

PUBLIC HEARING
2023 – 2027 Community Recreation Plan

Huron-Clinton Metropolitan Authority
Board of Commission Meeting
January 12, 2023
12:30 p.m.

[Administrative Office and via Zoom \(for the public\)](#)

<https://us02web.zoom.us/j/85739678043?pwd=Vk4vcVoydjFabE9WWW5DcEJVam5BUT09>

Meeting ID: 857 3967 8043 / Passcode: 635122
Dial by your location: +1 646-931-3860 (US) / +1 301-715-8592 (Washington, D.C)

1. Call to Order

2. Chairman's Statement

3. 2023-2027 Community Recreation Plan Review – Sarah Plumer

4. Public Participation

5. Motion to Close the Public Hearing

Note: Action on the 2023-2027 Community Recreation Plan will be taken during the regular meeting of the Board of Commissioners following the public hearing.

Agenda
Huron-Clinton Metropolitan Authority
Board of Commissioners Meeting
January 12, 2023
Immediately Following Public Hearing

[Administrative Office and via Zoom \(for the public\)](#)

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1. Call to Order
2. Chairperson's Statement
3. Public Participation
4. Approval – December 8, 2022 Work Session, Budget Hearing and Regular meeting minutes
5. Approval – January 12, 2023 Full Agenda
6. **Approval – January 12, 2023 Consent Agenda**
 - a. Approval – Sale of Wolcott Liquor License **pg. 1**
 - b. Bids – Boat Launch Force Main Replacement, Lake Erie **pg. 2**
 - c. Purchases
 1. Report – Purchases over \$10,000 **pg. 4**
 2. Total Spend and Vendor Location **pg. 5**
 3. Polaris Ranger, Natural Resources **pg. 7**

Regular Agenda

7. Reports

A. Administrative Department

1. Report – 2022 Overview, District Park Superintendents **pg. 8**
2. Approval – 2023 Marketing Plan **pg. 9**
3. Report – 2022 Annual Volunteer Services Update **pg. 71**
4. Approval/Resolution – 2023-2027 Community Recreation Plan **pg. 78**
5. Approval – Library Partners Agreement **pg. 80**
6. Approval – T-Mobile Agreement for Library Hot Spots **pg. 83**
7. Approval – Security Camera Project Policy **pg. 85**
8. Approval – Concert Promoter **pg. 88**

B. Department Updates

1. Report – Natural Resources Update **pg. 89**
2. Report – Planning and Development Update **pg. 96**
3. Report – Interpretive Services Update **pg. 114**
4. Report – DEI Update **pg. 128**

C. Natural Resources

1. Approval – Invasive Shrub Control/Native Tree Planting **pg. 132**

Regular Agenda

7. Reports

D. Engineering Services

1. Bids – Boat Launch Building Communication Line, Stony Creek **pg. 133**
2. Bids – Boardwalk Deck Replacement Phase 2, Lake St. Clair **pg. 134**

8. Leadership Update

9. Other Business

10. Public Participation

11. Commissioner Comments

12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, February 9, 2023 – 12:30 p.m.
Administration Office – Board Room



To: Board of Commissioners
From: Mike Lyons, Deputy Director
Project Title: Liquor License
Location: Wolcott Mill
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve the Purchase and Commission Agreement for the sale of the Wolcott Mill Resort Class-C # L-41183 Liquor Licensee for \$80,000, \$5,000 of which will be put into escrow and paid to Broker's Network USA, Inc. upon closing of the license transfer as recommended by Deputy Director Mike Lyons and staff.

Fiscal Impact: The license will be sold for \$80,000 minus \$5,000 paid to Brokers Network USA, Inc. for facilitating the sale.

Background: The Board approved moving forward with selling the liquor license at the November 2022 Board meeting.

In the late 1990s, the Metroparks purchased Northbrook Golf Club, located at 21690 27 Mile Road in Ray Township, as it connected to Wolcott Mill Metropark. The course was subsequently re-named Wolcott Mill Golf Course; a Resort Class C Liquor License was included with the purchase.

Wolcott Mill Golf Course ceased operation several years ago, and the liquor license was subsequently put into escrow. The license can remain in escrow for up to five years, and this term will expire on April 30, 2023. By the end of the five years, the license needs to be removed from escrow and put into service, transferred or sold. There are currently no sites at Wolcott Mill Metropark that meet the stipulations for a Resort Class C License, so the best option is to sell the license. Stipulations for a Resort Class C Liquor License are listed below.

If any class of resort license is transferred to a new location, it must meet one of the following requirements:

- Be a full-service restaurant, open to the public five (5) hours a day, five (5) days a week, with seating for 100 persons, and food sales must be 50 percent or more of gross receipts.
- Maintain sleeping facilities with a minimum of 25 bedrooms, meeting and conference rooms capable of accommodating 200 persons, or convention facilities capable of accommodating 200 persons.
- Be a sports or entertainment venue, as defined under R 436.1001(u), which has a capacity of 4,500 or more.
- Be located on a golf course that is open to the public and has at least 18 holes that measure at least 5,000 yards.



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 512-22-246R
Project Title: Sanitary Force Main Repairs
Project Type: Major Maintenance
Location: Lake Erie Metropark
Date: January 6, 2023

Bids Received: December 22, 2022

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 512-22-246R to the low-responsive, responsible bidder, J. Ranck Electrical, Inc. in the amount of \$66,000 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The original project was budgeted at \$150,000.

Scope of Work: The work includes installing 675 feet of a two-inch sanitary force main by directional drilling.

Background: The existing sewer line that services the boat launch facility stopped flowing in 2021 and temporary services were put in place to address the usage of the area. Park forces, contractors, and engineering staff tried to locate any breaks or blockages along the roughly 2200 feet of pipe. Dye testing was also used to try and find the source problem; however, the exact location was not found.

A project was put out for bid in 2022 to install 2200 lineal feet of new sanitary force main with a new alignment that would cross beneath the adjacent marsh. Staff proposed the new alignment since the existing sewer line travels along the edge of the narrow roadway from the Marshland Museum to the boat launch, which is heavily wooded and contains many roots and buried debris from the original construction of the roadway. In addition, the existing sewer line is adjacent to the underground power line that services the building, making repairs more complicated.

Bids were received for the proposed work to relocate the line; however, the costs were extremely high due to the state of construction, and staff sought another alternative. The focus is now to try and replace the section of the line suspected to be causing the issue.

<u>Contractor</u>	<u>City</u>	<u>Total</u>
J. Ranck Electrical, Inc.	Mt. Pleasant	\$ 66,000.00
Diversified Excavating & Site Utilities	Ypsilanti	\$ 76,000.00

Budget Amount for Contract Services

- Remaining Project Balance	\$ 57,169.00
- Fund Balance	<u>\$ 61,323.00</u>
o Total	\$118,492.00

Work Order Amount

- Contract Amount – J. Ranck Electrical, Inc.	\$ 66,000.00
- Contract Administration	<u>\$ 6,000.00</u>
o Total Proposed Work Order Amount (Rounded)	\$ 72,000.00

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Construction Connect, Construction Market Data, Dodge Data & Analytics, Washtenaw Contractors Association, Construction News Corporation, Construction News Service, Construction Journal, HCMA Website.



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update – Purchases over \$10,000
Date: January 6, 2023

Action Requested: Receive and File

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>
Shiny Penny	Management Training	\$22,750.00
Cribley Drilling Company	Irrigation Well Supplemental, Kensington	\$22,579.50
Hubble, Roth, & Clark, Inc.	Pump House Irrigation Replacement, Indian Springs	\$22,140.00
BNM Trailer Sales	Landscape and Equipment Trailers	\$11,950.00



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Purchases – Total Spent and Vendor Locations
Date: January 6, 2023

Action Requested: Receive and File

That the Board of Commissioners receive and file the update for 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 Requests for January 2023

Vendor	Vendor Location	Description	Park Location	Total Request	Five-County	Greater Michigan	Outside Michigan	Effect of DEI, Living Wage, and Local Preference Policies
The MAJOR Group, LLC	Birmingham, MI	Concert Series Promoter	Lake St. Clair and Stony Creek	\$ 45,000.00	\$ 45,000.00			
Plantwise, LLC	Ann Arbor, MI	Invasive Shrub Control and Native Tree Planting	Indian Springs	\$ 100,000.00	\$ 100,000.00			
J. Ranck Electrical, Inc.	Mt. Pleasant, MI	Force Main Repair	Lake Erie	\$ 66,000.00		\$ 66,000.00		
Polaris Sales, Inc.	Medina, MN	Polaris Ranger XP 1000 NorthStar Edition Premium	Natural Resources Crew	\$ 34,798.55			\$ 34,798.55	
Totals:				\$245,798.55	\$145,000.00	\$66,000.00	\$34,798.55	
Percent of Total Award Request:					58.99%	26.85%	14.16%	



To: Board of Commissioners
From: Travis Grubb, Senior Buyer
Project No: Sourcewell Contract #122220-PSI
Project Title: Cooperative Purchase of a Polaris Ranger
Location: Natural Resources Crew
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve the cooperative purchase of a Polaris Ranger XP 1000 NorthStar Edition Premium for \$34,798.55 from Polaris Sales, Inc. of Medina, Minnesota through Sourcewell's cooperative contract #122220-PSI as recommended by Senior Buyer Travis Grubb and staff.

Fiscal Impact: Funds will come from the Board approved 2023 Capital Equipment budget, which allowed \$40,000 for the purchase. The \$34,798.55 price is \$5,201.45 in favor of the budget.

Scope of Work: Furnish and deliver a Polaris Ranger XP 1000 NorthStar Edition Premium.

Background: The proposed purchase was competitively bid; however, the pricing received through the Metroparks bid process was deemed to be noncompetitive when compared to available cooperative contract options.

The Invitation to Bid (ITB 2022-036) was posted on the Michigan Intergovernmental Trade Network's website, which provided notice of the solicitation to 61 vendors. Of which, 11 vendors downloaded the ITB documents, and two bids were received – Chaves Brothers for \$42,514 and Genthe Honda Powersports for \$49,663.59.

Upon reviewing the bids, the purchasing department solicited a quote through the Sourcewell cooperative contract in an attempt to secure the best possible pricing, which resulted in a savings of \$7,715.45 compared to the lowest bid price received through ITB 2022-036.



To: Board of Commissioners
From: Mike Lyons, Deputy Director
Project Title: Report – 2022 Overview, District Park Superintendents
Date: January 6, 2023

Requested Action: Motion to Receive and File

That the Board of Commissioners receive and file the 2022 Overview by the District Park Superintendents as recommended by Deputy Director Mike Lyons and staff.

Background: Western District Superintendent Jim O'Brien, Eastern District Superintendent Gary Hopp and Southern District Superintendent Jeff Linn will give an overview on 2022 park operations at the Jan. 12 meeting.



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – 2023 Marketing Plan
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2023 Marketing Plan as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Background: The 2023 Marketing Plan includes goals and strategies for marketing efforts agency wide in 2023.

Attachment: 2023 Marketing Plan



INTEGRATED MARKETING PLAN 2023 GOALS AND STRATEGIES



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



TABLE OF CONTENTS

Mission, Vision & Core Values	4
Marketing Goals	5
Integrated Marketing Strategy	16
Strategy Changes for 2023	21
Reporting Results	26
Appendix 1: Demographics and Data	27
Appendix 2: Email Marketing Strategy & Plan	30
Appendix 3: Social Media Plan	35
Appendix 4: Social Media Ambassador Program	41
Appendix 5: Campaign & Content Review Calendar	45
Appendix 6: CAPRA Requirements Reference	53

MISSION, VISION & CORE VALUES

This 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 new mission, vision and core values statements. Additionally, the marketing plan shall support the goals and objectives outlined in the Strategic Plan recently approved in December 2022.

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

- **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 individual, families, and communities across the region.
- **Leadership**
Provide innovative program, valuable educational offerings, and proactive community engagement.
- **Stewardship**
Responsibly manage our natural resources and maintain financial stability to protect the public's investment.

Strategic Plan

The strategic plan dashboard can be found at [metroparks.com/strategicplan](https://www.metroparks.com/strategicplan)¹.

¹ <https://www.metroparks.com/strategicplan/#OVERVIEW>

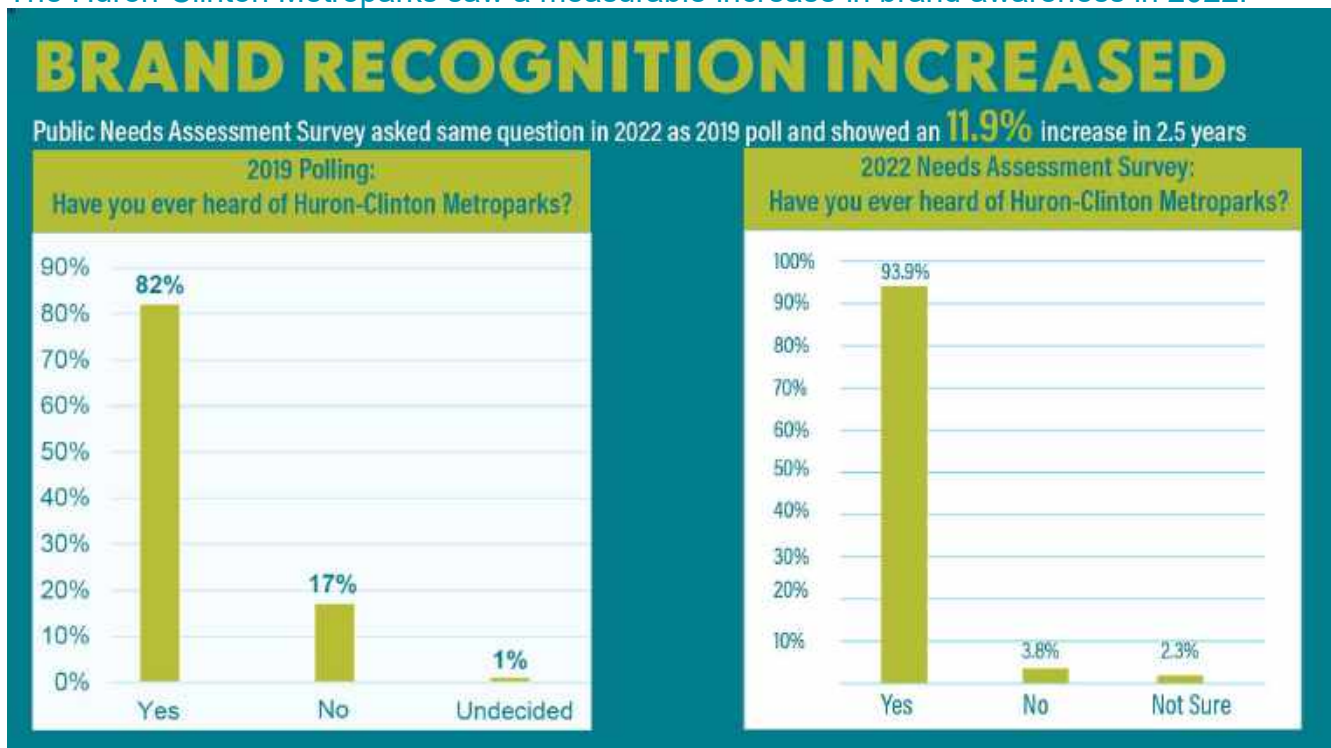
MARKETING GOALS

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. The combined result of marketing efforts and increased demand for outdoor recreation through the pandemic has resulted in a 11.9% increase in brand awareness for the Metroparks (as measured in the 2022 community needs assessment survey).

The marketing goals for 2023 have been written to support the goals of the newly adopted strategic plan, and to continue growing the brand, revenue and attendance of the Metroparks.

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

The Huron-Clinton Metroparks saw a measurable increase in brand awareness in 2022.

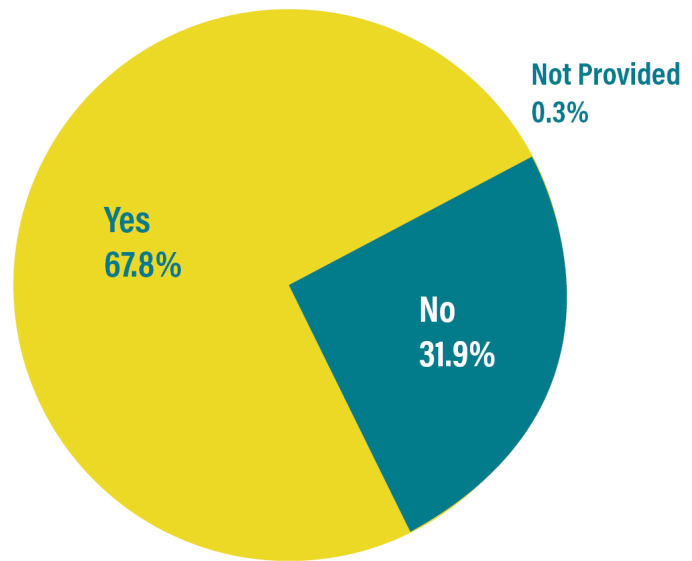


But what was learned, was there is still need to educate the region on the differences between the Metroparks and other types of park systems in our region (State, local, county, etc.).

WORK TO IMPROVE UNDERSTANDING

There is still education and awareness needed around differences in park systems.

Prior to receiving this survey, were you aware of the difference between the Huron-Clinton Metroparks system and other park systems operated by the state of Michigan, counties and cities in southeast Michigan?



So in 2023, the marketing strategy will continue to support brand identity and growth, but there will be additional effort placed on clearly communicating the distinction between the Metroparks and other park types in southeast Michigan.

Supports Strategic Plan Goal: Listen & Connect – We will listen to the polling and survey data and work to create opportunities to communicate the Metroparks brand and drive greater understanding.

2. Maintain the attendance increase that has been realized in the pandemic by achieving a vehicle count that is at least 10% higher than the 3-year average as measured by overall vehicle counts. This will result in a total of 3,875,531 vehicles through the gates in 2023.

At the end of 2022, car counts were 8.22% lower than 2021 and 4.75% lower than the previous 3-year average.

Total Vehicle Count	
2022	3,228,967
2021	3,518,195
2020	3,822,470

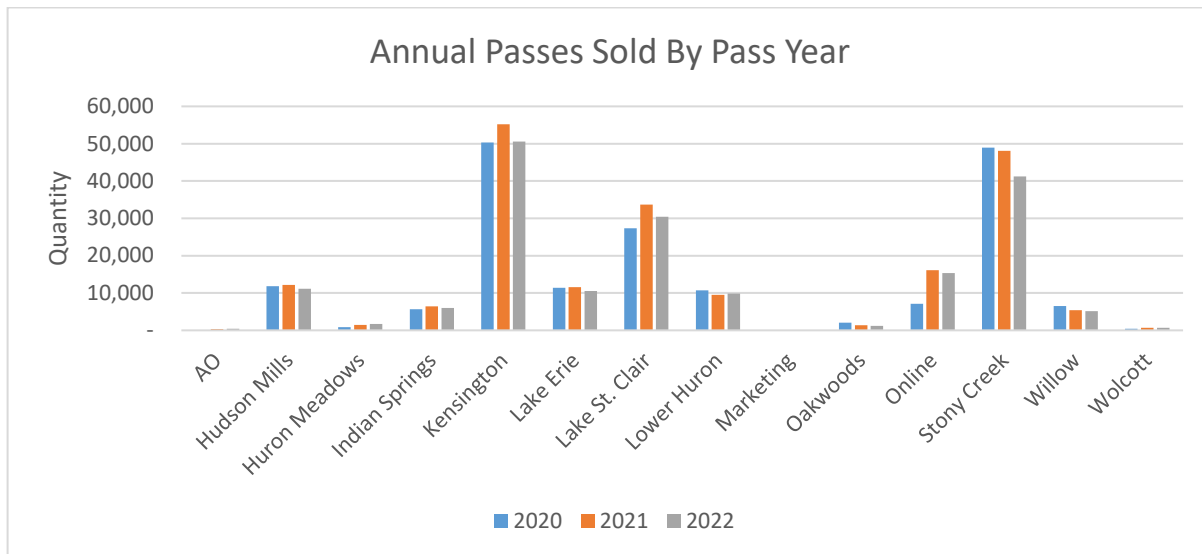
For 2023, staff want to be bold and aspire to see an overall vehicle count that is 10% higher than the previous 3-year average. The 3-year total vehicle count average of 2020, 2021 and 2022 is 3,523,210. This is the first time the 3-year average includes all pandemic attendance. These attendance numbers are starting to show the “new normal” attendance trend, but 2020’s record spikes are still skewing this average high. Achieving a car count that continues to be 10% higher than that 3-year average means setting an aspirational goal to keep attendance growing over record setting 2020 pandemic attendance.

attendance numbers are starting to show the “new normal” attendance trend, but 2020’s record spikes are still skewing this average high. Achieving a car count that continues to be 10% higher than that 3-year average means setting an aspirational goal to keep attendance growing over record setting 2020 pandemic attendance.

Supports Strategic Plan Goal: Maintain & Invest – Maintaining attendance growth helps support revenue generation while continue to grow brand awareness.

3. Increase annual pass sales to match 2021 sales. This would mean selling a total of at least 206,513 annual passes from November 2022 through October 2023 (2023 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 (pre-pandemic) annual pass sales overall. In 2021, staff set a goal to increase annual pass sales by 5%, 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. Then in 2022, there was a small decrease in sales numbers as compared to 2021. Staff want to increase sales back to the record 2021 numbers.



There were a total of 206,513 Annual Passes sold in 2021. This includes all annual pass types.

Supports Strategic Plan Goal: Maintain & Invest – Annual Pass sales are a major revenue generating activity that supports the healthy financial position of the Metroparks.

4. Increase public programming enrollment rate to 75% by end of 2023.

RecTrac implementation in 2021 has allowed staff to look at statistical information related to public programs that require pre-registration. The 2021 average enrollment rate across all public programs in all seasons from January 1 – November 30 was 33.77%. In 2022 this rate was increased to 46%.

Enrollment rate looks at total registered participants, in public programs (that require pre-registration), compared to the maximum availability for registration. The enrollment rate can depend on marketing but also the interest level in the program, programs offered, maximum spots available, weather and many other factors. However, it is an initial indicator of Metroparks programming messaging reaching the correct target audience to drive registration for programs offered. Our current enrollment rate is relatively low, and Community Needs Assessment Survey data showed the largest reason people aren't visiting more frequently is that they don't know what's going on.

For these reasons, Marketing staff will be focusing more campaign efforts on events and programs in 2023 to drive a large increase in enrollment rate in 2023.

Supports Strategic Plan Goal: Maintain & Invest and Listen & Connect – Staff recognize that the Community Needs Assessment survey data has identified a gap in understanding. People don't know what is going on. So Metroparks will listen to that feedback and make changes to connect potential visitors to that information. It supports the objective of increasing engagement with Metroparks services. Additionally, this goal supports the Strategic Plan goal of maintain & invest. Program registrations and attendance is an area of potential revenue currently not being captured to full potential. As an example:

Total Possible Slots for 2022 Activity and Ticket Module programs = 41,681

Total Goal Attendance to NEW Program Committee Recommendations in 2023 = 6,180

Potential Revenue of Activity/Ticket Module programs (Assuming 75% full, average price of \$3 and 31.15% also needing daily pass) = **\$223,618**

Potential Revenue of NEW programs (assuming free program, but 31.15% need daily pass) = **\$19,250**

All while creating improved brand awareness and future repeat visitors.

5. Create and execute successful communications campaigns that support the goals of each of the new recreational programming committee events and programs

In 2022 a recreational programming committee was established to propose a programming plan that would support the community desires identified in the Community Needs Assessment Survey conducted in 2022. The resulting plan was presented to leadership, staff and the board of commissioners in 2022 and is being executed in 2023.

