

Agenda
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
January 11, 2024 – 1:00 p.m.
Metroparks Administrative Office and via Zoom (for the public)

<https://metroparks.zoom.us/j/83053268394>

Meeting ID: 830 5326 8394 / Passcode: 374003
Dial by your location: +1 305-224-1968 (US) / +1 301-715-8592 (Washington, D.C)

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval – December 14, 2023 Regular Meeting, Closed Session, Public Hearing Minutes
5. Approval – January 11, 2024 Full Agenda

Consent Agenda

6. Approval – January 11, 2023 Consent Agenda

- A. Report - December 2023 Financial Update **pg. 12**
- B. Purchases
 1. Report - Total spend and vendor locations report **pg. 13**
 2. Report - Purchases over \$10k/under \$25k report **pg. 15**
 3. Approval – 2024 Toro Package **pg. 16**
- C. Department Updates
 1. Report – DEI Update **pg. 17**
 2. Report – Interpretive Services Update **pg. 25**
 3. Report – Marketing Update **pg. 37**
 4. Report – Natural Resources Update **pg. 60**
 5. Report - Planning and Development Update **pg. 69**

Regular Agenda

7. Reports

A. Administrative Department

1. Report - Engineering Year-End Report
2. Report - Golf Year-End Report **pg. 90**
3. Report - Marketing Spotlight
4. Approval – Marketing Plan **pg. 103**
5. Report - Southern District Year-End Report **pg. 174**
6. Report - Eastern District Year-End Report **pg. 199**

7. Report - Western District Year-End Report **pg. 222**
8. Public Participation
9. Other Business
10. Leadership Update
11. Commissioner Comments
12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, February 8, 2024 – 1:00 p.m.
Metroparks Administrative Office

**Huron-Clinton Metropolitan Authority
Board of Commission Meeting Minutes
December 14, 2023**

A regular meeting of the Huron-Clinton Metropolitan Authority's Board of Commissioners was held on Thursday, December 14, 2023 at Huron-Clinton Metroparks Administrative Office.

Commissioners Present:

Bernard Parker
Robert W. Marans
John Paul Rea
Tiffany Taylor
Stephen Pontoni
Jaye Quadrozzi

Staff Officers Present:

Director
Deputy Director
Chief of Finance

Amy McMillan
Michael Lyons
Shedreka Miller

Absent:

Commissioners

William Bolin

Others:

Miller, Canfield, Paddock & Stone

Steve Mann

1. Call to Order

Commissioner Parker called the meeting to order at 1:01pm.

2. Chairman's Statement

Commissioner Parker stated employees have the opportunity to submit Director feedback directly to him until January 20, the feedback will be presented in the February Meeting. Commissioner Parker also thanked Ben Jealous and the DEI team for the DEI Speaker Series.

3. Public Participation

Toni Spears from Dexter reminded the Board of Commissioners to use their microphones throughout the meeting.

4. Approval – November 9, 2023 Regular Meeting Minutes

Motion by Commissioner Marans, support from Commissioner Rea that the Board of Commissioners approve the regular meeting minutes as submitted.

Motion carried unanimously.

5. Approval – December 14, 2023 Full Agenda

Motion by Commissioner Rea, support from Commissioner Quadrozzi that the Board of Commissioners approve the full agenda as submitted.

Motion carried unanimously.

6. Approval – December 14, 2023 Consent Agenda

Motion by Commissioner Rea, support from Commissioner Taylor that the Board of Commissioners approve the consent agenda as submitted.

Motion carried unanimously.

Regular Agenda

7. Approval/Resolution – 2024 Budget

Motion by Commissioner Marans, support from Commissioner Rea that the Board of Commissioners approve the 2024 Budget as submitted.

Discussion: Commissioner Parker asked about the increase in park operations. Chief of Finance, Shedreka Miller stated it is due to the increase in wages based on the new contract.

Commissioner Parker congratulated Shedreka and staff on a great job on the budget.

Motion carried unanimously.

8. Closed Session – to consult with its attorney in connection with specific pending litigation, Lulgjuraj v HCMA, pursuant to Section 8(e).

Motion by Commissioner Rea to convene in closed session for the purpose of discussing material exempt from discussion or disclosure by state or federal statute, supported by Commissioner Marans.

Roll Call Vote

Voting Yes: Quadrozzi, Parker, Marans, Rea, Taylor, Pontoni

Voting No: None

Absent: Bolin

Motion carried unanimously.

9. Administrative

A. Approval - Letter of Intent to Sell Real Property

Discussion: Deputy Director, Mike Lyons presented a proposal from the Village of Milford. Director McMillan commented this piece of property is not encumbered. The focus is to allow the village to maintain a safe source of clean water.

Motion by Commissioner Quadrozzi, support from Commissioner Rea that the Board of Commissioners approve the Letter of Intent to Sell Real Property as submitted.

Motion carried unanimously.

10. Reports

A. Financial Department

1. Approval – 2023 Designation of Fund Balance

Discussion: Chief of Finance, Shedreka Miller presented the 2023 Designation of Fund Balance.

Motion by Commissioner Rea, support by Commissioner Taylor the Board of Commissioners approve the 2023 Designation of Fund Balance as submitted.

Motion carried unanimously.

2. Report - Monthly Financial Report

Discussion: Chief of Finance, Shedreka Miller presented the monthly financial report.

Motion by Commissioner Rea, support by Commissioner Quadrozzi that the Board of Commissioners receive and file the Monthly Financial Report as submitted.

Motion carried unanimously.

B. Department Updates

1. Report – Planning and Development Update

Discussion: Chief of Planning & Development, Janet Briles presented the Planning and Development Department monthly update.

Motion by Commissioner Marans, support by Commissioner Rea that the Board of Commissioners receive and file the Planning and Development Update.

Motion carried unanimously.

2. Report – Interpretive Services Update

Discussion: Chief of Interpretive Services, Jennifer Jaworski presented the Interpretive Services Department monthly update.

Motion by Commissioner Rea, support by Commissioner Taylor that the Board of Commissioners receive and file the Interpretive Services Department update.

Motion carried unanimously.

3. Report – DEI Update

Discussion: Chief of DEI, Artina Carter presented the DEI Department monthly update.

Motion by Commissioner Rea, support by Commissioner Marans that the Board of Commissioners receive and file the DEI Department update.

Motion carried unanimously.

4. Report – Marketing Update

Discussion: Chief of Marketing, Danielle Mauter presented the Marketing Department monthly update.

Commissioner Marans asked if we could get feedback on new signs from park office to get a sense of visibility.

Commissioner Quadrozzi commented on Oakland County participation at events.

Motion by Commissioner Rea, support by Commissioner Taylor that the Board of Commissioners receive and file the Marketing Department update.

Motion carried unanimously.

5. Report – Natural Resources Update

Discussion: Chief of Natural Resources, Tyler Mitchell presented the Natural Resources Department monthly update.

Director McMillan commented on a recent incident that occurred while crews were at Rouge Park. The crew was alerted by children of a suspicious person in the area, the crew made certain the children were safe and local police were called. Director McMillan stated the crew went out of the scope of their jobs and thanked them for their efforts.

Motion by Commissioner Marans, support by Commissioner Rea that the Board of Commissioners receive and file the Natural Resources Department update.

Motion carried unanimously.

C. Engineering

1. Approval – Stony Creek Seawall Replacement

Discussion: Chief of Engineering, Mike Henkel presented the Stony Creek Seawall Replacement.

Motion by Commissioner Marans, support by Commissioner Rea that the Board of Commissioners approve the Stony Creek Seawall Replacement.

Motion carried unanimously.

2. Approval – Lower Huron Vehicular Guardrail Installation

Discussion: Chief of Engineering, Mike Henkel presented the Lower Huron Vehicular Guardrail Installation.

Motion by Commissioner Marans, support by Commissioner Rea that the Board of Commissioners approve the Lower Huron Vehicular Guardrail Installation.

Motion carried unanimously.

3. Approval – Lake St. Clair Tollbooth Electrical

Discussion: Chief of Engineering, Mike Henkel presented the Lake St. Clair Tollbooth Electrical.

Motion by Commissioner Taylor, support by Commissioner Rea that the Board of Commissioners approve the Lake St. Clair Tollbooth Electrical.

Motion carried unanimously.

4. Approval – Willow CSX Crossing Agreement

Discussion: Chief of Engineering, Mike Henkel presented the Willow CSX Crossing Agreement.

Motion by Commissioner Taylor, support by Commissioner Rea that the Board of Commissioners approve the Willow CSX Crossing Agreement.

Motion carried unanimously.

5. Approval - Pump and Motor Replacement Lazy River

Discussion: Chief of Engineering, Mike Henkel presented the Pump and Motor Replacement Lazy River.

Motion by Commissioner Taylor, support by Commissioner Rea that the Board of Commissioners approve the Pump and Motor Replacement Lazy River.

Motion carried unanimously.

11. Public Participation

Employee Association President, Jason Kulongowski thanked Director McMillan and the Board of Commissioners for approving the Blue Cross Rate Stabilization.

12. Other Business

None.

13. Leadership Update

Director McMillan commented on another very successful year including employee contracts, over \$10 million has come in to HCMA for funding. Director McMillan thanked everyone at the Metroparks. Director McMillan provided an update on the DZS partnership, stating it will involve two separate partnership agreements that will come early 2024.

14. Commissioner Comments

Commissioner Parker stated his school will be hosting a Kwanza event.

15. Motion to Adjourn

Motion by Commissioner Taylor, support from Commissioner Rea, that the Board of Commissioners adjourn the regular meeting.

The meeting adjourned at 2:11 pm.

Respectfully submitted,

Micaela Vasquez

Micaela Vasquez
Recording Secretary

PROPOSED

**PUBLIC HEARING – 2024 Budget
Huron-Clinton Metropolitan Authority
Board of Commission Meeting Minutes
December 14, 2023**

The Budget Hearing of the Huron-Clinton Metropolitan Authority’s Board of Commissioners was held on Thursday, Dec. 14, 2023. The meeting was held at the Administrative Office and via remote attendance. The hearing convened in pursuance to a legal notice placed in the Detroit Free Press and Detroit News.

Commissioners Present:

Bernard Parker
Robert W. Marans
John Paul Rea
Tiffany Taylor
Stephen Pontoni
Jaye Quadrozzi

Staff Officers Present:

Director
Deputy Director
Chief of Finance

Amy McMillan
Michael Lyons
Shedreka Miller

Absent:

Commissioners

William Bolin

Others:

Miller, Canfield, Paddock & Stone

Steve Mann

1. Motion to Open Public Hearing

Motion by Commissioner Marans, support from Commissioner Rea that the Board of Commissioners open the public hearing for the 2024 budget.

The public hearing convened at 12:38 p.m.

2. Chairperson’s Statement

None

3. 2024 Budget Review

Director McMillan thanked Chief of Finance, Shedreka Miller, her staff along with the entire Metroparks team for their hard work on preparing the 2024 budget.

Chief of Finance, Shedreka Miller reviewed the 2024 budget highlighting proposed revenue, expenses, the differences between 2023 vs. 2024 as well as the intended use of fund balance.

4. Public Participation

Toni Spears from Dexter requested funds for the deer management in 2024 at Dexter Huron. Director McMillan stated there is a plan for the entire Metroparks system and a survey is performed every year and we make plans based on the information collected. We have determined there is not a need to cull in 2024. Leadership will meet with Toni to discuss any further questions.

5. Motion to Close the Public Hearing

Motion by Commissioner Rea, support from Commissioner Marans that the Board of Commissioners close the public hearing for the 2024 budget.

Motion carried unanimously.

The public hearing adjourned at 12:52 p.m.

Respectfully submitted,



Micaela Vasquez
Recording Secretary

HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Shedreka Miller, Chief of Finance
Subject: December 2023 Financial Update
Date: January 5, 2024

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the 2023 December Financial Update as recommended by Chief of Finance Shedreka Miller and staff.

Summary: December 2023 month/year end processing is still underway, and the results will not be available until after the January board meeting. As a result, the December 2023 monthly financials and the 2023 year-end report will be presented at the February 2024 board meeting. The January and February 2024 monthly reports will be included in the March 2024 board packet.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Purchases – Total Spent and Vendor Locations
Date: January 4, 2024

Action Requested: Receive and File

That the Board of Commissioners receive and file the update for total spent and vendor locations as submitted by Director Amy McMillan and staff.

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

Attachment: Award Requests



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update - Purchases over \$10,000
Date: January 4, 2024

Action Requested: Receive and File

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

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

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

| <u>Vendor</u> | <u>Description</u> | <u>Price</u> |
|-------------------------------|-----------------------------|--------------|
| ODP Business Solutions LLC | IT Office Remodel | \$11,555.47 |
| Unmanned Vehicle Technologies | DJI Matrice 30T Drone Combo | \$13,654.07 |
| Amerinet | Unified Threat Management | \$11,669.97 |



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Neil Eby, Buyer
Project No: Sourcewell Contract# 031121-TTC
Project Title: Cooperative Purchase of Toro Work Equipment
Location: Kensington, Stony Creek Golf Course, Hudson Mills Golf Course, Huron Meadows Golf Course, Willow Golf Course, and Lake Erie Golf Course
Date: January 4, 2024

Action Requested: Motion to Approve

That the Board of Commissioners approve the cooperative purchase of several pieces of Toro brand work equipment including utility vehicles, mowers, and turf sprayers through Sourcewell Contract# 031121-TTC from Spartan Distributors, of Auburn Hills, MI, as recommended by Neil Eby, Buyer and staff.

Fiscal Impact: Funds for these purchases will come from the board approved 2024 capital equipment budget and are summarized in the table below:

| Park | Item Description | Price |
|---------------|-----------------------------------|---------------------|
| Hudson Mills | Toro Multi Pro 5800-G w/ Cozy Cab | \$80,677.97 |
| Huron Meadows | Toro Reelmaster 5410-D | \$92,288.80 |
| Kensington | Toro Workman UTX Gas | \$26,224.49 |
| Lake Erie | Toro Workman GTX EFI – Lithium | \$19,085.75 |
| Stony Creek | Toro Multi Pro 5800-G | \$75,401.79 |
| Willow | Toro Workman GTX EFI | \$14,471.16 |
| TOTAL: | | \$308,149.96 |

The total purchase of \$308,149.96 is \$5,452.66 in favor of the budget.

Scope of Work: Spartan Distributors will be responsible for the furnishing and delivery of the equipment as specified to the parks as directed by HCMA staff.

Process: HCMA is eligible to participate in Sourcewell's cooperative purchase program. Through Sourcewell Contract# 031121-TTC. HCMA was able to secure a 22% discount on this equipment.

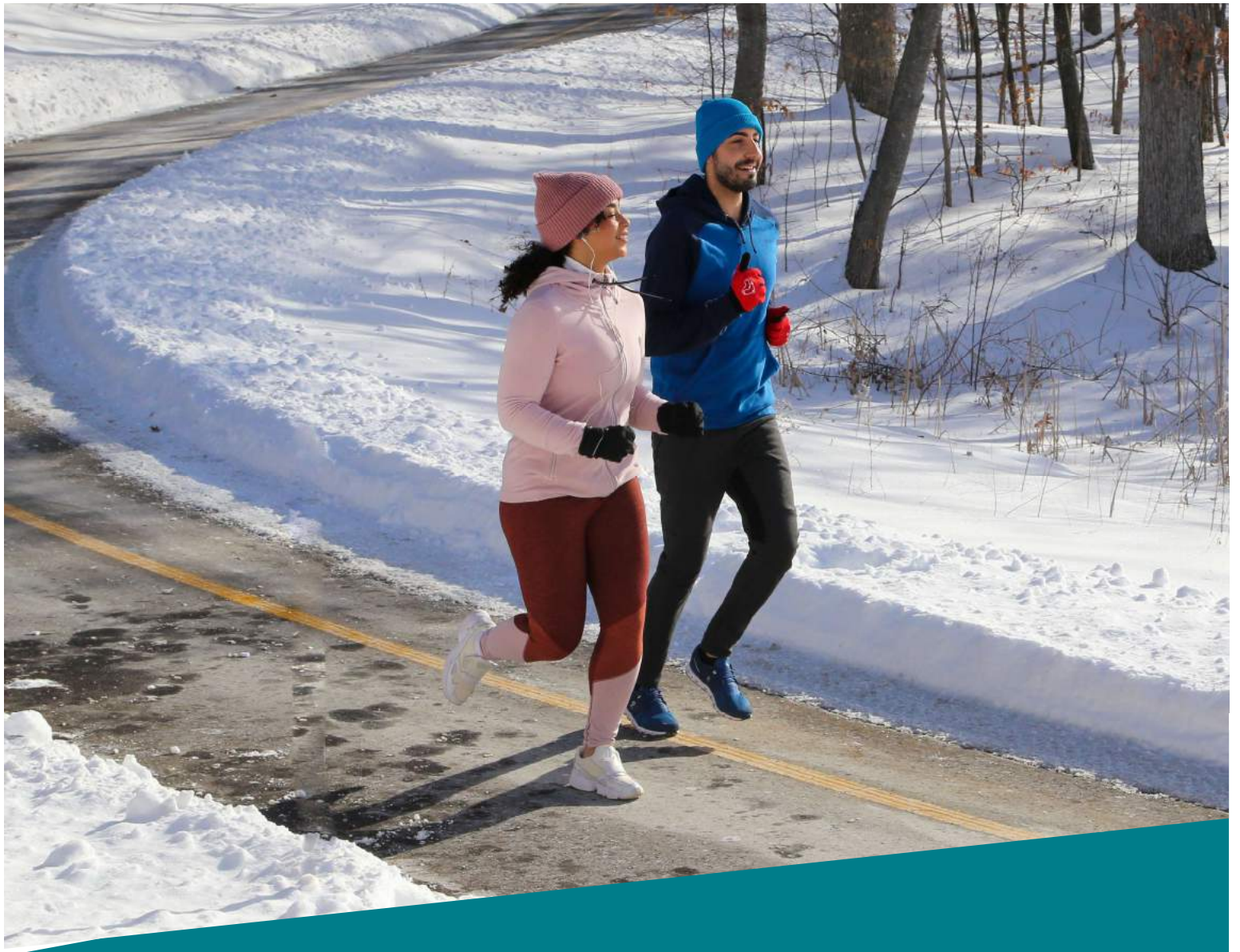


To: Board of Commissioners
From: Artina Carter, Chief of Diversity, Equity and Inclusion
Subject: Report – DEI Monthly Update
Date: January 4, 2024

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the January 2024 DEI report as recommended by Chief of Diversity, Equity and Inclusion Artina Carter and staff.

Attachment: DEI Report



HURON-CLINTON METROPARKS

DEI MONTHLY REPORT

January 2024

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114

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



LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

Listen & Connect

- Create listening opportunities that help the Metroparks understand resident needs
 - Connecting with youth serving organizations in Ypsilanti and Romulus to identify opportunities and barriers to employment in the Metroparks.
- Increase access to Metroparks services for underserved communities with customized programming
 - Exploring partnership opportunities in Ypsilanti to connect underserved communities with Metropark programming.

Maintain & Invest

- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision.
 - Developing strategic recruitment maps (SRM) that will identify locations for recruitment not currently being used.

DEI DEPARTMENT

MISCELLANEOUS

- Hosted the final 2023 Speaker Series presentation with Ben Jealous
- Continued development of 2024 DEI training schedule for implicit bias and accessibility.
- Continued working with consultants to finalize the upcoming Implicit Bias training.
- Continued developing ADA training for staff.
- Continued crafting the Cultural Competence training for DZS.
- Completed Team evaluations.

COMMUNITY COLLABORATIONS

- Reviewed location and continued preparations for MLK 2.0 concert
- Contacted organizations and partners in Belleville, Romulus, and Ypsilanti for recruitment efforts and started creating recruitment maps.
- Attended Special Park District Form Sessions and Programs subcommittee meeting.

CROSS-DEPARTMENT COLLABORATIONS

- Active membership on the Recreation Program Committee
 - Program team
 - Advisory team
- Active membership on Climate Action Committees
 - Steering committee
 - Transportation
 - Education and Engagement
 - Preservation and Conservation of Natural Resources
- Served on interview panels
 - Police
 - Finance (payroll)
 - Park Maintenance

COMING EVENTS



MLK 2.0: LEGACY AND LIBERATION



MLK 2.0 is an event organized by Huron-Clinton Metroparks, Howell Carnegie District Library, and Livingston Diversity Council. It aims to deepen our understanding of Martin Luther King, Jr., and his profound impact on the civil rights movement.

To kick off MLK 2.0, a special musical tribute called "Legacy and Liberation" will be held at The First Presbyterian Church of Howell. This concert, directed by Lynn Williams, showcases PCS Ensemble, and explores the cultural and historical significance of gospel music in advocating for equality and freedom. The song selections will span from 1954 to 1968.

Doors open at 5:30 p.m. and refreshments will be served during intermission.

Pre-registration is not required.

Date: January 13, 2024

Ages: Fun for all ages!

Time: 6 p.m.-8 p.m.

Cost: Free!

Location: The First Presbyterian Church of Howell, 323 W Grand River Ave, Howell, MI 48843





**HURON-CLINTON METROPOLITAN
AUTHORITY**

To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Interpretive Services Monthly Report
Date: January 4, 2024

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file January 2024 Interpretive Services Report as recommended by Chief of Interpretive Services, Jennifer Jaworski and staff.



HURON-CLINTON METROPARKS

INTERPRETIVE SERVICES MONTHLY REPORT

January 2024

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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



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LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

Listen and Connect

Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming

- Supplemental Science: Training Teachers to Use Experiential Outdoor Investigations to Generate Student Learning and Enthusiasm for Science

Increase engagement with Metroparks services

- Community Outreach Events

Increase access to Metroparks services for underserved communities with customized programming

- Supplemental Science: Training Teachers to Use Experiential Outdoor Investigations to Generate Student Learning and Enthusiasm for Science
- GOAL Scholarship funding

Maintain and Invest

Increase revenue from philanthropic and public sector sources

- Annoymous
- Russell Family Foundation

Build a portfolio of new services for hard to reach and underserved residents

- Michigan Activity Pass

Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision.

- Certified Interpretive Guide (CIG) Training

Conserve and Steward

Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

- Programming Connections to Strategic Plan & Climate Action Plan

COMMUNITY ENGAGEMENT

Library Network

Michigan Activity Pass

- The Michigan Activity Pass (MAP) program gives library card holders free and discounted access to museums and cultural amenities throughout the state. You can check out a daily Metroparks pass like you would a library book and redeem one MAP pass per week with your library card and have 7 days to use it after it's been checked out.
 - 115 passes were checked out in December 2023
 - 50 redeemed in December 2023.
 - To compare to 2022 data
 - 87 were checked out in December.
 - 29 redeemed in December.



Wolcott Mill Metropark Farm Center



Hudson Mills Metropark Santa's Candy Cane Trail

COMMUNITY ENGAGEMENT

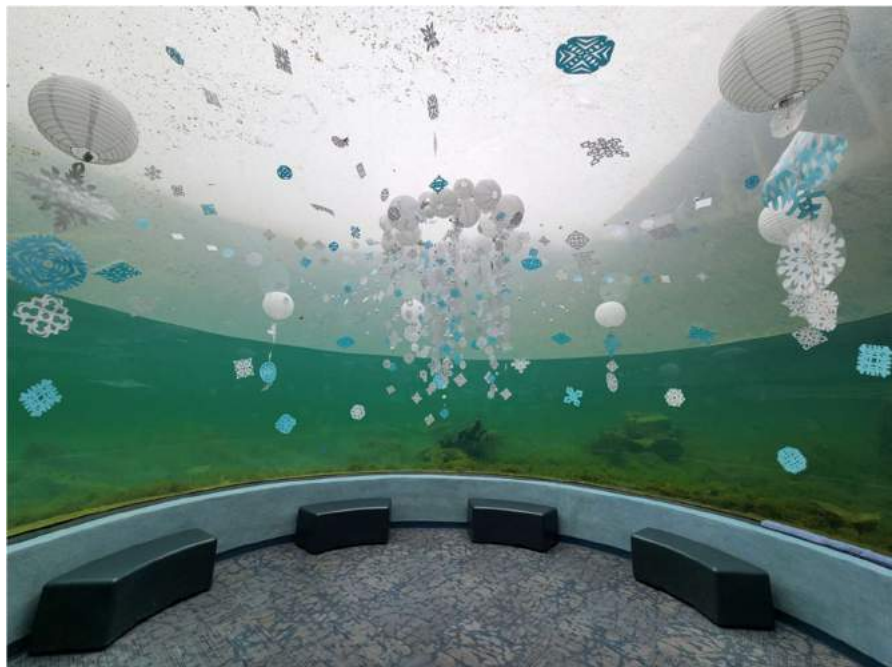
Community Outreach Programming

Below is a summary of the Community Outreach programming for the month of December.

| Date | Event Name | Organization | City | County | Zip Code | Participants | Brief Description of Event |
|-----------|------------------------------|--|---------|---------|----------|--------------|---|
| 12/6/2023 | Life When It's Snowy | Detroit Public Libraries Redford Library | Detroit | Wayne | 48219 | 9 | Families will investigate the different methods animals use to survive the cold while they compare and contrast using hands-on animal artifacts |
| 12/2/2023 | Pontiac Holiday Extravaganza | Greater Pontiac Host Committee | Pontiac | Oakland | 48343 | 179 | Families learned about the French and the Fur Trade by looking at artifacts and interpreter interactions. |



4th grade students at John R. King making rock layers



Environmental Discovery Center Pond Dome

PROGRAMMING

Below highlights the programming hours held at each of the Interpretive Centers as well as programming conducted by the Community Outreach Interpretive staff.

School Programming at Interpretive Center

Number of school programs hours: 36

Number of students: 656 students

Public Programming

Number of programs hours: 114

Number of participants: 4,561 participants

Out of Park Programming

Number of programs hours: 5

Number of participants: 109 participants

Senior Programs:

Number of program hours: 7

Number of participants: 96 participants

Outreach Programming

School Programs

Number of school programs hours: 74

Number of students per hour: 1,675 students

Events

Number of event hours: 7

Number of participants: 430

TOTAL Programs Hours: 235

TOTAL Participants: 7,438

2023 ANNUAL

PROGRAM HOURS: 4,964

TOTAL PARTICIPANTS: 158,341

Increase of 115% from 2022 or an increase of 21,426 participants

TOTAL INTERPRETIVE CENTER ATTENDANCE: 1,420,509

Includes programming and trail use

Increase of 100.7% or an increase of 10,918 people

PROGRAMMING

Certified Interpretive Guide (CIG) Training

We partnered with Farmington Hills Nature Center and together offered CIG training. The course combines the theoretical foundations of the profession with practical strategies in delivering quality interpretive programming to visitors.

Programming Connections to Strategic Plan

These are a few examples of the many programs that meet this objective.

- Natural Ornaments: by using items found in nature that otherwise may go unnoticed or unused this class teaching people how to use what is already available to them to decorate for the holidays rather than going out and purchasing items that are made from plastic or non-sustainable materials.
- Geminids Meteor Shower: We listened and took feedback from public surveys and the desire for more astronomy programming by offering this program. We plan on partnering with local Astronomy clubs for 2024's event.
- GSSEM partnership is continuing programming opportunities but with a defined approach and understanding for what is to be expected.
- Santa's Candy Cane Trail Programming Survey Results
 - "...like the story trail idea, hadn't read it yet but are excited to see how it ends"
 - "This is great and it will be something we do every year"
 - "the [crafted] cupcakes" great for photos
 - [To a staff member]: "Thank you for being out here" and "We are grateful you all put this on."

GRANTS

Grants received in December, 2023

1. **Anonymous: \$10,000 for Get Out and Learn Scholarships**

Get Out And Learn offers scholarships to cover transportation for in-person field trips or outreach programs at your school. All program fees are included in the scholarship in addition to the cost of transportation to and from a Metropark. Qualifying schools must have at least 50% of their students eligible to receive the federal free and reduced lunch program.

2. **Russell Family Foundation: \$46,100**

Supplemental Science: Training Teachers to Use Experiential Outdoor Investigations to Generate Student Learning and Enthusiasm for Science

GOALS & OBJECTIVES:

The overarching goal of the project is to increase Wayne County students' understanding and application of science and scientific method while increasing positive attitudes toward science (students and educators). This is accomplished by meeting the following objectives:

Objective 1: Conduct five teacher workshops for 120 educators in grades K – 8. The focus of the workshops will be to increase the teacher proficiency through hands-on exploration in ornithology, botany, agriculture, ecosystems, and water quality so that teachers feel confident and enthusiastic in presenting science lessons to their classes. Workshops will link to lessons and units that support Wayne County Regional Educational Service Agency (RESA) and DPSCD schools, and support Michigan Science Standards.

Objective 2: Create a lending library of fifteen Investigation Boxes that reflect the workshop explorations, offering five different content areas (three boxes of each content area) to bring nature and environmental science content into different classroom science lessons. The materials in these boxes will support the activities the teachers complete at the workshops and will include several supporting lesson plans.

Objective 3: Provide information and background to teachers on nearby locations within various park systems (Metroparks, Detroit parks, and Wayne County parks) where teachers can take their students on field trips to experience places and concepts covered in their science curriculum. Field trip opportunities will highlight places where ecosystems, rivers, glacial landforms, bird migrations, and more can be experienced and observed first-hand. The purpose is to simplify the process of finding the right field trip locations to support various lessons that directly mesh with the schools' science curriculum.





To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: December Marketing Report
Date: 1/5/2024

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file December 2023 Marketing Report as recommended by Chief of Marketing and Communications, Danielle Mauter, and staff. This report includes a year-end update on all 2023 Integrated Marketing Plan Goals ahead of the 2024 Marketing Plan Presentation.



HURON-CLINTON METROPARKS MARKETING REPORT

December 2023 – year end summary

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

STRATEGIC PLAN

WHAT GOAL & OBJECTIVE DOES THIS MEET?

LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

The Metroparks' overarching goals as an organization are defined in the strategic plan adopted by the Board of Commissioners in December 2022. They are the big picture answer to the question "what are the Metroparks top priorities". The answer to the question "how will the Metroparks accomplish these big goals" is found in the multiple plans created by our various departments.

The 2023 Integrated Marketing Plan served as the framework for achieving objectives within our goals to listen and connect to the residents of Southeast Michigan served by the Metroparks. It included measurable objectives to report our progress in achieving each goal. It also took a leadership role in our goal to maintain and invest by generating additional revenue, partnerships and attendance to support the system. Success is measured by key objectives identified throughout the plan.

Although the Integrated Marketing Plan outlined strategies primarily led by the Marketing Department, it is important to recognize that many of the goals outlined in this plan are larger organizational goals that stretch beyond that department. All departments and levels of staff contributed to these successes.

Each goal within the Integrated Marketing Plan was written to support at least one of the Strategic Plan goals. After each marketing goal update, the reader will see a description of how work towards that marketing goal directly supports the strategic plan.

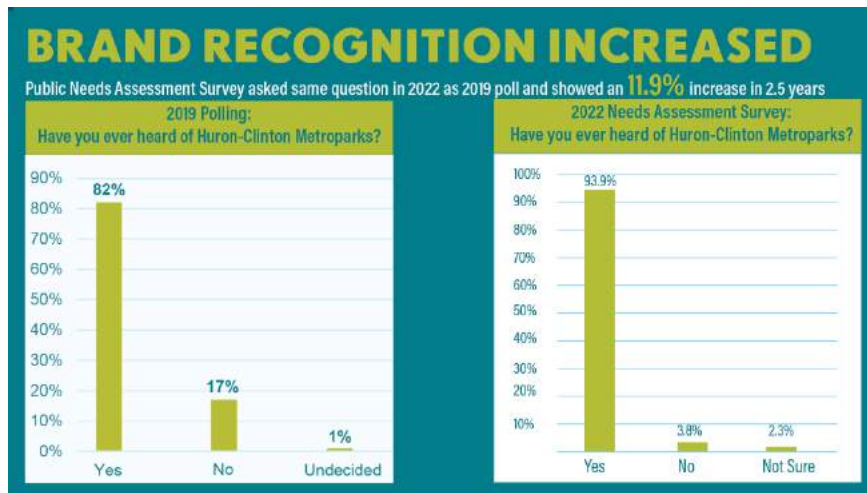
DECEMBER 2023

Final Update on 2023 Goals

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

Met.

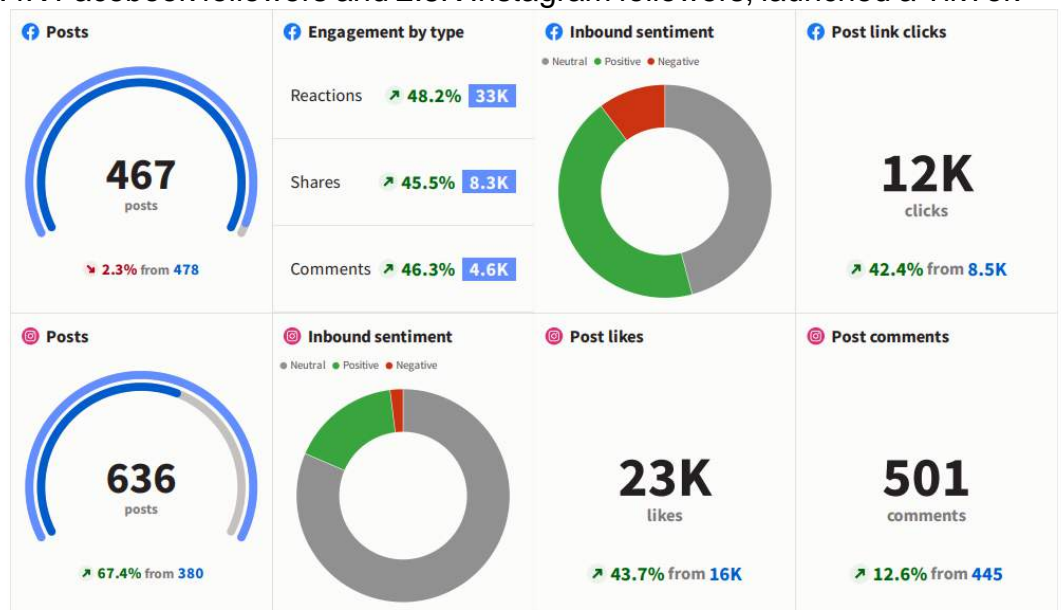
The Huron-Clinton Metroparks saw a measurable increase in brand awareness in 2022.



We do not conduct public polling every year to measure this, so in between, we must rely on other metrics that point to positive brand identify growth. Throughout the year, the engagement seen on social media, website pages and media attention are all indicators of continued increases in brand awareness. These daily and monthly metrics help point to the fact that the Metroparks brand is out in front of people regularly

and working to keep brand recognition top of mind, positive and increasing.

In 2023 we've gained 2.4K Facebook followers and 2.8K Instagram followers, launched a TikTok account and are seeing high engagement numbers on certain types of social posts that are informing our 2024 strategies and marketing plan.



2023 Media Mentions compared to 2022 all show increases in mentions, reach and sentiment.



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

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

Not Met.

At the end of 2023, car counts were 2.61% lower than 2022 and 10.74% lower than previous 3-year average. However, it is important to note that the 3-year average is still inclusive of the 2020 pandemic spike attendance. 2023 vehicle counts were still 11.12% higher than 2019 pre-pandemic counts, when we had an initial goal to increase attendance 1% by end of 2020.

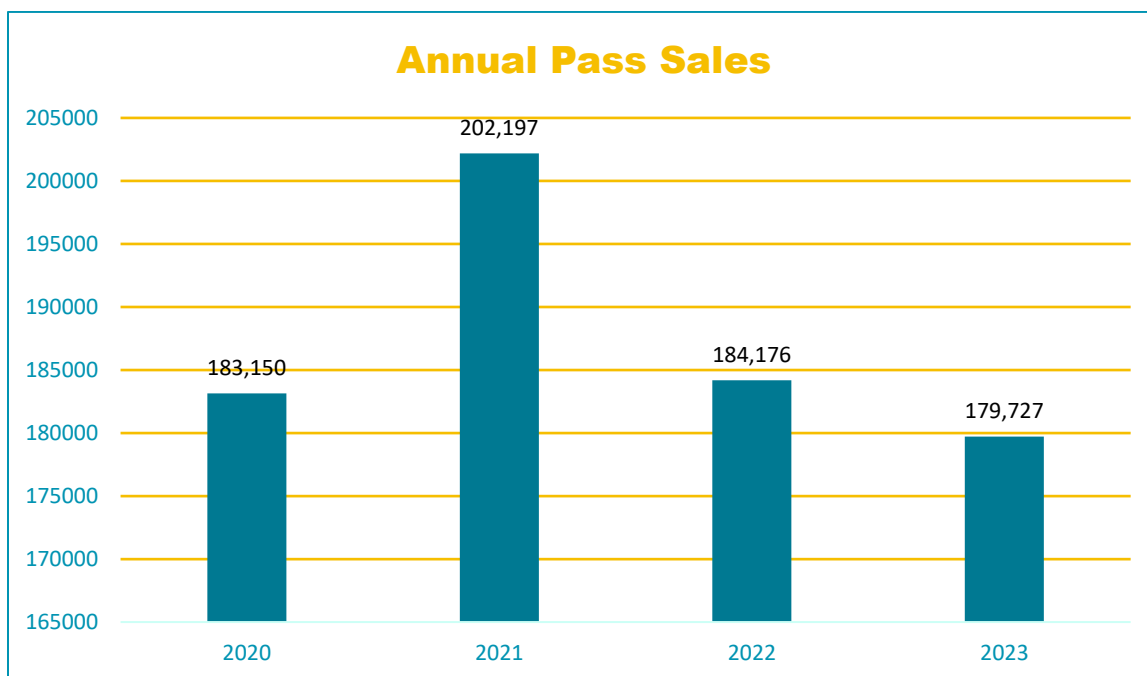
| Total Vehicle Count | |
|---------------------|-----------|
| 2023 | 3,144,502 |
| 2022 | 3,228,967 |
| 2021 | 3,518,195 |
| 2020 | 3,822,470 |
| 2019 (Pre-Pandemic) | 2,829,831 |

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

3. Increase annual pass sales to match 2021 sales. This would mean selling a total of at least 206,513 annual passes from November 2022 through October 2023 (2023 Annual Pass selling period).

