



5-Year Parks and Recreation Master Plan 2018-2022

Approved: February 1, 2018



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Thank you to the many staff members who contributed to the development of this plan.

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5-Year Parks and Recreation Master Plan 2018-2022

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This document and its appendices are available at:

<https://www.oakgov.com/parks/getinvolved/Pages/Planning.aspx>

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TABLE OF CONTENTS

- 1 Executive Summary
- 2 Plan Development
- 3 Community Description
- 4 Organizational Structure
- 5 Budget and Finance
- 6 Recreational Resources
- 7 Land Resources
- 8 Parks and Facilities
- 9 Goals and Objectives
- 10 Strategic Action Plan 2018-2022
- 11 Alignment with Standards
- 12 Report on Strategic Action Plan 2013-2017
- 13 Glossary

APPENDICES – AVAILABLE ONLINE

Appendix A – Oakland County Community Needs Assessment
Survey
Appendix B – Oakland County Parks 2017 Business Survey
Appendix C – Recreation Plan Public Comment

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1 Executive Summary

Addison Oaks County Park – Addison Township

1 Executive Summary

Introduction.....	3
Mission and Goals	3
Advances in the Last Five Years.....	4
Looking Ahead to 2018-2022	4
Evaluation of Outcomes.....	6
References.....	6

Introduction

Welcome to the *Five-Year Park and Recreation Master Plan 2018-2022* (“*Recreation Plan*”). The *Recreation Plan* is designed to guide the staff and Parks and Recreation Commission over the next five years as we continue to provide high-quality recreation experiences to the residents of Oakland County.

The *Recreation Plan* updates and replaces the *Parks and Recreation Master Plan 2013-2017*, which expires on December 31, 2017 (OCPR, 2/6/2013). Preparation of this plan follows the *Guidelines for the Development of Community Park, Recreation, Open Space, and Greenway Plans* (MDNR, 3/19/2015) provided by Grants Division of the Michigan Department of Natural Resources (MDNR). Approval of this *Recreation Plan* by the MDNR qualifies Oakland County Parks and Recreation (OCPR) to apply for grants administered by the State of Michigan.

Mission and Goals

With this update of the *Recreation Plan*, we reaffirm our dedication to the OCPR mission and align our goals and objectives with the needs of Oakland County residents, the status of recreation in the county, and trends in recreation both statewide and nationally. The six strategic goals below provide a structure for OCPR to plan and execute the actions and make the improvements that fulfill our mission. (Note that goals are in alphabetical, not priority, order).

MISSION: The Oakland County Parks and Recreation Commission is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources

GOAL Be Fiscally Sustainable

Operate in a manner that ensures our long-term ability to provide high-quality parks, recreation facilities and programs to the residents of Oakland County

GOAL Communicate Effectively

Make sure the public knows who we are, warmly welcome them to our parks, recreation facilities and programs, and invite them to participate in planning

GOAL Enhance Communities

Collaborate with local, county and state partners, businesses and individuals to provide parks, recreation facilities and programs in our communities that support quality of life and economic prosperity

GOAL Improve Access

Increase land dedicated to recreation, provide park and recreation services based on needs and trends, and provide parks, recreation facilities and programs in Oakland County that are usable by persons of all abilities

GOAL Manage Assets and Infrastructure

Sustainably reinvest in existing assets and infrastructure, make new investments when supported by fiscal resources, recreational trends, public engagement, and usage data

GOAL Protect Natural Resources

Increase land dedicated to protection of natural resources, preserve existing high-quality ecosystems, and improve ecological communities that are fragmented or degraded

Advances in the Last Five Years

The *2018-2022 Recreation Plan* picks up where the previous plan left off. Chapter 12 of the *Recreation Plan* is a report on the accomplishment of the Strategic Action Plan from the previous *Recreation Plan*. Many actions in the *Recreation Plan* were completed or almost completed within the past five years. Here are a few examples:

- The park planning process has been merged with the CIP and Maintenance planning process creating a streamlined and efficient methodology for recommending projects to the Commission for approval
- OCPR partnered with Oakland County Purchasing Department to develop an contract processes to facilitate design, development and construction processes for projects that take longer than 4 years
- Staff completed 9 out of 13 park ADA transition plans, which are incorporated into the park plans. Project-specific transition plans are developed as needed and incorporated into the project planning process. The remaining 4 plans will carry over into the Strategic Action Plan 2018-2022 (Chapter 12)
- A collaborative team of staff researched and developed Trail Standards for park trail planning, design, construction, maintenance and monitoring
- An Other Power-Driven Mobility Devices (OPDMD) Policy was developed and implemented to ensure access to OCPR trails and pathways by persons with disabilities
- A recreation program plan is developed every year including a program inventory, partnership opportunities, operations plans and market trends

Looking Ahead to 2018-2022

Recreation Facilities

We are happy to report that Oakland County Residents remain very supportive of the park and recreation services provided by Oakland County Parks and Recreation. A county-wide resident survey was completed in the summer of 2017 that both reaffirmed themes and trends for recreation within the county, as well as highlighting some newer recreational opportunities on which OCPR can focus in 2018-2022. The survey showed that most Oakland County residents are supportive of maintaining and fixing up older facilities and structures throughout the park system, which continues to be a focus of the Commission. Residents also place a high priority on beaches, trails, nature centers, canoe & kayak launch sites, picnicking areas and playgrounds. This data helps the Commission make decisions about maintenance and improvement projects as well as new construction projects within the system.

Planning for specific park improvements is an important function of the *Recreation Plan* and is based on existing capital improvement and major maintenance plans. All projects proposed in the *Recreation Plan* will undergo detailed facility planning and are subject to the review and approval by the Parks Commission before implementation. Here are some highlights of proposed park improvements over the next five years:

Addison Oaks – Improvements to the Adams Lake Lodge area including replacement of the playground, restoration of the beach, new zero-depth water feature, site and landscape improvements, Buhl Estate garden and entrance landscape renovation, Buhl Estate deck replacement, off-leash dog recreation area

Catalpa Oaks – Installation of electric pedestals to assist with management of large special events, pavilion landscape improvements, zero-depth water feature, sports fields grading and irrigation, perimeter pathway installation

Glen Oaks – LED or marquee sign at main entrance, parking lot renovation, clubhouse window and door replacements, clubhouse outdoor patio renovation, irrigation upgrades

Groveland Oaks – Fiber optic upgrades, waterslide tower replacement, campground improvements to accommodate increased ORV camping

Highland Oaks – Fence line maintenance, park house HVAC and water heater replacement

Independence Oaks – Pole barn construction at maintenance building, boat house dock and deck replacement, Lakeshore Trail boardwalk replacement, Twin Chimneys canvas replacement, Pines playground replacement, Moraine Knoll playground replacement, Wint Nature Center sensory garden pond replacement

Lyon Oaks – Entrance drive and parking lot replacement, construction of park contact station, clubhouse interior renovation, hole 17 boardwalk replacement

Orion Oaks – Parking lot expansion, dog swim dock replacement, boat launch concrete ramp

Red Oaks – Golf course tunnel replacement, water slide painting and rust repair, river ride and kiddie pool bottom repair and painting, waterpark public address system replacement, nature center HVAC replacement; update to nature exhibits

Rose Oaks – Trail development, trail amenity installation, fence line replacement

Springfield Oaks – Water tower improvements, golf course irrigation system replacement, clubhouse renovation, barn siding replacement, Ellis Barn vertical platform lift, Ellis Barn electrical improvements, mill pond dam improvements

Waterford Oaks – Waterpark filter separation system, waterpark kiddie play structure painting, raft ride conveyor belt replacement, demolition of The Fridge complex

White Lake Oaks – Fence line replacement, clubhouse interior renovation, water trail development

Recreation Programs and Services

The 2017 county-wide survey also reaffirmed Oakland County residents' strong interest in recreation programs and community events. The Recreation Programs and Services unit of OCPR continuously evaluates recreation trends and community needs to develop programs and special events that bring communities together and provide unique and exciting recreation opportunities. The southeast quadrant of Oakland County has been a focus area for the Commission over the past several years, with a Southeast Oakland County Strategy being developed and incorporated into the objectives of this plan. The goal of the Southeast Oakland Strategy is to ensure that the commission is providing adequate resources to the communities in the heavily-populated southeast quadrant of the county. This includes hosting events at OCPR parks in this region, as well as partnering with local communities to organize or support special events.

The survey indicated a strong interest in farmer's market programs, adult fitness and wellness programs, community festivals, food truck rallies and art/antique/craft shows. OCPR currently engages in each of these activities in some way, and will be looking for ways to increase opportunities in the future.

The Recreation Assistance Partnership Program (RAPP) is supported by an annual allocation of funds approved by the Parks Commission and continues to be a key way in which OCPR supports local recreation departments. RAPP funding is allocated for outreach including bus trips, mobile recreation equipment use, and programs led by OCPR staff.

Land and Natural Resources Management

Land acquisition strategies focus on opportunities to protect and restore natural areas, protect water quality, and increase or establish trail and green infrastructure continue to be a priority. Effective natural resource management of Oakland County Parks is a key element in implementing the Green Infrastructure Vision of Oakland County and OCPR, through its Natural Resources Management Program, will continue to increase the proportion of

the natural areas within its parks that are being actively managed to increasing biological diversity, protecting water resources, and controlling invasive species.

Evaluation of Outcomes

The *Recreation Plan* is intended to outline specific, measurable outcomes that can be tracked and monitored over the course of the 5-year plan. The Strategic Action Plan (Chapter 10) will serve as a checklist and guide for staff to monitor progress in achieving the objectives and goals in the plan. Chapter 12 of the *Recreation Plan* contains a report on accomplishments of the previous Recreation Plan, as well as noting which objectives have been carried over into this new plan. The *Recreation Plan* is intended to integrate into staff's regular work plans and operation of the park system. Planning & Resource Development (PRD) will coordinate the regular review and updating of the Strategic Action Plan and provide regular reports to OCPR management, the Parks Commission and to the public.

References

- MDNR. (3/19/2015). *Guidelines for the Development of Community Park, Recreation, Open Space, and Greenway Plans*. Lansing MI: Michigan Department of Natural Resources - Grants Management.
- OCPR. (2/6/2013). *5-Year Parks and Recreation Master Plan 2013-2017*. Waterford MI: Oakland County Parks and Recreation Commission.



2 Plan Development

Wedding at Ellis Barn, Springfield Oaks County Park – Springfield Township

2 Plan Development

Guidelines and Requirements	3
Planning Process	3
Public Engagement Process	3
Stakeholder Engagement.....	4
Staff Participation.....	4
Public Comment Period	4
Number and type of public comment.....	6
Age of survey respondents	6
Where survey respondents live.....	7
Which parks survey respondents visit	7
Public comments on the Recreation Plan and the Oakland County Parks system	8
Public comments summarized by topic	8
Public Hearing	12
Submittals and Approvals	13
References	13

Tables

Table 1: Responses to e-marketing messages	5
Table 2: Responses to Facebook posts	6
Table 3: Home counties of survey respondents (based on zip codes)	7
Table 4: Home communities of survey respondents from Oakland County (based on zip codes).....	7
Table 5: Summary of public comment topics and content.....	9

Figures

Figure A: Sample e-marketing message	5
Figure B: Sample Facebook messages	6
Figure C: Parks that survey respondents have visited in the past 12 months (percent of total survey respondents) ..	8

Guidelines and Requirements

The Recreation Plan updates and replaces the *Parks and Recreation Master Plan 2013-2017*, which expires on December 31, 2017 (OCPR, 2/6/2013). Preparation of this plan follows the *Guidelines for the Development of Community Park, Recreation, Open Space, and Greenway Plans* (MDNR, 3/19/2015) provided by Grants Division of the Michigan Department of Natural Resources (MDNR). Approval of this *Recreation Plan* by the MDNR qualifies Oakland County Parks and Recreation (OCPR) to apply for grants administered by the State of Michigan.

Planning Process

The planning methods used to develop this document are described in the following sections:

Chapter 6 – Recreational Resources: Understanding community recreation need as related to community demographic trends, existing community resources, and public engagement and planning for delivery of recreation services.

Chapter 4 – Organizational Structure/ Table 3: Park planning and project forecasting process and Table 4: Design, construction and evaluation process: Managing existing assets; planning and implementing capital improvement and maintenance projects.

Chapter 7 – Land Resources: Planning for property acquisition based on established priorities and best practices

Public Engagement Process

Community Needs Assessment Survey

ETC Institute administered a needs assessment survey for Oakland County during the summer of 2017. ETC Institute mailed a survey packet to a random sample of households in Oakland County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.OaklandCountyParks2017Survey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oakland County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 800 residents. The goal was exceeded with a total of 812 residents completing the survey. The overall results for the sample of 812 households have a precision of at least +/-3.4% at the 95% level of confidence.

The findings report from ETC Institute is included as Appendix A and contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the County's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

(ETC Institute, September 2017)

Stakeholder Engagement

Cities, Villages and Townships in Oakland County

We are in the process of engaging community leaders and representatives throughout Oakland County regarding the status of recreation in their community and the role of Oakland County Parks and Recreation. Staff has met with both the Republican and Democratic caucuses of the Oakland County Board of Commissioners and has begun meeting with individual communities. Based on the understanding that there is less area of parkland in southeast Oakland County and knowing that there is a perceived unequal distribution of recreational opportunities and investment in this area, we began in fall 2016 with each of the local communities in southeast Oakland County. In 2018, we will continue this process with the goal of engaging stakeholders in all communities in Oakland County. Our stakeholder engagement process and results to date are detailed in Chapter 6 Recreational Resources

Business Community

We are also engaged in an ongoing process of engaging the business community, which began with the Skidmore Studio discover study (Skidmore Studio, October 2016), which explored the value of OCPR to the business community, and continued with the Business Needs Assessment Survey conducted by ETC (ETC Institute, December 2017) (see Appendix B).

Staff Participation

Preparation of the Strategic Action Plan 2018-2022 (Chapter 10) was accomplished by meeting multiple times with the various staff groups that comprise the OCPR team. The goal of these work sessions was to build a shared understanding of the current practices throughout the organization and to develop high-level work plans that will be managed by individuals and teams in the organization and evaluated at least annually. The staff meetings also were used to review the Strategic Action Plan 2013-2017 (OCPR, 2/6/2013) and document progress with those objectives and actions.

Public Comment Period

The *Recreation Plan* was posted for public comment for 30 days (November 20 – December 20, 2017). The document and its appendices were posted on the Oakland County Parks and Recreation web site with an online survey (<https://www.oakgov.com/parks/getinvolved/Pages/Planning.aspx>). Contact information for a planning staff member is also provided if a member of the public has any questions or would like to comment by email, phone or in person.

Community locations for Recreation Plan and surveys

Hard copies with paper surveys were placed in 11 locations, including parks, libraries and government offices:

- Catalpa Oaks: Oakland County Parks Office at the Oakland County Health Department Building at 27725 Greenfield Rd, Southfield, MI 48076
- Clarkston Independence District Library at 6495 Clarkston Rd in the Village of Clarkston, MI 48346
- Holly Township Library 1116 N Saginaw St, Holly, MI 48442
- Independence Oaks: Wint Nature Center at 9501 Sashabaw Road in Independence Township MI 48348
- Lyon Township Public Library 27005 Milford Rd, South Lyon, MI 48178
- Oakland County Economic Development One-Stop Shop (Executive Office Building - 41W) at 2100 Pontiac Lake Rd, Waterford Twp, MI 48328
- Orion Township Public Library at 825 Joslyn Road in Lake Orion, MI 48362
- Red Oaks: Red Oaks Nature Center at 30300 Hales Road in Madison Heights MI 48071
- Springfield Oaks: 4H Fair Office at 12451 Andersonville Road in Davisburg, MI 48350
- Waterford Oaks Administration Office at 2800 Watkins Lake Road in Waterford, MI 48328

- Waterford Oaks Recreation Programs and Services Office at 2800 Watkins Lake Road in Waterford, MI 48328

Planning Workshops

A public workshop was scheduled during the public comment period at 4-8 pm on December 13 in order to offer opportunities to learn more on each park and invite both general and park-specific input. Unfortunately, the day of the workshop there was a major snowstorm and the event was cancelled.

To follow up on the cancelled public workshop, a series of public planning workshops will be scheduled in 2018 based on the Recreation Plan public comment and the types of recreation that brought the greatest response. The first is expected to be held at the end of February and focus on disc golf.

Publicity

The opportunity to participate in the public comment period was advertised on social media (Facebook), by email and via local community contacts.

Figure A: Sample e-marketing message



Table 1: Responses to e-marketing messages

Date of Message	Distribution	Response
November 22	29,216 subscribers	6,456 total opens
December 3	134 subscribers (CVT List)	96 total opens
December 13*	29,165 subscribers	6,714 total opens
December 13*	132 subscribers (CVT list)	59 total opens

*Workshop cancellation message

Oakland County Parks and Recreation Master Plan 2018-2022

Table 2: Responses to Facebook posts

Date of Facebook Post	Response
November 22	64 reactions, comments and shares and 190 post clicks
November 28	10 reactions, comments and shares and 14 post clicks
December 5	31 reactions, comments and shares and 55 post clicks
December 11	7 reactions, comments and shares and 12 post clicks
December 13*	14 reactions, comments and shares and 79 post clicks

*Workshop cancellation message

Figure B: Sample Facebook messages



Number and type of public comment

A total of 140 people submitted comments during the public comment period between November 20 and December 20, 2017. 133 people used the online survey. 2 people submitted comments in writing using printed surveys provided at one of the community locations. 4 detailed email comments and 1 telephone comment were received.

Age of survey respondents

The survey asked respondents to provide their age. The average age of survey respondents was 45 years of age. The age range was 20-85 years of age. Age was not provided by persons who emailed or telephoned their comments.

Where survey respondents live

The survey asked respondents to provide their home zip code. The communities where respondents live was identified using the zip codes. One fourth of the respondents reside outside of Oakland County. This corresponds with previous calculations of the percentage of park users from outside Oakland County. Zip code was not provided by persons who emailed or telephoned their comments.

Table 3: Home counties of survey respondents (based on zip codes)

Geographic location	Responses per County	Percent per County
Oakland County	98	72.1%
Genesee County	9	6.6%
Macomb County	14	10.3%
Muskegon County	2	1.5%
St Clair County	1	0.7%
Tuscola County	1	0.7%
Washtenaw County	2	1.5%
Wayne County	9	6.6%
TOTAL RESPONSES	136	100%

Table 4: Home communities of survey respondents from Oakland County (based on zip codes)

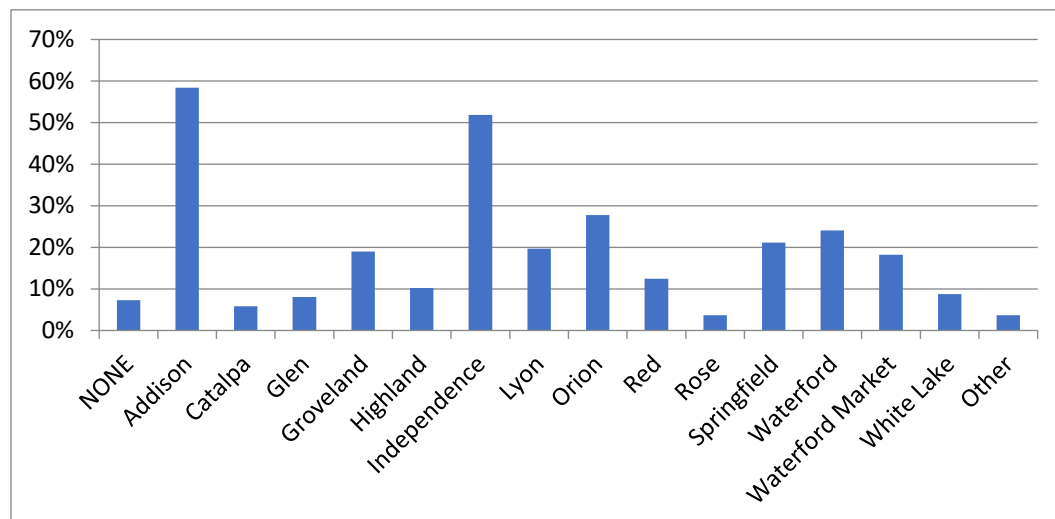
Oakland County community	Responses per Community	Percent per Community	Oakland County community	Responses per Community	Percent per Community
Auburn Hills	2	2.0%	Madison Heights	3	3.1%
Bingham Farms	1	1.0%	Milford	1	1.0%
Bloomfield Hills	1	1.0%	Novi	1	1.0%
Clarkston	16	16.3%	Oak Park	2	2.0%
Clawson	2	2.0%	Oakland	3	3.1%
Commerce Township	7	7.1%	Ortonville	3	3.1%
Davisburg	1	1.0%	Oxford	7	7.1%
Farmington	4	4.1%	Rochester	1	1.0%
Ferndale	2	2.0%	Royal Oak	5	5.1%
Hazel Park	2	2.0%	Walled Lake	1	1.0%
Holly	3	3.1%	Waterford	16	16.3%
Huntington Woods	1	1.0%	West Bloomfield	2	2.0%
Keego Harbor	1	1.0%	White Lake	2	2.0%
Lake Orion	3	3.1%	Wixom	2	2.0%
Leonard	3	3.1%	Oakland County Total	98	100%

Which parks survey respondents visit

The survey asked respondents which parks they have visited in the past 12 months. The two most visited parks were Addison and Independence. 60% and 50% of respondents, respectively, indicated they had visited these two parks in the past 12 months. 5 respondents indicated "Other". Three respondents provided detail: "dog park",

“Bald Mountain”, “I have been in contact with individuals involved in the proposed off-road park in Oakland County,” and two indicated “Orion Oaks Dog Park specifically”. The chart below shows the percentage of total survey respondents that indicated they had visited each park.

Figure C: Parks that survey respondents have visited in the past 12 months (percent of total survey respondents)



Public comments on the Recreation Plan and the Oakland County Parks system

Most of the comments regarding the Recreation Plan document were positive and said that the plan was well-presented and reflective of the county’s needs. A few commenters found the plan to be too complicated, too vague or in need of clearer metrics. There were many positive comments about the overall shape of the parks system, maintenance of the parks, and the contributions of staff and volunteers. Concerns were expressed about level of fees for residents and the need to invest taxpayer money carefully.

Public comments summarized by topic

The comments were reviewed for recurring topics. Table 3 below shows the number of comments that contain each topic and a brief summary of the comments on that topic. This is a general review of all the comments and is not intended to be exhaustive. Staff will continue to work through the comments for information on public opinion about specific features and proposed changes to the park system. For more detail, see the full text of individual topics – these are provided in Table 4 in the next section. Table 5 is a cross-referenced guide to the comments that will assist with locating each topic.

Table 5: Summary of public comment topics and content

Comment topic	Number of people commenting on this topic	Content of comments
Accessibility, adaptive programs	3	Commenters encouraged OCPR to continue investing in making parks more accessible and approved that we perform an accessibility review on all projects. One person noted that unpaved walking trails were challenging for seniors and handicapped persons and asked OCPR to improve surfaces to be compacted better.
Beach, swimming	10	Several commented on the poor conditions of the (now closed) beach at Addison Oaks, several commented on how they enjoyed swimming at the parks, especially at Groveland and Independence
BMX	1	One commenter asked for upgrades to the Waterford BMX facility
Camping	10	Several commenters listed camping as a favorite part of OCPR parks with the majority calling out Addison specifically as their favorite. One person indicated that camping and disc golf was a good combination. One person loved camping at Addison but was camping less now due to poor quality of beach (now closed) and problems with the reservation system, including not being able to reserve online. Another person wanted to see basketball courts added at Addison. Another camper had experienced a problem with the 2 tents per campsite limitation because their bicycle touring group used multiple one-person tents. One commenter was looking forward to combining use of the proposed ORV park with camping at Groveland.
Conference centers, grill rooms, concessions	1	One person wanted to see better concession choices and prices at the golf courses
Court games	6	Commenters asked for court games to be added – specifically basketball at Addison and Independence, tennis at Groveland, and pickleball at Waterford. One commenter said the volleyball courts at Waterford were too close to the path, with players sometimes obstructing the path.
Cultural, historic	2	One person approved of the inclusion of more cultural/historical recreation in the Recreation Plan. Another noted that the historic buildings at Addison were a lovely backdrop for picnicking and other activities in the park.
Disc golf	51	The disc golf community made a very strong response to the call for public comment. Staff has been engaged for several months with

Oakland County Parks and Recreation Master Plan 2018-2022

Comment topic	Number of people commenting on this topic	Content of comments
		<p>members of this group and has reviewed a proposal to install disc golf at Orion Oaks. This location was determined to be not feasible due to restrictions per the Eastern Massasauga Rattlesnake Implementation Plan with the Michigan Department of Natural Resources, planned trail development and potential user conflicts with dog park. Communication continues and plans are in place to meet with disc golfers and partners later this winter to review needs and opportunities.</p> <p>Most of the comments were related to developing more disc golf courses in the system, especially championship-level courses. Many commented on the quality and beauty of the Addison Oaks course and had suggestions for improvements to the course. Others commented on the value of family time playing disc golf and that disc golf at Addison was their introduction to other features at the park. One commenter indicated willingness to pay for play when improvements are made.</p>
Diversity, equity	1	One person expressed concern about the lack of economic and racial diversity in the parks
Dogs, dog park	15	Most commenters on this topic identified dog parks as a favorite part of OCPD parks. Specific comments included concerns about mud (parking lots, dog enclosures) and aggressive dogs; and the need for more shade and flowing water in the dog parks. One commenter wanted a “real dog park” in south Oakland County. Comments asked for new dog parks at Addison and Waterford.
Equestrian, horses	2	Comments asked for more equestrian access and improvements to the equestrian trails at Rose.
Events and programs	6	Commenters were positive about events and programs, citing them as a reason to visit the parks
Farmers market, greenhouses	3	The farmer’s market was cited as a favorite part of OCPD parks. Huron-Clinton Metropark Authority is researching opportunities for farmer’s markets and programs, suggesting a potential for collaborative planning. One commenter suggested removing one-way signage from the farmers market and was disappointed that the community garden program at the greenhouse had stopped.
Golf	13	Commenters listed golf as a favorite part of OCPD parks and most indicated that the courses were well-maintained and staff was

Comment topic	Number of people commenting on this topic	Content of comments
		doing a great job. There were a few suggestions: add 9 or 18 holes at Lyon, improve drainage at courses, add a driving range at White Lake, cut the roughs more often at White Lake. A couple commenters called for one or more golf courses to be eliminated. An emailed comment was positive regarding Lyon Oaks golf course but indicated the course was a bit expensive for frequent golfers and suggested selling annual memberships to boost revenue for the golf course and provide an opportunity for a discount for frequent players.
Lakes, fishing, boating	5	Commenters listed lakes, boating and/or fishing among their favorite parts of OCPR parks. There were a couple suggestions: fix fishing docks to extend beyond grass areas and increase hours that kayak rentals are available
Nature, wildlife, natural areas, woods	19	Natural areas, scenic views and wildlife were often identified as favorite reasons commenters enjoyed the parks. Commenters wanted OCPR to preserve natural areas, control invasive species and refrain from cutting trees along trails.
Nature centers	3	One commenter asked for Red Oaks Nature Center schedule to be available earlier for planning family activities. Other comments were about Wint Nature Center and suggested improvements.
ORV	13	Commenters expressed support for the proposed ORV park and hope that the project would move forward soon.
Parks Commission	4	Commenters asked for Parks Commission meetings to be recorded and available to view on cable or internet for greater transparency and so they could stay informed about the decisions being made.
Picnicking, pavilions, barbecue	3	Picnicking was a favorite activity. Commenters asked for another pavilion at Catalpa and more pavilions in general.
Playgrounds	7	Playgrounds were cited as a favorite part of OCPR parks. The need for upgraded playground equipment was noted.
Safety, security, comfort	5	Commenters liked the Oakland County sheriff's deputy patrols and felt safe and comfortable in the parks. One commenter noted that "The Fridge" was dangerous and needed to be removed from Waterford.
South Oakland County	6	Commenters called out the need for more recreational facilities and activities in south Oakland County. One person recognized Red Oaks

Comment topic	Number of people commenting on this topic	Content of comments
		as a valuable resource in the south part of the county and another approved of including a strategy for south Oakland County in the plan.
Trails, hiking, biking, mountain biking, equestrians	49	Trails were frequently cited as a favorite part of OCPR parks, with many asking for more trails and more connectivity to regional trails. More mountain biking choices for various skill levels was suggested. Trail system at Independence and the mountain biking trails at Addison were specifically noted as a favorite by many. Need for improved trail signage was a frequently cited concern. Trail user conflicts was also cited, including concerns about proposed increased bicycle use and closing cross-country ski trails to walkers in winter – both at Independence.
Volunteering	2	Commenters thanked volunteers for their work in the parks and noted volunteer opportunities from new recreational development.
Waterpark	7	Commenters cited the waterparks as a favorite part of OCPR parks. More shade was cited as a need for the waterparks.
Wi-Fi, internet	2	Commenters wanted improvement to internet speed
Winter, skiing, sledding, ice skating, hockey	10	Cross-country skiing at Independence was noted. One commenter cited it as a favorite and wanted Independence to grow as a premier ski destination, but noted that ski rental gear needed to be upgraded. Another commenter did not want cross-country ski trails to be closed to walkers in winter. Other comments included wanting sledding at Independence, more lights at dog parks at night for visits after work in winter, wanting disc golf tee pads to be salted at Addison, and wanting snow to be cleared from trails at Red.

Public Hearing

The public hearing was held during the January 10, 2018 meeting of the Parks Commission. A paid public notice of the January 10 hearing was posted in the Oakland Press and Royal Oak Tribune on December 15, 16, 17, 18 and 19. *The Affidavit of Publication is submitted as a separate document to the MDNR.*

The public hearing was introduced by a brief introduction to the Recreation Plan and a summary of the public comment received during the 30-day public comment period. *The certified public hearing minutes are submitted as a separate document to the MDNR.*

Submittals and Approvals

Parks Commission

The *Recreation Plan* was approved by the Oakland County Parks and Recreation Commission on January 10, 2018. *The approved resolution recommending approval by the Oakland County Board of Commissioners is submitted as a separate document to the MDNR.*

Oakland County Board of Commissioners

The *Recreation Plan* was approved by the Oakland County Board of Commissioners on February 1, 2018. *The approved resolution of approval by the Oakland County Board of Commissioners is submitted as a separate document to the MDNR.*

Southeast Michigan Council of Governments – SEMCOG

A transmittal letter and a digital copy of the approved *Recreation Plan* is being provided to the SEMCOG concurrently with submittal to MDNR. *A copy of the transmittal is submitted as a separate document to the MDNR.*

Oakland County Economic Development – OCED

A transmittal letter and a digital copy of the approved *Recreation Plan* is being provided to the OCED concurrently with submittal to MDNR. *A copy of the transmittal is submitted as a separate document to the MDNR.*

Michigan Department of Natural Resources – MDNR

The *Recreation Plan* will be submitted to the MDNR electronically before March 1, 2018.

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Marshmallow Drop, Catalpa Oaks County Park – Southfield

3 Community Description

3 Community Description

Oakland County, Michigan.....	3
Oakland County Communities	5
Oakland County Parks and Recreation.....	7
References.....	9

Tables

Table 1: Demographic trends – Oakland County and United States	4
Table 2: List of communities in Oakland County	5
Table 3: Oakland County Parks and Recreation statistics and three-year trends.....	7

Figures

Figure A: Oakland County with locations of Oakland County Parks and Recreation parks	8
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Oakland County, Michigan

Oakland County is in southeast Michigan, adjacent to Detroit, and covers 910 square miles. Within the county, there are 30 cities, 21 townships, and 11 incorporated villages, in urban, suburban, and rural landscapes. Oakland County has 28 public school districts as well as 17 degree-granting colleges and universities.

According to the U.S. Census, the county's population in 2010 was more than 1.2 million persons, increasing by 3.5% between 2010 and 2016, which is lower than the national rate of 4.9% (U.S. Census Bureau 2016). According to Oakland County Economic Development and Community Affairs (EDCA) and considering three components of population change – natural population change (births minus deaths), net international migration and net domestic migration – the county population grew at by an average of 7,470 per year during the 2010-2015 period. A slower rate of 2,944 per year on average is forecast for the 2015-2030 period, with net international migration being a major component (OCEDCA 2017).

When ranked amongst the 39 most prosperous counties in the U.S., Oakland County ties for 10th place (OCEDCA 2017). There are 38,000 businesses in Oakland County, including nearly 1,100 foreign-owned firms from 39 countries. Economic development in the county generated combined investment of \$898 million in 2016, with three-year investment from 2014-16 totaling nearly \$2.4 billion. More than 621,000 Oakland County residents were working in 2016, resulting in an unemployment rate of 4.2 percent, which is lower than the state and federal rates of 4.9 percent. (OCEDCA 2016)

Oakland County is home to the headwaters of five major rivers, the Clinton, Flint, Huron, Rouge, and Shiawassee Rivers, all of which are important to the long-term health of the Great Lakes Ecosystem. Many diverse ecosystems are in the county due to the area's complex topography and geological history and are an important element in the character of the county.

There are 485 institutions of art, culture and the humanities in the county. We have 32 unique downtowns and 4,200 restaurants. Residents and visitors enjoy nearly 90,000 acres of public-owned parkland, 65 miles of trails, 76 public and private golf courses and 1,450 lakes. (OCEDCA 2016)

Oakland County Parks and Recreation Master Plan 2013-2022

Table 1: Demographic trends – Oakland County and United States

Statistic	Oakland County		United States	
	2010 Census	2016 Estimates	2010 Census	2016 Estimates
Geography				
Land area (square miles)	867.66		3,531,905.43	
Population per square mile	1,385.7		87.4	
Population				
Total	1,202,362	1,243,970	308,758,105	323,127,513
Percent Change		3.5%		4.7%
Age				
Persons under 5 years	5.7%	5.5%	6.5%	6.2%
Population younger than 18 years of age	23.5%	21.5%	24.0%	22.8%
Population older than 65 years of age	13.2%	15.9%	13.0%	15.2%
Race and Hispanic Origin				
White alone	77.3%	76.0%	72.4%	76.9%
Black or African American alone	13.6%	14.3%	12.6%	13.3%
American Indian or Alaska Native alone	0.3%	0.3%	0.9%	1.3%
Asian alone	5.6%	7.2%	4.8%	5.7%
Two or More Races	2.2%	2.2%	2.9%	2.6%
Hispanic or Latino	3.5%	3.9%	16.3%	17.8%
White alone, not Hispanic or Latino	75.1%	72.6%	63.7%	61.3%
Housing				
Housing units	527,255	533,047	131,704,730	134,789,944
Statistic			2011-2015 Oakland County	2011-2015 United States
Housing				
Owner-occupied housing unit rate			70.5%	63.9%
Median value of owner-occupied housing units			\$ 178,900	\$ 178,600
Education				
High school graduate or higher, percent of persons age 25+ years			93.3%	86.7%
Bachelor's degree or higher, percent of persons age 25+ years			44.4%	29.8%
Disability				
With a disability, under age 65 years			7.9%	8.6%
Income and Poverty				
Median household income (2015 dollars)			\$ 67,465	\$ 53,889
Per capita Income in past 12 months (2015 dollars)			\$ 37,728	28,930
Persons in poverty			9.3%	13.5%

Source: (U.S. Census Bureau 2016)

Oakland County Communities¹

Table 2: List of communities in Oakland County

Community Name	Community Type	2010 Census Population	% Change 2000-2010	2016 SEMCOG Estimate	% Change 2010-2016	2040 SEMCOG Forecast	Area (Square Miles)	2010 Population Density per Square Mile	SEMCOG Park Finder park and recreation data ²
Oakland County	NA	1,202,362	0.7%	1,244,851	3.5%	1,246,863	907	1,326	✓
Addison Township	Twp	5,948	-2.6%	5,996	0.8%	5,770	35.6	167	✓
Auburn Hills	City	21,412	7.9%	23,991	12.0%	24,248	16.7	1,282	✓
Berkley	City	14,970	-3.6%	14,896	-0.5%	15,345	2.6	5,758	✓
Beverly Hills	Village	10,267	-1.6%	10,290	0.2%	10,338	4.0	2,567	✓
Bingham Farms	Village	1,111	7.9%	1,055	-5.0%	1,136	1.2	926	✓
Birmingham	City	20,103	4.2%	22,358	11.2%	21,800	4.8	4,188	✓
Bloomfield Hills	City	3,869	-1.8%	4,016	3.8%	4,179	5.0	774	✓
Bloomfield Township	Twp	41,070	-4.5%	42,112	2.5%	44,348	26.1	1,574	✓
Brandon Township	Twp	13,733	3.8%	13,539	-1.4%	13,548	34.9	393	✓
Village of Clarkston	City	882	-8.3%	876	-0.7%	980	0.5	1,764	✓
Clawson	City	11,825	-7.1%	11,627	-1.7%	12,373	2.2	5,375	✓
Commerce Township	Twp	35,874	18.2%	36,777	2.5%	41,628	28.2	1,272	✓
Farmington	City	10,372	-0.5%	10,976	5.8%	10,979	2.7	3,841	✓
Farmington Hills	City	79,740	-2.9%	81,803	2.6%	81,897	33.3	2,395	✓
Fenton ³	City								
Ferndale	City	19,900	-10.0%	19,514	-1.9%	20,982	3.9	5,103	✓
Franklin	Village	3,150	7.3%	3,275	4.0%	3,406	2.7	1,167	
Groveland Township	Twp	5,476	-11.0%	5,346	-2.4%	5,815	36.1	152	✓
Hazel Park	City	16,422	-13.4%	16,983	3.4%	16,359	2.8	5,865	✓
Highland Township	Twp	19,202	0.2%	18,517	-3.6%	18,427	36.1	532	✓
Holly	Village	6,086	-0.8%	6,225	2.3%	6,132	3.0	2,029	✓
Holly Township	Twp	5,276	35.2%	5,005	-5.1%	5,440	33.4	158	✓
Huntington Woods	City	6,238	1.4%	6,314	1.2%	6,439	1.5	4,159	✓
Independence Twp	Twp	34,681	6.4%	36,330	4.8%	36,329	36.3	955	✓
Keego Harbor	City	2,970	7.3%	3,177	7.0%	3,169	0.5	5,940	✓
Lake Angelus	City	290	-11.0%	3.4	-98.8%	354	1.6	181	✓
Lake Orion	Village	2,973	9.5%	3,149	5.9%	3,881	1.3	2,287	✓

¹ <http://semcog.org/Community-Profiles>

² <https://maps.semcog.org/ParkFinder/>

³ Fenton is in Genesee County with a very small portion extending into Oakland County

Oakland County Parks and Recreation Master Plan 2013-2022

Community Name	Community Type	2010 Census Population	% Change 2000-2010	2016 SEMCOG Estimate	% Change 2010-2016	2040 SEMCOG Forecast	Area (Square Miles)	2010 Population Density per Square Mile	SEMCOG Park Finder park and recreation data ²
Lathrup Village	City	4,075	-3.8%	4,086	0.3%	3,588	1.5	2,717	✓
Leonard	Village	403	21.4%	402	-0.2%	381	1.0	403	✓
Lyon Township	Twp	14,545	31.7%	18,509	27.3%	19,621	31.7	459	✓
Madison Heights	City	29,694	-4.5%	30,343	2.2%	30,542	7.1	4,182	✓
Milford	Village	6,175	-1.5%	6,274	1.6%	6,550	2.5	2,470	✓
Milford Township	Twp	9,561	6.2%	9,886	3.4%	9,807	32.6	293	✓
Northville (Oakland) ⁴	City	3,231	-3.6%	3,157	-2.3%	3,259	1.0	3,231	✓
Novi	City	55,374	16.4%	59,324	7.1%	57,897	31.2	1,775	✓
Oak Park	City	29,319	-1.6%	28,352	-3.3%	26,981	5	5,864	✓
Oakland Township	Twp	16,779	28.4%	18,152	8.2%	20,400	36.7	457	✓
Orchard Lake Village	City	2,375	7.2%	2,421	1.9%	2,499	4.1	579	✓
Orion Township	Twp	32,421	5.4%	34,789	7.3%	35,040	34.6	937	✓
Ortonville	Village	1,442	-6.1%	1,525	5.8%	1,620	1.0	1,442	✓
Oxford	Village	3,436	-2.9%	3,585	4.3%	3,988	1.5	2,291	✓
Oxford Township	Twp	17,090	36.9%	17,460	2.2%	19,167	33.9	504	✓
Pleasant Ridge	City	2,526	-2.6%	2,463	-2.5%	2,370	0.6	4,210	✓
Pontiac	City	59,515	-11.8	61,814	3.9%	55,870	21.0	2,834	✓
Rochester	City	12,711	21.4%	13,658	7.5%	13,760	3.8	3,345	✓
Rochester Hills	City	70,995	3.2%	72,791	2.5%	73,528	32.9	2,158	✓
Rose Township	Twp	6,250	0.6%	6,196	-0.9%	6,039	36.1	173	✓
Royal Oak	City	57,236	-4.7%	58,716	2.6%	59,105	11.8	4,851	✓
Royal Oak Township	Twp	2,419	-55.6%	2,520	4.2%	2,908	0.7	3,456	✓
South Lyon	City	11,327	12.9%	12,240	8.1%	12,433	3.7	3,061	✓
Southfield	City	71,758	-8.4%	76,589	6.7%	72,418	26.3	2,728	✓
Springfield Township	Twp	13,940	4.5%	13,857	-0.6%	12,963	36.7	380	✓
Sylvan Lake	City	1,720	-0.9	1,766	2.7%	1,835	0.8	2,150	✓
Troy	City	80,980	0.0%	83,181	2.7%	82,062	33.6	2,410	✓
Walled Lake	City	6,999	4.3%	7,309	4.4%	7,678	2.4	2,916	✓
Waterford Township	Twp	71,707	-0.4%	73,441	2.4%	71,462	35.3	2,031	✓
West Bloomfield Twp	Twp	64,690	-0.3%	65,144	0.7%	66,056	31.3	2,067	✓
White Lake Township	Twp	30,019	6.4%	30,554	1.8%	30,329	37.1	809	✓
Wixom	City	13,498	1.8%	15,500	14.8%	14,942	9.5	1,421	✓
Wolverine Lake	Village	4,312	-2.3%	4,396	1.9%	4,312	1.7	2,536	✓

⁴ Northville is in Wayne and Oakland counties, data for the Oakland County portion is provided here

Oakland County Parks and Recreation

Oakland County Parks and Recreation (OCPR) is funded by a quarter-mill tax on property located in Oakland County, as well as through fees, grants, donations, and other income sources. OCPR's parks and recreation services are provided within the geographic boundaries of Oakland County, but are also open to all visitors to the county. OCPR's role as a provider of recreation in Oakland County and to surrounding areas is summarized in its mission statement:

"The Oakland County Parks and Recreation Commission provides quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources."

The parks, recreation facilities and programs provided by OCPR are designed to serve a diverse population of residents and are carefully planned to complement those services provided by local recreational authorities or by the private, non-profit, or larger regional and state providers. Our mission, with its emphasis on healthy lifestyles, economic prosperity and natural resource protection, is a natural fit with many current initiatives on the state and national level. The Commission also collaborates with other units of government and organizations to manage open space and natural areas and provide recreational facilities and programs on an inter-community, county, and a regional (multi-county) basis.

Table 3: Oakland County Parks and Recreation statistics and three-year trends

Statistic	FY2014	FY2015	FY2016
Geography			
Number of parks	13 parks	13 parks	13 parks
Total park system acreage	6,701 acres	6,701 acres	6,743 acres
Total park system natural area acreage	3,173 acres	3,173 acres	3,213 acres
% of parkland under natural resource management		33%	41%
Park System Usage			
Estimated total park visits	1,419,895	1,657,229	1,695,924
Percent increase in total park visits from previous year		17%	2%
Residency of visitors: Oakland County residents	78%	77%	Not updated for FY2016 ⁵
Residency of visitors: residents of other Michigan counties	22%	23%	
Park Assets⁶			
Total square feet of buildings		472,700 sq. ft.	475,877 sq. ft.
Estimated replacement value of buildings		\$ 70,989,932	\$ 72,464,746
Estimated replacement value of park improvements		\$ 36,356,696	\$ 39,403,955

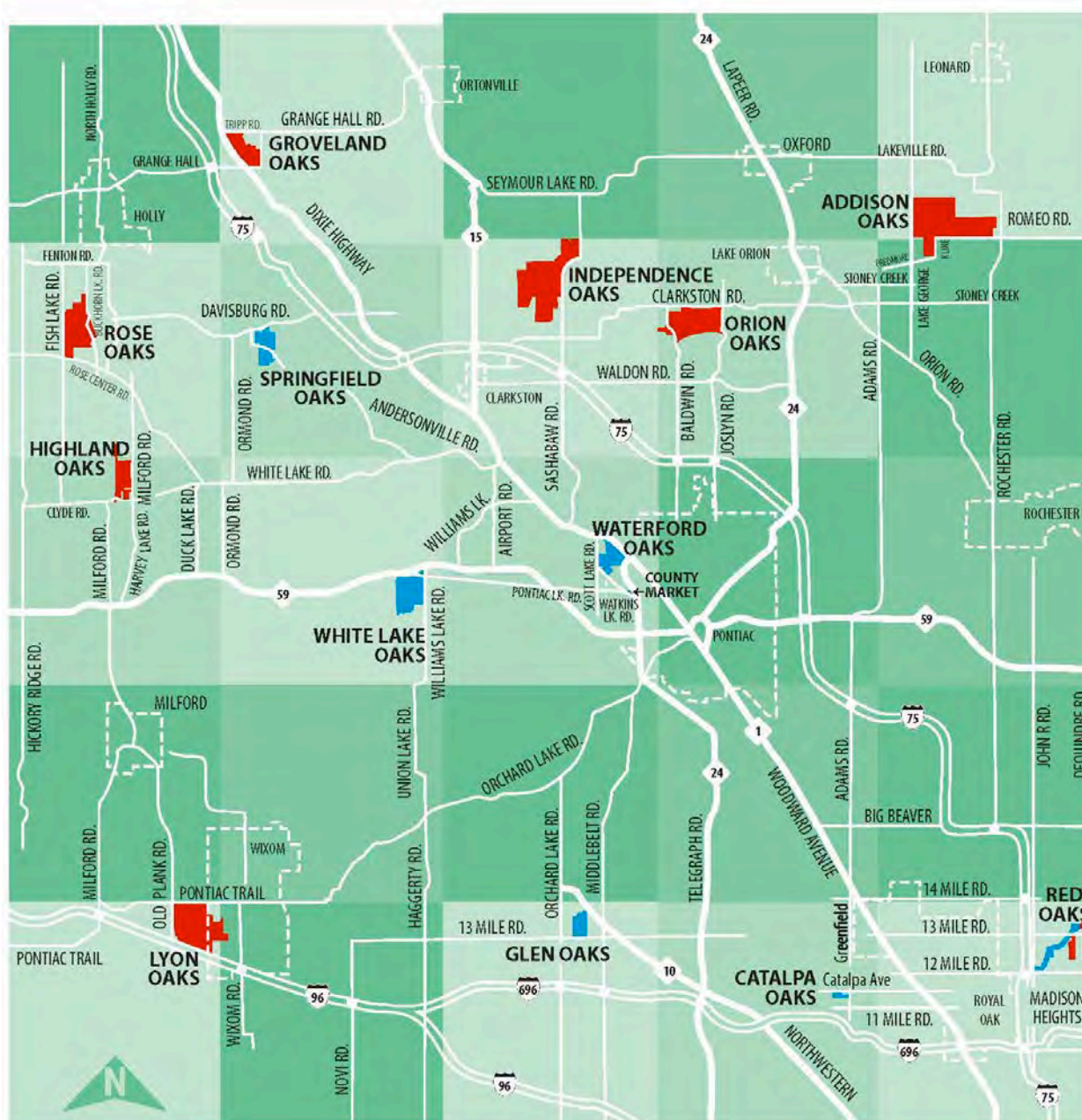
Source: (OCPR/PRD 2017)

⁵ OCPR transitioned to a new version of RecTrac (point-of-sale system) in 2016, which did not have the functionality for capturing zip codes that are needed to calculate percent residency of visitors – this function is restored in 2017

⁶ Data and analysis for park asset replacement values started in FY2015

Oakland County Parks and Recreation Master Plan 2013-2022

Figure A: Oakland County with locations of Oakland County Parks and Recreation parks



- Parks that require annual or daily vehicle permits to enter; no fee for non-motorized entry
- Parks that do not require vehicle permits

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Glen Oaks County Park – Farmington Hills

4 Organizational Structure

4 Organizational Structure

People at Oakland County Parks and Recreation	4
Oakland County Parks and Recreation Commission	4
Executive Officer Parks and Recreation	6
Manager of Parks and Recreation Operations	6
Unit: Business Operations	6
Unit: Communications and Marketing.....	8
Unit: Planning and Resource Development.....	9
Unit: Facilities Maintenance and Development	11
Park Planning and Project Development Collaborative Process	12
Unit: Park Operations.....	14
Unit: Recreation Programs and Services.....	14
Unit: Central Employee Records	15
Unit: Oakland County Fiscal Services Management and Budget.....	15
Unit: Oakland County Compliance Office Auditing Unit	15
Staff Work Groups.....	15
Organizational Alignment Study and Recommendations	16
Employee Engagement	17
Internal Communication – Meetings and Events	17
Internal Communication – Publications.....	18
Other Communication	19
Employee Certifications	19
Volunteers	20
Partnerships.....	21
References	22

Tables

Table 1: People resources at Oakland County Parks and Recreation FY2014-2016	4
Table 2: OCPR Marketing and communications three-year trends	9
Table 3: Park planning and project forecasting process	12
Table 4: Project management: Design, construction and evaluation process	13
Table 5: Trends in number of annual employee survey respondents	17

Figures

Figure A: Oakland County Parks and Recreation functional organizational structure	5
---	---

People at Oakland County Parks and Recreation

Oakland County Parks and Recreation is guided by a 10-member appointed Parks Commission. Our staff brings together professionals from a variety of discipline and skills as well as seasonal workers to manage and operate Oakland County Parks and Recreation. Staff are hired and managed in compliance with the policies and procedures of Oakland County Human Resources Department. Volunteers generously share their time and talents to contribute to customer service in operations as well as the success of our recreation, nature stewardship and environmental programs. The table below shows the full complement of human resources at Oakland County Parks and Recreation over the past three fiscal years.

Table 1: People resources at Oakland County Parks and Recreation FY2014-2016

Human Resources	FY2014	FY2015	FY2016
Number of Park Commissioners	10	10	10
Number of full-time employees	73	76	70
Number of part-time employees	608	626	626
Total number of full-time equivalent employees	158	166	205
Number of volunteers	452	1164	1334
Total hours worked by volunteers	24,974	26,035	27,771

Source: (OCPR/PRD 2017)

Oakland County Parks and Recreation Commission

Since 1966, the Parks Commission for Oakland County Parks and Recreation has managed park land and facilities and recreational programming on behalf of Oakland County. Established under Public Act 261 of 1965, the 10-member Parks Commission board is made up of six elected officials and four members of the public:

- Oakland County Executive or designee
- Oakland County Water Resources Commissioner or designee
- One member of the Road Commission for Oakland County
- Three members of the Oakland County Board of Commissioners
- Four members of the public appointed by the Oakland County Board of Commissioners

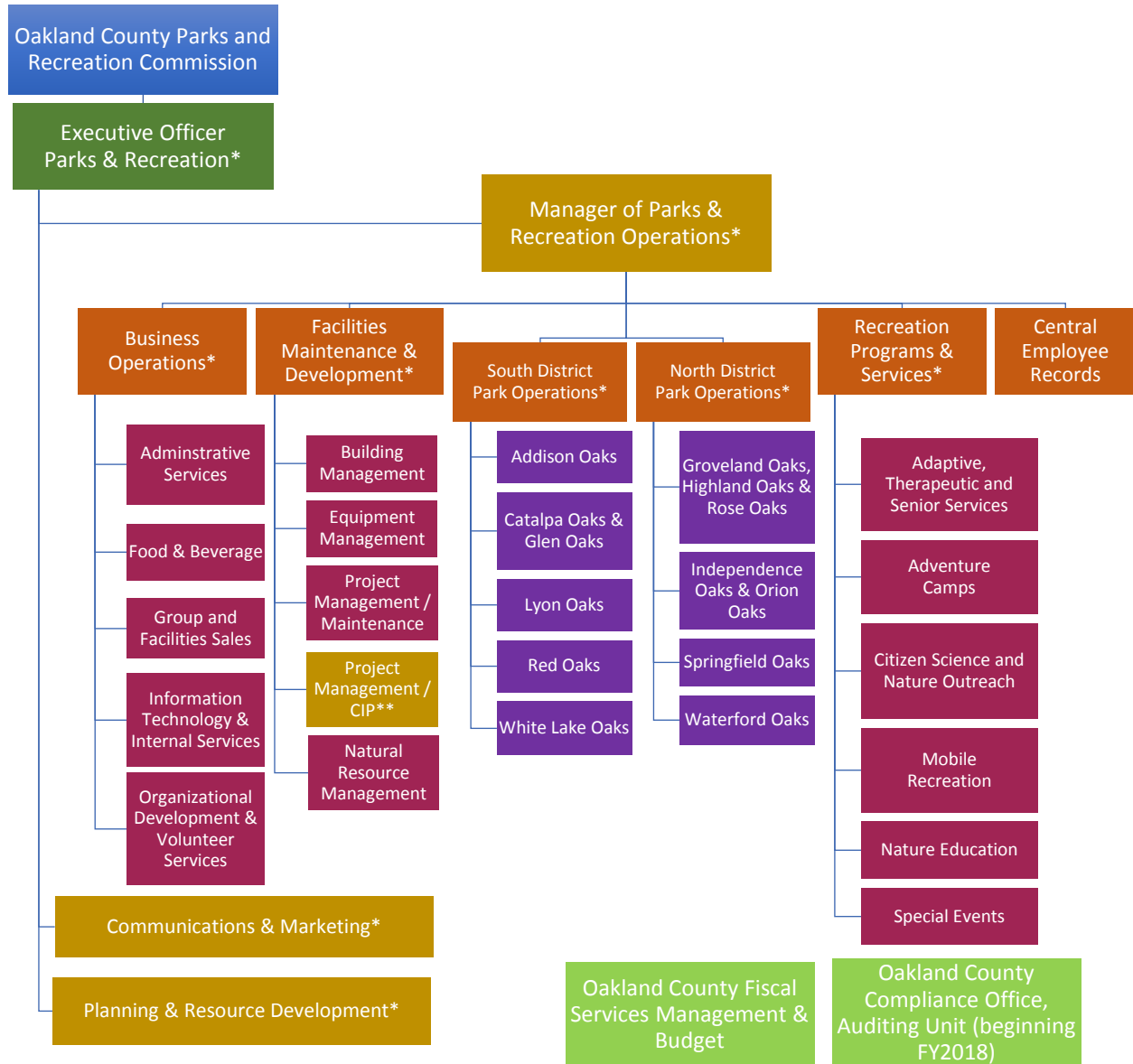
The Parks Commission is responsible for planning, developing, and operating parks and recreation facilities, making rules and regulations of the parks system, establishing a fee structure and approving budget expenditures. The Parks Commission is also responsible for recommending the acquisition of new parkland, the acceptance of grant funding, and the entrance into use agreements, all of which require the approval of the Oakland County Board of Commissioners.

Parks Commission Key Initiatives

The Parks Commission identifies certain special projects and ongoing efforts as key initiatives. Staff provides updates to the Commission on these items within the monthly Executive Officer's Report to the Commission. Individual Commission members frequently participate in planning work groups for key initiatives. Key initiatives in 2017 included:

- Marketing and branding program
- ORV project
- Sponsorship program
- Greenhouse project
- Nature centers
- Preparation and administration of budget
- Establishing capital improvement and maintenance priorities
- Southeast Oakland County strategy

Figure A: Oakland County Parks and Recreation functional organizational structure



Legend:

- Units reporting directly to executive officer
- Units reporting directly to manager of parks and recreation operation
- Sub-units reporting directly to chiefs
- Parks with park supervisors reporting directly to district chiefs
- Oakland County department staff allocated to Oakland County Parks and Recreation; provides services to Parks and Recreation and reports directly to associated Oakland County department

* Administrative Management Team (AMT) comprises heads of these units: executive officer, manager of park and recreation operations, chiefs reporting directly to manager, supervisors reporting directly to executive officer

** The Project Management/CIP sub-unit reports to the chief of Facilities Maintenance & Development, who reports directly to the Executive Officer for this sub-unit only

Executive Committee

The Executive Committee consists of the Chairman, Vice Chairman, Secretary and one additional member of the Parks and Recreation Commission. (The one additional member is appointed by the Commission.) The goal of the Executive Committee is to review the upcoming agenda items for Parks and Recreation Commission meetings and make suggestions or edits to help the Commission in its role of governance. The Executive Committee also reviews and makes recommendations to staff for referral to the full Commission on various projects, policies or procedures. The Executive Committee meets once per month, generally two weeks prior to the monthly Commission meeting.

Executive Officer Parks and Recreation

The executive officer exercises general control of Oakland County Parks and Recreation, working through subordinate supervisors. He or she is responsible for implementing the goals, objectives, policies and regulations issued by the Parks Commission for the planning and development of our parks, recreation facilities and programs and is the spokesperson of Oakland County Parks and Recreation. The executive officer maintains financial controls through budget practices and capital development plan to operate the parks system.

The executive secretary provides administrative services to the executive officer and prepares agendas and materials for the Parks Commission and records minutes for Parks Commission meetings.

Manager of Parks and Recreation Operations

The manager of parks and recreation operations is responsible for the planning, developing, implementing and evaluation of the parks system, assisting chiefs and supervisory personnel with difficult or complex operational problems. The person in this position manages the operating budget, revenues and expenditures and ensures that our parks are safe and ready for public use.

Unit: Business Operations

The Business Operations unit comprises a wide range of services that support the operation of the organization and its individual parks and facilities.

Administrative Services

The supervisor position for this sub-unit is currently vacant due to retirement. Because of this vacancy, the administrative services staff have been decentralized for proper supervision within individual units. Historically all administrative services support staff reported to a supervisor for consistency and cross-training and adherence to standards. The supervisor position is being retained and will be filled in the future when it is warranted by the needs of the organization.

Food and Beverage

The Food and Beverage sub-unit is staffed by one full-time food and beverage coordinator who is a resource for full-time park supervisors with food and beverage operations in their parks. Food and Beverage develops, negotiates and manages vendor contracts per Oakland County purchasing policies and procedures and maintains all required licenses and facility certifications. The coordinator works directly with part-time food and beverage staff to plan menus, operate in a cost-efficient manner, manage inventory, and comply with health and safety regulations. The coordinator is also responsible for supervising training of part-time food and beverage staff, as well as generating and presenting food and beverage reports.

Group and Facilities Sales

This sub-unit was created in 2014 but was put on hold due to budget reductions. It is intended to be staffed by a business development representative. This position will be responsible for developing marketing and sales plans and promotions for park facilities that will help increase facility use, draw new customers, and generate more revenue. Another responsibility will be to seek professional promotional partnerships, such as wedding and corporate planners, photographers and caterers. The long-term vision of the position is to facilitate the transition to centralized reservations for all Commission rental assets. The business development representative position is being retained and will be filled in the future when the needs of the organization warrant and financial resources are available.

Information Technology and Internal Services

This Information Technology and Internal Services sub-unit facilitates all manner of technology initiatives at Oakland County Parks and Recreation and serves as the liaison with Oakland County Information Technology (OCIT) for joint efforts.

The largest focus is management and support of RecTrac, our point of sale software. This sub-unit maintains hardware and software relating to the point of sale systems throughout the parks including paystations, registers and peripherals, and other technology used to support the revenue processing system. Information Technology staff works with administration and park staff to create and run reports and to use available data to track performance metrics.

The Information Technology and Internal Services sub-unit maintains software used for management of inventory, equipment, work orders and related databases. Staff oversees, maintains and recommends software and hardware to solve long term business needs by leveraging current technology and works closely with outside vendors and Oakland County's Information Technology department on other hardware and software needs within the parks including planning and testing of new software, enhancements and upgrades. For technology within the parks system, staff manages, troubleshoots and monitors technology needs such as system outages, upgrades and implementations and other on demand situations as required.

This sub-unit facilitates all Geographic Information Systems (GIS) usage and standards within Oakland County Parks and Recreation. The GIS technician within this sub-unit creates map products that support park planning, operation and maintenance; project management; and communication with the public about our parks. This staff person coordinates and trains other staff in their use of GIS in the office or in the field – including use of online and mobile mapping systems.

Organizational Development and Volunteer Services

The Organizational Development and Volunteer Services sub-unit provides support for meeting the goals of the organization by assisting with policy development, overseeing professional development efforts, measuring employee engagement, and coordinating volunteers for operations as well as recreation programs, services and events to enhance the customer experience. This sub-unit is supervised by a business development representative that oversees the work of a full time volunteer coordinator, a part time assistant volunteer coordinator and a part time office assistant.

Policy Development: The Organizational Development sub-unit conducts annual reviews of organizational policies to ensure that they are current and accurately supporting business operations. This unit facilitates workgroup meetings as necessary to gather input on updating policies, produces updated copies and ensures that policy changes are communicated to impacted staff.

Professional Development: Full time employees are given the opportunity to meet with the Organizational Development unit annually to discuss professional goals and individual development activities to support

their goals. This information is used to create individual Professional Development Plans as well as provide input to the overall Organizational Training Plan. The Organizational Development unit produces an annual training plan with input from employees and management to address organizational skill needs. Research is conducted to identify appropriate training opportunities to meet the goals of the annual plan or, when necessary, the Organizational Development unit coordinates the design, development and implementation of training to support both individual and organizational plans. *For a list of certifications obtained by OCPR employees, see the Employee Certifications section.*

Employee Engagement: The Organizational Development unit conducts an annual Employee Engagement Survey to gather employee feedback on their level of engagement, suggestions for operational improvements, thoughts as a park user and plans for the annual department-wide meeting. Full time, part time and seasonal employees respond anonymously to the same survey questions to promote honest feedback on areas for improvement. *For more details, see the Annual Employee Engagement Survey section.*

Volunteer Services: Oakland County Parks and Recreation's volunteer program includes more than 1,700 residents, students and corporations that generously share their time and talents to contribute to customer service in operations as well as the success of our recreation programs, special events, campgrounds, golf courses, nature programs, and environmental stewardship programs. *For more details, see the Volunteers section.*

Unit: Communications and Marketing

The Communications and Marketing (CM) Unit manages all public relations, communications, marketing and promotional efforts for the park system. The Unit consists of a supervisor, 2 full-time communications/marketing assistants, a full-time graphic designer, and two part-time technical assistants.

Branding: The CM Unit manages OCPR's communication and brand strategy manual, ensuring that all communication about the park system is consistent in theme, tone and content

Media Relations: CM staff develops and manage long-term relationships with various media outlets to ensure timely and beneficial news coverage to provide information to the public on park initiatives, community outreach, special events, programs, park dedications/openings and collaborations with Oakland County's 62 cities, villages and townships.

Social Media: CM manages the OCPR social media accounts to ensure that OCPR is properly represented online, responsive to patron feedback and questions, and connected with those who can help further publicize OCPR information. CM manages OCPR accounts on Facebook, Instagram, and Twitter.

Photography & Video: CM manages staff and/or contracts to provide high-quality video and photography for the park system. This imagery helps convey key messages of the park system and is utilized for OCPR's website, social media, brochures and printed publications such as flyers. CM also provides photos to media, Oakland County departments and other organizations.

E-Marketing: E-Marketing: the County's eGovDelivery system allows CM Staff to send targeted e-mails to thousands of individuals each month, based on their selected interests. CM manages the list of topics that subscribers can choose from to receive e-mail updates and alerts. Messages are designed, written and disseminated by CM staff with input from park and program supervisors.

Content Development: CM staff develops content for external and internal communications, social media, news releases, OCPR's website, brochures, award nominations, park signage and most public-facing publications (print and digital) for the parks system.

An overview of OCPR marketing and communications trends from 2015 – 2017 is found below.

Table 2: OCPR Marketing and communications three-year trends

Marketing and Communication	2015	2016	2017
E-marketing subscribers	107,443	109,277	107,970
Parks and Recreation Facebook 'likes'	10,457	15,917	18,587
Farmers Market Facebook 'likes'	2,086	3,716	5,227
Twitter followers	4,647	5,465	5,948
Instagram followers	512	743	980
Paid media estimated reach	7,786,421	2,340,926	1,973,469
Paid media value	\$ 255,835	\$163,821	\$60,951
Owned media estimated reach	2,525,430	1,102,842	2,166,239
Earned broadcast media estimated reach	3,654,560	2,352,038	2,146,845
Earned broadcast media value	\$ 284,506	\$166,432	\$202,694

Unit: Planning and Resource Development

The Planning and Resource Development Unit (PRD) staff comprise various backgrounds, including urban planning, land conservation, landscape architecture, biological sciences, grants management, and accessibility planning. The unit provides a broad range of services to the organization and is available to support all efforts with research; data analysis; development of organizational, park, and project plans; and the management of grants and sponsorships.

5-Year Parks and Recreation Plan – The *Recreation Plan* is an important organizational planning tool for Oakland County Parks and Recreation. Planning staff took the lead in 2012 when the first in-house *Recreation Plan* was developed, which provided a template and methodology for continuing to update the plan every five years. Full participation from staff is an important aspect of the process. PRD staff continues this effort, incorporating new data and trends and mapping the continuing evolution of the organization. **Planning product: 5-year parks and recreation master plan updated every 5 years.**

10-Year Park Plans – The park plans develop a 10-year vision for each park and concepts for facility development that are informed by the policies of Oakland County Parks and Recreation, public policy, staff knowledge, public input, recreational and demographic trends, best practices and current/projected budget condition. Park plans have been created for all 13 parks and are updated annually. The park plans are the foundation for selection of projects to be proposed for funding by the Parks Commission and included in the annual update of the *5-Year CIP and Maintenance Management Plans*. **Planning products: annual updates to Park Plans; updates to Park Baseline Analysis as needed.**

Accessibility Transition Planning – The organization's ADA coordinator is a member of the PRD staff. Transition plans identify park facilities that do not comply with the Americans with Disabilities Act (ADA) and provide specifications for bringing the facilities into compliance. The transition plans are referenced in the park plans. The ADA coordinator consults with all areas of the organization regarding compliance with accessibility guidelines. An especially important task is the review of capital and maintenance project designs to ensure that the resulting project is welcoming to persons of all abilities. **Planning products:**

ADA transition plans for each park; annual updates based on change in compliance status; accessibility design reviews.

Field Research – PRD staff conduct various forms of field work, which builds the park system’s knowledge base and becomes the foundation of park planning efforts. Research may include species, habitat or terrain and may include “ground-truthing” site conditions or scouting for potential new amenities or park properties. Field research may be ecological, cultural, or historical in nature, depending on the question staff and/or the Commission is looking to answer. **Planning products: *Field research reports***

Facility Standards – PRD staff lead or co-lead the development of facility standards to help guide the planning, design, construction, and maintenance of assets and facilities. With the completion of park plans, this will be an emphasis in the next five years. **Planning products: *Facility standards manuals***

Project Support – PRD provides support to all manner of projects within the organization. A detailed Planning Review is prepared that develops a project scope and studies potential outcomes and impacts. The Planning Review is required for all capital and maintenance projects that are proposed for funding by the Parks Commission. When needed the Planning Review can provide a detailed Study of Alternatives to help decision-makers select the course a project should take. **Planning products: *Planning Review; Study of Alternatives; Planning Design Review.***

Public Engagement – Working with staff from all departments, PRD has developed a comprehensive park planning and public engagement program that includes park surveys, targeted/project surveys, a county-wide resident survey and park master planning public engagement. PRD coordinates all public engagement efforts for OCPR, ensuring consistency between various forms of engagement and providing staffing to coordinate efforts and analyze data. **Planning products: *Survey cards; County-wide Resident Survey; Survey reports; Five Year Parks and Recreation Master Plan***

Data Management – PRD collects and analyzes data relevant as performance indicators for the parks system and for individual parks and facilities. Examples include park visit counts and cost recovery calculations. These data as well as data managed by other units – i.e. Natural Resources Management and Oakland County Fiscal Services – are published annually by PRD. **Planning products: *Annual Dashboard and Data Book.***

Regional Planning – PRD staff participate in regional planning efforts – at the county, region, and state level – on behalf of Oakland County Parks and Recreation. Examples of regional planning where PRD staff represent OCPR include:

- Metro Detroit Nature Network (7-County Region)
- SEMCOG Parks and Recreation Task Force (7-County Region)
- Michigan State Comprehensive Outdoor Recreation Plan External Advisory Committee (State of Michigan)

External Planning Assistance – Occasionally assistance is requested of PRD staff to support communities within the county with park planning and development efforts. A formal process for receiving, reviewing and supporting these requests is currently under development. OCPR recognizes that we are fortunate to have a multitude of talented professionals on our team. Creating ways for OCPR staff to provide outreach and support services to local communities that help further county-wide recreational goals is within the scope of this five-year plan.

Tracking Compliance with National Standards – PRD assists in tracking national standards for park and recreation best practices as part of the five-year park and recreation master plan.

