

Agenda
Huron-Clinton Metropolitan Authority
Board of Commissioners
January 14, 2021 – 9:00 a.m.

Remote Meeting

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

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

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

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval – December 10, 2020 Work Session, Budget Hearing and Regular Meeting Minutes
5. Approval – January 14, 2021 Full Agenda

Consent Agenda

6. Approval – January 14, 2021 Consent Agenda
 - a. Bids – Hike-Bike Trail Reconstruction, Hudson Mills Metropark **pg. 1**
 - b. Bids – Boiler Replacement, Lake St. Clair Metropark **pg. 2**
 - c. Bids – Boardwalk Decking Replacement, Lake St. Clair Metropark **pg. 3**
 - d. Report – Purchases over \$10,000 **pg. 5**

Regular Agenda

7. Reports

A. *Administrative Department*

1. Approval – Deputy Director/Chief of Finance Executive Search **pg. 6**
2. Approval – 2021 Marketing Plan **pg. 14**
3. Report – Planning and Development Update **pg. 98**
4. Report – Natural Resources Update **pg. 115**
5. Report – Volunteer Services Annual Update **pg. 123**
6. Report – Monthly Marketing Update **pg. 143**
7. Report – Monthly DEI Update **pg. 149**
8. Approval – Concession Agreement, Lake St. Clair Metropark **pg. 159**
9. Approval – Winter Season Metroparks Branded TV/Video Commercials Production **pg. 174**

B. *Planning Department*

1. Approval – Woods Creek Playground Design Concept, Lower Huron Metropark **pg. 175**

C. *Engineering Department*

1. Report – 2020 Year-end Overview **pg. 186**

8. Closed Session

- a. For the purpose of consulting with attorneys to consider material exempt from discussion or disclosure by State law pursuant to Section 8(h) of the Open Meetings Act.
- b. For the purpose of considering a periodic personnel evaluation of Amy McMillan pursuant to Section 8(a) of the Open Meetings Act.

9. Other Business

10. Staff Leadership Update

11. Commissioner Comments

12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, Feb. 11, 2020 – 9:00am
Remote Meeting



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 508-21-220
Project Title: Bids – Hike Bike Trail Reconstruction
Project Type: Capital Improvement
Location: Hudson Mills Metropark
Date: January 8, 2021

Bids Received: December 29, 2020

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 508-21-220 to the low responsive, responsible bidder, Asphalt Specialist, Inc., in the amount of \$249,945 for hike-bike trail reconstruction as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project is under budget in the amount of \$182,055.

Scope of Work: The project includes reconstruction of approximately 5,800 feet (1.09 miles) of 10-foot-wide shared use trail. Work includes crushing, shaping, bituminous surface placement, restoration and all incidental construction.

Background: The sections of the existing pave trails are in poor condition and need to be reconstructed as the existing surface has become cracked and uneven. Past preventative maintenance measures have included crack sealing and asphalt patching of selected areas. The length of the paved hike bike trail loop within Hudson Mills is 2.7 miles. This project will add to the 0.75 miles that was reconstructed last year.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Asphalt Specialist, Inc.	Pontiac	\$249,945.00
T&M Asphalt Paving, Inc.	Milford	\$285,222.00
Best Asphalt	Romulus	\$289,065.25
Al's Asphalt Paving Co., Inc.	Taylor	\$292,841.75
True North Asphalt	Madison Heights	\$316,705.00
L.J. Construction, Inc.	Clifford	\$333,615.50
Erie Construction, LLC	Woodhaven	\$348,907.00
Cadillac Asphalt LLC	Wixom	\$357,888.00

Budget for Contract Services \$432,000.00

Work Order Amount

- Contract Amount Asphalt Specialist, Inc \$249,945.00
- Contract Administration \$ 8,000.00
- Total Proposed Work Order Amount (Rounded) \$257,945.00

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.



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 702-21-324
Project Title: Bids – Park Office Boiler Replacement
Project Type: Major Maintenance
Location: Lake St. Clair Metropark
Date: January 8, 2021

Bids Received: December 2020

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 702-21-324 to the low responsive, responsible bidder, Fraser Mechanical, Inc., for the replacement of the boiler at Lake St. Clair Metropark in the amount of \$25,802.73 as recommended by Chief of Engineering Services Mike Henkel and Staff.

Fiscal Impact: The project is underbudget in the amount of \$39,197.27.

Scope of Work: The project includes the removal of the existing boiler and associated piping and the installation of a new hot water boiler for the Lake St. Clair park office building.

Background: The park office currently uses two boilers for heating. The current boiler that needs to be replaced heats a section of the park office. The other steam boiler was replaced in 2017 and heats a larger area. Due to the smaller area, a hot water boiler will replace the non-functioning steam boiler and will provide easier installation due to the layout of the mechanical space.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Fraser Mechanical	Washington	\$25,802.73
Macomb Mechanical	Casco Twp.	\$62,875.00
Budget Amount for Contract Services and Administration		\$65,000.00
Work Order Amount		
• Contract Amount Fraser Mechanical Inc		\$25,802.75
• Contract Administration		<u>\$ 2,000.00</u>
○ Total Proposed Work Order Amount (Rounded)		\$27,803.00

The following contractors were contacted but did not submit a quote; Air Command, Temperature Control, Detroit Boiler Co.



To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 702-21-323
 Project Title: Bids – Boardwalk Decking Replacement
 Project Type: Major Maintenance
 Location: Lake St. Clair Metropark
 Date: January 8, 2021

Bids Received: December 29, 2020

Action Requested: Motion to Approve

That the Board of Commissioners Approve Contract 702-21-323 to the low responsive, responsible bidder Warren Contractors & Development for boardwalk repairs at Lake St. Clair Metropark as recommended by Chief of Engineering Services Mike Henkel and Staff.

Fiscal Impact: The project is under budget in the amount of \$20,336.

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

Background: The existing decking needs to be replaced as the existing boards are cupping, degrading and causing a hazard to patrons using the boardwalk. Spot repairs have been made by park maintenance crews; however, the condition of the surface warrants full replacement. The east boardwalk is approximately 30-feet-wide and approximately 1,200-feet-long.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Warren Contractors & Development	Shelby Twp.	\$129,664.00
White Pine Building & Development	Shelby Twp.	\$134,792.00
LJ Construction Inc.	Clifford	\$141,790.00
Meridian Contracting Group, LLC	Washington	\$148,580.00
JSS Macomb, LLC	Shelby Twp.	\$158,796.00
WCI Contractors, Inc	Detroit	\$159,516.00
Dean Marine & Excavating Inc.	Mt. Clemens	\$186,995.84
Z Contractors, Inc.	Shelby Twp.	\$207,760.00
M-K Construction Co., Inc.	Brownstown	\$328,737.09
Brock & Associates Inc.	Novi	\$368,928.00
Premier Group Associates	Detroit	\$1,104,049.69

Budget Amount for Contract Services and Administration	\$150,000.00
Work Order Amount	
• Contract Amount – Warren Contractors & Development	\$129,664.00
• Contract Administration	<u>\$ 10,000.00</u>
○ Total Proposed Work Order Amount	\$139,664.00

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.

East Boardwalk





To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update – Purchases over \$10,000
Date: January 8, 2020

Action Requested: Motion to Approve

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

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

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

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
1. Factory Detroit, Inc.	Branding Services for December 2020 Marketing and Communications Department	\$10,000.00
2. Detroit Educational Television Foundation	Summer 2020 TV Commercials Marketing and Communications Department	\$10,000.00
3. New Horizons	Learning Credits IT Department	\$10,000.00
4. Systemic Fire Protection, Inc.	Sprinkler System for Wolcott Mill Wolcott Metropark	\$12,485.85
5. DLZ Michigan, Inc.	Splash Pad Programming and Hardware Indian Springs Metropark	\$21,900.00
6. DLZ Michigan, Inc.	Splash Pad Programming and Hardware Kensington Metropark	\$22,100.00



To: Board of Commissioners
From: Randy Rossman, Chief of Human Resources & Labor Relations
Subject: Approval – 2021 Deputy Director/Chief of Finance Executive Search
Date: January 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the recommended firms for the 2021 employment search for the currently open Deputy Director and projected opening of Chief of Finance positions as recommended by Chief of Human Resources and Labor Relations Randy Rossman and staff.

Fiscal Impact: The projected total combined cost for recruiting for these positions is \$65,000 and is included in the 2021 Human Resources budget.

Background: Seven recruiting firms were contacted and submitted company information and responded to information and questions provided. Based on submissions and cost comparisons, three firms were interviewed by Director McMillan and the Chief of Human Resources.

After the interviews, staff is recommending that Kerry Laycock be obtained to recruit for the Deputy Director position to start recruitment immediately.

Staff is also recommending that Kapstone Employment Services be obtained to recruit for the anticipated August 2021 opening of the Chief of Finance position with recruitment starting in late March to early April 2021.

The goal is to fill the Deputy Director position by mid-April 2021 and the Chief of Finance position in July 2021 in order to have overlap training time with the new Deputy Director and our current Chief of Finance.

Attachments: Laycock Proposal – www.linkedin.com/in/dklaycock/
Kapstone Proposal – www.kapstoneES.com

HURON-CLINTON METROPOLITAN AUTHORITY

EXECUTIVE SEARCH PROPOSAL

FOR

DEPUTY DIRECTOR AND CHIEF OF FINANCE

D. Kerry Laycock, CMC, SPHR

Revised November 25, 2020

Organizational need



The Huron-Clinton Metropolitan Authority (HCMA) seeks a new Deputy Director and a Chief of Finance. The Deputy Director position is currently filled by an interim Deputy Director following the untimely death of HCMA's highly regarded and long-serving Deputy Director. The Chief of Finance position will become open with the imminent retirement of the current Chief of Finance. These two positions are key to the ongoing success of the organization.

HCMA expects to begin the search for the new Deputy Director in January 2021. The search for the new Chief of Finance is expected to begin the following March or April.

This proposal is offered in response to a request by the Chief of Human Resources & Labor Relations. I am available and desire to support both searches.

A competency-based approach

The foundation of an effective talent acquisition strategy is competency models for key positions. Competencies describe the knowledge, skills, abilities, attitudes, traits, motivation, personal qualities and characteristics that enable superior job performance. While competency may result from experience, experience alone is no assurance of competency.

Competencies are the basis of modern human resources management and drive job design, recruitment, selection, development, evaluation and succession planning. Perhaps most important, experience with a wide range of organizations over the last 30-plus years has shown that competencies improve our accuracy in assessing an individual's suitability for a given position and the likelihood of superior performance. This is accomplished by making a better match between a person's skills and interests and the demands of the job. Competencies help reduce interviewer bias and drive consistency. As a development tool, they help us be more specific about an individual's needs and focus development plans on the critical competencies necessary to improve performance.

Position specification

As an organizational consultant and not just a search consultant, I bring to each search project an in-depth approach to job definition and to defining the selection criteria. Most searches utilize a simplistic list of experience and credentials as the search criteria. Unfortunately, experience alone is no proof of competency nor assurance of results. More importantly, success in one organization does not assure success in another. My approach begins with identifying the challenges that the new leader is likely to face and then to find a candidate who not only has a track record of success in running an excellent agency but also has successfully dealt with similar challenges. This I believe, above all else, is the best predictor of success for incoming leaders of HCMA.

Prior to beginning the active search, you will receive a written job specification. This lengthy report will document the qualifications and competencies necessary for success in the position. It will detail the findings of my interviews, provide a summary of key challenges and a

list of essential functions. If requested, I will write a compliant job description for the position as well. All of this will, of course, be approved by HCMA prior to initiation of the active search.

Recruitment strategy (sourcing)

I utilize three recruitment channels to identify qualified candidates. My work recognizes that the most qualified candidates are often not actively seeking a new position. As such, I emphasize active search over passive advertising. This is especially important when recruiting diverse candidates who may be underrepresented in the parks and recreation industry. The three channels, in order of importance, are:

1. Industry contacts: I will reach out to individuals I know in the parks and recreation industry and in the municipal finance industry to either assess their personal interest in the position or for referrals to other potential candidates whom I will contact directly.
2. Social media and industry web sites: The internet has changed recruitment dramatically. Identifying potential candidates and reaching out to them is time-consuming but often produces qualified prospects.
3. Advertising: I will advertise the position on relevant job posting sites, most obviously NRPA and ICMA. This usually produces the largest volume of applicants, but may or may not produce high-potential candidates.

Executive search services

The following is a list of specific services I will provide in support of the search processes for both positions.

1. Develop a search project plan with HCMA Director and Chief of Human Resources & Labor Relations.
2. Support the identification of the search committee as appropriate.
3. Interview HCMA key leaders. I would also like to do one or two staff focus groups. In addition, I may interview key stakeholders outside of the organization if appropriate.
4. Prepare a position specification document. This document is will be reviewed and approved by the Director. I will also prepare a formal job description if required.
5. Manage the position advertising and conduct active sourcing. I will begin the active search using the three approaches described above.
6. Conduct telephone screening. I will screen all potential candidates with initial telephone interviews to determine interest and potential.
7. Conduct in-depth interviews: I will conduct in-depth (face-to-face interviews may be limited depending on current COVID restrictions) interviews with potential candidates. These will be behavior-based interviews designed to gain insights into critical competencies identified in the position specification. I will also request and review

candidate work products. Video conferencing is a possibility as well, but obviously not the same as meeting in-person.

8. Identify finalists: I will identify two or three finalists to present to the Director.
9. Manage finalist interviews: I will coordinate with HCMA HR to arrange the finalist interviews. As a general practice, I structure these as an interview with senior leadership or a selection committee, a presentation by the candidates, and a follow-up staff meet-and-greet. This process can be modified to meet the specific requirements of HCMA.
10. Make a market and experience-based compensation recommendation (consistent with the specified salary range), prepare an initial offer and negotiate compensation.
11. Support the background investigation. I can hire a qualified background check firm or, for more in-depth background investigations, a retired police officer with background investigation experience. That said, as a general practice, background checks are conducted by the hiring organization.
12. Support on-boarding: Once a selection is made, I will work with HCMA HR to assure a smooth transition and successful on-boarding of the new employees.

Although the formal search process is not expected to begin until next year, I would be available to begin work on items 1 through 4 above in December of this year if desired.

A qualified talent acquisition professional

2021 will mark my 38th year as a management and organizational consultant. As a trusted adviser to management on all aspects of organizational development, including talent acquisition. I provide customized solutions to each organization's needs. I serve clients in utilities, healthcare, manufacturing, government and law enforcement. I have served HCMA in multiple engagements, most recently providing Executive Search services for the hiring of the current Director.

I am currently serving as the Interim Director of Talent Acquisition (part-time) for Trinity Health Senior Communities (THSC) providing executive search and candidate evaluation services to the organization in the face of unprecedented industry challenges.

I am recognized by the Institute of Management Consultants USA as a Certified Management Consultant. This certification mark represents evidence of the highest standards of consulting and adherence to the ethical canons of the profession. (Learn more at <http://www.imcusa.org/hireacmc.acgi>) I am also certified as a Senior Professional in Human Resources (SPHR) by the Human Resources Certification Institute. In addition, I hold a master's degree in organization development.

Experience alone is no assurance of results. My clients recognize the degree of personal integrity and professional competency that I bring to my work. I believe there is no better measure of this than the fact that over 95 percent of the clients that have engaged me have re-engaged me for additional projects. I am known for a highly collaborative approach and for being focused on client success.

A Strong Partnership

Building an effective partnership is essential to success and will be (and always has been) a constant focus of my work. I expect to work closely with the Director, Chief of Human Resources & Labor Relations, other key HCMA leaders on all aspects of the project. Good communication, process transparency and professional conduct are the foundation of an effective professional consultant/client partnership.

Cost

I work as a retained search consultant at the request of my clients (sole source). If awarded both searches (Deputy Director and Chief of Finance), my fee is 20 percent (**20%**) of the accepted candidate's first-year compensation plus search expenses. Expenses are limited to position advertising costs and travel to interview candidates. Expense reimbursement is at cost. I do not mark-up expenses. While I would expect these would both be national searches, I expect most, if not all, applicants will be from Michigan thus limiting travel expenses. COVID restrictions may further limit travel and require reliance on telephone interviews.

An initial non-refundable retainer of \$5,000 is due upon acceptance of this proposal. This amount is deducted from the search fee for the initial search when it is completed. (It is not an additional charge.) The remaining search fees and expenses are due upon each candidate's acceptance of a job offer from HCMA.



November 9, 2020

Randy Rossman
HR Manager
Metro Parks

Dear Randy,

Our efforts are provided on a contingency fee basis, billed to Metro Parks on the starting date of the employee. The fee applies to any applicant referred by us for a specific position or an alternative position offered and employed by you, within a twelve-month period from the date of the original referral. Fees are payable to Kapstone Employment Services net 30 days from the start date of the employee, or, in the event a good faith dispute exists in connection with such fees, net 30 days from the resolution of such dispute, a 1.5% per month late fee will be added to each invoice over 30 past due.

Kapstone Employment Services' fee for permanent positions is 20% of the employee's first year's annualized base salary.

- We will guarantee the original placement for a period of sixty (60) days, effective on the start date of the employee. If an employee is discharged or leaves for any reason, excluding a reduction in force, or change in duties that they were originally hired for during the sixty (60) day period, Kapstone Employment Services will find a suitable replacement at no additional charge or we will refund your fee at your discretion. In the event of a refund, we will retain 1/3 of the total placement fee within the first 30 days and 2/3 of the total placement fee within the next 30 days of employment.

Kapstone Employment Services is committed to the highest levels of quality and timely service to your team at Metro Parks and look forward to doing business with you. If you have any questions, please feel free to contact me at (313) 556-1711.

Tammy Turner

Kapstone Employment Services Rep

Metro Parks Rep

607 Shelby St, Suite 600
Detroit, MI 48226
ph: 248 556-1711 | Fax: 855-652-7786

www.kapstoneES.com

Kapstone Employment Services

Huron-Clinton Metroparks

For: Deputy Director, Chief of Finance

Executive Search Company Notes:

1. Sourcing: sourcing strategy and resources utilized to locate candidates; How does the search company find diverse clients? **Being a certified minority-owned business, we pride ourselves on our extensive personal and professional network that is robust with diversity talent. Additionally, we have amassed and maintained a database of diverse talent conducting searches for other clients.**

2. Screening: company uses phone and/or face-to-face interviews to qualify candidates – **Kapstone’s brand promise is to conduct a face-to-face interview with every candidate within in a 50-mile radius. If the candidate is outside of 50 miles, we will conduct a Zoom or Facetime interview. It’s important for us to have that personal interaction with our candidates to ensure that we are matching them correctly with the culture of our clients.**

3. Provide short list of best candidates for us to interview? **Yes, we will provide a short list of pre-screened, pre-qualified candidates along with a summary of our discussion with them supporting the reasons why we feel they are a fit for the role.**

4. Helps with background checks? How are they conducted? **We outsource background checks, we do however, check references if needed.**

5. Recruitment strategy, industry experience, network and reach.
 Understand our business and position.
We would schedule a time to speak with HR and/or hiring manager(s) to determine what is needed for the role in terms of culture fit, soft skills, etc. Things that are not listed in the job description. We would discuss the submittal and interview process and determine the best strategy for you and move forward with recruitment from there.
 What relevant searches have been done in the last 2 years for similar positions.
 References. **We can supply several references upon request.**

Contingent – Paid on Filling Position? **Yes, contingent upon placement**

Salary Range for Deputy Director:	Minimum	Maximum
	\$123,361	\$139,593

Salary Range for COF:	Minimum	Maximum
	\$120,115	\$136,347



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – 2021 Marketing Plan
Date: January 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2021 Marketing Plan as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Background: The Marketing Plan includes goals and strategies for marketing initiatives in 2021.

Attachment: 2021 Marketing Plan



INTEGRATED MARKETING PLAN 2021 GOALS AND STRATEGIES



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



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ORGANIZATIONAL OVERVIEW

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

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

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

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

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

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

The TPL study is the first such study the organization has completed in Michigan and dramatically underscored the value these public lands and outdoor recreation activities hold during times like the coronavirus pandemic that gripped the state, and the world, in 2020. Although the study was completed using pre-pandemic data, the parks understand that these benefits are even larger in years such as 2020.

People flocked to outdoor spaces during the pandemic to recreate in a safe way and the Metroparks saw about a 26% spike in overall attendance. Parks have the power to provide both mental and physical health benefits as well as just being fun. Parks continue to connect us with nature and each other, and bolster our local and regional economies

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

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

MISSION, VISION & CORE VALUES

Much like any operation of the organization, the marketing plan and strategy shall support the mission, vision and core values of our organization.

Mission Statement

The Huron-Clinton Metropolitan Authority, a regional park system created in 1940 by the citizens of southeast Michigan, provides excellent recreational and educational opportunities while serving as stewards of its natural resources. Our efforts are guided by the belief that the use of parks and exposure to natural environments enhance society's health and quality of life.

Vision

The Metroparks offer 365-day access to open space, outdoor experiences, and abundant resources for the communities of southeast Michigan now and into the future.

Core Values

The Metroparks provide unique quality-of-life amenities to southeast Michigan through our commitment to:

- Excellence in public service, stewardship, and programming
- Sustainability in balancing the environmental, social, and economic impacts of the Metroparks
- Responsibility in planning, development, and maintenance
- and Connectivity to the places and people we serve



REGIONAL MARKET OVERVIEW

Regional Demographic Statistics

SEMCOG¹ existing data was reviewed to get a picture of the demographics in the region that the Metroparks serve as seen in *Appendix 1*.

The Impacts of the Covid-19 Pandemic

It's impossible to ignore the impacts that the COVID-19 pandemic has had on all types of businesses, and parks and recreation is no exception. The Metroparks saw about a 26 percent increase in overall attendance in 2020 (as measured by total vehicle counts). There were some months with attendance spikes as high as 44.6 percent higher than the same month in 2019. Outdoor spaces were one of the few opportunities available to people in 2020 to get out of their homes in a safe and socially distant way, and the Metroparks stayed nimble and responsive to be there for visitors when they were needed.

Golf saw an overall increase of 20.3 percent in 2020 and with an unseasonably warm November, the Metroparks golf season ended with a bang – 232,788 rounds compared to 193,503 rounds in November 2019.

More people experienced the outdoors and gained a new appreciation for time spent outdoors in park spaces throughout 2020 and more people across the region were exposed to the Metroparks brand. Existing Metroparks fans/visitors continued visiting more in 2020 as evidenced in the increase of average annual pass usage as measured by scanning. Less events took place in 2020 and it is expected that trend will somewhat continue in 2021 and as events begin to restart, more of them will be held outdoors than before – this presents another opportunity for the Metroparks. 2021 will be spent capitalizing on that increased exposure in order to maintain some of the increases seen in 2020 – even as the world begins to return to some kind of new normal.

Other Data That was Reviewed

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

¹ <https://semcog.org/>

² Summer 2020 scan data was presented to the Metroparks Board of Commissioners at the November 2020 board meeting as joint presentation with Planning and Development, Marketing and Information Technologies departments. This data was examined in preparation to complete the 2021 marketing plan.

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

Feedback was received from department heads and interpretive supervisors about recent successes and short-comings of marketing and what they are hoping for in the future. This feedback was considered while developing this plan and included where possible.

Current Marketing Trends

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

Pandemic's Impact on Advertising Consumption

The COVID-19 pandemic has, not surprisingly, affected the marketing and advertising industry in the ways that people are consuming content. Metroparks marketing staff have been monitoring trends and data related to marketing changes and are making some small adjustments to the strategy for 2021.³

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

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

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

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

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

What is the Metroparks doing with these findings: Marketing staff are keeping spending on TV and video placements mostly level with what was spent in 2020 but are reallocating to stations and cable placements to maintain an effective balance of live and streaming commercials across our region.

Lastly, 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.

What is the Metroparks doing with these findings: Marketing staff will continue to put emphasis on growing social media networks and engagement and will increase spending in digital and social ads in 2021.

Content marketing continues to grow in importance

With a saturated ad market, shrinking attention spans and increased options – it is becoming more and more difficult to reach visitors with ads. It is no longer enough to run an ad alone in a local newspaper and expect to see a jump in attendance. Instead, it is increasingly more important to have consistent quality content across multiple channels over time.

Branded content creation is at the heart of this trend. Impact and results increase if content is relevant and relatable to the reader. The Metroparks want storytelling and content be at the center of all communications and share that content in multiple locations. It is important that it starts with the owned channels (i.e. our website, newsletters, social profiles and presentations).

Social media and digital efforts continue to grow

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

Video IS important

There was a time when text alone was enough online. Then it became common knowledge that content was more impactful and engaging if a quality photo accompanied it. Today video continues to grow as the bigger disrupter, and more video focused apps are popping up

frequently to allow people to edit and interact with video in new ways. Video ads and video content catch a user's eye when scrolling and get them to pause. It also allows us to tell a story more fully and sometimes with greater emotion and detail than a photo. We need to continue to put a higher focus on using video content to accompany and support our text and photo content.

Traditional marketing channels are NOT dead

You hear "print is dead" – that is not the case, and neither are billboards, radio or TV. They are all just vastly different in the way we use and consume them as a society than they used to be. Therefore, we need to use them differently to be successful.

Mobile friendly and responsive websites are a requirement

With modern day indexing standards and modern mobile usage changing and increasing, it is imperative that websites be mobile friendly, responsive and user friendly. This includes every piece of a website and organizations owned content. If it is not, you lose site visit from bounces and you lose search rankings.

The website is currently mobile friendly, but there are still pieces of it that could be more mobile friendly and user friendly. For those reasons, the website will go through a restage to update it to more modern trends and add better user functionality. That project will be complete in conjunction with the Metroparks design agency of record, Factory Detroit, the Information Technology department and the Marketing department, with input from other departments and operations staff and a focus group of external users. An optional initial feedback survey was sent to all staff in late 2019 to gather initial input on this project and design work started in 2020.

Search Engine Optimization (SEO) is growing

More and more companies and organizations are spending more of their marketing budget on SEO efforts. The big reason is that an online search is the most basic sale starter. It tells visitors which park is closest to them, which golf course is, which water park, etc., and if search result rankings don't put Metroparks on page one of results, they never get seen. If the Metroparks don't appear in the top five results, our success rate still will not be great. SEO is difficult and ever-changing. It is important to look at and put a focus on it.

Customers are looking for experiences and brands they believe in

Although this is not only a marketing trend, customers, shoppers and visitors are continuing to value experiences over products. They want to have the best experience and they want to do business with brands whose mission and values they believe in. The Metroparks should capitalize on this because they sell experiences, and there is a large possible audience who will support and believe in the goals and values.

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

People still read marketing emails

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

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

Future Trends to Keep an Eye On

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

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

MARKETING GOALS

The Metroparks understand that, as an organization, the general public still does not have a clear understanding of what the Metroparks are, everything the Metroparks do, that they serve five counties or that they have expert thought leaders on staff. The public polling results from 2019 illustrated that there is still work to do on establishing the brand identity and understanding of the Metroparks.

Furthermore, it is recognized that there has been a roughly 20-30 percent decrease in overall park attendance in the 10 years prior to 2020. There have also been decreases in attendance of interpretive programs and golf courses, all of which are revenue generating operations and therefore impact the organization's bottom line. 2020 saw huge increases in attendance and usage and therefore can be safely assumed that public awareness is on the rise. The Metroparks must remain vigilant in 2021 to continue building on these gains.

The intention of setting these marketing goals is to remind staff what we are striving to accomplish as a team and to guide the marketing and media buy decisions through 2021.

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

The Huron-Clinton Metroparks want to be a recognized name in southeast Michigan. When people hear the name, they should associate the brand identity with it and already have a positive, preconceived idea of what to expect. This is not an easy feat and not one that happens quickly. There is a wide understanding of the State Parks and National Parks and even municipal parks in our area. The Metroparks are situated in a space that is more difficult for people to understand. The Metroparks want to be of higher stature than local parks and more top of mind.

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

This goal is probably the hardest to measure. It is best measured through public polling. Initial public polling was done in 2019 to serve as a baseline of understanding to measure against. It will likely not be conducted again for another two or three years to have some measurable results. 2020 saw increases in media coverage and attendance and therefore can be assumed that awareness is on the rise, but there is still much farther to go.

2. Maintain at least 20 percent of the attendance increase that was seen in 2020 as measured by overall car counts. This will result in a total of 3,028,358 vehicles through the gates in 2021.

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

Part of this growth can be attributed to increased marketing and media efforts and a large piece of the growth can be attributed to the circumstances of the pandemic. It can be anticipated that as things in our society begin to return to a more “normal” situation, that people will have great competition for their time and that attendance will drop off some. Instead of expecting to increase attendance even further in 2021, the goal is being set to retain at least 20 percent of the growth 2020 saw.

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

3. Increase 2021 annual pass sales by 5 percent to a total of 199,511 2021 annual passes sold.

What was seen with 2020 annual passes was an initial bump in sales while the Metroparks ran a special promotional price and then sales dipped and leveled off and resulted in 2020 annual passes sales being mostly flat and comparable with 2019 annual pass sales overall.

Metroparks would like to see an increase in total sales of 2021 annual passes, and not just an initial bump at the discounted rate. The trade-up program will be utilized again in 2021 and promotions will run around annual pass sales which staff would like to see result in at least a 5 percent overall increase in annual pass sales. This goal will be measured by the total number of annual passes sold of all pass types and will include passes sold under the trade-up program. There was a total of 190,011 2020 annual permits sold from November 2019 through October 2020. This includes all annual pass types.

4. Collaborate with Planning and Development and Information Technology departments to establish regular reporting and evaluation of marketing performance data.

In 2020, the Marketing Department worked collaboratively with the Planning and Development department to explore ways of overlaying marketing zip code and geographic data with scan reports. It resulted in a successful joint report at the November 2020 board meeting. The two departments will continue working together in a similar fashion in 2021 and improve on the reports from lessons learned in 2020.

The Marketing Department will provide the Planning and Development department with a campaign calendar that outlines major campaigns and geographic regions where advertisements will be run for certain events and programs or specific activities. Planning will then use this information to include attendance comparisons and zip code attendance comparisons on those days when creating seasonal scan reports. This will allow marketing to measure the success of those media buys by seeing true increases in the geographies where ads were placed.

Marketing department will also collaborate with Information Technology department on website analytics reports. Monthly website statistics will continue to be part of monthly marketing reports, but in 2021 the addition of tracking URLs for large campaigns and geographic results for large campaigns will tell a further story on digital efforts. A viable format for doing so will be established by the launch of the re-stage Metroparks website in late spring 2021 but testing of these efforts will take place throughout the year.

5. Develop a more comprehensive understanding of the visitor experience of the Metroparks.

The Metroparks want to start gathering a better understanding of the visitor experience so that future improvements can be made to the visitor experience, programs, events and marketing. This goal was set in 2020 but was delayed by the pandemic and cancellation of many events and programs throughout the year making it difficult to consistently implement.

Five administrative departments – Marketing, Planning and Development, Interpretive Services, IT and Diversity, Equity, and Inclusion (DEI) - will be working with operations and park staff to develop and execute consistent visitor evaluations. Initially, this will involve the provision of consistent evaluation tools online and in hard-copy format. These tools will be integrated into RecTrac/POS as the Metroparks move toward implementation of the new software, and digital evaluations will be sent to participants through automatic emails from RecTrac once the system is fully launched.

The previously mentioned departments and staff will collaborate to create the final evaluation tools (survey types) by March 1, 2021. Initially, there will be three evaluation types: one for passive park visitors available online and in select park facilities, one for park programs and

events available online and in print at the program/event and one developed specifically to obtain feedback on the Metroparks experience from children participants.

Data from passive park evaluations will be kept separate from programs and events, and programs and events data will be kept by program/event and as a combined total. Marketing will oversee set-up and delivery of electronic evaluations and creation of printed surveys and will assist with data entry when needed. Interpretive and park staff will assist in educating participants about the availability and importance of our program evaluations and will assist with data entry of completed paper evaluations. DEI will assist in language and question creation to ensure we have captured necessary data points and are properly communicating with all audiences. Planning and Development staff will assist with compiling evaluation reports on a monthly basis and distributing them to all involved departments as well as park staff for the events and programs included. All departments will utilize a shared file system, so staff have access to all tools, reports and information.

Evaluations will begin being distributed by April 1, with the first report anticipated by mid-May. Some trial evaluations may be tested prior to April 1 to assess the functionality of the evaluation tools.

OBJECTIVE 1: Make visitor evaluations available on the Metroparks website by April 2021 for passive park visitors and advertise their availability through email and social media. Test temporary signage within three parks to evaluate if having signage about the availability results in a higher number of completed evaluations.

OBJECTIVE 2: Send evaluations directly to participants of at least 50 percent of all 2021 Metroparks organized programs and events. (The 2022 objective will be to provide these evaluations to 100 percent of program and event attendees).

OBJECTIVE 3: Achieve an average of 10 percent response rate on program and event evaluations sent in 2021. The Metroparks will track the number of people directly sent program and event evaluations through email to determine this rate. (An average evaluation response rate is approximately 25 percent of those surveyed. Initially, the Metroparks will aim for a modest 10% response rate on program and event evaluations. Passive park visitor and children evaluations will be more sporadic and are not included as part of this objective).

OBJECTIVE 4: Utilize an interactive tool or strategy to gather youth evaluations at all interpretive programming during Summer Fun and at the three Movies in the Parks events this summer (pending pandemic restrictions). Use the knowledge gathered during these evaluations to develop better youth evaluations for future programs and events.