Not Met.

What was seen with 2020 annual passes after our branding efforts began, was an initial bump in sales while the Metroparks ran a special promotional price. Sales then dipped and leveled off and resulted in 2020 annual passes sales being mostly flat and comparable with 2019 (pre-pandemic) annual pass sales overall. In 2021, staff set a goal to increase annual pass sales by 5%, and that goal was met and exceeded with an 8.68% increase. This can be attributed to increased marketing efforts, the use of the trade-up program and overall increases in awareness of the benefits of an annual pass. Then in 2022, there was a small decrease in sales numbers as compared to 2021. In 2023, staff saw another small dip in sales of 179,727 annual passes, while the joint data report shows the summer period had an increase in daily pass sales.



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

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

Not Met.

RecTrac implementation in 2021 has allowed staff to look at statistical information related to public programs that require pre-registration. The 2021 average enrollment rate across all public programs in all seasons from January 1 – November 30 was 33.77%. In 2022 this rate was increased to 46%. **In 2023, through the end of December, the enrollment rate was increased to 49.95% - but still came in far short of the goal of a 75% enrollment rate.**

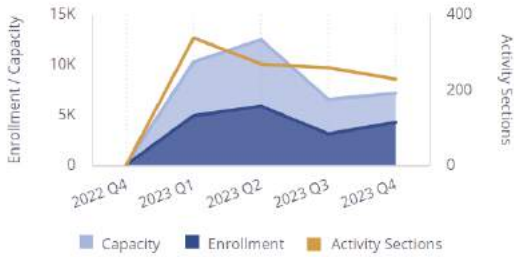
Activity Sections
1,096

Enrollment Capacity
36,615

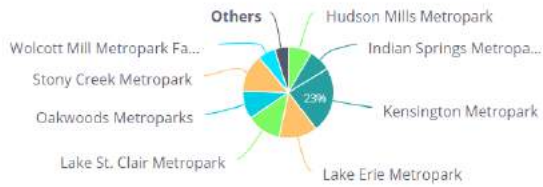
Enrollments
18,290
% of Capacity 49.95%

Cancellations
361

Enrollment Capacity Trend



Location Breakdown



Staff are still striving to reach that goal of 75% enrollment rate. Certain program types had higher enrollment rates than others, so marketing strategies for programs in 2024 will balance continuing needed promotion for popular programs alongside new efforts for programs that see lower enrollment rates in an effort to bring all rates up.

| 2023 Program Enrollment Rate by Subtype (topic) | |
|---|---------------|
| Agriculture | 70.20% |
| Art | 43.13% |
| Astronomical | 45.73% |
| Camping | 55.78% |
| Easter | 99.81% |
| Environment | 36.48% |
| Farm Animals | 94.73% |
| Halloween | 72.22% |
| Historical/Cultural | 51.36% |
| Holiday | 90.83% |
| Maple Sugaring | 64.01% |
| Plants | 22.07% |
| Science | 42.83% |
| Sports | 28.12% |
| Stewardship | 29.67% |
| Wildlife | 29.89% |

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

For these reasons, Marketing staff will be focusing more campaign efforts on events and programs in 2024 to drive a large increase in enrollment rate in 2024.

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

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

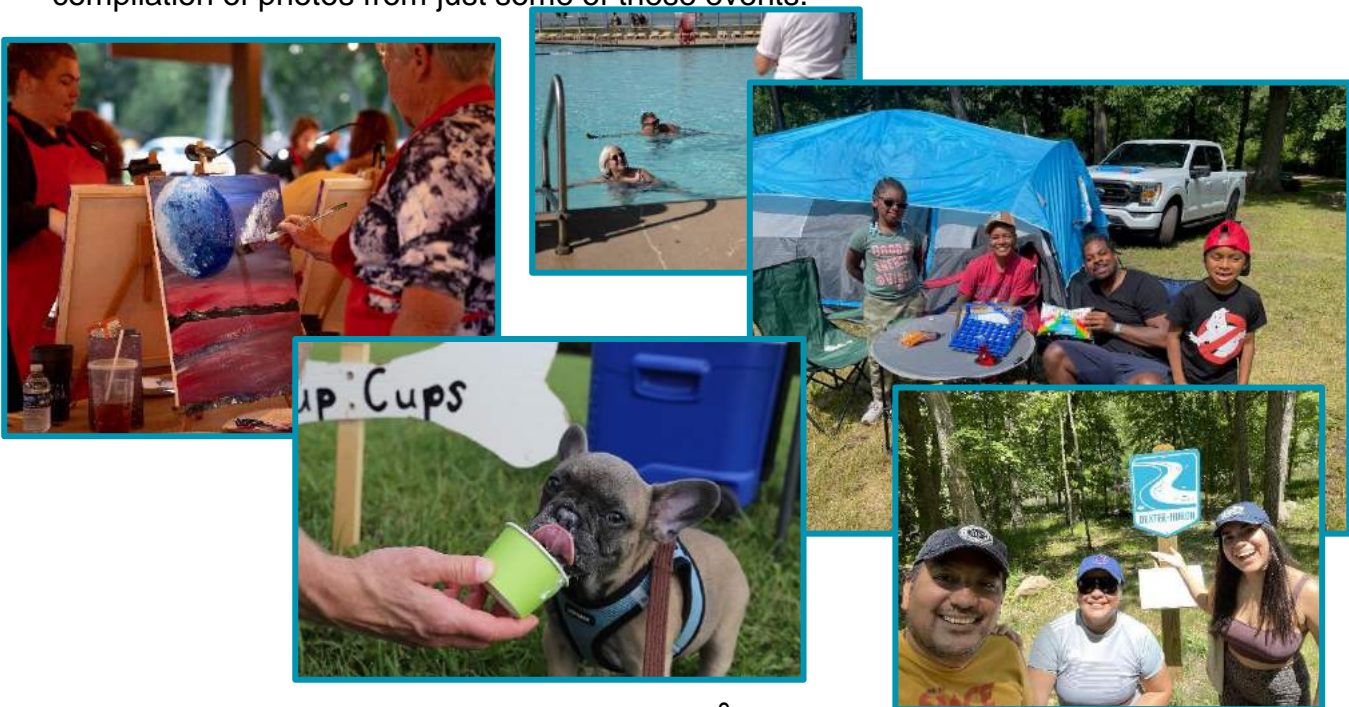
Met.

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

Each event or program identified in the plan had its own attendance and target audience goals. Marketing staff participated in every event/program planning team and established a communications campaign specific to that event/program and its goals. Campaigns were executed with budgeted dollars set aside for this purpose.

The large majority of recreational programming committee events and programs met or exceeded their first year attendance goals and all received highly positive public feedback overall. Details that weren't as highly received in visitor evaluations, will be tweaked for 2024 events.

A summary of most events attendance can be found on the next page, preceded by a small compilation of photos from just some of these events.



| Event | Date | Location | Attendance Goal | Actual Registered | Estimated Attendance |
|--|-------------------------|----------------|---|-------------------------------------|-------------------------------|
| MetroBarks: Paws, Pose & Play | 29-Apr-23 | Huron Meadows | 250+ for overall event 50 for dog photos | 71 registered (photo portion only) | 200 |
| MetroBarks: Paws, Pose & Play | 30-Apr-23 | Stony Creek | 250+ for overall event 50 for dog photos | 144 registered | 500 |
| Trail Challenge | May 1 - September 30 | All Metroparks | 500 | 446 public/ 52 staff = 498 total | 498 |
| Kids Fishing Tournament: Lake Erie | 20-May-23 | Lake Erie | 100 | 112 | 300 |
| Water Aerobics: Session 1 | May 30 - June 29 | Lake St. Clair | 25 | 7 | 7 |
| Learn to Camp: Camping Basics | 4-Jun-23 | Lake Erie | 20 | 0 | 0 |
| Learn to Camp: Campfire Cooking | 4-Jun-23 | Lake Erie | 20 | 0 | 0 |
| Learn to Camp: Hiking Basics | 4-Jun-23 | Lake Erie | 20 | 0 | 0 |
| Family Campout: Hudson Mills | 10-Jun-23 | Hudson Mills | 20 campsites | 17 campsites | 66 |
| Movies in the Parks: New Center Park | 16-Jun-23 | Detroit | 200-1000 | no registration required | 200 |
| Family Campout: Kensington | June 16 - 18 | Kensington | 32 campsites | 32 campsites | 137 |
| Family Campout: Lake Erie | June 16 - 18 | Lake Erie | 75 campsites | 9 campsites | 60 |
| River Walker Seasonal Pass | June 19 - August 3 | Lower Huron | 50 | 5 | 85 (includes multiple visits) |
| Art Factory Workshop: Palmer Park | June, July, August | Palmer Park | 45 (15 per session) | 11 (3, 5, 3) | 11 |
| Food & Tunes | 24-Jun-23 | Willow | 150 | no registration required | 85 |
| Art Factory Workshop: Rouge Park | July, August | Detroit | 90 (15 per session) | 30 | 30 |
| Water Aerobics: Session 2 | July 18 - August 17 | Lake St. Clair | 25 | 19 | 19 |
| Jit Festival | 29-Jul-23 | Detroit | 2500 | no registration required | |
| Kids Fishing Tournament: Lake St. Clair | 30-Jul-23 | Lake St. Clair | 150 | 150 | 300 |
| Camping: Lake St. Clair | August 2 - August 15 | Lake St. Clair | 25 campsites (daily) | 113 | 484 |
| Music & Moves for Kids | 5-Aug-23 | Hudson Mills | 1500 | no registration required | 664 |
| Race the Rapids 5K | Augsut 12 | Lower Huron | 100 | 100 | 88 |
| Family Campout: Stony Creek | 12-Aug-23 | Stony Creek | 45 campsites | 45 campsites | 220 |
| Family Campout: Historic Fort Wayne **includes learn to camp components | 19-Aug-23 | Detroit | 20 campsites | 20 campsites | 60 |
| Food & Tunes | 19-Aug-23 | Willow | 150 | no registration required | 350 |
| Blue Moon on the Beach | 26-Aug-23 | Kensington | 200 | no registration required | 450 |

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

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

Partially Met.

The Metroparks Board of Commissioners approved a new strategic plan that launched January 2023. The initial announcement was shared publicly as part of the Metroparks New Year card mailing, email blast and press release. Staff were continually reminded about the strategic plan throughout the year in weekly update emails and calls from the Director and in Board reports and presentations.

Permanent signage was installed in all park office lobbies to be public and staff facing. Poster versions were posted throughout the year on bulletin boards in staff areas.

The public website dashboard was intended to be updated quarterly. Due to staff turn over and establishing a reporting cadence with the board that made sense for all involved, those updates did not happen that frequently and will be better addressed in 2024.

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

7. Collaborate with Information Technology and other departments to establish a more feasible and regular reporting process and use data to make more informed marketing decisions.

Met. With room for continued improvement.

Data analysis and reporting improvements is an ongoing goal that will continue to be developed as technology improvements make it easier and more feasible to develop better reports. In 2023, marketing staff met monthly to review campaign progress, successes and failures and areas for possible improvement. New formats of campaign reporting were developed to allow marketing staff to set campaign specific goals and look closer at website traffic tied specifically to campaign efforts for each individual campaign. Although helpful and more informative than previous years, pulling and analyzing these reports still took a considerable amount of staff time and required performance data be pulled in from multiple sources and manually analyzed and compared to internal data to draw conclusions.

Additionally, improvements to the process of entering program and event data and pulling subsequent reports improved in 2023 with much room for growth that departments will continue to collaborate on as part of the annual Joint Data Report process presented and discussed at the October Board of Commissioners meeting.

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

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

Partially Met.

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

These tools were integrated into RecTrac/POS, and digital evaluations began being sent to all public programming participants and teachers/leaders through automatic emails from RecTrac. These were rolled out on various dates throughout 2021. A process was also established¹ for the consistent use of this information during internal event/program evaluation:

- Marketing staff create survey monkey tools and coordinate with I.T. to set-up and send automated RecConnect emails through RecTrac to all registered program and event participants.
- Automated emails will send immediately after a program ends.
- Each week is considered Monday-Sunday for the survey tools. (April 5 – 11, 2021 is considered one week, and a survey tool would include all public programming taking place in that week across the system). Registered participants would be given one week after the final program in that week to complete the survey (meaning in the example above, the survey would close on April 18).
- Each Monday, Marketing staff go into Survey Monkey, close the survey tool for programs that ended the week prior and add results into the folder on a shared server drive.
- The staff person responsible for each program and event should go into the public evaluations results on the server and look at results of their program while completing their internal review of that program.
- Quarterly, supervisors and marketing staff should review all internal program evaluations as a whole for future program planning and improvements.

In 2023, physical paper survey cards were also added as an evaluation tool for new recreational program committee events that took place without registration (meaning participants wouldn't be receiving an automated digital survey). Survey cards were handed out at a Metroparks information table with the incentive to complete for a raffle prize drawing. These results helped program teams evaluate the success of event details in those new events. After physical surveys were completed, marketing staff provided park/operations/interpretive staff with a digital link to the survey where they recorded all the physical written responses so that data summary reports could still be pulled. Survey cards were developed and standardized so that all events without registration could start using them where appropriate system-wide.

¹ This process is outlined in the internal document “Event/Program Planning, Submission, and Evaluation Instructions” that can be found on the shared server drive and helps meet one of the CAPRA certification standards.

The part of this goal that was not met was establishing and publishing a passive park use visitor evaluation available on the Metroparks website and advertising its availability through email and social media. This will continue to be a part of 2024 goals for implementation.

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

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

Not Met.

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

The Metroparks saw a small increase in annual pass scans in 2022, but a sizeable decrease in daily pass scans. Through continued partnerships, media and marketing efforts and community engagement, the Metroparks saw the following visitation scan numbers in 2023 from January 1 – August 31 (the period of the joint data report compiled for 2023).

We understand that there are substantial barriers to encouraging Metroparks attendance from those areas that may never fully be resolved. These barriers include, but are not limited to, transportation and proximity to parks, affording entrance fees, awareness and feeling welcome and represented. However, through joint programming and partnerships like the swim lesson programs, presence at Detroit Riverfront events and Detroit Park Coalition events, the Metroparks can continue to reach into those underserved communities and make an impact.

| | Detroit Annual Pass Scans | Detroit Daily Pass Scans |
|--------------------------|---------------------------|--------------------------|
| 2023 | 3,535 | 8,900 |
| 2022 | 3,799 | 9,783 |
| Change from 2022 to 2023 | -264 scans or -6.9% | -883 scans or -9% |

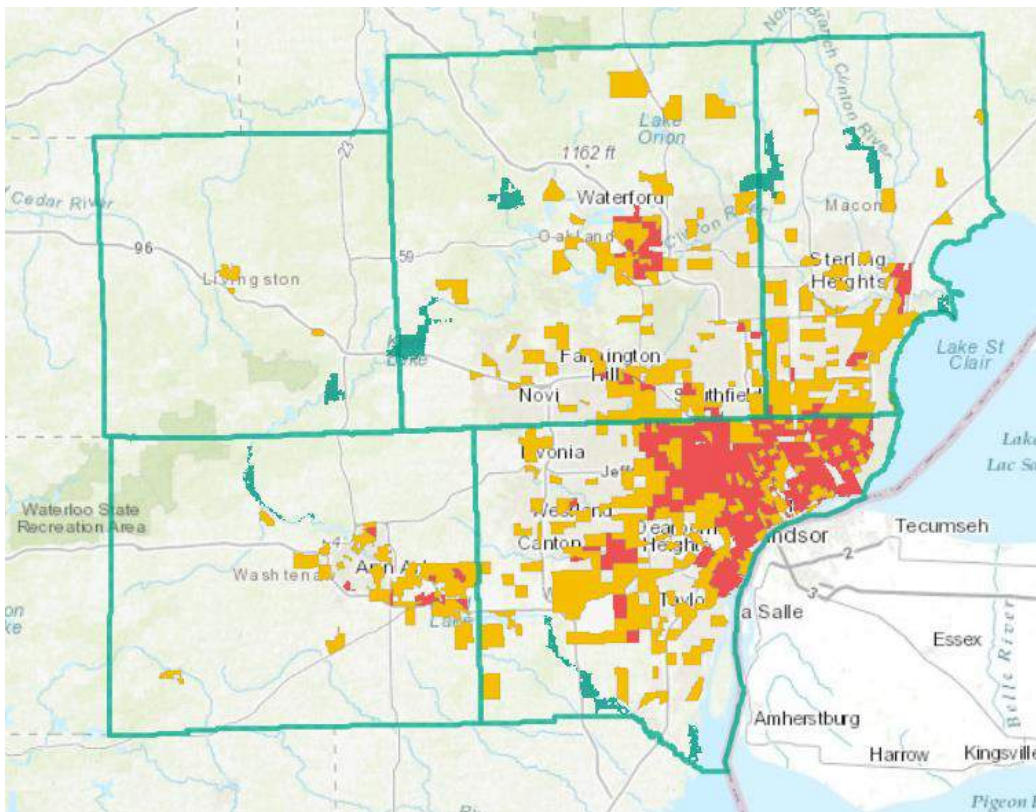
Supports Strategic Plan Goal: Listen & Connect – These efforts support the objective of increasing access and engagement for Wayne County and city of Detroit residents as well as underserved communities.

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

Partially Met. Unable to directly compare to 2022, so baselines set for future use and improvement.

In 2020 the Metroparks began looking at a data set from SEMCOG that outlines zip codes where there are concentrations of various equity populations within the Metroparks jurisdiction. This analysis focuses on locations with concentrations of people in these groups²:

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



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

These underserved zip codes tend to occur around the more urban and rural areas of the region. The Metroparks have special interest in increasing access to Metroparks services in those regions as outlined in the new Strategic Plan. We understand that there are substantial barriers to encouraging Metroparks attendance from those areas that may never fully be resolved. These barriers include, but are not limited to, transportation and proximity to parks, affording entrance

² 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>

fees, awareness and feeling welcome and represented. However, through joint programming and partnerships like the swim lesson programs, presence at Detroit Riverfront events and Detroit Park Coalition events, the Metroparks can continue to reach into those underserved communities and make an impact. Metroparks can and meet residents where they want to be met and fill outdoor recreation needs they have in ways other than attendance only at the 13 existing Metroparks.

In 2023 from January 1 – August 31 (the period of the joint data report compiled for 2023), there was a decrease in visitation from “very high” equity emphasis areas and an increase from “high” areas. The result overall was a 1.1% decrease in attendance to Metroparks from these equity emphasis areas as seen in the following chart.

| | Very High | High |
|------------|-----------|--------|
| Total 2022 | 18,196 | 69,333 |
| Total 2023 | 16,105 | 70,467 |
| Difference | -2,091 | 1,134 |

However, this is only part of the picture of total engagement with equity emphasis areas. In 2023, public, school and community programming also brought Metroparks engagements directly to these equity emphasis areas and drove impacts as seen in the following chart.

2023 was the first year these numbers were recorded and calculated in this way and should be considered a baseline that will be improved upon in future years.

The participation and reach in equity emphasis areas should be treated as an estimation from the reporting period of January 1 – September 6, 2023. Equity emphasis areas (as seen in the previous map) are determined via census block and Metroparks data is collect via zip code. Census blocks and zip codes do not share direct coalition. Zip codes can have multiple, smaller, census blocks within them, and equity emphasis areas do not always encompass a full zip code. To calculate the numbers seen in the chart below, the percentage of a zip code that included an equity emphasis area was multiplied by the participation from a full zip code to arrive at a more accurate estimation of Metroparks engagement and reach for that equity emphasis area itself.

| | Total | Estimation of Equity Emphasis Area Engagement | Percentage of Total Engagements That Impacted Equity Emphasis Areas |
|---|-------|---|---|
| School Programs <i>(by number of programs delivered)</i> | 801 | 252 | 32% |
| Community Groups Requesting Metroparks Programming <i>(by number of programs delivered or events attended)</i> | 253 | 124 | 50% |
| Get Out and Play <i>(by Number of organizations participating)</i> | 48 | 31 | 65% |

If we look at the **combined** programming reach of all public program participants that attended a registration required event in the Metroparks, plus all school programs, plus all community group requested programs, plus all Get Out and Play participating organizations from January 1 – September 6 (reporting period of last joint data report), **Metroparks had a total programming reach of 15,815 with 9,006 or 57% coming from Equity Emphasis Areas from January 1 – September 6, 2023.**

Additionally, there were Detroit Pop-up Programs, an effort initiated through the Recreational Programming Committee and recommended as a way to reach deeper into Detroit and underserved communities, that aren't captured in the above data because they were partnerships not requiring Metroparks registration. Programs were delivered across libraries, communities and other Detroit locations as follows.

| Partner Organizations |
|--------------------------------|
| Sidewalk Detroit |
| Friends of Rouge Park |
| MI DNR |
| Detroit Public Libraries |
| Detroit Zoological Society |
| Detroit Public Libraries |
| Detroit Riverfront Conservancy |
| Friends of the Rouge |
| Wayne County Parks |
| Inkster Taskforce |
| People of Palmer Park |

| # of Events | # of Participants |
|-------------|-------------------|
| 26 | 3,125 |

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

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

Met.

Revenue from shelter reservations has fluctuated over the years. Due to pandemic restrictions in 2020, revenues from events were much lower and resulted in a large amount of refunds. It is recognized that family reunions, church picnics, family events and private event reservations largely impact this number that seemed to be historically decreasing before the pandemic. There has been growth since pandemic restrictions lifted as people continue to look for outdoor venues as a post-pandemic event option.

In 2022 the Metroparks saw an increase of about 32.4% above the 3-year average of 2018, 2019 and 2021, and you'll notice post-pandemic numbers continue to be higher than pre-pandemic numbers. These 2023 figures are preliminary figures until year end adjusting and audit is complete.

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Shelter Reservations Revenue | 313,010 | 376,057 | 390,519 | 246,864 | 506,585 | 509,126 | 529,815 |

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

12. Increase golf rounds played by 1%. This would be a total of 260,660 rounds played in 2023.

Met.

Staff expected as the pandemic continued that there would be a greater competition for users' time and therefore some drop off in golf rounds played would be seen. However, staff have continued to see growth in golf each year since the pandemic began. **In 2023, 272,041 rounds of golf were played, exceeding 2022 rounds by 5.4%.** This went above and beyond the 2023 goal to increase by 1%. All courses in 2022 had tee times booked to over 62% of capacity with the highest courses being Kensington at 81.8% of capacity and Huron Meadows being 71.45% of capacity. There is more room for growth at some courses more than others, but Metroparks will eventually hit a point where growth is no longer possible, and courses will be at full capacity.

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

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

Met.

Marketing staff continued to grow their relationships with partners in 2023 that help support current and future grassroots marketing. A few highlighted examples of that include, but not limited to:

- The partnership with Detroit Zoological Society continued conversations and resulted in some initial joint school programming efforts as well as a retreat for the two organizations to learn from each other.
- The partnership with the Jit Festival event in Detroit expanded the Metroparks reach to a new audience and event type. Event promotion included a number of grassroots efforts and poster/flyer distribution working with the partner.
- MetroBarks event teams assisted in grassroots marketing by soliciting local pet vendors for events as well as local pet related businesses who were willing to display flyers and share event information.
- All 2023 swim lesson partners helped with promotion of lesson registration by sharing press release and registration information with their audiences as well, thereby expanding the reach of the Metroparks impact.
- Partnership with Detroit Association of Black Organizations was continued in 2023 and monthly Metroparks messaging was shared with their audiences.
- Marketing staff evaluated and selected a strategic communications firm, Moment Strategies, who developed the Metroparks and Me campaign targeted at increasing these relationships and grassroots efforts started in 2023 with strategic media pitches and events that will lead to continued successes in 2024.

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

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

Met.

To gain engagement on social media, marketing staff have been utilizing organic social posts along with event specific posts to create more connection with the brand rather than solely advertising events and programs.

Throughout all social media platforms, we have implemented a mix of static photo posts, video, and graphics. staff have increased video content due to video gaining more engagement from followers and reaching wider audiences through the Instagram explore page and TikTok for you page. Some of this video content includes larger event recaps such as the Lake Erie Kids Fishing Tournament and Metrobarks: Paws, Pose & Play day.

A new series was also started called “Hidden Gems” which aims to highlight notable spots in the parks encouraging followers to go out and find them. The EDC Dome and Trolley Trails videos had high engagement which is noted below in the Instagram Reels section.

For the Family Campout at Lake Erie Metropark, marketing staff played up the Sasquatch aspect of the event posting that “park-goers” were seeing “signs of sasquatch” ahead of the event. This campaign included 4 posts (2 static, 1 video, and 1 Instagram story) that all centered around different sasquatch sightings. Followers responded well to, and engaged with, these posts, especially the video (linked below), however this engagement did not lead to an increase in registration for the program as hoped.

For the Shakedown Hikes, we used a social-first approach and only promoted the program organically on social media. These posts resulted in registrations; however, the attendees were a different demographic from the original target audience. Rather than beginning backpackers coming to this program, it was mostly women looking to go on longer hikes in a group. By gaining this information, interpretive is looking to rework this program for next year to cater towards this audience.

Throughout December a series of posts from Gumdrop Gary, a gingerbread man traveling to multiple parks and holiday programs, was used as a creative way to promote holiday programming in the Metroaparks. Posts received decent engagement particularly on Instagram and also generated a lot of internal staff excitement.

Instagram stories have been another tool used to provide more engagement. Staff are utilizing the interactive elements on stories such as polls and multiple-choice trivia questions. These are mostly used to promote weekly blog posts. Upcoming event list graphics have also been added on stories each Thursday that highlight weekend events and link to the event calendar.

Working with social media ambassadors has been another way to reach wider and diverse audiences with a social-first approach. They are tasked with posting about activities, events and programs at the parks. Metroparks is tagged in these posts and repost select posts to boost specific events to our audience.

Examples of new content:

INSTAGRAM

Hidden Gems Trolley Trails – Ambassador Post

https://www.instagram.com/reel/CpQlyOysOtk/?utm_source=ig_web_copy_link&igshid=MzRIODBiNWFIZA==

Trail Challenge Reel

https://www.instagram.com/reel/Ct1rycfr9y8/?utm_source=ig_web_copy_link&igshid=MzRIODBiNWFIZA==

Signs of Sasquatch Video

https://www.instagram.com/reel/CtJ6RXTL-xg/?utm_source=ig_web_copy_link&igshid=MzRIODBiNWFIZA==

Metrobarks Recap Video

https://www.instagram.com/reel/Cr1lnB_r6vA/?utm_source=ig_web_copy_link&igshid=MzRIODBiNWFIZA==

TIKTOK

Metrobarks Ad

https://www.tiktok.com/@mimetroparks/video/7218236518438096170?is_from_webapp=1&sender_device=pc&web_id=7231727298755823146

National Canoe and Kayak Day

https://www.tiktok.com/@mimetroparks/video/7249019293449391403?is_from_webapp=1&sender_device=pc&web_id=7231727298755823146

Camping

https://www.tiktok.com/@mimetroparks/video/7232325717969751342?is_from_webapp=1&sender_device=pc&web_id=7231727298755823146

By the end of the year, marketing staff have observed the Metroparks social media channels were flooded with posts about individual events and programs. While it is helpful to show what the Metroparks offer, these types of posts began to see less engagement as the year went on. Switching to one post a week about all upcoming events and programs, in a more “listicle” format will be clearer and more concise for viewers to stay up to date on offerings and things to do. This strategy was piloted at the end of 2023 and saw much higher engagement than the individual posts were.

By looking at the program evaluation data, it is shown that organic social in 2023 was not one of the top ways people heard about events. Paid social ads took the top spot. Though still helpful and a way to communicate with our audience, organic social and the way posts were formulated in 2023 did not have as much pull in getting people to events as other advertising methods.

For example, the paid social ads for the Maple Sugaring campaign gained 4,813 pageviews where organic social only accounted for 73. This example is consistent with multiple other campaigns from 2023. This further proved for marketing staff that time spent developing organic content around driving specific program registrations was not effective and could be better used instead developing engaging and informative content to gain followers and get them to our website learning about all programs as a whole instead.

Gen Z relies heavily on social media for their daily news and entertainment. In order to earn Gen Z followers and keep them, brands must have an entertaining and engaging presence on their social channels that also showcases their brand values and authentic personality. 72% of Gen Z say they are more likely to remember a brand that has a fun, authentic and engaging presence rather than one that just posts ads.

Social content will continue to be created and posted following the campaign calendar, but there will also be a greater mix of posts focused on gaining engagement and following current trends. The Content Creator will continue utilizing a social media content calendar that supports the campaign calendar and considers seasonal and trending topics.

Social statistics for December 2023 were as follows:

OVERVIEW:

Instagram continues to have the highest amount of engagement out of all platforms. Individual posts overall performed better this month and carousels continue to have the highest engagement with reels second. We posted 13 carousels this month (11 more than last month) and they had an average engagement rate of 8.27%. The top performing Instagram post was the Owls Blog Post with 11.98% engagement. This same post had 55 link clicks on Facebook. People really like owls! Facebook posts in general gain the highest amount of link clicks, so pushing more links on there would be a great action for the future. We only posted 5 TikTok's this month compared to 7 last month and the plan for January is to step up the amount of TikTok's we post.

Instagram Monthly Stats

Followers gained: **150**

Total Post Reach: **31k users** – up from 29k users in November

Website Clicks: **116**

Post Engagements: **2k** – up from 1.7k in November

December Average Engagement Rate: **6.86%** - up from 6.66% in November

Top Posts:

13-Dec

Carousel – Owls Blog

Engagement rate: 11.98%

27-Dec

Carousel - Resolve to see more wildlife in 2024

Engagement rate: 10.55%

30-Dec

Carousel - December Photo Recap

Engagement rate: 13.89%

Average Engagement Rate for **REELS: 6.11%** - 7 Reels

Average Engagement Rate for **CAROUSEL: 8.27%** - 13 Carousels

Average Engagement Rate for **STATIC IMAGES: 6%** - 5 Static Images

Average Engagement Rate for **STATIC GRAPHICS: 0.08%** *Only 1 static graphic this month

Facebook Monthly Stats

Total Page Reach: **1M** – up from 773k users in November

Post Link Clicks: **169**

Total Engagements: **1.9k**

December Average Engagement Rate: **3.46%** - down from 3.56% in November

Top Posts:

13-Dec

Album – Wild Wednesday - Owls

Engagement rate: 6.64%

15-Dec

Static Image – Bird Meme about hiking trails in the Metroparks

Engagement rate: 5.81%

30-Dec

Album - December photo recap

Engagement rate: 5.53%

Average Engagement Rate for **ALBUMS: 4.51%** - 6 Albums
Average Engagement Rate for **STATIC IMAGES: 3.43%** - 4 Static Images
Average Engagement Rate for **STATIC GRAPHICS: 2.2%** - 4 Static Graphics

TIKTOK Monthly Stats

Followers gained: **-9**

December Average Engagement Rate: 2.20% - stayed the same compared to **2.21% in November**

Top Posts:

12-Dec

Video – Beat the Winter Blues

Engagement rate: 3.8%

29-Dec

Video - AI Expand Trend

Engagement rate: 4.38%

*Trending

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





**HURON-CLINTON METROPOLITAN
AUTHORITY**

To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Subject: Natural Resources Monthly Report
Date: January 4, 2024

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file January 2024 Natural Resources Report as recommended by Chief of Natural Resources and Regulatory Compliance, Tyler Mitchell, and staff.



NATURAL RESOURCES MONTHLY REPORT

JANUARY 2024

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

The Natural Resources Department is partnering with Detroit Parks and the Friends of Rouge Park to create a systematic plan for the restoration of various habitats within the Rouge Park prairie. Part of this work engages the community, and staff at the City of Detroit to build stewardship skills and listen to the needs of the communities in Detroit.

Additionally, the Natural Resources Department is working with the City of Detroit to enhance several habitats in other parks through the targeted control of invasive species, and application of prescribed fire. Metroparks NR staff will also be assisting in the planning and execution of a prairie grassland restoration, including a prescribed fire regime, and biodiversity improvements provided by seeding and plugging efforts.

Metroparks Natural Resources staff continued these efforts through December and are working with Detroit parks staff to plan early 2024 burns and invasive species control work at Rouge, Eliza Howell, Palmer, Chandler, and Riverside Parks within the City of Detroit.

SYSTEM-WIDE

ADMINISTRATIVE

- Preparing 2024 work schedules for a variety of invasive species control projects at Metroparks and partner agency properties. Working with Friends of Rouge Park to execute over-winter shrub control, tree felling, and other restoration work.
- Planning early 2024 Spring invasive species work for internal staff. Projects will include early season shrub control, garlic mustard removal, and later moving on to black and pale swallow wort removal primarily at Indian Springs.
- Natural Resources staff is working closely with purchasing to secure contracted restoration work for 2024 for projects including prescribed fire, invasive vine and shrub control, wildlife survey, and other projects.



Figure 1: A winter look at the prairie at Rouge Park in the City of Detroit. Work this past December focused on maintaining the openness of the prairie, removing invasive shrubs, and ensuring access to the prairie trails by cutting back encroaching woody shrubs, and small trees.

SOUTHERN DISTRICT

LAKE ERIE METROPARK

- Natural Resources department staff is working with The Great Lakes Commission and consultants to plan and carry out spring ecosystem survey in the shoreline restoration zone. This survey will encompass survey of planted areas, and nearshore fishing habitat.

OAKWOODS METROPARK

- Prescribed fire was conducted at Oakwoods Metropark in a priority grassland habitat in late November. Several units are planned for Spring and Fall of 2024 as well. This 250-acre grassland habitat is the largest contiguous grassland anywhere in Wayne County.



Figure 2: At Oakwoods Metropark, several units are being prepared for 2024 prescribed fire season, including the butterfly and pollinator prairie unit. This habitat provides cover, forage, and breeding habitat for a number of important birds and insect pollinator species.

WESTERN DISTRICT

KENSINGTON METROPARK

- Prescribed fire was planned for the Milford Rd Grassland in fall of 2023. Unfortunately, wind conditions did not line up for this year within our burn window. We will attempt this unit in fall of 2024.

INDIAN SPRINGS METROPARK

- Preparing for spring 2024 burns in a number of units including prairie areas around the Environmental Discovery Center, and in the Timberland fen wetland.

HUDSON MILLS METROPARK

- The Natural Resources team combined to burn several grassland units at Hudson Mill Metropark in late November. These units were planted in 2016 as part of an effort to improve pollinator and bird habitat at the park. Follow up survey and planting will occur in early 2024.



Figure 3: Waterfowl gather in the open area in Kent Lake. As ice covers the lake, waterfowl are forced to congregate in the open water areas in order to access winter food sources beneath the surface..

EASTERN DISTRICT

STONY CREEK METROPARK

- Natural Resources staff will utilize a specialized mower to remove Phragmites from a wetland at Inwood in Stony Creek Metropark. This work will clear the way for herbicide treatments in fall of 2024. We hope to accomplish this work in late January and February.

LAKE ST. CLAIR METROPARK

- Natural Resources staff are working with park maintenance staff to protect or replace a number of recently planted trees that have suffered beaver damage this winter.

WOLCOTT MILL METROPARK

- Continued planning and assessment for restoration of the former golf course grounds, to include plans for strategic mowing, seeding, and prescribed burning of management units. Seed is being prepared for sowing in 2024.



Figure 4: Metroparks staff meet with members of the Michigan Natural Shoreline Partnership (MNSP) at Stony Creek. This partnership includes staff from Michigan EGLE, Michigan State University Extension, and a number of shoreline restoration professionals. The MNSP will be working with HCMA in the next 3-5 years to showcase shoreline restoration techniques at Stony Creek.