Special Projects – In addition to providing project support, PRD staff at times provides the lead for projects that are unusual or require innovation and coordination of many diverse elements. Examples are historical publications, development of an off-road vehicle park and the redesign and update of exhibits at the nature center. **Planning Products: *Varies – publications, grant proposals, programs, project designs, landscape designs, etc.***

Grants Management – PRD manages the tracking and compliance for all grants awarded to OCPR. Staff applying for funding are encouraged to work with PRD staff early in the grant application process to ensure grant eligibility and feasibility, and to ensure that all Oakland County policies and procedures are being met for application, acceptance, compliance and reporting. **Planning Products: *Grant applications; grant compliance documentation*** (For more details see the Resource Development section in the Budget and Finance chapter)

Sponsorship Program – While PRD oversees sponsorship management and fulfillment, several departments within OCPR work together to solicit and secure sponsorships for park programs and events. Staff work together to assess sponsorship value and to create proposals and packages for potential sponsors. PRD, RPS, Park Operations and Marketing & Communications work together to ensure that sponsors receive proper recognition and publicity for their sponsorship. Current sponsorship focuses on special events and programs within the park system. Future sponsorship opportunities may include naming rights for park buildings and facilities and/or sponsorship of park mobile units such as buses and stages. **Planning Products: *Sponsorship Agreements***

Unit: Facilities Maintenance and Development

The skilled staff of this unit provides support to all Oakland County 13 county-wide park locations with over 200 facilities and 6,742 acres of parkland, including golf courses, waterparks and campgrounds. The unit comprises four sub-units, each specializing in the distinct management needs of the park system and its facilities.

Building Management

Building Management includes preventative maintenance of building systems and related skilled trades personnel, such as carpentry, electrical, plumbing, and heating, ventilation and air conditioning systems (HVAC). This group assists park staff with various capital projects, maintenance projects, as well as the regular inspections of buildings, playgrounds and kitchen equipment. The preventative maintenance unit is particularly responsible for the inspection, maintenance and repair of over 500 HVAC units and building systems such as water softeners, boilers and pumps.

Equipment Management

Equipment Management is responsible for preventative maintenance, scheduling and repair of various large capital equipment for construction and mobile recreation. This group is also responsible for the management of materials and small specialty equipment within the facilities maintenance tool crib.

Project Management

The Project Management sub-unit is responsible for the budgeting, forecasting, design and completion of building maintenance and capital improvement program projects. Project management is a collaborative process that incorporates input from community leaders, members of the public, park operations and planning staff, and regulatory agencies. Project management works closely with the Planning and Resource Development (PRD) unit; the tables on the following pages outline the process from the development of park plans through completion of individual projects.

Natural Resources Management

Natural Resources Management (NR), formerly known as Land Management, is comprised of seven sub-units with expertise in natural areas, forest, and freshwater stewardship; ornamental landscapes; storm water management, wildlife management; and data integration. This group is responsible for research, conservation and management planning, collaborative community grants and programs, and all on-the-ground management of parks natural resources. Planning input from NR staff is an important element of project development and implementation, and ensures that projects to construct new or improve existing facilities do not adversely impact the natural resources in our parks.

Natural Resources Management and the type and quality of resources managed by this group in our parks is thoroughly explored in Chapter 7 – Land Resources.

Park Planning and Project Development Collaborative Process

The following two tables outline the process from park planning through the completion of individual projects. Leadership throughout these processes is from Planning and Resource Development, Project Management and Park Operations staff, with one staff person taking responsibility as the project lead. Park Operations staff involved includes the district chief, park supervisor, and other park staff as indicated.

Table 3: Park planning and project forecasting process

PROCESS PHASE	TASKS	PRODUCTS	COMMISSION ACTIONS
I. Pre-Planning	Compile information: natural resources, recreational services, market data, trends, history Review existing and on-going public engagement	Baseline Park Analysis Planning Map Set	
II. Inventory and Analysis	Analyze park-user characteristics, perceptions and needs, community need, accessibility of park facilities Conduct targeted public engagement and stakeholder communication as indicated	Public Engagement Reports ADA Accessibility Transition Plan	
III. Concept Development	Draft park vision, objectives, performance metrics, facility concepts	Park Vision and Facility Concepts	
IV. Concept Refinement	Conduct additional research, review by staff, Commission and stakeholders, revise and update documents	Final Park Plan (Baseline, Map Set and Vision/Concepts)	Receive and file park plans; Approve incorporation into 5-Year Parks and Recreation Master Plan
V. Park Plan Update and Forecasting of Park Projects	Annual park meetings facilitated jointly by PM and PRD – to update park plans and identify projects to develop in the coming fiscal years	Preliminary 5-Year Capital Improvement & Maintenance Management Plans (created annually) Updated 10-Year Park Plans (updated annually)	Receive and file updated park plans
VI. Forecasting and Budgets	Forecast capital budgets based on unit costs and past projects and operational budget impacts	Final 5-Year Capital Improvement & Maintenance Management Plans (approved annually)	Approve total budget amount and selection of design and construction projects within funded year

Table 4: Project management: Design, construction and evaluation process

PROCESS PHASE	TASKS	PRODUCTS	COMMISSION ACTIONS
Scope and preliminary budget confirmation	Determine need for design contract or construction manager; contracted or in-house construction Draft planning review Establish internal and external collaboration	Planning review	
Design request for proposals (RFP)	Draft design RFP Convene evaluation committee	Design RFP	Approve release of design RFP
Design bids	Conduct bid evaluation Draft recommendations to award contract	Design contract	Approve design contract
Project conceptual design	Conduct site analysis, research and analysis; targeted facility-specific public engagement as indicated Develop design program Finalize planning review	Refined project scope & budget Planning review Public engagement reports	Authorization of conceptual design program and budget (includes approval to release for bids)
Project construction documents	Develop design and final design	Final project scope & budget	For projects over \$20K: Approval to proceed with construction as outlined in Commission Memo
Construction RFP	Draft construction RFP Convene evaluation committee	Construction RFP	Approve release of construction RFP
Construction bids	Conduct bid evaluation Draft recommendations to award contract	Construction contract	Approve construction contract
Project construction	Construct project	Completed project	
Public opening	For higher profile and most grant-funded projects: invite stakeholders and the public to an official opening	Event publicity Project signage	
Post-construction evaluation	Complete as-builts Conduct ADA evaluation Update operations on maintenance practices Work order evaluation	As-builts Post-construction evaluation reports	
Park plan metrics	Evaluate metrics identified in park plan	Annual updates to Park Plan	

Unit: Park Operations

For operations and management purposes, the park system is divided into north and south districts. So that each district contains a campground and a waterpark, Addison Oaks is considered part of the “south district” in terms of management. These districts are each managed by a Chief of Park Operations.

North District

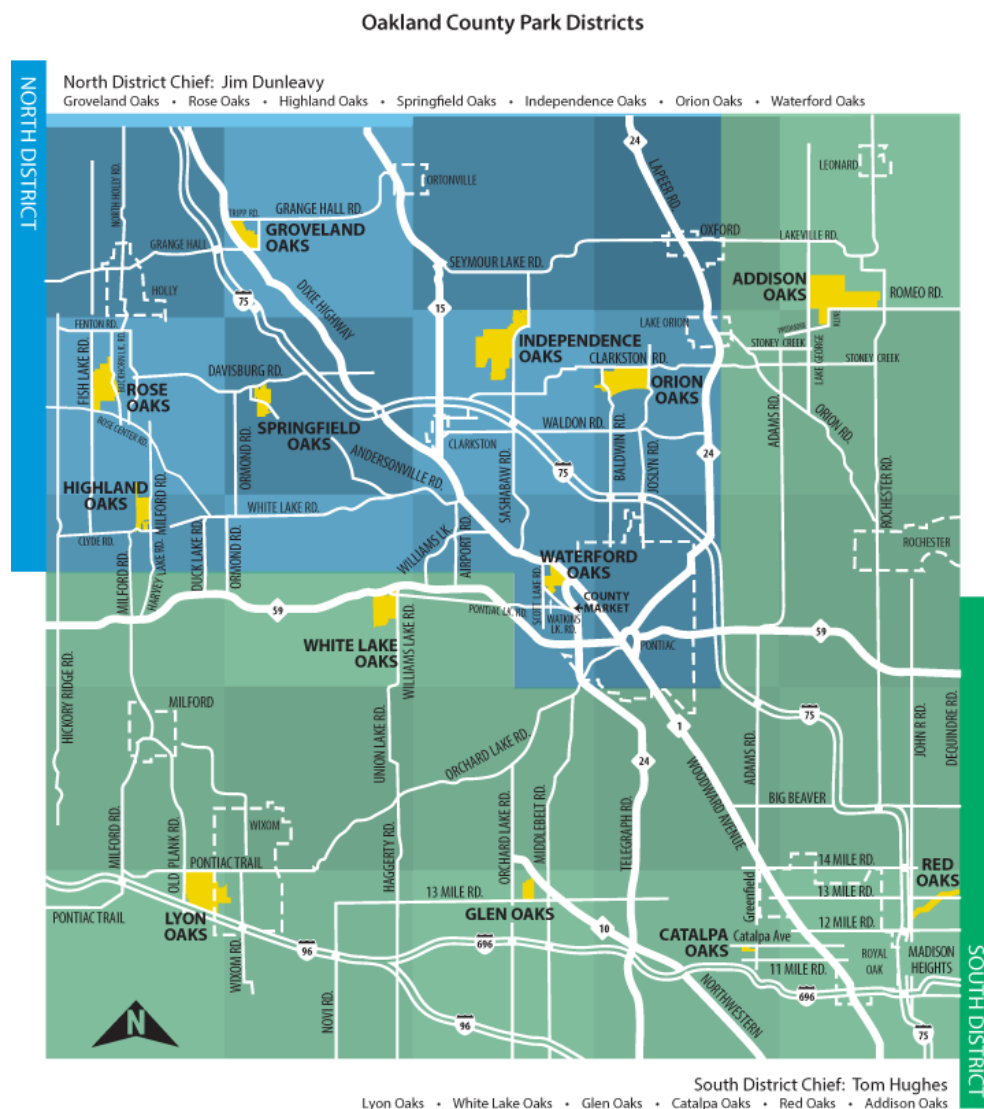
The North District of the park system includes the following parks:

- Groveland Oaks
- Highland Oaks
- Independence Oaks
- Orion Oaks
- Rose Oaks
- Springfield Oaks
- Waterford Oaks

South District

The South District of the park system includes the following parks:

- Addison Oaks
- Catalpa Oaks
- Glen Oaks
- Lyon Oaks
- Red Oaks
- White Lake Oaks



Unit: Recreation Programs and Services

Recreation Programs and Services (RPS) delivers programs and events to the residents of Oakland County in our 13 parks and within our local communities. Community-based programs have a strong emphasis on local partnership, are tailored to the needs of the community, and are designed to complement programs and services delivered by the local parks and recreation agencies. RPS hires, trains and manages over 70 part-time employees annually. The RPS unit comprises six sub-units, each with a specific programming focus. These specialty areas are: Adaptive, Therapeutic and Senior Services; Adventure Camps; Citizen Science and Nature Outreach; Mobile Recreation; Nature Education; and Special Events. Our events are managed collaboratively by two or more of these specialty sub-units.

The RPS unit manages Oakland County Parks' Recreation Assistance Partnership Program, known as RAPP. This is a grant approved annually by the Parks Commission that provides mobile recreation opportunities and assistance with events and programs to cities, villages, townships, community parks and recreation, downtown development authorities and schools throughout Oakland County.

A detailed description of the services provided by RPS is in *Chapter 6 Recreational Resources*.

Unit: Central Employee Records

This unit is staffed by a central employee records coordinator who provides skilled services to track attendance, manage employee data, and provide reports and responses to inquiries. The coordinator has focused responsibility for the proper hiring and administration of over 400 summer employees each year.

Unit: Oakland County Fiscal Services Management and Budget

Fiscal Services is a division of the Oakland County Management and Budget Department and provides accounting and budgeting services to the County's departments and divisions. Their purpose is to accurately present, in accordance with generally accepted accounting principles, the results of Oakland County's financial operations and conditions in a timely manner to all interested parties. Fiscal Services allocates 5 full-time staff to Oakland County Parks and Recreation to manage accounting and budgeting. *See the [Budget and Finance](#) chapter for more details.*

Unit: Oakland County Compliance Office Auditing Unit

Beginning in FY2018, the Auditing Unit of the Oakland County Compliance Office will provide one part-time staff resource to Oakland County Parks and Recreation. This staff position will provide independent audit services and report directly to the Auditing Unit. Audit topics may include, but are not limited to: revenues and other financial transactions; contract and grant compliance; accounting systems reporting and controls; compliance with laws, regulations, and policies; effectiveness and efficiency of operations; and investigations of any suspected wrongdoings. *See the [Budget and Finance](#) chapter for more details.*

Staff Work Groups

Work groups bring together staff from various sections of the organization and provide a multi-disciplinary approach to ongoing work areas. The action plans note when staff leadership is provided by a work group. Here are the work groups currently in operation:

Administrative Management Team (AMT)

AMT is the leadership team of the organization. It consists of the executive officer and the manager of parks and recreation operations. The following chiefs are included: Business Operations, Facilities Maintenance and Development, North District, South District, and Recreation Programs and Services. Two supervisors reporting directly to the executive officer are also in this group: Planning and Resource Development; Communications and Marketing. AMT meets once a week to review Commission agenda, fiscal reports, incident reports, and to receive updates on projects and initiatives. AMT is facilitated by the executive officer.

Fiscal Sustainability Work Group

The Fiscal Sustainability Work Group is charged with doing the research, planning and review necessary to make recommendations to the Commission on issues that affect the fiscal sustainability of the park system. In 2017, the Fiscal Sustainability Work Group was charged with reviewing golf course and waterpark operations, including reviewing budgetary and cost recovery data, future capital improvement projects, staffing and operational issues regarding multiple options for these facilities. This work group is facilitated by the manager of parks and recreation operations.

Accessibility Work Group

The Accessibility Work Group is facilitated by OCPR's Accessibility Coordinator (PRD staff member). The Work Group also consists of the Planning Supervisor, OCPR Project Manager (Architect), and a Program Supervisor specializing in Therapeutic/Adaptive Recreation. The work group is responsible for ensuring that OCPR is meeting or exceeding ADA guidelines throughout our parks and programs. The Accessibility Work Group reviews proposed projects, as well as evaluates and makes recommendations for existing park facilities to ensure we are providing quality recreation experiences for persons of all abilities. The Work Group makes recommendations for projects each year from the "ADA Fund" line item in the OCPR budget to continue to make improvements to park facilities that comply with or exceed ADA guidelines.

Property Acquisition and Management Work Group (PAM)

The Property Acquisition and Management (PAM) Work Group was established in 2014 and is a collaboration of multiple Oakland County Departments: Parks and Recreation; Facilities, Maintenance and Operations; and Corporation Counsel. The PAM Work Group develops and implements best practices for property acquisition and management. PAM monitors potential acquisitions, leases, and management contracts within the Oakland County Parks system, providing a quarterly update to the Parks Commission in closed session. PAM is facilitated by Planning and Resource Development (PRD) staff.

Trails Work Group

The Trail Work Group meets monthly and consists of staff from Planning Resource and Development, Business Operations, Facilities, Maintenance and Development/Natural Resources, and Park Operations. The work group responds to community input regarding development of trails as the #1 recreation need by facilitating all trail planning endeavors within our park system. The work group is responsible for creating and updating the OCPR Trail Standards Manual, which includes definition of trails types and uses, planning and design standards, and maintenance practices. Activities include trail planning reviews and needs assessments, preliminary trail design and trail layout, trail evaluations (natural resources and other departments) and data collection, and the incorporation of trails and trail planning into park plans and the 5-Year Parks and Recreation Master Plan. The group reviews and updates trail maps and information about OCPR trails and shares meeting notes with all staff units regarding updates on future, scheduled and in-progress trail projects. The work group is facilitated by Planning Resource and Development staff and reports to AMT and serves as liaison with Oakland County's Trails Water and Land Alliance that is facilitated by Oakland County Economic Development and Community Affairs.

Ad hoc Work Groups

As needed, OCPR forms work groups of staff members from different units to solve problems or develop new ideas. These work groups are created with a specific task or goal in mind and often work to achieve that goal and then disband.

Organizational Alignment Study and Recommendations

Organizational alignment is defined as the strategies, organizational capabilities, resources, and management systems arranged to support the purpose of Oakland County Parks and Recreation. The Parks Commission identified organizational alignment as a priority based on data collected and reported by Skidmore Studio, a consulting firm hired by OCPR to assess branding initiatives. The issue of alignment may in fact relate to internal branding, which is beyond the scope of Skidmore Studio's work.

In 2017, Oakland County Human Resources Training & Development partnered with the executive officer to assist in developing a plan to improve organizational alignment across all levels of personnel in the parks operation, including the Commission, the executive officer, the Administrative Management Team, as well as all Parks staff. The study began with a survey conducted in June 2018 across the various groups. Key findings from the data

collected by Human Resources Training & Development include opportunities to improve the alignment between Commission and the Administrative Management Team, alignment of strategy and goals, communication between levels, and performance management and accountability. The recommendations resulting from this study are reflected within the Strategic Action Plan 2018-2022. This effort is facilitated by Oakland County Human Resources Training & Development staff with support from the business development representative for organizational development.

Employee Engagement

Annual Employee Engagement Survey

The Annual Employee Survey is facilitated by Business Operations / Organizational Development staff. Beginning in 2012, all employees – full-time, part-time, seasonal - are invited to participate in an annual survey.

Table 5: Trends in number of annual employee survey respondents

Year of survey	2013	2014	2015	2016	2017
N = number of survey respondents	294	272	233	196	264
Number of employees who reported hours during survey timeframe	546	572	653	638	696
% of current employees responding to survey	54%	48%	36%	31%	38%

The employee engagement survey provides measurable insights into what factors are influencing employee satisfaction, performance, motivation and loyalty. Survey results are shared with the Administrative Management Team as an input to assess overall organizational effectiveness, gauge employee motivation and support management decision making.

The feedback on Operational Improvement is compiled and given to the supervisor(s) of each work location exactly as employees provide it. This was requested by supervisors and allows them to have greater influence over responding to employee feedback as it applies to their operation.

Over the past 4 years, the responses to this question continue to identify the following focus areas for improvement:

- I feel well informed about department information
- In the last year, I have seen changes in OCPR as a result of staff suggestions
- I have enough resources to perform high quality work
- I am recognized when I put in extra effort

Organizational Development launched a new effort in 2017 to review survey results with the chief of each functional area to discuss feedback and follow up items. This information will be an input into future organizational alignment efforts.

Internal Communication – Meetings and Events

Staff Unit Meetings

Oakland County Parks and Recreation consists of several internal staff units (departments). These staff units, while all working together to further the mission of the organization, also often hold their own individual department meetings on a regular basis. The goal of these staff unit meetings is to coordinate work, update on progress of

projects or programs, discuss OCPD news and plan for the work of the unit. These meetings serve as a “check-in” for staff units to maintain communication and focus and ensure that everyone is clear on current priorities.

Supervisors Meetings

Oakland County Parks and Recreation holds quarterly Supervisors meetings for all supervisory staff. The goal of these meetings is to bring all supervisors together to discuss current and future projects, programs, activities and events, and to hear updates from each unit on the significant happenings within the park system. These meetings facilitate conversation between the various staff units and also serve as a mechanism to discuss organization-wide topics such as HR, Fiscal Services, current events and industry trends, etc.

Annual Meeting

The Annual Meeting is a mandatory department update for all full time staff, and part-time staff are able to attend with approval from their supervisor. The Annual Meeting is held at a different location within the park system each year, with the goal of introducing staff to various parts of the park system that they may not otherwise be familiar with. The meeting is an opportunity to recognize individual and organizational accomplishments from the past year, provide updates on organizational goals for the coming year and promote networking and idea sharing among staff members. The planning of this meeting is led by the business development representative for organizational development with input from a committee that consists of the district chief and park supervisor of the park hosting the event, as well as a representative from Recreation Programs and Services, Facilities Maintenance and Development and Administration.

Fam Tour

The annual FAM Tour began in 2006 as an initiative led by executive officer Dan Stencil to familiarize staff with the park system. His goal was to promote awareness among staff members of the different facilities the park system manages that may be outside of their immediate day to day scope. This effort supported input into the 10 year master planning process that was launched in 2007 and resulted in the largest department reorganization in County history that took place in 2008. Since that time, with the management of park operations divided between 2 districts, the planning of the FAM Tour now rotates between each district chief every other year. The annual FAM Tour is popular with administrative staff who support but do not get out into the operations regularly as well as new employees. This event is an opportunity for hosting parks to show off for their peers and give attendees the opportunity to see and experience new park amenities and changes.

Institutional Knowledge Tour

The annual Institutional Knowledge Tour was launched in 2015 by executive officer Dan Stencil to share his many years of experience and help ensure that information and history of the organization is carried forward with the future leaders of Oakland County Parks and Recreation. The tour is limited to 8 staff members, selected to represent a cross-section of the staff roles and skills. The tour also gives participants the opportunity to get to know each other and understand each other’s roles within the organization.

Internal Communication – Publications

Employee Handbook

The handbook provides information about employment with Oakland County Parks and Recreation, including an overview of Oakland County Parks and Recreation, expectations for work, and information on department policies and procedures. Employees are referred to their respective supervisors for detailed training on procedures that relate to job performance as well as park-specific policies. The Employee Handbook is facilitated by Business Operations / Organizational Development and Volunteer Services staff.

Newsbreak

The Newsbreak is published bi-weekly (May-August) and monthly (September-April). The internal e-newsletter is for all full-time personnel, parks commissioners who opt-in and printed/posted for seasonal employees. The Newsbreak highlights new programs, projects, system awards, new personnel and collaborations with sponsors and partners. It also features individual news like weddings, birth announcements, training accomplishments and individual awards.

Other Communication

Parks and Recreation Update

The Parks and Recreation Update is emailed monthly to all 21 Oakland County Board of Commissioners, Oakland County Parks and Recreation Commissioners, the Parks Administrative Management Team and full-time supervisors. Its purpose is to keep the Board of Commissioners updated on key initiatives, park improvement, awards plus programs and special events planned for the next month. The 10 Parks Commissioners, AMT and parks supervisors also receive the update to “keep them in the loop” of key happenings within the parks system. The Executive Officer’s goal is to make the Board of Commissioners aware of the level of communication, commitment, programs and special events happening in all areas in Oakland County.

Commission Update

The Commission Update is provided to all full-time staff monthly via email to keep updated about decisions made at the monthly Parks and Recreation Commission meetings. The Executive Officer’s goal is to create greater awareness among staff about the projects, plans and operations of the parks system from the Commission perspective and how that relates to the individual park, facility, program and employee.

The Oaknotes

The Oaknotes is emailed quarterly to officials of Oakland County’s 62 cities, villages and townships. The e-newsletter is also posted to Oakland County Parks and Recreation’s website, oaklandcountyparks.com. The external e-newsletter features news and events about the parks system seasonally. This could include construction of new amenities, changes in operations, introduction of new programs and special events, the introduction of offerings for guests such as waterpark season passes or operation of the grill room concessions by parks staff. The stories relate information at a higher level and more general, county-wide overview.

Employee Certifications

Oakland County Parks and Recreation values employees’ professional development. To maintain high quality standards, the following professional certifications, licenses and designations are held by OCPR staff.

Administration and Recreation	Certified ADA Coordinator	National Council of Architects Review Board member
	Certified Administration Professional	LEED Accredited Building Design & Construction professional
	Certified Festivals and Events Associate	Notary Public
	Certified Park and Recreation Executive	Professional Golf Association Professional
	Certified Park and Recreation Professional	Revenue Development and Management school graduates
	Certified Therapeutic Recreation Specialist	
	Licensed Landscape Architects	
	Licensed Building Architect	
Operations and Maintenance	Aerial Lift Operators (for Boom Truck operation)	Certified Playground Safety Inspectors
	Automotive Mechanic Technician with designations for:	Certified Pool Operators
	Auto Brakes and Braking System	Confined Space
		Forklift Drivers
		Journeyman Electrician

Auto Engine Repair	Licensed HVAC Professionals
Auto Electrical Systems	Licensed Mechanical Contractors
Auto Heating and Air Condition	Parks and Recreation Maintenance
Auto Manual Trans and Axles	Management school graduates
Certified Aquatic Facility Operators	Stormwater Operator Certification
Certified Arborist	ServeSafe licensed Food Service professionals
Certified Golf Course Superintendent	TIPS Training for Intervention Procedures for the responsible service, sale, and consumption of alcohol
Certified Lifeguards and Lifeguard Trainers	Underground Storage Tank – A certification
Certified Market Manager	Underground Storage Tank – B operators
Certified Pesticide Applicator licenses issued by the Michigan Department of Agriculture and Rural Development	

Volunteers

The volunteer services unit supports current volunteers and recruits new volunteers. Every year, individual volunteers renew their Volunteer Agreement and sign off on their Waiver of Liability so that records are current and accurate.

Volunteer Recruitment

Recruitment efforts make use of online tools and external partnerships. Volgistics is a web-based tracking program which records their hours, assignments, contract information and interest areas. Volunteer Match is used as a means of recruiting new volunteers by tapping into individuals already interested in volunteering. Increased efforts to promote the volunteer program using internal social media channels to advertise opportunities; recognize individuals and publicize the efforts of corporate workgroups in stewardship activities. We develop and maintain external relationships through participation in the Southeast Michigan Volunteer Network, the Oakland County Volunteer Network and through corporate relationships with companies that seek to involve employees in environmental stewardship activities.

Volunteer Handbook

The Volunteer Handbook is an overview of policies and procedures that relate to volunteering with Oakland County Parks and Recreation and is provided to all volunteers.

Volunteer Newsletter

The volunteer services office strives to build and maintain relationships with current volunteers by publishing a quarterly newsletter that highlights the contributions of volunteers and announces upcoming opportunities to connect with Oakland County Parks and Recreation.

Volunteer Opportunities

Oakland County Parks and Recreation offers individuals and groups a variety of opportunities to give back to their community, in areas such as:

Adaptive Recreation: Volunteers assist with events designed for individuals with physical and cognitive disabilities, seniors and veterans. Activities include special events, socials, tours and adapting sports skills for individuals with disabilities.

Bicycle Motocross (BMX at Waterford Oaks): Volunteers assist with track maintenance beginning in April. They also assist with weekly operations at practices and races. Duties include bike inspection, registration, scoring, staging, corner marshaling and concessions.

Campgrounds: Campground volunteers perform a variety of tasks that support customer service efforts, such as answering campers' questions, explaining rules, providing directions, assisting with check-in,

maintaining flower beds, picking up trash, clearing trails, monitoring restroom cleanliness and assisting with arts and crafts, dances, games and events.

Dog Park Ambassadors and Gatekeepers: Volunteer ambassadors answer visitors' general questions, distribute park materials and report concerns or comments to park management. Gatekeepers sign up for shifts to support customer service and park security.

Golf Courses and Programs: Golf volunteers support one of five golf courses as a starter, ranger, player's assistant or cart attendant. There are additional opportunities for volunteers to assist with tournaments, leagues, learn-to-golf programs and special events.

History Corps: As one of our newest programs, the historical program is a growing area of interest. These volunteers learn about history and preservation while supporting the excavation, identification, research, documentation and archiving Oakland County Parks historical assets. Activities include exploration and documentation of historical sites through mapping, surveying, excavation, soil sifting and tagging. Volunteers in the history center archives conduct asset inventory, restoration, library management and artifact preparation.

Nature Centers: Nature center volunteers assist staff by greeting guests; caring for captive animals; assisting with nature education programs, badge days and trail walks; preparing program and craft supplies; and maintaining gardens.

Natural Resources Stewardship: Individuals, schools and corporate workday groups support restoration and management of natural areas. They help to control and remove invasive plant species and to collect and disperse native plant seed. Volunteers for Citizen Science efforts include monitoring bluebird nestboxes and conducting surveys to collect data on frogs, grassland birds and butterflies.

Special Events: The uniqueness of Oakland County's volunteer program rests largely on the fact that volunteers do not have to make long term commitments when they choose to help with one-day special events such as Fire & Ice Festival, the Great Marshmallow Drop as well as events held at dog parks and the Oakland County Farmers Market throughout the year.

Trails Ambassadors: Trails ambassadors patrol trails on foot to promote safe and proper use of the trails and to provide information to visitors about park rules and policies. They also identify and report areas of concern or maintenance needs to park staff.

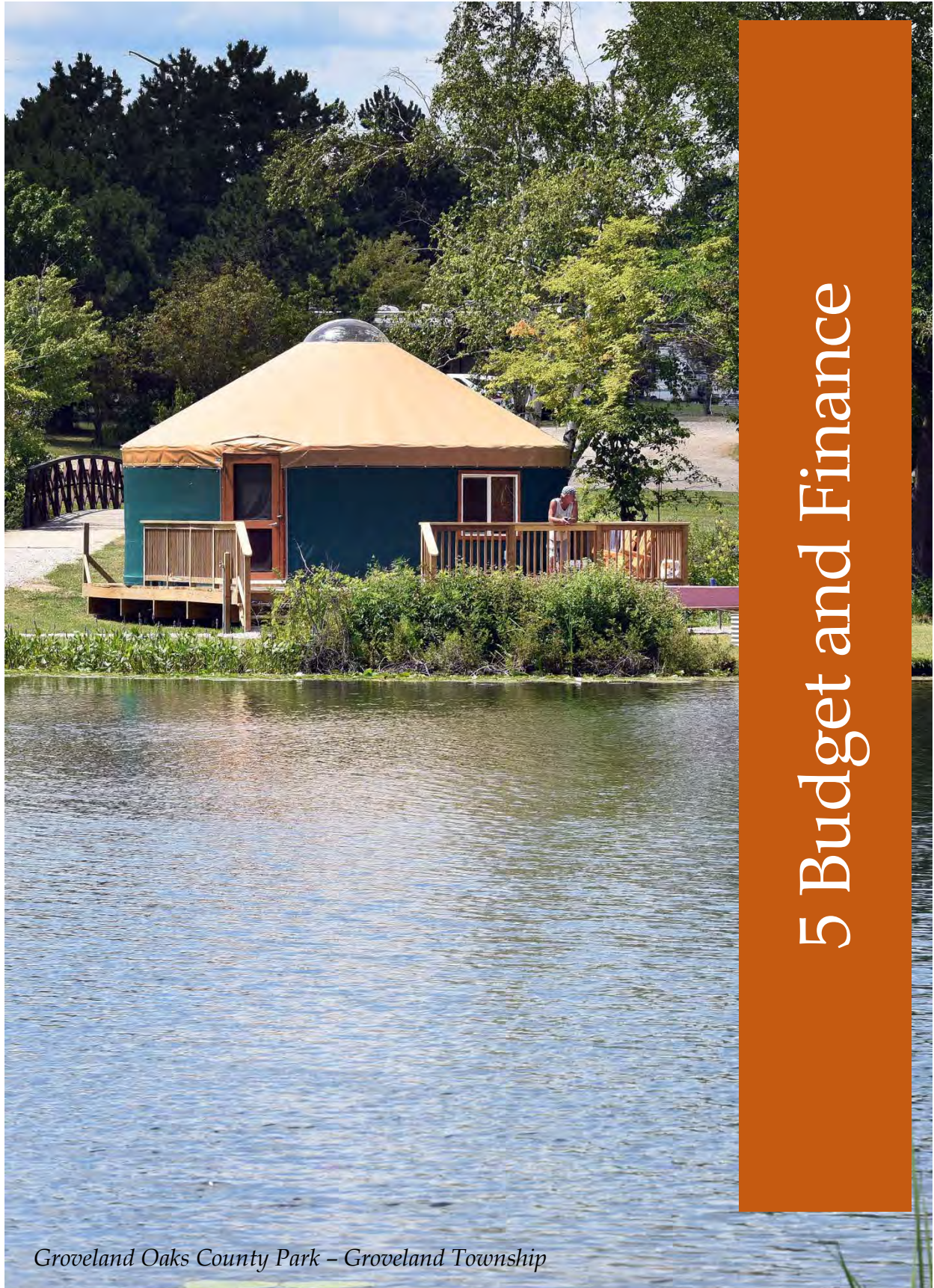
Partnerships

OCPRC seeks to develop partnerships that establish equitable and sustainable long-term relationships with like-minded organizations to help further its mission, expand opportunities for Oakland County residents through the creation of new programs, activities and the sharing of resources, and maximize the use of OCPRC resources to allow for more efficient and effective programs and operations.

OCPRC currently benefits from a variety of dedicated partners who support park development, facility maintenance and management as well as recreation programs and services opportunities. Public, private and non-profit agencies contribute funding for acquisition of parkland, facility development, and programming opportunities. Partners provide educational resources, subject matter expertise and other resources to support OCPRC's vision and goals.

References

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5 Budget and Finance

Groveland Oaks County Park – Groveland Township

5 Budget and Finance

Oakland County Fiscal Services	3
Oakland County Compliance Office Auditing Unit	3
Budget Process	3
Budget Centers.....	3
Revenue and Expense Categories	4
Operating Budget.....	4
Capital Improvement and Maintenance Budget	5
Depreciation	5
Net Assets.....	6
Fiscal Trends	8
Service Portfolio	9
Resource Development	11
References	12

Tables

Table 1: List of budget centers FY2017.....	3
Table 2: Operating Budget Revenue and Expense Summary – FY2017 Amended Budget and FY2018-2020 County Executive Recommended Budget	5
Table 3: Unrestricted Net Position FY 2014 - FY 2018 – Oakland County Fiscal Services 6/13/2017	6
Table 4: Unrestricted Net Position FY 2019 - FY 2023 – Oakland County Fiscal Services 6/13/2017	7
Table 5: Fiscal trends FY2014-2016	8
Table 6: Cost recovery trends	9
Table 7: Service Portfolio: list of services categories and services	10

Figures

Figure A: Service Portfolio pyramid	9
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Oakland County Fiscal Services

Fiscal Services is a division of the Oakland County Management and Budget Department and provides accounting and budgeting services to the County's departments and divisions. Their purpose is to accurately present, in accordance with generally accepted accounting principles, the results of Oakland County's financial operations and conditions in a timely manner to all interested parties. Fiscal Services allocates 5 full-time staff to Oakland County Parks and Recreation to manage accounting and budgeting.

Oakland County Compliance Office Auditing Unit

Beginning in FY2018, the Auditing Unit of the Oakland County Compliance Office will provide one part-time staff resource to Oakland County Parks and Recreation. This staff position will provide independent audit services and report directly to the Auditing Unit. Audit topics may include, but are not limited to: revenues and other financial transactions; contract and grant compliance; accounting systems reporting and controls; compliance with laws, regulations, and policies; effectiveness and efficiency of operations; and investigations of any suspected wrongdoings.

Budget Process

The Parks and Recreation budget is developed through a multi-faceted review of park operations and financial activity to produce a triennial budget. The process includes the operating budget as well as the capital improvement budget to ensure preservation of existing assets and meet funding needs for new assets.

The process starts with staff reviewing financial and activity reports and making assumptions based on trends. Use of this on-going process where staff is asked to review current operations to ensure budget accuracy and provide programmatic changes to their budget streamlines the budget process.

Budget Centers

A budget center is defined as a segment of a business for which revenues and expenses are separately calculated. Within Oakland County Parks, each budget center is a distinctly identifiable division of the agency whose managers are responsible for all its associated revenues and expenses and for ensuring adherence to its budgets.

Table 1: List of budget centers FY2017

Budget Center Abbrev.	Department / Budget Center Description	Chief / Other
ACC	Addison Oaks Conference Center	Tom Hughes
ADD	Addison Oaks Park	Tom Hughes
ADM	Administrative Services	Phil Castonia
AUD	Compliance Office Auditing Unit (beginning FY2018)	Pam Weipert
CAT	Catalpa Oaks Park	Tom Hughes
FM	Facilities Maintenance & Development	Mike Donnellon
FSA	Fiscal Services – Administration	Jeff Phelps
FSP	Fiscal Services – Parks & Rec	Brian Menghini
GLC	Glen Oaks Conference Center	Tom Hughes
GLG	Glen Oaks Golf Course	Tom Hughes
GRC	Groveland Oaks Concessions	Jim Dunleavy
GRV	Groveland Oaks Park	Jim Dunleavy
HGH	Highland Oaks Park	Jim Dunleavy
IND	Independence Oaks Park	Jim Dunleavy

Budget Center Abbrev.	Department / Budget Center Description	Chief / Other
LYC	Lyon Oaks Conference Center	Tom Hughes
LYG	Lyon Oaks Golf Course	Tom Hughes
LYP	Lyon Oaks Park	Tom Hughes
ORN	Orion Oaks Park	Jim Dunleavy
RDD	Red Oaks Dog Park	Tom Hughes
RDG	Red Oaks Golf Course	Tom Hughes
RDP	Red Oaks Park	Tom Hughes
REC	Recreation Programs & Services	Brandy Sotke-Boyd
RSE	Rose Oaks Park	Jim Dunleavy
RWC	Red Oaks Waterpark Concessions	Tom Hughes
RWP	Red Oaks Waterpark	Tom Hughes
SAC	Springfield Oaks Activity Center /Park	Jim Dunleavy
SPC	Springfield Oaks Concession	Jim Dunleavy
SPG	Springfield Oaks Golf Course	Jim Dunleavy
WBX	Waterford Oaks BMX	Jim Dunleavy
WCM	Oakland County Market	Jim Dunleavy
WLC	White Lake Oaks Conference Center	Tom Hughes
WLG	White Lake Oaks Golf Course	Tom Hughes
WTR	Waterford Oaks Activity Center /Park	Jim Dunleavy
WWC	Waterford Waterpark Concessions	Jim Dunleavy
WWP	Waterford Oaks Waterpark	Jim Dunleavy

Revenue and Expense Categories

Two major types of revenue are identified – operating and capital. Capital revenue refers to the proceeds from the sale of non-financial capital assets, including land, buildings, park improvements, equipment and vehicles. Capital revenue also includes contributions from grants and donations. Two examples of capital revenue accounts are: Capital Asset Contributions (690189) and Capital Transfers In (695500) in part. Operating revenue categories include: taxes; investment income; charges for services; contributions; other revenue; gain or loss on exchange of assets; and transfers in. Seven expense categories are identified by Oakland County Fiscal Services: salaries; fringe benefits; contractual services; commodities; depreciation; internal services; and transfers out.

Operating Budget

Typically, the operating budget process formally begins in January with revenue estimating, which assists in setting expenditure levels. Staff reviews current operations, personnel needs and programmatic needs and submits their recommendations to management. The Parks Commission reviews the budget in early spring, which is then submitted as part of the County Executive's proposed budget to the Oakland County Board of Commissioners on July 1. Further review of the budget occurs during the summer months with adjustments made as necessary. Both the Parks Commission and the Oakland County Board of Commissioners adopt the triennial budget in September and the new budget is put into action at the start of the new fiscal year on October 1.

Table 2: Operating Budget Revenue and Expense Summary – FY2017 Amended Budget and FY2018-2020 County Executive Recommended Budget

Budget Category	FY2017 Amended Budget	FY2018 County Executive Recommended	FY2019 County Executive Recommended	FY2020 County Executive Recommended
REVENUES				
Taxes (property tax millage)	12,870,200	13,336,000	13,802,700	14,174,053
Other Intergovern. Revenues	271,123	0	0	
Charges for Services	10,317,465	10,571,190	10,571,190	10,571,190
Contributions	71,700	654,200	54,200	54,200
Investment Income	222,000	220,000	220,000	222,000
Planned Use of Fund Balance	1,909,013	1,590,376	423,309	0
Other Revenues	23,705	0	0	0
Exchange of Assets	0	0	0	0
Transfers In	0	0	0	0
Capital Contributions	45,000	84,000	0	0
Grand Total Revenues	\$ 25,703,206	\$ 26,455,766	\$ 25,071,399	\$ 25,019,443
EXPENDITURES				
Salaries	9,232,916	9,594,169	9,690,111	9,787,012
Fringe Benefits	2,904,453	3,018,094	3,048,275	3,078,758
Contractual Services	7,007,044	7,060,501	6,519,681	6,519,681
Commodities	1,314,840	1,559,374	1,305,574	1,305,574
Depreciation	3,588,730	3,364,650	2,838,780	2,659,440
Internal Services	1,682,223	1,668,978	1,668,978	1,668,978
Transfers Out	0	190,000	0	0
Grand Total Expenditures	\$ 25,730,206	\$ 26,455,766	\$ 25,071,399	\$ 25,019,443

Source: Oakland County Fiscal Services

Capital Improvement and Maintenance Budget

Staff identifies and forecasts both capital and maintenance projects. The forecasting process begins in fall of the previous year, with approval of the total allocation of funds in December. Final approval of the schedule of projects to be funded occurs as part of the annual budget approval process in September.

In 2017, the Parks Commission introduced a process of identifying “enhancement” projects as part of the budget process. These projects are selected by the Commission with a focus on higher population density areas and high visibility projects, while at the same time maintaining current operational costs. In the FY2018, this resulted in an additional \$750,000 available for capital improvements (for a total of \$2,250,000) and an additional \$250,000 available for maintenance projects (for a total of \$750,000).

Depreciation

Per Oakland County Fiscal Services policy, all new assets and improvements to assets costing \$5,000 or more are depreciated and the depreciation charged to the budget center where the asset is located. The depreciation period may vary for various reasons, but in general the following depreciation periods apply:

- Buildings: 40 years
- Park improvements: 15-20 years (15 years is used now; 20 years was the period prior to 2006)
- Vehicles: 5 years
- Capital equipment: generally, 5 years (some more durable equipment is depreciated over 10 years and a few items at 20 years)

Net Assets

Net assets is a balance sheet account that includes capital assets and unrestricted net assets. Capital assets include real estate, physical plant and equipment. Unrestricted net assets are managed per Commission policy. The unrestricted net position is reported to the Parks Commission as part of the monthly Consent Agenda. The chart on the next page shows the net position from FY2013 through FY2016 and forecasts net position through FY2023.

Table 3: Unrestricted Net Position FY 2014 - FY 2018 – Oakland County Fiscal Services 6/13/2017

	FY2014 Actual	FY2015 Actuals	FY2016 Actuals	FY2017 Budget	FY2018 Budget
Unrestricted Net Position - Beginning Fiscal Year	\$30,507,472	\$25,850,676	\$22,323,448	\$23,624,020	\$23,437,431
Change in Net Position					
Actual Revenue Over (Under) Expense	(2,129,116)	(1,604,841)	(1,012,188)		
Adopted Budget - Planning Use of Balance				(1,909,013)	(1,590,376)
ADD: Total Change in Net Position	(2,129,116)	(1,604,841)	(1,012,188)	(1,909,013)	(1,590,376)
Acquisition of Capital Assets					
Capital Improvement Plan	(4,863,036)	(4,743,130)	(1,044,331)	(1,500,000)	(2,250,000)
Capital Equipment	(606,799)	(578,602)	(341,017)	(366,306)	(445,000)
Vehicles	(199,696)	-	(42,000)		(190,000)
Adjustments Expensed to Operating	109,643	68,239	34,114		
Net Retirements	-	-	65,629		
ADD: Total acquisition of capital assets	(5,559,887)	(5,253,493)	(1,327,603)	(1,866,306)	(2,885,000)
ADD: Add back Non-Cash Expense (Depreciation)	3,032,207	3,331,106	3,640,363	3,588,730	3,364,650
(A) Unrestricted Net Position - End of Fiscal Year	\$25,850,676	\$23,323,448	\$23,624,020	\$23,437,431	\$22,326,705
Amended/Forecasted Expense Operating Budget	\$25,896,009	\$23,964,009	\$23,640,114	\$25,730,206	\$26,455,766
(B) Unrestricted Net Position Policy Reserve Requirement (50% of Operating Budget, above)	\$12,948,005	\$11,982,005	\$11,820,057	\$12,865,103	\$13,227,883
(A)-(B) Amount of Unrestricted Net Position Above Policy Requirement	\$12,902,671	\$10,341,443	\$11,803,963	\$10,572,328	\$9,098,822

Source: Oakland County Fiscal Services

5 BUDGET AND FINANCE

Table 4: Unrestricted Net Position FY 2019 - FY 2023 – Oakland County Fiscal Services 6/13/2017

	FY2019 Budget	FY2020 Budget	FY2021 Forecast*	FY2022 Forecast*	FY2023 Forecast*
Unrestricted Net Position - Beginning Fiscal Year	\$22,326,705	\$22,142,176	\$22,201,616	\$22,152,900	\$22,001,800
Change in Net Position					
Actual Revenue Over (Under) Expense					
Adopted Budget - Planning Use of Balance	(423,309)	\$0	\$0	\$0	\$0
ADD: Total Change in Net Position	(423,309)	\$0	\$0	\$0	\$0
Acquisition of Capital Assets					
Capital Improvement Plan	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)
Capital Equipment	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
Vehicles					
Adjustments Expensed to Operating					
Net Retirements					
ADD: Total acquisition of capital assets	(2,600,000)	(2,600,000)	(2,600,000)	(2,600,000)	(2,600,000)
ADD: Add back Non-Cash Expense (Depreciation)	2,838,780	2,659,440	2,551,284	2,448,900	2,151,904
(A) Unrestricted Net Position - End of Fiscal Year	\$22,142,176	\$22,201,616	\$22,152,900	\$22,001,800	\$21,553,704
Amended/Forecasted Expense Operating Budget	\$25,071,399	\$25,019,443	\$25,770,000	\$26,543,100	\$27,339,400
(B) Unrestricted Net Position Policy Reserve Requirement (50% of Operating Budget, above)	\$12,535,700	\$12,509,722	\$12,885,000	\$13,271,550	\$13,669,700
(A)-(B) Amount of Unrestricted Net Position Above Policy Requirement	\$9,606,476	\$9,691,894	\$9,267,900	\$8,730,250	\$7,884,004

*assuming 3% annual growth in operating budget

Source: Oakland County Fiscal Service

Fiscal Trends

Table 5: Fiscal trends FY2014-2016

Budget Category	FY2014	% of Total	FY2015	% of Total	FY2016	% of Total
ACTUAL REVENUE						
Taxes (property tax millage)	11,567,251	56.80%	11,832,814	53.69%	12,246,824	54.41%
Charges for Services	8,505,985	41.03%	9,893,635	44.89%	9,951,644	44.21%
Contributions	92,689	0.45%	69,032	0.31%	77,079	0.34%
Investment Income	546,541	2.64%	157,136	0.71%	203,166	0.90%
Other Revenues	6,465	0.03%	52,063	0.24%	21,722	0.10%
Exchange of Assets	12,643	0.06%	32,687	0.15%	8,054	0.04%
Transfers In	0	0.00%	0	0.00%	0	0.00%
Total Actual Revenue	\$ 20,731,575	100.00%	\$ 22,345,367	100.00%	\$ 22,508,488	100.00%
ACTUAL EXPENSE						
Salaries	7,785,307	34.06%	8,508,876	35.53%	8,782,764	37.34%
Fringe Benefits	2,900,069	12.69%	2,971,568	12.41%	2,995,011	12.73%
Contractual Services	6,527,694	28.55%	6,402,409	26.73%	5,544,049	23.57%
Commodities	1,106,563	4.84%	993,912	4.15%	902,309	3.84%
Depreciation	3,032,207	13.26%	3,331,106	13.91%	3,640,363	15.48%
Internal Services	1,508,851	6.60%	1,533,485	6.40%	1,596,180	6.79%
Transfers Out	0	0.00%	208,852	0.87%	60,000	0.26%
Total Actual Expense	\$ 22,860,691	100.00%	\$ 23,950,208	100.00%	\$ 23,520,676	100.00%
Revenue LESS Expense	(\$ 2,129,116)		(\$ 1,604,841)		(\$ 1,012,188)	
INVESTMENT IN CAPITAL ASSETS						
Land	0	0.00%	0	0.00%	0	0.00%
Park Improvements	1,455,916	43.45%	2,765,690	38.88%	2,741,707	73.40%
Buildings	1,088,207	32.48%	3,956,847	54.19%	610,742	16.35%
Equipment	606,799	18.11%	578,602	7.92%	341,017	9.13%
Vehicles	199,696	5.96%	0	0.00%	42,000	1.12%
Total Investment	\$ 3,350,618	100.00%	\$ 7,301,139	100.00%	\$ 3,735,466	100.00%
RETIREMENT OF CAPITAL ASSETS						
Land	0	0.00%	0	0.00%	0	0.00%
Park Improvements	0	0.00%	0	0.00%	0	0.00%
Buildings	0	0.00%	0	0.00%	(83,499)	13.78%
Equipment	(127,089)	100.00%	(126,131)	36.30%	(366,416)	60.49%
Vehicles	0	0.00%	(221,329)	63.70%	(155,858)	25.73%
Total Retirement	(\$ 127,089)	100.00%	(\$ 347,460)	100.00%	(\$ 605,773)	100.00%
Net Change in Capital Assets	\$ 3,223,529		\$ 6,953,679		\$ 3,129,693	

Source: (OCPR/PRD, 2017)

Service Portfolio

The Service Portfolio is an inventory of our recreational services with market and cost recovery analyses. The overarching goal is a clear understanding of the services we provide, who benefits from those services, and a determination of the appropriate level of cost recovery (and therefore fees/charges, marketing efforts, partner/sponsor opportunities, etc.). This is intended to help the Commission and staff to design an optimal mix of recreation services that serve Oakland County residents and help sustain the park system financially into the future. The Service Portfolio pyramid below shows the five tiers of beneficiaries of OCPRC services and the target cost recovery for each tier. The table below shows the results of cost recovery calculations and trends over the past three years. Each tier comprises multiple categories of service and cost recovery and calculated at the category of service level.

Figure A: Service Portfolio pyramid

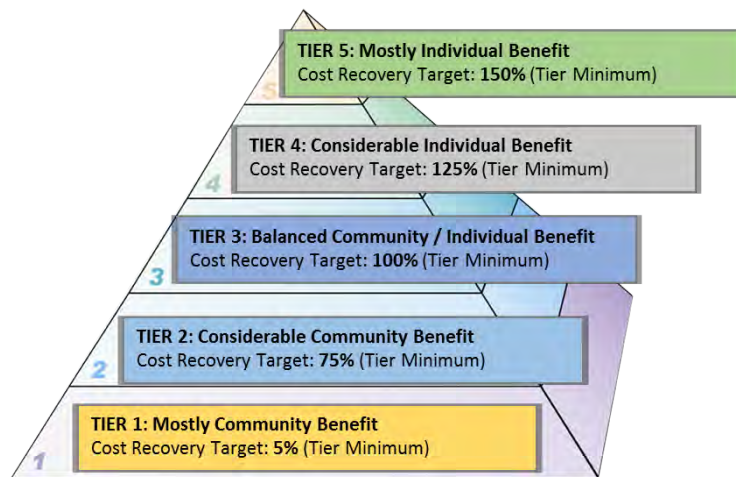


Table 6: Cost recovery trends

Category of Service	FY2013	FY2014	FY2015	3-Year Average
Tier 5: Aggregate Cost Recovery: Target = 150%	79%	78%	90%	83%
Concession/Vending/Banquet	44%	47%	67%	57%
Long Term Leases	464%	269%	414%	360%
Merchandise for Resale	142%	138%	144%	141%
Rentals/Exclusive Use	77%	86%	96%	86%
Tier 4: Aggregate Cost Recovery: Target = 125%	194%	211%	222%	208%
Adaptive Services	67%	129%	64%	81%
Equipment Rentals	229%	231%	249%	236%
Leagues	30%	45%	102%	52%
Tier 3: Aggregate Cost Recovery: Target = 100%	134%	188%	142%	151%
Classes, Workshops and Clinics	134%	188%	142%	151%
Tier 2: Aggregate Cost Recovery: Target = 75%	75%	72%	105%	83%
Community-Wide Events	24%	46%	28%	32%
Staffed Park Use	78%	73%	106%	85%
Tier 1: Aggregate Cost Recovery: Target = 5%	19%	18%	20%	19%
Open Park Use	19%	18%	20%	19%

(OCPR/PRD, 2017)

Oakland County Parks and Recreation Master Plan 2018-2022

Table 7: Service Portfolio: list of services categories and services

TIER 5 Mostly Individual Benefit Cost Recovery Target = 150%	<u>Service Category:</u> Concession/vending/ banquet	<u>Service Category:</u> Long-term leases	<u>Service Category:</u> Merchandise for sale
	<u>Services:</u> Arcades and vending Blue Water grills Conference centers Golf course grill rooms and beverage carts	<u>Services:</u> Cell tower Office space Residential houses	<u>Services:</u> Disc golf discs Firewood Golf merchandise Ice
	<u>Service Category:</u> Rentals/exclusive use		
	Activity and picnic pavilions Activity centers Barns Baseball and softball diamond	<u>Services:</u> Cabins, campsites, group areas and yurts Cricket pitch Dog enclosure Ellis Barn Farmers Market rental	Farmers Market stall rental Golf course tee-times Lookout Lodge Platform tennis Soccer fields Volleyball
TIER 4 Considerable Individual Benefit Cost Recovery Target = 125%	<u>Service Category:</u> Equipment rentals	<u>Service Category:</u> Leagues	<u>Service Category:</u> Tournaments/ outings
	<u>Services:</u> Bike rentals Boat rentals Golf carts and clubs Mini-golf Cross-country skis Snow shoes	<u>Services:</u> BMX leagues	<u>Services:</u> Golf outings
TIER 3 Balanced Benefit Cost Recovery Target = 100%	<u>Service Category:</u> Adaptive services		<u>Service Category:</u> Classes and workshops
	<u>Services:</u> Various programs and events		<u>Services:</u> Golf clinics and programs Nature Center programs
TIER 2 Considerable Community Benefit Cost Recovery Target = 75%	<u>Service Category:</u> Community-wide events		<u>Service Category:</u> Staffed park use
	<u>Services:</u> Air Fare Farmers Market days Farmers Market events Fire and Ice		<u>Services:</u> Drop-in nature center Waterpark use
TIER 1 Mostly Community Benefit Cost Recovery Target = 5%	<u>Service Category:</u> Open park use		
	Beach use Bike skills course Campground recreation Horseshoes Disc golf Dog park use Fishing	<u>Services:</u> Fitness equipment Ice fishing Model airplane flying Picnicking Open space use Trail use	Pick-up games – baseball, cricket, soccer, softball, and volleyball Playgrounds Seasonal archery deer hunting Astronomy Skate park

Resource Development

Operating Contributions

Grants and contributions from private individuals, private foundations, business sponsorships, and other partnerships provide an opportunity to supplement tax revenue with alternate funding sources that will increase OCPRC's ability to provide basic services or to invest in innovation. Development of contributions by OCPRC is an ongoing effort and is becoming increasingly targeted to match specific recreational opportunities with the interests of potential partners.

Capital Contributions

Oakland County Parks and Recreation Commission staff regularly prepare and submit grant applications to various funding organizations, including federal and state agencies and private foundations. These applications request funds for specific capital assets, especially park land and facilities. OCPRC has acquired land for recreation and developed recreational facilities using funds from the following sources that are administered by the State of Michigan: See Chapter 8 – Parks and Facilities for a list of acquisition and development grants that have assisted in each park.

- Clean Michigan Initiative Bond Fund – The Clean Michigan Initiative (CMI) was a \$675 million bond approved by Michigan voters on November 3, 1998 to improve and protect Michigan's water resources. The major programs are administered by the Departments of Environmental Quality, Natural Resources (MDNR), and Community Health (MDEQ, 2013). MDNR funding from CMI was designated for the development recreation facilities, including support facilities, such as restrooms. This funding source is no longer active.
- Land and Water Conservation Fund – The LWCF Program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States (MDNR, 2013).
- Michigan Natural Resources Trust Fund – The Michigan Natural Resources Trust Fund (MNRTF) projects provide for natural resource protection and outdoor recreation. By law, no more than 25 percent of the Trust Fund revenues available for appropriation each year can be used for development, therefore most funding is allocated for acquisition projects. As of January 2011, over \$900 million in MNRTF appropriations have been made for more than 1,250 state and local recreation projects. (MDNR, 2013)
- Open Space Grant Program - During the 1960s, the Open Space Land Program, administered by the U.S. Department of Housing and Urban Development, provided grants to states and local governments for the acquisition and development of open-space land in urban areas. This funding source is no longer active.
- Recreation Bond Fund – The Recreation Bond Fund was a million-dollar bond fund established by section 14 of Act No. 329 of the Public Acts of 1988 (MDLEG, 1988). This funding source is no longer active.
- Recreation Passport Grant Program – The Recreation Passport Grant Program provides funding for local governments to develop park facilities. The funds for this program come from a portion of sales of the Recreation Passport, an annual fee (in 2013, \$11) that drivers may opt to pay when renewing motor vehicle permits. The passport allows entry into all state parks, recreation areas, and boating access sites.

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6 Recreational Resources

Highland Oaks County Park – Highland Township

6 Recreational Resources

Park and Recreation Providers in Oakland County.....	4
Regional Planning.....	5
Park Data Resource	5
Park Types and Sizes	5
Public Parks and Open Space in Oakland County Communities.....	6
Amount of Public Parks and Open Space.....	10
Availability of Parks and Open Space	11
Community Stakeholder Engagement	11
Recreation Outreach Strategy	13
Needs and Priorities for Recreation Facilities and Programs	14
Inventory of Park and Recreation Resources and Activities	15
Parks and Facilities in Oakland County	19
Trails in Oakland County	25
Oakland County Parks and Recreation Trails	26
Oakland County Parks and Recreation Programs and Events.....	27
Inventory of Current Programs and Events	28
Barriers to Recreation	30
Accessibility at Oakland County Parks.....	31
Diversity, Equity and Inclusion	33
Annual Visits to Oakland County Parks and Recreation.....	34
Visits to Oakland County Parks and Recreation in Past 12 Months	36
Public Perceptions of Oakland County Parks and Recreation.....	38
Public Support for Oakland County Parks and Recreation.....	40
References	43

Tables

Table 1: Amount of parks and open space within Oakland County communities.....	7
Table 2: Calculation of park acres per 1,000 population and comparison in 4 quadrants of Oakland County	10
Table 3: Stakeholder engagement with southeast Oakland communities – summary of discussion	12
Table 4: Draft recreational strategy with a focus on southeast Oakland County.....	13
Table 5: Inventory of facilities and programs, related to community need in Oakland County.....	16
Table 6: Facility inventory – Oakland County Parks and Recreation Parks – all parks.....	20
Table 7: Facility Inventory – Regional Parks (>100 acres) owned by Huron-Clinton Metropark Authority and Michigan Department of Natural Resources	21
Table 8: Regional Parks (>100 acres) owned by local communities	22
Table 9: Regional Parks (>100 acres) owned by local communities, continued	23
Table 10: Regional Parks (>100 acres) owned by local communities, continued	24
Table 11: Primary trails in Oak Routes network	25
Table 12: Oakland County Parks Trail Mileage 2017	26
Table 13: U.S. Census data showing population age trends in Oakland County	31
Table 14: U.S. Census data showing trends in race and ethnicity in Oakland County.....	33
Table 15: Dashboard – estimated annual park system visits.....	35

Figures

Figure A: Quadrant map of Oakland County communities.....	9
Figure B: Survey responses regarding availability of parks and open space	11
Figure C: Priority investment ranking for facilities	14
Figure D: Priority investment ranking for recreation programs	15
Figure E: Community survey responses regarding barriers to outdoor recreation participation	30
Figure F: Selection of all the OCPR parks and facilities visited over the past 12 months	36
Figure G: Selection of top 4 choices as most visited parks and facilities;.....	37
Figure H: Frequency of visits to an OCPR park or facility.....	37
Figure I: Responses to the county-wide survey question in 2006, 2008, 2010 and 2017: “Overall, how would you rate the physical condition of ALL the Oakland County Parks and Recreation parks and facilities that you have visited?”	39
Figure J: Responses to the county-wide survey question in 2006, 2008, 2010 and 2017: Q16. “How satisfied are you with the overall value your household receives from the Oakland County Parks and Recreation Commission?”	39
Figure K: Public support for open space acquisition.....	40
Figure L: Public support for park maintenance and development	41
Figure M: Public support for renewal of the Oakland County Parks and Recreation Commission tax millage.....	41
Figure N: Public support for an increase in the Oakland County Parks and Recreation Commission tax millage.....	42

Park and Recreation Providers in Oakland County

Recreational offerings in Oakland County are provided by multiple levels of government (local, county, regional, and state), as well as private businesses and schools. Larger parks and preserves are generally provided in Oakland County by three providers whose jurisdictions are defined on a county, multi-county, or statewide basis. These providers are the Oakland County Parks and Recreation Commission (OCPR), Huron Clinton Metropolitan Authority (HCMA), and Michigan Department of Natural Resources (MDNR), local communities, school districts, and private and nonprofit agencies. There is no federal recreation land in Oakland County.

Oakland County Parks and Recreation Commission

The Oakland County Parks and Recreation Commission is funded by a quarter-mill property tax from the residents of Oakland County, as well as through fees, grants, donations, and other income sources. Our parks and recreation services are provided within the geographic boundaries of Oakland County, but are also open to all visitors to the county.

Since 1966 OCPR has expanded and diversified the park system from four parks to thirteen, now totaling 6,742 acres. Key attractions include: five golf courses, four banquet centers, two waterparks, three dog parks, the Oakland County Market, two nature centers, a BMX track, two campgrounds, a regional fairgrounds complex, a universally accessible playground, and 73 miles of park trails. Additionally, the park system manages 3,146 acres of high quality natural areas, serving as key pieces in the county's green infrastructure network. OCPR also offers a variety of entertaining and educational recreation programs and services for various ages and abilities.

Our recreation facilities and programs are carefully planned so they do not duplicate those services provided by local recreational authorities or by the private, non-profit, or larger regional/state providers. We collaborate with other units of government and organizations related to our mission, to manage open space and natural areas and provide recreational facilities and programs on an inter-community, county and regional basis.

Huron-Clinton Metropolitan Authority

The Huron-Clinton Metropolitan Authority (HCMA), established in 1939, is responsible for providing park and recreation services for the larger southeast Michigan region (Livingston, Oakland, Macomb, Washtenaw and Wayne Counties). The 13 Metroparks are located along the Huron and Clinton rivers, providing a greenbelt around the Detroit metropolitan area. Three of the Metroparks are located partially or fully within Oakland County. Funded primarily by a tax millage and park entry/user fees, HCMA provides large-scale and unique facilities to accommodate large numbers of various types of recreational users.

Michigan Department of Natural Resources

The Parks and Recreation Division of the Michigan Department of Natural Resources (MDNR) manages 97 state parks and recreation areas, 829 developed boating access sites, 10 lighthouses, 16 harbors and six scenic sites in Michigan. Twelve of the MDNR park and recreation areas are located within Oakland County. These lands are supported by user fees, including motor vehicle permits, camping fees, boat registrations, harbor slip rentals and marine fuel sales. Selected sites near and within urban areas are chosen to conserve unique natural resources where population densities are greatest. State recreational areas also provide extensive natural areas where development and user impacts are minor to conserve aesthetic, scenic, and open space values and to act as buffers for more intensive recreational facilities.

Oakland County Communities: Cities, Villages and Townships

Several local municipalities also provide large parks and preserves, but in general, local municipalities are responsible for providing public recreation facilities for frequent, short-term use by their residents. The facilities can include pocket parks, mini parks, school parks, community parks, greenways, and bike routes.

School Districts

School districts are an important resource for open space, green infrastructure connectivity, and neighborhood recreation and fitness facilities.

Private and Nonprofit Recreation Providers

Conserved natural areas owned by private land conservancies are sometimes made available to the public for hiking and nature enjoyment. Recreation provided by private and nonprofit agencies is generally single use, such as campgrounds, golf courses, driving ranges, nature preserves, or sports complexes that consolidate various sports facilities into one location.

Regional Planning

OCPR participates in regional planning efforts throughout the state and the region, which informs and enriches our internal planning processes. In 2017, planning staff are participating members of the State Comprehensive Outdoor Recreation Plan (SCORP) External Advisory Committee; SEMCOG Parks and Recreation Task Force, and the Metro Detroit Nature Network (MDNN).

Several OCPR parks are in close proximity to parks managed by OCPR and HCMA. These include Addison Oaks (MDNR – Bald Mountain State Recreation Area, HCMA – Stony Creek Metropark), Groveland Oaks (MDNR – Holly State Recreation Area), Highland Oaks (MDNR – Highland State Recreation Area), Lyon Oaks (HCMA – Kensington Metropark), Springfield Oaks (HCMA – Indian Springs Metropark), White Lake Oaks (MDNR – Pontiac Lake State Recreation Area). Collaborative planning between agencies will help ensure that complementary recreational opportunities are offered and will enhance management of contiguous natural areas.

Park Data Resource

Data about parks other than those managed by Oakland County Parks and Recreation has been obtained from the Park Finder database managed by the Southeast Michigan Council of Governments (SEMCOG). For more detailed information about parks or communities referenced in this chapter, visit Park Finder at <https://maps.semcog.org/ParkFinder/>

Park Types and Sizes

Oakland County Parks and Recreation's park classifications are adapted from the definitions development by the National Recreation and Park Association (Mertes and Hall 1996) and the Southeast Michigan Council of Governments' Park Finder tool (<https://maps.semcog.org/ParkFinder/>). The study in this chapter is focused on parks and open spaces that are owned and/or managed by state, regional, county and local community agencies and does not include open space and recreational resources owned by school districts, private businesses or non-profits.

Neighborhood Park: <15 acres

Neighborhood parks are basic units of the park system and serve a recreational and social purpose. Focus is on informal recreation. Typically 5 acres or more; 8 to 10 acres preferred, with 3 acres the desired minimum size. Service area is 1/4 to 1/2 mile uninterrupted by major roads and other physical barriers (Mertes and Hall 1996).

Neighborhood parks are not within the scope of the Oakland County Parks and Recreation mission. Knowledge of neighborhood parks and other local open space, such as schools, is an important step in the master planning of individual Oakland County Parks, in preventing of duplication of recreation provided in neighborhood parks and in planning for pedestrian, natural resource and other linkages.

Community Parks: 15-100 acres

Community parks serve a broader purpose than neighborhood parks. The focus is on meeting community-based recreational needs, as well as preserving unique landscapes open spaces. The size varies, depending on function. A minimum of 20 acres is preferred, with 40 or more acres optimal. The service area can be community-wide or several neighborhoods in a given area of the community (Mertes and Hall 1996).

Community parks are generally not within the scope of the Oakland County Parks and Recreation mission. An exception is smaller parks that fill a specific recreational need for multiple communities. Catalpa Oaks in Southfield is a 24-acre park that provides soccer fields for multiple communities and continues to be improved to add more opportunities for recreational experiences.

Both neighborhood and community parks are an important resource for Oakland County Parks Recreation Program Services' outreach into urban communities. By partnering with local communities, we can bring programs, events, and nature experiences close to home for Oakland County residents.

Regional Parks: >100 acres

The regional park focus is on meeting wide-ranging community needs and preserving unique and sometimes extensive landscapes and open spaces. There may also be a focus on natural preservation and stewardship. Service area is regional, which generally encompasses several cities (Mertes and Hall 1996).

This is the appropriate designation for most Oakland County Parks. The parks are located in both urban and rural areas and most have a strong focus on natural resource preservation while offering a diverse array of recreational facilities and amenities.

Public Parks and Open Space in Oakland County Communities

The following table shows the number of parks and the acreage of park land located throughout the county. The data includes parks and open space managed by Oakland County Parks, Huron Clinton Metropark Authority, Michigan Department of Natural Resources and local units of government. School district property is not included. For details on the resources in individual communities, visit <https://maps.semcog.org/ParkFinder/>. The population density is calculated as population per square mile for each community, which serves as an indicator of how urban or rural each community is. For the purpose of summarizing data in the county we have divided the county into four quadrants – Figure A shows the quadrants and associated communities and Table 1 identifies a quadrant for each community.