6. Increasing attendance from city of Detroit Zip codes, increase community engagement within the city of Detroit and Other Marketing and Communication Goals Established with the Detroit Riverfront Conservancy Partnership

- a. In addition to regular communication as needed, the marketing and communications teams from both organizations will establish monthly coordination calls to discuss relevant topics and to coordinate on partnership projects.
- b. The partnership communications plan will be reviewed every six months by both organizations' teams and will be updated as necessary and reported back to leadership of both organizations.
- c. The two organizations will work together to develop and implement a joint paid media strategy to promote the partnership starting in 2021. In 2021 the joint media buys will focus on recognition of the partnership and joint programming efforts. The first paid media strategy will be created and presented to leadership by April 2021 to promote the 2021 summer season. The strategy will then be reviewed and updated as part of the communications plan review every six months going forward.
- d. A press release about the major accomplishments and joint programs that occur as a result of the partnership will be created and shared with key media outlets no less than three (3) times per year.
- e. The marketing and communications teams from both organizations will coordinate to create a summary report of coverage and response from each joint media alert or press release that can be shared with the relevant staff and board members from both organizations.
- f. Both organizations will post to their social media accounts no less than 6 times per year with updates about the partnership, major milestones and/or joint programs related to the partnership. All social media posts relating to the partnership will recognize and tag both organizations' relevant social accounts.
- g. Both organizations will include articles and/or announcements about the partnership in their email blasts to subscribers no less than 3 times per year and will recognize both organizations with links to their websites. Examples will be shared between both organizations.
- h. When attending community events with a display set up, both organizations will include an informational piece about the partnership to help draw awareness within the public. That informational piece will be jointly developed by the two organizations' marketing and communications teams starting in 2021.
- i. The Metroparks team will work closely with the DRFC team to identify and target community events, local publications and speaking engagements that could lead to building awareness about the Metroparks within Detroit. Leveraging the community outreach strengths of the DRFC, the two organizations will work together to build at least four (4) new relationships per year between Metroparks and Detroit neighborhood groups and organizations prior to the completion of the water feature at Wilson Park.
- j. The Metroparks team will work closely with the DRFC team to leverage and learn from their strong connections with neighboring communities, neighborhoods and residents. The organizations will work together to create at least three (3) active

engagement events each year directly with neighborhoods and residents to draw greater recognition of the Metroparks with those audiences.

- k. Both organizations' marketing and communications teams will work together to introduce each other to new media and community organizations and strengthen relationships they have not had in the past.
- l. Metroparks will continue to have a presence at major DRFC events, such as River Days, Touch-A-Truck, etc., and will have a presence at new DRFC events as appropriate.
- m. DRFC will have a presence at Metroparks events as needed and appropriate as determined by both organizations.
- n. Prior to the completion of the water feature at Wilson Park, Metroparks expects these efforts to result in a 1 percent increase in visitors each year (as measured by scanning) coming to the Metroparks from zip codes within the city of Detroit.**
- o. As of Jan. 4, 2021, Metroparks' RecTrac and WebTrac point of sale implementation will require programming registration through that system. That will result in a baseline to measure programming attendance and zip codes against and will result in goals related to programming attendance (as measured by RecTrac) included in the next partnership communications plan and marketing plan update.

7. Increase summer attendance from underserved, equity population zip codes (as measured by daily and annual pass scans) by at least 5 percent as compared to 2020.

In 2020 the Metroparks saw large spikes in attendance across the board. It is hard to reasonably expect increase of any kind as it relates to attendance. However, in 2020 the Metroparks began looking at a data set from SEMCOG that outlines zip codes where there are concentrations of various equity populations within the Metroparks jurisdiction⁴. This analysis focuses on locations with concentrations of people in these groups⁵:

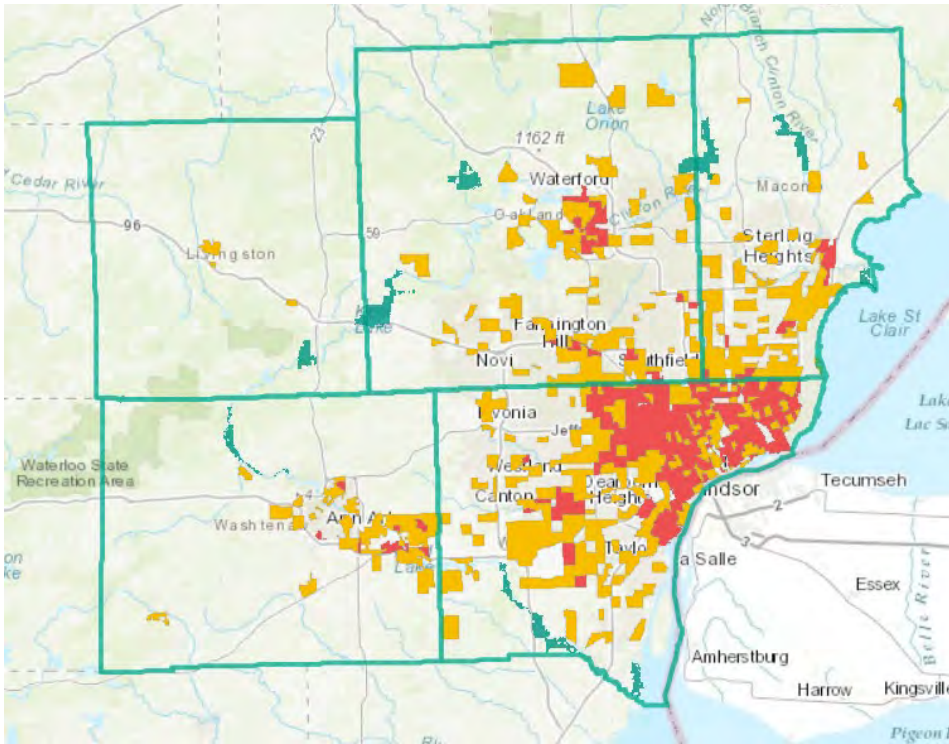
- Child Population
- Low-Income Households
- Minority Population
- Senior Population

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

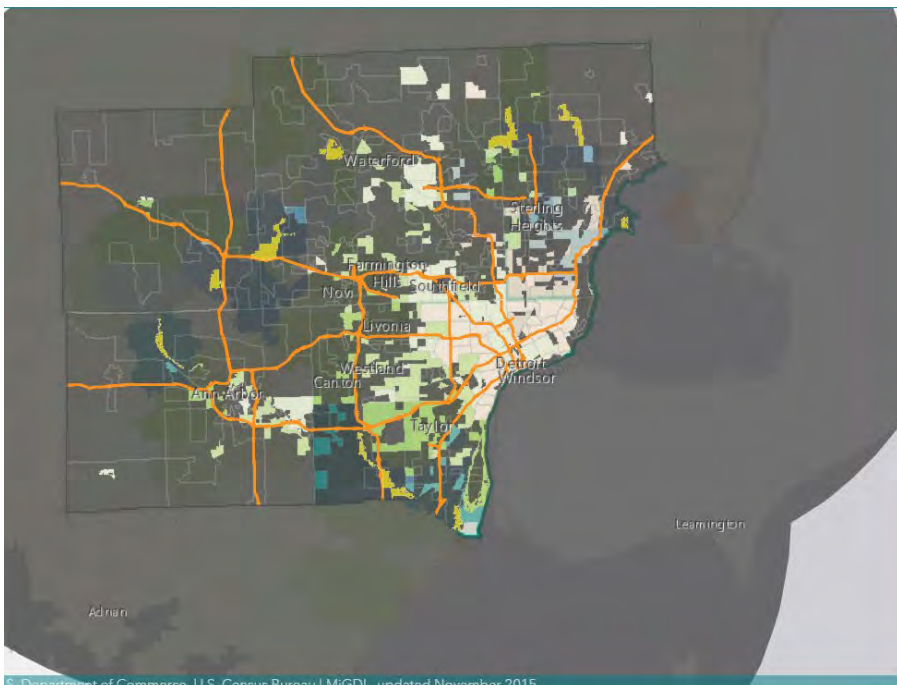
⁴ The summer scan report presented in November 2020 included the equity populations datasets from SEMCOG. The majority of areas with a 'Very High Concentration of Equity Populations' in our region are located in Wayne County, in and around Detroit. Smaller nodes are located near Ypsilanti, Mt. Clemens, Pontiac, and Inkster. However, there are areas of 'High Concentration of Equity Populations' spread throughout all 5 counties. Marketing will work closely with Planning to better understand this dataset and report on progress of expanding reach into those areas.

⁵ More detailed information and details about their methodology can be found on p.152 of SEMCOG's Bicycle and Pedestrian Mobility Plan for Southeast Michigan - Appendix.

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



Map showing High and Very High Concentrations of Equity Populations.⁶



Shading out the rest of the region on this map, helps draw focus to the areas within the 5 county region that have 'High' and 'Very high' 'Concentrations of Equity populations.

Some of the Zip Codes containing these areas did increase (green) from 2019 to 2020 and some had high (relative to the region) attendance (blue).

The light tan and very light green areas of this map help highlight areas to focus efforts on outreach and increasing attendance in the system.

8. Use RecTrac and scanning data to establish a set of attendance baselines to measure against in future years.

The full implementation of RecTrac will increase data collection from daily and annual pass scans. Combined with the operational goals to increase the scanning rate to 80 percent over 2021, the amount of data collected will be much greater than previous years. Additionally, RecTrac will be able to collect more data from programming registrations before and will be able to easily report on zip code data of programming participants.

⁶ Summer 2020 full scanning analysis report available at <https://storymaps.arcgis.com/stories/9a4b20d66c4943d58b47c66b820ec467>

2020 was an anomaly year that resulted in little confidence of any organization repeating what they experienced over the year. The optimistic hope is that 2021 will be a little more normal. This would mean that 2021 could result in more reliable baseline of attendance geographies (based on zip codes) for both general attendance and programming attendance. We can then use those baselines to continue looking for gaps and measure success against in future years.⁷

9. Increase Family reunions/picnics/events booked in the parks by at least 3 percent from \$373,500 to at least \$384,705 by end of 2021 (when it is safe to do so)

Revenue from shelter reservations has fluctuated over the years. They took a substantial drop between 2013 and 2014. And in 2017, revenues from shelter reservations was roughly 17 percent lower than the previous year. Of course, in 2020, revenues from events was much lower with the pandemic putting huge restrictions on events and resulted in a large amount of refunds. It is recognized that family reunions, church picnics, family events and private event reservations largely impact this number that seem to be historically decreasing even before the pandemic. The Metroparks would like to make some purposeful marketing and communication efforts around shelter reservations and see a 3 percent increase in shelter reservation revenue (as compared to 2019) as a result.

It is anticipated that as restrictions lift throughout 2021, people will be looking for outdoor alternatives to host events which may allow them to host events sooner than indoor locations. This will give the Metroparks an advantage of capturing some more of these reservations.

It was decided to measure success based on revenue because if the number of reservations were counted, it would be more difficult to determine which reservations should fall into the category of these special events. Additionally, it is very likely that visitors may see content about family reunions and church picnics and although they aren't planning one, they may be planning a birthday party and make a reservation, which is still revenue. As a starting point, revenue can be an indicator of a successful campaign in 2021.

These efforts are in the best interest of the Metroparks because they increase both revenue and tolling which in turn increases revenue even more.

Three percent was chosen because, although a modest increase, we are still in a pandemic and it is uncertain when restrictions on events might lift, and visitors will likely still be a bit cautious at first to make reservations very far in advance. Although the Metroparks are optimistic that improving marketing using promotional pricing to encourage non-peak rentals and increasing relationship building and awareness will lead to results, it's important to be realistic about the possibilities.

⁷ Marketing will continue working collaboratively with IT, Operations, Interpretive and Planning to monitor and analyze this zip code reports and look for ways to improve.

10. Maintain at least 20 percent of the increase in golf rounds played in 2020. This would be a total of 201,371 rounds played in 2021⁸.

The Metroparks saw an outstanding increase in golf throughout 2020. Even though the season got off to a late start with early pandemic restrictions, the numbers far surpassed previous years and never needed dynamic pricing or special promos to get golfers out. The season ended with a total of 232,788 rounds of golf played compared to 193,517 in 2019.

Marketing will work closely with golf staff in 2021 to try and hold on to some of the growth seen in 2020. It is possible that the annual golf show that the Metroparks traditionally participates in, will be canceled due to restrictions from the pandemic. Staff will look for new ways to capture new golfers in 2021 using some non-traditional promotions, awareness events/appearances in new locations/events and working with operations on some creative new ideas that aren't reliant on large gatherings.

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

2020 was the first year the Metroparks had a goal to increase aquatic attendance in this way – however the pandemic had other plans. The Metroparks will again set this goal in hopes of it being more possible in 2021. However, this goal will be dependent on pandemic restrictions in summer 2021.

The goal is to increase attendance at Lake St Clair, Willow and Lake Erie pools by 15% total, increase attendance at Turtle Cove by 10 percent, increase attendance at Kensington Splash and Blast by 10 percent and Stony Creek Slide by 20 percent.

2019 was a low attendance year because of poor weather days. The Metroparks will use the three-year average attendance as the baseline to measure increase. Total three-year average attendance at the three pools totaled 98,471. The goal increase would bring that attendance to 113,242 in 2021. The three-year average total attendance at Turtle Cove was 90,585. The goal increase would bring that attendance to 99,643. The three-year average total attendance at Splash and Blast was 43,208. The goal increase would bring that attendance to 47,529 in 2021. The three-year average attendance at the Stony Creek Trippo Slide was 29,601. The goal increase would bring that attendance to 35,521.

⁸ The golf season ended with a total of 232,788 rounds of golf played compared to 193,517 in 2019. That is an increase of 39,271 rounds. 20% of that increase would be 7,854 rounds more than were played in 2019 for a total of 201,371 rounds. The previous three-year average is just 184,824.

12. Increase Instagram followers by 50 percent over 2020 to 4,120 total
This one is mostly self-explanatory. The social media plan, included later in this document, outlines the improved focus on Instagram. To increase the impact there, the Metroparks need to increase the follower base. There are currently 2,747 followers and growing. This growth target is hoping for organic, engaged followers in a space the Metroparks are currently seeing steady growth. Our goal for growth in 2020 was surpassed, and we feel it prudent to continue striving farther by increasing our goal in 2021.

13. Increase Facebook followers by 20 percent over 2020 followers from 17,573 to 21,088 followers by end of 2021

Marketing staff surpassed the 2020 goal of increasing followers to 16,800 with a largely successful year in the digital space. It is important to continue growth in this space to continue expanding our reach and engagement. Marketing staff would like to see the number of Facebook followers to continually increase.

14. Increase average Facebook engagement by 100 percent to 494,592 engagements by end of 2021

Engagement on social media is even more important than followers. Gaining a follower might get you on their newsfeed initially, but if they don't engage with your content, your posts won't be delivered to them in the future. Therefore, the Metroparks want to continuing making efforts to increase followers and increase engagement. Metrics will continue to be tracked through Facebook and Hootsuite⁹ reporting using daily engaged users as the unit of measure. In 2020 the Metroparks saw great success at increasing engagement – far surpassing the goal of 86,142 engagements by hitting 247,296 engagements.

For that reason, the Metroparks marketing team feels optimistic that we could keep the percentage goal the same for 2021, making the final engagement number even larger for 2021 at 494,592 engagements.

15. Increase Instagram engagement by 20 percent to 19,033 engagements by end of 2021

Much the same as the explanation for Facebook engagement above, engagement on Instagram is important. As the presence on Instagram is improved, the Metroparks would also like to see another 20 percent increase in engagement on this channel as well. In 2020 the engagement goal to increase by 20 percent was met and surpassed. Future growth would like to be seen. End of 2020 engagements were 15,861. Total for 2021 would be 19,033 engagements.

⁹ Hootsuite is the social media monitoring and scheduling software tool that the marketing department uses.

16. Improve marketing email metrics by cleaning up email lists, continually building utilizing RecTrac and sending more targeted and relevant messages.

2021 will begin with performing a very thorough cleanup of our email subscriber list. Although it is currently large, there is a large number of unengaged subscribers who should be removed before focusing on further growth. This will result initially in a reduction of our subscribers but could result in higher metrics because we are then focusing on users who are engaging with emails.

It is important that email growth is organic growth. Organic growth means subscribers want to receive emails. Part of our email strategy is to start using an opt-out process for the email addresses received through RecTrac and to segment the database based on interest and user preference. This will allow the Metroparks to send more targeted email messages and drive higher engagement.

RecTrac implementation will lead to higher online sales and higher collection rates of email addresses. To maintain proper email compliance, those users can't be added straight to the marketing email list. Instead each new user will be sent an email preferences message asking them to click a button if they want to opt out of email. It will also ask them to subscribe to their preferred lists. Opting out instead of opting in will result in faster growth but will need to be monitored to ensure we aren't receiving higher spam rates which would degrade our sending ability.

The Metroparks will attempt to increase their average open rate for all campaigns at the industry benchmark of 26 percent and will hold the open rate for campaigns sent to the full list at 21 percent. Additionally, the Metroparks will attempt to increase their click through rate (CTR) on email campaigns from 7 percent to 10 percent. This is an aspirational increase that would go above industry standards.¹⁰

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

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

¹⁰ More details on where these benchmarks come from can be found in the Email Marketing Strategy and Plan, Appendix 3.

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

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

Additionally, the marketing team would like to see at least one targeted media pitch be successful each month. These are those more niche stories or ideas pitched to specific publications as opposed to a blanketed press release.

Lastly, the marketing team would like to host at least four media events over the course of 2021 (pending pandemic restrictions). The topics and formats of these media events will be developed at a later date.

18. Continue building library of high quality owned images and videos utilizing a combination of local photographers and internal staff

Metroparks marketing materials are now using mostly owned images to showcase the experience visitors can expect when they arrive at the parks. Throughout 2019 and 2020 the growth of the library was dependent mostly on internal marketing staff and Factory Detroit projects. Continual growth is important to ensure we always have high quality images that can be used to make marketing materials relevant and current, but it was discovered that internal staff alone cannot capture the same quality and perspective as professional photographers that have studied and refined their craft. Therefore, Metroparks will begin building the library utilizing local professional photographers and videographers to supplement the photos that staff are able to capture.

Staff photos will be used a lot in social media, email blasts and smaller pieces where professional photographers will be used to capture photos and videos being used in those higher value pieces such as billboards, TV, print ads, etc.

Additionally, marketing staff will develop a system for all Metroparks staff to understand our photo release rules and share photos and videos with us from the park level to capture things that marketing staff are not always there to see.

19. Outreach and relationship building – The Metroparks marketing department and/or Director will meet with at least one new group or organization per month (12 over the year). Additionally, marketing staff will bolster efforts of increasing attendance from the city of Detroit and underserved areas by creating or attending at least one additional community outreach opportunity in each of the five counties (five in total) over the year (in addition to the previously mentioned efforts specifically with the Detroit Riverfront Conservancy).

The interpretive department does a great job of getting out into the community and performing outreach at educational events and community events. Additionally, the marketing department wants to expand on that by looking into improving relationships with surrounding chambers and convention and visitor bureaus, other community organizations, intermediate school districts and surrounding park systems.

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

In addition, building relationships with other organizations that support user groups of the parks or have similar interests as the Metroparks will help drive our efforts further, faster. The Metroparks will continue to meet with these groups through 2021. For example, in 2019 and 2020 there were several groups and organizations within the city of Detroit that the Metroparks built relationships with helping bolster the reputation of the Metroparks. Those efforts will continue within the city as well as all five counties. Staff will look at areas that are currently seeing lower numbers of visitation and look for existing events to attend and engage with those communities. In certain cases, staff will look for creative new ways to partner with local organizations to create fun pop-up outreach opportunities and ways to spread the Metroparks message to potential visitors that are less familiar with our efforts. Marketing staff will collaborate with other departments in these efforts to align with other projects such as community engagement processes for new projects and Community Outreach Interpreters attending local events.

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

20. Make coordination with Human Resources department and Chief of Diversity, Equity and Inclusion to create open position campaigns part of our normal ongoing operations. Continue increasing number of qualified applicants for both seasonal and full-time job applications.

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

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

Additionally, staff want to look at increasing the number of applications from Detroit and other urban zip codes. Marketing will work with HR and DEI to pull data from the latest rounds of applications in the last six months of 2020 as a baseline and come back with an updated goal by March of 2021 that includes a metric to measure success in this area.

21. Continue working across departments to continue or complete multiple projects that were started in 2020.

- a. Finish brand re-fresh project on major communication pieces and templates – by the end of 2021, marketing staff will have worked with Factory Detroit to create final versions or working templates for all major communication pieces and types. This includes but is not limited to advertising templates, letterhead, maps, brochures, rack cards, signage templates, vehicle and equipment decals, brand guidelines, etc. Not all pieces will be rolled over to the new brand – particularly the more expensive pieces such as signage. The implementation will still follow the rolling schedule laid out and approved in 2019 with adoption of the new logo.

Additionally, marketing will work closely with IT, Factory Detroit, a group of internal staff and an external public focus group to complete the website restage project that will apply the brand refresh and more modern web use standards to the Metroparks website.

- b. Incorporating accessibility information into the website and other communication materials – marketing staff worked with Planning and Development, Engineering, Interpretive and DEI staff over 2020 to implement the first round of information about accessibility onto the website. Additionally, staff worked across departments in 2020 to learn ways to improve programming and event descriptions to be more accessible to all audiences and those finding will begin to be applied and refined in 2021.
- c. Sharing virtual programming and content with readers/viewers – Marketing worked collaboratively with the Interpretive department in 2020 to establish a process of

creating, editing, proofing and sharing videos and virtual programming content for both public consumption and educator use. That process will continue to take place and improve over 2021.

- d. Update signage request form and process for signage graphics creation and ordering – over the last several years, signage projects have earned the reputation of being slow and confusing. There are several points in the process that could use updating and clarification to improve the process from ordering to completion. Marketing will work together with Planning and DEI in 2021 to update the request form and process. Those departments will then work together to implement and train staff on the changes. To further improve the process of signage projects, marketing and graphics staff will make updates to the process and approval standards of those projects to make them more efficient and accurate.
- e. Publishing updates of major park projects – In 2020 marketing began collaborating more closely with the Engineering and Planning departments on major projects taking place in the parks. We used that collaboration to provide more information to the public on our website and social media channels about major projects that are taking place in the parks. Those updates received really positive response from the public, the media and the Board of Commissioners. Those updates will continue into 2021 to further provide the public and media with updates of what Metroparks staff are doing to provide better experiences.
- f. Assisting with communication of DEI speaker series – The DEI speaker series begins in 2021 that will include presentations available for both the public and an internal component. The speakers series is also a great way to build further external partnerships and make larger impacts in our region by working with other organizations. Marketing will coordinate with the Chief of Diversity, Equity and Inclusion to help with communication pieces and partnership development as needed.
- g. Gathering data from Library Network hotspot program – as the hotspots are checked out and used through the new Library Network partnership program, Metroparks will be provided the zip code data from hotspot users. Interpretive, DEI, IT and Marketing will work together to analyze this data and look for opportunities for expansion and for possible trends that can be seen.

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

It Starts with Our Brand Identity – And Our Goals

A marketing strategy starts first with brand identity. That is why the work that Factory Detroit is doing is so important. Much like people, companies and organizations have identities and personalities. It’s called their 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 is the mission and vision. It is the storytelling and how an organization refers to themselves and talks about themselves in communications, and it is even the tone that is used in communications. It is the mental picture and feeling that someone has 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 and 2020 created the base for a successful brand image that will continue to be built on in 2021.

Editorial Theme Calendar and Campaign Calendar

The marketing department has created a guiding campaign calendar for 2021 to accompany the editorial theme calendar. The editorial theme calendar helps guide content topic on social media, owned content and earned media while the campaign calendar outlines the major marketing and communication campaigns throughout the year. The two complement each other so that messaging is consistent across all channels, yet tailor in format to the channel it is being presented on.

Diversity, Equity and Inclusion

The efforts the Metroparks are making in ways of diversity, equity and inclusion are just as important in communications. The marketing team will be working closely with the Chief of Diversity, Equity and Inclusion to ensure messaging content is consistent with the work being done, photos being 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 that the Metroparks are for everyone, that they welcome everyone and that they have something for everyone.

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

This is another area of focus where it is very important to have strong relationship building efforts. Key influencers in these communities have a very powerful voice and the ability to share communications through robust grassroots networks: in-person events, email lists, radio shows, etc. will increase positive results.

Lastly, when possible, the Metroparks will look at publishing pieces in multiple languages like was done in 2020 in ads placed in LaPrensa and Chaldean News.

Adaptation and Flexibility is Important to Success

The COVID-19 pandemic has shown us the importance on remaining nimble and flexible. In order to continue our success, campaigns and marketing plans need to be well thought out and implemented, but they need to remain flexible and able to be changed at a minute's notice. Staff have become accustomed to this practice and it will continue to be a foundation principle in 2021 as well to adapt content and advertising to the needs of the organization at any given time.

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

Advertising Components

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

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

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

Pandemic's Impact on Advertising Consumption

The COVID-19 pandemic has, not surprisingly, affected the marketing and advertising industry in the ways that people are consuming content. Metroparks marketing staff have been monitoring trends and data related to marketing changes and are making some small adjustments to the strategy for 2021.¹¹

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

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

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

TV and video consumption saw increases over 2020. Comcast reporting data in the Detroit DMA showed an increase of 18 percent in time spent watching TV with an increase of 29 percent in daytime viewing (more people at home during the day) and an increase of 22 percent

¹¹ Further details and charts on Covid-19 impacts on advertising trends can be found in Appendix 2: Marketing Trend Resources.

more time watching live TV. Additionally, the split between live TV viewing and streaming/on-demand/online viewing is pretty comparable at a 49 percent live to 51 percent streaming split. This illustrates that although “cord cutters” are on the rise, it is still important to maintain a mix of live TV and streaming/online video commercials and that this area of content consumption is growing.

What is the Metroparks doing with these findings: Marketing staff are keeping spending on TV and video placements mostly level with what was spent in 2020 but are reallocating to stations and cable placements to maintain an effective balance of live and streaming commercials across our region.

Lastly, 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.

What is the Metroparks doing with these findings: Marketing staff will continue to put emphasis on growing social media networks and engagement and will increase spending in digital and social ads in 2021.

Channels That Will Be Used – Traditional

Out-of-Home

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

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

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

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

Like 2020, primarily digital boards will be utilized to allow for rotation of artwork and placement for best coverage and diversity of message. Dependent on price and availability, smaller poster sized static boards may be placed within the city of Detroit to get deeper into neighborhoods and communities.

Television

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

In 2021, the television strategy realizes those changes in viewing. It also realizes that 2020 was a political year and inventory was both limited and expensive. The Metroparks would expect impact to be larger in 2021 with a similar budget. The Metroparks will be looking at a mix of cable network commercial deliveries, over-the-top (OTT) video ad placements and local broadcast commercial deliveries. Cable network placement will also include placements on streaming services and pre-roll where available. Broadcast placements will be determined based on network Nielsen ratings, reach and demographics.

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

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

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

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

Radio

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

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

The 2020 political year made radio a crowded environment as well, and shifts in listening during the pandemic made campaigns potentially less impactful in 2020. Staff expected to see frequency and impact increase slightly in 2021 as these conditions return to a more "normal" level – even as radio spending is decreased slightly. Most of the higher rated radio stations in our service area reach the entire geographic region. Therefore, placements are heard by large numbers of people in all five counties and beyond.

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

Print

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

As the Metroparks develop more relationships and partnerships with community groups, print placements may be made to strengthen those relationships.

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

Channels We Will be Using – Digital and Social

Digital Display ads

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

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

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

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

Paid Search

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

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

Social Media

Social media continues to be an important component of any digital marketing strategy and continues to deliver high return and growth. It is also an important tool to create a personal connection between visitors and our organization and serve as a continual and constant communication touchpoint with the public.¹²

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

¹² A social media plan that considers both organic and paid content has been included as Appendix 4.

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

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

Email Marketing

Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks saw great success in 2019 and 2020 with the revamped email plan. In program evaluations and conversations, email was frequently reported as how a visitor heard about a program. 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.¹³

MEDIA BUY BREAKDOWNS

A preliminary, high-level breakdown of the 2021 media buy budget is included in *Appendix 5*. This breakdown shows the amount spent on various channels and campaigns. 2019 started late in the year with most of the media buys starting July 1. Only the summer media buys breakdown was included in the 2019 marketing plan, and roughly \$140,000 was spent on summer media buys. The media budget was increased in 2020 to allow for a full year of placements, higher frequency of messaging and to compete in the crowded political landscape of 2020. The pandemic caused changes and disruptions to the media buys and plans for 2020 that resulted in less spent than originally planned. In 2021, we kept a relatively flat plan for media buys as compared to what was planned for 2020. However, we reallocated to adjust for trends and the result will be more actual spending since the pandemic impacted the original plans of 2020.

Public Relations Component

Owned Media

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

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

¹³ The email marketing strategy and plan has been included as Appendix 3.

In addition to the general functionality and appearance of the website, SEO will be a focus. As Google and other search engines have updated their algorithms over the years, they have become smarter with how they rank websites. It's now more important than ever to focus on having quality, relevant content on your website. SEO considers content and the keywords within it, website traffic, links into and out of your website and even social media involvement. To improve SEO the Metroparks need to use best web practices and write keyword rich content on each of our pages. It is necessary to continually post articles or blogs around keywords because the algorithms look for fresh content as an indicator of a strong relevant site. When applicable, content should link to reputable partner sites and build up the number of times other websites link into the Metroparks site. Looking at alt text on images and links within the website will help not only with SEO, but also with the readability of our content by screen readers used by those that are sight impaired. And lastly, remain active on social media to prove to the algorithms that the Metroparks are active online in multiple locations. These preliminary steps were started in 2020 and will continue in 2021 to help increase SEO in an organic way.

Earned Media

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

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

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

Additionally, the marketing team would like to see at least one targeted media pitch be successful each month. These are those more niche stories or ideas pitched to specific publications as oppose to a blanketed press release.

Lastly, the marketing team would like to host at least four media events over the course of 2021 (pending pandemic restrictions). The topics and formats of these media events will be developed at a later date.

Media and Press Relations Protocol

All media requests should be directed to the Chief of Marketing and Communications, who will then evaluate the request and determine who should speak on behalf of the organization and

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

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

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

Relationship Building

The interpretive department does a great job of getting out into the community and performing outreach at educational events and community events. Additionally, the marketing department wants to expand on that by looking into improving relationships with surrounding chambers and convention and visitor bureaus, other community organizations, intermediate school districts and surrounding park systems.

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

In addition, building relationships with other organizations that support user groups of the parks or have similar interests as the Metroparks will help drive our efforts further, faster. The Metroparks will continue to meet with these groups through 2021. For example, in 2019 and 2020 there were several groups and organizations within the city of Detroit that the Metroparks built relationships with help bolster the reputation of the Metroparks. Those efforts will continue within the city as well as all five counties. Staff will look at areas that are currently seeing lower numbers of visitation and look for existing events to attend and engage with those communities. In certain cases, staff will look for creative new ways to partner with local organizations to create fun pop-up outreach opportunities and ways to spread the Metroparks message to potential visitors that are less familiar with our efforts. Marketing staff will collaborate with other departments in these efforts to align with other projects such as community engagement processes for new projects and Community Outreach Interpreters attending local events.

The Metroparks team will work closely with the Detroit Riverfront Conservancy team to identify and target community events, local publications and speaking engagements that could lead to building awareness about the Metroparks within Detroit. Leveraging the community outreach

strengths of the DRFC, the two organizations will work together to build at least four (4) new relationships per year between HCMA and Detroit neighborhood groups and organizations prior to the completion of the water feature at Wilson Park.

The Metroparks team will work closely with the DRFC team to leverage and learn from their strong connections with neighboring communities, neighborhoods and residents. The organizations will work together to create at least three (3) active engagement events each year directly with neighborhoods and residents to draw greater recognition of the Metroparks with those audiences.

The Metroparks will continue to have a presence at major DRFC events, such as River Days, Touch-A-Truck, etc., and will have a presence at new DRFC events as appropriate. Likewise, DRFC will have a presence at Metroparks events as needed and appropriate as determined by both organizations.

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

To execute relationship building, the Metroparks will take a customer service focused approach. The marketing staff, with the assistance of the public relations firm, will research the best groups and media outlets to connect with. They will then attend equipped with talking points specific to that group and leave behind materials that support the brand and mission. Truscott Rossman (public relations firm) will assist in securing presentations and preparing talking points and identifying opportunities to spread information into their related newsletters and social networks. Follow-up emails will be sent to contacts met at events and meetings. During these relationships building meetings, staff will look for ways to establish trust with these groups and foster lasting relationships.

Non-Traditional Additions

Brand Ambassadors

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

STAFF

Creating staff brand ambassadors starts with training staff about our brand. In 2021, marketing staff will work with other departments to develop the best ways to incentivize and encourage staff to become brand ambassadors. It may include things like providing social media content and filters to encourage staff to share and tag the Metroparks on social media, creating a rewards program for supporting the Metroparks brand or creating a system for photo sharing so staff can help build the content library.

VOLUNTEERS

Volunteers are great ambassadors in general, and the Metroparks can also turn them into brand ambassadors by educating them on how to help the Metroparks be successful with their brand, it will reach more new audiences that might not already be reached. The Metroparks will create information for volunteers on how they can be brand ambassadors for the parks and will create a contest or reward system for exceptional participants.

COMMISSIONERS

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

Grassroots Efforts

Grassroots efforts refer to free or low-cost efforts of creating personal connections and building awareness through actions instead of ad placement. It leverages working with smaller niche groups to create supporters in hopes they will help spread our message once we have built trust.

