily and annual 2021 compared to 2020.
- Unshaded areas show a decrease.
- Total visits in Detroit zip codes
2021 = 21,753 (3.4% of total Detroit population)
2020 = 1,139

Increasing Annual Pass Scans from City of Detroit Zip Codes

- Overall total increase in annual pass scans in Detroit zip codes = 458.4%
- There is still a lot of work to do. Total population = 639,111. Some zip codes showed decreases.
- Total Annual Pass scans in Detroit zip codes
 - 2021 – 5,054
 - 2020 – 905



Impact of the 2021 DTE Daily Pass Partnership



Total daily attendance for all three weekends = 52,247

8/20 – 8/22 = 16,564

8/27 – 8/29 = 13,914

9/3 – 9/6 = 21,677

Communications pieces included

Joint media advisory

Social posts

Email blast

Yard signs

Toll booth flyers

Interview on DABO radio and TV show

DTE sharing with all their staff and partners

Drilling into Specific Activities in RecTrac Reports: Setting Baselines

Caveats: RecTrac was rolled out in 2021, but not all parks “went live” at the same time. For the following slides, keep in mind that this data is missing data from before RecTrac was launched in each park. Here are the official “live dates” for each park.

Eastern District

1-2-2020 – Lake St. Clair

1-25-2021 – Stony Creek, Wolcott go live

Western District

3-1-2021 – Hudson Mills, Delhi, Dexter, and Huron Meadows

3-8-2021 – Kensington

3-11-2021 – Indian Springs

Southern District

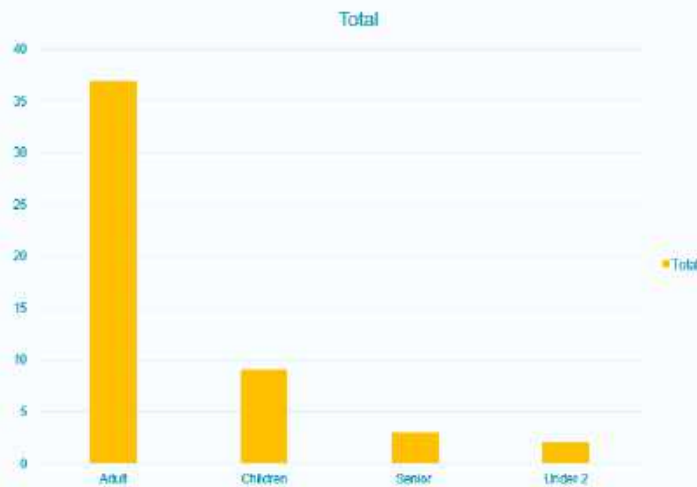
4-12-2021 – Lower Huron, Willow, and Oakwoods

4-19-2021 – Lake Erie

*some of the interpretive stuff lagged by a week or so but these were the official “live dates for each park”



PUBLIC PROGRAM PARTICIPANTS COMING FROM DETROIT ZIPCODES JANUARY - NOVEMBER



Adult	37
Children	9
Senior	3
Under 2	2
Grand Total	51



PUBLIC
PROGRAM
REGISTRATION
COMPARED TO
MAX
ENROLLMENT
POSSIBLE

Program Registration by Season	Sum of Total Enrolled	Sum of Max Enrollment	Percentage of Enrollment Capacity
Fall	2718	10603	25.6%
Summer	2278	7502	30.3%
Winter	3640	7468	48.75%
Grand Total	8636	25571	33.77%

Registration by Program Day of Week	Sum of Total Enrolled	Sum of Max Enrollment	Percentage of Enrollment Capacity
Sunday	1855	6293	26.3%
Monday	152	1421	10.7%
Tuesday	142	355	40%
Wednesday	784	1688	46.4%
Thursday	388	1272	30.5%
Friday	887	1176	56.7%
Saturday	4848	13366	36.27%
Grand Total	8636	25571	33.77%



BOAT RENTALS 2021 SEASON

Location	Total Number of Rentals	Total Hours Used
Kensington	11,013	21,266.85
Stony Creek	13,712	22,130.78

- Really strong rental season.
- Stony Creek slightly higher than Kensington.



WATER FACILITY USAGE 2021

Water Facility	Total Visits
Kensington Splash N' Blast	54,582
Lake St. Clair Pool	49,662
Stony Creek Slide	27,835
Turtle Cove	34,695
Willow Pool	20,660
Grand Total	187,434

Metroparks water facilities saw a total of **187,434** visitors throughout the 2021 season.



SHELTER RESERVATIONS

By Park		By Day of Week	
Lake St. Clair	519	Sunday	931
Kensington	833	Monday	110
Lower Huron	305	Tuesday	86
Willow	186	Wednesday	88
Hudson Mills	81	Thursday	151
Dexter	39	Friday	304
Delhi	51	Saturday	1363
Stony Creek	684	Grand Total	3033
Lake Erie	96		
Wolcott	37		
Wolcott Camp			
Rotary	44		
Indian Springs	92		
Huron Meadows	66		
Grand Total	3033		

- These are reservations made 1/1/21 – 12/31/21
- Kensington, Stony Creek and Lake St. Clair are currently the three parks with highest reservations. Lower Huron is a close contender in Southern District.
- Not surprisingly, Saturday and Sunday are the most popular reservation days.
- Reservations are being made an average of 62 days in advance.
- 164 of our reservations came from individuals with city of Detroit zipcodes



2021 SKI RENTALS

***KENSINGTON AND HURON MEADOWS WERE ONLY LOCATIONS RENTING THROUGH RECTRAC**

	<u>Kensington</u>	<u>Huron Meadows</u>	<u>Grand Total</u>
Sunday	521	528	1049
Monday	106	216	322
Tuesday		161	161
Wednesday		209	209
Thursday		170	170
Friday		248	248
Saturday	532	715	1247
Grand Total	1159	2247	3406



GOLF RESULTS

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	38,213	35,692	31,479	21%	\$ 1,304,330	\$ 1,097,685	\$ 975,118	34%
Indian Springs	35,819	30,411	26,436	35%	\$ 1,084,951	\$ 887,791	\$ 764,099	42%
Kensington	41,866	36,622	33,982	23%	\$ 1,332,336	\$ 1,121,700	\$ 1,031,823	29%
Huron Meadows	36,712	32,766	28,987	27%	\$ 1,230,801	\$ 932,439	\$ 851,545	45%
Hudson Mills	30,133	29,159	23,482	28%	\$ 792,964	\$ 683,415	\$ 550,606	44%
Willow	28,630	30,234	24,691	16%	\$ 857,844	\$ 849,861	\$ 698,068	23%
Lake Erie	34,641	30,185	26,579	30%	\$ 1,021,146	\$ 809,505	\$ 729,130	40%
Total Regulation	246,014	225,069	195,637	26%	\$ 7,624,373	\$ 6,382,395	\$ 5,600,389	36%
LSC Par 3	6,176	6,965	6,394	-3%	\$ 50,775	\$ 56,532	\$ 45,558	11%
LSC Foot Golf	618	754	634	-2%	\$ 4,746	\$ 5,856	\$ 4,395	8%
Total Golf	252,808	232,788	202,664	25%	\$ 7,679,894	\$ 6,444,783	\$ 5,650,342	36%

- 2021 resulted in another really strong golf season.
- Rounds were up 8.6% as compared to 2021
- Rounds were up 25% from the 3-year average



APPENDIX 2: MARKETING TREND RESOURCES



<https://blog.hubspot.com/marketing/marketing-trends>

https://www.ana.net/mkcfsearch/index?search_terms=marketing+trends

http://images.gartnerformarketers.com/Web/Gartner/%7B42428b57-b3ba-4514-b6e3-1c80ec0cefc7%7D_Multichannel_Marketing_Communications_FINAL.pdf?_ga=2.52044649.1301528547.1554389372-895505213.1554389372

<https://www.ibm.com/watson/marketing/resources/2019-marketing-trends/>

<https://www.forbes.com/sites/johnhall/2017/12/03/6-marketing-trends-to-help-you-budget-for-2018/#d37326a40150>

<https://www.marketingcharts.com/business-of-marketing/marketing-budgets-82549>

https://www.cblohm.com/wp-content/uploads/2018/10/Marketing-Budget-Playbook-2019_final-compressed.pdf

<https://www.ama.org/marketing-news/the-ethics-of-targeting-minorities-with-dark-ads/>

https://www.hubspot.com/stories/artificial-intelligence?_ga=2.96362524.1606638659.1554475557-812348527.1553693674

http://growthbot.org/?utm_campaign=GLOBAL%20CS%20%7C%20Artificial%20Intelligence%20%7C%20Jan%202017&utm_medium=site%20page&utm_source=CS%20Artificial%20Intelligence

<https://sproutsocial.com/insights/new-social-media-demographics/#Facebook>

https://drive.google.com/file/d/1u7Qy_OxNU7BYfYR9qSBX6aAHUIC4dN9t/view

TV VIEWERSHIP SNAPSHOT: DETROIT

YoY Comparison Date, November 2020

+18%
Total Viewing

More Time Spent Watching TV
In the past 7 days, TV viewing in Comcast HHs is up +18% over the same time period last year

+29%
Daytime Viewing

More Time Spent with TV During the Day
In the past 7 days, daytime television viewing in Comcast HHs is up +29% over the same time period last year

+22%
Live TV

More Time Spent Watching Live TV
In the past 7 days, live viewing in Comcast HHs is up +22% over the same time period last year

+110%
Cable News

More Time Spent with Cable News
In the past 7 days, viewing to cable news networks in Comcast HHs is up +110% over the same time period last year

+3%
NFL Football

More Time Spent With NFL Football
After 11 weeks, MNF/TNF football have seen ratings increases vs. their 2019 season averages (Adults 25-54)

+167%
Tigers Baseball

More Time Spent With NFL Football
The Detroit Tigers saw significant ratings increases vs. their 2019 regular season average (Adults 25-54)

Source: Comcast's internal data. Data for Comcast HHs only. Week of 11/16/2020 to 11/22/2020. Comparison period: 11/16/2019 to 11/22/2019. © 2020 Comcast. All rights reserved. Comcast is a registered trademark and company name of Comcast Corporation.

effectv

HOW PEOPLE WATCH CONTENT

Percentage of Time Viewing Video Content, Adults 25-54



49% Live
(A25-54 total time spent)



Time Spent by Platform and Age

Age Group	Live TV Viewing	Streaming, Connected TVs, & On Demand
A18+	61%	39%
A18-34	32%	68%
A18-49	43%	57%
A50-64	69%	31%
A65+	78%	22%

■ Live TV Viewing ■ Streaming, Connected TVs, & On Demand

51% STREAMING, CONNECTED TVs, & ON-DEMAND
(A25-54)

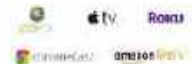
Streaming on PC & Mobile



Video On Demand



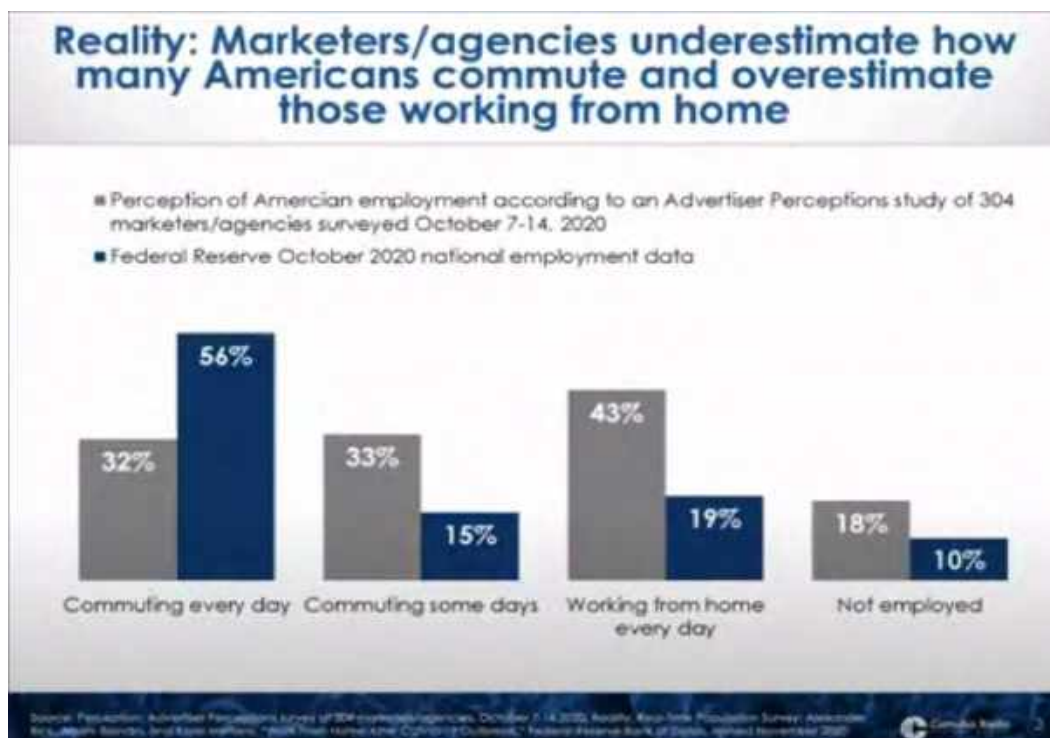
Streaming TV Devices & Platforms



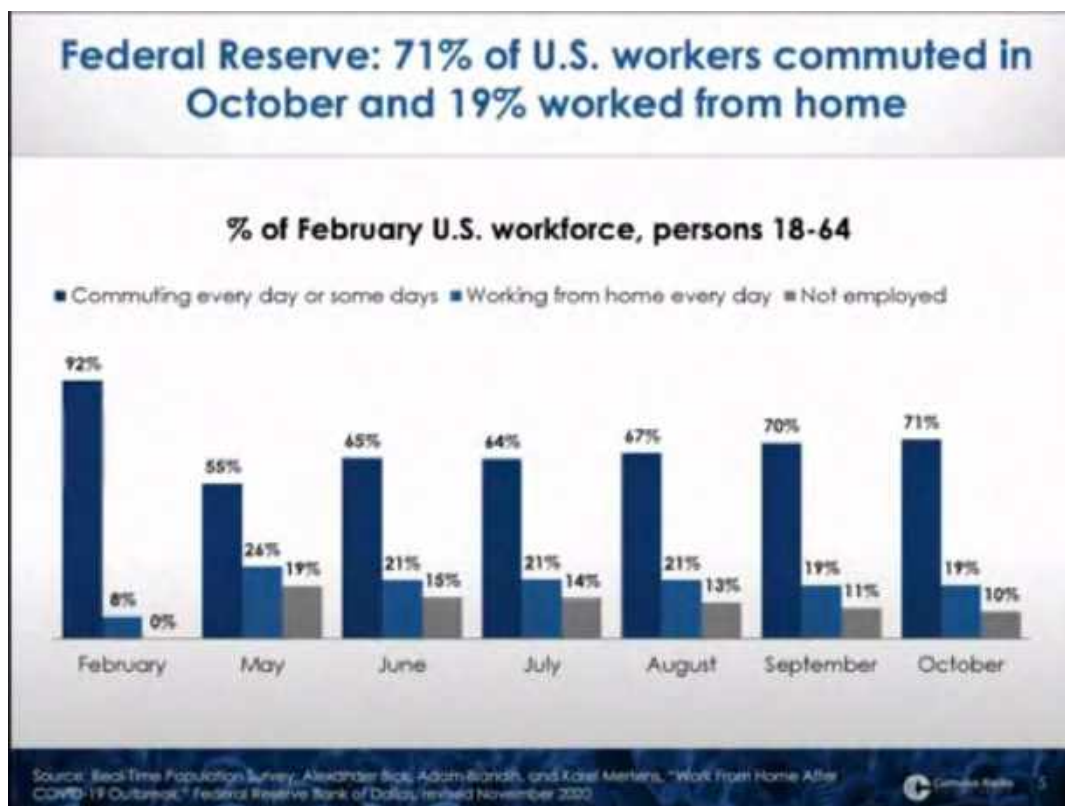
Source: Edison Analytics Audience Research 2020 Q5 Q6 Q7
© 2020 Edison. All rights reserved. Edison is a registered trademark and company name of Edison Analytics.

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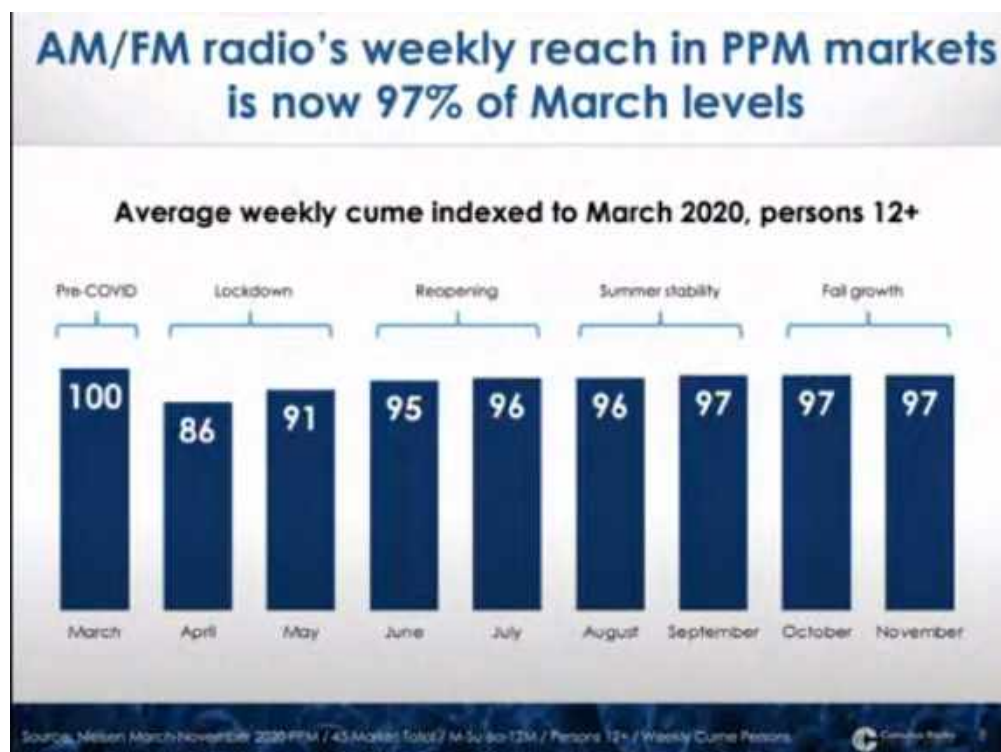
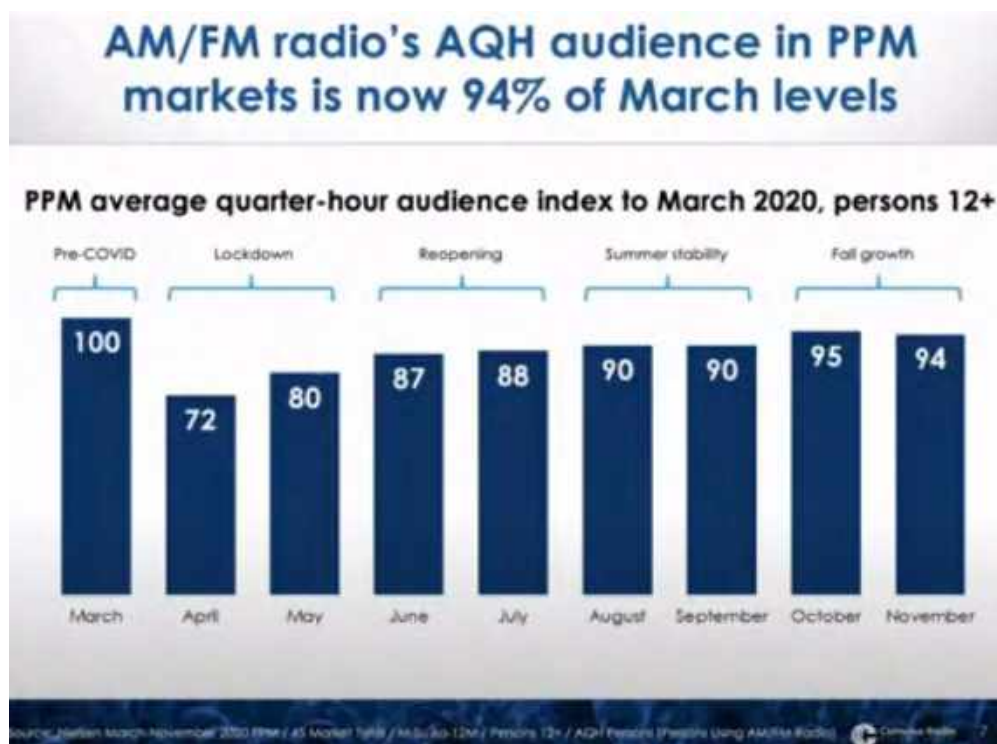
There is a separation between perception and reality of the amount of people working from home in 2020. A piece of the picture that supports that radio and out of home advertising still holds merit in keeping as part of the marketing mix with the assumptions that these percentages will continue to change as the pandemic recedes.



There was indeed a big shift in commuting patterns in 2020, as seen in the chart below, but is slowly shifting back towards pre-pandemic proportions.



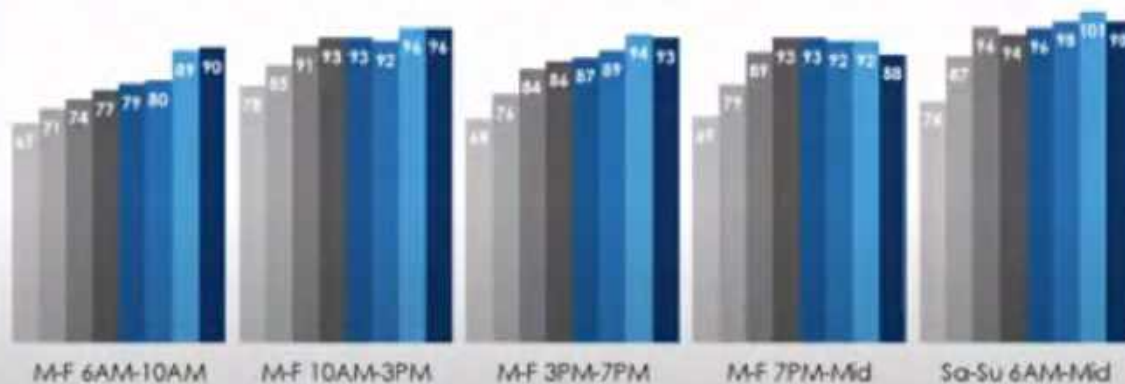
Radio patterns took a big dip early in the pandemic but are now returning to pre-pandemic listening levels. Campaigns may have been less effective in 2020 but had more impact in 2021 as the disruption returned to more “normal” listening levels as reported by Neilson ratings.



Morning drive recovery continues and most other dayparts remain consistent

Average quarter-hour recovery by daypart versus March 2020, persons 12+

■ Apr-20 ■ May-20 ■ Jun-20 ■ Jul-20 ■ Aug-20 ■ Sep-20 ■ Oct-20 ■ Nov-20



Source: Nielsen March-November 2020 PPM / 45 Market Total / Persons 12+ / AQH Persons (Persons Using AM/PM Radio) Index



Comcast Radio

7

APPENDIX 3: EMAIL MARKETING STRATEGY & PLAN



Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks has seen great success since 2019 with the revamped email plan. Comparatively, the cost for email marketing is low - making the return much higher. Email offers an organization the ability to send more personalized messages to customers and drive traffic to parks, events and programs that are most interesting to the reader.

The Metroparks will continue to create a more engaged list of followers who frequently open and interact with emails, which in turn can drive traffic to events and recognition for the information being sent.

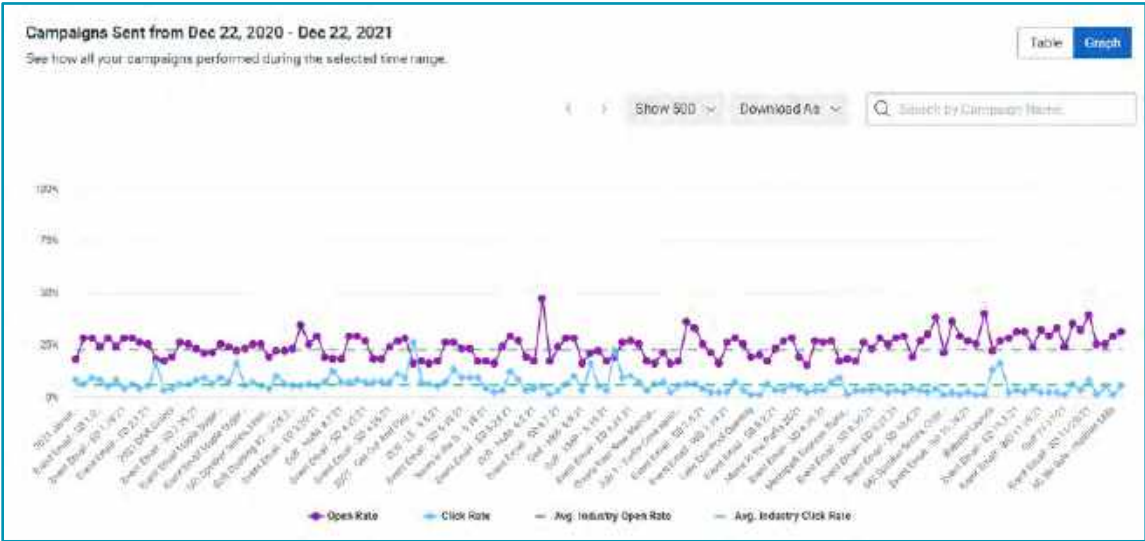
In 2022, the Metroparks need to build on the successes of 2021 and work hard to hold open rates at a high level. The benchmark open rate for government is 26.5% which is one of the higher industry average open rates. Industries like entertainment and ecommerce are only seeing 15-20 percent open rates.

Another important email metric is click through rate (CTR). This tells us how many people are interacting with the links and call-to-actions being included in emails. The benchmark number for government and hobby industries should be 3.65 - 4.78 percent¹¹, so the Metroparks are still performing higher than most in this area. The goal for 2022, would be to make sure every email sent has a call to action to capitalize on our successful CTR.

Proposed 2022 Email Strategy and Goals

2022 will begin with performing a very thorough cleanup of our email subscriber list. Although it is currently large, there is a large number of unengaged subscribers who should be removed before focusing on further growth. This will result initially in a reduction of our subscribers but could result in higher metrics because we are then focusing on users who are engaging with emails.

Currently, the full list is just over 95,000. Over the last year, open rates averaged 22 percent and CTR averaged 6 percent. Both were small increases from the previous year.



There was an average bounce rate of 10.87 percent, which means the list is not clean and the Metroparks are only reaching around 78,100 inboxes. The list needs to be cleaned to remove those hard bounces because they contribute to a lower sender score. Assuming after doing so, the list will drop to about 78,000, the Metroparks would like to see growth of 10 percent over that in 2022. This may not sound like a lot – however, it is important to note that this growth will be organic (not purchased lists) and engaged. It's important to only add contacts that know they are being added and want to receive emails. Why? If they don't, they may mark messages as spam which contributes to a low sender score and makes it more difficult to send emails to others. Or they will not open and engage with emails which will bring previously mentioned rates down. The Metroparks need a clean, engaged list for it to be most successful. It's also important to have a segmented list so that messages can be more directed and personalized. That process began in 2019 when asking for subscribers' email preferences by park location. Those 13 separate segments will be kept in the back end of the database for future use if needed, but on a regular basis, emails are sent by district or to full list.

RecTrac implementation will lead to higher online sales and higher collection rates of email addresses. To maintain proper email compliance, those users can't be added straight to the marketing email list. Instead, we will begin using an opt-out process for the email addresses received through RecTrac and to segment the database based on interest and user preference. This will allow the Metroparks to send more targeted email messages and drive higher engagement. Each new user will be sent an email preferences message asking them to click a button if they want to opt out of email. It will also ask them to subscribe to their preferred lists. Opting out instead of opting in will result in faster growth but will need to be monitored to ensure we aren't receiving higher spam rates which would degrade our sending ability.

The Metroparks will attempt to increase their average open rate for all campaigns at the government industry benchmark of 26 percent and will hold the open rate for campaigns sent to the full list at 21 percent. Additionally, the Metroparks will attempt to increase their click through rate (CTR) on email campaigns from 6 percent to 10 percent. This is an aspirational increase that would go above industry standards

Each different type of email campaign will have its own branded template. In this way the Metroparks can reinforce the brand identity. It also allows readers to differentiate between the different types of campaigns they are receiving. For example, the monthly newsletter emails will have a branded look that is consistent each month. The bi-weekly eastern district emails will have a different look from the monthly, but a consistent look with themselves each send.

The following email campaigns will be sent in 2021:

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding as a system and staff's expert industry status.
 - 3-5 articles about department projects and content
 - Metroparks Fun Facts
 - Possible other entries:
 - Metroparks Trivia Contest

- Social media contest tie ins
 - Metroparks ads
 - Pop-up aquatic pricing
- Bi-weekly emails sent per district segmented lists – upcoming events and programs. These are more sales driven emails
 - The Marketing department knows that if someone is interested in a program at one park in a district, it is likely they may drive to another park in that district because it is relatively close to them. Therefore, it's beneficial to send these bi-weekly emails to include information on multiple parks to cross-promote to an engaged audience and drive the understanding of the Metroparks as a system, not silo parks.
 - Interpretive and park staff content driven
- Golf Weekly Emails Spring-Fall
 - Feature a course each week and/or a special event that happens there
 - Golf tips or fun facts
 - Coupons and specials to drive traffic
- Special Announcements and Project Updates
 - “One-off” emails will still be sent for things like grant award announcements, ribbon cutting events, special large programs and events, project completion announcements or other large park announcements. Anything where it's needed to draw special attention to.
 - Most times these will be sent to the full list but could be segmented dependent on the announcement.
 - These should only be things that don't fit into the regular email schedule. We want to develop consistency, so readers know when to expect to hear from the Metroparks and are both more likely to read and less likely to mark as spam. The more sporadic emails are the less strength they have.

Execution Details

The content within monthly newsletters should still reflect the editorial/content and campaign calendars established for the Metroparks. This will reinforce the content so that overlapping stories are being told in different ways on different channels. It will also streamline content creation because it's possible to “recycle” content across multiple channels while telling a more complete overall story as an organization.

The Marketing department will create email templates, manage list growth and segmentation and all operational details of maintaining the email strategy. However, they will request and coordinate assistance from other Metroparks staff in the following ways:

- Reach out to interpreters, department heads, park managers and park superintendents to ask for topics and content for both monthly newsletter articles and bi-weekly event/program emails.
- Provide staff with themes and suggested articles for monthly newsletters for entire year as part of the campaign calendar provided to staff in January.

- Marketing staff will help guide this process by including in the request any special topics needed from each to support the editorial calendar and the number of articles or events needed and the level of detail of both.
- Marketing staff will require information be back to them by the end of the third week of the month and will put that due date in the request.
- Once content is submitted, Marketing staff will spend the fourth week of the month proofing and editing content, adding anything that might be needed, formatting and testing all emails, and scheduling all emails for the following month.
- All articles written for the monthly newsletters will also be posted on the website.
- The Marketing department will test email send dates and times until the optimal timeframes for each list are found.



APPENDIX 4: SOCIAL MEDIA PLAN



Goals

The goals of using social media to promote the parks are as follows:

- Increase and promote brand awareness.
- Increase and promote the public's awareness of the Metroparks as a system and all the amenities offered.
- Increase the perception of Metroparks staff as expert industry thought leaders.
- Reinforce the editorial/theme calendar created for the Metroparks through engaged storytelling.
- Create a "social community" to interact with park users, the public and stakeholders.
- Inform park users and audiences of major press releases, park closures, event reminders, and other announcement worthy pieces.
- Increase web SEO by way of involvement on multiple networks.
- Increase number of "touch points" with visitors.
- Reinforce a loyal following of visitors by way of consistent and professional posting, involvement and responding.
- Involve relevant staff members more consistently and successfully.
- Diversify content by focusing a post to mention at least one park from each county each week
- Create a sense of FUN around the Metroparks.
- Boost brand engagement on social channels with more likes, shares, comments, mentions and replies.
- Establish a stronger relationship with followers with more engaged conversations
- Encourage and increase user-generated content
- Build on the current momentum of content creation and continue to improve and create high-value share-worthy content.
- Keep up with marketing and recreation industry trends to add to the social platform content calendar.
- Increase the use of stories on social platforms with eye-popping photos, videos and interactive options.
- Establish a social customer service response time for questions and messages
- While continuing to build a "social community," acknowledge followers who repost and share content.
- Collaborate with Diversity, Equity and Inclusion staff to produce content that reinforces and strengthens our DEI efforts across the Metroparks system.
- Continue to work with The Detroit Riverfront Conservancy and promote the pilot partnership by establishing a consistent calendar that produces engaging content for both organizations.
- Increase the creation of owned content from across the parks to be utilized for social media.
- Collaborate with relevant park staff to increase the promotion of park and interpretive events and brainstorm new ideas for social media
- Leverage community partnerships to build stronger relationships, increase engagement, broaden audiences and foster new ideas.

Networks / Social Media Platforms

The following social media platforms are intended to be used. Content on all channels will be written in our brand identity and tone to reinforce that message and build consistency:

- Facebook - All audiences. Content more informative with a 60 percent-40 percent mix of engaging related content and promotional posts. Used heavily for paid ads.
- Twitter - Tweets have short lifespan. Twitter users are heavier skewed in the 20's crowd. Use more for news sharing, closures, updates, announcements and real time event and program posts. "News Blotter" model.
- YouTube - Establish a more consistent posting schedule and include staff video series to help build reputation as expert thought leaders.
- Instagram - Younger audience. Top channel to reach millennials on social. Content needs to be high quality, interesting, selective images (less snapshot like). More frequent posting required. Great channel for telling brand story in pieces to younger demographics. Hashtags are very important. Instagram Stories give users the option to add "Stickers" to the photos and videos in one's Story. The Metroparks will investigate designing and creating their own Stickers that visitors could then add to their photos and videos taken from inside the park.
- LinkedIn - Used to establish a more professional and expert reputation as an organization. Also work to build Amy's, and key staff's, involvement for same purpose.
- Glassdoor - Look into ways to improve employer ratings.
- Snapchat (maybe future) - Continue to watch and evaluate to see if it is beneficial to dedicate time to developing a presence. Use of timed or permanent geofilters could be utilized to increase word of mouth marketing among younger demographics. Geofilters would give us the opportunity to take the premise of our "Photo Ops" and make them available throughout the entire park. Geofilters could be trialed in a select number of parks or focused on a specific event to see how successful they are in reaching a younger audience.
- TikTok (maybe future) – In 2021, it remains one of the fastest growing social platforms. Younger audience – Gen Z and Millennial. TikTok is still new and will continue to watch to see if it is relevant to us and the opportunities it can offer. It could provide opportunities for influencer marketing/engagement in the future. Instagram and Facebook now support similar video formats giving us the opportunity to create "TikTok"-like videos and see how our audience reacts before deciding to create a presence on an entirely new social platform.

Purpose of Each Platform

Each social media platform was created for a certain reason. They are all a way to interact with people in a space that is constantly becoming more popular. However, each platform reaches a specific demographic and is stronger for certain content and should be utilized for those reasons.

Facebook

Facebook is one of the older and most used social media platforms. Its main goal is to build social community and brand recognition. A social community is a place where people go to read and interact with each other on a digital space. To build a social community, it's important

to post a mix of relevant and interesting content that intrigues readers and promotion/sales content. The Metroparks will continue to utilize one Facebook page. It is important for brand development that the Metroparks draw understanding to the centralized brand and message before evaluating adding any additional Facebook pages.

Facebook is starting to skew away from younger demographics. Only 2.9 percent of active Facebook users are 13-17 years old, while the largest age group on Facebook are 25-34-year olds. 70 percent of U.S. adults aged 18-29, 77 percent of U.S. adults aged 30-49, 73 percent of U.S. adults aged 50-64 and 50 percent of U.S. adults aged 65+ say they use Facebook.

Relevant content will engage consumers and entice them to follow postings. In turn they will be learning more about the parks, enforcing the brand image, and ultimately will be more likely to support and visit the parks.

Facebook will also be used for paid advertising in the digital space and sponsored/boosted posts. Facebook has paid targeting options that, when combined with its large user base, make it an effective platform to drive results with a lower comparative cost.

Facebook events have grown in popularity and functionality. The Metroparks will continue to utilize those functionalities. Events and programs will be intentionally selected to create Facebook events around and will frequently boost event pages to drive traffic. Facebook event pages will be created for series programs and regularly post updates about upcoming dates to keep engagement up.

It has become known that Facebook users prefer to only see content from pages they've approved and do not want to be overwhelmed by ads and sales content. It should be common practice to only post to a Facebook page one-three times per day.

2022 goals include:

- Doing more with video posts including Reels and other short-form video content.
- Being consistent and more active with Facebook stories, including the use of interactive stories.
- Growing followers with the help of getting more likes, comments and shares on posts.
- Creating more engaging content that creates an exciting social experience and is more trend worthy as opposed to just existing.
- Continuing to build the "Your Metroparks Community".

Reference the implementation section of this social media plan for more information on how the Marketing department will coordinate these details.

Twitter

Twitter is a time intensive platform. This is because the average life of a tweet is 18 – 20 minutes. That means, once you tweet, followers who don't see it in the first 18 – 20 minutes,

probably won't see it at all. However, Twitter is a large platform that many people check to gauge an organization's relevance, so it is still important to have a Twitter presence. We will have one branded Twitter handle.

Twitter is most popular with Gen Z and millennials; 42 percent of all U.S. adults aged 18-29 use Twitter, while 27 percent of 30-49-year old's, 18 percent of 50-64-year old's and 7 percent of 65+ year olds.

Twitter is more of an instantaneous network, and users can use hashtags and Twitter handles in their tweets, so it is a suitable platform for closures, updates, event updates in real-time, and blog and news content. Hashtags should be used when appropriate. The Metroparks will be creating branded hashtags around certain events and campaigns so that followers can join the conversation and create buzz around the same hashtag and topic.

Lastly, it should be checked at least once or twice a day to respond to tweets directed to, or about, the Metroparks.

Reference the implementation section of this social media plan for more information on how the Marketing department will coordinate these details.

YouTube

YouTube will be considered one of the developing networks for the Metroparks. Video is a powerful medium that generates excitement and viral potential among users/viewers. On average, Americans spend nearly two hours per day watching video content on their devices and YouTube is the second largest search engine. YouTube can present unique content that's easy for viewers to consume and share.

The Metroparks YouTube was heavily utilized in 2020 and early 2021 for virtual educational programming videos. The goal is to continue gaining subscribers and publish engaging, creative content. YouTube does not require "constant" posting. However, the goal should be to post one – two times per week and use paid YouTube pre-roll for video ads.

Reference the implementation section of this social media plan for more information on how the Marketing department will coordinate these details.

Instagram

Instagram is quickly becoming one of the top social media networks. It is particularly popular in the younger demographics of teens and early 20s. Content is purely photos and videos which makes it different from other platforms. This is currently the channel where the Metroparks need to concentrate most on growing audience among Gen Z and millennials. Content needs to be high quality, interesting photos. It's important to avoid posting "snapshot" type photos that don't show enough detail to make it an engaging photo. As influencers/influencer culture grow, especially among younger audiences, more and more people are choosing to visit destinations purely based off how "Instagram-able" they are. Sharing stunning, high-quality photos from the parks will help us become a photo destination and help position us as more than just a local park, but a nature destination. Hashtags are extremely important and Instagram stories are being tested and evaluated.

Marketing will continue to post one-two pictures each day with a with a captivating and engaging caption to encourage interaction on the photos. Instagram is like Twitter in the fact that posts have a shorter lifespan, so multiple posts (without being excessive) is ideal. The Metroparks should engage in using hashtags here as well as Twitter, and work to create some compelling hashtags of their own. In addition to posting one - two photos to the account, time should be spent each day responding to comments on photos and commenting on other user's photos from parks locations and sharing some of the better ones to generate and create "personal" and positive relationships with other Instagram followers and community users. This helps to establish a following who feels personally invested and involved.

Additionally, the Metroparks will continue to develop Instagram stories and post interactive stories. The Metroparks has a goal of posting at least three stories every week; making sure to include one that is designed specifically to encourage user engagement, e.g. #TriviaTuesday polls, and one that highlights user's photos. This functionality continues to grow in popularity, and the Metroparks need to stay relevant for followers.

Influencers (both small, local and national) are very active on Instagram and can generate a lot of brand excitement. Choosing micro-local influencers to become Metroparks brand ambassadors would allow the Metroparks to reach niche markets, increase user-generated content, expand our audience and promote word-of-mouth marketing. The Metroparks plan on researching and selecting a small number of local influencers that reach varying audiences to be Metroparks Ambassadors in 2022.

Instagram allows the Metroparks to be a lot more visual and tell the brand story in a compelling way piece by piece. Focus should remain on the younger, trendy audience. 71% of U.S. adults aged 18-29 use Instagram while, 48 percent of 30-49-year old's, 29 percent of 50-64-year old's, and 13 percent of 65+ year old's use Instagram.

The Metroparks goals for Instagram are:

- Increase video content production, including the use of Reels.
- Encourage and increase user-generated content.
- Utilize and post engaging Instagram stories more often.
- Grow followers with the help of getting more likes and comments on posts.
- Create more engaging content that creates an exciting social experience and is more trend worthy as opposed to just existing.
- Continue to build the "Your Metroparks Community"

Reference the implementation section of this social media plan for more information on how the Marketing department will coordinate these details.

Google Business

Google uses their business pages to feed logos, photos, hours, website, phone numbers and map locations to their search results when somebody performs a search on google. You have probably noticed them when searching a business name or "XYZ businesses in my area". They

often show up on a map and when clicked have pictures and information available. For this to happen, businesses (or organizations) must “claim” those locations and make a page for each address.

Having Google business pages increase a website’s SEO and its brand relevance in Google searches. The goal would be to maintain our Google business page for each park address and associate a description, our logo, and photos of that park with each individual page. All those pages would be linked to the website and associated to the administrative office address.

LinkedIn

LinkedIn is the number one platform when it comes to B2B social media marketing. Known for connecting professionals, LinkedIn has more than 740 million active users.

30 percent of 18-29-year old’s use LinkedIn, while 36 percent of 30-49-year old’s, 33 percent of 50-64-year old’s, and 11 percent of 65+ year old’s use LinkedIn.

The Metroparks goals with LinkedIn are to build a more expert reputation of the organization and to increase the director’s and key staff’s presence for the same reasons. This is another way to support the goal of being recognized as thought leaders in the industry who should be included in related conversations and presentations.

Social Media Implementation Plan

Social Media Contributors and Content Suggestions

Clear and defined roles are assigned to eliminate any questions and confusion as to who is responsible for contributing to, and maintaining, these platforms.

Monthly Themes – including but not limited to:

The editorial/theme calendar should serve as a guidepost for the content in the following suggested topics for each social platform. The monthly themes will help direct topic of each individual post. This theme calendar will continue to develop as community trends shift. They should mimic and complement each other to send stronger more consistent messaging across all channels. The goal is to have the same story and conversation taking place in all communication channels; the difference is that story will be told differently, and the conversation will take place differently, dependent on platform norms.

January: Winter Activities

February: Maple Sugaring, Shelter Reservation Reminders, Camping Reservations Open, Winter Activities, Black History Month

March: Maple Sugaring, Spring and Summer Camp Registration, Easter, Ag Week, Babies Babies, Women's History Month, World Wildlife Day

April: Golf Course Openings, Easter, Spring Activities, Bird Returns, Babies Babies, Earth Day

May: Summer Activities, Water Facilities, Summer Camps, Art Fair, Summer Concert Series, Golf, Marinas, Family Picnics/Events, Brand Rollout, Interpretive/Farm Centers, Annual Pass/Toll Scanning, Camping, Mother's Day, Memorial Day

June: Firework, MI Philharmonic, Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Interpretive/Farm Centers, Camping, Father's Day, Pride Month, Juneteenth

July: Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/Events, Interpretive/Farm Centers, Parks and Rec Month, Camping, ADA Anniversary Month

August: Water Facilities, Summer Activities, Golf, Marinas, Family Picnics/events, Interpretive/Farm Centers, Movies in the Park Series

September: Labor Day, Golf, Fall Activities, Halloween programs, Interpretive/Farm Centers, Michigan Trails Week

October: Fall Activities, Halloween programs, Interpretive/Farm Centers

November: Next Year Annual Permits, End of Fall, Giving Tuesday, Opt Outside, Holiday Events, Native American Heritage Month

December: Gift Giving, Annual Permits, Holiday Events, Winter Activities

Year-round themes: Grants, Natural resources and Stewardship, Email Sign Up, Brand Messaging, Trails, Weddings, Event Calendar, Bird of the Week, DEI Milestone Dates and Holidays, Riverfront Conservancy Pilot Partnership, Community Partnerships

Facebook

As this is the network with the most use currently, there are already multiple contributors involved.

Danielle Mauter – Admin

Hilary Simmet– Admin

Quinn Tapp – Admin

Content Calendar for Facebook

In October, Marketing pulled data from the past year of content to determine which posts were the most popular and if there were any commonalities between them. We found that the highest performing posts on Facebook could be divided into the following categories:

- Park News
 - Ex: Turtle Cove opening date, DTE Free Park Days, event/program announcements
- Project Updates
 - Ex: LSC Nature Center reopening, Sheldon Trails update
- Partnership Details
 - Ex: B2B Trail, Ralph C. Wilson Jr. Centennial Park/ Detroit Riverfront Conservancy Partnership
- Wildlife
 - Ex: Bird of the Week, Farm Center animal photos, Wildlife Wednesday

When scheduling and creating content, special attention will be given to items in these categories since they have proven to perform higher than other content. However, Marketing will continue to post about a variety of topics including those listed above and the suggested below:

Suggested posting topics:

- Good morning from ____: Share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science facts about mornings when appropriate.
- Goodnight from ____: Share a photo or video of sunset or nighttime from somewhere in the parks or of a nature/science/ fact about evenings/night (i.e., nocturnal animal facts, what plants do at night, moon and stars facts, etc.).
- Tip Tuesday: Use #TipTuesday in the post and share a tip about using the parks, healthy living or a recreational activity tip (i.e., camping tips, hiking tips, etc.) Periodically use outside links to support tips.
- #FlashbackFriday & #RetroParks: Feature a fact and/or picture of park history.

- Sustainability Sunday: Post a fact about recycling or green infrastructure and how to be a steward of the environment. When able to, tie it back into our sustainability efforts.
- Develop a regular schedule of content that can be shared on our social channels in a meaningful way throughout the year to bolster the efforts taking place in DEI while positioning the Metroparks as a partner in DEI efforts and a welcoming place for all people. Initially that content will focus on sharing information about DEI milestone dates and holidays with content that puts a Metroparks spin on it. For example, sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of ADA; and finding a nature spin on pride week to feature famous naturalists/scientists in the field that are part of the LGBTQ+ community; and highlighting the strong native American history that exists within some of our parks during Native American Heritage Month.
- Bird of the Week: With assistance from the Interpretive department share information and facts about certain birds that are native to the Metroparks each week. Include photos and/or videos, then link to the Metroparks Bird of the Week Blog on the website.
- Park Projects and Improvements: Work with other Metroparks departments (i.e., Planning, Interpretive, Engineering, Natural Resources, Park Operations, etc.) to provide Metroparks followers updates of current projects and improvements using photos and/or videos.
- Lunchbreak with Nature: Share a fact about nature at noon. Use outside links to support facts.
- Brand Messaging Post: Write content around our mission, vision, core values and brand statement to reinforce those themes.
- #Your Metroparks: Spotlight an activity that you can do in the parks (i.e., biking, running, golfing, birding, etc.) have followers send in photos, achievements, records, etc. of that activity and share.
- Trivia Tuesday (for Facebook stories): Interactive stories that have Metroparks followers answer questions based on animals, parks, nature, etc.
- Facebook Takeover (For Facebook Stories): Choosing an event or topic related to a specific park and working with interpretive and park staff to “take over” our stories for the day to provide an inside scoop on the Metroparks.
- Feature Friday: Spotlight and share a photo from the Metroparks followers.
- Metroparks Golf Tips: Turn weekly golf emails into content for every follower. Use outside links to support facts when needed. Cover a variety of golf tips, not just tips that pertain to Metroparks golf courses.
- Trail of the Week/Tuesday/or Thursday: Highlight a different trail, and the activities you can do on that trail.
- Tips to creative healthy living in the parks.

- Hold social media-focused contests or scavenger hunts to get followers engaged, sharing content and out visiting the parks.
- Share content from the Metroparks YouTube channel, including the Metroparks Staff interviews
- Other:
 - Promote the email list sign up.
 - Share blogs articles from Metroparks website.
 - Grant announcements and updates.
 - Closures and announcements.

The suggested topics is a guideline, and staff will always be looking for new, engaging ways to post content on social media related to current trends and the parks. Marketing staff are also responsible for responding to messages, questions and comments on this page. If they do not know an answer, they should call or email to the appropriate staff person to find the answer and then respond.

The Marketing department will continue to utilize Hootsuite social media management to make this process easier. Pre-determined content will be pre-scheduled. If announcements (such as closures, reminders, cancelations, etc.) are needed, park staff and interpreters should text/email them to Marketing staff as soon as they can, and those will be posted immediately.

In all cases, posts should link back to the website (when it makes sense) to drive more traffic to that information and improve SEO by way of increasing page traffic.

Facebook Events

Event pages are a great way to drive excitement and traffic around events and programs. The Marketing team will work with Interpretive staff and park staff to determine the appropriate number (and specific events) of Facebook events that can be live at any given time. Marketing staff will then create and publish the event pages. The tone and grammar of posts must be accurate and consistent with our brand. Users who have responded as “interested” or “going” to Facebook event pages receive notifications every time a host posts to the newsfeed of an event page. Posting to these pages creates continual excitement around the event and should be utilized in larger events.

Facebook ads and boosting (Paid Content)

The Marketing team will use Facebook advertising to meet our overall marketing goals. Ads will be placed in line with the goals and strategies in the overall marketing plan.

Facebook Roles and Responsibilities

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid Facebook advertising.
- Will answer all questions, comments and messages, and will call or email parks staff when unsure of an answer before answering.

- If a complaint comes through Facebook, Marketing team will politely respond appropriately and will also pass the complaint on to the appropriate department, director and deputy director.
- Will work with interpretive supervisors and park ops staff to set each month's list of Facebook event pages.
- Will create and post all Facebook event pages.
- Will update the page's cover photo each month.
- Will ensure the profile picture remains correct.

Interpretive Services Supervisors:

May send closures, programming changes, programming details to share and announcements forward and the Marketing team will get them posted in a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

Parks Operations Staff and Others:

May send closures and announcements forward and the Marketing team will get them posted a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

Google

Google likes their own products, so any time we utilize a Google platform service it helps build SEO with content and updates that are easy for Google to index and rank.

Google+ business pages make searching for locations, local businesses, and local services easier and more interactive. Google uses these to place search results on a map with logos, pictures, hours, website, phone number, reviews, videos and other content that is linked with that location's Google+ business page. The Metroparks want pictures, logos and descriptions to pop up when somebody conducts a search for "parks in the area" or even a particular park they know the name of.

The Marketing department will need to check these listings once a month to make sure they are accurate. Sometimes Google will make automatic changes to them if enough users make suggestions, and those changes aren't always accurate (like hours and phone numbers). The Metroparks should also work with Google to get all our locations shaded in green in Google maps and ensure they are all accurate.

Paid ads will also be placed on the Google display network and paid search. Paid search can help us rank better in search results for certain keywords and events and display the link the Metroparks want people to see for those keywords.

Twitter

Twitter users are more accustomed to getting their “news” from Twitter and sharing news or following celebrities. Tweets also have a very short life span. Therefore, the strategy for this channel needs to be time limited.

Twitter will become a more “news centric” social channel. The Metroparks will use Twitter to post ticket sales and registration opens for major events, when parks and beaches close and re-open, when a major announcement needs to be made and at major events, when we’re featured in stories or post stories ourselves, etc.; similar to a “news blotter.”

It will be used for real time posting from major events to attempt and create buzz around an event name or hashtag.

The Metroparks will also tweet about preparations for major events and projects to give followers an inside scoop on parks operations. When doing this staff will also be sure to use the correct hashtags.

The theme of the content should reflect the editorial/theme calendar. Across all social channels the Metroparks want a consistent theme and conversation; the conversation is just refined a little differently based on each channel’s norms.

Content Calendar for Twitter

- Share and re-tweet news stories that the Metroparks are mentioned in.
- Tweet updates about awards, grants, surveys, projects and improvements, etc.
- Tweet videos from the Metroparks YouTube Channel.
- Re-tweet a mention, pictures, or videos the Metroparks are tagged in.
- Share a story/article from the Metroparks website or newsletter.
- Feature Fridays: Spotlight and share a photo from the Metroparks followers.
- Bird of the Week: With assistance from the interpretive department share information and facts about certain birds that are native to the Metroparks each week. Include photos and/or videos, then link to the Metroparks Bird of the Week Blog on the website.
- Closures, openings and major announcements will be tweeted as soon as they are known about.
- Develop a regular schedule of content that can be shared on our social channels in a meaningful way throughout the year to bolster the efforts taking place in DEI while positioning the Metroparks as a partner in DEI efforts and a welcoming place for all people. Initially that content will focus on sharing information about DEI milestone dates

and holidays with content that puts a Metroparks spin on it. For example, sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of ADA; and finding a nature spin on pride week to feature famous naturalists/scientists in the field that are part of the LGBTQ+ community; and highlighting the strong native American history that exists within some of our parks during Native American Heritage Month.

Twitter Roles and Responsibilities:

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid advertising.
- Will answer all questions, comments and messages, and will call or email parks staff when unsure of an answer before answering.
- If a complaint comes through Twitter, the Marketing team will politely respond appropriately and will also pass the complaint on to the appropriate department, director and deputy director.
- Will update the page's cover photo each month.
- Will ensure the profile picture remains correct.

Interpretive Services Supervisors

The Marketing department will work with Interpretive supervisors, park managers, and park superintendents to determine a team of staff that should have Twitter and Instagram abilities. The Marketing team will then train staff on the proper ways to use and post to Twitter and Instagram and make sure they each understand their role in doing so. Marketing will then be available to answer questions and monitor posting. If any team member is not posting and operating the way they should, Twitter and Instagram access will be revoked from that staff person.

Parks Ops Staff and Others

May send closures and announcements forward and the Marketing team will get them posted in a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

In 2022, with the help and feedback from park staff, we will review and develop a new process for staff photo submission. Staff will be encouraged to share photos they take while out in the parks with Marketing staff. This will help Marketing in posting more real-time content on social media.

YouTube

Video is becoming increasingly more important online and in social media. Video topics will be reflective of the editorial/theme calendar previously described. Again, the conversation is the same, just a different channel and way of telling the story.

Also, on YouTube will be any other videos created about the parks including any TV commercials or promotional videos. At least once a month (bi-weekly as it becomes easier to facilitate), we will post a video of a staff interview discussing a relevant topic. This will reinforce the expert level of our staff and our knowledge as an organization.

YouTube pre-roll will be used for paid ads utilizing our produced TV commercials or event promo videos. Pre-roll are the video commercials a user sees before the video they selected. They can usually be skipped after 10 seconds, and if they are it doesn't count as a view and isn't charged. However, if a video ad is compelling enough to get users to watch the whole thing, it counts as an ad view and helps spread awareness.

Possible videos to produce and post:

- #MetroparkMinute
- Staff interviews
- Summer Camp promo video
- Park promo videos
- Interpretive center promo videos
- Event specific promos
- Videos of interesting projects taking place (like a bridge being replaced or prescribed burns)
- Educational videos such as interpreters teaching about a seasonal topic that could be used by teachers or natural resources projects taking place
- Metropark Animal Cams
- Golf course promo videos
- Tutorial (how-to) videos from various staff specializing how to do various activities or use a product or service
- Informational videos on the various aspects of the Metroparks, i.e. animals
- Wildlife Wednesday with an interpreter
- Staff interviews/video series to build recognition and expert reputation and make the Metroparks more personable
- Volunteer Spotlight
- Videos from activities at programs and events can be turned into video blogs that can be documented daily or weekly i.e., what is happening in the Metroparks.

Additional Content for Metroparks YouTube Channel

- News segments that the Metroparks are featured in
- Metroparks TV commercials
- Promotional videos and features that other organizations or news stations produce about the Metroparks
- YouTube Live (maybe future) allows to broadcast live content to viewers. Live video allows you to easily share and lets our audience participate in real-time comments and reactions and then the video will be recorded and uploaded to our channel Videos can, and should, also be shared from YouTube to Facebook or Twitter as appropriate.

Instagram

There will be one Metroparks Instagram account. However, there will be a more dedicated focus on growing the Instagram presence as it continues to be a channel growing in popularity and impact.

The Metroparks will have a dedicated content calendar for Instagram as seen below. This content calendar will include regular posts scheduled ahead of time by Marketing staff and will also include more real time posts from throughout the park system. This strategy is like that National Geographic and other large organizations use to post engaging content from multiple locations and times. This will allow for a more impactful presence closer to Instagram norms. Some of the content overlaps with what is being posted on Facebook. The photo and/or photo subject should be trendy with interesting angles for Instagram.

The Metroparks will continue to experiment with stories to determine the best way for them to be used for Metroparks. Initially, the Marketing staff will utilize stories three times a week and experiment with the content that drives the most engagement in them.

In 2021, the Metroparks began holding IG Takeovers in which Marketing worked with Interpretive and/or Park Ops staff to plan and execute a “takeover” of our Instagram stories. Marketing plans to continue to hold these internal takeovers in 2022. The goal will be to hold at least one internal takeover a month, rotating between the Southern, Western and Eastern Districts.

The Metroparks will also investigate guest “take-overs” where the Metroparks engage a social influencer to write content for their Instagram page and share it as themselves having an experience and tagging our locations and hashtags.

Instagram continues to be a network where posts are short lived and very tied to a location. Each post can be tied to a location, and should be, for search purposes. It is also heavily dependent on hashtags and many users follow certain hashtags. It is important for the Metroparks to use their own set of branded hashtags as well as adding to the conversation of popular hashtags when it is aligned to their goals and operations. Using these popular hashtags will help deliver Metroparks content to users that have a similar interest and possibly result in new followers and then new visitors. Marketing staff will look for popular hashtags.

Staff are encouraged to also share with the team when they find some new ones that are trending.

Content on Instagram, much like all the other channels in this document, will reflect the editorial/theme calendar detailed previously so that the conversation is consistent across all channels. However, the quality of the photos on Instagram are of utmost importance. They need to be high quality and/or interesting angles to attract engagement. It is not enough to share a “snapshot” on Instagram. They need to be photos that reflect the brand positioning and are close enough to show the detail and interest of the subject matter being reflected.

The Metroparks need to keep in mind that the Instagram audience skews to the younger demographic. We need to focus on topics and activities they can see themselves in OR spin those other topics in a way that relates to them.

Content Calendar for Instagram

In October, Marketing pulled data from the past year of content to determine which posts were the most popular and if there were any commonalities between them. We found that the highest performing posts on Instagram could be divided into the following categories:

- Scenic Photographs – reshared from Metroparks followers
- Animals/Wildlife – reshared from Metroparks followers
- Bird of the Week

User-generated content performed extraordinarily well on Instagram, which is why it is important moving forward to continue to encourage users to share their photos and videos with us and to post them on our account frequently. We believe that some of the user-generated content performs well because it is both aesthetically pleasing, more real-time and offers a more unique perspective than our typical branded photos. This is also why encouraging park staff to share real-time and behind-the-scenes content with us is important as well.

When scheduling and creating content, special attention will be given to items in these categories since they have proven to perform higher than other content. Marketing will continue to post about a variety of topics including those listed above and the suggested below.

Suggested Content Topics:

- Good morning from ____: Share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science/park facts about mornings when appropriate.
- Lunchbreak with Nature: Share a fact about nature at noon. Link it to an article on a reputable website that supports the fact that is shared.
- Goodnight from ____: Share a photo or video of sunset or nighttime from somewhere in the parks or of a nature/science/park fact about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon, star facts, etc.).
- Photographer of the week: Spotlight different Metroparks community members.
- Featured animal of the week: Ask to send in the animals you find in the parks that week.
- Metroparks Golf Tips: Turn weekly golf emails into content for every follower. Use outside links to support facts when needed. Cover a variety of golf tips, not just tips that pertain to Metroparks golf courses.
- Spotlight Week for an activity like birding, golfing, swimming, running, post pictures about that sport/activity ask people to show us they are doing it.
- Work with Interpretive and Park Staff to highlight specific programs and events.
- Continue to repost/share photos that the Metroparks are tagged in. That creates a sense of community and acknowledges the Metroparks followers.
- Trivia Tuesday (stories): Interactive stories that have Metroparks followers answer questions based on animals, parks, nature, etc. Continue that throughout the week with

fun interesting facts about things happening in the parks, animals, or when reposting a follower photo.

- Instagram Takeovers (Stories): Choosing an event or topic related to a specific park and working with interpretive and park staff to “take over” our stories for the day to provide an inside scoop on the Metroparks.
- Bird of the Week: With assistance from the interpretive department share information and facts about certain birds that are native to the Metroparks each week. Include photos and/or videos, then link to the Metroparks Bird of the Week Blog on the website.
- Hold social media-focused contests or scavenger hunts to get followers engaged, sharing content and out visiting the parks.
- Develop a regular schedule of content that can be shared on our social channels in a meaningful way throughout the year to bolster the efforts taking place in DEI while positioning the Metroparks as a partner in DEI efforts and a welcoming place for all people. Initially that content will focus around sharing information about DEI milestone dates and holidays with content that puts a Metroparks spin on it. For example, sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of ADA; and finding a nature spin on pride week to feature famous naturalists/scientists in the field that are part of the LGBTQ+ community; and highlighting the strong native American history that exists within some of our parks during Native American Heritage Month.
- Upload YouTube videos to IGTV when appropriate to Instagram audience.
- Write brief, fun & engaging profiles on Metroparks Staff Members that can tie in with the Metroparks Staff Interviews on YouTube
- Reels: TikTok and Instagram reels are a new way to create and discover short, entertaining videos. Reels allow you to create fun videos to share with your followers. Reels are up to 60 second multi-clips with audio, effects and different creative tools. When a reel is created it can be posted in the Instagram feed or as a story. All the reels the Metroparks create will also appear in a dedicated section of the Metroparks profile, like IGTV posts. = Where followers and/or potential followers can see it. Reels can also be cross posted to Facebook where the app can recommend the video to many different users, not just Metroparks followers, allowing new people to discover our Instagram account and potentially resulting in follower growth.