WHAT'S NEXT?

SYSTEM-WIDE

- Planning for 2024 invasive species treatment programs has begun. Utilizing staff and contracted treatment, the Natural Resources department will treat thousands of acres in 2024.
- Partnership with the City of Detroit parks staff continues, with upcoming work to be informed by plans currently under development and review.
- Stormwater and water quality improvement planning with internal staff and partners, cooperation with consultant. Review of partner input sessions forthcoming.

SOUTHERN DISTRICT

- The EPA funded Green Infrastructure project at Lake Erie is set to begin construction in spring of 2024. Many areas have been pre-treated, where turf grass was killed off to make way for seeding with native grassland species. Invasive species treatments will occur overwinter and into spring.

WESTERN DISTRICT

- While golf courses are closed and ground is hardened, the tree crew will spend a majority of their winter months on these courses addressing any needs for trimming and removal of trees.
- Wildlife surveys to begin early in 2024, focusing on Eastern Massasauga Rattlesnake

EASTERN DISTRICT

- Michigan Natural Shoreline Partnership will be working with HCMA staff to host a 2-day training workshop and 1-day field technique program at Stony Creek, beginning in March, and going through June.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Janet Briles, Chief of Planning and Development
Project Title: Planning and Development Department Monthly Update
Date: January 11, 2024

Action Requested: 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 Janet Briles and staff.

Executive Summary

The following are highlights of the activities of the Planning & Development Dept for December 2023:

Project/Initiative Implementation

- GLRI grant project at Lake Erie Metropark: Our consultants, ECT shared a 30% design that was shared with staff and stakeholders for feedback. *Supports Strategic Plan Goal: Maintain & Invest.*
- Indian Springs Playground Update: Partial concrete work complete. Construction will be ongoing through Spring 2024. *Supports Strategic Plan Goal: Maintain & Invest.*
- Working with Livingston County Road Commission to get RFP ready for advertisement following MDOT requirements. *Supports Strategic Plan Goal: Maintain & Invest.*



▪ Picture from Jim Soraghan
12/29/23

- The Russell Family Foundation fully funded our request for \$46,100 to support teacher training workshops. *Supports Strategic Plan Goal: Maintain & Invest.*

Planning & Community Engagement

- Updating Recreation Programming Plan in coordination with Marketing, Interpretive, and DEI departments to meet CAPRA Chapter 6 requirements. *Supports Strategic Plan Goal: Listen & Connect.*
- Metroparks Connector Project – Preliminary engineering completed for Gap 5 (Macomb Orchard Trail to Wolcott Mill). *Supports Strategic Plan Goal: Listen & Connect.*
- Collaboration with Senator Peters' Office – Senator Peters' staff reached out to have our staff and the FAIR Play Coalition assist in reviewing a bill and to bring to Congress in 2024. *Supports Strategic Plan Goal: Listen & Connect.*

Attachment: Planning & Development Department Monthly Update which includes Monthly Grant Updates



PLANNING AND DEVELOPMENT MONTHLY REPORT

December 2023

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD






- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

- **Create listening opportunities that help the Metroparks understand resident needs**
 - Metroparks Connectors Project, community outreach
 - NOAA Dam Feasibility Study
 - GLRI Non-Point Source Pollution grant
 - Consumers Energy Headwaters Restoration
- **Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customi programming**
 - PNC Early education programs
 - Russell Family Foundation grant (new)
- **Increase transparency and accountability for progress against goals and objectives through master and department benchmark and measure progress**
 - Developing CAPRA Chapters 2 & 6
 - ADA Transition Plan update
 - Climate Action Plan; committees for water quality, transportation, and waste management
- **Increase engagement with Metroparks services**
 - PNC Early education programs
 - Impact 100
- **Increase access to Metroparks services for underserved communities with customized programming**
 - PNC Early education programs
 - Russell Family Foundation grant (new)
- **Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast and beyond**
 - PNC teacher training with DZS
 - Livingston County Trail Connectors, partnership with MDNR, LCRC, MDOT
 - Lake Erie/Great Lakes Way Trail, partnership with WCRC, Brownstown Twp
 - NOAA Dam Feasibility Study
 - Wayne County GIS property assessment for stormwater management
- **Research opportunities for investment in capital projects**
 - Metroparks Connectors Project
 - Lake Erie/Great Lakes Way Trail, partnership with WCRC, Brownstown Twp
 - EGLE High water infrastructure
 - DNR Waterways grant and State Appropriations for North Marina
- **Increase revenue from philanthropic and public sector sources**
 - MMRMA RAP Grant request
 - NEEF Beach wheelchairs and accessibility improvements
 - MISGP Spotted Lanternfly Survey
 - Erb Foundation grant for Wayne County GIS property assessment for stormwater management
 - Russell Family Foundation grant (new)
- **Study revenue opportunities across current and new programs**
 - PNC teacher training with DZS
 - PNC Early education programs
 - Russell Family Foundation grant (new)

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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 | Dec 2023 Actions |
|-------------|--|-------------------------------------|---|------------|--------------------------|--|
| SYSTEM-WIDE | Planning and Development monthly reports | Report |  | Monthly | Staff time | Report assembly, grant monthly updates |
| | Tollbooth scanning reports | Report |  | Seasonally | Staff time | Implementing new codes for zipcode discrepancies |
| | Foundation administrative tasks | Various |  | Ongoing | Staff time | Annual board meeting was held on Dec 6, 2023 |
| | Sign request processing/signage transition plans | Infrastructure/ Small Facilities |  | Ongoing | Actual cost | Administrative tasks |
| | CAPRA Programming Ch. 6 | Various |  | Ongoing | Staff time | Updating Recreation Programming Plan, recommendation for policies for 6.4 and 6.5.1 sent to Director for approval. |
| | CAPRA Planning Ch. 2 | Report |  | Ongoing | Staff time | Documentation assembly |
| | Commemorative trees and benches | Various |  | Ongoing | Staff time | Administrative tasks |
| | Grant Applications and Administration | Various |  | Ongoing | Staff time | Lead multi-department effort to track and maintain grant associated tasks |
| | Assisting finance with single audit for 2022 | Various | Finance | September | Staff time | Complete |

SYSTEM-WIDE

HCMA Studies/Initiatives





| Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|---|-------------|---|--------------|--------------------------|---|
| Sustainability Plan projects coordination | Various |  | Ongoing | Various | CAPRA Sub-Committee working on sustainability policy standards |
| ADA Transition Plan | Plan |  | October 2024 | Staff time | On-site checklists on-going in order to update ADA Transition plan in Fall 2024 |
| Stormwater Management Plan | Plan | Various | Ongoing | Staff Time | Meeting at Kensington Farm Center: 8/31 |
| Visitor count program | Various | Various | Ongoing | Staff time | Evaluating Eco-Counter quote for automatic data transmission dashboard service. |
| Transit Access in Parks | Various | Various | Ongoing | Staff time | Evaluate regional services and evaluate parks for future connection/services |
| Climate Action Plan | Plan | Various | Ongoing | Staff Time | Janet is lead on waste/recycling, Jay is lead on Water Quality |
| ESRI ArcGIS Administration | Various | Various | Ongoing | Staff time | Working with IT to upgrade in-house platform |

Grants/Fundraising

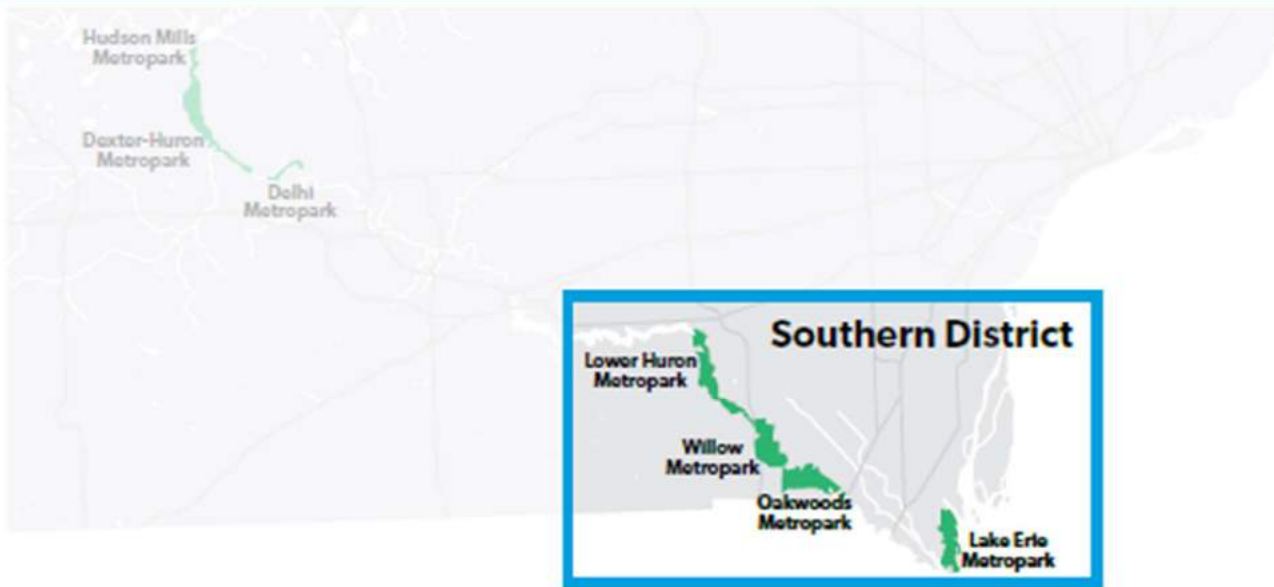
| Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|--|-------------|---|-----------------|--------------------------|---|
| Electric Vehicle and Charging Infrastructure Grants | Various |  | June 2023 | Staff time | Submitted DOT grant for funds to install EV charging infrastructure in selected parks |
| DTE E-Fleet Program | Plan |  | Ongoing | Staff time | E-Fleet on hold until EVs are purchased |
| Russell Family Foundation - Teacher Training Workshops | Plan |  | Jan 2024 | Staff time | Funding was received |
| Tasers | Plan | Police | Sept. 2023 | Staff time | MMRMA RAP grant request |
| PNC Early Education Programs | Plan |  | Sept. 2023 | Staff time | Grant submitted; early October decision |
| PNC Teacher Training w/DZS | Plan |  | Sept./Oct. 2023 | Staff time | Early educator training in Macomb Co. |

SYSTEM-WIDE

Project Implementation/Oversight


| Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|---|-------------|---|----------|--------------------------|---|
| EGLE Recycling Bin Grant | Plan | Various | Dec 2023 | Staff time | Grant close out |
| Metroparks Trail Connectors | Plan | Various | Dec 2023 | Staff time | Prelim engineering underway, Gaps 1 & 5 are complete |
| MISGP Spotted Lanternfly Survey at IS, Ken, SC, & Wol | Planning |  | Ongoing | Staff time | Selection of contractor; solicit DNR approval |
| Livingston Co. Trail Connectors – Engineering Design | Plan | Various | Ongoing | Staff time | Final RFP has been drafted and shared with MDOT and LCRC |
| Early Learner Education Programming | Plan |  | Ongoing | Staff time | Program complete; final reporting underway |
| GOAL Education Programming | Plan |  | Ongoing | Staff time | Preparing final reports to foundations |
| NEEF Beach Wheelchairs | Plan |  | Ongoing | Staff time | Remaining funds for Martindale picnic area accessible projects, project completed |

SOUTHERN DISTRICT






SOUTHERN DISTRICT

Grants/Fundraising




| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|------|---|------------------|---|---------|--------------------------|--|
| Will | Willow Big Bend Fishing Area Renovation | Large Facilities |  | Ongoing | Staff time | Project recommended for funding. Grant agreement likely to come in Summer 2024 |

Project Implementation/Oversight


| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|--|------------------|---|----------------------------|--------------------------|--|
| Wil | SE Michigan Resilience Fund- Big Bend Area Restoration | Large Facilities | Eng/NR | Ongoing | Staff time | Monitoring to continue through spring |
| Wil | Willow Metropark Signage | Signage | Various | 2023 | Staff time | Updates to facility and wayfinding signage |
| LHu | 2020 LWCF - Walnut Grove Campground | Documentation | Various | To be completed by 6/30/25 | Staff time | Design phase underway |
| LHu | 2020 LWCF - Off-Leash Dog Area | Documentation | Various | To be completed by 6/30/25 | Staff time | Design phase underway following project agreement signed |
| Oak | NOAA Dam Removal Feasibility Study | Large Facilities |  | 2023 | Consultant | Alternate scenarios will be ready by year-end, currently doing HEC-RAS modeling |
| | Basketball Courts near the Great Wave Pool | Small Facilities | Various | 2023 | Staff time | Recommended improvements within budget, bid work. |
| LEr | 2021 TF- Cherry Island Trail Improvements | Large Facilities |  | Ongoing | Staff time | Design phase underway |
| | 2021 GLRI-EPA Nonpoint Source Grant | Large Facilities |  | Ongoing | Staff time | QAPP ready for EPA submission and approval. Signs installed. 30% design plans shared internally for approval |

SOUTHERN DISTRICT



Project Implementation/Oversight, cont.

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|--|------------------|---|-------------------|--------------------------|--|
| Oak | 2019 LWCF - Oakwoods Accessible Nature Trail | Large Facilities |  | Ongoing | Staff time | Construction underway |
| LEr | 2019 LWCF - Lake Erie Accessible Boat/Kayak Launch | Large Facilities |  | Deadline 6/1/2024 | Staff time | Reached out to the DNR about withdrawing this project |
| Wil | Acorn Knoll Disc Golf | Large Facility |  | Ongoing | Staff | Closed holes #18-22 for the time being as MDOT reviews property line |

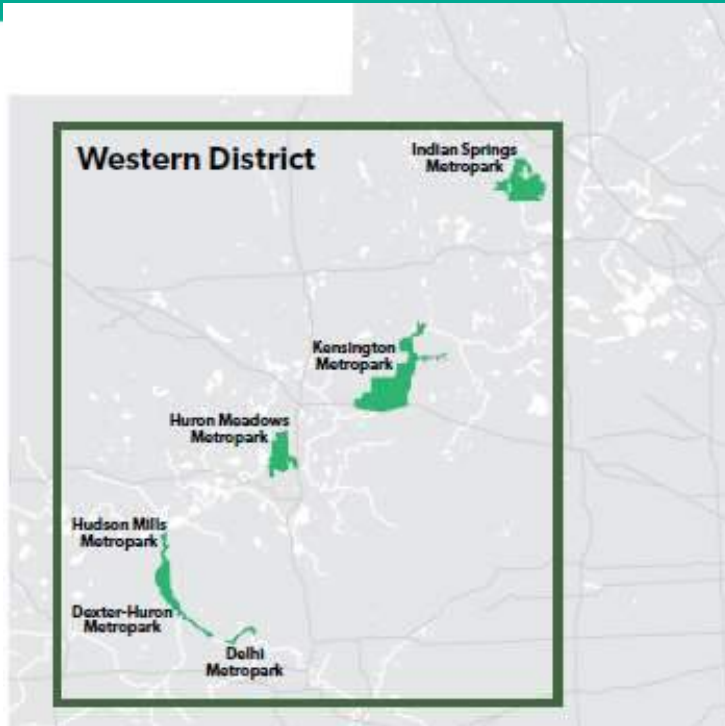
Facility Concept Planning

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|---|--------------|---|---------|--------------------------|--|
| LEr | Lake Erie Shoreline Restoration Project | Construction | Ops . NR | October | Staff time | Construction complete |
| LEr | Hike-Bike Trail / Great Lakes Way Trail | Plan | Various | 2024 | Staff Time | Working w/Brownstown Twp and Wayne County Roads to submit TAP application by Feb, 2024 |
| LH | Adaptive Ballfield Concept Plan | Plan |  | 2023 | Staff time | Conceptual planning process phase on hold |

HCMA Studies/Initiatives







| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|--|------------------|---|--------|-----------------------------------|--|
| LEr | Marina building study | Large Facilities |  | 2023 | Consultant | Included as a potential long-term waterways grant project in 5-Year Rec Plan |
| | Wayne County GIS property assessment for stormwater management | Large Facilities |  | 2023 | Consultant/Six Rivers Conservancy | Meeting with consultants GIS project team |

WESTERN DISTRICT



WESTERN DISTRICT

Administrative




| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|------|---|------------------|---|---------|--------------------------|---|
| Del | Border-to-Border trail design and construction | Large Facilities |  | Ongoing | Estimated Cost | Washtenaw to coordinate construction activities with park |
| MISC | Livingston County Parks and Open Space Advisory Committee | Partnership |  | Ongoing | Staff time | Attendance at regular POSAC meetings |
| | Friends of the Lakelands Trail Steering Committee | Partnership |  | Ongoing | Staff time | Represent HCMA as a participating steering committee member that meet monthly |
| | Huron Valley Trail quarterly meeting | Partnership |  | Ongoing | Staff time | Represent HCMA as a participating partner |
| DHu | Van Curler Property | Coordination |  | Ongoing | Staff time | Comments provided to community for consideration and future coordination |
| | Title IV Plaza B2B Trail | Coordination |  | Ongoing | Staff time | Construction delayed – expected Summer 2024 |

Grants/Fundraising

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|----------------------------|------------------|---|---------|--------------------------|--|
| Del | Launch/Take-out Renovation | Large Facilities |  | Ongoing | Staff time | Signed project agreement submitted to DNR for final approval |

WESTERN DISTRICT

Project Implementation/Oversight

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|--------|---|------------------|--|-------------|--------------------------|---|
| DHu | 2020 TF – Dex-Huron Accessible Launch | Large Facilities |  | Ongoing | Staff time | Second extension request made |
| Ken | Impact 100 – Seeding a Green Future | Plan |  | Ongoing | Staff time | Helping teachers to prepare science lab to house hydroponic equipment |
| | Fitness Trail Development for East Boat Launch area | Plan | Multiple | Ongoing | Staff time | Purchase order developed for fitness equipment |
| HMIlls | DNR Community Forestry Grant | Planting | Maint. Ops | Spring 2023 | Staff time | Completed project close-out |
| ISp | CE Headwaters Restoration | Partnership |  | Ongoing | Staff time | Late summer invasive species removal |

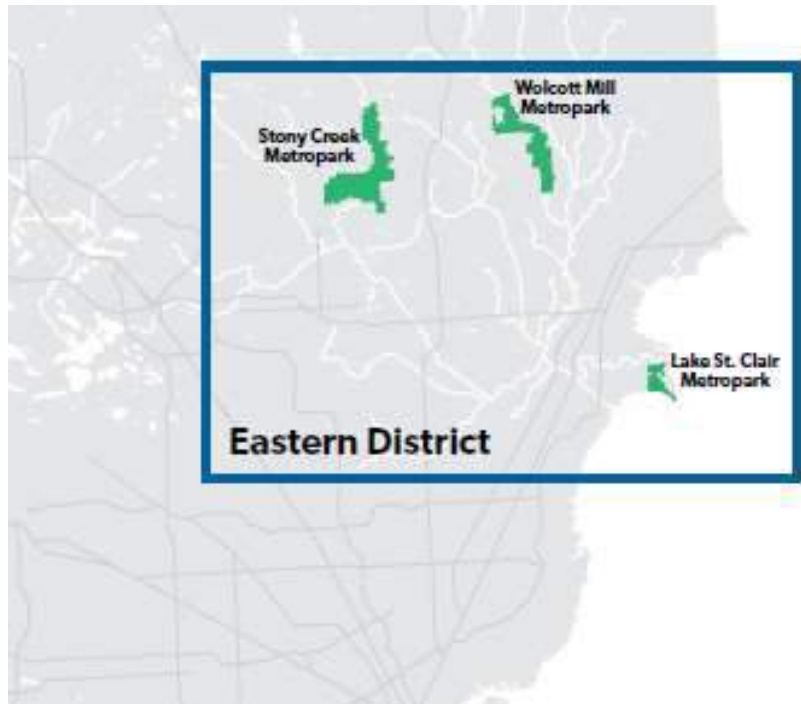
Facility Concept Planning

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|----|-----------------------------------|----------------|-------------|--------|--------------------------|---|
| IS | New playground for 5-12 year olds | Small Facility | Various | 2023 | Staff time | Construction Underway, project will be continued in Spring 2024 |

HCMA Studies/Initiatives

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|--------|--|------------------|-------------|---------|--------------------------|--|
| HMIlls | Northwest Passage Feasibility Study Review | Plan | Various | Ongoing | Staff time | Discussed at kick-off meeting with non-motorized trail gap feasibility study to be considered as a connector trail |
| Ken | Equestrian Staging and Group Camp Improvements | Large Facilities | Various | 2023 | Staff time | Reviewed Equestrian Group comments and will proceed with park-wide evaluation of equestrian facilities |

EASTERN DISTRICT





EASTERN DISTRICT


Administrative

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|--|---|-------------|-------------|---------|--------------------------|--|
| | Erb Foundation – DZS Partnership Workshop | Plan | Various | Ongoing | Staff Time | Completed workshop w/DZS for joint community engagement/communications rollout |

Grants/Fundraising



| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|---|------------------|---|-----------|--------------------------|--|
| LSC | EGLI High Water Grant: Greening the Parking Lot | Large Facilities |  | June 2025 | Staff time | Finalizing concept, ready for design engineering |
| LSC | DNR Waterways Grant: Engineering for LSC North Marina | Large Facilities | Various | Ongoing | Staff time | Kick-off meeting held December 11th |
| LSC | '23 TF Daysail Area Trail | Small Facilities |  | Ongoing | Staff time | DNR '23 grant recommended for funding |

Project Implementation/Oversight


| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|--|------------------|---|-----------------|--------------------------|--|
| LSC | Transit Planning for Access to LSC | Large Facilities |  | Ongoing | Staff time | Service days increase to include Friday and Mondays for a long weekend; marketing strategy and surveys under development |
| LSC | LSC Beach Restoration Project- Nonpoint Source Pollution Project | Large Facilities | Various | 2023 Completion | Staff time | Working with USGS to wrap up project reporting by January 2024 |

EASTERN DISTRICT

Project Implementation/Oversight, Cont.

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|-----|---|------------------|---|--------------|--------------------------|--------------------------------|
| SC | 2022 LWCF Stony Creek Reflection Trail Accessible Trail Development | Small Facilities |  | Through 2026 | Staff time | Design and permitting underway |
| LSC | 2022 LWCF- West Boardwalk Accessibility Improvements | Large Facilities |  | 6/30/2026 | Staff time | Project agreement finalized |

HCMA Studies/Initiatives

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|--|-----------------|------------------|---|-----------|--------------------------|--|
| | Art in the Park | Small Facilities |  | 2023/2024 | Staff Time | Develop program for art installations within parks |

Facility Concept Planning

| | Description | Action Type | Dept. Input | Timing | Implementation Indicator | Dec 2023 Actions |
|----|---|-------------|---|--------|--------------------------|---|
| SC | Eastwood Beach and Landing Trail Connection | Plan |  | 2024 | Staff Time | Study link between the Landing and Eastwood beach along lakeshore |

WHAT'S NEXT?

| | Description | Action Type |
|-------------------|---|-------------------|
| SYSTEM WIDE | Metroparks Connectors – Preliminary Engineering | Staff/consultants |
| | Comprehensive look at action plan items and project summaries | Staff |
| | ADA Transition Plan Update | Staff |
| | CAPRA Chapters | Staff |
| | Transit Access Evaluation | Staff |
| | Climate Action Plan Implementation | Staff |
| EASTERN DISTRICT | EGLE Grant 2024 Potential Composting Pilot Project | Staff |
| | DZS and HCMA Strategic Partnership Plan | Staff |
| SOUTHERN DISTRICT | FY23 Community Project Funding through DOT/MDOT for US 23 non-motorized trail alignment detailed engineering. Develop RFP for design services | Staff/consultants |
| | NOAA Dam Feasibility Study Stakeholder public meeting #2 | Staff time |



Grant Updates - January 2024

In Progress

| Grant program | | JB/MN | Project/Park | Amount | Match | Due Date | Applicant | Notes |
|---------------------------------------|--|-------|-------------------------------------|-----------|-----------|-----------|-----------|---|
| MMRMA RAP grant | | MN | Police Tasers | \$10,000 | - | 1/10/2024 | HCMA | Need executed purchase agreement with application |
| NOAA B-WET | | MN | Watershed/Climate Education | \$30,000 | - | 2/29/2024 | HCMA | Working w/Eastern District Interpretive Department to develop project application |
| MDNR LWCF | | MN | LSC N. Marina Harbor Master Buildin | \$500,000 | \$500,000 | 4/1/2024 | HCMA | Fully accessible - 100% UD |
| PNC Foundation | | MN | Teacher Education w/DZS | \$36,620 | - | TBD | MF | Waiting on PNC invitation to apply; LOI submitted; met w/ PNC on 12-6-23 |
| RCWJ Foundation/Metroparks Connectors | | JB | Trail Connectors/SEMTAT | TBD | TBD | TBD | MF | Preliminary engineering underway |
| MDOT TAP | | JB | Lake Erie Connector Trail | TBD | TBD | 2/21/2024 | HCMA | Brownstown Twp included project in master plan |

Grant Applications Awaiting Response

| Grant program | Project # | JV/MN | Project/Park | Request | Match | Submitted | Applicant | Notes |
|--|-----------|-------|--------------------------|-------------|-------------|------------|-----------|----------------------------|
| MCWCF | | MN | Police - Wearable Lights | \$5,000 | - | 12/13/2023 | HCMA | Wearable lights for safety |
| Sen Peters Appropriations | | JB | LSC Electrical Grid | \$3,000,000 | \$1,000,000 | 3/15/2023 | HCMA | |
| Federal Highway Admin - Community Charging | | JB | EV Charging stations | \$500,000 | \$125,000 | 6/13/2023 | HCMA | submitted on 6/12 |

Grant Administration

| Grant program | Project # | Mgmt | Park/Project | Award Amt | Match | Deadline | Applicant | Updates |
|--|------------|-------|--------------------------------------|-------------|-------------|------------|-----------|--|
| Impact 100 - Oakland Co. '18 | | MN/PB | KFC Seeding Green Future | \$90,000 | - | 11/18/2023 | MF | Final purchases for program closeout; final reporting |
| LWCF '19 | 51120.114 | MN/AC | Oak Access. Nature Trails | \$124,000 | \$124,000 | 2/29/2024 | HCMA | Final construction and building updates nearly complete |
| LWCF '20 | 50621.500 | MN/JK | LH Walnut Grove Campground | \$300,000 | \$150,000 | 6/30/2025 | HCMA | Engineering design underway |
| MNRTF '20 | 50821.221 | MN/JK | DxH Accessible Launch | \$192,700 | \$192,800 | 5/30/2024 | HMCA | Received 6-month extension; responding to DNR/EGLE permit review questions |
| NFWF-SEMRF '21 | 51021.319 | MN/TM | Wil Big Bend Area Restoration | \$250,000 | \$177,859 | 6/30/2024 | HCMA | Spring prairie seeding; possible burn |
| Ford Volunteer Corps '21 | | MN/KK | Wolcott Raised Garden Beds | \$7,500 | - | 11/30/2021 | MF | Waiting on signage installation |
| NEEF-Toyota '21 | 90021.1156 | MN/KK | Beach Wheelchairs | \$20,000 | - | 10/31/2023 | HCMA | Project complete; final report submitted; spring promotions planned |
| DNR TF '21 | 51222.244 | MN/AC | LE Cherry Island Trail | \$300,000 | \$192,500 | 7/31/2024 | HCMA | EGLE & USACOE permit revisions submitted; bid and design submitted to DNR for review |
| Consumers Energy Foundation | 90022.1159 | MN | IS Headwater Restoration | \$100,000 | - | 5/31/2024 | HCMA | Invasive shrub work will begin this month and continue through the winter season |
| GLRI-EPA Nonpoint Source | 51222.247 | MN | LE Green Infrastructure & Six Points | \$483,500 | - | 4/30/2025 | HCMA | QAPP approved; contractor revising rain garden plans to avoid NC; grass killed at swales |
| NOAA GLs Fish Habitat Restoration | 51123.117 | MN/MH | Flat Rock Dam Removal Feasibility | \$745,000 | \$25,000 | 9/30/2024 | GLFC | No major soil contaminants detected; developing alternatives to be presented next month |
| DNR TF '22 | | MN/RW | DEL Take-out Renovation | \$300,000 | \$302,600 | 8/31/2025 | HCMA | Project agreement executed |
| Fed. Community Project via DOT | | MN/JB | Liv. Co. Connector Trails Design | \$900,000 | - | 9/30/2026 | HCMA | Coordinating RFP through Livingston Co. Road Commission & MDOT |
| Mi Invasive Species Grant Program | 90023.1172 | MN/TM | IS, KEN, SC, WOL | \$30,000 | - | 4/30/2026 | HCMA | Renewing Superior contract for additional year; no spotted lanternflies detected yet |
| CFSEM RCWJr Legacy Fund for Youth Sports | 90023.1166 | MN | Summer Swim in Liv., Oak., Wash. Co | \$25,000 | - | 4/26/2024 | MF | Program complete; final report due |
| Erb Family Foundation | | MN | Wayne Co. SW Mgmt Assessment | \$45,000 | - | 3/31/2024 | MF | Team to review sites and make acquisition recommendations |
| mParks/PlayCore | | MN | KEN Outdoor Fitness Stations | \$5,104 | \$8,336 | 12/31/2023 | HCMA | Equipment received; concept design completed; park installation by May |
| PNC Foundation | | MN | MLC - Early Education Programs | \$7,500 | - | 10/31/2024 | MF | Registrations full; most programming in 2024 |
| Young Foundation | | MN | MLC - Early Education Programs | \$2,500 | - | 7/31/2024 | MF | Requested to concentrate on Pontiac and Oakland County area; registrations full |
| Four County Community Foundation | | MN | Field Trips at SC & WM | \$10,000 | - | 6/30/2024 | MF | 4CCF reduced funding with request to find other sources of funds; registrations commencing |
| MDNR Trust Fund | | MN | Wil - Fishing Platform | \$300,000 | \$462,000 | | HCMA | Waiting on project agreement |
| Russell Family Foundation | | MN | Teacher Training Workshops | \$46,100 | - | | MF | Waiting on project agreement |
| Anonymous Foundation | | MN/JJ | GOAL | \$10,000 | - | 6/30/2024 | MF | Will begin applying immediately to GOAL fees |
| LWCF '19 | 51220.241 | JB | LE Kayak Launch | \$122,500 | \$122,500 | 6/1/2024 | HCMA | Recommended that this project is withdrawn |
| TAP Grant | | JB | SC 26-Mile Connector Trail | \$214,455 | \$43,000 | 12/31/2021 | Macomb Co | Liquidated damages letter sent to contractor |
| Ralph C. Wilson Jr. Foundation | | JB | Southern District | \$2,682,755 | - | 6/15/2023 | MF | Island Lake's grant will be extended through 2025 |
| EGLE Non point source | 50220.696 | JB | LSC Beach | \$300,000 | \$100,000 | 12/31/2023 | HCMA | Last meeting w/USGS on 11/21 to discuss final reporting and results |
| LWCF '20 | 506-21-501 | JB | LH Off-Leash Dog Area | \$165,400 | \$165,400 | 6/30/2025 | HCMA | Ready for design |
| NOAA/Great Lakes Commission | | JB/TM | Lake Erie Shoreline Restoration | \$1,449,609 | \$135,194 | extended | HCMA | Post monitoring |
| Renew MI - DRFC | | JB | DRFC | \$1,000,000 | N/A | 4/30/2022 | HCMA | Fourth quarterly report submitted |
| LWCF 2022 | | JV | LSC West Boardwalk | \$500,000 | \$500,000 | 6/30/2026 | HCMA | Grant agreement completed |
| LWCF 2022 | | JV | Stony Creek Reflection Trail | \$500,000 | \$500,000 | 2025ish | HCMA | Design underway |
| DNR Waterways | | JB | North Marina - Engineering | \$294,000 | \$306,000 | 4/3/2023 | HCMA | Hired Edgewater |
| State Appropriation | | JB | North Marina - Construction | \$5,000,000 | \$1,000,000 | TBD | HCMA | Drafting project agreement |
| EGLE High Water Infrastructure | | JB | LSC Parking lot | \$1,500,000 | \$375,000 | 6/30/2025 | HCMA | Design underway |
| LWCF | | JB | LSC Daysail Area Trail | \$500,000 | \$500,000 | TBD | HCMA | Actual project cost estimate is \$1,027,097. Grant Agreement pending |



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Mike Lyons, Deputy Director
Project Title: Reports – 2023 Overview
Date: January 11th, 2024

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the 2023 Overviews for each District Superintendent, Engineering and Golf as recommended by staff.

Background:

Western District Superintendent Jim O'Brien, Eastern District Superintendent Gary Hopp and Southern District Superintendent Jeff Linn will give an overview on 2023 park operations. Furthermore, Chief of Engineering Mike Henkel will provide a 2023 overview of engineering projects and Mike Lyons will provide a 2023 golf overview.

Attachments: Reports

An aerial photograph of a golf course. In the center, there is a large, circular green with a white flag. To the left of the green is a sand trap. The background is filled with a dense line of trees under a clear sky. Several people are visible on the green, and two golf carts are parked on the left side.

Huron-Clinton Metroparks 2023 Golf Year In Review

January 2024



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LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

- **Increase engagement with Metropark services.**
 - The Metroparks continually strive to engage with golfers to improve customer experience through marketing and in-person customer service.
- **Study revenue opportunities across current and new programs:**
 - Staff is continually evaluating methods to enhance revenue related to golf operations. Online booking (prepay) initiatives were initiated to reduce no-show golfers, which has had a significant impact on enhancing golf revenue.

INTRODUCTION

2023 Golf: YEAR IN REVIEW

2023 was a phenomenal year for golf in the Metroparks. Each of our seven regulation golf courses saw a substantial increase in rounds and revenue when compared to the prior four-year average. Additionally, six of the seven regulation golf courses, saw increases in rounds in 2023 compared to 2022 and all seven courses saw increased revenue over 2022. Indian Springs was the only course to see a slight decrease in rounds, however revenue increased by \$80,000.

When comparing 2023 total rounds for all regulation golf courses to the prior four-year average rounds were up by 37,683 which is an increase of 17%. Total revenue increased by \$1,736,903 which is an increase of \$25% over the same period. Increases in total rounds and revenue is even more impressive when looking at historical information since 2012.

This report will provide more detailed information on golf rounds and revenue specific to each course. This report will also provide information related to facility age/GAM ratings, reasoning for such as strong Metropark golf market and information showing how the Metroparks are investing in golf infrastructure and assets.



GOLF COURSE INFORMATION

METROPARK GOLF COURSES

Seven Regulation Golf Courses

| <u>Course</u> | <u>Year Built</u> | <u>Yardage</u> | <u>Par</u> |
|----------------|-------------------|----------------|------------|
| Kensington | 1960 | 6,624 | 71 |
| Willow | 1978 | 6,394 | 71 |
| Stony Creek | 1979 | 6,928 | 72 |
| Huron Meadows | 1982 | 6,663 | 72 |
| Indian Springs | 1988 | 6,688 | 71 |
| Hudson Mills | 1988 | 6,560 | 71 |
| Lake Erie | 1994 | 6,489 | 72 |



Metropark Golf Courses range from 30 – 63 years old with Kensington being the oldest and Lake Erie the newest. Stony Creek is the longest golf course from the tips and Willow is the shortest.



Rounds and revenue stats specific to each course are listed on the next page.

GOLF ROUNDS & REVENUE

Kensington

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-------------|-------------|-------------|-------------|-------------|--------|
| 34,406 | 36,622 | 41,866 | 40,955 | 42,274 | 10% ↑ |
| \$1,117,245 | \$1,115,429 | \$1,346,151 | \$1,340,022 | \$1,399,096 | 14% ↑ |

Stony Creek

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------|-------------|-------------|-------------|-------------|--------|
| 29,890 | 35,692 | 38,213 | 39,190 | 42,609 | 19% ↑ |
| 906,290 | \$1,112,948 | \$1,315,560 | \$1,374,327 | \$1,501,209 | 28% ↑ |

Huron Meadows

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-----------|-----------|-------------|-------------|-------------|--------|
| 27,945 | 32,766 | 36,712 | 37,666 | 41,720 | 24% ↑ |
| \$841,384 | \$931,999 | \$1,231,819 | \$1,212,930 | \$1,381,102 | 31% ↑ |

Indian Springs

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-----------|-----------|-------------|-------------|-------------|--------|
| 24,443 | 30,312 | 35,819 | 38,041 | 37,316 | 16% ↑ |
| \$751,439 | \$888,175 | \$1,123,290 | \$1,241,174 | \$1,321,640 | 32% ↑ |

Lake Erie

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-----------|-----------|-------------|-----------|-------------|--------|
| 25,470 | 30,185 | 34,729 | 34,080 | 34,880 | 12% ↑ |
| \$690,343 | \$809,679 | \$1,027,355 | \$983,993 | \$1,068,082 | 22% ↑ |

Willow

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-----------|-----------|-----------|-----------|-------------|--------|
| 23,611 | 30,234 | 28,630 | 31,133 | 32,431 | 14% ↑ |
| \$673,127 | \$855,228 | \$858,660 | \$934,995 | \$1,018,458 | 23% ↑ |

Hudson Mills

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-----------|-----------|-----------|-----------|-----------|--------|
| 21,496 | 29,159 | 30,133 | 30,850 | 34,015 | 22% ↑ |
| \$504,178 | \$683,515 | \$794,349 | \$813,618 | \$917,369 | 31% ↑ |

All Metropark Golf Course Combined

| 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|-------------|-------------|-------------|-------------|-------------|--------|
| 187,261 | 225,070 | 246,102 | 251,915 | 265,245 | 17% ↑ |
| \$5,484,624 | \$6,397,973 | \$7,697,188 | \$7,901,060 | \$8,606,958 | 25% ↑ |

* Percent change is determined by comparing 2023 numbers to prior four-year average.