The focus on relationship building, described in the public relations sections, is the start of this, other example areas that will be evaluated are reaching out to local high schools and colleges to promote our golf courses and talk about using the courses for their practices, matches, outings, leagues and tournaments, talking with niche user groups similar to CRAMBA to understand and improve how we draw those users into the park and how to make their experience even better, reaching out to relatable Detroit organizations and businesses to try and create promoting partners and possibly programming partners.

The marketing department wants to improve relationships with surrounding chambers and CVBs, other community organizations, intermediate school districts and surrounding park systems as well.

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

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

School districts, particularly intermediate school districts, are also important relationships to establish because they are a great way to reach parents and often a great way to reach parents in some of those more challenge areas to reach.

To execute relationship building, the Metroparks will take a customer service focused approach. The marketing staff, with the assistance of the public relations firm, will research the best groups and meetings to connect with. They will then attend equipped with talking points specific to that group and leave behind materials that support the brand and mission. Follow-up emails will be sent to contacts met at events and meetings. During these relationships building meetings, staff will look for ways to establish trust with these groups and foster lasting relationships.

It is important to listen to these niche groups and always be asking how they prefer to communicate, what information they are looking for and how the Metroparks can help them. From there, the Metroparks can find some common ground to build a partnership that is beneficial for both sides and creates more trust within those communities.



INTERNAL COMMUNICATIONS

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

Department heads will be working collaboratively in 2021 to find solutions to some of those communication short falls. The Marketing Department will also go back to creating monthly staff newsletters with content from all departments and content submitted by staff. This is an easy way to start informing staff on a more regular basis.

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



REPORTING RESULTS

The marketing department will provide monthly progress reports at all board meetings in 2021 that will include:

- a status update on the marketing goals
- website and social media metrics
- summary of media coverage
- summary of the grassroots efforts conducted the previous month



APPENDIX 1: DEMOGRAPHICS



	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%

APPENDIX 2: MARKETING TREND RESOURCES



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

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

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

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

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

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

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

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

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

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

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

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

TV VIEWERSHIP SNAPSHOT: DETROIT

YoY Comparison Data, November 2020

+18%
Total Viewing

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

+29%
Daytime Viewing

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

+22%
Live TV

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

+110%
Cable News

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

+3%
NFL Football

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

+167%
Tigers Baseball

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

Source: Comcast LocalViewingData - Detroit DMA All Comcast + Xfinity (vs same time last year) - Data thru November 27, 2020
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HOW PEOPLE WATCH CONTENT

Percentage of Time Viewing Video Content, Adults 25-54



49% Live
(A25-54 total time spent)



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

Streaming on PC & Mobile



Video On Demand



Streaming TV Devices & Platforms



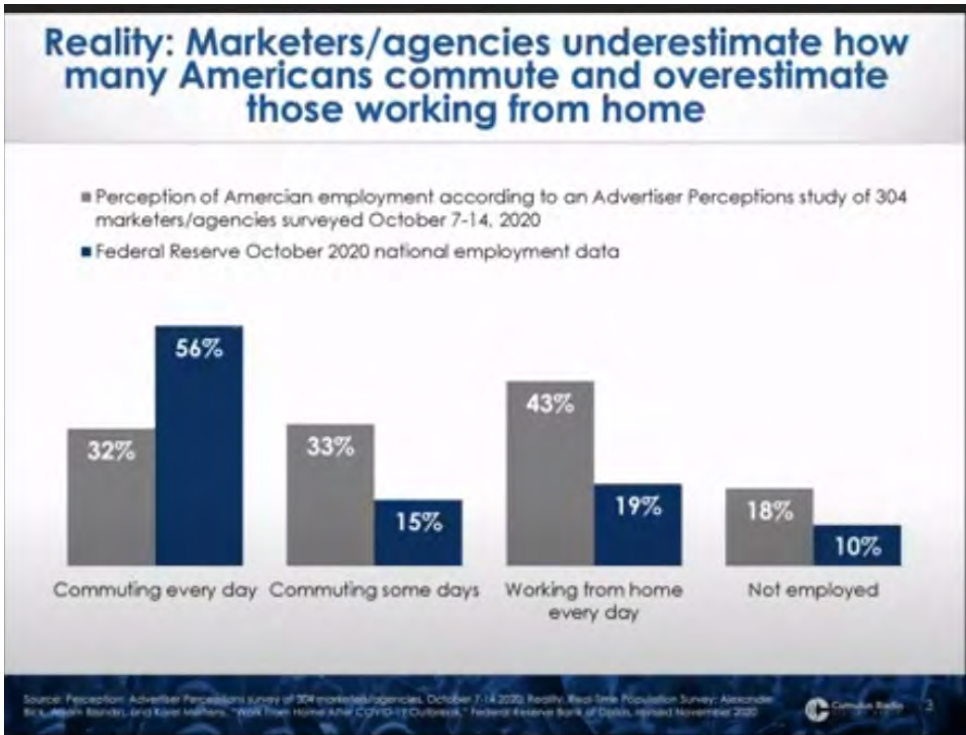
Time Spent by Platform and Age

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

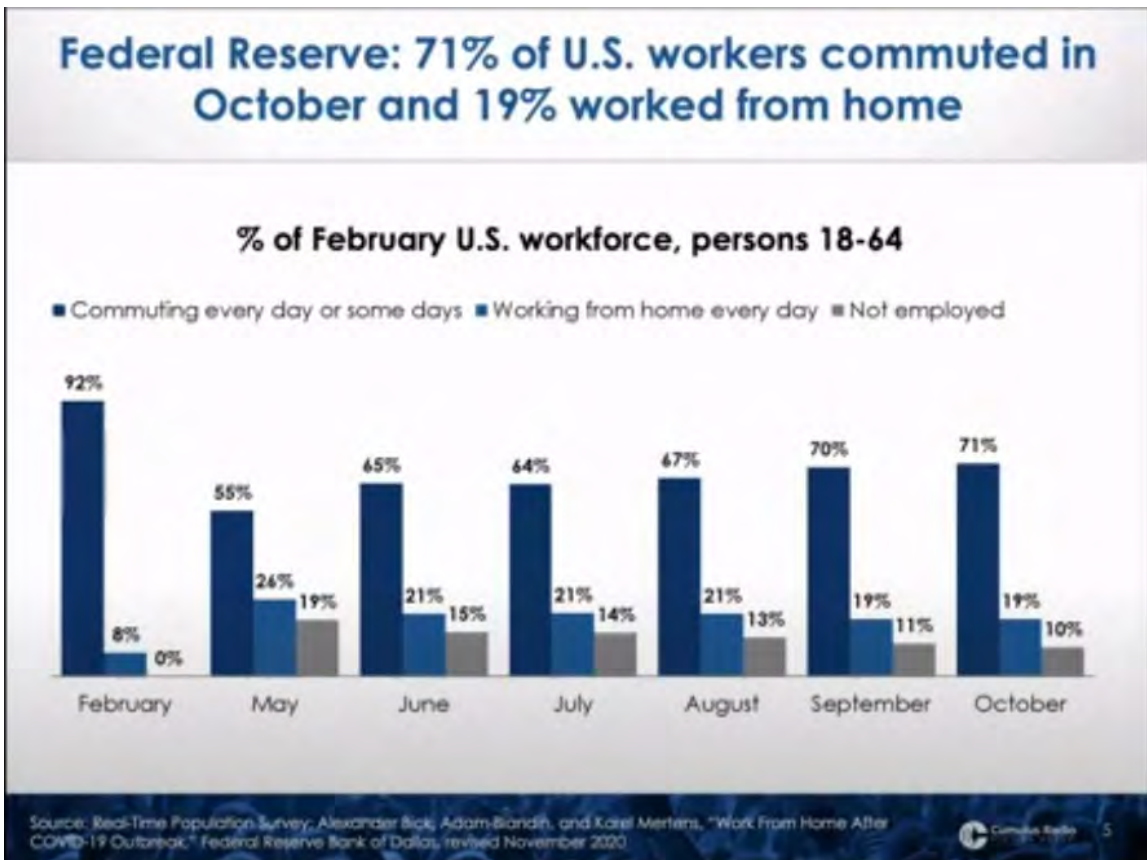
Source: Nielsen Total Audience Report Nov 2020 (Q2 2020)
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effectv

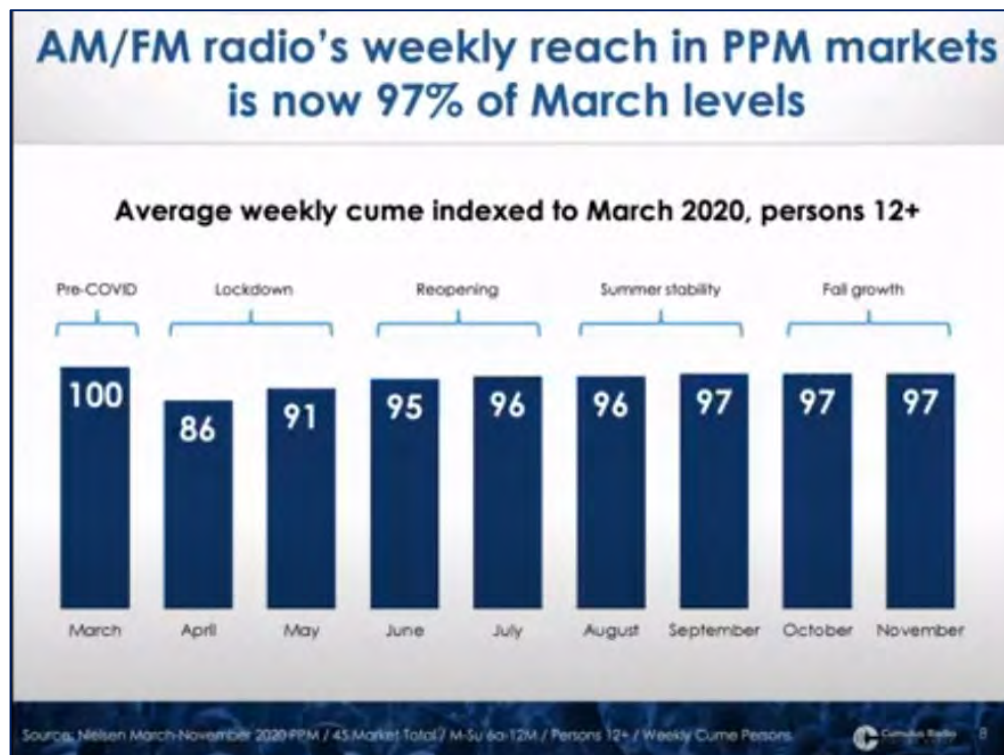
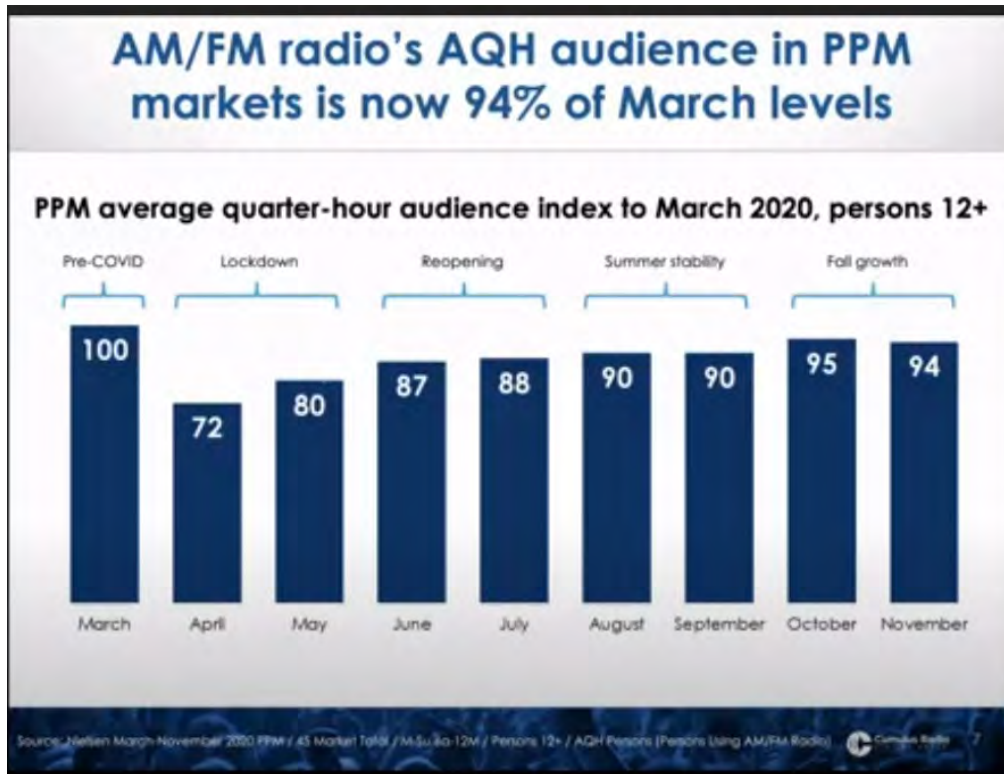
There is a separation between perception and reality of the amount of people working from home in 2020. A piece of the picture that supports that radio and out of home advertising still holds merit in keeping as part of the marketing mix with the assumptions that these percentages will continue to change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



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



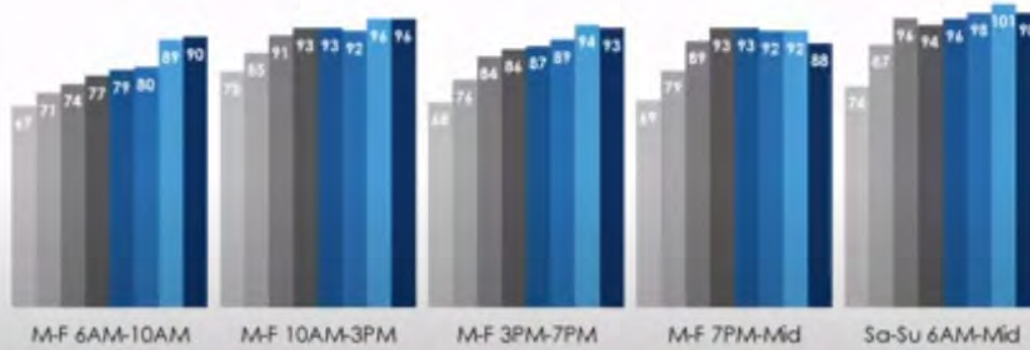
Radio patterns took a big dip early in the pandemic but are now returning to pre-pandemic listening levels. Campaigns may have been less effective in 2020 but will presumably have more impact in 2021 as the disruption is returning to more “normal” listening levels as reported by Nielson ratings.



Morning drive recovery continues and most other dayparts remain consistent

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

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



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



APPENDIX 3: EMAIL MARKETING STRATEGY & PLAN



Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks saw great success in 2019 and 2020 with the revamped email plan. In program evaluations and conversations, email was frequently reported as how a visitor heard about a program. 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 2021, the Metroparks need to build on the successes of 2020 and work hard to hold open rates at a high level. The benchmark open rate for government is 26.5 percent which is one of the higher industry average open rates. Industries like entertainment and ecommerce are only seeing 15-20 percent open rates.

Another important email metric is click through rate (CTR). This tells us how many people are interacting with the links and call-to-actions being included in emails. The benchmark number for government and hobby industries should be 3.65 - 4.78 percent¹⁴, so the Metroparks are still performing higher than most in this area. The goal for 2021, would be to make sure every email sent has a call to action to capitalize on our successful CTR.

Proposed 2021 Email Strategy and Goals

2021 will begin with performing a very thorough cleanup of our email subscriber list. Although it is currently large, there is a large number of unengaged subscribers who should be removed before focusing on further growth. This will result initially in a reduction of our subscribers but could result in higher metrics because we are then focusing on users who are actually engaging with emails.

Currently, the full list is just over 95,000. There is a bounce rate on full campaigns of about 16.44 percent which means the list is not clean and the Metroparks are only reaching around 71,100 inboxes. The list needs to be cleaned to remove those hard bounces because they contribute to a lower sender score. Assuming after doing so, the list will drop to about 79,000, the Metroparks would like to see growth of 10 percent over that in 2021. This may not sound like a lot – however, it is important to note that this growth will be organic (not purchased lists) and engaged. It's important to only add contacts that know they are being added and want to receive emails. Why? If they don't, they may mark messages as spam which contributes to a low sender score and makes it more difficult to send emails to others. Or they will not open and engage with emails which will bring previously mentioned rates down. The Metroparks need a clean, engaged list for it to be most successful. It's also important to have a segmented list so that messages can be more directed and personalized. That process began in 2019 when asking for subscribers' email preferences by park location. Those 13 separate segments will be kept in the back-end of the database for future use if needed, but on a regular basis, emails are sent by district or to full list.

¹⁴ Benchmarks: <https://mailchimp.com/resources/email-marketing-benchmarks/>

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

The Metroparks will attempt to increase their average open rate for all campaigns at the government industry benchmark of 26 percent and will hold the open rate for campaigns sent to the full list at 21 percent. Additionally, the Metroparks will attempt to increase their click through rate (CTR) on email campaigns from 7 percent to 10 percent. This is an aspirational increase that would go above industry standards

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

The following email campaigns will be sent in 2021:

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding as a system and staff's expert industry status.
 - 3-5 articles about department projects and content
 - Metroparks Fun Facts
 - Possible other entries:
 - Metroparks Trivia Contest
 - Social media contest tie ins
 - Metroparks ads
 - Pop-up aquatic pricing
- Bi-weekly emails sent per district segmented lists – Upcoming events and programs. These are more sales driven emails
 - The marketing department knows that if someone is interested in a program at one park in a district, it is likely they may drive to another park in that district because it is relatively close to them. Therefore, it's beneficial to send these bi-weekly emails to include information on multiple parks to cross-promote to an engaged audience and drive the understanding of the Metroparks as a system, not silo parks.
 - Interpretive and park staff content driven
- Golf Weekly Emails Spring-Fall
 - Feature a course each week and/or a special event that happens there
 - Golf tips or fun facts
 - Coupons and specials to drive traffic

- Special Announcements and Project Updates
 - “One-off” emails will still be sent for things like grant award announcements, ribbon cutting events, special large programs and events, project completion announcements or other large park announcements. Anything where it’s needed to draw special attention to.
 - Most times these will be sent to the full list but could be segmented dependent on the announcement.
 - These should only be things that don’t fit into the regular email schedule. We want to develop consistency, so readers know when to expect to hear from the Metroparks and are both more likely to read and less likely to mark as spam. The more sporadic emails are, the less strength they have.

Execution Details

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

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

- Reach out to interpreters, department heads, park managers and park superintendents on the first week of every month. Marketing staff will ask them to compile topics and content for both monthly newsletter articles and bi-weekly event/program emails.
- Provide staff with themes and suggested articles for monthly newsletters for entire year as part of the campaign calendar provided to staff in January.
- Marketing staff will help guide this process by including in the request any special topics needed from each to support the editorial calendar and the number of articles or events needed and the level of detail of both.
- Marketing staff will require information be back to them by the end of the third week of the month and will put that due date in the request.
- Once content is submitted, marketing staff will spend the fourth week of the month proofing and editing content, adding anything that might be needed, formatting and testing all emails, and scheduling all emails for the following month.
- All articles that are 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 ones for each list are found.

APPENDIX 4: SOCIAL MEDIA PLAN



Goals

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

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

Networks / Social Media Platforms

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

- Facebook – All audiences. Content more informative with a 60-40 percent mix of engaging related content and promotional posts. Used heavily for paid ads. Focus on increasing video posts and Facebook live.
- Twitter – Tweets have short lifespan. Twitter users are heavier skewed in the 20's crowd. Use more for news sharing, closures, updates, announcements and real time event and program posts. "News Blotter" model.
- YouTube – Establish a more consistent posting schedule and include staff video series to help build reputation as expert thought leaders.
- Instagram – Younger audience. Top channel to reach millennials on social. Content needs to be high quality, interesting, selective images (less snapshot like). More

frequent posting required. Great channel for telling brand story in pieces to younger demos. Hashtags are very important.

- LinkedIn - Used to establish a more professional and expert reputation as an organization. Also work to build Amy's, and key staff's, involvement for same purpose.
- Glassdoor - Look into ways to improve employer ratings.
- Snapchat (maybe future) - Continue to watch and evaluate to see if it is beneficial to dedicate time to developing a presence.
- TikTok (maybe future) – In 2020, it was the fastest growing social platform. Younger audience. TikTok is still new and will continue to watch to see if it is relevant to us and the opportunities it can offer.

Purpose of Each Platform

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

Facebook

Facebook is one of the older and most used social media platforms. Its main goal is to build that social community and brand recognition. A social community is a place where people go to read and interact with each other on a digital space. To build a social community, it's important to post a mix of relevant and interesting content that intrigues readers and promotion/sales content. The Metroparks will continue to utilize one Facebook page. It is important for brand development that the Metroparks draw understanding to the centralized brand and message before evaluating adding any additional Facebook pages.

Facebook is starting to skew away from younger demos. 51 percent of 13-17-year old's still use Facebook while 81 percent of 18-29-year old's, 78 percent of 30-49-year old's, 65 percent of 50-64-year old's and 41 percent of 65+ year old's do.

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

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

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

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

Lastly, posts/questions to the page and messages to the page should be answered and/or responded to within four hours, at the most, during regular business hours. An away message for private messages will be set to notify people they will receive an answer during business hours. Having quick response and involvement times increases page rankings and helps improve SEO by showing that the page is active.

2021 goals include:

- Doing more with video posts including Facebook Live: Have a consistent Facebook Live schedule with park features and topics.
- Being consistent and more active with Facebook stories, including the use of interactive stories.
- Growing followers with the help of getting more likes, comments and shares on posts
- Creating more engaging content that creates an exciting social experience and is more trend worthy as opposed to just existing.
- Continue to build the “Your Metroparks Community.”

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

Twitter

Twitter is a time intensive platform. This is because the average life of a tweet is 18 – 20 minutes. That means, once you tweet, followers who don’t see it in the first 18 – 20 minutes, probably won’t see it at all. However, Twitter is a large platform that many people check to gauge an organization’s relevance, so it is still important to have a Twitter presence. We will have one branded Twitter handle.

Twitter is most popular with people in their 20s. 32 percent of 13-17-year old’s use Twitter while 40 percent of 18-29-year old’s, 27 percent of 30-49-year old’s, 19 percent of 50-64-year old’s, and 8 percent of 65+ year old’s.

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

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

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

YouTube

YouTube will be considered one of the developing networks for the Metroparks. Video is a powerful medium that generates excitement and viral potential among users/viewers. One-third of total time online is spending watching videos and YouTube is the second largest search engine. YouTube can present unique content that’s easy for viewers to consumer and share.

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

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

Instagram

Instagram is quickly becoming one of the top social media networks. It is particularly popular in the younger demographics of teens and early 20s. Content here is purely photos and videos which makes it different from other platforms. This is currently the channel where the Metroparks need to concentrate most on growing audience among millennials. Content needs to be high quality, interesting photos. It's important to avoid posting "snapshot" type photos that don't show a sufficient amount of detail to make it an engaging photo. Hashtags are extremely important and Instagram stories are being tested and evaluated.

By the end of 2021, the Marketing Department wants to be posting one-two pictures each day with a captivating and engaging caption to encourage interaction on the photos. In addition, with the goal of reaching 4,120 followers. Instagram is like Twitter in the fact that posts have a shorter lifespan, so multiple posts (without being excessive) is ideal. The Metroparks should engage in using hashtags here as well as Twitter, and work to create some compelling hashtags of their own. In addition to posting one - two photos to the account, time should be spent each day responding to comments on photos and commenting on other user's photos from parks locations and sharing some of the better one to generate and create "personal" and positive relationships with other Instagram followers and community users. This helps to establish a following who feels personally invested and involved.

Additionally, the Metroparks will continue to develop Instagram stories and post interactive stories. This functionality continues to grow in popularity, and the Metroparks need to stay relevant for followers.

Influencers (both small, local and national) are very active on Instagram and can generate a lot of brand excitement.

Instagram allows the Metroparks to be a lot more visual and tell the brand story in a compelling way piece by piece. Focus should remain on the younger, trendy audience. 72 percent of 13-17-year old's use Instagram while 64 percent of 18-29-year old's, 40 percent of 30-49-year old's, 21 percent of 50-64-year old's, and 10 percent of 65+ year old's use Instagram.

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

Google Business

Google uses their business pages to feed logos, photos, hours, website, phone numbers and map locations to their search results when somebody performs a search on google. You have probably noticed them when searching a business name or "XYZ businesses in my area". They often show up on a map and when clicked have pictures and information available. For this to happen, businesses (or organizations) must "claim" those locations and make a page for each address.

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

LinkedIn

LinkedIn is the number one platform when it comes to B2B social media marketing. Known for connecting professionals, LinkedIn has more than 590 million registered users.

29 percent of 18-29-year old's use LinkedIn, while 33 percent of 30-49-year old's, 24 percent of 50-64-year old's, and 9 percent of 65+ year old's use LinkedIn.

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

Social Media Implementation Plan

Social Media Contributors and Content Suggestions

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

Monthly Themes – including but not limited to

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

January: Winter Activities

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

March: Maple Sugaring, Spring and Summer Camp Registration, Easter, Ag Week, Babies Babies

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

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

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

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

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

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

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

November: Next Year Annual Permits, End of Fall, Giving Tuesday, Opt Outside, Holiday Events, Brand Rollout

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

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

Facebook

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

Danielle Mauter – Admin

Hilary Simmet– Admin

Gina – Admin

Interpretive Supervisors and Park Managers – Possible limited editors in the future

Content Calendar for Facebook

Suggested posting topics:

- Good morning from ___: Share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science facts about mornings when appropriate.
- Goodnight from __: Share a photo or video of sunset or nighttime from somewhere in the parks or of a nature/science/ fact about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon and stars facts, etc.)
- Tip Tuesday: Use #TipTuesday in the post and share a tip about using the parks, healthy living or a recreational activity tip (i.e. camping tips, hiking tips, etc.) Periodically use outside links to support tips.
- #FlashbackFriday & #RetroParks: Feature a fact and/or picture of park history
- Sustainability Sunday: Post a fact about recycling or green infrastructure and how to be a steward of the environment. When able to, tie it back into our sustainability efforts.
- Develop a regular schedule of content that can be shared on our social channels in a meaningful way throughout the year to bolster the efforts taking place in DEI while positioning the Metroparks as a partner in DEI efforts and a welcoming place for all people. Initially that content will focus around sharing information about DEI milestone dates and holidays with content that puts a Metroparks spin on it. For example, sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of ADA; and finding a nature spin on pride week to feature famous naturalists/scientists in the field that are part of the LGBTQ+ community; and highlighting the strong native American history that exists within some of our parks during Native American Heritage Month.
- Bird of the Week: With assistance from the interpretive department share information and facts about certain birds that are native to the Metroparks each week. Include photos and/or videos, then link to the Metroparks Bird of the Week Blog on the website.
- Park Projects and Improvements: Work with other Metroparks departments (i.e., planning, interpretive, engineering, natural resources, park operations, etc.) to provide Metroparks followers updates of current projects and improvements using photos and/or videos.

- Lunchbreak with Nature: Share a fact about nature at noon. Use outside links to support facts.
- Brand Messaging Post: Write content around our mission, vision, core values and brand statement to reinforce those themes.
- #Your Metroparks: Spotlight an activity that you can do in the parks (i.e., biking, running, golfing, birding, etc.) have followers send in photos, achievements, records, etc. of that activity and share.
- Trivia Tuesday (for Facebook stories): Interactive stories that have Metroparks followers answer questions based on animals, parks, nature, etc.
- Feature Friday: Spotlight and share a photo from the Metroparks followers.
- Metroparks Golf Tips: Turn weekly golf emails into content for every follower. Use outside links to support facts when needed. Cover a variety of golf tips, not just tips that pertain to Metroparks golf courses.
- #MetroparksMinute video series: Start this one on YouTube as a Vlog concept and consider adding it to Facebook once it becomes more established.
- Trail of the Week/Tuesday/or Thursday: Highlight a different trail, and the activities you can do on that trail.
- Tips to creative healthy living in the parks.
- Other:
 - Promote the email list sign up.
 - Share blogs articles from Metroparks website.
 - Grant announcements and updates.
 - Closures and announcements.

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

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

From time to time there is also the possibility to host Facebook contests, giveaways or similar promotions.

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

Facebook Events

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

What marketing staff had planned for Facebook events in 2020 was altered from the original plan. At the end of 2020, marketing started to re-introduce Facebook events, with limited events being published. Moving forward and as things continue to be unknown marketing believes Facebook event pages should still be utilized, monitored with limited events being published. At the end of 2020, marketing saw an increase in the number of engagements for Metroparks events. With limited capacity for Metroparks events, Facebook event pages quickly helped fill those events. Marketing will work with the interpretive department to keep the Facebook event pages up do date with cancelations, news, etc. During this time Facebook has updated a feature in event pages. Now, you can create an event page for an “online event.” This feature will be used by marketing when appropriate.

Facebook ads and boosting (Paid Content)

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

Facebook Roles and Responsibilities

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid Facebook advertising.
- Will answer all questions, comments and messages, and will call or email parks staff when unsure of an answer before answering.
- If a complaint comes through Facebook, Marketing team will politely respond appropriately and will also pass the complaint on to the appropriate department, director and deputy director.
- Will work with interpretive supervisors and park ops staff to set each month’s list of Facebook event pages.
- Will create and post all Facebook event pages.
- Will update the page’s cover photo each month.

- Will ensure the profile picture remains correct.

Interpretive Services Supervisors:

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

Parks Ops Staff and Others:

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

Google

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

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

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

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

Twitter

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

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

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

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

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

Content Calendar for Twitter

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

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

Twitter Roles and Responsibilities

Marketing Team:

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

Interpretive Services Supervisors:

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

Parks Ops Staff and Others:

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

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

YouTube

Video is becoming increasingly more important online and in social media. The Metroparks will post a short video on YouTube as part of our #metroparkminute video series weekly. The topic will be reflective of the editorial/theme calendar previously described. Again, the conversation is the same, just a different channel and way of telling it.

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

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

The part-time marketing assistant will also develop a set of promo experience videos for each park to be posted on YouTube. The marketing assistant will also shoot and develop the staff video series.

Possible videos to produce and post:

- #MetroparkMinute
- Staff interviews
- Summer Camp promo video
- Park promo videos
- Interpretive center promo videos
- Event specific promos
- Videos of interesting projects taking place (like a bridge being replaced or prescribed burns)
- Educational videos such as interpreters teaching about a seasonal topic that could be used by teachers or Natural resources projects taking place.
- Metropark Animal Cams
- Golf Course promo videos

- Tutorial (how-to) videos from various staff specializing how to do various activities or use a product or service
- Informational videos on the various aspects of the Metroparks, i.e. animals
- Wildlife Wednesday with an interpreter
- Staff interviews/ video series to build recognition and expert reputation and make the Metroparks more personable
- Volunteer Spotlight
- Videos from activities at programs and events can be turned into video blogs that can be documented daily or weekly i.e., what is happening in the Metroparks.

Additional Content for Metroparks YouTube Channel

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

Instagram

There will be one Metroparks Instagram account. However, there will be a more dedicated focus on growing the Instagram presence as it continues to be a channel growing in popularity and impact. Therefore, the marketing department will be sharing roles with interpreters and park staff on Instagram posts.

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

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

The Metroparks will investigate guest “take-overs” where the Metroparks either take over another related account for a period of time to share Metroparks content with their followers or where the Metroparks engage a social influencer to write content for their Instagram page and share it as themselves having an experience and tagging our locations and hashtags.

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

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

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

Currently, Instagram only allows one username and password per account. Therefore, the login will be shared across users and they are NEVER to change the login credentials. Marketing will maintain the account, profile picture and login credentials at all times and disseminate that information to all others in the Instagram team.

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

The Metroparks need to keep in mind that the Instagram audience skews to the younger demos, we need to focus on topics and activities that they can see themselves in OR spin those other topics in a way that relates to them. Staff on the Instagram team will also be trained on this and have input into how we do that.

Content Calendar for Instagram

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

- Bird of the Week: With assistance from the interpretive department share information and facts about certain birds that are native to the Metroparks each week. Include photos and/or videos, then link to the Metroparks Bird of the Week Blog on the website.
- Develop a regular schedule of content that can be shared on our social channels in a meaningful way throughout the year to bolster the efforts taking place in DEI while positioning the Metroparks as a partner in DEI efforts and a welcoming place for all people. Initially that content will focus around sharing information about DEI milestone dates and holidays with content that puts a Metroparks spin on it. For example, sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of ADA; and finding a nature spin on pride week to feature famous naturalists/scientists in the field that are part of the LGBTQ+ community; and highlighting the strong native American history that exists within some of our parks during Native American Heritage Month.
- Upload YouTube videos to IGTV when appropriate to Instagram audience.
- Reels (maybe future): Like TikTok, Instagram reels are a new way to create and discover short, entertaining videos. Reels allow you to create fun videos to share with your followers. Reels are 15 second multi-clips with audio, effects and different creative tools. When a reel is created it can be posted in the Instagram feed or as a story. All the reels the Metroparks create will also appear in a dedicated section of the Metroparks profile, similar to IGTV posts. Instagram also gives reels a dedicated landing spot at the top of the Explore page. Where followers and/or potential followers can see it.