Special Topics

Diversity, Equity and Inclusion

The Marketing department will have constant communication with DEI staff to frequently have content being published around DEI milestone dates and holidays with the Metroparks take on it. The DEI content the Marketing department would like to facilitate includes:

- Sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of Americans with Disabilities Act (ADA)
- Highlighting the Metroparks accessible features that the Metroparks have implemented
- Announcing projects and grants that focus on new Metropark accessible features
- Like what we did in 2021, take a nature spin on pride week to feature famous naturalists/scientist in the field that are part of the LGBTQ+ Community

- Highlighting the strong Native American history of the Algonquin, Chippewa, Fox or Meskwaki, Kickapoo, Ojibwa, Potawatomi, Sac or Sauk and Wyandot Nations that exists with the Metroparks during Native American Heritage Month
- Highlighting women that have been influential in the field of conservation/science for Women's History Month.
- Incorporate additional DEI milestone dates and holidays that are seen fit by the DEI and Marketing department to share and engage with the Metroparks community

The Detroit Riverfront Conservancy Pilot Partnership

The Metroparks and The Detroit Riverfront Conservancy partnership has agreed that until the completion of the water feature at Wilson Park, both organizations will post to their social media accounts no less than six times per year with updates about the partnership, major milestones and or/ joint programs related to the partnership. All social media posts relating to the partnership will recognize and tag both organizations' relevant social accounts. The Metroparks and The Detroit Riverfront Conservancy will work together to provide relevant and engaging content that focuses on both organizations' efforts relating to the partnership and providing recreational opportunities to the community of Southeastern Michigan.¹²

Legal Matters

On ANY social media channel, any time there is a post, question, message, comment, etc. that addresses an injury, theft, employee issue or legal matter in any way, staff is not to respond. The Chief of Marketing and Communications will make the Director, Chief of Police and appropriate staff aware and ask for instructions on how it is to be handled.

Controversial Topics

Occasionally, followers will attack the parks in posts, comments or reviews in their opinions of the parks or park policies. If a question or controversial topic arises, staff will not argue with followers. The Marketing team will post the official factual statement that has been decided by leadership and let followers respond back and forth among each other.

If inappropriate language is used by the public on our pages, those posts and comments will be deleted.

Photos and Video for Social Media

All staff members are encouraged to take photos and videos within the parks and share those photos with Marketing staff. Marketing will create and make available a one-page cheat sheet on guidelines for taking and sharing photos and videos and make release forms available in hopes of growing our bank of high-quality social images.

Staff-Wide Brainstorming Sessions

Marketing staff will schedule a variety of brainstorming sessions both in-person and virtually throughout the year that will be open to all staff. This will allow Marketing staff to hear from park staff at various levels and throughout the entire park system on ideas they have for our social media accounts and marketing campaigns. Using the overall feedback and ideas from staff, we hope to create new and engaging social media content for 2022.

¹² More specific details about the communication goals outline in this partnership agreement for 2022 are included in the Marketing Goals section in the front end of this Marketing Plan.

APPENDIX 5: MEDIA BUYS BUDGET



TOTAL MEDIA SPEND = \$748,100¹³

Media Buy Description	Planned Amount
Metroparks Out of Home full year campaign	\$60,000.00
Digital and Social Advertising placements - full year	\$120,000.00
Promotion/advertising for jobs/hiring	\$8,000.00
Winter 2022 media campaign (radio, TV, video and digital/social)	\$20,000.00
Shelter/Special Event rental promotion campaign	\$5,000.00
Partnership with RealTime Media	\$33,000.00
Partnership with DABO radio and TV	\$21,000.00
Spring/Summer Media Buys - TV/Video	\$90,000.00
Spring/Summer media buys - Radio Advertising	\$55,000.00
Spring/Summer- Print Publication Advertising	\$40,000.00
Advertising with partnerships, sponsorships and community events	\$30,000.00
Movies in the Parks media buys	\$10,000.00
Summer concert series advertising campaign	\$10,000.00
Advertising campaigns for signature events	\$64,000.00
Mom blogs (yearlong)	\$20,100.00
Printed local insert – Summer program guide	\$75,000.00
Transit/Connectivity marketing	\$5,000.00
Golf Digital and Social ads	\$15,000.00
Golf radio	\$9,000.00
Golf print and misc. ads	\$5,000.00
Fall media buys - TV/Video ads	\$25,000.00
Fall media buys - Radio	\$8,000.00
Annual Pass and holiday gift giving campaign media buys	\$20,000.00
TOTAL	\$748,100.00

¹³ In the 2020 marketing plan there were \$609,600 of planned media buys. We had increased the budget to account for a full year of heavier market penetration as well as market saturation due to an election year. The pandemic caused multiple disruptions of those plans. What resulted was cancelation and redistribution of many of the planned funds with an actual end of the year media buy spending closer to \$500,000. We budgeted in 2021 \$588,600 in media buys and came in very close to that number.

APPENDIX 6: CAMPAIGN & CONTENT REVIEW CALENDAR



Campaign Name ¹⁴	Campaign Dates	Marketing Mix
New Years	January	email, social
Annual Passes/Trade-up Program	Jan - Mar; Jun - Jul	email, social, radio, print, in park A-frames
Winter Activities	Jan - Feb	Print, Radio, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Shelter reservations - Pre-season	Jan – Mar; May-Jun; Nov - Dec	email, social, press release, print, related org networking, digital
Marina Reservations	May - Aug	social, related org networking
Seasonal Hiring	Feb - Apr	email, social, press release, radio interviews, related org networking, digital, out of home, In Park A-frames
Volunteering	Apr - Nov	email, social, press release, Out of Home, related org networking
Salamander Migrations	March	email, pop-up social, press release
Spring Field Trips	Jan - Mar	email, related org networking, print, digital
Back-to-school/Field trips	Jul - Sept	email, related org networking, print, digital
Maple Sugaring	Feb - Mar	email, social, press release, digital, radio. Out of home, In Park A-frames
Owl Fest - LSC	Mar - Apr	email, social, digital, related org networking, in Park A-frames
Babies Babies - Wolcott	Mar - Apr	email, social, press release, digital, out of home, print, in Park A-frames
Golf	May - Oct	email, social, print, radio, video, digital, Out of Home
Summer Camps	Feb - May	email, related org networking, print, digital, radio, in Park A-frames
Summer Fun Grant	Apr - May	email, related org networking
Easter	Mar - Apr	email, social, digital, in Park A-frames
Earth Day	April	email, social, press release, related org networking, in Park A-frames
Mother's Day	May	social
Voyager Canoe	Jun - Aug	email, social, related org networking, press release, in Park A-frames, flyer
Father's Day	June	social,
Hayrides/Sleighrides - Kensington	All year	email, social, digital, in Park A-frames

¹⁴ Events and programs are being planned and submitted in 6-month chunks. That results in this campaign calendar being a tentative representation of a more normal year of programming. It will be evaluated and adjusted throughout the year to fit what is planned and able to take place in current pandemic restrictions at that time.

Pool passes/Summer prep	Mar - May	email, social, digital, radio, print, Out of Home, related org networking, in Park A-frames
Educational Opportunities/educational grant opportunities	Apr - May, Jul - Aug	email, print, related org networking, flyers
Summer - General Brand	May - Labor Day	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases
Summer Concert Series	May - Jul	email, social, digital, print, radio, in Park A-Frames
MI Philharmonic - Kensington	July	email, social, digital, print, radio, in Park A-frames, press release
Dairy Day - Wolcott	June	email, social, digital, press release, print, in Park A-frames
"Pop" up Pool/water facility pricing	May - Aug	email, social, radio, media outreach, in park A-frames?
Swimming Programs	Spring/summer	email, social, digital, press release, in park A-frames
Fireworks	Jun - Jul	email, social, digital, press release, print, in Park A-frames
Voyager Encampment	August	flyer, email, social, related org networking
Colonial Kensington	August	flyer, email, social, related org networking
Movies in the Parks	Jul - Aug	email, social, digital, print, Out of Home, related org networking, in Park A-frames, press release
Summer Discovery Cruises - LSC	Jun - Jul	email, social, press release, related org networking
Annual Surplus Auction	September	email, social, press release, in Park A-frames
Tons of Trucks Kensington	September	email, social, press release, print, in Park A-frames
Hawkfest	September	email, social, digital, print, radio, related org networking, in Park A-frames, press release
Fall - General Brand and Programs	Sep - Nov	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Holiday Programs	Nov - Dec	Print, Out of Home, social, digital, email, press releases, in Park A-Frames
Opt Outside	November	email, social, press release
Giving Tuesday	Nov - Dec	email, social, press release
2023 Annual Passes on Sale	Nov - Dec	Print, Radio, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Updates on capital projects	TBD - ongoing	Press release, email, social
City of Detroit Parks Partnership Projects	TBD - ongoing	press release, email, social

Detroit Riverfront Conservancy Partnership	ongoing	Print, Radio, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Scouting Programs	All Year	Email, flyer, social, related org networking, niche print
Homeschool Programs	Aug - Jun	Email, flyer, social, related org networking, niche print
New Signature Events	ongoing	Campaigns created as more details are known

Series Programs

These campaigns would typically run all year. In early 2022, Marketing staff will evaluate each series, and if appropriate, will create a flyer for full year calendar, share with related groups, include in emails as possible and create Facebook event pages as appropriate. *This list may or may not be the 2022 list of series programs. Many changes and shifts were made to programming when going through RecTrac implementation in late 2021 and it resulted in changes that need to be evaluated in 2022.

Lake St. Clair
- Little Critters
- MI Wild
- Birding Programs
- Heritage Skills
- Paint Like Bob Ross
Wolcott Farm & Historic Centers
- Harness and Hitch
- Wolcott Bee Club
- Walk In Wednesday
- Grist Milling with the Wolcott's
Stony Creek
- Nature Tales
- Paint & Punch
- Birding Programs
Indian Springs
- Family Discovery Days
Kensington Farm Center
- Chow Time at the Farm
- Homesteading & Hobby Farming
- Fun on the Farm
Kensington Nature Center
- Little Critters Nature Hour
- Chickadee Chow Down
Hudson Mills
- Young Outdoor Explorers
- Neat-ure Crafts
- Nature Play

Oakwoods
- Tadpoles
- Explorer's Club
- Nature at Night
- Yoga in the Park
- Evening Adventures
- The Wild Readers Book Club
Lake Erie
- Crack 'O Dawn Coffee Club
- LENS CAP
- Citizen Science Saturdays

CONTENT CREATION & MAINTENANCE CALENDAR

The success of any marketing campaign is heavily impacted by quality and engaging content. Marketing staff will work to ensure that content is engaging for the target audience it is intended for by working with other departments and seeking out input from users, focus groups and testing groups.

Throughout the year Marketing staff will also work with staff throughout the Metroparks system to obtain and maintain owned information and make sure it is accurate and consistent moving forward. The value and quality of the new website and new park maps and brochures relies on an annual review of this information. This also includes collecting, proofing and coordinating the publishing of all Metroparks event and programming information for the public.

***** This calendar is not all-inclusive. These are major annual review processes that need to happen every year, but throughout the year Marketing staff will continue to work with departments and staff on a regular basis to collect written and visual content to use in campaigns, emails, website articles, press releases, social media and other needed areas.***

Annual Review of All Printed Individual Park Maps and Brochures

- August – Marketing staff will send out current printed park map and brochure to operations and Interpretive staff within that park as well as Planning and Development staff and Engineering staff and ask that staff review for any changes that occurred over the year or will be complete by early spring of the following year. Specific timing and due dates will be included in the request. This review will ONLY happen once annually.
- September – Marketing staff will apply all marked changes and send back to staff for final revised review.
- October – Marketing staff will verify order quantities of park map/brochures with warehouse and park staff based on a year's worth of use and will obtain quotes and place order for a year's worth of park brochures.
- October – Marketing staff will use the revised map files to update all park pages on the website with a new park map and a new printable/downloadable PDF park map.
- November - staff will receive new park map/brochures that will go into use in January of the following year.

Annual Review of Specific Activity Maps

The Metroparks have a variety of more specific maps that are primarily used on the website and within specific facilities to print-as-needed in house. These are maps such as nature trail/cent maps, sensory friendly building maps, Sheldon Trails area map, boating and fishing maps, Lake St. Clair picnic area maps, marina maps, etc. As the world becomes more

dependent on digital “live” maps, the creation of any new map types would be heavily evaluated for need and benefit. Any existing specific activity maps that are currently in use, would be reviewed and updated annually using this schedule.

- September - Marketing staff will send out current maps to the respective staff most involved with that location and/or activity type. Specific timing and due dates will be included in the request. This review will ONLY happen once annually.
- October - Marketing staff will apply all marked changes and send back to staff for final revised review.
- November - Marketing staff will publish revised winter activity maps as needed on Metroparks website and share PDF versions with staff to replace their existing files.

Annual Review of Park Winter Activity Maps

- October - Marketing staff will send out current winter activities park map to Operations and Interpretive staff within that park as well as Planning and development staff and Engineering staff and ask that staff review for any changes that occurred over the year or will be complete by snowfall. Specific timing and due dates will be included in the request. This review will ONLY happen once annually.
- November - Marketing staff will apply all marked changes and send back to staff for final revised review.
- December – Marketing staff will publish revised winter activity maps as needed on Metroparks website and share PDF versions with staff to replace their existing files.

Annual Review of Printed Five-County Map/Brochure

- January - Marketing staff will send out current printed park map and brochure to Operations and Interpretive staff as Planning and Development staff and ask that staff review for any errors or suggested changes. Specific timing and due dates will be included in the request. This review will ONLY happen once annually.
- February – Marketing staff will apply all marked changes and send back to staff for final revised review. Marketing staff will then verify order quantities with warehouse and park staff based on a year’s worth of use and will obtain quotes and place order for a year’s worth of 5-County Map brochures.
- March – staff will receive new five-County Map brochures that will go into use in April and replace the previous version.

Annual Review of Website Content

There is a substantial amount of content on the Metroparks website, and it would be nearly impossible to review every piece annually. Instead, Marketing staff will ask park managers, interpretive supervisors and departments heads to review “main content” annually. That means park managers will be responsible for reviewing information on the park pages relevant to the parks they manage (including hours of operation, activity icon details, rates, etc.); Interpretive Supervisors will be responsible for reviewing the information within the interpretive center pages related to centers they supervise; and department heads would be responsible for reviewing their department related pages.

If other errors are found during those reviews, staff are encouraged to also share those findings with Marketing so they can be addressed.

This process is NOT intended to replace staying in communication with the Marketing department about changes and updates throughout the year. Departments and parks should continue submitting marketing requests to update website details in real time as operations change and departments should continue to provide updates to Marketing about projects, grants, partners, etc. This is an additional process to look at the nitty gritty details of website content that often get overlooked to make sure that at least annually we are addressing any errors and changes.

- April – Marketing staff will reach out to the groups listed above and ask them to complete this review. Specific timing and due dates will be included in the request.
- April – May – Marketing staff will apply changes collected as needed and ensure changes are also applied in any other materials where that information lives. *NOTE: changes to hours of operations and other major pieces of information that may be printed on park brochures or signage may be more difficult to change than smaller types of information.

Metroparks Program and Events Information

- Oct. 1 – Jan – Jun 2023 programs and events first draft content submitted to Marketing via email. Marketing will proof with Interpretive supervisors and staff responsible for events to reach a final document and submit to IT for entering into RecTrac.
- Dec. 1 – Summer camps first draft content submitted to Marketing via email. Summer camp information ready for Metroparent and other summer camp promo pieces by late Feb.
- Dec. 10 – Have Jan – Jun 2023 programs entered into RecTrac and published on website calendar.
- Feb. 1 – Jul – Dec programs and events first draft content submitted to Marketing (it's important to hit this date for all interpretive, operations, signature events, DEI events, volunteer events, etc. so that we can advertise and promote a full summer calendar of events starting in May (materials for which have to be developed in March and April). Marketing will proof with Interpretive supervisors and staff responsible for events to reach a final document and submit to IT for entering into RecTrac.
- Feb. 15 – Summer Camps proofed and entered into RecTrac and published on website.
- April 1 - All Jul – Dec programs proofed and entered into RecTrac and published on website calendar.

Monthly E-Newsletter Calendar

Monthly e-newsletters will be sent the second Monday of every month and may be adjusted slightly dependent on audience trends and holidays. Marketing staff will reach out to departments to periodically remind them if they have ideas or drafts for articles to include in the monthly public newsletter. Articles from departments will be due to Marketing by noon the Monday before a newsletter's send date.

- January 3 – articles due to Marketing
- January 10 – January newsletter sent
- February 7 – articles due to Marketing
- February 14 – February newsletter sent
- March 7 – articles due to Marketing
- March 14 – March newsletter sent
- April 4 – Articles due to Marketing
- April 11 – April newsletter sent
- May 2 – articles due to Marketing
- May 9 – May newsletter sent
- June 6 – articles due to Marketing
- June 13 – June newsletter sent
- July 4 – articles due to Marketing
- July 11 – July newsletter sent
- August 1 – articles due to Marketing
- August 8 – August newsletter sent
- September 5 – articles due to Marketing
- September 12 – September newsletter sent
- October 3 – articles due to Marketing
- October 10 – October newsletter sent
- November 7 – articles due to Marketing
- November 14 – November newsletter sent
- December 5 – articles due to Marketing
- December 12 – December newsletter sent





To: Board of Commissioners
From: Artina Carter, Chief of Diversity, Equity and Inclusion
Project Title: Report – DEI Update
Date: January 7, 2022

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the DEI report as submitted by Chief of Diversity, Equity and Inclusion Artina Carter and staff.

Background: Climate Survey Summary

Process: In 2019, the primary purpose of the Climate Survey was to collect initial data that could inform training and planning efforts for the DEI department. The questions were broad in scope, designed to determine the level of knowledge staff held about terminology, patterns and practices, and awareness of processes internal to the Metroparks.

After developing the initial questions, the survey was workshopped with members of the Leadership Team, who added questions to better understand issues around communication, policy and relationship to the larger organization. In the end, the Climate Survey was launched in May of 2019, had 114 questions, and was completed by 300 employees for a 28 percent return rate.

The primary purpose of the 2021 Climate Survey was benchmarking. Staff went through the same development and workshopping process as in 2019; however, the survey was paired down to 47 questions. The 2021 Climate survey was launched in late October 2021, and 136 employees completed the survey for a 20 percent return rate.

The significant decline in responses is due to the timing of the survey. In 2019, there was no data to inform our work. An immediate launch of the survey was needed to collect critical data to assess where we were as an organization and thereby determine our starting point for DEI efforts. The survey was launched in May, which begins the peak time for seasonal employees, many of whom participated in the survey.

In contrast, the data collected in the 2021 survey was primarily for benchmarking and to help determine the training approach for 2022. COVID-19 delayed the development and launch of the survey, as staff spent the entire first quarter completing training, which ended abruptly in 2020, and we tried to avoid the busy season in the parks. Therefore, the survey was launched in late October, after most seasonal employees had completed their season with the Metroparks.

Staff will reassess the schedule before the 2023 Climate Survey to determine the best time to administer.

This report contains two parts – Part I is the complete 2021 Climate Survey with comments; Part II is the comparative data from the 2019 and 2021 surveys.

Part I

Overall, the 2021 Climate Survey results were positive, with 73 percent of respondents participating in the 2019 survey.

The following is a shortlist of DEI-specific highlights:

- 57 percent of respondents are generally more comfortable talking about DEI issues, with 56 percent being more comfortable having these conversations with fellow employees than they were at the time of the 2019 survey.
- 53 percent are more comfortable talking about gender identity.
- There was a 17 percent decrease in respondents who believe we talk about race too much in the U.S.
- There was a 17 percent increase in the respondents who believe exposure to racial/ethnic diversity is a benefit of working at the Metroparks.
- There was a 6 percent decrease in respondents who believe they personally benefit from DEI efforts.
- There was a 3 percent decrease in respondents who believe the Metroparks is a great place for a first job.

While we have cause to celebrate our efforts, there is still much work to be done.

Comments: *The comment section of the 2021 Climate Survey is very important.* Comments often reflect thoughts some feel they are unable to express personally and provide us with context for the responses. They also serve to inform the path going forward. Therefore, all comments are vital to the process. Some of the survey comments may seem harsh and personal; however, **that was expected**. DEI work is often beset with strong emotional responses.

The current comments indicate that we have *successfully* reached the *Storming Phase* of the process, consistent with the timing indicated in the DEI plan. As a reminder...

The **Storming phase** begins when newly enacted processes from the Forming stage become operationalized and conflicts with the traditional way we do our work. Storming can take many forms. staff may (directly or indirectly) challenge the authority of the DEI department or challenge the commitment of Metroparks leadership to enact, support and sustain the changes made. Grievances and lawsuits are most common during this stage, as people fight to maintain fidelity of the traditional system. As stated in the DEI plan, **“This is the stage where most DEI processes fail.”**

There is no way to prevent storming; it is part of the growth process. However, we will not go into storming unprepared. We continue to work with legal counsel to ensure the legality of our work as we move forward.

The Storming phase is NOT a brief stage. It will take time, and it will get worse before it gets better.

Part II

Part II of this report is comparative data from both Climate Surveys. This data shows the progress since 2019. These are the charts I will focus on in the January presentation.

Essentially, these charts tell us that we are heading in the right direction. We still have much more to do, but the results should encourage us.

Conclusion: Over the past three years, we have introduced many concepts. The results of the 2021 Climate Survey convey the need to pause, reflect and operationalize what we have learned in a more formal manner.

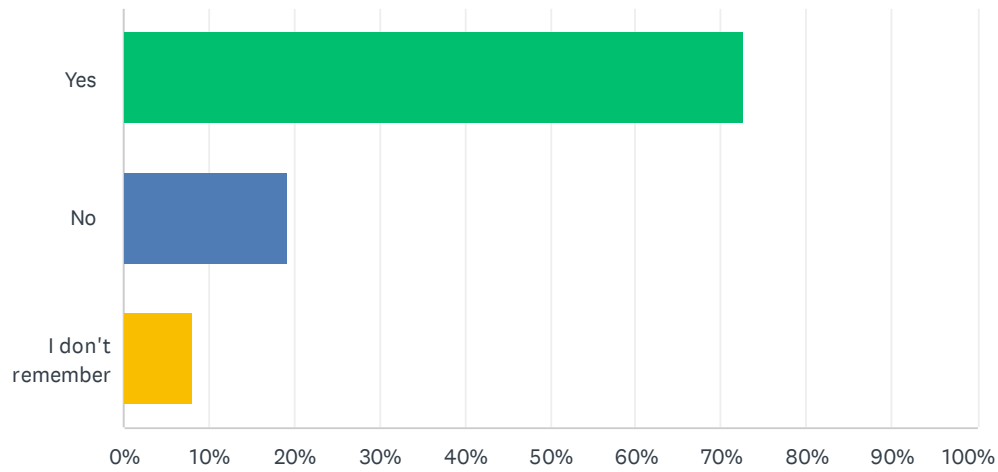
Therefore, the goal for 2022 is to focus on the practical application of what we have learned in DEI training. We also want to find ways to better communicate the work of the DEI department to our staff; and provide additional ways for them to engage with us as we continue to move forward.

This is new territory for the organization; however, we are ready. We are going to learn a great deal this year, and it is going to be AWESOME! As always, we welcome your thoughts, suggestions and ideas. Together, we will make the Metroparks the best park system in the nation.

Attachments: **2021 Climate Survey Results**
 2019/2021 Climate Survey Comparative Data

Q1 Did you take the Metroparks Climate Survey in 2019?

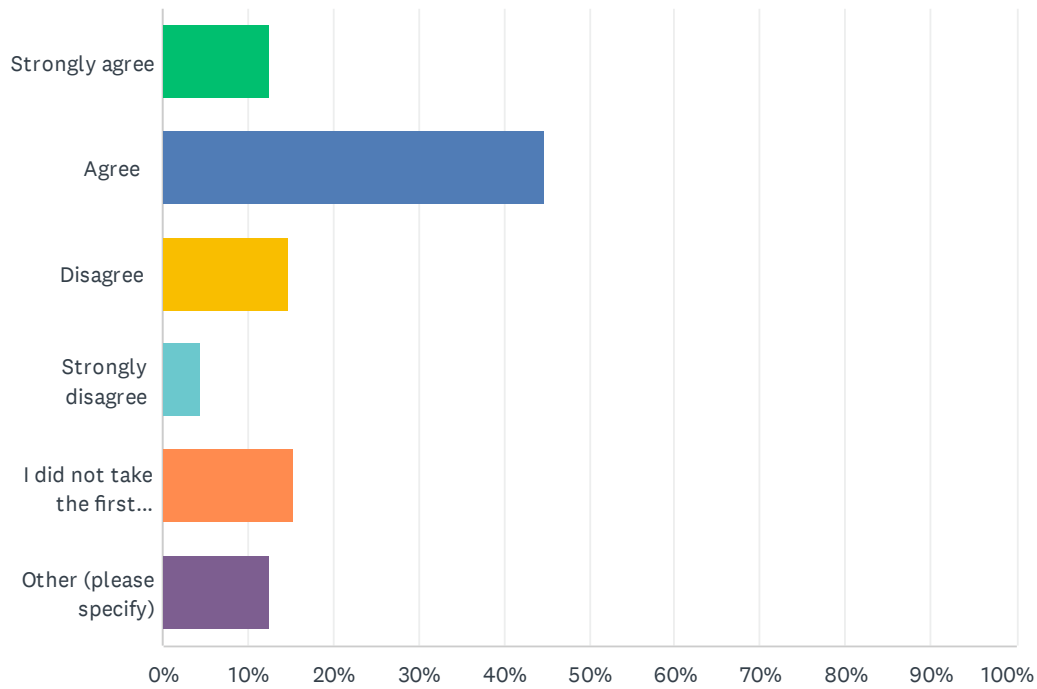
Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72.79%	99
No	19.12%	26
I don't remember	8.09%	11
TOTAL		136

Q2 I am more comfortable talking about issues of diversity, equity and inclusion than I was at the time of the first Climate Survey

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	17
Agree	44.85%	61
Disagree	14.71%	20
Strongly disagree	4.41%	6
I did not take the first Climate Survey	15.44%	21
Other (please specify)	12.50%	17
Total Respondents: 136		

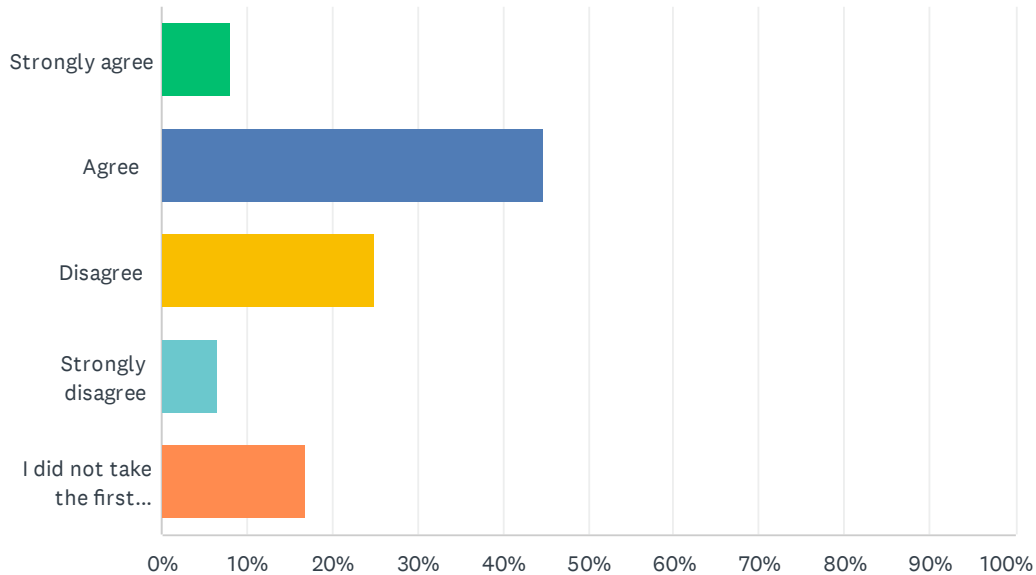
#	OTHER (PLEASE SPECIFY)	DATE
1	The Same	11/12/2021 7:53 AM
2	I personally have never had an issues talking about DEI. It's been around since the beginning of time.	11/10/2021 9:55 AM
3	Speaking of any DEI issues openly that does agree with the DEI Chief will label you as an outcast and wrong. There is only one view permitted. Discussing any issues could end with retaliatory action.	11/5/2021 4:52 PM
4	I was just as comfortable before as I am now in regards to talking about diversity, equity and inclusion.	11/3/2021 5:36 PM

2021 Metroparks Climate Survey

5	Same, don't feel the answers reflect how I feel, but if I have to answer	11/3/2021 8:45 AM
6	I was taught by my parents to treat everyone equal	11/1/2021 7:45 AM
7	same	10/31/2021 11:02 AM
8	The same	10/29/2021 7:06 AM
9	Not sure	10/26/2021 6:06 PM
10	No change	10/26/2021 10:45 AM
11	There seems to be more judgement or perceived judgement. It seems there is an atmosphere of distrust and division.	10/26/2021 9:59 AM
12	Same	10/25/2021 11:11 AM
13	I have been comfortable talking about issues of diversity, equity and inclusion long before the first Climate Survey.	10/25/2021 9:24 AM
14	More or less the same	10/25/2021 9:16 AM
15	I did not take the first climate survey, only been here since May 2020.	10/25/2021 8:41 AM
16	about the same as before	10/25/2021 8:28 AM
17	I feel that this has brought more diversity into HCMA than it had previously. I feel I can't have my opinion any more - I feel I have to learn other cultures. That is a personal feeling and one that I am not comfortable with.	10/25/2021 8:22 AM

Q3 I am more comfortable talking about gender identity than I was at the time of the first Climate Survey

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	8.09%	11
Agree	44.85%	61
Disagree	25.00%	34
Strongly disagree	6.62%	9
I did not take the first Climate Survey	16.91%	23
Total Respondents: 136		

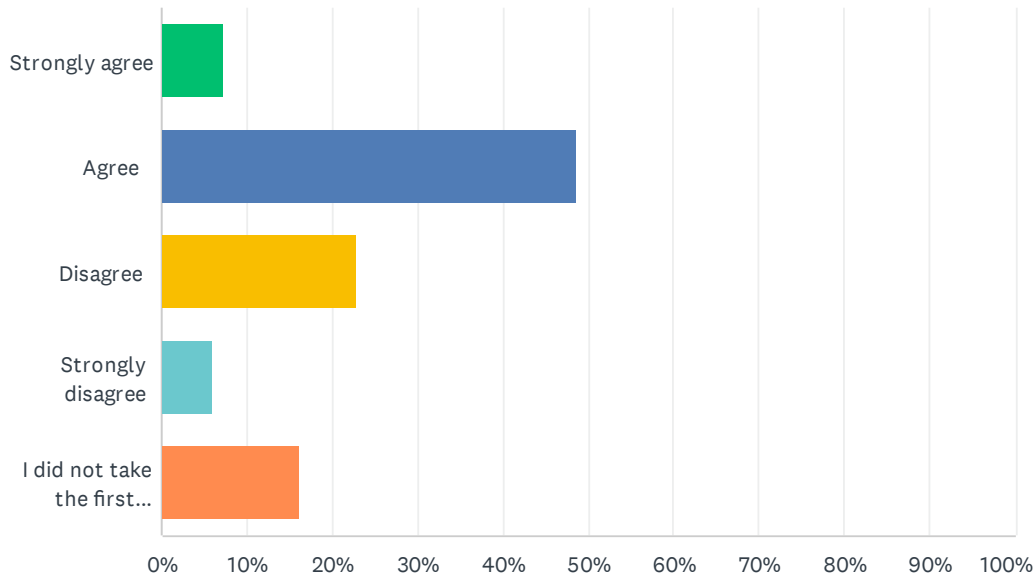
#	COMMENT	DATE
1	The same	11/12/2021 7:53 AM
2	Gender ID is a personal choice. I do not need to discuss it unless someone else wants to.	11/10/2021 9:55 AM
3	Look at the restrooms and locker rooms of the metroparks. the signs don't represent how some identify. There are only male and female signs.	11/5/2021 4:52 PM
4	As I am more knowledgeable about the subject.	11/4/2021 11:52 AM
5	I was just as comfortable before as I am now in regards to talking gender identity.	11/3/2021 5:36 PM
6	Same, I don't feel the answers to choose reflect what I feel, but if I have to	11/3/2021 8:45 AM
7	I have always been comfortable talking about gender identity	11/1/2021 7:45 AM
8	same	10/31/2021 11:02 AM
9	Neither agree nor disagree	10/30/2021 12:54 PM

2021 Metroparks Climate Survey

10	I don't think the training has discussed gender identity. I feel about the same as prior to the survey.	10/29/2021 8:23 AM
11	The same	10/29/2021 7:06 AM
12	This was already a topic I was comfortable with.	10/27/2021 1:31 PM
13	No change	10/26/2021 10:45 AM
14	There seems to be more judgement or perceived judgement. It seems there is an atmosphere of distrust and division.	10/26/2021 9:59 AM
15	same	10/25/2021 11:11 AM
16	I have been comfortable talking about gender identity long before the first Climate Survey.	10/25/2021 9:24 AM
17	More or less the same	10/25/2021 9:16 AM
18	Did not take the first survey, only been here since May 2020.	10/25/2021 8:41 AM
19	same as before	10/25/2021 8:28 AM
20	I do not want to talk about gender identity and I do not feel it is something that I want to learn about. Religious beliefs as well as my own beliefs	10/25/2021 8:22 AM

Q4 I am more comfortable discussing topics of diversity, equity and inclusion with fellow employees than I was at the time of the first Climate Survey

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	7.35%	10
Agree	48.53%	66
Disagree	22.79%	31
Strongly disagree	5.88%	8
I did not take the first Climate Survey	16.18%	22
Total Respondents: 136		

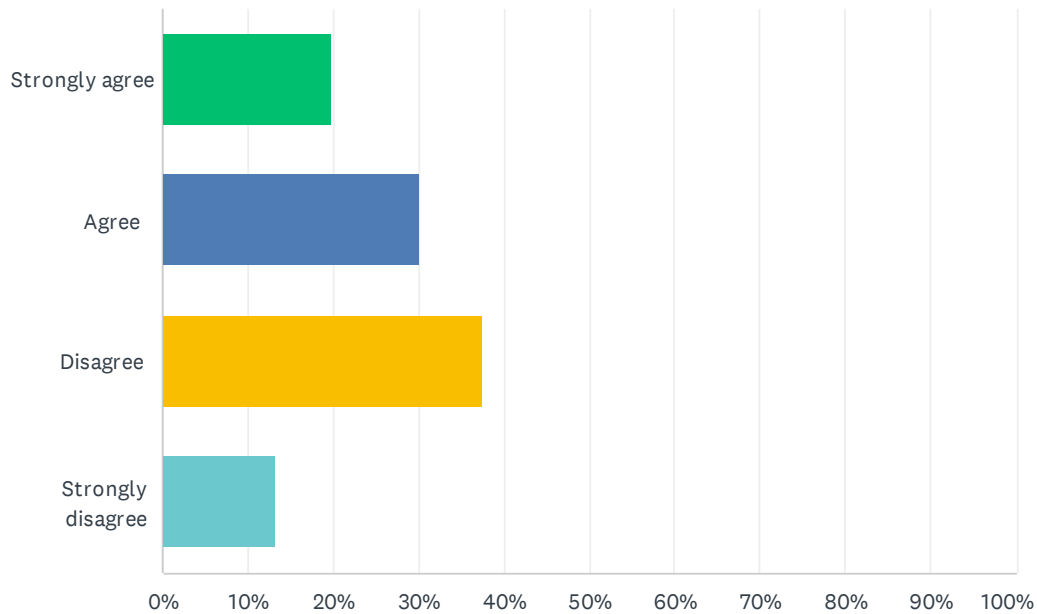
#	COMMENT	DATE
1	The same	11/12/2021 7:53 AM
2	Never has been an issue for me	11/10/2021 11:11 AM
3	It is the issue of the world	11/10/2021 9:55 AM
4	It's become a very divisive environment. It's not set up to include all groups, classes, races, religions, sexual orientation. ADDING PRONOUNS to you email does not make you understand the struggle.	11/5/2021 4:52 PM
5	I have always felt comfortable discussing those topics when they arose.	11/3/2021 5:36 PM
6	Although there has been an 'opening of air' when it comes to DEI in general from where we were in the past, I know and feel employees still (may) hold on to their personal beliefs and opinions so discussing these topics can still be uncomfortable and in a way judgmental with fellow employees.	11/3/2021 11:39 AM

2021 Metroparks Climate Survey

7	Same, I don't feel the answers reflect what I feel, but since I have to.	11/3/2021 8:45 AM
8	This is not a topic that has ever been discussed by employees, just not a topic that comes up in conversation.	11/1/2021 7:45 AM
9	same	10/31/2021 11:02 AM
10	Neither agree nor disagree	10/30/2021 12:54 PM
11	I'm not more or less comfortable than I was previously.	10/29/2021 8:23 AM
12	The same	10/29/2021 7:06 AM
13	I am comfortable having a DEI discussion with some fellow employees. Some folks that I work with are not open to this type of conversation.	10/27/2021 6:31 AM
14	No change	10/26/2021 10:45 AM
15	There seems to be more judgement or perceived judgement. It seems there is an atmosphere of distrust and division.	10/26/2021 9:59 AM
16	We have never been so divided	10/25/2021 9:51 PM
17	same	10/25/2021 11:11 AM
18	Did not take the first survey, only been here since May 2020.	10/25/2021 8:41 AM
19	same as before	10/25/2021 8:28 AM
20	I hear more chatter about the discomfort people are feeling than previously. Younger people are more apt to change or agree, but I didn't have issues before and I didn't hear people talk negatively about it before. Now there is anger in the air.	10/25/2021 8:22 AM

Q5 I do not see race; I see everyone as the same

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.85%	27
Agree	30.15%	41
Disagree	37.50%	51
Strongly disagree	13.24%	18
Total Respondents: 136		

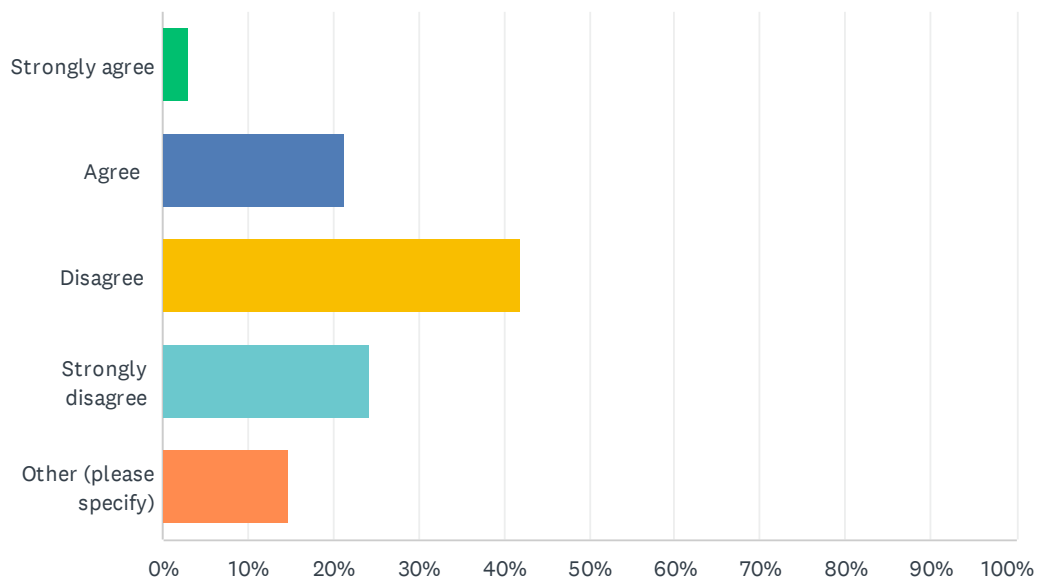
#	COMMENT	DATE
1	It's the person's (insides) moral values, work ethics, etc. that makes them different not the way they look (race)	11/10/2021 9:55 AM
2	I acknowledge and see race. However, I do not treat people differently based upon their race.	11/8/2021 11:11 AM
3	I'm not blind, I do see race. I don't see everyone as the same as we are all different and that should be embraced.	11/5/2021 4:52 PM
4	It's important to understand people from their whole life experience, and that means understanding our differences as well as our similarities.	11/5/2021 4:26 PM
5	Everyone should get around to just HUMAN race and seeing people as individuals and on their individual merits and/or demerits.	11/3/2021 11:39 AM
6	I am more aware, don't feel the answers reflect how I feel, but if I have to answer.	11/3/2021 8:45 AM
7	Everyone should be valued and celebrated for who they are. Lumping people into a grey box to "not see race" doesn't help anything.	11/2/2021 8:28 AM
8	I do see everyone as the same but I know we all have different upbringings, lives and beliefs that make us all different. I am not colorblind.	11/1/2021 10:17 AM

2021 Metroparks Climate Survey

9	I do not see race, but everyone is not the same. Every individual is different and has had a lifetime of experiences shaping them that is unique.	11/1/2021 8:33 AM
10	race can not be ignored, it is to engrained in our culture.	10/31/2021 6:35 PM
11	I feel I look for ways to recognize those of other races , like smiling at them behind my mask or just saying "hi" or a comment to them to engage in conversation.	10/29/2021 4:07 PM
12	I know this is a trope, but I try to look at people as individuals outside of race, but considering all elements of their background.	10/29/2021 12:06 PM
13	Is it wrong to see differences between eachother as long as we treat each other the same?	10/29/2021 8:23 AM
14	Everyone physically sees race. However, I treat everyone the same regardless of race or background.	10/29/2021 7:06 AM
15	Need more selections, everyone sees race but the goal is to treat everyone without regard to their race	10/28/2021 3:26 PM
16	I believe every individual is equal but race plays a role in how we interact with each other and we cannot pretend that our own implicit biases do not exist.	10/28/2021 1:03 PM
17	I still see and acknowledge race. People should be treated fairly and equally regardless of race but I think its also important to acknowledge it so that it can be included in things to make sure we are being inclusive.	10/28/2021 7:51 AM
18	One will always see race but needs to be able to understand perspectives from those other races and how that has effected how things are today.	10/27/2021 3:34 PM
19	I see and embrace our differences. Ignoring race is a form of racism.	10/26/2021 1:30 PM
20	The Metroparks has made it clear that the color of your skin is more important than anything else about you	10/25/2021 9:51 PM
21	Race can be a strong indicator of privilege or disadvantages.	10/25/2021 1:19 PM
22	I see lots of things about people (race, gender, presumed age, if they have a mobility device, etc.) but I try to see everyone the same - a person like me who deserves respect.	10/25/2021 12:53 PM
23	Different races, different cultures, different people. Not everyone is the same even if they are the same race.	10/25/2021 12:13 PM
24	I see people and race is part of who people are. Everyone is not the same so I don't see them as such	10/25/2021 9:47 AM
25	Everyone is not the same. Having different races and acknowledging that is a beautiful thing, and is not something that should be ignored.	10/25/2021 9:24 AM
26	I value people's diversity. Without acknowledging race, etc. then you are not acknowledging and valuing who they are.	10/25/2021 9:02 AM

Q6 The color of a person's skin tells me something about them

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	2.94%	4
Agree	21.32%	29
Disagree	41.91%	57
Strongly disagree	24.26%	33
Other (please specify)	14.71%	20
Total Respondents: 136		

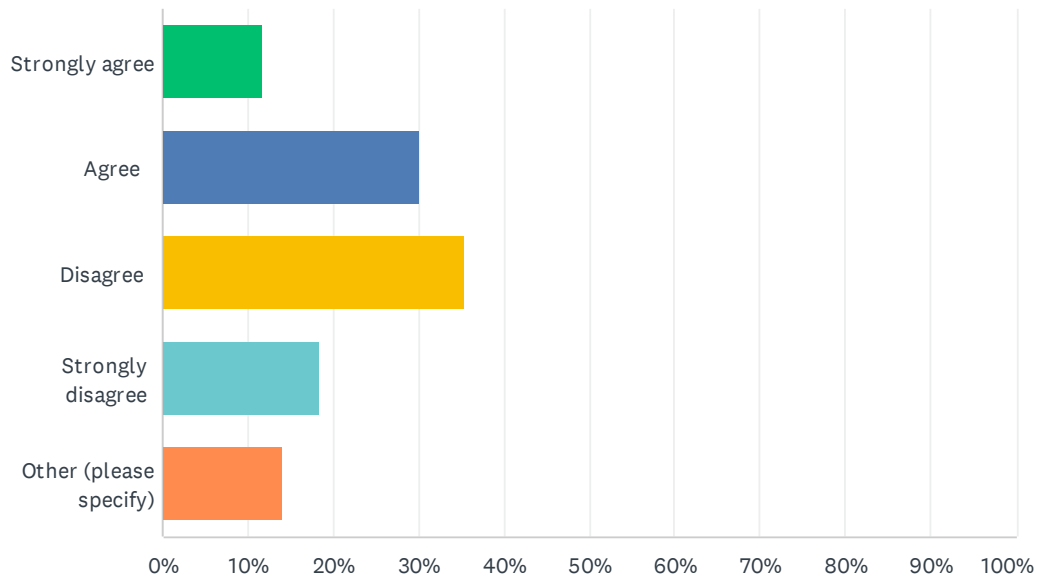
#	OTHER (PLEASE SPECIFY)	DATE
1	Character tells me more as time progresses	11/10/2021 10:18 AM
2	Again, it's the person's character, demeanor that tells me something more about the person. The skin color tells me what ethnic group they derive from.	11/10/2021 9:55 AM
3	Tells me on who will be hired, promoted, or transferred.	11/5/2021 4:52 PM
4	Yes and no, it may be possible to guess someone's cultural upbringing (which is important to understand and respect), but just because someone looks like they came from one cultural group doesn't mean they did. It certainly doesn't mean you can know everything about them without talking to them. It's always best to get to know someone as an individual.	11/5/2021 4:26 PM
5	It does offer a potential view into their experience as a fellow Michigan resident, but the phrase "tells me something about them" feels wrong.	11/5/2021 2:29 PM
6	One thing. The color.	11/4/2021 11:52 AM
7	It may provide some hints at their race but it tells you nothing of that person's background, beliefs, education, economic status, values, knowledge, inherited ideas, etc.	11/3/2021 5:36 PM

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8	Only tells me ethnicity or heritage.	11/3/2021 11:39 AM
9	It does not tell me much because everyone is different. You cannot tell by the color of my skin my race, where I've lived or my beliefs... skin color may give an idea but not a story.	11/1/2021 10:17 AM
10	This is a weirdly worded question. "something" is really vague.	10/28/2021 1:19 PM
11	Not in a negative way, but obviously it can tell you about their heritage.	10/28/2021 12:45 PM
12	It doesn't tell me about them as a person but it does tell me what they may have had to experience.	10/27/2021 11:41 AM
13	I don't really think about it.	10/26/2021 6:06 PM
14	It only tells us what we think the stereotypes or generalizations are for that color of skin. What the color of their skin tells me is the color of their skin.	10/26/2021 1:30 PM
15	Not in a negative way, it helps tell me a of their culture. For example if they're Hispanic I can relate to them.	10/26/2021 10:51 AM
16	It tells me that they will receive preference for hire, promotions and special treatment	10/25/2021 9:51 PM
17	I do not know something about them until I speak with them and get to know them.	10/25/2021 12:13 PM
18	It tells me that they have likely experienced bias and discrimination in ways that I have not.	10/25/2021 9:25 AM
19	This is a complex issue that cannot be summed up in a single word ("Agree/Disagree")	10/25/2021 9:16 AM
20	I try to be aware that the color of someone's skin may tell me that their lived experiences and their daily life may have been VERY different from mine	10/25/2021 8:43 AM

Q7 In the United States we talk about race too much

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	11.76%	16
Agree	30.15%	41
Disagree	35.29%	48
Strongly disagree	18.38%	25
Other (please specify)	13.97%	19
Total Respondents: 136		

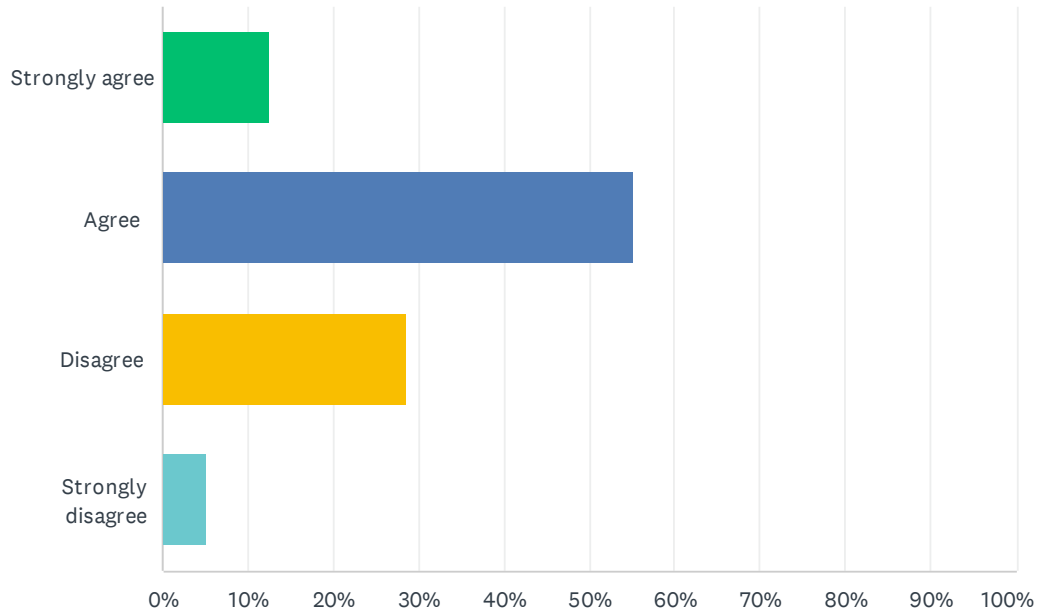
#	OTHER (PLEASE SPECIFY)	DATE
1	Did not answer this questions	11/10/2021 10:18 AM
2	should be an open topic	11/10/2021 9:31 AM
3	You are creating a divisive environment of the victim and an oppressor. Stop trying to divide us by race.	11/5/2021 4:52 PM
4	As long as people are still singled out and treated as less for their race, we still have a lot to talk about.	11/5/2021 4:26 PM
5	Agree & disagree. I believe the media blows things out of proportion and creates a volatile atmosphere; thus creating more division. Other times those things/incidents should be brought to the forefront and individuals must be held accountable for their actions if they are inappropriate or race based.	11/3/2021 5:36 PM
6	More human. Less race.	11/3/2021 11:39 AM
7	I like that it is talked about but I don't like it used as a crutch or as a divider. Everything is not a racial issue but of course some things are.	11/1/2021 10:17 AM

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8	we spend too much time focusing on differences and not enough on what make us the same.	10/31/2021 6:35 PM
9	I would hope that it is talked about more and everyone is more educated.	10/29/2021 4:07 PM
10	It is good to have discussions being careful not to be so one sided that it diminishes others	10/28/2021 3:26 PM
11	I do and I don't. I think Morgan Freeman put it nicely in a 2005 in an interview with Mike Wallace - Black history is American History, and so shouldn't be delegated to a single month where we pay attention to it. Wallace pushed back: how're we supposed to end racism without it? Freeman responded, "Stop talking about it. I'm going to stop calling you a white man. And I'm going to ask you to stop calling me a black man. I know you as Mike Wallace. You know me as Morgan Freeman. You're not going to say, 'I know this white guy named Mike Wallace.' Hear what I'm saying?"	10/28/2021 3:23 PM
12	Probably not enough	10/26/2021 6:06 PM
13	To bad we don't do less talk and more action. It is easy to talk about serving underserved communities, but doing it is another thing. A bus spur that you need to call for a ride to get to the park only helps if you have a cell phone.	10/26/2021 1:30 PM
14	Unsure	10/26/2021 10:45 AM
15	Race and race relations are vitally important. However, you can't start a conversation by saying that a particular color is "bad" and "inherently evil." Our DEI program has no idea what it's doing and instead divides us	10/25/2021 9:51 PM
16	We don't talk about race in productive ways	10/25/2021 9:47 AM
17	No problem can be solved without talking about it.	10/25/2021 9:25 AM
18	not sure we talk about it too much but maybe we only talk about one aspect or two	10/25/2021 8:28 AM
19	News Media create this image of racism. The racism out there is horrible, but there are people that are not racist, but because we are white, we are labeled racist.	10/25/2021 8:22 AM

Q8 Metroparks leadership has created a culture of diversity, equity and inclusion at our organization

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	17
Agree	55.15%	75
Disagree	28.68%	39
Strongly disagree	5.15%	7
Total Respondents: 136		

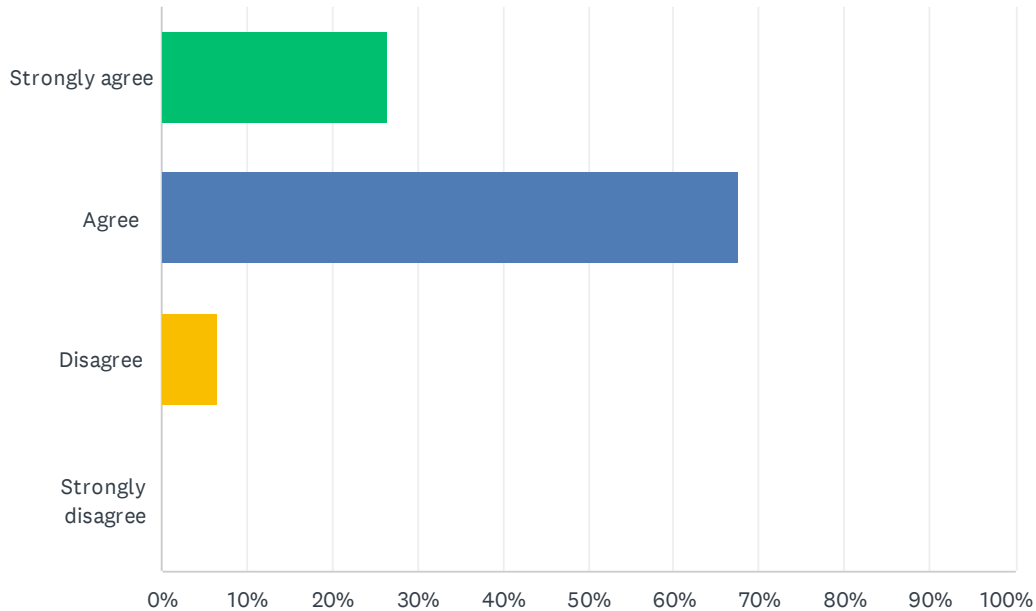
#	COMMENT	DATE
1	I think you brought awareness, but the cultural aspect has not so much as touched the majority of the people in the parks. That very well can be due to resistance, but its a clear majority.	11/12/2021 7:53 AM
2	In theory, yes, but I think there is still a lot of room to grow. We still have people who will speak out against equity and inclusion when they think they are around people of like mind. That being said, I think the training and programs that are being implemented now are a great start and understand that you can't change people in a day.	11/5/2021 4:26 PM
3	I think we have a ways to go, but I definitely think leadership is helping to lead us in the right direction.	11/5/2021 2:29 PM
4	Focusing on the color of people's skin and other differences, and perpetuating that division is certainly not the best way to bring people together.	11/4/2021 4:00 PM
5	I believe the leadership has done many good things and made people evaluate their actions/beliefs; but I also believe in the last year or two, it has created a division between the AO and different departments.	11/3/2021 5:36 PM

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6	I love and appreciate the direction this has started and is going!!! Keep it up!	11/3/2021 11:39 AM
7	I see this has begun, but I would not refer to this culture as created- which makes it sound finished.	11/3/2021 9:02 AM
8	Many people don't take to learning when DEI lessons are given and some leaders just complain about it.	11/2/2021 8:28 AM
9	I believe that culture already existed, I do not recall any issues that suggested Metroparks needed to fix something that didnt exist.	11/1/2021 7:45 AM
10	I don't know if you can measure a culture of DEI without seeing more people of color or people from diverse economic situations being hired into well-paying jobs. Until you offer livable wages you're not a very inclusive organization. I am lucky to be able to afford to hold a part-time \$14/hour job here because my partner makes enough money to support the two of us. I could not survive on this job alone.	10/30/2021 4:58 PM
11	Neither agree nor disagree	10/30/2021 12:54 PM
12	Still working on it.	10/29/2021 9:18 AM
13	It seems at times that anything done for general good, is said to be done for DEI. I think if actions & deeds happen, without the caveat of "we did it because of DEI" being said, it would help. Do the right thing because its right and don't always say because of DEI we did this "thing".	10/29/2021 8:23 AM
14	I think its on its way to being better....	10/28/2021 2:22 PM
15	I feel we still have a long way to go but we're making strides.	10/28/2021 2:00 PM
16	Creating a DEI culture does not happen overnight. it's like trying to turn an large ship. It takes time.	10/27/2021 6:31 AM
17	Work in progress	10/26/2021 6:06 PM
18	They have talked about it, and we are moving that way, but I don't know if leadership gets the credit.	10/26/2021 1:30 PM
19	neutral	10/26/2021 8:41 AM
20	The Metroparks has created a new culture of systematic racism. Your race is now more important than who you are as a person	10/25/2021 9:51 PM
21	At least within the Interpretive Department, a majority of staff is white. Within our community of service, however, there is a great amount of diversity.	10/25/2021 1:19 PM
22	We are trying to create such a culture but have a ways to go.	10/25/2021 12:53 PM
23	It is a work in progress	10/25/2021 12:13 PM
24	There is still work to do.	10/25/2021 11:11 AM

Q9 I am comfortable interacting with people at the Metroparks who speak limited English

Answered: 136 Skipped: 0



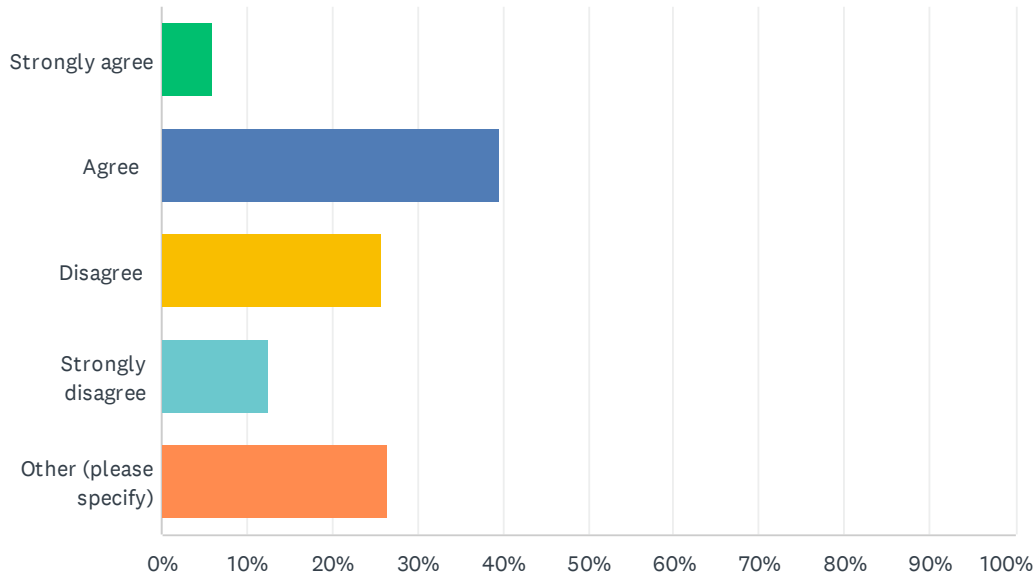
ANSWER CHOICES	RESPONSES	
Strongly agree	26.47%	36
Agree	67.65%	92
Disagree	6.62%	9
Strongly disagree	0.00%	0
Total Respondents: 136		

#	COMMENT	DATE
1	May take some time but I am comfortable making the effort.	11/3/2021 5:36 PM
2	Listening with respect and reaching out to engage is the best interaction.	11/3/2021 11:39 AM
3	Not applicable.	10/30/2021 12:54 PM
4	If we had cards with common topics and needs of the visitors in different languages, I would feel more comfortable with helping and giving them a better experience.	10/28/2021 2:22 PM
5	Sometimes its difficult to communicate important information to one another with a language barrier but that does not speak to anything about either of our characters.	10/28/2021 1:03 PM
6	I do this on a daily basis	10/27/2021 1:31 PM
7	Would be strongly agree if not for my own ability with basic amount of other languages, I would like to be better.	10/27/2021 11:41 AM
8	Are there any?	10/26/2021 10:45 AM
9	I am not good with understanding accents. I always feel bad when I have to ask them to repeat	10/25/2021 12:13 PM

something they have said.