Table 1: Amount of parks and open space within Oakland County communities

Quadrant	Community Name	2010 Census	Population per square mile	>100 acres Number	>100 acres Total Acres	15-100 acres Number	15-100 acres Total Acres	<15 acres Number	<15 acres Total Acres	All parks Number	All parks Total Acres
NE	Addison Township	5,948	167	2	1,369	3	159	3	17	8	1,545
NE	Auburn Hills	21,412	1,282	1	1,155	3	169	4	12	8	1,336
SE	Berkley	14,970	5,758					9	39	9	39
SE	Beverly Hills	10,267	2,567								
SE	Bingham Farms	1,111	926								
SE	Birmingham	20,103	4,188			5	104	13	47	18	151
SE	Bloomfield Hills	3,869	774								
SE	Bloomfield Township	41,070	1,574								
NW	Brandon Township	13,733	393			1	48			1	48
NW	Village of Clarkston	882	1,764			1	36			1	36
SE	Clawson	11,825	5,375			1	35	5	11	6	46
NE	Commerce Township	35,874	1,272	6	4,809	2	120	8	43	16	4,972
NE	Farmington	10,372	3,841			1	18	5	22	6	40
NE	Farmington Hills	79,740	2,395	2	342	6	281	5	21	13	644
NW	Fenton ¹							12	40	12	40
SE	Ferndale	19,900	5,103			2	44			2	44
SE	Franklin	3,150	1,167								
NW	Groveland Township	5,476	152	2	8,125					2	8,125
SE	Hazel Park	16,422	5,865								
NW	Highland Township	19,202	532	2	372	2	132	1	1	5	505
NW	Holly	6,086	2,029					5	35	5	35
NW	Holly Township	5,276	158	1	1,483	1	79			2	1,562
SE	Huntington Woods	6,238	4,159					14	18	14	18
NW	Independence Twp	34,681	955	1	1,289					1	1,289
SW	Keego Harbor	2,970	5,940					13	11	13	11
NE	Lake Angelus	290	181								
NE	Lake Orion	2,973	2,287					9	16	9	16
SE	Lathrup Village	4,075	2,717					5	7	5	7
NE	Leonard	403	403					3	3	3	3
SW	Lyon Township	14,545	459	2	1,208					2	1,208
SE	Madison Heights	29,694	4,182			4	182	11	34	15	216
SW	Milford	6,175	2,470	1	245	1	17	4	15	6	277
SW	Milford Township	9,561	293	1	4,489					1	4,489

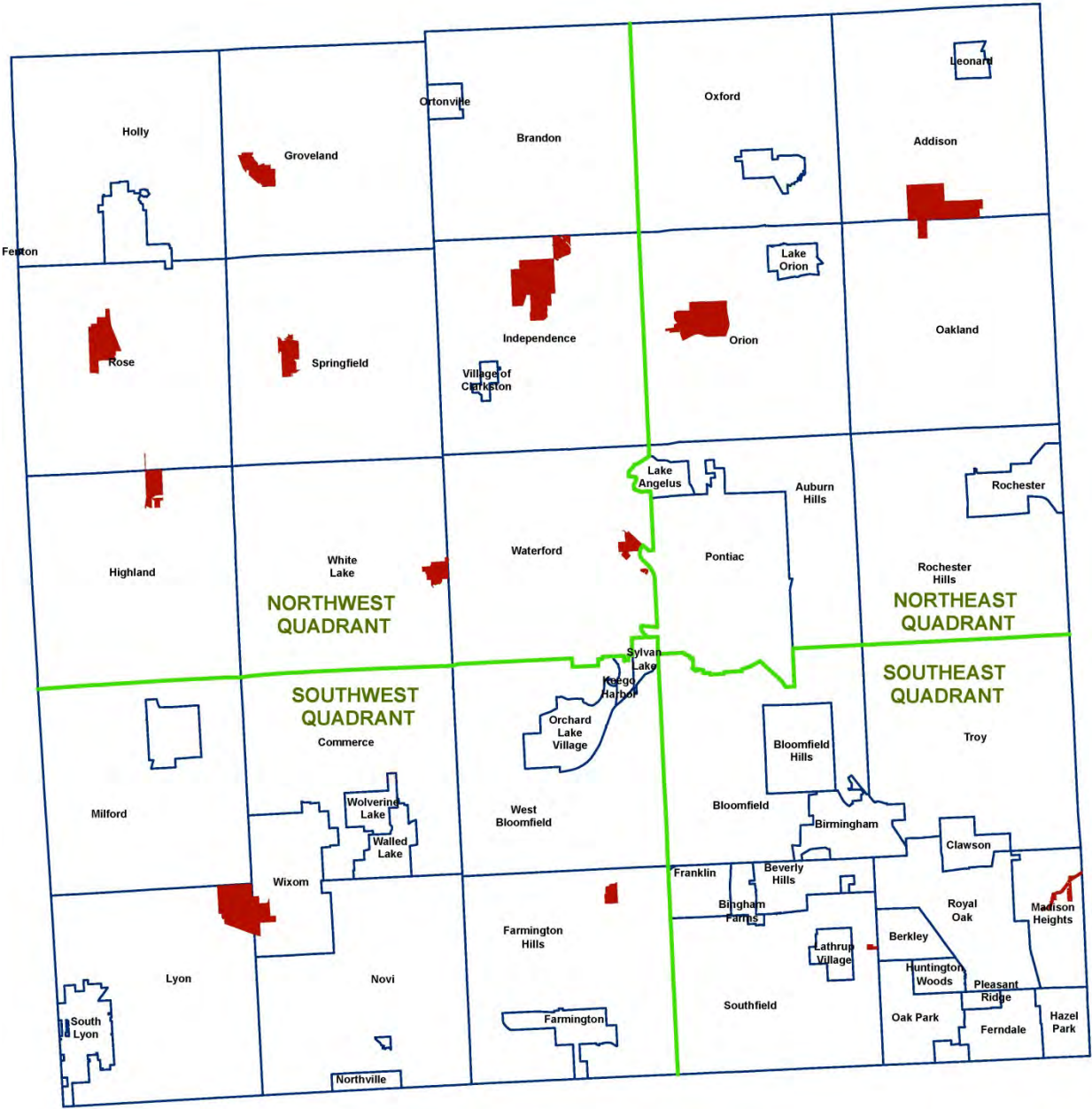
¹ Fenton is in Genesee County with a very small portion extending into Oakland County

Oakland County Parks and Recreation Master Plan 2013-2022

Quadrant	Community Name	2010 Census	Population per square mile	>100 acres Number	>100 acres Total Acres	15-100 acres Number	15-100 acres Total Acres	<15 acres Number	<15 acres Total Acres	All parks Number	All parks Total Acres
SW	Northville (Oakland) ²	3,231	3,231					11	35	11	35
SW	Novi	55,374	1,775	2	530	12	596	10	69	24	1,195
SE	Oak Park	29,319	5,864	0	0	1	43	9	44	10	87
NE	Oakland Township	16,779	457	7	734	5	332	2	13	14	1,620
SW	Orchard Lake Village	2,375	579								
NE	Orion Township	32,421	937	2	5,773	5	221	2	13	9	6,007
NW	Ortonville	1,442	1,442			1	48	3	8	4	56
NW	Oxford	3,436	2,291			1	48	1	1	2	49
NW	Oxford Township	17,090	504	2	409	3	87	4	16	9	512
SE	Pleasant Ridge	2,526	4,210					7	16	7	16
NE	Pontiac	59,515	2,834	1	167	7	267	19	49	27	483
NE	Rochester	12,711	3,345			4	130	5	26	9	156
NE	Rochester Hills	70,995	2,158	3	479	8	346	6	52	17	877
NW	Rose Township	6,250	173	1	622	2	158	2	16	5	796
SE	Royal Oak	57,236	4,851			6	205	44	155	50	360
SE	Royal Oak Township	2,419	3,456					4	12	4	12
SW	South Lyon	11,327	3,061								
SE	Southfield	71,758	2,728	2	270	13	437	12	82	27	789
NW	Springfield Township	13,940	380	5	3,192	3	190	3	10	11	3,880
SW	Sylvan Lake	1,720	2,150								
SE	Troy	80,980	2,410			11	478	5	41	16	519
SW	Walled Lake	6,999	2,916			1	17	4	8	5	25
NW	Waterford Township	71,707	2,031	4	758	5	267	10	78	19	1,103
SW	West Bloomfield Twp	64,690	2,067	2	263	5	267	6	42	13	572
NW	White Lake Township	30,019	809	3	9,869	1	29	6	41	10	9,939
SW	Wixom	13,498	1,421	1	348	3	128	5	7	9	483
SW	Wolverine Lake	4,312	2,536								

² Northville is in Wayne and Oakland counties, data for the Oakland County portion is provided here

Figure A: Quadrant map of Oakland County communities



Amount of Public Parks and Open Space

A common measure of the availability of parks in communities is to calculate the park resources per 1,000 persons in the selected geographic area. We divided Oakland County into four quadrants and calculated the park acres and the number of park sites per 1,000 persons in each quadrant. We also calculated park acres per 1,000 persons for the 7-county southeast Michigan region and for all of Oakland County.

When we look at the amount of parkland (as acres of parkland per 1,000 persons), we see from our calculations that Oakland County, compared to the larger region, is very rich in park and open space resources. This is especially evident in the very rural northwest quadrant of the county, which contrasts starkly with the urban southeast quadrant.

The number of park sites per 1,000 persons, however is quite consistent across the region and from quadrant to quadrant. This reflects the number of neighborhood parks and pocket parks that dot the urban areas and are an important resource to local communities. It is important to note that this result does not provide information about the quality of park sites and if they contain the facilities and amenities that meet local recreational needs.

These results are not surprising given the urban density of southeast Oakland County with less land available for park development and the history of establishing large regional parks in areas where farmland and other large tracts of undeveloped land are more readily available. However, with the growing emphasis on walkable urban communities with opportunities close to home for recreation and nature enjoyment, it is important for Oakland County Parks and Recreation to identify unmet needs in this region and work with communities to meet those needs.

Table 2: Calculation of park acres per 1,000 population and comparison in 4 quadrants of Oakland County

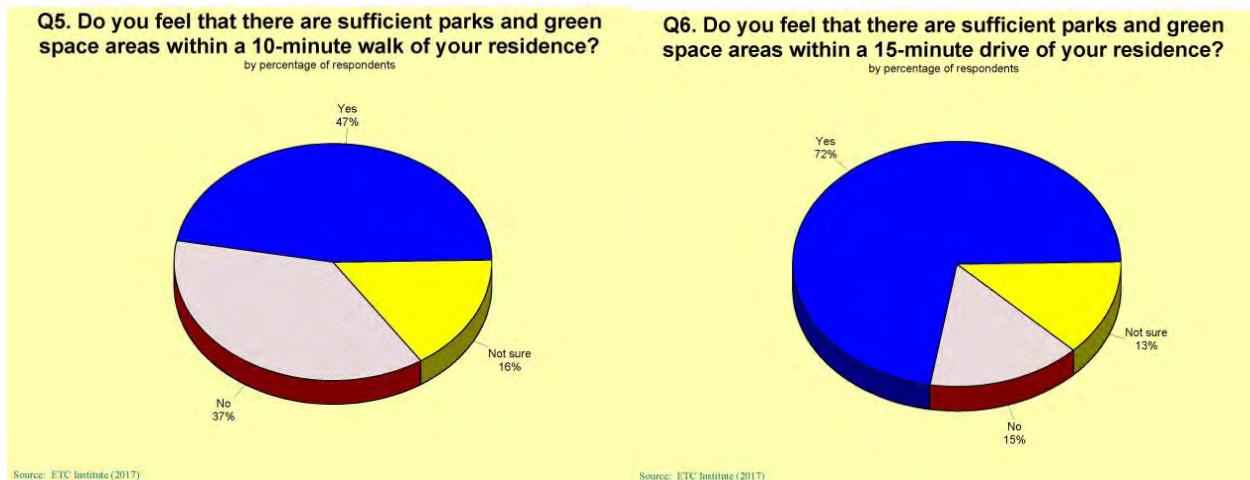
Region	2010 Census	Area in square miles	Population density per square mi	>100 acres Number	>100 acres Acres	15-100 acres Number	15-100 acres Acres	<15 acres Number	<15 acres Acres	All parks Number	All parks Acres	Park Sites per 1,000 population	Park Acres per 1,000 population
SEMCOG Region ³	4,704,809	4,598	1,326	197	125,437	502	20,170	1,383	5,539	2,082	151,147	0.45	21.00
Oakland County	1,202,362	910	1,326	56	48,300	130	5,717	309	1,230	495	98,781	0.41	82.16
Southeast Quadrant	426,932	143	2,977	2	270	43	1,528	138	506	183	2,304	0.43	5.40
Southwest Quadrant	322,763	217	1,486	17	12,234	31	1,444	71	273	119	13,951	0.37	43.22
Northeast Quadrant	238,025	185	1,287	16	9,258	36	1,600	55	201	107	10,518	0.44	44.19
Northwest Quadrant	214,642	362	593	21	27,567	20	1,146	45	246	86	28,471	0.39	132.64

³ The Southeast Michigan Council of Governments (SEMCOG) region encompasses the counties of Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw and Wayne

Availability of Parks and Open Space

The 2017 Community Needs Assessment Survey asks participants whether they felt there was sufficient parks and green space within a 10-minute walk and 15-minute drive of their residence. Just under half felt there were sufficient parks and green space within a 10-minute walk and approximately three quarters felt it was sufficient within a 15-minute drive. A planned follow-up analysis is to perform a cross-tab analysis of these questions based on the four quadrants of Oakland County to continue to grow our understanding of recreational need in all areas of Oakland County – rural, suburban and urban.

Figure B: Survey responses regarding availability of parks and open space



Community Stakeholder Engagement

We are in the process of engaging community leaders and representatives throughout Oakland County regarding the status of recreation in their community and the role of Oakland County Parks and Recreation. Staff has met with both the Republican and Democratic caucuses of the Oakland County Board of Commissioners and has begun meeting with individual communities. Based on the understanding that there is less parkland in southeast Oakland County and knowing that there is a perceived unequal distribution of recreational opportunities and investment in this area, we began in fall 2016 with each of the local communities in southeast Oakland County. In 2018, we will continue this process with the goal of engaging stakeholders in all communities in Oakland County.

Democratic Caucus Meeting Summary

Staff met with members of the Democratic Caucus of the Oakland County Board of Commissioners on April 12, 2017 at the Red Oaks Nature Center. Commissioners indicated that they would like to receive more regular communication from Parks and Recreation that they can pass on to their constituents. They would also like to receive employment information to help fill positions at Parks. The Commissioners would like to see more special events in the southeast portion of the county, hopefully events that could grow and be repeated each year. They would like to see more events planned and hosted by Oakland County Parks vs. community events supported by Oakland County Parks.

There was some discussion about funding and whether or not funding was available for OCPR to acquire and operate parks in southeast Oakland County. Trails were also a topic of discussion, including the possible development of a system for tracking mileage on the trails and loops within the parks to promote health and fitness. There was also discussion about the value of the RAPP program and the benefits it provides to local

communities, but that what communities really need is investment into park infrastructure, especially playgrounds and trails.

Republican Caucus Meeting Summary

Staff made a brief presentation to the Republican Caucus on June 15, 2017 to provide information on the development of the Five-Year Recreation Master Plan along with the developing Southeast Oakland County Strategy. Staff provided a timeline for plan approval and followed-up with an e-mail with additional information, including an opportunity for Commissioners to take the community survey and provide feedback for their districts.

Southeast Oakland County Stakeholder Engagement

Sixteen meetings were held where the communities were asked a series of questions and given an opportunity to talk with staff about their recreation plans, needs, and challenges in their communities. The goal of these meetings (as well as meetings with both caucuses of the Oakland County Board of Commissioners) was to gain a better understanding of community needs and challenges to inform the development of a Southeast Oakland County Strategy for Oakland County Parks. Staff met with representatives and officials from the following communities:

- City of Berkley
- Village of Beverly Hills
- City of Birmingham
- City of Ferndale
- Village of Franklin
- City of Hazel Park
- City of Huntington Woods
- Lathrup Village
- City of Madison Heights
- City of Oak Park
- City of Pleasant Ridge
- City of Royal Oak
- City of Southfield
- Royal Oak Township
- City of Troy

At each meeting the communities were asked a series of questions regarding recreation programs and services in their community, as well as questions about their familiarity and communication with Oakland County Parks. The questions and a summary of responses are listed below. The responses were distilled into a series of draft actions and outcomes to be incorporated into this *Recreation Plan*.

Table 3: Stakeholder engagement with southeast Oakland communities – summary of discussion

Topic	Summary of Discussion
What are your main goals/objectives for recreation in your community?	There were a wide range of responses to this question, but some themes did occur. The need for indoor recreation space is an issue in several communities who do not have space for programs and classes. Maintenance of existing parks was also brought up by several communities, as well as updates to playground equipment and the addition of new trails and pathways within their communities and parks. The need for senior programming was also indicated.
What are you hearing that your residents most want/need?	These responses were similar to those from the first question. The main needs that were repeated in several communities include trails, playgrounds, indoor recreation space, splash pad, and fitness and youth programs.
What are your barriers to providing recreation in your community?	The main barriers were money, lack of space/facilities, recruiting and retaining staff and transportation.
Do you think your residents are aware of the Oakland County Parks and their availability as a regional park system?	Most community leaders answered yes to this question, but several noted that their constituents most likely know about those county parks in the immediate area (namely Red Oaks and Catalpa Oaks) and may not know as much about parks in other areas of the county. It was also noted that there is probably some confusion among residents about which entities own/operate which park facilities.

Topic	Summary of Discussion
Does your community utilize the RAPP program?	All of the communities staff spoke with except one have utilized the RAPP program, although some utilize it more regularly than others. It was noted in several meetings that the RAPP program provides significant enhancement to community events, camps, and senior programming.
Do you and your residents see value in the OCPR Southfield Office Location?	Nearly all communities commented that they were either not aware that OCPR had an office in Southfield, or that they were aware, but did not see a direct benefit to their community, as they have never had a challenge reaching or communicating with OCPR staff throughout the park system. Communities did not know what was offered at the Southfield office. This is something that staff will continue to evaluate. While not heavily utilized by the local communities, there are other benefits to having staff and equipment in this area of the county.
What are the best methods to reach your constituents?	We received feedback on a variety of ways to communicate information to each community, which has been shared with our Marketing & Communications department. Social media and e-mail are the two most-used methods of communication, but printed newsletters and flyers were still recommended in some communities. OCPR was also invited to participate in community events with an information booth in several communities.
Do you have a need for any planning or technical assistance for master planning, data collection, grant-writing, etc.?	Training and support on the creation of ADA Transition Plans was a common theme at several meetings. Communities also expressed an interest in regular trainings or workshops facilitated by Oakland County Parks on a variety of topics from grant-writing and recreation plan development to natural resource stewardship best management practices and landowner education.

Recreation Outreach Strategy

Based on the stakeholder engagement thus far, we have drafted a recreation outreach strategy as a means for prioritizing investments in an area that has a wide range of resources and needs. Development of this strategy will continue as we continue to engage community stakeholders. We anticipate the recreational strategy will be tailored to diverse needs in the various regions of the county. The table below shows the four approaches we have identified to enhancing recreation in Oakland County and relates those approaches to actions and opportunities in southeast Michigan.

Table 4: Draft recreational strategy with a focus on southeast Oakland County

Approach	Actions and Opportunities – Southeast Michigan
ACCESS TO RECREATION	Completion of ADA Transition Plans for all parks, making improvements that comply with ADA guidelines or provide universal access, partnering with local communities to provide transportation to the parks, increasing services to seniors, and reaching out to better understand cultural recreation needs.
RECREATION PROGRAMS AND EVENTS	Hosting recreational programs and special events where we have the highest concentration of residents (Marshmallow Drop, Come Out and Play events, Butterfly Parade, and others), expansion of the Recreation Assistance Partnership Program (RAPP) to more communities, and partnering with local communities to offer programs, events and nature experiences in local parks and facilities.
INVESTMENT IN FACILITIES	Playground and concession development at Catalpa Oaks, proposed perimeter trail, soccer field improvements, and access routes at Catalpa Oaks, Red Oaks Connector Trail, and proposed family restrooms at Red Oaks Waterpark.
INVESTMENT IN LAND	Leasing and managing the Red Oaks Nature Center and associated 39-acre Suarez Woods.

For additional guidance to ensure our investment fits with the mission and regional scope of Oakland County Parks and Recreation, we also identified three key criteria:

- A. Regional Draw – projects that would draw from multiple jurisdictions
- B. Significant Project Size – large-scale projects that would most likely not be provided by local municipalities
- C. Project Catalyst – those projects that help spur or continue regional plan implementation

Needs and Priorities for Recreation Facilities and Programs

The Priority Investment Rating (PIR) was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally (ETC 2017). For more detail, see Appendix A.

Figure C: Priority investment ranking for facilities

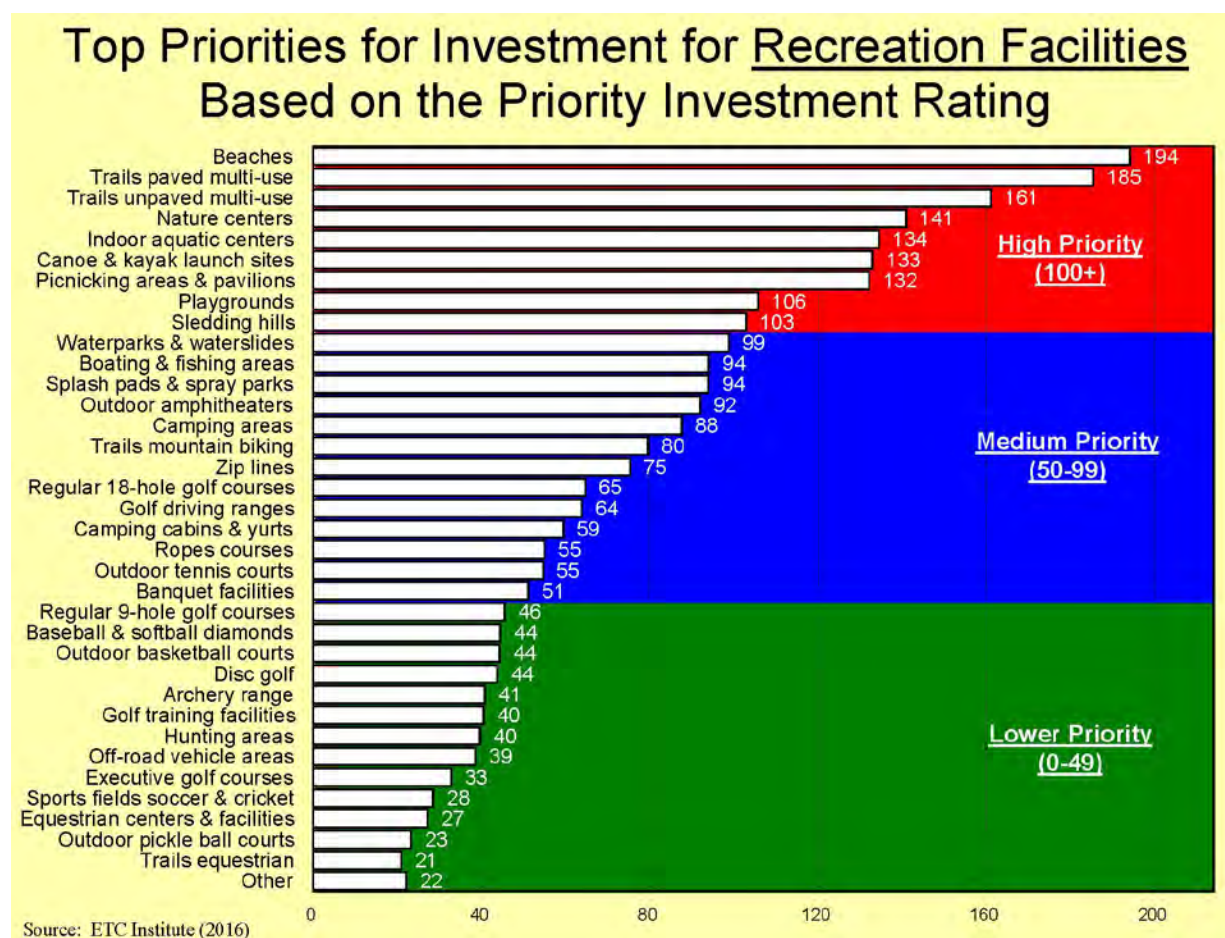
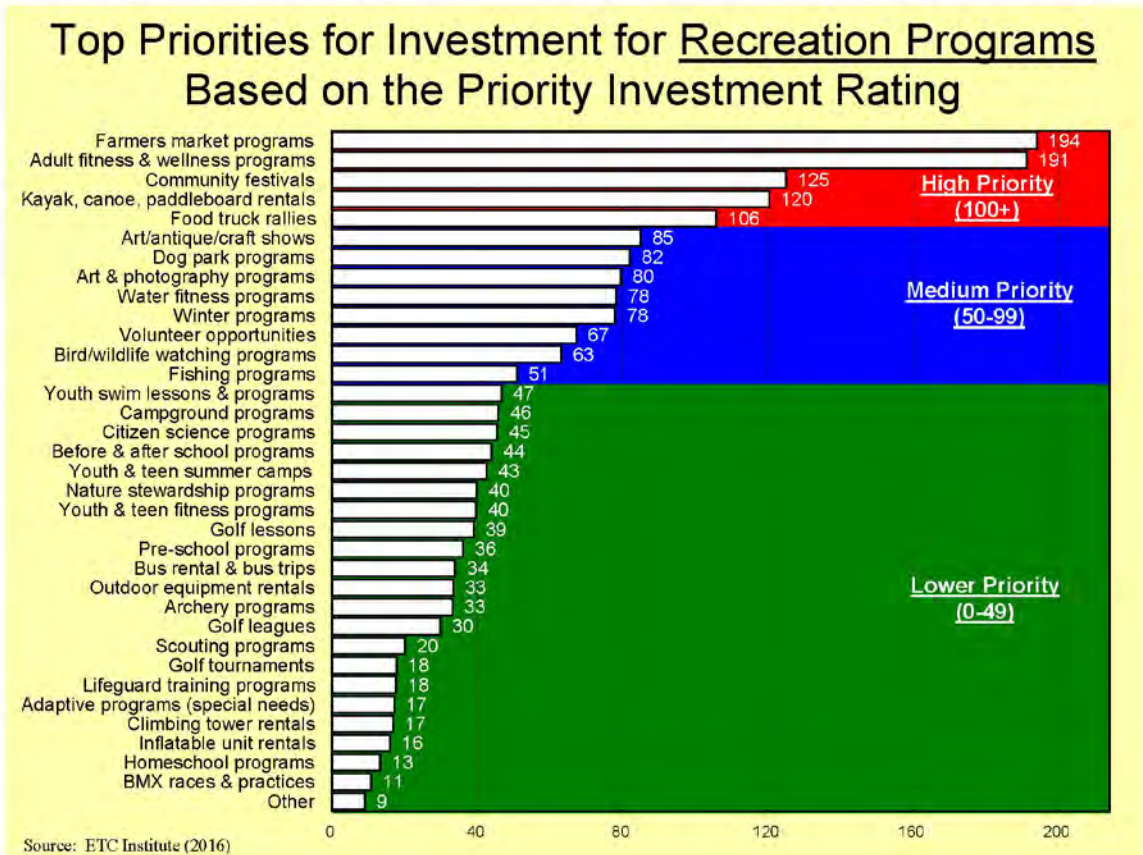


Figure D: Priority investment ranking for recreation programs



Inventory of Facilities and Programs

The following table provides an inventory of facilities and programs as well as calculations by ETC, Inc. of the Priority Investment Rating (PIR) and the number of households in the study area that whose needs for a facility or a program are met by 50% or less. The items in black type are found in the facility tables; the items in red are found in the program tables in Appendix A (ETC 2017). Starred (*) items are those not currently offered by Oakland County Parks and Recreation. See Chapter 8 – Parks and Facilities for details about the individual facilities in our parks. S

Oakland County Parks and Recreation Master Plan 2013-2022

Table 5: Inventory of facilities and programs, related to community need in Oakland County

Facility Type *indicates facility type not currently offered by OCPD	Associated Facility or Program *indicates facility or program not currently offered by OCPD	Priority Investment Rating High: ≥100 Med: 50-99 Low: 0-49	Estimated number of households with needs met by 50% or less (based on 531,609 households in Oakland County)
Banquets, meetings and concessions			
	Concessions		
	Conference centers/banquet facilities	51	65,524
	Grill rooms		
	Indoor event and activity areas		
Beach areas		194	179,030
Biking and skating			
	BMX facilities		
	BMX races and practices	11	87,630
	Fat-tire biking trails		
	Mountain biking trails	80	138,218
	Skate parks		
Boating and fishing			
	Boating and fishing areas	94	99,153
	Canoe and kayak launch sites	133	137,393
	Fishing docks and piers		
	Fishing programs	51	74,462
	Kayak, canoe, paddleboard rentals	120	143,573
Camping			
	Cabins and yurts	59	83,557
	Campground programs	46	62,465
	Camping areas	88	84,343
	Group campsites		
	Modern campsites		
	Rustic campsites*		
Community recreation centers*			
	Indoor aquatic centers*	134	163,204
	Indoor recreation centers*		
	Youth swim lessons and programs*	47	58,317
Court games			
	Basketball courts	44	63,067
	Horseshoes		
	Pickleball courts*	23	35,837
	Platform tennis courts		
	Tennis courts*	55	69,624
	Volleyball courts		
Disc golf		44	54,115
Dog parks			
	Dog park programs	82	89,955
Equestrian facilities and activities			
	Equestrian centers and facilities	27	39,629
	Equestrian trail riding	21	28,334

6 RECREATIONAL RESOURCES

Facility Type *indicates facility type not currently offered by OCPR	Associated Facility or Program *indicates facility or program not currently offered by OCPR	Priority Investment Rating High: ≥100 Med: 50-99 Low: 0-49	Estimated number of households with needs met by 50% or less (based on 531,609 households in Oakland County)
Fairs and expositions			
	Antique and craft shows	85	102,945
Farm and garden			
	Community gardens*		
	Farmers market		
	Farmers market programs	194	186,245
	Food truck rallies	106	138,230
Field sport			
	Baseball and softball diamonds	44	45,657
	Soccer and cricket fields	28	35,329
Fitness and adventure			
	Adult fitness and wellness programs	191	198,161
	Climbing tower rentals	17	28,508
	Outdoor fitness equipment		
	Ropes course*	55	81,528
	Youth and teen fitness programs	40	53,353
	Zip line	75	109,979
Golf			
	18-hole course	65	54,379
	9-hole course	46	52,736
	Driving range	64	78,317
	Executive course*	33	41,717
	Golf leagues	30	35,724
	Golf lessons	39	53,395
	Golf tournaments	18	26,127
	Training facilities*	40	60,091
Historic and cultural features			
	Historical markers and monuments		
	Historic buildings		
	Historic landscape features		
Hunting and archery			
	Archery programs	33	48,912
	Archery range	41	54,226
	Hunting areas	40	44,209
	Shooting range*		
Natural areas			
	Bird/wildlife watching programs	63	80,011
	Citizen science programs	45	66,064
	Managed natural areas		
	Nature stewardship programs	40	55,573
	Wildlife viewing areas		
Nature centers			
	Homeschool programs	13	19,218
	Nature centers	141	132,690

Oakland County Parks and Recreation Master Plan 2013-2022

Facility Type *indicates facility type not currently offered by OCPD	Associated Facility or Program *indicates facility or program not currently offered by OCPD	Priority Investment Rating High: ≥100 Med: 50-99 Low: 0-49	Estimated number of households with needs met by 50% or less (based on 531,609 households in Oakland County)
	Scouting programs	20	28,530
Off-road vehicle areas*		39	48,113
Open space areas			
	Open picnic areas with tables and grills	132	111,802
	Open play areas		
	Radio-control flying areas		
Organized programs and events (see also individual sections)			
	Adaptive programs (special needs)	17	22,033
	Art and photography programs	80	107,747
	Before and after-school programs*	44	51,648
	Bus rental and bus trips	34	46,856
	Community festivals	125	126,285
	Inflatable unit rentals	16	29,940
	Outdoor equipment rentals	33	55,968
	Pre-school programs*	36	39,757
	Volunteer opportunities	67	87,037
	Youth and teen summer camps	43	56,109
Pavilions, stages and amphitheaters			
	Gazebos		
	Outdoor stages and amphitheaters	92	118,258
	Picnic pavilions	132	111,802
Play areas and structures			
	Children's playgrounds	106	87,412
	Miniature golf		
Trails			
	Paved trails	185	152,907
	Unpaved trails	161	126,419
	Water trails*		
Vending and arcades			
Waterparks and spray parks			
	Lifeguard training programs	18	31,990
	Splash pads and spray parks*	94	106,890
	Water fitness programs	78	104,647
	Waterparks and waterslides	99	99,079
Winter activities			
	Cross-country skiing on groomed trails		
	Cross-country skiing on un-groomed trails		
	Hockey		
	Ice-fishing		
	Ice-skating		
	Sledding hill	103	141,793
	Winter programs	78	115,422

Parks and Facilities in Oakland County

The following tables provide information about the parks in Oakland County that are larger than 100 acres and that are owned and/or managed by Oakland County Parks and Recreation, Huron-Clinton Metropark Authority, Michigan Department of Natural Resources, and local cities, townships or villages.

Oakland County Parks and Recreation Master Plan 2013-2022

Table 6: Facility inventory – Oakland County Parks and Recreation Parks – all parks

Park Name	Addison Oaks County Park	Catalpa Oaks County Park	Glen Oaks County Park	Groveland Oaks County Park	Highland Oaks County Park	Independence Oaks County	Lyon Oaks County Park	Orion Oaks County Park	Red Oaks County Park	Rose Oaks County Park	Springfield Oaks County Park	Waterford Oaks County Park	White Lake Oaks County
Acres	1,140	24	122	361	302	1,286	1,041	916	141	640	333	199	238
Entry Fee	✓			✓	✓	✓	✓	✓	✓	✓			
FACILITY TYPE													
Banquets, meetings and concessions	✓		✓	✓			✓		✓		✓	✓	✓
Beach areas				✓		✓							
Biking and skating	✓			✓		✓						✓	
Boating and fishing	✓			✓	✓	✓		✓		✓			
Camping	✓			✓		✓					✓		
Court games	✓			✓		✓	✓					✓	
Disc golf	✓												
Dog park							✓	✓	✓				
Fairs and expositions											✓		
Farm and garden												✓	
Field sports	✓	✓		✓		✓	✓		✓				
Fitness												✓	
Golf			✓				✓		✓		✓		✓
Historic and cultural features													
Hunting and archery	✓				✓	✓	✓	✓		✓			
Miniature golf				✓									
Natural areas	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nature centers						✓			✓				
Off-road vehicle													
Open space areas	✓	✓		✓	✓	✓	✓	✓		✓		✓	
Pavilions, stages and amphitheaters	✓	✓		✓		✓	✓	✓	✓		✓	✓	
Play lots and structures	✓	✓		✓		✓	✓		✓			✓	
Trails	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	
Vending and arcades	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓
Waterparks and spray parks									✓			✓	
ACTIVITY TYPE													
Equestrian	✓				✓					✓	✓		
Winter	✓	✓			✓	✓	✓	✓		✓		✓	

Table 7: Facility Inventory – Regional Parks (>100 acres) owned by Huron-Clinton Metropark Authority and Michigan Department of Natural Resources

Park Name	HCMA Parks	Kensington Metropark	Indian Springs Metropark	Stony Creek Metropark	MDNR Parks	Bald Mountain State Rec Area	Highland State Rec Area	Holly State Rec Area	Ortonville State Rec Area	Pontiac Lake State Rec Area	Proud Lake State Rec Area	Seven Lakes State Park
Acres		4,486	2,509	4,435		4,725	5,851	7,764	1,155	3,823	3,715	1,483
Entry Fee		↙	↙	↙		↙	↙	↙	↙	↙	↙	↙
FACILITY TYPE												
Banquets, meetings and concessions		✓	✓	✓								
Beach areas		✓		✓		✓	✓	✓	✓	✓		✓
Biking and skating				✓								
Boating and fishing		✓		✓		✓	✓	✓	✓	✓	✓	✓
Camping		✓		✓		✓	✓	✓	✓		✓	✓
Court games			✓	✓								
Disc golf		✓		✓				✓				
Dog park												
Fairs and expositions												
Farm and garden												
Field sports		✓	✓	✓								
Fitness												
Golf		✓	✓	✓								
Historic and cultural features												
Hunting and archery				✓		✓	✓	✓	✓	✓		✓
Miniature golf												
Natural areas		✓	✓			✓	✓	✓	✓	✓	✓	
Nature centers		✓	✓	✓								
Off-road vehicle												
Open space areas		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Pavilions, stages and amphitheaters		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Play lots and structures		✓	✓	✓		✓		✓	✓			✓
Restrooms and showers		✓	✓	✓		✓			✓		✓	✓
Trails		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Waterparks and spray parks		✓	✓									
ACTIVITY TYPE												
Equestrian Activities		✓	✓	✓								
Winter Activities		✓	✓	✓		✓						

Oakland County Parks and Recreation Master Plan 2013-2022

Table 8: Regional Parks (>100 acres) owned by local communities

Community	Addison Township	Commerce Township	Commerce Township	Commerce Township	Commerce Township	Commerce Township	Commerce Township	Farmington Hills	Lyon Township	Village of Milford	Novi	Novi	Oakland Township	Oakland Township
Park Name	Watershed Preserve	Wise Road Property	Hickory Glen Park	Robert H. Long Park	Dodge 5 Park	Maple Glen Park	Heritage Park	James F. Atchison Memorial Park	Hubbell Pond Park	Lakeshore Park	Garfield Road Conservation	Cranberry Lake Park	Watershed Ridge Park	
Acres	229	596	157	118	112	111	217	184	245	424	107	193	172	
Entry Fee														
FACILITY TYPE														
Banquets, meetings and concessions			✓			✓	✓			✓				
Beach areas														
Biking and skating									✓	✓		✓		
Boating and fishing				✓					✓					
Camping														
Court games					✓		✓	✓						
Disc golf														
Dog park														
Fairs and expositions														
Farm and garden												✓	✓	
Field sports			✓		✓	✓		✓	✓	✓				
Fitness														
Golf														
Historic and cultural features							✓					✓		
Hunting and archery														
Miniature golf														
Natural areas	✓	✓									✓	✓	✓	
Nature centers														
Off-road vehicle														
Open space areas														
Pavilions, stages and amphitheaters	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓		
Play lots and structures			✓	✓	✓	✓	✓	✓		✓				
Trails		✓					✓	✓	✓	✓		✓	✓	
Vending and arcades														
Waterparks and spray parks														
ACTIVITY TYPE														
Equestrian	✓											✓		
Winter	✓						✓					✓		

Table 9: Regional Parks (>100 acres) owned by local communities, continued

Community	Oakland Township	Oakland Township	Oakland Township	Orion Township	Oxford Township	Oxford Township	Pontiac	Rochester Hills	Rochester Hills	Rochester Hills	Southfield	Southfield
Park Name	Blue Heron Env Area	Charles Isley Park	Bear Creek Nature Park	Friendship Park	Oakwood Lake Township Park	Seymour Lake Park	Hawthorne Park	Bloomer Park	Earl I. Borden Park	Thelma G. Spencer Park	Civic Center Park	Valley Woods Nature Preserve
Acres	143	120	106	135	298	112	167	223	143	113	155	115
Entry Fee												
FACILITY TYPE												
Banquets, meetings and concessions				✓					✓	✓	✓	
Beach areas									✓	✓		
Biking and skating								✓				
Boating and fishing							✓			✓		
Camping												
Court games						✓		✓	✓	✓	✓	
Disc golf												
Dog park												
Fairs and expositions												
Farm and garden												
Field sports				✓					✓		✓	
Fitness												
Golf						✓						
Historic and cultural features				✓							✓	
Hunting and archery												
Miniature golf												
Natural areas	✓	✓	✓		✓		✓		✓	✓		✓
Nature centers												
Off-road vehicle												
Open space areas												
Pavilions, stages and amphitheaters			✓	✓		✓	✓	✓	✓	✓	✓	
Play lots and structures			✓			✓	✓	✓	✓	✓	✓	
Trails		✓	✓	✓	✓			✓	✓	✓	✓	✓
Vending and arcades												
Waterparks and spray parks												
ACTIVITY TYPE												
Equestrian		✓										
Winter												

Oakland County Parks and Recreation Master Plan 2013-2022

Table 10: Regional Parks (>100 acres) owned by local communities, continued

Community	Springfield Township	Waterford Township	Waterford Township	Waterford Township	W Bloomfield Township	W Bloomfield Township	Wixom
Park Name	Shiawassee Basin Preserve	Drayton Plains Nature Center	Elizabeth Lake Woods Park	Hess-Hathaway Park	West Bloomfield Woods Preserve	Marshbank Park	Wixom Habitat Park
Acres	514	137	291	167	162	100	348
Entry Fee							
FACILITY TYPE							
Banquets, meetings and concessions							
Beach areas							
Biking and skating							
Boating and fishing			✓			✓	
Camping							
Court games				✓		✓	
Disc golf							
Dog park							
Fairs and expositions							
Farm and garden				✓			
Field sports	✓					✓	
Fitness							
Golf							
Historic and cultural features				✓			
Hunting and archery							
Miniature golf							
Natural areas	✓	✓	✓		✓	✓	✓
Nature centers							
Off-road vehicle							
Open space areas							
Pavilions, stages and amphitheaters				✓	✓	✓	✓
Play lots and structures	✓			✓		✓	
Trails	✓		✓	✓		✓	✓
Vending and arcades							
Waterparks and spray parks							
ACTIVITY TYPE							
Equestrian							
Winter				✓			✓

Trails in Oakland County

In 2007 Oakland County Parks and Recreation led an effort, with support from Oakland County Planning & Economic Development (now Economic Development and Community Affairs) and the Oakland County Trails Advisory Council, to develop a Trails Master Plan for Oakland County. This plan was developed to provide a framework for creating a connected system of greenways and trails throughout the county, building on existing trails and filling gaps in the system. The system is envisioned to serve a diverse range of users, providing safe and well-maintained linkages to important natural, cultural and civic destinations and other points of interest within and outside the county (OCPRC 2008)



The concept of the Oak Routes trail network in Oakland County was created by the Oakland County Business Roundtable as a recommendation in their 1995 Final Report. The facilitation of the trail network in Oakland County has morphed over time. Until 2010 Oakland County Parks and Recreation employed a full-time Trail Network Coordinator to facilitate trail development both within the county parks as well as within the greater county Oak Routes network. This position managed the county's Oakland Trails Advisory Council (OTAC) and managed the development of the Trails Master Plan. In 2012 OTAC dissolved, merging into the county's Trails, Water, Land Alliance group managed by Economic Development and Community Affairs. Parks and Recreation eliminated the Trails Coordinator position as EDCA assumed the leadership role in convening this group and tackling trail issues within the county.

The Iron Belle Trail

The newly named "Iron Belle Trail" was recently designated as a state trail (the longest designated state trail in the nation), a portion of which passes through Oakland County. The trail is actually 2 trails, one designated for hiking, and one designated for biking. The route designated for biking travels from Belle Isle in Detroit to Ironwood in the U.P. (hence the name "Iron Belle"), and passes through Oakland County. The hiking route also connects these two locations, but heads due west from Detroit and comes up the west side of the state. Within Oakland County the Iron Belle Trail will mostly utilize the Clinton River, Paint Creek and Polly Ann Trails, although some portions are yet to be developed.

Great Lake to Lake Trail

The Great Lake-to-Lake Trail also traverses Oakland County going east-west across the state. It utilized portions of the Clinton River Trail, West Bloomfield Trail, Michigan Airline Trail, and the Huron Valley Trail in Oakland County.

Oak Routes Network

The Oak Routes Network currently includes 131 miles of trails within the County. This does not include trails within parks, but rather includes the major trail corridors that run throughout the county. The primary trail systems within the county network include:

Table 11: Primary trails in Oak Routes network

Name	Year Established	Length in Oakland County
Paint Creek Trail	1983	9.7 miles (includes Downtown Rochester Riverwalk)
Polly Ann Trail	1997	16.9 miles
West Bloomfield Trail	1991	6.9 miles
Huron Valley Trail	2003	12.2 miles
I-275 & M-5 Metro Trails	Mid to Late 1970's	9.4 miles

Oakland County Parks and Recreation Master Plan 2013-2022

Clinton River Trail	2003	15.6 miles (includes Temporary Pontiac Connector)
Milford Trail	2009	8.6 miles
Michigan Air Line Trail	1/2017	6.7 miles
Connector Pathways	Varies	45 miles (includes park paths and sidepath connectors)
		131 miles of County Pathway Concept completed

In several instances these trails pass adjacent (or within a few miles of) County Parks:

- The 10.5-mile **Huron Valley Trail** runs along the northern border of Lyon Oaks County Park, making Lyon Oaks an ideal trailhead and/or way-station for trail users.
- The **Paint Creek Trail** (and therefore the **Iron Belle Trail**) comes within ½ mile of Orion Oaks County Park and could create opportunities for trail-users to visit Orion Oaks, or provide opportunities for park-users to access the trail.
- The **Polly Ann Trail** comes within less than 2 miles of Addison Oaks County Park and making that connection has always been a discussion in planning for Addison Oaks. Access to the Polly Ann Trail from Addison would allow campers to access the trail and create a way-station at the park for trail-users.

Oakland County Parks and Recreation Trails

Oakland County Parks and Recreation has a variety of trail types serving a variety of users within the park system. Trails range from single-track mountain bike trail, to 10-foot-wide paved multi-use trails for walkers, runners, and bikers. We also maintain equestrian trails for our many horseback-riding guests as well as groomed cross country skiing trails in the winter. Park trails also feature boardwalks and bridges to traverse wetlands and rivers throughout the parks.

Table 12: Oakland County Parks Trail Mileage 2017

Park	Trail Uses	Total Miles
Addison Oaks	Hiking, biking, skating (paved trails only), mountain biking, fat-tire biking, equestrian, cross-country skiing (ungroomed), on-leash dog walking	24.49
Groveland Oaks	Hiking, biking, on-leash dog walking	2.88
Highland Oaks	Hiking, biking, equestrian, on-leash dog walking	2.65
Independence Oaks	Hiking, biking, skating (paved trails only), cross-country skiing (groomed) , on-leash dog walking	12.34
Lyon Oaks	Hiking, biking, snowshoeing, cross-country skiing (ungroomed) , on-leash dog walking	5.88
Orion Oaks	Hiking, biking, cross-country skiing (ungroomed) , on-leash dog walking	13.9
Red Oaks	Hiking, biking, on-leash dog walking	1.48
Rose Oaks	Hiking, biking, equestrian, on-leash dog walking	6.27
Springfield Oaks	Hiking, biking, on-leash dog walking	0.42
Waterford Oaks	Hiking, biking, on-leash dog walking	3.39
Total Mileage Per GIS Data		73.7

Oakland County Parks and Recreation Programs and Events

The three county-wide providers and the multiple local recreation agencies that provide parks and facilities in Oakland County also provide recreational programs and events to the public. These programs are generally funded by tax dollars or are paid for, wholly or in part, by participant fees. These programs and events are designed to meet the mission of their agency in general and are tailored to the specific needs and interests of the population served. Types of programs and events range from large-scale collaborative events that draw participants from multiple communities to swimming lessons provided at a local municipality's pool.

Oakland County Parks and Recreation (OCPR) offers recreational programs and events within its 13 Oakland County Parks and at various locations throughout Oakland County. By working with the local communities and gathering public input, our recreational programs and events are planned to maximize the use of county resources and to compliment, not duplicate, the offerings of local recreation providers.

OCPR's recreational programs and services are provided in various ways. Many programs, such as campground recreation programs, are implemented by the supervisors of individual parks. The Recreational Programs and Services (RPS) unit of OCPR supports these programs, in addition to providing a full menu of recreational programs and events both in OCPR parks and in partnership with local communities.

Recreation Programs and Services

RPS is tasked with implementing OCPR's county-wide outreach effort through recreational programs and events. They are also responsible for supporting, planning and implementing programs and services that occur in other community locations that are not within OCPR parks and facilities. The role of RPS in both leading and supporting programs and events is concentrated in six interrelated service areas: Adaptive, Therapeutic and Senior Services; Adventure Camps; Citizen Science and Nature Outreach; Mobile Recreation; Nature Education; and Special Events. It is important to note that these service areas do not function independently but are integrated with each other and with park operations.

Recreational Program Partnerships

Partnership and collaboration are a central aspect of Oakland County Parks and Recreation's recreational programming. Private and public partners provide important expertise when designing adaptive recreation, natural resource, and other specific types of programming. Partners also provide access to the specific constituencies that will benefit from these programs. By working with partners, we improve the quality and reach of the programs and services we offer. To ensure that the recreational programs are tuned to the needs of the local communities, RPS seeks input on a regular basis from local communities and recreation agencies regarding programming needs.

Recreation Assistance Partnership Program

The Recreation Assistance Partnership Program (RAPP) is supported by an annual allocation of funds approved by the Parks Commission. The funds are used to grant recreation opportunities including outreach programming and transportation to cities, villages and townships; community parks and recreation departments; schools; downtown development authorities; non-profit organizations; and underserved populations. Examples of grants include OCParks Express bus trips from the local community to a destination and the use of mobile recreation equipment and programs supported by RPS staff.

Inventory of Current Programs and Events

Adaptive, Therapeutic and Senior Services

This sub-unit offers a full range of programs for all disabilities, facilitating inclusion opportunities into all existing programs offered by the County and offering outreach and consulting services to local recreation providers. They also work to ensure that programs and events are welcoming to seniors. Examples include:

- Accessible hayrides
- Socials and dances for persons with development disabilities
- Wheelchair Daze at Independence Oaks
- Dreams and Wings for Youth
- Autism programs in partnership with Oakland University
- Senior Day at the Michigan State Fair
- Historical tours

Adventure Camps

This is a renewed area. See Strategic Action Plan 2018-2022 for details on development of this area

Citizen Science and Nature Outreach

Citizen Science programs feature the collaboration between everyday people and researchers working on scientific studies. People gather information about birds, water quality, invasive species, butterflies and more. Citizen science allows the public to assist scientists' understanding of the complexities of nature. Sample programs are NestWatch, FeederWatch, environmental surveys and counts, park and river stewardship efforts, and Stream Leaders. These programs are managed by RPS staff in close collaboration with our Natural Resource Management unit.

Mobile Recreation

Mobile Recreation provides unique and creative leisure experiences to the residents in their cities, villages and townships utilizing Oakland County Parks and Recreation's fleet of mobile units, transit buses and portable stages. A Mobile Recreation specialty is the OCParks Express, which transports participants from a gathering point (an Oakland County Park or another community location) to a recreational destination and back. Mobile unit packages are available for rental or can be part of a grant to community agencies through RAPP. Mobile unit packages available include:

- Inflatable Fun Packages – an array of available inflatable mobile units
- Go! Adventures – equipment for indoor and outdoor play: fishing, geocaching, and golf
- Retro Games – trailer stocked with games and activities for all ages and trained staff to take the lead
- Climbing Tower – 25-foot tall towers that simulate rock-climbing along with safety harness and helmet
- Nature Connection – Nature Discovery and StarLab programs – see description below.
- Buses; stages and bleachers

Nature Education

Our nature education sub-unit is managed out of our two nature centers – L. Wint Nature Center at Independence Oaks and Red Oaks Nature Center. Nature Center staff delivers hands-on environmental educational experiences with skilled staff and using Oakland County Parks as a natural classroom. Community outreach services include programs for service organizations, volunteers, scouts and Oakland County Schools. Program areas and examples are:

- Nature Discovery programs – 45 minute long programs appropriate for age 3 and older

- StarLab – Portable, inflatable planetarium that brings the night sky indoors at any time of year with 45-minute long programs appropriate for first grade and older; can be hosted at an Oakland County Parks and Recreation facility or at a community facility
- Seasonal programs – offered at each nature center for families and individuals; Sample programs include animal encounter, evening astronomy events and min camps
- Scout Badge Days – these are offered during the school year and fulfill all requirements necessary for Cub Scout and Girl Scout badges
- Field Trips – 90-minute long interactive experiences for groups of 10-50. These are appropriate for students preschool through high school-age, as well as scouts, private groups, day camps, homeschoolers and seniors. Sample topics include Michigan Wildlife, Terrific Trees, Birds of a Feather, Amazing Adaptations, and Astronomy/StarLab.
- Wild Birthday Parties – 90-minute nature-themed parties for children ages three and older. The party package includes a nature talk, game and craft or hike, party invitations and decorations, and a goodie bag for each child.

Special Events

Special events promote and increase the use of our parks through creativity and collaboration with other groups in the development of special events in our parks. Examples include: Come Out and Play, Fire and Ice, Air Fair, Oakland County Fair, July 4th Fireworks, dog swims at the waterparks, and many others.

Farmers Market Programs and Events

Farmers Market programs include education programs, health programs, craft activities, and cooking demonstrations. Programming partners include Michigan State University Extension (MSUE), MSUE Master Gardeners, Oakland Conservation District, and Oakland County Health Division

Campground Recreation Programs

Campground Recreation includes special themed weekends with concerts, activities and crafts, and other events.

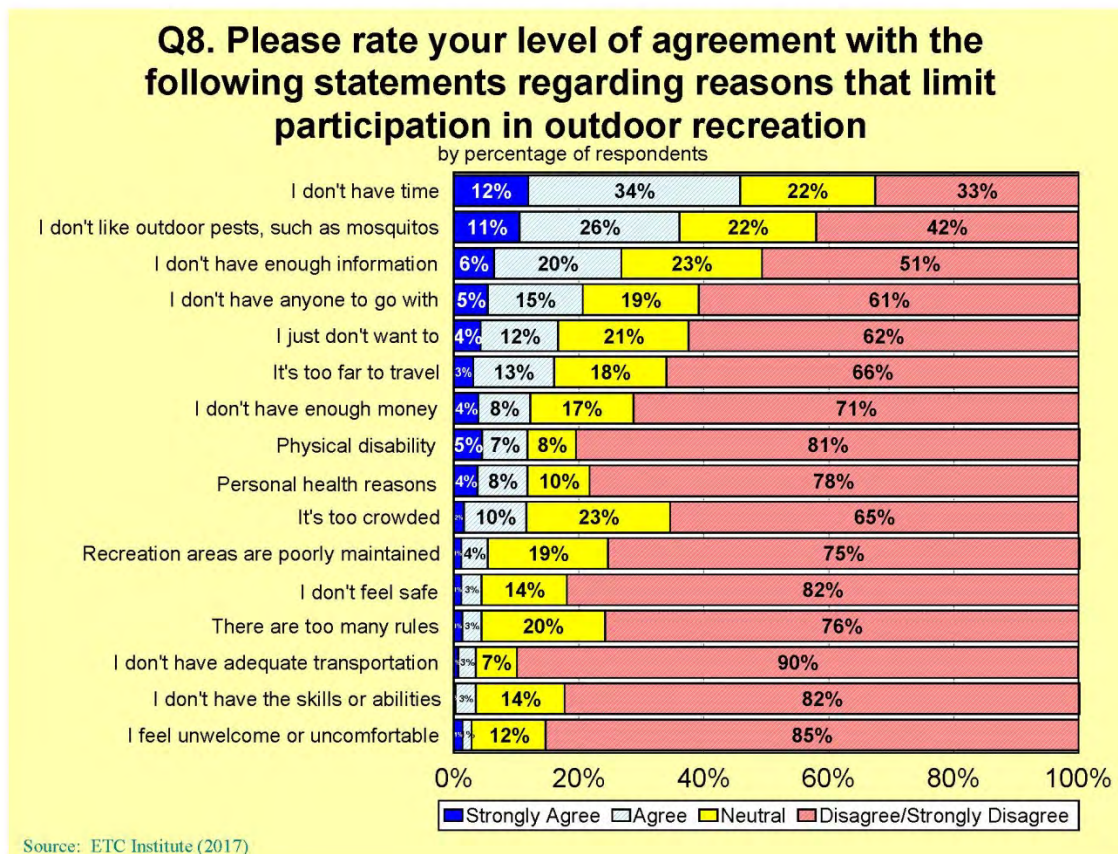
Barriers to Recreation

Almost 50% of Americans participated in an outdoor activity at least once in 2015. The top reasons cited by non-participants were: 1) not being interested – 37%, 2) not having the time – 23%, 3) not having the skills or abilities – 20%, and 4) it is too expensive – 19% (Outdoor Foundation 2016). The top reasons for Oakland County residents chose were: 1) don't have time – 46%, 2) I don't like outdoor pests, such as mosquitos – 37%, 3) don't have enough information – 26%, and 4) don't have anyone to go with – 20% (ETC 2017).

According to the U.S. Census, the proportion of the population over 65 years old has increased from 13% to 15% of the population and is expected to continue to increase. Among the population younger than 65 years old, approximately 8% have a disability. These statistics indicate potential barriers to participation in recreation. Survey respondents indicated that physical disability was a barrier for 16% of respondents nationally (Outdoor Foundation 2016) and 12% of Oakland County residents (ETC 2017). These data underscore our responsibility to provide programs and facilities that are usable by persons of all abilities.

Our population is also becoming increasingly diverse. The Oakland County Community Needs Assessment Survey provides cross-tab analysis that breaks down the results according to gender, income, household type, race, and the time lived in the county. Studying the differences in park use and perceptions among these groups will help Oakland County Parks and Recreation to develop strategies to identify underserved populations and be more inclusive.

Figure E: Community survey responses regarding barriers to outdoor recreation participation



Accessibility at Oakland County Parks

The Oakland County Parks and Recreation Commission recognizes the need to provide universally accessible facilities and adaptive recreation opportunities to the aging population and those with disabilities. According to the U.S. Census, 78.9% of persons in the United States under 65 have a disability (U.S. Census Bureau 2016). With the retiring of the boomer generation and increased longevity, there will likely be an increase in the number of older persons developing some type of disability. The table below shows the age trends of Oakland County's population. The following sections describe our multi-pronged approach to providing facilities, programs and information that are accessible and inclusive.

Table 13: U.S. Census data showing population age trends in Oakland County⁴

Population Statistic	2000 Census Oakland County	2010 Census Oakland County	2016 Estimates Oakland County
Population			
Total	1,194,156	1,202,362	1,243,970
Percent Change		0.7%	3.5%
Age			
Persons under 5 years	6.7%	5.7%	5.5%
Population younger than 18 years of age	25.2%	23.5%	21.5%
Population older than 65 years of age	11.3%	13.2%	15.9%

(U.S. Census Bureau 2016)

Adaptive Recreation Programs and Services

The Adaptive Recreation Program at Oakland County Parks and Recreation was developed in 1980 to provide therapeutic recreation programs and services for individuals with disabilities. By forming partnerships with more than 30 non-profit agencies, schools, and disabled sports organizations, we can cooperatively provide unique recreation options.

In addition to adaptive programming, which is designed to address the specific needs of people with disabilities, Oakland County Parks and Recreation encourages and supports the participation of all individuals in all services and programs and events we host. To achieve this objective, adaptive recreation staff is available to assist patrons with disabilities. Working with other park staff, adaptive recreation specialists develop alternative methods of providing programs or services that do not change the primary focus of the program or service and to ensure that events are as accessible as possible.

Adaptive Recreation Equipment

We offer specialized equipment to people with disabilities to assist them in exploring and recreating within the parks. This equipment is available to those needing it at a cost equal to similar rental equipment. This equipment includes golf carts, pedal boats, pool transfer chairs, hand-cycles, and cross-country skis.

2006 Accessibility Assessment of Existing Facilities

The Oakland County Parks and Recreation Commission completed the Oakland County Parks and Recreation Americans with Disabilities (ADA) Assessment and Master Plan in 2006 (OCPRC, 2006). The purpose of the assessment was to develop a list of all deficiencies within the parks that would need correction to make the park system fully in compliance with the Americans with Disabilities Act (ADA). Working with consultants, all Oakland

⁴ 2000 U.S. Census data: <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

County parks and facilities were inspected for their accessibility to people with disabilities. The assessment covered buildings, recreation facilities (play equipment, trails, fishing piers, waterpark, etc.), and the parking lots, sidewalks, and other support facilities within the parks. In addition, the report included recommendations for best practices for operations, programs, and policies.

The results of the accessibility assessment were somewhat overwhelming. It was estimated that OCPR would need to spend over \$7.5 million to correct all building and site deficiencies. Obviously, it is not possible to make these corrections in a short amount of time. Instead, staff prioritized individual tasks and has included their costs within the annual capital improvement and maintenance management plans. Facilities that are reaching the end of their useful life will not be corrected; rather, their replacements will meet or exceed accessibility requirements.

New Facilities and Universal Design

State and federal accessibility requirements are considered by many disability organizations and experts to be the minimum specifications necessary to provide access for people with disabilities. As such, these specifications do not always result in a built environment that allows independent use or inclusive participation by people with disabilities. For example, providing a ramp next to stairs may meet minimum legal requirements, but requires individuals with physical disabilities to use the ramp while most others continue to use the stairs. In addition, the slope of the ramp may be within requirements, but not all those with disabilities necessarily have the strength to propel themselves up the ramp without assistance, especially if it is long and at the maximum allowable slope. In contrast, proponents of universal design strive to design facilities and structures that are easily used by all. Using the principles of universal design on the previous example, an access route or building entrance would be designed to have minimal to no slope and no stairs.

Website Accessibility

One of the highest priorities for Oakland County Parks and Recreation is to provide information in a format that can be readily accessed by people with disabilities. Oakland County websites are designed using standards provided by the World Wide Web Consortium (W3C), www.w3.org, an international community that develops open standards to ensure the long-term growth of the web, including web accessibility guidelines that are widely regarded as the international standard.

Participation in Planning by People with Disabilities

OCPRC understands that it cannot provide the facilities, programs, and services that individuals with disabilities want and need without their input into the planning process. As stated above, OCPR has formed a partnership with more than 30 non-profit agencies, schools, and disabled sports organizations. In addition, OCPR maintains a list of email addresses of about 150 people and organizations interested in accessibility issues. Using these means of communication, OCPR can quickly notify the disability community of events, public input opportunities, and other information of interest.

Assessment Update

An accessibility assessment of our parks and facilities was completed in 2006. Since then progress in barrier removal has been made; but facilities have also been added, removed, or replaced and new property has been acquired. In addition, the federal Department of Justice recently adopted the 2010 ADA Standards for Accessible Design, which provides accessibility standards for state and local governments, as well as privately-owned public use areas. These standards became effective on March 15, 2012. Considering these changes, the ADA Team was formed to update the 2006 assessment report and to ensure that accessibility is incorporated into all aspects of the organization.

ADA Transition Plans

The ADA Team has developed updated ADA Transition Plans for 9 of our 13 parks and anticipates completing the remaining plans in 2018. The transition planning process includes the following tasks:

- Comparison of the 2010 standards to the recommendations made in the 2006 report to correct any recommendations that are not consistent with current standards;
- Comparison of federal guidelines for trails, campgrounds, beaches, and other outdoor developed areas to recommendations made in the 2006 report to modify recommendations for consistency with the guidelines;
- Thorough assessment of all trails within the Oakland County Parks system;
- Identification and assessment of all facilities that have been added since 2006. While any facilities built by OCPR after 2006 should comply with ADA requirements, actual compliance is being verified.
- Specific recommendations with detailed specifications to remove barriers to full participation in our programs, services, and facilities by all people to the extent possible.
- Prioritization of individual tasks based on the following: federal guidelines on prioritization of barrier removal, on usage; demand from the public; staff recommendations; and feasibility.

Diversity, Equity and Inclusion

The Strategic Action Plan 2018-2022 identifies actions and metrics for us to identify underserved populations, increase the inclusiveness of our facilities and programs, and increase the cultural fluency of communication and information. The diversity of Oakland County's population has many potential characteristics, including but not limited to: race, ethnicity, language, gender, sexual orientation, and socioeconomic status. To take the example of race and ethnicity, the following table shows the trends from 2000 to the present toward a more racially and ethnically diverse population in the county.

Table 14: U.S. Census data showing trends in race and ethnicity in Oakland County⁵

Population Statistic	2000 Census Oakland County	2010 Census Oakland County	2016 Estimates Oakland County
Population			
Total	1,194,156	1,202,362	1,243,970
Percent Change		0.7%	3.5%
Race and Hispanic Origin			
White alone	82.8%	77.3%	76.0%
Black or African American alone	10.1%	13.6%	14.3%
American Indian or Alaska Native alone	0.3%	0.3%	0.3%
Asian alone	4.1%	5.6%	7.2%
Two or More Races	1.9%	2.2%	2.2%
Hispanic or Latino	2.4%	3.5%	3.9%
White alone, not Hispanic or Latino	81.4%	75.1%	72.6%

Source: (U.S. Census Bureau 2016)

Identifying underserved communities is especially important related to the risks faced by specific communities and for which parks and recreation can be a part of the solution. In just one example, according to a report by the Hispanic Federation, approximately 42% of Latino adults are obese compared to 32% of white adults and 22% of Latino children are obese compared to 14% of white children, which is causing a decline in overall life expectancy

⁵ 2000 U.S. Census data: <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

(Hispanic Federation 2015). There are many opportunities to connect with diverse communities by connecting with organized groups such as Outdoor Afro⁶, Latino Outdoors⁷, Affirmations⁸, Green Muslims⁹, and many others and to work with county social service groups to identify communities with economic barriers to accessing recreation.

Annual Visits to Oakland County Parks and Recreation

The categories of park visit data in Table 5 group data according to the estimation method for park visits.

Estimating methods are consistent over the three years presented in the table. In some instances, the data may be inconsistent due to missing data and this has been noted. The data table is intended to provide an overview of the trends in park visits on both a facility basis and system-wide. Descriptions of the categories are presented below.

Park Visits – the number of visits to day use parks, dog parks and to the Oakland County Market are estimated based on vehicle counts. Vehicle counts are obtained with manual counts at the contact station or using a vehicle counter – a variety of models are in use throughout the park system. The vehicle counts comprise one variable in the formula used to calculate the number of visits. Some parks do not lend themselves easily to counting vehicles, but contain various facilities that can be rented or where usage is tracked in other ways.

Campground Visits – camper visits for all nights when the campgrounds are open are determined using information collected at point-of-sale when campsites are rented.

Conference Center Visits – Oakland County Parks' four conference centers are managed by private concessionaires. The number of individuals that attend banquets, weddings, conferences, and other functions are reported to Oakland County Parks by the concessionaire.

Golf Course Visits – the number of visits to Oakland County Parks' golf courses are calculated using information collected at point-of-sale for golf rounds (9- and 18-hole), driving range use (buckets of balls), league play, and golf outing attendance.

Waterpark Visits – waterpark visits are determined using point-of-sale data on the number of tickets sold for entry to the waterparks at Red and Waterford Oaks.

Recreation Programs Participation – this section includes participation counts for specific program areas, including adaptive programs, bus trips, and mobile recreation. Nature programming is also included. Participation counts for Wint and Red Oaks nature centers include both programs at the nature centers and at other community locations. Nature education programs are conservation-focused and include training and implementation of citizen science activities.

⁶ <http://outdoorafro.com/>

⁷ <http://latinooutdoors.org/>

⁸ <http://www.goaffirmations.org/>

⁹ <http://www.greenmuslims.org/>

Table 15: Dashboard – estimated annual park system visits

Park / Facility / Program	Budget Center	FY2014	FY2015	FY2016
Park Visits		782,299	913,525	1,014,985
Addison Oaks Day Use	ADD	50,198	52,511	42,214**
Catalpa Oaks Day Use	CAT	61,604	65,170	64,435
Groveland Oaks Day Use	GRV	31,416	32,945	26,403**
Highland Oaks Day Use	HGH	11,394	11,645	15,282
Independence Oaks Day Use	IND	36,170*	69,962	109,877
Lyon Oaks Day Use and Dog Park	LYP	89,280	113,431	124,763
Orion Oaks Day Use and Dog Park	ORN	24,100*	73,013*	100,486
Red Oaks Day Use and Nature Center	RDP	68,400	65,030	62,682*
Red Oaks Dog Park	RDD	42,496	33,374*	58,213
Rose Oaks Day Use	RSE	23,301	28,049	29,241
Springfield Oaks Events and Fair	SAC	126,591	159,046	193,110
Waterford Oaks Day Use	WBX,WTR	26,955	27,127	30,194
Waterford Oaks Farmers Market	WCM	190,394	182,222	158,085
Campground Visits		117,095	119,806	141,438
Addison Oaks Campground	ADD	47,055	43,566	51,869
Groveland Oaks Campground	GRV	70,040	76,240	89,569
Conference Center Visits		87,436	89,888	75,449
Addison Oaks Conference Center	ACC	26,777	29,600	29,905
Glen Oaks Conference Center	GLC	31,720	32,623	30,375
Lyon Oaks Conference Center	LYC	15,001	12,797	6,616
White Lake Conference Center	WLC	13,938	14,868	8,553
Golf Course Visits		155,027	161,286	160,895
Glen Oaks Golf Course	GLG	38,002	37,642	37,690
Lyon Oaks Golf Course	LYG	37,559	39,126	36,577
Red Oaks Golf Course	RDG	17,246	17,596	19,384
Springfield Oaks Golf Course	SPG	27,782	31,052	32,741
White Lake Oaks Golf Course	WLC	34,438	35,870	34,503
Waterpark Visits		156,024	189,755	181,333
Red Oaks Waterpark	RWP	93,401	111,465	113,070
Waterford Oaks Waterpark	WWP	62,623	78,290	68,263
Recreation Programs Participation		122,014	182,969	121,824
Adaptive Programs	REC	5,114	8,368	7,978
Bus Trips	REC	25,635	28,835	14,488
Mobile Recreation	REC	75,577	126,663	82,356
Wint Nature Center Programs	REC	13,072	13,927	10,761
Red Oaks Nature Center Programs	REC	1,291	4,051	5,554
Citizen Science Programs	REC	1,325	1,125	687
TOTAL ANNUAL ESTIMATED VISITS		1,419,895	1,657,229	1,695,924

* Visit numbers may be under-estimated due to missing data

** Discontinuity in trend due to change in counting methods

Visits to Oakland County Parks and Recreation in Past 12 Months

The 2017 Community Survey asked participants which parks and facilities they have visited in the past 12 months and which parks and facilities they visited most often. As in past years, the top facilities visited included Independence Oaks and Addison Oaks, with the addition of the Oakland County Farmers Market. Just over half of residents visit an Oakland County park or facility less than once a month (51%) and nearly a quarter (22%) visit 1-3 times per month (ETC 2017).