Each event or program identified in the plan has its own attendance and target audience goals. Marketing staff will participate in every event/program and establish a communications campaign specific to that event/program and its goals. Campaigns will be executed with budgeted dollars set aside for this purpose, and success for this goal would be all of these event/programs campaigns achieving their specific attendance/registration/target-audience goals. Progress and outcomes will be reported throughout the year in monthly marketing reports.

Supports Strategic Plan Goal: Maintain & Invest – by driving attendance to new recreational programs, new revenue opportunities can be realized. The new programs were developed by listening to the data from the Community Needs Assessment Survey that illustrated what program types the region was seeking.

6. Execute a successful internal and external rollout of new strategic plan.

The Metroparks Board of Commissioners approved a new strategic plan that launches January 2023. The initial announcement will be shared publicly as part of the Metroparks New Year

card mailing and press release. From there a rollout of the strategic plan and reporting will continue over the next three years.

Metroparks Director, Amy McMillan, will lead the organization through the rollout and implementation of this new Strategic Plan. The rollout will include on-going internal and external communications about progress against the plan with quarterly updates being published publicly on the website's Strategic Plan dashboard.

Goals and strategies in this marketing plan have been updated to support the strategic plan. Marketing staff will weave storytelling pieces and links relating back to the strategic plan into future press releases and articles as appropriate throughout the year.

Supports Strategic Plan Goal: Listen & Connect – To be more specific this goal supports the objective of increasing transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress. A big piece of the rollout of the Strategic Plan is posting quarterly updates on the web dashboard and keeping the storytelling going over an extended period of time for that level of transparency.

7. Collaborate with Information Technology and other departments to establish a more feasible and regular reporting process and use data to make more informed marketing 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. 2021 was the first time the Metroparks have been able to look at annual pass visitation scan data year compared to year. 2021 was 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 2022 was the first year Metroparks could compare year-over-year daily pass entries by zip code. And 2022 was the first year the Metroparks were able to start looking at programming data comparisons in RecTrac.

In 2022, marketing staff created a campaign around summer programming guides that had data collection built into its structure. Staff wanted to be able to analyze the campaign at the end in ways the Metroparks haven't been able to in the past. The resulting lessons learned caused the marketing department to change how they handle data and reports.

In 2023, marketing staff will establish and refine internal monthly reports that are used within the department to monitor campaign progress, successes and failures. Marketing staff will be involved in pulling and analyzing reports specific to their individual daily functions and sharing them with the Chief of Marketing and Communications so that both staff and department head can be aware of the metrics relating to that person's work. Additionally, these reports will be used to make changes to campaigns as needed throughout the year to gain greater success. It will be necessary to work with Information Technologies and other departments to pull some of these reports on a regular basis.

Supports Strategic Plan Goal: Listen & Connect – Reviewing and analyzing data and reports is another way to listen to what visitors are doing messaging can better connect and resonate.

8. Use visitor evaluations to develop a more comprehensive understanding of the visitor experience of the Metroparks – Build on progress made in 2021 and 2022.

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. A process was also established² 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, Marketing staff 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 and marketing staff should review all internal program evaluations as a whole for future program planning and improvements.

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.

In 2023, marketing staff will collaborate again with staff from multiple departments and operations to make the passive park use visitor evaluations available on the Metroparks website by May 2023 and advertise its availability through email and social media. Marketing staff will also test temporary signage within three parks to evaluate if having signage about the survey's availability results in a higher number of completed evaluations. Lastly, staff will collaborate to 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.

Staff will also work to utilize an interactive tool or strategy to gather youth evaluations at select events this summer and use the knowledge gathered during these evaluations to develop better youth evaluations for future programs and events.

² 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.

Supports Strategic Plan Goal: Listen & Connect – By asking for evaluations on both programming and passive park use, the Metroparks are creating listening opportunities to engage with the community and improve services going forward.

9. Increase both annual AND daily pass summer visits from city of Detroit zip codes by 20% as measured by vehicle pass scans.

Recognizing that the city attributes a large proportion of our region’s population – approximately 14.47% of the total population of the five counties the Metroparks serve, and that the new Strategic Plan outlines objectives to increase access and engagement with Wayne County, city of Detroit and underserved communities, the Metroparks will strive to increase visits from Detroit residents.

The Metroparks saw a small increase in annual pass scans in 2022, but a sizeable decrease in daily pass scans. Through continued partnerships, media and marketing efforts and community engagement, the Metroparks will seek to improve those numbers in 2023.

	Detroit Annual Pass Scans	Detroit Daily Pass Scans
2022	4,468	10,345
2021	4,338	16,175
Change	+3%	-36%

Supports Strategic Plan Goal: Listen & Connect – These efforts support the objective of increasing access and engagement for Wayne County and city of Detroit residents as well as underserved communities.

10. Increase engagement with Metroparks services in equity population zip codes (as measured by participation/attendance) by at least 5% as compared to 2022.

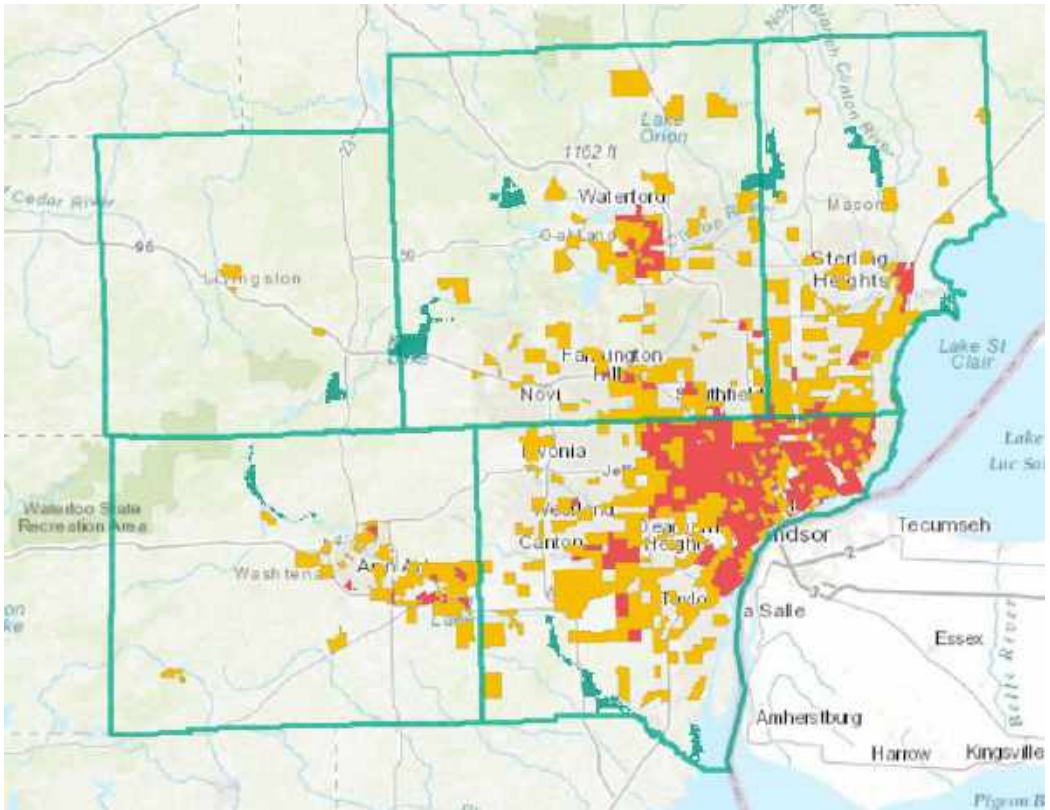
In 2020 the Metroparks began looking at a data set from SEMCOG that outlines zip codes where there are concentrations of various equity populations within the Metroparks jurisdiction. This analysis focuses on locations with concentrations of people in these groups³:

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

³ 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>

These underserved zip codes tend to occur around the more urban areas of the region. The Metroparks have special interest in increasing access to Metroparks services in those regions as outlined in the new Strategic Plan. We understand that there are substantial barriers to encouraging Metroparks attendance from those areas that may never fully be resolved. These barriers include, but are not limited to, transportation and proximity to parks, affording entrance fees, awareness and feeling welcome and represented. However, through joint programming and partnerships like the swim lesson programs, presence at Detroit Riverfront events and Detroit Park Coalition events, the Metroparks can continue to reach into those underserved communities and make an impact. Metroparks can and meet residents where they want to be met and fill outdoor recreation needs they have in ways other than attendance at the 13 existing Metroparks.

In 2022 the Metroparks saw decreases in attendance in both annual and daily visits from equity zones. Staff will strive to increase attendance in these zones to reverse that dip. Additionally, new partnered programming will be implemented in 2023 to bring a Metroparks presence to these underserved areas through things like expanded free swim lessons, partnered arts programming, a Jit Festival and more.



Map showing High and Very High Concentrations of Equity Populations.

	Very High Equity Zones	High Equity Zones
Daily Pass Scans 2022	13,027	27,060
Daily Pass Scans 2021	19,517	38,158
Change	-33%	-29%

	Very High Equity Zones	High Equity Zones
Annual Pass Scans 2022	6,756	54,144
Annual Pass Scans 2021	6,918	61,675
Change	-2.34%	-12.21%

Supports Strategic Plan Goal: Listen & Connect – This goal supports the objective of increasing access to Metroparks services for underserved communities.

11. Increase shelter reservation revenue by 3% as compared to the 3-year average of 2019, 2021 and 2022. Equates to ending 2023 with \$486,380 in shelter revenue.

Revenue from shelter reservations has fluctuated over the years. Due to pandemic restrictions in 2020, revenues from events were 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 seemed to be historically decreasing before the pandemic. There has been growth since pandemic restrictions lifted as people continue to look for outdoor venues as a post-pandemic event option. In 2022 the Metroparks saw an increase of about 32.4% above the 3-year average of 2018, 2019 and 2021. The Metroparks will focus purposeful marketing and communication efforts around shelter reservations to achieve a 3% increase in shelter reservation revenue as compared to a 3-year average of 2019, 2021 and 2022. 2020 was intentionally left out of the 3-year average because of the restriction on events that year negatively skewing the average. This average was calculated using shelter revenue figures provided by the Finance department as included below. These figures are preliminary figures.

	2017	2018	2019	2020	2021	2022
Shelter Reservations Revenue	313,010	376,057	390,519	246,864	506,585	562,038

Supports Strategic Plan Goal: Maintain & Invest – Shelter reservations are a revenue generating activity, and increasing those reservations creates new revenue opportunities.



12. Increase golf rounds played by 1%. This would be a total of 260,660 rounds played in 2023⁴.

Staff expected as the pandemic continued that there would be a greater competition for users' time and therefore some drop off in golf rounds played would be seen in 2022. However, staff actually saw a small increase (just over 2%) over 2021 numbers. All courses in 2022 had tee times booked to over 62% of capacity with the highest courses being Kensington at 81.8% of capacity and Huron Meadows being 71.45% of capacity. There is more room for growth at some course more than others.

Marketing will again work closely with golf staff in 2023 to hold on to the growth seen through the pandemic and continue that forward momentum. Staff will look for new ways to capture new golfers in 2023 using some non-traditional promotions, awareness events/appearances in new locations/events and working with operations on some creative new ideas to accompany traditional advertising campaigns. Staff will also look to reach deeper into youth audiences and draw in more youth golfers to cultivate that ongoing audience into the future audience. Metroparks courses currently have a full schedule of leagues and are intentionally not pursuing additional leagues or outings. These areas of business reduce the number of tee times available for regular golfing and have an adverse effect on revenue, and at this time is better for the Metroparks to address and accept them when asked, but not intentionally pursue growth in those areas.

Supports Strategic Plan Goal: Maintain & Invest – golf is a revenue generating activity and increasing golf rounds played would increase that potential revenue.

13. Increase focus on strategic grassroots marketing through continued relationship building and targeted activations.

The Marketing department will expand on grassroots marketing efforts by reconnecting and improving relationships with surrounding chambers, convention and visitor bureaus, neighborhood groups 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. 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 partners and other departments to identify neighborhood and community groups and establish a database of communication partners within these groups that can help share future Metroparks messaging with their networks. Key influencers in these communities have a very powerful voice and large networks to share the Metroparks messaging with. Staff will work on targeted grassroots activations to build trust with these audiences and grow on-going support and attendance for Metroparks initiatives. Utilizing in-person events, email lists, radio shows and other communication paths these organizations already use will increase positive results.

⁴ The 2022 golf season ended with a total of 258,080 rounds of golf played compared to 252,808 in 2021. That is an increase of 5,272 rounds or 2.09% as compared to 2021.

Supports Strategic Plan Goal: Listen & Connect – This goal supports the objective of increasing access and awareness to Metroparks services for underserved communities.

14. Create social-first marketing campaigns to support brand awareness and engagement.

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 traditional advertising content, and the way brands and organizations use social media needs to remain fluent and innovative. Marketing staff will focus on creating innovative messaging campaigns focused on “social first” that will increase followers and engagement while conveying storytelling and calls to action. 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. The focus needs to be on reaching younger social audiences without losing older audiences and continually growing follower base and engagement so that brand messaging continues to reach them. Examples of social-first campaigns could include, but are certainly not limited to, social driven scavenger hunts and contests, photo ops to encourage user generated content, capitalizing on current social trends with a “Metroparks twist”, etc.

Supports Strategic Plan Goal: Listen & Connect and Conserve & Steward – This goal supports the objective of increasing engagement with Metroparks services and through messaging it can also support education of conservation and stewardship principles.



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 an organization’s story in a consistent way, across many channels, in a way that reflects the brand. An integrated strategy will reach potential visitors at multiple touchpoints and keep messaging top of mind while building brand identity. 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 and brand growth.

It Starts with Brand Identity – And Goals

A marketing strategy starts first with brand identity. That is why the work that Factory Detroit completed is so 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 2023.

Integrated Approach = Utilizing Multiple Marketing Channels

With an integrated approach the Metroparks hope to use brand messaging to reach visitors and potential visitors via multiple touchpoints by utilizing multiple marketing channels. Staff will use a marketing mix to meet identified goals earlier in this plan and each campaign will be created for its specific needs with channels selected to reach the specific goals and target audience of that campaign.



In general, the Metroparks will use a mix of the following marketing channels throughout their campaigns.

- **Out-of-Home** - refers to billboards, bus wraps, banners and murals on the sides of buildings, and other ad placements that appear within the environment and society's day to day lives.
- **Television/Video** - 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. Television/Video refers to live TV broadcast, cable, on-demand, streaming services and other ways people consume video entertainment content.

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% in time spent watching TV with an increase of 29% in daytime viewing (more people at home during the day) and an increase of 22% more time watching live TV. Additionally, the split between live TV viewing and streaming/on-demand/online viewing is comparable at a 49% live to 51% 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 increasing spend on streaming services and digital video applications. With increases viewers in these platforms, brands can't focus too much on broadcast and live TV only because they will miss a significant chunk of audiences.

- **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. Many radio streaming services now offer advertising options as well that marketing staff are increasing spending on while decreasing traditional broadcast radio.
- **Print** – Refers to newspapers and publications where a physical printed ad is placed. Tends to be one of the most expensive ways to reach large audiences, and over time has print advertising has decreased in effectiveness. For print, the Metroparks will be decreasing spending and focusing on more local, hyper targeted, print publications for certain diverse and difficult to reach audiences to place print buys.
- **Digital and Social**

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. The Metroparks Community Needs Assessment Survey results in 2022 showed website, google searches, social media and email blasts are all in the top five ways people prefer to learn about things. 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 perceived curated content.

What is the Metroparks doing with these findings? Marketing staff will continue to put emphasis on growing social media followers and engagement and will increase spending in digital and social ads in 2023. 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 behalf of the Metroparks.

- **Digital Display ads** - 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 users around after they've visited a website), and display ads on specific news sites as accompanying pieces to our traditional channel buys.
- **Paid Search** – Web search is still an important tool to reach people who are looking for experiences. It relies on text, key words and SEO 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 specific search keywords driving traffic.
- **Social Media (both paid and organic)** - 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 an organization and serves as a continual and constant communication touchpoint with the public.⁵
- **Sponsored Content** – Refers to articles, blogs, social content and other forms of content that an organization had paid for but is written and published to appear as though it was generated and shared by a voice other than the organization. It serves as a strong way for an organization to reach audiences of publications with the exact message they want, but have it appear to come from a third party voice and garner more potential trust.
- **Email Marketing** - 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.⁶
- **Public Relations**
 - **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.
 - **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 have seen increases in positive sentiment stories throughout the pandemic with Marketing staff averaging 1-3 media calls each week. The Metroparks will continue to focus on media connections, relationship building meetings and crisis communication in 2023. Press releases and media pitches will primarily be handled internally by marketing staff with public relations contractors aiding on crisis communications response or larger complex requirements as needed.

⁵ A social media plan that considers both organic and paid content has been included as Appendix 3.

⁶ The email marketing strategy and plan has been included as Appendix 2.

- **Media and Press Relations Protocol** - All media requests should be handled as outlined in the Metroparks Media Policy as approved by the Board of Commissioners on 5-13-2021. A Copy of the Media Policy has been included in Appendix 6 as reference.

Adaptation and Flexibility is Important to Success

The Covid-19 pandemic has shown us the importance of remaining nimble and flexible. In order to continue success, campaigns and marketing plans need to be well thought out and implemented, but they also 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 2023 to adapt content and advertising to the needs of the organization and audiences at any given time.

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 by working with agencies, contractors and 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 website and 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 5.

Marketing staff will also be expanding the collaborative departmental content creation process. For the past few years, the marketing team has developed a solid content creation process with the Interpretive Department that has resulted in a steady flow of content being developed and shared on a regular basis by staff in that department. In 2023, the marketing team will begin bringing other departments into the content creation process in a similar way. These departments primarily include DEI, Planning and Natural Resources. Collaborating with other departments will help elevate the content created by tapping into expert staff for sharing of knowledge and perspective the marketing staff does not have, and marketing staff will look for ways to spin that expertise into various content types. This will involve meeting directly with department heads to discuss what content would be feasible for each department to develop for social media. After the types of content are determined, the marketing team will send monthly updates to each department to remind staff to share captured content

The Metroparks will also grow and expand their social media ambassador program in 2023 as a way to circulate user generated content and reach new audiences.⁷

The Detroit Riverfront Conservancy Pilot Partnership

The Metroparks and The Detroit Riverfront Conservancy partnership has agreed that until the completion of the Huron-Clinton Metroparks Water Garden at Ralph C. Wilson Jr. Centennial 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

⁷ A detailed Social Media Ambassador Plan has been included as Appendix 4.

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.

Other Partnerships

The Metroparks has a variety of existing partnerships and a focus on growing new ones. These partnerships will be leveraged to collaborate on joint media efforts and storytelling throughout the year. Metroparks marketing staff will work with Detroit Zoo communications staff to establish a strategic joint communications plan for the new partnership.

Diversity, Equity and Inclusion

The principles and practices of diversity, equity and inclusion are woven into every facet of business including the marketing and communications efforts. 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 – all the people. All their lives.

Lastly, when possible, the Metroparks will look at publishing pieces and signage in multiple languages similar to efforts in 2020 – 2022 within ads placed in LaPrensa, Arab American News and Chaldean News.



STRATEGY CHANGES FOR 2023

The Metroparks went through a branding process, public polling and started implementing an integrated marketing plan in mid-2019 for the first time in decades. Since that time, there has been a nearly 12% increase in brand awareness, a pandemic, increases in attendance where there was previously a decade long downward trend, improvements in media relations and a shift towards more department collaborations that has led to marketing and communications becoming an integral part of many projects. All this progress has happened in just three and a half short years – much faster than leadership originally anticipated. As a result, Metroparks has reached a point in time where marketing staff will be making some shifts in strategy for 2023 to prioritize differently than has been done these last few years.

Goals Have All Been Written to Support the Strategic Plan

The Metroparks have a new strategic plan, and the marketing plan goals have been written to ensure they support those organizational goals and efforts. In the goals section of this marketing plan, each goal has identified which strategic plan goal it supports. As such, this will allow the Metroparks to track progress towards marketing goals concurrently with strategic plan goals.

Shifting from General Brand Messaging Strategy to Events and Programs Strategy

Marketing and branding are cumulative practices. In 2019 the Metroparks started a branding journey to reestablish and build the Metroparks brand recognition throughout the region. A campaign was launched in 2019 and continued through 2022 that reminded residents that the Metroparks are here for them and all the outdoor recreation activities they want to do. That strategy has been successful in building measurable brand recognition and in combination with increased attendance through the pandemic, the Metroparks are in a better place to shift the primary messaging focus to events and programs.

In 2022, 38.2% of Community Needs Assessment Survey respondents identified “I do not know what is being offered” as the reason preventing them from using parks – The highest reported reason. This number has improved since 2017 when 46% of respondents marked that as a reason, but there is still plenty of room for improvement. Additionally, in 2022 the Metroparks enrollment rate for public programs requiring registration was an average of 46% (relatively low). In 2022 marketing staff completed a summer program guide campaign aimed at increasing program registrations but did not see as high impact as desired.



Benchmark: Reasons Preventing Respondents From Using Parks & Recreation Facilities/Programs

Huron-Clinton Metroparks System (2022) vs. the National Average

by percentage of respondents



To address this, marketing staff will be focusing more budget dollars on advertising specific events and programs and will be creating a large campaign centered around reminding the region that parks are a space full of vibrant and exciting events and not just passive activities. This will reduce dollars spent on general brand messaging, but brand building will still be a secondary benefit of events advertising.

Staff will be creating a disruptive paid campaign of social, digital, radio, video and possibly out of home messaging focused on changing people's perception of parks as just being passive spaces to being active spaces they look to for fun events to attend. This campaign will include more geographically targeted to deliver park specific information to viewers about park(s) closest to them and links to new sections of website park pages that will focus on events at that specific park because data still shows that visitors are only visiting parks closest to them and not traveling throughout the system. The campaign will also work to engage the large existing passive audience in the parks by using some type of creative, disruptive and eye-catching signage strategically placed at high traffic areas like trailheads and parking areas (but NOT toll booths) to draw attention to the events page of the park they are in and convincing them to utilize parks for that purpose. Currently QR codes are performing as an effective way to get visitors from signage on-site to information on the website. Lastly, marketing staff will work with partners and schools to attempt to get more of this information into more parent's hands.

In addition to this large campaign, there will be smaller individualized campaigns for specific events and programs as highlighted in the campaign calendar in Appendix 5. For all campaigns, staff will use lessons learned through 2022 to set all campaigns up for better data tracking and reporting to measure success and adjust throughout the year.

Why now? The increased brand recognition will make it easier for the Metroparks to capture public eyes and trust and make events and programming messaging more successful than it could have been in the past with the same campaign spend. Program registrations and attendance is also an area of potential revenue the Metroparks are not currently capturing to full potential. As an example:

Total Possible Slots for 2022 Activity and Ticket Module programs = 41,681

Total Goal Attendance to NEW Program Committee Recommendations in 2023 = 6,180

Potential Revenue of Activity/Ticket Module programs (Assuming 75% full, average price of \$3 and 31.15% also needing daily pass) = **\$223,618**

Potential Revenue of NEW programs (assuming free program, but 31.15% need daily pass) = **\$19,250**

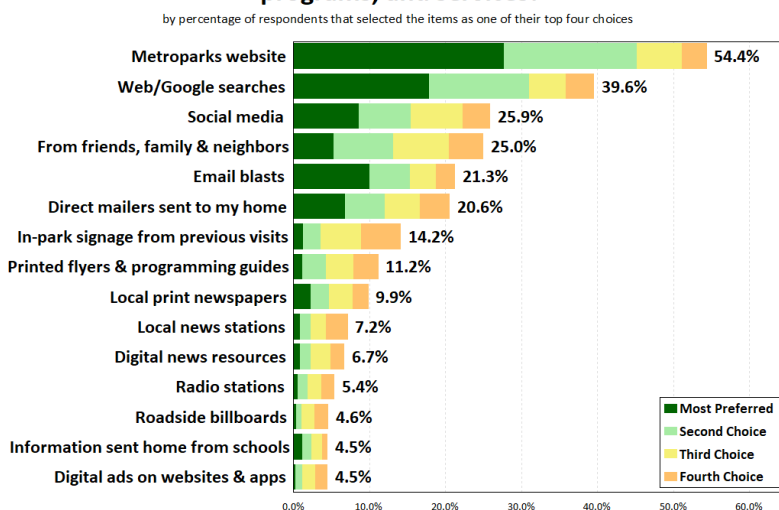
All while creating improved brand awareness and future repeat visitors.