Q10 We have improved communication within our department/park/area since the time of the first Climate Survey

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	5.88%	8
Agree	39.71%	54
Disagree	25.74%	35
Strongly disagree	12.50%	17
Other (please specify)	26.47%	36
Total Respondents: 136		

#	OTHER (PLEASE SPECIFY)	DATE
1	You should ask-In what way we are lacking in this! Still very disconnected at all levels, top to bottom.	11/10/2021 11:11 AM
2	Neutral	11/10/2021 10:18 AM
3	The Metroparks does a very poor job at prioritizing timely communication.	11/10/2021 9:16 AM
4	I was not here during the first climate survey so I would know.	11/8/2021 11:11 AM
5	You can't go against the ultimate wisdom of the DEI Chief. Doing so in an environment of no wrong answers and speaking freely ends poorly. Apparently no one can have empathy or relate to someones hardship.	11/5/2021 4:52 PM
6	Still a lack of communication from the Park Superintendent and some departments within the park.	11/3/2021 5:36 PM
7	I did not participate in the first Climate Survey.	11/3/2021 2:24 PM
8	If anything, it's gotten worse.	11/2/2021 8:28 AM

2021 Metroparks Climate Survey

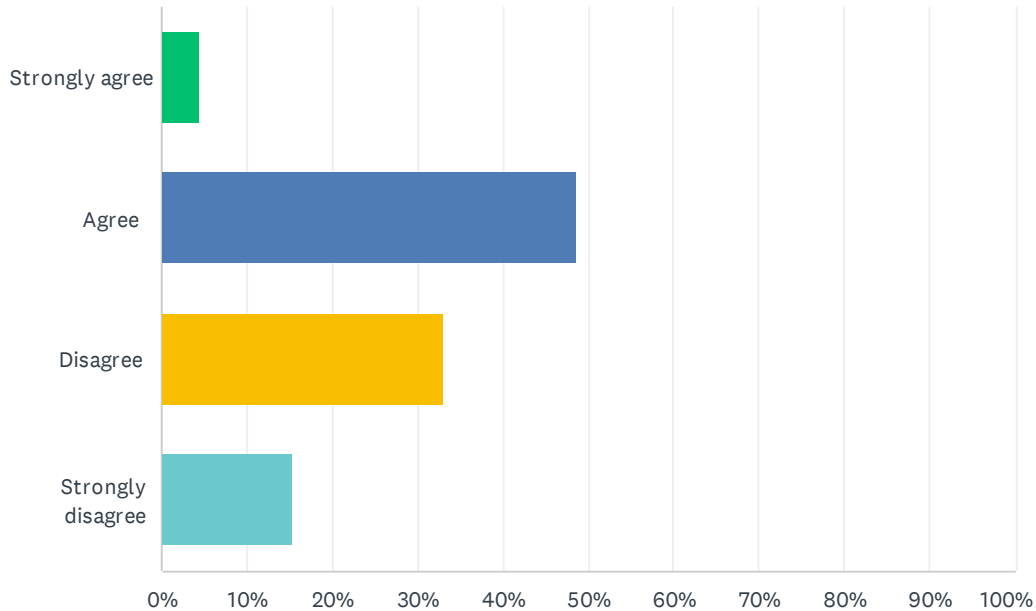
9	Did not take first survey	11/1/2021 8:33 AM
10	there was not a problem with communication before training	11/1/2021 7:45 AM
11	1st time taking survey	10/31/2021 6:35 PM
12	Within my department the combination of full time and part time staff makes communication difficult because we are on different schedules.	10/30/2021 4:58 PM
13	Communication has gotten better in certain areas. It still needs improvement in others.	10/29/2021 4:07 PM
14	I wasn't employed during the first climate survey	10/28/2021 3:23 PM
15	There has been more communication from the top down to the Metropark employees, but I still feel we are not being listened to. I still feel we are unable to speak up about issues/concerns/questions we have within the department and specific parks to department heads. If we are "heard" it seems it is put on the back burner as something that will be looked into later or something that is just the way it is. The opportunity for discussion or change does not feel welcomed. Very frustrating and alienating as an employee who just wants the best for the department and public. During Covid especially; there were no meetings within our department about what ideas we had or what was needed to be done for the department throughout the districts. It was very isolating and there was no connection between the districts. It felt as if we were in competition with our own department in other districts when it should have been teamwork. I still feel as a department, we are just being told what to do and not listened to by other important departments. Without getting too specific, we are constantly fixing errors that would have been fine if we were just listened before hand.	10/28/2021 2:22 PM
16	I feel there is a lot of communication happening from the department heads/chiefs down to other staff but not a lot of opportunity still for input from non management/administrative staff. It would be great if there was an opportunity to have control over policies put into place or planning/development, etc. especially when it affects lower level employees. It has always seemed silly to me for people who do not work at a certain park or in a certain department to make decisions and changes that directly impact the way lower level employees do their job without actually discussing it with the employees first or even following up with these changes being made to see if they are in fact still the best option.	10/28/2021 2:00 PM
17	did not take the first	10/28/2021 1:03 PM
18	same	10/27/2021 1:26 PM
19	Was not with the Metroparks for the first Climate Survey.	10/27/2021 11:41 AM
20	Communication within our dept/park/area has always been good. However, I feel there is a huge disconnect between HCMA leadership and the park staff. I very seldom see anyone from the AO in the park and more importantly in my department.	10/27/2021 6:31 AM
21	but we still have a lot of room to grow	10/26/2021 8:54 PM
22	Work in progress	10/26/2021 6:06 PM
23	Was not around internally for first survey.	10/26/2021 1:30 PM
24	Stayed the same.	10/26/2021 12:21 PM
25	neutral	10/26/2021 8:41 AM
26	It's only gotten worse. Our DEI "chief" has advocated for violence to push her agenda	10/25/2021 9:51 PM
27	I was not working here during the first Climate Survey.	10/25/2021 1:19 PM
28	Departments heads are focused on letting others in the department know information but I do not feel that things are communicated to everyone that would need to know in other departments.	10/25/2021 12:13 PM
29	I was not here at the time of the first survey.	10/25/2021 10:53 AM
30	N/A	10/25/2021 10:10 AM
31	It seems about the same	10/25/2021 9:16 AM
32	W	10/25/2021 8:58 AM

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33	N/a (not employed by HCMA in 2019)	10/25/2021 8:43 AM
34	I can't confirm or deny this because I didn't take the first survey.	10/25/2021 8:41 AM
35	same as before	10/25/2021 8:28 AM
36	I see no improvement with communication - especially within a department. We do hear weekly reports, but within our department - we only hear if we ask.	10/25/2021 8:22 AM

Q11 Metroparks staff has improved communications across department/areas/districts since the time of the first Climate Survey

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	4.41%	6
Agree	48.53%	66
Disagree	33.09%	45
Strongly disagree	15.44%	21
Total Respondents: 136		

#	COMMENT	DATE
1	see #10	11/10/2021 11:11 AM
2	Neutral	11/10/2021 10:18 AM
3	don't know	11/10/2021 9:31 AM
4	I was not here during the first climate survey.	11/8/2021 11:11 AM
5	It's much worse now with the current staff.	11/5/2021 4:52 PM
6	With some departments it's better, and some it's worse.	11/5/2021 4:26 PM
7	Still a lack of communication from the Admin Office. Very few in the Admin Office ask the opinions/suggestions of those in the parks before they institute change (maybe we have tried it before, maybe we have good suggestions because we deal with the public and park everyday). There is a wealth of knowledge greatly ignored within the parks.	11/3/2021 5:36 PM
8	I did not participate in the first Climate Survey.	11/3/2021 2:24 PM
9	With the DEI open communication instated and ever evolving, we have more	11/3/2021 11:39 AM

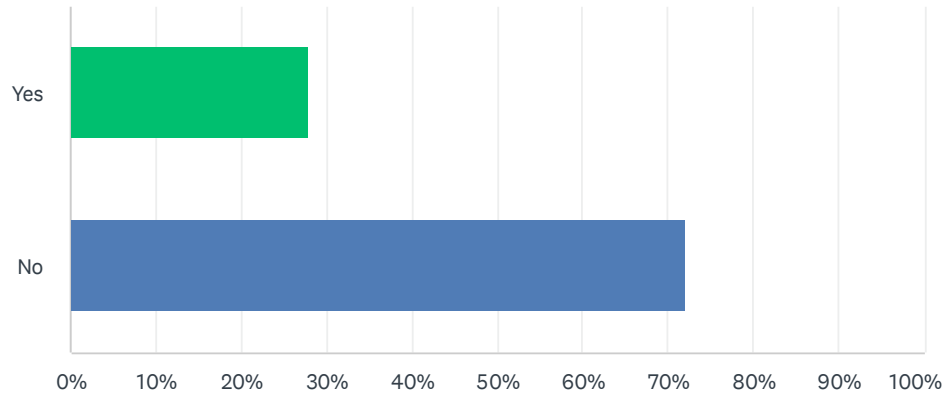
2021 Metroparks Climate Survey

awareness/understanding/zero tolerance for bullshit regarding diversity and inclusion. KUDOS to ARTINA and AMY!!!!!!

10	Again, it would be better to say improving, not improved. But this area definitely still needs a lot of work.	11/3/2021 9:02 AM
11	Did not take first climate survey	11/1/2021 8:33 AM
12	There was not a problem with communications before training.	11/1/2021 7:45 AM
13	again first time taking it.	10/31/2021 6:35 PM
14	I see a lot more emails concerning all staff. Most departments still acts as its own 'silo' still by nature of the job; i.e. not having reason to communicate with other departments.	10/30/2021 4:58 PM
15	Neither agree nor disagree	10/30/2021 12:54 PM
16	Ditto comment from previous question	10/29/2021 4:07 PM
17	I wasn't employed during the first climate survey	10/28/2021 3:23 PM
18	same answer as above	10/28/2021 2:00 PM
19	Did not take the first	10/28/2021 1:03 PM
20	Agree, but significantly more progress is needed.	10/27/2021 1:31 PM
21	Was not with the Metroparks for the first Climate Survey.	10/27/2021 11:41 AM
22	with more room to grow	10/26/2021 8:54 PM
23	Work in progress	10/26/2021 6:06 PM
24	As a previous partner, the Metroparks communication has always been lacking. The further up the chain of command, the less communication there is. I have seen some mandates and directives, but not what I could call communication. The ack of a functioning calendar the last several weeks has rendered most programs giving by the Metroparks empty.	10/26/2021 1:30 PM
25	Stayed the same	10/26/2021 12:21 PM
26	neutral	10/26/2021 8:41 AM
27	I was not here during the first Climate Survey.	10/25/2021 1:19 PM
28	See above comment	10/25/2021 12:13 PM
29	Some departments at the AO do not reply to emails in a timely fashion and some not at all. Some do not provide direction when asked questions.	10/25/2021 11:03 AM
30	Was not here	10/25/2021 10:10 AM
31	It's still a work in progress, but progress has definitely been made since the time of the first Climate Survey	10/25/2021 9:25 AM
32	It seems about the same	10/25/2021 9:16 AM
33	I was not an employee in 2019, so cannot answer this question (the survey wouldn't let me move forward without checking one of the boxes above, FY!!)	10/25/2021 8:43 AM
34	I can't confirm or deny this because I didn't take the first survey.	10/25/2021 8:41 AM
35	Communication is still a hinderance at the Metroparks.	10/25/2021 8:22 AM

Q12 I have experienced discrimination at work at the Metroparks by a coworker or supervisor

Answered: 136 Skipped: 0

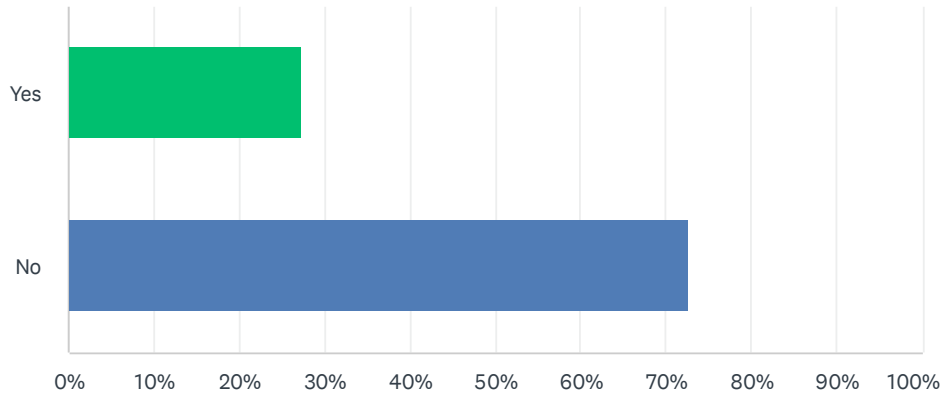


ANSWER CHOICES	RESPONSES	
Yes	27.94%	38
No	72.06%	98
Total Respondents: 136		

#	COMMENT	DATE
1	Biases against women as equal, unemotional voices and decision makers.	11/3/2021 9:02 AM
2	As a part-timer I am not taken seriously (I believe that may count as discrimination? maybe not). There is a clear divide when you do the same amount of work (minus 2 hours a day) with equal+ quality. Not a big deal but it's becoming very clear.	11/1/2021 10:17 AM
3	Very, very minor so I don't know if it counts: I've heard comments about how younger generations don't work as hard as older generations.	10/30/2021 4:58 PM
4	I have not	10/28/2021 1:03 PM
5	I have legitimately been denied opportunities because of the color of my skin. Racism at the Metroparks starts at the very top	10/25/2021 9:51 PM
6	I have visible tattoos, and even though the Part-Time Employee Handbook states nothing at all about visible tattoos, a since retired supervisor insinuated that my visible tattoos gave me an unprofessional appearance. This was a very minor instance of discrimination.	10/25/2021 1:19 PM

Q13 I have experienced discrimination at work at the Metroparks by a visitor

Answered: 136 Skipped: 0

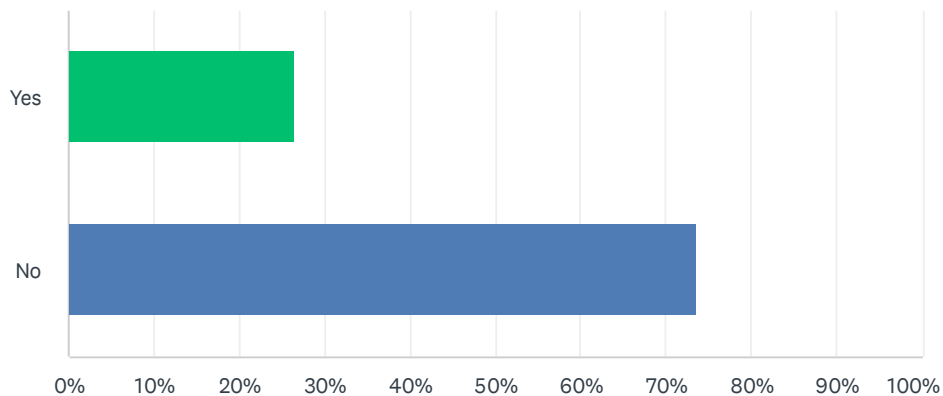


ANSWER CHOICES	RESPONSES	
Yes	27.21%	37
No	72.79%	99
Total Respondents: 136		

#	COMMENT	DATE
1	Because I am a younger female, they did not want to listen to the rules I was enforcing.	11/2/2021 8:28 AM
2	I have had patrons treat me poorly because of the uniform I wear.	10/31/2021 6:35 PM
3	I have had visitors discount my opinions or answers while readily accepting the same answers or opinions from identifying male coworkers.	10/28/2021 2:00 PM
4	No	10/28/2021 1:03 PM

Q14 I have experienced some form of harassment at work at the Metroparks by a coworker or supervisor

Answered: 136 Skipped: 0

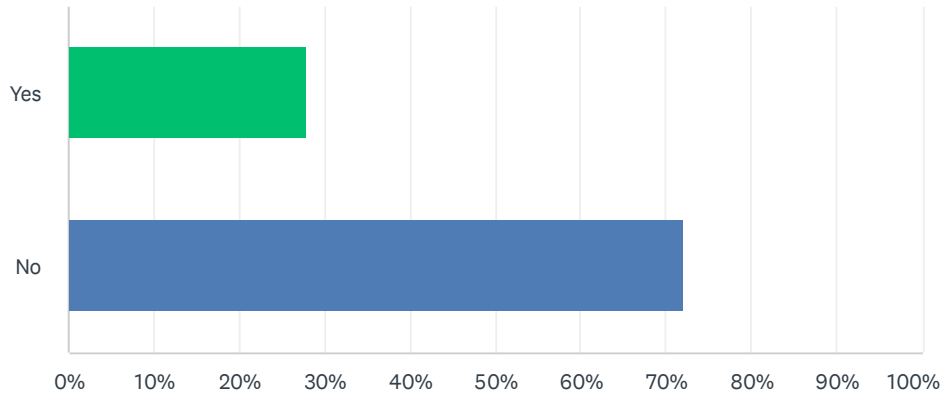


ANSWER CHOICES	RESPONSES	
Yes	26.47%	36
No	73.53%	100
Total Respondents: 136		

#	COMMENT	DATE
1	In the past!	11/10/2021 11:11 AM
2	Again, minor: I'm tired of being told younger generations don't work as hard as older generations.	10/30/2021 4:58 PM
3	No	10/28/2021 1:03 PM
4	All time or just in the last year or since last survey?	10/25/2021 11:11 AM

Q15 I have experienced some form of harassment at work at the Metroparks by a visitor

Answered: 136 Skipped: 0

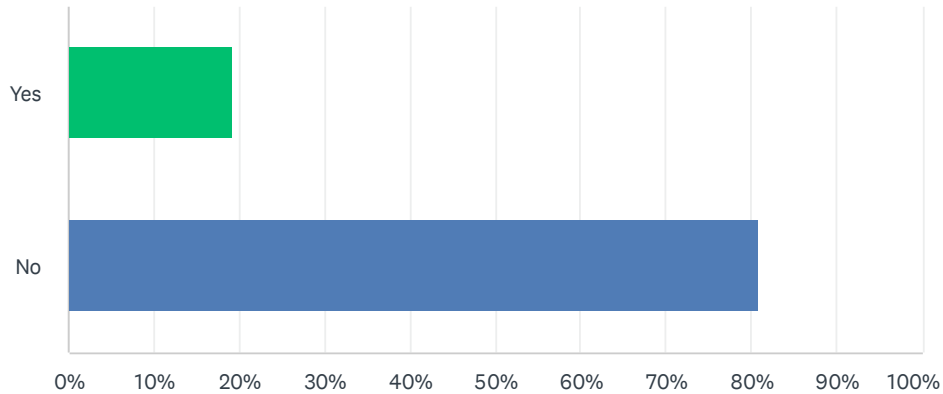


ANSWER CHOICES	RESPONSES	
Yes	27.94%	38
No	72.06%	98
Total Respondents: 136		

#	COMMENT	DATE
1	No	10/28/2021 1:03 PM
2	All time or just in the last year or since last survey?	10/25/2021 11:11 AM

Q16 I have heard inappropriate jokes made about people like me at the Metroparks by a coworker

Answered: 136 Skipped: 0

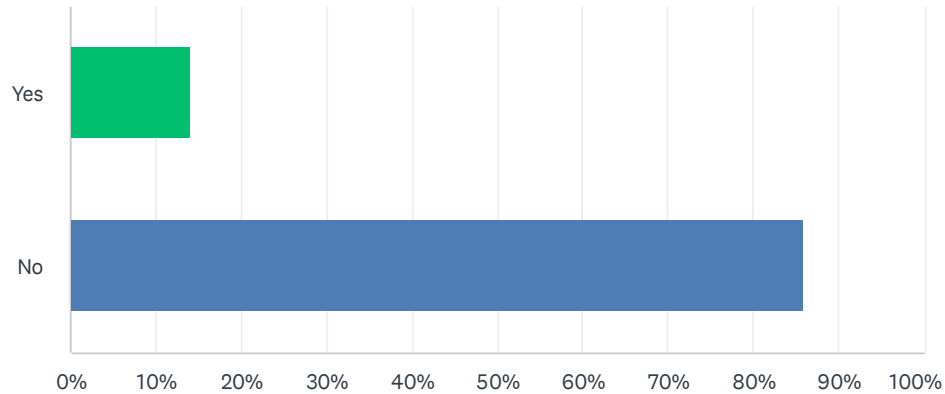


ANSWER CHOICES	RESPONSES	
Yes	19.12%	26
No	80.88%	110
Total Respondents: 136		

#	COMMENT	DATE
1	I heard sexist jokes being told by a group during a meeting with multiple departments.	11/5/2021 4:26 PM
2	it's all in fun and i have no problem with it. we all joke and have fun.	11/3/2021 1:26 PM
3	Gender jokes. That person is gone now.	11/3/2021 9:02 AM
4	This is a really specific case: I walked into a conversation where one of my coworker was laughing at the fact that I requested respirators for spray painting. We never received respirators because the warehouse doesn't stock them and I didn't push the subject. Other coworkers who didn't care whether they received respirators have been spray painting. I still worry about their safety.	10/30/2021 4:58 PM
5	that was the form of harassment	10/28/2021 1:19 PM
6	Coworker in question has since been let go.	10/28/2021 1:03 PM
7	Often over hear "gay" jokes, more from older employees who just aren't familiar with it. Pretty ridiculous.	10/26/2021 8:30 AM

Q17 I have heard inappropriate jokes made about people like me at the Metroparks by a visitor

Answered: 136 Skipped: 0

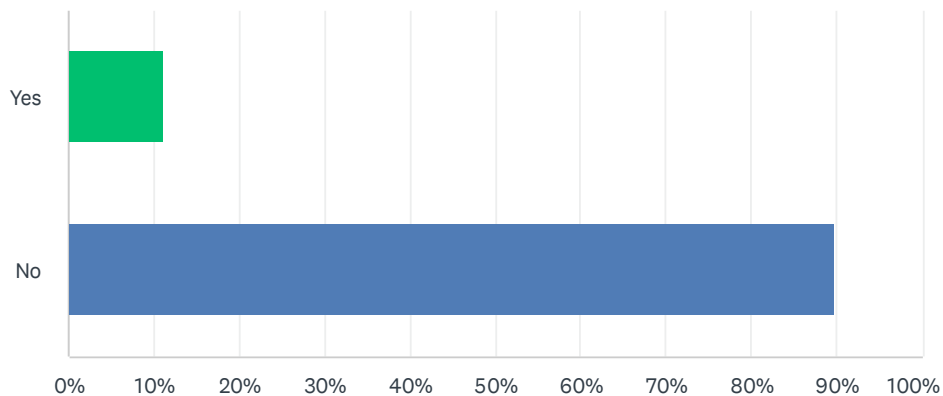


ANSWER CHOICES	RESPONSES	
Yes	13.97%	19
No	86.03%	117
Total Respondents: 136		

#	COMMENT	DATE
1	"people like me" are white. I have not seen a full time or regular seasonal worker not "like me"	11/10/2021 9:16 AM
2	No	10/28/2021 1:03 PM

Q18 I have witnessed discrimination toward visitors at the Metroparks by a coworker or supervisor

Answered: 136 Skipped: 0

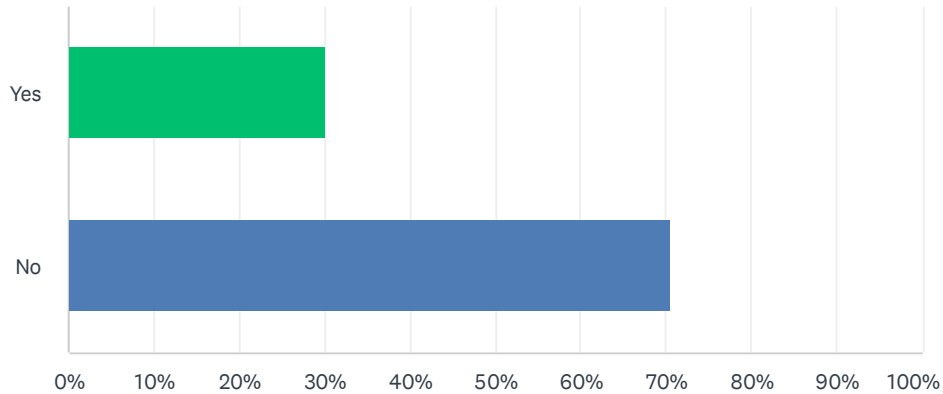


ANSWER CHOICES	RESPONSES	
Yes	11.03%	15
No	89.71%	122
Total Respondents: 136		

#	COMMENT	DATE
1	However, I did hear someone justify an act of discrimination that occurred at a different park. I consider what was said to be discriminatory in itself, but it was not acted upon or directed towards an individual.	11/5/2021 4:26 PM
2	inappropriate jokes or ignorant comments made, but not directly to a visitor.	10/28/2021 2:22 PM
3	Coworker in question has since been let go.	10/28/2021 1:03 PM

Q19 I have witnessed discrimination toward visitors at the Metroparks by other visitors

Answered: 136 Skipped: 0

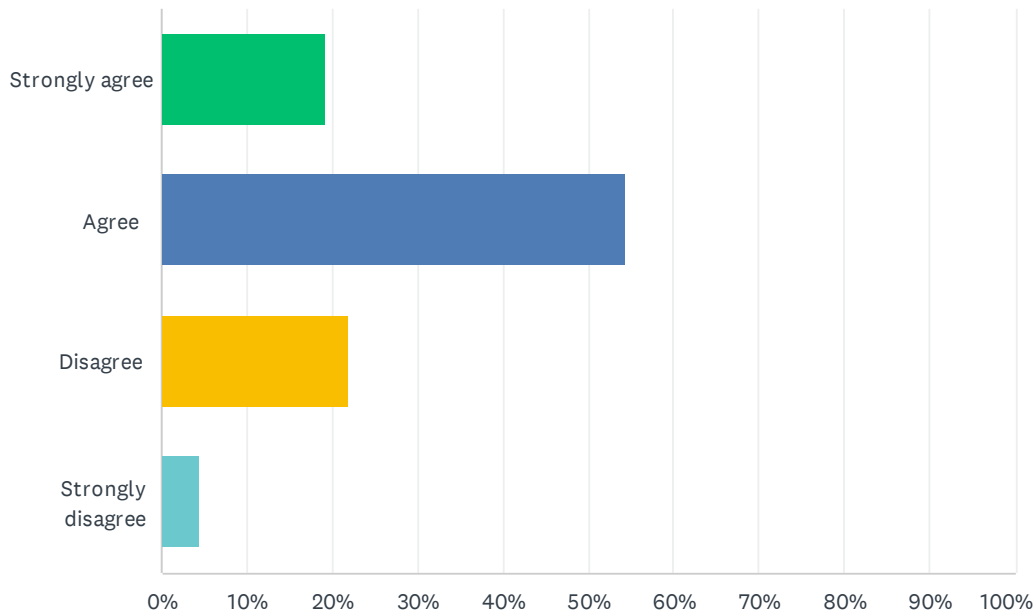


ANSWER CHOICES	RESPONSES	
Yes	30.15%	41
No	70.59%	96
Total Respondents: 136		

#	COMMENT	DATE
1	In the past	11/10/2021 11:11 AM
2	Over past summer, Indian group was playing cultural/traditional ceremony music while other visitors complained to me and other coworker that music shouldn't be played in America. We refer complaint to appropriate park officers	11/10/2021 10:18 AM
3	racist remarks	11/10/2021 9:48 AM
4	discrimination against women golfers	11/10/2021 9:44 AM
5	In person no, but I did find the public response to our DEI announcement troubling.	11/5/2021 4:26 PM
6	we have trans volunteers that are not always treated fairly by other park visitors.	10/28/2021 2:00 PM

Q20 I am encouraged to be myself at the Metroparks

Answered: 136 Skipped: 0

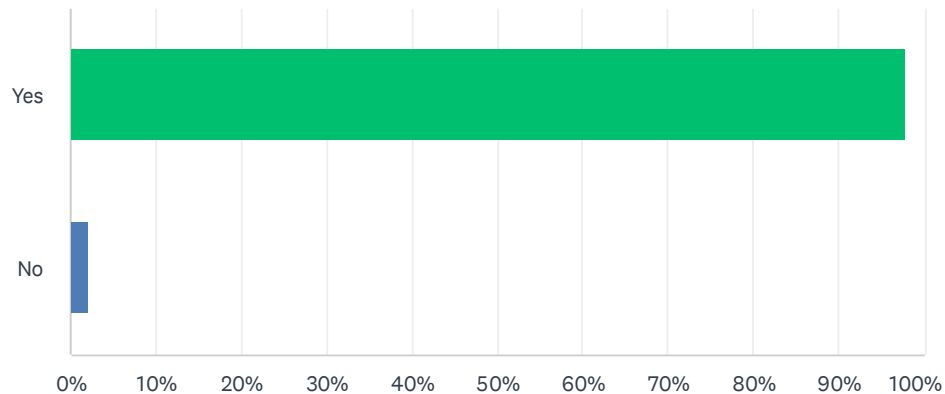


ANSWER CHOICES	RESPONSES	
Strongly agree	19.12%	26
Agree	54.41%	74
Disagree	22.06%	30
Strongly disagree	4.41%	6
Total Respondents: 136		

#	COMMENT	DATE
1	I feel as though the Metroparks wants me to who they want me to be, rather than trusting i can conduct myself the way i was raised to so.	11/1/2021 7:45 AM
2	I have received encouragement from my part time peers, not my supervisors or full time staff. I think it's mostly because I don't often work side by side with the full timers; I don't think they're mean or anything.	10/30/2021 4:58 PM
3	I feel like I can be myself to an extent.	10/28/2021 2:00 PM
4	Fall in line and do as you are told.	10/26/2021 1:30 PM

Q21 I have participated in diversity training at the Metroparks

Answered: 136 Skipped: 0

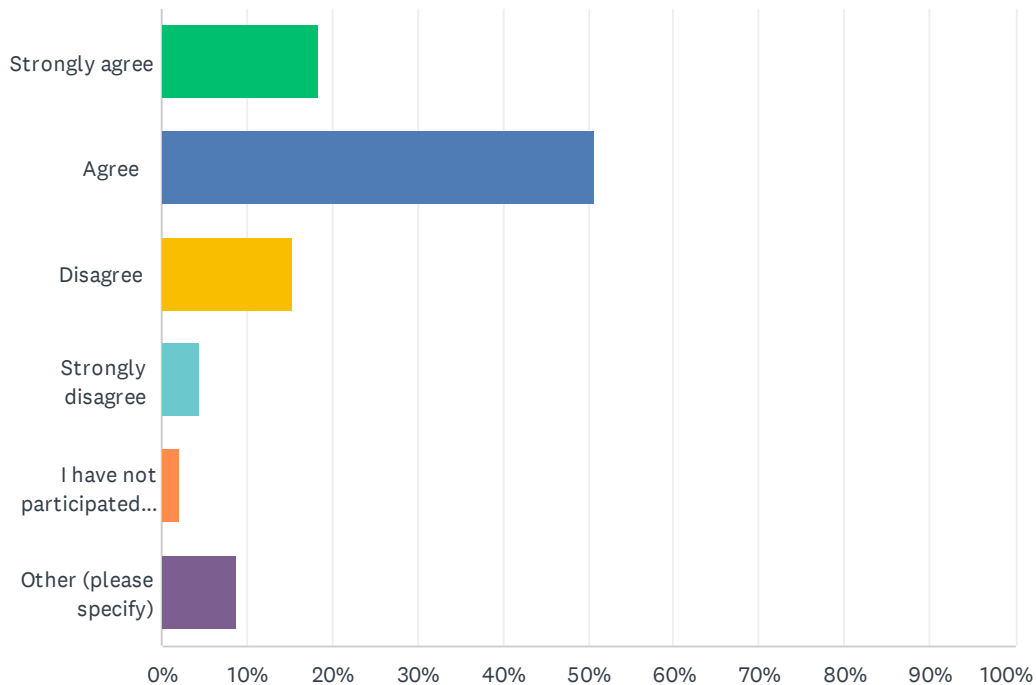


ANSWER CHOICES	RESPONSES	
Yes	97.79%	133
No	2.21%	3
Total Respondents: 136		

#	COMMENT	DATE
1	This was both through training offered by HCMA and opportunities through other organizations I had the opportunity to participate in as part of my job here. Thank you!	11/5/2021 4:26 PM
2	Via LMS	10/28/2021 3:23 PM
3	More at another origination in a different position.	10/26/2021 1:30 PM
4	If you can call it that	10/25/2021 9:51 PM
5	I have only been employed in the Metroparks for about 2 months.	10/25/2021 1:19 PM
6	I haven't been to any in person training for this topic, but I believe I have taken some online training bias and cultural diversity training.	10/25/2021 8:41 AM

Q22 I found diversity training useful for my work at the Metroparks

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	18.38%	25
Agree	50.74%	69
Disagree	15.44%	21
Strongly disagree	4.41%	6
I have not participated in diversity training at the Metroparks	2.21%	3
Other (please specify)	8.82%	12
TOTAL		136

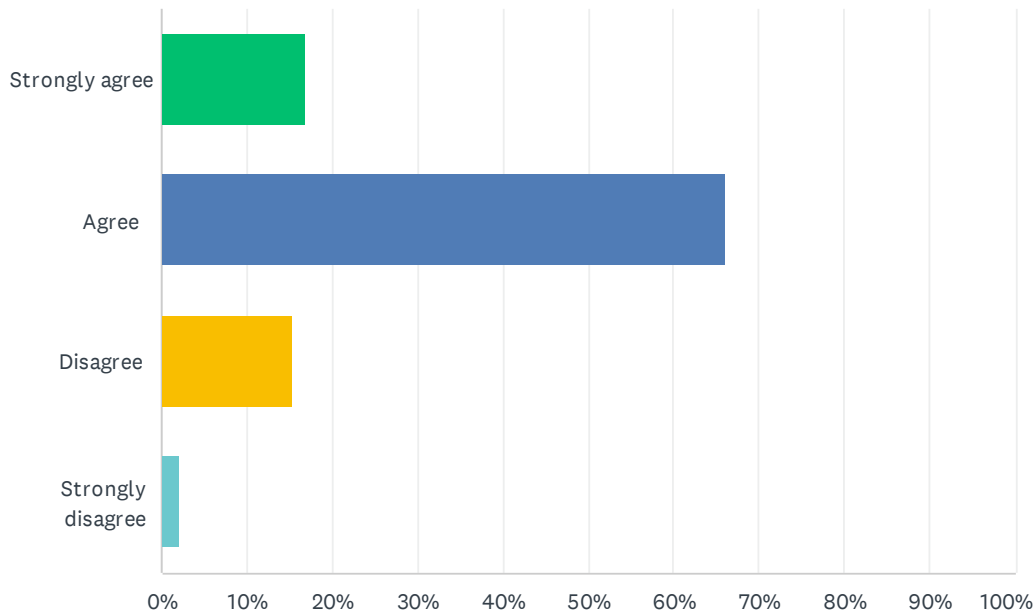
#	OTHER (PLEASE SPECIFY)	DATE
1	Prior diversity programs from previous employment	11/10/2021 10:18 AM
2	There is a disconnect between the program and the park. A vast amount of money is being mismanaged on the speaker series, books, speakers, and an assistant for the DEI Chief. The DEI Chief outsources much of her work to her assistant and speakers that she hires to do her job. The DEI Chief worked from home and contributed little to nothing to the parks. She is held to no standards and there is no accountability.	11/5/2021 4:52 PM
3	It did not necessarily benefit my work.	11/3/2021 5:36 PM
4	I feel as though diversity training is centered more for the park system itself, Meaning it can be advertised that all employees have had training. Everyone i work with has never said or done anything in my opinion that would require training	11/1/2021 7:45 AM

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5	Neither agree nor disagree	10/30/2021 12:54 PM
6	I have found it useful but I would love to have more trainings that involve tough topics and encourage people to face more of their prejudices and increase exposure/understanding.	10/28/2021 2:00 PM
7	Diversity training is important but did not teach me anything I don't already know	10/28/2021 1:03 PM
8	I find my former training effective and useful. I have only attended one (1) DEI training during my time with the Metroparks.	10/26/2021 1:30 PM
9	Neutral	10/26/2021 10:45 AM
10	neutral	10/26/2021 8:41 AM
11	I'd like to say yes, but overall I feel like this training should be done by someone outside of the organization who is an expert in this area. It should be diversity training overall too and not just race training, which seems to be all we talk about.	10/25/2021 8:28 AM
12	I feel with my position that it doesn't affect me either way. I do not meet with public, however, I am on the phone all day and the customers are all treated equally as I have done my full term here at the Metroparks.	10/25/2021 8:22 AM

Q23 Metroparks leadership show DEI is important through their actions

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	16.91%	23
Agree	66.18%	90
Disagree	15.44%	21
Strongly disagree	2.21%	3
Total Respondents: 136		

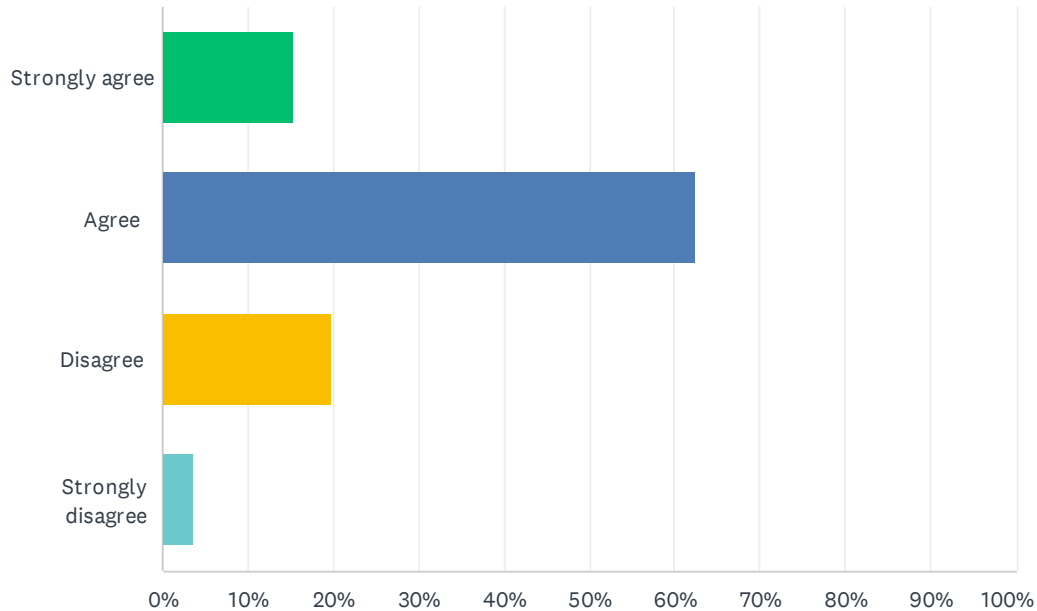
#	COMMENT	DATE
1	Being professional and personable should be exercised regardless (integrity)	11/10/2021 10:18 AM
2	HR could not handle the job so the DEI department was made. No other department's budget increased this vast amount and continued to have poor results.	11/5/2021 4:52 PM
3	I feel like it divides people.	11/3/2021 1:26 PM
4	...and by the amount of time and money that is expended for DEI programs.	11/1/2021 8:33 AM
5	See previous comment about wages. Without offering a livable wage the organization is not being inclusive toward its candidates.	10/30/2021 4:58 PM
6	They show its important by talking, though it appears as window dressing, virtue signaling, and focusing on less important metrics, and ignoring opinions and factors that they disagree with.	10/29/2021 12:06 PM
7	I think the metroparks are doing a great job at improving/educating through DEI but we still have a long way to go. We should be offering employees trainings or certifications for things like additional language skills, ASL or have interpreters available for hire.	10/28/2021 2:00 PM
8	Wouldn't know since I have no interaction with them	10/27/2021 6:31 AM

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9	The only action I have seen is the DEI series at the board meetings.	10/26/2021 1:30 PM
10	They show its important through the budget. They don't care if it works or not	10/25/2021 9:51 PM
11	Yes, some DEI is shown to be important through leadership's action but other practices that would support DEI have been over-looked.	10/25/2021 12:53 PM
12	I found a board members use of the word "ghetto" offensive during a board meeting. I think he needs to educate himself on diversity, equity and inclusion.	10/25/2021 12:25 PM

Q24 One benefit of working at the Metroparks is the exposure to racial/ethnic diversity

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	15.44%	21
Agree	62.50%	85
Disagree	19.85%	27
Strongly disagree	3.68%	5
Total Respondents: 136		

#	COMMENT	DATE
1	Never thought of it one way or the other, as far as exposure	11/10/2021 11:11 AM
2	The Metroparks could be more diverse.	11/8/2021 11:11 AM
3	I do agree that exposure to diversity is a benefit, I just feel I am unfortunately not exposed to much diversity here.	11/5/2021 4:26 PM
4	? Don't feel the answers reflect what I feel, so I have to answer	11/3/2021 8:45 AM
5	I have been impressed with how many different cultures I am starting to see in the parks!	11/1/2021 10:17 AM
6	Racial diversity of visitors, not staff.	10/30/2021 4:58 PM
7	There is very little diversity to be exposed to. Our leadership has an extremely narrow perception and definition of diversity, and chooses to celebrate, highlight, and promote - only the types of diversity that they value.	10/29/2021 12:06 PM
8	I agree that we do have diverse visitors but I wouldn't say there is much exposure as far as interacting with the visitors, and the staff for the Metroparks are not very diverse either so not	10/28/2021 2:00 PM

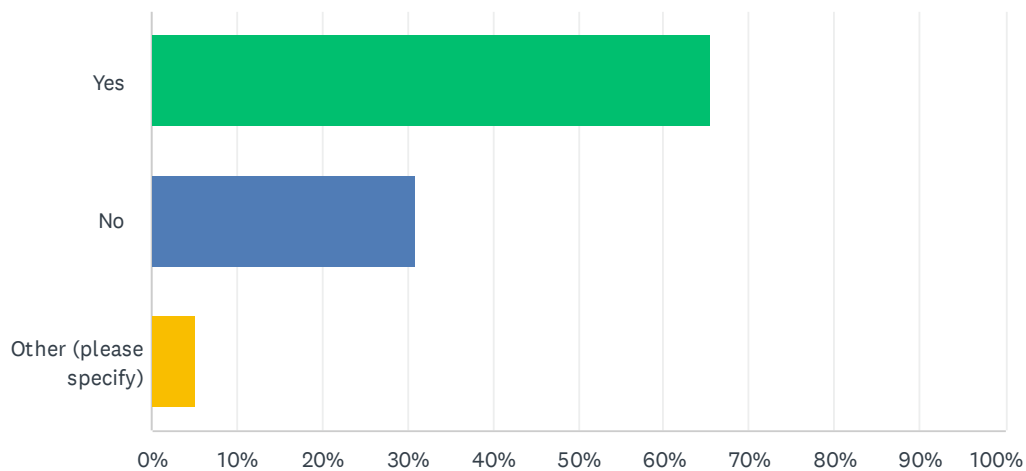
2021 Metroparks Climate Survey

much exposure there as well.

9	Racial and ethnic diversity really does not exist in our park.	10/26/2021 6:06 PM
10	There isn't much diversity in the area where I work.	10/26/2021 9:59 AM
11	Every type of person frequents the metroparks. Gives me experience with other cultures I would never have otherwise.	10/26/2021 8:30 AM
12	We have a ways to go on this.	10/25/2021 12:53 PM
13	Most park users are middle to upper white middle class.	10/25/2021 11:03 AM
14	The Metroparks staff I encounter are not racially or ethnically diverse- the visitors are, and that is a benefit	10/25/2021 8:43 AM
15	We have people of all cultures and backgrounds at the parks and I have actually learned things about specific cultures from some visitors since I have been working here.	10/25/2021 8:41 AM
16	I feel racial/ethnic diversity was never an issue at the Metroparks.	10/25/2021 8:22 AM
17	I dont feel these options can be used to answer this question as it is written.	10/25/2021 8:12 AM

Q25 My friends are racially diverse

Answered: 136 Skipped: 0

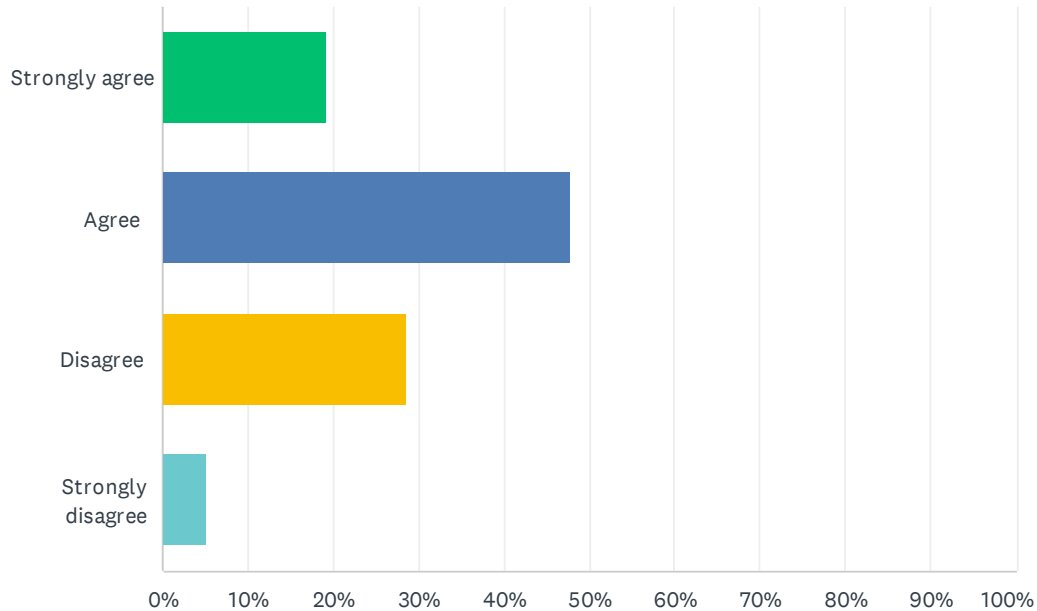


ANSWER CHOICES	RESPONSES	
Yes	65.44%	89
No	30.88%	42
Other (please specify)	5.15%	7
Total Respondents: 136		

#	OTHER (PLEASE SPECIFY)	DATE
1	Family is	11/10/2021 11:11 AM
2	They are diverse in other ways but race is one of them	11/3/2021 8:45 AM
3	This question seems inappropriate	10/28/2021 3:23 PM
4	Several diverse acquaintances I am really interested in learning more about.	10/27/2021 3:34 PM
5	honestly not really	10/26/2021 8:54 PM
6	Somewhat, could be more.	10/25/2021 12:13 PM
7	My friends group is made up of individuals with common goals, interests, and experiences.	10/25/2021 8:12 AM

Q26 I believe I personally benefit from diversity and inclusion efforts at the Metroparks

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.12%	26
Agree	47.79%	65
Disagree	28.68%	39
Strongly disagree	5.15%	7
Total Respondents: 136		

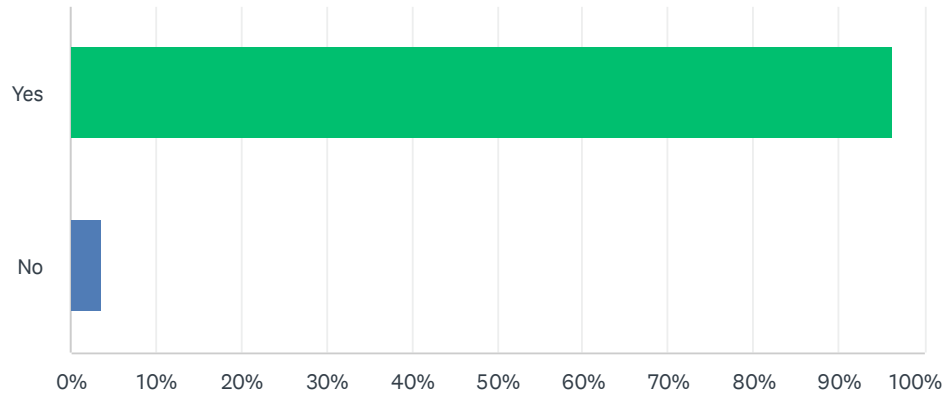
#	COMMENT	DATE
1	Character matters	11/10/2021 10:18 AM
2	Some what, don't reflect what I feel	11/3/2021 8:45 AM
3	But I think the training is important.	10/30/2021 4:58 PM
4	Everyone benefits from increased DEI, though I think that the current program is too narrow, focused on "looking good" to the board and public, and is not actually driving systematic, meaningful, and productive change.	10/29/2021 12:06 PM
5	Not that the training wasn't useful, the training is stuff I was already aware of.	10/28/2021 3:23 PM
6	I'm not sure whether I agree or disagree with this statement. The personal benefits seem minimal and I also see potential harm. The amount being spent on DEI seems proportionally too high.	10/26/2021 9:59 AM
7	Everyone should benefit from it. Some refuse to accept the education since they are stuck with old beliefs or values.	10/26/2021 8:30 AM

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8	I'm not the right color	10/25/2021 9:51 PM
9	I'm marking AGREE because of the DEI training I've received. I'm marking DISAGREE because I think resources put into some DEI efforts have been at the cost of other valuable investments and have not produced results to justify the expense.	10/25/2021 12:53 PM

Q27 I am familiar with the Metroparks' non-discrimination policy

Answered: 136 Skipped: 0

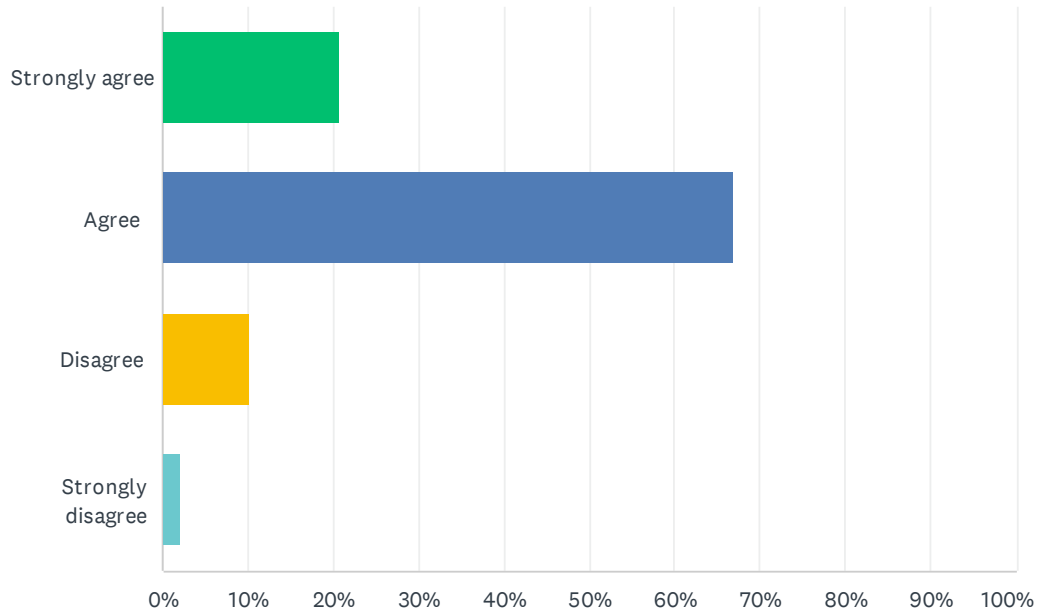


ANSWER CHOICES		RESPONSES	
Yes		96.32%	131
No		3.68%	5
Total Respondents: 136			

#	COMMENT	DATE
1	Apparently nobody else is	10/25/2021 9:51 PM

Q28 I know the procedure for reporting issues of discrimination and/or harassment at work

Answered: 136 Skipped: 0

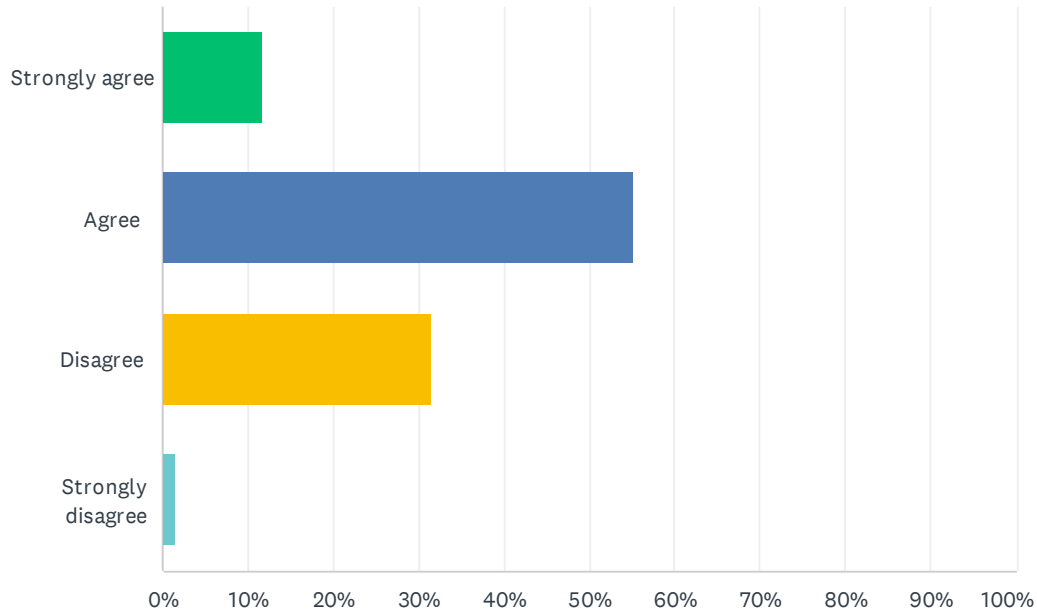


ANSWER CHOICES	RESPONSES	
Strongly agree	20.59%	28
Agree	66.91%	91
Disagree	10.29%	14
Strongly disagree	2.21%	3
Total Respondents: 136		

#	COMMENT	DATE
1	I would have to first contact my supervisor, which may actually be the first step anyways.	11/5/2021 4:26 PM
2	I tried, but feel ignored after the fact. No progress or resolve in my and others situations.	11/3/2021 9:01 AM
3	Probably need a refresher	10/26/2021 6:06 PM

Q29 I am familiar with my department/area/district's process for sending information to and receiving feedback from customers

Answered: 136 Skipped: 0

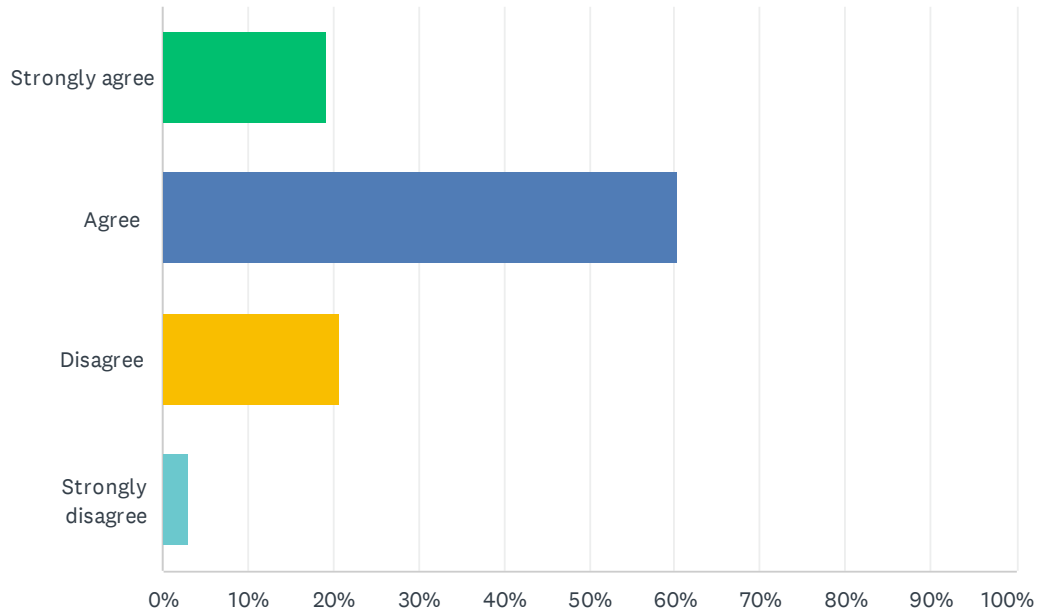


ANSWER CHOICES	RESPONSES	
Strongly agree	11.76%	16
Agree	55.15%	75
Disagree	31.62%	43
Strongly disagree	1.47%	2
Total Respondents: 136		

#	COMMENT	DATE
1	from time to time we have visitor comments or complaints that I'm not sure where to submit that information	10/28/2021 2:00 PM
2	Unsure.	10/26/2021 6:06 PM

Q30 I trust Metroparks Leadership to lead the organization in a positive direction

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	19.12%	26
Agree	60.29%	82
Disagree	20.59%	28
Strongly disagree	2.94%	4
Total Respondents: 136		

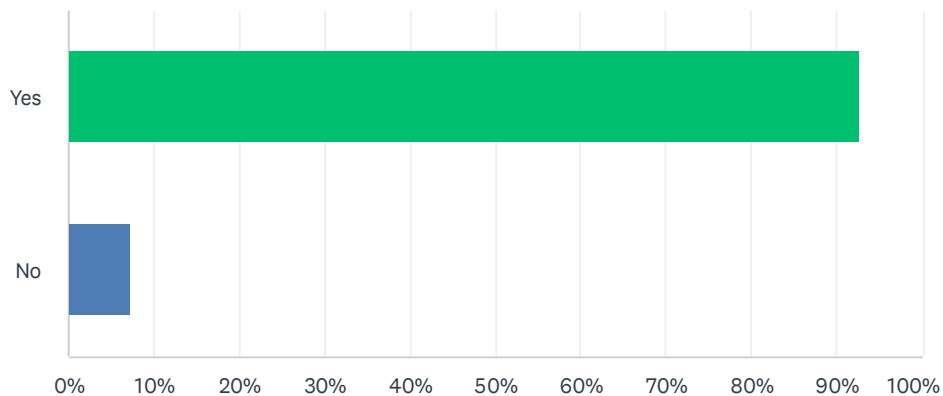
#	COMMENT	DATE
1	I see you are trying. But the resistance to it is more deeply rooted than you think.	11/12/2021 7:53 AM
2	like to say agree, but questionable-jury still out	11/10/2021 11:11 AM
3	not always	11/10/2021 9:31 AM
4	Employees are just bodies filling spots. There is no room to grow in the parks.	11/5/2021 4:52 PM
5	Leadership is at an all time low based on my experiences and discussions with coworkers	11/4/2021 12:28 PM
6	Our organization has always been top heavy, and is just as or more top heavy than past leadership structures. Decisions made at the top level reflect more of an authoritarian "What I say goes" structure than a cooperative and collaborative framework.	10/29/2021 12:06 PM
7	I feel that we are moving in a positive direction but always room for more input from staff other than the administrators	10/28/2021 2:00 PM
8	I think the best days ahead are infinite. As the Amazon commercial says "everyday better."	10/26/2021 6:06 PM
9	This pains me to say, but honestly George Fifer was better. Let that sink in for a minute. At	10/25/2021 9:51 PM

2021 Metroparks Climate Survey

	least he was a monster regardless of race	
10	I have to go with a neutral on this. I know the intention is very, very good but the use of resources gives me pause.	10/25/2021 12:53 PM
11	It is a great improvement from the last Leadership, however it may take a little more time before complete trust is acquired.	10/25/2021 8:54 AM

Q31 I know how to report inappropriate behavior by my supervisor or my co-worker

Answered: 136 Skipped: 0

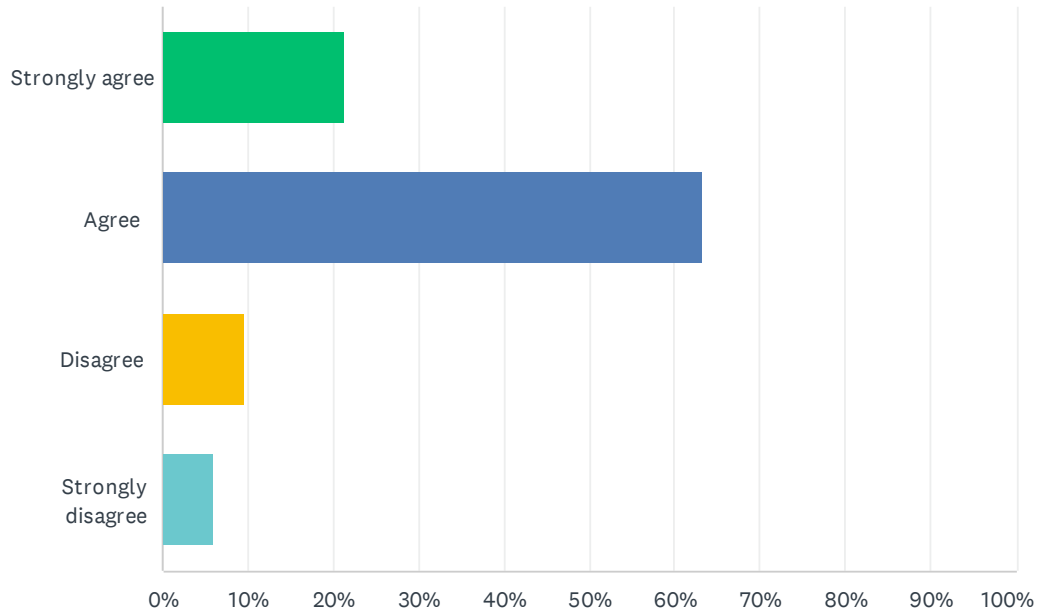


ANSWER CHOICES	RESPONSES	
Yes	92.65%	126
No	7.35%	10
Total Respondents: 136		

#	COMMENT	DATE
1	I'm assuming this would be by reaching out to the chief of my department in the case of a supervisor acting inappropriately, but if I'm wrong please change my response to a "no".	11/5/2021 4:26 PM
2	The process is flawed.	11/3/2021 9:01 AM

Q32 Men and Women have equal opportunities for advancement at the Metroparks

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	21.32%	29
Agree	63.24%	86
Disagree	9.56%	13
Strongly disagree	5.88%	8
Total Respondents: 136		

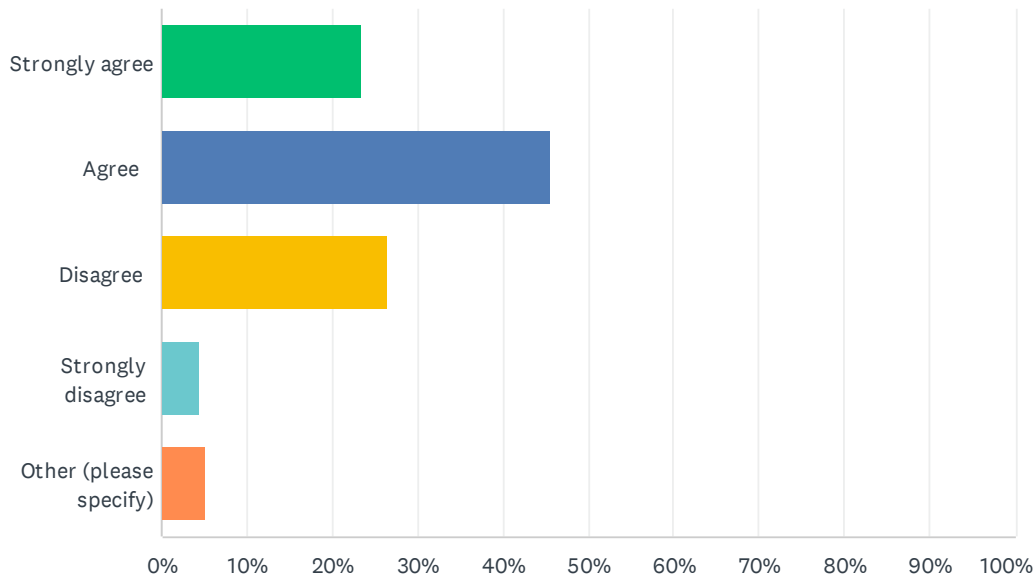
#	COMMENT	DATE
1	I do not feel gender is an issue as much as the "cool kids club" mentality that is oh so ever-present.	11/12/2021 7:53 AM
2	I feel though it has been made pretty clear to men and women alike that opportunities for advancement in the park do not really exist. This has changed from how everyone felt 6 years ago.	11/1/2021 7:45 AM
3	Absolutely not!	10/29/2021 4:52 PM
4	Most of our leaders in the Metroparks are women, so I feel like any inequity we had in the past has been remedied. However, espousing positions like "We need a more diverse Metroparks" without explaining the definition of diversity, explaining the rationale of the program and how we are going to achieve that end, will ultimately result in the continued opposition of the Metroparks staff labelled as part of the "status quo." There has been little effort to create buy-in of the program authority wide, and has been sold as a "our way or the highway" effort, which is sure to create dissent and sabotage of the programs goals - Which again are positive and good for the Metroparks. I would prefer to see more of a MLK approach.	10/29/2021 12:06 PM

2021 Metroparks Climate Survey

5	I have yet to see anyone advance at HCMA	10/26/2021 10:45 AM
6	This may be true in some areas of the Metroparks, i.e. Interpretive Department, but it is very difficult for women to advance in operations due to the overwhelming numbers of men who have had an opportunity to gain experience in those areas over the course of many years.	10/25/2021 9:25 AM
7	Men have no chance	10/25/2021 8:58 AM

Q33 I feel more connected to my specific park/department/ area/district than I do the Metroparks as a whole

Answered: 136 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	23.53%	32
Agree	45.59%	62
Disagree	26.47%	36
Strongly disagree	4.41%	6
Other (please specify)	5.15%	7
Total Respondents: 136		

#	OTHER (PLEASE SPECIFY)	DATE
1	I do feel more connected to my park, but I do also feel very connected/included in the rest of the system. After having worked in other park systems as well, I think we actually do a pretty good job making everyone feel linked to the system, not just their immediate posting.	11/5/2021 4:26 PM
2	I feel "more" connected to my department, but I do feel connected to the Metroparks.	10/29/2021 8:23 AM
3	I feel the districts can and do work together well at times, but there is a disconnect somewhere even within the same departments in each district. I do believe each park should have its own individual personality because they all offer different habitats and facilities, but sometimes it feels as if certain parks/districts are held higher than others. That is felt/shown through marketing, lack of communication and involvement.	10/28/2021 2:22 PM
4	Neutral	10/26/2021 10:45 AM
5	I believe that the Metroparks are coming back as a family.	10/25/2021 8:54 AM
6	I work in the southern district, I was able to work some of the firework event this year at other parks. I hope to work more events at those parks in the future to become comfortable and	10/25/2021 8:41 AM

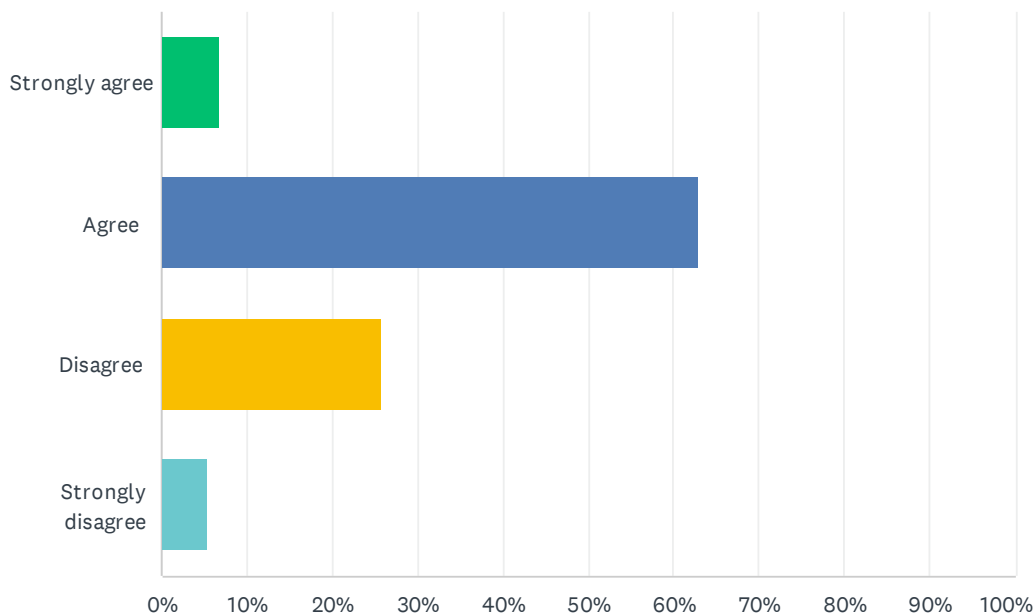
2021 Metroparks Climate Survey

familiar with those locations.