Special Topics

Diversity, Equity and Inclusion

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

- Sharing a series of posts about accessible facilities and why they are so important to the Metroparks during the anniversary month of Americans with Disabilities Act (ADA)
- Highlighting the Metroparks accessible features that the Metroparks have implemented
- Announcing projects and grants that focus on new Metropark accessible features
- Take a nature spin on pride week to feature famous naturalists/scientist in the field that are part of the LGBTQ+ Community
- Highlighting the strong Native American history of the Algonquin, Chippewa, Fox or Meskwaki, Kickapoo, Ojibwa, Potawatomi, Sac or Sauk and Wyandot Nations that exists with the Metroparks during Native American Heritage Month
- Incorporate additional DEI milestone dates and holidays that are seen fit by the DEI and marketing department to share and engage with the Metroparks community

The Detroit Riverfront Conservancy Pilot Partnership

The Metroparks and The Detroit Riverfront Conservancy partnership has agreed that until the completion of the water feature at Wilson Park, both organizations will post to their social media accounts no less than six times per year with updates about the partnership, major milestones and or/ joint programs related to the partnership. All social media posts relating to the partnership will recognize and tag both organizations' relevant social accounts. The Metroparks and The Detroit Riverfront Conservancy will work together to provide relevant and engaging content that focuses on both organizations' efforts relating to the partnership and providing recreational opportunities to the community of Southeastern Michigan.¹⁵

Legal Matters

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

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 back with followers. The marketing team will post the official factual statement that has been decided by leadership and let followers argue back and forth among each other.

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

¹⁵ More specific details about the communication goals outline in this partnership agreement for 2021 are included in the Marketing Goals section in the front end of this Marketing Plan.

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.

Marketing staff will create some internal contests around photo and video content to encourage staff to take and share their photos.

A photo sharing system will be put in place by May 1 to allow for a full summer's worth of sharing.

APPENDIX 5: MEDIA BUYS BUDGET



TOTAL MEDIA SPEND = \$588,600¹⁶

Media Buy Description	Planned Amount
Metroparks Out of Home full year campaign	\$60,000.00
Digital and Social Advertising placements - full year	\$90,000.00
Promotion/advertising for jobs/hiring	\$8,000.00
Winter 2020 media campaign (radio, print and grassroots)	\$9,000.00
Shelter/Special Event rental promotion campaign	\$10,000.00
Partnership with RealTime Media	\$29,000.00
Partnership with DABO radio and TV	\$8,500.00
Partnership with Aretha Franklin Amphitheater	\$10,000.00
Spring/Summer Media Buys - TV/Video	\$90,000.00
Spring/Summer media buys - Radio Advertising	\$43,500.00
Spring/Summer- Print Publication Advertising	\$31,500.00
Advertising with partnerships and community events	\$8,000.00
Fireworks media buys	\$5,000.00
Movies in the Parks media buys	\$9,000.00
Summer concert series advertising campaign	\$10,000.00
Advertising campaigns for series programs and additional events	\$5,000.00
Mom blogs (yearlong)	\$20,100.00
Direct Mail Campaign around Lake Erie OR Lower Huron	\$30,000.00
Direct Mail Campaign around Hudson Mills	\$15,000.00
Direct Mail campaign around Wolcott	\$15,000.00
Golf Digital and Social ads	\$15,000.00
Golf radio	\$9,000.00
Golf print and misc. ads	\$5,000.00
Fall media buys - TV/Video ads	\$25,000.00
Fall media buys - Radio	\$8,000.00
Fall media buys - print ads	\$10,000.00
Annual Pass and holiday gift giving campaign media buys	\$10,000.00
TOTAL	\$588,600.00

¹⁶ In the 2020 marketing plan there were \$609,600 of planned media buys. We had increased the budget to account for a full year of heavier market penetration as well as market saturation due to an election year. The pandemic caused multiple disruptions of those plans. What resulted was cancelation and redistribution of many of the planned funds with an actual end of the year media buy spending closer to \$500,000. We budgeted in 2021 to be more realistic, so although planned funds might appear to be a reduction from planned 2020 – it will still result in an increased actual media spending compared to 2020 media buys.

APPENDIX 6: CAMPAIGN CALENDAR



Campaign Name ¹⁷	Campaign Dates	Marketing Mix
New Years	January	email, social
Annual Passes/Trade-up Program	Jan - Mar; Jun - Jul	email, social, radio, print, in park A-frames
Winter Activities	Jan - Feb	Print, Radio, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Shelter reservations - Pre-season	Jan - Mar	email, social, press release, print, related org networking, digital
Marina Reservations	May - Aug	social, related org networking
Seasonal Hiring	Feb - Apr	email, social, press release, radio interviews, related org networking, digital, out of home, In Park A-frames
Volunteering	Apr - Nov	email, social, press release, Out of Home, related org networking
Salamander Migrations	March	email, pop-up social, press release
Spring Field Trips	Jan - Mar	email, related org networking, print, digital
Back-to-school/Field trips	Jul - Sept	email, related org networking, print, digital
Maple Sugaring	Feb - Mar	email, social, press release, digital, radio. Out of home, In Park A-frames
Owl Fest - LSC	Mar - Apr	email, social, digital, related org networking, in Park A-frames
Babies Babies - Wolcott	Mar - Apr	email, social, press release, digital, out of home, print, in Park A-frames
Golf	May - Oct	email, social, print, radio, video, digital, Out of Home
Summer Camps	Feb - May	email, related org networking, print, digital, radio, in Park A-frames
Summer Fun	Apr - May	email, related org networking
Easter	Mar - Apr	email, social, digital, in Park A-frames
Earth Day	April	email, social, press release, related org networking, in Park A-frames
Mother's Day	May	social
Voyager Canoe	Jun - Aug	email, social, related org networking, press release, in Park A-frames, flyer
Father's Day	June	social,
Hayrides/Sleighrides - Kensington	All year	email, social, digital, in Park A-frames

¹⁷ Events and programs are being planned and submitted each quarter through the pandemic instead of a full year at once. That results in this campaign calendar being a tentative representation of a more normal year of programming. It will be evaluated and adjusted throughout the year to fit what is actually planned and able to take place in current pandemic restrictions at that time.

Pool passes/Summer prep	Mar - May	email, social, digital, radio, print, Out of Home, related org networking, in Park A-frames
Educational Opportunities/educational grant opportunities	Apr - May, Jul - Aug	email, print, related org networking, flyers
Summer - General Brand	May – Labor Day	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases
Summer Concert Series	May - Jul	email, social, digital, print, radio, in Park A-Frames
MI Philharmonic - Kensington	July	email, social, digital, print, radio, in Park A-frames, press release
Dairy Day - Wolcott	June	email, social, digital, press release, print, in Park A-frames
"Pop" up Pool/water facility pricing	May - Aug	email, social, radio, media outreach, in park A-frames?
Great American Campout - LSC	June	email, social, digital, press release, in park A-frames
Fireworks	Jun - Jul	email, social, digital, press release, print, in Park A-frames
Voyager Encampment	August	flyer, email, social, related org networking
Colonial Kensington	August	flyer, email, social, related org networking
Movies in the Parks	Jul - Aug	email, social, digital, print, Out of Home, related org networking, in Park A-frames, press release
Summer Discovery Cruises - LSC	Jun - Jul	email, social, press release, related org networking
Annual Surplus Auction	September	email, social, press release, in Park A-frames
Tons of Trucks Kensington	September	email, social, press release, print, in Park A-frames
Hawkfest	September	email, social, digital, print, radio, related org networking, in Park A-frames, press release
Fall - General Brand and Programs	Sep - Nov	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Holiday Programs	Nov - Dec	Print, Out of Home, social, digital, email, press releases, in Park A-Frames
Opt Outside	November	email, social, press release
Giving Tuesday	Nov - Dec	email, social, press release
2022 Annual Passes on Sale	Nov - Dec	Print, Radio, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Updates on capital projects	TBD - ongoing	Press release, email, social
City of Detroit Parks Partnership Projects	TBD - ongoing	press release, email, social

Detroit Riverfront Conservancy Partnership	ongoing	Print, Radio, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Scouting Programs	All Year	Email, flyer, social, related org networking, niche print
Homeschool Programs	Aug - Jun	Email, flyer, social, related org networking, niche print

Series Programs

These campaigns would typically run all year. When able to safely restart series programs and open nature centers, each series will create a flyer for full year calendar, share with related groups, include in emails as possible and create Facebook event pages as appropriate.

Lake St. Clair
- Little Critters
- MI Wild
- Birding Programs
- Heritage Skills
- Paint Like Bob Ross
Wolcott Farm & Historic Centers
- Harness and Hitch
- Wolcott Bee Club
- Walk in Wednesday
- Grist Milling with the Wolcotts
Stony Creek
- Nature Tales
- Paint & Punch
- Birding Programs
Indian Springs
- Family Discovery Days
Kensington Farm Center
- Chow Time at the Farm
- Homesteading & Hobby Farming
- Fun on the Farm
Kensington Nature Center
- Little Critters Nature Hour
- Chickadee Chow Down
Hudson Mills
- Young Outdoor Explorers
- Neat-ure Crafts
- Nature Play
Oakwoods
- Tadpoles
- Explorer's Club
- Nature at Night
- Yoga in the Park
- Evening Adventures
- The Wild Readers Book Club
Lake Erie
- Crack 'O Dawn Coffee Club
- LENS CAP
- Citizen Science Saturdays





To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Report – Planning and Development Department Monthly Update
Date: January 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Planning & Development Department Monthly Update as recommended by Chief of Planning and Development Nina Kelly and staff.

Background: The following are highlights of the activities of the Planning & Development Department for January 2021:

Project/Initiative Implementation

- SEMCOG Transportation Equity Grant: Project agreement executed (Harrison Township). Anticipate RFP issuance for consultant in January.
- EGLE NPS Program Grant: preliminary design for plantings and bird deterrents underway with ECT, Inc. Anticipate construction bidding by February.
- Recommending approval of Penchura’s playground equipment proposal (“space” theme) at the Woods Creek playground at Lower Huron Metropark. Staff from Planning and Development, Purchasing, and Operations, in addition to program staff from the Detroit Riverfront Conservancy, attended presentations made by four out of the total five vendors in mid-December.
- Conceptual design approved by Elizabeth Kirbach for the Dave Kirbach Memorial at Kensington Metropark; construction anticipated in spring.
- CAPRA documentation assembly for the Planning (2.0) and Recreation Programming (6.0) chapters assigned to the Planning and Development Department. Facilitating the development and assembly of documentation in support of the remaining eight chapters with Finance, Marketing, DEI, Maintenance/Operations, Human Resources, and the Executive departments.

Planning and Community Engagement

- Site work design in progress for the Woods Creek playground at Lower Huron Metropark. Anticipate construction bidding by late February, contract to be brought for approval by the Board in April.
- Assembling a Volunteer Development Plan to include goals and milestones for the next three years.

Programming

- Detroit Riverfront Conservancy/Metroparks Programming Plan development, to include three primary components: Swimming, Interpretive, and Special Events Support.
- Accessible programming evaluations for inclusion in the ADA Transition Plan and to support CAPRA accreditation process.
- Developing RFP for consultant to assist in developing a strategy for swimming/water safety programming at pools within the Metroparks (Lake St. Clair, Willow, Lake Erie) and with partners at the regional scale. Anticipate RFP issuance in January.

Land Issues

- The 90-day due diligence period for the Schmidt property acquisition, adjacent to Wolcott Mill Metropark, began on Nov. 2, 2020. The survey, appraisal, Phase 1 and Phase 2 ESAs have been completed. Engaging in conversation with Six Rivers Land Conservancy about the possibility of applying for a Michigan Natural Resources Trust Fund grant to support acquisition.
- Drafting a new Access and Encroachment policy in coordination with Miller Canfield. Upon completion, it will be brought before the Board for review and approval.

Grants

- Ralph C. Wilson, Jr. Legacy Funds (via Community Foundation for SE Michigan): submitted grant application in early January to fund a feasibility study for connecting Huron Meadows Metropark to Island Lake State Recreation Area.
- Developing 2021 Trust Fund and Land and Water Conservation Fund project concepts and applications through March.

Attachment: Monthly Planning and Development Report



7-A-3

PLANNING AND DEVELOPMENT MONTHLY REPORT

January 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

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OTHER DEPARTMENT INPUT KEY	
	Natural Resources and Regulatory Compliance
	Planning and Development
	Diversity, Equity and Inclusion
	Interpretive Services and Community Outreach
	Engineering

SYSTEM-WIDE



- Restoration** – Linear feet or acreage of project impact for shoreline protected or restored, wetlands protected or restored, floodplain protected or mitigated
- Invasive Species Management** – Linear feet or acreage of project impact treating invasive species
- Habitat and Wildlife Protected** – Linear feet or acreage of project impact for fish habitat, fish barriers removed or bypassed, species moved or avoided
- Partnerships** – Outside agency funding sources (total cost/sharing percentage)
- Volunteers** – Total number of volunteers/workdays
- Grant/Foundation Funding** – Total funding/match
- Visitor Counts** – Total number of visitors weekend/weekday
- Best practices education** – Project emphasizes educational and interpretational opportunities
- Estimated cost** – Total estimated or actual cost of project
- Accessibility** – Determine if facility or programs designed for accessibility (A) or if barriers (B) exist based on ADA checklist
- Staff time** – Total number of staff hours estimated

Administrative






	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
DISTRICT-WIDE	Planning and Development monthly reports	Report		Monthly	Staff time	Report assembly
	Tollbooth scanning reports	Report		Monthly	Staff time	Report assembly begins May 2021
	Foundation administrative Tasks	Various		Ongoing	Grant/Foundation funding	Conducted annual board meeting, completed audit and annual report, and updated articles of incorporation
	Sign request processing/signage transition plans	Infrastructure/ Small Facilities		Ongoing	Actual Cost	Administrative tasks
	CAPRA accreditation preparation/initiation	Report	Various	Ongoing	Staff time	Self-Assessment preparation with Chapter Chairs
	Regional transportation/recreation opportunities	Various	Various	Ongoing	Staff time	Project agreement completed; RFP for consultant set for public bid
	SEMTAT participation	Report		Ongoing	Staff time	Meeting attendance for Capacity Building & Planning/Mapping committees
	FAIR Play Coalition maintenance and development	Various		Ongoing	Volunteers	Consultations on projects
	Agency/org partnership maint. and development	Various	Various	Ongoing	Staff time	Partnership approved with the Detroit Riverfront Conservancy, currently working on programmatic coordination
	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
	Great Lakes Way advisory committee participation	Various		Ongoing	Staff time	Meeting attendance

SYSTEM-WIDE



Facility Concept Planning

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
Sustainability Plan projects coordination	Various		Ongoing	Various	Electric Vehicle station recommended to be included in concept plans involving parking improvements.
David Kirbach Memorial Site	Plan		5 months	Staff time	Conceptual design completed; spring 2021 construction anticipated.

HCMA Studies/Initiatives


Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
Volunteer Management	Plan		Ongoing	Staff time	Phase one (golf, natural resources, work skills, eagle scouts/collaborative projects) are currently now able to be re-engaged
Sustainability Plan projects coordination	Various		Ongoing	Various	Tree planting volunteer program in partnership with GM Proving Grounds staff underway.
Trail Ambassador program	Report		4 months	Staff time	On pause due to COVID-19
ADA Transition Plan	Plan		Ongoing	Staff time	ADA webpage and Programming Transition Plan under development.
Visitor counts	Various		Ongoing	Staff time	Data collection for 2020 compiled into report including pedestrian and bicycle weekly reports generated. In addition, parking lot counts completed for vehicles. Summary report under review.

Grants/Fundraising




Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
REI Grant Rouge Park	Plan		Ongoing	Staff time	Bench and peace pole have been received. 2021 work plan in development.
2021 DNR Recreation grant applications	Documentation	Various	Apr.	Staff time	Projects initiated by leadership and previous planning efforts under preliminary scoring review. Grants due April 1, 2021
Mobile Learning Center PNC Early Education Grant	Plan		Early 2021.	Staff time	Report submitted; Anticipate invite to apply soon
EGLE Recycling Bin Grant	Plan	Various	May 2021	Staff time	Project agreement executed, moving toward implementation.

SYSTEM-WIDE

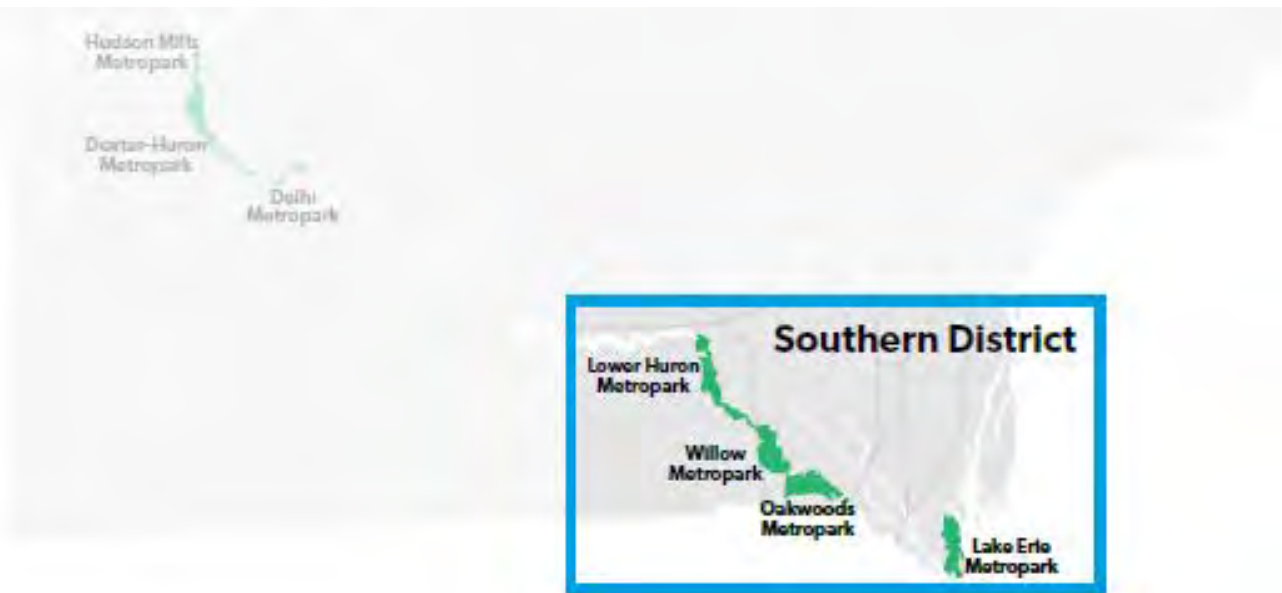
Project Implementation/Oversight

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
Sustainability Plan projects coordination	Various		Ongoing	Various	Sustainability coordinator reviewed and provided comments for the RFP for landfill/recycling contract. QA/QC that recycling bin initiative expanding in 2021 is compatible with new landfill/recycling vendor contract

Recreation Programming

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
2021 Recreation Programming	Various		On going	Staff time	Planning underway
DIA's Inside/Out program	Various		On going	Staff time	Installations from 2020 have been removed. Participation in the 2021 program has been approved and locations were scouted at Lake Erie, Kensington, and Stony Creek.
Accessible Programming Evaluation	Various		On going	Staff time	Implement accessible program evaluation process with Ops, Interpretive, DEI

SOUTHERN DISTRICT



Woods Creek Proposed Conceptual Plan







SOUTHERN DISTRICT

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
OAK	Ford Volunteer Corps	Plan	NR	May	Staff	Received \$4,000 for Tallgrass Prairie Refurbishment, volunteer-based project will be implemented in May 2021.
Willow	SE Michigan Resilience Fund	Plan	Eng./NR	Spring 2021	Staff	Project submitted to implement OHM stormwater recommendations for the Big Bend area and expand prairie habitat and river buffer. Awards announced in March 2021.
LHu	2020 TF- LHu Iron Belle Trail Connector	Documentation	Various	2021.	Staff time	Trust Fund grant recommended for funding. Entering Project Agreement phase.
	2020 LWCF- Walnut Grove Campground & Off-Leash Dog Area	Documentation	Various	2021	Staff time	LWCF grant recommended for funding. Entering Project Agreement phase.

Project Implementation/Oversight


	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
LHu	2018 LWCF - LH N. Fishing Site	Large Facilities		Ongoing	Staff time	Received DNR approval for Plans and Bid documents. Bid for contract to be posted early Jan.
	2019 Iron Belle Trail Signage	Small Facilities		September 2021 deadline	Contractor	Project near completion, working on sorting reimbursements, granted extension due to state spending freeze
OAK	2019 LWCF - Oakwoods Accessible Nature Trail	Large Facilities		Waiting on Project Agreement Execution	Staff time	SHPO submittals have received clearance letter.; DNR does not anticipate agreements executed until early 2021
LEr	2019 LWCF - Lake Erie Accessible Boat/Kayak Launch	Large Facilities		1 month	Staff time	SHPO response requested State file review (archaeological study by Commonwealth Heritage Group and submitted to SHPO for review.) DNR does not anticipate agreements executed until early 2021.

SOUTHERN DISTRICT

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
LER	Lake Erie Nature Trails/Hike-Bike Trails Concept Plan	Large Facilities	Various	December	Staff time	Water over trail warning signs ordered.

HCMA Studies/Initiatives




	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
LHU	Signature playground project	Large Facilities	Various	July 2021	Contractor	Draft Conceptual Plan with public input completed. Playground equipment consultant recommendation at January BOC.
WIL	Accessible pathway crossing improvements at Huron River Dr. railroad	Small Facilities		March	Contractor	Sketch plan approval by CSX and MDOT Office of Rail

WESTERN DISTRICT




WESTERN DISTRICT




Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
DELHI	Border-to-Border trail design and construction	Large Facilities		Ongoing	Estimated Cost	Maintenance and memorial bench processes under development with WCPARC.
	Skip's Livery relocation	Large Facilities		Ongoing	Consultant fee	Design and permitting in progress
KEN	Public art initiative for Maple Beach	Large Facilities		Ongoing	Staff time	Public art guidelines and RFP in development.

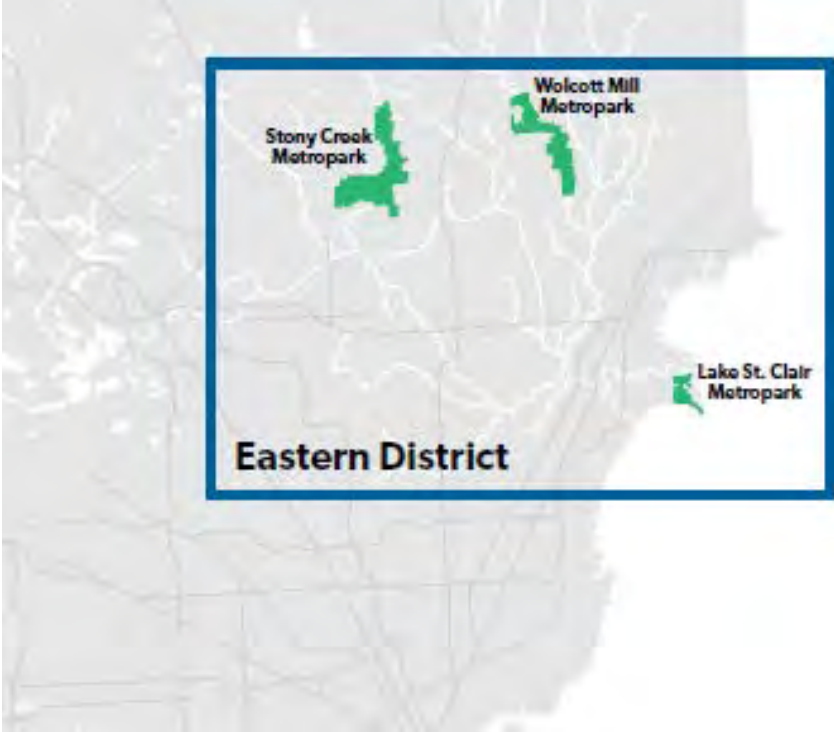
Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
DHU	2020 TF - DHU Accessible Launch	Documentation	Various	2021	Staff time	Trust Fund grants recommended for funding. Entering Project Agreement phase.
HMe	Feasibility study for connection between Huron Meadows & Island Lake Rec Area	Plan		Jan.	Staff time	Grant application to CFSEM Ralph C. Wilson Fund- Design and Access Fund

Project Implementation/Oversight



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
KEN	Maple Beach Playground	Large Facilities		6 months	Staff time	Construction will be on hold shortly until spring for the Poured-in-place Rubber Surfacing. All other work completed in November 2020
	2019 TF West Boat Launch Accessible Launch Project	Large Facilities		Ongoing	Staff time	Project agreement executed; design underway
HMIIS	2019 TF Rapids View Accessible Launch Project	Large Facilities		Ongoing	Staff time	Project agreement executed; design underway

EASTERN DISTRICT





EASTERN DISTRICT




Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
WMIII	Schmidt Property Acquisition	Land Acquisition		Fall 2020	Offer in negotiations	Appraisal, survey, Phase I & Phase II ESAs completed
LSC	Nona (S. River Road) Potential Property Acquisition	Land Acquisition		Fall 2020	Consultant fees	Appraisal complete, acquisition strategy in progress

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
LSC	Pilot Transit Planning for Access to LSC	Large Facilities		2021 Completion	Staff Time	Awarded SEMCOG Planning Transportation Equity Grant. RFP to be scheduled for out to bid in early January 2021.
SCR	Urban Community Forestry Grant	Application	Various	2021 Completion	Staff Time	Grant received for 13 trees to be planted near the Stony Creek Starter Building
	2019 TF – Off-leash Dog Area Development	Large Facilities		Ongoing	Staff Time	Project agreement executed; design underway

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
LSC	LSC Beach Restoration Project- Nonpoint Source Pollution Project	Large Facilities		2023 Completion	Staff Time	Design underway with ECT, Inc.
LSC	LSC Nature Center-DNR Grant Admin	Large Facilities		Jan.-Feb.	Staff time	Reimbursement documentation submitted to DNR. Virtual ribbon cutting/grand opening being planned for February.
SCR	Shelden Trails Redevelopment	Large Facilities		Ongoing	Staff time	Loops Section B and Section A near ready for official opening, closed due to site conditions; The northern connector will open up once the bridge is installed. The contract extension to finish D, and do Loops C/E approved under annual budget
	Shelden Trails Signage Plan	Small Facilities	Mkting	3 months	Staff time	Signage ordered for the Beach and Bee Line Loops. Additional work on signage continue in 2021 as other loops completed.

EASTERN DISTRICT

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
	None at this time					

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2021 Actions
	None at this time					

WHAT'S NEXT?

	Description	Action Type
SYSTEM WIDE	Trail Counts/Parking Lot Counts 2021 Program Planning	Staff time
	River Restoration Campaign concept plan	Staff time
	2021 DNR Recreation Grants planning	Staff time
	Updates to website with accessible facilities and amenities	Staff time
	EGLE Plastic Bottle Recycling implementation plan	Staff time
	CAPRA documentation assembly	Staff time
EASTERN DISTRICT	Solicitation of consultant for LSC transit access plan	Staff time
	Accessible Programming Evaluations	Staff time
WESTERN DISTRICT	Accessible Programming Evaluations	Staff time
	CFSEM Legacy Fund grant application for Island Lake-Huron Meadows connector feasibility study	Staff time
SOUTHERN DISTRICT	Accessible Programming Evaluations	Staff time
	Woods Creek Playground site work design	Capital Project





To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Subject: Report – Monthly Natural Resources Update
Date: January 8, 2021

Action Requested: Motion to Receive and File

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

Attachment: Monthly Natural Resources Report



NATURAL RESOURCES MONTHLY REPORT

JANUARY 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

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SYSTEM-WIDE

ADMINISTRATIVE

- Deer population survey flyovers at each park
- Deer management program review and planning for February 2021
- Beaver Nuisance damage permitting and program for 2021
- Lake Erie Metropark Shoreline Restoration and Wetland Enhancement project permitting and preconstruction meeting
- Lake St. Clair Black Creek Marsh Shoreline Restoration design and permitting
- Eastern Massasauga Rattlesnake CCAA review
- Permitting for multiple ROW line clearance projects
- Issuing RFPs for Prescribed fire and Invasive Species Control projects for 2021



SOUTHERN DISTRICT

OAKWOODS METROPARK

- Invasive Shrub Removal – Floodplain Forest

LOWER HURON METROPARK

- Forestry Mowing of various seasonally wet areas



WESTERN DISTRICT

KENSINGTON METROPARK

- Invasive shrub control – East Border Oak Savanna
- Hazardous Tree removal at various locations

INDIAN SPRINGS METROPARK

- Invasive Shrub Removal – EDC Prairie

HUDSON MILLS METROPARK

- Hazardous tree removal near disc golf course



EASTERN DISTRICT

STONY CREEK METROPARK

- Eagle Nesting signage installation

WOLCOTT MILL METROPARK

- Invasive Shrub Removal – Historic Center Drive
- Forestry Mowing at various locations
- Eagle Nesting signage installation

LAKE ST. CLAIR METROPARK

- Shoreline assessment at Black Creek Marsh Shoreline site continues

TRAIL TEMPORARILY CLOSED



**FEDERAL REGULATIONS PROHIBIT
ACTIVITY BEYOND THIS POINT TO
PROTECT SENSITIVE WILDLIFE.**

To report individuals beyond the barriers:

- Call the Park Office at 586-781-4242.
- Evenings, Call the Macomb County Sheriff: 586-469-5151, to request a Metroparks Police Officer to respond to Wolcott Mill Metropark.

WHAT'S NEXT?

SYSTEM-WIDE

- Forestry mowing at Detroit Rouge Park Prairie
- 2021 treatment planning for invasive species

SOUTHERN DISTRICT

- Construction of Shoreline project at Lake Erie Metropark
- Invasive Shrub Control – Robbe Farm Lower Huron

WESTERN DISTRICT

- Invasive shrub control – Wildwing Lake woods
- Invasive shrub control – Tamarack Swamp Hudson Mills

EASTERN DISTRICT

- Forestry Mowing – Stony Creek Nature Center Area
- Invasive shrub control – Nature Center Prairie West



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Report – Volunteer Services Annual Report
Date: January 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Volunteer Services Annual Report as recommended by Chief of Planning and Development Nina Kelly and staff.

Attachment: Annual Volunteer Services Report

VOLUNTEER SERVICES 2020 ANNUAL REPORT



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Appendix 3: Native Seed Ball activity information	
Appendix 4: Metroparks Volunteer t-shirt	



OVERVIEW

The Metroparks Volunteer program supported the park system's missions in education, recreation, and stewardship by engaging individual and group volunteers in meaningful activities and projects.

As 2020 was an unprecedented year because of the COVID-19 pandemic, keeping people safe and healthy was the top priority for the Metroparks. Our Volunteer Services program adjusted to do so by creating a responsive volunteer services program plan (Appendix 1). Limiting capacity and taking safety precautions, volunteers were able to help on the golf courses, with land management (by removing invasive species with our Natural Resources team on 24.56 acres systemwide), and by doing select Eagle Scout and collaborative projects throughout the parks. This year we also introduced remote volunteer programs, and we plan to continue to expand this effort to support Natural Resources, Interpretive Services and sustainability efforts.

Although this year looked and felt different than previous ones, the Metroparks continued to be a very popular destination for parkgoers and we are especially grateful for our dedicated volunteers and appreciate all they do to help make the Metroparks a distinguished park system.



Photo 1: Metroparks volunteer, Issac, made native seed balls at home. He then visited the designated area to plant them at Kensington. The native seeds used were collected by Metroparks volunteers from within the parks in 2019 and then dried by Natural Resources department staff.

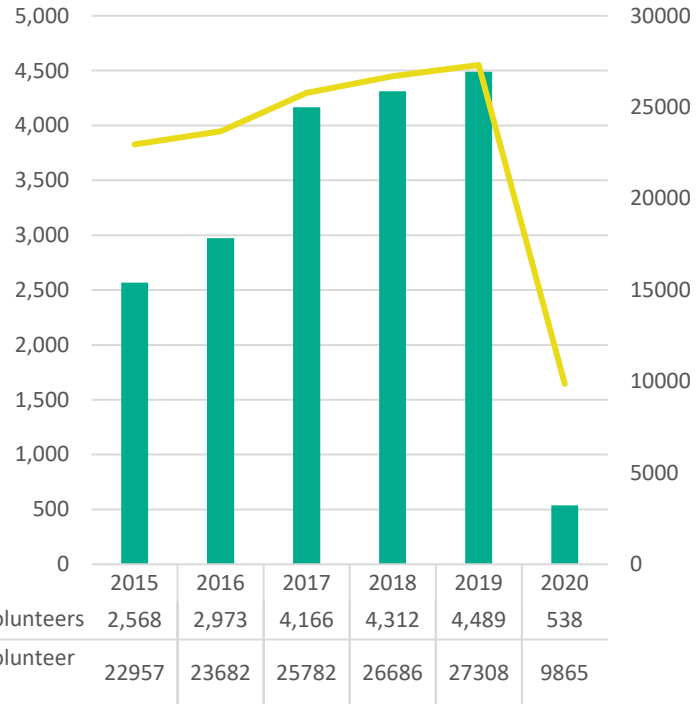
OVERVIEW

In 2020, HCMA counted **538** extraordinary volunteers, who put in **9,865** hours of work during a global pandemic.