Figure F: Selection of all the OCPR parks and facilities visited over the past 12 months

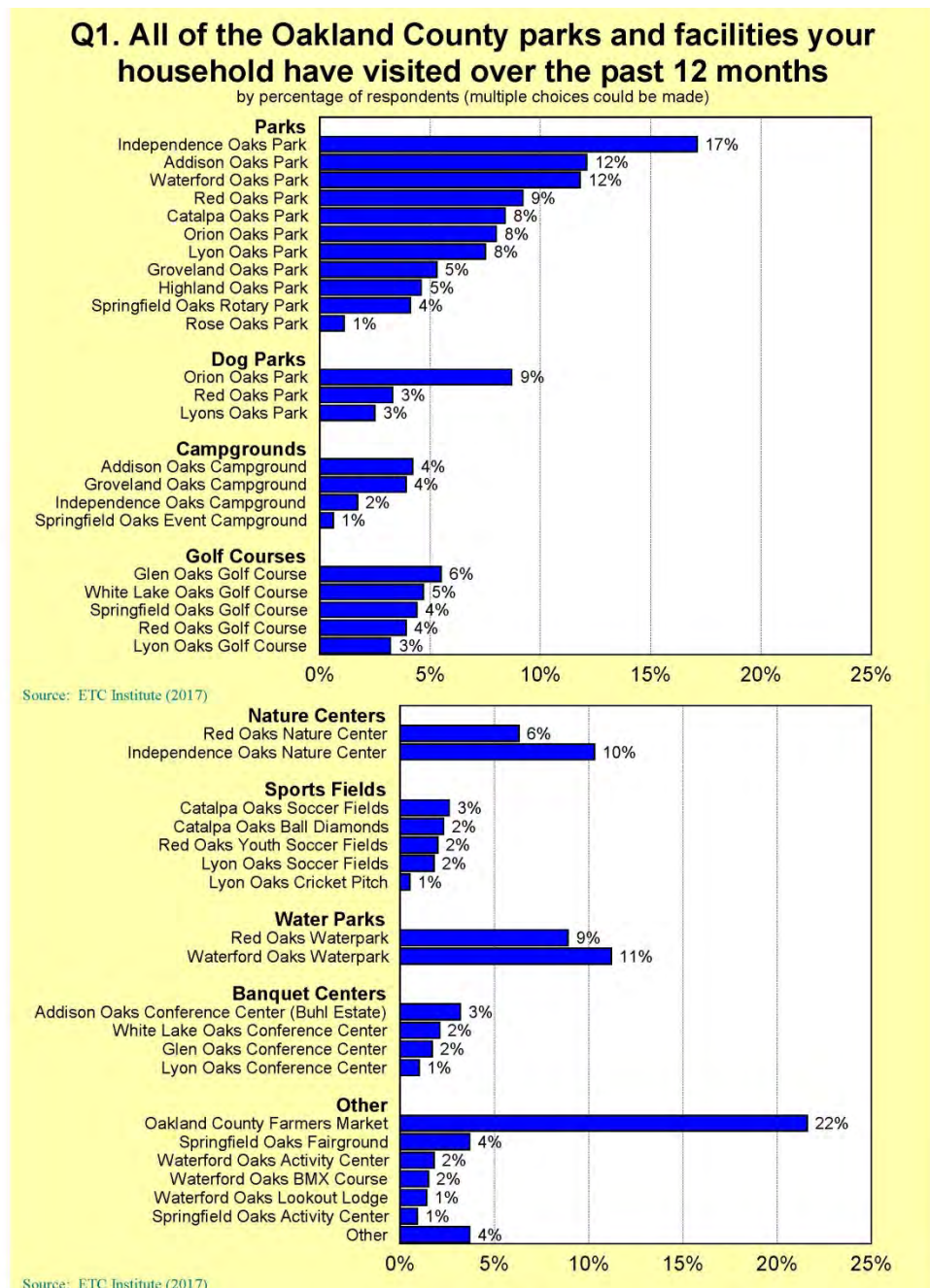


Figure G: Selection of top 4 choices as most visited parks and facilities;

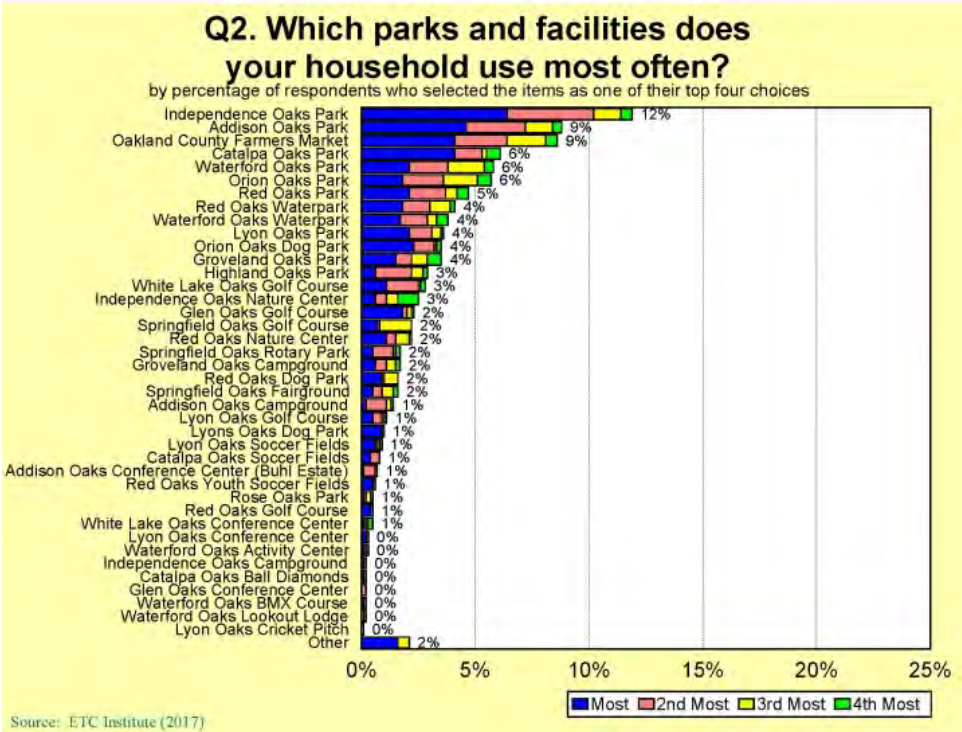


Figure H: Frequency of visits to an OCPR park or facility



Public Perceptions of Oakland County Parks and Recreation

Overall Attitudes and Perceptions

In 2016, Skidmore Studio conducted a survey to as part of the discovery phase of a project to evaluate OCPR's brand and make recommendations (Skidmore Studio October 2016). According to Skidmore Studio:

"...if nothing else, remember this: OCPR is not explicitly positioned. Park people like to do simple things at parks that are close to home, and might do more at those parks it they knew more about the recreation opportunities there."

The key takeaways in the summary of the discovery study were:

- Positioning and culture:
 - OCPR is not explicitly positioned.
 - To fully support Oakland County's outstanding reputation, OCPR's visual brand and messaging is in need of modernization, strategic direction and consistency.
 - Employees believe in the parks and think they are great, but do not feel aligned with OCPR leadership.
- Competition and Industry:
 - OCPR parks and their offerings suffer from lackluster awareness in the community.
 - Best practices in parks branding can be learned from many of the state and local park systems around the county.
- Residents and Businesses:
 - People like to visit parks that are close to home and do very basic things like walk, bike, picnic and play with their kids.
 - OCPR has a lot of opportunity to grow visitorship from current visitors.
 - Work-of-mouth is OCPR's strongest marketing opportunity.
 - People who visit parks, visit them a lot; the rest rarely do, and have very little desire to change their behavior.
 - As community members themselves, business leaders perceive parks in many of the same ways residents do.

The discovery study had the following observations about brand awareness of OCPR:

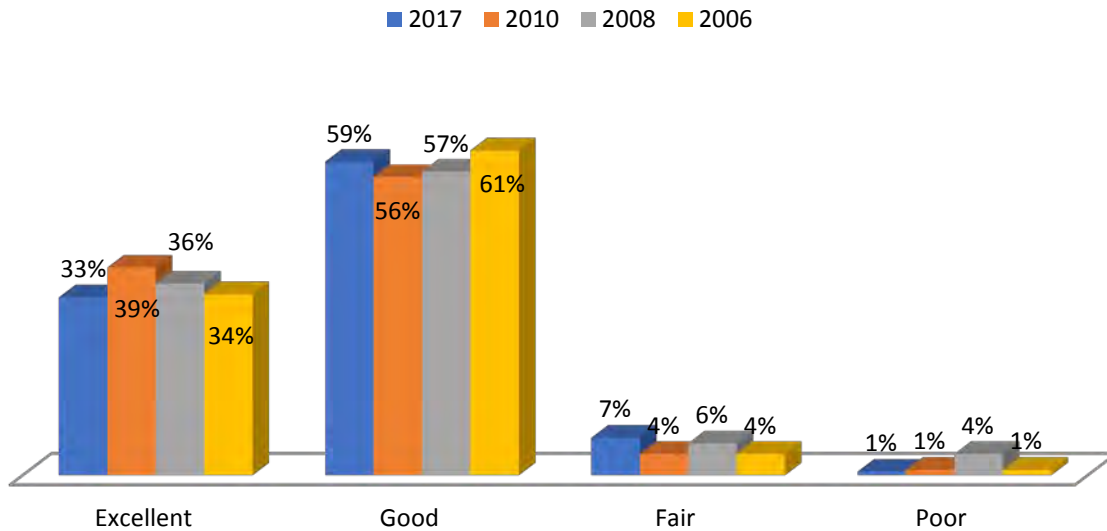
- Respondents are very confused about what park system their most-visited park belongs to.
 - Only 2 people named OCPR parks as their most-visited, yet 6 thought their park was an OCPR park.
 - 11 people specifically named a Metropark as their most-visited, yet 10 assumed their most-visited park was a Metropark.
 - 77% of people named a city or township park as their most-visited, yet 42% thought it was a city or township park – a 35% difference!
 - 16% said "I don't know" when asked what system their most-visited park belongs to.
 - On average:
 - OCPR parks were correctly identified 72% of the time
 - HCMA parks were identified as OCPR parks 29% of the time
 - State Parks were identified as OCPR parks 36% of the time.

(Skidmore Studio October 2016)

Condition of Oakland County Parks and Recreation parks and facilities

In the community surveys conducted by ETC, respondents have consistently given the parks and facilities an excellent or good rating (ETC 2017) (ETC 2006) (ETC 2010).

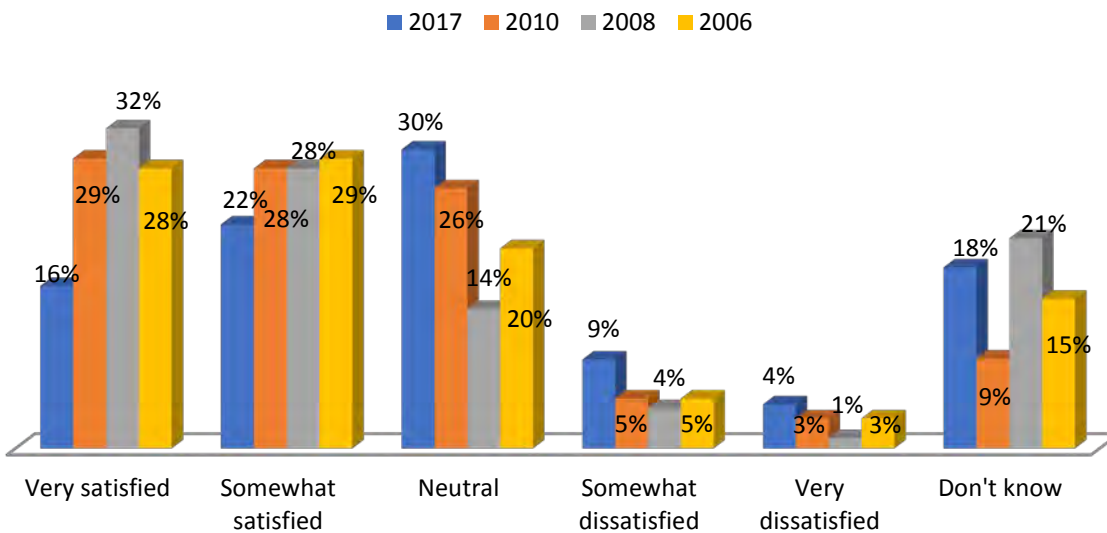
Figure I: Responses to the county-wide survey question in 2006, 2008, 2010 and 2017: “Overall, how would you rate the physical condition of ALL the Oakland County Parks and Recreation parks and facilities that you have visited?”



Satisfaction with Oakland County Parks and Recreation Commission services

Perceptions of the value of services provided by the Oakland County Parks and Recreation Commission has shown more variation over the four survey periods (ETC 2006) (ETC 2008) (ETC 2010) (ETC 2017).

Figure J: Responses to the county-wide survey question in 2006, 2008, 2010 and 2017: Q16. “How satisfied are you with the overall value your household receives from the Oakland County Parks and Recreation Commission?”



Public Support for Oakland County Parks and Recreation

In the 2017 community survey, participants were asked to select which open space options they would support the most. 50% indicated that one of their two top choices was acquisition of open space and improvement for passive recreation, i.e. trails and picnicking. This was followed by 38% selecting that open space should be acquired and left for future generations.

Participants were asked to select their four top choices that they would be willing to fund with Oakland County Parks and Recreation Commission tax dollars. When asked about continued support for renewal of the tax millage, 57% indicated that would vote in favor and 24% indicated they might vote in favor (total 81%). Only 6% they would vote against. When asked how they would vote on an increased millage, the results were somewhat lower – 45% indicated they would vote in favor and 26% indicated they might vote in favor (total 72%).

Figure K: Public support for open space acquisition

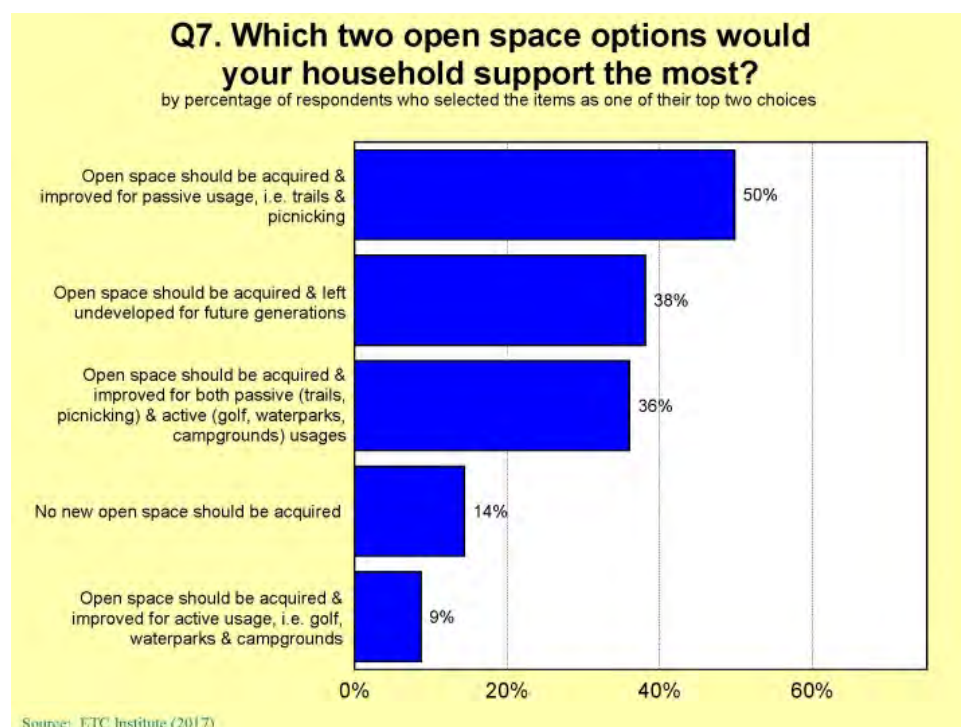


Figure L: Public support for park maintenance and development

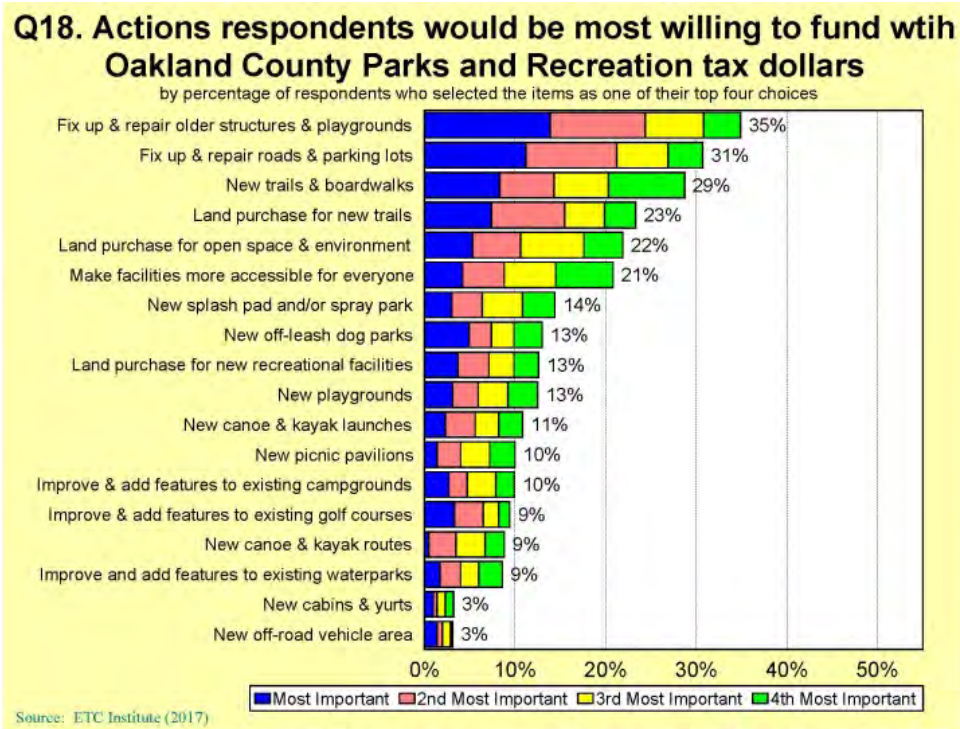


Figure M: Public support for renewal of the Oakland County Parks and Recreation Commission tax millage

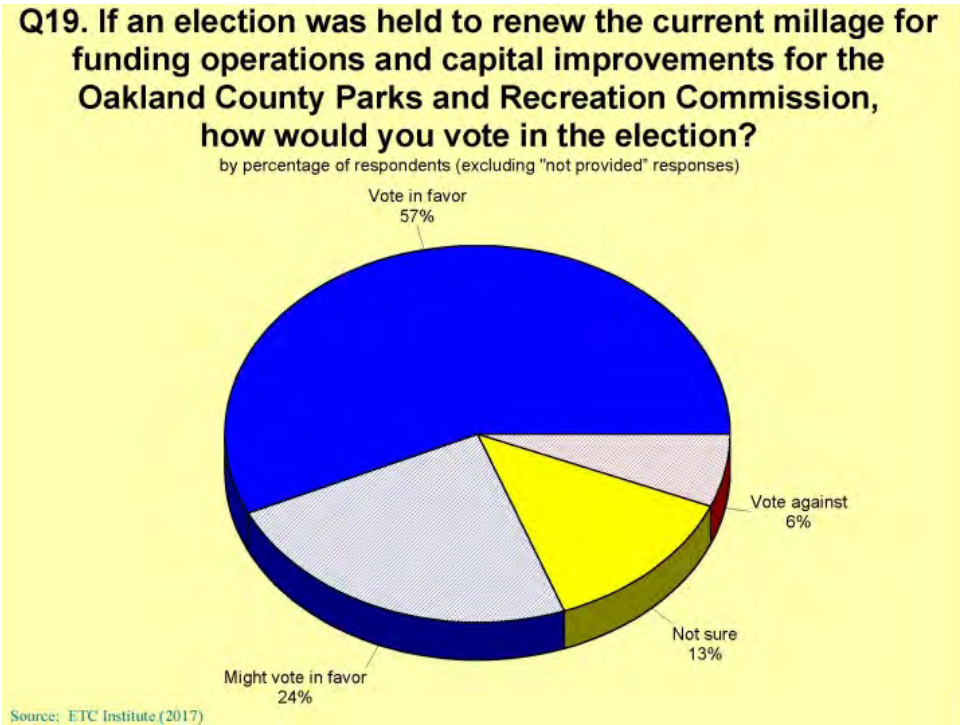
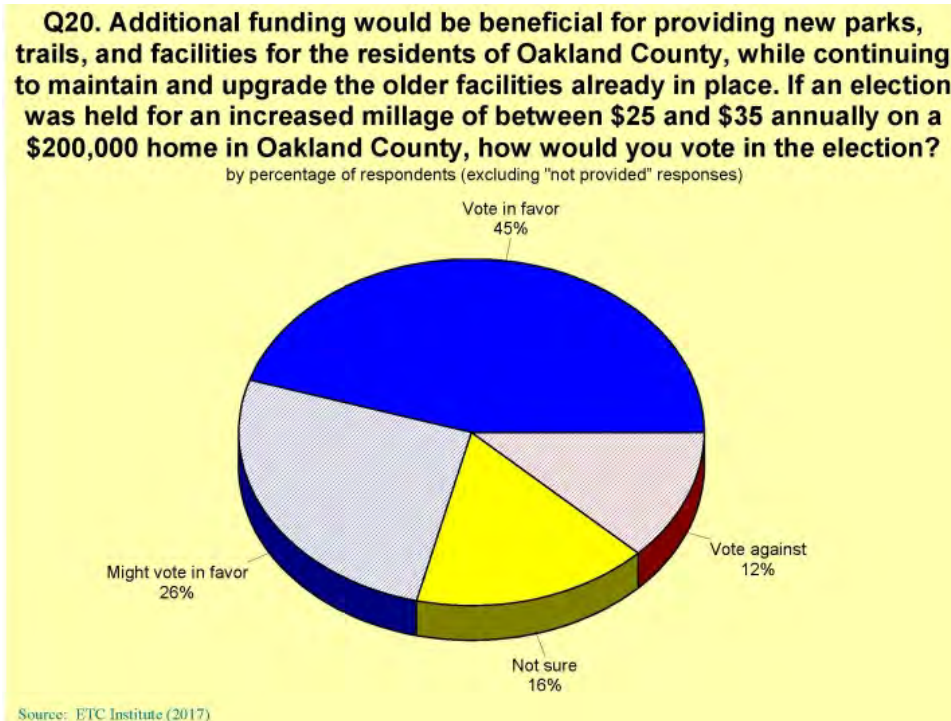


Figure N: Public support for an increase in the Oakland County Parks and Recreation Commission tax millage



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7 Land Resources

Groveland Oaks County Park – Groveland Township

7 Land Resources

Land Resources in Oakland County	3
Priorities for Acquiring Property and Increasing Access	3
Conservation Planning	3
Physical Landscape.....	3
Natural Heritage	5
Water Resources – Watershed Planning	6
Water Resources – Wetland Conservation.....	8
Oakland County Green Infrastructure Vision	8
Natural Resource Management	11
Environmental Sustainability	13
References	14

Tables

Table 1: Natural resource management.....	12
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Figures

Figure A: Watersheds in Oakland County.....	7
Figure B: Oakland County’s Green Infrastructure Vision	10

Land Resources in Oakland County

Oakland County has a diverse community base, ranging from the very rural to the very urban. OCPR manages 6,742 acres of parkland in 13 parks in Oakland County, which includes 3,146 acres of undeveloped natural areas. The reserve of natural areas in Oakland County Parks and Recreation (OCPR) is part of Oakland County's Green Infrastructure Vision. Most of these areas are within the headwaters of five river systems, all of which are important to the long-term health of the Great Lakes ecosystem. Acquisition of land to protect water and natural resources remains a high priority for OCPR and has been cited as a top priority for respondents to state and regional surveys.

Priorities for Acquiring Property and Increasing Access

The property acquisition focus is on areas adjacent to existing parks that would expand natural resources protection; natural resources management, trail connectivity, green infrastructure connectivity, and access to an existing park.

Increasing recreational access in the more urbanized parts of Oakland County is a priority for OCPR. However property for acquisition in these areas may be unavailable or unfeasible. Therefore, OCPR is employing innovative methods to increase park and recreation land, including leases, management agreements and conservation easements; and continues to expand recreation partnerships with local communities.

The Property Acquisition and Management (PAM) Work Group oversees property acquisition and management activities and is a collaboration of multiple Oakland County Departments: Parks and Recreation; Facilities, Maintenance and Operations; and Corporation Counsel. PAM is facilitated by Planning and Resource Development (PRD) staff.

Conservation Planning

Conservation planning can be defined as a process to identify and assess conservation targets (species, communities, ecosystems, or processes) and linking them to implementation strategies that will protect enough critical area to protect those targets and to long-term management to maintain and improve the viability of those targets. Conservation planning is a key process for OCPR's strategy to protect land and water resources in Oakland County. The process considers many factors that are explored in this chapter, including the physical landscape, natural heritage, water resources, and identified community green infrastructure.

Physical Landscape

Southeast Michigan landscapes were created by the retreat of glaciers as they melted away more than 14,500 years ago. Fluctuating water levels in the pre-glacial Great Lakes created dramatic topographic features such ground moraines, end moraines, kettles, kames, and outwash plains.

Nearly all the hills, valleys, lakes, and rivers in Oakland County were formed during the retreat of the last continental glacier, approximately 14,500 years ago. Prior to this, North America experienced four episodes of glaciation spanning 2 million years (the Quaternary Period). The last of these was the Wisconsin Glaciation (80,000 – 10,000 years ago) of the Pleistocene Epoch during which time, the state of Michigan was completely covered by ice.

As the earth warmed, the Wisconsin glacier retreated. Rocks and soil materials were carried on top of and in the glacial ice. During periods of intermittent glacial retreat, enormous quantities of sediment and debris were deposited across the landscape. Depending on the rate of melt, glaciers deposited both poorly- sorted sediment known as "till" and finely- sorted sand and gravel. During several periods the climate stabilized and glaciers

remained stationary. During these intervals, long, steep-sided hills known as terminal and lateral “moraines” were formed along the edges of the retreating ice sheet that dammed and diverted melting floodwaters. The intermittent retreat of the glacier shaped additional, diverse landforms including drumlins, eskers, kames, and outwash plains.

As the weight of a 2-mile thick layer of ice was removed, the land rebounded. At the landscape-scale, the result was a series of glacial lake stages, ranging from 540 to 800 feet. At a finer scale, many lakes formed when large blocks of ice were surrounded by outwash sands as the glacier melted. When these ice blocks melted, deep depressions, known as kettles, remained as lakes. Lakes also formed in linear depressions that had been scoured out by the retreating glacier. Today the surficial geology of Southeast Michigan is dominated by the patterns of these glacial sediments and changing lakeshores. Subsequent erosion of original glacial deposits influenced the formation of soils and gave rise to associated pre-European settlement plant communities in Oakland County.

Development of Eco-Regions

The present landscape of Michigan is comprised of four distinct eco-regions: Southern Lower Michigan; Northern Lower Michigan; Eastern Upper Michigan; and Western Upper Michigan. Each eco-region is distinct in its climate, physiography, soils and vegetation. These distinctions are a result of the peninsular configuration of the state, which dramatically affects the climatic differences of both peninsulas. The distinctiveness of warm, vegetatively diverse Southern Lower Michigan and cold Upper Michigan is largely due to their latitudinal positions and the continental land masses on their southern borders. The four Great Lakes that surround the state also provide a significant influence upon the climate in portions of both peninsulas (Albert D. A., 1995) (Albert, Cohen, Kost, Slaughter, & Enander, 2008).

Regional landscape ecosystems delineated by the Michigan Natural Features Inventory (MNFI) are largely influenced by the legacy of the glaciers. Oakland County comprises three distinct regional landscape ecosystems known as the Maumee Lake Plain (subsection VI.1.1), Ann Arbor Moraines (subsection VI.1.2), and Jackson Interlobate (subsection VI.1.3), which are the predominate systems throughout southeast Michigan. Ecosystems are the natural holistic units of the landscape that can be identified and mapped over wide areas or locally.

Maumee Lake Plain

This subsection is a flat, clay lake plain dissected by broad glacial drainageways of sandy soil. The lake-moderated climate and productive loamy soils resulted in early and intensive agricultural development. Most of the clay lake plain supported either upland or wetland forest. In contrast, the sand lake plain supported oak barrens (savanna) on the uplands and wet prairies or marshes in the lowlands (Comer P. J., et al., 1993).

The clay soils of this subsection were among the first areas in the state farmed by European settlers. Most clay lands have been ditched and tiled and are among the most valued agricultural lands in the state. Portions of the sand plain were also ditched for agriculture, but the wettest areas remain, either as swamp forest, wet prairie, or marsh. Diking and pumping have allowed vast expanses of wet prairie and some areas of marsh to be farmed. The only remaining tracts of forest are small, usually only 40 – 80 acres.

Ann Arbor Moraines

This subsection is a long, narrow band (120 miles long and 20 – 24 miles wide) of fine- and medium-textured end moraine and ground moraine bordered by flat lake plain on the east and by sandy outwash, end moraine, and ice-contact features to the west. The moraines of the subsection continue south into Ohio.

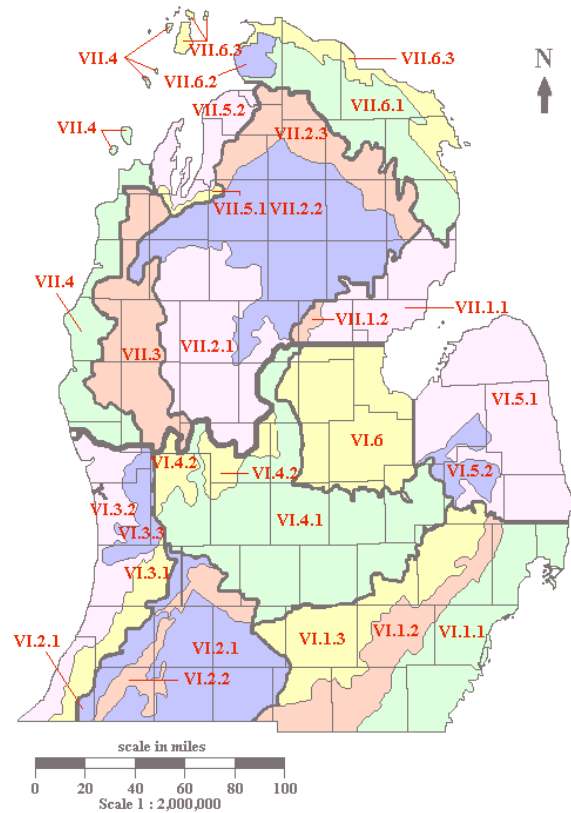
Almost all the ground moraines have been farmed, but the steeper moraines remain forested with oak. Most of the land was cleared for agriculture by the mid-19th century. Agricultural use of lands in the subsection has been extensive. Few ecologically intact areas are known; these are generally flood-plain forests or small woodlots (Albert D. A., 1995).

Jackson Interlobate

The Jackson Interlobate subsection comprises over 50% of Oakland County. This subsection, located between three glacial lobes, is more than 150 miles long. It is characterized by relatively steep end moraine ridges surrounded by pitted outwash deposits; kettle lakes and wetlands are common within the outwash.

Most of the uplands have been farmed, except the steepest end moraines and ice-contact ridges, which have been maintained as woodlots or are now either recreational or wildlife management areas. Many of these steep ridges have been pastured in the past. Oak savannas either have been converted to farm land or have grown into closed canopy oak forests due to fire suppression.

Both agricultural lands and the steeper forested lands are now being rapidly converted to residential developments, especially near metropolitan Detroit. Both residential development and agricultural land use have resulted in rapid eutrophication of lakes and degradation of many wetlands. Road construction and ditching have also modified the hydrology of many wetlands. Oak savannas, once prevalent on large parts of the landscape, have been destroyed by agriculture or degraded by fire exclusion. Urban and residential development is destroying many of the lakes and wetlands of the subsection, especially northwest of Detroit. Upland forests, important for wildlife habitat and migration corridors, are also being rapidly fragmented by residential developments (Albert D. A., 1995).



Natural Heritage

Natural areas are places on the landscape dominated by native vegetation with various potential for harboring high quality natural areas and unique natural features. These areas may provide critical ecological services such as maintaining water quality and quantity, soil development and stabilization, pollination of cropland, wildlife travel corridors, stopover sites for migratory birds, sources of genetic diversity, and floodwater retention.

Survey results indicate the presence of more than 800 remaining natural areas within Oakland County that represent the least disturbed natural areas remaining within the county (potential natural areas) (Paskus & Enander, 2004). The actual ecological value of these potential natural areas is determined through on-the-ground biological surveys. Extensive biological field inventories have not been conducted for the entire county. Several agencies, including Oakland County Parks and Recreation, have conducted inventories for selected areas throughout the county.

Elements of Biodiversity

Natural heritage methodology provides a rigorous set of procedures for identifying, inventorying, and mapping species and ecosystems of conservation concern; for gathering related information on conservation sites and managed areas; and for setting conservation priorities. Because biodiversity encompasses the variety of life at all levels, not just species, natural heritage methodology is designed to deal with both species and ecological communities, referred to collectively as "elements of biodiversity." At the core of the methodology is the concept of the element occurrence, the spatial representation of a species or ecological community at a specific location.

An element occurrence generally delineates a species population or ecological community stand, and represents the geo-referenced biological feature that is of conservation or management interest.

Pre-European Settlement Plant Communities

The pre-European settlement (circa 1800) vegetative patterns for the state are based upon an interpretation of the Federal General Land Office (GLO) surveys of 1816-1856. Between 1816 and 1856 Michigan was surveyed by the GLO, with surveys of the Lower Peninsula beginning in 1816 and surveys of the Upper Peninsula beginning in 1840. The GLO survey maps are considered a consistent landscape level perspective of the circa 1800 cover types of the entire state. The maps are useful for assessing broad post-settlement trends for different cover types, the type and scale of pre-European settlement disturbance regimes, and for consideration in the restoration of selected cover types (Comer & Albert, 1997).

Water Resources – Watershed Planning

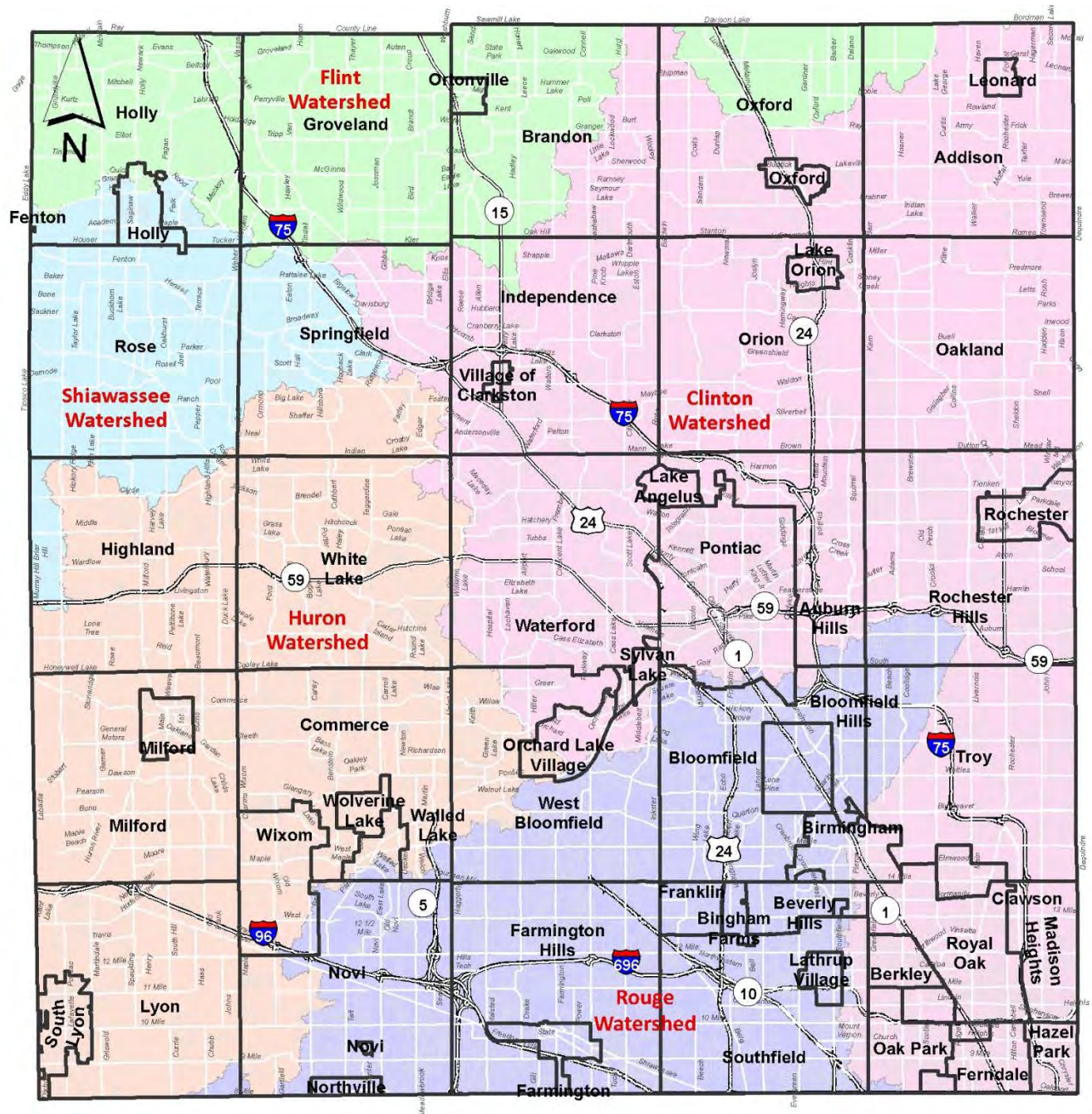
Oakland County encompasses the headwaters of five major rivers: Clinton, Rouge, Huron, Shiawassee, and Flint. Land use and land management within Oakland County plays a significant role in determining the ecological health of regional river systems. The watersheds and/or subwatersheds where Oakland County Parks are located, with the exception of the Shiawassee, are covered by subwatershed management plans approved by the Michigan Department of Environmental Quality (MDEQ) and the U.S. Environmental Protection Agency (USEPA). The Clinton, Rouge, Huron and Flint watersheds are also served by watershed organizations that help facilitate the implementation of the subwatershed management plans.

Specific recommendations related to subwatershed plans are addressed in individual park master plans beginning in 2012. Oakland County is in the Southeast Michigan District of the Michigan Department of Environmental Quality (MDEQ). All subwatershed plans are available from the local watershed organization or from MDEQ.

OCPR participates with other Oakland County agencies and departments in complying with Oakland County's Phase II Storm Water Pollution Prevention Initiative (SWPPI) permit (Certificate of Coverage MIG610042). The SWPPI permit for Oakland County is managed by the office of the Oakland County Water Resources Commissioner (WRC).

OCPR conducts land management and plans capital improvements within a watershed context and in consultation with watershed management plans and pollution prevention plans and their managing agencies.

Figure A: Watersheds in Oakland County



Water Resources – Wetland Conservation

A similar comparison of wetland loss has been done for Oakland County as a whole. Comer found that, historically, the county contained 113,937 acres of wetland (19.6% of the total county area). Pre-European settlement percentages of lowland hardwood swamp, lowland conifer swamp, and emergent wetlands were all similar in aerial extent (5 to 7.4%). Scrub-shrub wetland was only a minor component of the county wetland acreage. By the mid-1990s, Oakland County contained only 61,029 acres of wetland. While this value included significantly more scrub-shrub wetland acreage, the county had lost 46% of its wetlands overall (Comer P. J., et al., 1993).

State Wetland Policy

Michigan's wetlands program can be a vehicle for local governments and land conservancies to accomplish land conservation, green infrastructure and recreation goals. Part 303, Wetlands Protection of the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended, states that a person may not perform certain activities in a wetland without a permit from the MDEQ. Additionally, the MDEQ may impose conditions on a permit that are designed to remove an impairment to the wetland benefits, to mitigate the impact of a discharge of fill material, or to otherwise improve the water quality. The purpose of wetland mitigation is the replacement of unavoidably lost wetland resources with created or restored wetlands, with the goal of replacing as fully as possible the functions and public benefits of the lost wetland (MDEQ, 2013).

Wetland Restoration as Mitigation

Part 303 indicates that the restoration of previously existing wetlands is preferred over the creation of new wetlands where none previously existed. Wetland restoration is defined as the reestablishment of wetland characteristics and functions at a site where they have ceased to exist through the replacement of wetlands hydrology, vegetation, or soils. Enhancement of existing wetlands cannot be considered as wetland mitigation (MDEQ, 2013).

Wetland Mitigation Banking

Within Part 303, wetland mitigation provides a mechanism for the establishment of new wetland areas, or "banks" in advance of anticipated losses. Wetlands established in a mitigation bank provide "credits" which can be sold to permit applicants, or used by the bank sponsor to meet permit conditions. The goals of the MDEQ wetland mitigation banking program are (MDEQ, 2013):

- Reduce permit processing time and costs, and by increasing certainty regarding the availability of adequate mitigation sites.
- Benefit the state's wetland resources by providing for establishment of new wetlands in advance of losses; by consolidating small mitigation projects in larger, better-designed and managed units; and by encouraging integration of wetland mitigation projects with watershed based resource planning.

Oakland County Green Infrastructure Vision

The Conservation Fund offers the following definition for green infrastructure: "When you hear people talk about infrastructure, they usually mean highways, energy sources and buildings. But there's more to it. Just as we plan networks of roads, we can plan networks of open spaces and natural resources that connect communities and regions." (www.conservationfund.org)

Oakland County's Green Infrastructure Vision was developed through a series of work sessions, facilitated by Oakland County Planning and Economic Development Services between 2005 and 2009. Community participants inventoried existing natural features, established collaboration opportunities, and considered how to set and achieve future conservation goals. Oakland County is in the process of updating the natural areas coverage that is

the foundation for the county's Green Infrastructure Vision. OCPD Planning and Resource Development unit has assigned a staff member to participate in the Natural Areas Advisory Committee that is assisting with this process.

The Oakland County Parks system, as a major landholder within Oakland County has an important role in the implementation of Oakland County's Green Infrastructure Vision. The purpose of the Green Infrastructure Vision is to provide a structure for preserving Oakland County's natural assets by developing and understanding the county's natural heritage and creating a shared long-term preservation vision. This long term, interconnected vision was created at the local level by engaged communities.

The building blocks for Green Infrastructure are hubs, sites, and links. The following definitions were used throughout the Oakland County Green Infrastructure community work sessions and visioning process:

- **Hub:** These large, contiguous areas are the foundation of the network and contain a large amount of core habitat for plants and animals. Hubs act as origins and destinations for a wide variety of living things, are typically greater than 250 acres in size, and include at least one Priority One Potential Natural Area. Priority One Conservation Areas are by MNFI defined as places on the landscape dominated by native vegetation that have the highest potential for harboring high quality natural areas and unique natural features. Due to a community's individual level of development, however, some hubs may be smaller in size and may not include Potential Natural Areas.
- **Site:** These areas are smaller than hubs in size and contain less core habitat; however, they are an essential component to the natural network. These areas include smaller wetland complexes, small woodlots, and other open space.
- **Link:** The linear connections between hubs and sites are a vital component to the functionality of the entire network. Without linkages, the hubs and sites, in essence, become fragmented islands within the landscape.

(OCPEDS, 2009)

Figure B: Oakland County's Green Infrastructure Vision

Source: (OCPEDS, 2009)



Natural Resource Management

The following discussion describes the philosophy that is the foundation for Oakland Parks and Recreation's science-based natural resources management program and describes the fundamental strategies of the program.

Natural Resource Plans

The park plans identify unique natural areas and provide best management practice guidelines for their protection and restoration and to guide appropriate public use and facility maintenance and development.

Adaptive Management

The basis for stewardship management actions is provided by scientifically-conducted surveys, application of best land management practices, and collaboration with leading ecological consultants and qualified land management professionals. Stewardship practices are continually evaluated against the most up-to-date information available and adjusted to achieve management objectives and improve progress toward desired outcomes. This approach acknowledges that uncertainties exist, allows for flexibility in decision-making, and provides latitude to change direction based on a constantly improving understanding of the ecological systems with the parks.

Prioritization of Natural Areas

Emphasis is placed on prioritizing the protection and restoration of high-quality natural areas over and above highly disturbed areas within parks. Management efforts focus on maintaining and augmenting landscape connectivity between natural areas falling both within and outside of park boundaries with the goal of enhancing both local and regional ecological connectivity. Prioritization of natural resource management efforts is rooted strongly in the framework provided by the Oakland County Planning and Economic Development Department's Green Infrastructure Vision Planning Document, based on the Michigan Natural Features Inventory (MNFI) Priority Conservation Areas.

Management Techniques

This management approach uses techniques ranging from allowing natural succession to occur to mowing and prescribed burning. Non-native invasive species of plants and animals should be controlled to the extent possible within staffing and budgetary efficiencies. It may also be necessary to manage wildlife populations to maintain a balanced ecosystem within the natural areas of Oakland County Parks. Active management includes, but is not limited to, prescribed burning, mowing, herbicide application, and planting. Prescribed management actions entail the following phases: ecological inventory and natural community mapping; identification of system stresses and sources of stress; active natural area restoration; monitoring and analysis; and subsequent adaptive management.

Native Species

For restoration projects in natural areas, the Natural Resource Management program uses only Michigan genotype native plants, with non-invasive ornamentals being allowed in formal landscaping areas outside of natural areas.

Connectivity and Green Infrastructure

Management activities take into account ecological connectivity within individual parks as well as between remaining natural areas throughout the county. The importance of maintaining and creating ecological connections beyond park borders cannot be overemphasized as these connections provide the conduit for preserving ecological function of remaining natural areas, facilitating species dispersal, and maintaining wildlife populations in a highly-fragmented landscape.

The importance of connectivity is central to Oakland County's Green Infrastructure Vision, which is the result of open space and natural areas mapping and prioritization conducted by Oakland County Planning and Economic Development. The open space network mapped identifies areas that provide crucial green infrastructure services, including water and air quality, flood protection, pollination and nutrient cycling. Oakland County Parks function as

hubs, the key anchoring pieces in a network of open spaces that provide both an origin and destination for wildlife. Parks may also serve as links to other hubs and to smaller sites that also serve as origin or destination points for wildlife.

Maintenance and Development Best Practices

It is important to remember that OCPR is providing public access to natural resources and recreational opportunities, which brings with it maintenance responsibilities as well as natural resource management. The natural resources management staff currently engages in the development of best management practices (BMPs) in partnership with the facilities maintenance team to ensure that maintenance of facilities and public areas works in harmony with the Natural Resource Management Program. BMPs will be helpful in designing capital improvement projects and recreational programming that is compatible with, and does not detract from, the ecological integrity and function of the natural resource base.

Recommended BMPs

- Installation of non-native species plantings, such as ornamentals, only outside of and not adjacent to defined natural areas
- Prohibition from planting of invasive non-native species and provision of a list of prohibited species
- Extending control of invasive plant and animal species outside of defined natural areas in order to support effective control within the natural area
- Equipment cleaning standards to help prevent the spread of invasive plants within and between parks
- Appropriate timing of maintenance activities, such as mowing, tree removal, herbicide application, in order to accommodate the breeding cycles of wildlife
- Carefully planned development of new public facilities that preserves the integrity and ecological function of both wetland and upland natural areas
- Carefully planned development that minimizes fragmentation and habitat destruction to the greatest extent possible, in order to facilitate connectivity and access to critical habitat for wildlife
- Effective wildlife-friendly soil erosion control measures during construction
- Elimination of any trails, roads, or buildings that are no longer part of the facility plan, when improvements are made to parks,
- Wildlife-friendly perimeter fencing
- Carefully planned development of new trails that minimizes impact to natural areas of significance, wetlands, critical habitat, fragmentation effects, and the spread of invasive species within parks.

Table 1: Natural resource management

Priority Level	Acres in Park System		Acres Managed for Natural Resources		% of Acres Managed for Natural Resources	
	FY2015	FY2016	FY2015	FY2016	FY2015	FY2016
Michigan Natural Features Inventory (MNFI) Priority One Natural Areas	2134	2134	753	971	35%	46%
MNFI Priority Two Natural Areas	907	907	302	374	33%	41%
MNFI Priority Three Natural Areas	132	172	39	39	30%	23%
TOTAL NATURAL AREAS	3,173	3,213	1,074	1,384	34%	43%
No Priority – Not Designated by MNFI as Natural Area	3,528	3,530	1,143	1,385	32%	39%
TOTAL ALL PARK AREAS	6,701	6,743	2,217	2,769	33%	41%

Source: (OCPR/PRD, 2017)

Environmental Sustainability

Oakland County Parks manages 6,742 acres of public land, including significant and rare natural areas. Its goal is to protect and sustain these areas for future generations. One of objectives in meeting this goal is to incorporate energy-efficient practices into all facets of parks operations and management.

Many procedures for energy conservation have been identified and made a requirement for Oakland County buildings by the Department of Facilities Management's Energy Management Procedures, adopted on October 5, 2009. OCPR has expanded on the procedures developed by the Department of Facility Management by establishing the following green initiatives:

Green Fund

- The Green Fund is a grant program administered internally within OCPR and is funded by the Parks Commission as resources allow. When funding is available, any unit or supervisor can apply for funding for green project. Examples include as energy efficient lighting conversion and establishing recycling programs.

Energy Conservation

- Energy audits have recently been conducted at facilities to identify improvements for efficiency. These audits have provided valuable roadmaps for upgrades that will be done as funding sources allow.
- Lighting changes funded through energy conservation grants have reduced energy consumption.
- Employees participate in energy management procedures to eliminate the use of personal electronic devices at the workplace.
- Energy management of HVAC systems is conducted at all park facilities through a computer program.
- Equipment replacement with Energy Star Equipment is practiced.

Recycling

- Parks employees recycle paper, plastic, metals, batteries, lights and ink cartridges in special collection containers.
- Recycling programs for patrons at all campgrounds, waterparks, golf courses and day use parks are being established.

Cleaning products

- All park facilities now utilize "green" cleaning products that are low in volatile organic compounds, reducing the amount of toxins in the air.

Land & Water

- All parks have designated "no mow zones," which will decrease the amount of gas and energy used in maintaining park property and allows for natural plant progression.
- Integrated Pest Management principles have been established system-wide to reduce the use of chemical pesticides.
- An exemplary storm water management project has been installed at Waterford Oaks County Park to protect water quality in the Clinton River Watershed.
- As parking lots at the parks are renovated, bio-swales are installed to collect storm water and help protect streams and tributaries within the watershed.

Certification

- Groveland Oaks County Park is the first (non-golf course) park in Michigan to be environmentally certified by the Michigan Turfgrass Environmental Stewardship Program. All five Oakland County golf courses have also achieved certification.

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8 Parks and Facilities

Lyon Oaks County Park – Lyon Township and Wixom

8 Parks and Facilities

Introduction.....	4
Addison Oaks	5
Catalpa Oaks.....	13
Glen Oaks.....	17
Groveland Oaks	22
Highland Oaks.....	30
Independence Oaks	34
Lyon Oaks.....	43
Orion Oaks	50
Red Oaks	55
Rose Oaks	63
Springfield Oaks.....	67
Waterford Oaks	75
White Lake Oaks.....	83

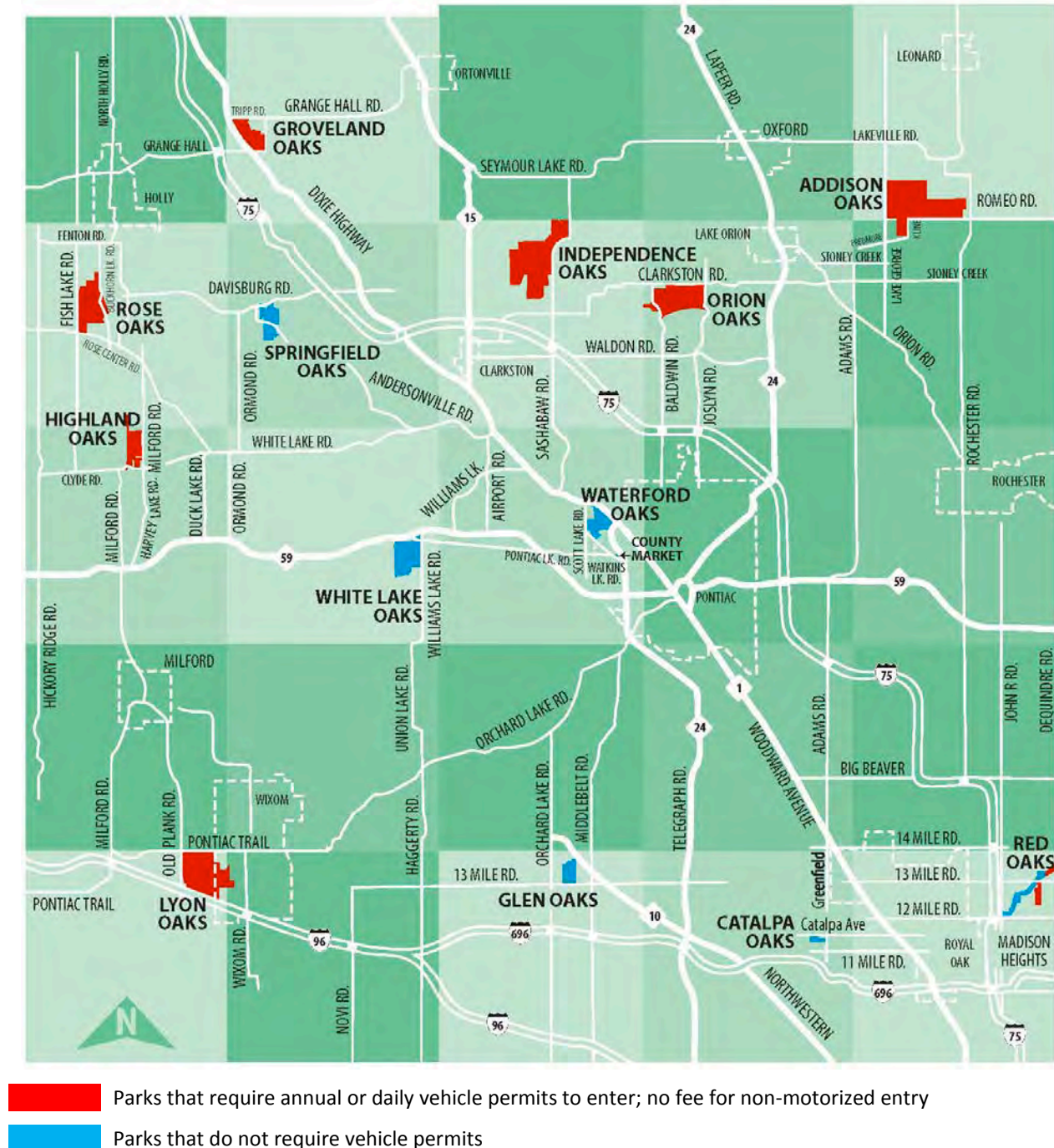
Figures

Figure A: Oakland County Parks and Recreation locations.....	4
Figure B: Addison Oaks aerial photograph	5
Figure C: Addison Oaks trail map – main park.....	6
Figure D: Addison Oaks campsite map	7
Figure E: Catalpa Oaks aerial photograph	13
Figure F: Glen Oaks aerial photograph	17
Figure G: Groveland Oaks aerial photograph	22
Figure H: Groveland Oaks campground map.....	23
Figure I: Highland Oaks aerial photograph	30
Figure J: Highland Oaks trail map	31
Figure K: Independence Oaks aerial photograph	34
Figure L: Independence Oaks trail map – main park	35
Figure M: Independence Oaks trail map – north park.....	36
Figure N: Lyon Oaks aerial photograph	43
Figure O: Lyon Oaks trail map.....	44
Figure P: Orion Oaks aerial photograph	50
Figure Q: Orion Oaks trail map	51
Figure R: Red Oaks aerial photograph	55
Figure S: Red Oaks nature center trail map.....	56
Figure T: Red Oaks dog park map	57
Figure U: Red Oaks waterpark map	57
Figure V: Rose Oaks aerial photograph	63
Figure W: Rose Oaks trail map.....	64
Figure X: Springfield Oaks aerial photograph	67
Figure Y: Springfield Oaks south park map	68
Figure Z: Waterford Oaks aerial photograph.....	75
Figure AA: Waterford Oaks trail map	76
Figure BB: Waterford Oaks waterpark map.....	77
Figure CC: Waterford Oaks – Oakland County Farmers Market aerial photograph	77
Figure DD: White Lake Oaks aerial photograph.....	83

Introduction

Oakland County Parks and Recreation operates 13 parks with a wide variety of facilities and amenities spanning 6,742 acres. The park system operates five golf courses, four conference centers, two waterparks, two campgrounds, three dog parks, two nature centers, a farmer's market, a BMX track, a regional fairgrounds complex, and multiple 'day use' parks with trails, playgrounds, picnic areas, water access and more. Additionally, the park system manages 3,146 acres of high-quality natural areas, serving as key pieces in the county's green infrastructure network.

Figure A: Oakland County Parks and Recreation locations



Addison Oaks

Park Location

Addison Oaks County Park is a 1,140-acre park located in the northeast corner of Oakland County in Addison and Oakland Townships.

Park Contact Information

1480 West Romeo Road
Leonard, MI 48367
Park Office: 248-693-2432

Other Park Addresses

700 West Romeo Road (Addison Oaks East)

Township and Range

T5N, R11E, Sections 33-35 (Addison Township) and T4N, R11E, Section 4 (Oakland Township)

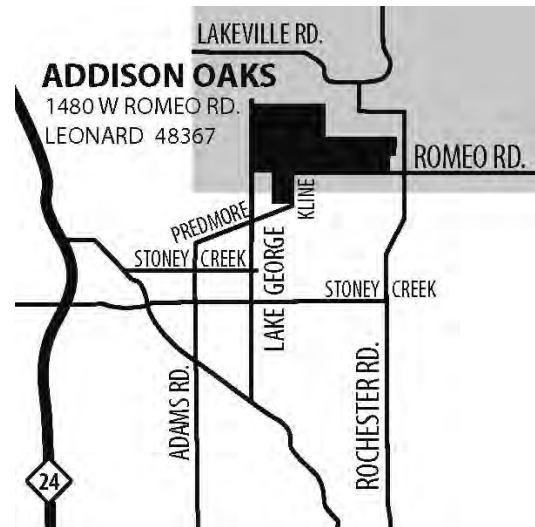


Figure B: Addison Oaks aerial photograph

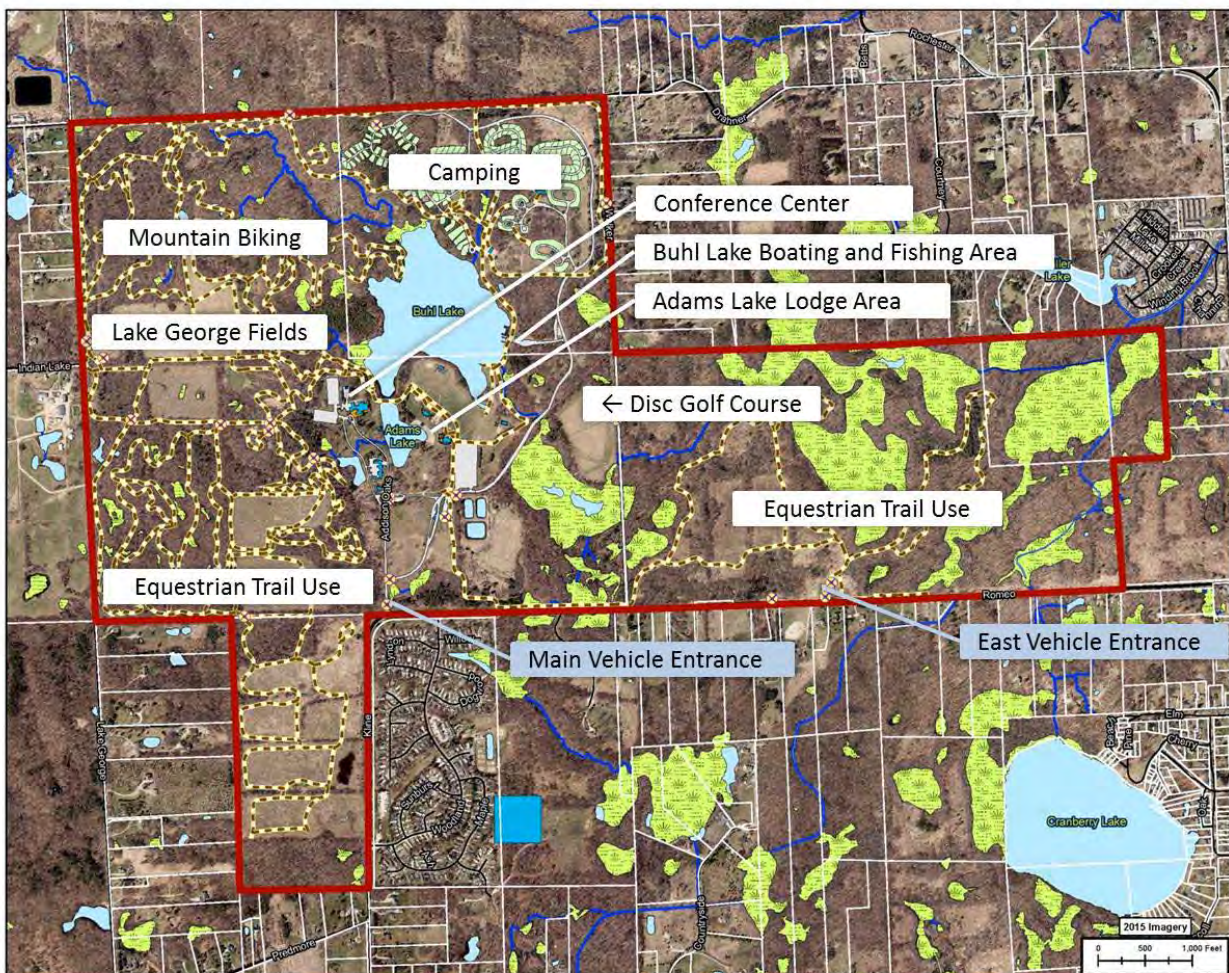


Figure C: Addison Oaks trail map – main park

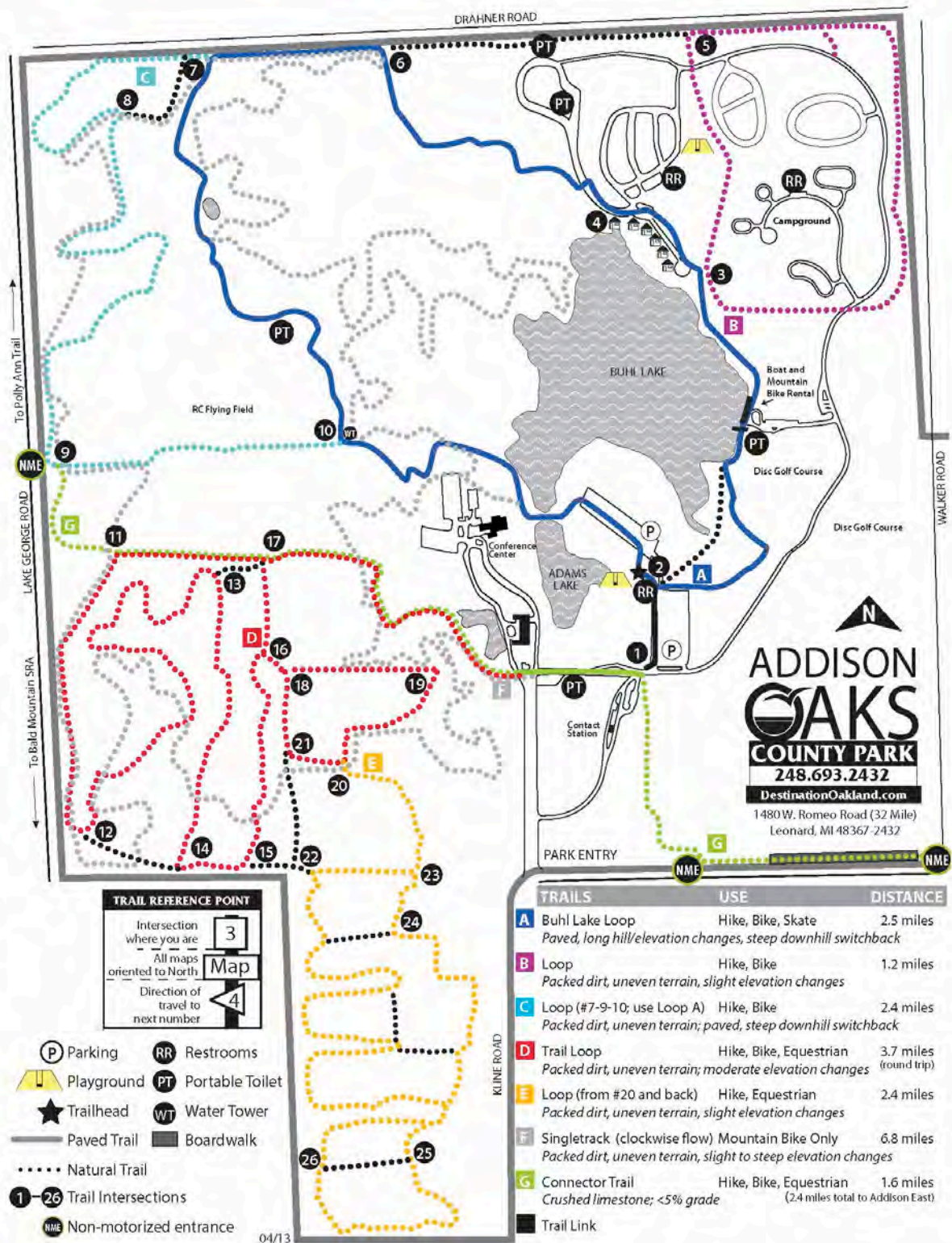


Figure D: Addison Oaks campsite map



Park Resources and Activities

- Administration and maintenance
 - Contact station at park entrance
 - Maintenance building and yard
 - Oakland County Sheriff's Deputy office at former contact station
 - Park office in maintenance building
- Banquets, meetings and concessions
 - Addison Oaks/Buhl Estate Conference Center is a catered venue
 - Adams Lake Lodge has gathering space and restrooms
- Biking and skating
 - Mountain biking trails
 - Winter fat-tire biking on mountain bike trails
- Boating and fishing
 - Buhl Lake Boathouse – boat and bike rentals
 - Boating access on Buhl Lake
 - Fishing pier on Buhl Lake
- Camping
 - 4-person cabins (4)
 - 6-person cabins (2)
 - Group campsites (6 group sites comprising total of 92 individual campsites – 15 or 16 sites each)
 - Modern campsites (172)
 - ◆ Section A: 37 campsites including 16 pull-through sites
 - ◆ Section B: 43 campsites including 3 premium sites
 - ◆ Section C: 50 campsites including 15 premium sites
 - ◆ Section D: 42 campsites including 2 yurt sites
 - Yurts (2)
 - Section A restrooms and laundry
 - Section C restrooms
 - Section D north pit toilets
 - Section D south pit toilets
- Disc golf Course – 24-hole
- Cultural and historic resources
 - Structures more than 50 years old
 - ◆ Buhl Estate house (Conference Center) (1927)
 - ◆ Maintenance Building – former stables (1927)
 - ◆ Milk House (1927)
 - ◆ Park house (1940)
 - ◆ Pool House (1927)
 - ◆ Water Tower (1925)
- Equestrian activities
 - Equestrian riding on selected trails
- Hunting and archery
 - Bow hunting access in season in designated hunting zone
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Non-recreational features
 - Cell tower
 - Park house rented to private party
- Open space areas
 - Lake George Fields used for remote-control model airplane flying; astronomy activities; and equestrian riding
 - Open picnic areas at Adams Lake with tables and grills
 - Open play areas throughout park
- Organized programs and events
 - Boo Bash
 - Buhl Estate Historical Tours
 - Buhl Estate Victorian Christmas
 - Campfire Nights
 - Campground Recreation events
 - Fourth of July Fireworks
 - Light Up the Night
- Park entrances, roadways and parking
 - Main park entrance
 - Park entry road (paved)
 - Buhl Estate loop road (paved)
 - Buhl Estate/Conference Center parking lot (paved)
 - Day use parking lot (unpaved)
 - Unpaved park and campground roads
 - East park entrance
 - East parking lot (unpaved)
- Pavilions, stages and amphitheaters
 - Group campsite pavilions (4)
 - Lakeview picnic pavilion
 - Recreation gazebo
 - Recreation pavilion
 - Timber Ridge picnic pavilion
 - Trails Edge picnic pavilion
- Play areas and structures
 - Adams Lake playground
 - Section B playground

8 PARKS AND FACILITIES

Addison Oaks County Park

- Trails
 - Addison Connector Trail: aggregate trail connecting Oakland Township's Cranberry Lake Park through Addison Oaks to Lake George Road
 - Buhl Lake Trail: paved loop around park
 - Mountain bike trails: unpaved single-track with one-direction travel
 - Rustic trails: unpaved trails with designated equestrian and hiking uses
- Vending and arcades
 - Vending machines at Adams Lake Lodge, campground restrooms and Buhl Lake Boathouse
- Winter activities
 - Cross-country skiing - not groomed
 - Fat tire biking on groomed trails
 - Snow-shoeing and winter hiking
 - Ice-fishing

Grant History

Grant Number	Source	Year	Summary
OSA-106	Open Space Grant Program	1966	Acquisition of 700 acres to create a new park
26-01023 R1	Land and Water Conservation Fund, Development	1977	With Groveland Oaks: Development of trailer campground and campsites, water and electrical sites, landscaping, play center, street lighting and gravel drive
TF89-002	Michigan Natural Resources Trust Fund, Acquisition	1989	Acquisition of 93 acres
BF91-025	Bond Fund, Development	1991	Sewage Lagoon Renovation, Lift Stations (2), Sewer Pipe, Sewage Irrigation
TF07-030	Michigan Natural Resources Trust Fund, Development	2007	Development of a 1.7 mile trail
RP12-406	Recreation Passport, Development	2012	Addison Oaks Park Accessibility Improvements: small boat launch, fishing pier, access route, permit fees

Park Statistics

Conference Center

Visits: 2014: 26,777; 2015: 29,600; 2016: 29,905

Cost recovery (target=150%): 2014: 41%; 2015: 41%; 2016: 54%

Day use

Visits: increased from 44,000 in 2013 to more than 52,000 in 2015; 2016: data collection error

Cost recovery (target=5%): 2012: 12%; 2013: 10%; 2014: 10%; 2015: 14%; 2016: 11%

Campground

Visits: 2013: 38,800, 2014: 47,055, 2015: 43,566; 2016: 51,869

Cost recovery (target=150%): 2013: 68%; 2014: 112%; 2015: 118%; 2016: 122%

Rental facilities

Cost recovery (target=150%): 2013-2015 consistent around 90%; 2016: 80%

Equipment rental (boats and bikes)

Cost recovery (target=125%): 2013: 75%; 2014: 114%; 2015: 120%; 2016: 115%

10-Year Park Vision

- The distinctive natural and historic character of park is preserved and enhanced and is an integral part of the Addison Oaks experience
- Major destinations within the park are clearly identified and visitors move freely between destinations and throughout the park
- Addison Oaks is well-known in Oakland County as a destination for outdoor adventure recreation experiences
- The park is visited in all four seasons and has recreational opportunities targeted to each season
- Accessibility is enhanced throughout the park

- The park is connected within the Oak Routes trail network
- Facility improvements and improvements to business and operating practices have increased customer satisfaction of existing visitor populations; drawn new target populations to the park; and created new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

NEW CONCEPTS:

Proposed Future Dog Park: Consider an off-leash recreation area for dogs and dog owners; Select an appropriate site within the park, avoiding location of Eastern Massasauga Rattlesnake populations to reduce dog/snake interactions; identify target market from wider region in addition to existing market of dog-owning campers and day use visitors

Proposed Future Equestrian Amenities: Consider the design and construction of a picnic and camping area that is comfortable and convenient for both riders and their horses. Design considerations may include pull-through parking pads for horse trailers, vegetation islands to separate horses from the road when they are tied to a horse trailer, selection of horse-friendly materials, and configuration of campsites that allows socialization of equestrians. It will be important to invite input from local rider groups into the design.