7	This would have to fall true for all employees - the location you are working at is where you should be more connected - you are with these employees more	10/25/2021 8:22 AM
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Q34 I know the direction the organization is heading

Answered: 132 Skipped: 4

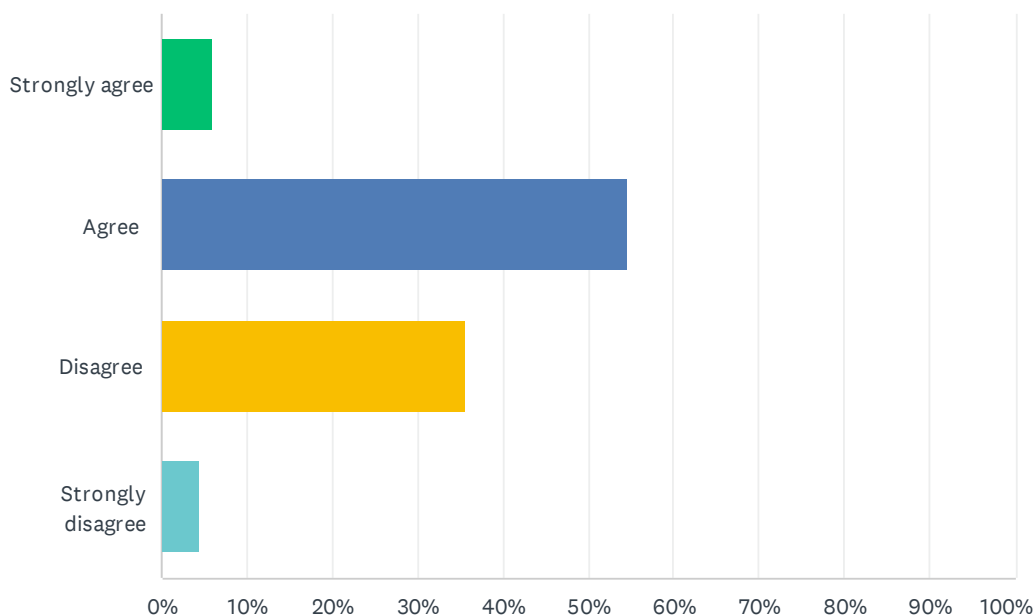


ANSWER CHOICES	RESPONSES	
Strongly agree	6.82%	9
Agree	62.88%	83
Disagree	25.76%	34
Strongly disagree	5.30%	7
Total Respondents: 132		

#	COMMENT	DATE
1	I fear it's heading in the wrong direction	11/4/2021 4:04 PM
2	The organization has been jerked in a different direction by each administration, which takes time to recalibrate and recover from, before progress can again be made. We are currently in that recalibrating phase.	10/29/2021 12:08 PM
3	It's not a good one	10/25/2021 9:54 PM

Q35 I know the organizational goals for the Metroparks

Answered: 132 Skipped: 4

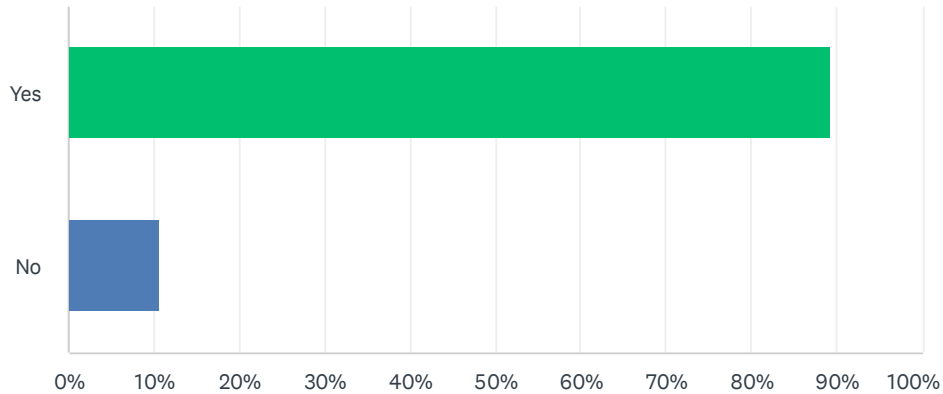


ANSWER CHOICES	RESPONSES	
Strongly agree	6.06%	8
Agree	54.55%	72
Disagree	35.61%	47
Strongly disagree	4.55%	6
Total Respondents: 132		

#	COMMENT	DATE
1	I have only been working at the Metroparks for about 2 months.	10/25/2021 1:21 PM

Q36 If I were the victim of discrimination or harassment at work, I know the reporting process

Answered: 132 Skipped: 4

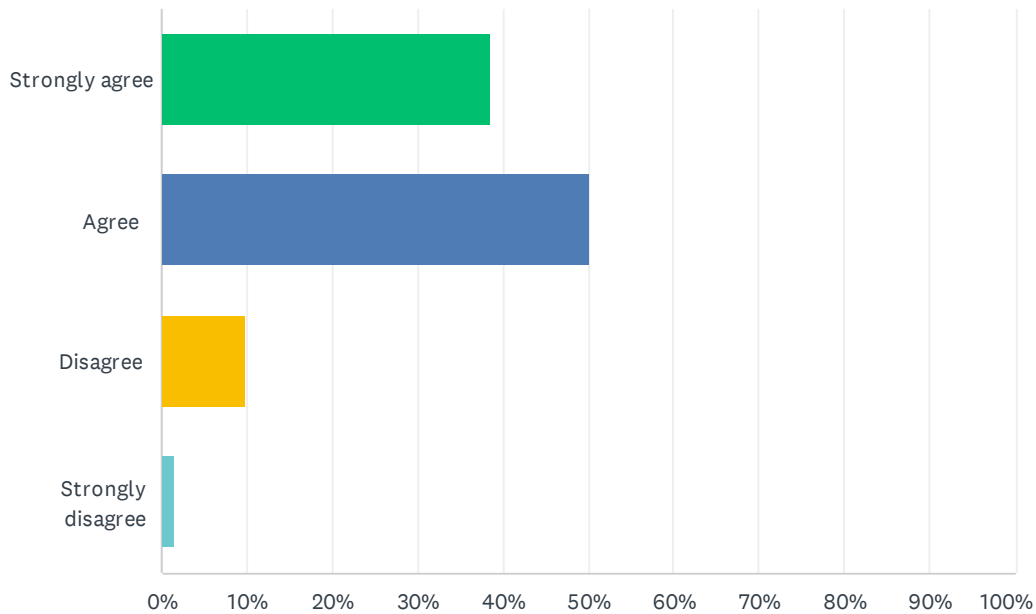


ANSWER CHOICES	RESPONSES	
Yes	89.39%	118
No	10.61%	14
Total Respondents: 132		

#	COMMENT	DATE
1	Still does not mean I would	11/12/2021 7:54 AM
2	A better question might be; "If I were the victim of discrimination or harassment at work, I feel safe reporting it"	10/28/2021 3:27 PM
3	I know the reporting process, but I have experienced that the process doesn't work.	10/28/2021 8:47 AM

Q37 I believe the Metroparks is a great place for a first job

Answered: 132 Skipped: 4

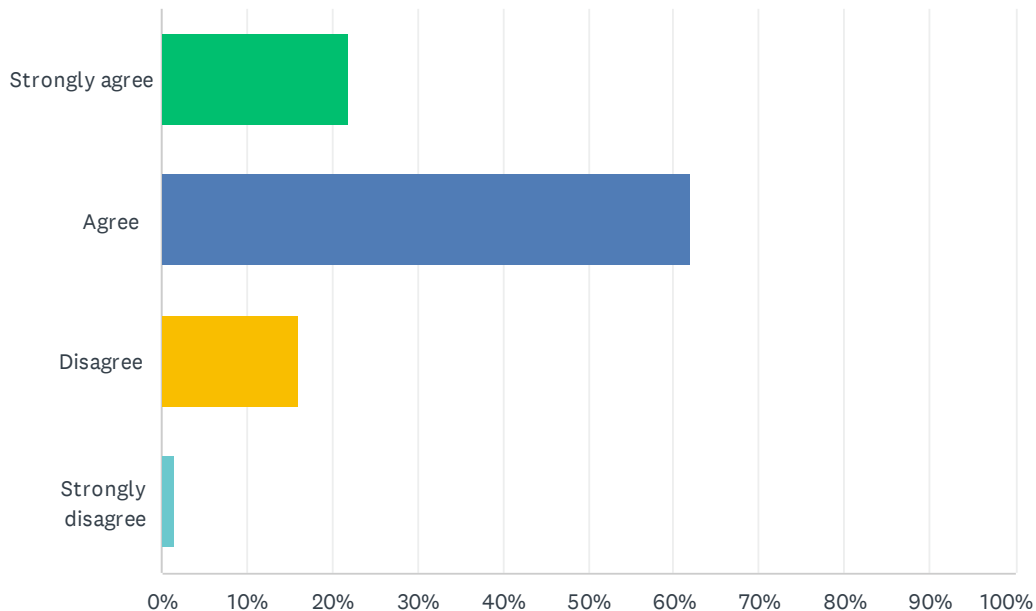


ANSWER CHOICES	RESPONSES	
Strongly agree	38.64%	51
Agree	50.00%	66
Disagree	9.85%	13
Strongly disagree	1.52%	2
Total Respondents: 132		

#	COMMENT	DATE
1	Not sure about this question. Jobs are jobs.	11/3/2021 8:58 AM
2	First job, but not a career. Not much room for advancement nor options for pay increases.	10/30/2021 5:01 PM
3	no comment, not applicable to my area.	10/28/2021 2:52 PM
4	Not anymore. The metroparks do not care about their employees, and that's regardless of race	10/25/2021 9:54 PM
5	I cannot strongly agree to this because I have not seen how people are treated and trained on the first day. I think there could be more time spent with a new employee for an orientation, not filling out paperwork, but an actual job orientation.	10/25/2021 12:19 PM

Q38 I believe the Metroparks is a healthy place to work

Answered: 132 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly agree	21.97%	29
Agree	62.12%	82
Disagree	15.91%	21
Strongly disagree	1.52%	2
Total Respondents: 132		

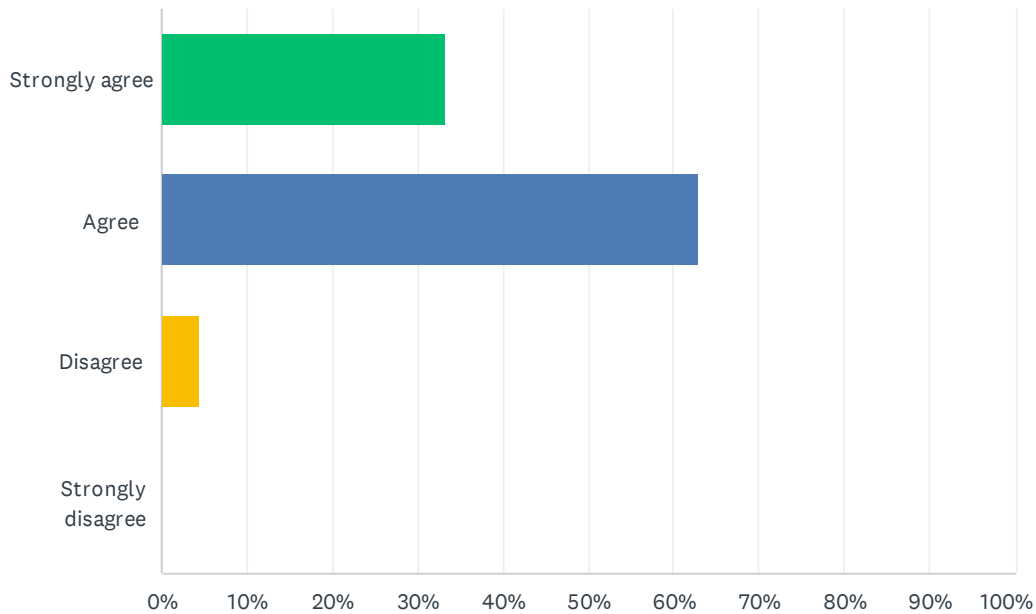
#	COMMENT	DATE
1	Safety is still an issue.	11/10/2021 9:17 AM
2	I think there have been a lot of changes in the last few years that have made it a healthy place to work. Prior to that I would hesitate to say the same.	11/5/2021 4:32 PM
3	It was when I started in 2007, then it wasn't for quite a while. I believe it is, again. I'm proud again to be a Metropark employee.	11/5/2021 2:31 PM
4	There are still issues within the culture that need to be improved to make this a mentally healthy place to work. Physically I think the work matches the job descriptions, but there could be more done to improve work environments.	11/3/2021 9:06 AM
5	In some departments.	11/3/2021 9:03 AM
6	For part time people, we are constantly expected to change our schedules last minute, stay and work longer hours and try to catch up on everything, even when we have limited hours or other known priorities. Lack of communication, blaming others, and forgetfulness leads to a very frustrating and stressful environment.	11/2/2021 8:33 AM
7	It depends. I'm in a healthy place now, but was not in the past and that area has not changed. I needed to move because the Metroparks was not doing anything about the known problem and	10/28/2021 1:45 PM

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	they still have not. Because I did something about it, I'm in a healthy place.	
8	Overall yes. In my specific position, with my specific supervisor - no.	10/28/2021 8:47 AM
9	For the most part the working climate is healthy. There is too much gossip that in some cases needs to be addressed by department heads.	10/25/2021 12:19 PM

Q39 I see change as a necessary part of a healthy organization

Answered: 132 Skipped: 4

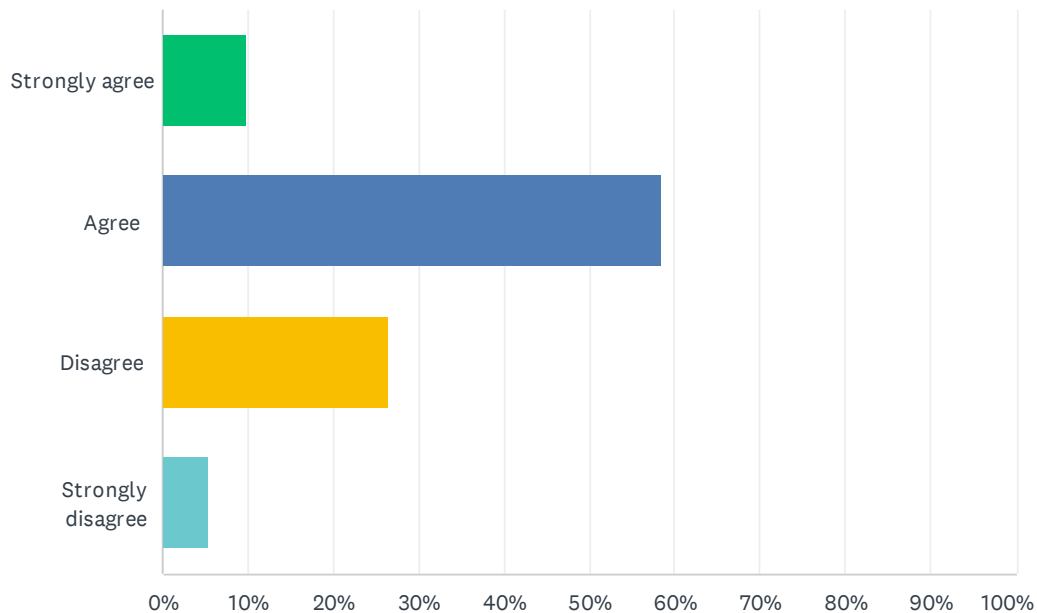


ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	44
Agree	62.88%	83
Disagree	4.55%	6
Strongly disagree	0.00%	0
Total Respondents: 132		

#	COMMENT	DATE
1	Depends on what you mean as change!	11/10/2021 11:12 AM
2	change promotes growth	11/10/2021 9:32 AM
3	Change is necessary when something is wrong.	11/5/2021 4:57 PM
4	If the change makes since, or things have happened in the past to warrant change.	11/1/2021 7:48 AM
5	Positive Change is good.	10/25/2021 8:56 AM

Q40 I know where to find resources, within my park, area or department, to assist visitors who have a physical disability. (ex. wheelchair users, hearing impairment, etc.)

Answered: 132 Skipped: 4

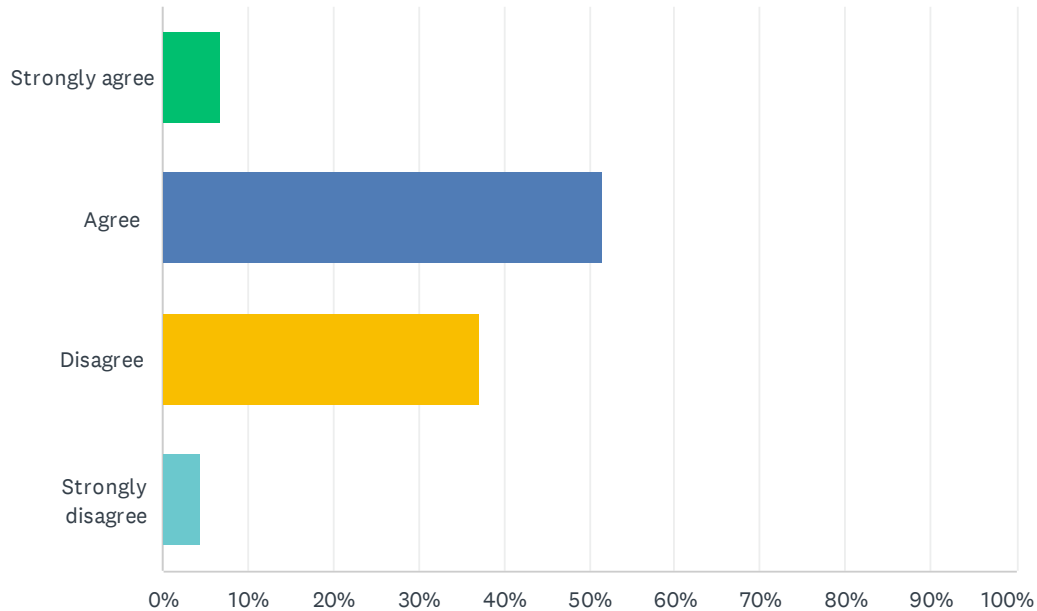


ANSWER CHOICES	RESPONSES	
Strongly agree	9.85%	13
Agree	58.33%	77
Disagree	26.52%	35
Strongly disagree	5.30%	7
Total Respondents: 132		

#	COMMENT	DATE
1	I don't know where to find all these things	11/10/2021 9:32 AM
2	Beyond directing them towards ADA trails, or offering to have a park employee drive them around on a golf cart, I didn't think we had any other resources.	11/5/2021 4:32 PM
3	I was asked for a wheelchair recently and did not have easy or good answers.	11/3/2021 9:06 AM
4	AO Employee	10/28/2021 2:52 PM
5	Agree, but additional resources are needed	10/27/2021 1:32 PM
6	I actually do not know the proper procedure for this. I would start by asking the park office.	10/25/2021 8:44 AM
7	not for hearing	10/25/2021 8:29 AM

Q41 I know where to find resources, within my park, area or department, to assist visitors who have a cognitive impairment. (ex. Autism, ADD, etc.)

Answered: 132 Skipped: 4

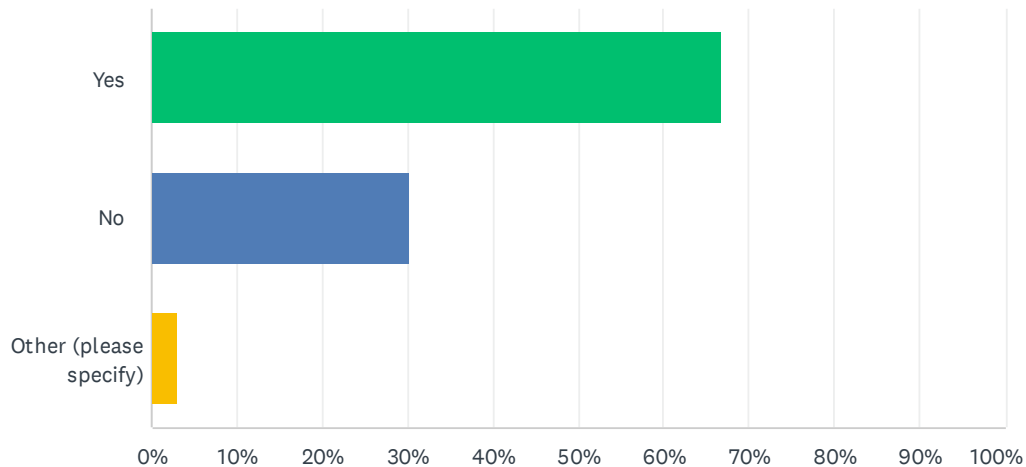


ANSWER CHOICES	RESPONSES	
Strongly agree	6.82%	9
Agree	51.52%	68
Disagree	37.12%	49
Strongly disagree	4.55%	6
Total Respondents: 132		

#	COMMENT	DATE
1	AO Employee	10/28/2021 2:52 PM
2	I actually do not know the proper procedure for this. I would start by asking the park office.	10/25/2021 8:44 AM

Q42 I have participated in a virtual DEI Conversation (ex. Capitol Riot, Microaggressions, Critical Race Theory)

Answered: 132 Skipped: 4

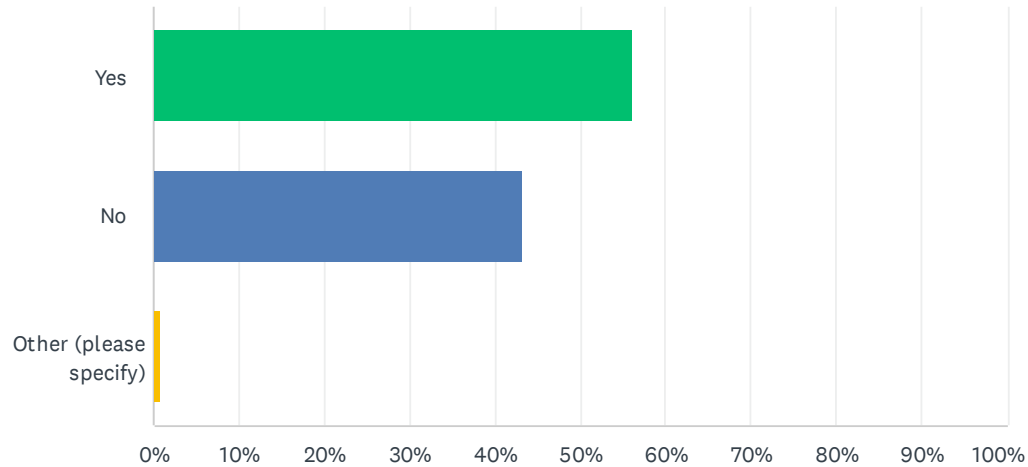


ANSWER CHOICES	RESPONSES	
Yes	66.67%	88
No	30.30%	40
Other (please specify)	3.03%	4
TOTAL		132

#	OTHER (PLEASE SPECIFY)	DATE
1	The whole thing is hypocritical and one sided. The DEI Chief encouraged looting in an email to all employees stating that it's okay as long as you're upset because "buildings can be replaced". This looting or rioting went on for days/weeks/months. During the evening of when the capitol was stormed, all parks were closed early! Any and all violence and looting is wrong. This act showed the true colors of the metroparks leadership.	11/5/2021 4:57 PM
2	What does the capital riot have to do with diversity?	10/29/2021 4:54 PM
3	This is where I started to feel unsafe at work	10/25/2021 9:54 PM
4	I don't think there has been one of these since I have been working here, if there was I did not know about it unfortunately.	10/25/2021 8:44 AM

Q43 I have watched a DEI Speaker Series event (Heather McGhee, Dr. Elizabeth Perry, Angelou Ezeilo and Kristine Stratton)

Answered: 132 Skipped: 4

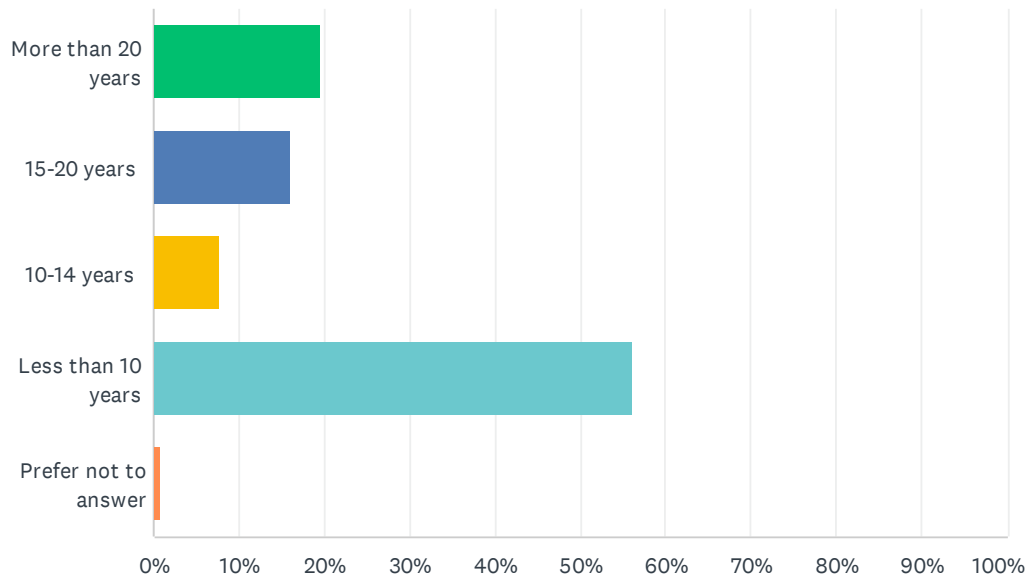


ANSWER CHOICES		RESPONSES	
Yes		56.06%	74
No		43.18%	57
Other (please specify)		0.76%	1
TOTAL			132

#	OTHER (PLEASE SPECIFY)	DATE
1	I don't think there has been one of these since I have been working here, if there was I did not know about it unfortunately.	10/25/2021 8:44 AM

Q44 What is your length of employment with the Metroparks

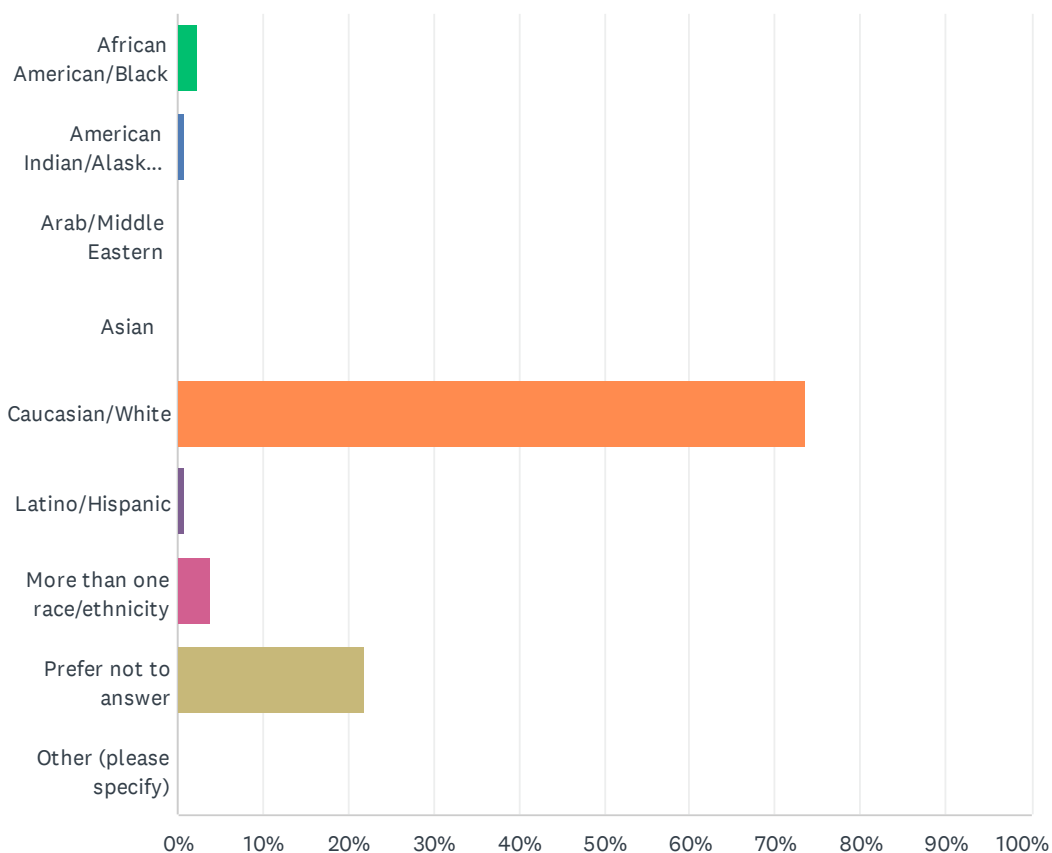
Answered: 132 Skipped: 4



ANSWER CHOICES	RESPONSES	
More than 20 years	19.70%	26
15-20 years	15.91%	21
10-14 years	7.58%	10
Less than 10 years	56.06%	74
Prefer not to answer	0.76%	1
Total Respondents: 132		

Q45 My race or ethnicity is...

Answered: 132 Skipped: 4

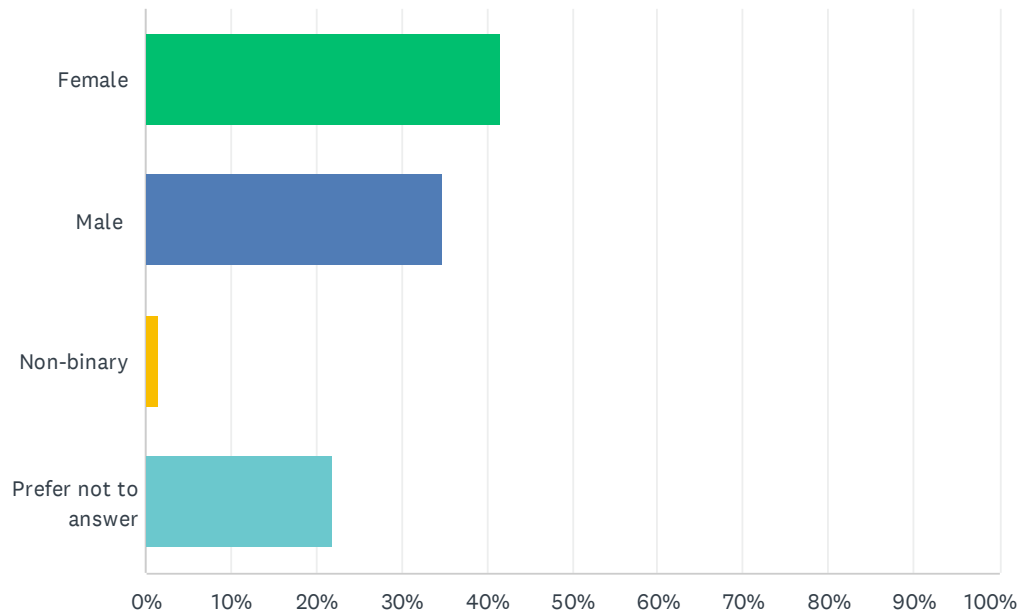


ANSWER CHOICES	RESPONSES	
African American/Black	2.27%	3
American Indian/Alaskan Native/Pacific Islander	0.76%	1
Arab/Middle Eastern	0.00%	0
Asian	0.00%	0
Caucasian/White	73.48%	97
Latino/Hispanic	0.76%	1
More than one race/ethnicity	3.79%	5
Prefer not to answer	21.97%	29
Other (please specify)	0.00%	0
Total Respondents: 132		

#	OTHER (PLEASE SPECIFY)	DATE
There are no responses.		

Q46 What is your gender?

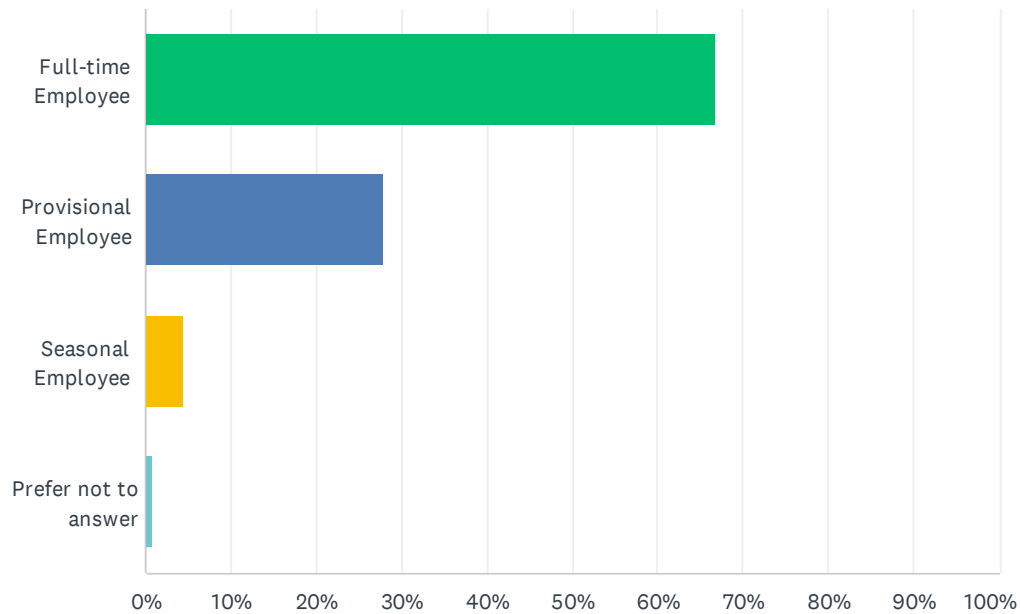
Answered: 132 Skipped: 4



ANSWER CHOICES	RESPONSES	
Female	41.67%	55
Male	34.85%	46
Non-binary	1.52%	2
Prefer not to answer	21.97%	29
Total Respondents: 132		

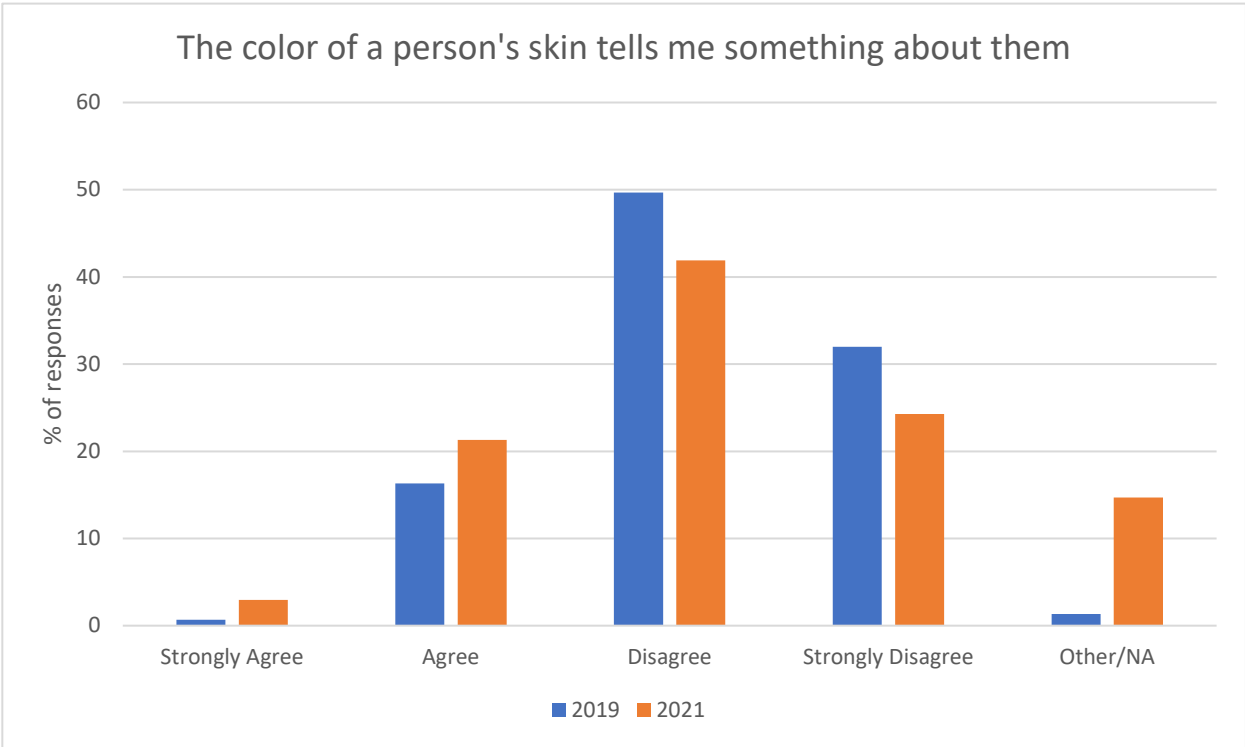
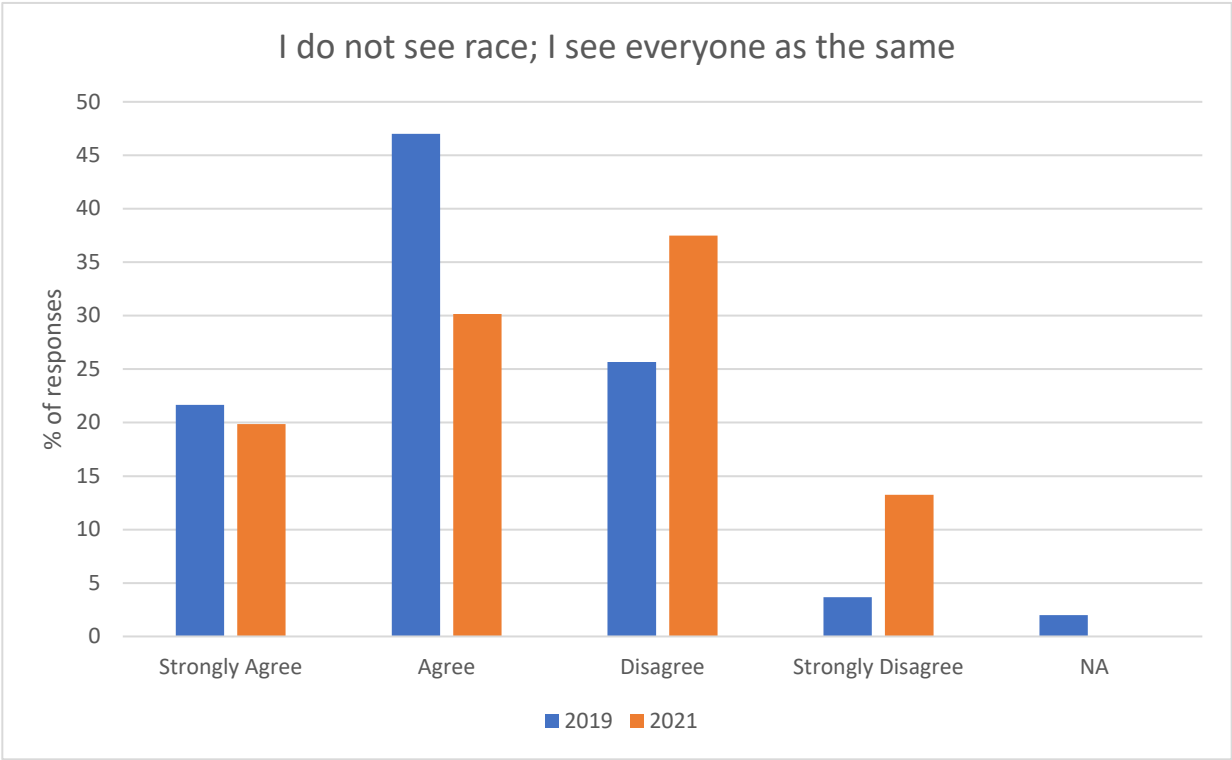
Q47 I am a Metroparks...

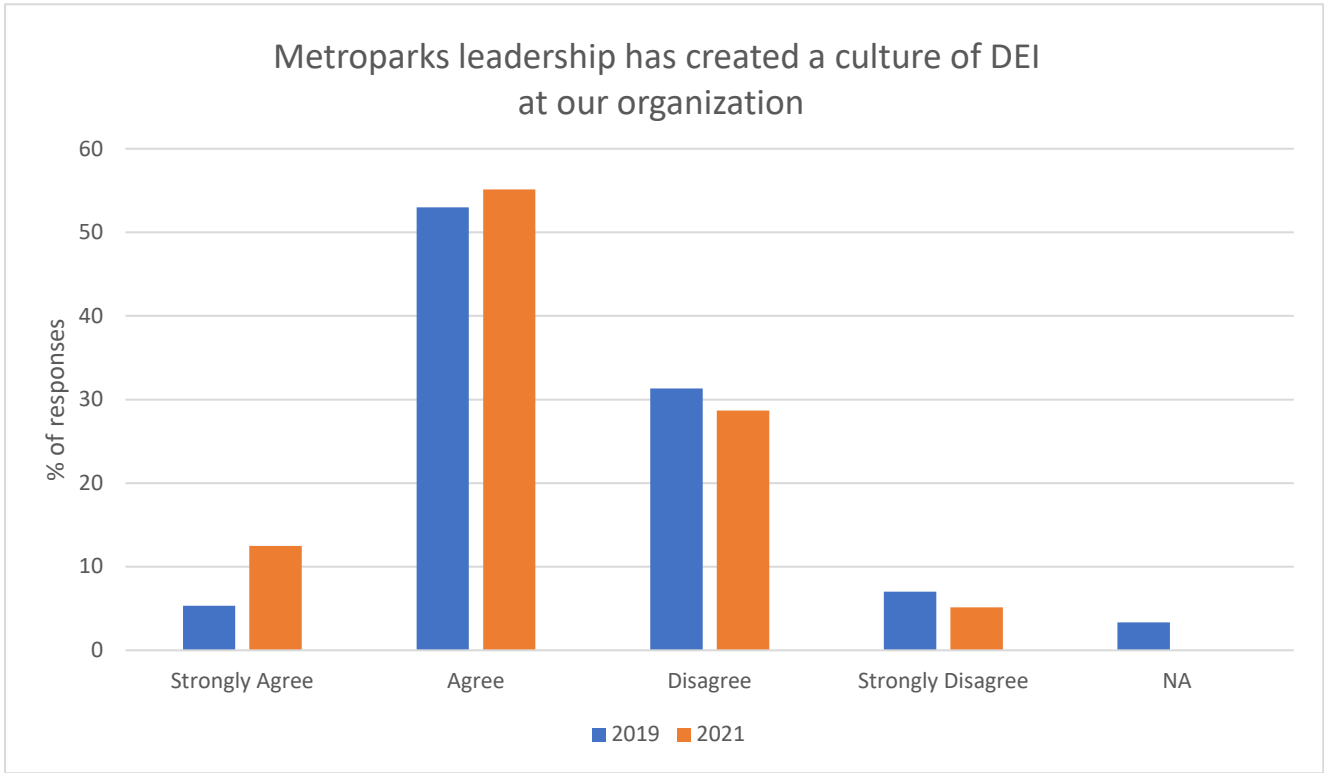
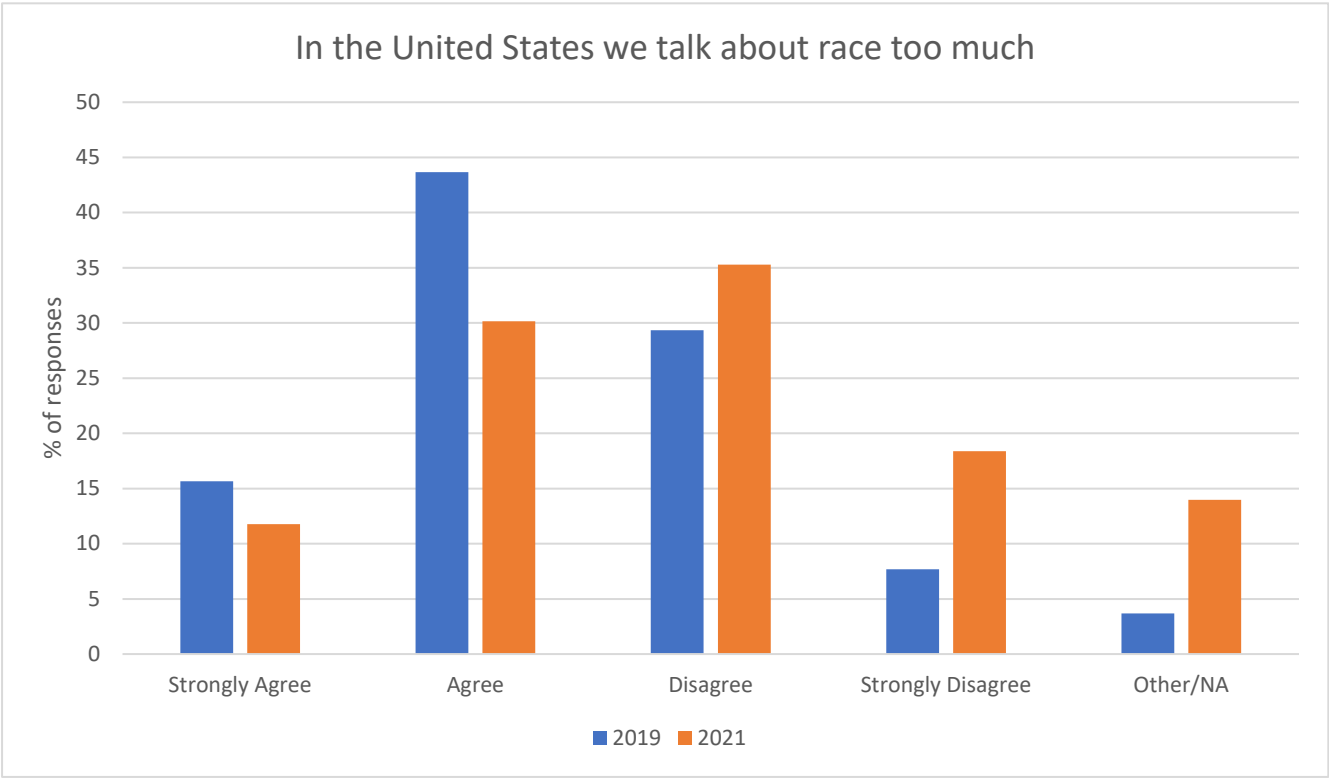
Answered: 132 Skipped: 4

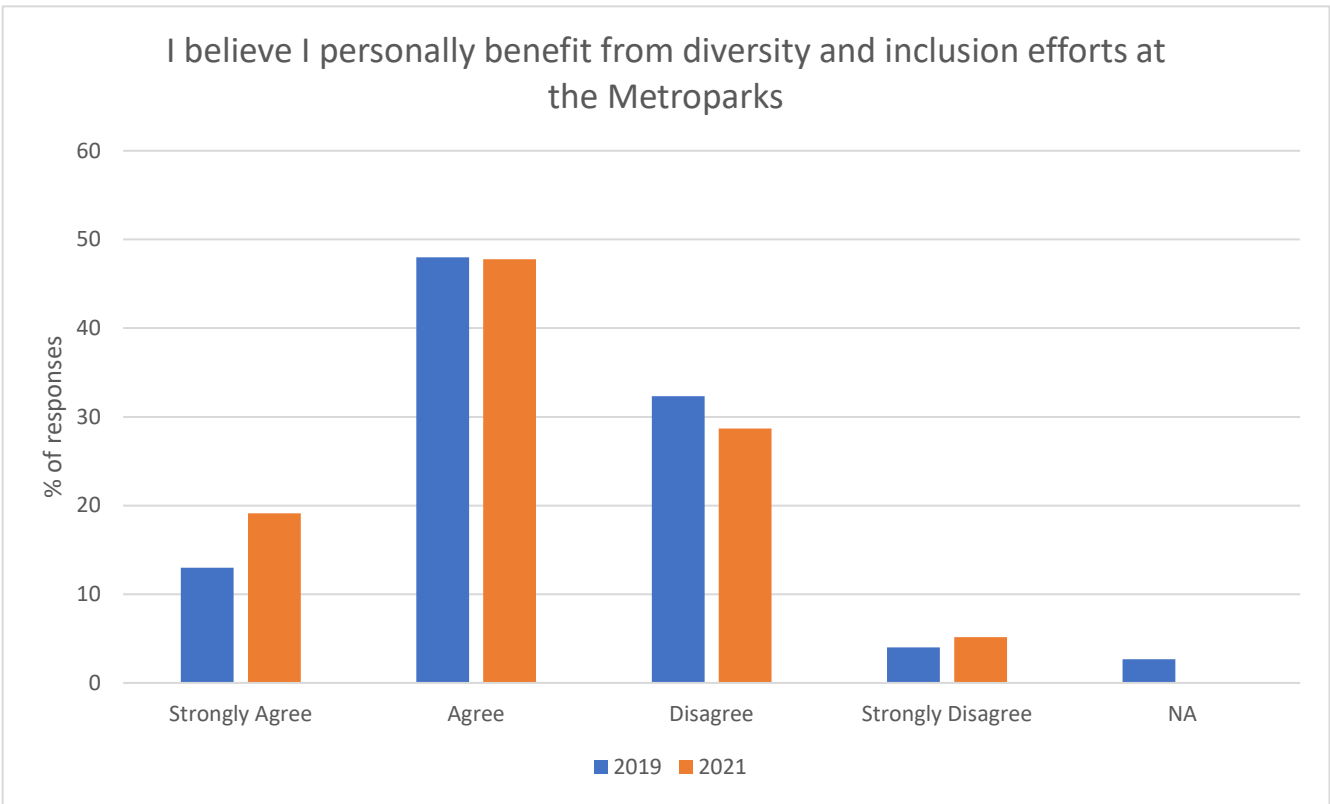
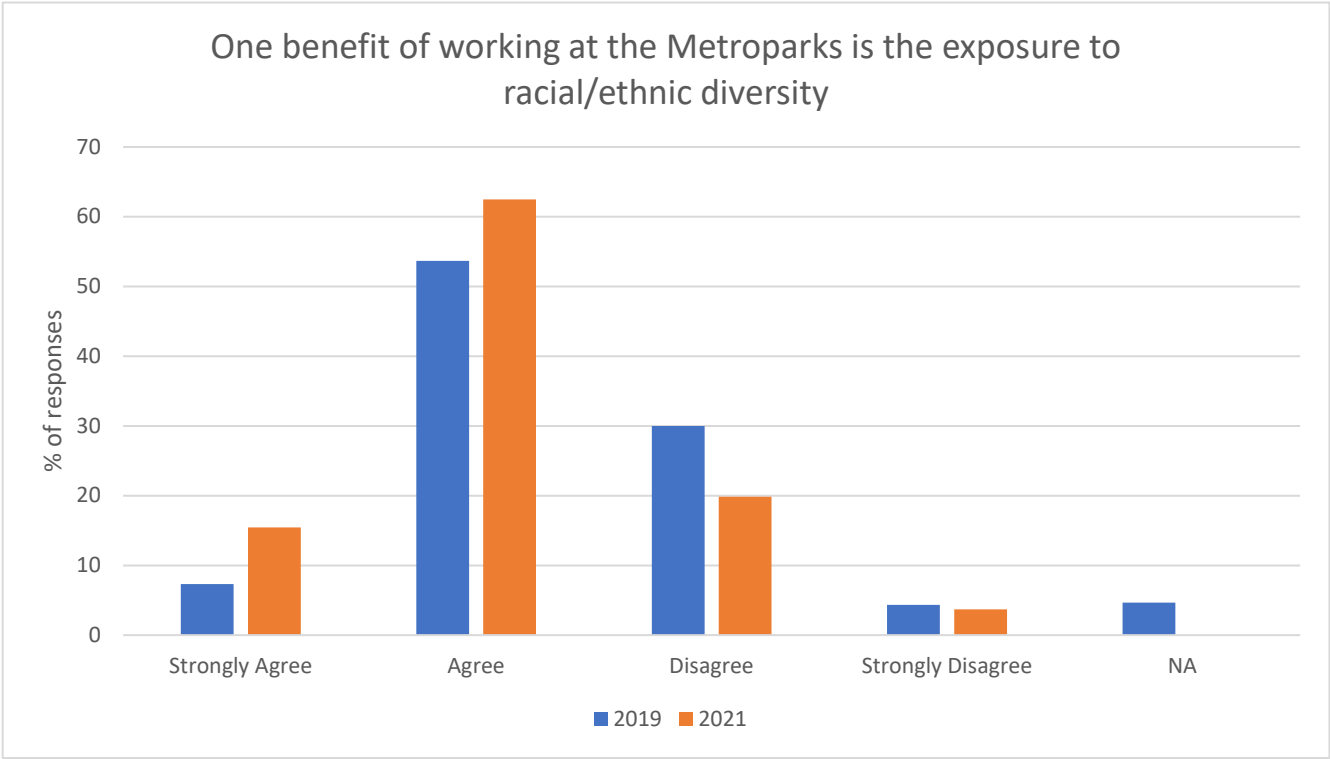


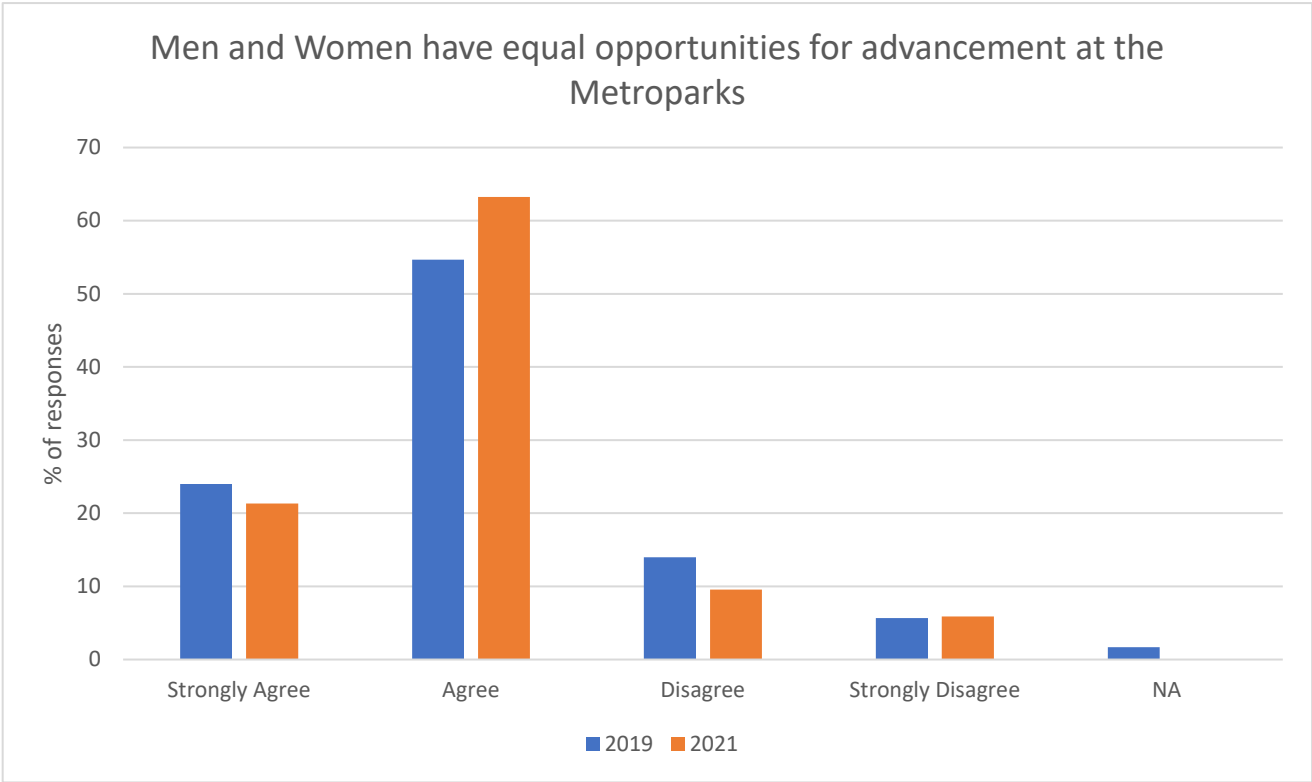
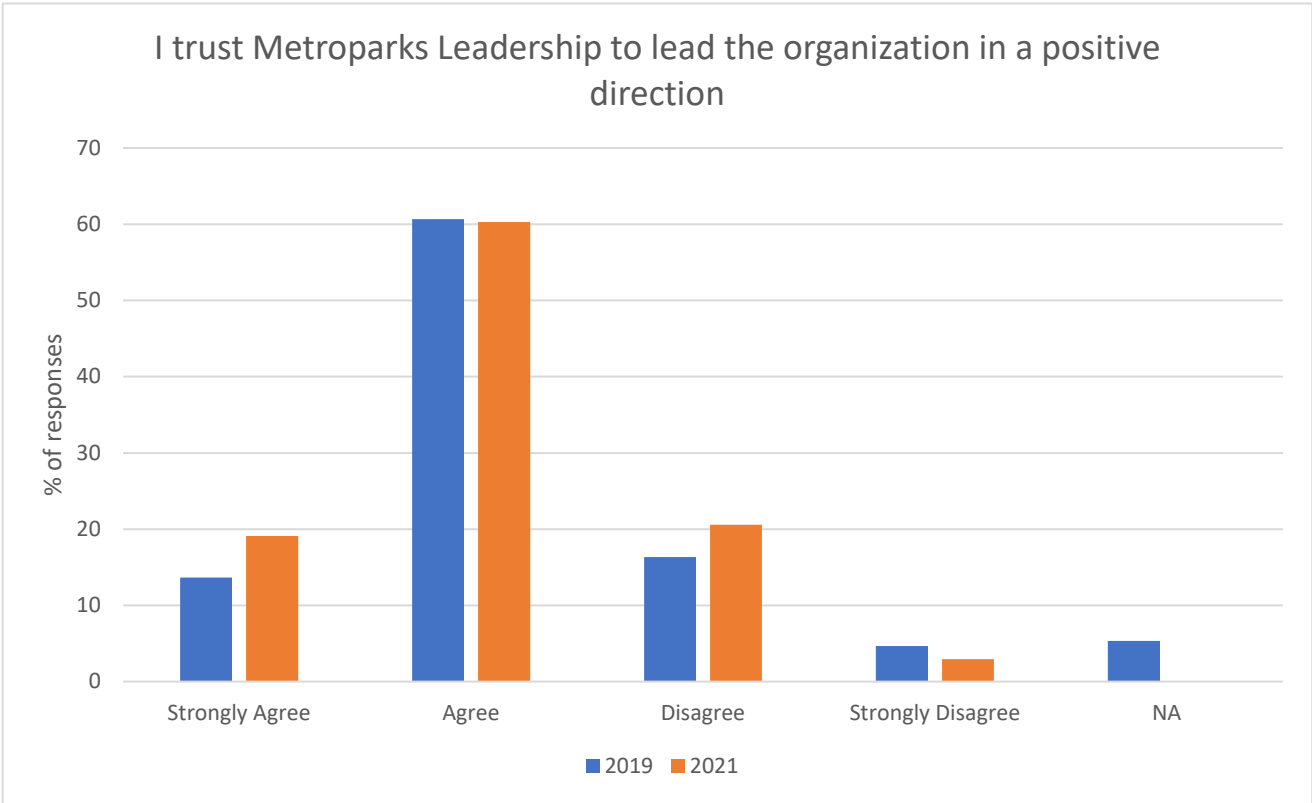
ANSWER CHOICES	RESPONSES	
Full-time Employee	66.67%	88
Provisional Employee	28.03%	37
Seasonal Employee	4.55%	6
Prefer not to answer	0.76%	1
Total Respondents: 132		