Weaving Storytelling Into Campaigns That Supports Understanding of Different Park Types

The community Needs Assessment survey highlighted that about 32% of people still do not understand the difference between the Metroparks and other types of park systems. To address this, marketing staff will begin weaving storytelling pieces into social media, press releases, email blasts and campaigns to reinforce this understanding. Some mentions will be very obvious highlights and others might be subtle reminders that cumulatively over time could help improve understanding.

Less Radio, Broadcast and Billboards and More Web, Digital and Social

Q17. From the list in Question 16, what are your most preferred ways for learning about Huron-Clinton Metroparks facilities, and programs, and services?



Digital and social media ads continue to be the most efficient form of advertising as they continue to deliver lower costs per delivery and higher engagement. But additionally, residents in the region responded to the Community Needs Assessment Survey that the website, google search (paid search), social media and email blasts are their preferred ways of learning about what's offered. To accomplish this, marketing staff will be increasing marketing dollars spent in those areas and decreasing spend in radio, broadcast and out of home

advertising to offset. When Metroparks places radio ads, they will also be looking to place more commercials on music streaming services like Spotify to reach audiences that are foregoing traditional radio listening as well.

Using Grassroots Efforts to Establish Avenues for Deeper Messaging

The Marketing department will expand on grassroots marketing efforts by reconnecting and improving relationships with surrounding chambers, convention and visitor bureaus, neighborhood groups 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. 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 partners and other departments to identify neighborhood and community groups and establish a database of communication partners within these groups that can help share future Metroparks messaging with their networks. Key influencers in these communities have a very powerful voice and large networks to share the Metroparks messaging with. Staff will work on targeted grassroots activations to build trust with these audiences and grow on-going support and attendance for Metroparks initiatives. Utilizing in-person events, email lists, radio shows and other communication paths these organizations already use will increase positive results.

Park Etiquette Campaign

The pandemic has brought many new users into parks everywhere. As a result, parks have seen increases in littering, animal feeding and rule breaking as new visitors are not as familiar with “park etiquette” as existing users and outdoor enthusiasts.

Operations staff have brought this issue to the attention of the marketing department and asked for assistance on spreading the message of park etiquette to these audiences. Marketing staff will develop a campaign that is a combination of messaging for website, shelter rental receipts, social media and other select activations to deliver the message of responsible park visiting in an engaging way. Additionally, marketing will work with staff to develop a combination of temporary and semi-permanent signage to place in areas of greatest concern to accompany this campaign.

Establish a Consistent Volunteering Campaign

Volunteers contribute thousands of hours each year to Metroparks projects and compliment the impact that staff alone are able to have. Volunteers can be great ambassadors for the Metroparks and have potential to spread word-of-mouth-advertising in addition to contributing a valuable service to the parks.

Volunteer efforts are already successful, but to build on those successes, the Metroparks will establish a consistent communications campaign around volunteering in 2023. This campaign will include at least bi-monthly volunteer e-newsletters sent in February, April, June, August, October, December to highlight the benefits of volunteering and the opportunities Metroparks have for volunteering. The Annual Volunteering Report will be complete in January and released via press release. The volunteer contact database and email subscribers will continue to be maintained and grown, and additional calls for volunteers will be sent as needed.

Using Data to Make More Informed Decisions

In 2022, marketing staff created a campaign around summer programming guides that had data collection built into its structure. Staff wanted to be able to analyze the campaign at the

end in ways the Metroparks have not been able to in the past. The resulting lessons learned caused the marketing department to change how they handle data and reports.

In 2023, marketing staff will establish and refine internal monthly reports that are used within the department to monitor campaign progress, successes and failures. Marketing staff will be involved in pulling and analyzing reports specific to their individual daily functions and sharing them with the Chief of Marketing and Communications and team so that both staff and department head can be aware of the metrics relating to that person's work. Additionally, all campaigns will be built from the start to allow the best success tracking and then these reports will be used to make changes to campaigns as needed to gain greater success. It will be necessary to work with Information Technologies and other departments to pull some of these reports on a regular basis.

Some examples of ways marketing staff will use data and reports to make decisions in 2023 includes:

- Using Community Needs Assessment survey results and Constant Contact email data to bundle multiple programs into combined topic-based campaigns
- Using pass scan data to focus campaigns on geographic areas that need it most. i.e. looking at park visitation maps and targeting more ads in areas of lower visitation than higher visitation
- Using RecTrac programming data to determine the best time to send campaigns based on visitor's registration time tendencies
- Combine RecTrac programming data with ad performance data to track trends of registration
- Using social media data out of Hootsuite to determine highest performing content types and creating more of similar types of content in the future



REPORTING RESULTS

The Marketing department will provide monthly progress reports at all board meetings in 2023. 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 2023, 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. Data is ever-changing, so this is likely to be something that is in constant development and change to best suit our current needs.



APPENDIX 1: DEMOGRAPHICS AND 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%

In addition to this demographic data, marketing staff will utilize a variety of organizational data to make decisions. Some of this data includes demographic information about visitors, some of it provides business and content performance information and other provides visitor input. This data and analyzed reports will be stored on the server within marketing department files where all marketing department staff have access.

Examples of data and reports utilized include, but are not limited to:

- Community Needs Assessment Survey results and benchmarks
- Annual and daily pass scanning data and maps (as presented in the January joint data presentation)
- Public polling results data
- SEMCOG data sets
- RecTrac programming data
- G1 golf data
- RecTrac data for specific activities and rentals like shelter reservations, water facilities, ski rentals, etc.
- Park master plans
- 5-year Community Recreation Plan
- Climate Action Plan (Future)
- Social media performance data
- Media coverage and mentions reports
- Public programming evaluation responses
- QR code performance data
- Constant Contact email marketing metrics and benchmarks
- Campaign ad performance data
- Website analytics reports
- Post-event evaluation reports

APPENDIX 2: EMAIL MARKETING STRATEGY & PLAN



EMAIL MARKETING 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 2023, the Metroparks need to build on the successes of the past 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% open rates.

Another important email metric is click through rate (CTR). This tells 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%⁸.

Proposed 2023 Email Strategy and Goals

Currently, the full email subscriber list is just over 111,000. Over the last year, open rates averaged 35% - a 13% increase over the past 12 months and higher than the government industry benchmark of 26%.

2023 will begin with performing a very thorough cleanup of email subscriber list. There was an average bounce rate of 16% in 2022 which means the contact list needs to be scrubbed to remove those hard bounces and unengaged subscribers that are contributing to a lower sender score. There are currently around 19,600 email addresses recommended for removal by Constant Contact. After removing those 19,600 emails, the list will be around 91,400. Removing these contacts will result in a cleaner, more engaged contact list which should in turn, raise open and click rates across all email campaigns. The Metroparks need a clean, engaged list for it to be most successful.

The Metroparks will attempt to increase their average open rate for all campaigns to 40%, a 5% increase from the current average and higher than the 39% overall industry average provided by Constant Contact.

While the Metroparks' open rate has increased and contact list has grown, email campaigns have followed the same structure and had the same look for a few years now. In 2023, the Metroparks plan to start the year off with a new fresh look. It will focus on making information quick and easy to read in an eye-catching new look to reengage complacent subscribers. In 2022, the average amount of time people spent reading brand emails was only 10 seconds. This is why when redesigning the templates for each campaign-type, the Metroparks will focus on creating a design that is visually-pleasing but focuses on giving readers the most important information in a concise format.

⁸ Benchmarks: <https://mailchimp.com/resources/email-marketing-benchmarks/>

When looking at the email data from the past 6 months of bi-weekly event emails sent, the Metroparks noticed that among the three districts, some event topics were more often clicked on than others. Many of these topics actually mirrored the types of events that the community was found to desire in the Community Needs Assessment Survey. Also, when looking at the data from past 12 months of sends, the Metroparks found that emails that focused on one specific event had a higher number of opens compared to the bi-weekly emails that featured a wide-ranging list of events. Taking that information, the Metroparks have decided to switch from sending biweekly event emails to sending more email campaigns that are dedicated to specific types of events on a monthly basis to the district event contact lists and sending individualized email campaigns for the new and larger events/programs. The email campaigns in 2023 will be events-focused, falling in line with overall marketing plan for 2023.

Creating New Segmented Email Lists

With biweekly events campaigns shifting to monthly sends based on specific types of events (outlined in section below), the Metroparks plan to create further segmented lists based on the types of events individual contacts are interested in. This will be achieved in three ways:

1. Updating the existing email sign-up sheet to include the event topics and have users select the types of events they'd be more interested in learning about. This would allow all new subscribers to be sorted into lists based on their preferences.
2. Sending a similar sign-up form to all existing contacts to determine their preferences as well.
3. Starting the year by setting up monthly emails to existing lists to include multiple program/event types and automate list segmenting based on clicks of individual subscribers.

Event Email Topics

As mentioned above, the Metroparks' noticed specific types of events performed better in biweekly event emails throughout 2022. Below is the list of event types sorted by average clicks per event pulled from the biweekly event emails in each district.

Eastern District Event Emails May - Nov 2022				Southern District Event Emails May - Nov 2022			
Email Types Sorted by Average Clicks Per Event				Email Types Sorted by Average Clicks Per Event			
Type	Clicks	# of Events	Avg. Click/Event	Type	Clicks	# of Events	Avg. Click/Event
Large Rec Events	229	5	45.8	Interpretive Festival	67	3	22.3
DEI	30	1	30	Large Rec Events	46	3	15.3
Concert	135	5	27	Paddling	23	2	11.5
Interpretive Festival	154	6	25.6	Astronomy	8	1	8
Birding	20	1	20	DEI	8	1	8
Paddling	20	1	20	Volunteer	8	1	8
Art	110	7	15.7	Holiday (all holidays)	35	5	7
Hayride	71	5	14.2	Camping	7	1	7
Dog	22	1	13	Geocaching	7	1	7
Guided Hike	38	3	12.6	Birding	33	5	6.6
Agriculture	23	2	11.5	Art	18	3	6
Holiday (all holidays)	115	11	10.5	Guided Hike	43	9	4.7
Animals	33	2	6.5	Animals	19	5	3.8
Nature/Education	22	4	5.5	Nature/Educational	30	10	3
School	4	2	2				

Western District Event Emails May - Nov 2022			
Event Types Sorted by Avg. Click Per Event			
Type	Total Clicks	# of Events	Avg. Click/Event
Large Rec Events	147	3	49
Concert	46	1	46
DEI	32	1	32
Interpretive Festival	53	2	26.5
Hayride	50	2	25
Astronomy	17	1	17
Holiday (all holidays)	75	5	15
Camping	14	1	14
Birding	36	3	12
Art	24	2	12
Paddling	21	2	10.5
Animals	61	7	8.7
Guided Hike	39	5	7.8
Nature/Educational	34	5	6.8
NWW	27	4	6.75
Scouts	12	2	6
School	3	1	3

Many of these event types were already set as priorities according to the Community Needs Assessment Survey and many events scheduled for 2023 will fall in line with these categories. Keeping in mind the data above that determined which types of events perform best in emails, the topics from the community needs assessment and the schedule of events/programs for 2023, the Metroparks will send separate email campaigns for each of the following topics on a monthly to semi-annual basis. These will also include highlights of accessible and adaptive programs and facilities in these topics as applicable:

- Large Events – Individual email blasts sent to the full contact list
 - These would include larger scale events that have individual marketing campaigns for example, Shelden Mountain Bike Fest, Thrills at the Mills and Maple Sugaring.
- Guided Hikes – monthly basis sent to all district program email lists
- Birding – monthly basis sent to all district program email lists
- Art – monthly basis sent to all district program email lists
- Astronomy – following Astronomy Campaign April-October
- Pet-Friendly – Following Pet-Friendly campaign March - September
- Holiday – Easter, Halloween, Winter Holiday, Fireworks, MLK 101 Series
- Educational/Nature – monthly basis sent to all district program email lists includes regular interpretive programming and interpretive festivals
- Farm Programs – monthly basis sent to all district program email lists
- Fitness – throughout the summer: Water Fitness and Trail Challenge
- Outdoorsy (Camping/Fishing/cross-over of some of the above) – following camping campaign May - June
- Concerts – throughout the Summer

Other Email Campaigns to Be Sent in 2023

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding difference between Metroparks and other park systems and staff's expert industry status.
 - 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.

- 3-5 articles about projects, initiatives and grants
- Metroparks Fun Facts
- Possible other entries:
 - Metroparks Trivia Contest
 - Social media contest tie ins
 - Metroparks ads
 - Partnership updates
 - Pop-up and special pricing for activities
- Golf Bi-Weekly Emails Spring-Fall. Changing frequency in 2023 to bi-weekly.
 - Feature a course each send 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.

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 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 detail content for events and golf emails. Department collaborations have proven to be an effective way to develop quality and engaging content. Marketing staff will continue and grow these collaborations in 2023.
- Provide staff with themes and suggested articles for monthly newsletters.
- 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.
- Marketing staff may periodically ask staff in other departments to proof emails and content.

APPENDIX 3: SOCIAL MEDIA PLAN



2023 SOCIAL MEDIA PLAN

Social media has become second nature to all of us and realized as an important marketing tool for growing awareness and brand identity. It helps create social community in the digital space and helps brands reach their audiences in a space where they are spending increasing amounts of time every day. Additionally, social media is one of the top three preferred ways that residents prefer to learn about offerings from.

Plenty of statistics exist about the use and demographics of social media users, but a fairly comprehensive report⁹ was compiled by our social media management software provider, Hootsuite, that has been reference by staff.

The Metroparks has a Social Media Policy for Staff that was approved by the Board of Commissioners on 5-13-2021. A Copy of the Social Media Policy has been included in Appendix 6 as reference.

Goals

The goals of using social media to promote the Metroparks 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.
- Boost on-going brand engagement on social channels by gaining followers and increasing engagement.
- Reach target audiences with messaging in the way they prefer to be reached
- Increase the perception of Metroparks staff as expert industry thought leaders. Collaborate with other departments to produce content that reinforces and strengthens our messaging across the Metroparks system.
- Increase attendance to events and programs by promoting them on social media according to the events-based campaign calendar
- 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.
- Create a sense of FUN around the Metroparks.
- 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. Special focus on increasing the amount of short-form video content being created and shared.
- Keep up with marketing and recreation industry trends to add to the social platform content calendar.

⁹ <https://blog.hootsuite.com/social-media-demographics/>

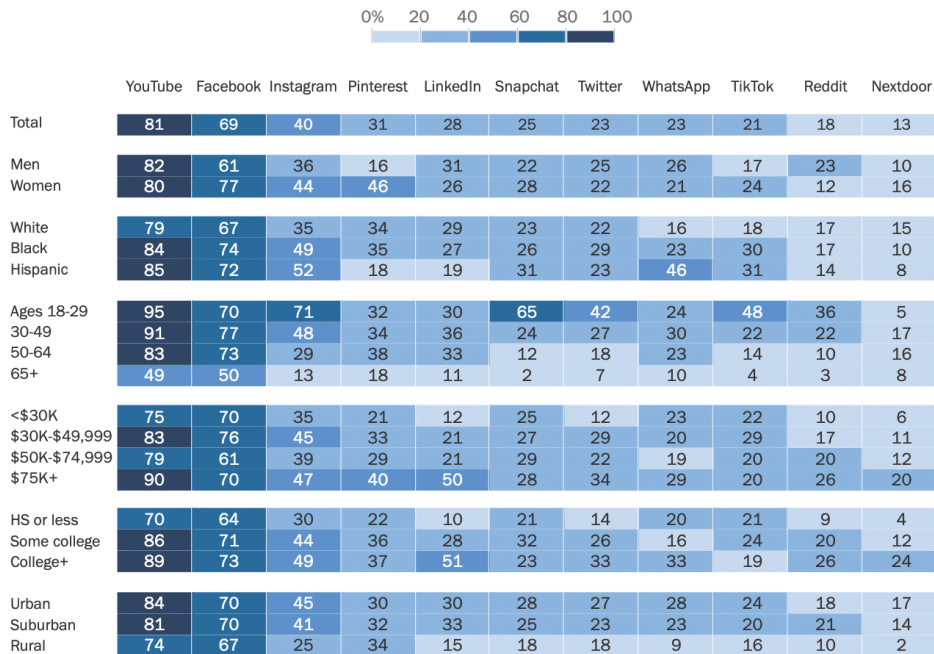
Networks / Social Media Platforms

The following social media platforms will be used. Content on all channels will be written in our brand identity and tone to reinforce brand awareness and build consistency, but will be crafted to resonate with the audience on that platform:

- Facebook - All audiences. Content more informative with a 60%-40% 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 - 30's crowd. Use more for news sharing, closures, updates, announcements and real time event and program posts. "News Blotter" model. Changes in the current landscape of Twitter will be watched and may impact this use in the future.
- 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 and video (less snapshot like). Great channel for telling brand story in pieces to younger demographics. Reels (short-form video) content will be a top priority on Instagram in 2023. Remains a main source of the Ambassador Program content.
- LinkedIn - Used to establish a more professional and expert reputation as an organization. Also work to build Director's, and leadership staff's, involvement for same purpose.
- TikTok - It remains one of the fastest growing social platforms and has proven to be successful in reaching a much younger audience than other platforms. In 2023, the Metroparks will create an official TikTok account and begin posting on a regular basis. Content posted there will focus on being fun & engaging with a younger audience (Gen-Z to Millennial – teens to 20s) in mind.

Use of online platforms, apps varies – sometimes widely – by demographic group

% of U.S. adults in each demographic group who say they ever use ...



Note: White and Black adults include those who report being only one race and are not Hispanic. Hispanics are of any race. Not all numerical differences between groups shown are statistically significant (e.g., there are no statistically significant differences between the shares of White, Black or Hispanic Americans who say they use Facebook). Respondents who did not give an answer are not shown.

Source: Survey of U.S. adults conducted Jan. 25-Feb. 8, 2021.

"Social Media Use in 2021"

PEW RESEARCH CENTER

Strategy for 2023

In 2023, the Metroparks will continue to write a diverse mix of content across 6 major social media platforms. Content will be crafted for each platform to engage the different audiences and to fit in with the norms of the platform itself. Though content may look different across all 6 platforms, all content created will have the same overall purpose. The purpose of social media is not only to drive sales, but to also foster an online social community in which the Metroparks can interact with, inform, and educate the public. To foster and continue to build the Metroparks' social community, they will continue to create content that is relevant and engaging to their audiences. All content created will also follow the Metroparks' brand messaging and strive to further the mission of the parks.

Content will be created and posted following the campaign calendar. The Content Creator will establish a social media content calendar that supports the campaign calendar and considers seasonal and trending topics.

When it comes to creating this content, Marketing staff will create much of it with the help of the Content Creator position and Graphic Designers. Marketing staff will continue collaborating with other park departments to create content specific to their department and/or expertise. Collaborating with other departments will help elevate the content posted because tapping into expert staff allows for sharing of knowledge and perspective the marketing staff does not have, and marketing staff will look for ways to spin that expertise into trending social media trends, practices and content types.

Across most social media platforms, research has shown that short-form video content is currently the highest performing type of content. Even on Metroparks' own organic and paid social media content, video performs best. Which is why in 2023, priority will be put on developing more short-form video content. Whether through Metroparks' own Marketing team, other park departments or created in partnership with the Metroparks Social Media Ambassadors, video content posts will increase on Instagram, Facebook and TikTok.

New in 2023

- Expanding the departmental content creation process
 - For the past few years, the marketing team has developed a solid content creation process with the Interpretive Department that has resulted in a steady flow of content being developed and shared on a regular basis. In 2023, the marketing team will begin bringing other departments into the content creation process in a similar way. These departments include DEI, Planning and Natural Resources. This will involve meeting directly with department heads to discuss what content would be feasible for each department to develop for social media. After the types of content is determined, the Marketing team will send monthly updates to each department to remind staff to share captured content.
- Quarterly All-Staff Content Brainstorm Sessions
 - The Metroparks has a large staff in a variety of fields and locations that have a unique view of the parks. They also come from a variety of backgrounds and demographics and therefore may have differing views of social media and awareness of trends. With this wide array of perspectives, marketing staff would like to give system-wide staff the opportunity to share their ideas for content. To do this, Marketing staff will hold quarterly all-staff content brainstorm sessions. All levels of staff will be invited to attend the optional sessions and share their ideas. The sessions will feature interactive activities and engaging discussions to

generate fresh content ideas. Not only would these sessions bring new ideas in but would also allow staff to have their voices heard and be involved in the marketing process. They may also help the Metroparks grow a base of dedicated staff ambassadors.

- **New TikTok Account**
 - TikTok continues to be one of the fastest growing social media platforms and a favorite among the hard-to-reach Gen-Z demographic. Because of this, more and more brands/organizations have joined the platform in the past year. It's clear now that TikTok is not going away anytime soon. In 2022, the Metroparks dipped their toes into TikTok by running ads and choosing Social Media Ambassadors that were already on the platform. All went well with both the ads and Ambassadors, so the Metroparks have decided to create an official TikTok account in 2023. Marketing will utilize the existing social media Ambassadors on TikTok to bring attention and followers to the new account. The Content Creator position will be responsible for creating video content for social media and with the department partnerships, the Metroparks will be able to set a regular schedule of posts on TikTok.
- **Updated Metroparks Ambassador Program**
 - In 2023, the Metroparks is bringing back their social media ambassador program with some new updates. The full details can be found in Appendix 4 of the Marketing Plan, but notable for this section would be that content created by the Ambassadors will be shared on the Metroparks' own profiles on a regular basis (every other week). Research and Metroparks' own data shows that influencer-generated content performs very well when reshared to organization accounts, so the Metroparks will utilize the content created in the program on their own feeds.

Special Topics

The Detroit Riverfront Conservancy Pilot Partnership

The Metroparks and The Detroit Riverfront Conservancy partnership has agreed that until the completion of the Huron-Clinton Metroparks Water Garden at Ralph C. Wilson Jr. Centennial 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.

Other Partnerships

The Metroparks has a variety of existing partnerships and a focus on growing new ones. These partnerships will be leveraged on social media by co-posting events and posts and collaborating on social media efforts and social take-overs to grow awareness for partnership efforts.

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 will not respond. The Chief of Marketing and Communications will make the Director, Chief of Police, legal and appropriate staff aware and ask for instructions on how it is to be handled.

Marketing staff will also monitor social media activity and keywords/hashtags to watch for potential trending negative stories or mentions of possible issues within the parks. Marketing staff will notify Chief of Marketing and Communication and appropriate staff members as issues arise.

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/vulgar language, threats, racial slurs or discriminatory statements are used by the public on our pages, those posts and comments will be hidden and/or 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 and videos. Marketing staff will continue having a schedule of photo and content gathering days where all department staff help grow video and photo libraries.