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and Universal Access: Continue to implement the *Transition Plan*, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Adams Lake Lodge Area: Coordinate improvements in the Adams Lake Lodge Area to achieve an overall design that is compatible with the character of the park; is a strong draw for families with children; unifies the park by drawing campers into the Day Use areas; replace outdated and aging beach play structure; consider features that attract older children/teens, such as basketball courts or a skate park; incorporate a water play feature that provides safe water play for children (and replaces closed beach) and is complementary to the Adams Lake shoreline; incorporate accessibility improvements from Transition Plan; regrade area surrounding Adams Lake Lodge to eliminate basement flooding; consider operational changes and facility improvements to the Lodge that expand its uses – may include moving bike rental from the Boathouse to the basement (to take advantage of proximity to trailhead), location for indoor programming and rental facility for smaller events; consider providing stand-up paddle board rentals for Adams Lake with appropriate safety equipment and instruction

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Make improvements to the Maintenance Yard that more effectively support maintenance activities and ensure compliance with Michigan Department of Environmental Quality regulations; evaluate capacity of the sewage lagoon prior to implementing improvements that impact drainage systems; maintain inspections and compliance with state and local standards; conduct inspections by qualified structural inspector every 5 years of Buhl Lake Dam, Buhl Lake Bridge and Water Tower; upgrade lines servicing the Contact Station and Conference Center

BANQUETS, MEETINGS AND CONCESSIONS: Annual repair and replacement of Conference Center façade stucco, repair of heavy timber accents, chimney, and wood members supporting walkway roof; update Conference Center outdoor landscape walls and walkway for structural integrity and safety and update the landscape to increase attractiveness as a backdrop for weddings and other events; promote use of native perennials

BOATING AND FISHING: Design and construct new Buhl Lake Boat House facility to house boat rental, restroom and sales/rental of items related to camping, boating and fishing

CAMPING: Evaluate the need for additional cabins and types of cabins available; consider providing some 2-person cabins instead of just 4- and 6-person cabins; continue to install concrete pads within Area A of campground; evaluate existing concrete pads in Area C and reset/redo as needed; consider design and construction of modern restroom/shower building in Area D in response to user demand and to meet accessibility requirements – feasibility may be limited by wooded area and capacity of existing sewage lagoon

CULTURAL AND HISTORIC RESOURCES: Park has built assets that are more than 50 years old; See Chapter 12, Objective 6 – Cultural and Historic Resources for planning regarding managing these assets

DISC GOLF: Upgrade the current disc golf course that will improve the siting of holes and tees, make general site and customer service improvements, and is guided by public engagement; consider improvements intended to increase customer base, such as lighting for evening tournaments; consider adding 3 holes to create an 18-hole and a 9-hole course, which would enable play to continue when tournaments are being held; incorporate a temporary 9-hole course to create two tournament courses when needed; incorporate natural resource management into any re-siting of holes and adding holes, including compliance with the Eastern Massasauga Rattlesnake agreements; consider engaging the services of a professional disc golf course designer; explore opportunities to increase revenue through fees to support upgrades and expansion

EQUESTRIAN FACILITIES AND ACTIVITIES: Continue to designate existing Cabins and Group Camping Areas for post-camping season equestrian camping, utilizing the south end of the Day Use Area for horse trailer parking and installing necessary amenities (i.e. hitching posts, mounting blocks, temporary corral)

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Freshwater stewardship includes shoreline buffer improvements to increase native plant species, exploration of partnerships and funding for development of a wetland mitigation bank in the southernmost park area and management of vernal pool habitats;

Natural areas stewardship includes implementation of Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; prioritization of restoration efforts to areas with quality habitats, invasive species control and consideration of old field conversion to grassland to improve wildlife habitat;

Forestry management includes prioritized hazardous tree removal, tree replacement program, pest and disease management, and assistance with woody debris management;

Wildlife management includes compliance with Eastern Massasauga Rattlesnake Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners and implementation of best management practices as outlined in the agreement; management of goose populations, partnership with Recreation Programs and Services citizen science programs;

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture activities include spring and fall ornamental plantings and consideration of conversion to perennial gardens

NON-RECREATIONAL FEATURES: Continue to manage the park house as a rental property with annual inspections of the rental house and plan for repairs and upgrades for the safety and comfort of tenants

OPEN SPACE AREAS: Continue to work with various user groups – remote-controlled flying, astronomy, equestrian – to coordinate usage of Lake George Fields; develop formal agreements, including rentals for exclusive use, where appropriate

PAVILIONS, STAGES AND AMPHITHEATERS: Consider changes to the recreation gazebo and surrounding landscape to transform the area into an amphitheater with permanent seating to accommodate musical and other performances; consider proximity to group campsites and impact on campers when planning nighttime use of the facility; consider parking and access that will accommodate greater public use of this facility

PLAY AREAS AND STRUCTURES: Consider installation of new playground between sections A and B; replace or update the playground located between sections B and C, including accessibility improvements; replace Adams Lake playground

TRAILS: Regional Connectivity - work with partners to evaluate trail network and consider expansion in three potential directions: 1) North-south route between Addison Main with Polly Ann Trail to north and Bald Mountain State Recreation Area to south; 2) East-west route between Addison East and Rochester Road; 3) North-south route between Addison South and Lost Lake Township Park

Catalpa Oaks

Park Location

Catalpa Oaks County Park is a 24-acre park located in the southeast corner of Oakland County in the City of Southfield.

Park Contact Information

27725 Greenfield Road
Southfield, Michigan 48076
Park Office: 248-424-7081

Township and Range

T1N R10E, Sections 13, north ½ of southeast ¼



Figure E: Catalpa Oaks aerial photograph



Park Resources and Activities

- Administration and maintenance
 - See Glen Oaks maintenance facilities
 - South Park Office and limited storage in Oakland County Health Department building
- Banquets, meetings and concessions
 - Concession Building (not currently in use); restrooms are accessed from the outside (Recreation Commons)
- Field sports
 - Baseball diamond (1)
 - Softball diamond (1)
 - Soccer fields (4)
- Natural Resources Management
 - Natural areas stewardship
 - Forestry management
 - Stormwater compliance
 - Horticulture
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas
- Organized programs and events
 - Come Out & Play (both day and nighttime programs)
 - Fido Fest
 - Marshmallow Drop
 - Sport Exchange
 - Summer Picnic
- Park entrances, roadways and parking
 - Park entrance off Catalpa Road
 - Parking lot (160 spaces, unpaved)
- Pavilions, stages and amphitheaters
 - Greenfield pavilion (Recreation Commons)
- Play areas and structures
 - Children's playgrounds (2) (Recreation Commons)
- Vending and arcades
 - Vending machines outside of Concession Building
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Sledding area

Grant History

Not applicable

Park Statistics

Visits: 2014: 61,604; 2015: 65,170; 2016: 64,435

Cost recovery – combines day use (target=5%), sports fields and pavilion rentals (target=150%): 2014: 12%; 2015: 10%; 2016: 13%

10-Year Park Vision

- Enjoyment of greenspace in an urban setting is an integral part of the Catalpa Oaks experience
- Parking lot is compliant with local ordinances and stormwater management best practices are in place
- Outdoor adventure programs for all ages are scheduled on a regular basis and are well-attended
- Accessibility is enhanced throughout the park
- Trails and access routes are well-marked and connect with the local pathway system and public transit stops
- Facility improvements and improvements to business and operating practices have increased customer satisfaction of existing visitor populations; drawn new target populations to the park; and created new programmatic and revenue-generation opportunities
- Cost-effectiveness of maintenance has increased with on-site storage and maintenance facilities
- Short-term improvements to maintenance of sports fields has increased quality of user experience and revenue to park
- Long-term strategy for sports fields area, based on outcomes of short-term maintenance improvements, has determined whether to maintain soccer fields as currently constructed with enhanced maintenance, increase capital investment to rebuild and irrigate sports fields, or transition to a different recreational focus for this area

Park Concepts 2018-2027

NEW CONCEPTS:

New perimeter pathway: The berm around the park perimeter is frequently used by walkers and joggers, resulting in an informal dirt path; develop a path that meets accessibility guidelines and OCPR Trail Standards and is well-connected with city sidewalks is intended to increase usage of the park by individuals and families; consider locating benches, trash cans and other amenities along the trail loop; incorporate pathway into overall plan for Catalpa Oaks improvements (see below)

Proposed new recreation and rental pavilion: Design, engineering and construction of an open-air wood-frame pavilion, approximately 30' X 60' with a seasonal enclosure and storage for recreation equipment

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

Catalpa Oaks improvements: Coordinate improvements within the park over the next five years:

Within the Recreation Commons area: make landscape improvements that help separate rental pavilion from other activities; develop agreements with sports volunteer groups to increase the use of Concession Building; determine the feasibility of installing a spray pad or other zero-depth water feature

Grade the soccer fields to drain properly, improve substrate and install irrigation; intent is to reduce maintenance costs and increase accessibility, safety, playability and marketability of the fields; plan to improve one field per year; coordinate with creation of access routes to fields; consider alternate uses for ball fields

Address access routes as part of the redesign of the soccer fields and/or development of internal maintenance routes; coordinate with trail loop and non-motorized entrance to create marked looped pathways with distances labeled

Create a park map to display in the entrance kiosk that tells what you can do at Catalpa Oaks. Identify connections to local/regional pathways and distances both within and outside the park. Identify pedestrian routes in the park and make note of any conditions (slopes, etc.) Show walkable distances to other local amenities (example: shopping centers, other parks) and location of public transit connections and connections to neighborhood and public pathway system

Consider augmenting existing sledding hill with materials excavated from soccer field renovation; feasibility depends on determination of recreational need and the results of environmental testing of excavated materials

ADMINISTRATION AND MAINTENANCE: Install two campground-style electrical pedestals; locate them where they can best support events held at the park; design and construct a structure for equipment storage, locate in the east side of the park for better security and nighttime lighting, distance from neighbors, and proximity to existing staff and storage areas

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Natural areas stewardship Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species

Forestry management Continue to assist with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; assist with oak wilt response as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees.

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture Incorporate bio-swales into future improvements to parking and paving to facilitate filtration and absorption of stormwater; include educational signage to provide information on management of stormwater; promote planting of native perennials

PARK ENTRANCES, ROADWAYS AND PARKING: Renovate the 160-space parking lot, including storm water improvements; incorporate the appropriate number and location of accessible and van-accessible parking spaces and signage; consider additional lighting to increase security and safety, with consideration of the needs of residential neighbors; develop stable, unpaved maintenance drives within the park to increase the cost-effectiveness of maintenance and event set-up by enabling use of vehicles to move soccer goals, stages, and mobile recreation equipment; drives could form the foundation of future access routes

Glen Oaks

Park Location

Glen Oaks Golf Course is a 122-acre park located in southern Oakland County in Farmington Hills.

Park Contact Information

30500 13-Mile Road
Farmington Hills, MI 48334
(248) 851-8356

Township and Range

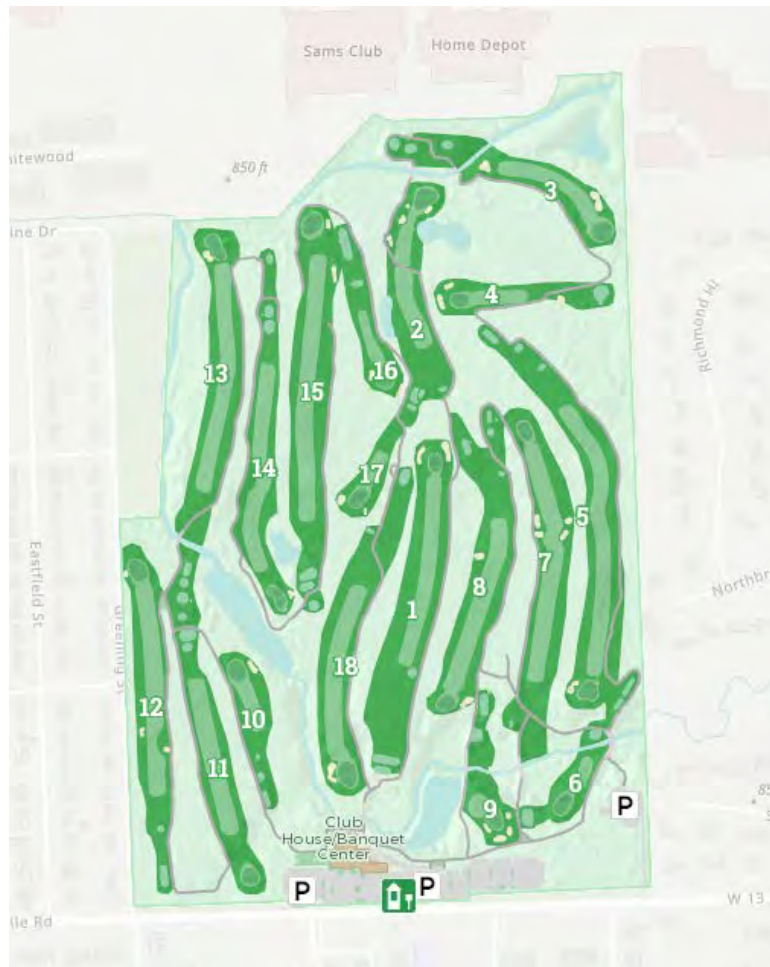
T1N R9E Section 2, SW ¼



Figure F: Glen Oaks aerial photograph



Figure G: Glen Oaks golf course layout



Park Resources and Activities

- Administration and maintenance
 - Maintenance buildings (2), chemical storage building and maintenance yard
 - Park office at golf course pro shop
 - Pump House
- Banquets, meetings and concessions
 - Glen Oaks Conference Center, includes newly refurbished bride's and groom's suites
 - Glen Oaks Golf Course Grill Room
 - Outdoor wedding area
- Cultural and historic resources
 - Clubhouse (1930) has Michigan Historical Building designation
- Golf
 - 18-hole course
 - Greens nursery
 - Pro shop
 - 4th tee pit toilet (east)
 - 13th tee pit toilet (west)
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Organized programs and events
 - Try It Snow Day
- Park entrances, roadways and parking
 - Golf entrance (east) on 13 Mile Road
 - Conference Center entrance (west) on 13 Mile Road
 - West parking lot
 - East parking lot
- Winter activities

- Cross-country skiing (ungroomed)
- Snowshoeing
- Winter hiking

Grant History

Grant Number	Source	Year	Summary
PA 475	Recreation Bond Fund	1978	Acquisition of Glen Oaks golf course (137.5 acres)

Park Statistics

Conference Center

Visits: 2014: 31,720; 2015: 32,623; 2016: 30,375

Cost recovery: 2014: 81%; 2015: 78%; 2016: 57%

Golf

Visits: 2013: 40,895, 2014: 38,002, 2015: 37,642; 2016: 37,690

Cost recovery – combines tee times (target=150%), merchandise for resale (target=150%), and equipment rental (target=125%): 2012: 91%, 2013: 93%, 2014: 85%, 2015: 104%; 2016: 97%

10-Year Park Vision

- Enjoyment of the woods, wetlands, and open space is an integral part of the Glen Oaks experience, providing relief from the traffic and congestion of the Northwest Highway corridor
- Parking lot meets capacity needs for both the Golf Course and Conference Center and stormwater best management practices are in place
- Accessibility is enhanced throughout the park
- Implementation of a long-term golf strategy and design update has adapted the course to meet the needs of current-day golfers and provided practice and training facilities focused on the next generation of golfers
- Golf programs and leagues for all ages and abilities are scheduled on a regular basis and are helping to grow participation in the game of golf
- Stewardship actions in the park are integrated into collaborative regional efforts to conserve the Rouge Main 1 corridor and improve the quality of water and natural resources in the Rouge River watershed
- Implementation of customer service and marketing strategies for the Conference Center, developed collaboratively with the contracted vendor, have enhanced the customer's experience and increased the number and variety of scheduled events
- Facility improvements and improvements to business and operating practices have increased customer satisfaction of existing visitor populations; drawn new target populations to the park; and created new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Replace 6' chain-link fence between the bag drop and the maintenance building; evaluate condition of fenceline along 13 Mile Road; update building for chemical storage and mixing that increases staff efficiency and meets state requirements; maintain a 5-year schedule of structural inspections of all

bridges in golf course and plan for repairs as needed; upgrade the lines servicing the Clubhouse for faster processing of RecTrac transactions, as well as providing high speed Wi-Fi to visitors; provide access at Maintenance Building

BANQUETS, MEETINGS AND CONCESSIONS:

Clubhouse exterior: Maintain Clubhouse façade with annual repair and replacement of cultured and real stone elements of building façade, with a focus on window lintels and sills; update Clubhouse doors and windows by replacing deteriorating Conference Center entrance door, side lights and frame with historically appropriate elements and planning for replacement of large conference room windows; continue to maintain Clubhouse deck for short-term; plan for replacement with composite decking material

Grill room and patio: Plan for upgrade of interior grill room, including carpet, curtains, chairs and art work; plan for the design and construction of a renovation to update the grill room outdoor patio, creating a refreshment center and outdoor grill area

CULTURAL AND HISTORIC RESOURCES: Park has built assets that are more than 50 years old; See Chapter 12, Objective 6 – Cultural and Historic Resources for planning regarding managing these assets

PARK ENTRANCES, ROADWAYS AND PARKING: Implement phased renovation of the paved 300+ space parking lot, including utility and storm sewer updates and new park entrance; incorporate accessibility updates; renovation is intended to increase accessibility and convenience of parking lot and improve appearance and marketability of Glen Oaks; Sign was installed in 1986 and does not conform to OCPD sign standards; update sign to identify Glen Oaks as part of the OCPD brand; consider incorporation of an LED marquee to promote golf and conference center activities

GOLF COURSE:

Irrigation upgrade: Scheduled updates to the drainage and irrigation of the Golf Course ensure that culverts, irrigation lines, heads and other infrastructure are in good working condition; drainage is adequate – with the golf course serving as overflow for the Rouge River; satellites were recently replaced (Phase I). Phase II will focus on re-wiring of connections to all heads and upgrading heads one 9-hole area at a time, Phase III will include an evaluation of the underground pipes

Cart path upgrades: Develop a cart path program to ensure that repairs and replacements are conducted on a timely basis; cart paths are estimated to have a lifespan of 5-10 years for asphalt and 10-30 years for concrete

On-course restrooms: Conduct long-term planning for delivering sanitary sewer to replace current pit toilets (septic is not feasible due to clay substrate)

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Freshwater stewardship Continue management of existing Pebble Creek bank restoration and pond bank restoration on three of the largest ponds; control aquatic invasive species and conduct long-term water quality monitoring.

Natural areas stewardship Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to

presence of high quality habitats; maintenance includes periodic mowing, burning, and control of invasive species by selective herbicide applications, and hand weeding

Forestry management Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; potential thinning of golf course woodlands for increased air flow for turf grass; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; provide assistance with oak wilt response including trenching, removals, girdling, and chemical injections as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management Periodic goose management which may include culling or egg and nest destruction; wildlife surveys may also be conducted--surveys of deer, grassland birds, amphibians, and reptiles

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture Continue spring and fall ornamental plantings and consider conversion to perennial gardens

Groveland Oaks

Park Location

Groveland Oaks County Park is a 361-acre park located in northwest Oakland County in Groveland Township.

Park Contact Information

14555 Dixie Highway
Holly, MI 48442
(248) 634-9811

Other Park Addresses

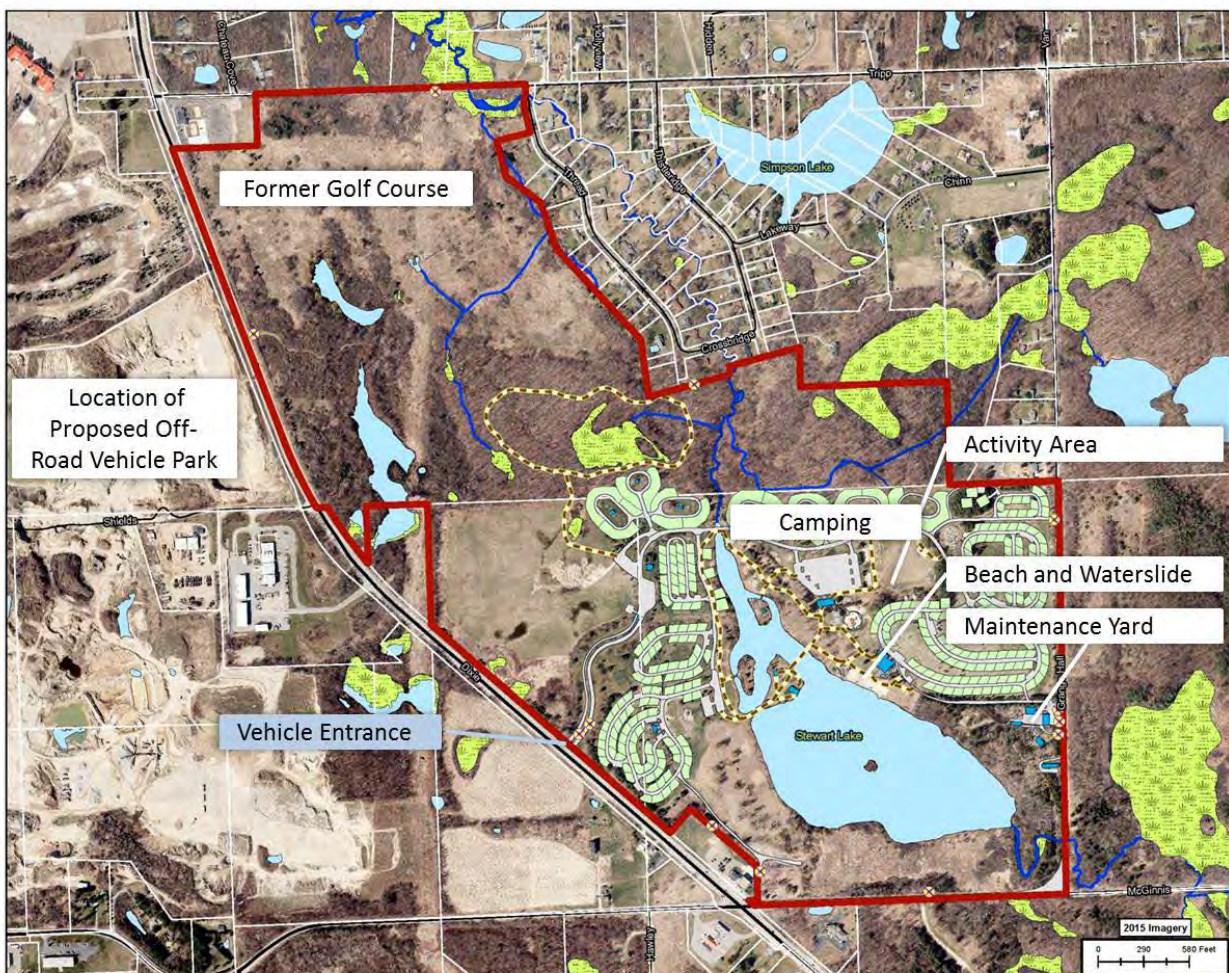
Maintenance: 5990 Grange Hall Road, Holly, MI

Township and Range

T5N R8E, Section 19 E ½ and SE ¼ and Section 20 SW ¼ and NW ¼

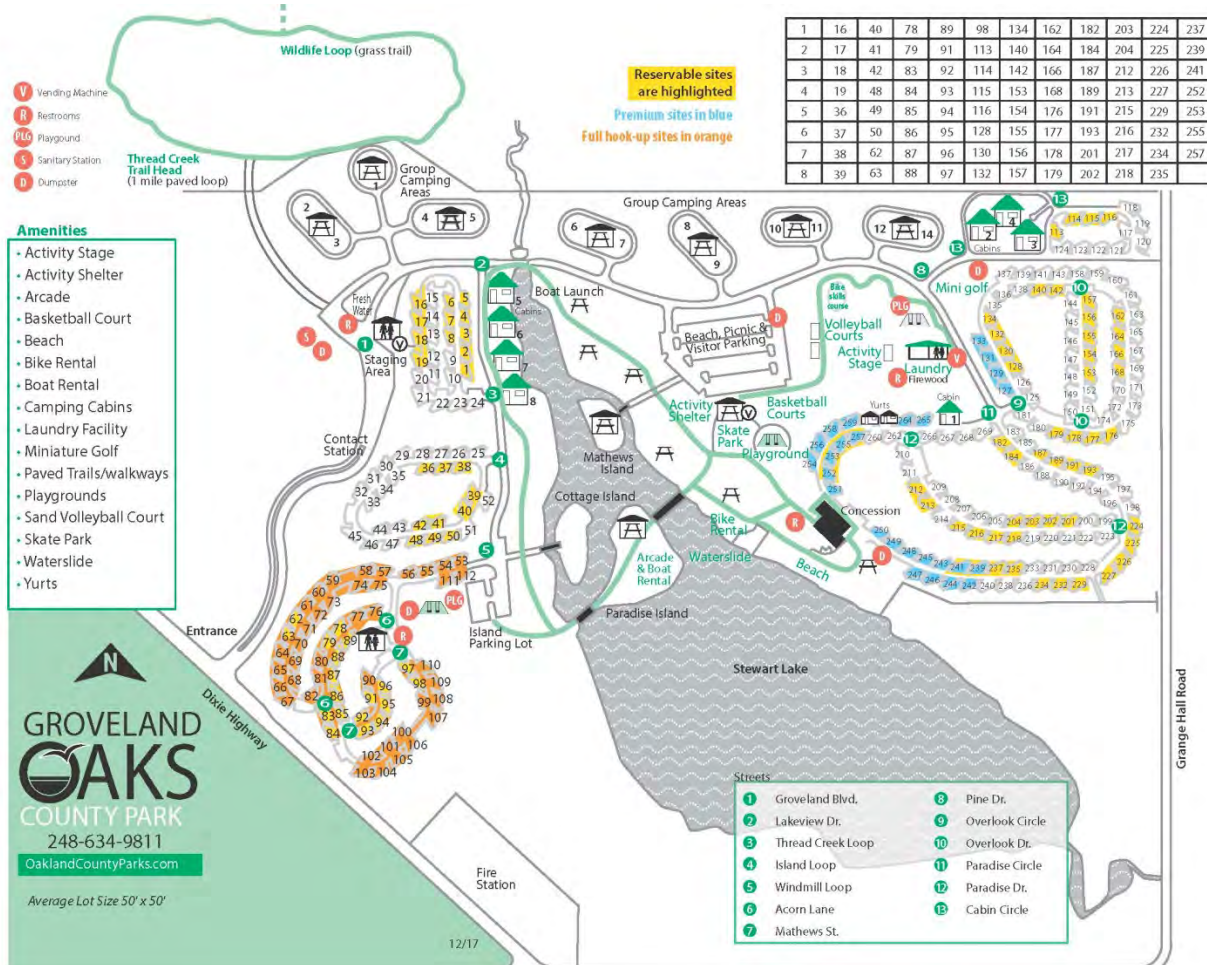


Figure H: Groveland Oaks aerial photograph



8 PARKS AND FACILITIES Groveland Oaks County Park

Figure I: Groveland Oaks campground map



Park Resources and Activities

- Administration and maintenance
 - Contact station at park entrance
 - Firewood storage shed
 - Maintenance buildings (4) and yard
 - Park office at maintenance building
- Banquets, meetings and concessions
 - Blue Water Grill Beach Concessions
- Beach areas
 - Stewart Lake Beach
 - Waterslide
 - Thread Creek wading pool
- Biking and skating
 - Bike building with bike rental
 - Skate park
 - Bike skills course
- Boating and fishing
 - Boathouse with boat rentals
 - Boat launch
 - Fishing pier
- Camping
 - 4-person cabins (4)
 - 6-person cabins (4)
 - Group camping areas (13)
 - Modern campsites
 - ◆ Section A: 24 campsites
 - ◆ Section B: 28 campsites
 - ◆ Section C: 60 full hook-up campsites
 - ◆ Section D: 12 campsites
 - ◆ Section E: 57 campsites, including 4 premium sites
 - ◆ Section F: 88 campsites, including 22 premium sites and 2 yurts
 - Yurts (4)
 - Pines restrooms
 - Section A restrooms
 - Section C restrooms
- Court games
 - Basketball court

Oakland County Parks and Recreation Master Plan 2018-2022

- Volleyball court
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas
- Organized programs and events
 - Air Fair
 - Campground Recreation events
 - Haunted Hallows
- Pavilions, stages and amphitheaters
 - Activity stage
 - Activity pavilion
 - Paradise Island pavilion
 - Matthews Island pavilion
 - Group camping pavilions (7)
- Play areas and structures
 - Beach playground
 - Section C playground
 - Section E playground
 - Miniature golf
- Trails
 - Campground Pathway (paved)
 - Thread Creek Loop (paved)
 - Wildlife Loop (mowed)
- Vending and arcades
 - Arcade in Boathouse
 - Laundry machines
 - Vending machines

Grant History

Grant Number	Source	Year	Summary
OSA-100	Open Space Grant Program, Acquisition	1969	Acquisition of 43 acres to expand park
26-01023 R1	Land and Water Conservation Fund, Development	1977	With Addison Oaks: Development of trailer campground and campsites, water and electrical sites, landscaping, play center, street lighting and gravel drive
26-01104 M2	Land and Water Conservation Fund, Development	1980	20 campsites w/ water & electricity, parking & access drive, 2 pedestrian bridges, landscaping
26-01335	Land and Water Conservation Fund, Development	1984	Boat rental, docks & decking, pedestrian bridge, retention wall, landscaping
TF1048	Michigan Natural Resources Trust Fund, Acquisition	1985	Acquisition of 165 acres with access to Simpson Lake and Thread Creek
TF1046	Michigan Natural Resources Trust Fund, Acquisition	1985	Acquisition of 165 acres
26-01452	Land and Water Conservation Fund, Development	1986	40 campsites w/ water & electricity, roadway lighting, landscaping
26-01499	Land and Water Conservation Fund, Development	1990	Playground equipment, play surfacing, walkways, site furnishings, waterline, landscaping
TF14-0066	Michigan Natural Resources Trust Fund, Development	2014	Universally Accessible Fishing Pier at Groveland: fishing pier, pathway, paved parking lot

Park Statistics

Concession (OCPR management of concession started in 2016)

Cost recovery (target=150%): 2014: 84%; 2015: 89%; 2016: 120%

Day use

Visits: consistent around 32,000/year the last 3 years; 2016: data collection error

Cost recovery (target=5%): consistent around 17%; 2016: 21%

Campground

Visits: 2013: 62,500; 2014: 70,000; 2015: 76,240; 2016: 89,569

Cost recovery (target=15%): 2013: 87%, 2014: 95%, 2015: 95%; 2016: 104% (goal is 150%)

Equipment rental (boats and bikes)

Cost recovery (target=125%): 2013: 174%, 2014: 307%, 2015: 346%; 2016: 325% (goal is 150%)

10-Year Park Vision

- The distinctive active, family-oriented character of Groveland Oaks is maintained and enhanced and is an integral part of the Groveland Oaks experience
- Groveland Oaks and its services are an important component of Groveland Township's recreational vision and to the multi-community participation in the Main Street Oakland County program¹
- New facilities are tied into the existing interconnected character of Groveland Oaks, providing visitors with easy access to a variety of active experiences for all ages
- The campground and cabins at Groveland Oaks, with easy access from I-75, are viewed as a hub from which visitors can enjoy a variety of other destinations – for example, the Renaissance Festival, local festivals, and Holly State Recreation Area – as well as signature Groveland Oaks events and activities
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences and facilities
- The former golf course area becomes a four-season destination that incorporates natural areas restoration with trails and new recreational opportunities
- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities
- The proposed new off-road vehicle (ORV) park on the west side of Dixie Highway draws new groups of recreational enthusiasts and increased usage of Groveland's existing camping and day use areas

Park Concepts 2018-2027

NEW CONCEPTS:

Design Concepts for Former Golf Course: A variety of ideas have been considered as recreational uses for the former golf course; including transfer of BMX facility to this site, development of a dog park, disc golf course, and integration into the ORV park; future uses would coordinate with management of natural resources and would require removal of old golf course infrastructure from the site; commence a planning project that thoroughly explores alternatives and the feasibility of each related to site appropriateness and market trends

Proposed Off-Road Vehicle Park: See separate section below

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Replace existing firewood shed with an enclosed pole barn type building – approximately 24' x 18', with a cement floor, to increase storage capacity, make inventory easier, and accommodate tractor stacking firewood pallets; Maintain 5-year schedule of inspections by a qualified structural

¹ <https://www.oakgov.com/advantageoakland/programs/Pages/main-street.aspx>

engineer of all bridges; Engineer and replace communication lines with a single fiber optic line to increase speed, eliminate gaps in coverage and provide operational savings; evaluate fencing near group camping areas

BANQUETS, MEETINGS AND CONCESSIONS: Develop design concepts for the Concession Building and Courtyard to improve the functionality and to provide improved customer services; consider air conditioning, expansion into part of the terrace, addition of a camp store, and other concepts; add family restrooms

BEACH: Implement accessibility improvements at beach per Transition Plan; waterslide tower is due for replacement in the next few years; consider new and updated design concepts for beach and recreational amenities at beach rather than just replacing waterslide tower with similar facility

CAMPING: Design and construct a 4th yurt; Plan for overall update to Section A and Pines restroom buildings, including accessibility improvements; Monitor data trends and determine need and feasibility of adding additional full-hookup sites, premium campsites, and/or pull-through sites as higher value rentals; Consider addition of a restroom building that serves group camp areas and day use visitors

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Freshwater stewardship: Install bioswales and lake buffers to decrease sedimentation into Stewart Lake; control aquatic invasive species and conduct long-term water quality monitoring

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats; maintenance of these areas will include periodic mowing, controlling invasive species by selective herbicide applications, and hand weeding; maintain communication with ITC regarding vegetative maintenance within the utility corridor; continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; remove buckthorn along Stewart lake buffer; restore areas through prescribed fire, invasive plant removal and native plant seeding. Develop long-term management plan with goals for quality and species diversity

Forestry management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners. Implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; perform intermittent nuisance beaver control by trapping; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; management of nuisance-level goose populations using the USDA Canada Goose Egg and Nest and Round-Up Permit Programs and in-house dog control as-needed; continue to work with RPS staff to evaluate the ongoing implementation of Citizen Science programs; Collect and file any data derived from volunteer survey work; implement data findings into adaptive restoration management for the park.

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Continue spring and fall ornamental plantings and consider conversion to perennial gardens

PARK ENTRANCES, ROADWAYS AND PARKING: Consider redesign of entrance road and contact station to create a greater space between lanes, accommodate a larger building with more room for staff to work and a restroom for staff, and provide an accessible and safe entrance for visitors; Create loop road into field from Dump Station Road so queue doesn't block roadway; evaluate feasibility of adding another dump station to reduce long waits in line;

TRAILS: Implement accessibility upgrades to Thread Creek Trail per Transition Plan; consider developing an aggregate or asphalt trail with boardwalk segments over wetland areas through the eastern side of the woods that connects with the Thread Creek Loop; Upgrade Wildlife Loop to provide a firm, stable surface that meets trail standards

Proposed Off-Road Vehicle Park – STATUS UPDATE

STATUS: The Michigan Department of Resources, earlier this year, purchased 235 acres of sand and gravel mines for the future development of an Off-Road Vehicle (ORV) park in Groveland and Holly Townships. This acquisition was made possible due to a \$2.9 million grant from the Michigan Natural Resources Trust Fund to the Michigan Department of Natural Resources (MDNR) to develop an ORV facility in southeast Michigan. The intent of the grant is for the MDNR to partner with Oakland County Parks and Recreation (OCPR) to operate the facility, which is across Dixie Highway from Groveland Oaks County Park and Campground. The Oakland County Parks and Recreation Commission is currently reviewing adjacent parcels and access to the site to develop a site plan for the proposed park. At this time, there is not yet an agreement between the MDNR and OCPR, nor is there a projected timeframe in which the park will open.

PLEASE NOTE that portions of the site, while now owned by the MDNR, are still active mining and extraction sites while the mining operations wind down and remove the remaining material. As of December 2017, there is currently NO VEHICULAR ACCESS allowed at the site. The proposed Off-Road Vehicle Park ("ORV Park") is a joint project of Oakland County Parks and Recreation Commission (OCPRC) and the Michigan Department of Natural Resources (MDNR).

Please direct your comments and questions to:

OCPR: Melissa Prowse at 248-249-2801 or prowsem@oakgov.com

MDNR: Jason Fleming at 517-930-6726 or flemingj@michigan.gov

10-Year Park Vision for proposed Off-Road Vehicle Park

In the first 10 years at the proposed ORV Park, we will transform a landscape that was shaped by surface mining into an ORV recreation area that is frequented by Oakland County ORV-users and is a valued addition to the selection of ORV facilities in Michigan. The area will offer multi-use ORV trails, event and competition venues, and winter-time recreation opportunities. It will be a gateway to ORV recreation by offering introductory experiences and the opportunity to advance in skills. The park will be financially sustainable and an asset to the economic development of surrounding communities.

The proposed ORV Park will be the centerpiece of a larger recreation area that incorporates state, county, local and private recreational facilities and events. Together, these facilities will help meet the need for ORV and other types of adventure recreation at the county level and will constitute a statewide tourist destination.

Park Concepts for proposed Off-Road Vehicle Park

The following concepts have been identified for the proposed facility by Oakland County Parks and Recreation staff:

ADMINISTRATION AND MAINTENANCE:

Contact Station/Check Point: Create a contact station or similar facility; Structure should not be permanent, fixed, or a major investment – it may evolve or the location changed as our outcomes are evaluated; develop protocols that may include security, staffing, storage, sale and storage of MDNR permits, ORV flags, and management of OCPR vehicle identifier needed to confirm that each vehicle entering the park leaves the park;

Restrooms: Provide portable toilets for at least the first year of park operation until use/need/demand determine the need and location for more permanent restroom facilities – number needed and locations to be determined

Network connectivity: initial point of sale should be via cellular data and not a fixed line;

Boundary management: set guidelines for boundary management (OCPR and MDNR practices are very different in this regard) – suggest starting with minimal boundary demarcation and increase as the need is identified;

Equipment storage: utilize a trailer for equipment storage as needed;

Materials storage: explore making use of maintenance contracts for materials storage;

Utilities: provide electrical service and water; gas and sanitary can be planned for in the future;

Security: contract security as deemed appropriate with Oakland County Sheriff in conjunction with services at Groveland

NATURAL RESOURCES MANAGEMENT:

Freshwater stewardship: Manage artificial water features on site for drainage and recreation; monitor to ensure contamination from vehicles is not an issue; create a spill response protocol in compliance with Michigan Department of Environmental Quality regulations; research biodegradable alternatives for dust control

Natural areas stewardship: Invasive species may function as pioneer species in this highly-disturbed location; partner with operations to encourage ecological succession; research best practices and protocols for movement of fill dirt

Forestry management: Woodlands consist mainly of pioneer species; identify and evaluate higher value tree populations and locate trails away from these

Wildlife management: Promote movement of wildlife through site without being trapped or harmed; evaluate types of wildlife on site (e.g. cliff swallows, raptors, insects) and encourage species that can tolerate or thrive on the site

ORGANIZED PROGRAMS AND EVENTS: Events are an important component of park operations and many will be managed by outside vendors or ORV clubs; this planning will be affected by the layout and components of the

proposed ORV Park; design of the park should enable events to be held while allowing the rest of the park to function normally and should be designed to avoid traffic conflicts with park visitor and event attendee vehicles

PARK ENTRANCES, ROADWAYS AND PARKING:

Park signage: Design and install park signage and informational signage; park entrance (and potentially exit) locations to be determined and may change over time;

Entry and exit roads: Entry road and parking lot will need to accommodate stacking, provide emergency vehicle bypass, and be designed for traffic safety; Separate exit road may be designed to promote safe and orderly vehicle egress on high capacity days and events; Multiple points of access may be identified for first responders and contractors;

Internal roads (ORV routes): Provide a network of ORV routes that will provide both recreational access and emergency access to all points in the park; ORV routes will delimit the 'road-bounded areas' that contain the features within the park; it is desirable to have all ORV routes within 200' of any part of site (first responders will not need to carry equipment or people more than 200');

Parking lot: Design and construct a gravel parking lot, making use of materials on site; grade for drainage and stability; location and size may change as the park develops and outcomes are evaluated; with current 200 acres site – plan for 100 spaces for trailers and 60-80 spaces for vehicles (30% of maximum capacity of 3 persons per acre)

TRAILS:

Access routes: Provide access routes for persons of all abilities from the parking lot to the contact station and to pedestrian viewing spots

ORV trails wider than 50": these are for all vehicles and are bi-directional; post speed limits

ORV trails narrower than 50": these are for quads and motorcycles and are uni-directional and accommodate higher speed travel

ROAD-BOUNDED AREAS (defined by ORV routes):

Scramble areas: this is defined by a geographic area where you can go anywhere and in any direction; it may contain challenge elements – bowls, vegetation, mud pits, rock crawls, etc.; post that user must expect vehicles from any direction at any time; the features slow down traffic

Trail area: these are trails within a geographic area with challenge elements such as logs, boulders, wash-outs, etc. (ORV routes will NOT contain these as they need to be accessible to emergency vehicles at all times).

Track area: Tracks are contained within a geographic area with controlled access; the surface of the track limits the type of vehicle that can use it; direction of travel is posted and will change in orientation as appropriate:

- Clay tracks are designed to accommodate vehicles narrower than 50" and use is limited to quads and motorcycles; they will contain challenge elements (such as "whoops" and "table-tops") specific to these vehicles; clay tracks will be closed when wet
- Sand tracks are typically wider than clay tracks and designed to accommodate all vehicle types (although use of the sand tracks may be segregated by vehicle type as appropriate); sand tracks will not have fixed challenge elements, the instability of the sand being the characteristic of the track; sand tracks will be all-weather

Highland Oaks

Park Location

Highland Oaks County Park is a 302-acre park located in western Oakland County in Highland Township. A small portion of the park is in Rose Township.

Park Contact Information

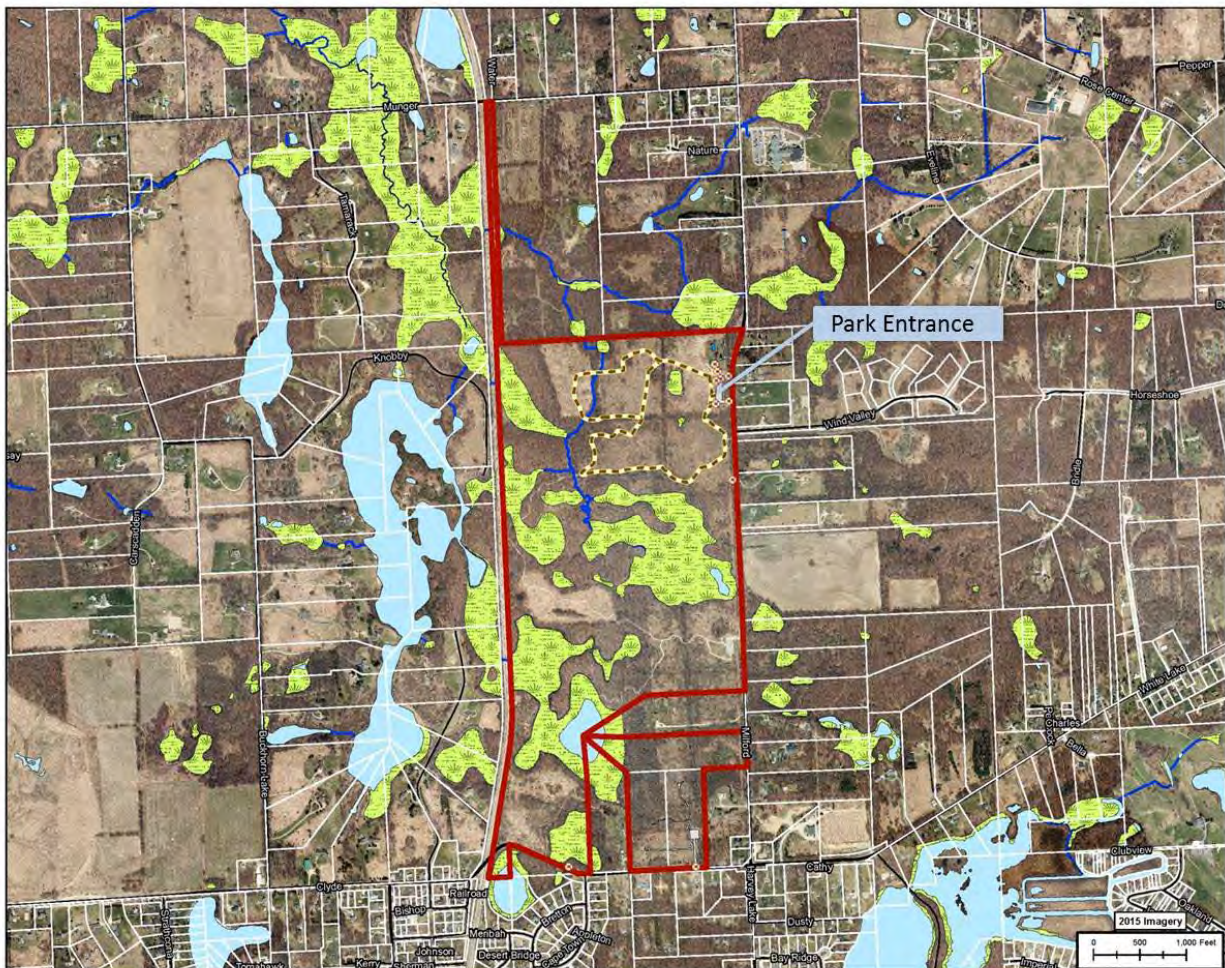
6555 Milford Road
Highland, MI
Park Office: (248) 858-0906

Township and Range

T3N R7E, Sections 2 and 3 and T4N R7E, Section 34

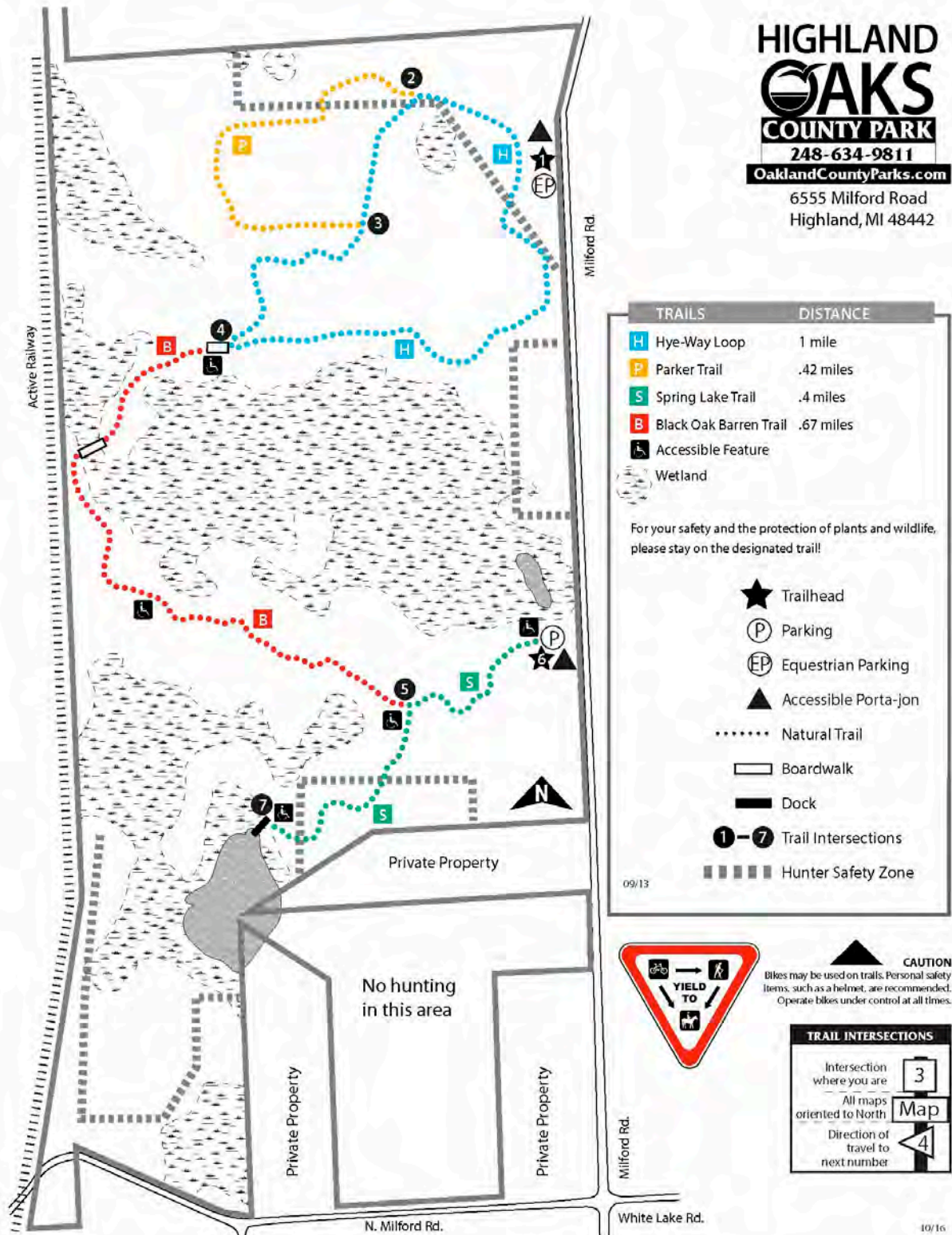


Figure J: Highland Oaks aerial photograph



8 PARKS AND FACILITIES
Highland Oaks County Park

Figure K: Highland Oaks trail map



Park Resources and Activities

- Administration and maintenance
 - Highland Oaks is serviced from maintenance facilities at Groveland Oaks
- Hunting and archery
 - Bow hunting access in season in designated hunting zone
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Non-recreational features
 - Park house rented to private party
- Park entrances, roadways and parking
 - South park entrance and parking lot (unpaved)
 - North (equestrian) park entrance and parking lot (unpaved)
- Trails
 - Hye-Way Loop (unpaved)
 - Parker Trail (unpaved)
 - Spring Lake Trail (unpaved) with accessible pier at end of trail
 - Black Oak Barren Trail (unpaved) with accessible boardwalks
- Equestrian activities
 - Equestrian trail riding
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Snow-shoeing

Grant History

Grant Number	Source	Year	Summary
TF05-032	Michigan Natural Resources Trust Fund, Acquisition	2005	Acquisition of 260 acres
TF10-098	Michigan Natural Resources Trust Fund, Development	2010	Natural Areas Accessibility Improvements: Highland Oaks – 2 boardwalks and a floating pier (see also Lyon and Red Oaks)

Park Statistics

Day Use

Visits: 2013: 8,101, 2014: 11,394, 2015: 11,645; 2016: 15,282

Cost recovery (target=5%): 2012: 10%, 2013: 2%, 2014: 3%; 2016: 11%

10-Year Park Vision

- Park vision is being developed

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Transition Plan has not been developed; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Maintain fenceline; replace sections that are deteriorating

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Freshwater Stewardship: Control aquatic invasive species and conduct long-term water quality monitoring; map and document existing vernal pools as part of a pilot citizen science program; evaluate

potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects

Natural Areas Stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats; restore areas through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity

Forestry Management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; provide assistance with oak wilt response including trenching, removals, girdling, and chemical injections as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners; implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; management of white-tail deer to state-recommended population density with aerial or alternative surveys and archery deer hunting program; continue to work with RPS staff to evaluate the ongoing implementation of these programs; collect and file any data derived from volunteer survey work; implement data findings into adaptive restoration management for the park

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

TRAILS: Evaluate potential for future connectivity with Rose Oaks and feasibility of future trail development in southeast portion of property (wetlands and potential need for extensive boardwalks may be limiting)

Independence Oaks

Park Location

Independence Oaks County Park is a 1,286-acre park located in northern Oakland County in Independence Township. The park has two units with separate entrances: the 1,096-acre main unit contains Crooked Lake and Hidden Springs Lake; the 190-acre north unit is the location of Upper Bushman Lake.

Park Contact Information

9501 Sashabaw Road

Clarkston, MI 48348

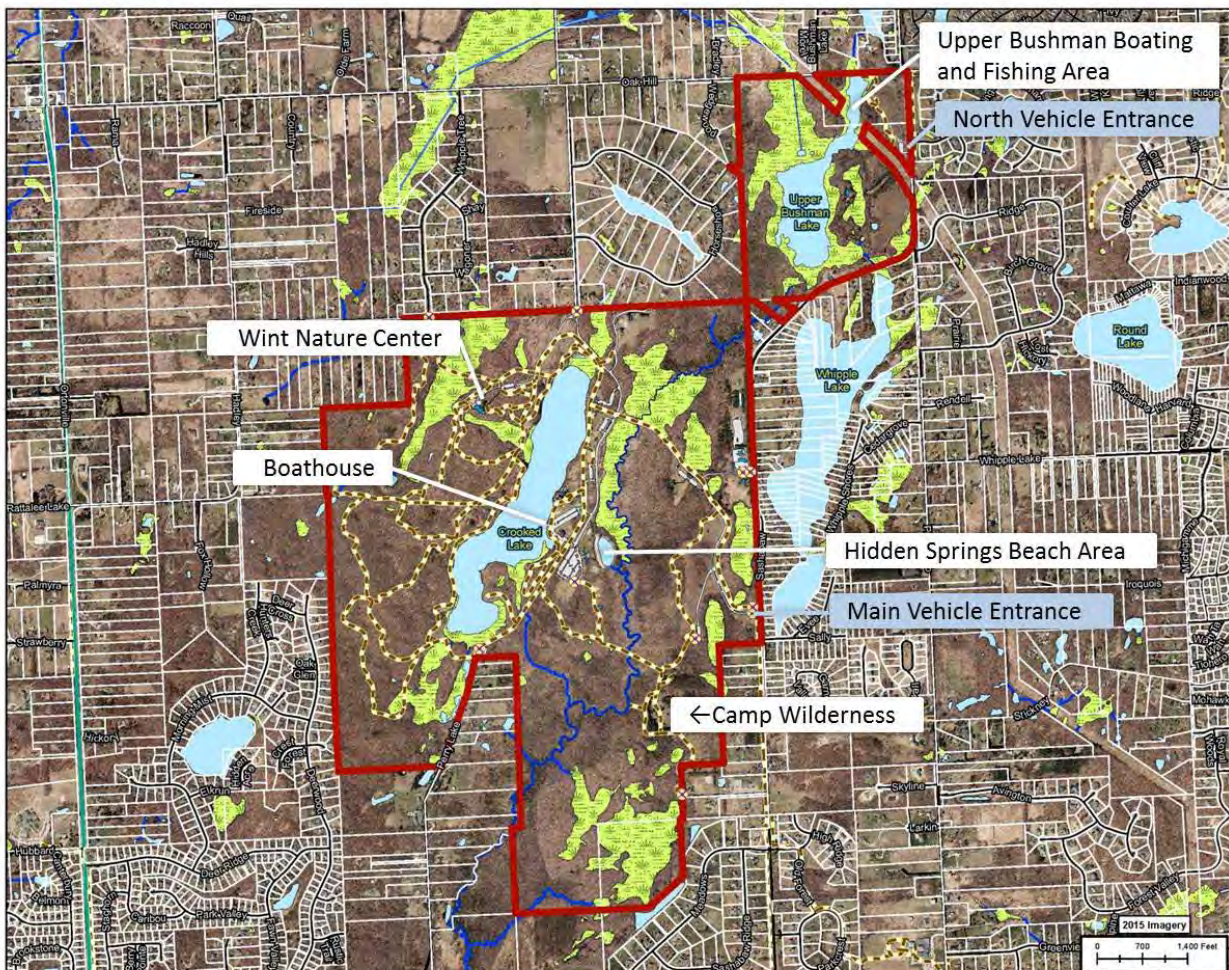
Park Office: (248) 625-0877

Township and Range

T4N R9E, Sections 3, 4, 9, 10, 15, and 16



Figure L: Independence Oaks aerial photograph



8 PARKS AND FACILITIES Independence Oaks County Park

Figure M: Independence Oaks trail map – main park

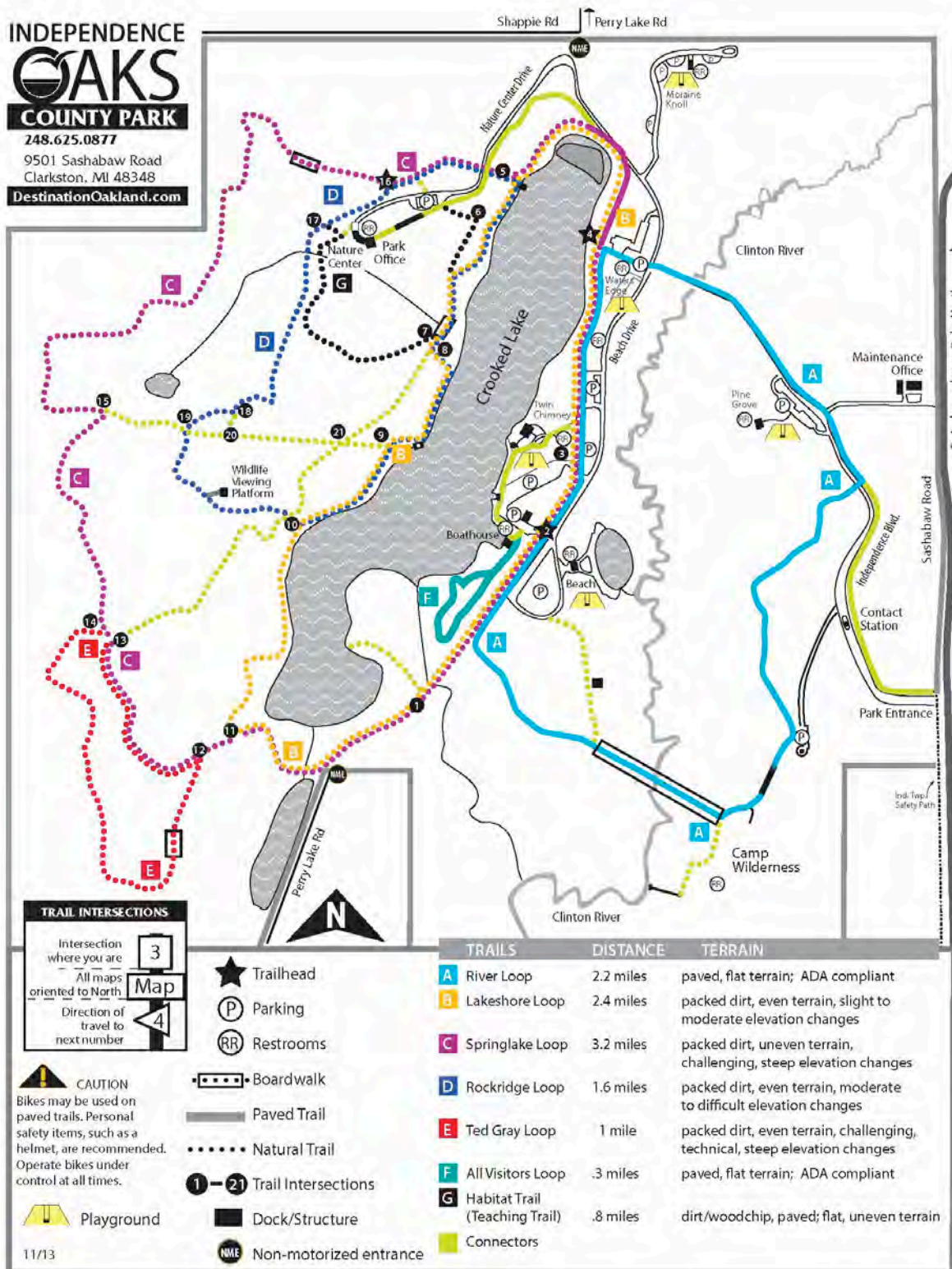
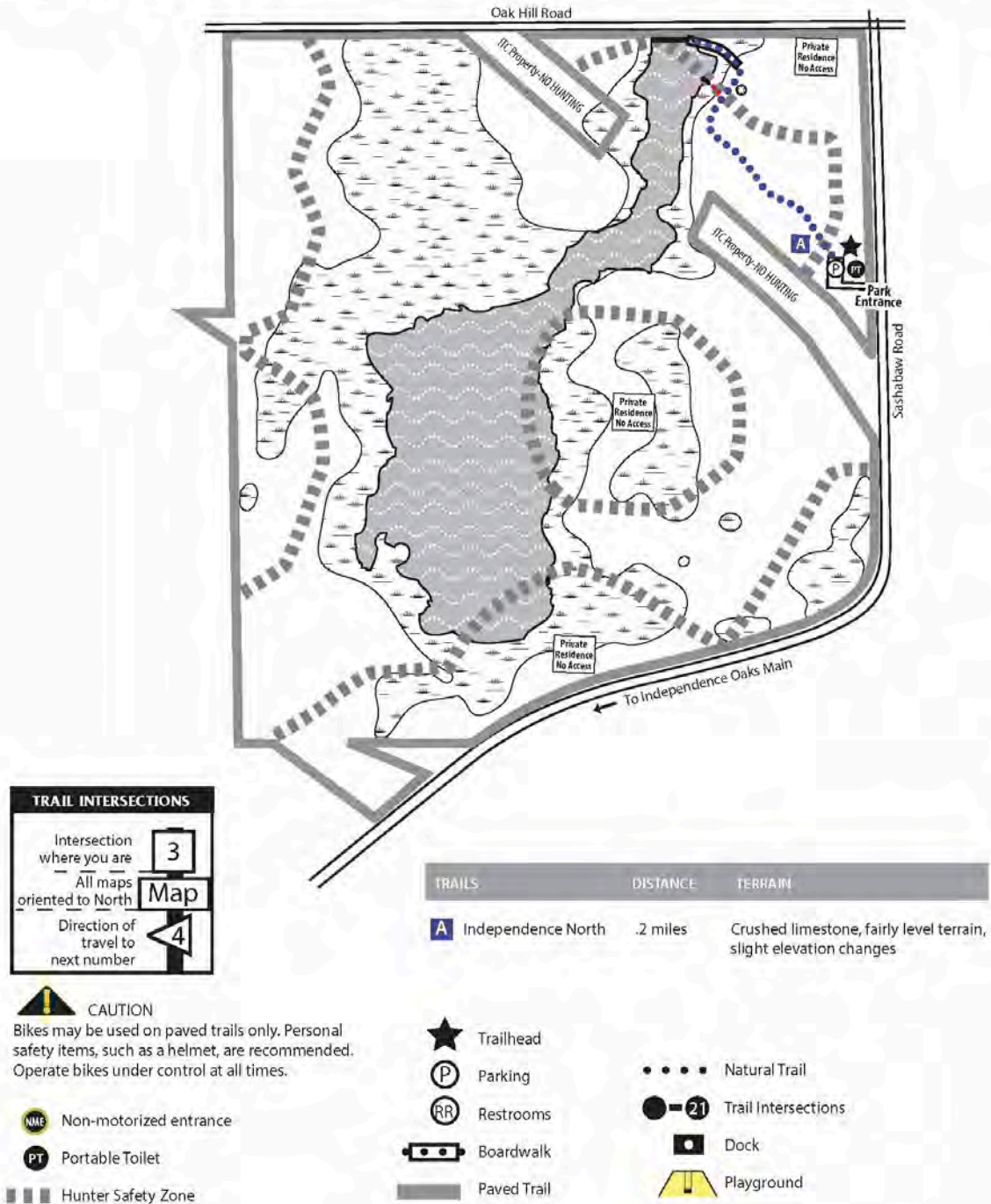


Figure N: Independence Oaks trail map – north park

Independence Oaks-North

10089 Sashabaw Rd
Village of Clarkston, MI 48348



Park Resources and Activities

- Administration and maintenance
 - Contact station at main park entrance
 - Maintenance buildings (3) and yard
 - Park office in maintenance building
- Banquets, meetings and concessions
 - Wint Nature Center provides meeting and gathering space
- Beach areas
 - Hidden Springs Beach
- Biking and skating
 - Biking on paved trails only
- Boating and fishing
 - Boathouse on Crooked Lake has boat rentals, boat launch and docks, restrooms, indoor gathering space
 - Canoe and kayak access on Crooked Lake
 - Canoe and kayak access on Upper Bushman Lake
 - Fishing docks and piers on Crooked Lake
 - ◆ Trailside dock
 - ◆ Lakeview dock
 - ◆ Fire Circle dock
 - ◆ Twin Chimneys north dock
 - ◆ Twin Chimneys south dock (replaced 2017)
 - ◆ Bayview dock
 - ◆ Lakeshore Loop north dock
 - ◆ Lakeshore Loop center dock
 - ◆ Lakeshore Loop south dock
 - Fishing docks and piers on Upper Bushman Lake
- Camping
 - Camp Wilderness has two youth group camp areas with fire rings, benches, grills and picnic tables
 - ◆ 60 camper area
 - ◆ 100 camper area
 - Camp Wilderness restroom/showers
- Court games
 - Horseshoes
 - Volley ball courts
- Field sports
 - Baseball diamond
- Cultural and historic resources
 - Structures more than 50 years old
 - ◆ Bailey house (c.1878)
 - ◆ Manor house (1941)
 - ◆ Oak Hill house (between 1872 and 1896)
 - ◆ Log cabin/garage (pre-1950)
 - ◆ Twin Chimneys Pavilion (c.1944/1978)
- Hunting and archery
 - Bow hunting access in season in designated hunting zone
 - Lottery controlled firearm deer hunt (as needed)
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Nature centers
 - Wint Nature Center
- Non-recreational features
 - Park house rented to private party
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas
- Organized programs and events
 - Bird Fest
 - Come Out & Play
 - Fall Color Car Show
 - Fire Fly Frenzy
 - Fishing Derby
 - Orienteering
 - OU Cares
 - Pet Vaccine Clinics
 - Summer Sizzler
 - Wheelchair Days
 - Wild Adventure
- Park entrances, roadways and parking
 - Park main entrance and Independence Boulevard entrance road (paved)
 - Beach Drive (paved)
 - Maintenance entrance and parking lot (unpaved)
 - Pine Grove parking lot (unpaved)
 - Moraine Knoll parking lot (unpaved)
 - Water's Edge parking lot (unpaved)
 - Beach Drive parking lot (unpaved)
 - Twin Chimneys lower and upper parking lots (unpaved)
 - Boathouse parking lot (unpaved)
 - Hidden Springs Beach parking lot (paved)
 - Camp Wilderness road and parking lot (unpaved)

Oakland County Parks and Recreation Master Plan 2018-2022

- Park north entrance and parking lot (unpaved)
- Pavilions, stages and amphitheaters
 - Cohn Amphitheater
 - Picnic pavilions have large outdoor cooking grills, sand volleyball and horseshoes pits:
 - ◆ Twin Chimneys pavilion and restrooms
 - ◆ Pine Grove pavilion and restrooms
 - ◆ Moraine Knoll pavilion and restrooms
 - ◆ Beach Cove pavilion
 - ◆ Lake Point pavilion
 - ◆ Lake View pavilion
 - ◆ Trails Side pavilion
- Play areas and structures
 - Pine Grove playground
 - Moraine Knoll playground
 - Water's Edge playground
 - Twin Chimneys playground
 - Beach playground
- Trails
 - River Loop (paved) on east side of Crooked Lake
 - Lakeshore Loop (paved on east side of Crooked Lake, unpaved on rest) with one boardwalk
 - Springlake Loop (paved on east side of Crooked Lake, unpaved on rest)
 - Rockridge Loop (unpaved) on west side of Crooked Lake
 - ◆ Rockridge lookout
 - Ted Gray Loop (unpaved) located southwest of Crooked Lake
 - All Visitors Loop (paved) on east side of Crooked Lake
 - Habitat Trail teaching trail
 - Connectors – a variety of rustic trails connect the above trails
 - Independence North Trail (unpaved shared use trail) and boardwalk in north park
 - Boardwalks and bridges
 - ◆ Springlake bridge
 - ◆ Rockridge bridge
 - ◆ Lakeshore Loop bridge
 - ◆ Ted Gray bridge
 - ◆ River Loop east bridge
 - ◆ River Loop west bridge
 - ◆ Wilderness north bridge
 - ◆ Wilderness south bridge
- Vending and arcades
 - Vending machines at Boathouse
- Winter activities
 - Cross-country skiing on groomed trails
 - Ice-fishing on Crooked Lake and Upper Bushman Lake
 - Ice-skating on Crooked Lake – rink is organized when conditions permit

Grant History

Grant Number	Source	Year	Summary
26-00129	Land and Water Conservation Fund, Acquisition	1968	Acquisition of 337 acres
26-00230	Land and Water Conservation Fund, Acquisition	1971	Acquisition of 421 acres with one mile of shoreline on Crooked Lake
26-00502	Land and Water Conservation Fund, Acquisition	1973	Acquisition of 22.6 acres
26-00514	Land and Water Conservation Fund, Development	1973	Main park road, 2 entrance ways, contact station, bathhouse/concession building, shelter/restroom at Pine Grove, shelter/restroom at Lakeview, boat launch ramp, beach area, primitive campground, parking – pine grove, parking – Lakeview, parking – beach area, utilities, landscaping
26-00749	Land and Water Conservation Fund, Development	1976	Parking & road - Moraine Knoll; shelter/restrooms & utilities - Moraine Knoll; picnic equipment - Moraine Knoll (23) and Twin Chimneys (13); shelter - Twin Chimneys; boat rental building; piers/docks; landscaping
26-00780	Land and Water Conservation	1976	Acquisition of 50 acres

8 PARKS AND FACILITIES
Independence Oaks County Park

Grant Number	Source	Year	Summary
	Fund, Acquisition		
TF603	Michigan Natural Resources Trust Fund, Acquisition	1982	Acquisition of 256 acres
26-01259	Land and Water Conservation Fund, Development	1983	Nature Center, access road and parking, walkways, access bridge, lighting, landscaping
BF93-036	Bond Fund, Development	1983	Nature Center expansion to include two classrooms and enlarged exhibit area
TF95-052	Michigan Natural Resources Trust Fund, Development	1995	Addition of restroom at boat house for accessibility
TF01-22	Michigan Natural Resources Trust Fund, Development	2001	Construction of youth camp: Septic field, wall, shelters (2), boardwalk, trails, wooden tent platforms, security lighting, restroom/shelter
No id#	William G. and Myrtle E. Hess Charitable Trust	2002	Development of 3,000 feet of trail
No id#	William G. and Myrtle E. Hess Charitable Trust	2003	Continued development of youth camp
TF04-003	Michigan Natural Resources Trust Fund, Development	2004	Youth camp pedestrian bridge, trail, boardwalk
TF06-199	Michigan Natural Resources Trust Fund, Acquisition	2006	Acquisition of 188 acres (Independence North acquisition)
TF13-033	Michigan Natural Resources Trust Fund, Development	2013	Independence Oaks County Park Universal Access Boat Launch: kayak/canoe boat launch, access route, additional accessible parking spots, permit fees, MNRTF sign

Park Statistics

Day Use

Visits: 2013: 75,676, 2014: (incomplete data/broken counter), 2015: 69,962; 2016: 109,877

Cost recovery (target=5%): 2012: 21%, 2013: 19%, 2014: 18%; 2016: 22%

Facility Rentals (pavilions)

Cost recovery (target=150%): averages around 265%; 2016: 236%

10-Year Park Vision

- The natural features of Independence Oaks are maintained and enhanced and are an integral part of the Independence Oaks experience
- Independence North, acquired in 2010, offers a variety of outdoor recreation experiences and is fully compliant with acquisition grant project agreements
- The Main park and North park are fully connected through regional pathways, internal trails and stream corridor stewardship
- Interactive technology is available for wayfinding and enhancing recreation
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences
- Rental facilities are improved and well-used
- Through effective promotion and marketing, use of Camp Wilderness has grown
- Wint Nature Center has become a multi-purpose facility with nature education at the forefront
- Rental equipment is available that responds to current trends
- Original 1970s stone architecture has been maintained and plans/forecasts are in place for future upgrades or replacements

- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

NEW CONCEPTS:

Upper Bushman Proposed New Recreation Area: Establish public recreation in this area (current location of Manor House) using lower cost/rustic amenities that implement the public recreation mission of OCPD and comply with grant agreements; create design concepts that provide trail access and explore a variety of camping concepts – for example, sleeping platforms, vintage campers, yurts, or rustic campsites; and provide vehicle access for park patrons renting facilities

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Architectural Update: Evaluate 1970s-era buildings that are original to the park and develop a long-term plan for update and/or replacement; buildings include Contact Station, picnic pavilions and restrooms, Boathouse, and Hidden Springs Beach Concession and Bathhouse

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Maintenance Building – replace garage doors and repair frames, improve lighting and energy efficiency in work areas, construct a pole barn addition on north side for cold storage of equipment and tractor implements; Maintenance Yard – assess need and develop a long-term plan for screening between maintenance yard and Independence Township Safety Path that complies with local ordinances; Maintenance Yard and buildings share a well with Park House – evaluate need to separate these water sources by adding a well for maintenance; Wood Fire Boiler – continue processing of hazardous trees from parks by staff and trustees for wood burner; make recommendations for use of wood fire boilers in other parks based on data and experience at Independence; boiler is potentially unsustainable as newer forestry techniques are creating less wood

BEACH: Increase circulation in swim pond by adding floating pumps; implement accessibility upgrades to beach area; replace old grills and add new grills and ash cans; Include beach buildings within an overall plan to update/replace original 1970s structures; Concession short-term concept: Consider frosting glass so interior is not visible from outside and use them as poster walls for park information; Evaluate structure to see if any walls could be removed to open the space for other uses and research additional concession options, such as concession carts and food trucks; Bathhouse short-term concept: Finish up grounds and plantings associated with retaining walls;

BOATING AND FISHING: Include Boathouse within an overall plan to update/replace original 1970s structures; short-term concepts: implement scheduled improvements – i.e. window replacements, painting, bathroom updates; update rental options as indicated by trends and visitor requests and replace aging rental equipment; Replace docks and decks; consider reconfiguration; implement accessibility upgrades per Transition Plan

CAMPING: Upgrade Camping Wilderness restrooms; plan for camping system to replace deteriorated tents

CULTURAL AND HISTORIC RESOURCES: Park has built assets that are more than 50 years old; See Chapter 12, Objective 6 – Cultural and Historic Resources for planning regarding managing these assets

NATURAL RESOURCES MANAGEMENT:

Freshwater stewardship: Control aquatic invasive species and conduct long-term water quality monitoring; improve access to Upper Bushman for treatments if planned; re-evaluate catch and release in 2018; evaluate use of woody debris for shoreline habitat based on fishery and herpetile needs; consult with MDEQ for permitting regarding draw down of swim pond into Clinton River

Natural areas stewardship: Repair cut fencelines and unauthorized entrances and limit dumping of yard waste; review trail maps for invasive species spread; implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats

Forestry management: Create long-term management plan for potential restoration of oak barrens, woodland prairie and remnant cedar swamp with goals for quality and species diversity; conduct prescribed fire and/or selective harvest and create and implement native planting plan to replace non-native pines historic planting; Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; continue monitoring of firewood management program; monitor for oak wilt and other forest pests/diseases; strategize landmark tree protection within the park; provide assistance with oak wilt response including trenching, removals, girdling, and chemical injections as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners. Implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; Manage grassland for grassland birds using BMPs; Manage wetlands including hardwood conifer swamp and relict conifer swamp and upland woodlands for State Threatened and Species of Special Concern using BMPs; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; manage white-tail deer to state-recommended population density with aerial or alternative surveys and managed and archery deer hunting programs and align program with updated Independence Township ordinances; Conduct comprehensive population control program for American Beaver and address structural repair issues; manage nuisance-level goose populations using the USDA Canada Goose Egg and Nest and Round-Up Permit Programs and in-house dog control as-needed

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Increase naturalized or no-mow plantings where possible; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NATURE CENTER: replace wood siding; replace lighting around building; continue with project to update nature center exhibits and create flexible, multi-purpose public space and event rental space

PARK ENTRANCES, ROADWAYS AND PARKING: Contact Station: Replace windows and clean up concrete around windows, install pay station, include structure within an overall plan to update/replace original 1970s structures; Schedule crack sealing of paved roads when warranted by condition of asphalt and to prevent further deterioration; plan to mill and cap the entrance road; maintain drains; Evaluate drainage of unpaved roads and parking lots and make adjustments; evaluate frequency of road grading and consider use of smaller equipment; implement accessibility upgrades

PAVILIONS, STAGES AND AMPHITHEATERS: Continue with Twin Chimneys accessibility improvements, replace canvas walls, paint building, treat moss buildup on roof; consider all picnic pavilion structures and restrooms within an overall plan to update/replace original 1970s structures; in the short-term continue to repair and refresh buildings as needed; develop a scheduled program of grill painting, maintenance and replacement; develop a plan for an overall update to the Cohn Amphitheater and Sensory Garden, replacing deteriorated components and upgrading accessibility; also consider potential for developing entirely new and updated concepts that would draw more daily visitors and families to the area; consider addition of nature-themed play area to complement nature center activities

TRAILS: Continue implementation of Independence Oaks Safety Path Project; develop plan for new access route to proposed area along Safety Path commemorating the Bailey Settlement; Maintain existing paved shared use paths with sealcoating and crack sealing; evaluate need and ecological feasibility for new shared use paths or hiking trails to connect north and south parts of the park internally; upgrade Lake Loop on west side of Crooked Lake to shared use path standard and allow bike use; Evaluate trails throughout entire park based on usage, accessibility, maintenance, and natural resource management concerns; Maintain 15-year structural inspection schedule for docks and boardwalks, scheduling replacements and removals as indicated; Review pedestrian access and make recommendations

Lyon Oaks

Park Location

Lyon Oaks County Park is a 1041-acre park in southwestern Oakland County in Lyon Township and the City of Wixom.