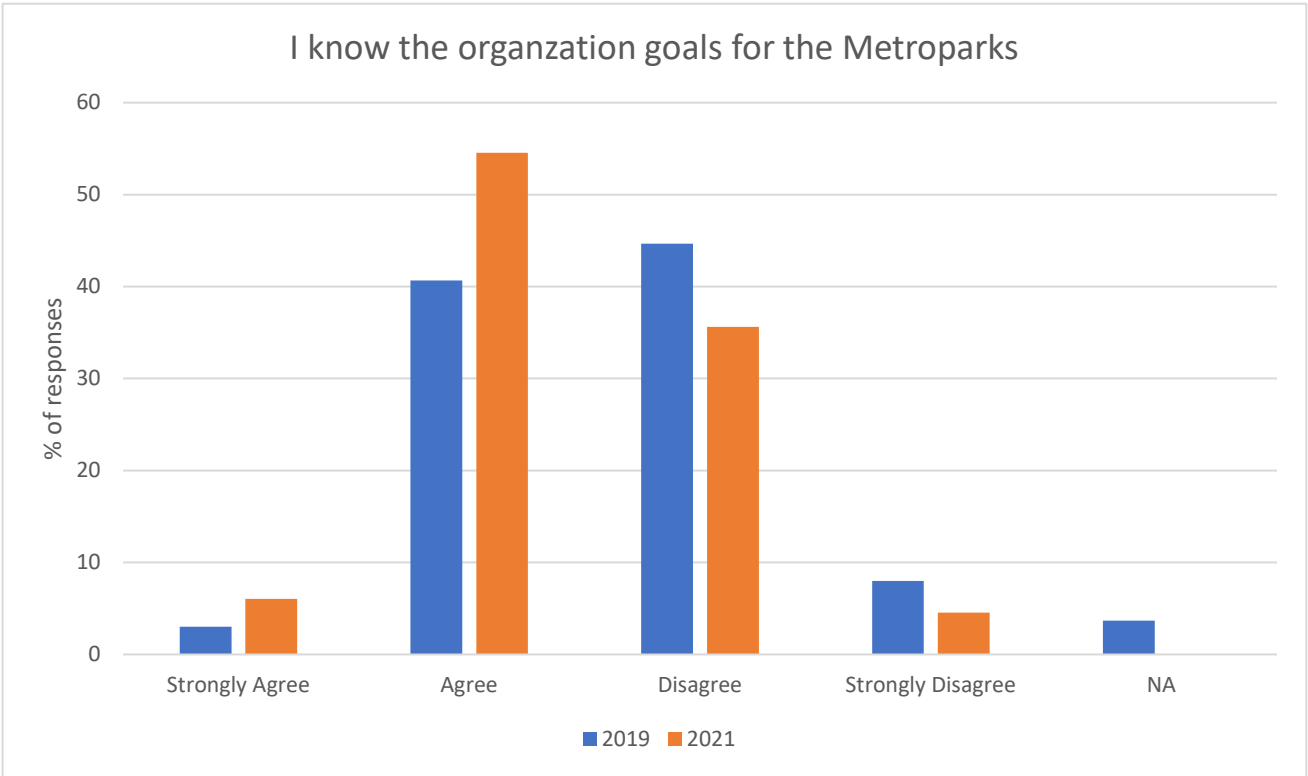
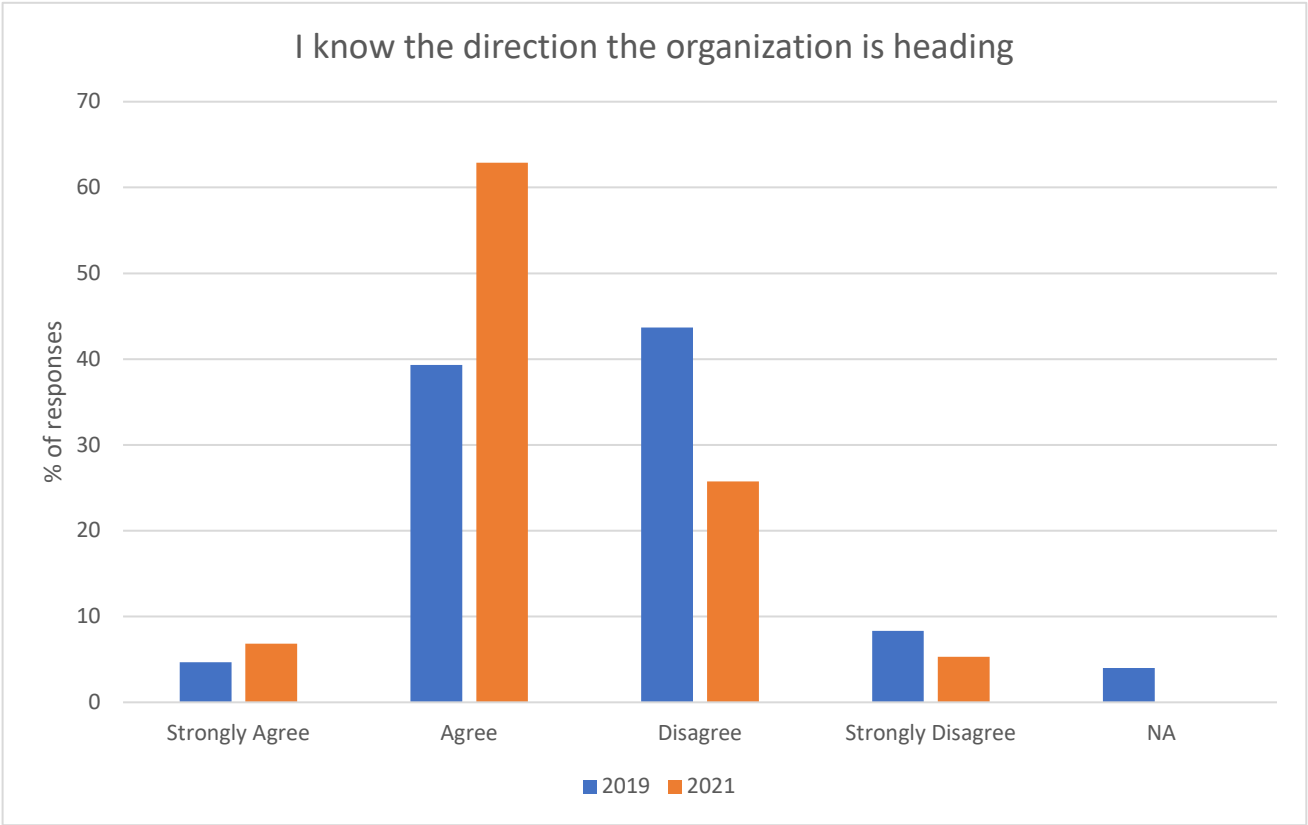
Please Note: all data is listed in PERCENT of responses and not the actual number of responses per Climate Survey

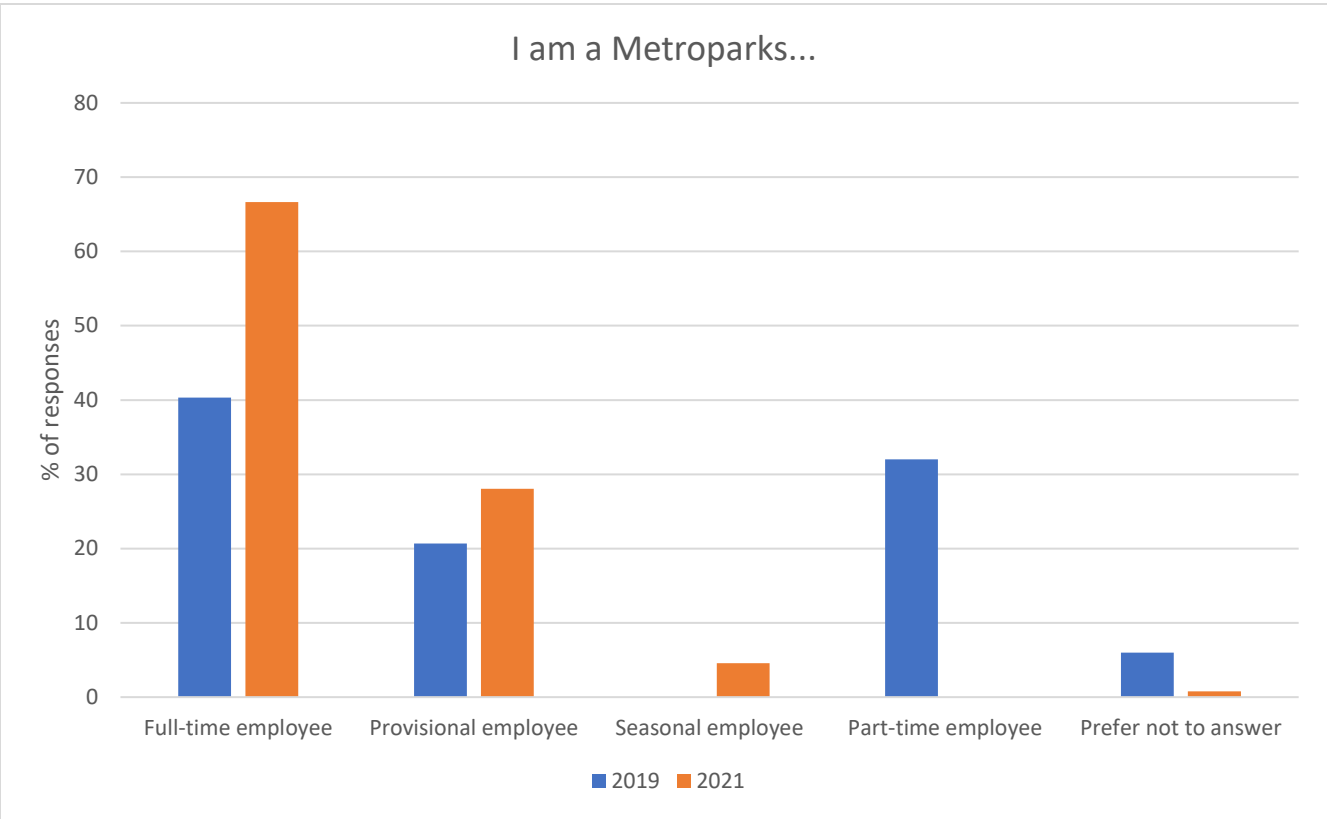
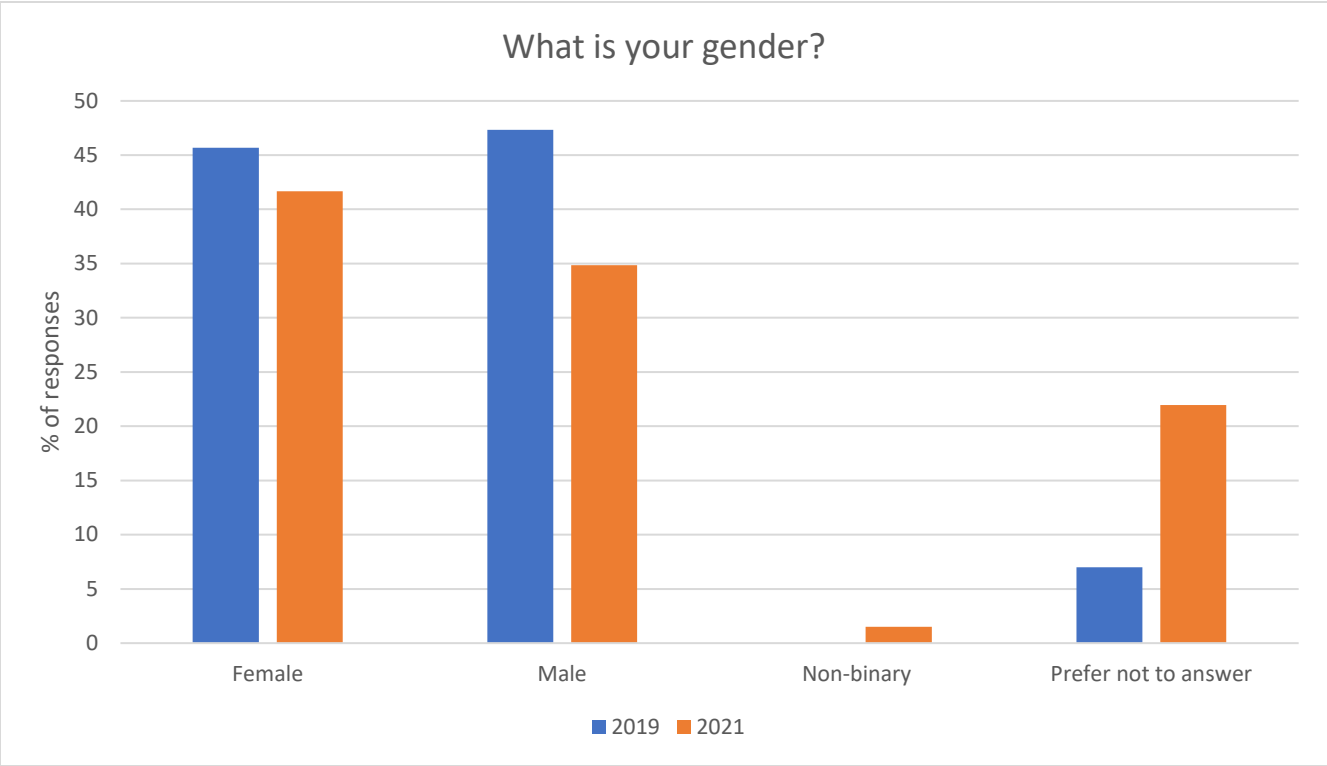


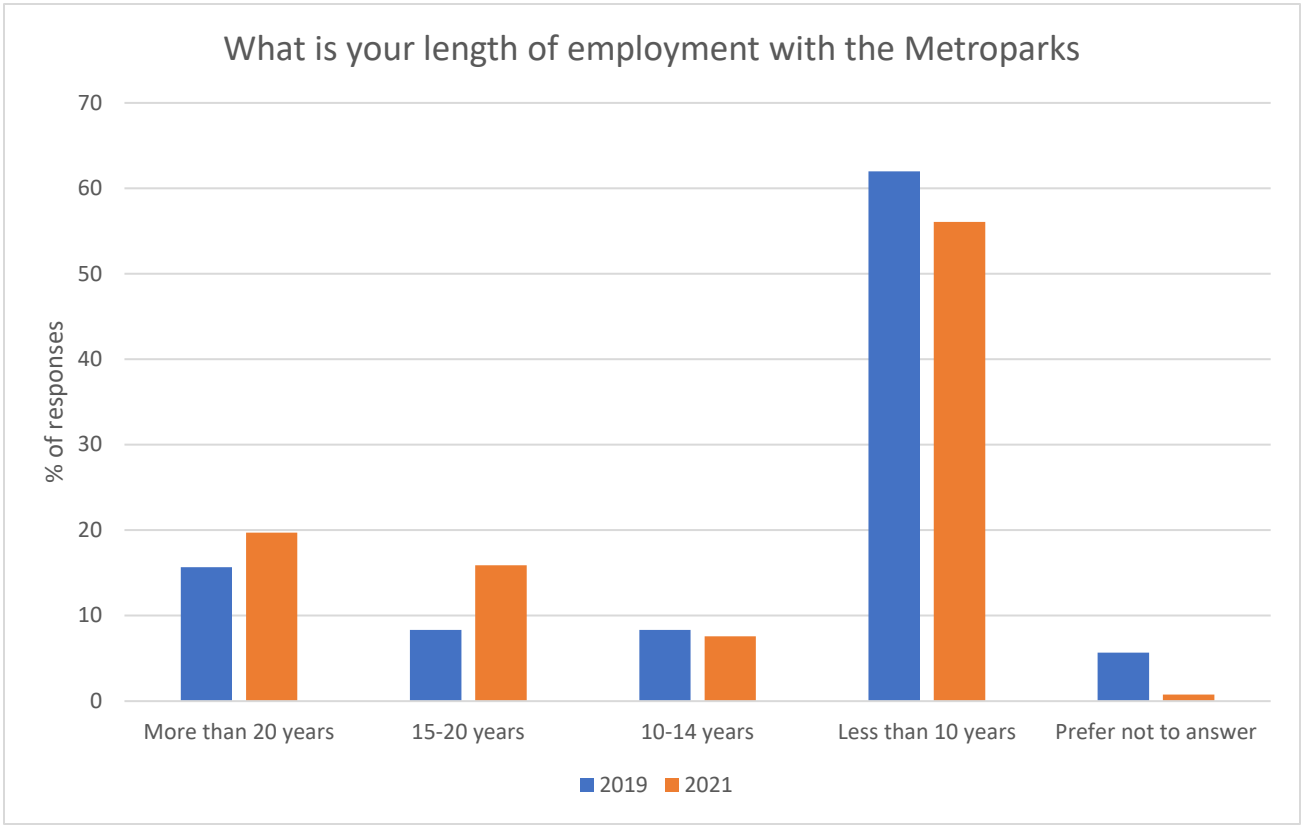












2019/2021 Climate Survey Comparative Data

Questions from 2021 Survey not included

Q1 Did you take the Metroparks Climate Survey in 2019

Q2 I am more comfortable talking about issues of diversity, equity and inclusion than I was at the time of the first Climate Survey

Q3 I am more comfortable talking about gender identity than I was at the time of the first Climate Survey

Q4 I am more comfortable discussing topics of diversity, equity and inclusion with fellow employees than I was at the time of the first Climate Survey

Q10 We have improved communication within our department/park/area since the time of the first Climate Survey

Q11 Metroparks staff has improved communications across department/areas/districts since the time of the first Climate Survey

Q12 I have experienced discrimination at work at the Metroparks by a coworker or supervisor

Q13 I have experienced discrimination at work at the Metroparks by a visitor

Q14 I have experienced some form of harassment at work at the Metroparks by a coworker or supervisor

Q15 I have experienced some form of harassment at work at the Metroparks by a visitor

Q16 I have heard inappropriate jokes made about people like me at the Metroparks by a coworker

Q17 I have heard inappropriate jokes made about people like me at the Metroparks by a visitor

Q18 I have witnessed discrimination toward visitors at the Metroparks by a coworker or supervisor

Q19 I have witnessed discrimination toward visitors at the Metroparks by other visitors

Q21 I have participated in diversity training at the Metroparks

Q22 I found diversity training useful for my work at the Metroparks

Q40 I know where to find resources, within my park, area or department to assist visitors who have a physical disability

Q41 I know where to find resources, within my park, area or department to assist visitors who have a cognitive impairment

Q42 I have participated in a virtual DEI Conversation

Q43 I have watched a DEI Speaker Series event



To: Board of Commissioners
From: Senior Buyer Heidi Dziak, Chief of Interpretive Services Jennifer Jaworski
and Chief of Diversity, Equity and Inclusion Artina Carter
Project No: ITB 2021-047
Project Title: Purchase – Mobile Outreach Vehicles
Location: All Locations
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners (1) approve the purchase of two (2) 2022 Ford Expeditions for a total amount of \$87,270 from Jack Demmer Ford of Wayne, Michigan, the low responsive, responsible bidder for ITB 2021-047; and (2) approve the transfer of \$87,270 from the Park Operations budget to the Capital Equipment budget as recommended by Senior Buyer Heidi Dziak, Chief of Interpretive Services Jennifer Jaworski, Chief of Diversity, Equity and Inclusion Artina Carter and staff.

Fiscal Impact: Funds are available in the Board approved Park Operations budget and staff is requesting to transfer \$82,270 to the Capital Equipment budget.

Scope of Work: Furnish and deliver two (2) 2022 Ford Expeditions.

Background: During the Oct. 15, 2021 Board Retreat, commissioners committed to expanding interpretive services. An important element of this goal is increasing mobile outreach services. To accomplish this, staff seeks to add two vehicles with large cargo capacity to the current mobile outreach fleet, which would allow staff to provide a greater number of outreach programs to schools and communities within the five-county area.

Given the current shortage of vehicles, staff solicited bids for new or gently used, low-mileage cargo vans, pick-up trucks, and sport utility vehicles. The proposed purchase of the vehicles was competitively bid and the Invitation to Bid (ITB) was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 97 vendors, of which 13 vendors downloaded the ITB.

The incoming equipment will join Metroparks existing mobile outreach program and will not replace any outgoing equipment.

<u>Vendor</u>	<u>Location</u>	<u>Price per Vehicle</u>
1. Jack Demmer Ford* DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Wayne, MI	\$43,635.00
2. Feldman Ford DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Detroit, MI	\$44,156.00

(*) Indicates recommended award.



To: Board of Commissioners
From: Jay Bibby, Interim Chief of Planning and Development
Project Title: Report – Planning and Development Department Monthly Update
Date: January 7, 2022

Action Requested: Receive and file

That the Board of Commissioners receive and file the Planning and Development Department Monthly Update as recommended by Interim Chief of Planning and Development Jay Bibby and staff.

Background: The following are highlights of the activities of the Planning and Development Department for January 2022:

Project/Initiative Implementation

- Lower Huron Metropark Iron Belle Trail construction plans under review.
- Willow Metropark Big Bend streambank stabilization RFP for consultant services in progress.
- Sheldon Trails ribbon cutting event being planned.
- ETC Institute survey for the Five-Year Community Recreation Plan final draft reviewed and approved for regional distribution.

Planning & Community Engagement

- 2022 DNR grant projects due April 1 are being planned for community outreach and public meetings for Lake St. Clair West Boardwalk, Stony Creek Reflection Trail and Delhi Skips Livery improvements.
- Kensington Master Plan public review period on website for feedback completed.
- Ford volunteers built 20 raised garden beds at Wolcott Mill Metropark.

Programming

- 50 percent of Oak Prairie plugs planted with Ford volunteers, remaining plugs to be planted in the spring.

Land Issues

- GIS property database preliminary research for land ownership of bottomlands immediately upstream of Huroc and Flat Rock Dam

Grants

- 2021 MNRTF grant submittals being prepared for Lake St. Clair West Boardwalk, Stony Creek Reflection Trail and Delhi Skips Livery improvements.
- EDA Travel, Tourism, and Outdoor Recreation Grant application being pursued with deadline Jan. 31, 2022. Edgewater Resources, LLC hired for assistance with grant submittal pending Board approval of resolution on Jan. 13, 2022.
- NOAA dam removal (Flat Rock dam and Huroc dam) feasibility study grant being pursued with Jan. 12, 2022 deadline. AECOM hired for assistance with grant submittal.

Attachment: Planning and Development Department Monthly Update which includes Monthly Grant Updates



PLANNING AND DEVELOPMENT MONTHLY REPORT

January 2022

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114








[METROPARKS.COM](https://www.metroparks.com)

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OTHER DEPARTMENT INPUT KEY	
	Natural Resources and Regulatory Compliance
	Planning and Development
	Diversity, Equity and Inclusion
	Interpretive Services and Community Outreach
	Engineering

SYSTEM-WIDE

Restoration – Linear feet or acreage of project impact for shoreline protected or restored, wetlands protected or restored, floodplain protected or mitigated

Invasive Species Management – Linear feet or acreage of project impact treating invasive species

Habitat and Wildlife Protected – Linear feet or acreage of project impact for fish habitat, fish barriers removed or bypassed, species moved or avoided

Partnerships – Outside agency funding sources (total cost/sharing percentage)

Volunteers – Total number of volunteers/workdays

Grant/Foundation Funding – Total funding/match

Visitor Counts – Total number of visitors weekend/weekday









Best practices education – Project emphasizes educational and interpretational opportunities

Estimated cost – Total estimated or actual cost of project

Accessibility – Determine if facility or programs designed for accessibility (A) or if barriers (B) exist based on ADA checklist









Staff time – Total number of staff hours estimated

Administrative



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
SYSTEMWIDE	Planning and Development monthly reports	Report		Monthly	Staff time	Report assembly,
	Tollbooth scanning reports	Report		Monthly	Staff time	Ongoing
	Foundation administrative tasks	Various		Ongoing	Staff time	Administrative tasks, scheduling annual board meeting.
	Sign request processing/signage transition plans	Infrastructure/ Small Facilities		Ongoing	Actual cost	Administrative tasks
	CAPRA accreditation preparation	Report	Various	Ongoing	Staff time	P&D support provided for all Chapter Chairs
	FAIR Play Coalition maintenance and development	Various		Ongoing	Volunteers	Consultations on projects, committee meeting scheduled for Oct. 6
	Agency/org partnership maintenance and development	Various	Various	Ongoing	Staff time	Regional survey coordination with partners for 5-Year Community Rec Plans
	CAPRA Programming Ch. 6	Various		Ongoing	Staff time	Documentation assembly
	CAPRA Planning Ch. 2	Report		Ongoing	Staff time	Documentation assembly
	Commemorative trees and benches	Various		Ongoing	Staff time	Administrative tasks

SYSTEM-WIDE

HCMA Studies/Initiatives





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
	Volunteer Management	Plan		Spring 2021	Staff time	Researching community partners for 2022 recreational events and volunteers with DEI focus.
	Community Recreation Plan 5-County SE Michigan survey	Plan		Ongoing	Staff time/Consultant	ETC final draft of survey approved for public feedback for the Community Recreation Plan
	Sustainability Plan projects coordination	Various		Ongoing	Various	CAPRA Sub-Committee working on sustainability policy standards
	Trail Ambassador program	Report		August	Staff time	Working with marketing to launch officially in spring 2022
	ADA Transition Plan	Plan		Ongoing	Staff time	Action items updated in plan related to accessible walkway and picnic shelter improvements.
	Visitor count program	Various		Ongoing	Staff time	Summer 2021 visitor county summary underway.
	Visitation data documentation and analysis	Report		Ongoing	Staff time	Cross-department presentation to BOC at January meeting.
	Interpretive Master Plan demographic and other data analysis	Report		Ongoing	Staff time	Support for Interpretive Services staff for interpretive plan development

Grants/Fundraising


	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
	REI Grant Rouge Park	Plan		Ongoing	Staff time	Initial scope of work complete - using remaining funds towards gravel lot
	GOAL- Various grant opportunities	Plan		Ongoing	Staff time	Classes continue to be scheduled hesitantly due to Covid; 8 held-to-date

SYSTEM-WIDE

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
	2022 Recreation Programming	Various		On going	Staff time	Planning underway for 2022.
	DIA's Inside/Out program	Various		On going	Staff time	Art installations are being de-installed at Ken, Stony, and Lake Erie. 2022's application was approved for Willow, Wolcott, and Indian Springs.
	Programming Evaluation	Various		On going	Staff time	Ongoing
	Swim program development plan (SE Michigan region)	Plan & Program		Fall 2021	Consultant Report	Implementation Plan being developed by consultants based on existing conditions, public input, and goals/objectives

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
	PNC Grant	Documentation		Ongoing	Check received	All 60 programs awarded; equipment delivery and virtual programs cont.
	EGLE Recycling Bin Grant	Plan	Various	May 2021	Staff time	Audits of recycling bins for contamination ongoing
	Healthy Catalyst Paddling Accessibility	Implementation	Various	Ongoing	Staff time	Grant reporting
	Nature trail wayfinding sign development	Implementation	Various	Ongoing	Staff time	Met with new Int. Supervisor to update on project progress, data downloaded from pedestrian counter and remains in place. Draft plan in progress
	ESRI ArcGIS Administration	Documentation	Various	Ongoing	Staff time	GIS layers for regional map submitted to marketing. GIS county parcel data updated for adjoining properties along park boundaries.

SOUTHERN DISTRICT





Oakwoods accessibility improvements for nature trails project agreement signed for awarded grant (LWCF 2019)



SOUTHERN DISTRICT

Grants/Fundraising



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
LEr	2021 TF- Cherry Island Trail Improvements	Large Facilities		April 2021	Staff	Grant project awarded.
	2021 GLRI-EPA Nonpoint Source Grant	Large Facilities		Ongoing	Staff time	Partnering with Wyandot to perform ecological restoration at Six Points and SWMP green infrastructure improvements at LEr.; Notification delayed.
LHu	2020 TF - LHu Iron Belle Trail Connector	Documentation	Various	2021.	Staff time	Design engineering near completion for contract bidding.
	2020 LWCF - Walnut Grove Campground	Documentation	Various	2021	Staff time	Waiting on NPS Project Agreement, to be executed
	2020 LWCF - Off-Leash Dog Area	Documentation	Various	2021	Staff time	LWCF grant recommended for funding. Project Agreement pending .

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Wll	Woods Creek Playground	Large Facilities	Various	2021 Completion	Construction	Project completed and open to the public.
	SE Michigan Resilience Fund-Big Bend Area Restoration	Large Facilities	Eng/NR	Ongoing	Staff	RFP for design & construction of in-stream improvements under review by staff. RFP for out-of-stream work issued and under review by Engineering Department.
	Shelden Trails Ribbon Cutting Ceremony	Implementation	Various	Ongoing	Staff time	Being planned.

SOUTHERN DISTRICT

Project Implementation/Oversight, cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
LER	2019 LWCF - Oakwoods Accessible Nature Trail	Large Facilities		Ongoing	Staff time	Project Agreement executed by DNR/NPS
	2019 LWCF - Lake Erie Accessible Boat/Kayak Launch	Large Facilities		1 month	Staff time	Phase I archaeological study complete; waiting for report before PA

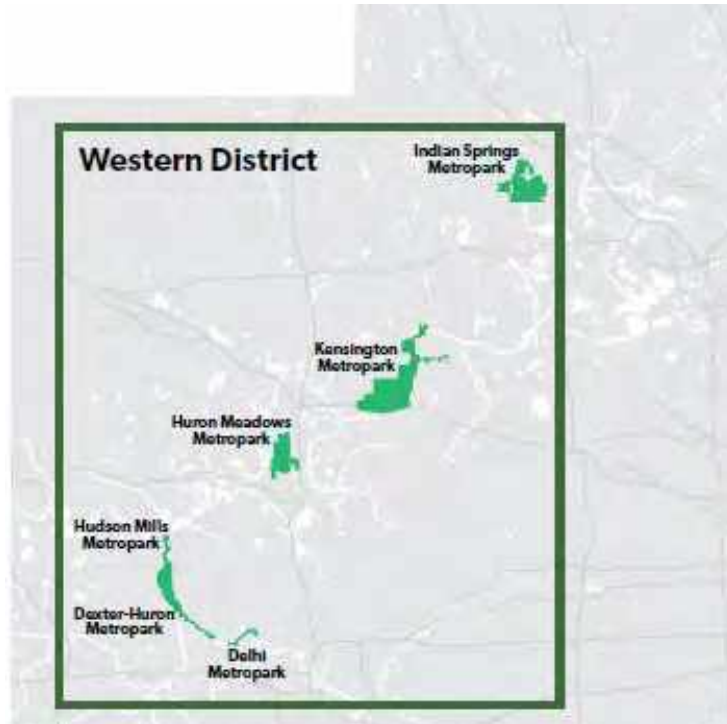
Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
LER	Laker Erie Shoreline Restoration Project	Spoil Pile Location	Ops . NR	October	Staff time	Assisting the NR Department on the location of 9,000 CY of spoils resulting from their grant project. A location south of the Cattail Picnic Shelter and a location at the Bean Field being considered.

HCMA Studies/Initiatives




	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
LER	Marina building study	Large Facilities		2021	Consultant	Draft report underway with staff and user engagement to assist in recommendations

WESTERN DISTRICT



WESTERN DISTRICT

Administrative





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Del	Border-to-Border trail design and construction	Large Facilities		Ongoing	Estimated Cost	Washtenaw County leading design efforts; attendance at meetings as necessary
MISC	Livingston County Parks and Open Space Advisory Committee	Partnership		Ongoing	Staff time	Attendance at regular POSAC meetings. Trail counter in place at Fillmore County Park. Data downloaded monthly
	Friends of the Lakelands Trail Steering Committee	Partnership		Ongoing	Staff time	Represent HCMA as a participating steering committee member that meet monthly

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Del	Skip's Livery relocation	Large Facilities		Ongoing	Consultant fee	Resubmittal in 2022 for grant funding through DNR Trust Fund

WESTERN DISTRICT

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Ken	2019 TF West Boat Launch Accessible Launch Project	Large Facilities		Ongoing	Staff time	Permits received, design comments addressed for re-submittal to DNR for approval.
HIMills	2019 TF Rapids View Accessible Launch Project	Large Facilities		Ongoing	Staff time	Plans, specs, and bid documents submitted to DNR MiGrants
DHlu	2020 TF – Dex-Huron Accessible Launch	Large Facilities		Ongoing	Staff time	Project agreement executed; survey completed and design underway
HMe	Feasibility study for connection between Huron Meadows & Island Lake Rec Area	Plan		June 2021	Staff time	Preferred route based on scoring methodology reviewed by staff, public/stakeholder engagement ongoing.

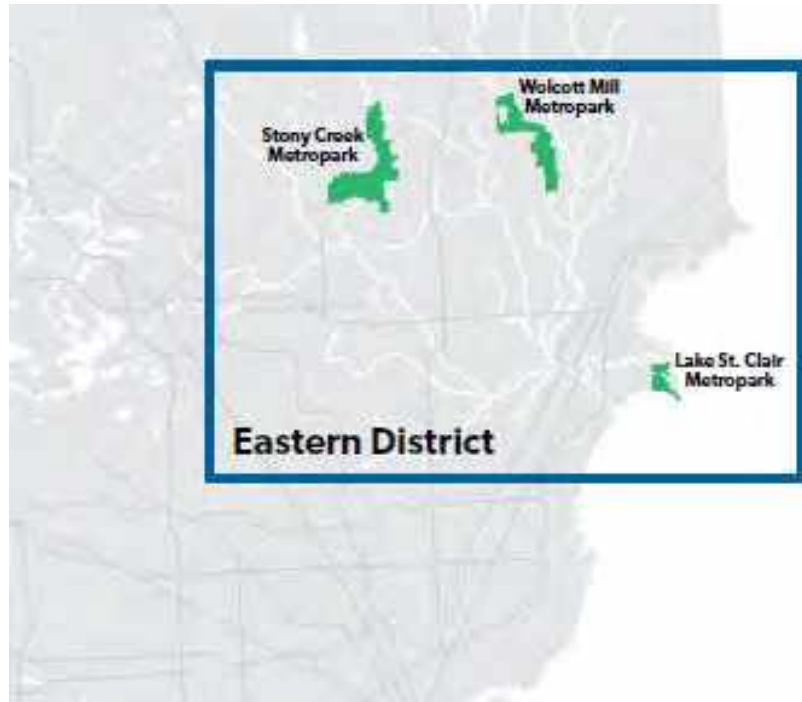
Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Ken	Kensington Nature Center Parking Lot and Accessibility Improvement Study	Large Facilities		August	Staff time	Concept plan completed

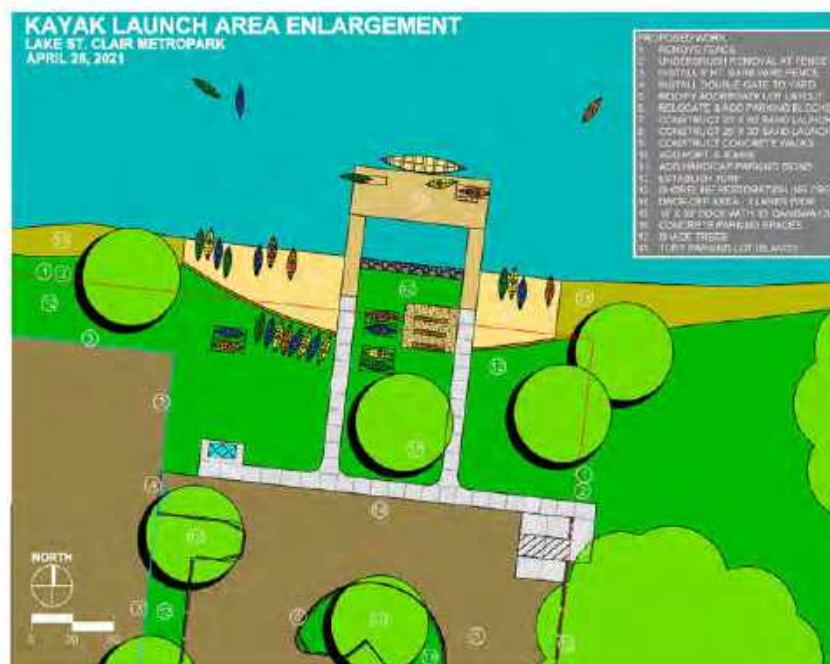
HCMA Studies/Initiatives

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
Ken	Kensington Master Plan 5-Year Update	Plan	Various	2021	Staff time	master plan 5-year update submitted for Board approval at BOC January meeting.

EASTERN DISTRICT



Lake St. Clair Accessible Launch improvements at Black Creek grant project agreement signed and approved




EASTERN DISTRICT






Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
WMIII	Schmidt Property Acquisition	Land Acquisition		Fall 2020	Acquisition	Working on demolition of deteriorated barns and other structures on site.

Grants/Fundraising



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
SCR	2021 LWCF- Stony Creek Reflection Trail Accessible Trail Development	Small Facilities		April 2021	Staff time	Approved purchase order with Commonwealth Associates for a phase 1 archaeological study required for SHPO clearance
LSC	Michigan Coastal Management Program Grant – Accessible Kayak Launch	Large Facilities	Various	Ongoing	Staff time	Grant agreements signed, ready for engineering design.

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
LSC	Transit Planning for Access to LSC	Large Facilities		2021 Completion	Consultant/Staff	Metropark Express launched to continue through 2022. Strategy in progress with SMART for continued marketing efforts and data reporting/analysis
	LSC Beach Restoration Project- Nonpoint Source Pollution Project	Large Facilities		2023 Completion	Staff time	Project completed end of 2021.
	Nature Trail wayfinding signage plan development	Small Facilities		July	Staff time	Development of a wayfinding plan for the nature trail system as a guide to update trail signage
SCR	Shelden Trails Redevelopment	Large Facilities		Ongoing	Staff time	Trail work complete on all loops. Bridge to be installed shortly on the north connector trail
	2019 TF – Off-leash Dog Area Development	Large Facilities		Ongoing	Staff time	Contractor work completed. Mesh fencing and signs to be delivered for spring 2022.

EASTERN DISTRICT

Project Implementation/Oversight, Cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
scr	Shelden Trails Signage Plan	Small Facilities	Mkting	3 months	Staff time	Mapping and signing of ski trails and intersection numbers underway
	26 Mile Connector Trail TAP Grant	Large Facilities		2022 Completion	Staff time	Bids received by Macomb County Dept of Roads and are within budget.
	Mound Rd. north of fire station sidewalk easement	Small Facilities		2022 Completion	Staff time	Survey and design underway by Washington Township

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
	Planning for LSC swim lessons in 2022	Programming		2022	Staff time	Budget and job descriptions completed

HCMA Studies/Initiatives

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
scr	None					

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2022 Actions
scr	Baypoint Beach concept plans developed	Plan	Various	2021	Staff time	3 concepts developed with the recommended preferred concept submitted for engineering cost estimate.

WHAT'S NEXT?

	Description	Action Type
SYSTEM WIDE	CAPRA documentation assembly	Staff time
	5-Year Community Recreation Plan survey distributed in 5 county region	Staff time/consultant
	Eco Counter 2022 Summary Report	Staff time
	GIS files updated for Factory Detroit for regional map update	Staff time
	NOAA Grant Dam Removal Feasibility Study Grant	Staff time
	MNRTF Grant Selections for 2022 planning underway	Staff time
EASTERN DISTRICT	EDA Travel, Tourism, and Outdoor Recreation Grant Underway: North Marina	Staff time/consultant
	Programming Evaluations	Staff time
WESTERN DISTRICT	Programming Evaluations	Staff time
SOUTHERN DISTRICT	Programming Evaluations	Staff time
	Lower Huron Master Plan 5-Year Update	Staff time



Grant Updates - January 2022

In Progress								
Grant program		JV/MN	Project/Park	Amount	Match	Due Date	Applicant	Notes
NOAA GLs Fish Habitat Restor.		JV/MN	Flat Rock Dam Feasibility	TBD	TBD	1/12/2022	GLFC	Preparing project details and partnership expectations
DNR TF '22		MN	Delhi Take-out Renovation	TBD	TBD	4/1/2022	HCMA	Reworking of plan proposed for '21
EDA - SEMCOG		JV	LSC North Marina	TBD		1/31/2022	HCMA	Forming work plan and scope of work, phase 1 arch underway
RCWJ Foundation		JV	Trail Connectors/SEMTAT	TBD	TBD	TBD	MF	Need further direction
LWCF / MNRTF 2022		JV	Stony Creek Reflection Trail	TBD	TBD	4/1/2022	HCMA	Reapplying for 2022
Grant Applications Awaiting Response								
Grant program	Project #	JV/MN	Project/Park	Award Amt	Match	Submitted	Applicant	Notes
GLRI-EPA Nonpoint Source		MN	OHM Stormwater Report GI	\$483,500	\$174,300	8/20/2021	HCMA	Wyandot is partnering; match is all in-kind; awards delayed
Grant Administration								
Grant program	Project #	Mgmt	Park/Project	Award Amt	Match	Deadline	Applicant	Updates
LWCF '18	50619-419	MN/JK	LH North Fishing Site	\$144,400	\$144,400	4/30/2022	HCMA	Preparing final report and reimbursement documentation
GLRI-FS '18	50219.688	MN/TM	LSC Black Cr Shoreline	\$160,211	-	12/31/2022	HCMA	Requesting modification due to excessive concrete removal & new launch
I-100 '18		MN/PB	KFC Seeding Green Future	\$90,000	-	11/18/2022	MF	1-yr extension granted; funds reallocated to garden STEM classroom
MNRTF '19	50820-218	MN/JK	HMI Rapids View Launch	\$226,400	\$226,900	8/31/2022	HCMA	Bids reviewed late Dec.; selection to be recommended at Jan. Board mtg.
LWCF '19	51120.114	MN/AS	Oak Access. Nature Trails	\$124,000	\$124,000	2/29/2024	HCMA	Project Agreement executed; design work added to eng. schedule
LWCF '20	50621.500'	MN/?	LH WGr Campground	\$300,000	\$150,000	TBD	HCMA	Waiting on NPS agreement
MNRTF '20	50821-221	MN/KE	DxH Accessible Launch	\$192,700	\$192,800	5/31/2023	HMCA	Coordinating with permitting agencies; revising plans to fit requirements
Ford Volunteer Corps '20		MN/KK	Oak Prairie Plantings	\$4,000	-	11/30/2021	MF	Half of native plugs planted; remaining will be planted spring '22
4CCF '19		MN/JJ	SC & Wol	\$24,000	-	Covid extension	HCMA	All invoices completed and turned in for payment; closing out grant
NFWF-SEMRF '21	51021-319	MN/TM	Wil Big Bend Area Restoration	\$250,000	\$177,859	6/30/2023	HCMA	RFPs in progress
CFSEM Design and Access '20		MN/JB	Feasibility study US-23 bridge	\$47,000	-	4/22/2022	MF	PEA Group connecting w/MDOT; preparing documents
Ford Volunteer Corps '21		MN/KK	Wolcott Raised Garden Beds	\$7,500	-	11/30/2021	MF	Ford vols. built 20 beds; new fencing purchased for garden
PNC '21		MN/JJ	W. MLC Early Childhood Educ.	\$5,000	-	6/25/2022	MF	All 60 programs awarded; equipment delivery and virtual programs cont.
Towsley Foundation '21		MN/JJ	GOAL	\$5,000	-	12/31/2022	MF	Classes continue to be scheduled hesitantly due to Covid; 8 held-to-date
Anonymous Foundation '21		MN/JJ	GOAL	\$10,000	-	7/31/2022	MF	Classes continue to be scheduled hesitantly due to Covid; 8 held-to-date
NEEF-Toyota '21		MN/KK	Beach Wheelchairs	\$20,000	~\$5,000	10/31/2022	HCMA	FAIR-Play Coalition met & are working on final recommendations
DNR TF '21		MN	LE Cherry Island Trail	\$300,000	\$192,500	TBD	HCMA	Project funded; awaiting agreement from DNR
DNR Iron Belle Trail	50529.126	JV/NK/MF	LH IBT Design Engineering	\$82,075	\$23,400	9/1/2021	HCMA	Plans nearly completed, being reviewed by engineering
MNRTF '19	50420.112'	JV/AS	Ken West Boat Launch Dev	\$154,000	\$154,000	8/31/2022	HCMA	Waiting for DNR approval
LWCF '19	51220.241	JV	LE Kayak Launch	\$122,500	\$122,500	2 yrs from proj agrmt	HCMA	Phase I archaeological study complete; waiting for report before PA
MNRTF '19	50920.555'	JV/JK	SC Off Leash Dog Area	\$50,000	\$88,500	8/31/2022	HCMA	Construction nearly complete, need fence contractor
TAP Grant		JV/JK	SC 26-Mile Connector Trail	\$214,455	\$43,000	12/31/2021	Macomb Co	MDOT selected contractor, waiting for update from Macomb County
Ralph C. Wilson Jr. Foundation		JV	Southern District	\$2,682,755	-	??	MF	First payments received
REI		JV/KK	Rouge Park Prairie	\$10,500	-	12/31/2021	HCMA	Initial scope of work complete - using remaining funds towards gravel lot
EGLE Non point source		JV/NK	LSC Beach	\$300,000	\$100,000	12/31/2023	HCMA	Contract closed out w/contractors, NR to review QAPP for water quality
SEMCOG Transportation Equity		JV/NK	LSC Planning	\$32,740	\$7,260	10/31/2021	Harrison Twp	Grant is completed, pilot project ongoing through Sept 2022.
EGLE - Recycling		JV/JB	Western & Southern Districts	\$48,816	\$12,204	9/29/2023	HCMA	2nd report sent; remaining funds to be used towards extra recycling bins
MNRTF '20		JV	LH IBT	\$300,000	\$416,766	6/1/2023	HCMA	Engineering reviewing PEA's design plans
LWCF '20		JV	LH Off-Leash Dog Area	\$165,400	\$165,400	~ Summer 2023	HCMA	Depends on timing for project agreement

Healthy Catalyst		JV	Adaptive Kayak equipment	\$2,950	\$0	10/30/2020	HCMA	\$166 left to spend. Trained Kensington staff on 8/6
REI	90020.1147	JV	Rouge Park Prairie	\$8,000	TBD	5/4/2021	MF	City of Detroit will build gravel lot; HCMA to provide materials
NOAA/Great Lakes Commission		JV/TM	Lake Erie Shoreline Restoration	\$1,449,609	\$135,194	extended by GLC	HCMA	Shoreline survey/testing complete, RFP out for arch. Services
Renew MI - DRFC		JV	DRFC	\$1,000,000	N/A	4/30/2021	HCMA	HCMA acting as fiduciary for DRFC; project update meeting in Jan
MCMP		JV	LSC Accessible Launch	\$194,863	\$194,863	12/18/2020	HCMA	Grant agreements signed; need to discuss timing w/engineering



To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Report – Interpretive Services Department Monthly Update
Date: January 7, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file Interpretive Services Department Monthly update as recommended by Chief of Interpretive Services Jennifer Jaworski and staff.

Attachment: Monthly Interpretive Services Department Report



HURON-CLINTON METROPARKS

INTERPRETIVE SERVICES MONTHLY REPORT

November 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



[METROPARKS.COM](https://www.metroparks.com)

PROGRAM/INITIATIVE IMPLEMENTATION

Project/Initiative Implementation

New:

- 2022 programming and partnership development with DEI

Ongoing:

- Development of Teacher surveys conjunction with Marketing and DEI
- Michigan Activity Pass
- Sensory Friendly backpacks available at Interpretive centers
- Alliance of Downriver Watersheds and Huron River Watershed partnership for stormwater education to Wayne County Greenschools
- ADA benchmarking to evaluate program accessibility
- Internal Evaluation on public interpretive programs and Public Event and Programming survey initiative.
- Interpretive Master Plans for 2021
 - Wolcott Mill Metropark Farm and Historic Centers
 - Oakwoods Metropark Nature Center
 - Kensington Metropark Farm Center

COMMUNITY ENGAGEMENT

Community Engagement

Ongoing:

- Detroit Parks Coalition discussion on growing partnership with programming
- Belle Isle Conservancy discussion on growing partnership with 2022 programming
- Detroit Riverfront Conservancy

PROGRAMMING

Programming

Ongoing:

- Get Out and Learn 2021-2022
- In-person, Synchronous and Asynchronous school programming continues
- In-person programming continues, including “pop-up” programs
- Virtual programming continues

GRANTS

Grants

Ongoing:

- Lake Superior State partnership and NOAA Great Lakes Bay Watershed Education and Training (B-WET) program to engage students in water quality monitoring and stewardship at Lake Erie Marshlands Museum.
- PNC Early Childhood grant for the Western District Mobile Learning Center.
- CMU and EPA grant partnership engaging students in water quality monitoring at Lake Erie Marshlands Museum.
- Lake St. Clair Birding Trail, the Metroparks are supporting partner on this grant that is promoting the birding trail in St. Clair and Macomb Counties.
- Green Ribbon Initiative with the Nature Conservancy, this grant covers conducting programming that highlights Oak Openings and develop interpretive signage at Oakwoods Nature Center.





To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Subject: Report – Monthly Natural Resources Update
Date: January 7, 2022

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the monthly Natural Resources Report as recommended by Chief of Natural Resources and Regulatory Compliance and staff.

Attachment: Monthly Natural Resources Report

NATURAL RESOURCES MONTHLY REPORT

JANUARY 2022

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



[METROPARKS.COM](https://www.metroparks.com)

SYSTEM-WIDE

ADMINISTRATIVE

- Preparing aerial survey and administrative planning of 2022 Deer program.
- 2022 Natural Areas work planning and staff evaluations continue.
- NPDES Permit administration continues, permit reissuance expected March 22.
- Annual reports for Eastern Massasauga Rattlesnake working group, various grant partnerships.
- Lake St. Clair NPS Grant and USFS Grant planning for 2022 work.



Figure 1: Deer enjoy bounty of fallen seed pods at Kensington Metropark Golf Course, Dec. 3, 2021.

SOUTHERN DISTRICT

LAKE ERIE METROPARK

- Shoreline excavation paused for weather and site conditions, to continue in February 2022.
- Marsh enhancement dredging project will proceed in January as conditions allow.
- Natural Resource and Natural Areas crew to assist in excavation and seeding project.

WILLOW METROPARK

- Washago area planning and permitting work continues.

OAKWOODS METROPARK

- Prescribed fire planning for 2022 season. Targeted mowing for control of shrub species to be conducted by grant partners, The Nature Conservancy, in February 2022.



Figure 2: 2010 Prescribed Fire at Butterfly Garden habitat at Oakwoods Metropark

WESTERN DISTRICT

KENSINGTON MEADOWS METROPARK

- Invasive shrub control in priority Eastern Massasauga Rattlesnake habitat

INDIAN SPRINGS METROPARK

- Invasive shrub control in priority Eastern Massasauga Rattlesnake habitat.

HUDSON MILLS METROPARK

- Invasive shrub and vine control in Eastern Massasauga Rattlesnake habitat.



Figure 3: Eastern Massasauga Rattlesnake emerging at Indian Springs Metropark.

EASTERN DISTRICT

STONY CREEK METROPARK

- Invasive shrub control continues in priority areas, including Eastern Massasauga Rattlesnake priority habitat.

LAKE ST. CLAIR METROPARK

- Shoreline restoration on Black Creek Marsh paused for the winter due to ground conditions. Will begin again in February or March as weather allows.

WOLCOTT MILL METROPARK

- Invasive shrub control work continues for staff in priority areas.

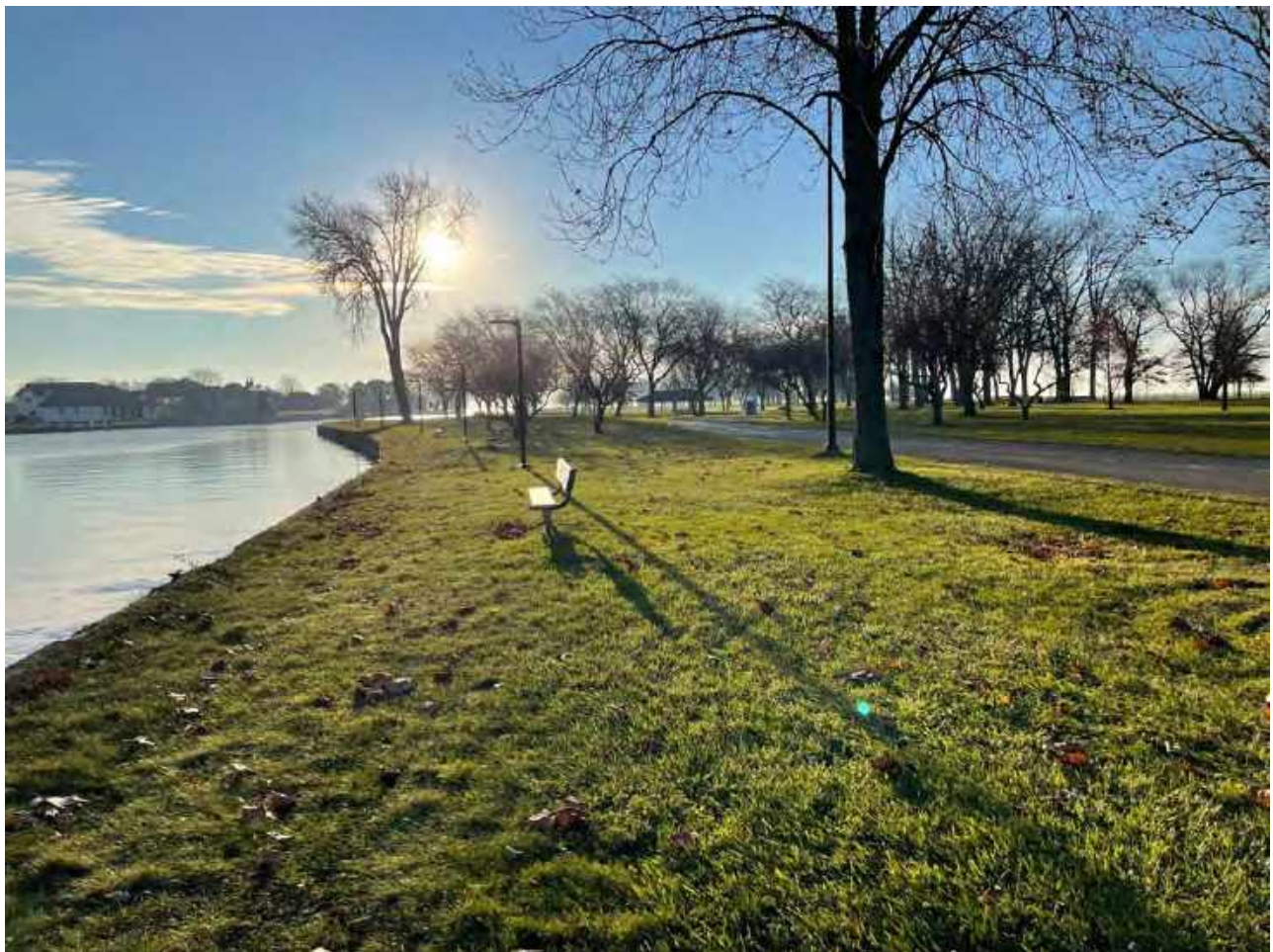


Figure 4: Lake St. Clair Metropark outfall survey for NPDES permit conducted Dec. 2, 2022.

WHAT'S NEXT?

SYSTEM-WIDE

- Mechanical control of Phragmites after treatment at several parks this winter
- Deer management program at various parks in February
- Deer population surveys utilizing helicopter survey
- Annual mowing of sensitive areas for control of invasive shrubs

SOUTHERN DISTRICT

- Shoreline excavation and grading, and marsh dredging at Lake Erie Metropark
- Big Bend restoration planning, beginning grading work for prairie plantings

WESTERN DISTRICT

- Oak Wilt mitigation and trenching at various parks

EASTERN DISTRICT

- Shoreline restoration grading and seeding at Lake St. Clair
- Winter Phragmites control via cutting at Stony Creek Metropark



To: Board of Commissioners
From: Jay Bibby, Interim Chief of Planning and Development
Project Title: Approval/Resolution – EDA Grant, Lake St. Clair North Marina
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the resolution for the grant application through the Economic Development Administration (EDA) Travel, Tourism & Outdoor Recreation Program for renovations of the North Marina at Lake St. Clair Metropark as recommended by Interim Chief of Planning and Development Jay Bibby and staff.

Fiscal Impact: This is a reimbursement grant. The total cost of the project is estimated at \$5 million, of which the Metroparks will be responsible for 20 percent. This amounts to \$1 million in cash outlay.

Background: The scope of work includes modifications and renovation to the existing seawall, upgrading and updating utilities, replacing piers with floating docks, a new walkway, and ADA accessibility improvements. This renovation will provide resiliency with fluctuating and increasing lake levels, increased flexibility for use of the marina for boaters and events, while improving accessibility for all park users.

To move forward with applying for the grant funding, Metroparks staff must submit the executed resolution with the match commitment.

Attachment: Resolution

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN 48114**

**RESOLUTION APPROVING SUBMISSION OF GRANT APPLICATION FOR
LAKE ST. CLAIR METROPARK – NORTH MARINA RENOVATION**

Resolution No. 2022-01

Motion made by: Commissioner _____

Supported by: Commissioner _____

AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HURON-CLINTON METROPOLITAN AUTHORITY HELD ON JANUARY 13, 2022, THE BOARD ADOPTED THE FOLLOWING RESOLUTION:

WHEREAS, the Huron-Clinton Metropolitan Authority, is submitting a proposal through the Economic Development Administration (EDA)'s Travel, Tourism & Outdoor Recreation Program for renovations of the North Marina at Lake St. Clair Metropark. The Huron-Clinton Metropolitan Authority does hereby specifically agree, but not by way of limitation, as follows:

1. The Huron-Clinton Metropolitan Authority (HCMA) is submitting a proposal for EDA's Travel, Tourism & Outdoor Recreation Program for renovations of the North Marina at Lake St. Clair Metropark;
2. Operations, Maintenance, Planning & Development, and Engineering staff, along with consultants, have been working to develop a site plan and cost estimate;
3. Funding is available from the Economic Development Administration's Travel, Tourism, and Outdoor Recreation Program; and
4. Total project cost is estimated at \$5,000,000, 20 percent of which would be funded through matching funds provided by the Huron-Clinton Metroparks, at \$1,000,000, and 80 percent at \$4,000,000 to be funded through the EDA's Travel, Tourism & Outdoor Recreation Program.

NOW, THEREFORE, BE IT RESOLVED, that the Huron-Clinton Metropolitan Authority approves the submission of the grant application to the Economic Development Administration (EDA)'s Travel, Tourism & Outdoor Recreation Program for up to \$5,000,000 for the improvements to Lake St. Clair Metropark and commits that the matching funds shall be provided if the project is funded.

AYES: Commissioners: _____

NAYS: Commissioners: _____

ABSTAIN: Commissioners: _____

ABSENT: Commissioners: _____

I hereby certify that the above is a true and correct copy of the Resolution adopted by the Huron-Clinton Metropolitan Authority, on January 13, 2022.

John Paul Rea, Secretary



To: Board of Commissioners
From: Jay Bibby, Interim Chief of Planning and Development
Project Title: Report – Kensington Metropark Updated Master Plan
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2021 update to the Kensington Master Plan as recommended by Interim Chief of Planning and Development Jay Bibby and staff.

Fiscal Impact: Projects identified in each park master plan will affect the Metroparks budget over the planning horizon; however, there is no immediate fiscal impact with this update.

Background: The original Kensington Master Plan was developed over the course of six months in the fall of 2016 and winter of 2017. It was approved by the Board on Feb. 9, 2017 to guide the long range (10-year timeline) planning of developments for the park.

During the initial planning process, the intention to maintain these master plans as living documents was communicated.

This five-year update, therefore, focuses on the following:

1. Major changes to facilities, infrastructure, and programming
2. Updated needs and opportunities
3. Status of original action items
4. Any new actions identified to help meet goals and policies

Staff have also updated the following sections:

- Revenue
- Visitation
- Demographic/socioeconomic population data
- Community and supporting plan documents

Planning and Development staff invited representatives from each administrative department and Kensington park operations to form a steering committee to guide the update process. The public was invited to participate in a brief online survey, and staff also performed in-person outreach at one of the movie nights at Kensington over the summer.

Staff anticipates completing an entirely new Kensington master plan at its 10-year mark in 2027.

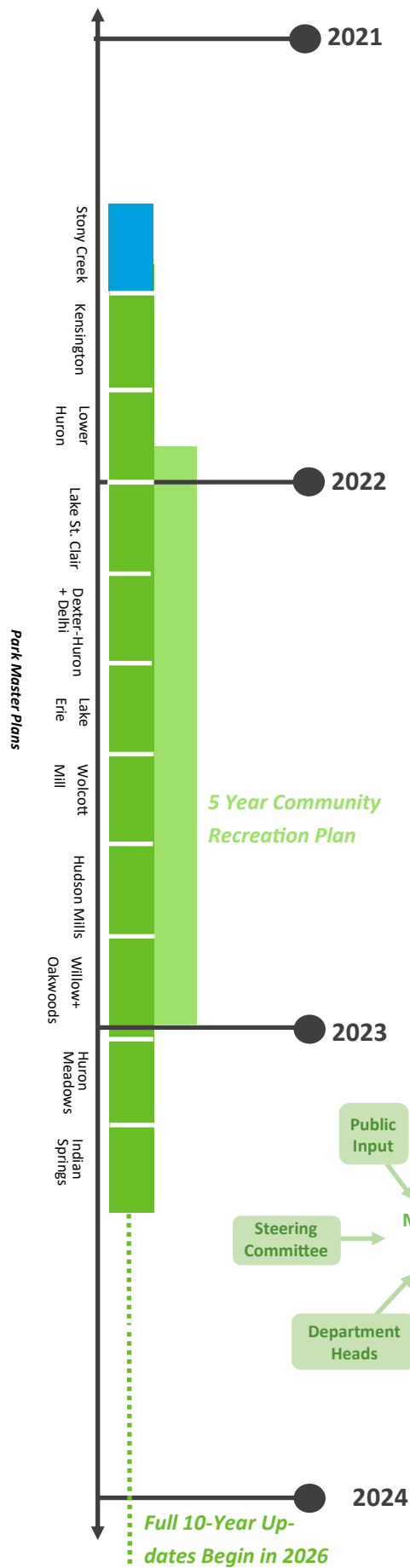
Attachment: Updated Kensington Master Plan

KENSINGTON METROPARK MASTER PLAN



5 Year Update to 2017 – 2027





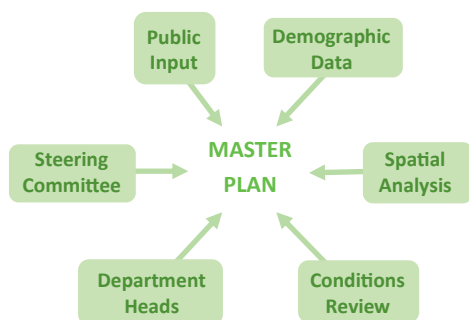
Introduction

Planning Process

The five-year update is an opportunity for each of the 13 Metroparks to review their master plan and make sure it is still relevant. This review includes 1) major changes to facilities, infrastructure and programming in the park; 2) updated needs and opportunities; 3) completed action items; and 4) any new actions necessary to implement the goals and policies for the park. One of the most important components is the public input collected through meetings, questionnaires, and online comments. This reveals the public's hopes and expectations for the park and significantly influences plan recommendations. A master plan steering committee was formed to include park employees with exceptional knowledge of Kensington and surrounding community, who along with the experienced Metroparks department heads provide their professional opinions.