APPENDIX 4: SOCIAL MEDIA AMBASSADOR PROGRAM



METROPARKS AMBASSADORS PROGRAM

In recent years, influencers have become a dominant force in the marketing industry. Which is no surprise when you consider how successful influencers are in getting social media users to buy a product and fall in love with a brand. People trust people, not businesses, and influencers are the perfect middle ground to use to solve this problem. On average, brands can earn \$5.78 for every dollar spent¹⁰ on influencer marketing. Social media influencers are also very effective in reaching younger audiences that are historically difficult to reach via traditional marketing avenues. Seeing the upward trend in influencer marketing in all industries and the success others have had, the Huron-Clinton Metroparks sought to create their own internal influencer marketing program in the summer of 2022.

The pilot Metroparks Ambassador Program was created to build a team of content creators in their 5-county region that would consistently share Metroparks content on their social media feeds in order to further the Metroparks brand image and reach new audiences for the park system.

While many influencers with large followings exist, the Metroparks wanted to reach local and niche audiences, so they focused the program on gathering smaller micro-influencers to join. Micro-influencers also offer the Metroparks the opportunity to build strong relationships with the influencers since they are not in competition with multiple other brands taking up the influencer's time. Research¹¹ shows that micro-influencers actually have higher engagement rates and more conversions than macro-influencers because they are seen as "real people" and more authentic.

After an application process and review period, 15 people were chosen to be the first Metroparks Ambassadors. In return for posting monthly about the Metroparks, ambassadors received a 2022 annual vehicle pass, Metroparks swag, and free entry to select park facilities and programs. Each ambassador had a slightly different aesthetic and different followers so with each post, the Metroparks were able to reach new audiences and spread awareness about the parks' activities and amenities. The follower count of all 15 ambassadors was over 210,000 meaning with the program, the Metroparks had the potential to reach that many new faces. 11 out of 12 Metroparks Ambassadors who completed an end of season survey reported that they would return for next year and the program was rated a 4.8 out of 5 stars. Overall, the pilot program was a success by both meeting its goals but also leaving the ambassadors themselves satisfied.

Goals for 2023 Program

The goals for the Ambassador Program ultimately remain the same as in 2022:

- To further the brand and messaging of the Metroparks
- To reach new and niche audiences on social media
- To build strong relationships with local content creators who are also community members
- To increase amount of user-generated content that is created about the Metroparks

¹⁰ <https://influencermarketinghub.com/influencer-marketing-statistics/#:~:text=By%20next%20year%2C%20influencer%20marketing,compared%20to%202021's%20%243.69%20billion>

¹¹ <https://influencermarketinghub.com/influencer-marketing-statistics/#:~:text=By%20next%20year%2C%20influencer%20marketing,compared%20to%202021's%20%243.69%20billion>

Updates to Program in 2023

While the Metroparks believe the pilot program in 2022 was successful, as most pilot programs go, there are improvements to be made to the program. The following updates to the program were decided based on feedback from 2022 Ambassadors and observations from Metroparks Marketing staff.

- Monthly Content Topics will be sent as far in advance as possible.
 - Feedback from ambassadors throughout the program said that it would be helpful if the monthly content topics could be provided in advance. This will allow the Ambassadors to better plan out their content creation and allow them to post earlier in the month.
- Monthly content topics will be set as suggestions and not requirements.
 - In 2022, Metroparks required Ambassadors' content to follow the topic provided each month and while it is great if most Ambassadors do follow this, it can be limiting for some. Many Ambassadors may have specific niches e.g. mountain biking, and the monthly content topics may not fit within their niche so it will be left open for them to post what fits with their page if needed.
- More opportunities for direct collaboration on content
 - Research shows that consumers prefer influencer-generated content over brand-produced content and the Metroparks have found that influencer-generated content performs highly on their platforms. Other than providing a content topic in 2022, the Metroparks did not provide more direction in the content ambassadors produced. However, there is a great opportunity to work more directly with these Ambassadors to create more curated content. In 2023, the Metroparks plan to work with Ambassadors more intentionally to collaborate on specific posts and align these with the events-focused campaigns that are scheduled. The Metroparks will reach out to particular Ambassadors to work on creating content for specific events and provide them with direction on what should be included in the video. The videos created will then be shared by both the Ambassadors and Metroparks through the Instagram collab feature or reposted on TikTok.
- Metroparks dedicated to resharing Ambassador content on a regular basis
 - Outside of the direct collaborations mentioned above, the Ambassadors have noted they'd like to see more of their content shared on the Metroparks' profiles. Marketing staff have also observed elevated performance of their content when reshared, and it will benefit the owned channels to share this content. The Metroparks will strive to reshare a post from at least one Ambassador at least every other week, either from the direct collaborations or those posted organically.
- Ambassador meetups scheduled throughout the year
 - The Metroparks Ambassador program in 2022 was missing a human touch – the Ambassadors never met each other or met face-to-face with Metroparks staff and ambassadors reflected that they would have liked to. So, in 2023, there will be meetups in the parks scheduled once a season so that Ambassadors can meet up with each other and marketing staff, share ideas, ask questions in person and engage in park activities planned by the Marketing team.
- New Ambassadors added to the program
 - Eight Ambassadors will be returning for 2023. These eight will begin posting for 2023 as soon as January. In the spring, the Metroparks will seek to add more ambassadors to the team. This will be done in two ways – first, the Metroparks

will run a short application campaign similar to the one in 2022 and second, the Metroparks will reach out directly to influencers they'd like to apply. When searching for people to "cold DM", focus will be placed on individuals who fit into niches/reach audiences that current Ambassadors do not. In particular, marketing staff will be looking for ambassadors who reach the target audiences of new events scheduled in 2023 and specific activities that can be done in the Metroparks. The applications will reopen in March and new ambassadors will be chosen by mid-April. New Ambassadors will begin posting in May.

Determining Program's Success

Throughout the program and at the end of the year, the Metroparks will be evaluating the program using the below metrics:

- Evaluating the performance of ambassador-generated content posted on the Metroparks' platforms. This would include comparing likes, shares and views of the posts.
- Checking follower counts – while it won't be known for certain whether an Ambassadors' post was directly responsible for an increase in followers, follower counts can be checked before and after posts are shared to compare.
- As posts are shared by Ambassadors on their own pages, there are a few metrics such as likes and views (on video posts) that Metroparks can see and record. This will give an idea of how the content is performing on their pages and how many people are being reached with the program.
- Conducting an end of year survey to record direct feedback from Ambassadors.

While it's difficult to assign numbers to the success of this program, all posts would result in a consistent flow of content related to the Metroparks being shared across social media platforms that have the proper Metroparks messaging and branding. Word of mouth is a strong marketing tool so every ambassador post is considered a growth tool because it increased the digital footprint of the Metroparks' brand.



APPENDIX 5: CAMPAIGN & CONTENT REVIEW CALENDAR



CAMPAIGN CALENDAR

****Campaign Calendar based on START/LAUNCH date**

- Bird of the week, wildlife, mindful moments, DEI, Natural resources and climate content/blog department collaborations. Runs all year.
- Partnerships handled as needed.
- Grant coordination runs all year.
- Crisis communications plans handled as needed.

January

- Strategic Plan. Runs continually, but big announcement in January then quarterly updates.
- Winter General Branding campaign. Runs through February.
- MLK 101 Series – Howell Partnership. Runs through April.
- School Year Swim Lessons with Partners – Runs through March
- Educational Programming/Get Out and Learn. Runs through May.
- Volunteering (starts with 2022 report release). Runs through December.
- LENS CAP. Run all year in intervals.
- Clay Workshop at Hudson Mills. New series, art focused. Runs through May.
- Chickadee Chow Down. Kensington. Runs through January all organic.
- Paint Like Bob Ross – LSC and Hudson Mills. January, March, May

February

- Summer Day Camps. Runs through June.
- Maple Sugaring. Runs through March.
- Spring hiring. Runs through May.
- Tadpoles & Explorers Club. Oakwoods. Quarterly short run campaigns.
- Senior Sundays – Lake St. Clair Metropark. Feb 5, April 2, June 25
- Birding programs. Short run in February to highlight some birding programs in this slower month.

March (Take Major Media Buys to the Board for Approval)

- Lake St. Clair “No-Mow”/stormwater management campaign. Runs through September.
- Stewardship Efforts Campaign. Kicks off with the no-mow above. Runs through fall.
- MetroBarks: Nation Pet Day Photos and Vendors – Stony and Huron-Meadows. Runs through event dates in April.
- Pet Friendly Campaign. Kick off with National Pet Day. Runs through Fall in cycles.
 - Dog Walking Club: Indian Springs start May 6
 - Paws in the Park Stony start June
 - Dog Walking Club: Huron Meadows May 13
- Shelter rentals. Small summer event prep campaign. Runs through early May.
- DEI Speakers Series. NO DATES SET YET. Runs through December.

April

- Large system-wide events/active spaces campaign. Runs through December.
- Earth Day. Tie together cleanups, volunteering and healing headwaters grant.
- Park Pop-ups in Detroit (monthly). Runs through October
- Spring babies at the farms + Kensington Spring Festival. Runs through April.
- Kids Fishing Tournament – Lake Erie and Lake St. Clair. Runs through May
- Easter Programs. Short run in April. All organic no paid.
- Golf. Runs through October.
- Park “etiquette” campaign. i.e. litter and don’t feed animals. Use spring weather as the launch and runs through Labor Day.
- Trade up program and Annual Passes. Runs through July.
- Teacher Workshops. Runs until full.
- Astronomy Campaign
 - Meteors in the Metropark – Huron Meadows – April 21
 - International Astronomy Day – Lake Erie – April 29
 - Metropark After Dark – Lake St. Clair – May 5
 - Blue Moon at the Beach – August – Kensington
 - Paint Under the Night Sky – Kensington – September
 - Night of the Dragon – Stony Creek and Indian Springs - October
- Shakedown Hikes at Stony Creek. April 22 and June 17. New program focused on backpacking and longer hikes. Younger adventure demos utilizing social media ambassadors.

May

- Summer general branding campaign (smaller in 2023). Runs through August.
- Trail Challenge Program Campaign. Runs through mid-November.
 - Pull together highlights of guided hike/walk programs in all parks.
- Learn to Camp Workshops – Lower Huron, Detroit YMCA, Willow and Stony Creek. Runs through June and kicks off camping campaign.
- Family Camp Out and overall camping campaign. Start promoting registration in May. Runs through event dates in June or until full.
- Fishing for Beginners: Hudson Mills and Kensington. Tie into overall fishing messaging and pair with DNR free fishing weekend messaging. Runs through June 10
- Food ‘n’ Tunes – Willow. Starts late in month. Runs through July.
- Summer Concert Series and Symphony by the Shores. Runs through August.
- Art Factory Summer Art Workshop (x2). Runs through June.
- Kid’s Concert – Hudson Mills. Run through event date in June.
- Summer Solstice Disc Golf Clinic – Hudson Mills. Runs through event date in June.
- Summer Swim Lessons with Partners. Runs through July.
- Kensington Art Show. Small organic campaign to compliment event partner.
- Book Break Series. Lake St. Clair. Runs through August.
- Living History Village Programs. Kensington. Runs through August.
- Metropark Express Transit Partnership. Runs through August.

June

- Dairy Day. Wolcott. Short run in June.
- Water Fitness: Turtle Cove Riverwalker. Runs through August.
- Water Fitness: Water Aerobics at Lake St. Clair. Runs through August.
- Juneteenth – Wayne County Parks. Short run, June 1-19 or event date.
- Jit Festival. Runs through event date in July.
- Fireworks. Short run 2 weeks prior to the events.
- Michigan Philharmonic. Kensington. Runs through event in July.
- Voyageur Canoe Tours. Oakwoods. June 10.

July

- Adaptive Kayaking Workshops at Lake St. Clair Metropark, Stony, Hudson Mills and Lower Huron. Runs through July.
- Cool off Campaign. Pools, beaches and all things water. Runs through August.
- Movies in the Parks. Runs through Labor Day.
- Water Fitness: Riverwalker 5K. Runs through event date in August.
- Blue Moon at the Beach – Kensington. Runs through event date in August.
- DiversAbility Days at Lake St. Clair, Kensington, Hudson Mills and Lower Huron. Runs through event dates in August.
- Paws in the Park at Stony Creek. Push in July through August as part of pet-friendly campaign.
- Stony Creek Art Show. Compliment what event partner is doing.

August

- MetroBarks: Dog Day at the Pool. Willow. Runs through event date in September. Should sell out quickly.
- Paint Under the Night Sky – Ladies Night – Kensington. Run through event date in September.
- Shelden MTB Fest. Runs through event date in early October.
- Night of the Dragon at Stony and Indian Springs. Runs through event dates in October.
- Sprint and Splash. Lake St. Clair. Compliment what event partner is doing.

September

- Fall Adaptive Paddle Clinics (Hudson Mills & Lower Huron). Runs through event dates.
- Raptor Month and Hawkfest. Runs through September.
- Halloweenpalooza. Runs through event date.
- Thrills at the Mills. Runs through event date.
- Back to School and Field Trips. Runs through October.
- Fall Programs. Runs through October.
- Fall general branding. Runs through October.
- Metroparks Surplus Auction. Runs through event date.
- Metro Boat Show. Compliment what event partner is doing.

October

- Owl Festival. Oakwoods. Runs through event in November.
- Evening Lantern Tours. Oakwoods.

November

- Holiday Programs. Runs through December.
- 2024 Annual Passes and gift giving. Runs through December.

December

- Gift giving.
- Wrapping up for the year. Slow campaign month.



WEBSITE, MAP AND PROGRAMS & EVENT ANNUAL REVIEW CALENDAR

Throughout the year Marketing staff will 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 website and 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 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.
- December - staff will order new park map/brochures that will be received 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.

- October - 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.
- November - Marketing staff will apply all marked changes and send back to staff for final revised review.
- December - Marketing staff will publish revised 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 5-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 5-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 programs and events for the following year 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.



APPENDIX 6:

CAPRA REQUIREMENTS

REFERENCE



CAPRA REQUIREMENTS

CAPRA Requirements Fulfilled with This Marketing Plan

As the Metroparks seek to hold CAPRA certification through the NRPA, certain requirements exist for the organization to meet in regard to public information, community relations, social media, marketing and relationships with community organizations.

This marketing plan fills the following CAPRA requirements:

- Sections of this marketing plan help the organization meet requirements for 3.4.2 – Community Relations Plan. See pages 11-14, 24 and 39
- This marketing plan is written to help the organization meet requirements for 3.4.3 – Marketing Plan.
- The social media plan appendix of this marketing plan provides detail to the social media efforts of the organization. It supports the approved Social Media Policy provided as reference in the following pages. Together, these support the requirements of 3.4.3.2 – Social Media Policy.

The following additional related policies have been approved to fulfill the following CAPRA requirements. They have been included on the following pages as reference:

- The Metroparks Media Policy is written to fulfill CAPRA requirements for 3.4 – Public Information Policy and Procedures.
- The Metroparks Social Media Policy is written to fulfill CAPRA requirements for 3.4.3.2 – Social Media Policy and 4.1.14 – Social Media Policies Regarding Staff Use. The social media plan appendix of this marketing plan provides further detail on this work.



HURON-CLINTON METROPOLITAN AUTHORITY
Administrative / Executive Order

Effective Date: May 13, 2021
Supersedes Policy Dated: Sept. 14, 2017

MEDIA POLICY

PURPOSE

The Metroparks use a variety of public relations activities to engage and interact with the media. These activities include, but are not limited to, press releases, pitches, media features, interviews, press events, published articles on Metroparks owned channels, media meet-ups and relationship building.

The Metroparks will also respond to media requests. Media requests include any occurrence where someone intends to publish a story about the Metroparks. This could include recorded interviews, phone interviews, media photos, requests for questions and comments on related stories, attending programs and events with the intention of publishing a recap afterward, and any other instance where a staff person would be speaking on behalf of the organization for the purpose of sharing information with the public through published articles, videos, recordings, and stories.

Metroparks media and public relations efforts aim to build and maintain public trust through ongoing, engaging, consistent and accurate, storytelling in the media market. This policy is intended to outline how media interactions should be handled.

SCOPE

Earned Media Efforts

The Chief of Marketing and Communications will work with the Director, marketing and communications department staff, outside public relations firms, and other Metroparks staff, as needed, to develop and execute earned media plans. These plans will be included in the annual Marketing Plan and include:

- press releases
- media alerts
- pitches
- media features
- press events
- published articles on Metroparks owned channels
- media meet-ups
- media relationship building

The marketing and communications department shall write and release press releases and media alerts on an ongoing basis to announce Metroparks projects, events, programs, and efforts throughout the year.

The marketing and communications department shall build and maintain a media contact list and continually build and maintain media relationships. The marketing and communications department will also monitor and report media and social media coverage that mention the Metroparks.

Media Requests

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. The Chief of Marketing and Communications will obtain appropriate approvals from the Director for these decisions.

Once a speaker for a media request has been decided, the Chief of Marketing and Communications will coordinate details between Metroparks staff and the media. If the Chief of Marketing and Communications asks a staff person to speak to the press, it should be assumed the proper approvals have already been received and that the staff person has permission to do so. Until that point, staff should not speak to the media until approved by the Chief of Marketing and Communications or the Director.

If the Chief of Marketing and Communications is out of the office, on vacation, etc., media requests should be directed to the Director.

When staff is speaking to the media, they shall not express any personal opinions. They shall communicate professionally and represent the Metroparks in a way that is consistent with the brand. The Chief of Marketing and Communications will work with staff on 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.

Common Media Interactions and How to Handle Them

- If someone comes through a toll booth claiming to be from the media and has a station vehicle or a press ID of some kind, they should be let into the park for free during regular operating hours. The Metroparks do allow media into the parks to take photos and videos to cover editorial content.
- If someone with the media wants to come in and take pictures or video on a golf course, disc golf course, pool, or within another paid facility that requires an additional fee, the Metroparks allow media to access. They will need to have a press ID of some kind or vetted approval from the Chief of Marketing and Communications or Director. If they have a press ID, they should be let into the facility without paying during regular operating hours and asked to follow park rules and respect visitor's experience in the parks. If they do not have a press ID, they should be asked to contact the Chief of Marketing and Communications to obtain approval and be given the contact information.
- If the media, or someone staff suspect is working on writing a media-related story, is asking questions or asking for an interview, please politely tell them, "We appreciate your coverage of the Metroparks and want to help you as best we can, but the interview and media requests need to go through our marketing and communications department." Then give them the contact information for the Chief of Marketing and Communications. You can tell them that the Chief of Marketing and Communications checks for media requests on nights and weekends and will get back to them as quickly as possible.

- If someone in the parks is claiming to be media but does not have a press ID, staff may have to make the judgment call. If one individual and the publication name they give sounds legitimate, it is best to provide them with the benefit of the doubt and let them into the park/facility to cover the story they seek. This could help the Metroparks avoid a possible media issue by denying media access to the parks.

In all types of media requests and engagements, the Chief of Marketing and Communications will notify and work with staff in the parks if a request has come into that department ahead of time. If the staff hasn't been notified of a media appearance from the Chief of Marketing and Communications, they should assume it is a new request and shall respond accordingly based on the above instructions. Staff should then notify the Chief of Marketing and Communications of the name and publication/channel/etc. in the parks. The Chief of Marketing and Communications will follow up with these media contacts to reinforce connections between them and the Metroparks.

Approved by Director: Amy McMillan

Signature:  Date: 5-13-2021



HURON-CLINTON METROPOLITAN AUTHORITY

Administrative / Executive Order

Effective Date: May 13, 2021

Supersedes Policy Dated: N/A

SOCIAL MEDIA POLICY

PURPOSE

Social media continues to grow and be a fun and rewarding way to share your life and opinions with family, friends, and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities.

Additionally, 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 serve as a continual and constant communication touchpoint with the public.

The Metroparks Marketing Department will use social media in a variety of ways to support the organization's brand identity, increase engagement, provide customer service, increase attendance and increase revenue.

To assist you in making responsible decisions about your use of social media, we have established these guidelines for appropriate use of both personal and organizational social media. This policy applies to all employees who work for the Huron-Clinton Metroparks.

SCOPE

Personal Social Media Use

In the rapidly expanding world of electronic communication, social media can mean many things. Social media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal website, social networking or affinity website, web bulletin board, or a chat room, whether or not associated or affiliated with the Metroparks, as well as any other form of electronic communication.

The same principles and guidelines found in Metroparks policies apply to your activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance or the performance of fellow co-workers, or otherwise adversely affects members of the public, contractors, people who work on behalf of the Metroparks, or Metroparks legitimate business interests may result in disciplinary action, up to and including termination.

Know and Follow the Rules

Carefully read these guidelines and related policies, including, but not limited to, Metroparks policies concerning ethics, harassment, discrimination, computer equipment uses, information systems, etc., to ensure that your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action, up to and including termination.

Be Respectful

Always be fair and courteous to fellow coworkers, persons who serve on boards or commissions, elected and appointed officials, members of the public, contractors, or people who work on behalf of the Metroparks. Also keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or by utilizing our Open-Door Policy than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video, or audio that reasonably could be viewed as malicious, obscene, threatening, or intimidating, that disparage members of the public, co-workers, or contractors, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion, or any other status protected by law or Metroparks policy.

Be Honest and Accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false about the Metroparks, fellow co-workers, members of the public, contractors, people working on behalf of the Metroparks, competitors, or others.

Post Only Appropriate and Respectful Content

Maintain the confidentiality of the Metroparks trade secrets and private or confidential information. Trade secrets may include information regarding the development of systems, processes, products, know-how, and technology. Do not post internal reports, policies, procedures, or other internal business-related confidential communications.

Express only your personal opinions. Never represent yourself as a spokesperson for the Metroparks. If the Metroparks is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of the Metroparks, fellow co-workers, citizens, contractors, or people working on behalf of the Metroparks. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of the Metroparks."

Be mindful that what you publish on the web will be in the public domain and likely will be out of your control. Once you hit "enter" or "send" or "post," you likely lose the opportunity to change your communication or message. From that point on, all you can do is explain, clarify, extend, or expand what was sent.

It should be clearly understood that employees or any others that represent the employer, including volunteers, must not comment on social media sites on anything related to confidential Human Resources matters, including corrective action or employee medical issues, etc.

Never comment on anything related to a legal or law enforcement matter, including litigation, any parties with which the employer is engaged in litigation, or any investigatory matter, without prior approval of the appropriate person or attorney.

The use of social media sites is meant to augment normal communications and outreach activities, not as a substitute for them.

Using Personal Social Media at Work

Refrain from using social media while on work time or on equipment we provide, unless it is work-related as authorized by your manager or consistent with Metroparks computer equipment use policy. Do not use Metroparks email addresses to register on social networks, blogs, or other online tools utilized for personal use. Any conduct pertaining to this policy that adversely affects job performance, the performance of a co-worker, or otherwise adversely affects members of the public, or those who work on behalf of or represent the Metroparks, may result in disciplinary action.

Retaliation is Prohibited

The Metroparks prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another co-worker for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

Organizational Social Media Use

The Metroparks Marketing Department will use social media in a variety of ways to support the organization's brand identity, increase engagement, provide customer service, increase attendance and increase revenue.

The following social media platforms are intended to be used to represent the Metroparks as dictated annually in the board approved Marketing Plan. Content on all channels will be written to support the Metroparks brand identity and tone to reinforce that message and build consistency.