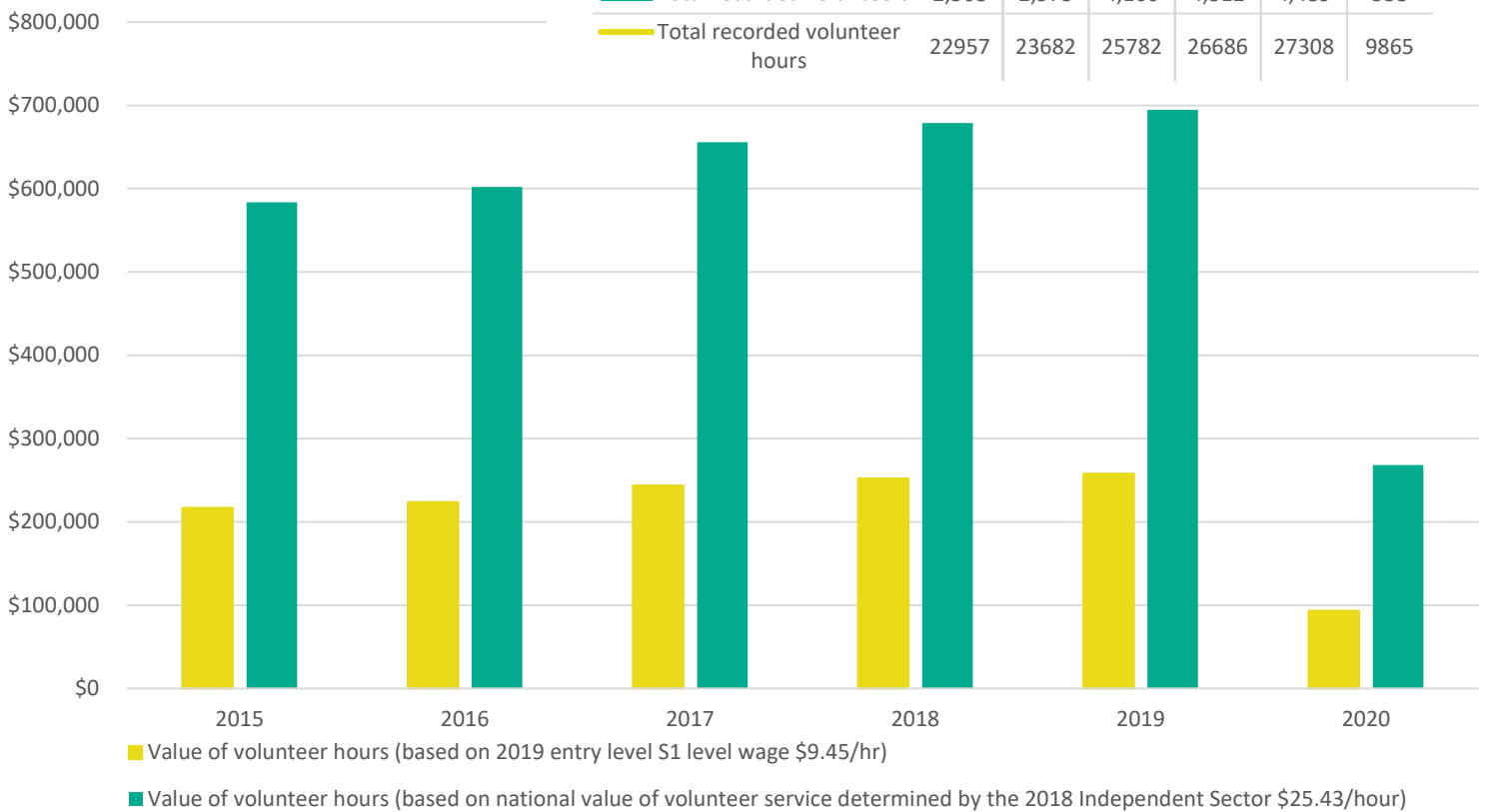
When valued at an entry level wage, this volunteer work represents **\$93,224** worth of labor benefit.

When valued at independent sector wages, this work provides a **\$268,328** labor benefit to HCMA.

2015-2020 Volunteer Numbers



2015-2020 Volunteer Value



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 BINGO (remote): In celebration of Earth Day, the Metroparks asked volunteers to participate in Earth Day BINGO to encourage conservation from the safety of their own home. Volunteers who participated were sent an Earth Day Fun patch. (Appendix 2)

Native seed balls (remote): Volunteers were asked to make native seed balls throughout the month of October, using native seeds collected from the Metroparks in 2019. The seed balls were planted in specific native areas in Kensington, Stony Creek, and Lower Huron. (Appendix 3)

Haybale cover (Wolcott Mill): Eagle Scout, Nate, built a haybale cover for his project at Wolcott Mill Metroparks. Nate was responsible for raising the funds and working with volunteers to build and install the haybale cover.

Little Free Libraries (Lake St. Clair, Kensington, Stony Creek, Wolcott Mill): Girl Scouts have built and installed Little Free Libraries, a book-sharing box, at popular locations in the Metroparks. The volunteers raised funds, built and installed the box, and stocked it with books to share with park patrons.

Labyrinth restoration project (Dexter-Huron): Girl Scouts who helped built the initial labyrinth in 2008 at Dexter-Huron came back this October to do restoration work in celebration of their scout leader and friend.



Photo 3 (left): Earth Day BINGO encouraged conservation from home this year. Lochlann participates by planting seeds.

Photo 4 (middle): Isaac makes Native seed balls for planting in the Metroparks.

Photo 4 (right): Girl Scout, Ava, built a Little Free Library that was installed at Stony Creek Metropark Eastwood Beach.

PROGRAM HIGHLIGHTS

Community Partnerships

Work Skills Corporation: The Metroparks was pleased to partner with Work Skills Corporation, an organization 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 both Hudson Mills Metropark and Kensington Metropark Farm Center. Volunteers worked on minor maintenance activities, invasive species removal, and farm chores. We look forward to expanding this partnership in 2021 by adding additional volunteers for Willow Metropark.

FAIR Play COALITION: This advisory committee composed of volunteers who are advocates for accessibility in recreation, has supported the design, marketing, and fundraising efforts for the accessible playground at Kensington Metropark Maple Beach area. They also assessed other project developments for accessibility throughout the Metroparks.

***Recognition:** The FAIR (Fun Accessible Inclusive Recreation) Play Coalition was selected for the Public Outreach award for the 2020 Planning Excellence Awards by the Michigan Association of Planning, the Michigan Chapter of the American Planning Association!*

City of Detroit and Friends of Rouge Park: The Metroparks, in collaboration with the City of Detroit and Friends of Rouge Park, have partnered with REI Co-Op to help with the Prairie Restoration project at Rouge Park in Detroit. The Metroparks received a \$10,500 grant in 2020 to help fund this project and has supported trailhead improvements including a trash can, benches, and concrete slabs at both the North and South. Additional volunteer help for the prairie restoration will be supported by the GM Cares program, engaging GM employees as part of their commitment to the Cody neighborhood. Scheduled volunteer days were postponed due to COVID-19.

Ford Motor Company Volunteer Corps: The Metroparks partners with Ford Motor Company for volunteer services by their employee base. In 2020, we were awarded a \$4000 grant for prairie restoration work at Oakwoods Metropark. This prairie is part of the imperiled Oak barrens habitat and the only contiguous prairie of that size in the area. Ford volunteers will work with the Metroparks Natural Resources staff to plant native species, scheduled for Spring of 2021.

Clinton River Area Mountain Biking Association (CRAMBA): Members of CRAMBA have supported the Shelden Trails redevelopment project at Stony Creek Metropark and continue volunteer efforts in maintaining the trails.

LOOKING FORWARD: 2021

We are excited about expanding the volunteer opportunities and creating a stronger volunteer services program in 2021 and beyond. We will be implementing new programs, partnerships and ideas, such as:

Expand remote volunteer engagement: Develop and expand remote and independent volunteer engagement programs. Activities will include; asking volunteers to make wildlife nest boxes such as bee hotels, bat boxes and kestrel owl boxes, using technology applications such as iNaturalist and Survey123 to monitor and track invasive species and birds throughout the Metroparks, and sustainability focused items such as large and personal sized Recycling bins for fishing line.

Garden volunteer program: Garden volunteer solicitation to support the new Lake St. Clair Metropark beach restoration project and others.

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 to provide volunteer activities and events to engage volunteers of all abilities.

Trail Ambassador program: Engage volunteers to help maintain the trails by observation and light maintenance work. The program is anticipated to run from May - October.

Volunteer data management and surveys: Implement a consistent volunteer management system to track volunteer characteristics, hours, reporting and to better understand the volunteer experience.

Natural Resources: Partnering with the City of Detroit Parks & Recreation for volunteer engagement in natural areas. Expanding the river clean-up by canoe efforts.

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

Volunteer Services Development Plan: Creating a comprehensive Volunteer Services program plan will include; a three-year projection for program goals and milestones, a communication and event schedule to share information with park staff and volunteers, and a forum for feedback, recognition, and a standardized process for data collection and information sharing. (Volunteer t-shirt design can be seen in Appendix 4)

"Thank you for leading the Earth Day Virtual Challenge. My step daughter Ava kept talking about Earth Day and how she wanted to participate so when I received this notice from Metroparks, I thought it was the perfect opportunity for her so THANK YOU"

- Louchrisa, Metroparks volunteer



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APPENDIX 1

Volunteer Days with respect to COVID 19/Social Distancing

Guidelines We will continue to monitor and adjust guidelines for volunteer engagement to adhere to the Michigan Public Health Department and CDC recommendations for the safety & well-being of our volunteers.

We are requiring persons volunteering to practice necessary safety precautions:

- Volunteers will register and fill out application, waiver online and it would be entered in DonorPerfect (automatically), with an email notification it was received
- Staff will continue to record volunteer hours (check-in/check-out)
- Volunteer groups will be limited to 10 people, includes all volunteers & leader(s)
- A screening questionnaire form should be completed by all volunteers before being permitted to volunteer and shall comply with any required screening process required by the state or local jurisdiction. It will ask to verify they are feeling well and do their own wellness check (making sure temperature is below 100.4, no cold-like symptoms including cough/sneezing, etc) each day they volunteer. If any symptoms are present or volunteers think they are sick, if they have been knowingly exposed to or have been a caregiver for someone that has been diagnosed to COVID 19, volunteers will not be allowed to volunteer within a 14-day exposure period. Completed questionnaires will be filed with the volunteer paperwork.
- If a volunteer has returned from foreign travel, cruises or traveling from out of state, we require that they refrain from volunteering for at least 14 days while they monitor their health.
- During a work shift, if a volunteer should develop any signs or symptoms of COVID-19 they will alert their supervisor immediately and follow the directions for self-quarantine or self-isolation on the health screening form.
- If a volunteer has a confirmed case of COVID-19, they agree to immediately notify their on-site supervisor of their diagnosis and will not volunteer until they are cleared to return.
- Volunteers will be asked to bring their own PPE (gloves, face masks) and tools to limit exposure. All volunteers are required to wear a face mask when entering or exiting their work space or whenever they are within 6 feet of another person or in communal areas (i.e. breakrooms, bathrooms, etc.). Volunteers may only remove their face mask while alone in their work space. If volunteers do not bring their own PPE, the Metroparks will supply masks and disposable gloves.
- Volunteers are instructed to wash their hands frequently, to cover their coughs and sneezes with tissue or use their elbow and avoid touching their faces. In the absence of appropriate hand washing equipment, hand sanitizer will be made available. Signs regarding proper hand washing methods have been posted in all restrooms. Hand shaking is also prohibited to ensure good hand hygiene
- If volunteers are from the same household and work together in a small group, social distancing is not necessary

PHASE ONE : Golf volunteers, Eagle Scout/Collaborative projects, Work Skills programs, Natural Resources

Start date: July 8, 2020

GOLF (Some golf courses have volunteers already helping, following these guidelines)

- Volunteers will be asked to wear disposable gloves and face masks while volunteering, disposed of when finished
- Any tools & golf carts used will be sanitized before/after each use by Golf Course staff
- Volunteers will meet the golf course manager/assistant manager to check-in and receive assignment, as well as the PPE.

EAGLE SCOUT/COLLABORATIVE PROJECTS

- Volunteers will be asked to bring their own tools and materials that will be used
- Volunteers will be asked to wear masks and gloves
- We will have an understanding of how many volunteers are needed to complete the project, and work the Scout to have a safe volunteer day, taking the necessary precautions to adhere to social distancing as best as possible including stagger volunteer schedules to limit the number of volunteers on-site, etc.
- Volunteers will have a Metroparks staff point person that is understanding of the project and will be able to meet on-site to help with oversight and daily check-in. Volunteer hours are also recorded by the Scout and submitted with final project report.

Work Skills programs (small group of volunteers with their own job coach)

- Volunteers will check-in, receive their assignment and pick-up tools/materials from the park office. Tools will be sanitized by park office staff with bleach water
- Volunteers will be required to wear disposable gloves and face masks while volunteering, gloves disposed of when finished

NATURAL RESOURCES invasive species removal

- All Metroparks-owned tools (loppers, saws) will be cleaned/sanitized before and after each work day with bleach mixture spray or disinfectant wipes (cleaned by NR staff)
- Volunteers will be working 6 ft apart
- Have hand sanitizer, masks and disposable gloves on-site for volunteers
- Volunteers will receive the confirmed meeting location, contact information to check-in and receive instructions for their assignment by email 24-48 hours before volunteer day

PHASE TWO

Garden, Litter/Clean-up, Farm & Nature Center

Start date: to begin when Interpretive programming resumes

GARDEN

- Volunteers will be asked to bring their own gloves and garden tools. If tools are provided- all tools will be cleaned/sanitized before and after each work day with bleach mixture spray or disinfectant wipes (cleaned by Metroparks staff at park office or interpretive enter)
- Volunteers will be working individually, or at least 6 ft apart

- Volunteers will receive the confirmed meeting location, contact information to check-in and receive instructions for their assignment by email 24-48 hours before volunteer day

LITTER/CLEAN-UP

- Volunteers will be required to wear disposable gloves and face masks while volunteering, to be disposed of when finished
- Trash bags will be provided outside the park office on the day of the clean-up; full bags will be left in designated areas to be picked up by Metroparks maintenance staff
- Volunteers will check-in to get assignment and tools (if needed) by calling their point person at the Park Office to meet them

FARM & NATURE CENTERS

- volunteers performing daily chores and tasks that can be done as an individual or with social distancing
- All tools will be sanitized before and after each use by Interpretive staff with bleach mixture spray or disinfectant wipes
- Volunteers will check-in to get assignment and tools (if needed) by calling their point person at the center to meet them

MAINTENANCE (ex. pulling staples out of picnic tables)

- Volunteers will pick up tools & materials from maintenance yard- tools will be sanitized before and after each use by maintenance staff with bleach mixture spray
- Volunteers will practice social distancing and wear masks/disposable gloves
- Volunteers will check-in to get assignment and tools (if needed) by calling their point person to meet them

PHASE THREE (DATE TO BE DETERMINED)

Volunteer activities that engage with the public, such as programs and events

Minor construction projects like picnic table building (multiple people closer together)

Volunteer activities that are indoors

METROPARKS EARTH DAY

BINGO

TURN OFF LIGHTS WHEN YOU LEAVE THE ROOM	TAKE A SHORT SHOWER AND USE BAR SOAP	MAKE THE SWITCH TO LED LIGHTING OR CFL LIGHT BULBS	SPRING CLEAN-UP, BY CREATING A DONATION PILE	USE A REUSABLE WATER BOTTLE
TURN DOWN THERMOSTAT ONE DEGREE	MAKE A HANGING PLANTER	MEND YOUR CLOTHES	INSTALL A RAIN BARREL	REMOVE AN INVASIVE SPECIES <i>(Such as garlic mustard)</i>
DO A LITTER CLEAN-UP IN YOUR NEIGHBORHOOD	USE A REUSABLE STRAW		PRACTICE COMPOSTING	TAKE A WALK OR GO ON A BIKE RIDE
HANG DRY YOUR LAUNDRY	SHOP LOCAL FOR GROCERIES	CREATE ZERO FOOD WASTE FOR ONE DAY	PLANT A TREE	CREATE AN UP-CYCLED ART PROJECT
FIND A MOMENT TO BE AWED BY NATURE	PLANT A FOOD GARDEN FOR YOU OR A PET	FILL IN WHAT YOU DID TO HELP THE ENVIRONMENT	OPEN A DOOR OR WINDOW	PRACTICE RECYCLING



Planting Your Native Seed Balls

Huron-Clinton Metroparks

After you've made and dried your seed balls, come back to the Metroparks to plant them! Planting begins at Kensington, Lower Huron, and Stony Creek Metroparks on November 8th, 2020. Please return to the same park you picked up your supplies from. You may return to plant your seed balls any time between Saturday November 7th and Sunday December 13th.

When: Saturday November 7th, 2020 - Sunday December 13th, 2020

Where: Kensington Equestrian Staging Area, Stony Creek Nature Center, or Lower Huron Group Camp

1. Inform the tollbooth attendant you are here as a seed ball volunteer
Volunteers receive free entry to the park!

2. Find the planting location

Lower Huron

Proceed to Group Camp/East Bend from the toll booth. Park in the first parking lot on the left. Walk towards the main road and look for the sign and pink flags designating the planting area. Please watch your feet as there is uneven terrain and stumps that are trip hazards.

Kensington

You will not need to enter the main park to access the planting area. The Equestrian Staging Area is located off Martindale Road north of the park. To get there from the Milford Road park entrance: go north on Milford Road past the Kensington park entrance, take the first left on Dawson Road (dirt road), take the first right onto Martindale Rd and continue down until you see the sign for the Equestrian Staging Area on the left. Park in the parking lot and then head towards the mowed grass. To your left, near the standing posts bordering the field, you will see the mowed field with pink flags and a sign designating the planting area. Please watch your feet as there is uneven terrain and stumps that are trip hazards.

Stony Creek

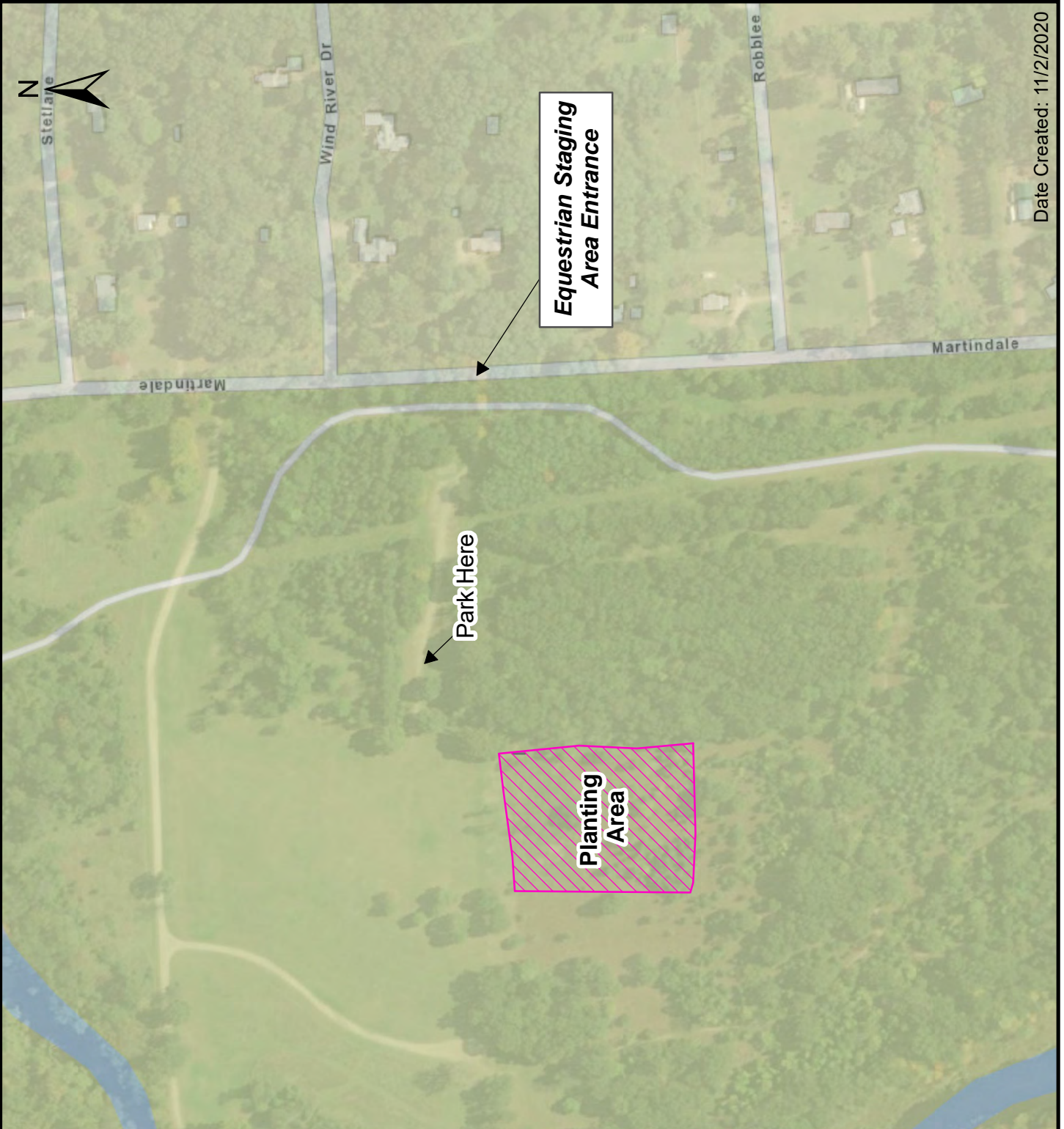
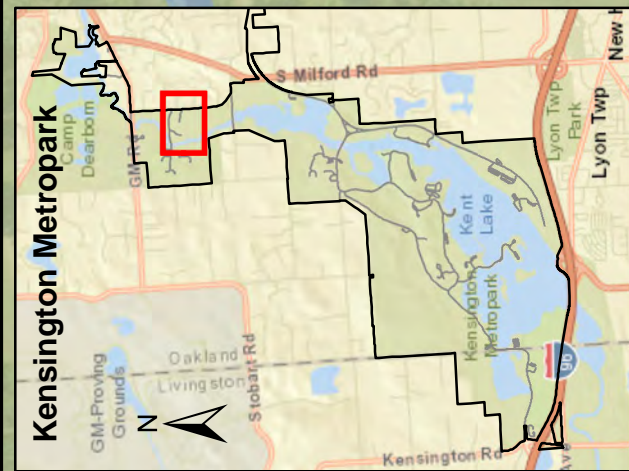
From the toll booth, follow the park signs to the Nature Center. Once parked, head towards the Nature Center. You will see pink flags and a sign designating the planting area as the field to the right of the paved path as you look down at the Nature Center. Please watch your feet as there is uneven terrain and stumps that are trip hazards.

3. Plant your seed balls!

Seed balls can be planted anywhere within the boundaries of the pink flags. Walk through the mowed field/planting zone and try to randomly distribute the seed balls over the whole area. When planting, look for areas of bare ground, drop the seed ball, and step on it so it makes good contact with the soil. Seeds have a better chance of surviving when they have good seed to soil contact! You can also kick grass away to create an area of bare soil to plant in. If you would rather not walk through the field, throw or toss the seed balls into the planting zone.

The seeds will overwinter and then begin to grow in the spring! Thank you for your help in restoring native plants to the Metroparks!

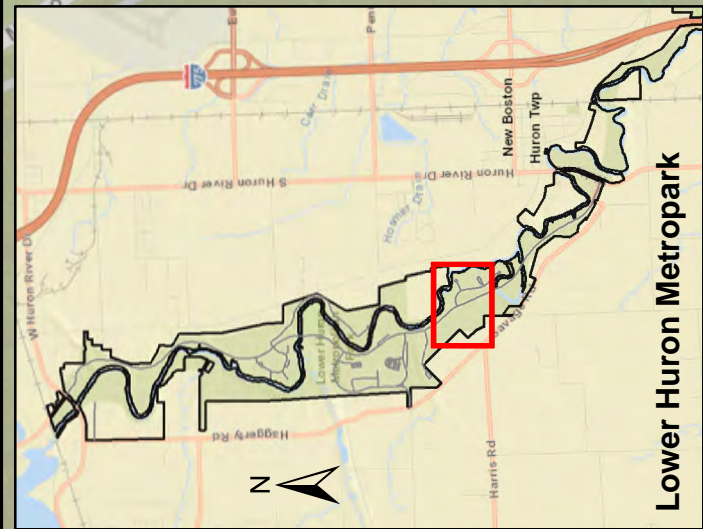
Kensington Metropark Equestrian Staging Area Seed Ball Planting 2020



Lower Huron Group Camp Seed Ball Planting 2020

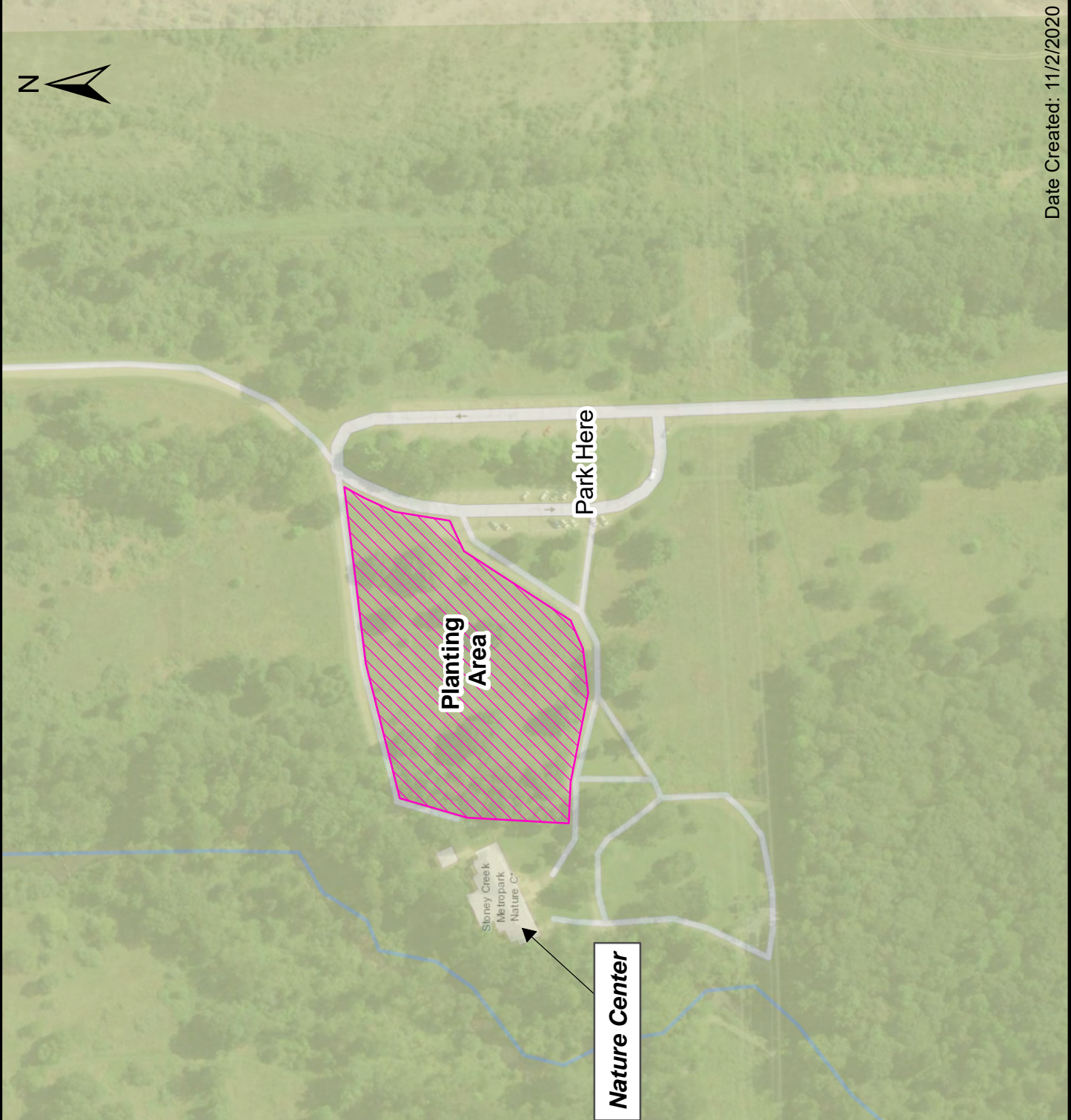
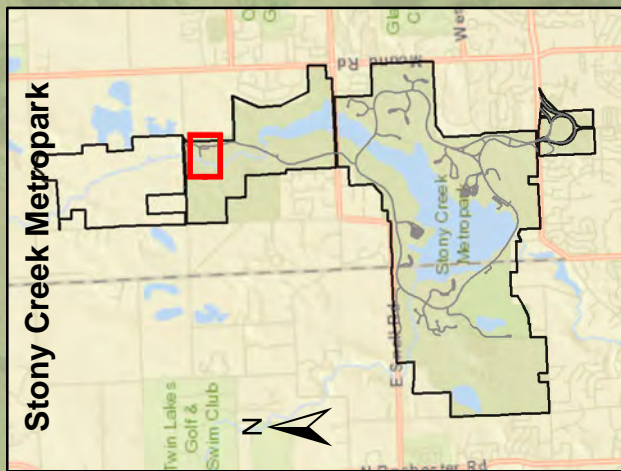


Date Created: 11/2/2020



Lower Huron Metropark

Stony Creek Nature Center Seed Ball Planting 2020



How-to Make Native Seed Balls

Huron-Clinton Metroparks



What are seed balls?

Seed balls are a fun way to get your hands dirty while also helping the environment! A seed ball is a small ball made out of soil and clay with a few seeds attached to the outside or placed inside. The seed ball is then dropped in an area lacking native plants (best results on bare soil with low competition) and the soil/clay mixture provides a nutrient rich and moist substrate for the seeds to grow in. Once the seed balls are planted, sit back and watch native wildflowers and grasses appear over the next few years!

Why are native plants important?

Many natural areas in our world have been disturbed by humans through farming, construction, and resource extraction. These actions encourage non-native or invasive plants to grow by removing native plants and disturbing the soil. Invasive plants, given the opportunity, easily take over an area through their aggressive natures. Native plants are unable to compete with these aggressive species and either disappear or their populations are greatly reduced.

Through their domination of a natural area, invasive plants decrease native plant biodiversity. Biodiversity is an important factor in maintaining healthy ecosystems that are resilient to disturbances, such as disease, extreme weather, and support healthy wildlife populations. Wildlife requires a wide range of foods and nutrients just like humans do. An invasive species provides what amounts to “junk food” for native wildlife, they don’t provide the nutrients wildlife need to thrive. However, *native* plants provide important and diverse food sources for native wildlife and pollinators because that is what they have evolved to consume. Wildflowers and grasses provide seeds for birds and small mammals. Pollinators and other insects depend on native wildflowers and grasses to provide a food source, lay their eggs, and host their young.

The monarch butterfly, for example, requires native milkweed species to lay its eggs on and host its young. Monarch caterpillars are unable to survive on other plants and can only eat milkweed. One invasive species, black swallow-wort (*Vincetoxicum nigrum*), is a relative of our native milkweed but it is 100% toxic to monarch caterpillars. Unfortunately, monarch butterflies can mistake this plant for native milkweed and lay their eggs on it. Any monarch caterpillars that each black swallow-wort will not survive. By planting native plants, we are supporting healthy native ecosystems that are more resilient from invasions of invasive plants like black swallow-wort.

How-to make a seed ball

Supplies

- 100% clay unscented cat litter/clay pellets/potter's clay
- Potting soil
- Native seeds
- Water
- Large bowl
- Rimmed baking sheet or small bowl
- Drying rack, newspaper, or cardboard
- Gloves (optional)

Directions

1. Spread seeds out onto baking sheet making sure they are well spaced
2. Mix soil and clay in a 3:2 ratio in your bowl. Add water a little bit at a time until you reach a consistency where you can form balls that do not easily fall apart. If you add too much water, add more clay or soil. You may have to wait a few minutes to allow the mixture to fully hydrate. (3 cups of soil and 2 cups of clay should require about 1 ¼ cup of water.)
3. Form mixture into small balls, about the diameter of a quarter.
4. Roll ball onto seeds in baking sheet or small bowl. You do not need to cover the ball in seeds, try to pick up 5-10 seeds per ball.
5. Place ball on drying rack or drying area and let dry for at least 24 hours.
6. Place finished seed balls in a labeled paper bag. Include the species name and date they were made.
7. Plant your seed balls! Planting begins at Kensington, Lower Huron, and Stony Creek Metroparks on November 8th, 2020!

Planting your seed balls

Seed balls do best when they are planted in areas with low competition and bare soil. When planting in a field, look for areas of bare ground, drop the seed ball, and step on it so it makes good contact with the soil. Seeds have a better chance of growing when they have good soil to seed contact! If you want to make more seed balls at home, try planting them in an empty planter, the edge of your yard, or your garden beds!

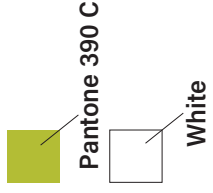
Volunteer Shirt



FRONT



BACK





To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – Monthly Marketing Update
Date: January 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file Monthly Marketing update as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Attachment: Monthly Marketing Report



MONTHLY MARKETING REPORT

December 2020

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

DECEMBER 2020

FINAL UPDATES ON THE REVISED MARKETING GOALS APPROVED AT JULY BOARD MEETING.

Increase overall attendance by 30,000 vehicles over and above the 2019 car count goal

- The onset of the COVID-19 epidemic has led to unprecedented changes in tolling and attendance. Please see the board stats at the end of the packet for most up to date counts at this time. We're currently seeing increases in car counts of about 20 percent higher than YTD last year. November saw even higher spikes in golf particularly. On track to meet goal if trends continue.

Collaborate with Planning and Development and Information Technology departments to establish regular reporting and evaluation of marketing performance data (Revised & Delayed Date)

- Presented first joint presentation at November board meeting. Presentation included summer 2020 campaign results. We will be using lesson learned during that report creation and information garnered to continue that process going forward on future campaigns. A similar goal for 2021 has been included in the 2021 marketing plan being presented at the January board meeting.

Increase Instagram followers by 20 percent over the 2019 goal to 2,400 total

- Exceeded this goal. Currently at 2,735 followers and growing through slow organic growth.