The Planning and Development Department also included updates to the demographic and spatial data to inform recommendations. Demographic data looks at the density, age, income, language, and other factors of the regional population. Spatial data, usually analyzed through Geographic Information Systems (GIS) software, looks at the physical location of the parks in relation to other recreation opportunities, transportation facilities, population centers, important natural resources, and more. Finally, the planning staff conducted a review of park conditions to identify areas needing improvement and areas experiencing success.

The master plans are intended to be living documents, modified as needed to reflect changing conditions in the parks. However, they focus on park developments over the following ten years, and will be updated every decade through a formal planning process similar to the current one.



The Steering Committee met on 10/05/2021

Revenue

Revenue Sources

2019-2020 Operations Revenue

Revenue Source	2019 Total	2020 Total*	% of 2020 Revenue
Tolling	2,518,683.56	3,336,085.73	62.39
Golf	1,117,245.85	1,115,429.83	20.86
Spray Zone	273,639.82	149,414.79	2.79
Boat Rental	232,819.00	283,294.73	5.29
Farm	220,579.16	90,562.10	1.69
Picnic Shelter	111,725.00	69,587.50	1.30
Disc Golf	74,541.73	102,396.13	1.91
Boat Storage	75,740.00	70,353.18	1.31
Special Events	6,370.40	3,250.00	0.06
Island Queen	54,408.00	100.00	0
Nature Center	45,785.05	7,127.52	0.13
Miscellaneous	47,364.74	81,419.61	1.52
Mobile Learning Center	30,146.00	4,687.50	0.09
Cross Country Ski	5,098.13	10,069.26	0.19
Group Camp	8,782.36	6,994.51	0.13
Mobile Stage	11,100.00	850.00	0.02
Beach	3,806.01	10,377.68	0.19
Parkways	15,955.39	5,207.56	0.09
	4,853,790.20	5,347,207.63	100%

*2020 Operations Revenue was irregular due to the COVID pandemic.
2019 totals are included for comparison.

NEEDS

Diversify sources of revenue

Offer new and exciting activities/
programs to visitors to both boost
tolling and gather user fees

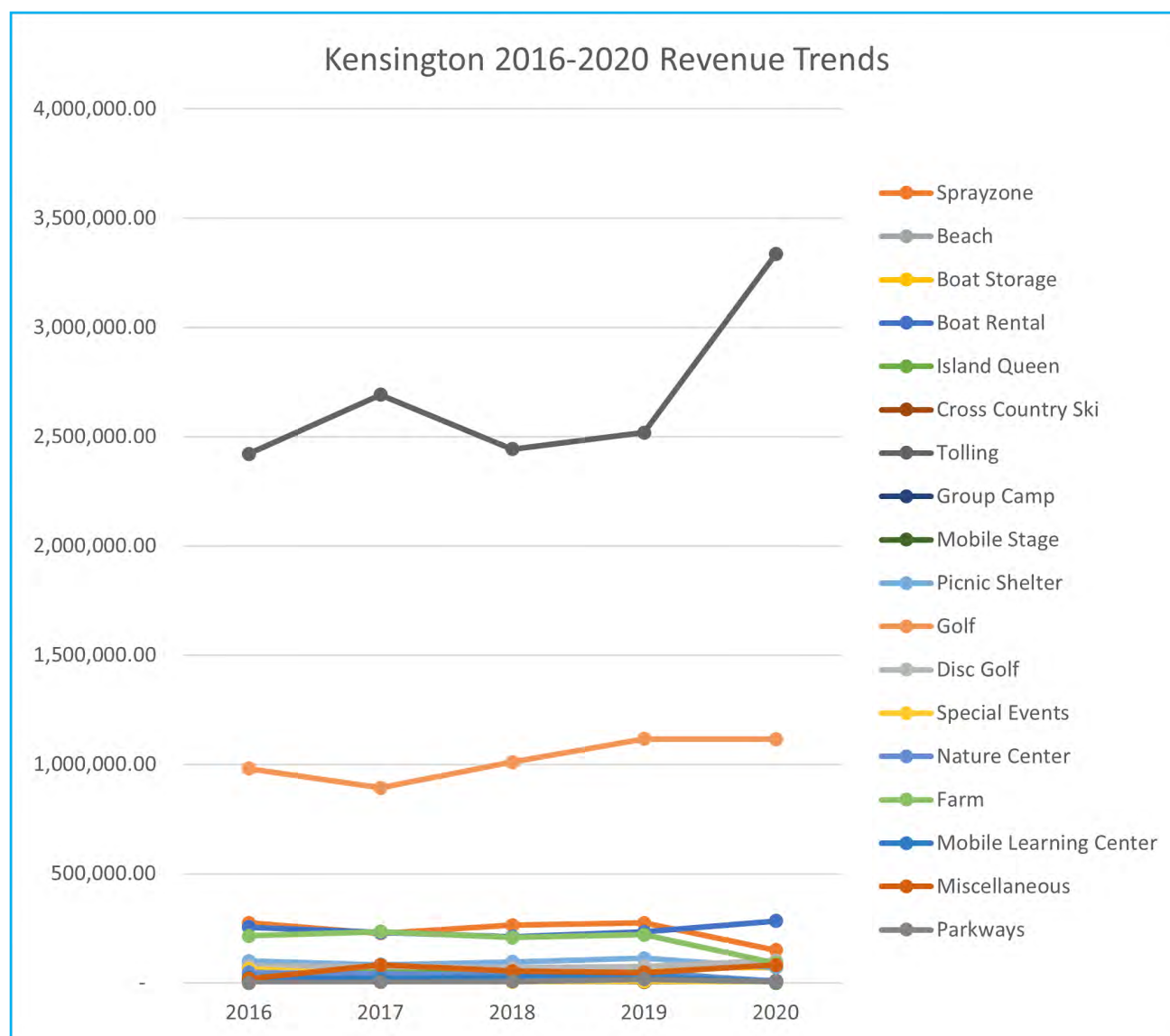
OPPORTUNITIES

The Metroparks 2020 General Fund revenue equaled \$56,927,831, representing a nearly \$1.5M increase over 2019. At over \$5.3M in revenue in 2020, Kensington Metropark comprised nearly 9.4% 3% of all Metroparks revenue.

Kensington's budgeted 2021 operations revenues were \$4,821,428, while estimated 2021 operations expenses were \$7,850.857. Property tax and other revenue is therefore estimated to subsidize 38% of the Kensington operating budget for the year.

As the chart illustrates, over 80% of operating revenue comes from park entrance tolling and golf.

Revenue Sources



REVENUES TRENDING UPWARD

Golf, Tolling, Boat Rental, Miscellaneous

REVENUES TRENDING DOWNWARD (COVID-related)

Farm Center, Nature Center, Spray Zone, Special Events, Island Queen, Mobile Learning Center

Revenue

Visitors

Kensington Metropark is a regional park and can draw from the 3,566,644 people that live within a 30 mile radius (approximately a 45-minute drive) of the park. Certain events and activities may draw visitors from greater distances.

Vehicle entries to Kensington Metropark have averaged close to 803,529 since 2016. Record entries of 953,800 were recorded in 2020. Weather often plays a role in attendance to the park; activity areas greatly affected by weather are the trails, beaches, boat rental, disc golf course and golf course.

In 2019, the Metroparks season pass included a barcode that park staff could scan when visitors enter Kensington Metropark. The barcode was added so Metroparks staff could track which ZIP codes users are coming from to create better experiences, amenities and programming within the park system. Knowing where people are coming from also assists in identifying gaps in visitor characteristics so that the Metroparks can do a better job in sharing information about areas that may be underrepresented in terms of attendance.



Farm Center Spring Festival



Popular Martindale Beach

NEEDS

Maintain and build upon high vehicle entry rates

Take advantage of popularity to grow revenue and system awareness

OPPORTUNITIES

VEHICLE ENTRIES 2013-2020



Kensington Metropark 30-Mile radius



Programs & Events



Michigan Philharmonic



Down and Dirty Mud Run



Colonial Kensington

NEEDS

Increase revenue and visitation

Build on enthusiasm of Kensington visitors with exciting, engaging programs and events

OPPORTUNITIES

2021 Integrated Marketing Plan

Educational and public programs looked much different than “average” in 2020. Staff adjusted to ever-changing situations of the pandemic to continue serving visitors on multiple platforms using virtual and hybrid programs, as well as small-group, in person, outdoor programs. These new practices will carry over into 2021 and staff will continue working collaboratively to provide exciting new experiences for the Kensington communities in ways that are safe and engaging.

2020-2022 Recreation Programming Plan

In 2019, the Metroparks amended the 2018-2022 Community Recreation Plan to include a Recreation Programming Plan.

An important element of programming is accessibility and ensuring all programs, events, and services are compliant with the American Disability Act (ADA) requirements.

To achieve this, the Metroparks has begun self-evaluation of all programming and services offered by each department. Each program was categorized into groups of similar activities (e.g. programs, events, activities) and will then be analyzed each activity in terms of vision, hearing, and mobility barriers that may exist.



COMMUNITY INFLUENCES

Population

The population of the communities surrounding Kensington is aging rapidly and changing in mobility. The percentage of households without access to an automobile has been rising steadily over the last 10 years in Livingston County, even while falling somewhat in the immediate surrounding communities, Oakland County, and the 5-county region.

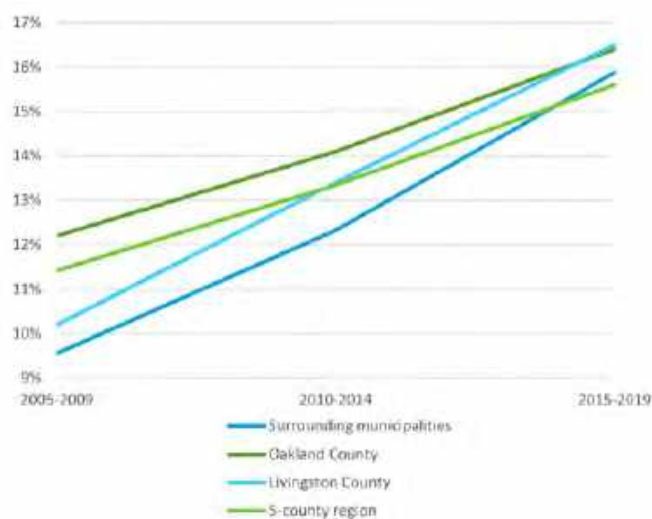
NEEDS

Address changing needs of new population demographics

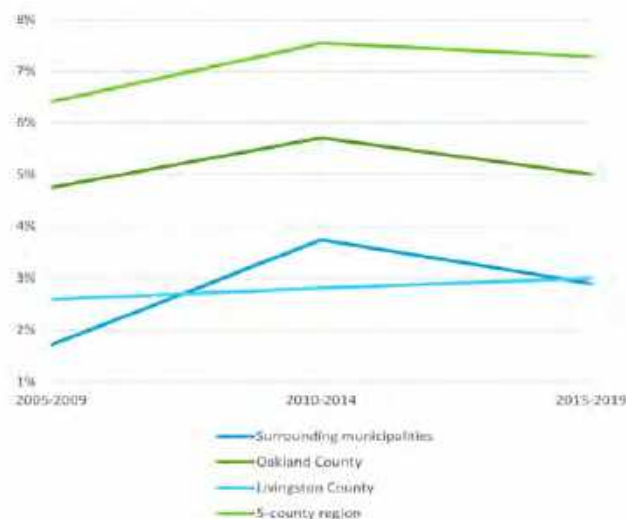
Draw new users with an accessible, welcoming park environment

OPPORTUNITIES

The percentage of individuals over 65 years of age continues to rise quickly in the region, Oakland and Macomb counties, and communities surrounding the park. The steepest climb is occurring in Livingston County. Older adults have distinct needs, often requiring accommodations for mobility and accessibility of park features such as trails and buildings. This is important to keep in mind when planning the future of a park serving an older population.



CHANGE IN PERCENT OF POPULATION OVER 65 YEARS, FROM 2005-09 through 2015-2019 (Source: US Census American Community Survey)



CHANGE IN PERCENT OF HOUSEHOLDS WITH NO CARS AVAILABLE, FROM 2005-09 through 2015-2019 (Source: US Census American Community Survey)

Community Influences

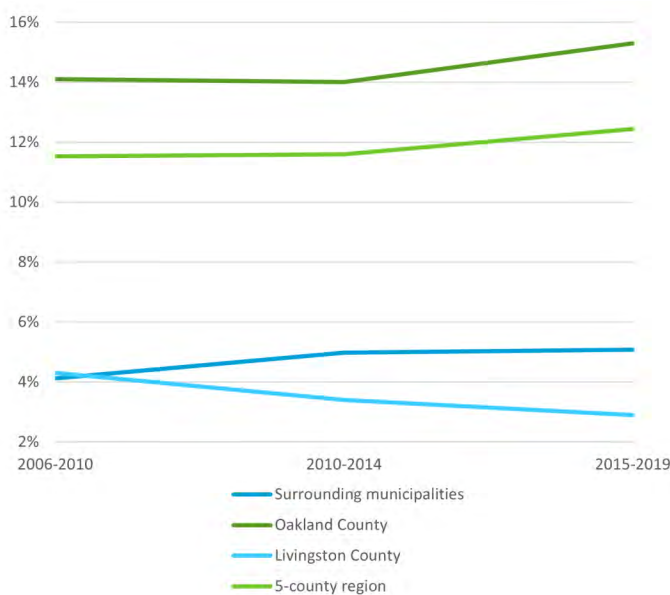
As shown below, Kensington is located past the western edge of the suburban ring around Detroit, largely in the midst of rural low-density areas with less than one thousand residents per square mile. It does touch slightly higher-density areas of Milford to the north and Lyon Township to the south. All this creates unique land use and park access challenges and opportunities.

Since 2014, the population density has increased across the board for the 5-county region, Livingston and Oakland counties, and the municipalities surrounding Kensington.

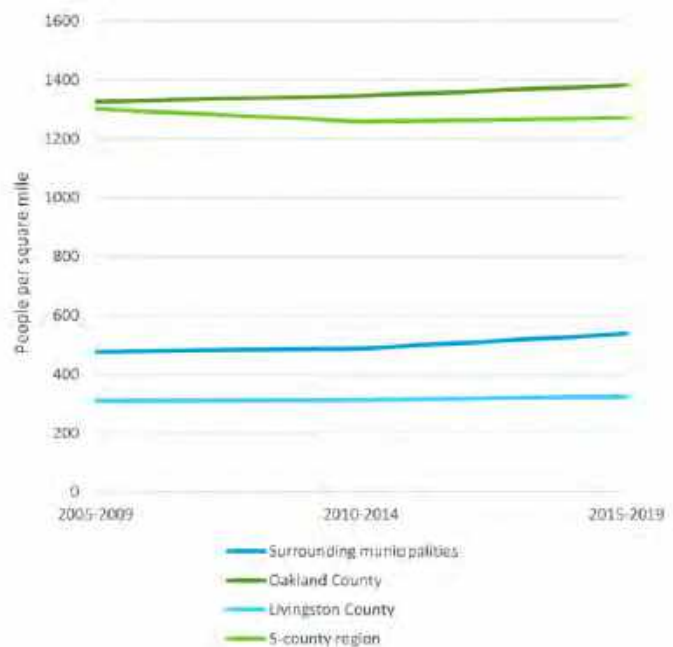
Although most households in the area still speak English as their first language, Oakland County and the 5-county region as a whole are seeing increases in the percentage of households that speak languages other than English at home. While there was a decrease in this metric in Livingston County over the last 10 years, the percentage of households in municipalities immediately surrounding Kensington that speak a language other than English has held steady over the last 5 years.



POPULATION DENSITY BY CENSUS TRACT, 2010-14



CHANGE IN PERCENT OF HOUSEHOLDS SPEAKING LANGUAGE BESIDES ENGLISH AT HOME, 2006-10 through 2015-2019
(Source: US Census American Community Survey)



CHANGE IN AVERAGE POPULATION DENSITY, 2005-09 through 2015-2019
(Source: US Census American Community Survey)

NEEDS

Improve park connectivity with community

Create good working relationship with surrounding municipalities

OPPORTUNITIES

Milford Township (no update since 2017)

- Joint master plan with Village of Milford
- Planning for population increase, Smart Growth
- Gradual transition of urban to rural districts
- Metroparks included in master plan
- Interest in non-motorized collaboration

Lyon Township

- Conservation of remaining open areas
- New zoning categories to accommodate development
- Need for senior housing options
- Interest in conservation easements and land trusts
- Interest in non-motorized collaboration
- Trail and trailhead investments (2020 Capital Improvement Plan)

Brighton Township (master plan update 2020)

- As gravel sites in the eastern border of the Township reach the end of their useful life, they will be redeveloped consistent with surrounding land uses
- Plan to develop first active Township park on Kensington Road between Buno and Jacoby Roads

Green Oak Township (no update since 2014)

- Balancing commercial development and open space
- Planning for cluster developments and service boundaries to preserve open space
- Created Path and Greenway Plan

Huron River Watershed Council

- Improve climate resiliency of communities on the watershed
- Green infrastructure for local governments program
- Collaboration in stormwater management efforts
- RiverUp! program supporting placemaking in river towns
- Huron River Water Trail partner facilitation



Projects/Initiatives

Understanding the goals and plans of municipalities bordering and/or containing Kensington is essential for a collaborative, comprehensive planning process. Planning staff researched the published master plans and recreation plans of surrounding municipalities, counties, and regional agencies. These provided a basic idea of the direction planned for each, especially regarding land use,

Oakland County

- Green Infrastructure Vision linking Kensington to other open space and recreation

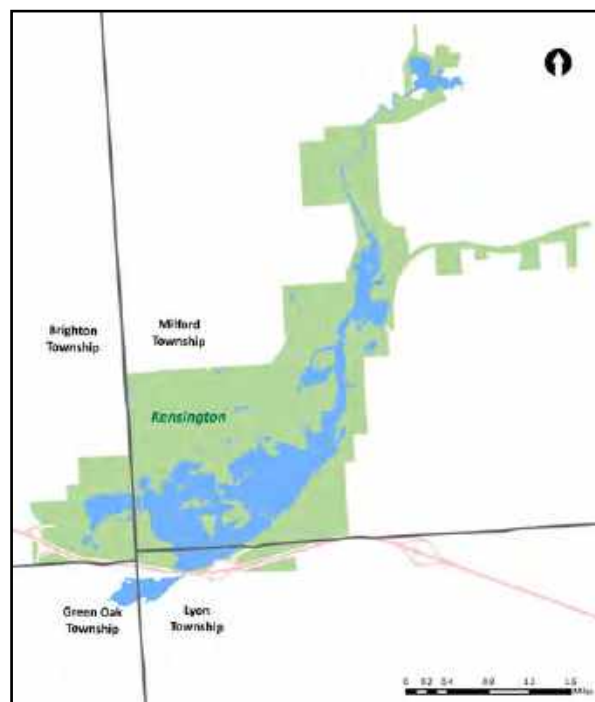
Livingston County (master plan update 2018; countywide trails plan 2020)

- Work to connect recreation assets throughout the County in coordination with HCMA, MDNR, and other partners

Southeastern Livingston County Recreation Authority Parks & Recreation Master Plan (no update since 2017)

- Work with regional recreation providers to expand opportunities and improve connectivity

MUNICIPALITY MAP



Supporting Plans

Community Recreation Plan

The Kensington Master Plan is aligned with the Metroparks Community Recreation Plan 2018-2022 that creates an inventory of existing facilities and resources, identifies community and recreation and open space needs and sets a plan of action for a 5-year period. To be eligible to apply for Land and Water Conservation Fund, Michigan Natural Resources Trust Fund, and Waterways grants, a community must have an approved 5-Year Plan on file with the Michigan Department of Natural Resources (DNR) by February 1 of the year they intend to apply.

Marketing Plan

Realizing the importance of marketing and communication, the Kensington Master Plan will coincide with updates to the Marketing Plan 2021 Goals and Strategies, developed annually by the Marketing and Communications Department. Both are living documents that will closely follow both present and future marketing trends and work in collaboration amongst various departments.

ADA Transition Plan

The Metroparks Board of Commissioners approved an updated Americans with Disabilities Act (ADA) Transition Plan in November 2019. Moving forward, top priority projects will be added into annual capital and major maintenance improvement projects and identified in the Five-Year Community Recreation Plan and 10-year master plan (five-year amended) developments.

Stormwater Management Plan

The Stormwater Management Plan (SWMP), approved by the Board of Commissioners in 2019, provides a comprehensive review and analysis of the existing stormwater conveyance system for improvement and maintenance projects that prioritize reduction of impacts on water quality. It includes concepts and preliminary details for the design, construction, and operation and maintenance of the stormwater system for each Metropark (separated into individual chapters). Vetted by a committee of administrative departments and Kensington operations and maintenance staff, recommendations include green infrastructure development, shoreline and streambank restoration, and culvert and outfall cleanouts and replacements. Cost estimates were developed for each project, and calculation tables were included to help with budgeting (adjusting for inflation) in the future.



Community Influences

Relevant Planning Documents

SEMCOG Bicycle and Pedestrian Mobility Plan for SE Michigan, 2020

"In recent years, Southeast Michigan has made great progress toward a more comprehensive regional bicycle and pedestrian system. As walking and biking infrastructure continues to expand and connect, so have the plans, programs, and policies that support its use. Current conditions in the region provide a strong foundation for bicycle and pedestrian mobility, however,

Livingston County Master Plan, 2018

"The intent of the Livingston County Master Plan is to provide a big-picture, county-wide approach to planning in Livingston County that focuses on the planning features that connect our twenty local units of government. Livingston County does not currently have a county-wide zoning ordinance, so the Livingston County Master Plan is intended to influence both the master

Milford Twp. Recreation Master Plan, 2019

"Desired Complete Streets Improvement — Install a non-motorized segment along Hickory Ridge Trail south to Kensington Metropark." pg. 46

"Work with HCMA and the MDNR and support the development of multi-use hike, bike, pedestrian, and equestrian trails between Kensington Metropark and Proud

Brighton Twp. Master Plan, 2020

"Enhance the quality of life in Brighton Township by encouraging the conservation of prime natural amenities such as water bodies, floodplains, open space, wetlands, woodlots, aquifers, and

Livingston County Trails Plan, 2020

"Based on past plans and stakeholder input, nine corridors were identified as potential near term trail connections for Livingston County. These focus corridors build off the Great Lake to Lake Trail and connect parks, trails and areas of higher

SEMCOG Parks & Recreation Plan for SE Michigan, 2019

"SEMCOG has a variety of resources to support regional stakeholders in parks, trails, and recreation planning. This includes regional coordination, developing regional planning tools such as the ParkFinder and Trail Explorer, and providing guidance on grant applications, plan development, data analysis, or other parks and recreation

SEMCOG Green Infrastructure Vision for SE Michigan, 2014

"The green infrastructure network should be approached as a system, regardless of ownership. Local, regional, state, federal, and private owners of the network should coordinate activities in order to provide an efficient, systems-

Since the development and land use decisions of bordering communities and other governmental agencies directly impact the park, these neighbor master plans were reviewed and taken into account when creating this document. The opinions and ideas expressed by residents and leaders in these municipalities give Kensington a wider context and in many cases underscore the importance of the park's resources to citizens.

Kensington is part of a broader system of recreation and green space that includes other Metroparks as well as local, county, and state parks and greenways. Due to this, recreation and green infrastructure plans were also considered in creating the Kensington Master Plan. Many communities are currently advancing their non-motorized networks, seeking grant funding to create greenways and paths, and cooperating to provide linked green and recreation spaces to their constituents.

Several other state, county, and local parks are located close to Kensington Metropark, leading to exciting opportunities for non-motorized connections and collaboration among agencies.

PUBLIC INPUT

← Outreach Process



Over the duration of the Kensington Master Plan Update process, the Metroparks Planning and Development Department ensured a variety of opportunities for public input and feedback. The process could be followed at public outreach events with input on questionnaires, an online survey, and online comments based on the draft plan posted on the Huron-Clinton Metroparks Planning and Development Department Website.

Online Public Survey– 8/20/21

An online survey was developed to gather general information about park visitors and their use of the park as well as recommendations for improving features and amenities offered at the park. The survey was made available for the duration of the planning process. A total of 32 responses to the survey was collected. The public could find the survey on hard copy questionnaires, social media blasts, metroparks website, and the QR-Code made available at the movie night event.

Public Outreach Event Movie Night– 8/20/21

Located at Kensington Metropark, members of the public attending the movie night event had the opportunity to learn about the park and planning process for the Master Plan Update and provide input regarding their needs and opportunities and provide feedback on key projects identified along with suggesting further ideas.

Steering Committee Meeting 1 - 10/05/21

This first meeting involved staff reviewing the master plan goals and action plans and participated in a brainstorming activity for updates to the needs and opportunities.

Steering Committee Meeting #2– 11/23/21

The second meeting involved staff reviewing updates to the needs and opportunities, public input survey results, and draft action plan.

Planning and Development Department Webpage– 11/29/21

The public had the opportunity to review the draft plan and provide comments for final public input and possible refinements prior to presentation to the Board of Commissioners October meeting.

Board of Commissioners Meeting– 12/08/21

The Plan was recommended for Board approval with the public provided an opportunity to participate during the public commentary period.



Results

The survey responses, both written and submitted online, offered more insight into the needs of park patrons. A strong desire for both viewing and protection of the wildlife and their habitat. Also, the need for trails to be continually maintained and groomed for year-round enjoyment. Sustainability was also a common theme with the public needs with strong support for recycling and electric vehicle (EV) charging stations. Opportunities suggested targeting seasonal employment for teenagers and young adults, expanded programs that offer free family events and interactive self-guided park and trail tours..

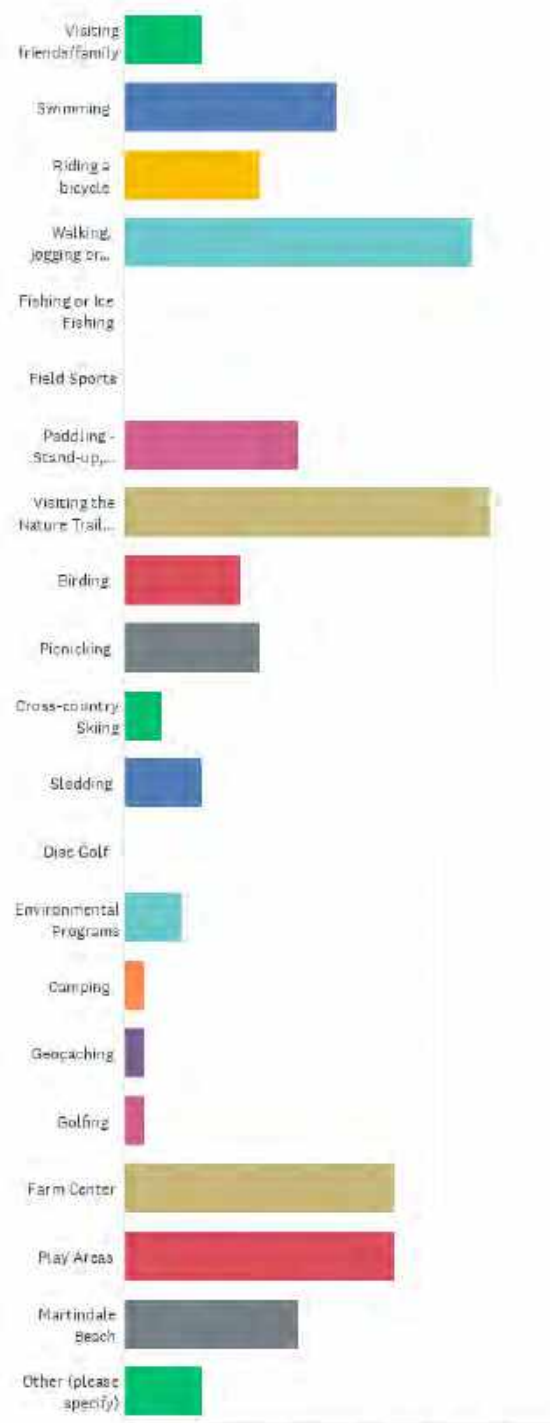
The most popular activity was hiking the nature trails and visiting the nature center followed by walking or jogging along hike-bike trails. Other popular activities included visiting the farm center, play areas, and swimming.

Local bicycle enthusiasts recently formed the "Hometown Bicycles advocacy group," comprised of folks in the Brighton area advocating for trails and bike facilities. They are interested in safe non-motorized connections across Livingston County.

Red circles on the map show the survey responders favorite spots in the park



When you visit Kensington, what activities are you typically doing?



Action Plan

Needs & Opportunities

Based on the assessment of park conditions, demographic research and spatial analysis, public input, and staff input, the needs and opportunities listed throughout this document were developed. [5-year updates are in blue text](#)

Needs

- Continue to draw diverse range of visitors to the park
- Define and protect areas with important biodiversity features
- Better educate about and preserve important cultural features
- Address aging and overbuilt infrastructure
- Identify areas of facility duplication
- Work with county to address park boundary issues
- Replace outdated, confusing, inconsistent signs
- Diversify sources of revenue
- Maintain and build upon high vehicle entry rates
- Increase revenue and visitation
- Address changing needs of new population demographics
- Improve park connectivity with community
- Incorporate variety of opinions and user groups into master plan



Opportunities

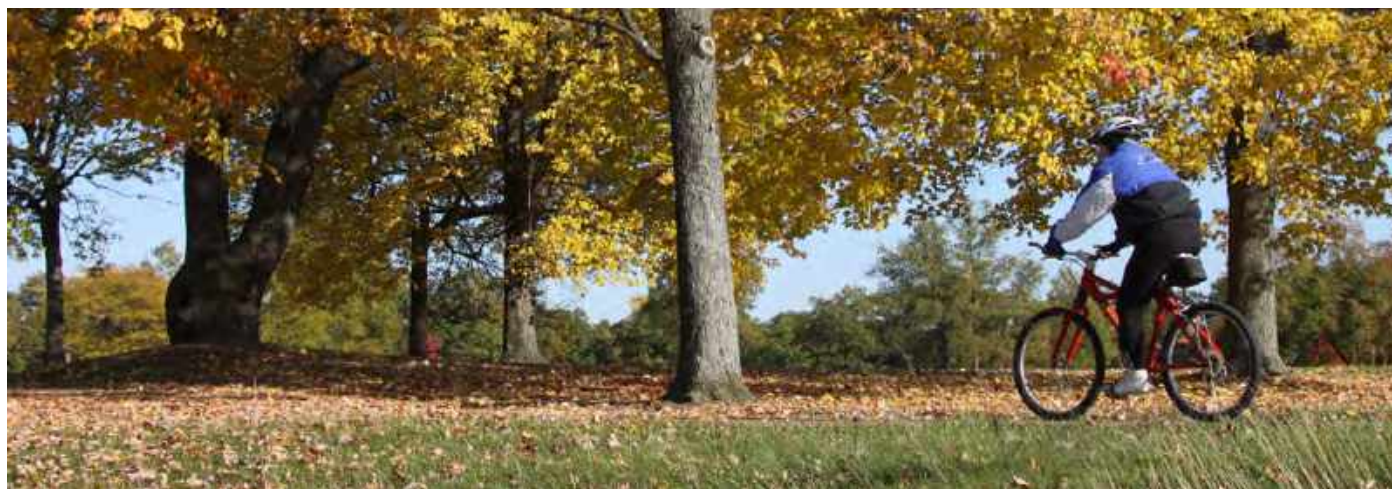
- Build on current popularity to attract new users
- Create a resilient network of biodiverse areas in the park
- Draw new visitors with programming/education based on history of park
- Redevelop park areas to better serve visitors and environment
- Provide unique recreational facilities to draw visitors from across the region
- Create good working relationship with neighbors and partner organizations
- Create consistent, convenient wayfinding system to give visitors confidence
- Offer new and exciting activities/programs to visitors of the park to both boost tolling and gather user fees
- Take advantage of popularity to grow revenue and system awareness
- Build on enthusiasm of Kensington visitors with exciting, engaging programs and events
- Draw new users with an accessible, welcoming park environment
- Create good working relationship with surrounding municipalities
- Create vibrant park through robust, transparent public outreach



With these in mind, the following list of projects, plans, and studies was developed. Major and minor projects have been identified as priorities and assigned a timeline, and the accompanying studies have been listed. These pages should serve as a blueprint for the future of the park over the next ten years.

Large Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Implement Maple Beach redevelopment plan (accessible parking, furnishings)	Engineering	Planning, Operations	Contractors	\$500,000		x		Near completion
Nature Center interior/exterior building renovations	Engineering	Interpretive, Maintenance	Contractors	\$100,000		x		Phasing updates underway
Implement Nature Center parking and circulation plan	Engineering	Planning, Interpretive	Contractors	TBD		x		Conceptual plan completed
Martindale Beach: construct new picnic shelter and toilets at south end	Engineering	Planning, Operations	Contractors	\$100,000		x		Not started
Implement Farm Center selective redevelopment plan	Engineering	Interpretive, Planning, Operations, Maintenance	Contractors	TBD		x		Phasing updates underway
Implement Mitten Bay redevelopment plan	Engineering	Planning, Operations	Contractors	TBD		x		Not started



Infrastructure / Small Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Pavement projects (list developed annually, as needed)	Engineering	Planning, Operations	Contractors	various		x	x	Ongoing
Accessibility improvements, including interiors and walkways - parkwide	Engineering	Planning, Operations	Contractors	various		x	x	Ongoing
Fit Trail sign and equipment replacement	Planning	Engineering, Operations		\$50,000		x		Not started
EV stations in parking lots for electric vehicles	Engineering	Planning, Operations	Contractors	TBD		x		Not started
Hike-bike trail: wall replacement (east), decking repairs along I-96	Engineering	Planning, Operations	Contractors	\$320,000		x		Not started
Black Locust Disc Golf Course: install vault latrine	Engineering	Planning, Operations	Contractors	\$50,000		x		Not started
Implement Orchard Picnic Area selective redevelopment plan	Engineering	Planning, Operations	Contractors	TBD		x		Phasing underway
Implement Playfield Picnic Area selective redevelopment plan	Engineering	Planning, Operations	Contractors	TBD		x		Not started
Update play structures as needed	Engineering	Planning, Operations		TBD		x	x	Ongoing
Update site furnishings (benches, fencing, parking blocks, etc.) as needed	Engineering	Planning, Operations		TBD		x	x	Ongoing
Playfield pit toilet replacement	Engineering	Planning, Operations		\$125,000		x		Not started
Group Camp bridge deck rehabilitation and railing replacement	Engineering	Planning, Operations		TBD		x		Not started
Golf course vault latrine	Engineering	Planning, Operations	Contractors	\$50,000		X		Not started

Natural Resources

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Vegetation and Invasive Species Management (annual)	NR	Planning, Operations	Contractors	\$30,000		x	x	Ongoing
Landscape tree diversification (annual)	NR	Planning, Operations		\$3,500		x	x	Ongoing
Sustainability initiatives	NR	Planning, Engineering, Interpretive		\$3,500		x	x	Ongoing
Hazardous waste removal (annual)	NR					x	x	Ongoing
Early detection, rapid response. Invasive species surveys and control in high quality natural areas (annual)	NR	Interpretive	NGOs	\$10,000		x	x	Ongoing
Deer cull to maintain deer at roughly 15/square mile.	NR	Police		staff time		x	x	Ongoing
Geese and Mute Swan Management	NR	Operations, Interpretive		\$5,000		x	x	Ongoing
Lake Vegetation Monitoring and Treatments (annual)	NR		Contractors	\$37,000		x	x	Ongoing
Oak Barren/ Savanna/ Prairie Restoration (multiple sites, Group Camp, East Border, Spring Hill, Hickory)	NR		USFWS, TNC, MDNR, NGO's	\$150,000		x		Ongoing
Wastewater treatment facilities upgrade (lagoon, comfort stations)	Engineering	Operations, NR	MDEQ	TBD		x		Ongoing
Conduct Prescribed fire in adapted native communities	NR		Contractors	\$4,000		x	x	Ongoing
Oak wilt control and prevention	NR	Operations, Interpretive	MDNR	\$4,500		x	x	Ongoing
High quality fen and tamarack swamp restoration	NR		MDNR, NGO's	\$50,000		x	x	Ongoing
Storage Building Upgrades (chemical, fuel, and equipment)	NR	Operations		TBD		x		Ongoing
Phragmites Control	NR		Contractors	\$5,000		x	x	Ongoing

Signage

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Trail wayfinding and interpretive signage improvements - Nature Center	Planning	Maintenance, Interpretive, Operations		\$10,000		x		Ongoing
Wayfinding and interpretive signage improvements - Farm Center	Interpretive	Planning, Operations, Maintenance		\$15,000		x		Ongoing
Updates to trailheads	Planning	Maintenance, Interpretive, Operations		\$1,500 per structure		x	x	Ongoing
Improve road crossings	Engineering	Planning, Operations		TBD		x		Ongoing
Wayfinding signage improvements Spring Hill	Planning	Operations		TBD		x		Not started
Updated signage for entrance and facility signs	Marketing	Planning		TBD		X		Not started



Area Plans/Studies/Initiatives

After identifying the need for changes or improvements based on user feedback and staff research, in-depth evaluation and planning must be carried out to gain a detailed understanding of problems and opportunities and determine the best strategies based on existing conditions and resources. Sometimes a process to formally monitor facility usage and gauge popularity is necessary. These studies often result in a scope of work, a work plan, and in some cases a site plan that give staff a roadmap for planned changes. Recommended studies are listed below:

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Update trail maps to show opportunities for walking/hiking/trail running	Graphics	Planning		staff time	x			Completed
Oak wilt monitoring and prevention (annual)	NR	Operations	MDNR	staff time		x	x	Ongoing
Maple Beach redevelopment plan: demolish existing buildings, construct rental shelters and restrooms	Planning	Engineering, Operations, Maintenance		staff time	x			Completed
Farm Center selective redevelopment plan: improve connectivity and circulation, enhance user experiences	Planning	Interpretive, Engineering, Operations, Maintenance		staff time		x		Ongoing
Park Office building condition assessment	Engineering	Planning, Operations, Maintenance		staff time		x		Not started
Initiate studies for mountain bike trails, research site selection with respect to conflicting activities, flora and fauna and grant opportunities	Planning	Operations		staff time		x		Not started
Nature Center parking, circulation, and building plan: parking lot reconstruction, trail improvements for Wildwing and Deer Run, paved trail connectivity to West Boat Launch (overflow parking)	Planning	Engineering, Interpretive, Operations		staff time		x		Not started

Area Plans/Studies/Initiatives (cont'd)

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Mitten Bay structural monitoring	Engineering	Operations, Maintenance		staff time		x		Not started
Windfall Hill Picnic Area use monitoring to determine future	Planning	Engineering, Operations		staff time		x		Ongoing
Mitten Bay redevelopment plan	Planning	Engineering, Operations, Maintenance		staff time		x		Not started
Martindale Beach picnic shelter site plan	Planning	Engineering, Operations		staff time		x		Not started
Martindale Beach Splash 'n' Blast renovation plan: UV disinfectant added and determine capacity of mechanical room for addition of features catering to wider age range of users	Planning	Engineering, Operations		staff time		x		Not started
Orchard Picnic Area selective redevelopment plan: enhanced winter activities for year-round use	Planning	Engineering, Operations		staff time		x		Not started
Playfield Picnic Area selective redevelopment plan: replace Fit Trail signage (potential relocation), remove small play areas, add large playground	Planning	Engineering, Operations		staff time		x		Not started
Eastern massasauga rattlesnake population assessment	NR	Interpretive	Consultants	\$40,000		x		Ongoing
Fisheries Assessment and creel survey	NR		MDNR	\$25,000		x		Ongoing
Grassland Management Plan (biennial review)	NR	Operations, Interpretive		staff time		x	x	Ongoing

Area Plans/Studies/Initiatives (cont'd)

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
East Boat Launch Circulation Study	Planning	Operations		staff time		x		Not started
Pilot transit study with LETS	Planning	Operations	LETS	Staff time		X		Not started
Establishment of a comprehensive Oak Wilt monitoring and treatment protocol	NR	Operations	MDNR	\$10,000		x		Done?
Deer program evaluation (vegetation study)	NR	Interpretive	Contractors	\$30,000		x	x	Ongoing
Establish Invasive Species Control Tracking Website	NR	IT	MNFI, MISIN	staff time		x		Ongoing
Comprehensive wildlife surveys and mapping (Birds, insects, freshwater mussels)	NR	Interpretive	Consultant, MNFI, NGOs	\$35,000		x	x	Ongoing
Reorganize maintenance area to consolidate operations and improve circulation	Engineering	Planning, Operations, Maintenance		TBD		x		Ongoing
Lake and River Access Evaluation: canoeing, kayaking, kiteboarding, windsurfing	Planning	Engineering, Operations	Huron River Watershed Council	TDB		x		Ongoing
Integrate/enhance concessions at various locations, potentially Boat Rental, Disc Golf course, and others	Operations	Planning, Engineering		TBD		x	x	Ongoing



Action Plan

Nature Center

2022-2026

The first nature center to open in the Metroparks system, this structure was built in 1956 with an addition in 1991. It has facilitated decades of discovery and education about the natural world. In order to continue that legacy into the future, the center will undergo interior and exterior repairs. Parking and connectivity to the building and trails will also be evaluated and improved.

Needs:

- Improved connectivity
- Building maintenance

Solutions:

- Redevelop parking and connector paths
- Carry out interior and exterior repairs
- [Restrooms need accessible updates](#)
- [Deer Run and Wildwing accessible improvements](#)



Need for facility updates

Martindale Beach

2022-2026

This has long been a popular Kensington attraction, with the addition of major facilities in 2008 enhancing the visitor experience. Now, in order to maintain Martindale as a regional draw for water recreation, the splash pad will be renovated to include more exciting features for a greater variety of play features.

Needs:

- Draw wider range of visitors

Solutions:

- Add to Splash Pad features
- Replacing ballfield with a shelter
- Accessibility features and amenities



Need to attract wider range of visitors

Action Plan

Park Office

2022-2026

The current park office, built in 1967, is deteriorating and lacks adequate space for staff.

Next step would be a comprehensive building assessment and a comprehensive redevelopment plan.

Needs:

- More space for meetings and storage
- Updated services and building elements

Solutions:

- Building assessment
- Redevelopment vs new construction for park office
- Cost comparison of alternatives



Dog day at the Administrative Office

Mitten Bay

2022-2026

This boat docking facility was built in 1965 and provides access to sailing opportunities on beautiful Kent Lake. Due to the age and wear on this facility, structural monitoring will be ongoing in the next five years to ensure that the facility is sound. Based on the results of that monitoring, a redevelopment plan will be created for the area.

Needs:

- Ensure structural soundness

Solutions:

- Monitoring and redevelopment



Need for structural monitoring

Key Projects

Farm Center

2022-2026

The Farm Center has facilities dating from 1993 to 2005, and has long been providing visitors with valuable experiences of farm animals and agricultural practices. The connectivity and circulation of the site will be evaluated and more accessible facility. The hope is to refine the focus of the area and enhance the user experience.

Needs:

- Improved connectivity
- Refined focus

Solutions:

- [Green house](#)
- Assess paths and roads
- [Wayfinding signage](#)
- [Erosion and drainage improvements](#)



Need for improved connectivity

Action Plan

Other Projects

- **Walkway and interior accessibility improvements**

Due to growing awareness that park facilities do not meet the needs of individuals with disabilities, increasing accessibility will be an ongoing focus. Buildings will be rebuilt and retrofitted to improve ease of access, and paved paths will be constructed to better connect parking with recreational activities.

- **Fit Trail sign and equipment replacement**

The current Fit Trail equipment and signage is out of date and worn. Clear, engaging signage will be added to complement new, modern fitness equipment.

- **Disc Golf vault latrine**

Disc Golf is a popular activity at Kensington, and the course has grown beyond the capacity of the current portable toilets. Permanent vault latrines will be constructed to better serve visitors.

- **Orchard and Playfield redevelopment**

Orchard picnic area will be redeveloped with an emphasis on dual summer-winter facilities. Playfield picnic areas will be redeveloped to better concentrate activities and add a large play structure.

- **Regional gap feasibility studies in non-motorized connectivity**

With growing momentum for safer non-motorized facilities in the region, gaps identified connecting Kensington Metropark with Huron Meadows Metropark, State parks, and other local community parks and greenways.





To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 508-20-218
Project Title: Rapids View Development
Project Type: Capital Improvement
Location: Hudson Mills Metropark
Date: January 7, 2022

Bids Received: December 28, 2021

Action Requested: Motion to Approve

That the Board of Commissioners (1) award Contract No. 508-20-218 to the low responsive, responsible bidder, Erie Construction, LLC., in the amount of \$598,731.00; and (2) approve the transfer of \$144,931 from the fund balance to cover the cost of the project as recommended by Chief of Engineering Services Mike Henkel and Staff.

Fiscal Impact: The project is \$144,931.00 over budget. The project is budgeted at \$453,800.00 which includes grant funding in the amount of \$226.900 from the Michigan Natural Resources Trust Fund.

Scope of Work: The project includes installing accessible concrete parking, canoe and kayak drop off, picnic area, vault latrine restrooms, construction of a gravel parking lot, and site restoration.

Background: At the March 2019 meeting, the Board approved the grant resolution for the Rapids View development. The project involves the development of the Rapids View picnic and launch site to comprise: (1) new upper parking lot and designated trailer parking spaces; (2) new turnaround drop-off for paddlers and redeveloped lower parking lot; (3) accessible launch improvements; (4) accessible picnic area and river overlook; and (5) an accessible vault latrine restroom.

This project is identified in the Hudson Mills Metropark Master Plan and in the system-wide Five-Year Community Recreation Plan adopted by the Board in September 2017. The cost increases are attributed to contractor staking, general unit price increases in particular for the precast vault latrine, and permit requirements, which necessitated the inclusion on concrete headwalls into the design.

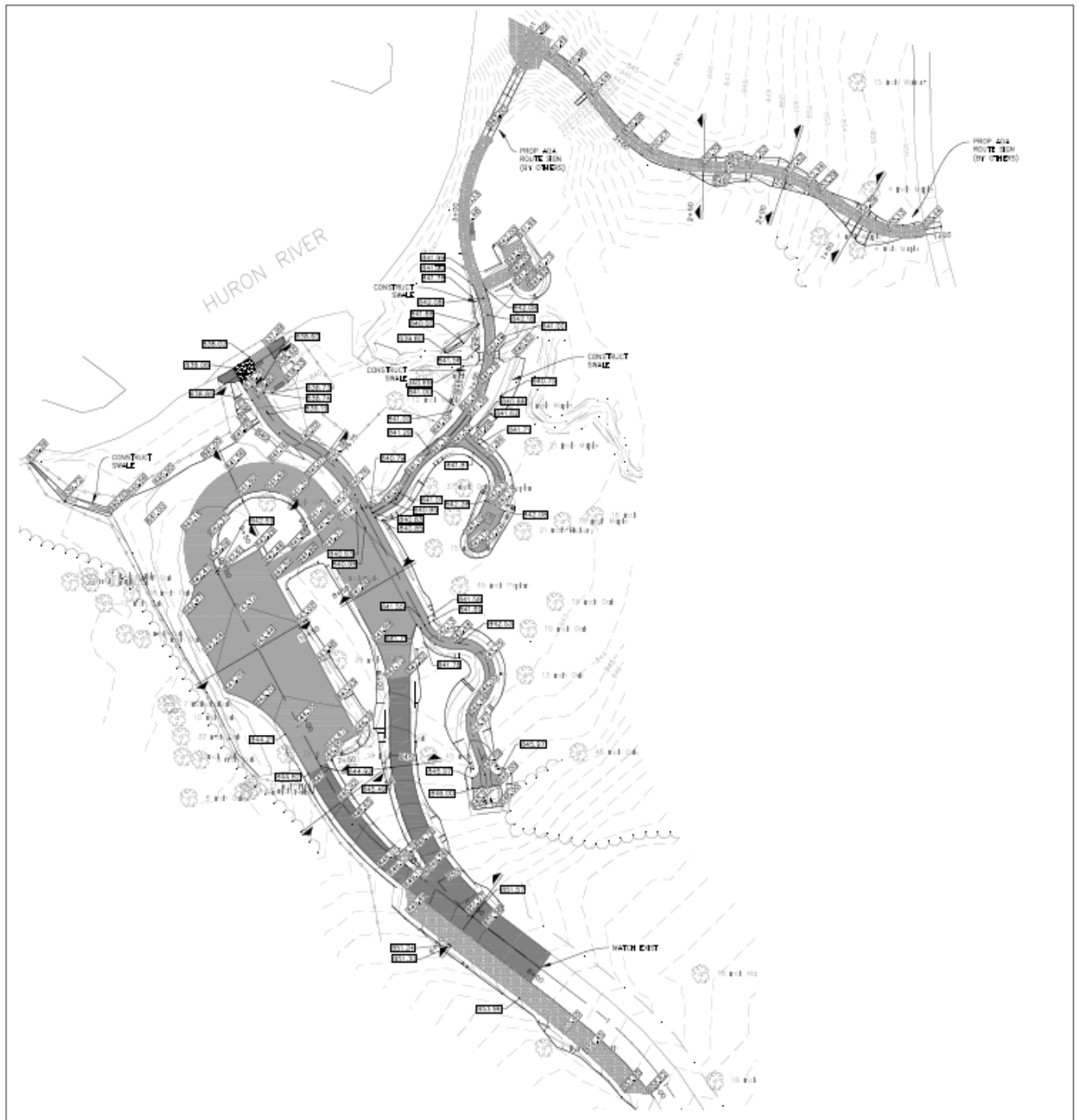
<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Erie Construction LLC. DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Woodhaven	\$598,731.00
Anglin Civil, LLC DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Livonia	\$621,426.32
Great Lakes Contracting Solutions LLC DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Waterford	\$656,114.70
Best Asphalt, Inc. DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Romulus	\$663,423.50
Premier Group Associates LLC DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Detroit	\$722,859.50
LaSalle Group Inc. DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Farmington Hills	\$722,899.00

ET Mackenzie	Ann Arbor	\$798,449.30
DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>		
Cre8tive Construction Concepts	Brighton	Non-Responsive
DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>		
Budget for Contract Services		\$453,800.00
Work Order Amount		
• Contract Amount Erie Construction LLC.		\$598,731.00
• Contract Administration		<u>\$ 30,000.00</u>
○ Total Proposed Work Order Amount		\$628,731.00

Existing Project Site



Proposed site



Proposed Gravel Lot





To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Subject: Approval – Design Services, Huron River Erosion Remediation/Habitat Restoration
Project Number: P-510-21-319
Location: Willow Metropark
Date: January 7, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the proposal for design services from Hubble Roth and Clark in the amount of \$29,780 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: This portion of the project is budgeted at \$250,000. The design services will be deducted from this amount.

Background: Due to high water flows, a section of bank along the Huron River in Willow Metropark at the Big Bend picnic site has eroded. If the erosion continues it will compromise the existing bike trail and potentially the sanitary sewer line.

The design work in this phase includes habitat and bank stabilization to mitigate future degradation. Design elements to be implemented may include wooded toe structures, soil lifts, live stakes, coir blocks or similar naturalized bank stabilization techniques.

The project is a part of a larger grant project from the National Fish and Wildlife Foundation and the project is budgeted at \$500,000, with grant funding making up \$250,000 of the total. The project incorporates other elements, which will be completed at a future date and will include bioswales, tree plantings, habitat improvements, parking lot removal and an improved river access launch.

<u>Vendor</u>	<u>Location</u>	<u>Amount</u>
Hubbell Roth and Clark	Bloomfield Hills	\$29,780.00
Cardno	Brighton	\$39,365.00
Ramboll	Ann Arbor	\$81,019.00
ECT	Ann Arbor	\$95,471.00

Attachment: Hubbell Roth and Clark Proposal

Erosion area



Top of Bank



Bank Erosion



PART I - TECHNICAL REQUEST FOR PROPOSAL

P-510-21-319 - HURON RIVER EROSION REMEDIATION AND HABITAT
RESTORATION DESIGN AT WILLOW METROPARK

DUE: AUGUST 13, 2021 AT 2:00PM



SUBMITTED TO:
**HURON- CLINTON
METROPOLITAN AUTHORITY**

ATTN: Andrew Storer, Design Engineer
13000 High Ridge Drive
Brighton, MI 48114

ENGINEERING.BIDS@METROPARKS.COM



PREPARED BY:
**HUBBELL, ROTH &
CLARK, INC.**

555 Hulet Dr.
Bloomfield Hills, MI 48302-0360

Phone: 248-454-6300
Fax: 248-454-6312



ENGINEERING.

ENVIRONMENT.

EXCELLENCE.

August 13, 2021

Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114

Attn: Mr. Andrew Storer,
Design Engineer

Re: Request for Proposal (RFP) No. P-510-21-319
Design Engineering for Huron River Erosion Remediation
and Habitat Restoration Design

HRC Job No. 20210681

Dear Mr. Storer and Selection Committee Members;

Hubbell, Roth & Clark, Inc. (HRC) is pleased to submit our proposal for the Design Engineering for Huron River Erosion Remediation and Habitat Restoration. This is an exciting project that will help stabilize the bank of the Huron River, create fish habitat, and improve water quality. HRC has extensive experience with various types of environmental projects throughout the State of Michigan, such as County drain projects, hydrology and geomorphology studies, stream stabilization, habitat improvements, and storm water quality improvements. A few of these examples are provided in our proposal. HRC has successfully worked with HCMA on several previous projects and would love to continue that positive relationship.

It is our understanding that services include: prepare plans and specifications for bank stabilization to stop erosion and the installation of wood toe structures to enhance fish habitat, construction inspection on an as-needed basis, and assisting with grant certification. HRC will work collaboratively with HCMA staff and other stakeholders to design the river improvements.

In preparation for this proposal, we visited the site, walked the stream, and photo documented existing conditions so we can have a more accurate assessment of the time needed to complete each task.

HRC's significant environmental project experience, as well as our qualified staff, set the foundation for why we should be considered for this project. Building on this, our approach is focused on adding value and efficiency for HCMA specifically:

1. Experience - We have vast experience with hydrology and geomorphology studies. We have studied drains, streams etc. to understand their nature and fluidity of the respective water course.
2. Agency Coordination –The project team consists of staff that are responsible for coordination with Michigan Department of Environmental, Great Lakes and Energy (EGLE) and Wayne County. Integrating these team members will ensure that when permitting needs arise, we are poised to address them immediately. We have great working relationships with these agencies and “speak their language.”

Delhi Township
2101 Aurelius Rd.
Suite 2A
Holt, MI 48842
517-694-7760

Detroit
535 Griswold St.
Buhl Building, Ste 1650
Detroit, MI 48226
313-965-3330

Grand Rapids
1925 Breton Rd SE
Suite 100
Grand Rapids, MI 49506
616-454-4286

Howell
105 W. Grand River
Howell, MI 48843
517-552-9199

Jackson
401 S. Mechanic St.
Suite B
Jackson, MI 49201
517-292-1295

Kalamazoo
834 King Highway
Suite 107
Kalamazoo, MI 49001
269-665-2005

Lansing
215 S. Washington SQ
Suite D
Lansing, MI 48933
517-292-1488

3. Our project manager, Nancy J. Kolinski, PE, is highly experienced and a proven deliverer of high-quality projects, meeting schedules, and budgets. Our lead engineer, Fatemeh Babakhani, PhD, PE is a highly regarded engineer who specializes in hydraulic and hydrology analysis, design, and several modeling programs.

The team understands the importance of delivering a successful project design for the stakeholders and are committed to the design work and schedule outlined in this proposal.

HRC's corporate office is located at 555 Hulet Drive Bloomfield Hills, Michigan 48302 and has seven additional branch offices. Work for this project will be performed primarily from the Bloomfield Hills office. HRC is a 106-year-old company and organized as a S-Corporation (Federal ID Number: 38-0668370) in the State of Michigan. Please see the following page (page 3) for a copy of HRC's license.

HRC hereby acknowledges Addendum No.1 dated July 27, 2021.

I will serve as Principal-in-Charge and represent the firm, including the authority to negotiate and bind into a contract with the Huron-Clinton Metropolitan Authority. Please feel free to contact me by cell phone at 248-535-3414, in the office directly at 248-454-6363, or by email at jbarton@hrcengr.com.

This proposal will remain valid for a period of 90 days from August 13, 2021.

Very truly yours,

HUBBELL, ROTH & CLARK, INC.



James Burton, PE
Partner/ Vice President
248-535-3414
jbarton@hrcengr.com

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A. GENERAL INFORMATION & PROJECT TEAM

Hubbell, Roth & Clark, Inc. (HRC) is a full-service professional firm providing innovative and sound solutions to today's engineering challenges. We achieve this by consistently improving our methods, techniques, and knowledge to better serve our clients' needs. Our multi-disciplined approach makes the firm well-suited to provide services for a broad range of infrastructure improvement projects, from preliminary planning and study phases, to design and construction administration phases. We have specialists available to assist with funding opportunities via grants, economic development grants and loans, state revolving fund programs, and other public and private financing sources.



At HRC, we consider our clients to be a significant part of our culture. Our relationships with each one are worth more than the services we sell. Everything we build is developed to address their needs. We work alongside clients to co-develop solutions that create trusted interactions, surpassing expectations, and achieving **Engineering, Environment, and Excellence** goals.

- ≡ **Engineering.** HRC is a full service, multi-disciplined firm. As providers of engineering services to public and private clients, we strive to function as an extension of our client's engineering department. Our personnel can address specialized projects and participate in general projects that exceeded staffing capabilities. In addition, our materials testing laboratory is well equipped to manage typical owner quality assurance testing, which enhances HRC's ability to coordinate with third-party testing services necessary for design and construction projects.
- ≡ **Environment.** From our beginnings, solving wastewater problems to protecting our environment and our neighbors, to our more recent habitat and natural resource restoration projects, HRC is proud of our strong sense of environmental stewardship. We provide our valued clients with innovative environmental services from planning to implementation, from study to design, and from idea to completion.
- ≡ **Excellence.** HRC's innovative design solutions have garnered numerous industry awards throughout our rich history. HRC is proud of its many engineering achievements received from the American Council of Engineering Companies (ACEC), American Society of Civil Engineers (ASCE), American Public Works Association (APWA), and other professional organizations for innovative and cost-effective projects.

HISTORY

HRC is a 106-year old, privately held, Michigan-headquartered consulting engineering firm specializing in infrastructure, the environment, and enhancing clients' physical facilities. HRC has been involved in the design and construction of many iconic Michigan projects that have supported the growth and prosperity of our state.

We are 260-plus strong: engineers, scientists, architects, surveyors, and technicians who strive to keep a laser-like focus on our clients' desired outcomes, while preparing superior work products.

The vast majority of HRC's resources are focused on clients and projects, rather than securing the next acquisition. We are hands-on problem solvers. HRC is, by design, agile enough to tackle small, quick turn-around assignments, as well as large complex projects.

HRC has represented over 100 Michigan counties, cities, villages, and townships, and we are currently providing engineering services to approximately 60 Michigan governmental agencies. The majority of HRC's projects have been performed in the state of Michigan. However, many projects have been completed throughout the United States, Canada, and Mexico. We are a multi-disciplined consulting engineering firm with capabilities to provide full-service engineering and architecture services in the areas listed on the following page (**Page 2**).

≡ Environmental Engineering	≡ Easement/Right of Way Services
≡ Landscape Architecture	≡ Site/Civil Engineering
≡ Wetlands/Watershed Management	≡ Surveying
≡ Traffic Engineering	≡ Structural Engineering
≡ Roads & Bridge Design	≡ Instrumentation & Control
≡ Process Engineering	≡ Asset Management
≡ GIS	≡ Construction Services/Material Testing
≡ Water Transmission and Treatment	≡ Wastewater Treatment Plants
≡ Industrial Facilities Design	≡ Combined Sewer Overflow Retention & Treatment
≡ Sanitary Sewer Systems	≡ Architectural Services

CORPORATE OFFICERS

Hubbell, Roth & Clark, Inc. (HRC) is organized as an **S-Corporation headquartered in and licensed in the State of Michigan** (Federal ID: 38-0668370). There are eight principals of the firm, all licensed professional engineers in the State of Michigan. Additionally, HRC has 25 associates. **Table 1** lists the corporation title, primary activity, and experience of each officer.

Table 1. HRC and Primary Activity

Officers	Title	Primary Activity
Daniel W. Mitchell, PE	President	Civil – Municipal
Nancy M.D. Faught, PE	Executive Vice President	Civil – Municipal/Transportation
Michael C. MacDonald, PE	Vice President/Secretary	Civil – Municipal
Jesse B. VanDeCreek, PE	Vice President	Civil – Municipal
Roland N. Alix, PE	Vice President	Civil – Municipal/Industrial
★ James F. Burton, PE, CFM	Vice President	Civil – Municipal/Environmental
Charles E. Hart, PE	Vice President	Civil – Municipal/Transportation
Todd J. Sneathen, PE	Vice President	Civil – Municipal

*James F. Burton, PE, will execute all contracts related to this proposal.

PRIMARY CONTACT



James Burton, PE

248-535-2414

jburton@hrcengr.com

OFFICE LOCATIONS

HRC is headquartered in Bloomfield Hills, Michigan, with seven branch offices located throughout the state. The complete addresses of these business locations are listed below.

Work on this project will be performed out of the Bloomfield Hills office.