GOLF ROUNDS & REVENUE: HISTORICAL PERSPECTIVE

A historical perspective of rounds and revenue dating back to 2012 is described below. Percent change is determined by comparing 2023 numbers to three year average of 2012, 2015 and 2018.

All Courses Combined – Historical Perspective

| Year | 2012 | 2015 | 2018 | 2023 | Change |
|---------|-------------|-------------|-------------|-------------|--------|
| Rounds | 171,367 | 177,037 | 174,580 | 265,245 | 53% ↑ |
| Revenue | \$4,077,170 | \$4,284,756 | \$5,060,289 | \$8,606,958 | 92% ↑ |



GOLF REBOUND

REASONING FOR GOLF REBOUND

(Rounds and revenue)

- Covid Spike
 - Attracted many new golfers as it was an activity individuals and families could enjoy outdoors.
 - The current trend indicates we have been successful in retaining new golfers.

- Customer Service

- Course Conditions

- Marketing

- Affordable Rates

- Online Only Booking Policy
 - Customers must book on-line (prepay)
 - Weekends only before noon
 - Accommodations are made for golfers that do not have the ability or equipment to book online.
 - Piloted at Stony Creek, Willow and Hudson Mills in 2022 and initiated at all courses in 2023.

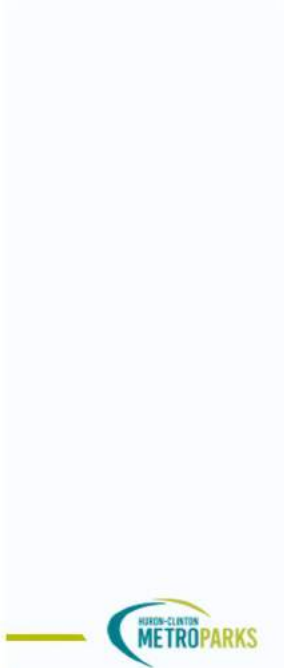
- Results of Online Booking Policy
 - All courses saw a substantial reduction in no-show golfers.
 - Directly resulted in substantial increase in revenue.

INFASTRUCTURE/ASSET IMPROVEMENTS

Recent and current investments in golf course infrastructure/assets are listed below.

GOLF COURSE INVESTMENTS IN INFRASTRUCTURE/ASSETS

| | | |
|---|--------------------|---------------------|
| <ul style="list-style-type: none"> ▪ STONY CREEK | | |
| ➤ New Pumphouse/Relocate/Controls | \$1,000,000 | Budgeted/In design |
| ➤ New Updated Irrigation System | \$2,000,000 | Budgeted/In design |
| ➤ Drainage Improvements | \$120,000 | 3 Phases complete |
| ➤ Bunker Improvements | \$15,000 | Complete |
| <ul style="list-style-type: none"> ▪ INDIAN SPRINGS | | |
| ➤ New Electric Golf Cart Fleet | \$560,000 | Delivered |
| ➤ Convert Cart Barn to Electric | \$170,000 | On-going |
| ➤ Pumphouse Renovation | \$431,000 | In Design -Budgeted |
| ➤ New Irrigation Controllers | \$120,000 | Complete |
| <ul style="list-style-type: none"> ▪ KENSINGTON | | |
| ➤ New Pumphouse Control Panel | \$90,000 | Complete |
| ➤ New Well to Supplement Irrigation System | \$30,000 | Complete |
| <ul style="list-style-type: none"> ▪ HURON MEADOWS | | |
| ➤ Pumphouse Upgrades | \$150,000 | Budgeted |
| ➤ New Clubhouse Roof | \$70,000 | Complete |
| <ul style="list-style-type: none"> ▪ HUDSON MILLS | | |
| ➤ Pumphouse Improvements | \$70,000 | Complete |
| ➤ Repairs to Maintenance Building | \$160,000 | Budgeted |
| ➤ Update Lightening Detection System | \$35,000 | Budgeted |
| <ul style="list-style-type: none"> ▪ WILLOW | | |
| ➤ Pumphouse Improvements | \$260,000 | In Design -Budgeted |
| ➤ New Electric Golf Cart Fleet | \$560,000 | Delivered |
| ➤ Convert Cart Barn to Electric | \$200,000 | In Design |
| <ul style="list-style-type: none"> ▪ Lake Erie | | |
| ➤ Building Siding Repairs | \$75,000 | Complete |
| TOTAL INVESTMENT | \$6,116,000 | |







To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: 2024 Integrated Marketing Plan
Date: 1/4/2024

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2024 Integrated Marketing Plan as recommended by Chief of Marketing and Communications, Danielle Mauter, and staff. 2024 Integrated Marketing Plan includes goals and strategies for organizational and marketing efforts in 2024.



INTEGRATED MARKETING PLAN 2024 GOALS AND STRATEGIES



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



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STRATEGIC PLAN

WHAT GOAL & OBJECTIVE DOES THIS MEET?

LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

The Metroparks' overarching goals as an organization are defined in the strategic plan adopted by the Board of Commissioners in December 2022. They are the big picture answer to the question "what are the Metroparks top priorities". The answer to the question "how will the Metroparks accomplish these big goals" is found in the multiple plans created by our various departments.

The 2024 Integrated Marketing Plan serves as the framework for achieving objectives within our goal to listen and connect to the residents of Southeast Michigan served by the Metroparks. It includes measurable objectives to report our progress in achieving each goal. It also takes a leadership role in our goal to maintain and invest by generating additional revenue, partnerships and attendance to support the system. Success is measured by key objectives identified throughout the plan.

Although the Integrated Marketing Plan outlines strategies primarily led by the Marketing Department, it is important to recognize that many of the goals outlined in this plan are larger organizational goals that stretch beyond that department. It is imperative that all departments and levels of staff will touch and impact these goals in order to achieve success.

Each goal within the Integrated Marketing Plan is written to support at least one of the Strategic Plan goals. After each marketing goal in the goals section of the plan, the reader will see a description of how working towards that marketing goal will directly support the strategic plan.

MISSION, VISION & CORE VALUES

This marketing plan and strategy supports the mission, vision and core values of our organization. In November of 2021 the Metroparks Board of Commissioners approved new mission, vision and core values statements. Additionally, the marketing plan shall support the goals and objectives outlined in the Strategic Plan approved in December 2022.

Mission Statement

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

Vision

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

Core Values

- **Access**
Make the Metroparks available to all in the region, regardless of race, age, income, gender, or ability.
- **Commitment**
Treat all employees, constituents, and stakeholders as partners in our shared mission and to enhance the health and well-being of all residents in Southeast Michigan.
- **Diversity**
Embrace and reflect the region's richness – both its natural environment and the communities within it.
- **Equity**
Create a system that more fairly serves all individual, families, and communities across the region.
- **Leadership**
Provide innovative program, valuable educational offerings, and proactive community engagement.
- **Stewardship**
Responsibly manage our natural resources and maintain financial stability to protect the public's investment.

Strategic Plan

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

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

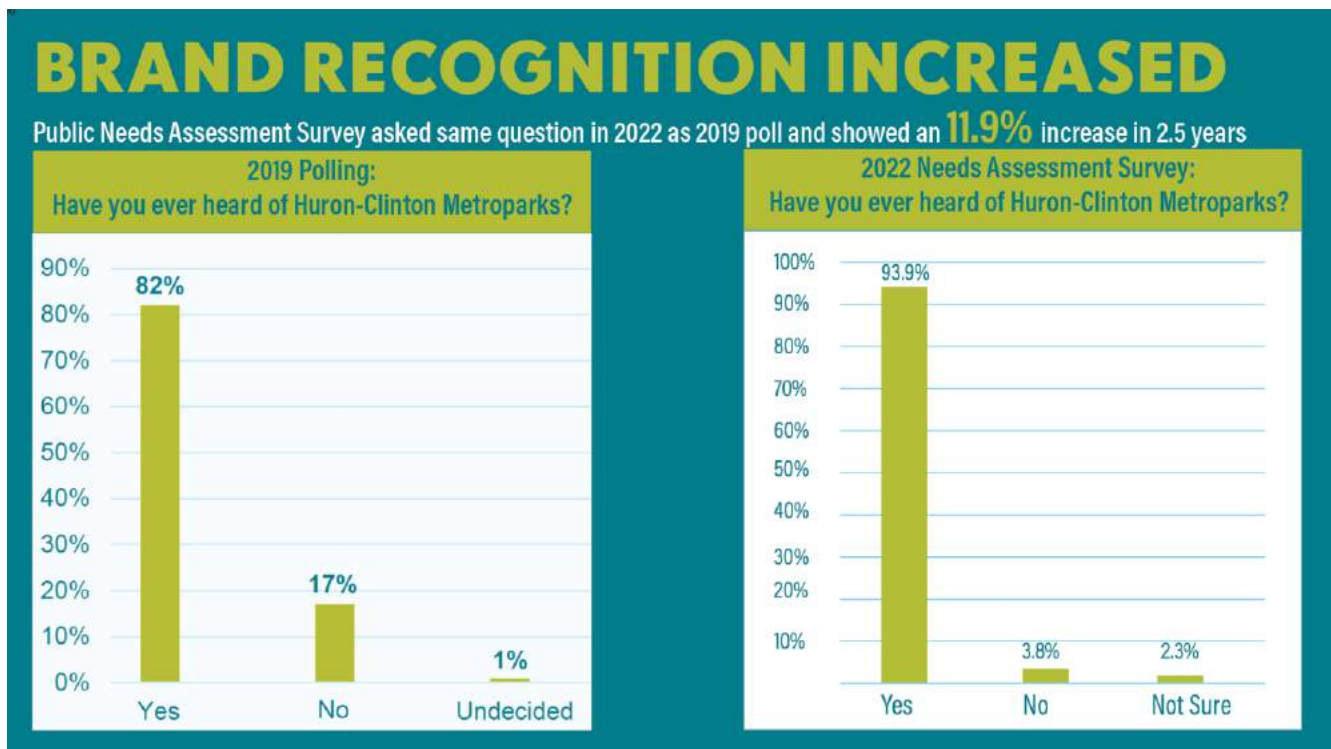
MARKETING GOALS

The Metroparks experienced a large and swift increase in attendance and awareness over the course of the Covid-19 pandemic. More people have discovered parks and come to appreciate the benefits they bring. The combined result of marketing efforts and increased demand for outdoor recreation through the pandemic has resulted in a 11.9% increase in brand awareness for the Metroparks (as measured in the 2022 community needs assessment survey).

The marketing goals for 2024 have been written to support the goals of the strategic plan, and to continue growing the brand awareness, revenue and attendance of the Metroparks.

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

The Huron-Clinton Metroparks saw a measurable increase in brand awareness between 2019 and 2022.

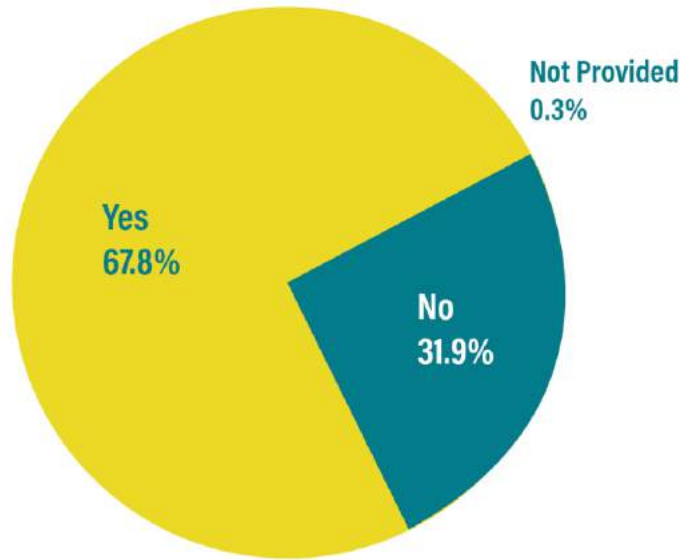


But what was learned, was there is still need to educate the region on the differences between the Metroparks and other types of park systems in our region (State, local, county, etc.).

WORK TO IMPROVE UNDERSTANDING

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

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



So in 2024, the marketing strategy will continue to support brand identity and growth, but there will be additional efforts placed on clearly communicating the distinction between the Metroparks and other park types in southeast Michigan and the impacts the Metroparks specifically bring.

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

2. Maintain the attendance increase that has been realized in the pandemic by achieving a vehicle count that is at least 10% higher than the 3-year average as measured by overall vehicle counts. This will result in a total of 3,628,782 vehicles through the gates in 2024.

At the end of 2023, car counts were 2.61% lower than 2022 and 10.74% lower than previous 3-year average. At the end of 2022, car counts were 8.22% lower than 2021 and 4.75% lower than the previous 3-year average. However, it is important to note that the 3-year average is still inclusive of the 2020 pandemic spike in attendance. 2023 vehicle counts were still 11.12% higher than 2019 pre-pandemic counts.

| Total Vehicle Count | |
|---------------------|-----------|
| 2023 | 3,144,502 |
| 2022 | 3,228,967 |
| 2021 | 3,518,195 |
| 2020 | 3,822,470 |
| 2019 (Pre-Pandemic) | 2,829,831 |

For 2024, staff want to be bold and aspire to see an overall vehicle count that is 10% higher than the previous 3-year average – a substantial jump above 2023 attendance. **The 3-year total vehicle count average of 2021, 2022 and 2023 is 3,298,893.** It should be noted that these numbers reflect all “post pandemic” attendance. These attendance numbers are starting to show the “new normal” attendance trend, without the inclusion of the 2020 pandemic spikes. This three-year average is the first time that 2020’s record spikes are not skewing this average unusually high. Achieving a car count that continues

record spikes are not skewing this average unusually high. Achieving a car count that continues

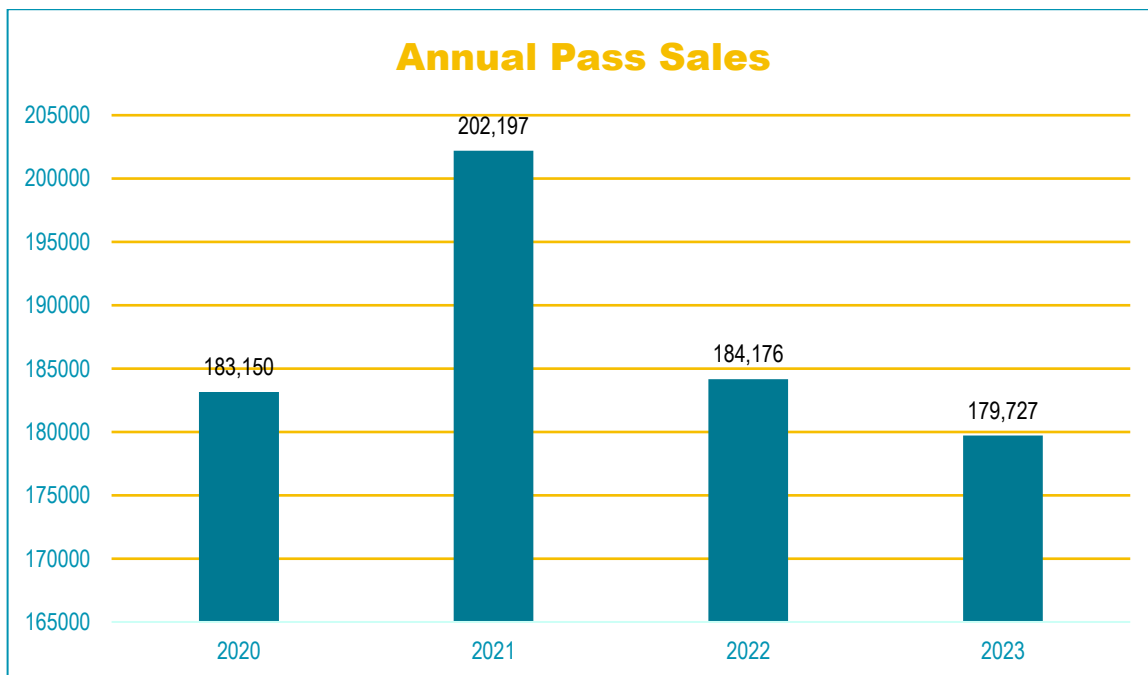
to be 10% higher than that 3-year average means setting an aspirational goal to keep attendance growing.

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

3. Increase annual pass sales to match 2021 sales. This would mean selling a total of at least 202,197 annual passes from November 2023 through October 2024 (2024 Annual Pass selling period).

What was seen with 2020 annual passes, after our branding efforts began, was an initial bump in sales while the Metroparks ran a special promotional price. Sales then dipped and leveled off and resulted in 2020 annual passes sales being mostly flat and comparable with 2019 (pre-pandemic) annual pass sales overall. In 2021, staff set a goal to increase annual pass sales by 5%, and that goal was met and exceeded with an 8.68% increase. This can be attributed to increased marketing efforts, the use of the trade-up program and overall increases in awareness of the benefits of an annual pass. Then in 2022, there was a small decrease in sales numbers as compared to 2021. In 2023, staff saw another small dip in sales of 179,727 annual passes, while the joint data report shows the summer period had an increase in daily pass sales.

Staff want to increase sales of annual passes back to the record 2021 numbers. Through new campaign efforts and an additional focus on corporate and organizational bulk annual pass sales (see goal 4 for more details).



There were a total of 202,197 Annual Passes sold in 2021. This includes all annual pass types and would be an increase of 22,470 as compared to 2023.

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

4. Secure at least \$1 million in additional revenue through strategic relationship building, continued work with Moment Strategies, sponsorships, and strategic corporate and organizational bulk annual pass sales.

Staff will focus some of their 2024 efforts on continuing work with Moment Strategies on strategic communications and relationship building that leads to fundraising and revenue generation through the “Metroparks and Me” campaign developed and shared with the board initially in 2023. This work will primarily help support the Everyone in the Pool initiatives, field trips and school programs and allow the Metroparks to continue growing their impact in the region.

In addition, marketing staff will create a grassroots communications campaign to reach out to organizations, businesses and corporations and sell “bulk” annual passes. In 2024, the marketing team will start by targeting health and wellness programs at these organizations as the selling point for them investing in annual passes for their employees. Other potential pitches (such as, but not limited to, car dealership new vehicle purchases, employee appreciation gifts, etc.) will be explored and evaluated for future bulk sales attempts.

Lastly, strategic sponsorships will be explored in 2024 as an additional revenue stream. Sponsorships will be evaluated on a cost and benefit basis that considers the overall sponsorship amount compared to actual costs and staff time to sell, execute and maintain sponsorship, potential brand implications of having a certain brand/company/corporation as a sponsor alongside the Metroparks and the potential marketing and communications benefits of both parties (i.e. does the sponsorship benefit the sponsor more than the Metroparks by aligning with our positive brand, and if so is the sponsorship amount high enough to consider it). This sponsorship exploration will include, but is not necessarily limited to:

- Event sponsorships for larger events/programs
- Strategic installation sponsorships (i.e., something installed in a park for a set period of time that is more “usable” by a visitor but has a sponsor’s name tied to it)
- Golf hole and/or scorecard sponsorships

The goal with these combined efforts would be to secure at least \$1 million of new revenue that would not have otherwise been seen in 2024. Efforts and explorations will be documented and evaluated for possible growth and adjustment in 2025 and beyond. The efforts of this goal must fit within the staff capacity of the marketing team and be balanced alongside the full list of goals. It does not replace or supersede all the other goals.

Supports Strategic Plan Goal: Maintain & Invest – Revenue supports the healthy financial position of the Metroparks and allows the Metroparks to continue having greater impacts in our region.

5. Increase public programming enrollment rate to 75% by end of 2024.

RecTrac implementation in 2021 has allowed staff to look at statistical information related to public programs that require pre-registration. The 2021 average enrollment rate across all public programs in all seasons from January 1 – November 30 was 33.77%. In 2022 this rate was increased to 46%. In 2023, through the end of December, the enrollment rate was increased to 49.95%, but still came in far short of the goal of a 75% enrollment rate.

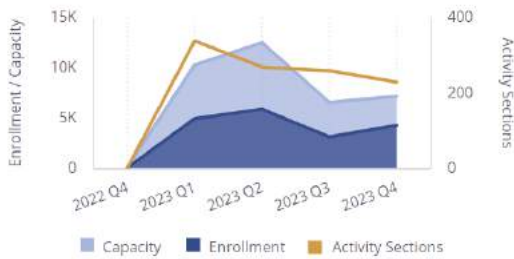
Activity Sections
1,096

Enrollment Capacity
36,615

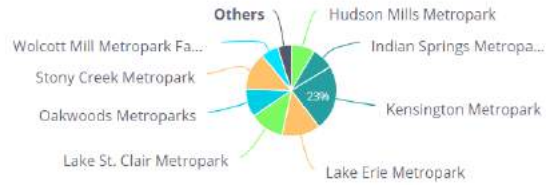
Enrollments
18,290
% of Capacity **49.95%**

Cancellations
361

Enrollment Capacity Trend



Location Breakdown



Staff are still striving to reach that goal of a 75% enrollment rate. Certain program types had higher enrollment rates than others, so marketing strategies for programs in 2024 will balance continuing needed promotion for popular programs alongside new efforts for programs that see lower enrollment rates in an effort to bring all rates up.

| 2023 Program Enrollment Rate by Subtype (topic) | |
|---|---------------|
| Agriculture | 70.20% |
| Art | 43.13% |
| Astronomical | 45.73% |
| Camping | 55.78% |
| Easter | 99.81% |
| Environment | 36.48% |
| Farm Animals | 94.73% |
| Halloween | 72.22% |
| Historical/Cultural | 51.36% |
| Holiday | 90.83% |
| Maple Sugaring | 64.01% |
| Plants | 22.07% |
| Science | 42.83% |
| Sports | 28.12% |
| Stewardship | 29.67% |
| Wildlife | 29.89% |

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

For these reasons, Marketing staff will be focusing more campaign efforts on events and programs in 2024 to drive a large increase in enrollment rate in 2024.

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

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

In 2022 a recreational programming committee was established to propose a programming plan that would support the community desires identified in the Community Needs Assessment Survey conducted in 2022. The resulting plan was presented to leadership, staff and the board of commissioners in 2022 and was executed in 2023 with great success. The majority of those events will continue in 2024 with two new additions. The committee will continue evaluating and growing these recreational event and programming opportunities for the public.

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

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

7. Continue internal and external rollout of strategic plan communications and updates. Tie these updates into public storytelling and media efforts where appropriate.

The Metroparks Board of Commissioners approved a new strategic plan that launched January 2023. The continued execution of this strategic plan will include on-going internal and external communications about progress against the plan with quarterly updates being published publicly on the website's Strategic Plan dashboard.

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

Supports Strategic Plan Goal: Listen & Connect – more specifically, this goal supports the objective of increasing transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress.

8. Improve and streamline the marketing department's regular reporting and project management process until regular monthly reports can be pulled and analyzed in a matter of hours instead of days, and that data can be used to make more informed, strategic and timely marketing decisions. Upgrade marketing technology platforms as needed to support this goal.

Data analysis and reporting improvements is an ongoing goal that will continue to be developed as technology improvements make it easier and more feasible to develop better reports. In 2023, marketing staff met monthly to review campaign progress, successes and failures and areas for possible improvement. New formats of campaign reporting were developed to allow marketing staff to set campaign specific goals and look closer at website traffic tied specifically to campaign efforts for each individual campaign. Although helpful and more informative than previous years, pulling and analyzing these reports still took a considerable amount of staff time and required performance data be pulled in from multiple sources and manually analyzed and compared to internal data to draw conclusions.

In 2024, marketing staff will continue to improve and streamline this process. Working with the information technologies department on possible software to assist and training to improve skill sets within the department. Marketing staff will also evaluate and implement a new advertising buy software and process that will consolidate more ad buys into fewer reports and allow for more precise audience interest targeting.

An area of related department inefficiency currently lies in the project management of marketing and signage request forms that come in from other departments and parks operational staff. This is a process that has always had to be assigned and managed manually as requests came in through a digital emailed form. Through the use of Microsoft options for automation and project tracking, alongside some minor department assignment restructuring after filling the new full time graphic design position, marketing staff will streamline this process in a way that will automatically assign projects to marketing staff and real-time reporting will allow for progress tracking and regular updates. Staff will also focus on developing the best cadence of project updates to the "requester" so that there are fewer questions about the status of a requested project.

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

9. Use visitor evaluations to develop a more comprehensive understanding of the visitor experience of the Metroparks – Build on progress made in 2021 - 2023.

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

These tools were integrated into RecTrac/POS, and digital evaluations began being sent to all public programming participants and teachers/leaders through automatic emails from RecTrac. These were rolled out on various dates throughout 2021. A process was also established for the consistent use of this information during internal event/program evaluation:

- Marketing staff create survey monkey tools and coordinate with I.T. to set-up and send automated RecConnect emails through RecTrac to all registered program and event participants.
- Automated emails will send immediately after a program ends.
- Each week is considered Monday-Sunday for the survey tools. (April 5 – 11, 2021 is considered one week, and a survey tool would include all public programming taking place in that week across the system). Registered participants would be given one week after the final program in that week to complete the survey (meaning in the example above, the survey would close on April 18).
- Each Monday, Marketing staff go into Survey Monkey, close the survey tool for programs that ended the week prior and add results into the folder on a shared server drive.
- The staff person responsible for each program and event should go into the public evaluations results on the server and look at results of their program while completing their internal review of that program.
- Quarterly, supervisors and marketing staff should review all internal program evaluations as a whole for future program planning and improvements.

In 2023, physical paper survey cards were also added as an evaluation tool for new recreational program committee events that took place without registration (meaning participants wouldn't be receiving an automated digital survey). Survey cards were handed out at a Metroparks information table with the incentive to complete for a raffle prize drawing. These results helped program teams evaluate the success of event details in those new events. After physical surveys were completed, marketing staff provided park/operations/interpretive staff with a digital link to the survey where they recorded all the physical written responses so that data summary reports could still be pulled. Survey cards were developed and standardized so that all events without registration could start using them where appropriate system-wide.

In 2024, marketing staff will collaborate again with staff from multiple departments and operations to make the passive park use visitor evaluations available on the Metroparks website by May 2024 and advertise its availability through email and social media. Marketing staff will also test temporary signage within three parks to evaluate if having signage about the survey's availability results in a higher number of completed evaluations. Lastly, staff will collaborate to establish the process for pulling and analyzing results that is similar to the process used for public program/event evaluations. That process should involve relevant department heads and park staff to ensure these evaluations are being used and negative responses being addressed as appropriate.

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

where they want to be met and fill outdoor recreation needs they have in ways other than attendance only at the 13 existing Metroparks.

In 2023 from January 1 – August 31 (the period of the joint data report compiled for 2023), there was a decrease in visitation from “very high” equity emphasis areas and an increase from “high” areas. The result overall was a 1.1% decrease in attendance to Metroparks from these equity emphasis areas as seen in the following chart.

| | Very High | High |
|-------------------|-----------|--------|
| Total 2022 | 18,196 | 69,333 |
| Total 2023 | 16,105 | 70,467 |
| Difference | -2,091 | 1,134 |

However, this is only part of the picture of total engagement with equity emphasis areas. In 2023, public, school and community programming also brought Metroparks engagements directly to these equity emphasis areas and drove impacts as seen in the following chart.

2023 was the first year these numbers were recorded and calculated in this way and should be considered a baseline that will be improved upon in future years.

The participation and reach in equity emphasis areas should be treated as an estimation from the reporting period of January 1 – September 6, 2023. Equity emphasis areas (as seen in the previous map) are determined via census block and Metroparks data is collect via zip code. Census blocks and zip codes do not share direct coalition. Zip codes can have multiple, smaller, census blocks within them, and equity emphasis areas do not always encompass a full zip code. To calculate the numbers seen in the chart below, the percentage of a zip code that included an equity emphasis area was multiplied by the participation from a full zip code to arrive at a more accurate estimation of Metroparks engagement and reach for that equity emphasis area itself.

| | Total | Estimation from Equity Emphasis Areas | Percentage of total from Equity Emphasis Areas |
|---|-------|---------------------------------------|--|
| School Programs (by number of programs delivered) | 801 | 252 | 32% |
| Community Groups Requesting Metroparks Programming (by number of programs delivered or events attended) | 253 | 124 | 50% |
| Get Out and Play (by Number of organizations participating) | 48 | 31 | 65% |

If we look at the **combined** programming reach of all public program participants that attended a registration required event in the Metroparks, plus all school programs, plus all community group requested programs, plus all Get Out and Play participating organizations from January 1 – September 6 (reporting period of last joint data report),

Metroparks had a total programming reach of 15,815 with 9,006 or 57% coming from Equity Emphasis Areas from January 1 – September 6, 2023.

Additionally, there were Detroit Pop-up Programs, an effort initiated through the Recreational Programming Committee and recommended as a way to reach deeper into Detroit and underserved communities, that aren't captured in the above data because they were partnerships not requiring Metroparks registration. Programs were delivered across libraries, communities and other Detroit locations as follows.

| Partner Organizations |
|--------------------------------|
| Sidewalk Detroit |
| Friends of Rouge Park |
| MI DNR |
| Detroit Public Libraries |
| Detroit Zoological Society |
| Detroit Public Libraries |
| Detroit Riverfront Conservancy |
| Friends of the Rouge |
| Wayne County Parks |
| Inkster Taskforce |
| People of Palmer Park |

| # of Events | # of Participants |
|-------------|-------------------|
| 26 | 3,125 |

Staff will strive to increase Metroparks attendance in these equity emphasis areas to reverse the dip seen in daily and annual pass scans. Additionally, partnered programming and communications will be continued in 2024 to bring a larger Metroparks presence to these underserved areas through things like expanded free swim lessons, partnered arts programming, library partnerships and more – all combined driving higher number of engagements in 2024 when measured against the baselines set in 2023.

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



11. Increase shelter reservation revenue by 3% as compared to the 3-year average of 2021, 2022 and 2023. Equates to ending 2024 with \$530,630 in shelter revenue.

Revenue from shelter reservations has fluctuated over the years. Due to pandemic restrictions in 2020, revenues from events were much lower and resulted in a large amount of refunds. It is recognized that family reunions, church picnics, family events and private event reservations largely impact this number that seemed to be historically decreasing before the pandemic. There has been growth since pandemic restrictions lifted as people continue to look for outdoor venues as a post-pandemic event option.

In 2022 the Metroparks saw an increase of about 32.4% above the 3-year average of 2018, 2019 and 2021, and you'll notice post-pandemic numbers continue to be higher than pre-pandemic numbers.

The Metroparks will focus purposeful marketing and communication efforts around shelter reservations to achieve a 3% increase in shelter reservation revenue as compared to a 3-year average of 2021, 2022 and 2023 (3-year average is \$515,175). This average was calculated using shelter revenue figures provided by the Finance department as included below. These figures are preliminary figures until year end adjusting and audit is complete.

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Shelter Reservations Revenue | 313,010 | 376,057 | 390,519 | 246,864 | 506,585 | 509,126 | 529,815 |

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



12. Increase golf rounds played by 1%. This would be a total of 274,761 rounds played in 2024³.

Staff expected as the pandemic continued that there would be a greater competition for users' time and therefore some drop off in golf rounds played would be seen. However, staff have continued to see growth in golf each year since the pandemic began. In 2023, 272,041 rounds of golf were played, exceeding 2022 rounds by 5.4%. This went above and beyond the 2023 goal to increase by 1%. All courses in 2022 had tee times booked to over 62% of capacity with the highest courses being Kensington at 81.8% of capacity and Huron Meadows being 71.45% of capacity. There is more room for growth at some courses more than others, but Metroparks will eventually hit a point where growth is no longer possible, and courses will be at full capacity.

Marketing will again work closely with golf staff in 2024 to hold on to the growth seen through the pandemic and continue that forward momentum as much as possible. Staff will look for new ways to capture new golfers in 2024 using some non-traditional promotions, awareness events/appearances in new locations/events and working with operations on some creative new ideas to accompany traditional advertising campaigns. Staff will also look to reach deeper into youth audiences and draw in more youth golfers to cultivate that ongoing audience into the future audience. Metroparks courses currently have a full schedule of leagues and are intentionally not pursuing additional leagues or outings. These areas of business reduce the number of tee times available for regular golfing and have an adverse effect on revenue, and at this time is better for the Metroparks to address and accept them when asked, but not intentionally pursue growth in those areas.

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

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

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

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

Marketing staff will also work collaboratively with partners and other departments to identify neighborhood and community groups and establish a database of communication partners within these groups that can help share future Metroparks messaging with their networks. Key influencers in these communities have a very powerful voice and large networks to share the Metroparks messaging with. Staff will work on targeted grassroots activations to build trust with these audiences and grow on-going support and attendance for Metroparks initiatives. Utilizing

³ In 2023, 272,041 rounds of golf were played, exceeding 2022 rounds by 5.4%. This went above and beyond the 2023 goal to increase by 1%. The 2022 golf season ended with a total of 258,080 rounds of golf played compared to 252,808 in 2021. That is an increase of 5,272 rounds or 2.09% as compared to 2021.

in-person events, email lists, radio shows and other communication paths these organizations already use will increase positive results.

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

14. Increase executive positioning communications so that Metroparks leadership team staff have at least one communications piece per month, collectively, and the Director has at least one per month.

Executive positioning can serve as a way to bring a higher reputation to leadership staff. They start to be seen publicly as expert thought leaders in certain topics. As a result, the community sees the Metroparks as being home to thought leader experts in multiple fields, and it boosts the reputation of the organization as a whole. It helps bring the Metroparks into conversations they might not have otherwise been invited to, makes the Metroparks the “first call” when media needs some factual information on a topic and overall increases the trust that the community has in the Metroparks.

In 2024, marketing staff will work with all leadership team staff to be more consistent on Linked In by individually posting and resharing related content and seeking out opportunities to speak and participate in conversations where they are experts. Metroparks will strive to be a little less shy/humble about it, while still being personable and polite. Marketing staff will also work with leadership staff to schedule and create video and visual pieces aligned with medium length caption content about work their departments are doing, why it is important and how it supports the Metroparks, the environment and the region. It will be posted to their Linked In accounts so they can be seen as the thought leader of that topic, but then reshared on the Metroparks Linked In account as well. For these efforts, the focus will be on topics that are visually exciting and can resonate with the public and business audiences. An example of this is the Natural Resources Tree Crew video that was shown at the November 2023 board meeting or the Supplemental Science and DPSCD educational partnership video shown at the July 2023 board meeting.

Additionally, pieces will be developed specifically for the Director for her Linked In account to build up her virtual executive position. In tandem, Moment Strategies (PR firm) will assist in forging introductions for the Director to the larger business community while working towards scheduling more speaking opportunities for her to be seen as a leader in front of target partner and community audiences.

Supports Strategic Plan Goal: Listen & Connect – Although executive positioning is not directly tied to a strategic plan objective, it supports the work of developing partnerships and attracting and retaining intellectual and human capital. When an organization, and the leaders that work there, as see as innovative, inspiring and forward thinking thought leaders, other leaders and future leaders want to partner or be a part of that work. It increases transparency, and it helps support all the other work within the strategic plan.

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

Social media is a power tool and holds great branding possibilities. Social media is ever-changing, and the audience desires are constantly shifting. The evolution of TikTok, and

growing popularity of Instagram reels and other short-form videos, has quickly led to a stronger focus on video content creation. Users are continually becoming more averse to traditional advertising content, and the way brands and organizations use social media needs to remain fluent and innovative.

Marketing staff will focus on trusting past engagement data and current trends to create innovative messaging campaigns focused on a “social first” approach that will increase followers and engagement while conveying storytelling and calls to action. This is important to reach younger audiences who are getting most of their information from social media. That means looking at social platforms and what other innovative companies are doing to break down social media barriers and reach new users. The focus needs to be on reaching younger social audiences without losing older audiences and continually growing follower base and engagement so that brand messaging continues to reach them. Examples of social-first campaigns could include, but are certainly not limited to, social driven scavenger hunts and contests, photo ops to encourage user generated content, capitalizing on current social trends with a “Metroparks twist”, utilizing social influencers, video series like 2023’s hidden gems and Gumdrop Gary, etc.