Increase Facebook followers by 20 percent over 2019 goal from 14,000 to 16,800 followers by end of 2020

- Exceeded this goal. Currently at 18,683 and growing through organic growth and use of paid ads.

Increase average Facebook engagement by 100 percent (total to be 86,142 engagements)

- Far exceeded this goal. Year to Date daily engaged users is at 247,296. (includes likes, comments, share, clicks, video views, story views)

Increase average Instagram engagement by 20 percent

- We have met and surpassed this goal. The increased goal was to hit 6,700 engagements by the end of the year. We are currently at 15,861 engagements and growing.

Continue growing email subscriber list by 10 percent

- Goal met. Our list is currently just over 95,000 subscribers and 137 subscribers were added by signing up online for our emails in the past 30 days. For 2021 we need to perform some list clean up and focus on engaged growth instead of total growth.

Maintain email open rate at industry benchmark

- Goal met. Campaigns sent year-to-date are seeing an average open rate of 21percent. The average click through rate has increased to 7 percent.

Increase earned media

- Goal met. Our recent press releases have been well received by media and we have fielded on average at least two-three calls per week from media over the last few months. We are getting calls and working with the larger media names on a much more regular basis at this time. We're seeing that our communications with media are becoming more effective and they are reaching out to us willingly on a more regular basis during this pandemic.

Reduce reliance on, and cost of, stock imagery by using at least 90 percent owned images in marketing materials by end of 2020

- Goal met. Worked with local photographer, Nadir Ali, in late summer and fall to build library at a faster rate with images we own indefinitely for fall programs and passive park use as well as late summer use. Combined with Factory Detroit photos and staff photos, this has allowed us to expand our library with advertising quality photos and further reduce our reliance on stock imagery which results in a more honest and true view of the Metroparks in our advertising and communications materials.

Develop a more comprehensive understanding of the visitor experience of the Metroparks. (Revised & Delayed Dates)

- Goal not met, but continuing into 2021. Finalizing and proofing evaluation tools (survey monkey surveys) that can begin being used through RecTrac implementation. Includes coordination with Planning, Interpretive, Operations and DEI.

Outreach and relationship building – The Metroparks Marketing Department will meet with at least one new group or organization per month (12 over the year).

- Goal met. Covid impacted who we could meet with early in the year. Since organizations became more comfortable with remote meetings, these meet-ups have continued. In total for the year, the marketing team and/or Amy have met with the following organizations and media outlets to build stronger, more connected relationships:
 - DABO TV channel and On-the-line with Reverend Sheffield radio show producers
 - Reverend Sheffield from DABO
 - Aretha Franklin Amphitheatre
 - Real Time Media/Michigan Chronicle
 - Blue Cross Blue Shield
 - Priority Health
 - American Arab Chamber of Commerce
 - Detroit News

- Crains
- WDIV Channel 4
- Fox 2
- Detroit Regional Chamber of Commerce
- Downtown Detroit Partnership
- Invest Detroit
- WWJ Radio
- Ypsilanti Library presentation
- Oakland County Board of Commissioners presentation on economic benefits
- SEMCOG presentation on economic benefits

Improve the timing of projects within the marketing department and establish a written Crisis Communications Plan (Revised)

- Ongoing

(New Goal) Update branding and content on maps, brochures and signage templates/design standards by end of 2020. Move forward with a website restage to round out branding update.

- Goal not met by end of year, but continuing into 2021. Kensington map and brochure was finalized and sent to print in November. It is the first park to complete the rebranding process for map and brochure. Currently finalizing park maps for Lower Huron, Willow, Oakwoods and Stony Creek. Will continue working through maps, brochures and needed templates through the end of this year and into 2021 until all parks are updated in early 2021. Website restage will also take place and be launched prior to summer 2021.

(New Goal) Build off successes of virtual resources and social media content shared throughout the pandemic. Create a sustainable plan for continued content collaboration with Interpretive, Planning and Engineering Departments as well as Park Staff.

- Ongoing – Currently working through development of synchronous teacher program materials for website and video components with Interpretive Department. Also working with IT on updates to the formatting of virtual resources page and Education section of the website to make it easier to use and more engaging and interactive.

(New Goal) Create and implement an initial plan to bolster the Metroparks efforts in Diversity, Equity and Inclusion and increase engagement, brand identity and outreach in those diverse audiences.

- Working to establish new partnerships with DABO TV channel, On-the-line with Reverend Sheffield radio show, Aretha Franklin Amphitheatre and Real Time Media (Michigan Chronicle) for 2021. These will be included as part of the marketing plan presented to the board in January.
- Discussed initial plans to improve community engagement and creative activations within Detroit neighborhoods and organizations as part of the proposed DRFC partnership communications plan with established goals. A more thorough plan would be presented to the board at a later date in preparation for summer 2021. Goals will also be included in the 2021 marketing plan.

- Working with DEI, Planning, IT and Interpretive departments a new program and event submission process was created that also integrates a focus on including information to improve accessibility and understanding of programs by audiences that include people with disabilities. Working on publishing the first iteration of information for the website related to accessibility and starting to think about content for the website, maps, brochures and signage in a way that describes park experiences in a more detailed way to allow visitors to determine if it is an experience they can and want to participate in.
- After a successful attempt to draw in more applicants for open police positions, marketing again worked with Human Resources and DEI to send out a coordinated push for applicants for open full-time positions in maintenance and police. Those promotions and outreach to media, email subscribers and social media are still taking place.





To: Board of Commissioners
From: Artina Sadler, Chief of Diversity, Equity and Inclusion
Subject: Report – DEI Monthly Update
Date: January 8, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file DEI Update as recommended by Chief of Diversity, Equity and Inclusion Artina Sadler and staff.

Attachment: DEI Update



DEI BOARD REPORT

January 2021



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



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OVERVIEW

Greetings Commissioners and Happy New Year!

It is 2021 and we are moving forward!

This month's DEI update is short but sweet. There is absolutely a lot of DEI work happening at the Metroparks, but due to the holidays and vacations, I was unable to pull everything together. I will address what I missed in the February report.

As we continue to work through the *Forming* phase of our DEI plan, we must begin preparing staff for the *Storming* phase of the plan. This is necessary because we know, **Storming is coming**. Ensuring our staff is ready, or at the very least prepared for what Storming may look like is critical to our continued success.

As a reminder, the **Storming phase** begins when newly enacted processes from the Forming stage become operationalized and conflicts with the traditional way we do our work. Grievances and lawsuits are most common during this stage, as people fight to maintain fidelity of the traditional system. As stated in the DEI plan, **"This is the stage where most DEI processes fail."**

The strategy for 2021 is to focus all of our trainings, speakers, Boosts, DEI Conversations, etc. on preparing staff for Storming. That means trainings will be more intense, speakers will be purposeful, Boosts and DEI Conversations will be more thought-provoking. We will also create new and revisit old data collection measures to track our progress.

Additionally, in 2021 we will take our work on the road; as our internal work begins to reap external benefits. Patrons will see it in the increased accessibility of our programs, events and grounds. Our region will see it in the engagement efforts we undertake. The state will see it in the expanded reach of the Metroparks. The nation (yes, I am ambitious for good and not evil 😊) will notice the example YOU set; as your leadership is foundational to these efforts. Side note: when I talk to DEI professionals, it is very clear that my advantage is **YOU**. Your continued support makes all the difference. Don't ever forget that.

If you have any questions regarding the contents of this report or any DEI-related question, please feel free to contact me at artina.sadler@metroparks.com or 810.819.7540.

Sincerely,

Artina

DEI DEPARTMENT

MISCELLANEOUS

- Working with Marketing on evaluation design and Website relaunch
- Participating in website redesign process
- Returning focus to CAPRA
- Participating in 2nd round job interviews
- Helping to develop the “workshopping” process for the ADA Accessibility Tool

SPECIAL PROJECTS

- The Library Network and the Suburban Library Cooperative
 - In partnership with Interpretative Services and IT departments
 - Hotspots have been purchased and sent to The Library Network
- DEI Speaker Series
 - Need a more representative name
 - Have received the first list of national speakers
 - Identifying/connecting with potential local speakers
 - Reaching out to local partners for broader impact

TRAINING

- Completed Tier 1 training for ALL Department Heads (December)
- Tier 2 training is scheduled for January 19th, 27th and February 2nd
 - Developed Tier 2 training curriculum
- Scheduled virtual ADA training for Metroparks Police

CROSS- DEPARTMENTAL DEI WORK



CROSS-DEPARTMENTAL DEI WORK

DEI work is not done in a vacuum. The majority of the work coming from the DEI department is done in collaboration with other departments. In fact, removing silos and finding equitable ways of working together are critical to successful and sustainable DEI efforts. Likewise, DEI is an important part of the work of other departments. The following is a list of DEI initiatives across departments; again, some of these initiatives will also be covered in Departmental Updates.

ADMINISTRATION

- Participated in interviews to improve awareness of Metroparks in Detroit
 - Reverend Sheffield's radio show
 - Channel 7
- Continuing to host the Leadership Retreat

HUMAN RESOURCES

- Posting DEI Assistant position

INTERPRETATIVE SERVICES

- Program accessibility evaluation tool training
- DEI advisory team work session
- Participated in Tier I training
- Worked with The Library Network and Suburban Library Cooperative to finalize hotspot locations

IT

- Ordered hotspots for the Library Network Project.

MARKETING AND COMMUNICATIONS

- Continuing to work with DEI, Planning, IT and Interpretive departments to develop a new program and event submission process that also integrates a focus on including information to improve accessibility and understanding of programs by audiences.
- Connecting DEI and Planning/Development to Kimberly Moore, Director of Partnerships for Aretha Franklin Amphitheater to discuss partnership opportunities in 2021

PLANNING AND DEVELOPMENT

- GRANTS...GRANTS...and MORE GRANTS 😊

POLICE DEPARTMENT

- Conducting 2nd round interviews for LSC and Kensington





To: Board of Commissioners
From: Michael Lyons, Interim Deputy Director
Project Title: Approval – Simple Adventures Contract Amendment
Date: January 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve a contract amendment to the current LSC concessionaire contract with Simple Adventures to include food concession service at the LSC Beach Grill through the current contract period expiring 12/31/2022.

Fiscal Impact: Simple Adventures would offer a full concession menu with a wide variety of food options and pay the Metroparks a 20 percent commission of sales.

Background: Simple Adventures has operated the non-motorized paddle rentals and Beach Shop at Lake St. Clair for the past five years and is currently contracted through 2022. Simple Adventures has experience in food concessions as they operate the food service at Camp Dearborn and have also operated a concession operation on Houghton Lake. Simple Adventures employ's a full-time operations manager who is food safety certified, with more than 20 years of management experience.

Simple Adventures has proposed to cross promote their current operation with the Beach Grill to help drive business to both facilities. Their proposed menu will provide a diverse array of food options at competitive prices to include kosher, vegetarian, vegan and halal friendly options. Furthermore, Simple Adventures proposes to provide the opportunity for contactless ordering and pickup along with delivery service to the Marina.

The relationship between Simple Adventures and Lake St. Clair Metropark over the last five years has been exceptional. In our experience, they have provided top-notch service and have been huge promoters of the Metroparks. We have confidence that Simple Adventures would add value to the Lake St. Clair Beach Grill that would benefit park patrons and the Metroparks.

Attachments: Simple Adventures Proposal

HURON-CLINTON METROPOLITAN AUTHORITY

Concession Contract

CONTRACT EXPIRATION DATE: December 31, 2022

This "Contract" made this 16 day of JULY, 2019 between the Huron-Clinton Metropolitan, a Michigan public body corporate, whose address is 13000 High Ridge Drive, Brighton, Michigan 48114, and the "Contractor" as further described in the following Table. In this Contract, either Contractor or HCMA (as defined herein) may also be referred to individually as "Party" or collectively, as "Parties".

<p>HURON-CLINTON METROPOLITAN AUTHORITY 13000 High Ridge Drive Brighton, MI 48114 Tel: (810) 227-2757 Fax: (810) 227-7512 (herein, "HCMA")</p>	<p>SIMPLE ADVENTURES L.L.C 3365 NICHOLS ROAD AUBURN HILLS, MI 48326 Tel: (248) 320-2429 Tax Identification No. 370-083889 (herein the "Contractor")</p>
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INTRODUCTION

A. The HCMA owns and operates the following facility:

- Lake St. Clair Metropark, 31300 Metro Parkway, Harrison Township, MI

B. Subject to the terms and conditions set forth herein, HCMA desires to grant a license to utilize a building (as designated by HCMA) at Lake St. Clair Metropark to the Contractor and to grant to the Contractor the right to provide certain services at said location under the terms and conditions set forth in this Contract.

This Contract is organized and divided into the following "Section" or "Sections" for the convenience of the Parties.

- SECTION 1. CONTRACT DOCUMENTS AND DEFINITIONS
- SECTION 2. CONTRACT EFFECTIVE DATE AND TERMINATION
- SECTION 3. SCOPE OF CONTRACTOR'S SERVICES
- SECTION 4. USE OF HCMA FACILITIES AND PROPERTY
- SECTION 5. PAYMENT OBLIGATIONS
- SECTION 6. CONTRACTOR'S ASSURANCES AND WARRANTIES
- SECTION 7. CONTRACTOR PROVIDED INSURANCE AND INDEMNIFICATION
- SECTION 8. GENERAL TERMS AND CONDITIONS

In consideration of the mutual promises, obligations, representations, and assurances in this Contract, the Parties agree to the following:

§1. CONTRACT DOCUMENTS AND DEFINITIONS

The following words and expressions when printed with the first letter capitalized as shown herein, whether used in the singular or plural, possessive or non-possessive, and/or either within or without quotation marks, shall be defined and interpreted as follows:

- 1.1. "Services" means the sale of the following items and provision of services:**
- 1.1.1. All Beach Sundry items which will include but not limited to:**
 - Inflatables
 - Balls
 - Toys
 - Clothing
 - Suntan lotion
 - Beachwear
 - Towels
 - Sunglasses
 - Charcoal
 - 1.1.2. Specialty food items, coffee and ice cream as approved by HCMA.**
 - 1.1.3. Rental of paddleboards, kayaks, canoes and bikes.**
 - 1.1.4. Kayak, Paddleboard and Canoe lessons and group tours**
- 1.2. "Contractor Employee" means without limitation, any employees, officers, directors, members, managers, trustees, volunteers, attorneys, and representatives of Contractor, and also includes any Contractor licensees, concessionaires, contractors, subcontractors, independent contractors, contractor's suppliers, subsidiaries, joint ventures or partners, and/or any such persons, successors or predecessors, employees. (whether such persons act or acted in their personal, representative or official capacities), and/or any and all persons acting by, through, under, or in concert with any of the above. "Contractor Employee" shall also include any person who was a Contractor Employee at any time during the term of this Contract but, for any reason, is no longer employed, appointed, or elected in that capacity.**
- 1.3. "Claims" means any alleged losses, claims, complaints, demands for relief or damages, suits, causes of action, proceedings, judgments, deficiencies, liability, penalties, litigation, costs, and expenses, including, but not limited to, reimbursement for reasonable attorney fees, witness fees, court costs, investigation expenses, litigation expenses, amounts paid in settlement, and/or other amounts or liabilities of any kind which arise or related to the Services provided by Contractor and are imposed on, incurred by, or asserted against the HCMA, or for which the HCMA may become legally and/or contractually obligated to pay or defend.**
- 1.4. "Contract Documents" This Contract includes and fully incorporates herein all of the following documents:**
- 1.4.1. Exhibit I: Contractor Insurance Requirements.**
- 1.5. "HCMA" means the Huron-Clinton Metropolitan Authority, a Michigan public body corporate, its departments, divisions, authorities, boards, committees, and "HCMA Agent" as defined below.**
- 1.6. "HCMA Agent" means all appointed officials, directors, board members, commissioners, employees, volunteers, representatives, and/or any such persons' successors (whether such person act or acted in their personal representative or official capacities), and/or any persons acting by, through, under, or in concert with any of them. "HCMA Agent" shall also include any person who was a "HCMA Agent" anytime during the term of this**

Contract but, for any reason, is no longer employed, appointed, or elected and serving as an Agent.

- 1.7. "Day" means any calendar day, which shall begin at 12:00:01 a.m. and end at 11:59:59 p.m.
- 1.8. "Facility" means a building as designated by HCMA located at the Lake St. Clair Metropark, 31300 Metro Parkway, Harrison Township, MI. The proposed location is a small building attached to the Bathhouse Building in the plaza adjacent to the swimming pool located at Lake St. Clair Metropark.
- 1.9. "HCMA Board of Commissioners" means the HCMA commission established in accordance with Michigan Public Act 147 of the Michigan Public Acts of 1939, as amended, Michigan Compiled Laws 119.51 et seq.

2. CONTRACT EFFECTIVE DATE AND TERMINATION

- 2.1. The effective date of this Contract shall be January 1, 2020, and unless otherwise terminated or canceled as provided herein, it shall end at 11:59:59 p.m. on the "Contract Expiration Date" shown on the first page of this Contract, at which time this Contract expires without any further act or notice of either Party being required. The Parties are under no obligation to renew or extend this Contract after Contract Expiration Date. At the expiration of the Contract unless otherwise extended, the Contract shall be bid through HCMA, according to its policies and procedures. Notwithstanding the above, under no circumstances shall this Contract be effective until and unless:
 - 2.1.1. This Contract is signed by a Contractor Employee, legally authorized to bind the Contractor.
 - 2.1.2. Any and all Contractor Certificates of Insurance and any other conditions precedent to the Contract have been submitted and accepted by the HCMA.
 - 2.1.3. This Contract is signed by an authorized agent of the HCMA, as provided for on the signature page of this Contract, who shall be the final signatory to this Contract.
- 2.2. Termination. HCMA may terminate and/or cancel this Contract (or any part thereof) at any time during the term, any renewal, or any extension of this Contract, upon thirty (30) days written notice to the Contractor, for any reason, including convenience without incurring obligation or penalty of any kind. The effective date for termination or cancellation shall be clearly stated in the written notice.
- 2.3. Contractor may terminate and/or cancel this Contract (or any part thereof) at anytime upon sixty (60) days written notice to HCMA, if HCMA defaults in any obligation contained herein, and within the sixty (60) notice period the HCMA has failed or has not attempted to cure any such default. The effective date of termination and/or cancellation and the specific alleged default shall be clearly stated in the written notice
- 2.4. In the event of termination and/or cancellation by HCMA for any reason, Contractor shall pay the HCMA all fees as set forth herein until the effective date of termination. Upon termination, cancellation and/or expiration of this Contract, Contractor's use of HCMA Property shall cease as of the effective date of termination cancellation and/or expiration.
- 2.5. Under no circumstances shall the HCMA be liable for any future loss of income, profits, any consequential damages or any loss of business opportunities, revenues, or any other economic benefit Contractor may have realized but for the termination and/or cancellation of this Contract. The HCMA shall not be obligated to pay Contractor any cancellation or termination fee if this Contract is cancelled or terminated as provided herein.

3. SCOPE OF CONTRACTOR'S SERVICES

- 3.1. Contractor shall perform the Services as defined herein at the Facility, not less than Memorial Day weekend to Labor Day weekend during contract years.
- 3.2. Equipment and Supplies. Contractor is responsible for providing all equipment and supplies to deliver the Services required by this Contract, which are not expressly required to be provided by the HCMA herein.
- 3.3. Food and Beverage Items. It is understood that Contractor shall submit a written menu and pricing for all food/beverage items to be sold for HCMA approval.
- 3.4. Motorized Vessel Rentals. Motorized vessel rentals are prohibited at Lake St. Clair Metropark.
- 3.5. Personal Floatation Devices and Waiver. Approved PFD's are required for all rentals. Contractor shall require every customer/renter to execute an HCMA-provided waiver of liability and indemnification agreement for inherently dangerous activities (a "Waiver"). Contractor shall maintain all original Waivers for the term of this Contract, shall make all or any of the Waivers available to HCMA upon request, and shall transfer all Waivers to HCMA's custody on or before the Contract Expiration Date or the effective date of any earlier termination.
- 3.6. Hours of Operation. Minimum hours of on-site operation will be 10am - 7pm from The Saturday of Memorial Day weekend to Labor Day. If operation is closed due to inclement weather the Lake St. Clair Park Office will be notified. Operational season can be extended before or after the Holidays with notification provided to the park of proposed operational schedule.

4. USE OF HCMA FACILITIES AND PROPERTY

- 4.1. Contractor may use and have access to the Facility described and depicted in this contract to provide the Services.
- 4.2. The HCMA may access the Facility at any time for the purpose of examining and inspecting the Facility and evaluating the Services provided pursuant to this Contract. If the HCMA determines that the Facility is not maintained pursuant to this Contract or Services are not provided pursuant to this Contract, it shall immediately notify Contractor in writing to correct the unsatisfactory conditions or Services. Contractor shall take immediate steps to correct such conditions or Services.
- 4.3. Contractor agrees not to advertise its Services with HCMA in any manner or form, on or at the Facility, HCMA premises, or other location; or in any newspapers, website or through the use of electronic media, without the prior written consent of the HCMA Director or his or her designee. Contractor shall not employ or use any persons known as "hawkers", "spielers", "crier" or other noise makers or means of attracting attention to Contractor's business, unless approved in writing by HCMA Director or his or her designee.
- 4.4. Contractor shall keep the Facility and anything stored thereon in good order and repair and in a clean, safe and healthful condition as required by this Contract and as required by federal, state or local, law, rule, regulation or ordinance.
- 4.5. Except as otherwise provided in this Contract and unless prior written approval is given by the HCMA Director or his or her designee, Contractor shall not make any alterations, additions, or changes to the Facility.
- 4.6. At the expiration or termination of this Contract, Contractor shall leave the Facility in the same condition that Contractor found them and clean of all rubbish. Contractor shall remove all of its personal property within thirty (30) days of expiration or termination of this Contract. If Contractor does not remove its personal property within the thirty (30)

day period, the HCMA shall dispose of it as it sees fit and Contractor shall reimburse the HCMA for all reasonable costs associated with the disposal of the personal property upon receipt of an invoice from HCMA.

- 4.7. Damage to HCMA Facilities. Contractor shall be responsible for any damage to the Facilities or other HCMA property that is caused by the negligence of Contractor or Contractor Employees. If damage occurs, Contractor shall notify the HCMA immediately and the HCMA shall make the necessary repairs and/or replacements or cause a third party to make the necessary repairs or replacements, provided, however, that upon receipt of an invoice from the HCMA, Contractor shall reimburse the HCMA for all reasonable costs associated with repairing and/or replacing the Facilities or other HCMA owned property.
- 4.8. Damage to Contractor Property. Contractor shall be solely liable and responsible for any property loss or damage resulting from fire, theft or other means to Contractor's personal property located, kept, or stored on or around the Facilities during this Contract.
- 4.9. Contractor shall be solely liable and responsible for any Claims, occurring at or around the Facilities, which arise out of Contractor's or Contractor's Employees use of the Facilities or performance of Services under this Contract.
- 4.10. Contractor acknowledges that it has no title in or to the Facility or any portion thereof and will not claim any such title to the Facility.

5. PAYMENT OBLIGATIONS

- 5.1. Contractor shall pay HCMA \$200 per month and 20 percent of gross total sales, payable in monthly installments in exchange for the license to sell certain items and provision of Services as set forth in this Contract. The Monthly Fee shall be due and payable on the 15th of each calendar month while in operation.
- 5.2. Late Charge. If the HCMA does not receive the Monthly Fee or any other sum owed by Contractor under this Contract within five (5) days after its due date, Contractor shall pay the HCMA a late charge equal to five percent (5%) of any such overdue amount. Such late charge represents a fair and reasonable estimate of the costs the HCMA will incur by reason of late payment by the HCMA. Acceptance of such late charge by the HCMA shall in no event constitute a waiver of Contractor's default with respect to such overdue amount, nor prevent the HCMA from exercising any of its other rights and remedies.
- 5.3. Under no circumstances shall the HCMA be responsible for any cost, fee, fine, penalty, or direct, indirect, special, incidental or consequential damages incurred or suffered by Contractor in connection with or resulting from Contractor's provision of Services under this Contract.
- 5.4. The HCMA has the right to offset any amounts due and owing to the Contractor should the HCMA incur any cost associated with this Contract that is the obligation of Contractor under this Contract.

6. CONTRACTOR'S ASSURANCES AND WARRANTIES

- 6.1. Service Warranty. Contractor warrants that all Services performed hereunder will be performed in a manner that complies with all applicable laws, statutes, regulations, ordinances, and professional standards.
- 6.2. Taxes. The Contractor shall pay, its own local, state and federal taxes, including without limitation, taxes by reason of this Contract, social security taxes, and unemployment compensation taxes. The HCMA shall not be liable to or required to reimburse the Contractor for any federal, state and local taxes or fees of any kind.
- 6.3. Contractor's Incidental Expenses. Except as otherwise expressly provided in this Contract, the Contractor shall be solely responsible and liable for all of Contractor's costs and

expenses incident to the performance of all Services for the HCMA including, but not limited to, any professional dues, association fees, license fees, fines, taxes, and penalties.

6.4. Contractor Employees.

6.4.1. Contractor shall employ and assign qualified Contractor Employees as necessary and appropriate to provide the Services under this Contract. Contractor shall ensure all Contractor Employees have all the necessary knowledge, skill, and qualifications necessary to perform the required Services and possess any necessary licenses, permits, certificates, and governmental authorizations as may be required by law.

6.4.2. Contractor shall solely control, direct, and supervise all Contractor Employees with respect to all Contractor obligations under this Contract. Contractor will be solely responsible for and fully liable for the conduct and supervision of any Contractor Employee.

6.4.3. All Contractor Employees assigned to work under this Contract may, at the HCMA's discretion, be subject to a security check and clearance by the HCMA.

6.5. Contractor Employee-Related Expenses. All Contractor Employees shall be employed at the Contractor's sole expense (including employment-related taxes and insurance) and the Contractor warrants that all Contractor Employees shall fully comply with and adhere to all of the terms of this Contract. Contractor shall be solely and completely liable for any and all applicable Contractor Employee's federal, state, or local payment withholdings or contributions and/or any and all Contractor Employee related pension or welfare benefits plan contribution under federal or state law. Contractor shall indemnify and hold the HCMA harmless for all Claims against the HCMA by any Contractor Employee, arising out of any contract for hire or employer-employee relationship between the Contractor and any Contractor Employee, including, but not limited to, Worker's Compensation, disability pay or other insurance of any kind.

6.6. Full Knowledge of Service Expectations and Attendant Circumstances. The Contractor is responsible for being adequately and properly prepared to execute this Contract. Contractor has satisfied itself in all material respects that it will be able to perform all obligations under the Contract as specified herein.

6.7. The Contractor's Relationship To The HCMA Is That Of An Independent Contractor. Nothing in this Contract is intended to establish an employer-employee relationship between the HCMA and either the Contractor or any Contractor Employee. All Contractor Employees assigned to provide Services under this Contract by the Contractor shall, in all cases, be deemed employees of the Contractor and not employees, agents or sub-contractors of the HCMA.

7. CONTRACTOR PROVIDED INSURANCE AND INDEMNIFICATION

7.1. Indemnification.

7.1.1. Contractor shall indemnify, defend and hold HCMA harmless from any and all Claims which are incurred by or asserted against HCMA by any person or entity alleged to have been caused or found to arise, from the acts, performances, errors, or omissions of Contractor or Contractor's Employees, including, without limitation, all Claims relating to injury or death of any person or damage to any property.

7.1.2. The indemnification rights contained in this Contract are in excess and over and above any valid and collectible insurance rights/policies. Contractor and HCMA shall have no rights against each other for any indemnification (e.g., contractual,

equitable, or by implication), contribution, subrogation, and/or any other right to be reimbursed except as expressly provided herein.

7.1.3. Contractor waives and releases all actions, liabilities, loss and damage including any subrogated rights it may have against the HCMA based upon any Claim brought against the HCMA suffered by a Contractor Employee.

7.2. Contractor Provided Insurance. At all times during this Contract, Contractor shall obtain and maintain insurance according to the specifications indicated in Exhibit I.

8. GENERAL TERMS AND CONDITIONS

8.1. Cumulative Remedies. A Party's exercise of any remedy shall not preclude the exercise of any other remedies, all of which shall be cumulative. A Party shall have the right, in its sole discretion, to determine which remedies are to be exercised and in which order.

8.2. Survival of Terms and Conditions. The following terms and conditions shall survive and continue in full force beyond the termination and/or cancellation of this Contract (or any part thereof) until the terms and conditions are fully satisfied or expire by their very nature:

"CONTRACTOR'S ASSURANCES AND WARRANTIES";

"CONTRACTOR PROVIDED INSURANCE AND INDEMNIFICATION";

"Damage Clean Up To HCMA Property and/or Premises";

"Severability";

"Governing Law/Consent To Jurisdiction And Venue"; and

"Survival of Terms And Conditions".

8.3. HCMA Right to Suspend Services. Upon written notice, the HCMA may suspend performance of this Contract if Contractor has materially failed to comply with Federal, State, or Local laws, or any requirements contained in this Contract. The right to suspend services is in addition to the HCMA's right to terminate and/or cancel this Contract. The HCMA shall incur no penalty, expense, or liability to Contractor if the HCMA suspends services under this Section.

8.4. No Third Party Beneficiaries. Except as provided for the benefit of the Parties, this Contract does not and is not intended to create any obligation, duty, promise, contractual right or benefit, right to be indemnified, right to be subrogated to the Parties' rights in this Contract, and/or any other right, in favor of any other person or entity.

8.5. Compliance with Laws. Contractor shall comply with all federal, state, and local laws, statutes, ordinances, regulations, rules, insurance policy requirements, and requirements applicable to its activities under this Contract, including but not limited to the Michigan Liquor Control Code, as amended, and all regulations and rules promulgated thereunder.

8.6. Permits and Licenses. Contractor shall be responsible for obtaining, maintaining, and paying for all licenses, permits, certificates, and governmental authorizations necessary to perform its obligations under this Contract and to conduct business under this Contract.

8.7. Discrimination. Contractor shall not discriminate against any employee or applicant for employment because of sex, race, religion, color, national origin, or handicap in violation of State and Federal law.

8.7.1. Contractor shall promptly notify the HCMA of any complaint or charge filed and/or determination by any Court or administrative agency of illegal discrimination by Contractor.

8.7.2. The HCMA, in its discretion, may consider any illegal discrimination described above as a breach of this Contract and may terminate or cancel this Contract immediately with notice.

- 8.8. Reservation of Rights. This Contract does not, and is not intended to impair, divest, delegate, or contravene any constitutional, statutory, and/or other legal right, privilege, power, obligation, duty, or immunity of the HCMA.
- 8.9. Force Majeure. Notwithstanding any other term or provision of this Contract, neither Party shall be liable to the other for any failure of performance hereunder if such failure is due to any cause beyond the reasonable control of that Party and that Party cannot reasonably accommodate or mitigate the effects of any such cause. Such cause shall include, without limitation, acts of God, fire, explosion, vandalism, any law, order, regulation, direction, action, or request of the United States government or of any other government, national emergencies, insurrections, riots, wars, strikes, lockouts, work stoppages, or other labor difficulties. Reasonable notice shall be given to the affected Party of any such event. The Contractor is expected, through insurance or alternative temporary or emergency service arrangements, to continue its obligations under this Contract in the event of a reasonably anticipated, insurable business risk such as business interruption and/or any insurable casualty or loss.
- 8.10. Conflict of Interest. Pursuant to Public Acts 317 and 318 of 1968, as amended (MCL 15.321, et seq.), no contracts shall be entered into between the HCMA, including all agencies and departments thereof, and any HCMA Agent. To avoid any real or perceived conflict of interest, Contractor shall identify any Contractor Employee or relative of Contractor's Employees who are presently employed by the HCMA. Contractor shall give the HCMA notice if there are any HCMA Agents or relatives of HCMA Agents who are presently employed by Contractor.
- 8.11. Contract Administrator. Each Party shall designate an employee or agent to act as Contract Administrator. The HCMA's Contract Administrator shall be responsible for such activities as monitoring deliverables and funding addressing the quality of services provided by the Contractor, reviewing invoices and submitting requests to the HCMA's procurement authority for any contract modification. The Contract Administrators for both Parties shall serve as a contact point for all matters related to the services to be performed under this Contract.
- 8.12. Dispute Resolution. All disputes arising under or relating to the execution, interpretation, performance, or nonperformance of this Contract involving or affecting the Parties may first be submitted to the respective Contract Administrators for possible resolution. The Contract Administrators may promptly meet and confer in an effort to resolve such dispute. If the Contract Administrators cannot resolve the dispute in five (5) business days, the dispute may be submitted to the signatories of this Contract or their successors in office. The signatories of this Contract may meet promptly and confer in an effort to resolve such dispute. Before litigation is commenced by either Party regarding Claims arising under this Contract, the Parties shall use their best efforts to mediate such Claims. All costs for mediation shall be borne equally by the Parties. The Parties shall mutually agree to the mediator.
- 8.13. Access and Records. The Contractor shall establish and maintain a reasonable accounting system that enables HCMA to readily identify Contractor's assets and Gross Receipts of the Services provided under this Contract, including but not limited to: a full and accurate books of accounts, cash receipts, and other pertinent data customarily used in Contractor's type of operation, showing Contractor's activities under this Contract. The Contractor shall only utilize those recording keeping devices, including without limitation, cash registers, tapes, books, ledgers, journals, sale slips, guest checks, invoices, and cash register maintenance logs which are reasonably acceptable to the HCMA and by which every sale or other transaction related to sundry sales and services are recorded. Contractor will maintain accurate books and records in connection with the Services provided under this

Contract for thirty-six (36) months after end of this Contract, and provide the HCMA with reasonable access to such book and records.