Bloomfield Hills ★
555 Hulet Drive
Bloomfield Hills, MI 48302
248-454-6300

Delhi Township
2101 Aurelius Road, Suite 2
Holt, MI 48842
517-694-7760

Howell
105 West Grand River Ave.
Howell, MI 48843
517-552-9199

Kalamazoo
834 King Highway, Suite 107
Kalamazoo, MI 49001
269-665-2005

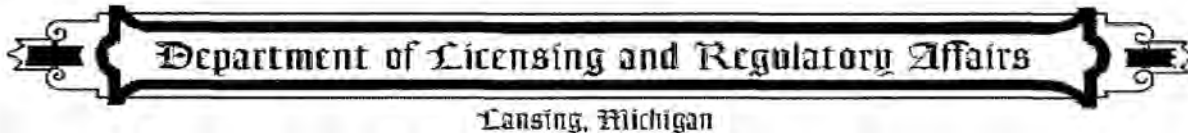
Jackson
401 S. Mechanic Street, Suite B
Jackson, MI 49201
517-292-1295

Detroit
Buhl Building, Suite 1650
535 Griswold Street
Detroit, MI 48226
313-965-3330

Grand Rapids
1925 Breton Rd SE, Suite 100
Grand Rapids, MI 49506
616-454-4286

Lansing
215 South Washington Square,
Suite D
Lansing, MI 48933
517-292-1488

LICENSE OF INCORPORATION



This is to Certify That

HUBBELL, ROTH & CLARK, INC.

was validly incorporated on January 30, 1932, as a Michigan profit corporation, and said corporation is validly in existence under the laws of this state

This certificate is issued pursuant to the provisions of 1972 PA 284, as amended, to attest to the fact that the corporation is in good standing in Michigan as of this date and is duly authorized to transact business and for no other purpose.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States



Sent by Facsimile Transmission
1078232

In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 8th day of June, 2012.

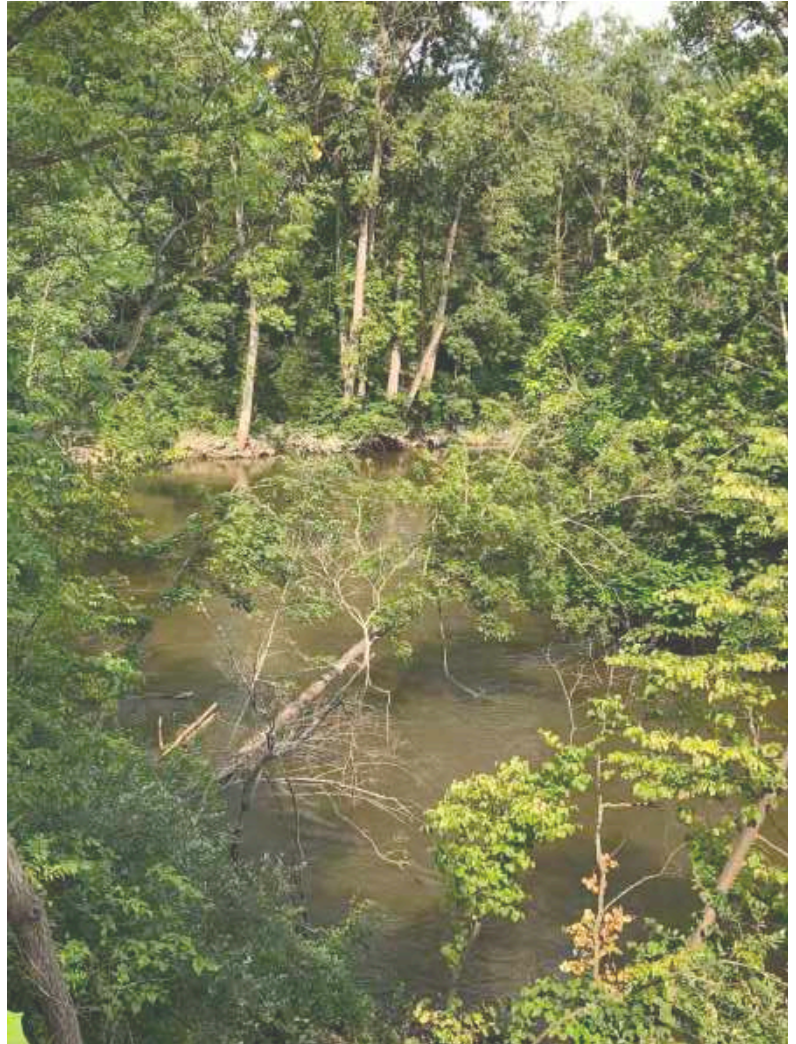
Director

Bureau of Commercial Services

B. UNDERSTANDING OF PROJECTS & TASKS

PROJECT UNDERSTANDING

Hubbell, Roth & Clark, Inc. (HRC) understands that this project intends to improve habitat along the Huron River at Willow Metropark in Wayne County through streambank stabilization of the "Big Bend" area with toe-wood structures, soil lifts, and/or other potential restoration techniques. HRC also understands that this project is a subset of additional improvements being made to Willow Metropark (Metropark) through a National Fish and Wildlife (NFWF) grant awarded to the Huron-Clinton Metropolitan Authority (HCMA). HRC's design services will be limited to the streambank erosion remediation and fish habitat creation portion of the Metropark improvements grant. HRC acknowledges that HCMA proposed twelve wooden toe structures, soil lifts, live stakes, coir blocks, and other bank stabilization treatments in their grant proposal to help restore the eroded south side of Huron River and provide fish habitat. It is also understood that additional restoration techniques may be pursued if they can be shown to be more effective while still maintaining the natural aesthetic of the river.



PROJECT APPROACH

In preparation of this proposal, HRC has visited the Metropark and walked along the area of concern as identified in the RFP. HRC offers the following approach that clearly identifies the steps required to meet HCMA's expectations while adhering to all regulations and applicable standards.



TASKS

DESIGN ENGINEERING

A. Data Collection

Background information will be vital for project planning and design purposes. Utility information will be requested from HCMA and the respective utility companies. HRC will set up a SharePoint or OneDrive project portal site for ease of data transfer, as well as storage of important project updates. As necessary, HRC will execute data-sharing agreements with HCMA and respective utility companies as part of this process.

B. Hydrology Study

The hydraulic model and bankfull flow discharge will be requested from the Michigan Department of Environment, Great Lakes, and Environment (EGLE).

C. Geomorphology Study

Since this project is more focused on the river geomorphology rather than the particular hydraulics, specific field information including bankfull identification is needed. HRC will conduct a field assessment and complete a topographical survey to identify the bankfull stage or work with HCMA staff to communicate the necessary information needed for this process. The survey is anticipated to extend upstream and downstream of the project area.

D. Plans

HRC will evaluate the existing conditions at the Big Bend section of the Huron River for bank stabilization and habitat restoration. Low flow channel and bankfull elevations will be determined using two methodologies: on site markers and the EGLE provided bankfull discharge. The low flow channel and bankfull elevations are necessary for the EGLE permit, for determining the location of the wood toe structures, and for additional bank stabilization treatments.

The RFP calls for twelve wooden toe structures with additional stabilization treatments such as soil lifts, live stakes, etc. HRC will review the number and locations of the toe structures for efficacy of stabilization and habitat improvement or, if appropriate, provide alternate options.

HRC will generate plans and specifications to effectively balance the needs for directed water movement, habitat enhancement, bank stabilization, and water quality goals. The plans and specifications will provide sufficient details for the complete construction of 350 lineal feet of streambank restoration and will include a typical cross section and the flexibility to use eight to twelve toe wood structures with their locations and details clearly identified. HRC also understand available downed tree debris from the nearby forest can be utilized for the toe- wood structures anchored into the eroding bank between soil lifts, Specifications and details for “downing” trees will be needed. HRC can work with HCMA staff and /or the contractor to down trees correctly as to maintain the root structure needed for stabilization success.

Restoration plantings will be selected based on hydrological and ecological conditions, level and type of potential maintenance, aesthetic desires of HCMA and cost.

E. Cost Opinion

HRC will provide a preliminary cost estimate for review based on the preliminary design and also an updated cost estimate based on the final design elements in the plans and specifications.

F. Bid Specifications and Support

HRC will provide appropriate designs, details, and specifications that conveys understanding of what is intended. Advertising will be done through BidNet. HRC will issue addendum(s) with answers to questions or revisions to plans and

specifications and provide a recommendation to HCMA.

Although not included, if requested, HRC has specialized spreadsheets to provide a comprehensive and complete bid tab for HCMA and stakeholders to review. Also, we can evaluate if the prospective contractor meets all of the requirements of the lowest responsible bidder. At this stage, negotiations with the contractor for value engineering will be imperative to help lower costs and confirm the contractor has viable construction methods in mind. HRC can provide a written award recommendation letter to HCMA.

G. Adaptive Management

As HCMA already employs natural resources staff to manage and maintain the project area, HRC will recommend future maintenance and an adaptive management approach that can be implemented into HCMA's current maintenance plans. HRC has a variety of experience with meeting grant and regulatory success criteria for both vegetation and streambank structure projects that will add to HCMA's internal knowledge of the local ecosystem and potential barriers to success.

PERMITTING

A. EGLE Pre-Application Meeting

HRC will act as the agent to submit all necessary permits for the project. HRC recommends scheduling a pre-submittal site meeting with EGLE staff to discuss the project and to identify any nuances EGLE may require.

B. SESC (Wayne County) Permit

Plans and permit application for a Wayne County Soil Erosion and Sedimentation Control permit will be prepared and submitted.

C. EGLE Part 301 Permit

HRC will complete the plans and Joint Permit Application (JPA) for Part 301 requirements and upload all necessary documents to MiWaters. The JPA will be submitted as soon as possible to allow enough time to address comments EGLE may have on the permit application and public hearing.

MEETINGS/OUTREACH

A. Project Team Meetings

A project kickoff meeting with HCMA and stakeholders, will establish the expectations and objectives for the project. This meeting will be the time to identify scope or schedule modifications. The site walk with the project stakeholders will be an excellent opportunity to establish preliminary design ideas and confirm important schedule deliverable dates.

In addition to the kickoff, project meetings will be held at the preliminary design stage and at the 90% design phase. Updates will be provided at 10%, 50%, and 90% design submittals for review.

B. Public Comment Meetings

HRC will attend three public meetings to provide engagement, involvement, and feedback. The project manager and lead designer will be at the meetings to assist with the presentation and answer any design and coordination questions that come up. For each public meeting, HRC will develop two-colored plan view renderings of 'during construction' and 'after construction' of the project areas to give neighbors and stakeholders a sense of the project. We will have exhibits and display boards that clearly show the concept, plans, and expectations of the project.

C. Progress Report

Monthly progress reports will be provided in the manner of Accounts of Project Standing (APS). HRC's approach with all our clients emphasizes consistent communication. Our team will be vigilant in providing updates as requested by HCMA.

The APS reports will clearly state:

- ≡ Percent completion for each project task.
- ≡ Work completed since the previous update.
- ≡ Focus of efforts in the next period.
- ≡ Critical decisions made.
- ≡ Outstanding critical questions.
- ≡ Areas of assistance needed from the Client project team.
- ≡ Impediments to the project schedule
- ≡ Scope and budget concerns.
- ≡ Additional notes.

We have had excellent success in communicating progress and challenges through this reporting process, and believe it provides a clear, concise representation of the project status.

CONSTRUCTION

A. Construction Administration

HRC will perform the final inspection with the contractor, HCMA, and stakeholders and prepare a certificate of completion for the bank stabilization and habitat restoration portion for grant finalization.

HRC will provide construction administration as requested to meet the needs of HCMA with such functions as:

- ≡ Review and approve submittals per project plans and specifications.
- ≡ Respond to Request for Information (RFIs) during construction
- ≡ Attend pre-construction meeting
- ≡ Attend progress meetings

B. Construction Observation

HRC is available to provide comprehensive construction engineering and observation services for the duration of the project. Staff are also available to provide construction staking, spot checking, and survey as needed.

Based on the RFP, daily observation will not be required. However, we have experienced observation and engineering staff available if daily observation as needed.

C. Grant Certification

Upon completion of construction, HRC will inspect the project to verify that all installations meet the design intent. If there are any issues, HRC will be available to help address the problems.

ADDITIONAL CONSIDERATIONS AND POSSIBLE ADDITIONS TO SCOPE ITEMS

The HRC team has recent experience with streambank restoration on large scale river projects. We feel that it would be prudent to consider a potential alternative method to the Big Bend erosion issue. While onsite, and visible through historical aerial imagery, a cutoff channel was noticed along the inside bend of the area of concern. This is a natural process that rivers undergo over time, and it can also be seen through historical imagery in other parts of the Huron River. HRC is concerned that any streambank stabilization efforts along Big Bend would be a temporary solution. If the river is attempting to migrate southeast, it might be pragmatic to investigate the possibility of converting the current cutoff channel into the main channel and allowing Big Bend to become an oxbow lake. Toe wood structures could be incorporated into the new channel to provide fish habitat and the oxbow lake would offer additional wildlife habitat opportunities. The direction of the design would ultimately reside with HCMA and HRC would be happy to accommodate whatever decision is made.

C. MANAGEMENT SUMMARY, WORK PLAN & SCHEDULE



PROJECT MANAGEMENT INITIATIVE

HRC has a unique contract management style that provides effective control of the project scope, schedule, and overall cost. This management style is an adaptive technique that utilizes the significant experience of the project manager, staff, and team members and has proven successful in many challenging projects.

To complete a project from planning to design, and bid letting through construction, HRC has designated **Nancy J. Kolinski, PE** as the **project manager**. Ms. Kolinski has extensive experience managing all types of projects beginning at planning and design through construction. She will serve as the single point of contact for the duration of this important project for the HCMA and the stakeholders.

As the project manager, Ms. Kolinski will be directly involved in significant aspects of the project and will ensure the project is on schedule and any issues and concerns that arise during construction are addressed and communicated to the project stakeholders. Additionally, the team's philosophy of foreseeing potential issues will carry over into construction.

HRC has extensive experience working stream restorations. As this project involves the Huron River, it not only needs to meet the functional requirements of streambank stabilization and improved wildlife habitat, but it must also consider the typical river characteristics and public use components.

While it is inevitable that issues or challenges will arise during construction, HRC prides itself in not only providing quick resolutions but also having the staff on board to handle most situations. Whether it involves private utilities, permitting, environmental, geotechnical, scheduling, material, contractor requests for extras or other situations; HRC has the staff and the experience to resolve the most difficult of challenges. This ability will be a key tool to ensure the project remains on schedule, and within the defined budget and scope. HRC staff include numerous personnel from construction observers to engineers that have proven records of executing successful projects in water quality improvements, wetland enhancements, and stream restoration.

Another critical component to any successful venture is maintaining open lines of communication. Communication is a primary focus of the HRC Team's project management, and at a minimum, the HRC Team will communicate with the client's project manager regularly to provide a status update and discuss the near future objectives. The HRC Team will establish a SharePoint or OneDrive folder so that documents can be easily transferred and available between the project team. The HRC Team is very experienced in all types of communication for many different audiences. The HRC Team will work with the client to develop the plan that best fits the project and the client's goals. We will communicate via text, phone call, or email as directed by the client. The HRC Team is committed to open communication in the many facets of any project in which we will be involved.

The HRC Team will provide monthly status reports outlining progress on the projects and current status of the work to the client's project manager. During design, monthly reports will detail project status, upcoming tasks, and any challenges. During construction, we strive to distribute daily emails regarding the work performed that day sent to the client stakeholders. Full-time observation and inspection are not anticipated on this project. We will provide inspection updates for each day we are present, as well as weekly updates on the progress made that week and the contractor's intention for the following week.

The HRC Team will identify those critical items out of the reams of information included in a project that needs immediate attention or close monitoring because of their potential to affect the client's desired project outcomes. The HRC Team's risk communication process can alert the client to significant risks early on so that decisions can be made before performing the work, spending any money, and any potential consequences occur.

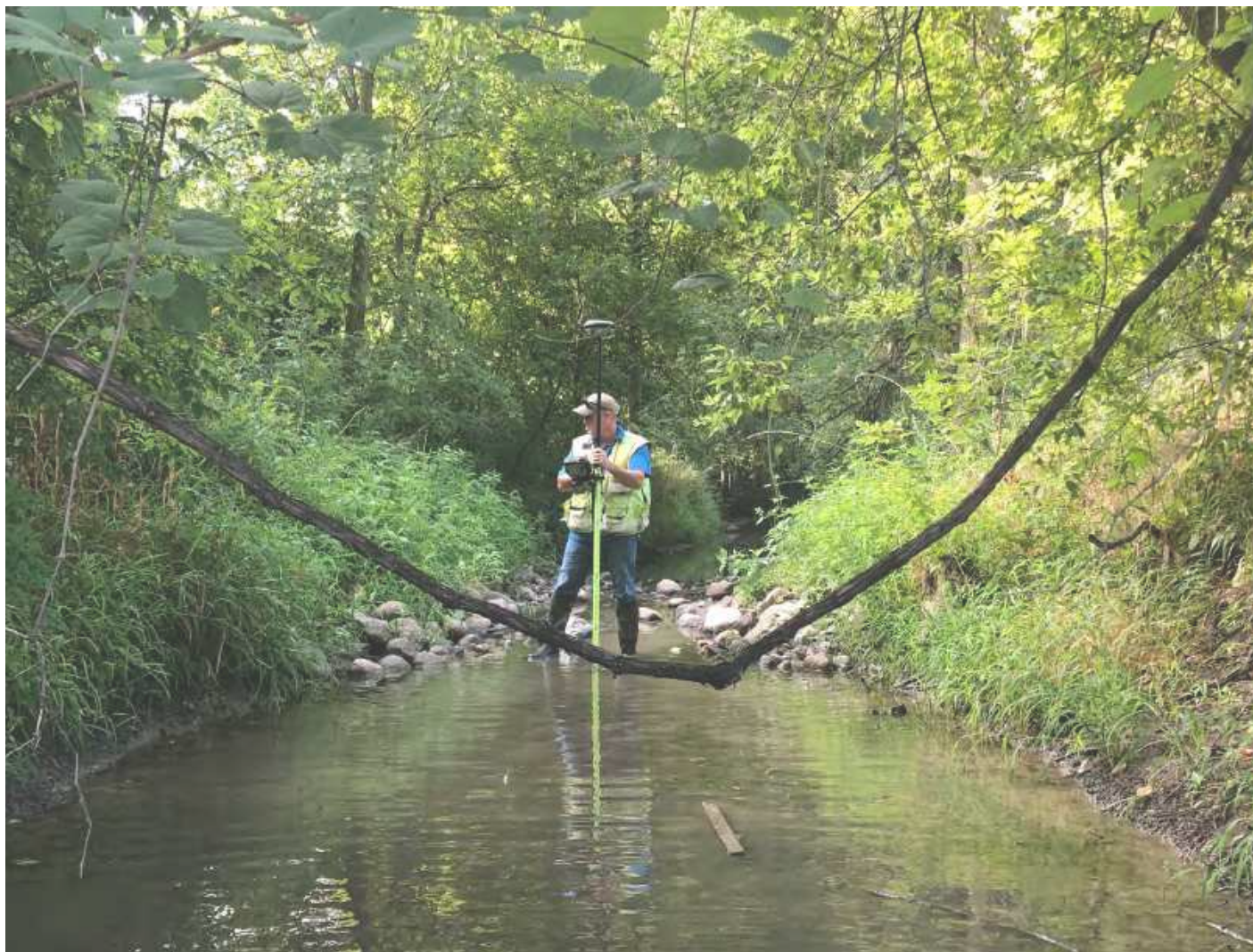
The HRC Team's quality and project management processes are practical, time-efficient, and focused on communicating essential information to the right people at the right time.

Our quality management process includes:

- ≡ Independent reviews of work products by experienced professionals at key intervals, including construction staff, retired subject matter experts, or senior staff not involved in the project, or with the specific client. Specific to permitting, design plans and specifications, **Derek Stratelak** will serve as the **QA/QC representative**. His extensive knowledge and experience in wetlands, stream restoration, and landscape architecture will provide an invaluable set of eyes of the project.
- ≡ Our copyrighted and client-endorsed interview process to identify, communicate and measure project expectations
- ≡ Project work plans to make sure team members understand the essential project requirements
- ≡ Accounts of project standing ensure that the client is well apprised of project progress, schedule, budget-related issues, and any impediments to progress that might arise so that choices/decisions that affect schedule and budget can be made before the work is done

- ≡ Timely risk communication whenever a decision or event has the potential to affect the desired outcomes for the project

Client-specific QA/QC practices include providing signatures on QA/QC forms by certain trusted reviewers for the Huron River Erosion Remediation and Habitat Restoration, submittal of checklists for the project and Principal signatures on reports, letters, and plans. These practices ensure that the HRC Team has gone through a QA/QC process and addressed any deficiencies identified before issuance of our work product. The HRC Team will tailor a specific QA/QC process for the Huron River Erosion Remediation and Habitat Restoration project.



WORK PLAN

The work plan provided is based on the understanding of the full scope of the project. The plan includes a detailed design schedule indicating deliverable dates for items such as plan review submittals, permit application submittals, and stakeholder meetings. The internal work plan also contains items regarding the scope of work, key personnel, budget, and identification of risk-related items that could impact the project. The work plan has been provided will be used throughout the project as a roadmap. The HRC Team reviews this document throughout the project to ensure that we are addressing the goals.

SCHEDULE

In accordance with the RFP's Proposed Schedule and identified tasks, HRC believes that the following schedule is feasible:

Task	Oct 2021	Nov 2021	Dec 2021	Jan 2021	Feb 2022	Mar 2022	Apr 2022
Authorization and Project Kick-off							
Site Investigation							
Preliminary Design, Review with Stakeholders							
Permit Level Design and Applications							
90% Design, Review with Stakeholders							
Final Plans, Bidding Documents							
Project Communication and Coordination*							

* Ongoing (Two project team meetings, three public comment meetings, and progress reports)

Assuming that HRC is given the authorization to proceed in early October, we would schedule a kick-off meeting and conduct the initial site investigation by the middle and into late October 2021. The preliminary design and review with the stakeholders would take approximately three (3) months. This would include the hydrology and geomorphology studies mentioned in our specific task breakdown. We anticipate the preliminary design to be sufficient for permit applications by January 2022. Obtaining permits can generally take three (3) months. The design will continue to be refined throughout this process with the final plans and bidding documents expected by the end of April 2022.

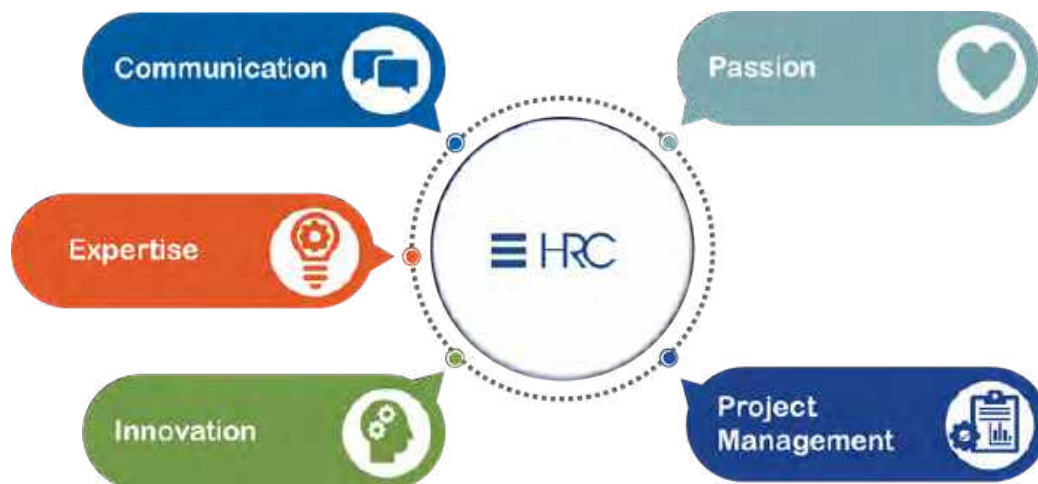
D. PERSONNEL

HRC provides major street improvements for many communities across the state of Michigan and directly in the surrounding New Boston area. Our current staff of over 260 personnel spends most of their efforts providing municipal clients and the public with high-quality services in the fields of civil, structural, mechanical, electrical, and environmental engineering, as well as providing architectural services and construction management. Services include planning, preparing studies, conducting investigations, topographic survey, preparation of plans, specifications, and estimates suitable for bidding purposes, preparing permit applications for numerous agencies, and all phases of construction management. HRC staff is experienced and able to adapt to any level of assistance the City requires for this contract and future opportunities that may be identified.



The key personnel identified have been chosen specifically for this proposal due to their distinct ability to provide the project expertise that these road and infrastructure projects require. These key team members can all mobilize to meet the obligations of this Huron-Clinton Metropolitan Authority opportunity.

WHY HRC? CLIENTS CHOOSE US FOR OUR



ORGANIZATIONAL CHART



JAMES BURTON, PE, LEED AP

VICE PRESIDENT | PARTNER



James Burton assists HRC's municipal and private clients with environmental, stormwater management, sustainability initiatives and habitat restoration projects. He is responsible for the direction, focus and success of the firm's environmental engineering department. His extensive civil engineering experience, combined with his in-depth understanding of municipally-owned, bid, constructed and administered projects, makes him an effective leader and ensures environmental projects meet all project and client expectations.

Mr. Burton has successfully managed several lake improvement projects including the award-winning Quarton Lake Dredging and Restoration. He has extensive experience working with lake and canal associations. Additionally, he manages the firm's involvement with client utility rates and performs detailed financial analyses for HRC clients.

EDUCATION

MBA, Integrative Management, Eli Broad Graduate School of Management/MSU, 2004

BS, Biosystems Engineering
Michigan State University, 1998

EXPERIENCE

With HRC since 1998
21 Years of Experience

PROFESSIONAL

REGISTRATION/CERTIFICATION

Professional Engineer
Michigan No. 49137

US Green Building Council Leadership in Energy & Environmental Design Accredited Professional (LEED AP)

AFFILIATIONS

American Society of Civil Engineers (ASCE)

American Society of Agriculture Engineers (ASAE)

Michigan Water Environment Association (MWEA)

Professional Experience

WATER RESOURCES/WATERSHED MANAGEMENT

- ≡ Clinton River Spillway Habitat Restoration – [Macomb County Public Works](#)
- ≡ Restoring Fish Passage in Red Run Headwaters – [City of Troy](#)
- ≡ Rouge River Restoration Projects – [City of Birmingham](#)
- ≡ Avon Creek Restoration and Dam By-Pass – [City of Rochester Hills](#)
- ≡ SAW Stormwater Management Plan – [Calhoun County](#); [Delhi Township](#); [City of Bloomfield Hills](#)
- ≡ Sashabaw Regional Drainage District – [Independence Township](#)
- ≡ Randolph St. Intercounty Drain Improvements – [OCWRC/ RSCID Board](#)
- ≡ Drain Projects – [Saginaw County](#); [Gratiot County](#); [Livingston County](#)
- ≡ Paint Creek Habitat Restoration Dam Removal – [Clinton River Watershed Council](#)
- ≡ Great Lakes Restoration Initiative and Related Grants
- ≡ Black River Watershed Wetland Mitigation Bank – [Michigan Department of Transportation](#)
- ≡ Long Lake Shores Association Canal Dredging SAD Project, Upper Long Lake Board – [Bloomfield Township](#); [West Bloomfield Township](#)
- ≡ Williams Lake Canal Dredging SAD Project – [Waterford Township](#)

MUNICIPAL CONSULTING

- ≡ Primary contact for several cities, townships and villages, managing the entirety of municipal projects – [Bloomfield Township](#); [City of Bloomfield Hills](#); [Delhi Township](#); [Eaton Rapids](#); [Holly Township](#); [Brandon Township](#); [Macomb County Office of the Public Works Commissioner](#); [Village of Franklin](#)
- ≡ GLRI – EPA Environmental Projects – [Macomb County](#); [Sterling Heights](#); [City of Troy](#) – Sites: [Clinton River Corridor](#); [McBride Drain](#); [Partridge Creek](#); [Clinton River Spillway](#); [Sylvan Glen Golf Course](#)
- ≡ Vulnerability Assessment – [City of Bloomfield Hills](#) – Project manager for federally mandated vulnerability assessment as

required by the Bioterrorism Preparedness Act of 2001

- ≡ Short-Term Corrective Action Plan – [City of Bloomfield Hills](#) – Project manager for the city's ongoing annual STCAP plan required by EGLE and outlined with the city's administrative consent order
- ≡ Water and Sewer Utility Rate Analysis – [City of Bloomfield Hills](#)

PARKS AND RECREATION

- ≡ Safety Path Master Plan – [City of Bloomfield Hills](#)
- ≡ M-15 Safety Path-Brandon Township – [Road Commission for Oakland County](#)
- ≡ Rail Trail Southeast Connector – [City of South Lyon](#)
- ≡ Kensington-Island Lake Connector – [Western Oakland County Trail Management Council](#)
- ≡ Clinton Riverwalk at Memorial Park – [City of Utica](#)

MUNICIPAL FACILITIES

- ≡ Capital Building Program – [Bloomfield Township](#) – Bloomfield Township municipal complex construction

ROADS/BRIDGES

- ≡ West Stadium Boulevard Reconstruction – [City of Ann Arbor](#)
- ≡ Geddes Avenue Reconstruction – [City of Ann Arbor](#)
- ≡ Tamworth Street Bridge Replacement Project – [Road Commission for Oakland County](#)
- ≡ 2007-2017 Road Improvement Programs – [City of Bloomfield Hills](#)
- ≡ Island Park Restoration – [City of Eaton Rapids Downtown Development Authority](#)
- ≡ Road Improvement Program Master Plan – [City of Bloomfield Hills](#)
- ≡ Abbott Road Reconstruction – [City of East Lansing](#)

WATER TREATMENT/DISTRIBUTION

- ≡ DWRP Project Contracts 5A & 5B – [Independence Township](#)
- ≡ Water System Improvements – [City of Bloomfield Hills](#)
- ≡ Water System Master Plan – [City of Bloomfield Hills](#)
- ≡ Carpenter Road Storm Water Management Plan – [Washtenaw County Road Commission](#)

WASTEWATER COLLECTION/TREATMENT

- ≡ MIDDD SAW Grant Project Plan – [Macomb County Public Works Office](#)
- ≡ MIDDD SRF Project Plan – [Macomb County Public Works Office](#)
- ≡ On-Site Sewage Disposal System and Septic Investigation – [City of Bloomfield Hills](#)
- ≡ CSO District Sewer Rehabilitation – [City of Bloomfield Hills](#)
- ≡ Sludge Dewatering and Drying Project – [Delhi Township](#)
- ≡ Sanitary Sewer Master Plan – [Brandon Township](#)
- ≡ Andersonville Road Low Pressure Sanitary Sewer SAD – [Independence Township](#)



Nancy J. Kolinski is a Senior Project Engineer at Hubbell, Roth & Clark, Inc. She joined the firm in 2019. Ms. Kolinski has an extensive background in a variety of Civil Engineering projects.

EDUCATION	PROFESSIONAL REGISTRATION/ CERTIFICATION	PROFESSIONAL DEVELOPMENT
BS, Civil Engineer Wayne State University, 1992	Professional Engineer, Michigan 42623	American Public Works Association
EXPERIENCE	EGLE Construction Storm Water Operator, #15386	American Society of Engineers (ASCE)
With HRC since 2019 29 Years of Experience	EGLE SESC Plan Review & Design Certification, #01798	

Professional Experience

ROADS

- ≡ Eastern Avenue LAP Mill and Overlay from Ardmore St SE to Oakdale St SE – [City of Grand Rapids](#)
- ≡ Madison Avenue Water Main replacement and LAP Mill and Overlay from Franklin St SE to Wealthy St SE – [City of Grand Rapids](#)
- ≡ Library Drive Roundabout Design – [Oakland University](#)
- ≡ Pioneer Drive Reconstruction – [Oakland University](#)
- ≡ Nash Acres Pavement Replacement Special Assessment District – [West Bloomfield Township](#)
- ≡ Stonebridge Pavement Replacement Special Assessment District – [West Bloomfield Township](#)
- ≡ Manor Homes at Aldingbrooke Condominiums Road Replacement – [West Bloomfield Township](#)

WASTEWATER COLLECTION/TREATMENT

- ≡ Sanitary Sewer Replacement State Revolving Fund (SRF) Projects – [City of Rochester](#)
- ≡ Myrtle Street Sanitary Sewer Replacement – [Waterford Township](#)
- ≡ Sanitary Sewer Rehabilitation State Revolving Fund (SRF) Projects – [Waterford Township](#)
- ≡ Sanitary Sewer Rehabilitation State Revolving Fund (SRF) Projects – [West Bloomfield Township](#)

WATER TREATMENT/DISTRIBUTION

- ≡ Madison Avenue Water Main replacement and LAP Mill and Overlay from Franklin St SE to Wealthy St SE – [City of Grand Rapids](#)
- ≡ Water Main Rehabilitation Drinking Water Revolving Fund Projects Phase 1 and Phase 2 – [Oakland County Water Resource Commission/City of Pontiac](#)
- ≡ Water Main Rehabilitation Drinking Water Revolving Fund Water Main Replacement Projects – [Waterford Township](#)
- ≡ Waterford Water Main Relining Project – [Waterford Township](#)
- ≡ Water Main Rehabilitation Drinking Water Revolving Fund Water Main Replacement Projects – [Bloomfield Farms, Alden Drive, Cooley Lake Road, Lochaven Road](#) – [West Bloomfield Township](#)
- ≡ Knollwood Subdivision Water Main Replacement – [West Bloomfield Township](#)
- ≡ Lindenmere Drive Water Main Replacement – [West Bloomfield Township](#)
- ≡ Water Treatment Vessel Rehabilitations – [City of Rochester](#)

PARKS AND RECREATION

- ≡ Borden Park Tennis Court Rehabilitation – Rochester Hills
- ≡ Innovation Hills Playground – Rochester Hills

MUNICIPAL FACILITIES

- ≡ West Bloomfield Garage Interior Repainting – West Bloomfield Township

PARKING, PAVEMENT AND STREET LIGHTING

- ≡ 509 Wealthy St SW Parking Lot Reconstruction – City of Grand Rapids
- ≡ Parking Lot Rehabilitation – Groves High School, Seaholm High School, Berkshire Middle School, Birmingham Covington School, Derby Middle School, Beverly Elementary School – Birmingham Public Schools
- ≡ Yearly Pavement Rehabilitation Programs, 2011-2018 – Oakland University
- ≡ Parking Lot Rehabilitations, CAI and Parks and Recreation – Waterford Township

MUNICIPAL CONSULTING

- ≡ Engineer of Record – West Bloomfield Township
- ≡ Safety Path Programs, Design and Construction – West Bloomfield Township
- ≡ Grinder Pump Program – West Bloomfield Township
- ≡ Site Plan Review – West Bloomfield Township
- ≡ Construction Plan Review – West Bloomfield Township
- ≡ Grade Inspections – West Bloomfield Township
- ≡ Plot Plan Reviews – West Bloomfield Township

SITE/CIVIL CONSULTING (PRIVATE DEVELOPMENT)

- ≡ Burger King, Waterford - Schostak Brothers
- ≡ Lake in the Woods Subdivision No. 1 – Heatherwood Homes
- ≡ Lake in the Woods Subdivision No. 2 – Baretta Homes
- ≡ Cherry Creek Corporate Park – Mavis Development
- ≡ D'Agostini Industrial Subdivisions No. 2 – Mode Development
- ≡ Lot 1 Central Industrial Subdivision – Mavis Development
- ≡ Lot 2 Central Industrial Subdivision – Mavis Development
- ≡ Lot 20 Central Industrial Subdivision – Mavis Development
- ≡ Lot 24 Central Industrial Subdivision – Mavis Development
- ≡ Sherwood Forest Subdivision No. 7 – Mavis Development
- ≡ Deer Creek Plaza – Mode Development
- ≡ Central Industrial Subdivision – Mavis Development
- ≡ Windmill Square – Lafata Industries
- ≡ Hills of Regency Condominiums Phases 3 and 4 – Homes By Chirco
- ≡ Glacier Club Condominiums Phases 1-4 – Wells Investments
- ≡ Ambassador Village – Ambassador Homes
- ≡ Estates at Stony Creek Subdivision – Mavis Development
- ≡ Ravines at the Orchards Condominiums – GTR Builders
- ≡ Lots 5-6 Macomb Industrial – Leone Construction
- ≡ Milano Industrial Subdivisions No. 2 – Leone Construction
- ≡ Villa Rosa Subdivision No. 2-5 – Leone Construction
- ≡ Rockwood Subdivision – R&C Development
- ≡ Sherwood Forest Park Subdivision – Mavis Development

MISCELLANEOUS

- ≡ CDBG Orchard Trail Intersection Upgrades Design and Construction – West Bloomfield Township
- ≡ CDBG W. Long Lake Safety Path Reconstruction – West Bloomfield Township
- ≡ CDBG 24 Mile Road Sidewalk Design – Chesterfield Township
- ≡ Lower Field Sidewalk Design and Construction – Oakland University
- ≡ Bevins Lake Dam Replacement – Oakland County Water Resource Commission



Dr. Babakhani specializes in hydraulic and hydrology analysis, design, and software modeling, including EPA SWMM, HEC-RAS, RIVERMorph. Her work experience includes sediment transport, river restoration, dam removal, engineering design, technical calculations and writing, watershed management, stormwater assessment and management, design of green infrastructure, and permit acquisition.

She received her PhD in Environmental Engineering from Wayne State University in 2016. She has done research on dam removal, sediment transport modeling, and river restoration topics. She has published several scientific papers on dam removal topics in Journal of Hydrology.

EDUCATION	EXPERIENCE	PROFESSIONAL DEVELOPMENT
<p>PhD, Civil & Environmental Engineering Wayne State University, 2016</p> <p>MS, Water and Wastewater Engineering Shahid Beheshti University, Iran, 2009</p> <p>BS, Civil Engineering, University of Semnan, Iran, 2007</p>	<p>With HRC Since 2017 10 Years of Experience</p> <p>PROFESSIONAL REGISTRATION/ CERTIFICATION</p> <p>Professional Engineer, Michigan No. 6201066498</p>	<p>River Assessment & Restoration 1 (Jim Selegan PhD. PE, 2013)</p> <p>River Assessment & Restoration 2 (Jim Selegan PhD. PE, 2014)</p> <p>Chi Epsilon National Civil Engineering Honor Society</p> <p>American Society of Civil Engineers (ASCE)</p> <p>Water Environment Federation (WEF)</p>

Professional Experience

WATER RESOURCES/WATERSHED MANAGEMENT

- ≡ Study for the Repair, Maintenance, and Management of Red Run – [Oakland County Water Resources Commissioners](#)
- ≡ Stream Baseline Assessment Waldon Road Paving JPA permitting – [Oakland County Road Commission](#)
- ≡ Stream Baseline Assessment Hancock Drain JPA permitting – [Delhi Charter Township Clinton](#)
- ≡ River Streambank repair at River Crest- [A condominium Management Co](#)
- ≡ Partridge Creek Habitat Restoration – [Macomb County Public Works](#)
- ≡ Clinton River Corridor Restoration – [City of Sterling Heights](#)
- ≡ McBride Drain Habitat Restoration – [Macomb County Public Works](#)
- ≡ Avon Creek Phase IV Restoration – [City of Rochester Hills](#)
- ≡ Lower Grand River Watershed Wetland Mitigation Bank – [Ottawa County Water Resources Commissioner](#)
- ≡ Okemos Pointe Stream Mitigation/ JPA Permitting – [Okemos Pointe, LLC](#)
- ≡ Hydraulic Study for New Haven Bridge Replacement – [HNTB](#)
- ≡ Hydraulic Study for Jackson Bridge Rehabilitation – [City of Jackson](#)
- ≡ Scour Analysis for Jackson Bridge Rehabilitation – [City of Jackson](#)
- ≡ US-223 Rehabilitation from Ogden Highway to High – [MDOT](#)
- ≡ M99 Drainage Study – [MDOT](#)
- ≡ Mound Rd Post Construction Stormwater Runoff Control Program – [HNTB Architects Engineers Planners](#)

- ≡ Walton Blvd Culvert Replacement – Road Commission of Oakland County
- ≡ Power Road Culvert Replacement – City of Farmington Hills
- ≡ Hickory Grove Culvert Replacement – City of Bloomfield Hills
- ≡ Shiawassee River Culvert Replacement Project – Charter Township of Spring Filed
- ≡ 8th street and S Avenue Culvert Replacement – Road Commission of Kalamazoo County
- ≡ Brookview Estates Culvert Design – Community E.S. INC.
- ≡ Kirkham Drain Culvert Replacement – Den-Man Contractors
- ≡ Open Channel Inspection – Spicer Group and City of Bloomfield Hills
- ≡ Develop Open Channel Field Reference Guides – Oakland County Water Resources Commissioner
- ≡ Descriptions and Map Boundaries GIS SAW Grant Application – Macomb County Public Works
- ≡ Stormwater Management Plan (SAW Grant) – Delhi Charter Township
- ≡ Stormwater Management Plan – Oakland University
- ≡ Windsor Drain and Patterson Drain Stormwater Design – Eaton County Drain Commissioner
- ≡ Adams Road Bridge Rehabilitation JPA Permitting – City of Rochester Hills
- ≡ Sylvan Glen Wetland Mitigation/ JPA Permitting – City of Troy
- ≡ Townline Intercounty Drain JPA Permitting – Merit Energy
- ≡ Design Standards Evaluation and Update – Macomb County Public Works
- ≡ Watershed Management Certification Program – Michigan Department of Agriculture and Rural Development
- ≡ Floodway and Floodplain Modeling with HEC RAS Red Run Drain – Oakland County Water Resources Commissioner
- ≡ Floodplain Modeling and LOMR Allen Creek Drain – JC Beal Construction Inc.
- ≡ Oakland Hills Master Drainage Plan – Oakland Hills Country Club
- ≡ Huron Hills Golf Course Natural Channel Design – Washtenaw County Water Resources Commissioner
- ≡ Soccer Site Drainage Study – City of Farmington Hills
- ≡ JST Detroit Site Drainage Study – City of Farmington Hills
- ≡ Section 197 District Boundary Study – St. Clair County and Eaton County Drain Commissioners
- ≡ EPA Design Sterling Relief Drain Retrofit – T R Pieprzak
- ≡ Innovation Hills Park Pond Design – City of Rochester Hills
- ≡ Marion and Genoa Drain Capacity Study – Livingston County Drain Commission
- ≡ Hydraulic Study for Spaulding Drain at the Confluence with Steel Drain – Kebs Inc
- ≡ Plumbrook Gibson Intercounty Drain Study – Macomb County Public Works
- ≡ Stormwater Management Plan Madison Heights Facility and Drainage Alternatives – SOCRRA
- ≡

MISCELLANEOUS

- ≡ Watershed Modeling with SWAT (Soil and Water Assessment Tool) – U.S. Army Corps of Engineers, Detroit District



Stephanie Petriello joined Hubbell, Roth & Clark, Inc. in 2019 as a project analyst in the firm's environmental department. She received her Masters in Environmental Management from Duke University with a focus on Ecosystem Science and Conservation. Her work experience includes stream and wetland mitigation and restoration, natural channel design, regulatory compliance, grant and proposal writing, and project management.

EDUCATION	PROFESSIONAL REGISTRATION/ CERTIFICATION	AFFILIATIONS
MEM, Ecosystem Science and Conservation Duke University, 2012 BS, Biology; Environmental Science Muhlenberg College, 2010	Certificate of Geospatial Analysis Duke University Industrial Storm Water Operator No. I-18350	Michigan Water Environment Association (MWEA) Michigan Wetlands Association (MWA)
EXPERIENCE		
With HRC since 2019 9 Years of Experience		

Professional Experience

WATER RESOURCES/WATERSHED MANAGEMENT

- ≡ Huron Hills Golf Course Natural Channel Design – [Washtenaw County Water Resources Commissioner](#)
- ≡ Stormwater Management Plan Madison Heights Facility and Drainage Alternatives – [SOCRRA](#)
- ≡ Study for the Repair, Maintenance, and Management of Red Run – [Oakland County Water Resources Commissioner's Office](#)
- ≡ Mound Rd Post Construction Stormwater Runoff Control Program – [HNTB Architects Engineers Planners](#)
- ≡ Newport Creek Area Drainage Study – [City of Ann Arbor](#)
- ≡ Holt to Mason Trail Stream Assessment – [Delhi Charter Township](#)
- ≡ Tributary Spill Response Evaluation Study – [Oakland County Water Resources Commissioner's Office](#)
- ≡ Private Detention Pond Assessment Study – [City of Ann Arbor](#)
- ≡ Golf Course Watershed Stabilization – [Plum Hollow Country Club](#)
- ≡ Plumbrook Gibson Intercounty Drain Study– [Macomb County Public Works](#)
- ≡ Wheeler Facility Pond Dredging – [City of Ann Arbor](#)
- ≡ Galloway Creek Wetland Review – [Oakland University](#)

STORMWATER REGULATORY COMPLIANCE

- ≡ Assists several communities with their MS4 permit requirements – [Village of Beverly Hills](#), [Village of Bingham Farms](#), [City of Birmingham](#), [City of Bloomfield Hills](#), [City of the Village of Clarkston](#), [Farmington Public Schools](#), [Village of Franklin](#), [Village of Grosse Pointe Shores](#), [Huron Valley Schools](#), [Village of Lake Orion](#), [City of Lathrup Village](#), [Oakland University](#), [City of South Lyon](#), [City of Sterling Heights](#), [City of Troy](#), [City of Utica](#)

GRANT AND PROPOSAL WRITING EXPERIENCE

- ≡ Clean Water State Revolving Fund – Michigan Department of the Environment, Great Lakes, and Energy (EGLE)
- ≡ Nonpoint Source Pollution Control Grants – Michigan Department of the Environment, Great Lakes, and Energy (EGLE)
- ≡ Sustain Our Great Lakes – National Fish and Wildlife Federation (NFWF)
- ≡ Southeast Michigan Resilience Fund – National Fish and Wildlife Federation (NFWF)

MISCELLANEOUS

- ≡ Dave Rosgen Level I – Applied Fluvial Geomorphology
- ≡ Dave Rosgen Level II – River Morphology and Applications
- ≡ Dave Rosgen Level III – River Assessment and Monitoring
- ≡ Will Harmon Stream Mechanics – Stream Functions Pyramid Framework
- ≡ Will Harmon Stream Mechanics – Natural Channel Design Review Checklist
- ≡ Richard Chinn Environmental Training – ACOE Wetland Delineations/Regional Supplement/Waters of the United States



Taylor Warstler joined Hubbell, Roth & Clark, Inc. in 2020 as a graduate engineer and works in the firm's environmental department. Her work experience includes drainage assessments and studies, hydraulic analysis and modeling, permit applications, construction observation, and municipal site plan reviews.

EDUCATION	EXPERIENCE	PROFESSIONAL REGISTRATION/ CERTIFICATION
B.S. Environmental Engineering Michigan State University, 2021	With HRC since 2020 4 Years of Experience	MDEQ Storm Water Management Operator, MDEQ No. C-20579

Professional Experience

ENVIRONMENTAL ANALYSIS

- ≡ US 223 Lenawee County – MDOT
- ≡ M99 Rehabilitation – MDOT
- ≡ GM GTC Flood Mitigation – General Motors Global Facilities
- ≡ Waldon Road Improvements – Oakland County Road Commissioner's Office

WATER RESOURCES/WATERSHED MANAGEMENT

- ≡ Stormwater Management Plan Madison Heights Facility and Drainage Alternatives – SOCRRA
- ≡ Newport Creek Area Drainage Study – City of Ann Arbor
- ≡ Tributary Spill Response Evaluation Study – Oakland County Water Resources Commissioner's Office
- ≡ Private Detention Pond Assessment Study – City of Ann Arbor
- ≡ Plumbrook Gibson Intercounty Drain Study – Macomb County Public Works
- ≡ Clark Hill Stormwater Engineering Support – City of St. Clair Shores
- ≡ Heritage Park River Trail Bridge Replacement – City of Farmington Hills
- ≡ New Haven Bridge over East Branch of Coon Creek – HNTB Architects Engineers Planners

DRAIN AND DRAINAGE IMPROVEMENT

- ≡ Marion and Genoa Drain Capacity Study – Livingston County Drain Commissioner
- ≡ Mirlon Drive, Westgate Road, Spring Valley Drive Culvert Condition Assessment – City of Farmington Hills
- ≡ Red Run Freedom Hill Restoration – Oakland County Water Resources Commissioner's Office
- ≡ Eves Drain and Tributary Drains Maintenance Inspections – St. Clair County Drain Commissioner's Office

MUNICIPAL CONSULTING

- ≡ Site Plan Reviews – Brandon Township, Holly Township
- ≡ As-Built Reviews – City of Farmington Hills
- ≡ Capital Improvement Project Section 24 Area 4 – City of Southfield
- ≡ Franklin Road Reconstruction – City of Southfield



Derek Stratelak is a licensed landscape architect, registered forester, geomorphologist and certified professional wetland scientist with a broad range of public and private sector experience in performing site planning and landscape architectural designs, woodland and tree evaluations, expert witness services, wetland delineations, restoration and mitigation design, stream evaluations, relocation and bank restoration design. Mr. Stratelak's experience includes environmental permitting and application negotiations, urban planning, engineering, and construction administration. He has worked on a wide variety of large and complex projects including parks, corporate headquarters, universities, government facilities, military facilities and bases, nuclear power plants, cemeteries, golf courses, recreational facilities, residential developments, commercial developments, public and private roads including work with numerous county road commissions, county drain commissions, the state transportation departments and federal agencies (DoD, EPA, FWS, NRC).

EDUCATION

BS, Landscape Architecture
Michigan State University, 1983

EXPERIENCE

With HRC since 2014
36 Years of Experience

PROFESSIONAL REGISTRATION/ CERTIFICATION

Licensed Landscape Architect No.1021, Michigan, 1986
Professional Wetland Scientist, No. 993, 1996
NPDES Certified Stormwater Operator, No. C-00188, 1994
Certified Arborist, No. MI-0377, International Society of Arboriculture, 1997
Registered Forester, No. 46096, Michigan 2015

AFFILIATIONS

Applied Fluvial Geomorphology, Wildland Hydrology (Dave Rosgen, PhD) (2008)
River Morphology and Applications, Wildland Hydrology (Dave Rosgen, PhD) (2008)
Society of Wetland Scientists
American Geophysical Union
State Association of Wetland Managers

Professional Experience

WATER RESOURCES/WATERSHED MANAGEMENT

- ≡ Clinton River Spillway Habitat Improvement Project – [Clinton River Intercounty Drain Commission, Harrison Township](#)
- ≡ Heritage Park Wetland Mitigation – [Farmington Hills](#)
- ≡ Shenandoah Golf and Country Club – [Oakland County](#)
- ≡ Clinton River Riverbank Stabilization – [Oakland County Public Works Commissioner, Rochester Hills](#)
- ≡ Richmond Park Stream Restoration – [City of Grand Rapids](#)
- ≡ Regional Wetland Mitigation Banks – [Allegan and Fennville](#)
- ≡ Streamwood Riverbank Stabilization – [Clinton River in Rochester Hills, Oakland County](#)
- ≡ Copperwood Copper Mine Tailing Basin – [Stream Relocation and Restoration, Ironwood](#)
- ≡ County Road 595 Environmental Permitting – [Marquette County Road Commission, Marquette County](#)
- ≡ Township Forestry and Wetland Consultant – [West Bloomfield Township, Oakland County](#)
- ≡ Belle River Watershed Master Plan – [St. Clair County](#)
- ≡ Jamain Drain – [Oakland County Drain Commissioner, Oakland County](#)
- ≡ Brookside & Ravines Condo Association Streambank Stabilization – [Oakland County](#)
- ≡ Bay Aggregate Relocation – [Bay County](#)

LANDSCAPE ARCHITECTURE

- ≡ Oasis at Centennial Park Landscape Plan – [City of Troy](#)
- ≡ Police Headquarters Landscape Plan – [City of Battle Creek](#)
- ≡ Civic Center Landscape Master Plan – [City of Sterling Heights](#)
- ≡ City of Novi Police Pistol Range Landscape Plan – [Oakland County](#)
- ≡ Riverside Park Master Landscape Plan – [Columbus Township, St. Clair County](#)
- ≡ Utica Road Streetscape Landscape Plan – [City of Sterling Heights](#)
- ≡ Circle Square Housing Development Landscape Plan – [City of Pontiac Public Housing Authority](#)

After reviewing the construction estimate and scope of the RFP, HRC finds the proposed construction project budget reasonable to adequately meet the statement of work for this project.



F. REFERENCES



Macomb County Public Works

Jeff Bednar, PE, CFM
Environmental Resources Manager
586-493-0685



Clinton River Watershed
Council

Anne Braise
Executive Director
248-601-0606



City of Sterling Heights

Clinton River Corridor Restoration

Jason Castor
City Development Director
586-446-2731



Oakland County Water
Resources Commissioner

Anne Vaara
Chief Deputy
248-858 -0958

Steve Korth
Manager
248-858-7598



City of Troy

Bill Huotari , PE
City Engineer
248-524-3383

EXPERTISE & EXPERIENCE

HRC has performed numerous projects similar in scope to that outlined in this RFP. HRC is currently serving 195 clients. These clients include public and private entities throughout Michigan, including commercial, industrial, and institutional organizations. HRC performs thousands of projects per year throughout the State of Michigan, utilizing its 260-plus employees. The complete list of projects currently in progress would be too exhaustive to include here. The services being provided to these clients include:

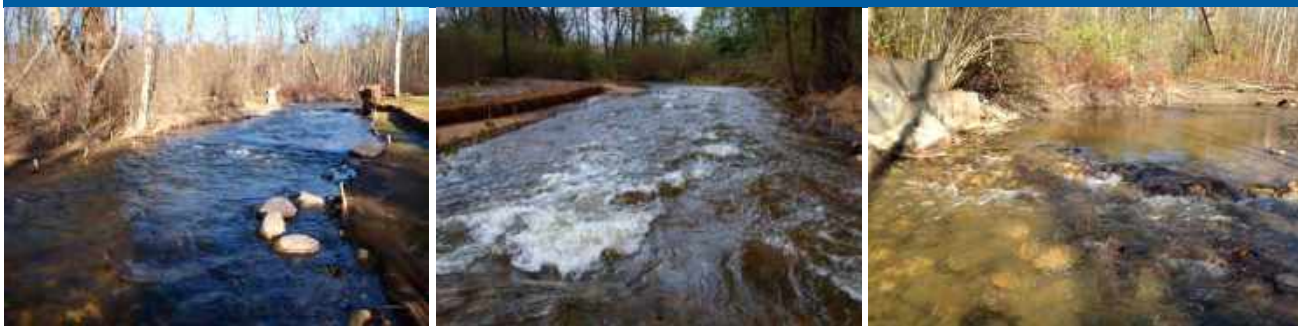
- ≡ Architectural Design
- ≡ Civil Engineering
- ≡ Surveying and GIS Services
- ≡ Electrical Engineering
- ≡ Structural Engineering
- ≡ Landscape Architecture
- ≡ Mechanical Engineering
- ≡ HVAC and Building Plumbing System Design
- ≡ Building Assessments
- ≡ Construction Material Testing
- ≡ Site Plan Review
- ≡ Transportation Engineering
- ≡ Design of Municipal Utility Systems (water mains, sanitary sewers, and storm sewers)
- ≡ Stormwater Management
- ≡ Easement/Right of Way Agreements
- ≡ Construction Administration
- ≡ Streetscapes
- ≡ Downtown Development Authority
- ≡ Kensington Metropark

*** HRC has the capacity to commence immediately upon authorization to proceed**

HURON-CLINTON METROPOLITAN AUTHORITY PROJECTS

Lake St Clair Electrical Supply Upgrades and Replacements
Assessment of Pump Stations
Lower Huron Family Aquatic Center
Lower Huron Park Water and Sewer
Island Lake-Kensington Trail Connector

Clinton River Watershed Council Paint Creek Habitat Restoration Dam Removal, Clinton River Area of Concern



Owner

Clinton River Watershed
Council
1115 W. Avon Road
Rochester Hills, Michigan
48309
Ms. Anne Braise
Executive Director
(248) 601-0606

Start Date

February 2011

Completion Date

April 2012

Project Budget

\$734,670

USEPA Grant Budget

\$704,725

Awards

2013 Merit Award
ACEC/Michigan

2013 Project of the Year Award
– Environment Less Than \$5
Million
APWA Michigan Chapter

2013 Quality of Life Award
ASCE Michigan Section
Southeastern Branch

PROJECT DESCRIPTION

Paint Creek is a designated cold-water stream that is managed as a trout fishery by the State. In addition, Paint Creek is part of the Clinton River Coldwater Conservation Project - a partnership between the Michigan Department of Natural Resources, Clinton River Watershed Council, Trout Unlimited, and area municipalities to improve the local trout fishery. As such, this local water resource enhances the fishery and local economy.

Geomorphic stream survey data along Paint Creek verified that habitat is impaired by deposition in the streambed above the dam and erosion of the streambed below the dam. The State has determined that this site represents one of the highest priority dam removal projects in Michigan.

The Paint Creek Dam is in the middle section of Paint Creek, a tributary to the Clinton River. The dam was constructed in 1835 and is no longer functioning for its intended purpose. The dam's former millrace is a state-designated historic feature important to Oakland Township.

The HRC Design Team was retained by the Clinton River Watershed Council to develop a floodplain, hydrological and streambank analysis for dam removal while preserving the historical designation of the dam's mill race; prepare designs, specifications, and permits; and provide construction oversight for dam removal and stream restoration.

This project will contribute to the delisting of the Clinton River AOC's Beneficial Use Impairment for Loss of Fish and Wildlife Habitat. The project consists of these activities and outcomes:

- ≡ Remove dam on Paint Creek & re-connect 16 stream miles;
- ≡ Restore 1,500 feet of stream channel & re-connect 2.5 acres of floodplain/wetlands;
- ≡ Reduce bank erosion by >95% in this reach;
- ≡ Restore native fish populations; improve managed trout fishery.

HRC was instrumental in obtaining grant funding for this project from EPA through the first round of the Great Lakes Restoration Initiative. This project is a recognized part of an approvable Fish & Wildlife Habitat/Population restoration plan submitted to Michigan Department of Environmental Quality (MDEQ). It is identified as a Tier 1 Action (0-3 years) in MDEQ's AOC Action Tracking Table as part of the State of Michigan's Delisting Strategy for Great Lakes AOCs.

The dam was removed in October of 2011. Phase I of stream restoration including bank restoration, adding woody material for toe protection and riffle enhancements, invasive species control, and riparian plantings was completed in late Fall 2011. Additional stream restoration was completed in spring and summer of 2012.



Clinton River Watershed Council
Paint Creek Habitat Restoration Dam Removal, Clinton River Area of
Concern

USEPA Grant Category
Habitat and Wildlife Protection and Restoration

Design Team (Subconsultants)
Environmental Consulting & Technology, Inc.
HopkinsBurns Design Studio
InSite Design Studio, Inc.
Limno-Tech, Inc.
Somat Engineering
Niswander Environmental Inc.

Technical Advisory Committee
Michigan Department of Environmental Quality
Michigan Department of Natural Resources
Clinton River AOC Public Advisory Committee
Trout Unlimited
Oakland University
Lawrence Technological University

Great Lakes Restoration Initiative & Macomb County Public Works Office

Partridge Creek Habitat Restoration Clinton Township



Start Date

January 2015

Completion Date

October 2017

Project Budget

\$2,300,000 – EPA Funding

Project Partners

Hubbell, Roth & Clark, Inc.
Clinton Township
Clinton River Watershed Council

Notable Features

- ≡ Increase Habitat Diversity
- ≡ 52 acres of aquatic and terrestrial habitat restoration
- ≡ 5 acres of wetland restoration
- ≡ Improve Channel Connectivity
- ≡ 5,500 lineal feet of multi-staged open channel restoration and enhancement
- ≡ Invasive Species Removal
- ≡ 50 acres of invasive species control
- ≡ Create Channel Connectivity
- ≡ 5,500 lineal feet of in-stream habitat

PROJECT DESCRIPTION

Partridge Creek Commons consists of four parcels (52 acres), which were previously a golf course. The golf course is now closed and the parcel is vacant. Over one mile of the Gloede Drain flows through this parcel, with several adjacent pocket wetlands. The existing site consisted of aquatic and terrestrial invasive species, eroded bank regions along the drain corridor, fragmented wetland areas, and degraded golf cart paths that narrow the channel width and obstruct flows. The project was separated into four phases that included: Invasive Plant Species Removal, Gloede Drain Natural Channel Design Restoration, Wetland Restoration, and Oak Openings Restoration.

The site was under a conservation easement held by Clinton Township. Phase I (Invasive Plant Species Removal) encompassed approximately 50 acres that included species such as phragmites, reed canary grass, thistle, and non-native cattails - which were managed. A native cover crop of early succession species was established. Phase II (Gloede Drain Natural Channel Design Restoration) restored the floodplain along approximately 5,500 feet of the Gloede Drain, consistent with the Macomb County open drain standards for a multi-staged channel. One-sided excavation (north bank) was used to maintain shade and minimize the area of disturbance. Phase III (Wetland Restoration) restored up to five acres of contiguous stream and pocket wetlands throughout the site. The hydrology was restored to provide connectivity between the floodplain, Gloede Drain, and upland pocket wetland. Phase IV (Oak Openings Restoration) restored upland areas to historic oak openings, Savannah habitat and included a vegetation management plan.



Clinton River Spillway Intercounty Drain Drainage Board

Clinton River Spillway Habitation Restoration Planning, Design and Construction Administration



Owner

Clinton River Spillway Intercounty
Drain Drainage Board

Ms. Candice Miller
Macomb County Public Works
Commissioner
(586) 469-5325
public.works@macombgov.org

Start Date

Design – October 2011
Construction – October 2016

Completion Date

October 2018

Total Project Cost

\$2.5 Million – NOAA
\$1.5 Million – EPA

Key Personnel

Partner – James Burton, PE
Project Mgr. – Albert Mickalich, PE
Wetland Scientist – Derek Stratelak

Notable Features

- ≡ Over two miles of stream/habitat restored
- ≡ Streambank stabilization and creation of offline pools
- ≡ Improved spillway function and flood capacity
- ≡ Riparian vegetation restoration
- ≡ Invasive species removal
- ≡ Trail and recreation enhancement

PROJECT DESCRIPTION

Built in 1949 by the United States Army Corps of Engineers to alleviate flooding in Mount Clemens, Clinton Township, and Harrison Township; The Clinton River Spillway's effectiveness at controlling floodwater had created a host of environmental problems. Connectivity to Lake St. Clair was impacted – hampering fish passage, creating habitat loss, and promoting the growth of invasive plant species. Due to the installation of the weir, changes in hydrology led to sediment deposition in the natural channel and downcutting and erosion in the spillway.

Efforts to restore the damaged habitat along the two and one-half mile, 80-foot wide human-made channel took shape in 2011 when the Macomb Public Works Office, on behalf of the Clinton River Spillway Intercounty Drain Drainage Board, was awarded initial funding of \$339,500 through the National Oceanic and Atmospheric Association's (NOAA) Great Lakes Restoration Program for habitation restoration planning. One of 25 habitat restoration projects listed in the public advisory committee's 2011 strategy for removing loss of fish and wildlife habitat beneficial use impairment (BUI) in the Clinton River Remedial Action Plan; the Clinton River Public Advisory Council had selected this project as its highest priority for the 2011 funding cycle. Hubbell, Roth & Clark, Inc. (HRC) led the project team on the NOAA-funded engineering and design phase of that two-year project completed in 2013.