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



INTEGRATED MARKETING STRATEGY

Definition

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

There are many definitions of integrated marketing, but they all touch on the same principle – tell an organization’s story in a consistent way, across many channels, in a way that reflects the brand. An integrated strategy will reach potential visitors at multiple touchpoints and keep messaging top of mind while building brand identity. When there are multiple established touchpoints, a message can penetrate further and faster than it can with only one, and that improves the possibility for success and brand growth.

It Starts with Brand Identity – And Goals

A marketing strategy starts first with brand identity. That is why the work that Factory Detroit (design agency from 2019 – 2023) completed is so important. Much like people, companies and organizations have identities and personalities. It’s called a brand.

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

The work that Factory Detroit completed in 2019 - 2023 created the base for a successful brand image that will continue to be built on in 2024.

Integrated Approach = Utilizing Multiple Marketing Channels

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



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

- **Out-of-Home** - refers to billboards, bus wraps, banners and murals on the sides of buildings, and other ad placements that appear within the environment and society's day to day lives.
- **Television/Video** - Television is still a channel with significant reach, but TV is also growing and changing. With the evolution of streaming and subscription services, people are watching TV differently than they have in the past. Television/Video refers to live TV broadcast, cable, on-demand, streaming services and other ways people consume video entertainment content.

Trend: TV/Video Consumption

TV and video consumption saw increases over 2020 and 2021. Comcast reporting data in the Detroit DMA showed an increase of 18% in time spent watching TV with an increase of 29% in daytime viewing (more people at home during the day) and an increase of 22% more time watching live TV. Additionally, the split between live TV viewing and streaming/on-demand/online viewing is comparable at a 49% live to 51% streaming split – with streaming continually on the rise. 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 year over year.

What is the Metroparks doing with these findings? Marketing staff are increasing spend on streaming services and digital video applications. With increased viewers in these platforms, brands can't focus only on broadcast and live TV because they will miss a significant chunk of audiences.

Additionally, a big shift in 2024 will be to focus more advertising spend on connected TV and to revitalize how the Metroparks buys and targets these ads. The evolution of AI has exponentially impacted marketing technologies over the last two years. One of the results is a more strategic and targeted way of placing advertising buys like TV/video. There now exist technology platforms that allow marketers to set campaign budgets overall and then target MULTIPLE ad buy types (streaming, video, digital ads, digital audio, etc.) to a specific interest target group and hit most channels/placement platforms all from one spend location. The resulting benefit is less budget split from having to meet ad minimums with multiple ad providers and improved reach and reporting. It also allows for more “digital like” targeting on streaming and digital audio services to ensure messaging is reaching your intended target audience and allows you to follow video ads up with digital ad placements to the same viewers creating verified multiple touch points with the same consumer and ultimately tracking conversion.

In first quarter of 2024, marketing staff will be evaluating, comparing and implementing one of these software solutions.

- **Radio** - Radio is another channel that is changing. People are streaming music and audio content more and more, which puts pressure on traditional radio broadcast to be creative. However, radio still reaches many people, particularly in our commuter driven region. People are still listening while they drive to and from work, or even while they're working from home and shopping in stores. Many radio streaming services (digital audio like Spotify and podcasts) are now reachable utilizing the ad buying platforms mentioned above and spending here will increase while traditional radio broadcast spending decreases.

- **Print** – Refers to newspapers and publications where a physical printed ad is placed. Tends to be one of the most expensive ways to reach large audiences, and over time print advertising has decreased in effectiveness. For print, the Metroparks will be decreasing spending and focusing on more local, hyper targeted, print publications for certain diverse and difficult to reach audiences to place print buys with very specific calls to action.
- **Digital and Social**

Trend: Social and Digital Performance

Social and digital performance continues to rise and result in higher returns on investment than other channels. People are spending more time on devices during the pandemic and are looking for new engaging ways to interact digitally with each other and with businesses. The Metroparks Community Needs Assessment Survey results in 2022 showed website, google searches, social media and email blasts are all in the top five ways people prefer to learn about the Metroparks. Event and program evaluation surveys throughout 2023 continually showed that people were learning about programs from the website, social media and email blasts above other methods. TikTok is continuing to be the fastest growing social media network – particularly among younger audiences. People are spending more time consuming online, short-format, video content and are seeking out engaging videos. People are also expressing less interest in traditional online ads and find them “annoying” and are being drawn more to perceived curated content.

What is the Metroparks doing with these findings? Marketing staff will continue to put emphasis on growing social media followers and engagement and will spend the bulk of campaign budgets in digital and social ads in 2024. Additionally, Marketing staff will spend more time developing video content for viewers and finding new ways to reach consumers online. This will include working with influencers and partners who can help bolster the Metroparks message by sharing their own content and serving as a spreader of word-of-mouth advertising on behalf of the Metroparks.

- **Digital Display ads** - For digital display ads, the Metroparks will use a combination of Google network display, display ads on apps and websites, retargeting display ads (the ones that follow users around after they’ve visited a website or seen a previous ad), and display ads on specific news sites as accompanying pieces to our traditional channel buys.
- **Paid Search** – Web search is still an important tool to reach people who are looking for experiences. It relies on text, key words and SEO more than images. Paid search ads will be centered around individual campaigns and include keywords related to the campaign that a visitor might search for. Paid search will not be a part of every campaign. It will be determined on a per-campaign basis if there is a high likelihood of specific search keywords driving traffic.
- **Social Media (both paid and organic)** - social media continues to be an important component of any digital marketing strategy and continues to deliver high return and growth. It is also an important tool to create a personal connection between visitors and an organization and serves as a continual and constant communication touchpoint with the public.⁴
- **Sponsored Content** – Refers to articles, blogs, social content and other forms of content that an organization had paid for but is written and published to appear as though it was generated and shared by a voice other than the organization. It serves as a strong way for an organization to reach audiences of publications with the exact

⁴ A social media plan that considers both organic and paid content has been included as Appendix 3.

message they want, but have it appear to come from a third party voice and garner more potential trust.

- **Email Marketing** - Metroparks have seen great success on this channel since 2019. In 2023, marketing staff revamped the email marketing strategy and saw increases in all engagement numbers while interpretive staff reported higher attendance at programs that previously had low or no attendance. Comparatively, the cost for email marketing is low - making the return much higher. Email offers the ability to send more personalized messages to customers and drive traffic to announcements, articles, parks, events and programs that are most interesting to the reader.⁵

- **Public Relations**

- **Owned Media** - Owned media is anything that an organization owns, maintains and publishes. It includes elements such as website, newsletters, emails, social media, brochures and flyers.
- **Earned Media** - Earned media is the result of press releases and pitches as well as organic awareness generating stories. Earned media includes media features and stories about the Metroparks as well as unpaid radio coverage, TV coverage, print and even blog and digital coverage. The Metroparks have seen increases in positive sentiment stories throughout the pandemic with Marketing staff averaging 1-3 media calls each week. The Metroparks will continue to focus on media connections, relationship building meetings and crisis communication in 2024. Press releases and media pitches will primarily be handled internally by marketing staff with public relations contractors aiding on crisis communications response or larger complex requirements as needed.
- **Media and Press Relations Protocol** - All media requests should be handled as outlined in the Metroparks Media Policy as approved by the Board of Commissioners on 5-13-2021. A Copy of the Media Policy has been included in Appendix 6 as reference.

Adaptation and Flexibility is Important to Success

The Covid-19 pandemic has shown us the importance of remaining nimble and flexible. In order to continue success, campaigns and marketing plans need to be well thought out and implemented, but they also need to remain flexible and able to be changed at a minute's notice. Staff have become accustomed to this practice, and it will continue to be a foundation principle in 2024 to adapt content and advertising to the needs of the organization and audiences at any given time.

Content Creation and Maintenance

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

Throughout the year marketing staff will also work with staff throughout the Metroparks system to obtain and maintain owned information and make sure it is accurate and consistent moving forward. The value and quality of the website and park maps and brochures relies on an annual review of this information. This also includes collecting, proofing and coordinating the publishing of all Metroparks event and programming information. The schedule for these reviews can be found in Appendix 5.

⁵ The email marketing strategy and plan has been included as Appendix 2.

Marketing staff will also be expanding the collaborative departmental content creation process. For the past few years, the marketing team has developed a solid content creation process with the Interpretive Department that has resulted in a steady flow of content being developed and shared on a regular basis by staff in that department. In 2024, the marketing team will begin bringing other departments into the content creation process in a similar way. Marketing staff will also roll out a way by which all staff at all levels can submit social media content ideas for use on our channels. Collaborating with other departments will help elevate the content created by tapping into expert staff for sharing of knowledge and perspective the marketing staff does not have, and marketing staff will look for ways to spin that expertise into various content types. This will involve meeting directly with department heads to discuss what content would be feasible for each department to develop for social media. After the types of content are determined, the marketing team will send monthly updates to remind staff to share captured content

The Metroparks will also reevaluate and revamp the ways they use ambassadors and influencers on social media as a way to circulate user generated content and reach new audiences.⁶

The Detroit Riverfront Conservancy Partnership

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

Other Partnerships

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

Diversity, Equity and Inclusion

The principles and practices of diversity, equity and inclusion are woven into every facet of business including the marketing and communications efforts. The Marketing team will be working closely with the Chief of Diversity, Equity and Inclusion to ensure messaging content is consistent with the work being done, that photos/videos used portray an accurate and diverse appearance, and images and voices used in TV and radio commercials are reflective of a diverse audience. It's important to make sure that the Metroparks not only says, but shows the Metroparks are for everyone, that all are welcome and that the Metroparks has something for everyone – all the people. All their lives.

Lastly, when possible, the Metroparks will look at publishing pieces and signage in multiple languages.

⁶ A Social Influencer Plan has been included as Appendix 4.

STRATEGY CHANGES FOR 2024

The Metroparks went through a branding process, public polling and started implementing an integrated marketing plan in mid-2019 for the first time in decades. Since that time, there has been a nearly 12% increase in brand awareness, a pandemic, increases in attendance where there was previously a decade long downward trend, improvements in media relations and a shift towards more department collaborations that has led to marketing and communications becoming an integral part of many projects. In 2023, strategies shifted to put more emphasis on event specific campaigns with successes seen in many places. All this progress has happened in just four and a half short years – much faster than leadership originally anticipated. As a result, Metroparks is positioned to continue growing forward with strategy changes from 2023 – and to add a few more changes to the mix.

Goals Have All Been Written to Support the Strategic Plan

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

Continuing to Focus on Events and Programs Promotion Strategy

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

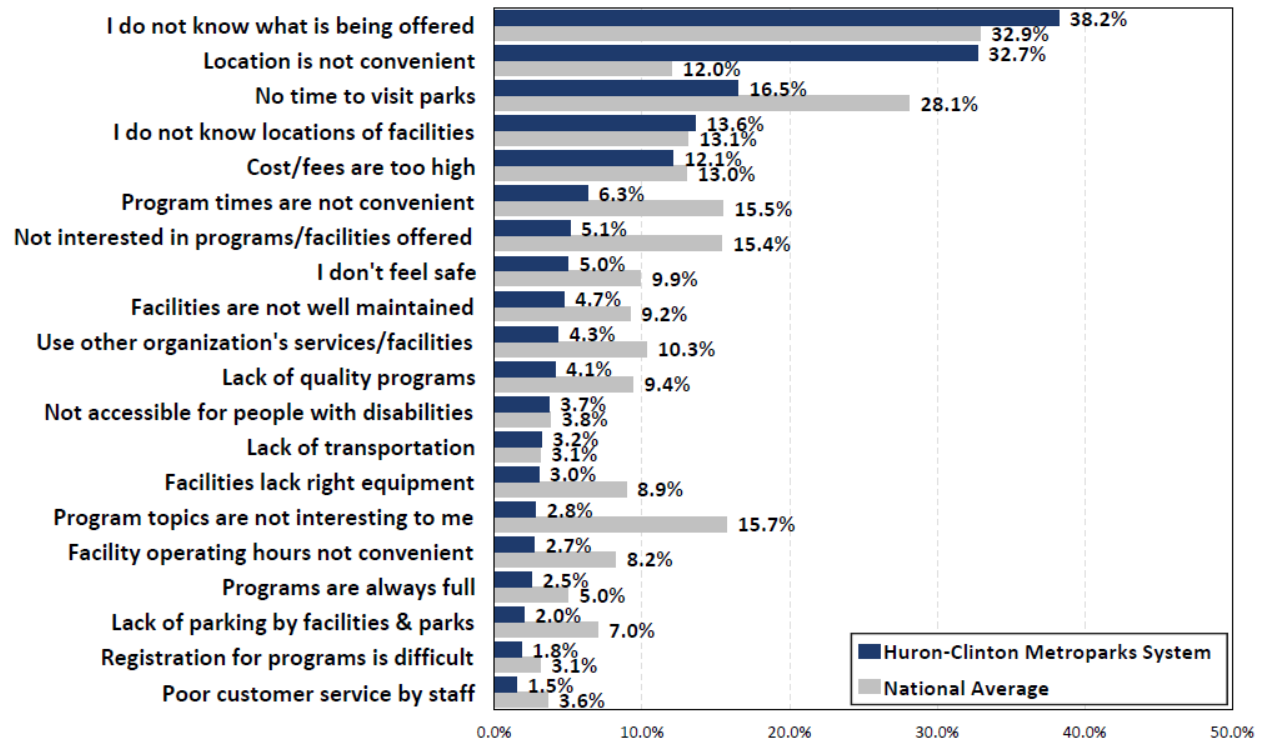
In 2022, 38.2% of Community Needs Assessment Survey respondents identified “I do not know what is being offered” as the reason preventing them from using parks – The highest reported reason. This number has improved since 2017 when 46% of respondents marked that as a reason, but there is still plenty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



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

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

by percentage of respondents



To address this, in 2023, the Metroparks shifted the primary messaging focus to events and programs in order to drive higher program registration and participation numbers. They did so by focusing more budget dollars on advertising specific events and programs and creating a large campaign centered around reminding the region that parks are a space full of vibrant and exciting events and not just passive activities (More to See. More to Do. Campaign). This reduced dollars spent on general brand messaging, but brand building was still a secondary benefit of event specific advertising. Although successes were seen in 2023, particularly with new events that do not require registration, the program enrollment rate for all programs was still below the goal of 75% filled (ending at 49.95% for the year).

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

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

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

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

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

All while creating improved brand awareness and future repeat visitors.

So in 2024, staff will continue to focus and expand efforts to promote programs and events across the system in the following revamped ways:

- Continue and expand the “More to See. More to Do.” campaign. This campaign is intended to remind visitors and potential visitors that the Metroparks are a place where there is always more to see and more to do all year long with events and programs and in turn get viewers back to our website to explore the full calendar. It utilizes eye-catching in-park signage, video ads, social media ads, digital ads, digital audio ads, select print ads, sponsored content and targeted mailings to spread this message.
 - Add a subcategory into this campaign that focuses on interpretive programs. This is the area we are still not seeing rapid growth in enrollment rates and need to focus some extra attention. Some of budget will go towards a “general” set of artworks focused on drawing attention to nature, farm and educational programs as a whole, while some of budget will go towards planned paid promotion of specific programs each month. In collaboration with Interpretive Supervisors, one program per center per month (selected quarterly) will receive paid promotion in addition to our existing organic efforts and email blast framework. Some of the budget will go towards last-minute promotion of select programs that are not filling as expected. Marketing staff will be working closer with interpretive supervisors on other ways staff can assist in promotion of their programs and help spread the word further and will be monitoring the impact of these new promotions on enrollment rates to gauge success of the campaign.
- Continue individualized campaigns for specific events and programs as highlighted in the campaign calendar in Appendix 5. For all campaigns, staff will use lessons learned through 2023 to set all campaigns up for better data tracking and reporting to measure success and adjust throughout the year.

Weaving Storytelling Into Campaigns That Supports Understanding of Different Park Types

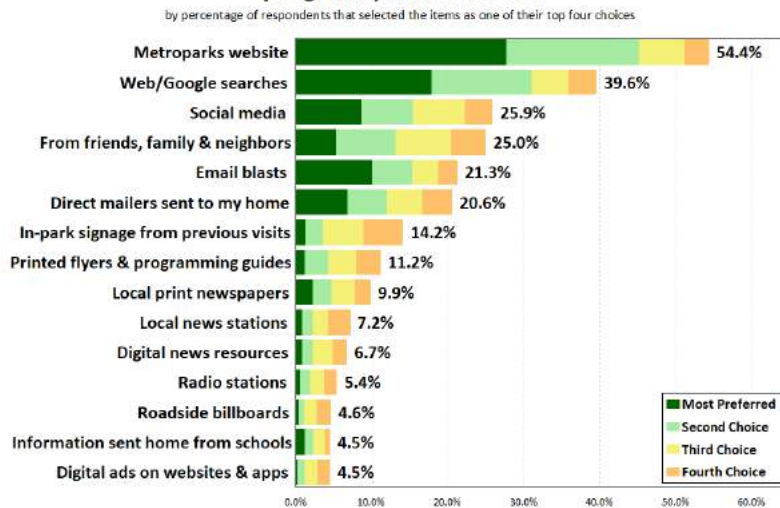
The community Needs Assessment survey highlighted that about 32% of people still do not understand the difference between the Metroparks and other types of park systems. To address this, marketing staff will begin weaving storytelling pieces into social media, press releases, email blasts and campaigns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

Expanded Campaign to Increase Annual Pass Sales

With a goal towards increasing annual pass sales, the marketing team will increase spending in that campaign and look at new artworks, messaging and targeting to help those ads return a higher return on ad spend. In addition, marketing staff will create a grassroots communications campaign to reach out to organizations, businesses and corporations and sell “bulk” annual passes. In 2024, the marketing team will start by targeting health and wellness programs at these organizations as the selling point for them investing in annual passes for their employees. Other potential pitches (such as, but not limited to, car dealership new vehicle purchases, employee appreciation gifts, etc.) will be explored and evaluated for future bulk sales attempts. Increased annual pass sales results in higher revenue generation to support the Strategic Plan goal of maintain and invest.

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

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



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

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

Connected TV, AI Optimization and New Ad Buying Strategy

A big shift in 2024 will be to focus more advertising spend on connected TV and to revitalize how the Metroparks buys and targets these ads. The evolution of AI has exponentially impacted marketing technologies over the last two years. One of the results is a more strategic and targeted way of placing advertising buys like TV/video. There now exist technology platforms that allow marketers to set campaign budgets overall and then target MULTIPLE ad buy types (streaming, video, digital ads, digital audio, etc.) to a specific interest target group and hit most channels/placement platforms all from one spend location (as opposed to separate ad buys from each channel). The resulting benefit is less budget split from having to meet ad minimums with multiple ad providers and improved reach and reporting. It also allows for more "digital like" targeting on streaming and digital audio services to ensure messaging is reaching your intended target audience, AI optimization options to better place and optimize ads in real time and allows you to follow video ads up with digital ad placements to the same viewers creating verified multiple touch points with the same consumer.

In first quarter of 2024, marketing staff will be evaluating, comparing and implementing one of these software solutions. Campaigns will be monitored throughout the year and then compared to year over year performance to best determine use for 2025.



Using Grassroots Efforts to Establish Avenues for Deeper Messaging

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

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

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

Park Etiquette Campaign

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

Operations staff have brought this issue to the attention of the marketing department and asked for assistance on spreading the message of park etiquette to these audiences. This campaign was never launched in 2023 and will be revisited in 2024. Marketing staff will develop a campaign that is a combination of messaging for website, shelter rental receipts, social media and other select activations to deliver the message of responsible park visiting in an engaging way. Additionally, marketing will work with staff to develop a combination of temporary and semi-permanent signage to place in areas of greatest concern to accompany this campaign.

Changes to the Social Media Ambassador Program

In recent years, influencers have become a dominant force in the marketing industry. Which is no surprise when you consider how successful influencers are in getting social media users to buy a product and fall in love with a brand. People trust people, not businesses, and influencers are the perfect middle ground to use to solve this problem. Seeing the upward trend in influencer marketing in all industries and the success others have had, the Huron-Clinton Metroparks created their own internal pilot influencer marketing program in the summer of 2022 and continued it on in 2023.

After roughly a year and a half of running the pilot program, the Metroparks have decided to not continue it in 2024. While the idea of the program had promise, they found that in practice, the program did not bring about the results that they had hoped for multiple reasons outlined in Appendix 4.

While the ambassador program didn't turn out as well as hoped, influencer marketing and user-generated content is still important to the Metroparks. After all, 61% of consumers trust influencer content over branded content. Because of this, we will begin looking into some other options to leverage influencer marketing for the Metroparks. There are many influencer

marketing software platforms that exist that help with searching for influencers and managing campaigns. Within many of these platforms, the Metroparks would have the ability to search across platforms to find reliable and relevant influencers, communicate with them one-on-one and set up campaigns. Some platforms' options even come with an account manager who can do all this work for the Metroparks. This would save time with searching for and discovering the right influencers for the Metroparks, organizing the campaigns and monitoring content. It also would provide the benefit of working with more experienced influencers and they would be able to provide the influencers with more direction on what the content should look like.

Another possible option is to seek out individual influencers ourselves that can meet our purchasing and insurance requirements to pay for sponsored influencer content. These campaigns can become more partnered and controlled while leveraging the existing follower base of an individual influencer.

Marketing staff plan to find a platform and/or other solution to invest in influencer marketing by Summer 2024.

Shifts in Organic Social Media Content

Utilizing data from 2023, marketing staff will be shifting how they handle organic social media content in 2024. Content will focus on building higher engagement and “social community” overall as opposed to directly driving registration and program attendance. Paid advertising will do the heavy lift of conversion and program registration.

Organic content will focus more on trends and short-form video as well as collaborating more deeply with departments and staff at all levels for content mining, publishing more content that is used for executive positioning of our leadership team and will build trust and engagement with our audience that will keep them following and checking our website leading to more frequent visits and support. Full details of this strategy can be found in the Social Media Plan in Appendix 3.

**SOCIAL PLAN 2024
MAIN PILLARS**

| BUILD COMMUNITY - SMALLER SOCIAL CAMPAIGNS | WORK WITH ALL DEPARTMENTS | TRENDIER & MORE TIMELY POSTS | WEEKLY EVENT & PROGRAM POSTS |
|--|---|---|--|
| <ul style="list-style-type: none"> ● COMMENTING ON POSTS RELATED TO OUR WORK AND POSTS WE ARE TAGGED IN ● USE OF "CALLBACKS" OR "EASTER EGGS" FROM PREVIOUS POSTS THROUGHOUT ALL POSTS. THIS WILL CREATE A SENSE OF "FANDOM" AROUND THE METROPARKS ● SHOW EXPERTISE AND KNOWLEDGE OUR DEPARTMENTS HAVE BY CREATING INFORMATIVE POSTS ABOUT DIFFERENT WORK IN THE METROPARKS | <ul style="list-style-type: none"> ● GET NEW PERSPECTIVES AND IDEAS FROM ALL DEPARTMENTS ● SEND WEEKLY EMAILS TO FOUR DIFFERENT GROUPS/ DEPARTMENTS - EACH GROUP WILL GET ONE REMINDER EMAIL PER MONTH ● USE SHAREPOINT & CONTENT SPREADSHEET TO ORGANIZE IDEAS FROM ALL STAFF ● THIS WILL EXPAND OUR CONTENT AND GIVE A DEEPER LOOK INTO THE METROPARKS AS A WHOLE | <ul style="list-style-type: none"> ● KEEP UP WITH TRENDS ACROSS ALL PLATFORMS AND CATER THEM TO FIT OUR MESSAGE ● POST SHORTER & MORE FREQUENT VIDEOS ON TIKTOK TO BOOST ENGAGEMENT ● BRAINSTORM UNIQUE POSTS TO TRY AND CREATE OUR OWN "TREND" WITHIN THE PARKS & REC INDUSTRY ● BY FOCUSING ON TRENDS, TIMELY & RELEVANT CONTENT, WE WILL SEE MORE ENGAGEMENT | <ul style="list-style-type: none"> ● CREATE WEEKLY STATIC GRAPHICS FOR FACEBOOK LISTING UPCOMING EVENTS & PROGRAMS TO INFORM AUDIENCE ● CONTINUE POSTING WEEKLY INSTAGRAM STORIES LISTING EVENTS & PROGRAMS ● THIS PLAN WILL INFORM MORE OF OUR AUDIENCE ABOUT MORE OF THE EVENTS & PROGRAMS THEY CAN ATTEND ACROSS ALL PARKS |

Using Data to Make More Informed Decisions

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

In 2023, marketing staff met monthly to review campaign progress, successes and failures and areas for possible improvement. New formats of campaign reporting were developed to allow marketing staff to set campaign specific goals and look closer at website traffic tied specifically to campaign efforts for each individual campaign. Although helpful and more informative than previous years, pulling and analyzing these reports still took a considerable amount of staff time and required performance data be pulled in from multiple sources and manually analyzed and compared to internal data to draw conclusions.

In 2024, marketing staff will continue to improve and streamline this process. Working with the information technologies department on possible software to assist and training to improve skill sets within the department. Marketing staff will also evaluate and implement new advertising buy software and process that will consolidate more ad buys into fewer reports and allow for more precise audience interest targeting.

An area of related department inefficiency currently lies in the project management of marketing and signage request forms that come in from other departments and parks operational staff. This is a process that has always had to be assigned and managed manually as requests came in through a digital emailed form. Through the use of Microsoft options for automation and project tracking, alongside some minor department assignment restructuring after filling the new full time graphic design position, marketing staff will streamline this process in a way that will automatically assign projects to staff and real-time reporting will allow for progress tracking and regular updates. Staff will also focus on developing the best cadence of project updates to the “requester” so that there are fewer questions about the status of a requested project.



REPORTING RESULTS

The Marketing department will provide monthly progress reports in all board packets in 2024. Throughout the year, those reports will include a mix of:

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

As we approach the end of 2024, staff would like to see a working system for automated and consistent reporting in place with defined ways in which staff are using them to make decisions. Data is ever-changing, so this is likely to be something that is in constant development and change to best suit our current needs.



APPENDIX 1: DEMOGRAPHICS AND DATA



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

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

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

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

- Community Needs Assessment Survey results and benchmarks
- Annual and daily pass scanning data and maps (as presented in the October joint data presentation)
- Public polling results data
- SEMCOG data sets
- RecTrac programming data
- G1 golf data
- RecTrac data for specific activities and rentals like shelter reservations, water facilities, ski rentals, etc.
- Park master plans
- 5-year Community Recreation Plan
- Climate Action Plan
- Social media performance data
- Media coverage and mentions reports
- Public programming evaluation responses
- QR code performance data
- Constant Contact email marketing metrics and benchmarks
- Campaign ad performance data
- Website analytics reports
- Post-event evaluation reports
- Trend reports from various sources such as Advertising Week, Student Beans, American Marketing Association, Voxburner, Hootsuite, TikTok, Tradedesk and more.

APPENDIX 2: EMAIL MARKETING STRATEGY & PLAN



EMAIL MARKETING PLAN

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

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

In 2024, the Metroparks need to build on the successes of the past and work hard to hold open rates at a high level. The benchmark open rate for government is 26.5% which is one of the higher industry average open rates. Industries like entertainment and ecommerce are only seeing 15-20% open rates. Our average in the first half of 2023 was 37% so we'd like to at least maintain that number if not increase it.

Another important email metric is click through rate (CTR). This tells how many people are interacting with the links and call-to-actions being included in emails. The benchmark number for government and hobby industries should be 3.65 - 4.78%⁷. Our average in the first half of 2023 was 4.3% so we will strive to at least maintain that number if not increase it.

Email Strategy

Beginning in January 2023, the Marketing Department began rolling out a fresh new look and structure to their regular schedule of email blasts (see below for examples of some of the new email looks). Based on data and observations from the year previous, they found that emails that focused on specific events and/or were more specifically related to a reader's interests had higher open rates than larger, more-encompassing emails. Combining this knowledge with the findings from the Community Needs Survey and the 2023 focus on event promotion, they decided to roll out new monthly to bi-monthly email blasts that are specific to different categories of events e.g. Hiking programs, birding programs, farm programs, art programs, programs in the Metro-Detroit area, etc. Marketing also created new segmented email lists so that when new contacts signed up, they could choose their topics of interest then. For existing contacts, they made it so that they are added to these lists if the user clicks on a link related to that list i.e. if they click on a link to the Farm program, they are added to the "Farm Programs" email list, etc.

⁷ Benchmarks: <https://mailchimp.com/resources/email-marketing-benchmarks/>

Example of a Partial Guided Hikes Monthly Email

See the updated header and concise information for each event.



GUIDED HIKES



Paws in the Park

June 17

Stony Creek Metropark

Explore Stony Creek Metropark with your best dog friend! During each program, a park interpreter will meet you at different dog friendly trails throughout the park. Enjoy a nice saunter through the woods as you discover the trees, wildflowers, and animals that you and your best friend are walking by.

Registration closes June 16 at 4 p.m.

[Learn More & Register](#)



Detroit River Hike

June 17

Lake Erie Metropark

Did you know the Detroit River is a Walleye Capital of the World, an International Boarder and one of only 14 American Heritage Rivers? In celebration of National Rivers Month, join us for a guided walk (about 1.5 miles) and appreciate one of the world's most impressive waterways.

Registration closes June 16 at 4 p.m.

[Learn More & Register](#)

The Results

What marketing staff saw as a result were increases in click through rates and open rates with decreases in bounce rates. All indicative that the changes made positive impacts in results.

2022 Email Data (November 2021 – November 2022) vs. Industry Averages vs. 2023 Email Data (January – July 1)

| | |
|--------------------------------------|---------------|
| Industry Avg. Click Rate | 1.52% |
| Avg. Click rate Old Email Structure: | 0.52% |
| Avg. Click Rate 2023 | 1.85% |
| | |
| Industry Avg. CTR: | 2.80% |
| Avg. CTR 2023: | 4.30% |
| | |
| 2022 Open Rate: | 35.00% |
| Industry Avg. Open Rate: | 26.00% |
| 2023 Open Rate: | 38.90% |
| | |
| Industry average bounce rate | 9.47% |
| 2022 Avg. Bounce Rate: | 16.00% |
| 2023 Avg. Bounce Rate: | 4.00% |

Click rate = total clicks vs total sends

CTR = total clicks vs Total opens

6 months into the year, the Metroparks saw positive changes with email metrics across the board (see above). There was a 255% increase in their click rate from 2022 to 2023, the average Click-through rate was 53% higher than the industry average, the bounce rate decreased by 75% and they increased their average open rate by 11%. They also heard first-hand accounts from Interpretive Staff that the new emails are having a direct result in program registration. The Metroparks intend to evaluate the email data for the entire year in early 2024 but based on preliminary glances at email performance from August – November, they believe that the results will be similar to that found in January – July. With this said, the Metroparks plan on continuing their 2023 email strategy into 2024. For a reminder of what the includes, please see below.

Continuing to Grow Segmented Email Lists

The Metroparks created further segmented lists based on the types of events individual contacts were interested in. This was achieved in three ways in 2023, and in 2024 will be adding a fourth way:

1. Updated the existing email sign-up sheet to include the event topics and have users select the types of events they'd be more interested in learning about. This allows all new subscribers to be sorted into lists based on their preferences.
2. Sent a similar sign-up form to all existing contacts to determine their preferences as well.
3. Continuing to set up monthly emails to existing lists to include multiple program/event types and automate list segmenting based on clicks of individual subscribers.
4. **New in 2024:** A link to the email sign-up form will be added to the automatic email that most program participants receive after the program that includes a survey. This will give park-goers who have attended events but may not have been signed up for our emails yet, a chance to sign up for email lists that interest them.

Event Email Topics

Below is the list of the different event email topics that are sent on a regular basis:

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

Other Email Campaigns to Be Sent in 2024

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding difference between Metroparks and other park systems and staff's expert industry status.
 - Marketing staff will reach out to departments to periodically remind them if they have ideas or drafts for articles to include in the monthly public newsletter.
 - 3-5 articles about projects, initiatives and grants
 - Metroparks Fun Facts
 - Possible other entries:
 - Metroparks Trivia Contest
 - Social media contest tie ins
 - Metroparks ads
 - Partnership updates
 - Pop-up and special pricing for activities
- Golf Bi-Weekly Emails Spring-Fall. Changed frequency in 2023 to bi-weekly. Continue that frequency in 2024.
 - Feature a course each send and/or a special event that happens there
 - Golf tips or fun facts
 - Coupons and specials to drive traffic
- Special Announcements and Project Updates
 - "One-off" emails will still be sent for things like grant award announcements, ribbon cutting events, special large programs and events, project completion announcements or other large park announcements. Anything where it's needed to draw special attention to.
 - Most times these will be sent to the full list but could be segmented dependent on the announcement.
 - These should only be things that don't fit into the regular email schedule. We want to develop consistency, so readers know when to expect to hear from the Metroparks and are both more likely to read and less likely to mark as spam.

- Monthly Calendar Links By District
 - These are emails sent specific to each district that encourage openers to sign up for events & programs. They feature a short blurb on events happening near them that month and then have links to each park’s event calendar.

Execution Details

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

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

- Reach out to interpreters, department heads, park managers and park superintendents to ask for topics and content for both monthly newsletter articles and detail content for events and golf emails. Department collaborations have proven to be an effective way to develop quality and engaging content. Marketing staff will continue and grow these collaborations in 2024.
- Provide staff with themes and suggested articles for monthly newsletters.
- Once content is submitted, Marketing staff will spend the fourth week of the month proofing and editing content, adding anything that might be needed, formatting and testing all emails, and scheduling all emails for the following month.
- Most articles written for the monthly newsletters will also be posted on the website.
- The Marketing department will test email send dates and times until the optimal timeframes for each list are found.
- Marketing staff may periodically ask staff in other departments to proof emails and content.

APPENDIX 3: SOCIAL MEDIA PLAN



2024 SOCIAL MEDIA PLAN

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

Plenty of statistics exist about the use and demographics of social media users, but a fairly comprehensive report⁸ was compiled by our social media management software provider, Hootsuite, that has been referenced by staff.

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

Goals

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

- Increase and promote brand awareness. Boost on-going brand engagement on social channels by gaining followers and increasing engagement.
- Increase and promote the public's awareness of the Metroparks as a system and all the amenities offered.
- Reach target audiences with messaging in the way they prefer to be reached.
- Reach new audiences and potential visitors with Metroparks messaging in a cost effective and efficient manner that promotes future visitation.
- Increase the perception of Metroparks staff as expert industry thought leaders.
- Collaborate with other departments to produce content that reinforces and strengthens our messaging across the Metroparks system.
- Increase attendance to events and programs by promoting them on social media in an engaging way according to the campaign calendar.
- Reinforce the editorial/theme calendar created for the Metroparks through engaged social storytelling.
- Create a "social community" to interact with park users, the public and stakeholders.
- Inform Park users and audiences of major press releases, park closures, event reminders, and other announcement worthy pieces.
- Increase web SEO by way of continued involvement on multiple networks.
- Increase number of "touch points" with visitors.
- Reinforce a loyal following of visitors by way of consistent and professional posting, involvement and responding.
- Create a sense of FUN around the Metroparks.
- Encourage and increase user-generated content.
- Build on the current momentum of content creation and continue to improve and create high-value, share-worthy content. Continue to increase the amount of short-form video content being created and shared.

⁸ <https://blog.hootsuite.com/social-media-demographics/>

- Use analytics from previous year’s campaigns to help make better content decisions for 2024.