- 8.14.** Delegation /Subcontract/Assignment/Sublease. Contractor shall not delegate, assign, sublease or subcontract any obligations or rights under this Contract without the prior written consent of the HCMA.
- 8.14.1. The rights and obligations under this Contract shall not be diminished in any manner by assignment, delegation, sublease or subcontract.
- 8.14.2. Any assignment, delegation, sublease or subcontract by Contractor and approved by the HCMA, must include a requirement that the assignee, delegee, or subcontractor will comply with the rights and obligations contained in this Contract.
- 8.14.3. The Contractor shall remain primarily liable for all work performed by any subcontractors. The Contractor shall remain liable to the HCMA for any obligations under the Contract not completely performed or improperly performed by any Contractor delegee or subcontractor.
- 8.14.4. Should a Subcontractor fail to provide the established level of service and response, the Contractor shall contract with another agency for these services in a timely manner. Any additional costs associated with securing a competent subcontractor shall be the sole responsibility of the Contractor.
- 8.15.** No provision in this Contract limits, or is intended to limit, in any way the Contractor's right to offer and provide its services to the general public, other business entities, municipalities, or governmental agencies during or after the term of this Contract. This Contract is not an exclusive contract and HCMA may contract with other vendors or contractors to provide the same or similar services at the Facility or other facilities under the jurisdiction of HCMA.
- 8.16.** No Implied Waiver. Absent a written waiver, no act, failure, or delay by a Party to pursue or enforce any right or remedy under this Contract shall constitute a waiver of those rights with regard to any existing or subsequent breach of this Contract. No waiver of any term, condition, or provision of this Contract, whether by conduct or otherwise, in one or more instances, shall be deemed or construed as a continuing waiver of any term, condition, or provision of this Contract. No waiver by either Party shall subsequently affect its right to require strict performance of this Contract.
- 8.17.** Severability. If a court of competent jurisdiction finds a term, condition, or provision of this Contract to be illegal or invalid, then the term, condition, or provision shall be deemed severed from this Contract. All other terms, conditions, and provisions of this Contract shall remain in full force and effect. Notwithstanding the above, if Contractor's promise to indemnify or hold the HCMA harmless is found illegal or invalid, Contractor shall contribute the maximum it is permitted to pay by law toward the payment and satisfaction of any Claims against the HCMA.
- 8.18.** Captions. The section and subsection numbers, captions, and any index to such sections and subsections contained in this Contract are intended for the convenience of the reader and are not intended to have any substantive meaning and shall not be interpreted to limit or modify any substantive provisions of this Contract. Any use of the singular or plural number, any reference to the male, female, or neuter genders, and any possessive or nonpossessive use in this Contract shall be deemed the appropriate plurality, gender or possession as the context requires.
- 8.19.** Notices. Notices given under this Contract shall be in writing and shall either be personally delivered, sent by express delivery service, certified mail, or first class U.S. mail postage prepaid, and addressed to the person listed below. Notice will be deemed given when one of the following occur: (1) the date of actual receipt; (2) the next business day when notice

is sent express delivery service or personal delivery; or (3) three days after mailing first class or certified U.S. mail.

8.19.1. If notice is sent to the Concessionaire, it shall be addressed to:

*Becky Quinn
Simply Adventures L.L.C.
3365 Nichols Road
Auburn Hills, MI 48326
(248) 320-2429*

8.19.2. If notice is sent the HCMA, it shall be addressed to:

*Amy McMillan, Director
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, MI 48114-9058
Tel: (810) 227-2757
Fax: (810) 225-6212
Email address: Amy.McMillan@metroparks.com*

8.19.3. Either Party may change the address or individual to which notice is sent by notifying the other party in writing of the change.

8.20. Contract Modifications or Amendments. Any modifications, amendments, rescissions, waivers, or releases to this Contract must be in writing, agreed to by both Parties, and added as a change order or amendment to this Contract.

8.21. Precedence of Documents. In the event of a conflict between the terms and conditions in any of the documents comprising this Contract, the conflict shall be resolved as follows:

8.21.1. The terms and conditions contained in this Contract shall prevail and take precedence over any allegedly conflicting provisions in all other Exhibits or documents.

8.22. Governing Laws/Consent to Jurisdiction and Venue. This Contract shall be governed, interpreted and enforced by the laws of the State of Michigan. Except as otherwise required by law or court rule, any action brought to enforce, interpret, or decide any Claim arising under or related to this Contract shall be brought in the 44th Judicial Circuit Court of the State of Michigan (Livingston County), the 53rd District Court of the State of Michigan, or the United States District Court for the Eastern District of Michigan, Southern Division, as dictated by the applicable jurisdiction of the court. Except as otherwise required by law or court rule, venue is proper in the courts set forth above. The choice of forum set forth above shall not be deemed to preclude the enforcement of any judgment obtained in such forum or taking action under this Contract to enforce such judgment in any appropriate jurisdiction.

8.23. Entire Contract. This Contract represents the entire Contract and understanding between the Parties. This Contract supersedes all other prior oral or written understandings, communications, agreements or Contracts between the Parties. The language of this Contract shall be construed as a whole according to its fair meaning, and not construed strictly for or against any Party.

8.24. HCMA Intellectual Property. Contractor shall have no copyright, patent, trademark or trade secret rights in HCMA Intellectual Property.

8.25. Contractor Use of HCMA Servicemark.

- 8.25.1. The HCMA grants Contractor the non-exclusive right to use its servicemark on Contractor's uniforms or on publications (in any format) related to or associated with performance of this Contract. Permission to use the servicemark extends to use on the Contractor's website.
- 8.25.2. Contractor shall only use the servicemark as provided by HCMA for the purposes described in this Contract and not for any other purpose.
- 8.25.3. Contractor acknowledges that the HCMA has certain rights in the servicemark and that Contractor has no right, title or interest in the servicemark.
- 8.25.4. The servicemark covered under this Section shall be provided at no cost to Contractor.
- 8.25.5. Contractor's permission to use the servicemark shall cease when the entire Contract is terminated and/or cancelled. Immediately upon termination and/or cancellation of this Contract, Contractor shall not display or depict the servicemark on its website or display, distribute or create any publication (in any format) or display, distribute or create other items that contain the servicemark.

The undersigned executes this Contract on behalf of Contractor and the HCMA, and by doing so legally obligates and binds Contractor and the HCMA to the terms and conditions of this Contract.

[Signatures on next page]

SIMPLE ADVENTURES L.L.C

BY: [Signature]
Becky Quinn

DATE: 07/16/2019

Becky Quinn, Simple Adventures L.L.C appeared in person before me this day and executed this Contract on behalf of Contractor and acknowledged to me under oath that he has taken all actions and secured any and all necessary approvals and authorizations and has the requisite authority from Contractor to fully and completely obligate and bind Contractor to the terms and conditions of this.

Subscribed and sworn to before me on this 16 day of July, 2019.



[Signature]
Notary Public, State of Michigan
Oakland County

My Commission Expires: December 10, 2024
Acting in the County of Oakland

FOR THE HCMA:

BY: [Signature]
Amy McMillan, Director

DATE: 8-1-2019

EXHIBIT I
CONTRACTOR INSURANCE REQUIREMENTS

The Contractor shall provide and maintain, at their expense, all insurance as set forth below, protecting the HCMA against any Claims, as defined in this Contract. The insurance shall be written for not less than any minimum coverage herein specified.

1. **Commercial General Liability** Occurrence Form including: a) Premises and Operations; b) Products and Completed Operations (including On and Off Premises Coverage); c) Personal and Advertising Injury d) Broad Form Property Damage e) Independent Contractors; f) Broad Form Contractual including coverage for obligations assumed in this contract;

\$1,000,000 – Each Occurrence Limit
\$1,000,000 – Personal & Advertising Injury
\$1,000,000 – Products & Completed Operations Aggregate Limit
\$2,000,000 – General Aggregate Limit
\$ 500,000 – Fire Damage Limit (Any One Fire)

2. **Worker's Compensation Insurance** including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan.
3. **Commercial Automobile Liability** insurance covering bodily injury or property damage arising out of the use of any owned, hired, or non-owned automobile with a combined single limit of \$1,000,000 each accident.
4. **Commercial Umbrella/Excess Liability** insurance with a minimum limits of \$3,000,000 each occurrence. Umbrella or Excess Liability coverage shall be no less than following form of primary coverages or broader. The Umbrella/Excess Liability policy must also include and must be in excess of Liquor Liability coverage.
5. **Commercial Property** insurance. The Contractor shall be responsible for obtaining and maintaining insurance covering their equipment and personal property against all physical damage.
6. **General Insurance Conditions:** The aforementioned insurance shall be endorsed, as applicable, and shall contain the following terms, conditions, and/or endorsements. All certificates of insurance shall provide evidence of compliance with all required terms, conditions and/or endorsements.
 - a. All policies of insurance shall be on a primary, non-contributory basis with any other insurance or self-insurance carried by the HCMA;
 - b. The insurance company(s) issuing the policy(s) shall have no recourse against the HCMA for subrogation, premiums, deductibles, or assessments under any form;
 - c. Any and all deductibles or self-insured retentions shall be assumed by and be at the sole risk of the Contractor;

- d. All policies, with the exception of Workers' Compensation, shall be endorsed to name the HCMA as additional insured;
- e. All policies shall be endorsed to provide a written waiver of subrogation in favor of HCMA;
- f. The Contractor shall require their contractors, or sub-contractors not protected under the Contractors insurance policies, to procure and maintain insurance with coverages, limits, provisions, and/or clauses equal to those required in this Contract;
- g. Certificates of insurance must be provided no less than ten (10) working days prior to commencement of contract and must bear evidence of all required terms, conditions and endorsements; and
- h. All insurance carriers must be licensed and approved to do business in the State of Michigan and shall have and maintain a minimum A.M. Best's rating of A.



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – Winter Season Metroparks Branded TV/video Commercials Production
Date: January 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Metroparks TV production estimate from Factory Detroit, Inc., in an amount not to exceed \$75,000 to include video shoot, post production and Contingency as recommended by Chief of Marketing and Communications, Danielle Mauter and staff.

Fiscal Impact: This item is included in the 2021 Board approved budget.

Background: As our agency of record, Factory Detroit, Inc. has priced this production work at cost with no markup. This work is outside of the scope of their agency of record contract with the Metroparks. Factory Detroit, Inc. selected contractors based on industry experience, prior work examples and previous experience working together. As our agency of record, Factory Detroit, Inc. is expert in determining the best fit professional services for this job. This production work is to create winter commercials to directly support the brand identity work that Factory Detroit, Inc. is doing.

This work will be in line with both the summer commercial production and fall commercial production they completed. This is an additional phase to allow us to have TV commercials to use starting next winter and is completely weather dependent. We were unable to record these in 2020 due to insufficient snow and ice. If sufficient snow does not fall to produce winter looking commercials, filming and production will not take place. For summer 2019 production, \$71,000 was approved, but the project came in under budget at only \$61,255.69. Fall 2019 production was approved at \$75,000 and came in \$14,655 under budget. This demonstrates confidence in Factory Detroit delivering a cost-effective production.

This estimate includes the staff and materials costs needed to cover contractors Factory Detroit, Inc. is using for TV commercial video shoots. It also covers the post productions editing, color correction, voiceover, finishing, voiceover talent, and ad ID's necessary to turn the video shoots into actual commercials. There is a contingency in the estimate to cover weather-related contingencies, if extra editing is needed, or if they need to cast extra talent. They plan to again use Factory Detroit, Inc. staff and Metroparks employees as talent to keep costs down.



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Approval – Woods Creek Playground Design Concept
Location: Lower Huron Metropark
Date: January 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the “Space” design concept from Penchura LLC for the Woods Creek Playground at Lower Huron Metropark as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: A total of \$1.3 million is budgeted in the Capital Project Fund for the Woods Creek Playground in the 2021 budget. The “Space” design from Penchura is estimated, with installation, at \$874,353, leaving \$425,647 for site work (including safety surfacing). The specific amounts dedicated to both the play equipment and the site work may be revised as certain tweaks are made to the design concept with Penchura, but the project is anticipated to remain within the budgeted amount. The site work component of this project will be bid out as a separate contract.

Background: The development of a concept for a signature playground at Lower Huron Metropark began in early November 2020 as a collaboration between Planning and Development, Operations, Maintenance, and Engineering as well as the Director and Deputy Director. The Woods Creek location was identified by staff due to its visibility from the main park road, abundant parking, and the relatively open area that had been home to the old Lower Huron pool.

The primary goals for this project, as identified in the request for proposals (RFP), is that the playground “should stand out and its design should be unique to the surrounding area,” be a “place-maker,” and that “the play experience [should] spark imagination for those visiting.”

Planning and Development staff engaged stakeholders such as the Detroit Association of Black Organizations (DABO) and the Detroit Riverfront Conservancy during the development of this concept. A virtual engagement meeting was held with 25 members of DABO in late November, and an online survey (yielding 161 responses) was posted from Nov. 18-24, 2020. A summary of the results of these engagement efforts was included as an addendum to the RFP as a reference for vendors.

The Metroparks issued a Request for Proposal (RFP) 2020-039 on Nov. 24, 2020. The RFP was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice of the solicitation to 62 vendors, of which 39 downloaded the RFP. Metroparks staff also notified 11 vendors of the solicitation by email.

Four out of the total five vendors were invited to make presentations to the proposal review team on Dec. 18, 2020. Following the presentations, staff came to the consensus to recommend that Penchura’s “Space” option be selected for the playground due to its uniqueness in theme and proposed play elements. Additionally, staff noted that the representative from Penchura had paid special attention to the results of the community engagement efforts during their presentation.

<u>Vendor</u>	<u>Location</u>	<u>Amount</u>
Great Lake Recreation	Holland, MI	\$1,017,320
Penchura Space Design	Brighton, MI	\$ 874,353
Penchura Wetlands Design	Brighton, MI	\$ 851,273
Penchura Natural Play Design	Brighton, MI	\$ 818,448
Sinclair Recreation – Option 1	Holland, MI	\$ 847,740
Sinclair Recreation – Option 2	Holland, MI	\$ 818,371
Sinclair Recreation – Option 3	Holland, MI	\$ 853,250
Midstates Recreation – Option 1	Pataskala, OH	\$ 770,000
Midstates Recreation – Option 2	Pataskala, OH	\$ 725,000
Play Environments Design	Holland, MI	\$ 703,000

Upon approval of the playground equipment design, site work design will begin. The following is an estimated project timeline:

Approval of playground equipment design (Board).....	January 2021
Site work design.....	February 2021
Construction bidding.....	March 2021
Approval of construction contract (Board).....	April 2021
Construction.....	Summer 2021

Attachment: Woods Creek Playground Design Concept

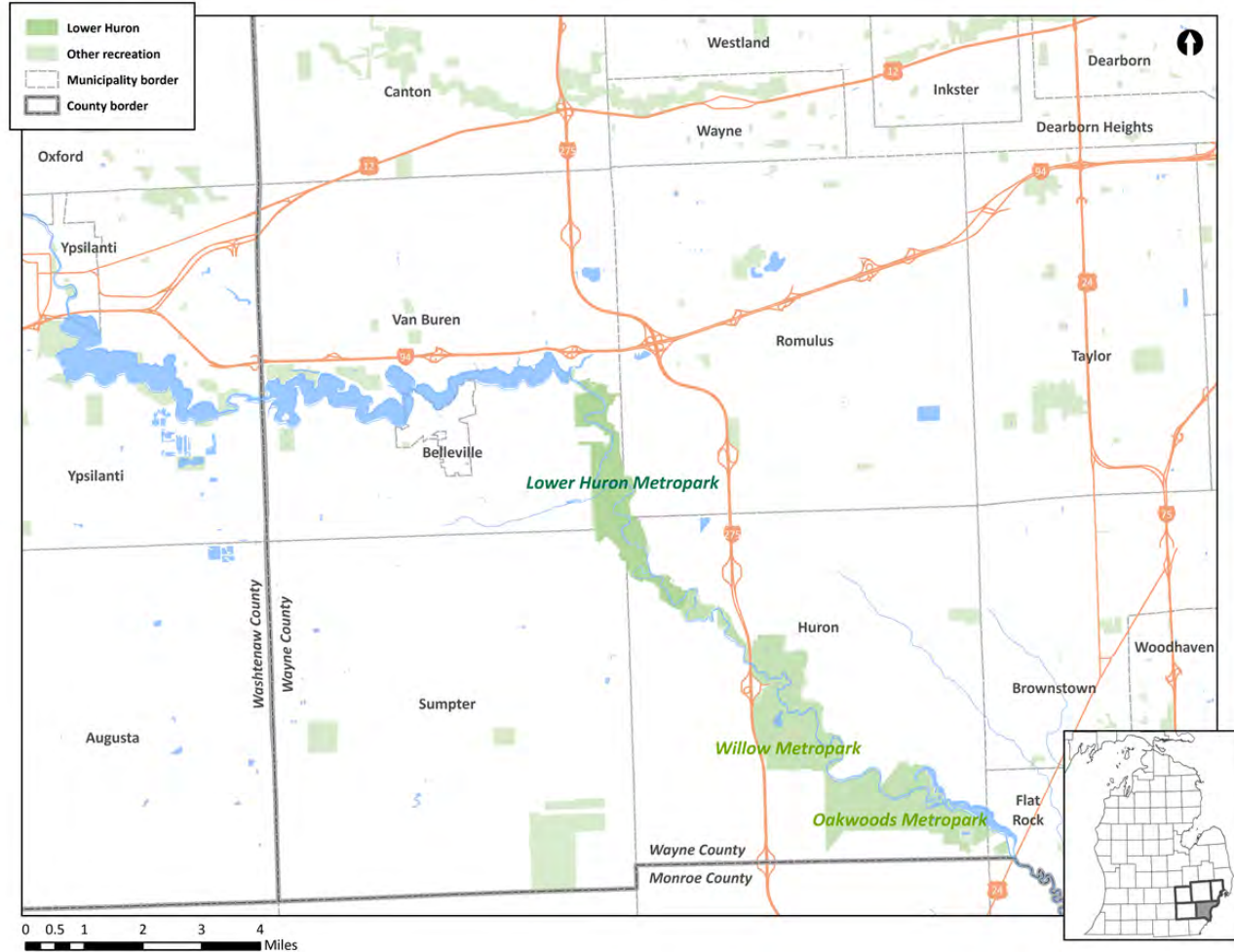
WOODS CREEK PLAYGROUND DESIGN CONCEPT

Nina Kelly, Chief of Planning & Development

January 14, 2021



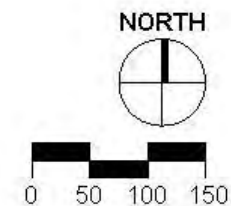
PLAYGROUND SITE



EXISTING CONDITIONS



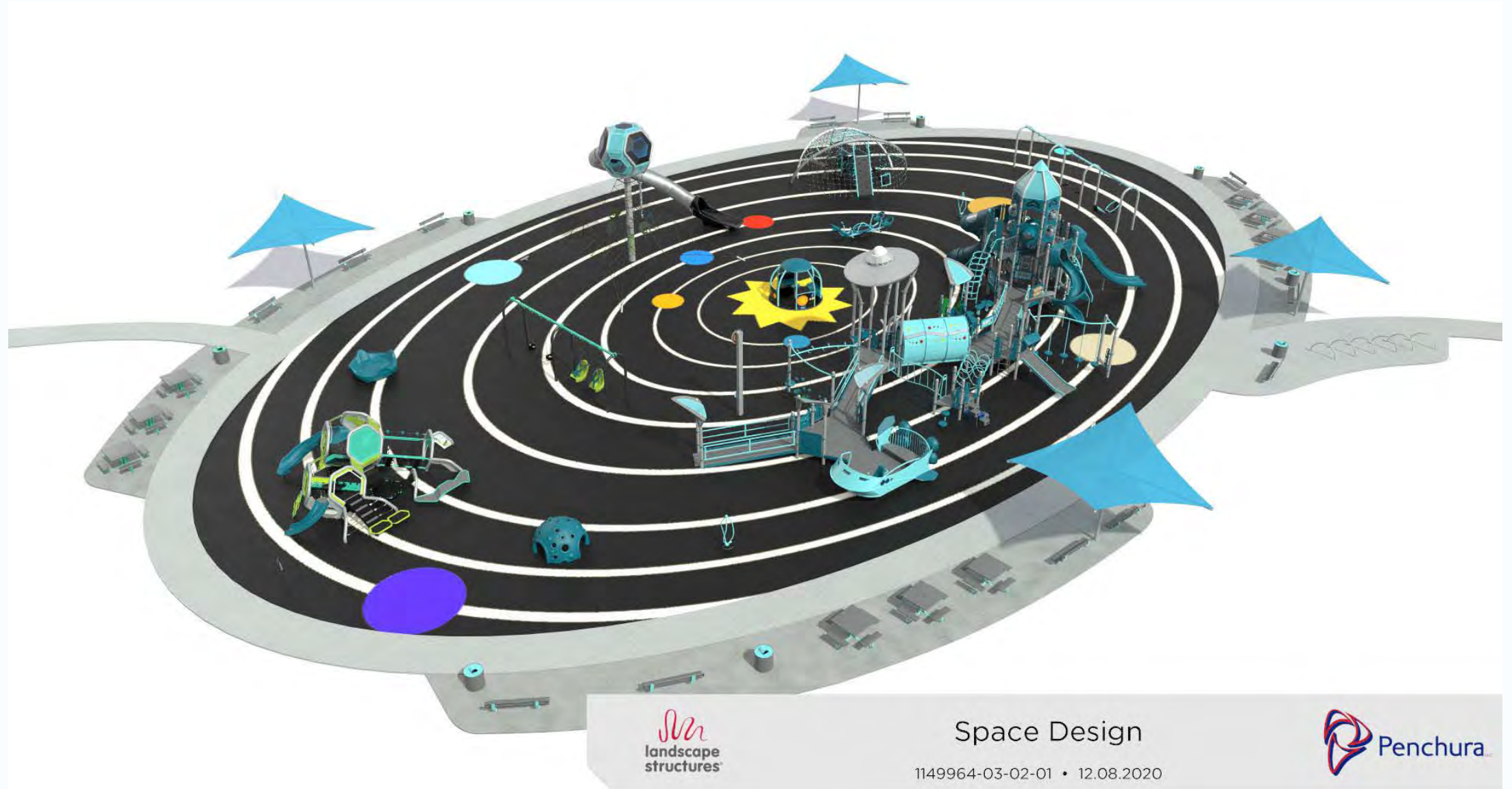
- EXISTING CONDITIONS
1. ASPHALT PARKING LOT WITH 9' WIDE PARKING SPACES
 2. ACCESSIBLE PARKING SPACES
 3. CONCRETE WALKS
 4. CROSSWALK WITH RAMP(S)
 5. ASPHALT PATHS
 6. HIKE-BIKE TRAIL
 7. AGGREGATE SERVICE DRIVE
 8. WOODS CREEK SOUTH SHELTER
 9. WOODS CREEK NORTH SHELTER
 10. BASKETBALL COURTS
 11. TENNIS COURT
 12. WOODS CREEK TRAILHEAD
 13. RESTROOMS
 14. WOODS CREEK PLAYGROUND
 15. SAND VOLLEYBALL COURT
 16. PATH TO TAWATA TRACE TRAILS
 17. ERNIE BURKEEN MEMORIAL
 18. HAWTHORN GLADE PICNIC AREA
 19. TREES / WOODS
 20. DRAINAGE SWALE
 21. SANITARY SEWER LINES
 22. STORM LINES
 23. NO MOW AREA



CONCEPT DEVELOPMENT PROCESS

- Site selection at Lower Huron: Early to mid-November 2020
- Community and stakeholder engagement: Mid- to Late November 2020
- RFP issued November 24, 2020
- Proposals due December 14, 2020
- Proposer presentations December 18, 2020

SELECTED PROPOSAL: PENCHURA LLC



landscape
structures

Space Design

Penchura

1149964-03-02-01 • 12.08.2020

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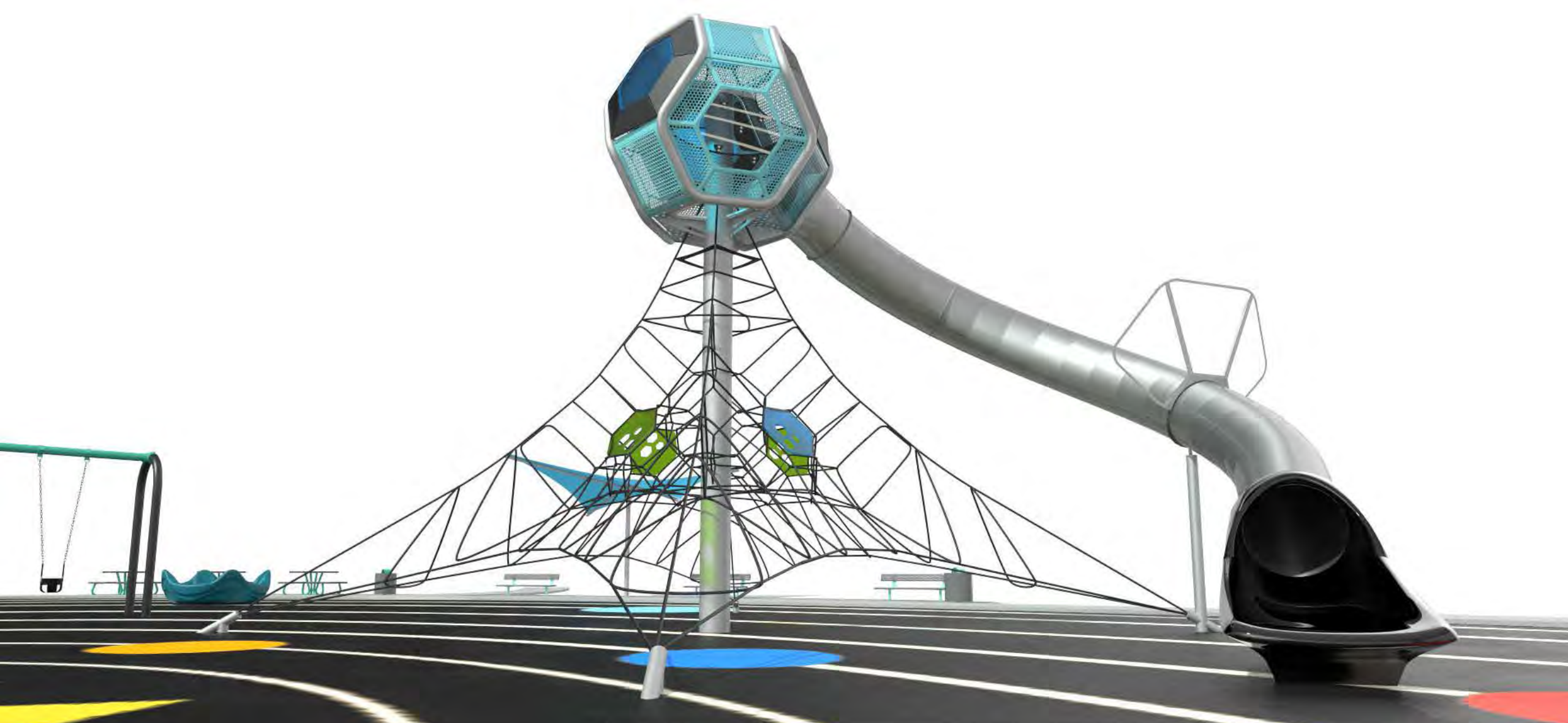


LS
landscape
structures

Space Design

1149964-03-02-02 • 12.08.2020

 Penchura



LS
landscape
structures

Space Design

1149964-03-02-04 • 12.08.2020

 Penchura



NEXT STEPS

- *Approval of playground equipment design (Board)* *January 14, 2021*
- Site work design February 2021
- Construction bidding March 2021
- *Approval of construction contract (Board)* *April 8, 2021*
- Construction Summer 2021



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Subject: Report – 2020 Engineering Year-end Overview
Date: January 8, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the 2020 Engineering Year-end report as recommended by Chief of Engineering Services Mike Henkel and staff.

Background: The engineering department was able to move forward with many projects this year even with the complications caused by the pandemic. Staff made the shift to remote work and has worked through the challenges and implemented the use of available technology to keep progress moving on projects.

There were 28 capital and major maintenance projects that were completed, 12 more are currently in construction, and nine projects are currently in design. In addition, the engineering department worked on regulatory compliance requirements, utility location services, legal matters, property disputes, cell tower lease issues, insurance matters, property leases, procurement policy implementation, bridge inspections, budget estimation, grant estimation and design support, and responding to unanticipated repairs.

The department is also working with private, county, and state agencies. The projects include discussions on the future reconstruction of sections of I-96, drainage issues with Livingston County Drain Commission, easement requests for future developments, trail connectivity for the border-to-border trail, and connections into Stony Creek and Lower Huron. The department also participated in training for diversity equity and inclusion, professional development and LMS safety.

The Engineering Department is comprised of one department head, one administrative assistant, one supervisor for each subsection (field, design and survey), one engineering field technician, three design engineers and three field engineers.

Attachment: 2020 Year-end Project Update



HURON-CLINTON METROPARKS

ENGINEERING

2020 YEAR END PROJECT REPORT

January 2021





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ENGINEERING 2020 OVERVIEW

The Engineering Department faced many challenges in moving projects forward this year. The pandemic set forth unique circumstances that were addressed as the year progressed. Staff made the transition to working remotely without too much disruption. Field engineering and the survey crew work onsite so the switch to remote work for office duties did not change much. Design and administrative staff previously were working with much of the software and technology to make the transition fairly smooth. At the onset of the pandemic, executive orders stalled all construction activities in the State early in the season. Staff had many projects already underway and continued to work on design and coordinating future work. Construction resumed in May, and coordination with contractors and suppliers started immediately. Some suppliers were delayed in fulfilling orders due to a backlog. This was evident on the building projects at Maple Beach and Baypoint Beach, and on the roofing projects at Lake Erie. Sub-contractors were also delayed due to the work stoppage, and as such, Engineering staff worked with contractors to adjust timelines to meet the challenges. Some contractors also experienced COVID quarantine situations with their staff. Regardless of the issues, Engineering staff was able to complete many design and construction projects this year.

The Metroparks Engineering Department has an ongoing design and construction schedule, and serves all departments throughout the Metroparks by providing professional services for construction, design, regulatory compliance and permitting, maintenance of facilities, property issues, budgeting, grant submissions, coordinating with outside agencies, insurance requirements, contract administration, and legal matters. The Engineering Department comprises one department head, one administrative assistant, one supervisor for each subsection (field, design, and survey), one engineering field technician, three design engineers, and three field engineers.

The scheduling of capital and major maintenance projects involves many factors. Decisions on when projects are to be initiated considers public safety, project complexity, timing of work for economic benefit, intensity of permitting, seasonal park use, park events, availability of park staff, priority, and staff workload. The level of complexity and timing of work can vary depending on when and where the work will need to be completed. Projects are initiated with either design or field engineering, depending on the item of work. Project schedules are dynamic and can change due to unforeseen repairs, new unanticipated projects, expanded project scope to address new issues that are revealed in the design process, outside local agency approvals, and issue to address the levels of permitting necessary. In addition, the Department receives frequent requests from park operations staff and other departments to assist with boundary surveys to address property disputes, locate underground park utilities, develop construction estimates for grant applications and budgets, and assist park maintenance staff with repairs. With the multitude of projects, Engineering staff work on many projects concurrently. Construction activities do not always fit into a calendar year, and as such there is generally work that will need to be completed in the following budget cycle. For example, some work is better performed in the fall; this is

particularly true for larger projects at the pool facilities. In the fall there are typically still good temperatures for concrete, paint, and sealant materials, and the frost laws are not yet in effect. Unknown issues that arise can be handled without interrupting the start of the season, and the facilities are up and running so mechanical systems that need to be worked on can be tested. Another factor that drives projects is permitting. Permits may be needed from the State or local level, which can add months to the project. To apply for permits, most of the design work needs to be completed in order to address the requirements of the permit application. The Metroparks are situated next to rivers, lakes, and on lands that almost always will require a permit for activities to occur. The following table illustrates the general timeline necessary for projects to be completed.

PROJECT TIMELINE

	<u>Prior Year</u>	<u>Estimated Time</u>
	Project budget requested	1-4 weeks
	Project estimating	1-2 weeks
	Project reviews and listed in budget	3-4 weeks
	Board approval of budget	Generally January
	<u>Projects Over \$25,000</u>	
1	Project concept development	1 week to 1 year, depending on project
2	RFP (Request for Proposal) if needed	If needed for outside professional services
3	RFP development	1 week
4	RFP solicitation	2-3 weeks
5	Board award	2-3 weeks
6	Board project concept approval if needed	2-3 weeks
7	Project engineering design/specifications	1 week to 6 months, project-dependent
8	State and local permits Applications	30-120 days (average 60 days)
9	Local township planning commission application and approval (if needed)	1-3 weeks
10	Local township board of commission application and approval (if needed)	1-3 weeks
11	Contract advertising and bidding	2-3 weeks
12	Board construction contact approval/award (materials due 2 weeks before meeting)	2-3 weeks
13	Contract signatures, insurance, bonds	1-2 weeks

14	Attorney review of bonds	1 week (concurrent with #13)
15	Project preconstruction and scheduling	1 week
16	Board signatures to contracts	Next Board Meeting
17	Project construction & payments	1 week to 1 year
18	Project contract close out and waivers	1-2 weeks
19	Project accounting closeout and write offs	1 week
	Minimum (Line items #1,7,8,11,12,13,14,15)	12 weeks approximately to start

2020 CAPITAL AND MAJOR MAINTENANCE PROJECT REVIEW

The recent upgrades to the time and attendance and accounting system has enabled easier acquisition of project tracking for the Engineering Department. Staff track their hours on capital and major maintenance projects, which is reflective of design and construction activities. The following table is a snapshot of the current capital and major maintenance projects that department has worked on this past year. Any work that is done outside of capital or major maintenance project is charged to the general Engineering account. The general Engineering account will be used for projects that assist other departments, any training, general administration, regulatory compliance, and park support services. Work that is charged for future grants is charged to *grant planning and administration*. This may encompass survey work for concepts, design work, and project estimates. The projects are highlighted to show their current status. Projects that are highlighted in green are completed projects, orange are projects that are currently in construction, and yellow are projects that are in the design phase. Projects designated with numerical value of 80/5 in the account string are capital projects and 10/7 are major maintenance. The amount of time charged to the project to the date of this report is listed under the column heading *Eng. Hours*.