Park Contact Information

52221 Pontiac Trail

Wixom, MI 48393

Park Office: (248) 437-1488

Township and Range

T1N R7E Sections 1 and 12; T1N R8E Sections 6 and 7

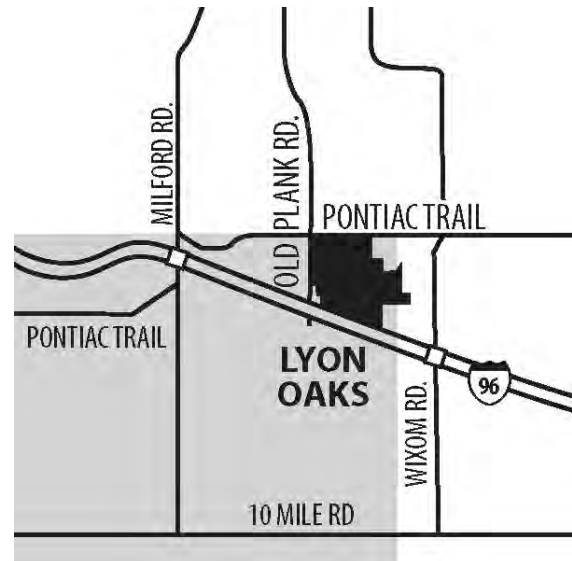


Figure O: Lyon Oaks aerial photograph



Figure P: Lyon Oaks trail map

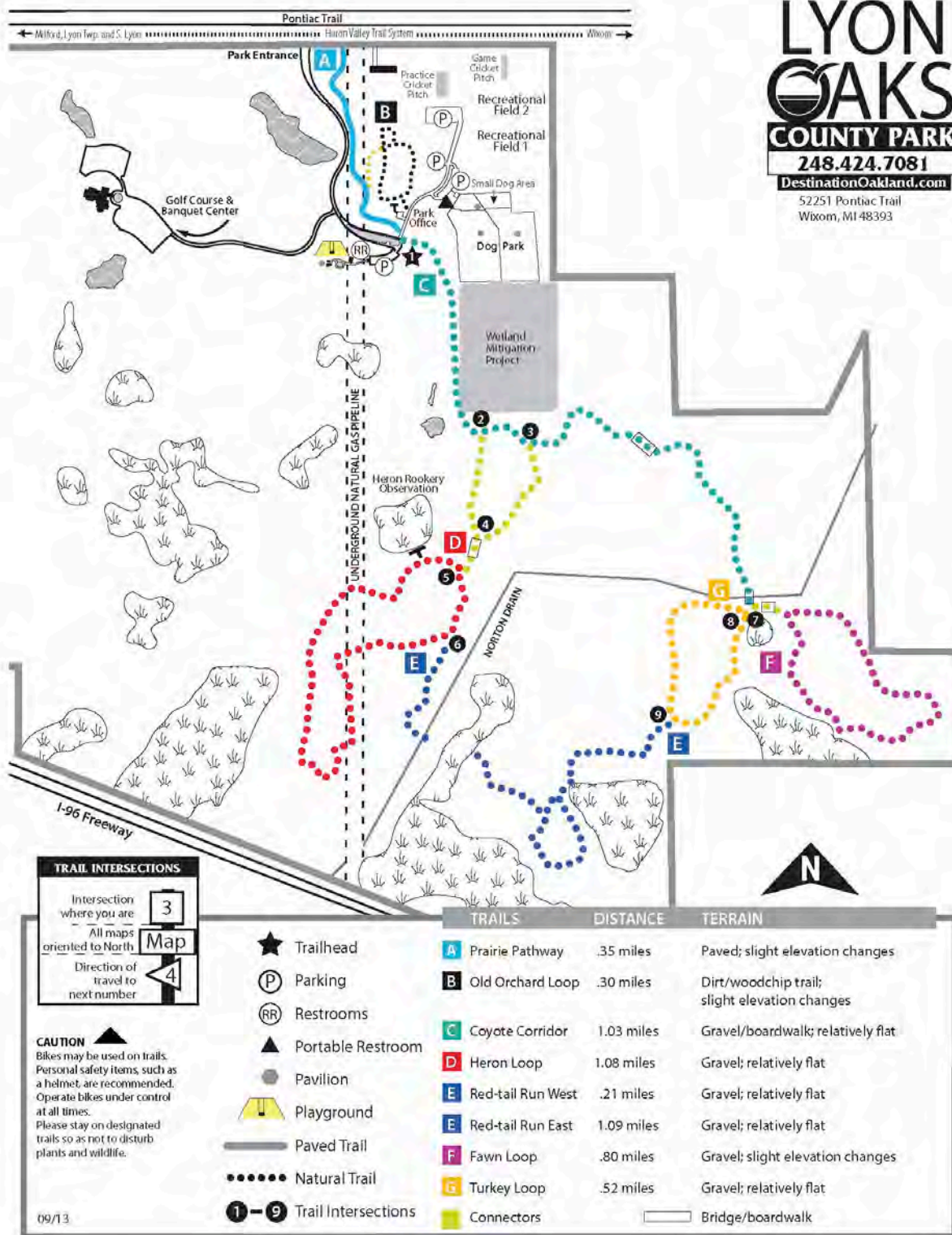


Figure Q: Lyon Oaks golf course layout



Park Resources and Activities

- Administration and maintenance facilities
 - Contact station and pay station for entrance to park and dog park
 - Golf course maintenance buildings (2) and yard (Old Plank)
 - Park maintenance building and yard (Pontiac Trail)
 - Park office at golf course pro shop
- Banquets, meetings and concessions
 - Lyon Oaks Conference Center
 - Lyon Oaks Grill Room
- Dog park
- Field sports
 - Cricket pitch and practice pitch
 - Soccer fields (2)
- Golf course
 - 18-hole course
 - Driving range
 - Pro shop
- Hunting and archery
 - Bow hunting access in season in designated hunting zone
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
- Stormwater compliance
- Horticulture
- Non-recreational features
 - Modular building (former nature center)
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas
- Organized programs and events
 - All Michigan Vendor Fair
 - Pet Vaccine Clinics
 - Sport Exchange
 - Try It Snow Days
 - Children's playground
- Parking entrance, roadways and parking
 - Main park entrance and entrance road (paved)
 - Golf course entrance road (paved)
 - Golf course parking lot north
 - Golf course parking lot south
 - Contact station booth (dog park, park and fields)
 - Park road (unpaved)
 - Dog park parking lot (unpaved)
 - Sports fields parking lot (unpaved)
 - Overflow sports fields parking lot (grass)

Oakland County Parks and Recreation Master Plan 2018-2022

- Wood's edge parking area
- Former nature center parking area
- Pavilions, stages and amphitheaters
 - Main dog park pavilion
 - Small dog park pavilion
 - Dog park pavilion east
 - Dog park pavilion west
 - Wood's Edge pavilion and restroom
- Play areas and structures
 - Wood's Edge playground
- Trails
 - Prairie pathway (paved)
 - Old Orchard loop (paved)
 - Coyote Corridor (unpaved)
 - Heron Loop (unpaved)
 - Red-Tail Run (unpaved)
 - Fawn Loop (unpaved)
- Turkey Loop (unpaved)
- Boardwalks and bridges
 - ◆ Coyote Corridor North boardwalk
 - ◆ Coyote Corridor South Boardwalk
 - ◆ West Connector Boardwalk
 - ◆ East Connector Boardwalk
 - ◆ Red-Tail Run Bridge
 - ◆ Red-Tail Run Boardwalk
- Connectors – a variety of rustic trails connect the above trails
- Vending and arcades
 - Vending machines
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Snow-shoeing

Grant History

Grant Number	Source	Year	Summary
TF89-003	Michigan Natural Resources Trust Fund, Acquisition	1989	Acquisition of 500 acres
TF91-026	Michigan Natural Resources Trust Fund, Acquisition	1991	Acquisition of 296 acres
TF93-037	Michigan Natural Resources Trust Fund, Acquisition	1993	Acquisition of 188 acres
TF96-026	Michigan Natural Resources Trust Fund, Acquisition	1996	Acquisition of 14 acres
TF10-098	Michigan Natural Resources Trust Fund, Development	2010	Natural Areas Accessibility Improvements: Lyon Oaks – pedestrian bridge (see also Highland and Red Oaks)

Park Statistics

Conference Center

Visits: 2014: 15,001; 2015: 12,797; 2016: 6,616

Cost recovery (target=150%): 2014: 46%; 2015: 43%; 2016: 30%

Golf

Visits: 2013: 35,554; 2014: 37,599; 2015: 39,126; 2016: 36,577

Cost recovery – combines tee times and merchandise sales (target=150%), driving range and equipment rental (target=125%): 2012: 82%; 2013: 81%; 2013: 98%; 2014: 95%; 2015: 95%; 2016: 90%

Day use and dog park

Visits: 2013: 105,408, 2014: 89,280, 2015: 113,431; 2016: 124,763

Cost recovery (target=5%): 2014: not calculated; 2015: 41%; 2016: 36%

Facility Rentals (fields and pavilions)

Cost recovery (target=150%): 2013: 69%, 2014: 81%; 2016: 84%

Merchandise resale

Cost recovery (target=150%): 2012: 125%, 2013: 153%, 2014: 137%; no merchandise sales in 2016

10-Year Park Vision

- The natural features of Lyon Oaks are maintained and enhanced and are an integral part of the Lyon Oaks experience

- Implementation of a long-term golf strategy and design update has adapted the Golf Course to meet the needs of current-day golfers and provided a rich selection of golf experiences focused on the next generation of golfers
- The Dog Park is a rich environment for visitors and their dogs to spend quality time together dog licensure requirements are understood and accepted by Dog Park visitors and have helped to increase the number of licensed dogs in Oakland County
- Implementation of customer service and marketing strategies for the Conference Center, developed collaboratively with the contracted vendor, have enhanced the customer's experience and increased the number and variety of scheduled events
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences and facilities
- Updates at Lyon Oaks are consistent with the terms of conservation easements held by Michigan Department of Natural Resources and Michigan Department of Environmental Quality and in compliance with Michigan Natural Resources Trust Fund project agreements
- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Improve network connectivity for more efficient use of RecTrac.

DOG PARK: Consider addition of permanent restrooms to serve both the dog park and sports fields; septic field from former nature center is available; locate next to small dog park and dog park parking lot

GOLF COURSE: Continue to work with emergency responders to plan for emergency access; consider installing Driving Range targets that give feedback and guidance on skill levels; consider development of a year-round driving range/ golf simulator and establishment of a golf academy

NATURAL RESOURCE MANAGEMENT:

Freshwater stewardship: Reference the Huron River Watershed Council's Norton Creek Watershed Management Plan; consult with HRWC staff regarding recommended water quality improvement management actions that pertain to Lyon Oaks; incorporate restoration recommendations from the HRWC Norton Creek Watershed Management Plan; approach WRC to explore future potential options for drain channel repairs and/ or naturalization project(s); evaluate golf course spraying and fertilizing practices; Evaluate current status of native buffer strips; implement BMPs to prevent non-point source pollution; map and evaluate stream bank erosion along Norton Creek and tributaries; generate a prioritized list of stream restoration projects and explore grant funding opportunities with watershed partners and WRC; map and document existing vernal pools as part of a pilot citizen science program;

evaluate potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects; receive and review reports on the long-term monitoring wells installed by Ford Motor Company for compliance and pollution containment at the park's SE boundary; continue to manage Michigan Department of Environmental Quality wetland mitigation restoration with Continue to manage with prescribed fire and invasive species control; continue to review proposed major maintenance and CIP projects against the provisions of our MDNR Wetland Conservation Easement Agreement; control aquatic invasive species and conduct long-term water quality monitoring.

Natural areas stewardship Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the release of invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitat and regulated wetland easement extents; continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; restoration through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity

Forestry management Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory for Lyon Oaks; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; assist with oak wilt response including trenching, removals, girdling, and chemical injections as needed; work with golf course staff to develop a strategy for woody debris management at the park as needed; work with NR staff to identify areas for maple thinning according to understory natural community restoration goals

Wildlife management Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners; implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; evaluate alternative uses for built platforms; remove heron rookery signage; management of white-tail deer to state-recommended population density with aerial or alternative surveys and archery deer hunting program; management of nuisance-level goose populations; evaluate potential for implementing controlled goose hunts in the future; continue to work with RPS staff to evaluate the ongoing implementation of citizen science programs at Lyon Oaks. Collect and file any data derived from volunteer survey work; implement data findings into adaptive restoration management for the park

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Map current no mow area extents; evaluate water quality management efficacy – augment buffer widths as necessary; evaluate plant community composition. Implement invasive control and

native species introductions, such as low-growing grasses and forbs where feasible; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NON-RECREATIONAL FEATURES: Keep modular building (former nature center) in current location until a permanent contact station (see below) is installed and restrooms available to staff; plan for removal or repurposing

PARK ENTRANCES, ROADWAYS AND PARKING: Evaluate park signage on I-96; replace main entrance drive and golf entrance drive including new design for shoulders and installation of gate for golf drive; replace both golf course north and south parking lots; Design and construct permanent structure Contact Station – consider security for a safe, network access for RecTrac use, golf cart for staff to move around, and restroom; improve management of dog park parking lot grading, swales and storm lines – consider future paved parking lot; convert overflow sports fields parking lot to gravel parking area;

SPORTS FIELDS: Consider permanent restrooms – see DOG PARK; continue to maintain soccer fields, replace nets; plan for a longer-term solution for higher quality cricket turf

Orion Oaks

Park Location

Orion Oaks County Park is a 916-acre park located in northeastern Oakland County in Orion Charter Township.

Park Contact Information

2301 Clarkston Road

Orion, MI 48362

Park Office: (248) 625-0877

Township and Range

T4N R10E, Sections 16, 17, 18, 20 and 21

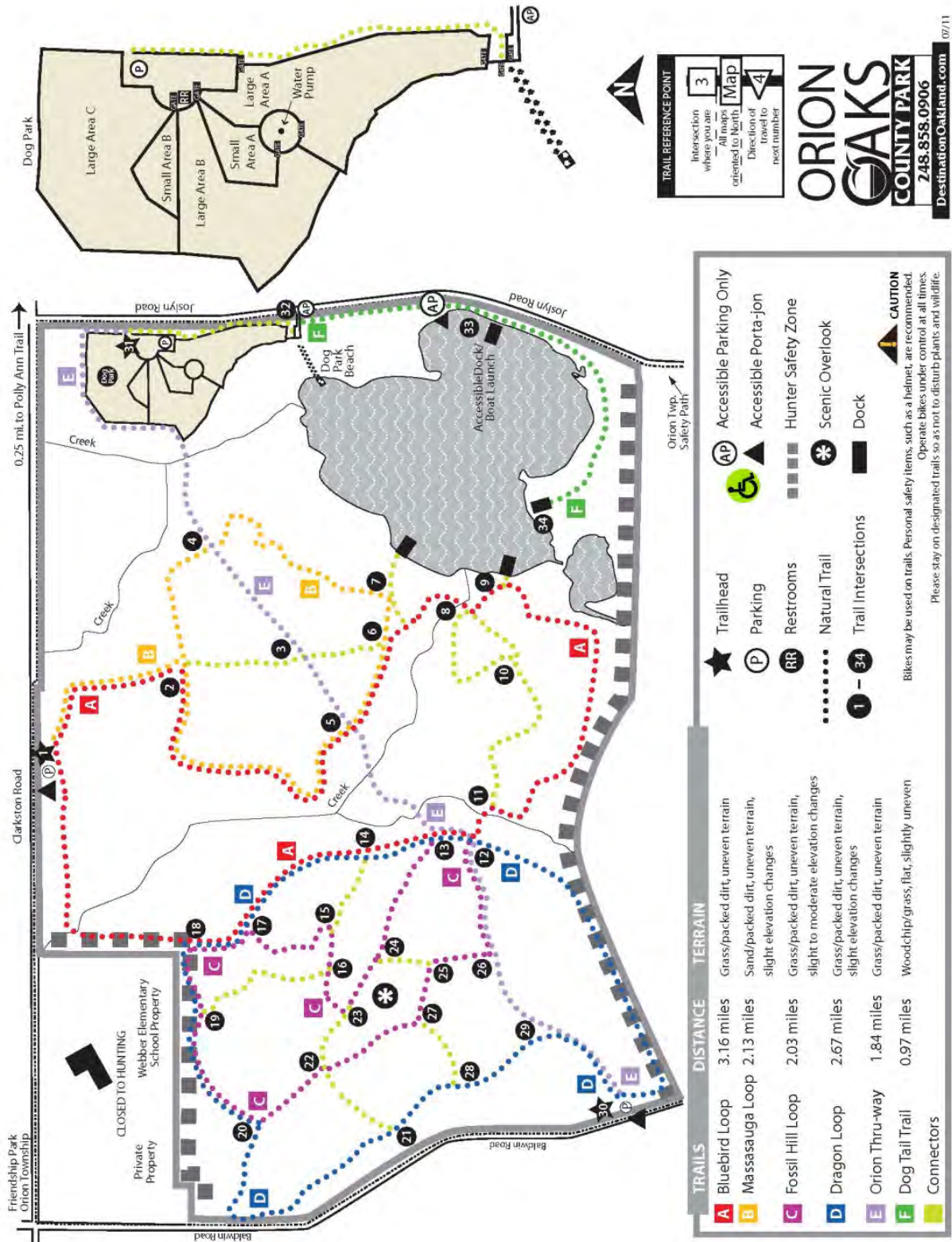


Figure R: Orion Oaks aerial photograph



8 PARKS AND FACILITIES
Orion Oaks County Park

Figure S: Orion Oaks trail map



Park Resources and Activities

- Administration and maintenance
 - Maintenance yard
 - Park office at Dog Park
- Boating and fishing
 - Canoe and kayak access
 - Fishing docks and piers
- Dog park
 - Dog park
 - Dog swimming dock
- Hunting and archery
 - Bow hunting access in season in designated hunting zone
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Organized programs and events
 - Pet Vaccine Clinics
- Pavilions, stages and amphitheaters
 - Dog park pavilion (on-leash area)
- Trails
 - Bluebird Loop (unpaved)
 - Massasauga Loop (unpaved)
 - Fossil Hill Loop (unpaved)
 - Dragon Loop (unpaved)
 - Orion Thru-Way (unpaved)
 - Boardwalks and bridges
 - ◆ Bluebird Loop boardwalk
 - ◆ Bluebird Loop north bridge
 - ◆ Bluebird Loop south bridge
 - Connectors – a variety of rustic trails connect the above trails
- Vending and arcades
 - Vending machines
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Ice-fishing
 - Ice-skating

Grant History

Grant Number	Source	Year	Summary
26-01099	Land and Water Conservation Fund, Acquisition	1980	Acquisition of 916 acres

Park Statistics

Day use and dog park

Visits: 2013: 156,929, 2014 & 2015 not available due to broken counters; 2016: 100,846

Cost recovery (target=5%): 2013: 87%, 2014: 55%; 2016: 69%

10-Year Park Vision

- The natural features of Orion Oaks are maintained and enhanced and are an integral part of the Orion Oaks experience
- The Dog Park is a rich environment for visitors and their dogs to spend quality time together
- Dog licensure requirements are understood and accepted by Dog Park visitors and have helped to increase the number of licensed dogs in Oakland County
- Accessible shared use paths have been developed that connect the park between its major access points and to the Orion Township safety path that borders the park
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences and facilities
- Lake access is improved and promoted
- In addition to being a popular dog park, Orion Oaks is well-known as a great place to experience nature on its trails and on Lake 16
- Improvements to maintenance facilities have increased staff efficiency in managing the natural and built resources in the park

- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Evaluate fenceline along boundary south of Lake 16 for potential encroachment issues (mowing and dumping yard waste); develop design concepts for Maintenance Yard and Maintenance Buildings, consider a phased project using pole barn and/or shipping containers; develop plan to upgrade from portable toilets to vault toilet system, compare costs/benefits of various alternatives; plan to integrate sales of dog licenses into RecTrac system; evaluate feasibility of key fob entry system

BOATING AND FISHING: Monitor condition of fishing piers and plan for replacements as needed; improve or replace concrete ramp at boat launch

DOG PARK: Continue dog license enforcement and continue to build public understanding of the requirement and why it is in place; In the Dog Park Office, create a service window that opens on the vending area to better serve patrons when weather is inclement; continue to improve dog enclosure surfaces and to maintain fencing; create more shade in the dog enclosures – temporary tents followed by permanent pavilion structures; evaluate drainage issues and ice/snow management on sidewalks (on-leash areas); replace dog swim dock; work with Natural Resources Management to select appropriate site and necessary permits to establish a dog wading area for dogs that are not comfortable jumping into deeper water; Continue to evaluate optimal capacity at Dog Park – if expansions are proposed, base concepts on providing the best experience for dogs and owners and not necessarily just to increase visitor numbers

NATURAL RESOURCE MANAGEMENT:

Freshwater stewardship: Install fencing to keep dogs from natural springs in park; prevent release of aquatic invasive species along roadway; control aquatic invasive species and conduct long-term water quality monitoring; continued evaluation and treatment of aquatic invasives in Lake Sixteen by contractor; map and document existing vernal pools as part of a pilot citizen science program in partnership with MSUE Conservation Stewards Program and MNFI. Evaluate potential for conducting annual or biennial vernal pool monitoring program. Identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats; continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; continue with incineration, as an alternative of spreading; restoration through prescribed fire, invasive plant removal and native plant

seeding; Develop long-term management plan with goals for quality and species diversity; repair fencelines to prevent dumping of yard waste from adjacent properties; develop long-term management plan with goals for quality and species diversity; restoration through prescribed fire, invasive plant removal and native plant seeding

Forestry management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to help with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; assist with contractor quotes and removal work at the park; monitor for oak wilt (specifically on Baldwin Road property) and other forest pests/diseases and strategize landmark tree protection within the park; work with staff to develop a strategy for woody debris management at the park as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees; promote control through selective harvest, prescribed fire; develop removal plan for Eurasian scotch and Austrian pines

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners; implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; management of white-tail deer to state-recommended population density with aerial or alternative surveys and archery deer hunting program; management of nuisance-level goose populations; grassland habitat restoration (manual control of woody species, prescribed fire, prairie species seeding) and (bluebird) nest box volunteer program; monitor dam and lodge building

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

PARK ENTRANCES, ROADWAYS AND PARKING: Evaluate park signage at all entrances and plan to update per OCPD sign standards; Develop a long-term parking/traffic plan for the Dog Park that increases capacity and provides separate entry and exit, working with Road Commission of Oakland County to plan for safe ingress/egress and planning for an automatic opening exit gate; evaluate Clarkston Road parking lot for drainage issues

TRAILS: Using existing trail routes as a starting point, design and construct accessible aggregate shared-use paths that connect Baldwin Road and the Dog Park entrance

Red Oaks

Park Location

Red Oaks County Park is a 141-acre park located in southeastern Oakland County in the City of Madison Heights. The approximately 1.6-mile long park consists of 3 distinct areas that are separated by major roadways. The Dog Park and Waterpark comprise the northernmost area and are located on the north side of 13 Mile Road. The Golf Course and the Nature Center and Suarez Woods area are located on the south side of 13 Mile Road and are separated by residential streets. The Youth Soccer Complex is located on the west side of John R Road and the south side of 13 Mile Road.



Park Address and Contact Information

- Dog Park: 31353 Dequindre
- Golf Course: 29600 John R; 248-541-5030
- Nature Center: 30300 Hales; 248-585-0100
- Soccer Complex: 29601 John R
- Waterpark: 1455 East 13-Mile; 248-858-0918

Township and Range

T1N R11E, Sections 1 (SE ¼), 11 (SE ¼), and 12 (N ½)

Figure T: Red Oaks aerial photograph

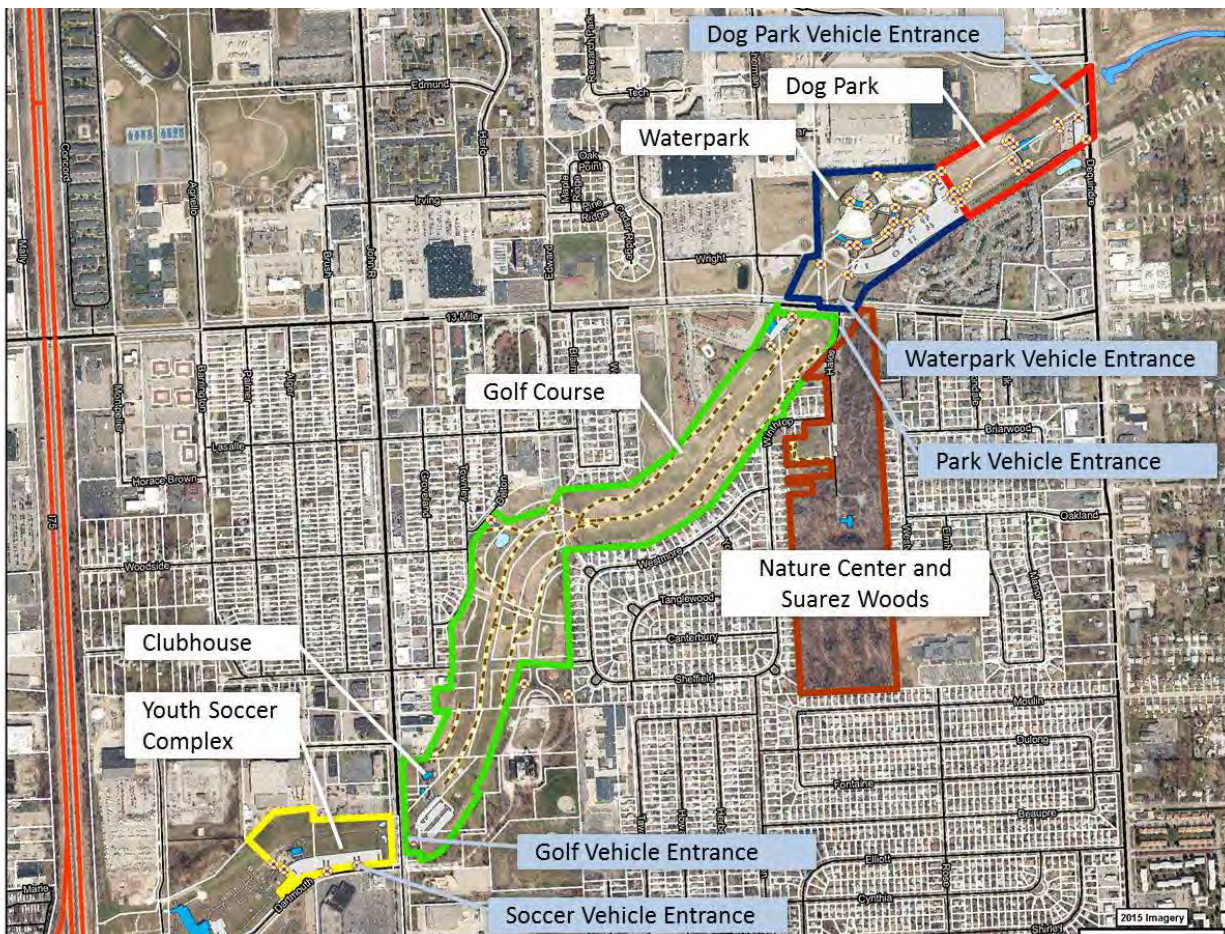
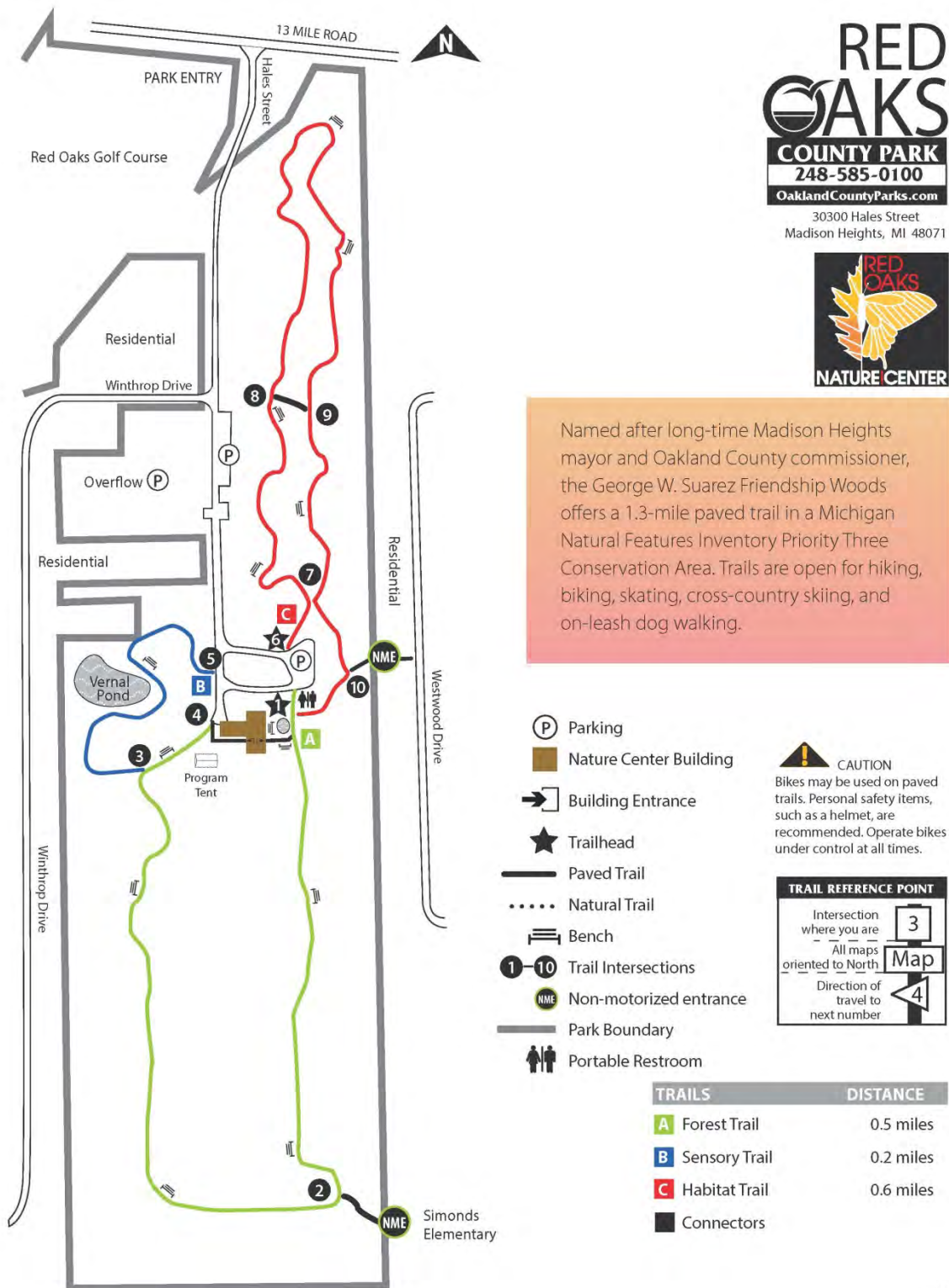


Figure U: Red Oaks nature center trail map



06/17

8 PARKS AND FACILITIES
Red Oaks County Park

Figure V: Red Oaks dog park map

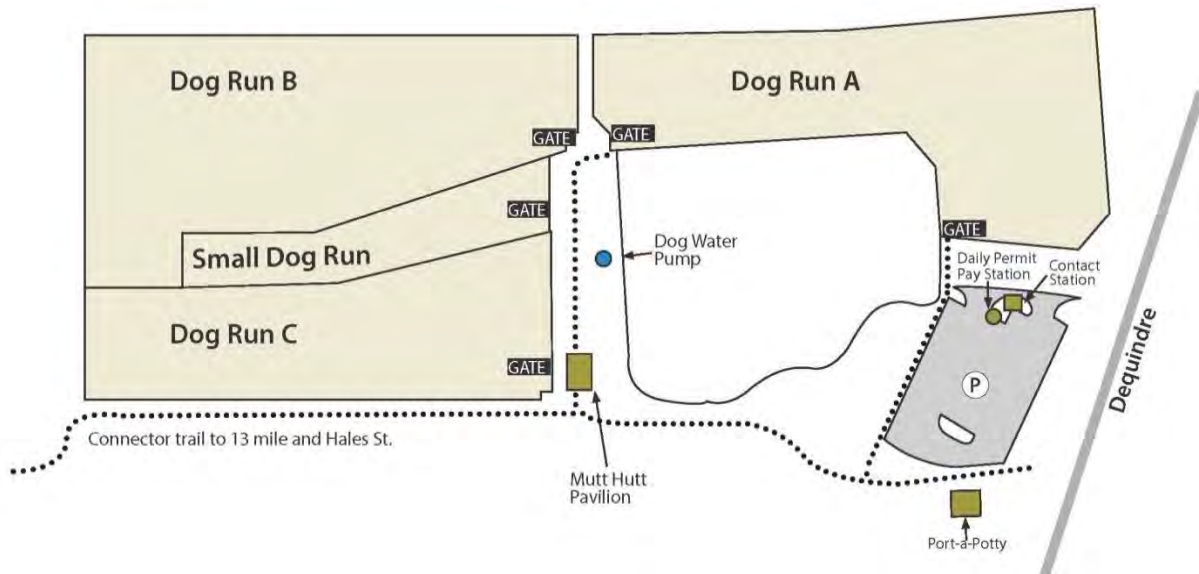


Figure W: Red Oaks waterpark map

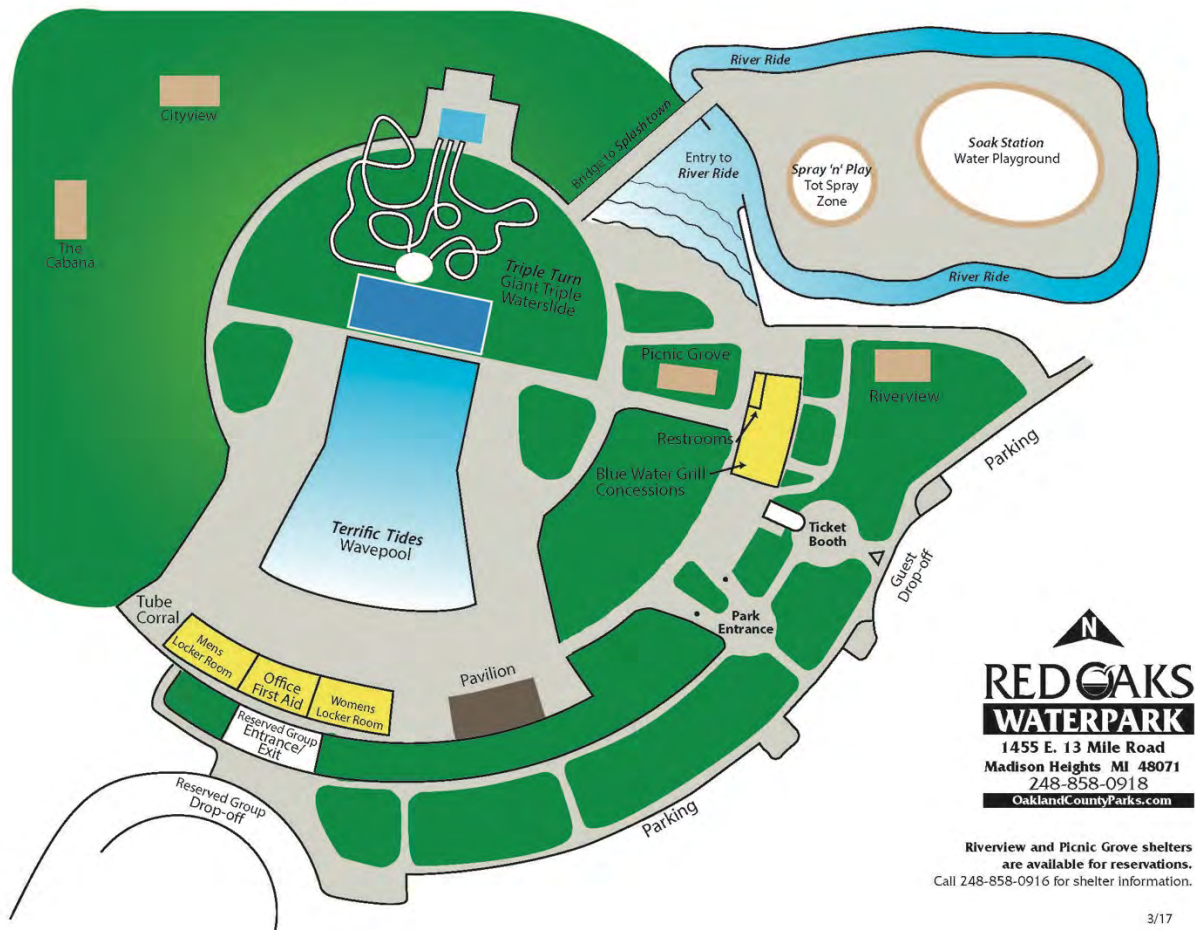
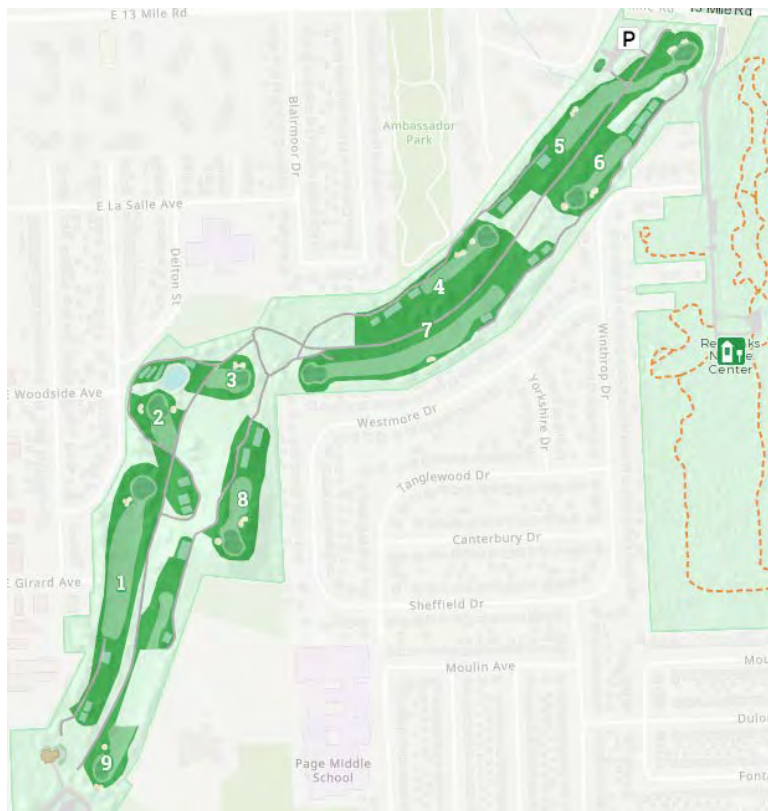


Figure X: Red Oaks golf course layout



Park Resources and Activities

- Administration and maintenance
 - Golf course maintenance building and yard
 - Staff office and work space at Nature Center and Waterpark
 - Waterpark maintenance building and yard
- Banquets, meetings and concessions
 - Golf course clubhouse meeting space
 - Nature center meeting space
- Dog park
 - 4 off-leash dog enclosures
- Field sports
 - Youth Soccer Complex soccer fields (6)
- Golf
 - 9-hole golf course
 - 9-hole foot golf course
 - On-course restroom
 - Pro Shop
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
- Stormwater compliance
- Horticulture
- Nature centers
 - Red Oaks Nature Center
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas
- Organized programs and events
 - River Walk
 - Butterfly Parade
 - Dog Swim
 - Trick or Trees
 - Hometown Harvest
 - Try It Snow Days
 - Pet Vaccine Clinics
- Pavilions, stages and amphitheaters
 - Dog Park pavilion
 - Youth Soccer Complex pavilion
- Play areas and structures
 - Youth Soccer Complex playground
 - Waterpark features: swimming pool, water slides, water play structure
- Trails

8 PARKS AND FACILITIES

Red Oaks County Park

- Red Oaks Connector Trail (paved) connects Dog Park and Waterpark
- Golf Course pathway (paved and fenced) connecting neighborhoods on both sides
- Nature Center trails
 - ◆ Forest Trail
 - ◆ Habitat Trail
 - ◆ Sensory Trail
- Nature Center boardwalks and bridges
 - ◆ Habitat Trail bridge
- Nature Center connectors to schools and neighborhoods
 - Vending and arcades
 - Vending machines
 - Waterparks and spray parks
 - Red Oaks Waterpark
 - Winter activities
 - Cross-country skiing on un-groomed areas at golf course and nature center

Grant History

Grant Number	Source	Year	Summary
TF10-098	Michigan Natural Resources Trust Fund, Development	2010	Natural Areas Accessibility Improvements: Red Oaks – connector trail (see also Lyon and Red Oaks)

Park Statistics

Dog park

Visits: 2013: 44,791, 2014: 42,496, 2015: not available; 2016: 58,213

Cost recovery (target=5%): 2013: 45%, 2014: 49%; 2015: 63%; 2016: 59%

Golf

Visits: 2013: 19,435, 2014: 17,246, 2015: 19,596; 2016: 19,384

Cost recovery – combines tee times (target=150%), golf programs (target=100%) and equipment rental (target=125%): 2012: 58%, 2013: 39%, 2014: 43%, 2015: 53%; 2016: 51%

Day use and nature center

participation: 2014: 68,400, 2015: 65,030; 2016: 62,282 (11 months of data due to broken vehicle counter)

Day use and nature center cost recovery – combines day use (target=5%) and nature center (target=75%): 2012: 35%, 2013: 37%, 2014: 40%; 2015: 36%; 2016: 24%

10-Year Park Vision

INTERRELATIONSHIP WITH GEORGE W. KUHN (GWK) DRAIN FACILITY:

- Red Oaks' facilities are planned and operated in a manner that minimize costs and interruptions from maintenance and periodic updates to GWK
- Scheduled major GWK update and subsequent restoration has provided an opportunity to re-evaluate and adjust facility types and operations at Red Oaks

DIVERSIFICATION OF RECREATIONAL OPPORTUNITIES AND NEW OPERATIONS CENTER:

- Supported by public engagement and recreational trends, recreational opportunities at the Golf Course and the Dog Park have been adjusted and diversified
- Through adjustment to existing facilities, an operations center has been created that meets the maintenance and operational needs of the park and has sufficient parking, storage, work space, staff offices (except for Nature Center staff) and meeting space

PRIORITIZED WATERPARK INVESTMENTS:

1. MAINTENANCE AND SAFETY: Sufficient financial investment, supported by public engagement, has been made in the Waterpark to ensure that aging and outdated equipment is maintained or replaced and the facility remains viable and safe for the public

Oakland County Parks and Recreation Master Plan 2018-2022

2. **PARKING CAPACITY:** By adjusting the size and/or location of the Dog Park, Waterpark parking capacity has been increased, which has increased customer satisfaction (i.e. guests are not being turned away) and increased staff effectiveness and ability to operate at the optimal capacity
3. **EXPANSION OF WATERPARK:** Expansion of Waterpark depends on future acquisition of land and plans for expansion include provision for additional parking, traffic flow, and pedestrian safety

NATURE CENTER OPERATION:

- The Nature Center houses is focused on nature education and its operation is the optimal size to best serve the needs of families and communities in southeast Oakland County
- Improvements to access, parking and flow for vehicles, buses and pedestrians have enhanced delivery of services at the Nature Center

OVERALL IMPROVEMENTS TO RED OAKS:

- Accessibility is enhanced throughout the park and the park is well-known for barrier free experiences
- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Alternative Uses: Alternative uses need to be explored as part of an overall design review for entire park; Develop design concepts for the Golf Course, Dog Park and Waterpark that solve Waterpark parking issues, diversify types of recreational opportunities, provide a centrally located operations center for the entire park, and minimize costs and interruptions from future George W. Kuhn Drain updates

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Maintain communication with Oakland County Water Resources Commission regarding the George W. Kuhn Drain, forecast timelines and actions for drain improvements; incorporate any planned changes at the Golf Course into the restoration following drain improvements; Maintenance building, yard, and parking lot (located at north end of Golf Course) does not meet need for current park operation and entrance is too short for safe entrance and exit of delivery trucks – develop concepts to expand building and redesign yard to meet staffing, work space, equipment storage and traffic flow needs and also free up valuable space in the Nature Center; replace Waterpark fencelines as needed; explore costs and benefits of automated gates on timers at Nature Center and Dog Park; manage Golf Course landscape debris storage site to comply with city code, contracting for tub grinding and hauling as needed; Consider lighting and electrical improvements at the Waterpark to provide sufficient lighting for staff and security, to light potential expansion of parking areas, and to provide back-up power (generator) for 24-7 critical infrastructure (chlorination, filtration) during power outages; Upgrade digital security camera system at Waterpark and consider adding monitor of other

Red Oaks facilities; Replace Waterpark public address system; Upgrade network connectivity as part of system-wide upgrade

BANQUETS, MEETINGS AND CONCESSIONS: Develop concepts for remodeling Waterpark Concession building to meet current need, including updates to kitchen equipment, patron queuing area, outdoor service area, and adding space for retail items and a central food service hub for concession carts;

DOG PARK: Future concepts for Dog Park will be incorporated into long-term planning for Red Oaks and its facilities; Surface is poorly suited for current use, without irrigation, it is difficult to cultivate grass - evaluate solutions for dog park surface

FIELD SPORTS: Continue to mow fields and maintain signage per agreement with Madison Heights; periodically evaluate agreement and long-term involvement in facility

GOLF COURSE: Review course layout related to potential alternative uses; Revisit storm-water reclamation project to decrease utility cost, evaluating costs/benefits (utility costs, depreciation costs, etc.); Evaluate tunnel based on potential alternate uses for Golf Course and work with local partners to identify need for pathway and potential cost share

NATURAL RESOURCE MANAGEMENT

Freshwater stewardship: Map and document vernal pools using citizen science monitoring program. Evaluate potential impacts that the current City of Madison Height mosquito control program may have on vernal pool water quality and ability to support invertebrate and herpetofauna populations; continue to monitor for high priority aquatic invasive species and develop response plans.

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats; continue to focus invasive species control efforts of staff and volunteers on the higher quality south woodlot. Continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; evaluate options for restoring the north half of the property to native grassland; determine economic and staffing resources necessary to pursue this restoration option; restoration through prescribed fire, invasive plant removal and native plant seeding. Develop long-term management plan with goals for quality and species diversity

Forestry management: Continue assistance with high priority hazardous tree removals around the park, concentrated in highest use zones including trees within fall distance of built infrastructure, trails, fencelines and neighboring property; monitor for oak wilt and strategize landmark tree protection within the park; continue to work with park staff and volunteers to identify and remove excessive amounts of downed woody debris from the forest floor with the goal of improving visual aesthetics while still maintaining wildlife habitat; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees; long-term management plan that determines the long-term goals for quality and species diversity; continue selective trimming of trees to prevent removal and/or relocation of trees to other sites; need for buffer is a consideration in Golf Course planning

Wildlife management: Investigate participation in Metro Detroit Nature Network bird migration treaty project; maintain best management practices for birds within woodland; continue to include Red Oaks in the bi-annual aerial survey for white-tailed deer to quantify the population. Revegetate with deer-resistant plantings if necessary

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Maintain best management practices on rain gardens at golf course parking; restore the dog park swale to native plant material or eco-turf; maintain extents of no-mow 'naturalized' acreage and begin to phase in native grasses and forbs to increase habitat value; maintain overall no-mow acreage and increase where possible with long-term goal of augmenting with low-growing native grasses such as little bluestem; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NATURE CENTER: Design an installation to replace exhibits and refresh exhibit room, including mobile exhibits incorporating newer technology for interpretive and educational value; Relocate park staff offices and work areas to a future operations center that is developed as part of an overall park re-design;

PARK ENTRANCES, ROADWAYS AND PARKING: Revisit plans to relocate Golf Course drive off the existing Madison Heights Senior Center driveway that uses the traffic light on John R and Dartmouth to create safer entrance and exit; Sealcoat and restripe Waterpark parking lot; Improve parking lot and entrance drive at the Red Oaks Nature Center to improve pedestrian and vehicle circulation for operations and programming, including additional parking, safer pedestrian routes, widening drive widths, and turning radii, storm water swales and lighting (design was done for updated parking lot in 2015 and bids received but contract was not awarded);

TRAILS: Continue to maintain and repair Nature Center trail system; Replace wooden bridge and culvert located at north end of Heritage Trail north; Explore ways to make the trails and natural areas in northern section better known to the public; Improve access from parking lot along Nature Center Drive to North Loop; resolve trail use/staff parking lot conflicts when parking lot improvements are made; Identify private gates into the Nature Center and plan to remove

WATERPARKS AND SPRAY PARKS: Develop long-term plan to address seasonal staffing issues; Update entrance signage; Collect data that will help with analysis of trends in waterpark closures because of parking and capacity issues; Implement plan for permanent conversion of dog runs to Waterpark parking, coordinating design with George W Kuhn Drain structural requirements; Remove former Waterpark entrance structure; Design and implement plan to expand Ticket Booth to increase number of ticket windows, increase interior space, and renovate interior; Add family restrooms to Bathhouse and plan for overall update to building to meet current needs and anticipate future needs; Strip and recoat Wavepool bottom; Continue phased Waterslide structure painting and rust repair project and plan for a scheduled program of future painting and structural updates; Install ADA-compliant stainless steel railing system at the zero-depth River Ride entrance; paint and repair River Ride surfaces and Kiddie Pool bottom; consider design of family restrooms in the children's area; implement scheduled replacement of filter sand and continue to update and rebuild pumps; replace roof on Waterpark Maintenance Building and plan for improvements to internal workflow and safe pedestrian traffic flow around building; develop a long-term timeline and concepts for a more complete future renovation of the Waterpark

Rose Oaks

Park Location

Rose Oaks County Park is a 640-acre park located in the northwest corner of Oakland County in Rose Township.

Park Contact Information

10400 Fish Lake Road

Holly, Michigan 48442

Park Office: (248) 858-0906

Township and Range

T4N R7E, Sections 9, 16, and 21

Figure Y: Rose Oaks aerial photograph

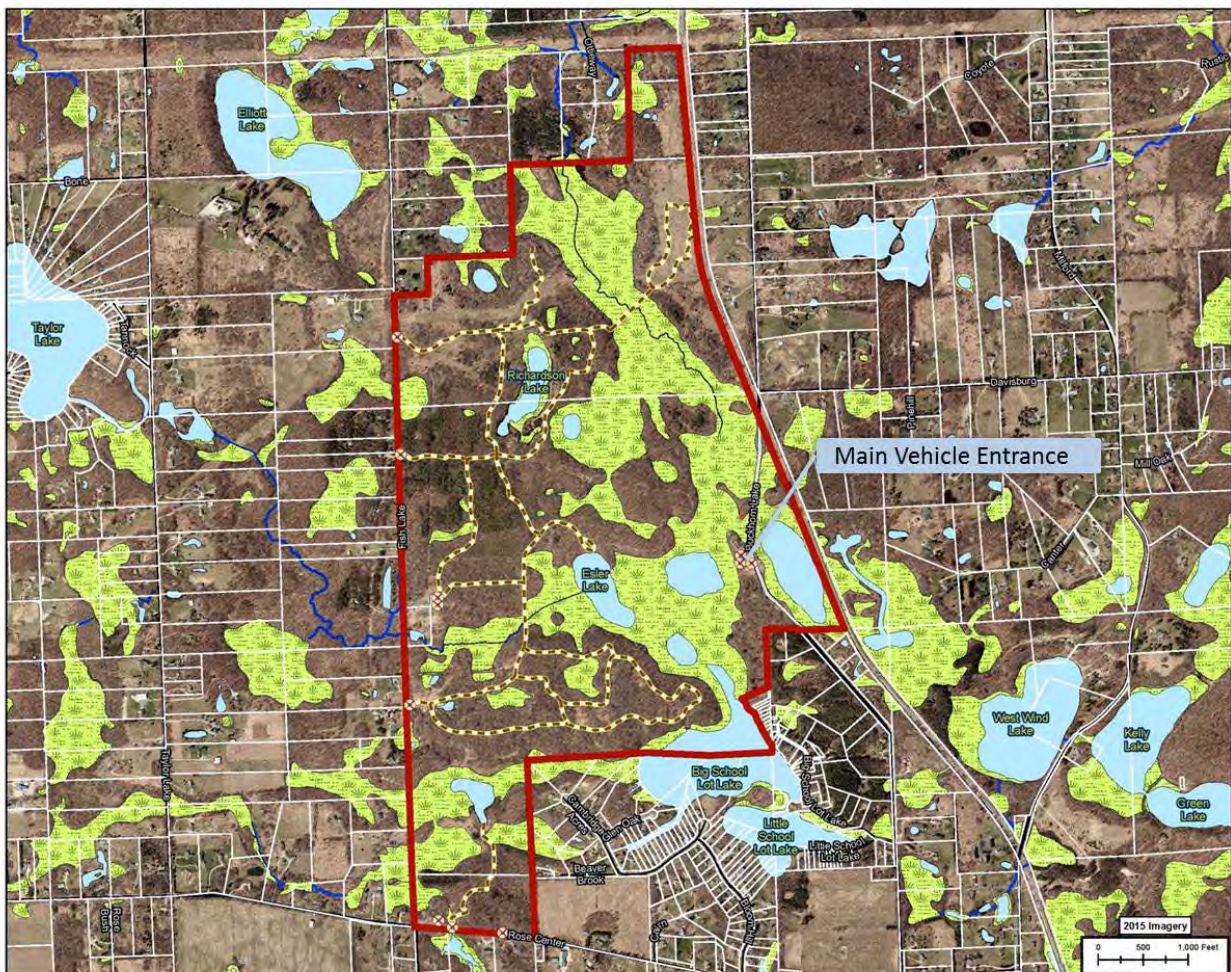
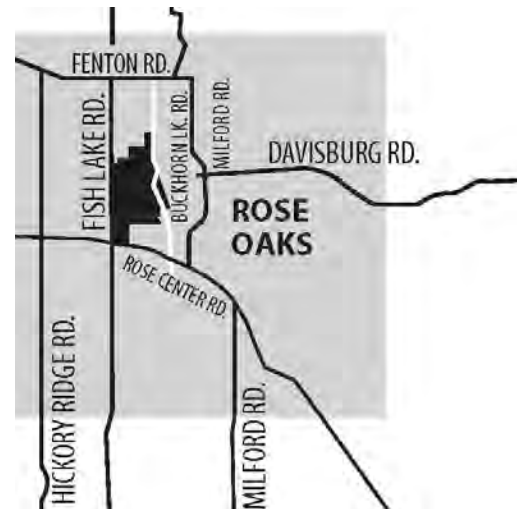
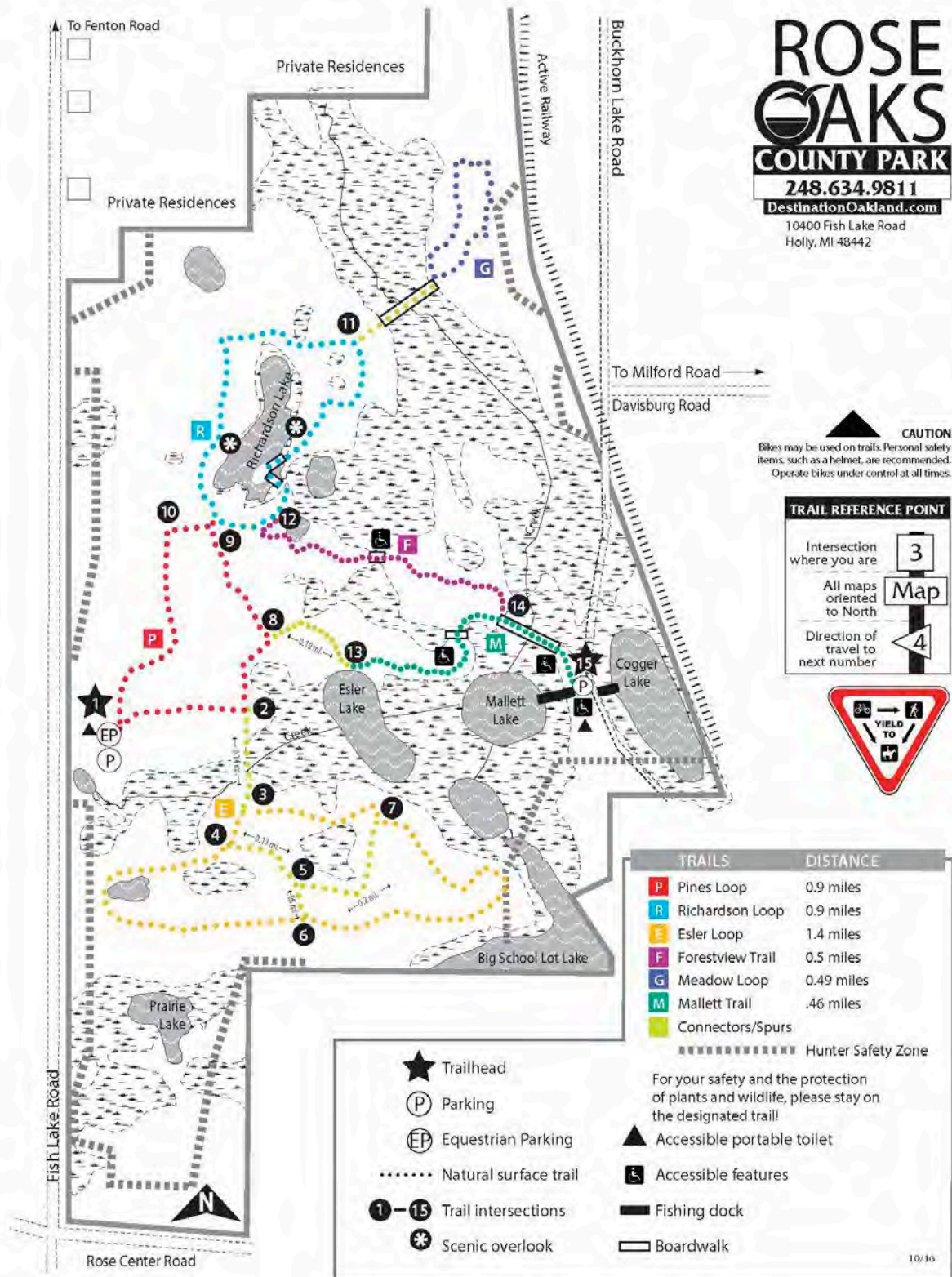


Figure Z: Rose Oaks trail map



Park Resources and Activities

- Administration and maintenance
 - Rose Oaks is serviced from maintenance facilities at Groveland Oaks
- Boating and fishing
 - Canoe and kayak access – boats must be carried in
- Equestrian activities
 - Equestrian trail riding
- Hunting and archery
 - Bow hunting access in season within designated hunting zone
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Trails
 - Esler Loop
 - Forestview Trail
 - Mallett Trail
 - Meadow Loop
 - Pines Loop
 - Richardson Loop
 - Boardwalks and bridges
 - ◆ Boardwalk connecting Richardson Loop and Meadow Loop
 - ◆ Forestview Trail Boardwalk
 - ◆ Mallet Trail west boardwalk
 - ◆ Mallett Trail east boardwalk
 - ◆ Richardson Loop north boardwalk
 - ◆ Richardson Loop south boardwalk
- Winter activities
 - Cross-country skiing on un-groomed areas

Grant History

Grant Number	Source	Year	Summary
TF91-024	Michigan Natural Resources Trust Fund, Acquisition	1991	Acquisition of 610 acres

Park Statistics

Day use

Visits: 2013: 12,841, 2014: 23,301, 2015: 28,049; 2016: 29,241

Cost recovery (target=5%): 2014: 2%, 2015: 5%; 2016: 4%

10-Year Park Vision

- Vision is under development

Park Concepts 2018-2027

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Develop Transition Plan; see Chapter 12, Objective 2 – Accessibility and Inclusion

ADMINISTRATION AND MAINTENANCE: Maintain farm fence, replacing as needed

NATURAL RESOURCES MANAGEMENT:

Freshwater stewardship: Map and document existing vernal pools as part of a pilot citizen science program; evaluate potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects; control aquatic invasive species and conduct long-term water quality monitoring.

Natural areas stewardship: Continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; assess the impacts of muskrats on purple

loosestrife spread and consider trapping in the future; restore natural communities through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity

Forestry management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to help with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; help with contractor quotes and removal work at the park; Monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; help with oak wilt response including trenching, removals, girdling, and chemical injections as needed; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners. Implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park for EMR, Blanding's turtle and other reptiles and amphibians; ensure habitat connectivity and travel corridors; management of white-tail deer to state-recommended population density with aerial or alternative surveys and archery deer hunting program; monitor beaver and muskrat populations and consider control methods based on negative impacts (including spread of purple loosestrife by muskrats)

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

TRAILS: Complete evaluation of north park loop development; evaluate potential for southern loop; evaluate connectivity with Highland Oaks

Springfield Oaks

Park Location

Springfield Oaks County Park is a 333-acre park located in the northwest quarter of Oakland County in Davisburg.