- Facebook
- Twitter
- YouTube
- Instagram
- LinkedIn
- Glassdoor
- Google business
- Snapchat (maybe in future)
- TikTok (maybe in future)

The Metroparks Marketing department will be responsible for managing all social media activities on behalf of the organization. This includes:

- Writing and scheduling all regular content.
- Creating and coordinating all paid advertising.
- Answering all questions, comments and messages, and contacting parks staff when unsure of an answer before answering.
- If a complaint comes through Facebook, Marketing staff will politely respond appropriately and will also pass the complaint on to the appropriate department, Director and Deputy Director.
- Creating and maintaining all Facebook event pages.
- Keeping social media profiles accurate and updated.
- Requesting assistance from other departments when creating content and posting live content.
- Working with manager and supervisors to post real time updates on closures and emergency announcements.

CONCLUSION

The Metroparks is dedicated to assuring an equitable and inclusive work environment free from discrimination, intimidation, humiliation, or insult. Each Metroparks employee is expected to support and required to uphold a work environment of courtesy, respect and dignity for each and every employee and guest of the Metroparks.

Approved by Director: Amy McMillan

Signature:  Date: 5-13-2021

NOTE: This policy is not intended as a contractual obligation. The Metroparks reserves the right to amend the policy from time to time.





To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – Volunteer Services Annual Update
Date: January 6, 2023

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the 2022 Volunteer Services Annual Report as recommended by Chief of Marketing and Communications Danielle Mauter, and Volunteer and Recreation Services Supervisor Katie Kowalski and staff.

Attachment: 2022 Volunteer Services Update



HURON-CLINTON METROPARKS

VOLUNTEER SERVICES ANNUAL REPORT

2022

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

OVERVIEW

The Metroparks Volunteer Program supports the park system's mission, vision and Strategic Plan by engaging individual and group volunteers in meaningful activities and projects.

As 2022 brought the hopes of a post-pandemic world and adjusted to in-person activities and programs at the parks, volunteers also returned to help support the needs of the Metroparks. Volunteers were able to lend a hand throughout the Metroparks, such as on the golf courses, with land management by removing invasive species with our Natural Resources team; at our Interpretive Centers and doing select Eagle Scout and collaborative projects throughout the parks. This year we also continued remote volunteer programs, and recreation focused events that added additional volunteer partnerships.

The Metroparks continue to be a regional gem and destination and we are especially grateful for our dedicated volunteer support and appreciate all they do to help make the Metroparks a distinguished regional park system.



BY THE NUMBERS

In 2022, the Metroparks engaged **1,748** volunteers who put in **12,916** hours of work.

When valued at an entry level wage, volunteer work represents **\$149,180 worth of labor benefit** (\$11.55/hour).

When valued at independent sector wages, this work provides a **\$386,834 labor benefit** (\$29.95/hour).



PROGRAM HIGHLIGHTS

Metroparks volunteers support a wide variety of programs and activities throughout the year. Individuals, groups, one-time and regular volunteers support staff in a variety of capacities. Some examples from this past year include:

EVENTS AND PROJECTS



Earth Day Park Clean-ups: In celebration of Earth Day, the Metroparks asked volunteers to participate in Earth Day Park Clean-ups to encourage conservation and service. Scouts who participated were able to receive an Earth Day Fun patch.

Prairie Restoration and Native Seed Balls Activity (Indian Springs Metropark): With funding provided by a Planet Award grant from Consumers Energy, volunteers made native seed balls that were then planted in specific native areas in Indian Springs Metropark as part of the prairie and headwaters restoration project.

Raised Garden Beds (Wolcott Mill Metropark): With funding provided by the Ford Volunteer Corps, raised garden beds were built at Wolcott Mill Metropark Farm Center.



Girl Scouts Bike Patch Program (Stony Creek Metropark): Volunteer organizations, CRAMBA (Clinton Area Mountain Bike Association) and BRAVE girls adventure ride club partnered with the Metroparks and Girl Scouts to offer a Bike Pro patch program that taught the scouts about the 'how-to's' of biking.

SportAbility Adaptive Recreation Clinics (Lower Huron and Lake Erie Metroparks): In partnership with the RIM Foundation-SportAbility, adaptive recreation clinics were held throughout the summer at Lower Huron, Willow, and Lake Erie Metroparks and included adaptive sports such as football, softball, cycling, and tennis.



Summer Solstice Disc Golf Clinic and Jr. Tournament (Hudson Mills Metropark): In collaboration with A3 Disc Golf club volunteers, Hudson Mills Metropark held its inaugural Summer Solstice Disc Golf Clinic and Jr. Tournament. With great success, new to the sport attendees learned disc golf basic skills and put their skills to the test in a tournament format.



Shelden Mountain Bike Fest (Stony Creek Metropark):

In collaboration with local mountain bike organizations, CRAMBA, MiSCA-BRAVE, Stony Creek Metropark held its first Shelden Mountain Bike Fest and offered beginner mountain bike lessons and group rides.

COMMUNITY PARTNERSHIPS

FAIR Play Coalition: The FAIR (Fun Accessible Inclusive Recreation) Play Coalition, is a volunteer advisory committee developed by the Metroparks that advocates for accessibility in recreation. It has supported the design and marketing for ongoing project developments for accessibility throughout the Metroparks. In 2022, FAIR Play Coalition members assisted Metroparks staff in a review of Lake Erie Metropark pool design and provided input on beach chair purchases for each Metroparks beach.

RIM Foundation, Disability Network of Macomb County, Oakland County parks, UMAISE: in collaboration with the RIM Foundation/SportAbility, the Disability Network, Oakland County Parks and UMAISE to provide adaptive recreation opportunities and leadership, including adaptive kayak clinics and 'DiversAbility Days' at multiple Metroparks locations at no cost to the participants.



Ford Motor Company Volunteer Corps: The Metroparks partners with Ford Motor Company for volunteer services by their employee base and has been awarded a \$4,000 grant for prairie restoration work at Oakwoods Metropark. This prairie is part of the imperiled oak barrens habitat and is the only contiguous prairie of that size in the area. Ford volunteers worked with Metroparks Natural Resources staff to plant native species, and the plantings were completed in the fall 2022.

LOOKING FORWARD

New Horizon Rehabilitation Services & Work Skills Corporation: The Metroparks was pleased to partner again with both New Horizons Rehabilitation Services (Michigan Rehabilitation Services- Macomb Co) and Work Skills Corporation, organizations that works with people with disabilities to help them develop the skills they need to find full and lasting employment. Volunteers from Work Skills Corporation helped at Hudson Mills Metropark, volunteers from New Horizon Rehabilitation Services at Lake St. Clair Metropark and Wolcott Mill Farm Center. Volunteers worked on minor maintenance activities, invasive species removal, and farm chores.

We are excited about expanding the volunteer opportunities and creating a stronger volunteer services program in 2023 and beyond. We will be implementing new programs, partnerships, and ideas, such as:

Collaborative projects: Expand support for the parks by growing the project list and increasing Eagle Scout and collaborative project engagement

Inclusion: Strategic diversity engagement with organizations and schools in the five counties with the goal to engage new volunteers of all abilities.

Natural Resources: Expanding community partnerships and the total area serviced by volunteers.

Community and Corporate Partnerships: Expand partnerships with community and corporate groups to support volunteer services, grant opportunities, and recreation programming.

New Volunteering Communications Campaign: The Metroparks will establish a consistent communications campaign around volunteering in 2023. This campaign will include at least bi-monthly volunteer e-newsletters sent in February, April, June, August, October, December to highlight the benefits of volunteering and the opportunities Metroparks have for volunteering. The Annual Volunteering Report will be released via press release after it is filed at the board level. The volunteer contact database and email subscribers will continue to be maintained and grown, and additional calls for volunteers will be sent as needed.





To: Board of Commissioners
From: Sarah Plumer, Chief of Planning and Development
Project Title: Approval/Resolution – 2023-2027 Community Recreation Plan
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve a Resolution adopting the 2023-2027 Metroparks Community Recreation Plan as presented by Chief of Planning and Development Sarah Plumer and staff.

Fiscal Impact: Projects identified in the Community Recreation Plan will affect the budget over the five-year planning horizon; however, there is no immediate fiscal impact.

Background: The draft Community Recreation Plan was presented to the Board at the Dec. 8, 2022 meeting. Following the meeting, the draft document was posted on the Planning page of the Metroparks website for 35 days for public review and comment. Hard copies of the draft plan were also made available for public review at each of the 13 Metroparks and administrative office.

Approximately 40 comments were submitted and were sent in by park visitors and peer agencies. Many comments and suggestions coincided with existing or future plans, and many comments were complimentary with the action plan. All comments will be included in an Appendix to the plan.

Fiscal projections have been updated following a detailed review by the Finance department. The boating inventory has also been updated and will ensure eligibility for waterways grants.

This public hearing was advertised in the Detroit News and Detroit Free Press on Jan. 4, 2023.

Attachment: [Link for Draft 2023-2027 Community Recreation Plan](#)

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN 48114**

2023-2027 COMMUNITY RECREATION PLAN

Resolution No. 2023-01

Motion made by: Commissioner _____

Supported by: Commissioner _____

AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HURON-CLINTON METROPOLITAN AUTHORITY HELD ON JANUARY 12, 2023, THE BOARD ADOPTED THE FOLLOWING RESOLUTION:

WHEREAS, the Huron-Clinton Metropolitan Authority (“Authority”) has undertaken a planning process to determine the recreation programming needs and desires of its residents during a five-year period covering the years 2023 through 2027, and

WHEREAS, the Authority is made up of representatives from Livingston, Macomb, Oakland, Washtenaw and Wayne counties; and

WHEREAS, the Authority began the process of developing the 2023-2027 Community Recreation Plan in accordance with the most recent guidelines developed by the Department of Natural Resources and made available to local communities; and

WHEREAS, residents of Livingston, Macomb, Oakland, Washtenaw and Wayne counties were provided with a well-advertised opportunity during the development of the draft plan to express opinions, ask questions, and discuss all aspects of the recreation and natural resource conservation plan; and

WHEREAS, the public was given a well-advertised opportunity and reasonable accommodations to review the draft plan for a period of thirty-five days; and

WHEREAS, a public hearing was held on January 12, 2023 at the Administrative Office in Brighton, Michigan to provide an opportunity for all residents of the planning area to express opinions, ask questions, and discuss all aspects of the 2023-2027 Community Recreation Plan; and

WHEREAS, the Authority has adopted the plan as a guideline for improving recreation programming for the Huron-Clinton Metroparks; and

WHEREAS, after the public hearing, the Authority voted to adopt said 2023-2027 Community Recreation Plan.

NOW, THEREFORE BE IT RESOLVED the Huron-Clinton Metropolitan Authority hereby adopts the 2023-2027 Community Recreation Plan.

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 12, 2023.

Shawn Athayde, Recording Secretary



To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Approval - Library Partners Agreement
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners (1) approve the Library Partners Agreement to provide equitable access to hotspot service for students in need residing in the Metroparks five-county service region upon review; and (2) authorize the director to sign the agreement as recommended by Chief of Interpretive Services Jennifer Jaworski and staff.

Fiscal Impact: Subject to the approval of the T-Mobile contract for unlimited data per hotspot in January, 2023.

Background: In the best of times, inequitable access to the internet is a major problem. During the COVID-19 pandemic, this problem escalated to crisis proportions. As schools continue with remote learning more residents will require data to download lessons, stream videos and join virtual meetings with their teachers. In this given situation, families, in our five-county service region, struggle to provide data service in the bandwidth needed for virtual learning. Providing hotspots will provide students across our service region the ability to participate in remote learning by providing internet access. These hotspots will provide highspeed internet by using broadband connectivity with T-Mobile data services. This will provide students the ability to participate remotely in learning and the ability to conduct online research for assignments and projects.

Working with The Library Network, and the Suburban Library Cooperative, the Metroparks can increase the number of hot spots available in underserved communities in our service region, which in turn will help to provide more equitable access to data.

The Metroparks will provide one-year service plans for 100 hot spots with filters that will be checked out through the Library Partners for use in underserved areas in our five-county service region. In addition to supporting the data needs of our service region, providing Hotspots will increase equitable access to virtual programming by the Interpretive Services Department. Cross promoting with the Library Partners will increase viability of Metroparks programming among library patrons and provide additional information about Library Partners' programs to our patrons.

The timeline of this partnership agreement is January 2023 – January 2024. The program will be assessed in September 2023 to determine if it will continue. This will allow the Metroparks to decide early in the 2023 budgeting process and provide notice to the Library Partners whether or not Metroparks will continue to fund the program.

Attachment: Library Network/Suburban Library Cooperative Partnership Agreement

**Partnership Agreement
Huron-Clinton Metroparks
and**

The Library Network, and the Suburban Library Cooperative (Library Partners)

The following is a one-year partnership agreement between the Huron-Clinton Metroparks Authority (Metroparks), The Library Network, and the Suburban Library Cooperative (Library Partners) to provide equitable access to hotspot service for students in need residing in the Metroparks five-county service region.

NEEDS ASSESSMENT

In the best of times, inequitable access to the internet is a major problem. During the COVID-19 pandemic, this problem has escalated to crisis proportions. As schools continue remote learning this requires more residents to acquire data to download lessons, stream videos and join virtual meetings with their teachers.

In this given situation, families, in our five-county service region, struggle to provide data service in the bandwidth needed for virtual learning. Providing hotspots will provide students across our service region the ability to participate in remote learning by providing internet access. These hotspots will provide highspeed internet by using broadband connectivity with T-Mobile data services. This will provide students the ability to participate remotely in learning and the ability to conduct online research for assignments and projects.

Working with the Library Partners, the Metroparks can increase the number of hotspots available in underserved communities in our service region, which in turn will help to provide more equitable access to data.

OBJECTIVES

The Metroparks will provide **one-year service plans for 100 hotspots** with filters that will be checked out through the Library Partners for use in underserved areas in our five-county service region.

In addition to supporting the data needs of our service region, providing hotspots will increase equitable access to virtual programming by the Interpretative Services Department. Cross promoting with the Library Partners will increase visibility of Metroparks programming among library patrons and provide additional information about Library Partners' programs to our patrons.

SCOPE OF WORK

In accordance with this partnership the Metroparks Departments of Interpretative Services, IT and DEI will:

- Cover service plans for one year at a rate of $\$28.70 \times 12 = \$344.40/\text{device}$ through T-Mobile
- Secure 100 hotspots with filters from T-Mobile; to be delivered to the Library Partners for distribution to libraries in our 5-county service region
- Provide a Metroparks logo to be added to the new hotspots
- Promote the Library Partners' programs on the HCMA website and/or social media (per link)
- Work with Library Partners to select communities in our service region with the greatest need for participation in the program

The Library Partners will:

- Purchase cases for each hotspot

- Package and label hotspots, with appropriate labeling (to include Metroparks' logo), for public usage
- Check out hotspots through their library catalogs and provide user support
- Work with Metroparks to select communities in our service region with the greatest need for participation in the partnership program
- Provide the Metroparks with zip code data and usage counts for the hotspots
- Add the Metroparks logo of choice to the hotspots and/or cases
- Add their own logos to the hotspots and/or cases
- Promote Metroparks programs on their websites (via links to the partners' websites) and/or physically delivered items (i.e., mailing, flyers, etc.)

TIMELINE

The timeline of this partnership agreement is January – December 2023. The program will be assessed in September 2023 to determine if it will continue. This will allow the Metroparks to decide early in the 2024 budgeting process and provide notice to the Library Partners whether or not Metroparks will continue to fund the program.

FEES

The cost of service for one year for 100 devices is **\$34,400** (incl. taxes and fees) and will be paid by the Metroparks.

 Amy McMillan, Director
 Huron-Clinton Metroparks

Date: _____

 Steve Bowers, Director
 The Library Network

Date: _____

 Chris Frezza, Director
 Suburban Library Cooperative

Date: _____



To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Approval – T-Mobile Contract for Library Hot Spots
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve a contract with T-Mobile to provide equitable access to hotspot service for underserved residents residing in the Metroparks five-county service region as recommended by Chief of Interpretive Services Jennifer Jaworski and staff.

Fiscal Impact: Subject to the approval of the Library Partners Agreement the monthly service fee is \$28.70 plus service fees for unlimited LTE data per hotspot. The annual impact is \$34,400.

Background: The Metroparks will provide a one-year service plan for 100 hot spots with filters that will be checked out through The Library Network and Suburban Library Cooperative for use in underserved areas in the Metroparks five-county service region. T-Mobile will provide the hotspot devices at no cost with a 12-month service commitment.

Working with The Library Network and the Suburban Library Cooperative, the Metroparks can increase the number of hot spots available in underserved communities in our service region, which in turn will help to provide more equitable access to data.

Attachment: T-Mobile Invoice

T-Mobile Invoice

Invoice Number: 202212131030



T-Mobile USA
 12920 SE 38th St.
 Bellevue, WA 98006-1350

Billing address: 13000 High Ridge Dri
 Brighton, MI 48114
 ATTN: Robert Rudolph

Account name: Huron-Clinton Metropolitan Authority
 Account number: 975563227
 Service Period: January 1, 2023 - December 31, 2023

Item	Code Description	Order Qty.	Unit	Price	Months	Item Total
1	Government Unlimited Mobile Internet	100	Each	\$28.70	12	\$34,440.00
Grand Total						\$34,440.00

Actual taxes and fees may vary

REMIT ADDRESS:

T-Mobile, PO Box 742596, Cincinnati, OH 45274-2596

Customer Service Number 1-800-937-8997

Tax ID:91-1983600

DUNS:068528376



To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Security Camera Project Policy
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve the Security Camera Project Policy as provided by Director Amy McMillan and staff.

Background: Staff brought a draft security camera project policy to the Board for review in December 2022 and is now requesting approval for the policy.

Attachment: Security Camera Project Policy



HURON-CLINTON METROPOLITAN AUTHORITY

Administrative / Executive Order

Effective Date: Jan. 12, 2023

Supersedes Policy Dated: N/A

SECURITY CAMERA TECHNOLOGY POLICY

I. Permissible Purposes and Authorized Uses for Surveillance Technology

- a. The goal of this Policy is to balance the capacity of Security Camera Technology to improve the safety of individuals utilizing the Metroparks with the importance of maintaining individuals' rights to privacy.
- b. The Huron-Clinton Metropolitan Authority (the "HCMA") plans to install surveillance technology in the form of security cameras at various public locations throughout its parks system. The intent of the cameras includes, but is not limited to, monitoring Eastwood and Baypoint Beaches at Stoney Creek Metropark for one or more of the following reasons: (i) for security purposes, (ii) to protect the physical integrity of HCMA infrastructure and resources, and (iii) ensure public safety.
- c. The HCMA intends to use this technology to assist in providing safe and secure parks for public use and enjoyment. If criminal activity does occur on camera, the footage will be made available to law enforcement as authorized by law.

II. Prohibited uses

- a. Surveillance equipment shall not be used to harass, intimidate, or discriminate against any individual or group.
- b. Surveillance equipment shall not be utilized to conduct personal business of any type.
- c. Individuals may only access live surveillance footage and recorded footage consistent with this Policy.
- d. Images or footage may not be duplicated, distributed, posted, or transmitted except in accordance with this Policy.
- e. Surveillance equipment shall not be used to monitor individuals based on characteristics of race, gender, religion, ethnicity, national origin, sexual orientation, or disability.

III. Signage

- a. Conspicuous public signage must be displayed at common surveillance locations. The signage should state:

THIS AREA MAY BE SUBJECT TO VIDEO SURVEILLANCE AND RECORDING FOR SECURITY PURPOSES, UNDER THE AUTHORITY OF THE HURON-CLINTON METROPOLITAN AUTHORITY DEPARTMENT.

IV. Storage

- a. Where will recordings be stored? For how long? Who can access them and how?
- b. Stored recording should be password protected. All logins, video access and other actions taken in the system software is placed in an audit trail log that is reviewable by *person.*

V. Records retention

- a. Images and footage captured by the surveillance cameras shall be retained in compliance with the Metroparks Police record retention policies.

VI. Data Access

- a. Access to the live video feed or stored data under this policy shall be limited to members of the Macomb County Sheriff's Office and HCMA staff for the permissible business purposes listed in Section I.
- b. With written approval of the Metroparks Chief of Police or written designee, it shall be permissible for HCMA to share recordings with other law enforcement agencies if the data show activities that appears to be unauthorized, improper, illegal, or in furtherance of illegal activity.
- c. HCMA will also share recordings with prosecutors' offices in furtherance of investigating or prosecuting crimes.
- d. Public record requests for recordings shall be processed in accordance with the Freedom of Information Act, 442 Public Acts, 1976, as amended, and HCMA's FOIA Procedures and Guidelines.

VII. Management/Oversight

- a. *Individual* shall oversee compliance with this Policy with respect to HCMA staff member's use of the surveillance system.
- b. Any HCMA employee found to have violated this Policy shall be subject to possible discipline, up to and including termination. Violations of this Policy shall be reviewed by the HCMA Director.
- c. The Metroparks Chief of Police shall oversee periodically auditing the surveillance system and data storage system to ensure they are operating as intended and are in compliance with these policies.

###



To: Board of Commissioners
From: Travis Grubb, Senior Buyer
Project No: 2022-032
Project Title: Approval – Concert Series Promoter
Location: Lake St. Clair and Stony Creek
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve awarding RFP 2022-032 for concert series promoter services at Lake St. Clair and Stony Creek to The MAJOR Group, LLC of Birmingham, Michigan in the amount of \$45,000 as recommended by Senior Buyer Travis Grubb and staff.

Fiscal Impact: Funds will come from the Board approved 2023 budget, which allowed a total of \$45,000 (\$30,000 for Lake St. Clair and \$15,000 for Stony Creek) for these services.

Scope of Work: In 2023, there will be 21 concerts held at Lake St. Clair (15) and at Stony Creek (6). The MAJOR Group, LLC will book and manage talent, manage the site, and handle a major portion of promotions and public relations for the concerts. The promoter will be responsible for all expenses related to the talent, including fees and travel, and must provide necessary sound/lighting equipment and staff to operate it.

Background: The RFP was competitively bid and the solicitation documents were posted on the Michigan Intergovernmental Trade Network (MITN) website, which provided notice to 45 vendors, of which, 16 vendors downloaded the solicitation and three submitted a proposal.

The three proposals were evaluated in depth by an evaluation committee consisting of the deputy director, the eastern district superintendent, and other relevant staff. After completing the evaluation process, the committee reached consensus that The MAJOR Group, LLC submitted the most responsive and responsible proposal.



To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Subject: Report – Monthly Natural Resources Update
Date: January 6, 2022

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the monthly Natural Resources update as recommended by Chief of Natural Resources and Regulatory Compliance and staff.

Attachment: Monthly Natural Resources Report

7-B-1-a

NATURAL RESOURCES MONTHLY REPORT

JANUARY 2023

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

SYSTEM-WIDE

ADMINISTRATIVE

- Preparing annual invasive shrub control projects for bid.
- Preparing Canada Goose control projects for bid.
- Preparing prescribed fire units for bid, and prescriptions for in-house burns.
- Grant reporting and administration for several ongoing grant projects, at Lake Erie, Lake St. Clair, Willow, Indian Springs continues.
- Preparing RFP (Request for Proposal) for green infrastructure project at Lake Erie and finalizing contract for Huron Headwaters restoration project.



Figure 1: Bark scraped off an immature pine tree at Stony Creek Metropark. These marks often called “buck rubs” are evidence of an antlered deer scratching at the aromatic sapling. These marks are commonly found from September – November.

SOUTHERN DISTRICT

LAKE ERIE METROPARK

- Phase 1 and 2 of the shoreline restoration project are expected to proceed in late January. This restoration is anticipated to be completed by March 2023.

OAKWOODS METROPARK

- Invasive shrub mowing complete in various management units. Herbicide treatments to occur in fall 2023.

WILLOW METROPARK

- Big Bend restoration project nearing completion. Shoreline protection and restoration to occur in spring 2023, with grading and seeding of new prairie grass area.