Capital and Major Maintenance Projects			Eng. Hours
		10/9/100/192/10 General Engineering	12363.77
		General Engineering hours include: General Park/ other departmental assistance and repairs, property issues, lease agreements, studies and assessments, time off, training, department Head and contract administration, regulatory compliance permitting and reporting, development of system budget, system wide budget estimates	
		10/9/100/192/10/90019-1142 - Grant Planning & Administration	818.20
		Engineering survey work, design assistance, and project estimates for future grant applications	
Close out of Previous Projects in 2020			
1	Completed	10/9/100/192/10/90018-1118-100 - Sanitary Asset Management Plan	19.50
2		10/9/100/192/10/90018-1119-100 - Stormwater Management Plan	17.50
3		80/5/102/990/88/50217-683 - Pump Station #1 Replacement-SAW Grant	211.00
4		80/5/106/990/89/51017-313 - Service Yard Stormwater Improvement-SAW Grant	3.00
5		80/5/108/990/88/50818-215 - Hike-Bike Trail Bridge Replacement	16.00
6		10/7/109/990/40/70919.043 - Sanitary Sewer Rehabilitation	40.00
7		10/7/104/990/40/70419-360 - Hike/Bike Trail Overlay	5.00
8		10/7/109/710/42/70920.051 - Stony Creek-ADA Ramp/Wall/Concrete	5.00
Current 2020 projects			
9	Completed	10/7/106/532/42/70618-188 - Pool Marcite Repairs	120.00
10		80/5/106/990/88/51119-111 - Flat Rock Dam Boom installation	39.50
11		10/7/109/990/40/70920.050 - Dam Repairs	138.00
12		80/5/113/880/84/51319-139 - Mill Building Stabilization & Repair Phase I	57.50
13		10/7/104/990/40/70420-365 - Buno Road Bridge Approach Hike Bike Repairs	93.50
14		10/7/106/990/40/70619.190 - Iron Belle Trail Signage	52.50
15		80/5/108/990/82/50519.126 - Iron Belle Trailhead	123.03
16		10/7/112/880/42/71219.126 - Marshland Museum Roof Replacement	28.25
17		10/7/113/881/40/71319-053 - Replace Pasture Fence	100.00
18		10/7/106/990/40/71019.192 - Accessibility Improvements-Pool Picnic	106.00
19		10/7/115/990/40/71519.028 - Accessibility Improvements-Meadowlark Picnic	261.22
20		80/5/109/990/84/50920-557 - Shore Fishing Replace Vault Latrine	189.50
21		80/5/106/650/89/51019.314 - Golf Course Culvert Replacements	212.50
22		80/5/109/540/88/50920-553 - Stony Creek Boat Launch Parking Lot Reconstruction	1787.88
23		10/7/104/881/42/70419.363 - Kensington Farm Center Septic Tank Replacement	102.00
24		80/5/106/990/89/50620-492 - LH Bemis Rd Entrance Fiber Connectivity	58.00
25		10/7/104/535/42/70420-364 - Splash N Blast Flooring & Features Replacement	100.50
26		80/5/104/990/89/50420-1119 - Kensington Hike/Bike Trail Reconstruction	281.50
27		80/5/106/990/89/50620-494 - Lower Huron Hike/Bike Trail Reconstruction	397.00
28		80/5/108/990/89/50820-216 - Hudson Mills Hike/Bike Trail Reconstruction	407.00
29	In Construction	80/5/104/538/88/50417-1107 - Maple Beach Restroom and Site Improvements	958.03
30		80/5/106/990/84/51017-311 - Construct New Park Office	489.50
31		80/5/109/538/88/50917-542 - Baypoint Comfort Station	922.45
32		10/7/112/990/42/71219.127 - Roof Replacements	344.25
33		10/7/106/532/42/70620-191 - Starter Tub Replacement-Turtle Cove	29.00
34		10/7/115/883/42/71520.029 - Indian Springs Dome Polishing & Seal Replacement	129.00
35		80/5/104/538/89/50420-1118 - Maple Beach-Universal Accessible Playground	149.27
36		10/7/102/540/40/70220-320 - Accessible Dock Renovation	79.00
37		80/5/106/990/89/51020-316 - New Gas Service Line at Admin & Existing Mainten	13.00
38		80/5/109/990/89/50918-548 - Grant Match - Shelden Trails Development Project	4.00
39		10/7/112/990/40/71219-124 - Replacement of Failing Culvert]	156.50
40		80/5/113/881/88/51320-142 - Animal Pen Fencing Replacement - Phase 2	42.50

41	In Design	10/7/108/990/42/70819-025 - Starter Roof Replacement	60.50
42		80/5/109/540/84/50920-554 - Stony Creek Boat Launch Building Redevelopment	448.25
43		80/5/106/990/88/50619-491- North Fishing Site Redevelopment	231.50
44		80/5/104/990/88/50420-1120 - West Boat Launch-Accessible Kayak Launch	65.00
45		10/7/102/540/42/70220-317 - North/South Marina Deck Electrical	204.00
46		80/5/108/990/84/50520-128 - Relocation of Concessionaire Canoe Livery B	170.25
47		80/5/112/990/88/51220-241 - Accessible Kayak Launch with Area Development	2.00
48		80/5/113/881/89/51320-144 - Farm to Mill Trail Connector	16.00
49		80/5/109/990/89/50920-558 - 26 Mile Road Connector-Bike Path	155.00
	Outside Agency	Delhi Relocation of the Border to Border Trail	
		CMS Pipeline	
		Total Project Hours	10459.59
		Average hour/project	213.5
		Total Departmental Hours	22823.35
		Approx. projects per engineer	14

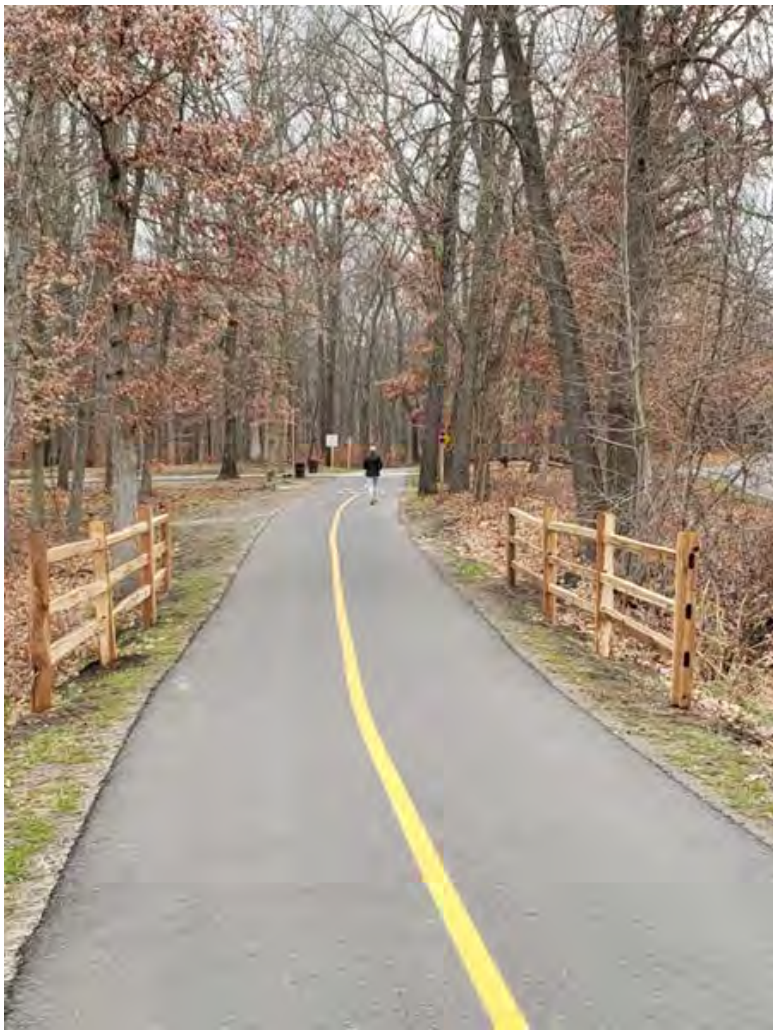
PROJECT PHOTOS



Indian Springs Accessible Connector



Kensington Accessible Playground
(Maple Beach)



Kensington
Trail Reconstruction



Lower Huron
Fiber-Optic Installation



Kensington Maple Beach
Restroom and Site Development



Stony Creek Baypoint Beach
Restroom and Site Development



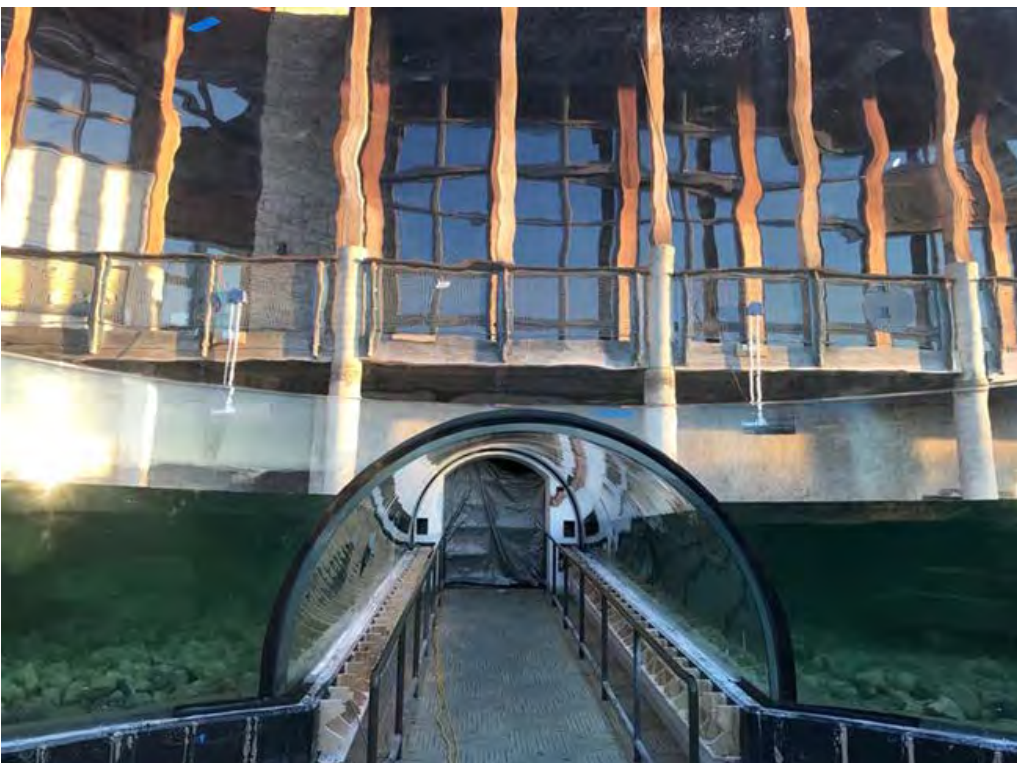
Hudson Mills
Trail Reconstruction



Dexter-Huron B2B
Trail Connector



Indian Springs
Dome Refurbishment



Indian Springs
Dome Refurbishment



Stony Creek Boat
Launch Parking Lot



Stony Creek Boat
Launch Parking Lot



Stony Creek

Shorefishing Vault Latrine

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

PARK	MONTHLY VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	20,807	13,491	13,665	52%
Wolcott Mill	2,716	2,058	3,033	-10%
Stony Creek	30,314	17,522	17,341	75%
Indian Springs	4,136	2,551	2,571	61%
Kensington	46,864	36,559	35,563	32%
Huron Meadows	5,107	2,801	3,468	47%
Hudson Mills	15,034	10,395	9,179	64%
Lower Huron/Willow/Oakwoods	62,715	28,547	29,194	115%
Lake Erie	10,503	6,710	6,566	60%
Monthly TOTALS	198,196	120,634	120,580	64%

MONTHLY TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 65,361	\$ 48,315	\$ 43,957	49%
\$ 1,332	\$ 1,273	\$ 913	46%
\$ 137,621	\$ 110,181	\$ 91,437	51%
\$ 17,578	\$ 14,057	\$ 14,451	22%
\$ 141,321	\$ 117,450	\$ 99,732	42%
\$ 2,731	\$ 2,749	\$ 6,560	-58%
\$ 32,749	\$ 33,395	\$ 28,407	15%
\$ 48,072	\$ 51,975	\$ 38,686	24%
\$ 36,976	\$ 32,858	\$ 26,865	38%
\$ 483,741	\$ 412,253	\$ 351,006	38%

PARK	Y-T-D VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	547,322	408,770	402,778	36%
Wolcott Mill	32,979	32,077	50,833	-35%
Stony Creek	798,349	534,985	546,828	46%
Indian Springs	113,218	85,591	86,798	30%
Kensington	953,800	760,129	763,942	25%
Huron Meadows	119,320	90,404	93,366	28%
Hudson Mills	299,492	202,011	202,617	48%
Lower Huron/Willow/Oakwoods	720,776	526,903	551,012	31%
Lake Erie	237,214	188,961	187,887	26%
Monthly TOTALS	3,822,470	2,829,831	2,886,060	32%

Y-T-D TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,061,355	\$ 1,587,525	\$ 1,554,667	33%
\$ 23,291	\$ 87,489	\$ 63,238	-63%
\$ 3,236,187	\$ 2,336,108	\$ 2,334,822	39%
\$ 379,629	\$ 291,482	\$ 287,545	32%
\$ 3,386,000	\$ 2,596,827	\$ 2,605,799	30%
\$ 38,471	\$ 89,198	\$ 87,816	-56%
\$ 662,612	\$ 493,011	\$ 518,362	28%
\$ 934,660	\$ 1,006,903	\$ 1,030,330	-9%
\$ 669,188	\$ 616,523	\$ 600,383	11%
\$ 11,391,393	\$ 9,105,066	\$ 9,082,962	25%

PARK	MONTHLY PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 65,979	\$ 58,084	\$ 53,913	22%
Wolcott Mill	\$ 26,895	\$ 33,509	\$ 31,447	-14%
Stony Creek	\$ 148,389	\$ 117,318	\$ 101,129	47%
Indian Springs	\$ 17,583	\$ 23,428	\$ 22,546	-22%
Kensington	\$ 144,569	\$ 191,926	\$ 154,616	-6%
Huron Meadows	\$ 6,406	\$ 5,473	\$ 11,961	-46%
Hudson Mills	\$ 34,031	\$ 36,001	\$ 34,216	-1%
Lower Huron/Willow/Oakwoods	\$ 50,028	\$ 56,767	\$ 42,269	18%
Lake Erie	\$ 37,132	\$ 40,745	\$ 33,062	12%
Y-T-D TOTALS	\$ 531,013	\$ 563,251	\$ 485,159	9%

Y-T-D PARK REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,514,326	\$ 2,373,255	\$ 2,308,557	9%
\$ 117,383	\$ 305,914	\$ 288,999	-59%
\$ 5,172,625	\$ 3,985,263	\$ 3,971,698	30%
\$ 1,301,429	\$ 1,112,354	\$ 1,113,020	17%
\$ 5,272,910	\$ 4,825,216	\$ 4,592,147	15%
\$ 1,003,226	\$ 957,606	\$ 920,642	9%
\$ 1,471,573	\$ 1,135,111	\$ 1,116,510	32%
\$ 1,938,795	\$ 2,881,531	\$ 2,818,804	-31%
\$ 1,692,064	\$ 1,770,945	\$ 1,732,313	-2%
\$ 20,484,330	\$ 19,347,195	\$ 18,862,689	9%

District	Y-T-D Vehicle Entries by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	1,378,650	975,832	1,000,439	38%
Western	1,485,830	1,138,135	1,146,723	30%
Southern	957,990	715,864	738,898	30%

Y-T-D Total Revenue by Management Unit			
Current	Previous	Prev 3 Yr Avg	Change from Average
7,804,334	6,664,431	6,569,254	19%
9,049,138	8,030,287	7,742,319	17%
3,630,859	4,652,476	4,551,117	-20%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

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	14	-
Lake Erie	0	-14	0	-
Total Regulation	0	-14	9	-
LSC Par 3	0	0	0	-
LSC Foot Golf	0	0	0	-
Total Golf	0	-14	9	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ -	\$ 151	-
\$ -	\$ -	\$ 100	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ 175	-
\$ -	\$ -	\$ 98	-
\$ -	\$ -	\$ 106	-
\$ -	\$ (76)	\$ 27	-
\$ -	\$ (76)	\$ 657	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ (76)	\$ 657	-

GOLF Y-T-D	GOLF ROUNDS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	35,692	29,890	29,450	21%
Indian Springs	30,411	24,443	24,460	24%
Kensington	36,622	34,406	31,633	16%
Huron Meadows	32,766	27,945	26,772	22%
Hudson Mills	29,159	21,496	19,331	51%
Willow	30,234	23,611	21,999	37%
Lake Erie	30,185	25,456	24,092	25%
Total Regulation	225,069	187,247	177,737	27%
LSC Par 3	6,965	5,433	6,450	8%
LSC Foot Golf	754	823	645	17%
Total Golf	232,788	193,503	184,833	26%

GOLF REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,097,685	\$ 907,324	\$ 924,927	19%
\$ 887,791	\$ 710,600	\$ 698,736	27%
\$ 1,121,700	\$ 1,034,363	\$ 955,438	17%
\$ 932,439	\$ 840,728	\$ 804,188	16%
\$ 683,415	\$ 504,302	\$ 457,059	50%
\$ 849,861	\$ 672,825	\$ 623,372	36%
\$ 809,505	\$ 688,266	\$ 671,574	21%
\$ 6,382,395	\$ 5,358,408	\$ 5,135,294	24%
\$ 56,532	\$ 42,502	\$ 41,163	37%
\$ 5,856	\$ 5,372	\$ 4,252	38%
\$ 6,444,783	\$ 5,406,282	\$ 5,180,708	24%

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	12,552	44,386	44,207	-72%
Stony Creek Rip Slide	0	22,771	25,582	-
KMP Splash	37,538	39,035	40,660	-8%
Lower Huron	0	82,566	85,762	-
Willow	9,732	19,475	18,973	-49%
Lake Erie	0	31,672	31,307	-
TOTALS	59,822	239,905	246,491	-76%

REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 50,433	\$ 221,464	\$ 220,048	-77%
\$ -	\$ 119,246	\$ 130,296	-
\$ 153,757	\$ 275,882	\$ 256,453	-40%
\$ -	\$ 946,911	\$ 905,080	-
\$ 43,545	\$ 91,977	\$ 91,615	-52%
\$ 75	\$ 259,737	\$ 251,785	-100%
\$ 247,810	\$ 1,915,216	\$ 1,855,277	-87%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

PARK	Seasonal Activities this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	0	1	2	-
Shelters	2	9	6	-68%
Boat Launches	50	3	5	971%
Marina	0	0	0	-
Mini-Golf	0	0	0	-
Wolcott				
Activity Center	0	6	4	-
Stony Creek				
Disc Golf Daily	6	5	2	200%
Disc Golf Annual	1	14	8	-87%
Total Disc Golf	7	19	10	-28%
Shelters	1	4	4	-77%
Boat Rental	0	0	0	-
Boat Launches	29	27	9	222%
Indian Springs				
Shelters	0	1	0	-
Event Room	0	4	4	-
Kensington				
Disc Golf Daily	372	15	39	862%
Disc Golf Annual	11	7	8	32%
Total Disc Golf	383	22	47	715%
Shelters	5	11	11	-55%
Boat Rental	0	0	0	-
Huron Meadows				
Shelters	0	0	0	-
Hudson Mills				
Disc Golf Daily	178	246	195	-9%
Disc Golf Annual	12	12	21	-43%
Total Disc Golf	190	258	216	-12%
Shelters	0	0	1	-
Canoe Rental	0	0	0	-
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	154	36	42	264%
Disc Golf Annual	1	2	1	-25%
Total Disc Golf	155	38	44	255%
Shelters	2	4	4	-54%
Lake Erie				
Shelters	0	5	4	-
Boat Launches	172	296	247	-30%
Marina	0	0	3	-

Monthly Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ 800	\$ 1,333	-
\$ 400	\$ 2,250	\$ 1,417	-72%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ 1,000	\$ 833	-
\$ 17	\$ 17	\$ 7	155%
\$ 60	\$ 820	\$ 413	-85%
\$ 77	\$ 837	\$ 420	-82%
\$ 225	\$ 900	\$ 950	-76%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ 200	\$ 67	-
\$ -	\$ 8,300	\$ 7,333	-
\$ 1,116	\$ 45	\$ 116	862%
\$ 640	\$ 325	\$ 438	46%
\$ 1,756	\$ 370	\$ 554	217%
\$ 1,125	\$ 2,475	\$ 2,475	-55%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ 67	-
\$ 534	\$ 738	\$ 584	-9%
\$ 600	\$ 620	\$ 935	-36%
\$ 1,134	\$ 1,358	\$ 1,519	-25%
\$ -	\$ -	\$ 133	-
\$ -	\$ -	\$ 1,775	-
\$ 462	\$ 108	\$ 127	264%
\$ 40	\$ 120	\$ 77	-48%
\$ 502	\$ 228	\$ 204	146%
\$ 450	\$ 1,000	\$ 1,050	-57%
\$ -	\$ 1,000	\$ 733	-
\$ -	\$ -	\$ -	-
\$ -	\$ 218	\$ 829	-

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

PARK	Seasonal Activities Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	20	53	51	-61%
Shelters	306	326	269	14%
Boat Launches	10,142	3,998	4,535	124%
Marina	1,834	2,090	2,510	-27%
Mini-Golf	7,433	9,403	9,084	-18%
Wolcott Mill				
Activity Center	23	67	84	-73%
Stony Creek				
Disc Golf Daily	16,437	10,465	11,795	39%
Disc Annual	45	118	118	-62%
Total Disc Golf	16,482	10,583	11,913	38%
Shelters	378	415	383	-1%
Boat Rental	31,638	16,790	15,805	100%
Boat Launches	1,126	888	836	35%
Indian Springs				
Shelters	50	74	44	13%
Event Room	12	40	52	-77%
Kensington				
Disc Golf Daily	28,075	17,163	18,817	49%
Disc Annual	196	182	169	16%
Total Disc Golf	28,271	17,345	18,986	49%
Shelters	515	529	464	11%
Boat Rental	23,926	16,925	16,688	43%
Huron Meadows				
Shelters	39	27	26	48%
Hudson Mills				
Disc Golf Daily	7,906	6,221	7,029	12%
Disc Annual	180	143	175	3%
Total Disc Golf	8,086	6,364	7,204	12%
Shelters	74	75	96	-23%
Canoe Rental	11,437	8,203	7,015	63%
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	2,117	1,100	1,468	44%
Disc Annual	8	9	14	-44%
Total Disc Golf	2,125	1,109	1,482	43%
Shelters	226	304	309	-27%
Lake Erie				
Shelters	50	85	74	-32%
Boat Launches	17,354	15,791	15,477	12%
Marina	0	0	849	-

Seasonal Revenue Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 28,325	\$ 45,925	\$ 40,875	-31%
\$ 70,024	\$ 85,705	\$ 72,306	-3%
\$ -	\$ -	\$ -	-
\$ 17,582	\$ 17,498	\$ 22,536	-22%
\$ 32,762	\$ 34,314	\$ 32,771	0%
\$ 7,025	\$ 26,480	\$ 21,173	-67%
\$ 54,271	\$ 35,384	\$ 38,198	42%
\$ 2,680	\$ 6,680	\$ 6,450	-58%
\$ 56,951	\$ 42,064	\$ 44,648	28%
\$ 84,852	\$ 93,550	\$ 86,225	-2%
\$ 304,890	\$ 177,737	\$ 166,423	83%
\$ -	\$ -	\$ -	-
\$ 5,976	\$ 10,575	\$ 7,292	-18%
\$ 22,000	\$ 72,000	\$ 87,067	-75%
\$ 90,857	\$ 55,896	\$ 59,128	54%
\$ 12,000	\$ 10,525	\$ 9,385	28%
\$ 102,857	\$ 66,421	\$ 68,513	50%
\$ 105,601	\$ 119,488	\$ 108,304	-2%
\$ 275,944	\$ 232,366	\$ 220,085	25%
\$ 6,250	\$ 5,400	\$ 5,267	19%
\$ 23,718	\$ 18,663	\$ 21,087	12%
\$ 10,480	\$ 8,280	\$ 9,392	12%
\$ 34,198	\$ 26,943	\$ 30,479	12%
\$ 11,650	\$ 15,000	\$ 19,733	-41%
\$ 63,826	\$ 47,523	\$ 44,754	43%
\$ 6,351	\$ 3,300	\$ 4,431	43%
\$ 440	\$ 540	\$ 812	-46%
\$ 6,791	\$ 3,840	\$ 5,243	30%
\$ 46,225	\$ 66,550	\$ 67,700	-32%
\$ 10,550	\$ 18,600	\$ 16,200	-35%
\$ -	\$ -	\$ -	-
\$ 207,719	\$ 162,111	\$ 163,954	27%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

PARK	Cross Country Ski Rental this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	\$ -	\$ -	\$ 1,820	-
Kensington	\$ -	\$ -	\$ 2,578	-
Huron Meadows	\$ 3,675	\$ 2,724	\$ 5,141	-29%
Hudson Mills	\$ -	\$ -	\$ 1,212	-

Cross Country Ski Rental Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 3,391	\$ 2,504	\$ 5,254	-
\$ 9,979	\$ 5,098	\$ 9,529	5%
\$ 26,246	\$ 22,268	\$ 22,429	17%
\$ 2,103	\$ 2,890	\$ 3,884	-46%

PARK	Winter Sports this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
XC Skiers	0	0	2	-
Ice Skaters	0	0	0	-
Sledders	55	0	78	-30%
Ice Fishermen	0	0	139	-
Stony Creek				
XC Skiers	0	0	210	-
Ice Skaters	0	0	0	-
Sledders	200	0	537	-63%
Ice Fishermen	0	0	23	-
Indian Springs				
XC Skiers	1	0	12	-92%
Sledders	179	0	23	667%
Kensington				
XC Skiers	0	0	339	-
Ice Skaters	0	0	0	-
Sledders	155	0	2,289	-93%
Ice Fishermen	0	0	4	-
Huron Meadows				
XC Skiers	540	300	759	-29%
Ice Fishermen	0	0	0	-
Hudson Mills				
XC Skiers	0	0	243	-
Lower Huron				
Ice Skaters	0	0	27	-
Willow				
XC Skiers	27	0	14	98%
Sledders	125	0	247	-49%
Ice Fishing	0	0	3	-
Lake Erie				
XC Skiers	0	0	8	-
Sledders	0	0	25	-
Ice Fishing	0	0	45	-

Winter Sports Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
0	0	8	-
0	155	62	-
55	156	210	-74%
45	4,028	2,815	-98%
599	394	739	-19%
0	58	66	-
1,920	760	1,520	26%
109	304	391	-72%
77	49	91	-15%
362	238	234	55%
1,446	808	1,204	20%
0	10	9	-
2,540	1,382	3,939	-36%
21	36	78	-73%
3,615	3,971	3,633	0%
0	0	1	-
549	864	948	-42%
0	15	129	-
34	15	36	-5%
235	213	489	-52%
0	7	16	-
0	13	28	-
0	22	55	-
0	1,742	1,183	-

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2020

INTERPRETIVE FACILITIES								
PARK	Monthly Patrons Served				YTD Patrons Served			
	(total program participants and non-program visitors)				(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	4,410	5,090	4,824	-9%	145,186	172,949	160,773	-10%
Wolcott Mill	1,548	1,626	3,773	-59%	18,970	24,097	28,454	-33%
Wolcott Farm	1,275	8,626	3,916	-67%	31,148	68,171	69,888	-55%
Stony Creek	9,877	11,321	10,298	-4%	200,046	201,715	197,985	1%
Eastern Mobile Center	0	461	419	-	1,072	9,117	9,998	-89%
Indian Springs	2,614	4,087	3,282	-20%	55,223	75,513	69,180	-20%
Kens NC	30,757	17,421	21,218	45%	423,483	285,241	325,619	30%
Kens Farm	8,676	8,865	6,992	24%	185,052	249,071	225,035	-18%
Western Mobile Center	539	555	556	-3%	3,875	11,077	8,544	-55%
Hudson Mills	2,633	2,668	2,654	-1%	35,627	41,989	39,501	-10%
Oakwoods	13,761	12,855	13,147	5%	171,442	160,142	162,315	6%
Lake Erie	16,291	13,378	14,132	15%	196,890	164,449	175,000	13%
Southern Mobile Center	239	749	571	-58%	2,604	12,636	11,151	-77%
Totals	92,620	87,702	85,782	8%	1,470,618	1,476,167	1,483,443	-1%

PARK	Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 123	\$ 745	\$ 651	-81%
Wolcott Mill	\$ -	\$ -	\$ 12,897	-
Wolcott Farm	\$ -	\$ 13,236	\$ 4,485	-
Wagon Rides	\$ -	\$ -	\$ -	-
Livestock/Produce	\$ 25,133	\$ 14,428	\$ 7,437	238%
FARM TOTAL	\$ 25,133	\$ 27,664	\$ 11,922	111%
Stony Creek	\$ 36	\$ 189	\$ 385	-91%
Eastern Mobile Center	\$ -	\$ 850	\$ 867	-
Indian Springs	\$ 5	\$ 871	\$ 595	-99%
Kens NC	\$ 98	\$ 2,247	\$ 1,695	-94%
Kens Farm	\$ 150	\$ 2,117	\$ 1,218	-88%
Wagon Rides	\$ -	\$ 861	\$ 1,353	-
Livestock/Produce	\$ 197	\$ 903	\$ 489	-60%
FARM TOTAL	\$ 347	\$ 3,881	\$ 3,061	-89%
Western Mobile Center	\$ -	\$ 600	\$ 1,688	-
Hudson Mills	\$ 13	\$ 1,043	\$ 574	-98%
Oakwoods	\$ 248	\$ 791	\$ 531	-53%
Lake Erie	\$ 156	\$ 560	\$ 1,668	-91%
Southern Mobile Center	\$ -	\$ 1,248	\$ 1,049	-
Totals	\$ 26,159	\$ 40,688	\$ 37,581	-30%

YTD Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 6,699	\$ 27,538	\$ 26,145	-74%
\$ 845	\$ 6,451	\$ 25,922	-97%
\$ 4,667	\$ 83,967	\$ 69,940	-93%
\$ -	\$ -	\$ 8,637	-
\$ 58,211	\$ 73,220	\$ 58,100	0%
\$ 62,878	\$ 157,187	\$ 136,677	-54%
\$ 4,034	\$ 21,501	\$ 23,692	-83%
\$ 3,013	\$ 13,042	\$ 11,982	-75%
\$ 6,032	\$ 26,620	\$ 30,192	-80%
\$ 5,734	\$ 37,613	\$ 34,404	-83%
\$ 26,609	\$ 72,512	\$ 59,505	-55%
\$ 5,901	\$ 26,145	\$ 35,764	-84%
\$ 5,456	\$ 6,412	\$ 6,768	-19%
\$ 37,965	\$ 105,070	\$ 102,037	-63%
\$ 4,050	\$ 24,109	\$ 21,388	-81%
\$ 2,831	\$ 13,892	\$ 14,690	-81%
\$ 3,335	\$ 22,035	\$ 21,802	-85%
\$ 2,719	\$ 13,912	\$ 17,387	-84%
\$ 6,045	\$ 14,297	\$ 16,030	-62%
\$ 146,180	\$ 483,265	\$ 482,349	-70%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance
Lake St Clair	2	60	15	799
Wolcott Mill	-	-	-	-
Wolcott Farm	-	-	19	2,779
Stony Creek	15	47	9	321
Eastern Mobile Center				
Indian Springs	3	34	24	1,211
Kens NC	5	127	15	505
Kens Farm	4	66	60	1,187
Western Mobile Center				
Hudson Mills	8	133	6	168
Oakwoods	4	61	11	195
Lake Erie	5	34	10	168
Southern Mobile Center				
Totals	46	562	169	7,333

OFF-SITE Programs and Attendance			
CURRENT YEAR		PREVIOUS YEAR	
Programs	Attendance	Programs	Attendance
-	-	-	-
-	-	-	-
-	-	1	225
-	-	-	-
-	-	12	461
-	-	1	62
-	-	1	101
-	-	8	136
39	539	27	555
-	-	-	-
-	-	-	-
-	-	-	-
10	239	25	749
49	778	75	2,289

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	4,350	4,291
Wolcott Mill	1,548	1,626
Wolcott Farm	1,275	5,622
Stony Creek	9,830	11,000
Indian Springs	2,580	2,814
Kens NC	30,630	16,815
Kens Farm	8,610	7,542
Hudson Mills	2,500	2,500
Oakwoods	13,700	12,660
Lake Erie	16,257	13,210
Totals	91,280	78,080

"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.