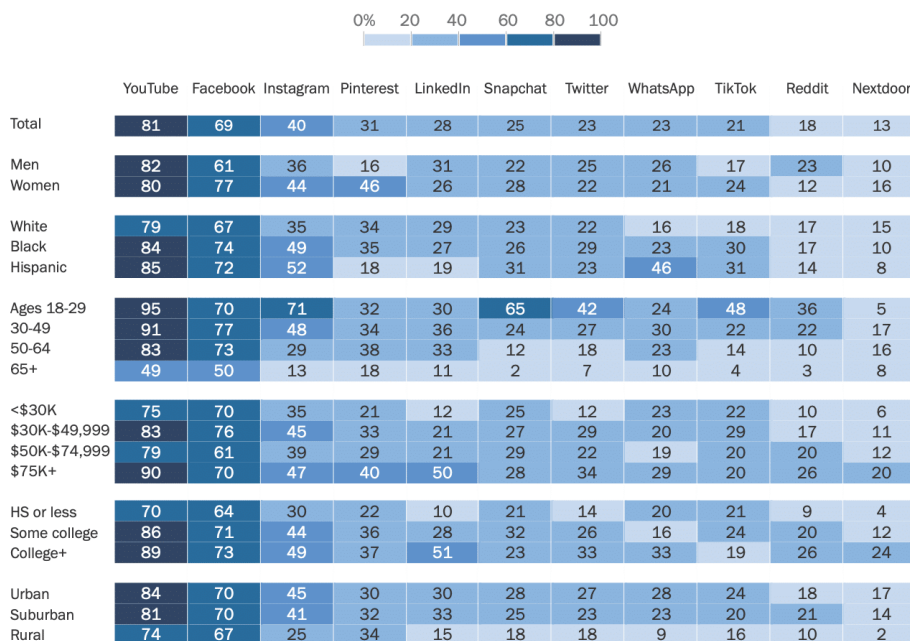
Networks / Social Media Platforms

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

- Facebook - All audiences. Content more informative with a 60%-40% mix of engaging related content and promotional posts. Used heavily for paid ads.
- Twitter – Metroparks have started backing off on Twitter. Tweets have short lifespan. Use more for news sharing, closures, updates, announcements and real time event and program posts. “News Blotter” model. Changes in the current landscape of Twitter will be watched and may impact this use in the future.
- YouTube - Establish a more consistent posting schedule and include staff/executive positioning video series to help build reputation as expert thought leaders.
- Instagram - Top channel to reach millennials on social. Content needs to be high quality, interesting, selective images and video (less snapshot like). Great channel for telling brand story in pieces to younger demographics. Reels (short-form video) content will continue to be a top priority on Instagram in 2024.
- LinkedIn - Used to establish a more professional and expert reputation as an organization. Also work to build Director’s, and leadership staff’s, involvement for same purpose.
- TikTok – It remains one of the fastest growing social platforms and has proven to be successful in reaching a much younger audience than other platforms. Used as a search engine among younger users. Create a mix of content that shows our parks and amenities while also creating trending posts. (Gen-Z to Millennial – teens to 20s) in mind.

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

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



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

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

“Social Media Use in 2021”

PEW RESEARCH CENTER

Strategy for 2024

In 2024, the Metroparks will continue to write a diverse mix of content across 6 major social media platforms. All content created will have the same overall purpose, but posts will be packaged in different ways for each platform. This will ensure that our message is relatable and catered to the different audiences across all platforms. The purpose of social media is not only to drive sales, but to also foster an online social community in which the Metroparks can interact with, inform, and educate the public. To foster and build a loyal social community, the Metroparks will create content that is relevant and engaging to their audiences. This content will include a mix of socially relevant and trendy posts, as well as smaller, fun social campaigns that promote events and programs in a more unique and engaging way. All content created will also follow the Metroparks' brand messaging and strive to further the mission of the parks.

This year the social plan will lean away from stand-alone events and program posts and move towards creating posts that will target more engagement and shares, therefore promoting the parks, programs, and events more as a whole and brand. When posting on social media, audiences tend to tune out accounts that post too frequently, so this will be avoided.

When looking back at 2023, the Metroparks social media was flooded with posts about individual events and programs. While it is helpful to show what the Metroparks offer, these types of posts began to see less engagement as the year went on. Switching to one post a week about all upcoming events and programs, in a more "listicle" format will be clearer and more concise for viewers to stay up to date on offerings and things to do. This strategy was piloted at the end of 2023 and saw much higher engagement than the individual posts were.

By looking at the data, it is shown that organic social in 2023 was not one of the top ways people heard about events. Paid social ads took the top spot. Though still helpful and a way to communicate with our audience, organic social and the way posts were formulated in 2023 did not have as much pull in getting people to events as other advertising methods.

For example, the paid social ads for the Maple Sugaring campaign gained 4,813 pageviews where organic social only accounted for 73. This example is consistent with multiple other campaigns from 2023. This further proved for marketing staff that time spent developing organic content around driving program registrations was not effective and could be better used instead developing engaging and informative content to gain followers and get them to our website learning about all programs as a whole instead.

Gen Z relies heavily on social media for their daily news and entertainment. In order to gain Gen Z followers and keep them, brands must have an entertaining and engaging presence on their social channels that also showcases their brand values and authentic personality. 72% of Gen Z say they are more likely to remember a brand that has a fun, authentic and engaging presence rather than one that just posts ads.

Social content will continue to be created and posted following the campaign calendar, but there will also be a greater mix of posts focused on gaining engagement and following current trends. The Content Creator will continue utilizing a social media content calendar that supports the campaign calendar and considers seasonal and trending topics.

When it comes to creating content, the Content Creator will create much of it with the help of the Marketing staff and Graphic Designers. Marketing staff will continue collaborating with other park departments to create content specific to their department/expertise. Collaborating with other departments will help elevate the content posted because tapping into expert staff allows

for sharing of knowledge and perspective the marketing staff does not have, and marketing staff will look for ways to weave that expertise into trending social media trends, practices and content types.

Across most social media platforms, research has shown that short-form video content is still the highest performing type of content heading into 2024. Even on Metroparks’ own organic and paid social media content, video is performing best. Which is why in 2024, priority will continue to be put on developing short-form video content. Whether through Metroparks’ own Marketing team, other park departments or created in partnership with other organizations, video content posts will continue to increase on Instagram, Facebook and TikTok.

**SOCIAL PLAN 2024
MAIN PILLARS**

| BUILD COMMUNITY - SMALLER SOCIAL CAMPAIGNS | WORK WITH ALL DEPARTMENTS | TRENDIER & MORE TIMELY POSTS | WEEKLY EVENT & PROGRAM POSTS |
|--|--|---|--|
| <ul style="list-style-type: none"> COMMENTING ON POSTS RELATED TO OUR WORK AND POSTS WE ARE TAGGED IN USE OF "CALLBACKS" OR "EASTER EGGS" FROM PREVIOUS POSTS THROUGHOUT ALL POSTS. THIS WILL CREATE A SENSE OF "FANDOM" AROUND THE METROPARKS SHOW EXPERTISE AND KNOWLEDGE OUR DEPARTMENTS HAVE BY CREATING INFORMATIVE POSTS ABOUT DIFFERENT WORK IN THE METROPARKS | <ul style="list-style-type: none"> GET NEW PERSPECTIVES AND IDEAS FROM ALL DEPARTMENTS SEND WEEKLY EMAILS TO FOUR DIFFERENT GROUPS/ DEPARTMENTS. EACH GROUP WILL GET ONE REMINDER EMAIL PER MONTH USE SHAREPOINT & CONTENT SPREADSHEET TO ORGANIZE IDEAS FROM ALL STAFF THIS WILL EXPAND OUR CONTENT AND GIVE A DEEPER LOOK INTO THE METROPARKS AS A WHOLE | <ul style="list-style-type: none"> KEEP UP WITH TRENDS ACROSS ALL PLATFORMS AND CATER THEM TO FIT OUR MESSAGE POST SHORTER & MORE FREQUENT VIDEOS ON TIKTOK TO BOOST ENGAGEMENT BRAINSTORM UNIQUE POSTS TO TRY AND CREATE OUR OWN "TREND" WITHIN THE PARKS & REC INDUSTRY BY FOCUSING ON TRENDS, TIMELY & RELEVANT CONTENT, WE WILL SEE MORE ENGAGEMENT | <ul style="list-style-type: none"> CREATE WEEKLY STATIC GRAPHICS FOR FACEBOOK LISTING UPCOMING EVENTS & PROGRAMS TO INFORM AUDIENCE CONTINUE POSTING WEEKLY INSTAGRAM STORIES LISTING EVENTS & PROGRAMS THIS PLAN WILL INFORM MORE OF OUR AUDIENCE ABOUT MORE OF THE EVENTS & PROGRAMS THEY CAN ATTEND ACROSS ALL PARKS |

New in 2024

- Smaller Social First Campaigns – Focused on Building a Stronger Community
 - The Metroparks are aiming to strengthen its online community by creating smaller, engaging social posts and campaigns related to everyday happenings and work at the Metroparks. This will create a stronger bond with an online audience and continue to bring people back to all social pages. By creating an authentic brand social presence, the Metroparks will create strong Metroparks fans, this will translate to more engagement, shares, and subsequently attendance, trust and support.
- Weekly Events & Programs Posts
 - In 2023, organic posts about events and programs were mostly static stock images related to a program with a program description in the caption. This style of post did not perform well. To move away from these under-performing, stand-alone posts, the Metroparks will create weekly “upcoming events and programs” posts to give an overview of multiple events and programs happening throughout the Metroparks. This strategy covers more events and packages them in a way that is clear and more eye-catching to the viewer. Pilot testing of this strategy in late 2023 showed higher engagement than was seen with the static individual posts.

- Gather Content Ideas and Media from All Staff
 - The Metroparks has a large staff in a variety of fields and locations that each have a unique view of the parks. They also come from a variety of backgrounds and demographics and therefore may have differing views of social media and awareness of trends. With this wide array of perspectives, marketing staff would like to tap into staff crowd sourcing and give system-wide staff the opportunity to share their ideas for content. All staff will be able to submit their ideas and any media (pictures and video) they have for the post through a Microsoft Form submission. The Content Creator will send out monthly reminder emails at the start of each month to gather post ideas from all departments. Not only will this bring new ideas in but would also allow staff to have their voices heard and be involved in the marketing process.
- Trendier and More Frequent TikTok's and Instagram Reels
 - TikTok continues to be one of the fastest growing social media platforms and a favorite among the hard-to-reach Gen-Z demographic. In 2023, the Metroparks mostly gained views, followers, and engagement by running ads on TikTok. To gain organic views and followers, high frequency posting to TikTok is essential. Posting short, trendy videos will be the focus for 2024. To keep up with the high number of posts needed, the Marketing team will work with other departments to help create a larger amount and more diverse type of content and will utilize trending sounds and filters by relating them to our narrative.
 - Similar trends in video content are seen also on Instagram Reels with a more millennial audience. Therefore, posting trendier and more frequent video content here will be important as well.
- More Executive Positioning Content to Drive Thought Leadership
 - Executive positioning can serve as a way to bring a higher reputation of leadership staff being expert thought leaders in certain topics. As a result, the community sees the Metroparks as being home to thought leader experts in multiple fields, and it boosts the reputation of the organization as a whole. It helps bring the Metroparks into conversations they might not have otherwise been invited to, makes the Metroparks the “first call” when media needs some factual information on a topic and overall increases the trust that people have in the Metroparks.

In 2024, marketing staff will work with all leadership team members to be more consistent on LinkedIn with posting and resharing related content to their personal pages and seeking out opportunities to speak and participate in conversations where they are experts. We will strive to be a little less shy/humble about it, while still being personable and polite. Marketing staff will also work with leadership staff to schedule and create video and visual pieces aligned with medium length caption content about work their departments are doing, why it is important and how it supports the Metroparks, the environment and the region. It will be posted to their Linked In accounts so they can be seen as the thought leader of that topic, but then reshared on the Metroparks Linked In account as well. For these efforts, the focus will be on topics that are visually exciting and can resonate with the public and business audiences. An example of this is the Natural Resources Tree Crew video that was shown at the November 2023 board meeting or the Supplemental Science and DPSCD educational partnership video shown at the July 2023 board meeting.

Additionally, pieces will be developed specifically for the Director for her Linked In account to build up her virtual executive position. In tandem, Moment

Strategies (PR firm) will assist in forging introductions for the Director to the larger business community while working towards scheduling more speaking opportunities for her to be seen as a leader in front of target partner and community audiences.

Special Topics

The Detroit Riverfront Conservancy Pilot Partnership

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

Other Partnerships

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

Legal Matters

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

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

Controversial Topics

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

If inappropriate/vulgar language, threats, racial slurs or discriminatory statements are used by the public on our pages, those posts and comments will be hidden and/or deleted.

Photos and Video for Social Media

All staff members are encouraged to take photos and videos within the parks and share those photos with Marketing staff. Marketing will create and make available a one-page cheat sheet on guidelines for taking and sharing photos and videos and make release forms available in hopes of growing our bank of high-quality social images and videos. Marketing staff will continue having a schedule of photo and content gathering days where all department staff help grow video and photo libraries.

APPENDIX 4: INFLUENCER MARKETING



INFLUENCER MARKETING

In recent years, influencers have become a dominant force in the marketing industry. Which is no surprise when you consider how successful influencers are in getting social media users to buy a product and fall in love with a brand. People trust people, not businesses, and influencers are the perfect middle ground to use to solve this problem. On average, brands can earn \$5.78 for every dollar spent⁹ on influencer marketing. Social media influencers are also very effective in reaching younger audiences that are historically difficult to reach via traditional marketing avenues. Seeing the upward trend in influencer marketing in all industries and the success others have had, the Huron-Clinton Metroparks created their own internal pilot influencer marketing program in the summer of 2022 and continued it on in 2023.

After roughly a year and a half of running the pilot program, the Metroparks have decided to not continue it in 2024. While the idea of the program had promise, they found that in practice, the program did not bring about the results that they had hoped for. This was due to a few reasons:

- Because ambassadors didn't have much skin in the game (they weren't being paid), many would stop posting/contributing to the program after just a few months
- Many of the ambassadors weren't "influencers" perse, so they weren't all equipped with as much social media knowledge or trend awareness. With this fact, the content produced was not always as exciting, trendy or share worthy as we were hoping. For example, we hoped to see a lot of ambassadors reflect on their experiences and showcase themselves enjoying the parks but often times, their content would just be a simple photo which isn't bad but it's not the user generated content we were hoping for or that drives engagement.
- Managing the program became more time-consuming than originally anticipated. If the content being produced had been more engaging/successful and the ambassadors were more responsive, the time spent on the program would have been worth it but instead we didn't see a large increase in followers or strong evidence that the program was exposing new audiences to the Metroparks.

Looking Into Other Avenues of Influencer Marketing

While the ambassador program didn't turn out as well as hoped, influencer marketing and user-generated content is still important to the Metroparks after all 61% of consumers trust influencer content over branded content. Because of this, we will begin looking into some other options to leverage influencer marketing for the Metroparks. There are many influencer marketing software platforms that exist that help with searching for influencers and managing campaigns. Within many of these platforms, the Metroparks would have the ability to search across platforms to find reliable and relevant influencers, communicate with them one-on-one and set up campaigns. Some platforms' options even come with an account manager who can do all this work for the Metroparks. This would save time with searching for and

⁹ <https://influencermarketinghub.com/influencer-marketing-statistics/#:~:text=By%20next%20year%2C%20influencer%20marketing,compared%20to%202021's%20%243.69%20billion>

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

discovering the right influencers for the Metroparks, organizing the campaigns and monitoring content. It also would provide the benefit of working with more experienced influencers and they would be able to provide the influencers with more direction on what the content should look like. These platforms' abilities do vary so we will look into a few different options and see if any could work for our needs.

Another possible option is to seek out individual influencers ourselves that can meet our purchasing and insurance requirements to pay for sponsored influencer content. These campaigns can become more partnered and controlled while leveraging the existing follower base of an individual influencer.

Marketing staff plan to find a platform and/or other solution to invest in influencer marketing by Summer 2024.



APPENDIX 5: CAMPAIGN & CONTENT REVIEW CALENDAR



CAMPAIGN CALENDAR

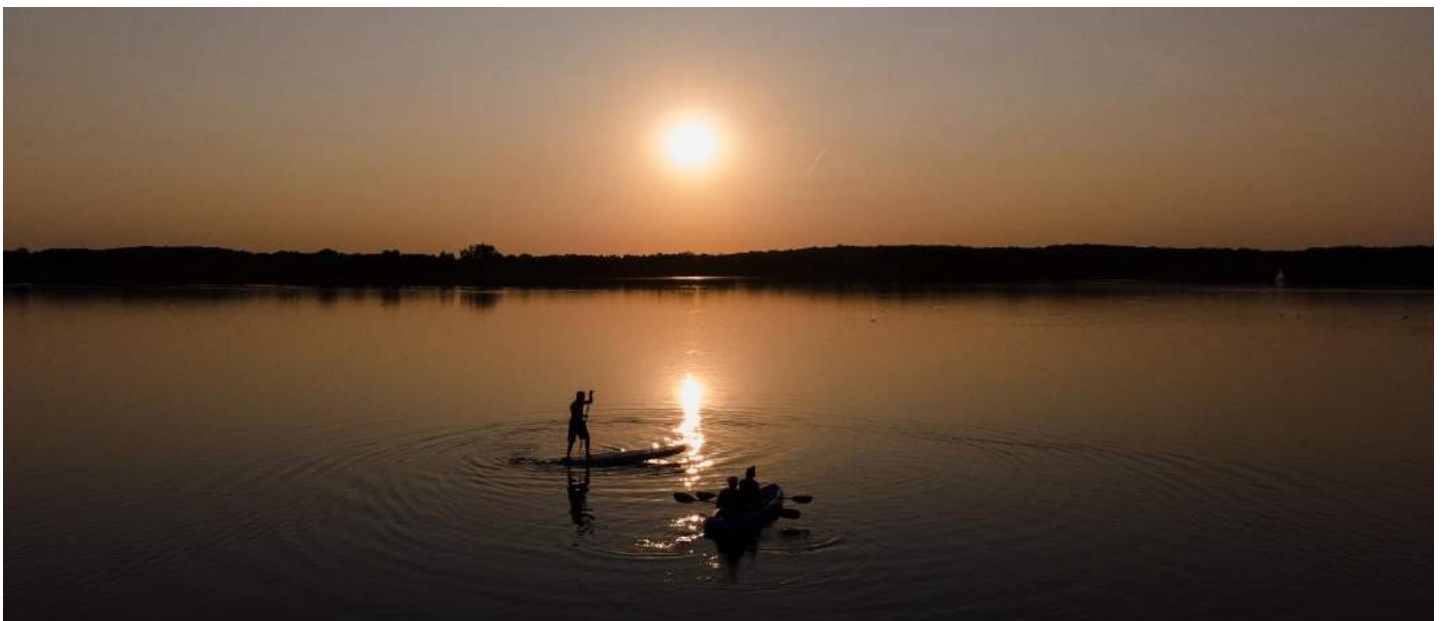
**Campaign Calendar based on START/LAUNCH date

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

| Title | Tentative Launch Date |
|--|-----------------------|
| Winter General Branding | 1-Jan |
| LENS CAP | 1-Jan |
| Chickadee Chow Down | 1-Jan |
| MLK 101 Series | 10-Jan |
| School Year Swim Lessons | 15-Jan |
| Volunteering | 1-Feb |
| Birding | 1-Feb |
| More to See More to Do | 1-Feb |
| Metroparks and Me (revenue and Strategic Comms Campaign) | 1-Feb |
| Hiring | 13-Feb |
| Maple Sugaring | 15-Feb |
| Summer Camps | 1-Mar |
| More to See More to Do - Interpretive Focus | 1-Mar |
| Shelter/Event Rentals | 6-Mar |
| April Interpretive events | 25-Mar |
| Easter Programs | 27-Mar |
| Spring Babies | 1-Apr |
| Golf | 1-Apr |
| Trade Up Program | 1-Apr |
| Jit Festival | 5-Apr |
| MetroBarks | 7-Apr |
| Earth Day | 10-Apr |
| Teacher Workshops | 12-Apr |
| Astronomy | 13-Apr |
| Park Pop Ups | 15-Apr |
| May Interpretive events | 22-Apr |
| Storm Water/Grow Zones | 24-Apr |
| Camping (+ Campouts) | 1-May |
| Fishing/Kids Fishing Tournaments | 1-May |

| | |
|---|--------|
| Trail Challenge | 1-May |
| Summer Swim Lessons | 1-May |
| Water Fitness (Aerobics & River Walkers) | 1-May |
| Summer Solstice Disc Golf Clinic | 10-May |
| Park Etiquette - littering & Feeding wildlife | 15-May |
| Kensington Art Show | 15-May |
| General Summer Branding | 22-May |
| Summer Concert Series | 22-May |
| Art Factory | 22-May |
| Book Break Series | 22-May |
| June Interpretive Events | 27-May |
| Juneteenth | 29-May |
| Movies in the Parks | 1-Jun |
| Paddling | 1-Jun |
| Fireworks | 1-Jun |
| Michigan Philharmonic | 1-Jun |
| Voyageur Canoe Tours | 1-Jun |
| Adaptive Programs - Paddling, Clinics and Diversability | 1-Jun |
| Music and Moves Concert | 1-Jun |
| Race the Rapids 5k | 1-Jun |
| Food 'N' Tunes | 5-Jun |
| July Interpretive Events | 24-Jun |
| Cool Off Campaign - Pools & Beaches | 1-Jul |
| Stony Creek Art Show | 1-Jul |
| August Interpretive Events | 22-Jul |
| Blue Moon at the Beach | 31-Jul |
| Paint Under the Night Sky | 1-Aug |
| Shelden Mountain Bike Fest | 1-Aug |
| Night of the Dragon | 16-Aug |
| MetroBarks: Pool Pawty Willow | 21-Aug |
| September Interpretive Events | 26-Aug |
| Raptor Month/Hawkfest | 1-Sep |
| Treats at the Beach | 1-Sep |
| Thrills at the Mills | 1-Sep |
| Back to School/Field Trips | 1-Sep |
| Surplus Auction | 1-Sep |
| Metro Boat Show | 1-Sep |
| Great Lakes Bat Festival | 8-Sep |
| Fall Programs | 11-Sep |
| Fall General Branding | 11-Sep |
| Dollars for Ducks - LE | 20-Sep |
| October Interpretive Events | 23-Sep |

| | |
|------------------------------|--------|
| Owl Festival | 1-Oct |
| Evening Lantern Tours | 1-Oct |
| November Interpretive Events | 28-Oct |
| Annual Passes - 2025 | 1-Nov |
| Holiday Programs | 20-Nov |
| Gift Giving | 20-Nov |
| December Interpretive Events | 25-Nov |
| DEI Speaker Series | |



WEBSITE, MAP AND PROGRAMS & EVENT ANNUAL REVIEW CALENDAR

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

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

Annual Review of All Printed Individual Park Maps and Brochures

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

Annual Review of Specific Activity Maps

The Metroparks have a variety of more specific maps that are primarily used on the website and within specific facilities to print-as-needed in house. These are maps such as nature trail/cent maps, sensory friendly building maps, Sheldon Trails area map, boating and fishing maps, Lake St. Clair picnic area maps, marina maps, etc. As the world becomes more dependent on digital "live" maps, the creation of any new map types would be heavily evaluated for need and benefit. Any existing specific activity maps that are currently in use, would be reviewed and updated annually using this schedule.

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

Annual Review of Park Winter Activity Maps

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

Annual Review of Printed 5-County Map/Brochure

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

Annual Review of Website Content

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

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

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

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

Metroparks Program and Events Information

- **Oct. 1 – deadline to submit Jan – Jun events and programs** first draft content. Submitted to Marketing via email to Hilary Simmet and Danielle Mauter. Marketing will proof with interpretive supervisors and event/program leads and then reach a final document used for entry into RecTrac.
 - Nov 1 – Final word documents are submitted to IT by Marketing to IMPORT data pieces that can be imported into RecTrac. IT imports possible fields in Activity Code level for brand new programs and all possible fields for ALL sections of new and reoccurring programs.
 - Nov 15 – Import step is done and staff trained on RecTrac entry begin entering their manual entry fields for sets of event/programs into RecTrac.
 - Dec 15 – All manual fields have been completed in RecTrac entry process and entry staff have notified marketing, via marketing request form once they are complete. IT performs switch from inactive to active and public-facing calendar clean up. (This can be started AS SOON AS STAFF FINISHES ENTRY. Please submit marketing request form as soon as possible for programs to get on calendar as soon as possible.
 - All programs entered, live and on calendar before Christmas holiday.
- **Dec. 1 – deadline to submit Summer Camps first draft** content to Marketing via email to Hilary Simmet and Danielle Mauter. Marketing will proof with interpretive supervisors and event/program leads and then reach a final document used for entry into RecTrac.
 - Jan 1 – Final word documents are submitted to IT by Marketing to IMPORT data pieces that can be imported into RecTrac. IT imports possible fields in Activity Code level for brand new programs and all possible fields for ALL sections of new and reoccurring programs.
 - Jan 15 – Import step is done and Staff trained on RecTrac entry begin entering their manual entry fields for sets of events/programs into RecTrac.
 - Feb 1 – All manual fields have been completed in RecTrac entry process and entry staff have notified marketing, via marketing request form once they are complete. IT performs switch from inactive to active and public-facing calendar clean up. (This can be started AS SOON AS STAFF FINISHES ENTRY. Please submit marketing request form as soon as possible for programs to get on calendar as soon as possible.
 - Feb 15 - All programs entered, live and on website.
- **Feb. 1 – deadline to submit Jul – Dec event and program first draft** content Marketing via email to Hilary Simmet and Danielle Mauter (it's important to hit this date for ALL programs and events, so that we can advertise and promote a full summer calendar of events starting in May (graphics and materials for which have to be developed in March and April). Marketing will proof with interpretive supervisors and event/program leads and then reach a final document used for entry into RecTrac.
 - Mar 1 – Final word documents are submitted to IT by Marketing to IMPORT data pieces that can be imported into RecTrac. IT imports possible fields in Activity Code level for brand new programs and all possible fields for ALL sections of new and reoccurring programs.
 - Mar 15 – Import step is done and Staff trained on RecTrac entry begin entering their manual entry fields for sets of events/programs into RecTrac.
 - Apr 15 – All manual fields have been completed in RecTrac entry process and entry staff have notified marketing, via marketing request form once they are complete. IT performs switch from inactive to active and public-facing calendar clean up. (This can be started AS SOON AS STAFF FINISHES ENTRY. Please

submit marketing request form as soon as possible for programs to get on calendar as soon as possible.

- May 1 - All programs entered, live and on calendar.
- **May 1 - ALL programs proofed and entered into RecTrac, LIVE and published on website calendar for public reference.**



APPENDIX 6: CAPRA REQUIREMENTS REFERENCE



CAPRA REQUIREMENTS

CAPRA Requirements Fulfilled with This Marketing Plan

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

This marketing plan fills the following CAPRA requirements:

- Sections of this marketing plan help the organization meet requirements for 3.4.2 – Community Relations Plan. See pages 12 - 20, 25 and 29
- This marketing plan is written to help the organization meet requirements for 3.4.3 – Marketing Plan.
- The social media plan appendix of this marketing plan provides detail to the social media efforts of the organization. It supports the approved Social Media Policy provided as reference in the following pages. Together, these support the requirements of 3.4.3.2 – Social Media Policy.

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

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



HURON-CLINTON METROPOLITAN AUTHORITY

Administrative / Executive Order

Effective Date: May 13, 2021

Supersedes Policy Dated: Sept. 14, 2017

MEDIA POLICY

PURPOSE

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

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

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

SCOPE

Earned Media Efforts

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

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

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

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

Media Requests

All media requests should be directed to the Chief of Marketing and Communications, who will then evaluate the request and determine who should speak on behalf of the organization. The Chief of Marketing and Communications will obtain appropriate approvals from the Director for these decisions.

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

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

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

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

Common Media Interactions and How to Handle Them

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

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

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

Approved by Director: Amy McMillan

Signature:  Date: 5-13-2021



HURON-CLINTON METROPOLITAN AUTHORITY

Administrative / Executive Order

Effective Date: May 13, 2021

Supersedes Policy Dated: N/A

SOCIAL MEDIA POLICY

PURPOSE

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

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

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

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

SCOPE

Personal Social Media Use

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

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

Know and Follow the Rules

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

Be Respectful

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

Be Honest and Accurate

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

Post Only Appropriate and Respectful Content

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

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

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

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

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

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

Using Personal Social Media at Work

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

Retaliation is Prohibited

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

Organizational Social Media Use

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

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

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

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

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

CONCLUSION

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

Approved by Director: Amy McMillan

Signature:  Date: 5-13-2021

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





SOUTHERN DISTRICT YEAR IN REVIEW

Jeff Linn, District Superintendent

January 2024



METROPARKS.COM

LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

- **Create listening opportunities that help the Metroparks understand resident needs:**
 - HCMA conducted a public input survey to determine what programs the public would like to see introduced. As a result of this survey, six new programs were developed for the Southern District. The programs were well attended with many positive comments made by those attending the events. The programs will be back in 2024, a Family Camp Out program will also be added to Lower Huron Metropark.
- **Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress:**
 - Staff within the Southern District worked closely the Natural Resources Department to update the Mowing Plan.
 - Site visits were conducted at each of the four parks resulting in additional “no mow” areas being developed.
- **Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming**
- **Increase access to Metroparks services for underserved communities with customized programming**
 - A series of art programs were created and held at Rouge and Palmer Parks, as well as Willow Metropark.
 - Southern District Operations and Interpretive staffs participated in the Juneteenth Celebration at Nankin Mills in partnership with Wayne County Parks Department.
- **Study revenue opportunities across current and new programs:**
 - On an ongoing basis, park operations staff are assessing existing and reintroducing new events and programs that allow for additional public opportunities and generate revenue.
 - Within the Southern District, this was accomplished by hosting several large for-profit organizations such as the Downriver Cycling Time Trials, Multiple Myeloma Research Foundation, Colorectal Cancer Walk, and the Out of the Darkness Suicide Prevention Walk.
- **Build a portfolio of new services for hard to reach and underserved residents**
 - A series of art programs were created and held at Rouge and Palmer Parks, as well as Willow Metropark.
 - Southern District Operations and Interpretive staffs participated in the Juneteenth Celebration at Nankin Mills in partnership with Wayne County Parks Department.
- **Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision:**
 - HCMA offered the Summer Bonus Program again in 2023 to assist with the recruitment and retention of seasonal and provisional staff. This is one component of a larger strategy to ensure HCMA attracts and retains the employees throughout the entire season.
 - We are active in participating in local job fairs and distributing employment packets for over 70 local high schools and colleges.

INTRODUCTION

2023 was a very busy and rewarding year in the Southern District. Our new Recreational Programming initiative brought additional recreational and programming opportunities within our parks, as well as in the community. We hosted a Kids Fishing Tournament, Art Factory Workshops, a weekend Family Campout, two Food & Tunes events, a 5k Race the Rapids River Walk, Movies in the Park, MetroBarks Pool Pawty, and a Trunk or Treat event. These events were very well received.

At our aquatic facilities, we saw an increase in visitation in 2023.

The fall was busy with numerous cross country meets and invitationals. We look forward to building on the success of these programs in 2024.



ATTENDANCE & REVENUE

VISITATION & TOLLING REVENUE

Lower Huron, Willow & Oakwoods

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-----------|-------------|-------------|-------------|--------|
| Vehicle Count | 526,903 | 710,776 | 614,025 | 566,247 | 557,340 | 8% |
| Revenue | \$1,016,225 | \$945,893 | \$1,054,941 | \$1,095,817 | \$1,122,008 | 9% |

Lake Erie

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-----------|-----------|-----------|-----------|-----------|--------|
| Vehicle Count | 188,961 | 237,214 | 208,986 | 195,515 | 184,889 | 11% |
| Revenue | \$616,229 | \$671,808 | \$647,988 | \$589,755 | \$585,042 | 7% |

Southern District Toll Revenue Totals

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-----------|-------------|-------------|--------|
| Vehicle Count | 715,864 | 947,990 | 823,011 | 761,762 | 742,229 | 9% |
| Revenue | \$1,632,454 | \$1,617,701 | 1,702,929 | \$1,685,572 | \$1,707,050 | 3% |

* Change is calculated 2023 versus 4-year average (2019 – 2022)



ATTENDANCE & REVENUE

AQUATICS

| Turtle Cove | 2019 | 2021 | 2022 | 2023 |
|-------------|-----------|-----------|-----------|-----------|
| Swimmers | 82,566 | 34,412 | 51,437 | 59,592 |
| Revenue | \$946,912 | \$333,741 | \$514,386 | \$690,078 |

Note: Turtle Cove operation remained limited due to staffing. Opened in 2023 on June 17th, seven days a week. Food service, limited availability. Closed during 2020. Opened in 2021 on July 1st, available Thursdays – Sundays, no food service.

| Willow Pool | 2019 | 2021 | 2022 | 2023 |
|-------------|----------|----------|-----------|-----------|
| Swimmers | 19,475 | 20,624 | 22,148 | 20,672 |
| Revenue | \$93,271 | \$85,842 | \$102,733 | \$101,404 |

| Wave Pool | 2019 | 2021 | 2022 | 2023 |
|-----------|-----------|--------|--------|--------|
| Swimmers | 31,672 | Closed | Closed | Closed |
| Revenue | \$260,739 | | | |

| District Totals | 2019 | 2021 | 2023 | 2023 |
|-----------------|-------------|-----------|-----------|-----------|
| Swimmers | 165,385 | 55,036 | 73,585 | 80,264 |
| Revenue | \$1,562,246 | \$419,583 | \$617,119 | \$791,482 |



ATTENDANCE & REVENUE

OUTSIDE EVENTS

- Cycling Time Trials – 2
- Disc Golf Tournaments – 1
- Fishing Tournaments – 3
- Gaze Hounds – 4
- Get Out and Play – 8
- League of Michigan Bicyclists
- Marauder 5K
- Motorcycle Charity Ride – 1
- Soccer Practices and Games – 58
- SportsAbility and PEAC Clinics – 28
- Turkey Trot
- Walks – 4



ATTENDANCE & REVENUE

CROSS COUNTRY RACES

Willow

Athletes – 10,280
Spectators – 19,700
Races – 26
Revenue: \$67,943

Lake Erie

Athletes – 2,170
Spectators – 12,700
Races – 7
Revenue: \$20,313

District Totals

Athletes – 12,450
Spectators – 32,400
Races – 33
Revenue - \$88,256

Races Came From:

Carlson Jamboree – 7
Divine Child Schools
Downriver League Jamboree – 25
Edsel Ford Downriver Schools
Gabriel Richard Catholic High School
Great Lakes Intercollegiate Athletic Conference – 10
Hartland Schools
Huron Schools (New Boston)
Huron League Invitational - 76
Lawrence Technical University

Marauder Invitational – 52
MHSAA Regional Meet - 15
National Heritage Academy
Plymouth Salem Schools
Saline Schools
University of Michigan – 10
Van Buren Public Schools (Belleville)
Wayne County Championships - 23
Wayne State University Warrior Challenge - 13
Woodhaven Warrior Classic – 17

ATTENDANCE & REVENUE

OTHER RELEVANT MAJOR REVENUES

Lower Huron, Willow & Oakwoods

Disc Golf

Revenue: \$3,745 (2023), \$4,857 (2022), \$6,395 (2021), \$3,840 (2019)

Family Camping

Revenue: \$40,175 (2023), \$39,675 (2022), \$35,600 (2021), \$20,625 (2019)

Bike Rental

Revenue: \$1,452 (2023), \$1,466 (2022), \$1,511 (2021), \$1,882 (2019)

Canoe/Kayak Concessionaire (Motor City Canoe)

Revenue: \$8,667 (2023), \$9,507 (2022), \$9,184 (2021), \$5,704 (2019)

Shelter Rental

Revenue: \$93,600 (2023), \$90,000 (2022), \$82,566 (2021), \$65,825 (2019)

Lake Erie

Marina

Revenue: \$217,732 (2023), \$216,041 (2022), \$238,790 (2021), \$164,654 (2019)

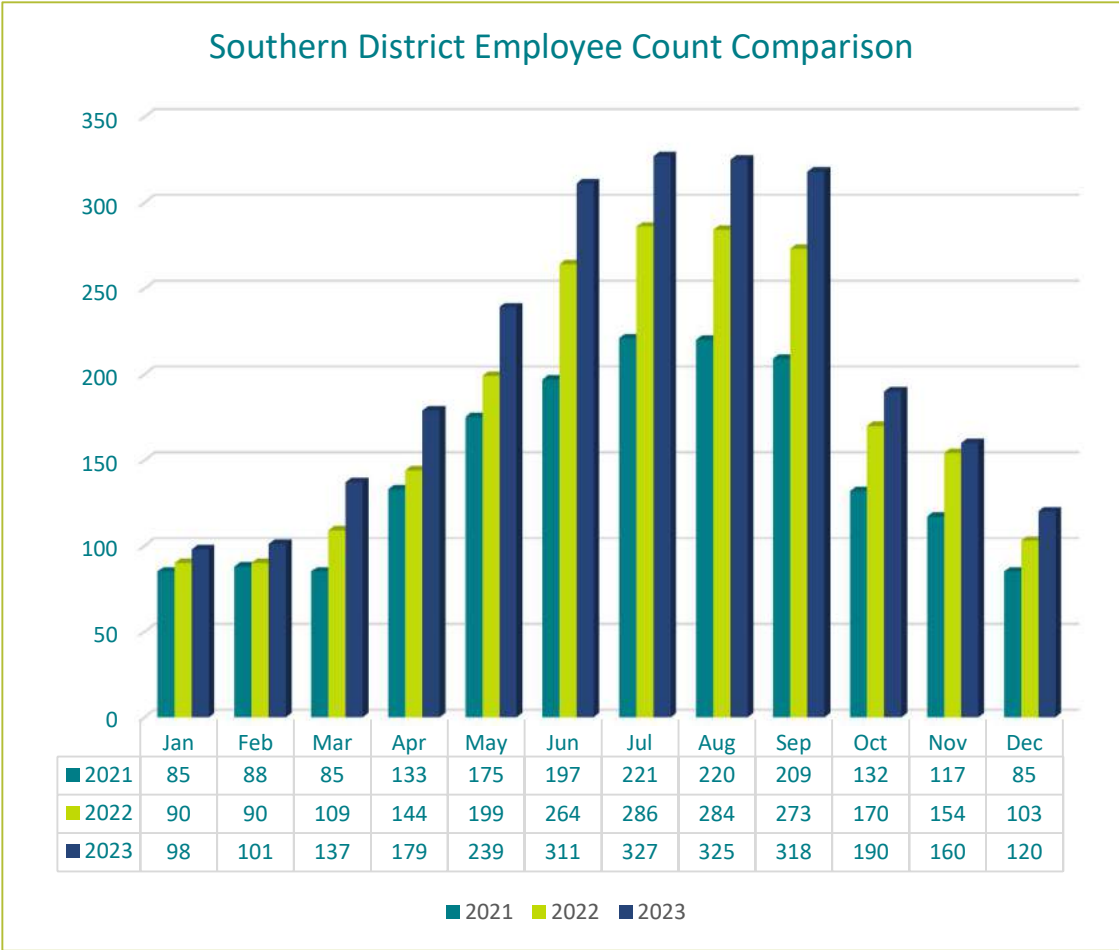
Shelter Rental

Revenue: \$11,150 (2023), \$9,300 (2022), \$19,454 (2021), \$19,400 (2019)



HIRING EFFORTS

The graduated bonus program enabled us to hire and retain employees at levels higher than 2021 and 2022. In 2023, we continued to participate in local high school job fairs. Also, we again offered free Lifeguard training classes at Willow Pool and Turtle Cove.