In 2014, the Clinton River Spillway Phase I Implementation Plan, designed by HRC, was awarded \$2.5 million by NOAA. The Clinton River Spillway Intercounty Drain Drainage Board soon approved HRC as the lead consultant. Along with its team of subconsultants, the firm immediately began performing grant administration, monitoring, and construction engineering services on the spillway. An additional \$1.5 million from the Environmental Protection Agency completed the financial circle, giving the project 100 percent funding status for this phase.

Now complete, healthy wildlife thrive in a habitat — home to various fish, birds, and small animals. Bank heights have been reduced, and 4,800-feet of banks have been stabilized. Marsh enhancements have taken hold with submergent plantings encompassing 17,000 square feet. Wildlife diversity has populated the area, aided in part by the construction and placement of four reptile hibernaculum and four turtle mounds. Basking logs now provide fish cover and turtle habitat, while 12 inverted root wads offer protective cover and bird perch habitats in off-channel areas and vernal pools. Highlights of the project include:

- ≡ Inventory of terrestrial invasive species and existing erosion
- ≡ Development techniques (shoreline plantings, offline pools, habitat structures)



City of Rochester Hills Avon Creek Restoration - Phases I & II



Owner

City of Rochester Hills
1000 Rochester Hills Drive
Rochester Hills, MI 48309
Mr. Ken Elwert, CPRE
(248) 656-4640

Start Date

January 2008

Completion Date

November 2010

Original Project Budget

Phase I – \$242,000
Phase II – \$131,500

Final Project Budget

\$373,500

Principal in Charge

Walter H. Alix, PE, PS

PROJECT DESCRIPTION

HRC developed restoration plans for a channelized drain, pond improvements, pocket wetlands, and a pond bypass channel to improve water quality/temperatures. The USFWS Grant Project included 600 feet of new meandering channel, and the former drain was plugged to create oxbow ponds.

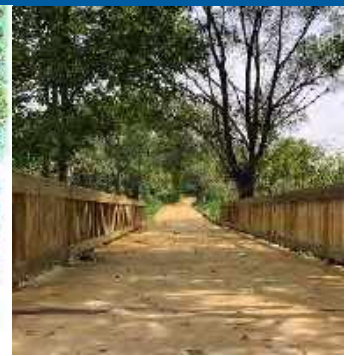
HRC developed plans for 300 feet of a riffle-pool channel to transition into a section of step-pool stream to bypass the pond. This design allowed for fish passage, reduction in stream temperatures, and reduction in maintenance costs.

Project included:

- ≡ Invasive species removal and restoration with native plantings
- ≡ Pond outlet structure reconstruction
- ≡ 990 cyds of sediment dredged from the half-acre pond
- ≡ 100 foot vegetated step-pool (regenerative stormwater) swale
- ≡ Pocket wetland with micropools and various planting zones
- ≡ 200 feet of riffle structures along Avon Creek
- ≡ 600 feet of stream connected to the historic floodplain elevation
- ≡ 100 feet of floodplain restoration (two-stage channel)
- ≡ Future phase includes constructing a channel to bypass the pond.



RENDERING BY RALPH NUNEZ



Owner:

City of Rochester Hills
1000 Rochester Hills Drive
Rochester Hills, MI 48309
Mr. Ken Elwert, CPRE
Director of Parks and Natural
Resources
(248) 656-4640

HRC Project Number
20170822

Scheduled Completion Date
August 2019

Project Budget
\$3.5 million

Project Team
Hubbell, Roth & Clark, Inc.
T.R. Pieprzak
Scott Sherman Nurseries

Key Personnel
Lynne Seymour, PE
Albert Mickalich, PE

Notable Features

- ≡ Universal Design Boardwalk
- ≡ Universal Design Pathway
- ≡ Kayak Landing
- ≡ Vault Restroom
- ≡ Rain Garden
- ≡ Gazebo
- ≡ Stormwater Ponds

PROJECT DESCRIPTION

Hubbell, Roth & Clark, Inc. (HRC) was retained by the City of Rochester Hills to provide engineering, structural design, surveying, material testing, and construction oversight for recreation, stormwater, and habitat enhancements at Innovation Hills, which is owned by the City. The location along the Clinton River, access from regional trails, and on-site natural resources made this park prime for improvement.

The HRC Team provided design, site plan development, MDEQ Joint permit application and SESC permit administration, and construction oversight for the design-build project.

The focal point of the project was a stormwater detention pond designed to be a water feature with waterfalls. Trails and boardwalks were designed to be Universal-Design compliant pedestrian pathways throughout the park and wetlands. Tree tagging and surveying were done to ensure minimal tree removal and to allow the path and boardwalk to meander naturally within the park.

Electrical service was designed and coordinated with DTE, and water lead extensions were designed to meet current and future park needs. A kayak landing is being constructed as well as a mounded sundial and gazebo. Additional amenities include rain gardens, interpretive signage, seating, Universal Design approved restrooms and drinking fountains, and landscape areas, thus establishing a sense of place and destination.

This project provided:

- ≡ Reductions in soil erosion and sedimentation
- ≡ Enhanced aquatic and terrestrial habitat
- ≡ Enhanced access to the water
- ≡ A multi-generational attraction to the City
- ≡ Demonstration of the City's sustainable parks and recreational development
- ≡ Water quality enhancement initiatives



Owner

City of Utica
7550 Auburn Road
Utica, Michigan 48317
Mr. William Lang
DPW Superintendent
(586) 634-7080

HRC Project Number
20100506

Commencement
January 2010

Completion Date
November 2015

Project Budget
\$50,0000

Construction Cost
\$2,420,000

PROJECT DESCRIPTION

HRC was retained by the City of Utica to provide design engineering for a pedestrian pathway along the Clinton River from Auburn Road to their Utica Recreation Park. The segment of the pathway included in the project was a continuation of a major pathway system within Utica that begins at Van Dyke Road within Heritage Park. The pathway is part of the Huron Clinton Metropark Association (HCMA) trail system that will ultimately link Lake St. Clair (formerly Metro Beach) and Stoney Creek Metroparks. In addition to the portion of the pathway through Utica, it also passes through Harrison Twp., Clinton Twp., the City of Sterling Heights and Shelby Township. Each of the communities are responsible for constructing the portion of the pathway within their community. HRC previously provided the city with similar design and construction services for an earlier segment of the pathway system.

This project included:

- ≡ 3,400 feet of 10-foot-wide asphalt pathway
- ≡ Restoration of 200 feet of riverbank along the Clinton River
- ≡ A 10' x 14' box culvert pedestrian underpass crossing below the existing Conrail railroad tracks

During the preliminary and final design, Conrail was engaged to determine the design requirements for the crossing of their tracks. Alternatives discussed with Conrail included an at grade crossing (not allowed due to safety concerns since it is not located adjacent to an existing roadway grade crossing), a box culvert underpass or a bridge overpass. The box culvert underpass was selected and it was determined by Conrail that open cut construction would be allowed since the track is not currently utilized in this area. AREMA design requirements for the box culvert were followed for the design.



City of Sterling Heights and City of Utica Clinton River Corridor Habitation Restoration Planning, Design & Construction Administration



Owners



Commencement Date

Design – October 2015

Construction – July 2016

Key Personnel

Project Mgr. – James
Burton, P.E.

Technical Lead – Derek
Stratelak, PWS, LLA, CA,
RF

Estimated Completion Date

October 2018

Total Project Cost

\$4.5 Million – EPA GLRI
funded

Notable Features

- ≡ Increase Habitat
Diversity
- ≡ Improve Channel
Connectivity
- ≡ Multi-staged open
channel restoration and
enhancement over
nine-mile stretch
- ≡ Removed 385,000
cubic feet of debris
- ≡ Reduce Sediment
Loading
- ≡ 230,000 tons annually

PROJECT DESCRIPTION

The Clinton River Corridor Restoration addressed habitat impairments within a nine-mile section of the Clinton River in Sterling Heights and Utica, Michigan. The project was 100% funded by a \$4.5 Million grant from the EPA through the Great Lakes Restoration Initiative program to remove Beneficial Use Impairments within the Clinton River Area of Concern. The project created habitat, improved habitat diversity, accommodated the wide range of river flows, and resolved sedimentation, incision, and bank erosion issues impairing habitat

Natural channel restoration protocols including restoring natural meanders, riffle-pool bed topography, and channel dimensions were used to ensure long-term stability. Natural riffle grade controls and floodplain bench excavation in channelized areas provided connectivity to the floodplain. Invasive species were removed and replaced with native species in riparian and upland areas.

Clearing 25 log jams removed 385,000 cubic feet of debris, opened the river, and increased aquatic and riparian habitats for sport fish species. Construction activities included approximately 7,600 linear feet of bank stabilization structures such as vegetated reinforced soil slopes, stone toe protection, and toewood that reduce sediment loading by 230,000 tons annually.

Project Details

Highlights of the project include:

- ≡ Improved in-stream habitat for fish and macroinvertebrates, and off-channel wetland and riparian habitat for amphibians, water fowl, etc.
- ≡ Reduced bank erosion and sediment loads causing riverbank instability and affecting spawning habitats.
- ≡ Created an ecosystem that stabilizes adjacent uplands through using native species.
- ≡ Restored connectivity and long-term stability for a nine-mile stretch of the Clinton River, and control the anthropogenic forces that degrade the riparian habitats.

Partners

- ≡ Environmental Protection Agency
- ≡ Michigan Dept. of Environmental Quality
- ≡ Michigan Office of the Great Lakes
- ≡ Clinton River Watershed Council
- ≡ Michigan Dept. of Natural Resources
- ≡ Clinton River Public Advisory Council



City of Sterling Heights Clinton River Rehabilitation



Owner

City of Sterling Heights
40555 Utica Road
Sterling Heights, MI 48313
Mr. Brent Bashaw
City Engineer
586-446-2489

HRC Project Number

20140731

Start Date

March 2016

Completion Date

July 2016

Project Team

Prime – Hubbell, Roth & Clark

Services Provided

Right of Way Acquisition and
Coordination

Key Personnel

Jeffrey L. Jones

Notable Features

- ≡ Coordination of acquisition activities
- ≡ Submitting invoices to the City for payment of Right-of-Way compensation

PROJECT DESCRIPTION

The project consisted of the rehabilitation of the Clinton River through the City of Sterling Heights and in the City of Troy. The project included bank restoration and stabilization along the river as well as cleanup of debris and downed vegetation. The project was funded by the City through I funding.

HRC responsibilities include:

- ≡ Coordination of acquisition with the City officials
- ≡ Recommendation of right of way documents and revisions
- ≡ Description of the work being performed on the bank restoration of Owner's property fronting the river
- ≡ Negotiation of acquisition
- ≡ Maintenance of a file for each parcel, which includes all title work, instrument of conveyance, record of negotiation
- ≡ Notification informing the City of all negotiations and progress
- ≡ Attendance of public meetings, informational meetings, funding meetings and providing materials as required
- ≡ Submission of all copies of all records to the City as requested
- ≡ Consultation and on-site meetings with design engineer to minimize acquisition costs



City of Troy

Sylvan Glen Golf Course Stream Restoration

Owner

City of Troy
500 W. Big Beaver Rd.
Troy, Michigan 48084
Mr. Steven Vandette, P.E.
City Engineer
(248) 524-3383

HRC Project Number

20140582

Start Date

December 2014

Completion Date

August 2016

Project Budget

\$1.1 million

Notable Features

- ≡ Channel restoration of 3,500 feet
- ≡ Reduction of over 30 tons of sediment per year in the Clinton River
- ≡ Improved stream connectivity

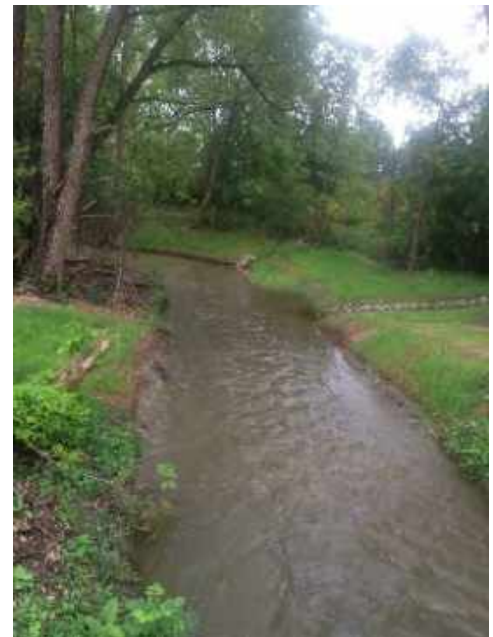
PROJECT DESCRIPTION

The Gibson-Renshaw and West Gibson branches of the Clinton River are county drains located within the Red Run subwatershed and flow through the city of Troy's Sylvan Glen Golf Course. The Gibson-Renshaw was deeply incised in the project area with continuous bank and bed erosion. Extensive bank erosion caused riffle embeddedness, pool filling, and channel widening. The West Gibson was moderately incised with a wider riparian buffer, but had localized areas of accelerated erosion. The subwatershed is highly urbanized within the Clinton River area of concern, where quality headwater stream habitat is limited.

Hubbell, Roth & Clark, Inc. was retained by the city of Troy to provide environmental engineering for this project which included streambank stabilization, habitat enhancement design, and construction observation.

The desired ecological conditions for Sylvan Glen included improved stream channel stability and restoring stream processes that encourage an increase in fish biomass and diversity. Channel restoration measures included restoring natural meanders, riffle-pool bed topography, and channel dimension to insure long-term stability. Turf grass was replaced by native plantings in riparian areas. Natural riffle grade controls and floodplain bench excavation in channelized areas were utilized to provide better connectivity to the floodplain. Two existing crossings were also eliminated and the channel restored.

The Environmental Protection Agency (EPA) provided funding for the project.



G. ADDENDUM ACKNOWLEDGMENT

HURON-CLINTON METROPOLITAN AUTHORITY

Willow METROPARK

Huron River Erosion Remediation and Habitat Restoration
Design

RFP

ADDENDUM NO. 1

Project No. P-510-21-319

7/27/2021

Prepared By: AMS

BIDDER SHALL ACKNOWLEDGE RECEIPT OF THIS ADDENDUM IN THE BID FORM

This Addendum is issued before award of Contract to inform the Bidder of modifications to the Bidding Documents.

All requirements contained in the Bidding Documents shall apply to this Addendum, and the general character of the Work required in this Addendum shall be as originally set forth in the Bidding Documents for similar Work, unless otherwise specified herein. Incidental Work necessitated by this Addendum as required to complete the Work shall be included in the Bid, even though not particularly mentioned herein.

This Addendum is hereby made a part of the Bidding Documents and shall be included in the Contract Documents.

PART 1 - REVISED DOCUMENTS ISSUED WITH THIS ADDENDUM

1.1 Project Q & A Document

1.2 Greater than \$25,000 Standard Terms and Conditions

PART 2 - DESCRIPTION OF REVISIONS THESE DOCUMENTS ARE NOT RE-ISSUED

2.1 RFP Due Date Extended to August 13, 2021.

PART 3 – MISCELLANEOUS INFORMATION

3.1 RFP Due Date Extended to August 13, 2021.



7/27/2021

James Burton, PE - Vice President



Office Locations

≡ Bloomfield Hills

555 Hulet Drive
Bloomfield Hills, MI 48302
248-454-6300 | Fax: 248-454-6312

≡ Delhi Township

2101 Aurelius Road, Suite 2
Holt, MI 48842
517-694-7760

≡ Detroit

Buhl Building, Suite 1650
535 Griswold Street | Detroit, MI 48226
313-965-3330

≡ Grand Rapids

1925 Breton Rd SE, Suite 100
Grand Rapids, MI 49506
616-454-4286

≡ Howell

105 West Grand River Ave.
Howell, MI 48843
517-552-9199

≡ Jackson

401 S. Mechanic Street, Suite B
Jackson, MI 49201
517-292-1295

≡ Kalamazoo

834 King Highway, Suite 107
Kalamazoo, MI 49001
269-665-2005

≡ Lansing

215 South Washington Square, Suite D
Lansing, MI 48933
517-292-1488



HUBBELL, ROTH & CLARK, INC
CONSULTING ENGINEERS SINCE 1915

ENGINEERING. ENVIRONMENT. EXCELLENCE

248-454-6300

hrcengr.com

PART II - COST

REQUEST FOR PROPOSAL

P-510-21-319 - HURON RIVER EROSION REMEDIATION AND HABITAT
RESTORATION DESIGN AT WILLOW METROPARK

DUE: AUGUST 13, 2021 AT 2:00PM



SUBMITTED TO:
**HURON- CLINTON
METROPOLITAN AUTHORITY**

ATTN: Andrew Storer, Design Engineer
13000 High Ridge Drive
Brighton, MI 48114

ENGINEERING.BIDS@METROPARKS.COM



PREPARED BY:
**HUBBELL, ROTH &
CLARK, INC.**

555 Hulet Dr.
Bloomfield Hills, MI 48302-0360

Phone: 248-454-6300
Fax: 248-454-6312



HUBBELL, ROTH & CLARK, INC
CONSULTING ENGINEERS SINCE 1915

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Huron-Clinton Metro Authority

HURON RIVER EROSION REMEDIATION AND HABITAT RESTORATION DESIGN

Task		Principal		Project Manager		Project Engineer		Field Services		CAD/GIS Technician		Admin/ Staff Engineer		Totals	Percentage
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		
Design Engineering															
	1.) Data Collection ROW, Utilities, Watershed management plans, Historical Aerials, and available H&H models	0	\$ -	1	\$ 155.00	4	\$ 460.00	0	\$ -	4	\$ 500.00	8	\$ 760.00	\$ 1,875.00	
	2.) Hydrology Study Stream Discharges	0	\$ -	1	\$ 155.00	4	\$ 460.00	0	\$ -	0	\$ -	4	\$ 380.00	\$ 995.00	
	3.) Geomorphology Study Evaluate bankfull stage, flow, and bankfull channel dimension	1	\$ 170.00	1	\$ 155.00	8	\$ 920.00	24	\$ 4,320.00	0	\$ -	4	\$ 380.00	\$ 5,945.00	
	2.) Plans						\$ -		\$ -						
	Cover	0	\$ -	1	\$ 155.00	0	\$ -	0	\$ -	2	\$ 250.00	0	\$ -		
	Notes	0	\$ -	1	\$ 155.00	0	\$ -	0	\$ -	4	\$ 500.00	0	\$ -		
	Ex. Conditions	0	\$ -	1	\$ 155.00	2	\$ 230.00	0	\$ -	4	\$ 500.00	0	\$ -		
	Plan sheet	1	\$ 170.00	1	\$ 155.00	2	\$ 230.00	0	\$ -	8	\$ 1,000.00	0	\$ -		
	Cross Section	1	\$ 170.00	1	\$ 155.00	2	\$ 230.00	0	\$ -	8	\$ 1,000.00	0	\$ -		
	SESC Plan	0	\$ -	1	\$ 155.00	0	\$ -	0	\$ -	2	\$ 250.00	0	\$ -		
	Details	1	\$ 170.00	1	\$ 155.00	0	\$ -	0	\$ -	2	\$ 250.00	0	\$ -		
	Total	3	\$ 510.00	7	\$ 1,085.00	6	\$ 690.00	0	\$ -	30	\$ 3,750.00	0	\$ -	\$ 6,035.00	
	3.) Cost Opinion	1	\$ 170.00	1	\$ 155.00	2	\$ 230.00	0	\$ -	0	\$ -	4	\$ 380.00	\$ 935.00	
	4.) Bid Specifications and Support	1	\$ 170.00	4	\$ 620.00	6	\$ 690.00	0	\$ -	0	\$ -	16	\$ 1,520.00	\$ 3,000.00	
5.) Adaptive Management	1	\$ 170.00	2	\$ 310.00	2	\$ 230.00	0	\$ -	0	\$ -	4	\$ 380.00	\$ 1,090.00		
Sub-Totals	7	\$ 1,190.00	17	\$ 2,635.00	32	\$ 3,680.00	24	\$ 4,320.00	34	\$ 4,250.00	40	\$ 3,800.00	\$ 19,875.00	67%	
Permitting															
	1.) EGLE Pre-application Meeting	2	\$ 340.00	0	\$ -	2	\$ 230.00	0	\$ -	0	\$ -	2	\$ 190.00	\$ 760.00	
	2.) SESC (Wayne County)	0	\$ -	1	\$ 155.00	0	\$ -	0	\$ -	0	\$ -	4	\$ 380.00	\$ 535.00	
	3.) EGLE Part 301 Permit	1	\$ 170.00	1	\$ 155.00	2	\$ 230.00	0	\$ -	8	\$ 1,000.00	12	\$ 1,140.00	\$ 2,695.00	
	Sub-Totals	3	\$ 510.00	2	\$ 310.00	4	\$ 460.00	0	\$ -	8	\$ 1,000.00	18	\$ 1,710.00	\$ 3,990.00	13%
Meetings/Outreach															
	1.) Project Team Meetings (3 mtgs- 2 hrs per)	6	\$ 1,020.00	6	\$ 930.00	0	\$ -	0	\$ -	0	\$ -	0	\$ -	\$ 1,950.00	
	2.) Public Comment Meetings (3 mtgs - 2 hrs per)	6	\$ 1,020.00	6	\$ 930.00	0	\$ -	0	\$ -	0	\$ -	2	\$ 190.00	\$ 2,140.00	
	3.) Progress Report	1	\$ 170.00	1	\$ 155.00	0	\$ -	0	\$ -	0	\$ -	2	\$ 190.00	\$ 515.00	
	Sub-Totals	13	\$ 2,040.00	13	\$ 1,860.00	0	\$ -	0	\$ -	0	\$ -	4	\$ 380.00	\$ 4,280.00	14%
Construction															
	1.) Construction Administration - As Needed														
	2.) Construction Observation - As Needed														
	3.) Grant Certification	1	\$ 170.00	1	\$ 155.00	1	\$ 115.00	4	\$ 720.00	0	\$ -	5	\$ 475.00		
	Sub-Totals	1	\$ 170.00	1	\$ 155.00	1	\$ 115.00	4	\$ 720.00	0	\$ -	5	\$ 475.00	\$ 1,635.00	5%
	Total Hours	24		33		37		28		42		67		231	
	% of Total Effort	10.39%		14.29%		16.02%		12.12%		18.18%		29.00%			
	Total											Total		\$ 29,780.00	



To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Amendment to Purchasing Policy
Date: January 11, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the following amendment to Metroparks Purchasing Policies, Procurement Guidelines, Exceptions, and Dollar Thresholds as requested by Director Amy McMillan and staff.

In the event that a lack of quorum would result in the delay of the purchases of competitively bid goods and or services, which could result in such goods or services being unavailable in a timely manner such that projects and/or programs may experience delays or unavailability due to supply chain issues, the Chairperson of the Board of Commissioners and the Metroparks Director may authorize an award of a contract up to \$200,000 for the purchase of supplies, materials, equipment, services or construction. Any such purchases shall be reported to the Metroparks Commissioners at the next meeting of the Board of Commissioners at which a quorum is present.

Background: The Metroparks Purchasing Policies provide several exceptions to competitive procurement requirements, including emergency purchases, cooperative purchasing, and professional services. The policy defines “Emergency Purchases” as “Whenever there is an imminent threat to the public health, safety, or welfare of the Metroparks or its citizens.” (Please see attached).

Generally speaking, staff has used this exception sparingly and have done so when something big breaks that must be replaced in as timely a manner as possible to avoid significant disruptions to seasonal operations. Pool pumps, which are necessary to circulate chemicals such as chlorine required by state and local health codes to keep swimmers safe, are one example.

Disruptions resulting from the ongoing pandemic, including high infection rates, which may result in a majority of Board members being required to quarantine or limit in-person participation/gatherings due to personal health issues, may threaten the ability of the Metroparks and other public bodies to achieve the in-person quorum necessary under the current Open Meetings Act. This issue, combined with ongoing supply line disruptions for equipment and/or supplies, has the potential to make it extraordinarily difficult to guarantee equipment and/or supplies that have been competitively bid will be available if approval of such bids is delayed because the Board is unable to take action due to the lack of a quorum at a regularly scheduled Board meeting due in part or in whole to the absence(s) related to the ongoing pandemic, which may result in significant project and/or program delays. This is particularly true for vehicle purchases and construction-related materials and services.

There is an argument to be made that pandemic-related purchasing issues such as those described above fall under “Emergency Purchases” as described in the current purchasing policy. However, since the Metroparks purchasing policy did not envision either a global pandemic or the results of such a pandemic, it is in our best interest to bring this issue to the Board for discussion and consensus.

Attachment: Metroparks Purchasing Policies, Procurement Guidelines, Exceptions, and Dollar Thresholds

Procurement Guidelines, Exceptions and Dollar Thresholds

a. Exceptions to Competitive Procurement Requirements

1. Emergency Purchases

Whenever there is an imminent threat to the public health, safety or welfare of the Metroparks or its citizens, the Metroparks provides for the necessary purchases within the following thresholds:

Purchases \$2,500 and above to below \$25,000

In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second or third quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.

Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director. All purchases \$10,000 and over will be reported to the Board of Commissioners at the next regular monthly meeting.

b. Purchases \$25,000 and above up to \$200,000

In the event that there is an imminent threat to the public health, safety or welfare of the Metroparks or its citizens, the Chairperson of the Board of Commissioners and the Metroparks Director may authorize the award of a contract up to \$200,000, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such a purchase must be reported to the Metroparks Commissioners for affirmation at the next regular meeting of the Board of Commissioners.

2. Cooperative Purchasing

The Metroparks may join in cooperative purchasing arrangements with other government units and public entities. The Metroparks may accept extended government pricing with appropriate documentation, if it is determined to be cost-effective and in the Metroparks' best interest.

3. Professional Services

The Metroparks may enter into Professional Services agreements with a firm or individual that is most qualified to meet the Metroparks requirements.

“Professional Services” means services which are essentially intellectual in nature and include analysis, evaluation, prediction, planning, or recommendation. Professional services involve extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience in the field. Professional services include, but are not limited to, services performed by accountants, auditors, analysts, consultants, lawyers, physicians, planners, artists, engineers, and architects.

4. Sole Source Procurement

- a. Sole source purchases are defined as those in which “only one vendor possesses the unique and singularly available capability to meet the requirements set”. Such as technical qualifications, ability to deliver at a particular time, services from a public utility or in a situation where a particular supplier or person is identified as the only qualified source available.
- b. Sole source purchases may also result because of compatibility with existing equipment or systems, the product or service is patented, copyrighted or has other proprietary information or trade secrets retained by the owner.
- c. A contract may be awarded without competition when the Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source and/or, when it is in the best interest of the Metroparks to choose the one appropriate source for the required supply, equipment, service, or construction item. The Purchasing Department, or the soliciting department, where delegated by the Director, shall conduct negotiations, as appropriate, as to pricing, delivery, and terms.

b. Failure to Follow Policy

1. The Metroparks shall not be responsible for the costs of supplies, goods, equipment, services, and construction ordered or purchased by any Metroparks public officer or employee that are not obtained in accordance with state law and this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding. No procurement may be entered into unless the Board of Commissioners has appropriated adequate funds therefor in the Metroparks annual budget.

c. Standards for Procurement

1. Procurement Procedures:
 - a. The procurement procedure to be used is determined by the dollar amount of the procurement and the type of supplies, goods, equipment, services,

and construction to be purchased. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis.

- b. A cost analysis is required for the procurement of supplies, goods, equipment, services, and construction that are expected to meet certain business returns on investment. This entails verification of the proposed cost data and evaluation of the specific elements of costs and profits, including comparison with the agency's prior independent cost or price estimate.

d Dollar Thresholds: Competitive Procurement Requirements and Approvals

- 1. Petty Cash – Purchases less than \$100.
 - a. Competitive Procurement Requirement: Petty cash funds may be utilized for minor incidental purchases less than \$100. Receipts shall be required to substantiate all petty cash purchases.
 - b. Approval: Any Supervisor may authorize purchases using petty cash in amounts less than \$100.
- 2. Purchases less than \$2,500:
 - a. Competitive Procurement Requirement: Purchases less than \$2,500 may be authorized by a supervisor using reasonable, good judgment to secure best pricing available under prevailing circumstances. Vendor's price quotes may be verbal, written, or electronic. A procurement card may be utilized if the vendor selected does not have an active account with the Metroparks and the vendor is determined to be the best value. A purchase order is not required. Invoices must be submitted to the Metroparks' Accounts Payable personnel.
 - b. Approval: Any Supervisor may authorize purchases in amounts less than \$2,500.
- 3. Purchases \$2,500 and above to below \$10,000:
 - a. Competitive Procurement Requirement: Such purchases require the solicitation of two to three price quotations. Price quotes may be verbal, written, or electronic; and documentation must be included when creating a purchase order.
 - b. In the event that a second quotation cannot be obtained, documentation of the effort to obtain a second quotation must be attached to the purchase order and, if applicable, placed in the solicitation file. Such documentation will include the dates requests for quotation were made, and the name and

contact information of the vendors that were contacted but failed to provide a quotation.

- c. In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.
 - d. Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director.
4. Purchases \$10,000 and above to below \$25,000:
- a. Competitive Procurement Requirement: Purchases above \$10,000 but less than \$25,000 require the solicitation of a minimum of three price quotations. Vendor's price quotes may be verbal, written, or electronic; and documentation must be included when creating a purchase order.
 - b. In the event that three quotations cannot be obtained, documentation of the good-faith effort to obtain a second and/or third quotation must be attached to the purchase order and, if applicable, placed in the solicitation file. Such documentation will include the dates requests for quotation were made, and the name and contact information of the vendors that were contacted but failed to provide a quotation. A good-faith effort to obtain quotations includes, but is not limited to, allowing a reasonable amount of time for vendors to work up a quotation, and providing all relevant information about the goods or services the Metroparks desires to purchase so the vendors can provide a complete quotation.
 - c. In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second and third quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.

- d. Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director. All purchases \$10,000 and over will be reported to the Board of Commissioners at the next regular monthly meeting.
5. Purchases \$25,000 and above:
- a. Formal competition required. Purchases or contracts estimated to incur costs of \$25,000 or more shall require formal competition as deemed appropriate including, but not limited to, competitive sealed bids, requests for proposals, quality-based selection, negotiated purchases, etc. Such competitive procurement shall be in one of the types authorized in Section 7 of this Purchasing Policy. Awards shall be made to the offeror determined to be best qualified based on the evaluation factors set forth, and negotiation of fair and reasonable compensation.
 - b. Approval: The Board of Commissioners shall approve all purchases of \$25,000 and above.



To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Mission, Vision and Core Values Statements
Date: January 11, 2022

Action Requested: Motion to Approve

That the Board of Commissioners approve the revised Core Values Statements as recommended by Director Amy McMillan and staff.

Background: at the Nov. 11, 2021 Board meeting, commissioners approved the updated Mission and Vision Statements. The Board requested amendments to the Core Values to include specific reference(s) to access, financial stability/accountability, commitments to constituents, employees, and natural resources.

Attachment: Mission, Vision (adopted Nov. 11, 2021) and Revised Core Values Statements



The Huron-Clinton Metroparks

One of America's leading regional park systems, featuring 13 parks that provide access to natural spaces, recreational facilities, and educational opportunities for the communities of southeast Michigan.

Our Mission *(adopted Nov. 11, 2021)*

To bring the benefits of parks and recreation to the people of southeast Michigan. All the people. All their lives.

Our Vision *(adopted Nov. 11, 2021)*

To be a unifying force – and indispensable resource – in southeast Michigan: *One Region. One Metroparks. Endless Experiences.*

Our Values *(request to approve)*

Access: Make the Metroparks available to all in the region, regardless of race, age, income, gender, or ability.

Commitment: Treat all employees, constituents, and stakeholders as partners in our shared mission and to enhance the health and well-being of all residents in southeast Michigan.

Diversity: Embrace and reflect the region's richness – both its natural environment and the communities within it.

Equity: Create a system that more fairly serves all individuals, families, and communities across the region.

Leadership: Provide innovative programs, valuable educational offerings, and proactive community engagement.

Stewardship: Responsibly manage our natural resources and maintain financial stability to protect the public's investment.

MEMORANDUM

TO: Amy McMillan, Director
Mike Lyons, Deputy Director

FROM: Steven D. Mann

RE: Duck Hunting at Huron-Clinton Metroparks

DATE: January 11, 2022

You have asked for our advice on several interrelated issues that have arisen in connection with the Huron-Clinton Metropolitan Authority's ("HCMA") Metroparks—more precisely, you have asked for our advice on issues related to hunting at the Metroparks, as well as pedestrian rights to ingress and egress from State-controlled bodies of water to the Metroparks. You have asked for advice on the following three questions in particular: First, you would like to know whether HCMA may prohibit persons from carrying rifles in the Metroparks, regardless of whether those persons are hunting. You would also like to know whether HCMA may prohibit parkgoers from accessing bodies of water that fall under the State of Michigan's jurisdiction, including the prohibition of waterfowl hunting. Finally, you have asked whether HCMA may prohibit individuals from coming ashore to the Metroparks from State-controlled bodies of water, including Lake St. Clair and Lake Erie.

For the reasons discussed below, HCMA may not prohibit persons from carrying rifles in the Metroparks; HCMA also generally may not prohibit parkgoers from accessing State-controlled bodies of water, including for the purpose of waterfowl hunting. HCMA may, however, prohibit individuals who have not purchased a park pass from coming ashore above the ordinary high-water mark, unless the individuals are seeking refuge from hazardous conditions.

Carrying of Rifles in Metroparks

HCMA may not prohibit parkgoers from carrying rifles in the Metroparks, regardless of whether those parkgoers are hunting—Michigan law generally allows individuals to carry firearms in public if they do so with lawful intent, and the Michigan Legislature has statutorily preempted local governmental units' authority to regulate the possession and transportation of firearms.

In Michigan, there is no statute that explicitly allows legal open carry of firearms—open carry exists primarily because there also is no explicit legal prohibition on the ability to do so. However, the ability to open carry is framed and constrained by two requirements, the first of which concerns the concealed carry of weapons: An individual may not carry a concealed

“dangerous weapon” in public under any circumstances and may not carry a concealed pistol without having been granted a license to do so.

A person shall not carry a . . . dangerous weapon . . . concealed on or about his or her person . . . except in his or her dwelling house, place of business or on other land possessed by the person. A person shall not carry a pistol concealed on or about his or her person . . . except in his or her dwelling house, place of business, or on other land possessed by the person, without a license to carry the pistol as provided by law and if licensed, shall not carry the pistol in a place or manner inconsistent with any restrictions upon such license.

MCL 750.227. While the term “dangerous weapon” is not defined for purposes of this section, the prohibition on concealment of a “dangerous weapon” likely includes rifles, meaning that parkgoers may legally carry rifles only if the weapon always remains visible. Furthermore, an individual may only open carry with lawful intent—Michigan law makes it a felony offense to carry a dangerous weapon with criminal intent, defined as the “intent to use the [weapon] unlawfully against [another] person.” MCL 750.226 (providing that “[a] person shall not, with intent to use the same unlawfully against the person of another, go armed with a pistol or other firearm . . . or any other dangerous or deadly weapon or instrument.”).

Finally, the Michigan Legislature amended the State’s firearms laws in 2015 to preempt and prohibit local units of government from regulating firearms:

A local unit of government shall not impose special taxation on, enact or enforce any ordinance or regulation pertaining to, or regulate in any other manner the ownership, registration, purchase, sale, transfer, transportation, or possession of pistols, other firearms, or pneumatic guns, ammunition for pistols or other firearms, or components of pistols or other firearms, except as otherwise provided by federal law or a law of this state.

MCL 123.1102. While the statute defines “local unit of government” to mean “a city, village, township, or county,” Michigan courts have opined that “quasi-municipal” corporations created by local units of government as defined in MCL 123.1102—such as HCMA—fall within the ambit of the statute’s definition. Thus, HCMA is statutorily preempted from regulation of firearms in the Metroparks. See *Huron-Clinton Metro. Auth. v. Attorney General*, 146 Mich.App. 79, 82 (1985) (“[HCMA] is a quasi-corporation. Such bodies are not ‘municipal corporations’ in the strict or primary sense, but the term ‘municipal corporation’ may be used in the broad sense to include quasi-corporations or quasi-municipal corporations.”). See also *Capital Area Dist. Library v. Michigan Open Carry, Inc.*, 298 Mich.App. 220, 231-33, 241 (2012) (stating that “when two or more municipalities unite to establish a district library together, they create an ‘authority’ that is separate and apart from the constituent municipalities . . . [A] quasi-municipal corporation such as a district library remains subject to the Constitution and the laws of this state . . . Indeed, state law may preempt a regulation by any inferior level of government that attempts to regulate the same subject matter as a higher level of government.”).

Access to State Waters

HCMA generally may not prohibit parkgoers from entering bodies of water that are under the State of Michigan's jurisdiction. HCMA may prohibit individuals who have not purchased a park pass from coming ashore beyond the ordinary high-water mark, under general trespass law or Michigan's Recreational Trespass Act—HCMA may not, however, prohibit persons from coming ashore if they are seeking safe harbor.

Parkgoers in compliance with park rules and guidelines are entitled to access any State-controlled body of water at the Metroparks, including, specifically, any of the Great Lakes—such individuals are already legally visiting the Metroparks and thus have the right to then access the water, as the water itself and any land below the ordinary high-water mark are held by the State in trust for the public. *See Glass v. Goeckel*, 473 Mich. 667, 678-87 (2005) (“Accordingly, under longstanding principles of Michigan’s common law, the state, as sovereign, has an obligation to protect and preserve the waters of the Great Lakes and the lands beneath them for the public. The state serves, in effect, as the trustee of public rights in the Great Lakes for fishing, hunting, and boating for commerce or pleasure . . . Michigan’s courts have adopted the ordinary high-water mark as the landward boundary of the public trust.”).

Furthermore, individuals who have not purchased a park pass may legally come ashore and walk the lakefront up to the ordinary high-water mark—the Michigan Supreme Court held that the State’s public trust doctrine prohibits any property owner from barring pedestrian access to the lakeshore. “Because walking along the lakeshore is inherent in the exercise of traditionally protected public rights of fishing, hunting, and navigation, our public trust doctrine permits pedestrian use of our Great Lakes, up to and including the land below the ordinary high-water mark.” *Glass v. Goeckel*, 473 Mich. 667, 674-75 (2005).

While the general public is entitled to traverse the lakeshore below the ordinary high-water mark, HCMA may prohibit pedestrian ingress above the high-water mark—and may enforce the prohibition under trespass law. In Michigan, a civil trespass occurs “upon proof of an unauthorized, direct or immediate, intrusion of a physical, tangible object onto land over which the plaintiff has a right of exclusive possession. Once such an intrusion is proved, the tort has been established, and the plaintiff is entitled to at least nominal damages.” *Adams v. Cleveland-Cliffs Iron Company*, 237 Mich.App. 51, 67 (1999). Additionally, the Michigan Penal Code provides, in pertinent part, that a misdemeanor trespass occurs where a person “[e]nter[s] the lands or premises of another without lawful authority *after having been forbidden* to do so by the owner or occupant or the agent of the owner or occupant” or remains “without lawful authority on the land or premises of another *after being notified to depart* by the owner or occupant or the agent of the owner or occupant.” MCL 750.552(1)(a)-(b). And, finally, Michigan’s Recreational Trespass Act prohibits trespass in the context of recreational activities, providing that:

[A] person shall not enter or remain upon the property of another person, other than farm property or a wooded area connected to farm property, to engage in any recreational activity or trapping on that property without the consent of the owner or his or her lessee or agent, if either of the following circumstances exists: (a) The property is fenced or enclosed and is maintained in such a manner

as to exclude intruders or (b) the *property is posted in a conspicuous manner against entry*.

MCL 324.73102(1)(a)-(b). County prosecutors or municipal attorneys may prosecute violations of the Recreational Trespass Act, and a property owner may bring civil suit against a person who violates the Act. MCL 324.73101 *et seq.*

Notably, intent to trespass must be shown in both the civil and criminal contexts—in the civil context specifically, the “actor must intend to intrude on the property of another without authorization to do so. If the intrusion was due to an accident caused by negligence or an abnormally dangerous condition, an action for trespass is not proper.” *Cloverleaf Car Co. v. Phillips Petroleum Co.*, 213 Mich.App. 186, 195 (1995).

Given that both civil and criminal trespass require a showing of intent on behalf of the purported trespasser, HCMA would need to install no-trespassing signs along the shorefront or otherwise warn pedestrians who come ashore prior to pursuing any action for trespass. Notably, there is a safe harbor exception to any potential trespass—Michigan law generally allows intrusion onto the land of another to avoid “an abnormally dangerous condition,” and the Recreational Trespass Act provides that fishermen specifically may enter “posted property only to avoid a natural or artificial hazard or an obstruction in the water.” *People v. Gatski*, 260 Mich.App. 360, 368 (2004).

We hope that you find this information responsive to your request. If you have any further questions, please let us know.

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HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2021

PARK	MONTHLY VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	16,968	20,807	15,990	6%
Wolcott Mill	2,503	2,716	2,407	4%
Stony Creek	22,781	30,314	21,811	4%
Indian Springs	3,149	4,136	3,103	1%
Kensington	42,806	46,864	40,820	5%
Huron Meadows	3,175	5,107	3,566	-11%
Hudson Mills	14,305	15,034	11,573	24%
Lower Huron/Willow/Oakwoods	32,563	62,715	40,851	-20%
Lake Erie	7,625	10,503	8,041	-5%
Monthly TOTALS	145,875	198,196	148,161	-2%

MONTHLY TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 59,492	\$ 65,361	\$ 51,366	16%
\$ 668	\$ 1,332	\$ 1,079	-38%
\$ 132,274	\$ 137,621	\$ 108,907	21%
\$ 16,119	\$ 17,578	\$ 15,352	5%
\$ 162,912	\$ 141,321	\$ 116,974	39%
\$ 2,283	\$ 2,731	\$ 2,909	-22%
\$ 41,415	\$ 32,749	\$ 30,793	34%
\$ 52,811	\$ 48,072	\$ 44,356	19%
\$ 44,304	\$ 36,976	\$ 32,248	37%
\$ 512,278	\$ 483,741	\$ 403,984	27%

PARK	Y-T-D VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	531,513	547,322	451,942	18%
Wolcott Mill	43,597	32,979	38,781	12%
Stony Creek	693,364	798,349	632,966	10%
Indian Springs	104,813	113,218	95,027	10%
Kensington	903,943	953,800	829,673	9%
Huron Meadows	124,840	119,320	100,996	24%
Hudson Mills	278,623	299,492	232,703	20%
Lower Huron/Willow/Oakwoods	613,809	720,776	600,306	2%
Lake Erie	223,693	237,214	203,882	10%
Monthly TOTALS	3,518,195	3,822,470	3,186,275	10%

Y-T-D TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,051,335	\$ 2,061,355	\$ 1,743,431	18%
\$ 33,406	\$ 23,291	\$ 52,449	-36%
\$ 2,797,456	\$ 3,236,187	\$ 2,601,981	8%
\$ 378,498	\$ 379,629	\$ 319,566	18%
\$ 3,191,927	\$ 3,386,000	\$ 2,832,341	13%
\$ 93,136	\$ 38,471	\$ 70,394	32%
\$ 679,315	\$ 662,612	\$ 550,990	23%
\$ 972,501	\$ 934,660	\$ 987,230	-1%
\$ 632,619	\$ 669,188	\$ 624,813	1%
\$ 10,830,193	\$ 11,391,393	\$ 9,783,195	11%

PARK	MONTHLY PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 65,677	\$ 65,979	\$ 58,475	12%
Wolcott Mill	\$ 11,438	\$ 26,895	\$ 27,506	-58%
Stony Creek	\$ 137,260	\$ 148,389	\$ 118,452	16%
Indian Springs	\$ 16,495	\$ 17,583	\$ 21,500	-23%
Kensington	\$ 170,754	\$ 144,569	\$ 167,150	2%
Huron Meadows	\$ 4,647	\$ 6,406	\$ 6,468	-28%
Hudson Mills	\$ 43,782	\$ 34,031	\$ 35,234	24%
Lower Huron/Willow/Oakwoods	\$ 55,920	\$ 50,028	\$ 47,990	17%
Lake Erie	\$ 47,684	\$ 37,132	\$ 38,117	25%
Y-T-D TOTALS	\$ 553,657	\$ 531,013	\$ 520,891	6%

Y-T-D PARK REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,923,811	\$ 2,514,326	\$ 2,406,054	22%
\$ 209,804	\$ 117,383	\$ 226,811	-7%
\$ 5,250,810	\$ 5,172,625	\$ 4,337,994	21%
\$ 1,601,601	\$ 1,301,429	\$ 1,176,249	36%
\$ 5,929,871	\$ 5,272,910	\$ 4,893,190	21%
\$ 1,389,273	\$ 1,003,226	\$ 953,810	46%
\$ 1,624,971	\$ 1,471,573	\$ 1,234,697	32%
\$ 2,398,380	\$ 1,938,795	\$ 2,540,026	-6%
\$ 1,909,513	\$ 1,692,064	\$ 1,742,243	10%
\$ 23,238,034	\$ 20,484,330	\$ 19,511,074	19%

District	Y-T-D Vehicle Entries by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	1,268,474	1,378,650	1,123,689	13%
Western	1,412,219	1,485,830	1,258,398	12%
Southern	837,502	957,990	804,187	4%

Y-T-D Total Revenue by Management Unit			
Current	Previous	Prev 3 Yr Avg	Change from Average
8,384,425	7,804,334	6,970,859	20%
10,545,716	9,049,138	8,257,946	28%
4,307,893	3,630,859	4,282,269	1%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2021

GOLF THIS MONTH	MONTHLY ROUNDS			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	0	0	0	-
Indian Springs	0	0	0	-
Kensington	0	0	0	-
Huron Meadows	0	0	0	-
Hudson Mills	0	0	0	-
Willow	0	0	0	-
Lake Erie	88	0	0	-
Total Regulation	88	0	0	-
LSC Par 3	2	0	0	-
LSC Foot Golf	0	0	0	-
Total Golf	90	0	0	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 536	\$ -	\$ 151	256%
\$ 176	\$ -	\$ 89	98%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ 175	-
\$ 287	\$ -	\$ 68	322%
\$ 600	\$ -	\$ 24	2435%
\$ 2,820	\$ -	\$ 52	5289%
\$ 4,419	\$ -	\$ 559	691%
\$ 16	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 4,435	\$ -	\$ 559	693%

GOLF Y-T-D	GOLF ROUNDS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	38,213	35,692	31,479	21%
Indian Springs	35,819	30,411	26,436	35%
Kensington	41,866	36,622	33,982	23%
Huron Meadows	36,712	32,766	28,987	27%
Hudson Mills	30,133	29,159	23,482	28%
Willow	28,630	30,234	24,691	16%
Lake Erie	34,729	30,185	26,574	31%
Total Regulation	246,102	225,069	195,632	26%
LSC Par 3	6,178	6,965	6,394	-3%
LSC Foot Golf	618	754	634	-2%
Total Golf	252,898	232,788	202,660	25%

GOLF REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,304,866	\$ 1,097,685	\$ 975,269	34%
\$ 1,085,127	\$ 887,791	\$ 764,188	42%
\$ 1,332,336	\$ 1,121,700	\$ 1,031,823	29%
\$ 1,230,801	\$ 932,439	\$ 851,720	45%
\$ 793,251	\$ 683,415	\$ 550,674	44%
\$ 858,444	\$ 849,861	\$ 698,092	23%
\$ 1,023,966	\$ 809,505	\$ 729,157	40%
\$ 7,628,792	\$ 6,382,395	\$ 5,600,923	36%
\$ 50,791	\$ 56,532	\$ 45,558	11%
\$ 4,746	\$ 5,856	\$ 4,395	8%
\$ 7,684,329	\$ 6,444,783	\$ 5,650,876	36%

AQUATICS THIS MONTH	PATRONS THIS MONTH			
	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	-
Lower Huron	0	0	0	-
Willow	0	0	0	-
Lake Erie	0	0	0	-
TOTALS	0	0	0	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-

AQUATICS Y-T-D	PATRONS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	49,526	12,552	34,561	43%
Stony Creek Rip Slide	28,687	0	16,267	76%
KMP Splash	54,233	37,538	40,407	34%
Lower Huron	34,412	0	58,730	-41%
Willow	20,624	9,732	16,108	28%
Lake Erie	0	0	21,801	-
TOTALS	187,482	59,822	187,875	0%

REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 234,936	\$ 50,433	\$ 168,564	39%
\$ 159,624	\$ -	\$ 84,185	90%
\$ 338,000	\$ 153,757	\$ 231,388	46%
\$ 333,740	\$ -	\$ 632,826	-47%
\$ 89,126	\$ 43,545	\$ 75,371	18%
\$ -	\$ 75	\$ 175,241	-
\$ 1,155,426	\$ 247,810	\$ 1,367,576	-16%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2021

PARK	Seasonal Activities this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	0	0	1	-
Shelters	0	2	7	-
Boat Launches	10	50	21	-52%
Marina	0	0	0	-
Mini-Golf	0	0	0	-
Wolcott				
Activity Center	3	0	2	50%
Stony Creek				
Disc Golf Daily	0	6	4	-
Disc Golf Annual	6	1	7	-10%
Total Disc Golf	6	7	10	-42%
Shelters	7	1	3	110%
Boat Rental	0	0	0	-
Boat Launches	24	29	19	29%
Indian Springs				
Shelters	1	0	0	200%
Event Room	0	0	3	-
Kensington				
Disc Golf Daily	78	372	160	-51%
Disc Golf Annual	15	11	11	41%
Total Disc Golf	93	383	171	-46%
Shelters	9	5	8	8%
Boat Rental	0	0	0	-
Huron Meadows				
Shelters	0	0	0	-
Hudson Mills				
Disc Golf Daily	339	178	218	56%
Disc Golf Annual	17	12	23	-25%
Total Disc Golf	356	190	241	48%
Shelters	3	0	0	800%
Canoe Rental	0	0	0	-
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	69	154	81	-14%
Disc Golf Annual	0	1	2	-
Total Disc Golf	69	155	82	-16%
Shelters	7	2	4	91%
Lake Erie				
Shelters	1	0	3	-63%
Boat Launches	210	172	240	-13%
Marina	0	0	3	-

Monthly Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 800	\$ -	\$ 1,067	-25%
\$ 1,225	\$ 400	\$ 1,417	-14%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 1,450	\$ -	\$ 500	190%
\$ -	\$ 17	\$ 11	-
\$ 360	\$ 60	\$ 378	-5%
\$ 360	\$ 77	\$ 390	-8%
\$ 1,463	\$ 225	\$ 725	102%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 200	\$ -	\$ 67	200%
\$ -	\$ -	\$ 5,633	-
\$ 234	\$ 1,116	\$ 481	-51%
\$ 840	\$ 640	\$ 578	45%
\$ 1,074	\$ 1,756	\$ 1,059	1%
\$ 1,912	\$ 1,125	\$ 1,875	2%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ 67	-
\$ 1,017	\$ 534	\$ 654	56%
\$ 940	\$ 600	\$ 1,007	-7%
\$ 1,957	\$ 1,134	\$ 1,661	18%
\$ 600	\$ -	\$ 67	800%
\$ -	\$ -	\$ 1,775	-
\$ 207	\$ 462	\$ 242	-14%
\$ -	\$ 40	\$ 90	-
\$ 207	\$ 502	\$ 332	-38%
\$ 1,700	\$ 450	\$ 883	92%
\$ 200	\$ -	\$ 533	-63%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ 829	-

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2021

PARK	Seasonal Activities Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	49	20	43	14%
Shelters	438	306	298	47%
Boat Launches	7,037	10,142	6,020	17%
Marina	1,661	1,834	2,164	-23%
Mini-Golf	9,467	7,433	8,421	12%
Wolcott Mill				
Activity Center	26	23	61	-57%
Stony Creek				
Disc Golf Daily	15,792	16,437	12,553	26%
Disc Annual	129	45	90	43%
Total Disc Golf	15,921	16,482	12,643	26%
Shelters	569	378	387	47%
Boat Rental	19,786	31,638	21,271	-7%
Boat Launches	409	1,126	957	-57%
Indian Springs				
Shelters	88	50	54	63%
Event Room	42	12	37	15%
Kensington				
Disc Golf Daily	29,172	28,075	21,066	38%
Disc Annual	358	196	191	87%
Total Disc Golf	29,530	28,271	21,257	39%
Shelters	633	515	498	27%
Boat Rental	15,332	23,926	19,506	-21%
Huron Meadows				
Shelters	59	39	32	84%
Hudson Mills				
Disc Golf Daily	9,493	7,906	6,639	43%
Disc Annual	117	180	177	-34%
Total Disc Golf	9,610	8,086	6,816	41%
Shelters	161	74	83	94%
Canoe Rental	12,609	11,437	8,816	43%
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	1,963	2,117	1,510	30%
Disc Annual	9	8	12	-23%
Total Disc Golf	1,972	2,125	1,522	30%
Shelters	490	226	282	74%
Lake Erie				
Shelters	86	50	68	27%
Boat Launches	13,641	17,354	16,004	-15%
Marina	0	0	833	-

Seasonal Revenue Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 95,900	\$ 28,325	\$ 38,600	148%
\$ 95,372	\$ 70,024	\$ 73,894	29%
\$ -	\$ -	\$ -	-
\$ 21,459	\$ 17,582	\$ 19,343	11%
\$ 43,495	\$ 32,762	\$ 32,539	34%
\$ 14,375	\$ 7,025	\$ 17,918	-20%
\$ 53,154	\$ 54,271	\$ 41,280	29%
\$ 7,540	\$ 2,680	\$ 5,068	49%
\$ 60,694	\$ 56,951	\$ 46,349	31%
\$ 127,657	\$ 84,852	\$ 86,942	47%
\$ 230,148	\$ 304,890	\$ 214,123	7%
\$ -	\$ -	\$ -	-
\$ 12,050	\$ 5,976	\$ 7,934	52%
\$ 108,400	\$ 22,000	\$ 61,533	76%
\$ 100,967	\$ 90,857	\$ 68,086	48%
\$ 20,840	\$ 12,000	\$ 11,023	89%
\$ 121,807	\$ 102,857	\$ 79,109	54%
\$ 133,945	\$ 105,601	\$ 109,563	22%
\$ 266,579	\$ 275,944	\$ 240,814	11%
\$ 9,900	\$ 6,250	\$ 5,883	68%
\$ 28,479	\$ 23,718	\$ 19,916	43%
\$ 6,720	\$ 10,480	\$ 9,812	-32%
\$ 35,199	\$ 34,198	\$ 29,728	18%
\$ 29,000	\$ 11,650	\$ 16,017	81%
\$ 67,580	\$ 63,826	\$ 49,538	36%
\$ 5,895	\$ 6,351	\$ 4,558	29%
\$ 500	\$ 440	\$ 672	-26%
\$ 6,395	\$ 6,791	\$ 5,230	22%
\$ 87,850	\$ 46,225	\$ 60,892	44%
\$ 18,300	\$ 10,550	\$ 14,617	25%
\$ -	\$ -	\$ -	-
\$ 238,790	\$ 207,719	\$ 180,471	32%

PARK	Cross Country Ski Rental this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	\$ -	\$ -	\$ -	-
Kensington	\$ -	\$ -	\$ -	-
Huron Meadows	\$ 2,360	\$ 3,675	\$ 3,317	-29%
Hudson Mills	\$ -	\$ -	\$ -	-

Cross Country Ski Rental Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 17,305	\$ 3,391	\$ 4,374	-
\$ 15,812	\$ 9,979	\$ 9,836	61%
\$ 55,846	\$ 26,246	\$ 25,386	120%
\$ 90	\$ 2,103	\$ 3,374	-97%

PARK	Winter Sports this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
XC Skiers	0	0	0	-
Ice Skaters	0	0	0	-
Sledders	0	55	18	-
Ice Fishermen	0	0	0	-
Stony Creek				
XC Skiers	0	0	0	-
Ice Skaters	0	0	0	-
Sledders	50	200	67	-25%
Ice Fishermen	0	0	3	-
Indian Springs				
XC Skiers	7	1	0	2000%
Sledders	5	179	60	-92%
Kensington				
XC Skiers	0	0	0	-
Ice Skaters	0	0	0	-
Sledders	40	155	52	-23%
Ice Fishermen	0	0	0	-
Huron Meadows				
XC Skiers	70	540	409	-83%
Ice Fishermen	0	0	0	-
Hudson Mills				
XC Skiers	10	0	0	-
Willow				
XC Skiers	0	27	9	-
Sledders	0	125	42	-
Lake Erie				
XC Skiers	0	0	0	-
Sledders	0	0	0	-
Ice Fishing	0	0	0	-

Winter Sports Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
30	0	5	463%
481	0	62	676%
636	55	150	324%
2,251	45	2,561	-12%
3,198	599	691	363%
93	0	19	381%
3,785	1,920	1,537	146%
425	109	269	58%
265	77	101	162%
866	362	308	181%
1,868	1,446	1,292	45%
8	0	8	0%
7,754	2,540	2,496	211%
247	21	78	215%
7,455	3,615	3,856	93%
0	0	0	-
1,220	549	881	38%
67	34	30	123%
1,966	235	298	559%
3	0	19	-84%
94	0	28	232%
941	0	1,005	-6%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2021

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served			
	(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	4,393	4,410	4,631	-5%
Wolcott Mill	3,189	1,548	2,121	50%
Wolcott Farm	3,317	1,275	4,406	-25%
Stony Creek	9,632	9,877	10,277	-6%
Eastern Mobile Center	322	0	261	23%
Indian Springs	1,980	2,614	2,894	-32%
Kens NC	19,010	30,757	22,396	-15%
Kens Farm	9,532	8,676	9,024	6%
Western Mobile Center	512	539	535	-4%
Hudson Mills	2,523	2,633	2,608	-3%
Oakwoods	8,523	13,761	11,713	-27%
Lake Erie	11,959	16,291	13,876	-14%
Southern Mobile Center	530	239	506	5%
Totals	75,422	92,620	85,248	-12%

YTD Patrons Served			
(total program participants and non-program visitors)			
Current	Previous	Prev 3 Yr Avg	Change from Average
139,870	145,186	152,668	-8%
47,225	18,970	30,097	57%
53,113	31,148	50,811	5%
222,643	200,046	208,135	7%
4,593	1,072	4,927	-7%
54,064	55,223	61,600	-12%
354,145	423,483	354,290	0%
236,689	185,052	223,604	6%
4,902	3,875	6,618	-26%
36,961	35,627	38,192	-3%
141,487	171,442	157,690	-10%
184,975	196,890	182,105	2%
14,443	2,604	9,894	46%
1,495,110	1,470,618	1,480,632	1%

PARK	Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 571	\$ 123	\$ 557	2%
Wolcott Mill	\$ -	\$ -	\$ 5,311	-
Wolcott Farm	\$ 5,652	\$ -	\$ 4,431	28%
Wagon Rides	\$ -	\$ -	\$ -	-
Livestock/Produce	\$ 1,655	\$ 25,133	\$ 13,465	-88%
FARM TOTAL	\$ 7,307	\$ 25,133	\$ 17,896	-59%
Stony Creek	\$ 301	\$ 36	\$ 131	129%
Eastern Mobile Center	\$ 45	\$ -	\$ 617	-93%
Indian Springs	\$ -	\$ 5	\$ 359	-
Kens NC	\$ 629	\$ 98	\$ 1,427	-56%
Kens Farm	\$ 2,126	\$ 150	\$ 1,185	79%
Wagon Rides	\$ 452	\$ -	\$ 534	-15%
Livestock/Produce	\$ 479	\$ 197	\$ 550	-13%
FARM TOTAL	\$ 3,057	\$ 347	\$ 2,269	35%
Western Mobile Center	\$ 425	\$ -	\$ 738	-42%
Hudson Mills	\$ (565)	\$ 13	\$ 471	-220%
Oakwoods	\$ 364	\$ 248	\$ 524	-31%
Lake Erie	\$ 360	\$ 156	\$ 1,611	-78%
Southern Mobile Center	\$ -	\$ -	\$ 1,049	-
Totals	\$ 12,494	\$ 26,159	\$ 32,959	-62%

YTD Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 9,390	\$ 6,699	\$ 18,480	-49%
\$ 4,467	\$ 845	\$ 13,918	-68%
\$ 22,020	\$ 4,667	\$ 49,603	-56%
\$ -	\$ -	\$ 3,830	-
\$ 97,631	\$ 58,211	\$ 56,792	72%
\$ 119,651	\$ 62,878	\$ 110,225	9%
\$ 10,035	\$ 4,034	\$ 16,690	-40%
\$ 2,770	\$ 3,013	\$ 11,035	-75%
\$ 6,554	\$ 6,032	\$ 21,426	-69%
\$ 14,168	\$ 5,734	\$ 25,420	-44%
\$ 50,204	\$ 26,609	\$ 58,471	-14%
\$ 14,734	\$ 5,901	\$ 19,417	-24%
\$ 7,923	\$ 5,456	\$ 5,747	38%
\$ 72,861	\$ 37,965	\$ 83,635	-13%
\$ 5,971	\$ 4,050	\$ 15,958	-63%
\$ 8,876	\$ 2,831	\$ 10,874	-18%
\$ 8,246	\$ 3,335	\$ 15,572	-47%
\$ 6,014	\$ 2,719	\$ 12,258	-51%
\$ 575	\$ 6,045	\$ 13,633	-96%
\$ 269,577	\$ 146,180	\$ 369,124	-27%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance
Lake St Clair	13	321	2	60
Wolcott Mill	-	-	-	-
Wolcott Farm	25	1,106	-	-
Stony Creek	4	132	15	47
Eastern Mobile Center				
Indian Springs	-	-	3	34
Kens NC	27	596	5	127
Kens Farm	59	1,087	4	66
Western Mobile Center				
Hudson Mills	2	23	8	133
Oakwoods	10	172	4	61
Lake Erie	7	139	5	34
Southern Mobile Center				
Totals	147	3,576	46	562

OFF-SITE Programs and Attendance			
CURRENT YEAR		PREVIOUS YEAR	
Programs	Attendance	Programs	Attendance
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
8	322	-	-
-	-	-	-
-	-	-	-
-	-	-	-
25	512	39	539
-	-	-	-
-	-	-	-
-	-	-	-
18	530	10	239
51	1,364	49	778

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	4,072	4,350
Wolcott Mill	3,189	1,548
Wolcott Farm	2,211	1,275
Stony Creek	9,500	9,830
Indian Springs	1,980	2,580
Kens NC	18,414	30,630
Kens Farm	8,445	8,610
Hudson Mills	2,500	2,500
Oakwoods	8,351	13,700
Lake Erie	11,820	16,257
Totals	70,482	91,280

"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.