Figure 2: Monarch Waystation sign in the restored prairie at Lake Erie Metropark.

WESTERN DISTRICT

KENSINGTON METROPARK

- Tree work continues throughout the park, particularly on the golf course while ground conditions are firm and courses are closed.

INDIAN SPRINGS METROPARK

- Contractor selection complete for Healing the Huron Headwaters grant project, to include invasive species removal and restoration of trees in the Huron Swamp and West Wetland Complex.
- Working with Michigan Nature Association as a project partner, project begins Spring 2023.

DEXTER-HURON METROPARK

- Planning 2023 invasive species control priority areas.
- Working to delineate sensitive natural areas as construction of B2B trail amenities continue.



Figure 3: B2B hike-bike trail cuts through the tallgrass at the Oxbow prairie in Dexter-Huron Metropark. This well used trail provides a viewshed and access to a formerly inaccessible habitat on an oxbow “island”, which was created when the Huron River abandoned a former meander.

EASTERN DISTRICT

STONY CREEK METROPARK

- Administrative staff surveying and planning for potential grant opportunity to restore part of Stony Lake shoreline and enhance fish habitat.

LAKE ST. CLAIR METROPARK

- Final planting of shoreline project to occur in March 2023.
- Native prairie seed will be laid by staff, and erosion protection blankets will be secured. Duck-nesting habitat will also be installed in February 2023.

WOLCOTT MILL METROPARK

- Assessment of parcel for potential acquisition along the Clinton River.



Figure 4: Project team discusses possible shoreline softening projects at Lake St. Clair Metropark.

WHAT'S NEXT?

SYSTEM-WIDE

- Preparation for 2023 wildlife programs
- Preparation for 2023 ITB/RFP issue, and prescribed fire planning.
- Stormwater and water quality improvement planning with internal staff and partners, cooperation with consultant.

SOUTHERN DISTRICT

- Shoreline restoration project breaking ground in late January.
- Culvert repair at Oakwoods to improve drainage on nature trails.
- Eastern Prairie Fringed Orchid survey results and habitat management recommendations, anticipated finalization early 2023.

WESTERN DISTRICT

- Oak wilt survey and testing of candidate trees.
- Eastern Massasauga Rattlesnake population study design and planning.

EASTERN DISTRICT

- Shoreline restoration planting and seeding at Lake St. Clair.
- Lake St. Clair Groundwater study conducted by USGS for beach restoration grant, results available in spring 2023.
- Tree plantings in grant project areas.



To: Board of Commissioners
From: Sarah Plumer, Chief of Planning and Development
Project Title: Report – Planning and Development Department Monthly Update
Date: January 6, 2023

Action Requested: Receive and file

That the Board of Commissioners receive and file the Planning and Development Department Monthly Update as recommended by Chief of Planning and Development Sarah Plumer and staff.

Background: The following are highlights of the activities of the Planning & Development Department for December 2022:

Project/Initiative Implementation

- US 23 Non-Motorized Crossing project funded through the Consolidated Appropriations Act, 2023
- Kick-off meeting of HCMA Regional Trail Gap Feasibility Study data collection underway.
- Indian Springs Playground RFP posted in December 2022 for bids in January 2023.

Planning & Community Engagement

- Stakeholder list being compiled for Trail Gap Feasibility Study.

Land Issues/Opportunities

- Leadership approval of potential land acquisition recommendation by Planning Dept. Discussion with Six Rivers Conservancy and potential DNR Trust Fund acquisition grant in 2023.

Grants

- Submitted SPARK Grant application for the Great Wave Pool improvements at Lake Erie Metropark.
- Submitted for accessibility improvements grant funding for railroad crossing along Iron Belle Trail through the Ralph C. Wilson design and access funding 2023 project.
- GLRI-EPA Nonpoint Source grant project RFP bid out for design/contractor for Lake Erie Metropark green infrastructure improvements and six points property planting restoration plans.
- SE Michigan Resilience Fund Big Bend Area Restoration project team discussed scheduling next stakeholder meeting in January 2023 to provide project updates for both in-stream and on-land site improvements.
- MDNR Trust Fund grant awarded for Skip's Livery Access Improvements at Delhi.
- LWCF Fund grant awarded for Reflection Nature Trail Access Improvements at Stony Creek.
- LWCF Fund grant awarded for West Boardwalk Access Improvements at Lake St. Clair.
- NOAA Dam Removal Feasibility Study RFP posted for bid in January 2023 for removal of Flat Rock/Huroc dam removals near Oakwoods Metropark.

Attachment: Planning and Development Department Monthly Update/Monthly Grant Update



PLANNING AND DEVELOPMENT MONTHLY REPORT

January 2023






Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

TABLE OF CONTENTS

Metroparks System-Wide	3
Southern District	6
Western District	9
Eastern District	12
What's Next	15
Monthly Grant Updates	

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 2023 Actions
SYSTEMWIDE	Planning and Development monthly reports	Report		Monthly	Staff time	Report assembly, grant monthly updates
	Tollbooth scanning reports	Report		Monthly	Staff time	Ongoing
	Foundation administrative tasks	Various		Ongoing	Staff time	Annual board meeting held, 2023 budget approved.
	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
	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, developed policy for bench and tree removals.

SYSTEM-WIDE

HCMA Studies/Initiatives



Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
Community Recreation Plan	Plan		Ongoing	Staff time	Public hearing scheduled prior to the BOC January 12, 2023 meeting.
Sustainability Plan projects coordination	Various		Ongoing	Various	CAPRA Sub-Committee working on sustainability policy standards
ADA Transition Plan	Plan		Ongoing	Staff time	Updates ongoing
Visitor count program	Various		Ongoing	Staff time	Summer 2022 raw data visitor count completed Oct. 16 th received from Rec Trac. Joint department presentation to be prepared for January BOC. Bike/ped temporary counters decommissioned
Visitation data documentation and analysis	Report		Ongoing	Staff time	MSU grad student assistance with data analysis
Interpretive Master Plan demographic and other data analysis	Report		Ongoing	Staff time	Support for Interpretive Services staff for interpretive plan development being planned (GIS demographics)
System-wide Trail Feasibility Study	Plan		2023	Staff Time	Summarize background information and develop actions and stakeholder and public engagement initiatives.

Grants/Fundraising




Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
REI Grant Rouge Park	Plan		Ongoing	Staff time	All REI funds spent at Rouge Park, close out in process. Next round available by invite only in late 2023.
RCWJ Foundation	Plan		Ongoing	Staff time	RFP Regional Non-Motorized Gap Feasibility Study data collection
DTE E-Fleet Program	Plan		Ongoing	Staff time	E-Fleet budgeting for 2023 in process
Livingston Co. Trail Connectors – Engineering Design	Plan		Ongoing	Staff time	Funded in the Consolidated Appropriations Act, 2023
CFSEM – Detroit Auto Dealers Association Fund	Plan		Ongoing	Staff time	Head Start Teachers outreach in Macomb Co. and Detroit
MCWCF – Loss Prevention Grant Program	Plan		Ongoing	Staff time	To provide specialized helmets and winter gear for police officers
MISGP – Spotted lanternfly survey in IS, KEN, SC, Wol	Plan		Ongoing	Staff time	Application submitted; anticipate award decision in March

SYSTEM-WIDE

Grants/Fundraising, continued

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
Erb Family Foundation – Partnership workshop w/ DZS	Plan		Ongoing	Staff time	Application submitted via DZS; award decision anticipated by February
CFSEM Youth Sports Fund – Summer Swim Program in Livingston, Oakland, & Washtenaw counties	Plan		Ongoing	Staff time	Application submitted; anticipate award decision early May

Project Implementation/Oversight




Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
EGLE Recycling Bin Grant	Plan	Various	May 2021	Staff time	4 th quarterly report submitted, met with SW Oakland County Recycling rep.
ESRI ArcGIS Administration	Documentation	Various	Ongoing	Staff time	ESRI credit usage and ArcGIS enterprise proposed for 2023 budget; GIS data updates ongoing
Bulletproof Vests for Police Dept.	Plan		Ongoing	Staff time	Funds approved through US Dept. of Justice via State Police office
Early Learner Education Programming	Plan		Ongoing	Staff time	Received awards from PNC Foundation and Young Foundation
NEEF Beach Wheelchairs	Plan		Ongoing	Staff time	Beach wheelchairs delivered; project extension granted

SOUTHERN DISTRICT






SOUTHERN DISTRICT

Grants/Fundraising



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
WII	2023 TF- Fishing Platform at Big Bend Area	Large Facilities		April 2023	Staff	Grant application underway
LER	2023 MDOT TAP – Trail Connector	Large Facilities		Spring 2023	Staff	Grant application underway
LHu	CFSEM – CSXT trail crossing improvements	Large Facilities		Spring 2023	Staff	Grant application submitted; award notification early May

Project Implementation/Oversight


	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
LER	2021 TF- Cherry Island Trail Improvements	Large Facilities		2024 Completion	Staff	Project Agreement executed; design phase underway
	2021 GLRI-EPA Nonpoint Source Grant	Large Facilities		Ongoing	Staff time	RFP bid out for design/build contractor for GI improvements and planting plan
LHu	Accessible railroad crossing along hike-bike trail	Small Facilities	Eng	2022 Completion	Construction	Submitted for grant funding through Ralph C. Wilson design and access funding 2023 project
WII	SE Michigan Resilience Fund- Big Bend Area Restoration	Large Facilities	Eng/NR	Ongoing	Staff	Project team meeting discussed January scheduling of stakeholder meeting of project updates for in-stream & on-land improvements
LHu	2020 LWCF - Walnut Grove Campground	Documentation	Various	To be completed by 6/30/25	Staff time	Design phase underway following project agreement execution
LHu	2020 LWCF - Off-Leash Dog Area	Documentation	Various	To be completed by 6/30/25	Staff time	Design phase underway following project agreement signed
Oak	NOAA Dam Removal Feasibility Study	Large Facilities		2023	Consultant	RFP out to bid for consultant in January 2023

SOUTHERN DISTRICT

Project Implementation/Oversight, cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
Oak	2019 LWCF - Oakwoods Accessible Nature Trail	Large Facilities		Feb. 2024 Completion	Staff time	Design work commencing
LEr	2019 LWCF - Lake Erie Accessible Boat/Kayak Launch	Large Facilities		Needs to be completed by 6/1/2024	Staff time	DNR project agreement executed, engineering design next step

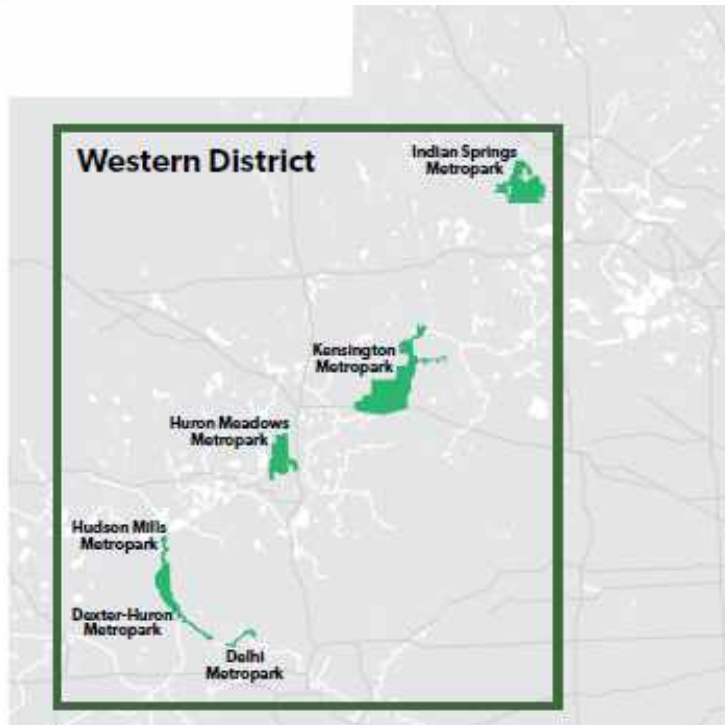
Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
LEr	Lake Erie Shoreline Restoration Project	Construction	Ops . NR	October	Staff time	Shoreline work to begin over winter
	Adaptive Ballfield Concept Plan	Plan		2023	Staff time	Conceptual planning process phase continued

HCMA Studies/Initiatives





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
LEr	Marina building study	Large Facilities		2023	Consultant	Master planning concept design 75% completed by architect

WESTERN DISTRICT



WESTERN DISTRICT

Administrative





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
Del	Border-to-Border trail design and construction	Large Facilities		Ongoing	Estimated Cost	Construction began on B2B segment Zeeb Rd. to Delhi Metropark
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
	Huron Valley Trail quarterly meeting	Partnership		Ongoing	Staff time	Represent HCMA as a participating partner

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
Del	Launch/Take-out Renovation	Large Facilities		Ongoing	Staff time	DNR Trust Fund grant awarded; awaiting project agreement

WESTERN DISTRICT

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
HMI	2019 TF Rapids View Accessible Launch Project	Large Facilities		Ongoing	Staff time	Project complete; DNR reimbursement requested
DHu	2020 TF – Dex-Huron Accessible Launch	Large Facilities		Ongoing	Staff time	Engineering design resumed
Ken	Impact 100 – Seeding a Green Future	Plan		Ongoing	Staff time	Extension approved – trying to achieve modified educational goals post-COVID closures
	DNR Community Forestry Grant	Planting	Maint. Ops	Spring 2023	Staff time	Received grant to plant trees at Hudson Mills and Wolcott Mill.
ISp	CE Headwaters Restoration	Partnership		Ongoing	Staff time	Winter shrub control planned

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
ISp	Playground conceptual site plan	Plan	Various	2022	Staff time	RFP playground design competition out to bid in January 2023

HCMA Studies/Initiatives


	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
HMI	Northwest Passage Feasibility Study Review	Plan	Various	2022	Staff time	Discussed at kick-off meeting with non-motorized trail gap feasibility study to be considered as a connector trail

EASTERN DISTRICT







EASTERN DISTRICT


Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
WMill	Site visit of potential private property acquisition at Wolcott Mill	Land Acquisition		Winter 2023	Acquisition	Leadership approval of land acquisition recommendation by planning dept.; discussion with Six Rivers Conservancy and potential DNR Trust Fund acquisition grant in 2023

Grants/Fundraising





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
LSC	EGLE High Water Grants: North Marina & Greening the Parking Lot	Large Facilities		Ongoing	Staff time	Grants are for \$240,000 and \$1,500,000 respectively
	Michigan Coastal Management Program Grant – Accessible Kayak Launch	Large Facilities	Various	Ongoing	Staff time	Construction completed, conducting project close out.
	Macomb County Birding Platform	Small Facilities		March 2022	Staff time	Potential site location at nature trails, weir maintenance completed to lower water levels inundating trails
LSC	'23 TF Day sail Area Trail	Small Facilities		Ongoing	Staff time	Preparing application for DNR '23 grant
SCR	MMRMA RAP – Security Cameras at beaches	Plan		Ongoing	Staff time	Application submitted; anticipate award decision in March

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
LSC	Transit Planning for Access to LSC	Large Facilities		Ongoing	Consultant/Staff	Strategy in progress with SMART for continued marketing efforts and data reporting/analysis for 2023 summer season
	LSC Beach Restoration Project- Nonpoint Source Pollution Project	Large Facilities		2023 Completion	Staff time	Woody vegetation volunteering
	Green Macomb (subrecipient)	Plan	Maint. Ops.	Fall 2022	Staff time	Received grant to plant 25 trees at LSC and 20 trees at Stony Creek

EASTERN DISTRICT

Project Implementation/Oversight, Cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
SCR	Shelden Trails Signage Plan	Small Facilities	Mkting	3 months	Staff time	Mapping and signing of ski trails and intersection numbers completed
	26 Mile Connector Trail TAP Grant	Large Facilities		2022 Completion	Staff time	Liquidated damages letter sent to contractor
	Mound Rd. north of fire station sidewalk easement	Small Facilities		2022 Completion	Staff time	Project delayed until spring 2023
	4CCF Educational field trips at Wolcott and SC	Plan	Various	Ongoing	Staff time	Programming ongoing; field trips booked for winter/spring '23
	2022 LWCF Stony Creek Reflection Trail Accessible Trail Development	Small Facilities		Through 2025+	Staff time	Full cost is \$1.2 million; grant is 500K, cash match is \$626K; permitting in process
LSC	2022 LWCF- West Boardwalk Accessibility Improvements	Large Facilities		Through 2025+	Staff time	Expect higher project cost; project agreement coming in late 2023. Permitting in process

HCMA Studies/Initiatives

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
SCR	None					

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2023 Actions
	None					

WHAT'S NEXT?

	Description	Action Type
SYSTEM WIDE	5-County Regional Non-Motorized Gap Stakeholder Engagement	Staff/consultants
	Community Recreation Plan Submitted to MDNR	Staff
	The Great Lakes Way Advisory Committee Meeting	Staff
EASTERN DISTRICT	Meeting with Detroit Zoological Society on sustainability initiatives	Staff time
	Climate Action Plan Workshop (Indian Springs Metropark)	Staff time
WESTERN DISTRICT	NOAA Dam Feasibility Study grant RFP out to bid	Staff time
SOUTHERN DISTRICT	EPA-GLRI RFP design/build out to bid	Staff time

Grant Updates - January 2023

In Progress

Grant program	JV/MN	Project/Park	Amount	Match	Due Date	Applicant	Notes
MDNR Trust Fund	MN	Willow Fishing Platform	TBD	TBD	4/1/2023	HCMA	Fishing platform & accessible amenities to replace E. Bend Fishing pier loss
CFSEM - Detroit Auto Dealers Association Fund	MN	Head Start Teachers Outreach	TBD	-	1/17/2023	MF	Interpretive Services to provide project details
MMRMA - Risk Avoidance Program	MN	SC Beach Security Camera System	\$12,500	50%	1/10/2023	HCMA	Project will place cameras at Baypoint & Eastwood beaches and at the boat rental area
MCWCF - Loss Prevention Program	MN	Police PPE	\$5,000	TBD	open	HCMA	To provide helmets and cold weather gear for police officers
RCWJ Foundation/Metroparks Connectors	JB	Trail Connectors/SEMTAT	TBD	TBD	TBD	MF	PEA contract on Nov BOC meeting, preparing vision document for RCWJ
DTE	JB	Efleet	TBD	TBD	TBD	HCMA	Need a PO or budget to show purchase of Evs for fleet - wait til Dec.
DNR TF or LWCF	MN	LSC Daysail Area Trail	TBD	TBD	4/1/2023	HCMA	Extends hike/bike trail from W. Boardwalk to Daysail and north to lot A
MDOT TAP	JB	Lake Erie Connector Trail	TBD	TBD	4/1/2023	HCMA	May apply under MDOT TAP

Grant Applications Awaiting Response

Grant program	Project #	JV/MN	Project/Park	Request	Match	Submitted	Applicant	Notes
		MN	DEL Take-out Renovation	\$300,000	\$302,600	3/30/2022	HCMA	Received final score of 410; DNR funding decision on 12/14
Fed. Community Project via DOT		MN	Liv. Co. Connector Trails Design	\$900,000	-	4/22/2022	HCMA	Funded in House THUD appropriations bill 7/20; in Senate reconciliation
Mi Invasive Species Grant Program		MN	IS, KEN, SC, WOL	\$30,000	-	11/1/2022	HCMA	Survey for spotted lanternfly & control of tree-of-heaven; March decision
Erb Family Foundation		MN	Partnership w/DZS across staff areas	\$89,810	-	11/23/2022	DZS	Grant submitted by DZS, to develop a strategic partnership plan over 3-day workshop
CFSEM RCWJr Legacy Fund for Youth Sports		MN	Summer Swim Program	\$25,000	-	12/9/2022	MF	To expand Summer Swim program in Livingston, Oakland, and Washtenaw counties
CFSEM RCWJr Legacy Fund for Design & Access		MN	LH - IBT, CSX Crossing	\$50,000	\$6,400	12/12/2022	MF	To construct the accessible railroad crossing on IBT at Willow
DNR Spark Grant		JB	LE Great Wave Pool	\$1,000,000	\$3,000,000	12/19/2022	HCMA	Submitted 12/19/22 should hear back by end of Jan
Fed. Community Project		JB	LSC North Marina	\$500,000	-	4/14/2022	HCMA	Appropriations request submitted to Lisa McLain for engineering
Macomb Appropriations		JB	LSC North Marina	\$5,000,000	\$1,000,000	5/17/2022	HCMA	Appropriations request for phase 1
EGLE High Water Infrastructure		JB	LSC North Marina	\$240,000	\$60,000	11/30/2022	HCMA	Submitted on 11/30
EGLE High Water Infrastructure		JB	LSC Parking lot	\$1,500,000	\$375,000	11/30/2022	HCMA	Submitted on 11/30