HIRING EFFORTS

OTHER HIRING EFFORTS



Lifeguard Classes (Free)

- Sessions – 3
- Registered – 34
- Hired – 18

Job Fairs

- High School Fairs and Site Visits – 5
- DABO Job Fair Event and Live Broadcast
- Information packets sent to local high schools and colleges - 73

MAJOR PROJECTS

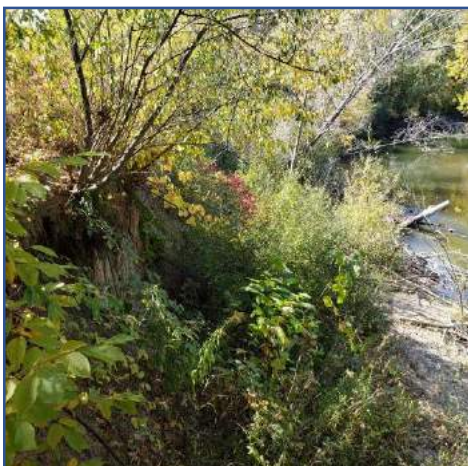
WILLOW PARK OFFICE

Moved in February 15, 2023



WILLOW BIG BEND AREA SHORELINE RESTORATION

- National Fish and Wildlife Foundation SE MI Resilience Fund grant
- Project to mitigate Huron River streambank erosion and improve habitat



MAJOR PROJECTS

LAKE ERIE FISH HABITAT AND SHORELINE RESTORATION – PHASE 2

Received National Oceanic and Atmospheric Administration (NOAA) funding

This shoreline project regraded the existing shoreline, installed native vegetation as well as created near-shore shoals.

Channels and pools were also created in the nearby marsh. This work will improve fish spawning habitat.



NEW EVENTS & INITIATIVES

SPORTSABILITY & PEAC CLINICS

- In total, there were 28 clinics held in the various disciplines of tennis, football, basketball, handcycling, and softball.
- RIM Foundation SportsAbility through DMC
- Programs To Educate All Cyclists (PEAC)



NEW EVENTS & INITIATIVES

JUNETEENTH HERITAGE CELEBRATION

In partnership with Wayne County Parks, this was the second annual event that shared the history and impact of the Juneteenth holiday.

June 17th at Nankin Mills Park in Westland.

Activities included African drumming and dancing, storytelling, a kids zone, musical entertainment, inflatables, crafts, and interpretive outreach services.



NEW EVENTS & INITIATIVES

KIDS FISHING TOURNAMENT

- May 20th at Lake Erie
- 100 kids signed up for the event, each received a fishing pole and gear to take home. Hot dogs, chips and drinks were provided for kids and their families.
- Trophies and prizes were awarded for age groups and biggest fish
- Additional partners included Michigan DNR, Carlson Fishing Club, Southern District Interpretive and Community Outreach Departments, and Saginaw Valley Walleye Club



NEW EVENTS & INITIATIVES

ART FACTORY WORKSHOPS



- June – November
- Partnered with Mint Artist Guild and Detroit Parks & Rec
- Sessions were held at Palmer and Rouge Parks in addition to Willow Metropark



- Arts and crafts programs and workshops were held for kids, teenagers and adults.

NEW EVENTS & INITIATIVES

FAMILY CAMP OUT: LAKE ERIE

- May 20th at Lake June 16th – 18th at Lake Erie
- Nearly 40 people and 9 campsites registered.
- Families enjoyed games, guided hikes, morning snacks and refreshments, coloring contests, inflatables, crafts and face painting, community bonfire and even Sasquatch made an appearance



NEW EVENTS & INITIATIVES

FOOD & TUNES

- June 24th – Country
- August 19th – Classic Rock
- Over 600 people danced and lounged on a blanket or lawn chair in front of the Willow stage area.
- Families also enjoyed food trucks, a kid's zone that included arts and crafts, face painting, inflatables, caricature artist, WYCD 99.5 Radio Station and Southern District Interpretive and Community Outreach Departments



NEW EVENTS & INITIATIVES

RACE THE RAPIDS RIVER WALK 5K

- August 5th at Turtle Cove in Lower Huron
- 82 participants
- Ruffled prizes were awarded along with participant medals, t-shirts and other Metroparks logo gifts. Snacks and refreshments were also provided.



NEW EVENTS & INITIATIVES

MOVIES IN THE PARK

- August 26th at Lower Huron
- The Super Mario Bros. Movie
- Over 150 people attended. Crafts, games and snacks were provided.
- Partnered with Van Buren Parks & Rec Department



NEW EVENTS & INITIATIVES

METROBARKS: POOL PAWTY

- September 10th at Willow Pool
- 2 Sessions, over 130 happy pups
- On deck pet medical needs were assisted by Cahill Veterinary Hospital. Additional pet friendly vendors and a food truck were also available.



NEW EVENTS & INITIATIVES

TRUNK OR TREAT

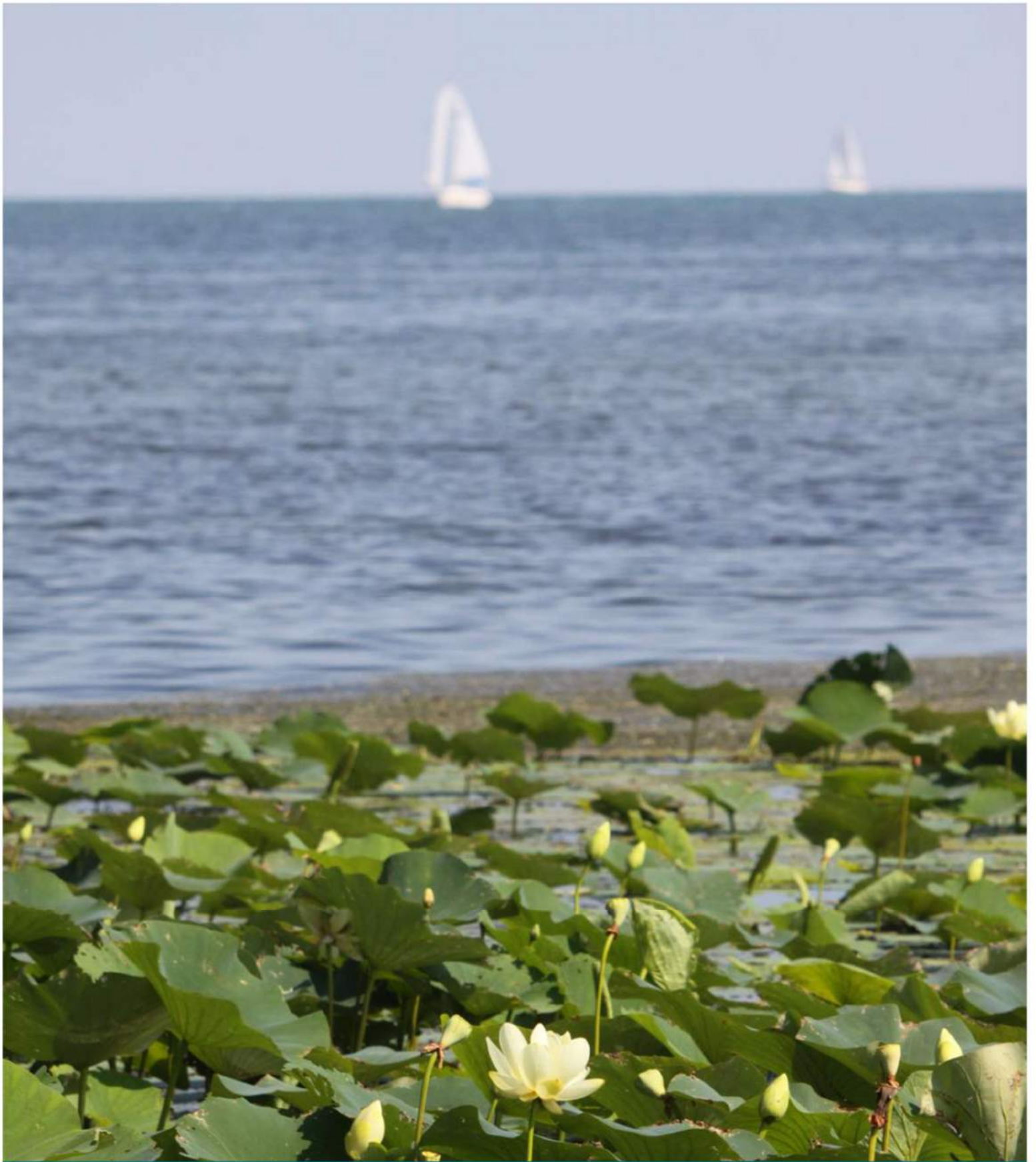
- October 29th at Lake Erie
- Over 350 kids and families enjoyed 20 candy stations
- Border Patrol, Petri & Sons, Metropark Police & K9 Ripley, Brownstown Fire Department, along with Metroparks Operations and Maintenance Staffs



NEW EVENTS & INITIATIVES

SOUTHERN DISTRICT BUSINESS PLAN

- Goals and objectives to increase community engagement and reaching underserved communities in Wayne County
- Outline opportunities for additional attendance and revenue
- Identify current partnerships and create initiatives for more opportunities to build relationships
- Create a strategy for utilizing data from zip codes, regional demographics and evaluations from programs





EASTERN DISTRICT YEAR IN REVIEW

January 2024

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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



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LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

- **Create listening opportunities that help the Metroparks understand resident needs:**
 - HCMA conducted a public input survey to determine what programs the public would like to see introduced. As a result of this survey, ten new programs were developed for the Eastern District. All the programs were well attended with many positive comments made by those attending the events. The same programs will be back in 2024, a Family Camp Out program will also be added to Wolcott Mill Metropark.
- **Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress:**
 - Staff within the Eastern District worked closely the Natural Resources Department to update the Mowing Plan.
 - Site visits were conducted at each of the three parks resulting in additional “no mow” areas being developed.
- **Increase access to Metroparks services for underserved communities with customized programming:**
 - In 2023, HCMA partnered with Detroit Public Schools by offering five Biking / Hiking programs at Stony Creek Metropark.
 - The program service 122 students, teachers, and staff.
 - Six Biking and Kayaking programs are again scheduled for May of 2024.
- **Study revenue opportunities across current and new programs:**
 - On an ongoing basis, park operations staff are assessing existing and reintroducing new events and programs that allow for additional public opportunities and generate revenue.
 - Withing the Eastern District, this was accomplished by hosting several large for-profit organizations such as the Metro Boat Show, Mammoth March and the Cool Adventures Race Series.
 - Stony Creek introduced hand dipped ice cream to its Eastwood Beach menu in 2023, generating an additional \$72,292.
- **Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision:**
 - HCMA offered the Summer Bonus Program again in 2023 to assist with the recruitment and retention of seasonal and provisional staff. This is one component of a larger strategy to ensure HCMA attracts and retains the most qualified seasonal staff.

INTRODUCTION

EASTERN DISTRICT YEAR IN REVIEW

2023 was a very busy year in the Eastern District. Several large events dominated the schedules this year with the return of the Metro Boat Show, the addition of the Mammoth March and Cool Adventure race series. Staff put much effort into the new Recreational Programming activities and the public's response was overwhelmingly positive. The district hosted events ranging from family camp out nights, MetroBarks festival, kids fishing tournament, trail challenges, water aerobics, Night of the Dragon, Mt. Bike Fest, Treats at the Beach, concerts, and movies. The events were well attended with many favorable comments made by those participating.



ATTENDANCE & REVENUE

VISITATION & TOLLING REVENUE

Lake St Clair

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-------------|-------------|-------------|--------|
| Vehicle Count | 395,279 | 547,322 | 531,513 | 558,920 | 542,329 | 6.7% |
| Revenue | \$1,587,525 | \$2,061,355 | \$2,051,335 | \$2,108,567 | \$2,034,602 | 4.2% |

Stony Creek

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-------------|-------------|-------------|--------|
| Vehicle Count | 534,985 | 798,349 | 693,364 | 597,938 | 581,619 | -11.3% |
| Revenue | \$2,236,108 | \$3,236,187 | \$2,797,456 | \$2,587,975 | \$2,446,925 | -9.8% |

Wolcott Mill

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|----------|----------|----------|----------|----------|--------|
| Vehicle Count | 32,077 | 32,979 | 43,597 | 50,146 | 40,416 | 1.8% |
| Revenue | \$87,489 | \$23,291 | \$33,406 | \$42,586 | \$46,066 | -1.3% |

Eastern District Toll Revenue

Totals

| | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-------------|-------------|-------------|--------|
| Vehicle Count | 975,832 | 1,378,650 | 1,268,474 | 1,207,004 | 1,164,364 | -3.5% |
| Revenue | \$3,911,122 | \$5,320,833 | \$4,882,197 | \$4,739,128 | \$4,527,593 | -3.9% |



OTHER NOTABLE REVENUES

- Lake St. Clair Pool - \$ 275,500
- Lake St. Clair South Marina - \$127,800
- Thomas Welsh Activity Center - \$71,000
- District Shelter Rentals - \$196,000
- District Interpretive Services – \$199,300
- Stony Creek Boat Rental - \$145,800
- Stony Creek Eastwood Facility - \$349,500
- Eastern District Special Events – \$106,200



OUTSIDE EVENTS

The Eastern District hosted a wide range of events in 2023, everything from run\walks to kids fishing derbies and disc golf tournaments.

2023 Events included:

- Manatee 5K
- Volleyball leagues
- Girls on the Run
- Foam Run
- Hot Cider Hustle
- Skedaddle 5K
- Grace Music Festival
- Mammoth March
- MiSCA Champion Mt. Bike Races
- Michigan Triathlon / Duathlon
- And more!

Runs or walks were hosted to benefit research in Cancer, ALS, and to support efforts in suicide prevention and Human Traffic Prevention.



OUTSIDE EVENTS

CROSS COUNTRY RACES

The Eastern District hosted 17 cross country events in 2023 including:

Anchor Bay School District Invitational
Warren Woods – MAC Blue Jamboree
Clawson – MAC Championship
Rochester Adams
Utica High School
Holy Family Schools
Rochester Community Schools
Fraser Schools
Warren Mott High School
Ford High School
The Old School Classic

An estimated 7450+ participants were hosted with many more family and friends in attendance with an estimated \$35,000 generated in tolling revenue.



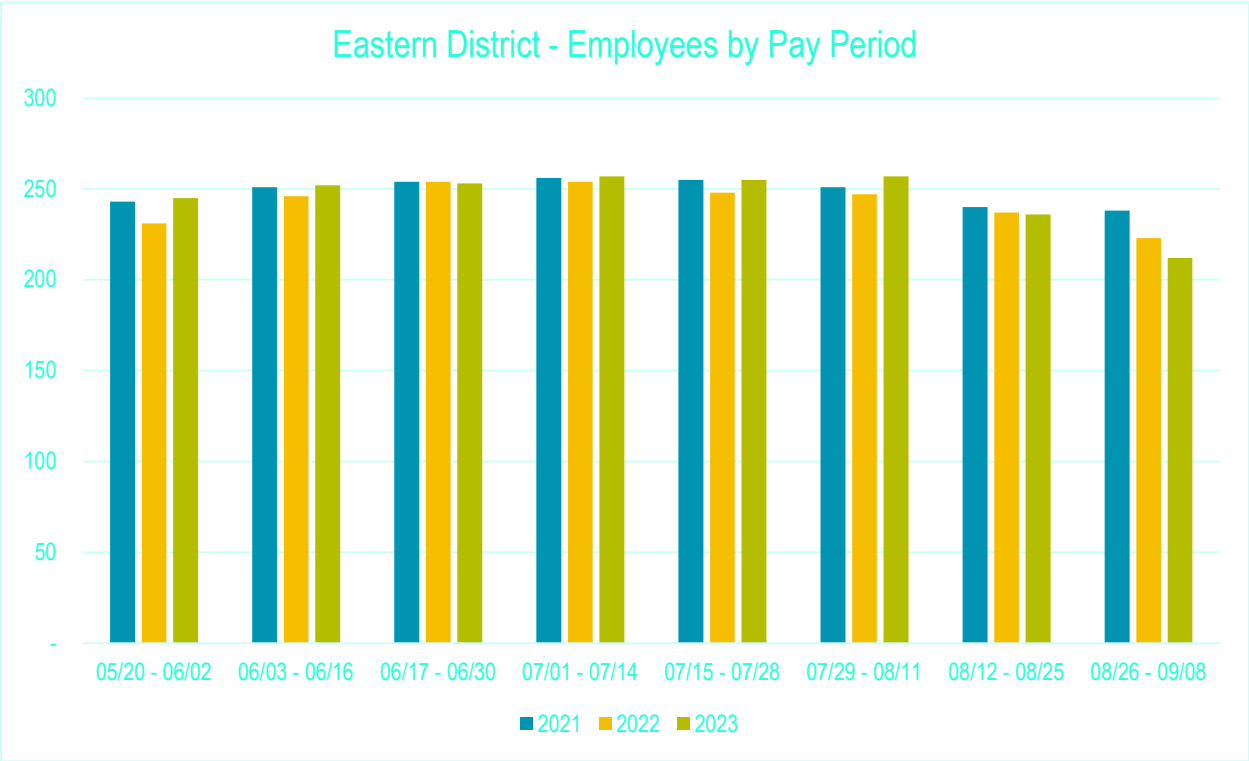
HIRING EFFORTS

RETENTION EFFORTS SUMMER BONUS PROGRAM

2023 was a busy hiring year for the district, 143 new part-time employees were welcomed on board.

Hiring efforts focused on the reaching out to high school students at the Lanse Creuse Career Night and emailing flyers via digital backpacks.

Even with the late season hires the total number of part-time employees dropped slightly when compared to 2021 and 2022. With a competitive job market and the high level of private employers surrounding Lake St. Clair and Stony Creek Metroparks retaining employees throughout the season continues to be a challenge.



MAJOR PROJECTS

Wolcott Mill Metropark

Due to the high cost of maintenance and the lack of replacement parts two aging furnaces in the cow barn were replaced during the spring of 2023.



MAJOR PROJECTS

Stony Creek Metropark

A multi-year golf course tile drainage project continued, and a bunker was rebuilt.

Parkwide roadway signage was updated including the first of several new logo facility signs were installed.



MAJOR PROJECTS

LAKE ST. CLAIR METROPARK

New updated way pointing signage and two major trailhead kiosks were installed on the Nature Trails.



MAJOR EVENTS & INITIATIVES

LAKE ST. CLAIR METROPARK

Treats at the Beach

23 candy stations awaited 425 kids plus family members. The event included games, photo ops, Interpretive led activities, and a wagon ride.



MAJOR EVENTS & INITIATIVES

Water Aerobics



—
Sessions were offered in the Lake St. Clair pool. Two sessions each lasting five weeks meeting twice a week.

7 people attended the first session which was held from 5/30 – 7/29. The second session was better attended with 19 people signing up for the session lasting from 7/18 – 8/17.

MAJOR EVENTS & INITIATIVES

Family Camp Out

Lake St. Clair hosted a 2-week event geared towards tent campers.

153 camp sites rented with 484 participants attended the Camp Out.

Coupons for park activities were provided to all who attended.



MAJOR EVENTS & INITIATIVES

Kids Fishing Tournament

Co-hosted with the Lake St. Clair Walleye Association. 120 kids signed up for the event, each received a fishing pole and gear to take home. Hot dogs, chips and drinks were provided, and the largest fish caught was mounted for the winner by the Walleye Association.



MAJOR EVENTS & INITIATIVES

STONY CREEK METROPARK

MetroBarks: Paws, Pose & Play

Stony Creek hosted out first MetroBarks event on April 30th. The Off Leash Dog area quickly filled with an estimated 300 dogs and their human friends. Local pet vendors, (human) face painting, a food truck and music were provided. A big draw at the event was the opportunity to have your portrait taken with your furry friend.



MAJOR EVENTS & INITIATIVES

Family Camp Out

The Camp Out was hosted at Stony Creek on August 12th at the Ridgewood Campground. 45 camp sites were rented with an estimated 200 campers in attendance. Families joined staff for crafts and a twilight hike. REI was on site to demonstrate the latest camping gear and to hand out smore kits. The Warren Astronomical Society hosted a dark sky viewing opportunity.



MAJOR EVENTS & INITIATIVES

SHELDEN MOUNTAIN BIKE FEST

Returning for a 2nd year at Stony Creek Metropark. The festival was well attended with over 1500 estimated participants. Food, music, and guided rides for all skill levels were enjoyed by the participants, added for 2023 was a beer tent and a Jumphline Jam!



MAJOR EVENTS & INITIATIVES

Night of the Dragon

The event was hosted in the “Woods of the Ridge” and was well attended by an estimated 800 visitors.

Visitors enjoyed a crafts tent, music, food truck, photo ops, Thor’s Hammer, tarot readers, fire performers, games and activities.

The event will be back in 2024 with plans underway to expand the event with hopes of increasing attendance.







WESTERN DISTRICT YEAR IN REVIEW

January 2024

Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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



LISTEN & CONNECT

- Create listening opportunities that help the Metroparks understand resident needs
- Increase access to Metroparks services for Wayne County and City of Detroit with a physical presence and customized programming
- Increase transparency and accountability for progress against goals and objectives through master and departmental plans that benchmark and measure progress
- Increase engagement with Metroparks services
- Increase access to Metroparks services for underserved communities with customized programming

MAINTAIN & INVEST

- Develop a formal partnership strategy using collective impact to amplify our resources and investments in Southeast Michigan and beyond
- Research opportunities for investment in capital projects
- Increase revenue from philanthropic and public sector sources
- Study revenue opportunities across current and new programs
- Build a portfolio of new services for hard to reach and underserved residents
- Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision

CONSERVE & STEWARD

- Create a resiliency plan for built and natural environment by December of 2023
- Increase outdoor education opportunities with a focus of skill building for more effective and durable environmental stewardship

DESCRIPTION

- **Create listening opportunities that help the Metroparks understand resident needs:**
 - HCMA conducted a public input survey to determine what programs the public would like to see introduced. As a result of this survey, eight new programs were developed in the Western District. All the programs were well attended and a huge success. These same programs will be made available in 2024.
- **Increase access to Metroparks services for underserved communities with customized programming:**
 - In 2023, HCMA partnered with Detroit Public Schools by offering six learn to ski programs at Huron Meadows Metropark.
 - The program service 282 students, 18 teachers, and 24 volunteers.
- **Study revenue opportunities across current and new programs:**
 - On an ongoing basis, park operations staff are assessing existing and reintroducing new events and programs that allow for additional public opportunities and generate revenue.
 - Withing the Western District, this was accomplished by hosting approximately 160 outside organization events and developing over a dozen of our own.
 - This was also achieved by paying attention to customer needs and adjusting within our food service and rental facilities.
- **Create a talent strategy to attract and retain the intellectual and human capital needed to achieve the vision:**
 - HCMA offered the Summer Bonus Program again in 2023 to assist with the recruitment and retention of seasonal and provisional staff. This is one component of a larger strategy to ensure HCMA is a great place to work.

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INTRODUCTION

WESTERN DISTRICT YEAR IN REVIEW

2023 was a much more stable year when compared to the preceding year for the Western District, which included lingering unpredictability associated with the COVID-19 pandemic, several severe weather events, and a hexavalent chromium release that impacted attendance and revenues throughout the district. We also saw additional stability in our seasonal staff recruitment and retention efforts. However, some locations and departments continue to experience seasonal staffing challenges. The main factor that contributed to our success in 2023 was the increase in golf rounds. Golf rounds surpassed past years, while other operational components experienced a slight dip. Most of this dip can be contributed to rain showers on critical weekends, such as Kensington’s July 2nd Fireworks and the Michigan Philharmonic Concert. In addition to hosting many outside organizational events, we also introduced several of our own initiatives to help increase visitation in 2023. They included the introduction of 8 new programs that were developed through the New Programs Initiative: Blue Moon at the Beach Concert, 2 Family Campouts, Music & Moves Kids, Metrobarks, Night of the Dragon, and 2 Painting Under the Night Sky Programs. All programs were a success and will be carried forward into 2024.



ATTENDANCE & REVENUE

VISITATION & TOLLING REVENUE

| Kensington | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-------------|-------------|-------------|--------|
| Vehicle Count | 760,129 | 956,308 | 903,943 | 767,815 | 789,132 | -7% ↓ |
| Revenue | \$2,518,684 | \$3,336,085 | \$3,314,438 | \$2,976,682 | \$2,916,076 | -4% ↓ |

| Indian Springs | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|----------------|-----------|-----------|-----------|-----------|-----------|--------|
| Vehicle Count | 83,040 | 113,218 | 104,813 | 97,473 | 95,523 | -4% ↓ |
| Revenue | \$252,458 | \$355,780 | \$376,792 | \$369,708 | \$335,357 | -1% ↓ |

| HM/HM/DH/D | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-----------|-----------|-----------|-----------|-----------|--------|
| Vehicle Count | 292,415 | 418,812 | 403,463 | 345,271 | 338,974 | -7% ↓ |
| Revenue | \$582,199 | \$695,006 | \$768,041 | \$699,252 | \$647,527 | -6% ↓ |

| District | 2019 | 2020 | 2021 | 2022 | 2023 | Change |
|---------------|-------------|-------------|-------------|-------------|-------------|--------|
| Vehicle Count | 1,135,584 | 1,488,338 | 1,412,219 | 1,210,559 | 1,223,629 | -7% ↓ |
| Revenue | \$3,353,342 | \$4,386,871 | \$4,458,271 | \$4,045,641 | \$3,898,960 | -4% ↓ |



ATTENDANCE & REVENUE

OTHER REVENUES

- **Water Activities**

- Splash N' Blast- \$266,535
- SB Food/Sundry - \$134,452
- Boat Rental - \$182,763
- BR Food/Sundry - \$30,862
- Island Queen - \$35,400
- Boat Slips - \$71,698
- Livery Concession - \$64,004

Total - \$785,714

- **Special Events & Shelters**

- Kensington - \$25,016
- Hudson Mills - \$4,650
- Stage Rentals - \$6,225
- Shelters Combined - \$166,788

Total - \$202,679

- **Interpretive Programming**

- Farm Center - \$58,717
- Mobile Learning - \$12,615
- Kensington NC - \$38,028
- Env. Disc. Cent - \$17,353
- Hudson Mills AC - \$21,773

Total - \$148,486

- **Farm Grill - \$97,573**

- **Indian Springs Weddings - \$90,800**

- **Disc Golf (Combined) - \$127,389**

- **Group Camp (Combined) - \$9,970**



OUTSIDE EVENTS

OUTSIDE EVENTS BY THE NUMBERS

Metroparks within the Western District are a host site for a variety of events, many of which act as 501c3 fund raisers:

- Walks/Runs/Races- 35
- Fishing Tournaments- 21
- Disc Golf Tournaments- 17
- Rowing Regattas- 6
- Cross Country Meets- 26
- Other (scouts, sailing, profit events)- 55
- Total- approximately 160 large outside events



OUTSIDE EVENTS

CROSS COUNTRY RACES

- **Hudson Mills**
 - Athletes 2,315
 - Spectators 6,945
 - Races 6 (2 Collegiate Races- EMU & UM)
 - Tolling Revenue \$12,825
- **Huron Meadows**
 - Athletes 3,350
 - Spectators 10,050
 - Races 9
 - Tolling Revenue \$18,113
- **Kensington**
 - Athletes 14,950
 - Spectators 44,850
 - Races 11
 - Tolling Revenue \$82,673
- **District Total**
 - Athletes 20,615
 - Spectators 61,845
 - Races 26
 - Tolling Revenue \$113,611

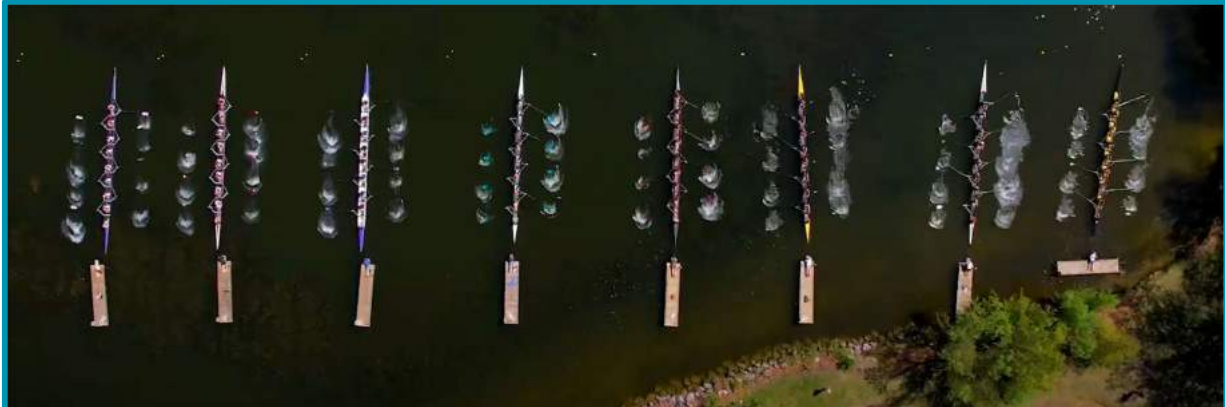




OUTSIDE EVENT

ROWING RACE SERIES

- **Kensington hosted 6 rowing regattas in 2023**
- **Mitten Racing Series (3 Races in April and May)**
 - 37 teams
 - 1500 athletes
 - 3700 visitors total (includes athletes)
- **Midwest Championships (Second weekend in May)**
 - 53 teams
 - 2100 athletes
 - 5250 visitors total (include athletes)
 - Note: 8,819 vehicles entered on Saturday & Sunday (tolling revenue was \$73,313)- Saturday rain showers
 - **State Championships (3rd weekend in May)**
 - 27 teams
 - 1050 athletes
 - 2700 visitors total (includes athletes)
 - Note: 4,124 vehicles entered on Saturday
 - (tolling revenue was \$22,989)
- **Northville Rowing Club Regatta (3RD weekend in October)**
 - 11 teams
 - 510 athletes



OUTSIDE EVENT

DISC CRAFT GREAT LAKES OPEN

Hudson Mills and Kensington hosted 17-disc golf tournaments in 2023

- The 41st Annual DCGLO was held at both locations on August 17 through 20
 - The tournament was a Disc Golf Pro Tour Playoff event, so it had fewer pros but more amateurs
 - Representation from **40 states**
 - Representation from **5 countries**
 - **920 players attended throughout 6 courses**
 - Number of rounds at Toboggan (Professionals): 107 per day, 4 days of competition
 - Number of rounds at Black Locust (Amateurs): 330 per day, 3 days of competition
 - Number of rounds at Hudson Mills (Amateurs): 318 per day, 3 days of competition
 - Combined we had \$80,289 in tolling revenue and 24,065 vehicle counts for the 4 tournament days
 - A bid has been submitted by our partners with our support for our location to be considered for the 2025 World Championship (the 25 anniversary of Black Locust)
- **Total number of spectators: 6,000**
 - Thursday- 1,000
 - Friday – 1,400
 - Saturday – 2,100
 - Sunday – 2,500
 -

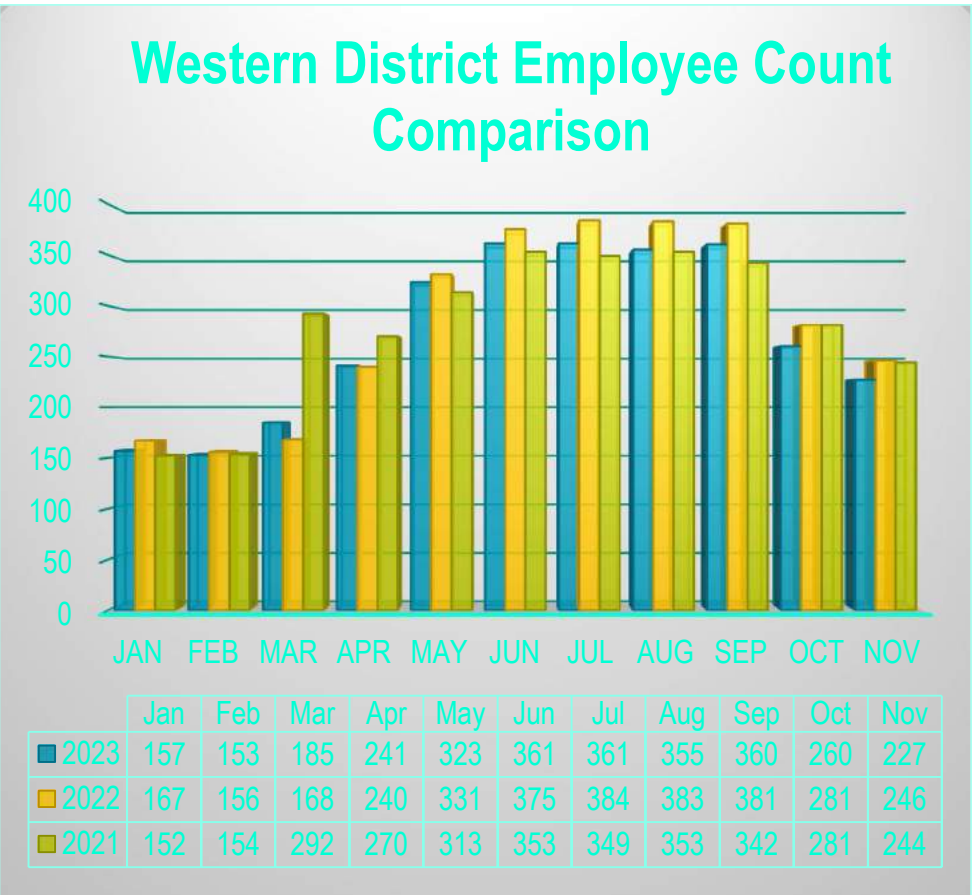


HIRING EFFORTS

RETENTION EFFORTS SUMMER BONUS PROGRAM

Many seasonal employees have come to appreciate the summer bonus program made available to them. We feel it continues to assist with employee recruitment and retention. However, it may not have had the same level of impact as it did in 2022 based on the bar chart. The part-time job market was very competitive in 2023 which is why it may not have helped to the extent it had prior.

As word continues to spread about the availability of the summer bonus program, we do feel it will continue to assist with attracting and retaining staff!



MAJOR PROJECTS

GOLF COURSE IRRIGATION SYSTEM UPGRADES

- Kensington Supplemental Well
- Funded through HCMA Capital Improvement Funds
- \$32,000 for the new 110' well with a 350-gpm flow capacity
- Will allow staff to adequately water greens and tees during low lake levels or unexpected water quality events



- Indian Springs Computerized Irrigation Control System
- Funded through HCMA Major Maintenance
- \$110,000 equipment (22')/ \$10,000 installation (23')
- Replaced the last HCMA manual clock-controlled irrigation system installed in 1988
- Improves efficiency and allows sprinklers to be controlled by handheld radios or a centralized computer



MAJOR EVENTS & INITIATIVES

DETROIT PUBLIC SCHOOLS- LEARN TO SKI PARTNERSHIP



- 6 events held at Huron Meadows with the assistance of HCMA Staff & Nordic Ski volunteers
- 6 programs held on different days in January and February (1 was canceled due to weather)
- Funded through a grant DPS received through the Ralph C. Wilson Jr. Foundation
- 282 students, 18 teachers/adults, 24 volunteers
- Activities included skiing instruction and lessons on Bucks Run & a Interpretive guided hike
- The program was very successful, and we plan on partnering with DPS again in 2024!