Park Contact Information

12450 and 12451 Andersonville Road
Davisburg, MI 48350-3083
Park Office: 248-858-0916
Pro Shop: 248-625-2540

Township and Range

Township T4N R8E, Sections 17 and 20



Figure AA: Springfield Oaks aerial photograph

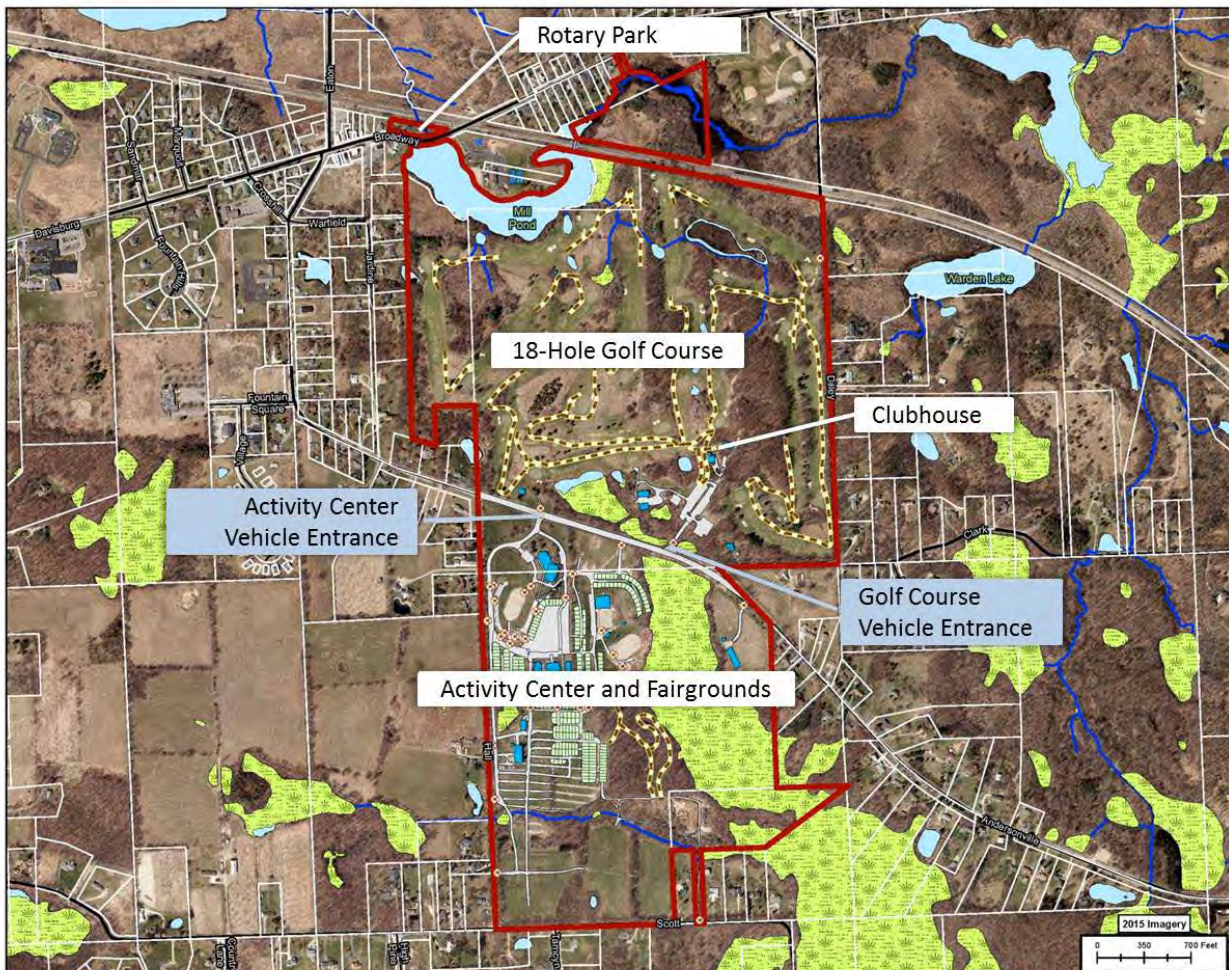


Figure BB: Springfield Oaks south park map

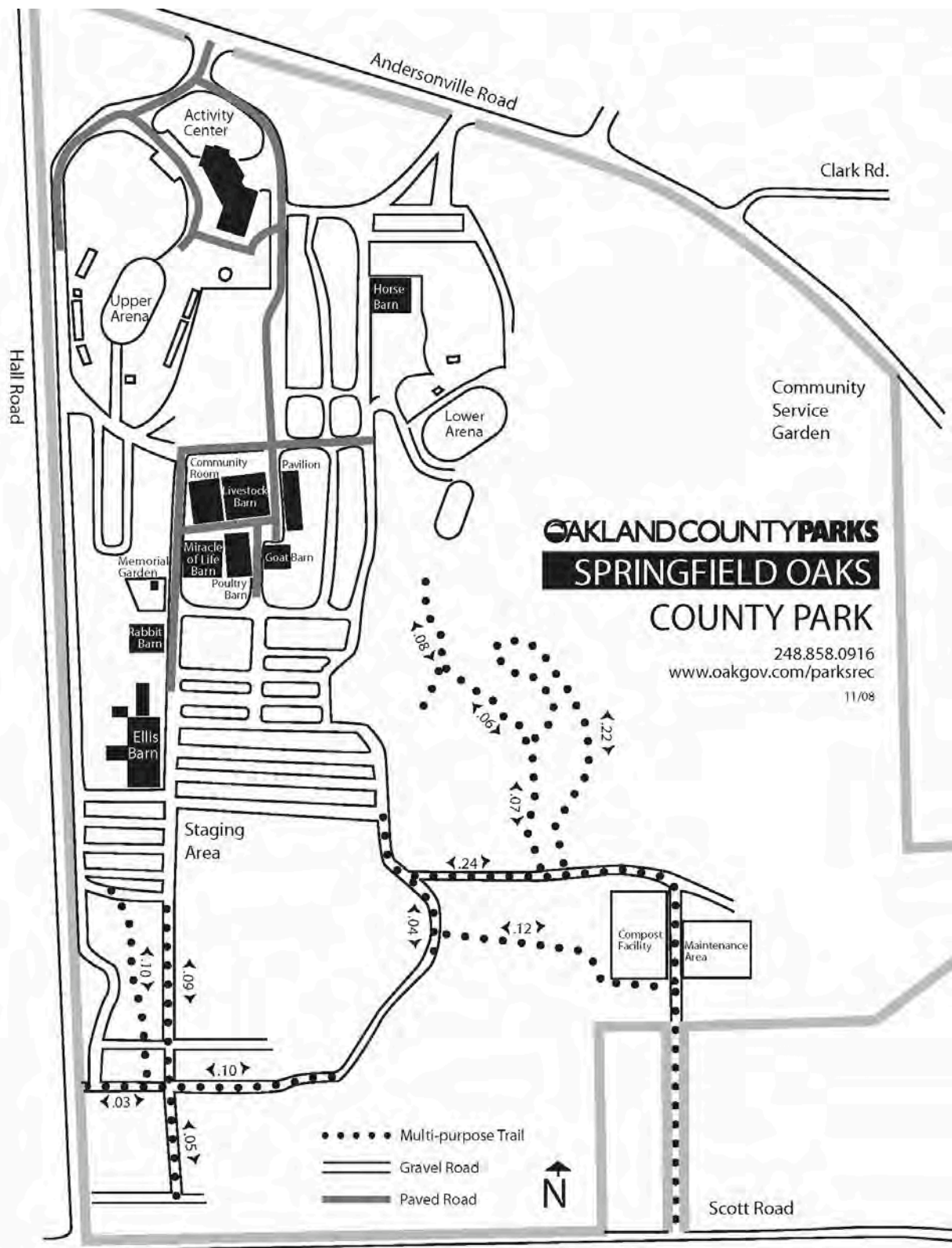


Figure CC: Springfield Oaks golf course layout



Park Resources and Activities

- Administration and maintenance
 - Golf course maintenance building and yard
 - Equipment storage at former greenhouse area
 - South park materials storage and composting
 - 4-H Fair Board office
- Banquets, meetings and concessions
 - Activity Center has 2 event areas for hosting weddings, gatherings, meetings, exhibitions and other events
 - Ellis Barn is a celebration and wedding venue
 - Springfield Oaks Roadhouse/Grill Room is in the Golf Course Clubhouse
- Camping
 - Event campsites
- Cultural and historic resources
 - Structures more than 50 years old
 - ◆ Davisburg Dam (1854/1950s)
 - ◆ Ellis Barn (1884/2006)
 - ◆ Davis House (c.1870)
- Equestrian facilities and activities
 - Horse Barn with stalls and tack rooms
 - Practice Arena
 - Lower Arena
- Fairs and expositions
 - Goat Barn
 - Poultry Barn
 - Livestock Barn
 - Miracle of Birth Barn
 - Rabbit Barn
 - Ellis Barn
 - Upper Arena
- Golf
 - 18-hole course
 - Pro shop
 - On-course restrooms
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Non-recreational features
 - Park house rented to private party

Oakland County Parks and Recreation Master Plan 2018-2022

- Organized programs and events
 - Barn Bash
 - Historical Tour
 - Michigan Antiques Festival
 - Oakland County Fair
 - Try It Snow Day
- Park entrances, roadways and parking
 - Golf Course entrance and parking lot (paved)
 - Golf Course overflow parking lot (paved)
 - Golf Course employee parking lot (unpaved)
 - Activity Center parking lot (paved)
 - Equestrian parking area (unpaved)
 - Fairgrounds roadways and parking lot (paved)
 - Fairgrounds overflow routes and parking areas (grass)
- Hall Road exit (unpaved)
- Scott Road maintenance entrance (unpaved)
- Former community service garden entrance and parking lot (unpaved)
- Pavilions, stages and amphitheaters
 - Fairground pavilion
 - Rotary Park pavilion
- Trails
 - Unpaved trails through woodlands on southeast part of property (south of Fairgrounds)
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Snow-shoeing
 - Winter hiking

Grant History

Grant Number	Source	Year	Summary
OSA-026	Open Space Grant Program	1966	Acquisition of 65 acres
26-00189	Land and Water Conservation Fund, Acquisition	1969	Acquisition of 610 acres
26-01068	Land and Water Conservation Fund, Acquisition	1979	Acquisition of 50 acres

Park Statistics

Oakland County Fair and facility rentals

Participation: 2014: 126,591; 2015: 159,046; 2016: 193,110

Cost recovery will be tracked beginning 2017

Grill Room/Roadhouse

Visit numbers will be tracked beginning 2017

Cost recovery: 2014: 30%; 2015: 13%; 2016: 8%

Golf Course

Visits: 2013: 29,905, 2014: 27,782, 2015: 31,052; 2016: 32,741

Cost recovery – combines tee times and merchandise sales (target=150%), equipment rental (target=125%) and golf clinics and programs (target=100%): 2012: 97%, 2013: 100%, 2014: 105%, 2015: 103%; 2016: 117%

10-Year Park Vision

- The natural features and rural atmosphere of Springfield Oaks are maintained and enhanced and are an integral part of the Springfield Oaks experience
- Implementation of a long-term golf strategy and design update has adapted the Golf Course to meet the needs of current-day golfers and provided a rich selection of golf experiences focused on the next generation of golfers
- The Activity Center, Fairgrounds and Ellis Barn are well-known destinations for a wide variety of public and private events
- Implementation of customer service and marketing strategies for the Roadhouse, developed collaboratively with the contracted vendor, have enhanced the customer's experience and increased the number of customers and scheduled events year-round

- Public access to the Davis House has increased and the house is managed according to best practices for publicly-owned historic resources
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences and facilities
- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

NEW CONCEPTS:

Archery facility and programs: Develop concepts for an archery center at the former community garden area, including a 3D archery range.

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Activity Center long-term planning: Commence long-term planning for Activity Center and need for significant upgrades; paint or reside structure; consider development of Grand Hall as a community recreation; consider updates to Carousel Hall and development of an overall wedding package; evaluate potential for acoustic improvements to both areas; evaluate need for upgrades to kitchen; consider all alternatives including removal of structure

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

Clubhouse area renovations: Develop a multi-year plan that coordinates and prioritizes improvements to the clubhouse exterior, grill room and pro shop and considers associated improvements to parking areas and access routes; consider the following improvements in the plan – replace building equipment as needed, replace windows, replace siding, construct deck, complete landscaping associated with deck, increase grill room food and beverage storage capacity, renovate bar area to improve function, assess circulation between grill room food prep areas and golf course annex, remove non-functional fireplace to improve circulation and increase capacity, update and modernize interior décor, update functionality of pro shop and improve flow for operation and security, assess restroom accessibility and improve as needed, assess access routes from parking and golf course to building and between component areas of clubhouse and incorporate improvements into planning, assess any changes in building capacity and/or function on requirements for parking and accessible parking, design site improvements to annex location to alleviate congestion

Golf maintenance and driving range concept: Develop long-term design concepts for current park house site and golf maintenance building sites: 1) convert park house site from a rental house, relocate and expand golf course maintenance area, relocate maintenance pole barns to site and use park house as office and work space; and 2) convert current golf maintenance area into a driving range

Rotary Park and Davisburg Dam: Evaluate long-term development of Rotary Park to make it accessible to persons of all abilities; In partnership with Springfield Township and Oakland County Water Resources

Commission, address Davisburg Dam's maintenance and structural issues, with the first step being an engineering study to identify and prioritize actions and solutions; Consider hydrology study to better understand dam and provide strategies to remove impacts to upstream and downstream habitats

ADMINISTRATION AND MAINTENANCE: Replace golf course chain link fence along Andersonville Road by Davis House; renovate golf course maintenance parking lot and install stormwater management; continue management of debris at materials storage yard in south park, coordinating with 4H to ensure continued good management; implement improvements to water quality in south park through a series of phased projects to improve water infrastructure – include water tower improvements, new wells to provide potable water, and infrastructure to move waste water for vendor booths to septic system; continue to monitor septic system and evaluate capacity related to any proposed increase in usage; manage stormwater at equestrian areas to eliminate washouts and erosion; replace failing culverts – priority at maintenance yard, golf course pump house and activity center; upgrade network connectivity at pro shop to increase point of sale functionality; replace greenhouse roof in former community garden area to facilitate its usage for storage of equipment

BANQUETS, MEETINGS AND CONCESSIONS: Commence long-term planning for Activity Center and need for significant upgrades; paint or reside structure; consider development of Grand Hall as a community recreation; consider updates to Carousel Hall and development of an overall wedding package; evaluate potential for acoustic improvements to both areas; evaluate need for upgrades to kitchen; consider all alternatives including removal of structure

CAMPING: Evaluate water lines to event campgrounds; develop a design for permanent restrooms and showers to replace existing modular structures that will serve both camping areas and Ellis Barn (relate to capacity of septic); consider improving quality of carnival worker camping area with electrical pedestals and screening from Andersonville Road

CULTURAL AND HISTORIC RESOURCES: Park has built assets that are more than 50 years old (Ellis Barn, Davis House, Davisburg Dam); See Chapter 12, Objective 6 – Cultural and Historic Resources for planning regarding managing these assets

GOLF COURSE: Expand cart barn to the west side, adding 20-25%; Evaluate entire golf course drainage system and plan improvements where culverts are failing and pooling and sinkholes have developed; continue phased replacement of irrigation system; adjust putting green to improve drainage, relocating as needed and considering adding a chipping area; consider adding a driving range (see Concepts involving multiple types of resources and activities/Golf maintenance and driving range concept)

FAIRS AND EXHIBITIONS: Phased removal and replacement of existing wood siding on the four barns with wood siding; evaluate condition of gutters; explore solutions for surfaces of main arena that would expand use of arena; install vertical lift in Ellis Barn to make second floor accessible; evaluate need for electrical improvements to Ellis Barn and implement as indicated; Ellis Barn due for painting in 2019

NATURAL RESOURCES MANAGEMENT:

Freshwater stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the release of aquatic invasive species; control aquatic invasive species and conduct long-term water quality monitoring; continue evaluation and treatment (chemical and mechanical) of Mill Pond by contractor in partnership with Springfield Township; continue annual chemical treatment of Quinlin Pond through term of agreement with adjacent landowner; thereafter, allow pond to undergo a natural succession process to emergent wetland; map and document existing vernal pools as part of a pilot citizen science program in partnership with MSUE Conservation Stewards Program and MNFI;

evaluate potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects; continue to manage Mill Pond prairie fen/wet mesic prairie complex with prescribed fire and invasive species control; coordinate restoration management within the broader context of significant lands of adjacency owned by Springfield Township and MDNR with emphasis on proactive management for the support of EMR and Poweshiek Skipperling in the area; ecological assessment of southern wetlands and headwaters stream complex and adjacent upland communities to identify restoration needs and recommended land management activities to facilitate long-term conservation of habitat and water quality provisions; continue annual monitoring of wetland complex north of railroad for invasives and restoration management needs; work with the OCPR Trails Team to evaluate potential for future access to facilitate land management and monitoring activities

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitats; continue to implement seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; track and monitor sensitive areas around Mill Pond for invasive species population, continue prescribed burns and manual control; monitor purple loosestrife biological control (*Galerucella* beetle introduction); concerted effort to control autumn olive and honeysuckle shrub layer ringing the site's woodlots using seasonally-timed mechanical and chemical control; continue with incineration of Christmas trees, as an alternative of spreading of chipped Christmas trees, to prevent spreading of invasives; restore natural communities through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity

Forestry management: Continue assistance with high priority hazardous tree removals around the park, concentrated in highest use zones; continue to help with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; help with contractor quotes and removal work at the park; monitor for oak wilt and strategize landmark tree protection within the park; help with oak wilt response including trenching, removals, girdling, and chemical injections as needed; work with golf course staff to identify and remove woody debris piles in woodlands that are degrading forest habitat; establish alternative sanitation practices for woody debris management at the site; implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native tree; assess potential impacts of current materials management area on adjacent forest habitat

Wildlife management: Continue to follow EMR Implementation Plan (EMRIP) and Certificate of Inclusion to Conservation Candidate Agreement (CCAA) with Assurances with state and federal partners. Implement land management BMP's as outlined in the MDNR CCAA/OC EMRIP; continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park for EMR, Blanding's turtle and other reptiles and amphibians, ensure habitat connectivity and travel corridors; management of white-tail deer to state-recommended population density with aerial or alternative surveys and archery deer hunting program; management of nuisance-level goose populations; continue monitoring little brown bat colonies in buildings and continue BMP control efforts; evaluate naturalized or no-mow program in golf course and continue grassland habitat restoration for grassland birds (manual control of woody species, prescribed fire, prairie species seeding); monitor beaver dam and lodge building

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Increase naturalized and no-mow areas where possible with long-term goal of augmenting with low-growing native grasses such as little bluestem; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NON-RECREATIONAL FEATURES: Maintain park house for the short-term, while considering long-term planning options; develop a landscape plan to increase attractiveness of Davis House external areas that could be used for outdoor weddings and photo opportunities; consider long-term concept to relocate Davis House to vicinity of Ellis Barn

PARK ENTRANCES, ROADWAYS AND PARKING: Replace asphalt pavement and storm sewer between existing fairground barns in partnership with Oakland County Fair Board; repair pavement at fairgrounds parking lot; improve equestrian park entrance and roadways

TRAILS: Evaluate existing trails for potential to upgrade selected trails to shared use path standard; consider identifying a fitness pathway around Fairgrounds parking lot with posted mileage (this route is used informally by people on a daily basis); evaluate potential equestrian connectivity of Ellis Barn with Rose Oaks

Waterford Oaks

Park Location

Waterford Oaks County Park is a 199-acre park located in the center of Oakland County in Waterford Township. Acreage includes the 13-acre Farmers Market area.

Park Contact Information

1702 Scott Lake Road (Main Park Entrance, Waterpark, BMX Track)

2800 Watkins Lake Road (Activity Center and Administrative Complex)

2350 Pontiac Lake Road (Farmers Market)

248-858-0906 (Administration)

248-858-0918 (Waterpark)

248-858-0916 (Activity Center)

248-858-5495 (Farmers Market)

248-858-0915 (BMX Track)



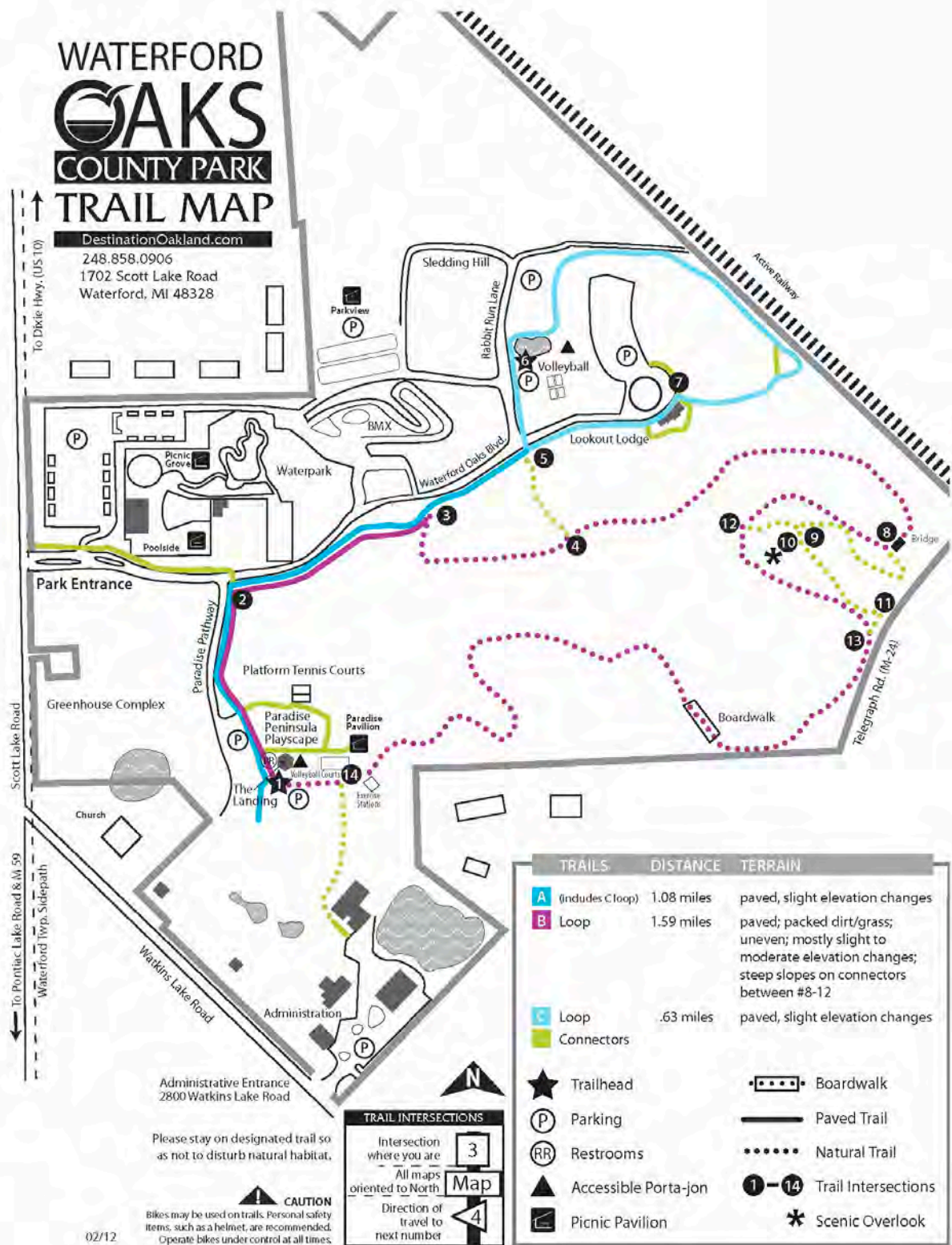
Township and Range

T3N R9E, Sections 13 (west ½ and southeast ¼) and 24 (northwest ¼)

Figure DD: Waterford Oaks aerial photograph



Figure EE: Waterford Oaks trail map



8 PARKS AND FACILITIES
Waterford Oaks County Park

Figure FF: Waterford Oaks waterpark map

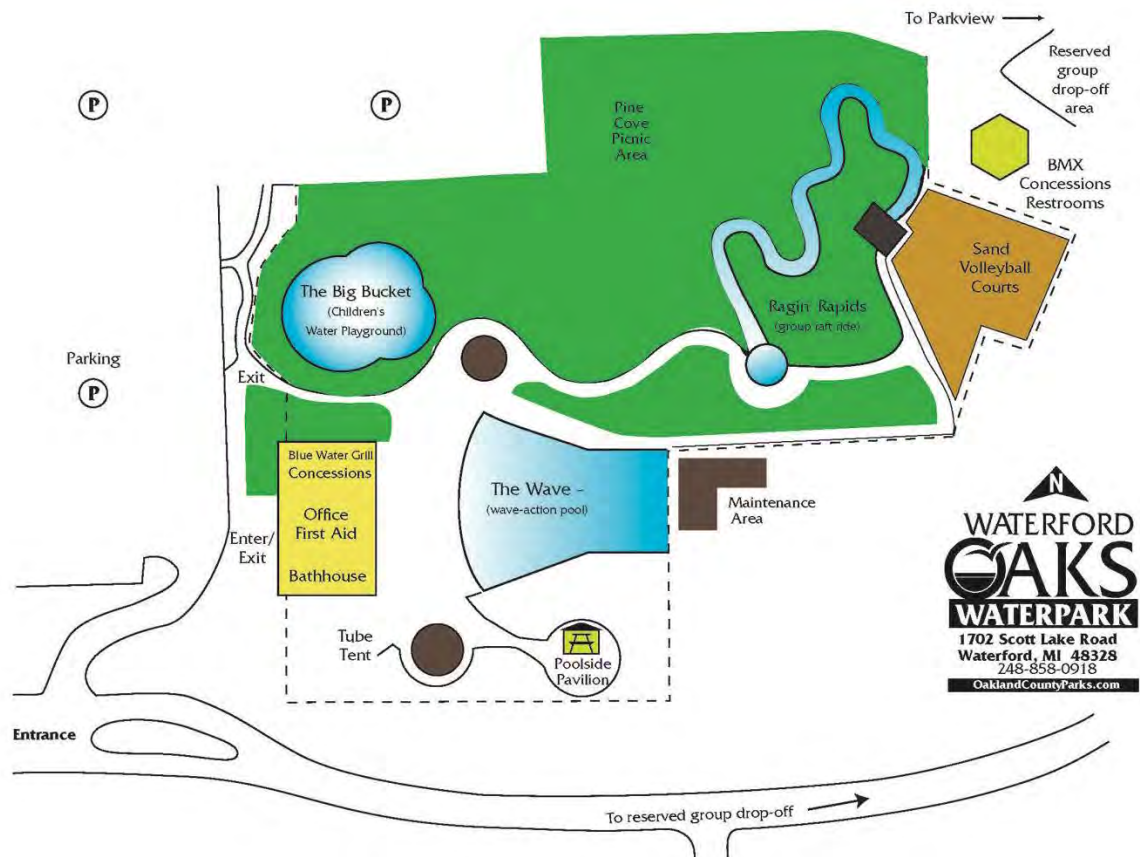


Figure GG: Waterford Oaks – Oakland County Farmers Market aerial photograph



Park Resources and Activities

- Administration and maintenance
 - Administrative complex includes Administration Building, Recreation Services Building and Facilities Maintenance Building, Oakland County Sheriff Parks Office building
 - Equipment storage yard
 - Maintenance building and yard
 - Materials storage yard
- Banquets, Meetings and Concessions
 - Activity Center – meeting, gathering and event space
 - Lookout Lodge – meeting, gathering and event space; restrooms
 - Waterpark – Blue Water Grill
 - BMX Concession
 - The Landing at Paradise Pavilion has restrooms and vending machines
- Biking and skating
 - Waterford Oaks BMX Track
- Court games
 - Platform tennis courts
 - Sand volley ball courts
 - ◆ 2 at Paradise Peninsula
 - ◆ 4 at Rabbit Run
 - ◆ 2 inside Waterpark
- Cultural and historic resources
 - Structures more than 50 years old:
 - ◆ Activity Center (1950/1985)
 - ◆ Ernst Barn (pre-1860)
 - ◆ Ernst House (c.1870)
 - ◆ Farmers Market building and canopy (1953)
- Farm and garden
 - Oakland County Farmer’s Market – market building, market canopy and outside vendor spaces
- Fitness and Adventure
 - Outdoor fitness equipment
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
 - Horticulture
- Non-recreational features
 - Greenhouse complex and storage barn leased to commercial entity
 - Rental house and garage east
 - Rental house and storage shed west
 - Defunct “The Fridge” toboggan run, chiller building, and pavilion
- Open space areas
 - Open picnic areas with tables and grills
 - Open play areas throughout park
- Organized programs and events
 - Dog swim
 - Make a Splash Series
 - Awesome Autumn
 - Almost New Years
 - Mexican Fiesta
 - Pet Vaccine Clinics
 - Farmers Market Events
- Park entrances, roadways and parking
 - Main park entrance and entrance road (paved) off Scott Lake Road
 - Waterpark entrance and parking lot (paved)
 - Waterpark employee parking (paved)
 - Paradise pathway (paved road)
 - Paradise Peninsula parking lot
 - Waterford Oaks Boulevard (paved road)
 - BMX/Parkview entrance road, parking lot and exit road (unpaved)
 - Rabbit Run (unpaved road)
 - Rabbit Run parking (unpaved)
 - Sledding Hill parking lot (unpaved)
 - Lookout Lodge parking lot (paved)
 - Administrative Complex and Activity Center entrance (paved) off Watkins Lake Road
 - Administrative Complex parking lot (paved)
 - Greenhouse complex entrance and parking lot (unpaved) off Scott Lake Road
 - Ernst House entrance and parking (paved) off Scott Lake Road
 - Farmers Market entrances (paved) off Pontiac Lake Road and Campus Drive
- Pavilions, stages and amphitheaters
 - Paradise pavilion
 - Parkview pavilion (tent)
 - Poolside pavilion (Waterpark)
 - Pine Cove picnic area (tent – Waterpark)
- Play areas and structures
 - Paradise Peninsula playground
 - Waterpark

8 PARKS AND FACILITIES

Waterford Oaks County Park

- ◆ the Big Bucket - children's water playground
- ◆ Ragin' Rapids – group raft ride
- ◆ The Wave – wave action pool
- Trails
 - Access Routes at park entrance, Lookout Lodge and Paradise Peninsula
 - A Loop (paved)
 - B Loop (unpaved, shares paved section with A Loop)
- C Loop (paved)
- Unpaved connector trail to Administrative Complex
- Boardwalks and bridges – 1 each on unpaved B Loop
- Waterparks and spray parks
 - Waterford Oaks Waterpark
- Winter activities
 - Sledding hill

Grant History

Grant Number	Source	Year	Summary
OSA-080	Open Space Grant Program	1966	Acquisition of 111 acres to create park
BF21-9544	Bond Fund, Development	1975	Wave-producing pool, bathhouse
26-00882	Land and Water Conservation Fund, Development	1977	Entrance & access road, parking, tennis courts (8), deck tennis courts (4), horseshoe courts (10), shuffleboard courts (10), shelter/restroom building, paths, landscaping
BF90-115	Bond Fund, Development	1990	Toboggan run-refrigerated, warming shelter, roadway improvement, parking area, utilities, landscaping
CM00-002	Clean Michigan Initiative, development	2000	Wave pool replacement w/ wave-making equipment, pool lights, gutters
2007-0123	Michigan Department of Environmental Quality Non-Point Source Pollution Grant (3019/CMI)	2007	Development of 3 detention areas, a retention are, pervious storm lines, porous pavers and vegetated swales and berms
No id#	Michigan Recreation and Parks Association Access to Recreation, Accessible by Design Program	2007	Development of a universally-accessible playground (Paradise Peninsula playground)

Park Statistics

BMX Facility

Visits: 2014: 2,654; 2015: 2,649; 2016: 1,764

Cost recovery – combines leagues (target=125%) and practices (target=75%): 2014: 49%; 2015: 51%; 2016: 33%

Farmers Market

Visits: 2014: 190,394; 2015: 182,222; 2016: 158,085(Facility has had periods of non-function vehicle counters – trends are not reliable)

Cost recovery – combines staffed park use for market days (75%), community events (target=100%) and market staff rentals (target=150%): 2014: 88%; 2015: not calculated; 2016: 113%

Day use – not tracked

Facility rentals

Visits: 2014: 24,301; 2015: 24,478; 2016: 28,430

Waterpark Concession (OCPR management of concessions started in 2015)

Cost recovery (target=150%): 2014: 39%; 2015: 128%; 2016: 157%

Waterpark

Visits: 2014: 62,623; 2015: 78,290; 2016: 68,263

Cost recovery (target=75%): 2014: 56%; 2015: not calculated; 2016: 76%

10-Year Park Vision

Oakland County Parks and Recreation Master Plan 2018-2022

- The natural features of Waterford Oak are maintained and enhanced and are an integral part of the Waterford Oaks experience
- Trail connectivity is increased and wayfinding is improved throughout the park and between facilities
- Accessibility is enhanced throughout the park and the park is well-known for barrier-free experiences and facilities
- With the completion of certain improvements Waterford Oaks has been converted to a day-use park, with revenue from the collection of vehicle pass fees and increased attendance making the park more sustainable
- Waterford Oaks is an important component of the Oakland County campus and a resource for outdoor recreation for Oakland County employees and their families
- Waterford Oaks is the administrative hub of the Oakland County Parks system and contributes to the efficient operation of all parks
- The Oakland County Farmers' Market at Waterford Oaks contributes to the economic prosperity of the local agricultural community, provides a wide array of healthy seasonal products, participates in partnerships that promote healthy living, and connects with underserved communities through food assistance programs
- Facility improvements and improvements to business and operating practices increase customer satisfaction of existing visitor populations; draw new target populations to the park; and create new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

NEW CONCEPTS:

Proposed future dog park: Mapping of existing dog parks indicates that Waterford Oaks may be well-served by a community-type dog park; plan for support for new facility with vehicle pass revenue and sponsorships for programming and amenities; location to be determined; dog park standards identify the ideal size and number of dog enclosures and the design of fences and gates and basic amenities; consider additional amenities that will be a draw to the park, e.g. permanent agility equipment

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and universal access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

Day use park development: Park currently has limited day use and does not collect fees for daily vehicle passes; consider instituting vehicle passes after new recreational opportunities are developed – i.e. proposed dog park, changes to BMX, and operational changes (i.e. offer year-round restrooms at The Landing and Lookout Lodge); passes could be sold at an electronic pay station and at Administration Building; pedestrian access or Waterpark access (separate fee) would not require vehicle pass; adjustments to park entrance may be required

ADMINISTRATION AND MAINTENANCE: develop a boundary management plan for the park – both internal and external boundaries – that will distinguish the requirements of the different facility types within the park; develop a long-term plan for Maintenance Yard expansion that increases staff efficiency, protects valuable equipment, complies with hazardous material regulations, and has a good traffic flow, include pull-through parking and turn around space for buses and stages, and provides for adequate stormwater retention; consider construction of pole barn structures with wash bays and mezzanine storage for cold storage of Mobile Recreation buses and trailers; evaluate current Materials Storage Yard location and plan for improvements and/or relocation;

BANQUETS, MEETINGS AND CONCESSIONS: Waterpark Concession is outdated and too small to accommodate the food and beverage needs of visitors; updates are needed to improve air circulation, make more options for guests, and improve conditions for staff; develop plans to update the building, building equipment and its operation; consider update in the context of longer term updates envisioned in the 2015 preliminary Master Plan (Russell Design 2015)

BIKING AND SKATING: Consider minor updates to the BMX area and opening the track to the public for a longer season; build a pump track using in-house resources to supplement expanded open use

COURT GAMES: Evaluate usage and cost recovery of platform tennis and sand volleyball; investigate ways to increase usage or to identify alternative uses

CULTURAL AND HISTORIC RESOURCES: Park has built assets that are more than 50 years old (Activity Center, Ernst Barn, Ernst House and the Farmers Market building and canopy); See Chapter 12, Objective 6 – Cultural and Historic Resources for planning regarding managing these assets

FARM AND GARDEN: Woodlot in north east part of Farmers Market property is managed by Oakland County FM&O – work with department to improve management of woodlot to make it more attractive and enhance visibility and security

NATURAL RESOURCES MANAGEMENT:

Freshwater stewardship: Control aquatic invasive species and conduct long-term water quality monitoring; map and document existing vernal pools as part of a pilot citizen science program; evaluate potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat; monitor trail use for impacts on vernal pool and conduct vernal pool documentation.

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitat and regulated wetland easement extents; continue to implement seasonally-appropriate land management practices to reduce invasive species; restoration through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity

Forestry management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to assist with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; assist with contractor quotes and removal work at the park; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; assist with oak wilt response including trenching, removals, girdling, and chemical injections as needed; implement

comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife management: Continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; manage nuisance-level goose populations

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: Periodically mow established no-mow areas; control invasive species by selective herbicide applications and hand weeding; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NON-RECREATIONAL FEATURES: Consider long-term alternative uses for rental houses and the potential to incorporate these sites into public recreation; remove defunct 'Fridge' toboggan run and recycle/reuse components as appropriate; consider alternative uses for toboggan tower

PARK ENTRANCES, ROADWAYS AND PARKING: Waterpark parking lot is a priority for repair or replacement; Lookout Lodge parking lot requires improvements; Farmers market lot resurfacing and expansion

PLAY AREAS AND STRUCTURES: Add shade structures and misting elements to Paradise Peninsula playground

TRAILS: Consider development of an accessible looped pathway at the Farmers Market; consider development of a new trail at the northern end of the park than links with the existing Rabbit Run Loop; collaborate with Oakland County FM&O on the planning and implementation of the campus pathways plan

WATERPARKS AND SPRAY PARKS: Determine the optimal size and character of Waterpark, which will possibly be smaller than the expanded version envisioned in the 2015 preliminary Master Plan (Russell Design 2015), which envisions moving main entrance and constructing a new bathhouse on the east side for entry from a proposed centralized parking area; Shorter-term concepts follow: Construct family restrooms within current Bathhouse building, while continuing to consider major update of Bathhouse or construction of a new or additional bathhouse per 2015 preliminary Master Plan; separate filtration systems for Big Bucket and Ragin' Rapids; maintain wave pool surfaces – sides and bottom; maintain a schedule of inspections for bridge (formerly to Slidewinder feature that was removed in 2012) and consider permanent removal; consider using former Slidewinder area as a private tent rental location

WINTER ACTIVITIES: Consider updates to sledding hill, including lighting and non-winter use as an outdoor amphitheater

White Lake Oaks

Park Location

White Lake Oaks County Park is a 236-acre park located near the center of Oakland County in White Lake Township. A small portion of the park (less than a half-acre) is located in Waterford Township.

Park Contact Information

991 North Williams Lake Road
White Lake, Michigan 48386
Park Office: 248-698-2700

Township and Range

T3N R8E, Sections 13 and 24; R9E Section 18

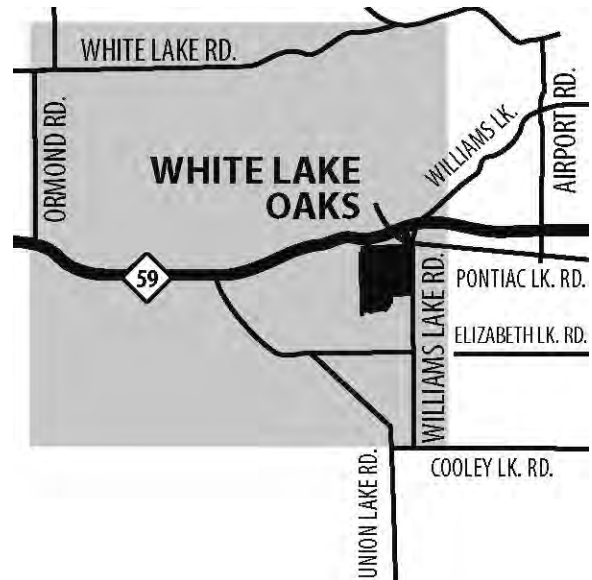


Figure HH: White Lake Oaks aerial photograph



Figure II: White Lake Oaks golf course layout



Park Resources and Activities

- Administration and maintenance
 - Golf course maintenance building and yard
- Banquets, meetings and concessions
 - White Lake Oaks Conference Center
 - White Lake Oaks Grill Room
- Golf
 - 18-hole course
 - 3rd tee restrooms
 - 15th tee restrooms
 - Pro shop
 - Putting green
- Natural resources management
 - Freshwater stewardship
 - Natural areas stewardship
 - Forestry management
 - Wildlife management
 - Stormwater compliance
- Horticulture
- Organized programs and events
 - All Michigan Vendor Fair
 - Glow on the Road
 - Jingle Bell Ball
 - Sport Exchange
 - Try It Snow Day
- Park entrances, roadways and parking
 - Golf parking lot
 - Maintenance Road
 - North parking lot
 - Pontiac Lake Road pedestrian crossing
- Winter activities
 - Cross-country skiing on un-groomed areas
 - Snowshoeing
 - Winter hiking

Grant History

Not applicable

Park Statistics

Conference Center

Visits: 2014: 13,938; 2015: 14,868; 2016: 8,533

Cost recovery (target=150%): 2014: 27%; 2015: 44%; 2016: 30%

Golf

Visits: 2013: 37,815; 2014: 34,438; 2015: 35,870; 2016: 34,503

Cost recovery – combination of tee times (target=150%), leagues (target=125%) and equipment rental (target=125%): 2012: 96%, 2013: 92%, 2014: 96%, 2015: 105%

10-Year Park Vision

- Enjoyment of the woods, wetlands, and open space is an integral part of the White Lake Oaks experience, providing relief from the traffic and congestion of the M-59 corridor
- Parking lots meet capacity needs for both the Golf Course and Conference Center and pedestrians have a safe route across Pontiac Lake Road from the North Parking Lot to the Conference Center
- Accessibility is enhanced throughout the park
- Implementation of a long-term golf strategy and design update has adapted the course to meet the needs of current-day golfers and provided practice and training facilities focused on the next generation of golfers
- Golf programs and leagues for all ages and abilities are scheduled on a regular basis and are helping to grow participation in the game of golf
- Stewardship actions in the western portion of the park (former Girl Scout property) are integrated into collaborative regional efforts to conserve the Huron River corridor and improve the quality of water and natural resources in the Huron River watershed
- The public can experience and enjoy the western portion of the park through trail and/or water trail access and stewardship activities
- Implementation of customer service and marketing strategies for the Conference Center, developed collaboratively with the contracted vendor, have enhanced the customer's experience and increased the number and variety of scheduled events
- Facility improvements and improvements to business and operating practices have increased customer satisfaction of existing visitor populations; drawn new target populations to the park; and created new programmatic and revenue-generation opportunities

Park Concepts 2018-2027

NEW CONCEPTS:

Proposed Future Water Trail: Collaborate with White Lake Township, Michigan Department of Natural Resources and the Huron River Watershed Council (HRWC) to plan for future public access to the Huron River at White Lake Oaks. Prioritize local water trail access for short kayak trips in partnership with the Township, followed by long-term planning to establish connections with the Huron River Water Trail to the south and Pontiac Lake to the north.

White Lake Township owns an 8.6-acre parcel on the Huron River south of White Lake Oaks with frontage on Elizabeth Lake Road and approximately 857 feet of river frontage. The township is considering development of this parcel into a potential launch site for non-motorized paddling within the next 2-3 years. A proposed initial phase of development would provide a short kayak route from the township launch through White Lake Oaks and back. Future phases could establish access to Oxbow Lake, which has two bar/restaurant establishments with lake access, and provide a crossing under M-59 with eventual connections to Pontiac Lake.

Connectivity of White Lake Oaks within White Lake Township should consider the context of the Pontiac Lake Gateway, which is a redevelopment opportunity envisioned in White Lake Township's Master Plan for Land Use 2010-2011. The Gateway's purpose is to "showcase White Lake Township at its only major

entry from the east by enhancing lake views, removing blighted structures, and improving connectivity for pedestrians” and to serve as an attraction to users of the Oakland County International Airport.

Trail Planning: Trail planning in the western portion of the park must coordinate with natural resource stewardship and invasive species management; collaborate with local community and regional planning efforts. Due to the site’s underlying hydric soils and lack of uplands, trail improvements and development in this area is limited by the site’s underlying hydric soils and lack of uplands and will rely on boardwalks as a basis for design

CONCEPTS INVOLVING MULTIPLE TYPES OF RESOURCES AND ACTIVITIES:

Accessibility and Universal Access: Continue to implement the Transition Plan, which identifies accessibility improvement needs throughout the park; incorporate universal access design principles as new facilities are constructed and improvements to existing facilities are made; see Chapter 12, Objective 2 – Accessibility and Inclusion

Building management: Maintain an annually updated inventory of building roofs (materials, colors, inspection results, installation and repair dates) and building equipment (manufacturer information, inspection results, installation and repair dates) in the park and forecast timeline for upgrades and replacements

ADMINISTRATION AND MAINTENANCE: Design additional cold storage for Maintenance Building; replace fenceline along Williams Lake Road and evaluate rest of property fenceline

BANQUETS, MEETINGS AND CONCESSIONS:

Clubhouse interior was completed with building construction in 2006 and is worn and outdated; Renovate the Clubhouse to improve the aesthetics and marketability of the Conference Center and improve room acoustics; Include replacement of wall coverings, painting, carpeting, and exploration of acoustical paneling; construct permanent wall between the Conference Center and the Grill Room; reconfigure existing kitchen and service areas to separate the function of the Grill Room (managed by OCPR staff) and the function of the Conference Center (managed by contracted vendor);

Clubhouse exterior: replace patio furniture (square tables so they can be joined for larger parties); update wedding garden, adding a paved pathway to the wedding circle

GOLF: Replace existing 1st tee to downsize and create space for improved golf cart staging to relieve congestion around the golf carts at rear of Clubhouse; adjust selected tees to make them more level (13, 15, 18); continue to improve or replace deteriorated sections of cart path

NATURAL RESOURCES MANAGEMENT: See Chapter 12, Objective 8 – Natural Resources Management, for a detailed action plan

Freshwater stewardship: Control aquatic invasive species and conduct long-term water quality monitoring; map and document existing vernal pools as part of a pilot citizen science program in partnership with MSUE Conservation Stewards Program and MNFI; evaluate potential for conducting annual or biennial vernal pool monitoring program; identify and manage potential threats to vernal pool habitat including trail fragmentation and future planned development projects

Natural areas stewardship: Implement Early Detection and Rapid Response (EDRR) land management principles to prevent the spread of high priority invasive species; track and monitor sensitive areas for new and existing invasive species populations; continue to prioritize restoration efforts according to presence of high quality habitat and regulated wetland easement extents; continue to implement

seasonally-appropriate land management practices to reduce invasive species including prescribed burns, chemical control, and manual control; restoration through prescribed fire, invasive plant removal and native plant seeding; develop long-term management plan with goals for quality and species diversity; grassland restoration includes continued management of native pollinator garden

Forestry Management: Continue to implement hazardous tree management recommendations as outlined in the 2014 Davey Tree Inventory; continue to provide assistance with severe and high risk priority hazardous tree removals, and storm damage clean-up events; concentrate in built infrastructure and high-use recreation areas; provide assistance with contractor quotes and removal work at the park; monitor for oak wilt and other forest pests/ diseases; strategize landmark tree protection within the park; provide assistance with oak wilt response including trenching, removals, girdling, and chemical injections as needed; Implement comprehensive tree replacement program to replace invasive, non-native, diseased and hazardous trees with native trees

Wildlife Management: Continue to protect and restore natural wetland complexes and adjacent upland habitat throughout the park; ensure habitat connectivity and travel corridors; manage nuisance-level goose populations

Stormwater compliance includes completion of 5-year dry-weather outfall sampling, assistance with long-term preventative maintenance schedule and associated budget projection for storm water infrastructure, mapping and documentation of storm water infrastructure, assistance with annual staff training on storm water pollution prevention and spill response, annual storm water pollution prevention and infrastructure inspections, and maintenance of Michigan Turfgrass Environmental Stewardship Program certifications

Horticulture: No-mow areas within the golf course are allowed to grow up in native grassland species; maintenance includes periodic mowing, controlling invasive species by selective herbicide applications, hand weeding and/or prescribed burning; include existing pond bank restoration within this management activity; continue spring and fall ornamental plantings and consider conversion to perennial gardens

NON-RECREATIONAL FEATURES: Plan for removal of house and garage in coordination with the North Parking Lot expansion, per Oakland County Board of Commissioners rules

PARK ENTRANCES, ROADWAYS AND PARKING: Plan for expansion of North Parking Lot because current lot does not accommodate need when multiple events are scheduled, for example, when a wedding and golf leagues are scheduled at the same time; safety of the pedestrian crossing from the North Parking Lot to the Clubhouse continues to be a concern; medians and pedestrian refuge islands are recommended by the Federal Highway Administration as proven solutions for safe crossing in urban and suburban areas; develop appropriate design solution in conjunction with planning for the North Parking Lot expansion; Maintenance Road is also used by golf carts; evaluate need to create 'bump-outs' near tees for maintenance vehicles to allow golf carts to pass

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9 Goals and Objectives

Rose Oaks County Park – Rose Township

9 Goals and Objectives

History.....	3
Mission and Strategic Goals	3
Objectives	4

History

In 2007, the Oakland County Parks and Recreation Commission began a strategic planning process with the purposes of defining the role of Oakland County Parks as a regional recreation provider, and establishing a roadmap for the future operation and management of the park system to meet this goal in a fiscally-sustainable manner. The OCPRC Strategic Plan was adopted by the Parks Commission in May 2008 (PROS Consulting, 5/2008).

The goals and objectives of the *2008 Strategic Plan* were updated in 2012 with the development of the *5-Year Parks and Recreation Master Plan 2013-2017*. This was the first *Recreation Plan* that was developed in-house and integrated input from all areas of the organization. Over 50 individuals – full and part-time staff – participated (OCPR, 2/6/2013). A report on the results of this plan is in Chapter 12.

Mission and Strategic Goals

The six strategic goals below provide a structure for OCPR to plan and executive the actions and make the improvements that fulfill our mission. (Goals are in alphabetical, not priority, order)

MISSION: The Oakland County Parks and Recreation Commission is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources

GOAL Be Fiscally Sustainable

Operate in a manner that ensures our long-term ability to provide high-quality parks, recreation facilities and programs to the residents of Oakland County

GOAL Communicate Effectively

Make sure the public knows who we are, warmly welcome them to our parks, recreation facilities and programs, and invite them to participate in planning

GOAL Enhance Communities

Collaborate with local, county and state partners, businesses and individuals to provide parks, recreation facilities and programs in our communities that support quality of life and economic prosperity

GOAL Improve Access

Increase land dedicated to recreation, provide park and recreation services based on needs and trends, and provide parks, recreation facilities and programs in Oakland County that are usable by persons of all abilities

GOAL Manage Assets and Infrastructure

Sustainably reinvest in existing assets and infrastructure, make new investments when supported by fiscal resources, recreational trends, public engagement, and usage data

GOAL Protect Natural Resources

Increase land dedicated to protection of natural resources, preserve existing high-quality ecosystems, and improve ecological communities that are fragmented or degraded

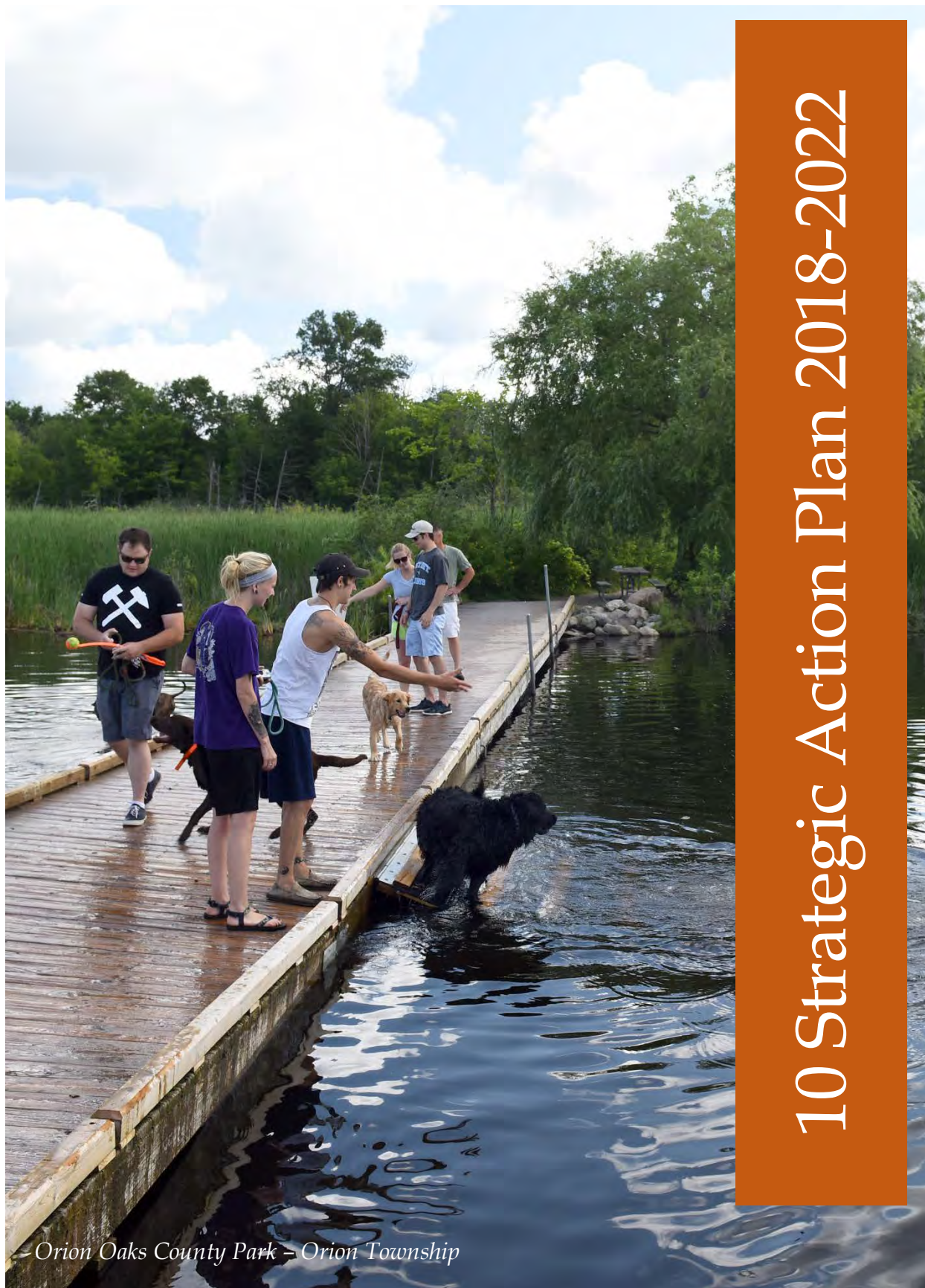
Objectives

The objectives provide the framework for the action plans, which spell out the individual actions that will implement each objective and provides tracking metrics for each action and overall performance metrics for each objective.

Objective	GOAL: Be fiscally sustainable	GOAL: Communicate effectively	GOAL: Enhance communities	GOAL: Improve access	GOAL: Manage assets and infrastructure	GOAL: Protect natural resources
1. Organizational Alignment Align the organization so that people at all levels understand what they do and how they contribute to the overall priorities of the organization	✓					
2. Accessibility and Inclusion ACCESSIBILITY: Implement best practices to provide recreational facilities and programs that comply with accessibility regulations and guidelines and, to the greatest extent possible, are usable by people of all abilities INCLUSION: Identify underserved people and communities and any barriers that preclude access to our services; develop strategies to remove barriers				✓	✓	
3. Asset and Infrastructure Management Design, construct, and maintain park system assets and infrastructure to enhance function and aesthetics of assets with the efficient use of resources	✓				✓	
4. Budget and Finance Manage finances to ensure the long-term provision of quality recreational services	✓				✓	✓
5. Communications and Marketing Ensure that the public knows who we are and how they can participate		✓				
6. Cultural and Historic Resources Identify cultural and historic assets and resources and manage them appropriately to enhance the park experience	✓		✓		✓	
7. Information and Technological Services Provide coordinated information and technological services that support all staff units	✓				✓	
8. Natural Resource Management Proactively manage the ecological integrity of Oakland County Parks' natural resources in perpetuity			✓			✓

Objective	GOAL: Be fiscally sustainable	GOAL: Communicate effectively	GOAL: Enhance communities	GOAL: Improve access	GOAL: Manage assets and infrastructure	GOAL: Protect natural resources
9. Organizational Development Structure and manage the organization to promote strategic goals and provide people in the organization with well-defined responsibilities and necessary resources	✓				✓	
10. Parks and Facilities – Maintenance, Operation and Sustainability 11. Parks and Facilities – New Investment in Assets and Infrastructure 12. Parks and Facilities – Reinvestment in Assets and Infrastructure Operate, maintain and improve parks to increase attendance and improve its sustainability within the park system	✓		✓	✓	✓	✓
13. Planning Support the development and management of sustainable facilities and programs with relevant data and best practices	✓				✓	
14. Property Acquisition and Management Acquire property for recreation and natural resource protection and manage all property-related actions in compliance with relevant policies, regulations and agreements				✓		
15. Recreation Programs and Services <ul style="list-style-type: none"> Provide a range of recreational programs and special events that respond to public need Enhance recreation in local communities with special events and mobile units Provide experiences that inspire respect and appreciation for the natural world 			✓	✓		
16. Revenue Management and Development Provide relevant revenue-generating services and alternative funding that enhance the park experience	✓					
17. Trail Management and Development Develop and maintain park trails that serve a variety of trail users and connect regionally			✓	✓	✓	

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10 Strategic Action Plan 2018-2022

Orion Oaks County Park – Orion Township

10 Strategic Action Plan 2018-2022

Introduction.....	3
Objective 1: Organizational Alignment	4
Objective 2: Accessibility and Inclusion	6
Objective 3: Asset and Infrastructure Management.....	7
Objective 4: Budget and Finance	9
Objective 5: Communications and Marketing	10
Objective 6: Cultural and Historic Resources	11
Objective 7: Information and Technological Services	13
Objective 8: Natural Resources Management.....	14
Objective 9: Organizational Development.....	17
Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability.....	19
Objective 11: Parks and Facilities – New Investment in Assets and Infrastructure.....	24
Objective 12: Parks and Facilities – Reinvestment in Assets and Infrastructure	25
Objective 13: Planning	29
Objective 14: Property Acquisition and Management.....	31
Objective 15: Recreation Programs and Services.....	32
Objective 16: Revenue Management and Development.....	35
Objective 17: Trail Management and Development	36

Introduction

The Strategic Action Plan 2018-2022 is the central guiding document for OCPR's actions over the next five years and is designed to fulfill the requirements of the Michigan Department of Natural Resources (MDNR) for an Action Program as part of the *Five-Year Parks and Recreation Master Plan 2018-2022*.

This Strategic Action Plan on built on many resources, including:

- Results of the Strategic Action Plan 2013-2017
- National park and recreation standards and professional best practices
- Park baseline documents and park plans
- 2017 Community Needs Assessment survey results
- Public engagement results from individual parks and other communities
- Community stakeholder input
- Recreation trends

The design of the Strategic Action Plan has been improved to incorporate actions and metrics that meet the following "SMART" criteria:

- Specific
- Measurable
- Achievable
- Results-Oriented
- Time-Bound

As the Strategic Action Plan is implemented, it can be expected that actions and targets will need to be adjusted. These adjustments will not be reflected in the MNDR-approved Recreation Plan, which is updated every five years. The Strategic Action Plan, however, will be a 'living document' with an annual cycle of evaluation, communication and adjustment within Oakland County Parks and Recreation. Results and updates will be shared with the public and continuing opportunities will be provided for the public to provide input. A schedule of reporting on results and updating metrics is outlined in Objective 1 – Organizational Alignment/ Strategic Action Plan 2018-2022.

Note: With the exception of Objective 1 – Organizational Alignment, which outlines the evaluation process for all objectives, the objectives in this chapter are presented in alphabetical, not priority, order.

Objective 1: Organizational Alignment

Objective: Align organization so that people at all levels understand what they do and how they contribute to the overall priorities of the organization

Performance Indicators: Results of Organizational Alignment Surveys; Evaluation of outcomes of Strategic Action Plan implementation; adjusted actions and metrics based on outcomes; preparation of next 5-Year Parks and Recreation Plan

Staff Leadership: Executive Officer and Administrative Management Team; Planning and Resource Development (PRD); Business Operations/Organizational Development (OD); Communications and Marketing (CM)

Partnership: Oakland County Human Resources (OCHR)

Administrative Management Team Tracking Responsibility: Melissa Prowse

Name	Action	Tracking Metric
Organizational alignment actions	Build understanding within the entire organization of what we do, why we do it, and how everybody is a part of the organization	<input type="checkbox"/> Develop and implement internal marketing campaign and communication strategy and tailor to each internal group by October 2018 <ul style="list-style-type: none"> ▪ Parks Commission ▪ Administrative Management Team ▪ Supervisors ▪ Year-round employees ▪ Seasonal employees ▪ Volunteers <input type="checkbox"/> Repeat Organizational Alignment Survey in June 2019 and report results <input type="checkbox"/> Repeat Organizational Alignment Survey in June 2021 and report results
	Improve communication between Parks Commission and staff responsible for agenda items	<input type="checkbox"/> Establish a written protocol for communication between staff and Parks Commissioners by October 2018 ; protocol may address the following: <ul style="list-style-type: none"> ▪ Clarification that Parks Commission members are welcome to call staff (numbers on agenda) to communication questions and concerns ▪ Indication of level of staff product required for each agenda item (power point, verbal review of agenda item, no presentation and available to answer questions, staff participation not needed) ▪ How to identify Parks Commission members for participation in staff work groups when appropriate and establishment of annual tracking ▪ In Parks Commission meeting agenda memos, identification of how the project relates to the Strategic Action Plan

Name	Action	Tracking Metric
Strategic Action Plan 2018-2022	Track our success in implementing the Strategic Action Plan; adjust our actions and metrics based on outcomes	<p><u>Ongoing tracking of metrics:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> AMT: Strategic Action Plan staff update is a standing item on AMT agenda every week <input type="checkbox"/> Supervisors: Planning and Resource Development (PRD) to prepare Strategic Action Plan update for standing item on supervisors' meeting every quarter <input type="checkbox"/> Parks Commission: PRD to prepare Strategic Action Plan update for standing item on Parks Commission agenda every month <input type="checkbox"/> PRD: updated Strategic Action Plan report worksheets available to staff annually by February 1 <input type="checkbox"/> AMT staff with tracking responsibility: Strategic Action Plan mid-year update due to AMT annually by April 1 <p><u>Reporting metrics for past fiscal year:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> AMT staff with tracking responsibility: Complete report worksheets for past fiscal year and submit to PRD annually by November 1 <input type="checkbox"/> PRD Business Operations/Organizational Development (OD) and Oakland County Human Resources (OCHR): Facilitate meetings with each staff group to evaluate and finalize reports and adjust actions and metrics throughout month of November, completed annually by December 1 <input type="checkbox"/> AMT staff with tracking responsibility: Report on past year outcomes and celebrate our successes at all-staff Annual Business Meeting annually in mid-December, involve staff at all levels to present updates <input type="checkbox"/> PRD: Incorporate reports for past fiscal year and adjusted actions and metrics for current fiscal year in <i>Annual Dashboard and Data Book</i>; provide to Parks Commission at regular meeting and publish on OCPR web site annually in March
5-Year Parks and Recreation Plan 2023-2027	Prepare next Rec Plan based on recreational need and the outcomes of previous Rec Plan	<ul style="list-style-type: none"> <input type="checkbox"/> PRD: Conduct Oakland County Needs Assessment Survey in June 2021 <input type="checkbox"/> AMT: Based on results of Survey, review OCPR Mission, Vision and Goals with Parks Commission and recommend updates in November 2021 <input type="checkbox"/> PRD: Develop all sections of Rec Plan in March-June 2022 <input type="checkbox"/> PRD, OD and OCHR: Facilitate meetings with each staff group to develop Strategic Action Plan 2023-2027 in March-June 2022 <input type="checkbox"/> PRD: Provide draft Rec Plan to Parks Commission in September 2022 <input type="checkbox"/> PRD: Solicit public comment on draft Rec Plan in November 2022 <input type="checkbox"/> PRD: Hold public hearing, request Parks Commission approval, request BOC approval in January 2023 <input type="checkbox"/> PRD: Submit to MDNR for approval in February 2023

Objective 2: Accessibility and Inclusion

Objective:

ACCESSIBILITY: Implement best practices to provide recreational facilities and programs that comply with accessibility regulations and guidelines and, to the greatest extent possible, are usable by people of all abilities¹

INCLUSION: Identify underserved people and communities and any barriers that preclude access to our services; develop strategies to remove barriers

Performance Indicators: % implementation of transition plans; comparison of accessibility recommendations with implementation; outcomes of proposed Diversity, Equity and Inclusion work group; outcomes of public engagement

Staff Leadership: Planning and Resource Development (PRD); Accessibility Work Group; proposed Diversity, Equity and Inclusion (DEI) Work Group

Administrative Management Team Tracking Responsibility: Melissa Prowse

Name	Action	Tracking Metric
Regulatory compliance	<p>Monitor the Department of Justice for updates in regulations and guidelines</p> <p>Complete remaining four (4) ADA Transition Plans for facilities constructed prior to 2012 federal update</p> <p>Consult on capital and maintenance projects regarding ADA compliance</p>	<p>Accessibility Work Group:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Update ADA Transition Plans with regulatory and project implementation updates annually by October <input type="checkbox"/> Complete two (2) additional ADA Transition Plans annually by October until completed <input type="checkbox"/> Define criteria for conducting accessibility-related reviews (planning review, design review and/or post-construction assessment) by October 2018 <input type="checkbox"/> Conduct consultation on projects documenting compliance per criteria; provide list of projects annually by October
Policy and guidelines review and update	<p>Understand and access Oakland County's existing policies and procedures</p> <p>Evaluate all OCPR policies and written procedures for inclusive language</p>	<p>Accessibility Work Group:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual review of Oakland County and OCPR policies relative to accessibility, universal access, inclusion and inclusive language; provide information to Organizational Development by the annually by October
Universal design principles	<p>Provide recommendations for universal design that go beyond regulatory compliance</p>	<p>PRD in consultation with Accessibility Work Group:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Documentation universal design recommendations provided in every park and project plan <input type="checkbox"/> Document implementation of universal design principles in post-construction assessments

¹ See Recreation Programs and Services objective for actions and metrics regarding adaptive programs

Name	Action	Tracking Metric
Diversity, Equity and Inclusion work group	Research data and methodology to identify underserved communities Access external resources and connect with similar efforts by our partners Convene a new work group with representation from the spectrum of diversity of our organization to map out strategies for being more inclusive	PRD: <input type="checkbox"/> Gather data resources and external resources and identify underserved communities by October 2018 <input type="checkbox"/> Convene work group and identify work group tasks by October 2019 DEI Work Group: <input type="checkbox"/> Provide recommendations for inclusion by October 2020
Public input	Invite people with disabilities and from diverse communities to participate in planning	PRD data analysis: <input type="checkbox"/> Work with Oakland University Political Science Department to conduct comprehensive analysis of 2017 Community Assessment survey to better understand usage of Oakland County parks by diverse populations; report results and recommendations by October 2018 PRD and Accessibility Work Group: <input type="checkbox"/> Identify formal advisory group role and tasks by October 2018 <input type="checkbox"/> Convene formal advisory group by October 2019

Objective 3: Asset and Infrastructure Management

***Objective:** Design, construct, and maintain park system assets and infrastructure to enhance function and aesthetics of assets with the efficient use of resources*

***Performance Indicators:** Project Database, Fiscal Services reports; results of safety and structural inspections*

***Staff Leadership:** Facilities Maintenance and Development (FM)²; Project Management (PM), Building Management, Equipment Management*

***Administrative Management Team Tracking Responsibility:** Mike Donnellon*

Name	Action	Tracking Metric
People	Increase diversity of skillsets in project and skilled trades Document the cost of in-house labor as part of project costs and recognize capacity limitations due to reduced staffing in FM and in parks	<input type="checkbox"/> Acquire skills in computer-aided rendering and necessary hardware and software October 2019 <input type="checkbox"/> Evaluate need for civil engineering and surveying skills and determine if best filled by additional staff or contracting; include in budget proposal by March 2020 <input type="checkbox"/> Evaluate need for skilled trades and determine if best filled by additional staff, additional training, or contracting

² The fourth sub-unit of FM is Natural Resource Management; for detailed actions regarding natural resources, see the [Natural Resource Management](#) objective

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
Data management		include in budget proposal by March 2018 <input type="checkbox"/> Create annual report on in-house projects; documenting costs, efficiencies and savings by October 2019
	Collaborate with universities to hire a design professional intern annually to assist with the Project Management office's workload and to help develop careers	<input type="checkbox"/> Include funding and justification for intern in annual operation budget each year beginning with budget proposal by March 2018
	Collaborate with school districts with vocational programs to create opportunities for training and experience and to help develop a future workforce in skilled trades	<input type="checkbox"/> Collaborate on one project annually by October
	Collaborate with PRD to establish Assets and Infrastructure Data Work Group; focus FM efforts on renovation of Project Database	<input type="checkbox"/> Renovated Project Database (FM) by October 2018 <input type="checkbox"/> Completed Asset Inventory and plan for maintenance (PRD) by October 2018
	Improve structure and accessibility of electronic design files (<i>see Objective 7: Information and Technological Services regarding remote file access</i>)	<input type="checkbox"/> Improved structure for FM design files in place by October 2019
	Establish full access to building plans and as-builts	<input type="checkbox"/> Archive project completed by October 2019
	Monitor energy management in collaboration with Oakland County	<input type="checkbox"/> Provide annual energy usage report for previous fiscal year in February of each year, starting February 2019
	Workforce hours – incorporate administration and operations staff hours into asset management and work order tracking	<input type="checkbox"/> Develop annual report in partnership with administration and operations staff by October 2019
	Improve internal standards for computer-aided drawing (CAD)	<input type="checkbox"/> Standardized graphics – title block, layering and line weights – in use by December 2018
	Collaborate with Planning and Resource Development (PRD) to develop facility standards (<i>see Objective 12: Planning</i>)	See PRD metrics
Partnership with Park Operations on projects and facility inspections and maintenance	Support projects managed by Park Operations without delaying implementation or operation Consult on projects planned and completed by Park Operations for compliance to ADA standards, code compliance, and aesthetics Clarify roles and responsibilities for inspection and maintenance of fixed building equipment and kitchen equipment; provide support if staff capacity at the park is limited	<input type="checkbox"/> Establish monthly meetings with operational chiefs beginning Spring 2018 to manage joint projects and facility inspection <input type="checkbox"/> Checklists developed from Asset Inventory that identify roles and inspection schedules do three parks annually by October <input type="checkbox"/> Consistent monthly submittal of facility inspection forms by October 2018