Grant Administration

Grant program	Project #	Mgmt	Park/Project	Award Amt	Match	Deadline	Applicant	Updates
GLRI-FS '18	50219.688	MN/TM	LSC Black Cr Shoreline	\$160,211	-	3/31/2023	HCMA	Need to finish grading, seeding, planting plugs
Impact 100 - Oakland Co. '18		MN/PB	KFC Seeding Green Future	\$90,000	-	11/18/2023	MF	Programming continuing; lining up field trips for 6th, 7th, and 8th graders
MNRTF '19	50820.218	MN/JK	HMI Rapids View Launch	\$226,400	\$226,900	8/31/2022	HCMA	Grant closed; waiting for reimbursement
LWCF '19	51120.114	MN/KE	Oak Access. Nature Trails	\$124,000	\$124,000	2/29/2024	HCMA	Project Agreement executed; design to begin in November
LWCF '20	50621.500	MN/JK	LH Walnut Grove Campground	\$300,000	\$150,000	6/30/2025	HCMA	Project Agreement executed; waiting for engineering design
MNRTF '20	50821.221	MN/KE	DxH Accessible Launch	\$192,700	\$192,800	5/31/2023	HMCA	Finalizing plans and getting ready to request permits
Ford Volunteer Corps '20		MN/KK	Oak Prairie Plantings	\$4,000	-	11/30/2021	MF	Plugs planted in September; purchasing additional seeds for dispersal in Spring
NFWF-SEMRF '21	51021.319	MN/TM	Wil Big Bend Area Restoration	\$250,000	\$177,859	6/30/2023	HCMA	Surface removals complete; river restoration still to receive bank plantings in spring
Ford Volunteer Corps '21		MN/KK	Wolcott Raised Garden Beds	\$7,500	-	11/30/2021	MF	Project complete w/exception of new sign; to be produced & delivered in early '23
NEEF-Toyota '21		MN/KK	Beach Wheelchairs	\$20,000	~\$5,000	10/31/2023	HCMA	Beach wheelchairs delivered; project extension granted
DNR TF '21	512-22-244	MN/AC	LE Cherry Island Trail	\$300,000	\$192,500	7/31/2024	HCMA	Project agreement executed
Consumers Energy Found.	90022.1159	MN	IS Headwater Restoration	\$100,000	-	5/31/2024	HCMA	RFP submitted, anticipate Dec. Board approval; winter shrub control planned
GLRI-EPA Nonpoint Source	51222.247	MN	LE Green Infrastructure & Six Points	\$483,500	-	4/30/2025	HCMA	Waiting on SHPO study; design/build/QAPP via contract to be developed for bid
NOAA GLs Fish Habitat Restor.	511-22-116	MN/MH	Flat Rock Dam Removal Feasibility	\$745,000	\$25,000	9/30/2024	GLFC	RFP in development
Four County Community Found.	11322.1169	MN/JS	Wolcott Mill Farm Center	\$8,000	-	7/31/2023	MF	Nearly 20% of funds expended on programming & transportation to date
Four County Community Found.	10922.1168	MN/EP	Stony Creek Nature Center	\$9,350	-	7/31/2023	MF	Programming ongoing; field trips booked for winter/spring '23
Anonymous Foundation		MN/JJ	Get Out and Learn (GOAL)	\$10,000	-	7/15/2023	MF	Support for GOAL for 2022-23 school year
Towsley Foundation		MN/JJ	Get Out and Learn (GOAL)	\$5,000	-	7/15/2023	MF	Support for GOAL for 2022-23 school year
PNC and Young Foundation		MN/LP	Early Childhood Ed. - W. Mobile Center	\$7,500	-	9/30/2023	MF	Almost all of the funds have been allocated, programs kick off in January 2023
US DOJ Bulletproof Vest Partnership		MN/CP	Police Department	\$3,520	50%	8/31/2024	HCMA	Funds approved by DOJ via MSP
DNR TF '22		MN/?	DEL Take-out Renovation	\$300,000	\$302,600	TBD	HCMA	Approved for funding at Trust Fund Board meeting on 12/14/22
DNR Iron Belle Trail	50529.126	JB/MH	LH IBT Design Engineering	\$82,075	\$23,400	9/1/2023	HCMA	Extension received for field engineering
LWCF '19	51220.241	JB	LE Kayak Launch	\$122,500	\$122,500	6/1/2024	HCMA	Project Agreement Signed
TAP Grant		JB	SC 26-Mile Connector Trail	\$214,455	\$43,000	12/31/2021	Macomb Co	Liquidated damages letter sent to contractor
Ralph C. Wilson Jr. Foundation		JB	Southern District	\$2,682,755	-	??	MF	Sent project agreement for LE Cherry Island Trail - received \$300k check
EGLE Non point source	50220.696	JB	LSC Beach	\$300,000	\$100,000	12/31/2023	HCMA	Woody vegetation volunteer event on 9/29.
EGLE - Recycling		JB	Western & Southern Districts	\$48,816	\$12,204	9/29/2023	HCMA	4th quarterly report submitted
MNRTF '20		JB	LH IBT	\$300,000	\$416,766	6/1/2023	HCMA	Under construction
LWCF '20	506-21-501	JB	LH Off-Leash Dog Area	\$165,400	\$165,400	6/30/2025	HCMA	Ready for design
Healthy Catalyst		JB	Adaptive Kayak equipment	\$2,950	\$0	10/30/2020	HCMA	\$166 left to spend. Trained Kensington staff on 8/6
NOAA/Great Lakes Commission		JB/TM	Lake Erie Shoreline Restoration	\$1,449,609	\$135,194	extended	HCMA	Contractor selected
Renew MI - DRFC		JB	DRFC	\$1,000,000	N/A	4/30/2022	HCMA	Third quarterly report submitted
MCMP		JB	LSC Accessible Launch	\$194,863	\$194,863	12/31/2022	HCMA	Press release drafted, final pay app in process, close out in January
Green Macomb (sub recipient)		JB	20 Trees at Stony Creek	\$3,000	-	12/31/2022	HCMA	Reimbursable at \$150/tree. Gary/Steve to develop plan
Green Macomb (sub recipient)		JB	LSC Tree Plantings	\$3,750	in-kind	9/12/2022	HCMA	Reimbursement for \$150/tree, for 25 trees.
DTE Foundation	90022.1151	JB	Tree plantings at HMI & WMI	\$4,000	\$4,000	6/17/2022	HCMA	Grant agreement signed. Need to substitute some Sugar Maples
LWCF 2022		JV	LSC West Boardwalk	\$500,000	\$500,000	4/1/2022	HCMA	Project agreement to come in late 2023
LWCF 2022		JV	Stony Creek Reflection Trail	\$500,000	\$500,000	4/1/2022	HCMA	Project agreement to come in late 2023





To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Report – Interpretive Services Department Monthly Update
Date: January 6, 2022

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 Update



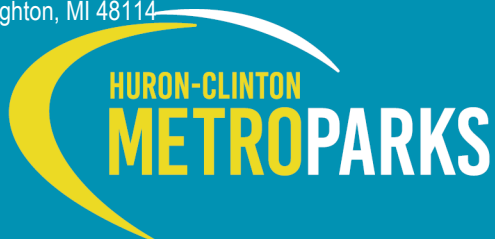
HURON-CLINTON METROPARKS

INTERPRETIVE SERVICES

MONTHLY REPORT

January 2023

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

Program/Initiative Implementation

New:

Wolcott Mill Metropark Farm Center: Milking cow, paid for by a donation. This provides an educational, real hands-on experience for milking a cow.

The goal of the program is to have kids learn where milk comes from and have a hands-on experience while being safe



Lake St. Clair Metropark Nature Center: The goal of the Sturgeon in the Classroom program is to instill conservation stewardship.

Schools and organizations are selected to raise a juvenile sturgeon during the school year, while incorporating hands-on, place-based education to enlighten youth on the importance of conservation and stewardship for the environment.

This project is a perfect example of place-based stewardship education since students are learning about their local watershed a threatened fish species while improving local fisheries with the fish's release.

Ongoing:

Supplemental Science Lessons: John R. King Academic and Performance Arts Academy – Detroit

Program Logistics

- Lesson began the week of Oct. 10, 2022
- Staff are providing lessons for fourth, fifth and eighth grade students
- Lessons are given once a week for each grade along with teacher planning meetings to ensure that lessons given supplement science units.
- Lessons are created to align with the Next Generation Science Standards (NGSS) and the topics covered in Sprocket, which is the curriculum used by the Detroit Public School Community District (DPSCD) for grades third – fifth.

Visit Breakdown

- Metropark staff are at John R. King Academy a minimum of three times per week. Visitations correspond to the day's teachers teach science in the classroom.
 - Monday – 5th grade
 - Wednesday – 8th grade
 - Friday – 4th grade
- Each grade has 3 classes with ~25 students per class.
- The number of visits completed so far for each grade are as follows:
 - 9 visits completed for 5th
 - 7 visits completed for 4th
 - 3 visits completed for 8th

Note: The number of visits per grade varies based on the school schedule. School closings, holidays, and Jill and Sabrina attending the NAI National Conference effected the number of visits made to the school.

- The total program hours completed so far for each grade are as follows:
 - 27 hours for 5th
 - 21 hours for 4th
 - 12 hours for 8th
- The total people-hours completed so far for each grade are as follows:
 - 576 people-hours for 5th
 - 446 people-hours for 4th
 - 263 people-hours for 8th



Topics Covered So Far

- From October – December, fifth grade students were covering “Chemistry of Taste” unit and topics discussed with students by Metropark staff included:
 - Patterns in the tastes of similar foods
 - Predicting the tastes of food based on its physical properties and characteristics and testing to see if those predictions were correct
 - Relationship between sense of smell and taste
 - States of matter
- From October – December, fourth grade students were covering “Dynamic Earth” unit and the topics discussed with students by Metropark staff included:



Fourth grade soil exploration

- Changes of the seasons
 - Soil exploration
 - Weathering, erosion, deposition
 - Rock layer formation
 - Earthquakes and volcanoes
- From October – November, eighth grade students were covering “Plate Tectonics” unit and topics discussed with students by Metroparks staff included:
 - How the JOIDES Resolution research vessel helps explore plate tectonics and careers involved
 - Relationships between plate tectonics terms in a game format
 - Students were introduced to scientific instruments by completing a school yard ecosystem investigation in their courtyard.

Field Trips

- One field trip was provided for both fourth and fifth grade students.
 - Fourth grade visited Stony Creek Metropark on Nov. 11 for Landscapes and Glaciers program.
 - Fifth grade visited Oakwoods Metropark on Dec. 7 for Cubex Planetarium program. (Eighth grade was unable to fit a field trip into their schedule).
 - To help build enthusiasm and a relationship with the Metroparks, other grades received field trips as follows:
 - Kindergarten – Autumn Adventure at Oakwoods Nature Center
 - 2nd Grade – Huron River Walk at Hudson Mills Activity Center
 - 1st Grade – Light and Sound Outreach Visit
 - 3rd Grade – Feathered Friends at Lake Erie Metropark Marshlands Museum
 - 4th Grade – Landforms and Landscapes at Stony Creek Nature Center
 - 5th Grade – Stars and Stories with Nature Hike at Oakwoods Nature Center
 - 7th Grade – Fall Harvest Adventure at Kensington Farm Center

Response from students, staff, and parents

Comments from students include:

- “Ms. Sabrina you’re one of my favorite teachers in the school” – From Amora (4th grade student)
- “Ms. Sabrina that was an awesome activity!” – From Floyd (4th grade student)
- “Ms. Sabrina you’re coming every Monday, right? I hope so.” – From Laila (5th grade student)



Comments from principal and Vice principal

- From Principal Spencer
 - “I just want you to know how much appreciate you and the work you’re doing with our students.”
- From Vice Principal Samuel
 - “Thank you so much! I appreciate the great work that you are doing with our students.”
 - “Great Job! I love to see our students engaged in meaningful activities.”

Comments from teachers

- “That activity was really cool!” – Mr. Wheeler (4th grade science teacher).
- “I really liked the activity this week. I’m going to do that for my daughter’s birthday party” – Mr. Jennings (5th grade science teacher).”
- “Now when the kids read the word ‘anemometer’ on their M-Step test, they will be able to know what it is” (after using anemometers during the Ecosystem Investigation).

Comment from fourth grade parent

- “My son tells me all about your visits on Fridays. He really enjoys it when you come to the school. Thank you so much!”
- Students volunteer to help Metropark staff clean up and carry materials to and from the media center.
- Weekly “Hug-a-Thon”
 - Staff receives a *countless* number of hugs from both 4th and 5th grade students every visit

Science Clubs at Riverside West Academy – Dearborn

- Both after school clubs were featured in an article in Planet Detroit
- The Metroparks won the 2022-2023 Innovative Recreation Programming Award from mParks.

STEAM Club

- Pilot program began in May 2022 and Metropark staff were asked to return for the 2022-23 school year.
- Metropark staff work in collaboration with Ms. Ghedotte who is the sixth-grade science teacher.

Program Logistics

- STEAM Club started Oct. 5, 2022
- Middle school club
- Lessons are designed to provide hands-on, educational, and artistic activities that the students do not have in the classroom.
- Every month is based on a different topic.
 - o Example: May: Michigan Spring Flowers
- Three educational activities and then one art day where the students create different pieces of art based on what they learned in the previous weeks.

Visit Breakdown

- The club meets every Wednesday from 3:15-4:30pm.
- 10 visits so far
- 15 program hours total so far
- 94.5 people-hours total so far

Topics Covered So Far

- October: Signs of Fall
- November: Michigan's Outstanding Owls
- December: Space and the Solar System

Guest Speaker

- Dr. Mark Salvatore, associate professor at Northern Arizona University and geologist whose research focuses on understanding the changes of planetary surfaces of both Earth and Mars, zoomed in with the students to talk about his research in Antarctica and his work with Mars.



Response from students and staff

- “I like that your activities are hands-on, and are engaging for the students” – Ms. Ghedotte
- “The students really need to be able to do something artistic and creative. They don’t get much of that in school” – Ms. Ghedotte
- “Now, I think I want to be a scientist that studies ecosystems!” – STEAM Club student

Nature Network Club (NNC)

- After STEAM Club was established in Spring 2022, the science coach approached us about adding this new offering for the 2022-23 school year.
- Metropark staff work with science instructional coach, Thomas Long, and biology teachers, Alston Loper, and Amrah Ali.

Program Logistics

- NNC began on Oct. 13
- High school club
- The goal of this club is to combine environmental education and media/marketing to help students build tangible skills that can be carried over to college and future careers while strengthening their knowledge about the natural world around them.
- Students are creating various types of social media content, with a focus on nature, local parks, and the Metroparks, to be featured on the Metroparks’ and Riverside West Academy social media platforms.



- Interpretive and marketing staff work together to coordinate the creation and posting of content.
- Based on student interest and marketing needs, a portion of the social media will focus on Lake Erie Metropark.

Visit Breakdown

- The club meets every Thursday from 3:30-5pm.
- 7 visits so far
- 13.5 program hours so far
- 258 people-hours total so far

Field Trips

- Two field trips to Lake Erie Metropark where students took pictures to be used for their first piece of content.

Content Created So Far

- Each student created an Instagram post for marketing. Three were selected to be featured on the Metropark Instagram page.

Response from students and staff

- “It allows our students to interact with the environment and the community and explore possible careers in science or media and learn about nature.” – Thomas Long

Let’s Go Outside Club – Weston Charter Academy (charter school)

- Kim Koilpillae, a teacher there, approached us for guidance in starting a “Go Outside Club” at her school, after meeting us at an event over the summer
- We provide guidance and resources for the monthly club meetings that she runs with the support of other teachers and parent volunteers.

Club Breakdown

- The club meets on the third Tuesday of each month from 4-5:30 p.m. It began in October
- They try to have the meeting largely outdoors
- Metropark interpreters have provided programming at two of the three meetings, so far. We play a supporting role for this club.

Topics Covered So Far

- October: Fall Leaves and Watercolor Painting
- November: Indigenous People of our Area
- December: We provided recommendations on seasonal crafts and stories; the teacher led the class

What’s Next?

John R. King Academic and Performance Arts Academy

- Metropark staff will continue providing supplemental science lessons to the fourth, fifth and eighth grade students.
- Provide a second field trip for target grades.

Riverside West Academy

STEAM Club

- Students will be learning about geology in January
- Ms. Ghedotte and Metropark staff will begin planning an activity for a science night for parents and students
- Ms. Ghedotte and Metropark staff will begin coordinating a field trip for STEAM Club students.

Nature Network Club (NNC)

- Students will begin working on short videos to be posted
- Guest speaker, Kaitie Janecke-Soltesz, is scheduled to speak with the students on Jan. 26 to discuss the process of writing for educational YouTube videos.

Weston Charter Academy (charter school)

Let's Go Outside Club

- Monthly Meetings will continue
- Topics will be:
 - January – Snowshoe Hike, Sled, Skate with Heritage Park in Farmington
 - February – Winter Adaptations Program with Metroparks Interpreters
 - March – Maple Sugaring – Field trip to Metropark or more local city location
 - April – Birds with the Metroparks
 - May – Field Trip – Hike at a Detroit Park
 - June – Family Campout (At the school)

2022 Additional COI Activities to promote Metroparks and build connections with urban constituents

- Presented “Birding for Teachers” at the Detroit Outdoors program (Deschamps)
- Participated in the Teacher Science Outdoors Urban Partnership (Martin, Deschamps)
 - Continuing participation in this program
- Participation in the Juneteenth Event (all COI districts)
- Participation in the “Big Fat Family Reunion” event with DABO (multiple COI and Interpretive districts)
- Participation in “Friends of the Rouge” meetings to see where we can offer support (Martin)
- Providing support to Eliza Howell Park interpretive signage project (Martin, Jaworski and SCNC staff)
- Providing enrichment programming at the Wayne Metro summer program for middle schoolers (Deschamps)
- Programs at David L. Mackenzie Elementary-Middle School – DPSCD

Program Logistics

- Lessons began May 11 and ended June 1, 2022
- Staff provided lessons for second grade students
- Lessons focused on plant parts and functions.
- Lessons are created to align with the Next Generation Science Standards (NGSS) and the topics covered in Mystery Science, which is the curriculum used by the Detroit Public School Community District (DPSCD) for kindergarten through second grade.

COMMUNITY ENGAGEMENT

New:

Rain Garden programming:

- In January, Community Outreach staff will make presentations at libraries and other community centers to promote the Online Master Gardener Class and an interest in Native Plants/ Water Quality/Rain Gardens.
- We are working in collaboration with Washtenaw County Water Resources Office and their Rain Garden Coordinator, Susan Bryan. Here is the link to register that is being taught by regional instructors including two of our Community Outreach staff: <https://www.washtenaw.org/675/Master-Rain-Gardener-Class>
- Spring/Summer 2023 (Dates TBD) we offer an in-person MRG in our focus communities for the GLRI grant that is occurring at Lake Erie Metropark and Six Points.

PROGRAMMING

Ongoing:

- **Get Out and Learn scholarships**
 - Started again during the 2022-2023 school year
- **In-person, Synchronous and Asynchronous school programming continues**
 - Senior programming
 - Field trips are being scheduled
- **In-person outdoor programming continues, including “pop-up” programs**
 - Staff is utilizing the data in the survey and identifying which programs offered to meet the most need within communities. This data is utilized for 2023 program planning
- **Virtual/Social Media programming continues**
 - Continuing with Bird of the Week
 - Climate, stormwater/water quality and wildlife Wednesdays
 - Building from Washtenaw County Water Commission messaging
 - Creating blogs and videos around water quality, restoration, and wetlands.



GRANTS

Ongoing:

- **Four County Community Foundation**
 - Experiential Learning with Wolcott Mill - 2022/2023
 - Experiential Learning with Stony Creek - 2022/2023
- **PNC: Growing Excitement for Science in Early Learners**
 - Staff wrote/produced/edited a series of pre-visit videos to enhance learning designed specifically for this audience.
- **Young Foundation: Growing Excitement for Science in Early Learners**





To: Board of Commissioners
From: Artina Carter, Chief of Diversity, Equity and Inclusion
Subject: Report – DEI Monthly Update
Date: January 6, 2023

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the January 2023 DEI report as recommended by Chief of Diversity, Equity and Inclusion Artina Carter and staff.

Attachment: DEI Report



DEI BOARD REPORT

JANUARY 2023



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

DEI DEPARTMENT

MISCELLANEOUS

- Speaker Series: Ellen Ochoa (50 participants)
- Continuing to work on the 2023-2026 DEI Plan
- Completed performance review for DEI staff
- New DEI Advisory Teams meeting and discussion
- Coordination of Training for Middle Managers (Tier 2)
 - Distribution of surveys for Tier 2 and Tier 3 (staff)
 - Coordination of DiSC survey distribution
 - Scheduling Tier 2 training
 - Preparing training logistics with consultant

CROSS-DEPARTMENT SUPPORT

- Active membership on the Program Steering Committee
- Climate Action Plan (CAP)
 - Coordination with Core Team and Marketing on invitations and logistics for community and staff surveys

COLLABORATIONS

- DZS Partnership Team (w/ Jennifer Jaworski and Danielle Mauter)
 - Preparation of Teacher Survey
 - Development of distribution process and schedule
- Collaborating with the Howell Carnegie Library and the Livingston County Diversity Council on MLK Jr. activities (see schedule below)
- Concluded Climate Action Plan focus groups
- Program Steering Committee participation

MLK 101 is a collaborative partnership between the Metroparks, the Howell Carnegie Library and the Livingston Diversity Council. The purpose is to provide family friendly opportunities to learn more about Reverend Dr. Martin Luther King Jr. beyond his *I Have a Dream* speech and the Civil Rights Movement.

All events are free and open to the public.

MLK 101 Event Details:

- **MLK One Man Show – Monday Jan. 16, 2023 from 5:30-7:00pm**
King Crusader and the Missing Michael
 - Original one-man show presented by the Black and Brown Theatre of Detroit
 - **Location:** Howell Carnegie Library (Meabon Rm), 314 W. Grand River Rd, Howell, MI 48843

- **Film Screening and Panel Discussion – “I am MLK, Jr.”; Thursday, Feb. 2, 2023, doors open 6:30pm, show time 7:00pm, panel discussion 8:45-9:30pm.**
 - This documentary explores the life of Dr. Martin Luther King, Jr. and his impact on civil rights through the present day.
 - Following the film, we will hear from expert panelists representing academia, grassroots activism, and what the fight for civil rights looks like today. Panelists include:
 - **Victoria Burton-Harris**, Chief Assistant Prosecuting Attorney, Washtenaw County Prosecutor’s Office
 - **Dr. Patricia Coleman-Burns**, Assistant Professor Emerita of Nursing and Black Studies, University of Michigan
 - **Anthony Lewis**, Director of Community Engagement, Michigan Department of Civil Rights

 - Freelance journalist **Jon King** will moderate the discussion. The film is not rated, but we recommend ages 13 and up due to the language and content.
 - **Location:** Historic Howell Theater 315 E Grand River Ave, Howell, MI 48843

- **Zoom Event TBD – March**

- **Gospel Choir Performance – *Legacy and Liberation*; Saturday, April 22, 2023 from 6-7:30pm**
 - The concert features the PCS gospel ensemble directed by Lynn Williams. This programming reflects upon the cultural and historical significance of gospel music and advocacy for equality and freedom featuring song selections from 1954 – 1968.
 - **Location:** Howell Carnegie District Library, 314 W. Grand River Rd, Howell, MI 48843



To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Project No: 2022-031
Project Title: Approval – Invasive Shrub Control and Native Tree Planting
Location: Indian Springs Metropark
Date: January 6, 2023

Action Requested: Motion to Approve

That the Board of Commissioners approve the award of RFP 2022-031 for invasive shrub control and native tree planting services at Indian Springs to PlantWise, LLC of Ann Arbor, Michigan in an amount not-to-exceed \$100,000 as recommended by Chief of Natural Resources and Regulatory Control Tyler Mitchell and staff.

Fiscal Impact: This project will be funded by a \$100,000 grant from the Consumers Energy Foundation, which has been approved in the 2023 budget and will cover all associated costs.

Scope of Work: This project involves chemically treating and removing invasive shrubs and vines from land at Indian Springs Metropark in the Huron Swamp. The contractor will be responsible for surveying the site, determining the feasibility of restoration, and selecting, sourcing, and planting suitable native species in the restored area according to the final approved protocol. The work is to be completed by mid-March 2024, with final planting to be completed in May 2024.

Background: The RFP was competitively bid and the solicitation documents were posted on the Michigan Intergovernmental Trade Network (MITN) website, which provided notice to 139 vendors. Of which, 23 vendors downloaded the solicitation and four submitted a proposal.

The four proposals were evaluated in depth by an evaluation committee consisting of the chief of natural resources, the Western district superintendent, and other relevant staff. The evaluation process was completed through a two-step process, which included initial proposal evaluations followed by presentations/interviews. After completing the evaluation process, the committee reached consensus that PlantWise, LLC submitted the most responsive and responsible proposal.



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 509-20-554A
Project Title: Bids – Boat Launch Building Communication Line
Project Type: Capital Improvement
Location: Stony Creek Metropark
Date: January 6, 2023

Bids Received: January 3, 2023

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 509-20-554A to the low responsive, responsible bidder, Amcomm Telecommunications, Inc. in the amount of \$26,239.57 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funding is available in the Capital Improvement fund to cover the project cost.

Scope of Work: The work includes furnishing all labor, equipment and materials necessary to install approximately 1015 feet of two-inch conduit, handholds and fiber-optic communication line to the new boat launch building.

Background: The fiber-optic cable will support public Wi-Fi to park patrons near and in the building. The connections will also support amenities in the building including audio visual equipment.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Amcomm Telecommunications	Brighton	\$ 26,239.57
Corby Energy Services, Inc.	Belleville	\$ 32,500.00
J. Ranck Electrical, Inc.	Mt. Pleasant	\$ 61,000.00
Fiber Link, Inc.	Lapeer	\$ 67,046.45
Rauhorn Electric, Inc.	Bruce Twp.	\$ 85,235.00
Budget Amount for Contract Services		\$ 0.00
- Capital Fund		<u>\$ 26,239.57</u>
		\$ 26,239.57
Work Order Amount		
- Contract Amount – Amcomm Telecommunications		\$ 26,239.57
- Contract Administration		<u>\$ 1,000.00</u>
- Total Proposed Work Order Amount (Rounded)		\$ 27,240.00

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



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 702-21-334R
Project Title: Bids – Boardwalk Decking Replacement Phase 2
Project Type: Major Maintenance
Location: Lake St. Clair Metropark
Date: January 6,2023

Proposals Received: January 4,2023.