MAJOR EVENTS & INITIATIVES

MAJOR EVENTS

- Memorial Day Weekend Art Show (May 27-29)
- Kensington Fireworks (July 2nd)- All day rain event
- Michigan Philharmonic Concert (July 15th)- All day rain event
- Summer Solstice Disc Golf Clinic and Tournament (June 17th & 18th)
- Movie In The Park (Aug 4th)
- Thrills at the Mills (Oct 28th)

July 2nd Fireworks:

\$18,570 daily tolling (\$65,231 22')
1,328 daily permits sold
875 vehicles entered
10,530+ visitors (3 per vehicle)

July 15th MI Philharmonic:

\$13,204 daily tolling (\$35,623 22')
1,859 daily permits sold
2,843 vehicles entered
8,529 visitors (3 per vehicle)

Kensington Art Show:

\$206,520 3-day tolling
12,354 daily permits sold
18,105 vehicles entered
54,315 visitors (3 per vehicle)



MAJOR EVENTS & INITIATIVES

BLUE MOON AT THE BEACH- KENSINGTON



- The Persuasion with Lawanda Gray (2023 Motor City Entertainer of the Year)
- 80s and 90s Pop Music
- Glow low giveaways, best dressed costume, photos booth
- Warren Astrological Society onsite for night sky viewing and a meteor collection
- Food Vendors: MacShack and Kona Ice
- 450 in attendance with great reviews!

MAJOR EVENTS & INITIATIVES

MUSIC & MOVES- HUDSON MILLS



- **Vendors: MacShack & Kona Ice**
- **W4 Country Live Radio Broadcast**
- **Face Painting/ Photo Booth**
- **Get Ready to Move: DJs Johnny & Jen**
- **HCMA Mobile Learning Van**
- **Inflatables/ Games**

MAJOR EVENTS & INITIATIVES

METROBARKS- HURON MEADOWS



- **Held on April 29th, 2023**
- **200 human & 95 dogs**
- **Professional photo booth**
- **5 pet vendors and a food truck**
- **Pet adoptions available**
- **Obstacle Course and pup cups for dogs**

MAJOR EVENTS & INITIATIVES

FAMILY CAMPOUTS- HUDSON MILLS & KENSINGTON

- 17/20 Campsite Reserved at (\$30), 100 people = Hudson Mills
- 32/32 Campsites Reserved (\$60), 140 people at Kensington, 2 nights
- Both events had a variety of activities (canoeing, fishing, hiking, fireside program, donuts, Splash vouchers)
- Performer Randy Kaplan provided a concert
- Both campouts received great survey results!



Survey Comments:

Amazing event, we enjoyed it!

Very well don- thanks you!

This was my first-time camping, and it was an amazing experience- thank you!

MAJOR EVENTS & INITIATIVES

NIGHT OF THE DRAGON- INDIAN SPRINGS



- Oct. 7th, 2023
- 6pm to Midnight
- 325 in attendance
- Volunteers from through out HCMA
- best dressed contest and dragon trail
- Great reviews from those in attendance!
- The weather was rainy, cold, with 30 mph wind gusts
- Food, crafts, performers, prizes, astronomy, inflatables, axe throwing, kid's games, and more

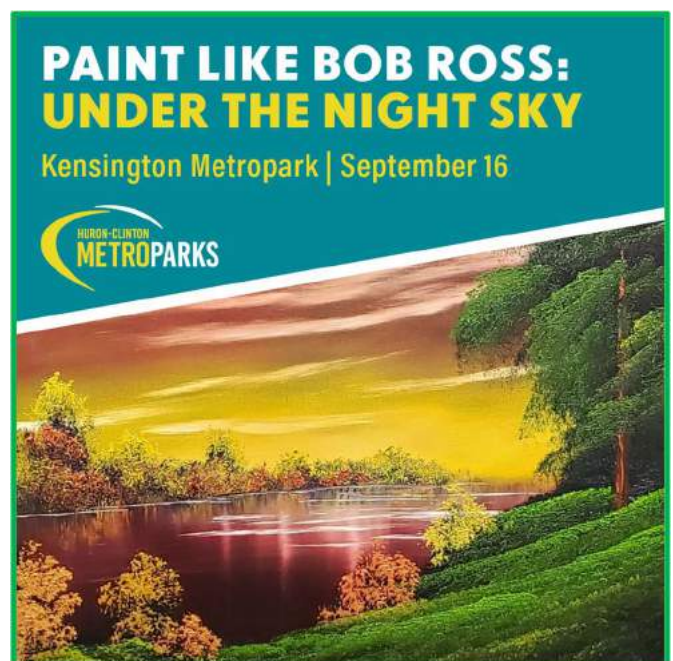
MAJOR EVENTS & INITIATIVES

PAINTING UNDER THE NIGHT SKY- KENSINGTON



- Instructed by staff from the Farmington Hills Studio
- Held Friday evening at the Orchard Shelter
- 23 registered for the session (\$40 per participant)
- The event was a casual and social atmosphere with background music
- All materials were provided, each participant received a gift bag, and took their painting with them

- All materials were provided, each participant received a gift bag, and took their painting with them
- Instructed by Natures Brush Studios (Ted Simpson)
- Ted is one of only a couple certified Bob Ross instructors within the State
- Held Saturday evening at the Orchard Shelter
- 21 registered for the session (\$70)





HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2023

| PARK | MONTHLY VEHICLE ENTRIES | | | |
|-----------------------------|-------------------------|----------------|----------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St Clair | 15,475 | 14,206 | 17,327 | -11% |
| Wolcott Mill | 3,008 | 2,547 | 2,589 | 16% |
| Stony Creek | 20,004 | 17,724 | 23,606 | -15% |
| Indian Springs | 2,843 | 2,419 | 3,235 | -12% |
| Kensington | 38,084 | 35,043 | 41,571 | -8% |
| Huron Meadows | 3,166 | 2,946 | 3,743 | -15% |
| Hudson Mills | 12,535 | 10,013 | 13,117 | -4% |
| Lower Huron/Willow/Oakwoods | 31,193 | 29,739 | 41,672 | -25% |
| Lake Erie | 7,418 | 7,275 | 8,468 | -12% |
| Monthly TOTALS | 133,726 | 121,912 | 155,328 | -14% |

| | MONTHLY TOLL REVENUE | | | |
|-----------|----------------------|-------------------|-------------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ | 63,422 | \$ 74,149 | \$ 66,334 | -4% |
| \$ | 812 | \$ 555 | \$ 852 | -5% |
| \$ | 126,787 | \$ 121,023 | \$ 130,306 | -3% |
| \$ | 15,038 | \$ 14,787 | \$ 16,161 | -7% |
| \$ | 140,299 | \$ 126,508 | \$ 143,580 | -2% |
| \$ | 2,946 | \$ 3,849 | \$ 2,954 | 0% |
| \$ | 75,777 | \$ 37,059 | \$ 37,074 | 104% |
| \$ | 57,518 | \$ 47,394 | \$ 49,426 | 16% |
| \$ | 48,038 | \$ 39,236 | \$ 40,172 | 20% |
| \$ | 530,637 | \$ 464,560 | \$ 486,860 | 9% |

| PARK | Y-T-D VEHICLE ENTRIES | | | |
|-----------------------------|-----------------------|------------------|------------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St Clair | 481,162 | 558,920 | 545,918 | -12% |
| Wolcott Mill | 48,695 | 50,146 | 42,241 | 15% |
| Stony Creek | 645,009 | 597,938 | 696,550 | -7% |
| Indian Springs | 95,523 | 97,473 | 105,168 | -9% |
| Kensington | 806,016 | 809,028 | 888,924 | -9% |
| Huron Meadows | 104,899 | 108,600 | 117,587 | -11% |
| Hudson Mills | 234,075 | 236,670 | 271,595 | -14% |
| Lower Huron/Willow/Oakwoods | 527,440 | 560,547 | 631,711 | -17% |
| Lake Erie | 201,683 | 209,645 | 223,517 | -10% |
| Monthly TOTALS | 3,144,502 | 3,228,967 | 3,523,211 | -11% |

| | Y-T-D TOLL REVENUE | | | |
|-----------|--------------------|----------------------|----------------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ | 2,029,053 | \$ 2,108,567 | \$ 2,073,752 | -2% |
| \$ | 46,554 | \$ 42,586 | \$ 33,094 | 41% |
| \$ | 2,576,357 | \$ 2,587,975 | \$ 2,873,873 | -10% |
| \$ | 341,075 | \$ 363,566 | \$ 373,898 | -9% |
| \$ | 2,916,076 | \$ 2,975,989 | \$ 3,184,639 | -8% |
| \$ | 54,265 | \$ 82,335 | \$ 71,314 | -24% |
| \$ | 593,262 | \$ 622,047 | \$ 654,658 | -9% |
| \$ | 1,122,008 | \$ 1,095,817 | \$ 1,000,993 | 12% |
| \$ | 585,042 | \$ 589,755 | \$ 630,521 | -7% |
| \$ | 10,263,692 | \$ 10,468,637 | \$ 10,896,741 | -6% |

| PARK | MONTHLY PARK REVENUE | | | |
|-----------------------------|----------------------|-------------------|-------------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St Clair | \$ 70,841 | \$ 81,518 | \$ 71,058 | 0% |
| Wolcott Mill | \$ 13,322 | \$ 24,289 | \$ 20,874 | -36% |
| Stony Creek | \$ 132,552 | \$ 131,826 | \$ 139,158 | -5% |
| Indian Springs | \$ 23,063 | \$ 25,574 | \$ 19,884 | 16% |
| Kensington | \$ 150,510 | \$ 140,210 | \$ 151,845 | -1% |
| Huron Meadows | \$ 7,343 | \$ 13,590 | \$ 8,214 | -11% |
| Hudson Mills | \$ 82,524 | \$ 42,004 | \$ 39,939 | 107% |
| Lower Huron/Willow/Oakwoods | \$ 61,952 | \$ 49,336 | \$ 51,761 | 20% |
| Lake Erie | \$ 49,382 | \$ 22,507 | \$ 35,774 | 38% |
| Y-T-D TOTALS | \$ 591,487 | \$ 530,855 | \$ 538,508 | 10% |

| | Y-T-D PARK REVENUE | | | |
|-----------|--------------------|----------------------|----------------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ | 2,945,000 | \$ 3,008,862 | \$ 2,815,666 | 5% |
| \$ | 164,981 | \$ 165,812 | \$ 164,333 | 0% |
| \$ | 5,063,971 | \$ 4,912,189 | \$ 5,111,875 | -1% |
| \$ | 1,700,754 | \$ 1,689,043 | \$ 1,530,691 | 11% |
| \$ | 5,580,207 | \$ 5,609,542 | \$ 5,604,108 | 0% |
| \$ | 1,475,752 | \$ 1,375,200 | \$ 1,255,900 | 18% |
| \$ | 1,668,252 | \$ 1,606,023 | \$ 1,567,522 | 6% |
| \$ | 3,120,376 | \$ 2,817,775 | \$ 2,384,983 | 31% |
| \$ | 1,891,969 | \$ 1,795,591 | \$ 1,799,056 | 5% |
| \$ | 23,611,262 | \$ 22,980,038 | \$ 22,234,134 | 6% |

| District | Y-T-D Vehicle Entries by Management Unit | | | |
|----------|--|-----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Eastern | 1,174,866 | 1,207,004 | 1,284,709 | -9% |
| Western | 1,240,513 | 1,251,771 | 1,383,273 | -10% |
| Southern | 729,123 | 770,192 | 855,228 | -15% |

| | Y-T-D Total Revenue by Management Unit | | | |
|--|--|------------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| | 8,173,952 | 8,086,863 | 8,091,874 | 1% |
| | 10,424,965 | 10,279,808 | 9,958,221 | 5% |
| | 5,012,345 | 4,613,367 | 4,184,040 | 20% |

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2023

| GOLF THIS MONTH | MONTHLY ROUNDS | | | |
|-------------------|----------------|----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Stony Creek | 0 | 0 | 0 | - |
| Indian Springs | 0 | 0 | 0 | - |
| Kensington | 0 | 0 | 0 | - |
| Huron Meadows | 0 | 0 | 0 | - |
| Hudson Mills | 0 | 0 | 0 | - |
| Willow | 0 | 0 | 0 | - |
| Lake Erie | 0 | 0 | 29 | - |
| Total Regulation | 0 | 0 | 29 | - |
| LSC Par 3 | 0 | 0 | 1 | - |
| LSC Foot Golf | 0 | 0 | 0 | - |
| Total Golf | 0 | 0 | 30 | - |

| MONTHLY REVENUE | | | |
|-----------------|---------------|-----------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ - | \$ - | \$ 179 | - |
| \$ 575 | \$ - | \$ 59 | 880% |
| \$ (40) | \$ - | \$ - | - |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ (70) | \$ 72 | - |
| \$ 100 | \$ 393 | \$ 331 | -70% |
| \$ 669 | \$ 70 | \$ 963 | -31% |
| \$ 1,304 | \$ 393 | \$ 1,604 | -19% |
| \$ - | \$ - | \$ 5 | - |
| \$ - | \$ - | \$ - | - |
| \$ 1,304 | \$ 393 | \$ 1,609 | -19% |

| GOLF Y-T-D | GOLF ROUNDS Y-T-D | | | |
|-------------------|-------------------|----------------|----------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Stony Creek | 42,609 | 39,190 | 37,698 | 13% |
| Indian Springs | 37,316 | 38,041 | 34,757 | 7% |
| Kensington | 42,274 | 40,955 | 39,814 | 6% |
| Huron Meadows | 41,720 | 37,666 | 35,715 | 17% |
| Hudson Mills | 34,015 | 30,850 | 30,047 | 13% |
| Willow | 32,431 | 31,133 | 29,999 | 8% |
| Lake Erie | 34,880 | 34,080 | 32,998 | 6% |
| Total Regulation | 265,245 | 251,915 | 241,029 | 10% |
| LSC Par 3 | 6,448 | 5,613 | 6,252 | 3% |
| LSC Foot Golf | 348 | 552 | 641 | -46% |
| Total Golf | 272,041 | 258,080 | 247,922 | 10% |

| GOLF REVENUE Y-T-D | | | |
|---------------------|---------------------|---------------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ 1,451,176 | \$ 1,314,246 | \$ 1,238,932 | 17% |
| \$ 1,267,688 | \$ 1,193,429 | \$ 1,055,449 | 20% |
| \$ 1,399,607 | \$ 1,334,637 | \$ 1,262,891 | 11% |
| \$ 1,379,215 | \$ 1,212,954 | \$ 1,125,398 | 23% |
| \$ 915,209 | \$ 813,037 | \$ 763,234 | 20% |
| \$ 1,006,168 | \$ 839,589 | \$ 849,298 | 18% |
| \$ 1,067,787 | \$ 984,471 | \$ 939,314 | 14% |
| \$ 8,486,850 | \$ 7,692,363 | \$ 7,234,517 | 17% |
| \$ 48,612 | \$ 48,219 | \$ 51,847 | -6% |
| \$ 2,423 | \$ 4,484 | \$ 5,029 | -52% |
| \$ 8,537,885 | \$ 7,745,066 | \$ 7,291,393 | 17% |

| 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 | 53,048 | 56,601 | 39,560 | 34% |
| Stony Creek Rip Slide | 20,280 | 22,678 | 17,122 | 18% |
| KMP Splash | 39,057 | 39,568 | 43,780 | -11% |
| Lower Huron | 59,592 | 51,437 | 28,616 | 108% |
| Willow | 16,879 | 22,148 | 17,501 | -4% |
| Lake Erie | 0 | 0 | 0 | - |
| TOTALS | 188,856 | 192,432 | 146,579 | 29% |

| REVENUE Y-T-D | | | |
|---------------------|---------------------|-------------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ 274,482 | \$ 279,572 | \$ 188,314 | 46% |
| \$ 116,988 | \$ 131,606 | \$ 97,077 | 21% |
| \$ 269,732 | \$ 263,987 | \$ 251,915 | 7% |
| \$ 689,988 | \$ 512,378 | \$ 282,039 | 145% |
| \$ 101,751 | \$ 103,755 | \$ 78,809 | 29% |
| \$ - | \$ - | \$ 25 | - |
| \$ 1,452,941 | \$ 1,291,298 | \$ 898,178 | 62% |

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2023

| PARK | Seasonal Activities this Month | | | |
|--|--------------------------------|----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St. Clair | | | | |
| Welsh Center | 1 | 2 | 1 | 50% |
| Shelters | 2 | 8 | 3 | -40% |
| Boat Launches | 50 | 11 | 24 | 111% |
| Marina | 0 | 0 | 0 | - |
| Mini-Golf | 0 | 0 | 0 | - |
| Wolcott | | | | |
| Activity Center | 0 | 2 | 2 | - |
| Stony Creek | | | | |
| Disc Golf Daily | 0 | 0 | 2 | - |
| Disc Golf Annual | 3 | 0 | 2 | 29% |
| Total Disc Golf | 3 | 0 | 4 | -31% |
| Shelters | 5 | 8 | 5 | -6% |
| Boat Rental | 0 | 0 | 0 | - |
| Boat Launches | 14 | 23 | 25 | -45% |
| Indian Springs | | | | |
| Shelters | 0 | 0 | 0 | - |
| Event Room | 2 | 4 | 1 | 50% |
| Kensington | | | | |
| Disc Golf Daily | 0 | 0 | 150 | - |
| Disc Golf Annual | 8 | 6 | 11 | -25% |
| Total Disc Golf | 8 | 6 | 161 | -95% |
| Shelters | 6 | 9 | 8 | -22% |
| Boat Rental | 0 | 0 | 0 | - |
| Huron Meadows | | | | |
| Shelters | 2 | 1 | 0 | 500% |
| Hudson Mills | | | | |
| Disc Golf Daily | 217 | 96 | 204 | 6% |
| Disc Golf Annual | 21 | 17 | 15 | 37% |
| Total Disc Golf | 238 | 113 | 220 | 8% |
| Shelters | 1 | 2 | 2 | -40% |
| Canoe Rental | 0 | 0 | 0 | - |
| Lower Huron / Willow / Oakwoods | | | | |
| Disc Golf Daily | 20 | 61 | 95 | -79% |
| Disc Golf Annual | 1 | 2 | 1 | 0% |
| Total Disc Golf | 21 | 63 | 96 | -78% |
| Shelters | 10 | 2 | 4 | 173% |
| Lake Erie | | | | |
| Shelters | 0 | 0 | 0 | - |
| Boat Launches | 311 | 191 | 191 | 63% |
| Marina | 0 | 0 | 0 | - |

| Monthly Revenue | | | |
|-----------------|-----------|---------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ 3,800 | \$ 5,525 | \$ 2,108 | 80% |
| \$ 400 | \$ 1,250 | \$ 958 | -58% |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ 1,000 | \$ 817 | - |
| \$ - | \$ - | \$ 6 | - |
| \$ 180 | \$ 180 | \$ 200 | -10% |
| \$ 180 | \$ 180 | \$ 206 | -12% |
| \$ 1,013 | \$ 1,688 | \$ 1,125 | -10% |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ - | \$ - | - |
| \$ - | \$ - | \$ 67 | - |
| \$ 5,800 | \$ 10,500 | \$ 3,500 | 66% |
| \$ - | \$ - | \$ 450 | - |
| \$ 420 | \$ 300 | \$ 593 | -29% |
| \$ 420 | \$ 300 | \$ 1,043 | -60% |
| \$ 1,350 | \$ 1,800 | \$ 1,612 | -16% |
| \$ - | \$ - | \$ - | - |
| \$ 400 | \$ 200 | \$ 67 | 500% |
| \$ 651 | \$ 288 | \$ 613 | 6% |
| \$ 1,180 | \$ 960 | \$ 833 | 42% |
| \$ 1,831 | \$ 1,248 | \$ 1,446 | 27% |
| \$ 300 | \$ 400 | \$ 333 | -10% |
| \$ - | \$ - | \$ - | - |
| \$ 60 | \$ 183 | \$ 284 | -79% |
| \$ 60 | \$ 120 | \$ 53 | 13% |
| \$ 120 | \$ 303 | \$ 337 | -64% |
| \$ 2,725 | \$ 500 | \$ 883 | 208% |
| \$ - | \$ - | \$ 67 | - |
| \$ - | \$ - | \$ - | - |
| \$ 250 | \$ 300 | \$ 100 | 150% |

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2023

| PARK | Seasonal Activities Y-T-D | | | |
|--|---------------------------|----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St. Clair | | | | |
| Welsh Center | 36 | 40 | 36 | -1% |
| Shelters | 370 | 419 | 388 | -5% |
| Boat Launches | 5,773 | 3,253 | 6,811 | -15% |
| Marina | 2,918 | 2,938 | 2,144 | 36% |
| Mini-Golf | 8,695 | 10,052 | 8,984 | -3% |
| Wolcott Mill | | | | |
| Activity Center | 0 | 13 | 21 | - |
| Stony Creek | | | | |
| Disc Golf Daily | 8,171 | 12,107 | 14,779 | -45% |
| Disc Annual | 112 | 124 | 99 | 12% |
| Total Disc Golf | 8,283 | 12,231 | 14,878 | -44% |
| Shelters | 525 | 480 | 476 | 10% |
| Boat Rental | 6,017 | 102,651 | 51,358 | -88% |
| Boat Launches | 472 | 440 | 658 | -28% |
| Indian Springs | | | | |
| Shelters | 85 | 102 | 80 | 6% |
| Event Room | 24 | 36 | 30 | -20% |
| Kensington | | | | |
| Disc Golf Daily | 20,055 | 22,262 | 26,503 | -24% |
| Disc Annual | 272 | 243 | 266 | 2% |
| Total Disc Golf | 20,327 | 22,505 | 26,769 | -24% |
| Shelters | 534 | 508 | 552 | -3% |
| Boat Rental | 11,233 | 11,107 | 16,788 | -33% |
| Huron Meadows | | | | |
| Shelters | 53 | 51 | 50 | 7% |
| Hudson Mills | | | | |
| Disc Golf Daily | 7,193 | 7,272 | 8,224 | -13% |
| Disc Annual | 167 | 143 | 147 | 14% |
| Total Disc Golf | 7,360 | 7,415 | 8,370 | -12% |
| Shelters | 169 | 184 | 140 | 21% |
| Canoe Rental | 0 | 11,904 | 11,983 | - |
| Lower Huron / Willow / Oakwoods | | | | |
| Disc Golf Daily | 946 | 1,299 | 1,793 | -47% |
| Disc Annual | 18 | 12 | 10 | 86% |
| Total Disc Golf | 964 | 1,311 | 1,803 | -47% |
| Shelters | 448 | 392 | 369 | 21% |
| Lake Erie | | | | |
| Shelters | 56 | 54 | 63 | -12% |
| Boat Launches | 17,739 | 14,725 | 15,240 | 16% |
| Marina | 0 | 0 | 0 | - |

| Seasonal Revenue Y-T-D | | | |
|------------------------|------------|---------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ 48,800 | \$ 87,550 | \$ 70,592 | -31% |
| \$ 98,885 | \$ 108,789 | \$ 91,395 | 8% |
| \$ - | \$ - | \$ - | - |
| \$ 23,736 | \$ 22,507 | \$ 20,516 | 16% |
| \$ 52,304 | \$ 46,937 | \$ 41,065 | 27% |
| \$ 250 | \$ 5,430 | \$ 8,943 | -97% |
| \$ 27,408 | \$ 40,208 | \$ 49,211 | -44% |
| \$ 6,700 | \$ 7,466 | \$ 5,895 | 14% |
| \$ 34,108 | \$ 47,674 | \$ 55,106 | -38% |
| \$ 107,530 | \$ 112,897 | \$ 108,468 | -1% |
| \$ 145,830 | \$ 169,879 | \$ 234,972 | -38% |
| \$ - | \$ - | \$ - | - |
| \$ 10,350 | \$ 14,150 | \$ 10,725 | -3% |
| \$ 67,800 | \$ 101,450 | \$ 77,283 | -12% |
| \$ 66,319 | \$ 74,894 | \$ 88,906 | -25% |
| \$ 15,780 | \$ 14,280 | \$ 15,707 | 0% |
| \$ 82,099 | \$ 89,174 | \$ 104,613 | -22% |
| \$ 116,038 | \$ 111,483 | \$ 117,009 | -1% |
| \$ 199,662 | \$ 193,411 | \$ 245,311 | -19% |
| \$ 7,200 | \$ 9,800 | \$ 8,650 | -17% |
| \$ 21,579 | \$ 21,816 | \$ 24,671 | -13% |
| \$ 9,880 | \$ 8,240 | \$ 8,480 | 17% |
| \$ 31,459 | \$ 30,056 | \$ 33,151 | -5% |
| \$ 22,500 | \$ 32,900 | \$ 24,517 | -8% |
| \$ - | \$ 70,707 | \$ 67,371 | - |
| \$ 2,451 | \$ 4,197 | \$ 5,481 | -55% |
| \$ 1,000 | \$ 660 | \$ 533 | 88% |
| \$ 3,451 | \$ 4,857 | \$ 6,014 | -43% |
| \$ 95,730 | \$ 89,075 | \$ 74,383 | 29% |
| \$ 11,150 | \$ 10,900 | \$ 13,250 | -16% |
| \$ - | \$ - | \$ - | - |
| \$ 217,982 | \$ 215,854 | \$ 220,787 | -1% |

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2023

| PARK | Cross Country Ski Rental this Month | | | |
|---------------|-------------------------------------|----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Stony Creek | \$ - | \$ - | \$ - | - |
| Kensington | \$ - | \$ - | \$ - | - |
| Huron Meadows | \$ 3,997 | \$ 9,541 | \$ 5,192 | -23% |
| Hudson Mills | \$ - | \$ - | \$ - | - |

| Cross Country Ski Rental Y-T-D | | | |
|--------------------------------|-----------|---------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| \$ 3,980 | \$ 11,691 | \$ 10,796 | -63% |
| \$ 7,637 | \$ 18,125 | \$ 14,639 | -48% |
| \$ 34,954 | \$ 70,075 | \$ 50,722 | -31% |
| \$ - | \$ - | \$ 731 | - |

| PARK | Winter Sports this Month | | | |
|-----------------------|--------------------------|----------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St. Clair | | | | |
| XC Skiers | 0 | 0 | 0 | - |
| Ice Skaters | 0 | 0 | 0 | - |
| Sledders | 0 | 0 | 18 | - |
| Ice Fishermen | 0 | 0 | 0 | - |
| Stony Creek | | | | |
| XC Skiers | 0 | 3 | 1 | - |
| Ice Skaters | 0 | 0 | 0 | - |
| Sledders | 0 | 140 | 130 | - |
| Ice Fishermen | 0 | 34 | 11 | - |
| Indian Springs | | | | |
| XC Skiers | 0 | 15 | 8 | - |
| Sledders | 0 | 20 | 68 | - |
| Kensington | | | | |
| XC Skiers | 0 | 205 | 68 | - |
| Ice Skaters | 0 | 0 | 0 | - |
| Sledders | 0 | 160 | 118 | - |
| Ice Fishermen | 0 | 0 | 0 | - |
| Huron Meadows | | | | |
| XC Skiers | 67 | 770 | 460 | -85% |
| Ice Fishermen | 0 | 0 | 0 | - |
| Hudson Mills | | | | |
| XC Skiers | 0 | 40 | 17 | - |
| Willow | | | | |
| XC Skiers | 0 | 0 | 9 | - |
| Sledders | 0 | 18 | 48 | - |
| Lake Erie | | | | |
| XC Skiers | 0 | 0 | 0 | - |
| Sledders | 0 | 0 | 0 | - |
| Ice Fishing | 0 | 0 | 0 | - |

| Winter Sports Y-T-D | | | |
|---------------------|----------|---------------|---------------------|
| Current | Previous | Prev 3 Yr Avg | Change from Average |
| 0 | 83 | 38 | - |
| 0 | 343 | 275 | - |
| 40 | 883 | 525 | -92% |
| 925 | 5,275 | 2,524 | -63% |
| 440 | 1,109 | 1,635 | -73% |
| 0 | 24 | 39 | - |
| 270 | 1,139 | 2,281 | -88% |
| 0 | 392 | 309 | - |
| 234 | 160 | 167 | 40% |
| 352 | 848 | 692 | -49% |
| 800 | 1,846 | 1,720 | -53% |
| 0 | 74 | 27 | - |
| 3,043 | 4,339 | 4,878 | -38% |
| 0 | 255 | 174 | - |
| 3,749 | 7,971 | 6,347 | -41% |
| 0 | 0 | 0 | - |
| 130 | 625 | 798 | -84% |
| 5 | 68 | 56 | -91% |
| 152 | 3,034 | 1,745 | -91% |
| 0 | 25 | 9 | - |
| 75 | 193 | 96 | -22% |
| 136 | 5,453 | 2,131 | -94% |

| 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 | 3,736 | 2,319 | 3,483 | 7% | 156,244 | 133,387 | 143,167 | 9% |
| Wolcott Mill | 1,794 | 1,024 | 2,002 | -10% | 41,457 | 17,687 | 35,456 | 17% |
| Wolcott Farm | 5,626 | 4,399 | 4,447 | 27% | 66,062 | 53,157 | 57,444 | 15% |
| Stony Creek | 9,331 | 9,358 | 9,440 | -1% | 174,288 | 172,661 | 189,864 | -8% |
| Eastern Mobile Center | 275 | 318 | 305 | -10% | 14,369 | 15,831 | 11,598 | 24% |
| Indian Springs | 2,217 | 3,217 | 2,471 | -10% | 53,032 | 56,669 | 54,588 | -3% |
| Kens NC | 15,563 | 12,933 | 15,835 | -2% | 307,855 | 313,686 | 325,229 | -5% |
| Kens Farm | 8,736 | 7,618 | 8,629 | 1% | 222,182 | 243,209 | 234,027 | -5% |
| Western Mobile Center | 577 | 419 | 503 | 15% | 10,455 | 8,885 | 8,081 | 29% |
| Hudson Mills | 2,880 | 2,843 | 2,749 | 5% | 42,390 | 41,194 | 40,182 | 5% |
| Oakwoods | 11,403 | 9,727 | 9,884 | 15% | 160,502 | 156,382 | 152,790 | 5% |
| Lake Erie | 12,679 | 11,205 | 11,948 | 6% | 176,276 | 170,947 | 177,399 | -1% |
| Southern Mobile Center | 479 | 520 | 510 | -6% | 23,848 | 22,236 | 20,176 | 18% |
| Totals | 75,296 | 65,900 | 72,206 | 4% | 1,448,960 | 1,405,931 | 1,450,000 | 0% |

| PARK | Monthly Revenue | | | | YTD Revenue | | | |
|------------------------|-----------------|-----------|---------------|---------------------|-------------|------------|---------------|---------------------|
| | Current | Previous | Prev 3 Yr Avg | Change from Average | Current | Previous | Prev 3 Yr Avg | Change from Average |
| Lake St Clair | \$ 2,119 | \$ 571 | \$ 480 | 342% | \$ 41,124 | \$ 9,390 | \$ 14,542 | 183% |
| Wolcott Mill | \$ - | \$ - | \$ - | - | \$ 1,783 | \$ 4,467 | \$ 3,921 | -55% |
| Wolcott Farm | \$ 11,884 | \$ 5,652 | \$ 6,296 | 89% | \$ 37,729 | \$ 22,020 | \$ 36,885 | 2% |
| Wagon Rides | \$ - | \$ - | \$ - | - | \$ 3,010 | \$ - | \$ - | - |
| Livestock/Produce | \$ 626 | \$ 1,655 | \$ 13,739 | -95% | \$ 73,370 | \$ 97,631 | \$ 76,354 | -4% |
| FARM TOTAL | \$ 12,510 | \$ 7,307 | \$ 20,035 | -38% | \$ 114,109 | \$ 119,651 | \$ 113,239 | 1% |
| Stony Creek | \$ 975 | \$ 301 | \$ 175 | 456% | \$ 14,551 | \$ 10,035 | \$ 11,857 | 23% |
| Eastern Mobile Center | \$ 525 | \$ 45 | \$ 298 | 76% | \$ 15,452 | \$ 2,770 | \$ 6,275 | 146% |
| Indian Springs | \$ 1,650 | \$ - | \$ 292 | 465% | \$ 11,087 | \$ 6,554 | \$ 13,069 | -15% |
| Kens NC | \$ 1,588 | \$ 629 | \$ 991 | 60% | \$ 39,671 | \$ 14,168 | \$ 19,172 | 107% |
| Kens Farm | \$ 639 | \$ 2,126 | \$ 1,464 | -56% | \$ 59,109 | \$ 50,204 | \$ 49,775 | 19% |
| Wagon Rides | \$ 228 | \$ 452 | \$ 438 | -48% | \$ 14,884 | \$ 14,734 | \$ 15,593 | -5% |
| Livestock/Produce | \$ - | \$ 479 | \$ 526 | - | \$ 6,714 | \$ 7,923 | \$ 6,597 | 2% |
| FARM TOTAL | \$ 867 | \$ 3,057 | \$ 2,428 | -64% | \$ 80,707 | \$ 72,861 | \$ 71,965 | 12% |
| Western Mobile Center | \$ 663 | \$ 425 | \$ 342 | 94% | \$ 12,615 | \$ 5,971 | \$ 11,376 | 11% |
| Hudson Mills | \$ 1,081 | \$ (565) | \$ 164 | 560% | \$ 20,840 | \$ 8,876 | \$ 8,533 | 144% |
| Oakwoods | \$ 253 | \$ 364 | \$ 468 | -46% | \$ 8,879 | \$ 8,246 | \$ 11,205 | -21% |
| Lake Erie | \$ 264 | \$ 360 | \$ 359 | -26% | \$ 14,388 | \$ 6,014 | \$ 7,548 | 91% |
| Southern Mobile Center | \$ 625 | \$ - | \$ 416 | 50% | \$ 11,623 | \$ 575 | \$ 6,972 | 67% |
| Totals | \$ 23,119 | \$ 12,494 | \$ 26,447 | -13% | \$ 386,828 | \$ 269,577 | \$ 299,674 | 29% |

| BREAKDOWN OF ATTENDANCE | ON-SITE Programs and Attendance | | | |
|-------------------------|---------------------------------|--------------|---------------|--------------|
| | CURRENT YEAR | | PREVIOUS YEAR | |
| | Programs | Attendance | Programs | Attendance |
| Lake St Clair | 13 | 218 | 11 | 185 |
| Wolcott Mill | - | - | - | - |
| Wolcott Farm | 32 | 2,413 | 30 | 1,924 |
| Stony Creek | 25 | 331 | 14 | 358 |
| Eastern Mobile Center | | | | |
| Indian Springs | 3 | 104 | 5 | 75 |
| Kens NC | 17 | 420 | 25 | 413 |
| Kens Farm | 33 | 957 | 26 | 967 |
| Western Mobile Center | | | | |
| Hudson Mills | 4 | 380 | 3 | 343 |
| Oakwoods | 12 | 240 | 18 | 414 |
| Lake Erie | 11 | 154 | 8 | 165 |
| Southern Mobile Center | | | | |
| Totals | 150 | 5,217 | 140 | 4,844 |

| OFF-SITE Programs and Attendance | | | |
|----------------------------------|--------------|---------------|--------------|
| CURRENT YEAR | | PREVIOUS YEAR | |
| Programs | Attendance | Programs | Attendance |
| - | - | 2 | 11 |
| - | - | - | - |
| - | - | - | - |
| - | - | - | - |
| 1 | 179 | 2 | 173 |
| - | - | - | - |
| 4 | 65 | 2 | 52 |
| 1 | 27 | 12 | 204 |
| 32 | 577 | 17 | 419 |
| - | - | - | - |
| 1 | 44 | - | - |
| - | - | - | - |
| 13 | 479 | 18 | 520 |
| 52 | 1,371 | 53 | 1,379 |

| BREAKDOWN OF ATTENDANCE | OTHER VISITORS (Non-programs) | |
|-------------------------|----------------------------------|---------------|
| | Current | Previous |
| Lake St Clair | 3,518 | 2,123 |
| Wolcott Mill | 1,794 | 1,024 |
| Wolcott Farm | 3,213 | 2,475 |
| Stony Creek | 9,000 | 9,000 |
| Indian Springs | 2,113 | 3,142 |
| Kens NC | 15,078 | 12,468 |
| Kens Farm | 7,752 | 6,447 |
| Hudson Mills | 2,500 | 2,500 |
| Oakwoods | 11,119 | 9,313 |
| Lake Erie | 12,525 | 11,040 |
| Totals | 68,612 | 59,532 |

"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.