Action Requested: Motion to Approve

That the Board of Commissioners (1) approve contract 702-21-334R to the low responsive, responsible bidder Oak Construction Corporation in the amount of \$358,600; and (2) authorize staff to transfer \$8,600 from Fund Balance to cover the cost of the project as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The current project is \$8,600 over the \$350,000 budgeted amount.

Scope of work: The project includes removal, disposal, and installation of new wood decking on the east boardwalk.

Background: The existing wood decking needs replacement. The existing boards are cupping, degraded, and causing a hazard to patrons using the boardwalk. Spot repairs have been made by park maintenance crew; however, the condition of the surface warrants full replacement.

Additional joists are being installed as necessary as the work progresses. The dimensions of the east boardwalk are approximately 30 feet wide and 1200 feet long. This is phase two of the replacement project and is estimated to complete approximately 380 feet. Phase one completed approximately 330 feet of decking. Future work that will need to be addressed includes additional decking, railings, electrical removal or replacement, and reconstruction of existing ramps to meet accessibility.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
PIBC., LLC	Gross Ile	\$276,378.00
Oak Construction Corporation*	Swartz Creek	\$358,600.00
Grunwell-Cashero Co.	Detroit	\$481,446.00
Budget Amount for Contract Services and Administration		\$ 350,000.00
- Fund Balance		\$ 8,600.00
Work Order Amount		
- Contract Amount – Oak Construction Corporation		\$ 358,000.00
- Contract Administration		\$ 10,000.00
o Total Proposed Work Order Amount		\$ 368,000.00

(* Award based on bid review and in accordance with bidding document BF-3 and experience with bidders.

This project was reported and publicly advertised in the following construction reporting outlets: Michigan Inter-governmental trade network, MITN; Construction Association of Michigan, Construction Connect, Washtenaw Contractors Association, Builders Exchange of Lansing and Central Michigan.

Project Location



East Boardwalk Lake St. Clair Metropark

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

PARK	MONTHLY VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	14,206	16,968	17,089	-17%
Wolcott Mill	2,547	2,503	2,426	5%
Stony Creek	17,724	22,781	23,539	-25%
Indian Springs	2,419	3,149	3,279	-26%
Kensington	35,043	42,806	42,076	-17%
Huron Meadows	2,946	3,175	3,694	-20%
Hudson Mills	10,013	14,305	13,245	-24%
Lower Huron/Willow/Oakwoods	29,739	32,563	41,275	-28%
Lake Erie	7,275	7,625	8,279	-12%
Monthly TOTALS	121,912	145,875	154,902	-21%

MONTHLY TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 74,149	\$ 59,492	\$ 57,723	28%
\$ 555	\$ 668	\$ 1,091	-49%
\$ 121,023	\$ 132,274	\$ 126,692	-4%
\$ 14,787	\$ 16,119	\$ 15,918	-7%
\$ 126,508	\$ 162,912	\$ 140,561	-10%
\$ 3,849	\$ 2,283	\$ 2,588	49%
\$ 37,059	\$ 41,415	\$ 35,853	3%
\$ 47,394	\$ 52,811	\$ 50,953	-7%
\$ 39,236	\$ 44,304	\$ 38,046	3%
\$ 464,560	\$ 512,278	\$ 469,424	-1%

PARK	Y-T-D VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	558,920	531,513	495,868	13%
Wolcott Mill	50,146	43,597	36,218	38%
Stony Creek	597,938	693,364	675,566	-11%
Indian Springs	97,473	104,813	101,207	-4%
Kensington	809,028	903,943	872,624	-7%
Huron Meadows	108,600	124,840	111,521	-3%
Hudson Mills	236,670	278,623	260,042	-9%
Lower Huron/Willow/Oakwoods	560,547	613,809	620,496	-10%
Lake Erie	209,645	223,693	216,623	-3%
Monthly TOTALS	3,228,967	3,518,195	3,390,165	-5%

Y-T-D TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,108,567	\$ 2,051,335	\$ 1,900,072	11%
\$ 42,586	\$ 33,406	\$ 48,062	-11%
\$ 2,587,975	\$ 2,797,456	\$ 2,789,917	-7%
\$ 363,566	\$ 378,498	\$ 349,870	4%
\$ 2,975,989	\$ 3,191,927	\$ 3,058,251	-3%
\$ 82,335	\$ 93,136	\$ 73,602	12%
\$ 622,047	\$ 679,315	\$ 611,646	2%
\$ 1,095,817	\$ 972,501	\$ 971,355	13%
\$ 589,755	\$ 632,619	\$ 639,443	-8%
\$10,468,637	\$10,830,193	\$10,442,217	0%

PARK	MONTHLY PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 81,518	\$ 65,677	\$ 63,247	29%
Wolcott Mill	\$ 24,289	\$ 11,438	\$ 23,947	1%
Stony Creek	\$ 131,826	\$ 137,260	\$ 134,322	-2%
Indian Springs	\$ 25,574	\$ 16,495	\$ 19,169	33%
Kensington	\$ 140,210	\$ 170,754	\$ 169,083	-17%
Huron Meadows	\$ 13,590	\$ 4,647	\$ 5,509	147%
Hudson Mills	\$ 42,004	\$ 43,782	\$ 37,938	11%
Lower Huron/Willow/Oakwoods	\$ 49,336	\$ 55,920	\$ 54,238	-9%
Lake Erie	\$ 22,507	\$ 47,684	\$ 41,854	-46%
Y-T-D TOTALS	\$ 530,855	\$ 553,657	\$ 549,307	-3%

Y-T-D PARK REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 3,008,862	\$ 2,923,811	\$ 2,603,797	16%
\$ 165,812	\$ 209,804	\$ 211,033	-21%
\$ 4,912,189	\$ 5,250,810	\$ 4,802,899	2%
\$ 1,689,043	\$ 1,601,601	\$ 1,338,461	26%
\$ 5,609,542	\$ 5,929,871	\$ 5,342,666	5%
\$ 1,375,200	\$ 1,389,273	\$ 1,116,702	23%
\$ 1,606,023	\$ 1,624,971	\$ 1,410,552	14%
\$ 2,817,775	\$ 2,398,380	\$ 2,406,235	17%
\$ 1,795,591	\$ 1,909,513	\$ 1,790,841	0%
\$22,980,038	\$23,238,034	\$21,023,186	9%

District	Y-T-D Vehicle Entries by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	1,207,004	1,268,474	1,207,652	0%
Western	1,251,771	1,412,219	1,345,395	-7%
Southern	770,192	837,502	837,119	-8%

Y-T-D Total Revenue by Management Unit			
Current	Previous	Prev 3 Yr Avg	Change from Average
8,086,863	8,384,425	7,617,730	6%
10,279,808	10,545,716	9,208,380	12%
4,613,367	4,307,893	4,197,076	10%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

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	0	88	29	-
Total Regulation	0	88	29	-
LSC Par 3	0	2	1	-
LSC Foot Golf	0	0	0	-
Total Golf	0	90	30	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ 536	\$ 179	-
\$ -	\$ 176	\$ 59	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ (70)	\$ 287	\$ 96	-173%
\$ 393	\$ 600	\$ 200	97%
\$ 70	\$ 2,820	\$ 940	-93%
\$ 393	\$ 4,419	\$ 1,473	-73%
\$ -	\$ 16	\$ 5	-
\$ -	\$ -	\$ -	-
\$ 393	\$ 4,435	\$ 1,478	-73%

GOLF Y-T-D	GOLF ROUNDS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	39,190	38,213	34,598	13%
Indian Springs	38,041	35,819	30,224	26%
Kensington	40,955	41,866	37,631	9%
Huron Meadows	37,666	36,712	32,474	16%
Hudson Mills	30,850	30,133	26,929	15%
Willow	31,133	28,630	27,492	13%
Lake Erie	34,080	34,729	30,123	13%
Total Regulation	251,915	246,102	219,473	15%
LSC Par 3	5,613	6,178	6,192	-9%
LSC Foot Golf	552	618	732	-25%
Total Golf	258,080	252,898	226,396	14%

GOLF REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,314,246	\$ 1,304,866	\$ 1,103,292	19%
\$ 1,193,429	\$ 1,085,127	\$ 894,506	33%
\$ 1,334,637	\$ 1,332,336	\$ 1,162,800	15%
\$ 1,212,954	\$ 1,230,801	\$ 1,001,323	21%
\$ 813,037	\$ 793,251	\$ 660,323	23%
\$ 839,589	\$ 858,444	\$ 793,710	6%
\$ 984,471	\$ 1,023,966	\$ 840,579	17%
\$ 7,692,363	\$ 7,628,792	\$ 6,456,532	19%
\$ 48,219	\$ 50,791	\$ 49,942	-3%
\$ 4,484	\$ 4,746	\$ 5,325	-16%
\$ 7,745,066	\$ 7,684,329	\$ 6,511,798	19%

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	56,601	49,526	35,488	59%
Stony Creek Rip Slide	22,678	28,687	17,153	32%
KMP Splash	39,568	54,233	43,602	-9%
Lower Huron	51,437	34,412	38,993	32%
Willow	22,148	20,624	16,610	33%
Lake Erie	0	0	10,557	-
TOTALS	192,432	187,482	162,403	18%

REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 279,572	\$ 234,936	\$ 168,944	65%
\$ 131,606	\$ 159,624	\$ 92,957	42%
\$ 263,987	\$ 338,000	\$ 255,880	3%
\$ 512,378	\$ 333,740	\$ 426,884	20%
\$ 103,755	\$ 89,126	\$ 74,883	39%
\$ -	\$ -	\$ 86,604	-
\$ 1,291,298	\$ 1,155,426	\$ 1,106,151	17%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

PARK	Seasonal Activities this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	2	0	0	500%
Shelters	8	0	4	118%
Boat Launches	11	10	21	-48%
Marina	0	0	0	-
Mini-Golf	0	0	0	-
Wolcott				
Activity Center	2	3	3	-33%
Stony Creek				
Disc Golf Daily	0	0	4	-
Disc Golf Annual	0	6	7	-
Total Disc Golf	0	6	11	-
Shelters	8	7	4	100%
Boat Rental	0	0	0	-
Boat Launches	23	24	27	-14%
Indian Springs				
Shelters	0	1	1	-
Event Room	4	0	1	200%
Kensington				
Disc Golf Daily	0	78	155	-
Disc Golf Annual	6	15	11	-45%
Total Disc Golf	6	93	166	-96%
Shelters	9	9	8	8%
Boat Rental	0	0	0	-
Huron Meadows				
Shelters	1	0	0	-
Hudson Mills				
Disc Golf Daily	96	339	254	-62%
Disc Golf Annual	17	17	14	24%
Total Disc Golf	113	356	268	-58%
Shelters	2	3	1	100%
Canoe Rental	0	0	0	-
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	61	69	86	-29%
Disc Golf Annual	2	0	1	100%
Total Disc Golf	63	69	87	-28%
Shelters	2	7	4	-54%
Lake Erie				
Shelters	0	1	2	-
Boat Launches	191	210	226	-15%
Marina	0	0	0	-

Monthly Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 5,525	\$ 800	\$ 533	936%
\$ 1,250	\$ 1,225	\$ 1,292	-3%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 1,000	\$ 1,450	\$ 817	22%
\$ -	\$ -	\$ 11	-
\$ 180	\$ 360	\$ 413	-56%
\$ 180	\$ 360	\$ 425	-58%
\$ 1,688	\$ 1,463	\$ 863	96%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ 200	\$ 133	-
\$ 10,500	\$ -	\$ 2,767	280%
\$ -	\$ 234	\$ 465	-
\$ 300	\$ 840	\$ 602	-50%
\$ 300	\$ 1,074	\$ 1,067	-72%
\$ 1,800	\$ 1,912	\$ 1,837	-2%
\$ -	\$ -	\$ -	-
\$ 200	\$ -	\$ -	-
\$ 288	\$ 1,017	\$ 763	-62%
\$ 960	\$ 940	\$ 720	33%
\$ 1,248	\$ 1,957	\$ 1,483	-16%
\$ 400	\$ 600	\$ 200	100%
\$ -	\$ -	\$ -	-
\$ 183	\$ 207	\$ 259	-29%
\$ 120	\$ -	\$ 53	125%
\$ 303	\$ 207	\$ 312	-3%
\$ 500	\$ 1,700	\$ 1,050	-52%
\$ -	\$ 200	\$ 400	-
\$ -	\$ -	\$ -	-
\$ 300	\$ -	\$ 73	313%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

PARK	Seasonal Activities Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	40	49	41	-2%
Shelters	419	438	357	17%
Boat Launches	3,253	7,037	7,059	-54%
Marina	2,938	1,661	1,862	58%
Mini-Golf	10,052	9,467	8,768	15%
Wolcott Mill				
Activity Center	13	26	39	-66%
Stony Creek				
Disc Golf Daily	12,107	15,792	14,231	-15%
Disc Annual	124	129	97	27%
Total Disc Golf	12,231	15,921	14,329	-15%
Shelters	480	569	454	6%
Boat Rental	102,651	19,786	22,738	351%
Boat Launches	440	409	808	-46%
Indian Springs				
Shelters	102	88	71	44%
Event Room	36	42	31	15%
Kensington				
Disc Golf Daily	22,262	29,172	24,803	-10%
Disc Annual	243	358	245	-1%
Total Disc Golf	22,505	29,530	25,049	-10%
Shelters	508	633	559	-9%
Boat Rental	11,107	15,332	18,728	-41%
Huron Meadows				
Shelters	51	59	42	22%
Hudson Mills				
Disc Golf Daily	7,272	9,493	7,873	-8%
Disc Annual	143	117	147	-2%
Total Disc Golf	7,415	9,610	8,020	-8%
Shelters	184	161	103	78%
Canoe Rental	11,904	12,609	10,750	11%
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	1,299	1,963	1,727	-25%
Disc Annual	12	9	9	38%
Total Disc Golf	1,311	1,972	1,735	-24%
Shelters	392	490	340	15%
Lake Erie				
Shelters	54	86	74	-27%
Boat Launches	14,725	13,641	15,595	-6%
Marina	0	0	0	-

Seasonal Revenue Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 87,550	\$ 95,900	\$ 56,717	54%
\$ 108,789	\$ 95,372	\$ 83,700	30%
\$ -	\$ -	\$ -	-
\$ 22,507	\$ 21,459	\$ 18,846	19%
\$ 46,937	\$ 43,495	\$ 36,857	27%
\$ 5,430	\$ 14,375	\$ 15,960	-66%
\$ 40,208	\$ 53,154	\$ 47,603	-16%
\$ 7,466	\$ 7,540	\$ 5,633	33%
\$ 47,674	\$ 60,694	\$ 53,236	-10%
\$ 112,897	\$ 127,657	\$ 102,020	11%
\$ 169,879	\$ 230,148	\$ 237,592	-28%
\$ -	\$ -	\$ -	-
\$ 14,150	\$ 12,050	\$ 9,534	48%
\$ 101,450	\$ 108,400	\$ 67,467	50%
\$ 74,894	\$ 100,967	\$ 82,573	-9%
\$ 14,280	\$ 20,840	\$ 14,455	-1%
\$ 89,174	\$ 121,807	\$ 97,028	-8%
\$ 111,483	\$ 133,945	\$ 119,678	-7%
\$ 193,411	\$ 266,579	\$ 258,296	-25%
\$ 9,800	\$ 9,900	\$ 7,183	36%
\$ 21,816	\$ 28,479	\$ 23,620	-8%
\$ 8,240	\$ 6,720	\$ 8,493	-3%
\$ 30,056	\$ 35,199	\$ 32,113	-6%
\$ 32,900	\$ 29,000	\$ 18,550	77%
\$ 70,707	\$ 67,580	\$ 59,643	19%
\$ 4,197	\$ 5,895	\$ 5,182	-19%
\$ 660	\$ 500	\$ 493	34%
\$ 4,857	\$ 6,395	\$ 5,675	-14%
\$ 89,075	\$ 87,850	\$ 66,875	33%
\$ 10,900	\$ 18,300	\$ 15,817	-31%
\$ -	\$ -	\$ -	-
\$ 215,854	\$ 238,790	\$ 202,873	6%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

PARK	Cross Country Ski Rental this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	\$ -	\$ -	\$ -	-
Kensington	\$ -	\$ -	\$ -	-
Huron Meadows	\$ 9,541	\$ 2,360	\$ 2,920	227%
Hudson Mills	\$ -	\$ -	\$ -	-

Cross Country Ski Rental Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 11,691	\$ 17,305	\$ 7,733	51%
\$ 18,125	\$ 15,812	\$ 10,296	76%
\$ 70,075	\$ 55,846	\$ 34,787	101%
\$ -	\$ 90	\$ 1,694	-

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	0	18	-
Ice Fishermen	0	0	0	-
Stony Creek				
XC Skiers	3	0	0	-
Ice Skaters	0	0	0	-
Sledders	140	50	83	68%
Ice Fishermen	34	0	0	-
Indian Springs				
XC Skiers	15	7	3	463%
Sledders	20	5	61	-67%
Kensington				
XC Skiers	205	0	0	-
Ice Skaters	0	0	0	-
Sledders	160	40	65	146%
Ice Fishermen	0	0	0	-
Huron Meadows				
XC Skiers	770	70	303	154%
Ice Fishermen	0	0	0	-
Hudson Mills				
XC Skiers	40	10	3	1100%
Willow				
XC Skiers	0	0	9	-
Sledders	18	0	42	-57%
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
83	30	10	730%
343	481	212	62%
883	636	282	213%
5,275	2,251	2,108	150%
1,109	3,198	1,397	-21%
24	93	50	-52%
1,139	3,785	2,155	-47%
392	425	279	40%
160	265	130	23%
848	866	489	74%
1,846	1,868	1,374	34%
74	8	6	1133%
4,339	7,754	3,892	11%
255	247	101	152%
7,971	7,455	5,014	59%
0	0	0	-
625	1,220	878	-29%
68	67	39	76%
3,034	1,966	805	277%
25	3	5	369%
193	94	39	399%
5,453	941	894	510%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

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	2,319	4,393	3,707	-37%
Wolcott Mill	1,024	3,189	1,920	-47%
Wolcott Farm	4,399	3,317	2,997	47%
Stony Creek	9,358	9,632	9,622	-3%
Eastern Mobile Center	318	322	213	49%
Indian Springs	942	1,980	1,845	-49%
Kens NC	12,933	19,010	20,900	-38%
Kens Farm	7,618	9,532	8,609	-12%
Western Mobile Center	419	512	490	-14%
Hudson Mills	2,843	2,523	2,666	7%
Oakwoods	9,727	8,523	10,670	-9%
Lake Erie	11,205	11,959	13,152	-15%
Southern Mobile Center	520	530	430	21%
Totals	63,625	75,422	77,222	-18%

	YTD Patrons Served			
	(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average
	133,387	139,870	139,481	-4%
	17,687	47,225	27,961	-37%
	53,157	53,113	45,806	16%
	172,661	222,643	198,450	-13%
	15,831	4,593	7,165	121%
	54,394	54,064	54,560	0%
	313,686	354,145	363,771	-14%
	243,209	236,689	221,650	10%
	8,885	4,902	5,887	51%
	41,194	36,961	37,927	9%
	156,382	141,487	156,437	0%
	170,947	184,975	184,271	-7%
	22,236	14,443	13,094	70%
	1,403,656	1,495,110	1,456,461	-4%

PARK	Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 674	\$ 571	\$ 480	41%
Wolcott Mill	\$ -	\$ -	\$ -	-
Wolcott Farm	\$ 2,838	\$ 5,652	\$ 6,296	-55%
Wagon Rides	\$ -	\$ -	\$ -	-
Livestock/Produce	\$ 18,504	\$ 1,655	\$ 13,739	35%
FARM TOTAL	\$ 21,342	\$ 7,307	\$ 20,035	7%
Stony Creek	\$ (33)	\$ 301	\$ 175	-119%
Eastern Mobile Center	\$ 1,410	\$ 45	\$ 298	373%
Indian Springs	\$ 357	\$ -	\$ 292	22%
Kens NC	\$ 1,598	\$ 629	\$ 991	61%
Kens Farm	\$ 630	\$ 2,126	\$ 1,464	-57%
Wagon Rides	\$ 50	\$ 452	\$ 438	-89%
Livestock/Produce	\$ 311	\$ 479	\$ 526	-41%
FARM TOTAL	\$ 992	\$ 3,057	\$ 2,428	-59%
Western Mobile Center	\$ 638	\$ 425	\$ 342	87%
Hudson Mills	\$ 1,414	\$ (565)	\$ 164	764%
Oakwoods	\$ 464	\$ 364	\$ 468	-1%
Lake Erie	\$ 298	\$ 360	\$ 359	-17%
Southern Mobile Center	\$ 175	\$ -	\$ 416	-58%
Totals	\$ 29,329	\$ 12,494	\$ 26,447	11%

	YTD Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
	\$ 21,639	\$ 9,390	\$ 14,542	49%
	\$ -	\$ 4,467	\$ 3,921	-
	\$ 33,351	\$ 22,020	\$ 36,885	-10%
	\$ -	\$ -	\$ -	-
	\$ 71,026	\$ 97,631	\$ 76,354	-7%
	\$ 104,377	\$ 119,651	\$ 113,239	-8%
	\$ 24,451	\$ 10,035	\$ 11,857	106%
	\$ 4,919	\$ 2,770	\$ 6,275	-22%
	\$ 15,981	\$ 6,554	\$ 13,069	22%
	\$ 22,416	\$ 14,168	\$ 19,172	17%
	\$ 76,134	\$ 50,204	\$ 49,775	53%
	\$ 20,541	\$ 14,734	\$ 15,593	32%
	\$ 9,580	\$ 7,923	\$ 6,597	45%
	\$ 106,255	\$ 72,861	\$ 71,965	48%
	\$ 12,543	\$ 5,971	\$ 11,376	10%
	\$ 17,058	\$ 8,876	\$ 8,533	100%
	\$ 4,173	\$ 8,246	\$ 11,205	-63%
	\$ 12,010	\$ 6,014	\$ 7,548	59%
	\$ 11,828	\$ 575	\$ 6,972	70%
	\$ 357,649	\$ 269,577	\$ 299,674	19%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2022

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance
Lake St Clair	11	185	13	321
Wolcott Mill	-	-	-	-
Wolcott Farm	30	1,924	25	1,106
Stony Creek	14	358	4	132
Eastern Mobile Center				
Indian Springs	5	75	-	-
Kens NC	25	413	27	596
Kens Farm	26	967	59	1,087
Western Mobile Center				
Hudson Mills	3	343	2	23
Oakwoods	18	414	10	172
Lake Erie	8	165	7	139
Southern Mobile Center				
Totals	140	4,844	147	3,576

OFF-SITE Programs and Attendance			
CURRENT YEAR		PREVIOUS YEAR	
Programs	Attendance	Programs	Attendance
2	11	-	-
-	-	-	-
-	-	-	-
-	-	-	-
2	173	8	322
-	-	-	-
2	52	-	-
12	204	-	-
17	419	25	512
-	-	-	-
-	-	-	-
-	-	-	-
18	520	18	530
53	1,379	51	1,364

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	2,123	4,072
Wolcott Mill	1,024	3,189
Wolcott Farm	2,475	2,211
Stony Creek	9,000	9,500
Indian Springs	867	1,980
Kens NC	12,468	18,414
Kens Farm	6,447	8,445
Hudson Mills	2,500	2,500
Oakwoods	9,313	8,351
Lake Erie	11,040	11,820
Totals	57,257	70,482

"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.