Objective 4: Budget and Finance

Objective: Manage finances to ensure the long-term provision of quality recreational services

Performance Indicators: Fiscal reports; budgets

Staff Leadership: AMT, Business Operations, Oakland County Fiscal Services, Oakland County Compliance Office Auditing Unit

Administrative Management Team Tracking Responsibility: Phil Castonia

Name	Action	Tracking Metric
Annual budget preparation	Clarify Parks Commission priorities and budgetary targets in advance of budget preparation	<input type="checkbox"/> Identify communication process and schedule to confirm and/or update priorities with Parks Commission annually in November <input type="checkbox"/> Incorporate "Enhancement Project" selection into the annual budget process and into annual budgetary targets annually in November
Net assets	Discontinue use of "Planned Use of Balance" in annual budget preparation	<input type="checkbox"/> Decrease annually and discontinue "Planned Use of Balance" by October 2019
Strategy for investment in park assets	Increase reinvestment in existing assets and infrastructure to attain a target 3.5% annual reinvestment rate	<input type="checkbox"/> Determine optimal rate for reinvestment in existing assets and incremental annual goals to reach this rate by October 2018
	Develop a strategy for investment in new facilities, programs and services and for replacement/retirement of aging infrastructure that will assist OCPR in improving outcomes and being current with recreational trends and changes in regulations and standards	<input type="checkbox"/> Develop strategy with input from Parks Commission by October 2019 <input type="checkbox"/> Present strategy to Parks Commission for approval by October 2020
Fiscal Compliance	Establish auditing unit that works with OCPR and reports directly to Oakland County Compliance beginning FY2018	<input type="checkbox"/> Establish metrics for annual documentation of the following by October 2018: <ul style="list-style-type: none"> ▪ Compliance with fiscal standards or correction of non-compliance ▪ Grant compliance or correction of non-compliance

Objective 5: Communications and Marketing

Objective: Ensure that the public knows who we are and how they can participate

Performance Indicators: Implementation of consistent messaging and brand standards; Increased engagement with messaging; increased participation in facilities and programs

Staff Leadership: Communications and Marketing (CM)

Administrative Management Team Tracking Responsibility: Desiree Stanfield

Name	Action	Tracking Metric
Brand strategy	Complete and comply with <i>Brand Standards Manual</i>	<input type="checkbox"/> Parks Commission approval of <i>Brand Standards Manual</i> by January 2018 <input type="checkbox"/> Protocol for internal and external use of logo is in place beginning January 2018 <input type="checkbox"/> Consult with other units to apply brand standards to their products by October 2018 <ul style="list-style-type: none"> ▪ Planning and Resource Development ▪ Facilities, Maintenance and Development ▪ Business Operations – Information Technology & Internal Services <input type="checkbox"/> Apply brand standards to all CM products and messaging by October 2019 <input type="checkbox"/> Apply brand standards to sign standards by December 2022
Residents	Increase level of engagement regarding types of facilities that are important to residents based on results of <i>Oakland County Community Needs Assessment Survey</i>	<input type="checkbox"/> Track increased engagement measured by website hits, social media engagement, e-marketing clicks and participation statistics in the following areas beginning October 2018: <ul style="list-style-type: none"> <input type="checkbox"/> Trails <input type="checkbox"/> Farmers Market <input type="checkbox"/> Nature Centers <input type="checkbox"/> Picnic Areas and Pavilions <input type="checkbox"/> Beaches
Business community	Increase level of engagement with the business community based on contracted business survey (results pending)	<input type="checkbox"/> Communication strategies and recommendations in place by October 2018
Social media (owned)	Increase social media engagement	<input type="checkbox"/> Increase Parks and Rec Facebook page likes 15% annually by October (FY2018 target = 2,788) <input type="checkbox"/> Farmers Market Facebook page likes by 15% annually by October (FY2018 target = 784) <input type="checkbox"/> Increase Twitter total engagement by 10% annually by October (FY2018 target = 594) <input type="checkbox"/> Increase Instagram total engagement 15% annually by October (FY2018 target = 147) <input type="checkbox"/> Develop YouTube channel strategy by October 2019
Web site (owned)	Increase engagement with web site	<input type="checkbox"/> Increase page views and users by 1% annually by October (FY2018 target = 11,703 page views)
E-marketing (owned)	Increase e-marketing engagement	<input type="checkbox"/> Increase e-marketing engagement by 2% annually by October (FY2018 target = 2,159 subscribers) <input type="checkbox"/> Updated template compatible with GovDelivery email

Name	Action	Tracking Metric
		distribution system in use by October 2018
Video (owned)	Update video collection, including general parks video	<input type="checkbox"/> Updated stock video in use by October 2019 <input type="checkbox"/> Updated general parks video by October 2018
Photography (owned)	Update quality of photography collection and selection of available images	<input type="checkbox"/> Archive selected images in Media Management by October 2019 <input type="checkbox"/> Upload new images to Media Management annually by October
Media relations (earned)	Increase earned media reach	<input type="checkbox"/> Increase earned media value by 10% annually by October (FY2018 target = \$20,269)

Objective 6: Cultural and Historic Resources

***Objective:** Identify cultural and historic assets and resources and manage them appropriately to enhance the park experience*

***Performance Indicators:** Cultural and historical portfolios for each park property provided to the Parks Commission; incorporation of park historic resources into Oakland County's 200th anniversary celebration events*

***Staff Leadership:** Property Acquisition and Management Work Group (PAM) – proposed Portfolio Sub-Group that reports to PAM*

***Partnerships:** Oakland County Economic Development (OCED); Oakland County Historical Commission (OCHC)*

***Administrative Management Team Tracking Responsibility:** Melissa Prowse*

Name	Action	Tracking Metric
Cultural and historical portfolio for each park property	Develop a cultural and historical portfolio for each park property that includes: <ul style="list-style-type: none"> ▪ <i>Historical Significance Analysis</i> per National Park Service standards for built assets more than 50 years old and landscape features that relate to the historical context of the property ▪ <i>Review of Alternatives and Management Recommendations</i> for resources determined to be significant to the history of Oakland County ▪ <i>Property History</i> ▪ Collection of any existing historical building and landscape plans ▪ <i>Public Engagement Plan</i> with a timeline and recommendations for public communication regarding the park and its history (programs, volunteering, interpretive signage, and public input on future decisions) 	<input type="checkbox"/> Complete portfolio for Independence and Springfield Oaks by October 2018 <input type="checkbox"/> Complete portfolio for Addison Oaks by October 2019 <input type="checkbox"/> Complete portfolio for Glen and Waterford Oaks by October 2020 <input type="checkbox"/> Complete portfolio for Groveland, Highland, Orion and Rose Oaks by October 2021 <input type="checkbox"/> Complete portfolio for Catalpa, Lyon, Red and White Lake Oaks by October 2022

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
Resource inventory	<p>Develop and annually update an inventory of resources located on park properties, including:</p> <ul style="list-style-type: none"> ▪ Built assets more than 50 years old ▪ Landscape features that relate to the historical context of the property ▪ Buildings and other features no longer present on the property ▪ Identification of any of the above items that are deemed significant to the history of Oakland County per <i>Historical Significance Analysis</i> 	<input type="checkbox"/> Inventory completed by October 2018 and updated annually by October as cultural and historical portfolios are completed
PAM – portfolio sub-group	<p>This PAM sub-group will consist of the individuals who are the leads in maintaining the inventory and developing the cultural and historical portfolios</p>	<input type="checkbox"/> One member will report to PAM at their monthly meeting on the progress of the work
Support for future decisions	<p>Report to the Parks Commission with research, analysis, and management recommendations in advance of the need to make decisions about specific assets</p>	<input type="checkbox"/> Provide Cultural and Historical Portfolio for Independence and Springfield Oaks to Parks Commission in February 2019 <input type="checkbox"/> Provide Cultural and Historical Portfolio for Addison Oaks to Parks Commission in February 2020 <input type="checkbox"/> Provide Cultural and Historical Portfolio for Glen and Waterford Oaks to Parks Commission in February 2021 <input type="checkbox"/> Provide Cultural and Historical Portfolio for Groveland, Highland, Orion and Rose Oaks to Parks Commission in February 2022 <input type="checkbox"/> Provide Cultural and Historical Portfolio for Catalpa, Lyon, Red and White Lake Oaks to Parks Commission in February 2023
Sharing our history	<p>Incorporate preserved buildings and landscape features into the park visit experience for education and enrichment (See also Objective 17: Recreation Programs and Services)</p>	<input type="checkbox"/> See portfolio timeline above – Public Engagement Plans for each park property will guide implementation and measurement of this action <input type="checkbox"/> Participate in the Oakland County 200 th anniversary events

Objective 7: Information and Technological Services

Objective: Provide coordinated information and technological services that support all staff units

Performance Indicators: Increased effectiveness of and access to all administrative and technology tools and services

Staff Leadership: Business Operations/Information Technology and Internal Services

Administrative Management Team Tracking Responsibility: Phil Castonia

Name	Action	Tracking Metric
Digital file storage	Restructure use of county internal network drive and implement move to OneDrive cloud storage	<input type="checkbox"/> Restructure use of internal network drive by October 2019 <input type="checkbox"/> Move to OneDrive cloud storage based on OCIT timeline
Commission agenda preparation	Provide Parks Commission meeting packets digitally per BOC standards	<input type="checkbox"/> Executive Secretary: Provide bookmarked pdf documents with good-quality graphics that can be navigated quickly and easily by May 2018 <input type="checkbox"/> BO: Provide parks commissioners with iPads for viewing agenda and associated materials by July 2018
Digital employee timesheets	Modernize digital employee timesheet reporting and approval using current tools available	<input type="checkbox"/> Provide recommendation to AMT by April 2019 <input type="checkbox"/> Implement transition to digital format by October 2019
Maps and geographic information services	Develop mobile-friendly interactive trail maps in cooperation with OC Economic Development and OCPR Trails Work Group	<input type="checkbox"/> Develop concepts for interactive trail maps and mobile-friendly trail maps by October 2020 <input type="checkbox"/> Evaluate concepts for feasibility and cost by October 2021
Park pass pay stations	Continue planned installation of pay stations; evaluate need for further expansion	<input type="checkbox"/> Addison Oaks pay station by October 2018 <input type="checkbox"/> Independence Oaks pay station by October 2018 <input type="checkbox"/> Highland Oaks pay station by October 2019 <input type="checkbox"/> Rose Oaks pay station in by October 2020
Video surveillance	Update and expand video surveillance throughout the park system	<input type="checkbox"/> Inventory and evaluate video surveillance installations by April 2018 <input type="checkbox"/> Identify locations and schedule for new/replacement installations by October 2018
Public Wi-Fi	Determine optimal level of Wi-Fi to provide to the public at various facilities	<input type="checkbox"/> Analyze outcomes of our current services – functionality, cost, satisfaction – and make recommendations for changes - report to AMT annually in October
RecTrac	Continue to adapt and grow the use of RecTrac throughout the park system	Roll out online reservations by October 2018 Track availability of RecTrac enhancements and apply to issues in system monthly Identify opportunities to apply RecTrac to enhance functionality and provide recommendations for internal use to BO annually by October Annual training and refreshers to staff – develop schedule and concepts by October 2018

Objective 8: Natural Resources Management

Objective: Proactively manage the ecological integrity of Oakland County Parks' natural resources in perpetuity

Performance Indicators: Increase proportion of MNFI High Priority Natural Areas that are under active natural resource management

Staff Leadership: Natural Resources Management (NR)

Administrative Management Team Tracking Responsibility: Mike Donnellon

Name	Action	Tracking Metric
Administration and planning	Develop and execute NR staffing, training and budget workplan to promote program sustainability and growth Include long-term support for stewardship in budget planning	<input type="checkbox"/> NR staffing plan to support lead staff and support staff, as necessary, for each program area by October 2018 <input type="checkbox"/> NR training plan by October 2018 <input type="checkbox"/> Budget plan by October 2018 to track progress before 2022 based on allocated resources
	Develop grant applications to help fund natural resource management	<input type="checkbox"/> Explore and apply for 1-2 relevant grants annually by October as primary or joint applicant
	Represent NR internally and externally to increase support and integration of NR goals and objectives	<input type="checkbox"/> Participate monthly in all relevant OCPR meetings, attend meeting/conferences of regional groups quarterly
	Create natural resource management plan process outlines for all parks	<input type="checkbox"/> Natural resource management process and outlines for all parks by October 2022
	Provide feedback and guidance to the development and update of park plans	<input type="checkbox"/> Sign off on updates to park plans: Park Baseline Analysis; Asset Inventory; and Vision and Facility Concepts – annually by October
	Collect and analyze data and conduct adaptive management	<input type="checkbox"/> Develop data-based adaptive management program or join a regional adaptive management effort by October 2019
	Develop best management practices (BMP) to use throughout the parks to supplement the actions listed for NR programs	<input type="checkbox"/> Develop 1 BMP document for each NR program annually by October
Natural areas stewardship	Engage and coordinate with Parks Commission, other staff units and volunteers to increase program success through education, research and communication	<input type="checkbox"/> Develop a communication plan with relevant staff from each NR program area <input type="checkbox"/> Integrate NR with citizen science <input type="checkbox"/> Provide NR report to Parks Commission annually by December
	Develop and execute a habitat assessment and prioritization tool (using regionally accepted methodology) to assess natural areas restoration and ecosystem health	<input type="checkbox"/> Collect data on 100% of parks undergoing the management planning process in the following year or as resources allow
	Mitigate emerging and established threats to natural areas including invasive species	<input type="checkbox"/> Manage threats within 75% of high priority habitats

Name	Action	Tracking Metric
Forest stewardship	Develop and execute restoration plans to promote the health and resilience of high priority habitats and associated ecosystem services	<input type="checkbox"/> Integrate natural area restoration plans into 100% of completed park management plans <input type="checkbox"/> Average of 200 acres burned per year and 25 acres seeded per year
	Update the 2014 hazardous tree removal assessment and develop risk assessment protocols	<input type="checkbox"/> Continually update the hazardous tree removal and develop a risk management protocol and assessment by October 2018 <input type="checkbox"/> Develop a debris management plan to roll out to 100% of parks
	Develop a comprehensive removal, replacement and planting program for hazardous, diseased and aging trees	<input type="checkbox"/> Assist parks with 100% of severe risk tree removals <input type="checkbox"/> Develop a system for parks for request tree removals by FY2019 <input type="checkbox"/> Develop a response plan for 100% of requests for removal of hazardous and diseased trees from visitor use areas, trails and natural areas <input type="checkbox"/> Develop planting and replacement plans with 50% of parks annually by October <input type="checkbox"/> Monitor and develop response plans for 100% of emerging forest pest and disease sightings
	Develop and execute forest restoration plans that prioritize forest health, resilience and ecosystem services	<input type="checkbox"/> Integrate forest management plans into 100% of completed park management plans
	Develop and execute a comprehensive monitoring protocol for stream and lake water quality assessments	<input type="checkbox"/> Monitor priority lakes 2x per year for water quality and invasive species <input type="checkbox"/> Develop and implement a protocol for stream monitoring by October 2018
Freshwater stewardship	Mitigate emerging and established threats to freshwater resources	<input type="checkbox"/> Monitor and develop response plans for 100% of early detection aquatic invasive species (AIS) and continue contractual management of established AIS
	Develop and execute water quality enhancement plans that prioritize creation of habitat and increases in fish and wildlife populations	<input type="checkbox"/> Integrate shoreline and open water restoration plans for 100% of completed park management plans <input type="checkbox"/> Implement shoreline best practice standards on 50% of lakes and ponds to protect and improve water quality
Stormwater management	Participate in the Oakland County Stormwater Committee to achieve compliance with MDEQ Phase II Permit Documentation	<input type="checkbox"/> Achieve MDEQ-approved permit by October 2018 <input type="checkbox"/> Identify a minimum of 3 parks for implementation of SWIPPs <input type="checkbox"/> Certify all parks in the Michigan Turfgrass Environmental Stewardship Program by October 2019 <input type="checkbox"/> Perform IDEP dry weather monitoring, complete by October 2020

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
		<input type="checkbox"/> Complete stormwater assessment mapping annually by December <input type="checkbox"/> Develop a protocol to integrate deferred maintenance of stormwater infrastructure into CIP/M management plans by October 2022 <input type="checkbox"/> Develop BMPs on stormwater infrastructure basic maintenance by October 2022
Wildlife management	Manage nuisance species in the parks to decrease negative human/wildlife interactions and improve the health and safety of the visitors and natural areas	<input type="checkbox"/> Conduct managed hunts and/or archery programs for control of whitetail deer populations at 6 parks <input type="checkbox"/> Respond to 100% of requests for control of nuisance geese <input type="checkbox"/> Respond to 100% of beaver control requests that impact neighboring property owners or cause property damage
	Protect and increase habitat for threatened and endangered species and species of special concern in parks, based on US Fish & Wildlife Service/ Michigan Department of Natural Resources Management Guidelines	<input type="checkbox"/> Develop best management practices for park wide implementation to promote 100% compliance with the Eastern Massasauga Rattlesnake CCAA <input type="checkbox"/> Develop a best management practice document for park-wide implementation of BMPs to protect other identified T/E species
Horticulture	Assess and maintain swale and planting bed health and prioritize planting of native species	<input type="checkbox"/> Respond to 100% of park requests for installation of spring annuals, fall mums and swale maintenance <input type="checkbox"/> Coordinate response for 100% of park special project requests (e.g. spraying, planting design, etc.) <input type="checkbox"/> Develop a re-planting plan for swales, as necessary, to ensure native plant diversity and resilience by October 2019
Data analysis and integration	Design and maintain data frameworks to support NRM program implementation	<input type="checkbox"/> Continue creation of GIS datasets to support NR office and field staff <input type="checkbox"/> Maintain protocols for all digital and physical filing systems <input type="checkbox"/> Create 1 process document per program area for data collection and storage <input type="checkbox"/> Continue to provide data frameworks to NR staff to collect field data
	Ensure quality and distribution of NR data	<input type="checkbox"/> Perform maintenance and QA/QC on 70% of existing and 100% of new data sets to support NR program implementation <input type="checkbox"/> Integrate citizen science data, as appropriate, into NR data sets

Name	Action	Tracking Metric
		<input type="checkbox"/> Share NR data sets with other organizations and contractors, as requested or necessary
	Support data analysis and adaptive management to measure NRM program success	<input type="checkbox"/> Develop (at least) 1 monitoring protocol for each NR program area to track progress towards the NR objective <input type="checkbox"/> Establish a tracking and monitoring protocol for threatened and endangered species and species of special concern <input type="checkbox"/> Analyze data to implement adaptive management program for at least 1 program area

Objective 9: Organizational Development

***Objective:** Engage qualified people who understand their roles and provide the tools they need to stay connected to the organization's goals and objectives*

***Performance Indicators:** increased level of engagement in Annual Employee Survey; professional development plans; certifications and trainings;*

***Staff Leadership:** AMT, Business Operations/Organizational Development*

***Staff Partnership:** Oakland County Human Resources (HR)*

***Administrative Management Team Tracking Responsibility:** Phil Castonia*

Name	Action	Tracking Metric
Employee recruitment and retention	Recruit and retain employees	<input type="checkbox"/> Evaluate recruiting processes annually by December <input type="checkbox"/> Launch social media initiative in partnership with HR in 2018, evaluate results and provide recommendations for following year by October 2018 <input type="checkbox"/> Annual review of employee materials – handbook, references binders, orientation process – annually by October <input type="checkbox"/> Create onboarding checklist by October 2018
Performance standards	Establish well-defined expected performance levels for customer service	<input type="checkbox"/> Create an overall plan for customer service by October 2018 <input type="checkbox"/> Establish customer service metrics using park survey card results tracked over time - partner with PRD to establish survey work group by October 2018
	Establish well-defined expected performance levels for maintenance and operations	<input type="checkbox"/> Create an overall plan for administration and operations manuals, identifying staff roles and responsibilities for creating manuals, by October 2018 <input type="checkbox"/> Create a plan for incorporating manuals into staff training by October 2018 , as they are developed, and track annually by December
Performance review	Ensure staff receive feedback on their performance	<input type="checkbox"/> Ensure supervisors receive training on conducting performance appraisals of their full-time staff within one year of supervisor's hire date <input type="checkbox"/> Performance appraisals completed for full-time staff annually by December

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
Policy		<input type="checkbox"/> Report on completion of performance appraisals for full-time staff within last 12 months annually by December
	Organizational Development will track and maintain all policies	<input type="checkbox"/> Formal policy communication system, including policy acknowledgement forms and reports, in use by October 2018 <input type="checkbox"/> Review and audit policies and procedures annually by December
	Propose code of conduct policy for use by Commission and staff	<input type="checkbox"/> Review Oakland County code of conduct and identify gaps by October 2020 <input type="checkbox"/> Write department-specific Commission policy of code of conduct by October 2021
	Monitor telework policy developments at county level	<input type="checkbox"/> Update AMT on county policy annually in December
Professional development	Develop organization-wide training plans to address performance need	<input type="checkbox"/> Conduct annual professional development planning meetings with staff, report on percent participation annually in October <input type="checkbox"/> List of current certifications, professional organizations and staff that play an active role in each, update annually in October
Employee wellness	Support the health and physical fitness of Oakland County employees	<input type="checkbox"/> Documented participation on the HR Oakfit Wellness committee, report annually by December <input type="checkbox"/> Continued support of Oakfit Wellness events, report on percent participation annually by December <input type="checkbox"/> Make a proposal to BOC to offer discounted facility access to Oakland County employees by October 2019
Volunteer recruitment and retention	In consultation with supervisors, identify growth areas where there are new or increased needs for volunteers	Develop a list of growth areas and targets for filling new volunteer opportunities and increasing existing volunteer opportunities annually by October
	Promote growth areas by increasing Volunteer Match social media engagement to advertise opportunities and recognize volunteers	Establish baseline and targets for measuring volunteer retention using Volunteer Match database by October 2018
	Measure volunteer satisfaction through retention statistics and survey results	Establish baseline and targets for measuring volunteer retention using Volgistics database by October 2018 Develop and implement a volunteer survey plan by October 2019

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

***Objective:** Operate, maintain and improve parks to increase attendance and improve its sustainability within the park system*

***Performance Indicators:** Park statistics and trends: visit numbers; park user survey results; park fiscal trends; and cost recovery calculations for services*

***Staff Leadership:** North and South Park Operations; Planning and Resource Development (PRD); Fiscal Sustainability Work Group*

***Administrative Management Team Reporting Responsibility:** Tom Hughes*

Name	Action	Tracking Metric
In-house construction projects	Evaluate scope of project; adjust to changes in scope and collaborate with FM for support for compliance and documentation	<input type="checkbox"/> Documentation of project scope via work order system for every project <input type="checkbox"/> Documentation of completed project in park plans and FM files, updated annually by December
Building equipment: fixed and kitchen	Plan inspections and maintenance in collaboration with FM Equipment Management	<input type="checkbox"/> Documentation of completed work for every project in FM Equipment Management files <input type="checkbox"/> Evaluate available funding resource as part of annual budget process and fund Green Initiative internal grant program as resources allow annually by December
Environmental sustainability	Continue to increase the environmental sustainability of park operation	<input type="checkbox"/> Continue to replace standard lighting with LED as replacements are needed <input type="checkbox"/> Monitor advances in maintenance equipment (mowers, etc.) and replace with models with increased emission controls and energy efficiency as suitable models become available, track as part of capital equipment management
Archery	Evaluate and make recommendations going forward; potential to add archery facilities and activities as an off-season activity where we allow bow hunting in season Consider a focus on hunting and archery programs for young people Implement in partnership with NR to control the deer population and provide a safe experience	<input type="checkbox"/> Complete archery planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park plan update annually by December
Beaches	Provide quality beaches; Groveland and Independence are designed well and are sustainable; Addison was not sustainable and has been closed Identify alternatives for water recreation in other locations	<input type="checkbox"/> Complete beach and beach alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
		<p>plan update annually by December</p> <p><input type="checkbox"/> Document park user perceptions of existing beach facilities in park survey cards for Groveland and Independence, report results annually by December</p>
Biking and skating	<p>Maintain focus of mountain bike trails at Addison</p> <p>Track BMX trends and consider closing feature or make more of an open recreation feature</p> <p>Skate park and bike challenge course at Groveland are popular with families; evaluate opportunities at other parks</p>	<p><input type="checkbox"/> Complete biking and skating alternatives planning review with best practices, recreation trends and inventory of alternative resources by October 2018</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p> <p><input type="checkbox"/> Document Waterford facility BMX user and spectator numbers annually by December</p> <p><input type="checkbox"/> Document park user perceptions of Addison mountain bike trails, Groveland facilities, and Waterford BMX facility in park survey cards, report results annually by December</p>
Camping	<p>Evaluate data and trends to consider adding more cabins; look at other models for cabins; and repurposing of group sites</p> <p>Explore rustic camping as a lower cost expansion of campground at Addison</p>	<p><input type="checkbox"/> Complete camping and cabins alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p> <p><input type="checkbox"/> Document park user perceptions of existing campgrounds in park survey cards for Addison and Groveland, report results annually by December</p>
Canoe and kayak launch sites	Analyze operational needs and costs of developing launch sites and incorporate into planning proposed White Lake Oaks water trail.	<p><input type="checkbox"/> Complete canoe and kayak launch sites alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018</p>
Cell towers	<p>Always evaluate grant agreement requirements before entering new cell tower agreements</p> <p>Evaluate potential opportunities that do not violate grant agreements and deed restrictions – these are good revenue sources for supporting the parks</p>	<p><input type="checkbox"/> Partner with Natural Resources Management to identify sites for potential cell tower placement by October 2020</p>
Concessions and grill rooms	Develop a plan to improve cost recovery for grills rooms, including trailer and beer cart; consider options including both contractor management and in-house management	<p><input type="checkbox"/> Recommendations and plan in place by October 2020</p>
Conference centers	Evaluate continued need for conference centers; look at alternate uses	<p><input type="checkbox"/> Conduct study of alternatives planning reviews for all conference centers;</p>

Name	Action	Tracking Metric
	Continue with contracted vendors; re-evaluate when contracts expire, considering potential benefits of in-house management	<p>timeline for this action to be determined by October 2018</p> <p><input type="checkbox"/> Update contracts, conduct RFP for new vendor or plan for in-house management, based on contract dates; timeline for action to be determined by October 2018</p> <p><input type="checkbox"/> Determine need for Standards/Operating Manual and assign responsibility by October 2018</p>
Court games	Track platform tennis use trends Sand volleyball – more opportunity if we look at summer leagues – may be a good option for Catalpa. Look at trends and what’s available locally	<p><input type="checkbox"/> Complete court games alternatives planning review with best practices, recreation trends and inventory of alternative resources by October 2018</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p> <p><input type="checkbox"/> Document Waterford facility platform tennis user and spectator numbers annually by December</p>
Disc golf	Evaluate trends and survey other OCPH sites for potential additional disc golf facilities	<p><input type="checkbox"/> Complete disc golf planning review with best practices, recreation trends and inventory of alternative resources by October 2018</p> <p><input type="checkbox"/> Complete Disc Golf Standards Manual by October 2019</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p> <p><input type="checkbox"/> Identify methods for counting disc golf users and implement beginning October 2019</p>
Dog parks	Complete standards manual	<p><input type="checkbox"/> Complete Dog Park Standards Manual by October 2018</p> <p><input type="checkbox"/> Complete dog park planning review with best practices, recreation trends and inventory of alternative resources by October 2018</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p>
Equestrian activities	Evaluate permanent camping area for Addison Make a long-term plan to fully separate equestrian trail use from mountain bike trail use Evaluate equestrian trail connectivity between parks	<p><input type="checkbox"/> Complete equestrian planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018</p> <p><input type="checkbox"/> Include any concepts in annual park plan update annually by December</p> <p><input type="checkbox"/> Create a plan for tracking equestrian usage in park system by October 2020</p>
Fairs and expositions	Continue to expand usage (number of events and types of events) of the fairgrounds at Springfield Oaks Monitor and evaluate 4-H contract	<p><input type="checkbox"/> Monitor Oakland County Fair attendance based on vehicle numbers and report annually in August</p>

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
	Monitor Oakland County Fair attendance statistics	
Farmers market	Look at pop-up satellite locations in parks – mobile Farmers Market – evaluate potential locations (i.e. campgrounds) Increase data collection and analysis at market – better understanding of the different types of users	<input type="checkbox"/> Complete farmers market planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2018 <input type="checkbox"/> Include new concepts in annual park plan update annually by December
Field sports	Evaluate trends and user statistics annually Consider other types of field sports – e.g. lacrosse	<input type="checkbox"/> Complete field sports alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2020 <input type="checkbox"/> Include new concepts in annual park plan update annually by December
Fitness	Identify uses of facilities for organized runs and fitness events – e.g. developing maps and packages for 5K runs; forecast potential cost recovery Evaluate newer models of outdoor adult fitness equipment	<input type="checkbox"/> Complete fitness events alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for this action to be determined by October 2020 <input type="checkbox"/> Determine need for event packages by October 2019
Golf	Complete standards manual Evaluate trends among all user types Promote junior golf at our facilities – in-house or external management Look at providing grill room and golf packages and programs to help promote both components Continue to identify alternate uses and special events Commence in FY2017 to comparatively evaluate 9-hole vs 18-hole golf statistics and look at 3-year trend Look at long-term sustainability and identify potential alternate uses for golf courses if trends indicate	<input type="checkbox"/> Track 9-hole and 18-hole play at each course and include in <i>Databook</i> by October 2018 <input type="checkbox"/> Determine need for Standards/Operating Manual and assign responsibility by October 2018 <input type="checkbox"/> Conduct study of alternatives planning review for each golf course, grill room and pro shop; timeline for this action to be determined by October 2018 <input type="checkbox"/> Include new concepts in annual park plan update annually by December
Maintenance and storage facilities	Evaluate needs for equipment storage and cold storage to increase life of equipment Continue current inventory practices – with each supervisor knowing their parks equipment and materials inventory; dispose of excess equipment and materials per county policy; make usable equipment and materials available to other parks before disposing	<input type="checkbox"/> System-wide evaluation of equipment storage needs by October 2020 <input type="checkbox"/> Maintenance and operations input is included for every planning review

Name	Action	Tracking Metric
	Make sure planning reviews and project plans have input from maintenance and operations to forecast adjustments in maintenance and storage needs	
Open space areas	Work with NR to encourage increased amount of no-mow areas	<input type="checkbox"/> Partner with NR to evaluate current no-mow areas and identify potential expansion annually by February
Picnic and activity pavilions	Look at trends and newer models when proposing new pavilions Consider audience when planning size of pavilions – smaller pavilions may be more appropriate in some situations	<input type="checkbox"/> Complete pavilion alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park plan update annually by December
Playgrounds	Evaluate trends and newer ideas for playgrounds – i.e. water misting pad, intergenerational facilities, adult play structures Always incorporate universal access into new structures Maintain staff certifications and playground inspections	<input type="checkbox"/> Complete playground alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park plan update annually by December
Rental facilities	Evaluate opportunities for creating additional rental spaces for smaller gatherings and weddings (i.e. current adjustments being made at Wint Nature Center) See also Objective 16: Revenue Management and Development/ Rental facilities	<input type="checkbox"/> Complete rental facilities alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park plan update annually by December
Rental houses	Evaluate against grant compliance requirements Evaluate efficacy of using park staff resources for maintenance of rental houses and management of tenants Develop long-term alternate plans for uses of rental houses in park plans	<input type="checkbox"/> Complete rental house alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018 <input type="checkbox"/> Include any concepts in annual park plan update annually by December
Roads	Evaluate relative costs of maintaining gravel on the main routes through parks (grading, chloriding, difficulty of snow removal, etc.) and the costs of asphalt paving	<input type="checkbox"/> Complete cost analysis by October 2020
Signage	Complete Signage Standards Manual	<input type="checkbox"/> Reconvene Sign Standards Work Group and complete manual by October 2019
Trails	See Trails Action Plan	
Vending machines	Monitor usage and revenue Vending areas need to have better signage and be visible to visitors Consider strategic placement – i.e. hot chocolate and coffee machines in dog	<input type="checkbox"/> Develop a plan for monitoring and tracking results by October 2020

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
parks with winter use		
Waterparks	Look at adding elements that don't require lifeguards	<input type="checkbox"/> Complete waterpark alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018
	More concrete deck space and more shade is desirable	<input type="checkbox"/> Include any concepts in annual park plan update annually by December
Winter activities	Evaluate feasibility of maintaining some trails year-round in consultation with Risk Management	<input type="checkbox"/> Complete winter activity alternatives planning review with best practices, recreation trends and inventory of alternative resources; timeline for action to be determined by October 2018
	Look at opportunities for winter camping	<input type="checkbox"/> Include any concepts in annual park plan update annually by December

Objective 11: Parks and Facilities – New Investment in Assets and Infrastructure

***Objective:** Operate, maintain and improve parks to increase attendance and improve its sustainability within the park system*

***Performance Indicators:** Planning review for every project, completion or progress on projects*

***Staff Leadership:** Facilities, Maintenance and Development (FM); North and South Park Operations; Planning and Resource Development (PRD)*

***Administrative Management Team Tracking Responsibility:** Mike Donnellon*

Name	Action	Tracking Metric
Addison Oaks	Recreational features	<input type="checkbox"/> *★ Adams Lake Water Feature (See also Reinvestment: Adams Lake Beach and Picnic Area improvements) <input type="checkbox"/> ★ Camping and cabins expansion <input type="checkbox"/> ★ Campground concrete pads – sections A and B
Catalpa Oaks	Infrastructure and maintenance	<input type="checkbox"/> *Electrical Pedestals
	Trails and pathways	<input type="checkbox"/> *★ Perimeter Pathway
	Recreational features	<input type="checkbox"/> *★ Water Feature
Independence Oaks	Trails and pathways	<input type="checkbox"/> ★ Bailey settlement access route and lake overlook <input type="checkbox"/> ★ New shared use paths linked to Independence Township Safety Path
Lyon Oaks	Buildings and structures	<input type="checkbox"/> *Contact Station Booth <input type="checkbox"/> ★ Dog park and sports fields restroom building
White Lake Oaks	Trails and pathways	<input type="checkbox"/> ★ Water trail and launch sites
Waterford Oaks	Trails and pathways	<input type="checkbox"/> ★ North park trail development
PROPOSED ORV Park	Infrastructure and maintenance	<input type="checkbox"/> ★ Park entrance signs <input type="checkbox"/> ★ Internal park signage <input type="checkbox"/> ★ Park entrance and roadway <input type="checkbox"/> ★ Maintenance entrance and roadway <input type="checkbox"/> ★ Internal ORV routes for all vehicles that outline the

Name	Action	Tracking Metric
		recreational areas of park
		<input type="checkbox"/> ★ Emergency access
		<input type="checkbox"/> ★ Parking lot
		<input type="checkbox"/> ★ Boundary management
		<input type="checkbox"/> ★ Storage facilities
		<input type="checkbox"/> ★ Establishment of utilities
		<input type="checkbox"/> Network connectivity
		<input type="checkbox"/> Security
	Trails and pathways	<input type="checkbox"/> ★ Access routes between parking lot, service center, and pedestrian viewing areas that meet ADA guidelines
		<input type="checkbox"/> ★ ORV trails for vehicles 50" and wider
		<input type="checkbox"/> ★ ORV trails for vehicles narrower than 50"
	Recreational features	<input type="checkbox"/> ★ Scramble areas
		<input type="checkbox"/> ★ Trail areas
		<input type="checkbox"/> ★ Track areas

*Projects identified in FY2018-2022 Capital Improvement Budget and Maintenance Management Plan

★ Potential grant project

Objective 12: Parks and Facilities – Reinvestment in Assets and Infrastructure

Objective: Operate, maintain and improve parks to increase the attendance and improve its sustainability within the park system

Performance Indicators: Planning review for every project, completion or progress on projects

Staff Leadership: Facilities, Maintenance and Development (FM); North and South Park Operations; Planning and Resource Development (PRD)

Administrative Management Team Tracking Responsibility: Mike Donnellon

*Projects identified in FY2018-2022 Capital Improvement Budget and Maintenance Management Plan

★ Potential grant project

Name	Action	Tracking Metric
Addison Oaks	Manage and improve recreational features	<input type="checkbox"/> ★ Adams Lake Beach and Picnic Area improvements (See also New Investment: Adams Lake water feature)
		<input type="checkbox"/> *Adams Lake playground replacement
		<input type="checkbox"/> ★ Recreation and Entertainment Area amphitheater
		<input type="checkbox"/> Disc golf course expansion and improvement
	Manage and improve buildings and structures	<input type="checkbox"/> * Conference Center stucco repair
		<input type="checkbox"/> Buhl Lake boat house replacement
	Manage and improve landscape features	<input type="checkbox"/> * Garden and entrance landscape renovation
	Monitor bridges, towers, and dams system-wide	<input type="checkbox"/> *Buhl Lake Dam structural inspection
		<input type="checkbox"/> *Buhl Lake pedestrian bridge structural inspection
	Manage building equipment system-wide	<input type="checkbox"/> *Conference Center boiler replacement
		<input type="checkbox"/> *Conference Center Garden Room AC replacement
		<input type="checkbox"/> *Conference Center HVAC replacement
		<input type="checkbox"/> *Conference Center restroom furnace replacement

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
		<input type="checkbox"/> *Conference Center water softener replacement <input type="checkbox"/> *Adams Lake Lodge water heater replacement <input type="checkbox"/> *Cabin 5 HVAC replacement <input type="checkbox"/> *Cabin 6 HVAC replacement <input type="checkbox"/> *Maintenance Building water softener replacement <input type="checkbox"/> *Park residence water softener replacement <input type="checkbox"/> *Section C Restroom water heater replacement
Catalpa Oaks	Manage and improve infrastructure	<input type="checkbox"/> ★ Parking lot and stormwater improvements
	Manage and improve recreational features	<input type="checkbox"/> *Playground Relocation <input type="checkbox"/> *Sports Fields Grading and Irrigation
	Manage and improve landscape features	<input type="checkbox"/> *Pavilion Landscape Improvements
Glen Oaks	Manage and improve infrastructure	<input type="checkbox"/> *LED Entrance Sign <input type="checkbox"/> *Parking Lot Renovation <input type="checkbox"/> *Fenceline Replacement
	Manage and improve recreational features	<input type="checkbox"/> *Irrigation Upgrade Phase II
	Manage and improve buildings and structures	<input type="checkbox"/> *Clubhouse Exterior Stone Repair <input type="checkbox"/> *Conference Center Deck Replacement <input type="checkbox"/> *Conference Center Window and Door Replacement <input type="checkbox"/> *Grill Room Patio Renovation
	Monitor bridges, towers, and dams system-wide	<input type="checkbox"/> *Bridge Structural Inspections
	Manage building equipment system-wide	<input type="checkbox"/> *Conference Center HVAC Replacement
Groveland Oaks	Manage and improve infrastructure and maintenance	<input type="checkbox"/> ★ Pines restroom interior renovation <input type="checkbox"/> ★ Section A restroom interior renovation <input type="checkbox"/> *Utility Upgrade Fiber Optic
	Manage and improve trails and pathways	<input type="checkbox"/> Thread Creek Trail accessibility improvements <input type="checkbox"/> ★ Wildlife Trail improvements
	Manage and improve recreational features	<input type="checkbox"/> ★ Campground Improvements for ORVs <input type="checkbox"/> ★ ORV park improvements <input type="checkbox"/> ★ Pines restroom interior renovation <input type="checkbox"/> ★ Section A restroom interior renovation <input type="checkbox"/> *Waterslide Tower Replacement
	Monitor bridges, towers, and dams system-wide	<input type="checkbox"/> *Cottage Island Bridge Structural Inspection <input type="checkbox"/> *Main 1 Bridge Structural Inspection <input type="checkbox"/> *Main 2 Bridge Structural Inspection <input type="checkbox"/> *Matthews Island Bridge Structural Inspection
	Manage building equipment system-wide	<input type="checkbox"/> *Concession Restroom Water Softener Replacement <input type="checkbox"/> *Beach Restroom Water Heater Replacement <input type="checkbox"/> *Cabin 5 HVAC Replacement <input type="checkbox"/> *Cabin 6 HVAC Replacement <input type="checkbox"/> *Cabin 7 HVAC Replacement <input type="checkbox"/> *Maintenance Building Tube Heater Replacement
Highland Oaks	Manage building equipment system-wide	<input type="checkbox"/> *Park Residence HVAC Replacement <input type="checkbox"/> *Park Residence Water Heater Replacement

*Projects identified in *FY2018-2022 Capital Improvement Budget and Maintenance Management Plan*

★ Potential grant project

Name	Action	Tracking Metric
Independence Oaks	Manage and improve infrastructure and maintenance	<input type="checkbox"/> *Asphalt Crack Sealing
	Manage and improve trails and pathways	<input type="checkbox"/> Accessibility improvements to existing access routes <input type="checkbox"/> Surface maintenance to paved trails <input type="checkbox"/> ★ Upgrades to selected rustic trails
	Manage and improve recreational features	<input type="checkbox"/> * ★ Boat House Dock and Deck Replacement <input type="checkbox"/> ★ Hidden Lake beach and building improvements <input type="checkbox"/> *Lakeshore Trail Boardwalk Replacement <input type="checkbox"/> * ★ Moraine Knoll Playground Replacement <input type="checkbox"/> ★ Park-wide dock and boardwalk replacement <input type="checkbox"/> * ★ Pines Playground Replacement
	Manage and improve buildings and structures	<input type="checkbox"/> *Maintenance Building Pole Barn Addition <input type="checkbox"/> *Twin Chimneys Canvas Replacement
	Manage and improve landscape features	<input type="checkbox"/> *Sensory Garden Pond Replacement <input type="checkbox"/> *Sensory Garden Trellis Replacement
	Manage building equipment system-wide	<input type="checkbox"/> *Maintenance Building Water Heater Replacement <input type="checkbox"/> *Park Residence Water Heater Replacement
Lyon Oaks	Manage and improve infrastructure	<input type="checkbox"/> *Entrance Drive Replacement <input type="checkbox"/> *Parking Lot Replacement East
	Manage and improve recreational features	<input type="checkbox"/> *Boardwalk Replacement Hole #17
	Manage and improve buildings and structures	<input type="checkbox"/> *Clubhouse Interior Renovation
Orion Oaks	Manage and improve infrastructure	<input type="checkbox"/> *Parking Lot Expansion
	Manage and improve recreational features	<input type="checkbox"/> * ★ Boat Launch Concrete Ramp and Dock Replacement <input type="checkbox"/> *Dog Swim Dock Replacement <input type="checkbox"/> * ★ Fishing Pier Replacement
Red Oaks	Manage and improve infrastructure	<input type="checkbox"/> *RDG Tunnel Replacement <input type="checkbox"/> *RDP Soccer Complex Asphalt Crack Sealing <input type="checkbox"/> *RWP Fenceline Replacement <input type="checkbox"/> *RWP Public Address System Replacement
	Manage and improve recreational features	<input type="checkbox"/> *RDP Nature Center Exhibit Remodeling <input type="checkbox"/> *RWP River Ride ADA Entrance Railing <input type="checkbox"/> *RWP River Ride and Kiddie Pool Repair and Repainting <input type="checkbox"/> *RWP Water Slide Structure Painting and Rust Repair <input type="checkbox"/> *RWP Wave Pool Resurfacing
	Manage and improve buildings and structures	<input type="checkbox"/> *RWP Family Restrooms
	Manage building equipment system-wide	<input type="checkbox"/> *RDG Maintenance Building Tube Heater Replacement <input type="checkbox"/> *RDP Nature Center HVA Replacement <input type="checkbox"/> *RWP Bathhouse Boiler Replacement <input type="checkbox"/> *RWP Filter Sand Replacement <input type="checkbox"/> *RWP Office AC Replacement

*Projects identified in *FY2018-2022 Capital Improvement Budget and Maintenance Management Plan*

★ Potential grant project

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
Springfield Oaks	Manage and improve infrastructure	<input type="checkbox"/> *SAC Pavement Repair <input type="checkbox"/> *SAC Water Tower Improvements <input type="checkbox"/> *SAC Water Tower Logo <input type="checkbox"/> *SPC Clubhouse Sign Replacement <input type="checkbox"/> *SPG Fenceline Replacement
	Manage and improve recreational features	<input type="checkbox"/> *SPG Irrigation System Replacement
	Manage and improve buildings and structures	<input type="checkbox"/> *SPC/SPG Clubhouse Renovation
	Manage building equipment system-wide	<input type="checkbox"/> *SPC Clubhouse Roadhouse HVAC Replacement <input type="checkbox"/> *SPC/SPG Clubhouse Water Heater Replacement <input type="checkbox"/> *SPG Maintenance Building Furnace Replacement <input type="checkbox"/> *Park Residence Water Softener Replacement <input type="checkbox"/> *Pro Shop HVAC Replacement
Waterford Oaks	Manage and improve recreational features	<input type="checkbox"/> *WTR The Fridge Demolition <input type="checkbox"/> *WWP Filter Separation System <input type="checkbox"/> *WWP Kiddie Play Structure
	Manage and improve buildings and structures	<input type="checkbox"/> *WTR Greenhouse Demolition <input type="checkbox"/> *WWP Family Restrooms
	Manage building equipment system-wide	<input type="checkbox"/> *ADM Administration Building Boiler Replacement <input type="checkbox"/> *WTR Activity Center Boiler Replacement <input type="checkbox"/> *WTR Activity Center HVAC Replacement <input type="checkbox"/> *WTR Facilities Building HVAC Replacement <input type="checkbox"/> *WTR Paradise Peninsula Boiler Replacement <input type="checkbox"/> *WTR Park Residence Boiler Replacement <input type="checkbox"/> *WTR Platform Tennis Tube Heater Replacement <input type="checkbox"/> *WWP Pool Office HVAC Replacement <input type="checkbox"/> *WWP Raft Ride Conveyor Belt Replacement
White Lake Oaks	Manage and improve infrastructure	<input type="checkbox"/> *Fenceline Replacement
	Manage and improve buildings and structures	<input type="checkbox"/> *Clubhouse Interior Renovation
	Manage building equipment system-wide	<input type="checkbox"/> *Maintenance Building HVAC Replacement

*Projects identified in *FY2018-2022 Capital Improvement Budget and Maintenance Management Plan*

★ Potential grant project

Objective 13: Planning

Objective: Support the development and management of sustainable facilities and programs with relevant data and best practices

Performance Indicators: Planning products: 5-Year Recreation Plan; park plans; planning reviews; facility standards manuals; public engagement reports; annual dashboard and data book; Strategic Action Plan annual reports

Staff Leadership: Planning and Resource Development (PRD)

Administrative Management Team Tracking Responsibility: Melissa Prowse

Name	Action	Tracking Metric
National park and recreation standards	Remain current on park and recreation standards by the Commission on the Accreditation of Park and Recreation Agencies (CAPRA) and track compliance	<input type="checkbox"/> Update Chapter 11 – Alignment with Standards with compliance status annually by March
	Establish new Survey Work Group in partnership with Business Operations/ Operational Development to explore relationship between survey data and park operation	<input type="checkbox"/> Establish Survey Work Group by October 2019
Public engagement	Fully launch park and facility survey card program	<input type="checkbox"/> Create overall phased plan for AMT approval and implement by April 2018
	Conduct continuing Recreation Plan public and stakeholder engagement	<input type="checkbox"/> Create annual plan for periodic planning workshops annually by January <input type="checkbox"/> Create 3-year plan for engagement with Oakland County community leaders by April 2018
Data management	Build capacity to improve timeliness and consistency of data management	<input type="checkbox"/> Staff review of draft annual Dashboard and Data Book annually in December <input type="checkbox"/> Commission receipt and website posting annual Dashboard and Data Book annually in March
Service portfolio	Continue to build the mix of services available in our park system and to track cost recovery throughout the system	<input type="checkbox"/> Park staff and AMT review of updated cost recovery statistics annually in December
Facility standards and operations manuals	Develop facility standards manuals and coordinate with operations manuals generated by Park Operations (See Parks and Facilities – Maintenance, Operation and Sustainability Objective for details related to facility manuals)	<input type="checkbox"/> Create and overall plan and schedule for completion of Standards/Operations Manuals by October 2018
Project planning	Conduct timely and comprehensive project planning	<input type="checkbox"/> Planning reviews created for 100% of capital and maintenance projects , invite input from: <i>Operations and maintenance staff</i> <i>Communications and marketing staff</i> <input type="checkbox"/> See Cultural and Historic Assets Objective for study of alternatives

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
		<p>planning reviews related to historic assets</p> <p><input type="checkbox"/> See Parks and Facilities – Maintenance, Operation and Sustainability Objective for study of alternatives planning reviews related to facility types</p> <p><input type="checkbox"/> See Property Acquisition and Management Objective for study of alternatives planning reviews related to property acquisition and removal of assets</p>
Park baseline analyses	Update annually; split into two documents – park baseline analysis and park history	<p><input type="checkbox"/> Annual review and update of park baseline analyses annually by December</p> <p><input type="checkbox"/> See Cultural and Historic Assets Objective for history analysis metrics</p>
Park plans	Update park plans annually and link with capital improvement and maintenance planning	<p><input type="checkbox"/> Updated park plans available to staff annually in December</p> <p><input type="checkbox"/> Updated park plans provided to Commission and posted on website annually in March</p>
Grant planning	Provide annually updated 5-year grant plan	<p><input type="checkbox"/> Update plan in association with 5-year capital and maintenance planning and provide to AMT annually in October</p> <p><input type="checkbox"/> Provide updated plan to Parks Commission for approval annually in November</p>

Objective 14: Property Acquisition and Management

Objective: Acquire property for recreation and natural resource protection and manage all property-related actions in compliance with relevant policies, regulations and agreements

Performance Indicators: Track OCPR acreage annually; Track Oakland County recreation acreage annually; Grant inspection reports completed every 5 years

Staff Leadership: Property Acquisition and Management (PAM) Work Group

Administrative Management Team Tracking Responsibility: Melissa Prowse

Name	Action	Tracking Metric
Administration and planning	Manage inventory of potential lands for acquisition	<input type="checkbox"/> Updated inventory reviewed at monthly PAM meetings <input type="checkbox"/> Provide regular closed session updates to the Parks Commission annually by December <input type="checkbox"/> Maintain communication with key landowners, document in PAM inventory annually by December
	Employ innovative methods to increase park and recreation land, especially in the highly-urbanized areas of southeast Oakland County	<input type="checkbox"/> In addition to purchase, consider lease, management contracts, conservation easements and other methods – document alternatives in Planning Reviews <input type="checkbox"/> As appropriate, refer opportunities to local communities – document in Inventory
	Manage acquisition process per best practices established by PAM and in compliance with BOC rules	<input type="checkbox"/> Conduct planning reviews for all potential acquisitions <input type="checkbox"/> Consult with Corporation Counsel on all actions and document in PAM meeting notes <input type="checkbox"/> Update PAM checklist to include planning by Parks Operations staff for future operations and maintenance tasks and costs for each potential acquisition by October 2018
Acquisition priority: land adjacent to existing parks	Focus on areas adjacent to existing parks that would expand the following: <ul style="list-style-type: none"> ▪ Natural resource protection ▪ Natural resource management ▪ Trail connectivity ▪ Green infrastructure connectivity ▪ Access to an existing park 	<input type="checkbox"/> Document project priorities and budget implications within planning review <input type="checkbox"/> Incorporate acquisition into park plans and create scopes for implementing priorities
Property management	PAM to review all property-related actions, including removal of assets, leases, licenses and other agreements, for impacts on the community, natural resources, OCPR budgets and operations; and for compliance with county policy, regulations, and grant agreements	<input type="checkbox"/> Documented PAM review <input type="checkbox"/> Identification and resolution of existing conversions of grant-assisted property per MDNR procedures

Objective 15: Recreation Programs and Services

Objectives:

- Provide a range of recreational programs, special events and mobile units that respond to public need
- Enhance recreation in local communities with recreational programs, special events and mobile units
- Provide experiences that inspire respect and appreciation for the natural world

Performance Indicators: Documentation of programs provided and attendance; programs are geographically well-distributed; cost recovery trends in each program area compared to targets; feedback on survey cards

Staff Leadership: Recreation Programs and Services (RPS)

Administrative Management Team Reporting Responsibility: Brandy Sotke-Boyd

Name	Action	Tracking Metric
Data management	Continue to expand reporting metrics	<input type="checkbox"/> New table in Data Book with RPS attendance numbers and RAPP statistics by March 2018
Adaptive recreation	Provide programs for teens that bridge kids and adult social programs Offer clinics and expos for people with physical disabilities to develop leisure skills and life enrichment using our facilities or other agency facilities	<input type="checkbox"/> New programs for teens with developmental disabilities developed in partnership with relevant agencies and in location of higher demand and expansion of kids with disabilities programs that bridges between kids and adults programming – have 4 new programs by October 2018 <input type="checkbox"/> Evaluate in all 3 categories for need to expand annually by December <input type="checkbox"/> New clinics and expos for people with physical disabilities – add 6 clinics (increase of 3 focused on our kayak launches) by October 2018; add 3 focused on archery by October 2022 – total 9 clinics by October 2022
Adventure camps	Establish a licensed day camp program that makes use of our facilities and mobile recreation units and that complements community camp and recreation experiences	<input type="checkbox"/> Compliant with licensing requirements by mid-June 2018 and updated annually by July <input type="checkbox"/> Establish baseline and targets for attendance and cost recovery by October 2018
Citizen science and stewardship	Coordinated program planning and messaging by RPS and NR Data Collection: Continue current programs with updates as needed; evaluate which data are useful for natural resource management in our parks or should be input into national databases; provide training for citizen scientists that they can apply beyond OCPR programs	<input type="checkbox"/> Meet with NR monthly to coordinate programs and language used <input type="checkbox"/> Coordinate with NR to identify data collection needs quarterly <input type="checkbox"/> Create 1-2 new programs annually to diversify stewardship programming <input type="checkbox"/> Identify 1-2 new partners annually to increase wildlife education

Name	Action	Tracking Metric
	<p>Stewardship Programs – increase the number and diversity of programs – e.g. pollinator programs, plant sales; participate in local and regional efforts – i.e. river and lake cleanups</p> <p>Wildlife Education – increase programs and build partnerships to increase awareness of wildlife in urban areas; participate in local and regional efforts</p>	
Health and wellness programs	<p>Develop activity programs that promote health and wellness to our residents; New programs targeted to similar audience as Red Oaks River Walk, throughout the county and using the park system</p>	<p><input type="checkbox"/> Establish 4 programs by October 2018</p> <p><input type="checkbox"/> Set targets for expansion by October 2019</p> <p><input type="checkbox"/> Establish baseline and targets for participation by October 2019</p>
Mobile recreation	<p>Coordinate maintenance, safety and training for operation of recreation with FM/Equipment Management</p> <p>Adjust services and equipment to respond to demand, current trends, needs of individual communities, and availability of new, more interactive equipment</p> <p>Rotate, replace and acquire equipment; select equipment and plan for operation that works with staff capacity and train staff to interact with participants to provide the best experience; place older units semi-permanently in parks and training park staff to operate</p>	<p><input type="checkbox"/> Regular meetings for service of recreation equipment with FM/Equipment Management – weekly in season (May-August) and as needed off-season</p> <p><input type="checkbox"/> Monitoring of community need and recreational trends through Northwest Parks and Recreation Association (NWPRA) meetings – at least annually</p> <p><input type="checkbox"/> Update equipment replacement and acquisition forecast as part of capital equipment plan annually by October</p> <p><input type="checkbox"/> Internal staff audits conducted ongoing and adjust as needed; at least one per staff per year; all staff annually by October</p>
Marketing	<p>Explore packaging current programs and program tracks (nature, fitness, etc) to different audiences and demographics – e.g. grandparents, seniors, parents; home school families</p> <p>Increase marketing reach by sending information directly to local communities to share on community social media and other outlets</p>	<p><input type="checkbox"/> Identify 3 program tracks to promote to new audiences by October 2018</p> <p><input type="checkbox"/> Partner with CM to develop packages and promotions by October 2018</p> <p><input type="checkbox"/> Set targets based on FY2018 outcomes by October 2019</p> <p><input type="checkbox"/> Develop contacts – program track specific – lists (of the right individuals) and formalize by October 2019</p>
Nature education	<p>Build new program areas in home schools, senior services</p> <p>Explore inter-generational programming, such as day-camps for grandparents and grandchildren – provide the same content with adjustments for language and physical capacity between the generations</p> <p>Develop pop-up programs in neighborhood and community parks in southeast Oakland County</p>	<p><input type="checkbox"/> Nature programs outreach adjusted to senior centers by October 2018</p> <p><input type="checkbox"/> Establish new home school programs by October 2018</p> <p><input type="checkbox"/> Set home school program targets based on outcomes by October 2019</p> <p><input type="checkbox"/> Inter-generational – baseline of 1 per year per nature center – increase promotion to increase participation; establish target for % increase by October 2018</p>

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
	Provide more hands-on activities at Farmers Market – ie. “nature tables” and other short-term conversational programming	<input type="checkbox"/> Develop plan for pop-up programs and launch a pilot by October 2018 ; evaluate capacity and set targets <input type="checkbox"/> Develop Farmers Market plan that identify appropriate programs and tools; conduct a pilot by October 2018 ; evaluate capacity and set targets
	Provide programming input to guide design of updated nature exhibits	<input type="checkbox"/> Exhibits at Wint and Red that enhance programming and encourage exploration in the parks; evaluate the number of programs that tie into exhibits annually by October <input type="checkbox"/> Document that program maps link exhibits to the park by October 2018 <input type="checkbox"/> Create a methodology to document participation (i.e. posting photos) by October 2019
Recreation Assistance Partnership Program	Increase partnership opportunities and resources for community-based programs and events	<input type="checkbox"/> Request the allocation of \$200,000 annually to provide more opportunities to our community partners. <input type="checkbox"/> Extend mobile recreation season to include spring and fall (May-October) beginning May 2018 <input type="checkbox"/> Recruit from local HS, Colleges, and community residents to aid in staffing needs annually
50+ programming	Increase programs and services with seniors as a growing target market Be mindful of senior component in special events (universal access) – make adjustments in physical capacity requirements as needed	<input type="checkbox"/> Full complement of historical and cultural tours using OCPR historic assets marketed to history groups and libraries with seniors as a target market – baseline 2 programs; expand to 3 by October 2018; target of 4 locations by October 2021 <input type="checkbox"/> Active programs – launch 2 by October 2018 and establish targets
Special events	Inventory events in southeast Oakland County and identify opportunities for partnership and gaps in service Identify external events that can be used as special event and programming themes – e.g. eclipse Revenue centers – design events to take advantage of facilities such as conference centers and increase exposure of these facilities Design nature-themed special events	<input type="checkbox"/> Inventory special events in southeast corner of the county by March 2018 <input type="checkbox"/> Research calendar of events, special holidays and unique natural events by May 2018 <input type="checkbox"/> Generate a list of possible special events ideas and implement 1 each summer <input type="checkbox"/> Track and use 6 designated days at our banquet facilities annually <input type="checkbox"/> Keep current on national trends and implement 2 new programs annually <input type="checkbox"/> Create 2 new nature-themed events annually

Objective 16: Revenue Management and Development

Objective: Provide relevant revenue-generating services and alternative funding that enhance the park experience

Performance Indicators: Fiscal reports; conference center and grill room reports; sponsorship and donation reports; grant submissions and approvals

Staff Leadership: Business Operations/Food and Beverage, Group and Facility Sales; Planning and Resource Development

Administrative Management Team Tracking Responsibility: Phil Castonia

Name	Action	Tracking Metric
Food and Beverage	Develop protocol for food trucks in parks and ensure all parks are compliant	<input type="checkbox"/> Develop food truck protocol by October 2018
	Develop a plan to improve cost recovery for grills rooms, including trailer and beer cart; consider options including both contractor management and in-house management	<input type="checkbox"/> Recommendations and plan in place by October 2020
	Review day use concession operations; evaluate opportunities for expansion using vendors and/or in-house management and coordinate with capital improvements	<input type="checkbox"/> Recommendations and plan synchronized with capital improvements as they are planned and implemented <input type="checkbox"/> Evaluate attendance and make recommendations if indicated by changes in attendance annually by December
	Review current alcohol sales and potential future sales that would enhance the recreational experience	<input type="checkbox"/> Conduct review and make recommendations by October 2020
	Synchronize waterpark concession operation updates with capital improvements	<input type="checkbox"/> Recommendations and plan synchronized with capital improvements as they are planned and implemented
Group and facilities sales	Evaluate need for centrally-managed marketing, promotion and sales of all Commission rental assets	<input type="checkbox"/> Decision to fill group and facility sales business representation position or leave vacant by October 2019
Rental facilities	Explore opportunities for rental of additional facilities Formalize rental packages for specific recreation and social events Offer optional add-ons to rental packages that are a cross-marketing opportunities See also Objective 10: Parks and Facilities – Maintenance, Operations and Sustainability/Rental facilities	<input type="checkbox"/> Conduct review and make recommendations by October 2020
Sponsorship program	Determine what opportunities exist to increase sponsorship sales organization wide Utilize Oakland County Business Survey to determine sponsorship viability Determine feasibility of evaluating OCPR	<input type="checkbox"/> Decision to hire full- or part-time resources to focus on sponsorship sales and relationship management or determine alternative staffing plan by October 2018 <input type="checkbox"/> Established protocol for sponsorship

Name	Action	Tracking Metric
	assets to determine sponsorship value for various programs, events, facilities Create consistent approach and protocol for sponsorship solicitation Create procedures for tracking and evaluating sponsorship Consider naming rights for popular and well-attended parks facilities (i.e. Farmer's Market) Work with proposed Group Sales Coordinator to coordinate packages and offerings to potential sponsors Cross-market and promote additional opportunities to sponsors including group sales, group vehicle permit sales, corporate picnics, etc.	solicitation and management by October 2019 <input type="checkbox"/> Recommendations on naming rights for key facilities by October 2019 <input type="checkbox"/> Packages developed to offer potential sponsors by October 2019
Grant program	See Objective 10: Planning/Grant planning	

Objective 17: Trail Management and Development

***Objective:** Develop and maintain high-quality park trails that meet the approved Trail Standards, serve a variety of trail users, and connect, where possible, with the regional trail network*

***Performance Indicators:** Surveys; connections/promotion with regional trails; trail plans within park plans; Trail Standards Manual; prioritization of trail projects for funding; updated trail maps*

***Staff Leadership:** Trails Work Group*

***Administrative Management Team Tracking Responsibility:** Melissa Prowse*

Name	Action	Tracking Metric
Trail Standards Manual	Develop Oakland County Parks and Recreation Trail Standards Manual, including: <ul style="list-style-type: none"> ▪ <i>Design Standards and specifications</i> for all trail types ▪ <i>Signage/map Standards</i> for trailheads, safety, directional, wayfinding and interpretive trail signs, digital/online maps ▪ <i>Operation and Maintenance Standards</i> including emergency response, trail closure, mowing and trimming, inspection, use of volunteers ▪ <i>NR Standards</i> including high-priority natural areas, invasive species management, and best practices ▪ <i>Accessibility Standards</i> ▪ <i>Trail Assessment Protocol and</i> 	<input type="checkbox"/> Complete Trail Standards Manual by December 2018 <input type="checkbox"/> Present to AMT for comment and approval by January 2019 <input type="checkbox"/> Present to Commission for information, if desired, by March 2019 <input type="checkbox"/> Review Trail Standards Manual and make changes annually by December

Name	Action	Tracking Metric
<i>Procedures (see below)</i>		
Trail Assessment Protocol	<p>Develop and implement a <i>Trails Assessment Protocol</i> for assessing park trails and recommending maintenance and CIP projects, including: Current conditions including trail width, surface type, accessibility concerns, NR concerns, user concerns, etc.</p> <p>Develop and implement a Trails Assessment Report including recommendations for prioritizing future trail projects</p>	<p><input type="checkbox"/> Develop formal/written Trails Assessment Protocol by April 2018 and incorporate into Trail Standards Manual</p> <p><input type="checkbox"/> Complete Trail Assessment Report for Addison Oaks by June 2018</p> <p><input type="checkbox"/> Complete Trail Assessment and Reports for 2 parks annually by December until complete</p> <p><input type="checkbox"/> Incorporate Trail Assessment Reports and Recommendations into Trail Plan within each Park Plan – update Park Plans accordingly</p> <p><input type="checkbox"/> Complete park trail surveys annually with parks being assessed and incorporate results into Park Plans</p>
Trail Development	Build and maintain park trails that meet the identified Trail Standards	<p><input type="checkbox"/> Formalize trail development planning process as part of Trail Standards Manual – by June 2018</p> <p><input type="checkbox"/> Provide updated trail mileage annually by November for inclusion in annual Dashboard and Data Book</p> <p><input type="checkbox"/> Report the completion of new trail projects to the Oakland County Trails Water and Land Alliance at their quarterly meetings</p>
Park Trail Plans	<p>Develop a Park Trail Plan for each Park and incorporate into Park Plans including:</p> <ul style="list-style-type: none"> • Trail Assessment • Survey Data/Use Data • Natural Resource evaluation • Opportunities for connecting with regional trail network • Priorities/Project Recommendations • Grant-funding opportunities 	<p><input type="checkbox"/> Develop Park Trail Plan for Addison Oaks by October 2018</p> <p><input type="checkbox"/> Develop Park Trail Plans for remaining parks 2 annually by December in coordination with Park Trail Assessments</p> <p><input type="checkbox"/> Provide recommendations for prioritization of trail projects to AMT annually by November 1 for budget planning</p>
Trail/Park Maps	Implement a family of mapping products for each park with trails utilizing the Trail Standards Manual	<p><input type="checkbox"/> Update interactive maps on Web site – add missing trails and park information by June 2018</p> <p><input type="checkbox"/> Update interactive maps on Web site with trail types and locations in coordination with Trail Assessments (Addison Oaks by October 2018, 2 parks per year annually by October)</p> <p><input type="checkbox"/> As assessments are completed and trail information updated, create updated handout maps based on GIS, and update PDF maps on Web site</p> <p><input type="checkbox"/> As assessments are completed and trail information updated, create new</p>

Oakland County Parks and Recreation Master Plan 2018-2022

Name	Action	Tracking Metric
		large-scale GIS-based trails maps for trailheads and park kiosks
		<input type="checkbox"/> As assessments are completed and trail information updated , PR Tech to provide map data to CM for publication
		<input type="checkbox"/> As assessments are completed and trail information updated , CM to integrate updated maps into documents/brochures/promotion



White Lake Oaks County Park – White Lake Township

11 Alignment with Standards

11 Alignment with Standards

National Park and Recreation Standards	3
1.0 Agency Authority, Role, and Responsibility	4
2.0 Planning	5
3.0 Organization and Administration	6
4.0 Human Resources	8
5.0 Financial Management	11
6.0 Programs and Services.....	13
7.0 Facility and Land Use Management	14
8.0 Public Safety, Law Enforcement, and Security	17
9.0 Risk Management	19
10.0 Evaluation, assessment, and research.....	19

National Park and Recreation Standards

These national park and recreation standards are developed by the National Recreation and Parks Association (NRPA) under the umbrella of their Commission on the Accreditation of Park and Recreation Agencies (CAPRA). The purpose of this chapter is to track alignment of our implementation of the Strategic Action Plan 2018-2022 with national standards.

NRPA provides the following explanation of the standards:

“A standard is a statement of desirable practice as set forth by experienced professionals. In practice, if an agency complies with a given standard, then it is expected that the agency’s operations related to that standard will be positively affected. Viewed holistically, if an agency complies with the vast majority of the standards, then it is understood that the agency is performing a quality operation. Standards enable evaluation by comparing what is found within an agency operation to what is accepted by professionals as desirable practices.”

Standards with a ★ are identified as a fundamental standard by CAPRA. For more details, see <http://www.nrpa.org/certification/accreditation/CAPRA/capra-standards/>

This reporting tool will be used as part of the ongoing evaluation of the Strategic Action Plan 2018-2022.

1.0 Agency Authority, Role, and Responsibility

Standard	Recreation Plan 2018-2022
1.1 ★ Source of authority	<i>The source of agency authority or legal basis of operation and the extent of powers shall be identified in a legal document such as the state statute, local charter, city ordinance, or park district code.</i>
1.1.1 Approving authority/policy body	<i>The agency organizational structure shall provide for one public entity responsible for policy-making functions. This entity usually has taxing power and must approve the budget; it holds title to property. It also serves an important function in providing input to improve and expand park and recreation programs, services and facilities.</i>
1.1.2 Citizen advisory boards/committees	<i>There shall be citizen boards/committees that are advisory to the agency and the approving authority that appoints them. Advisory boards engage the community and serve as advocates for the advancement of programs, facilities and services.</i>
1.2 Periodic timetable for review of documents	<i>All documents designated for periodic review shall be reviewed on a regular basis according to an established agency review schedule.</i>
1.2.1 Document Approval authority	<i>All documents designated for approval by the appropriate approving authority shall be approved or adopted in a manner consistent with the agency process and procedures, except that the agency budget and park and recreation system master plan must be adopted or approved by the entity responsible for policy-making.</i>
1.3 Jurisdiction	<i>The specific geographical boundaries of the agency's jurisdiction shall be set forth by geographical description and map.</i>
1.4 ★ Mission	<i>There shall be an established mission statement that defines the directions and purpose of the agency. The agency mission is the purpose or reason for the existence of the agency and establishes the long-term direction for the agency services and activities.</i>
1.4.1 ★ Agency Goals and Objectives	<i>There shall be established, measurable goals and objectives for the agency and for each organizational component within the agency. Such goals and objectives shall be directed toward accomplishing the agency mission, be reviewed periodically, and distributed to all appropriate personnel.</i>
1.4.2 Personnel Involvement	<i>The agency shall have an established process for acquiring and considering input from personnel at various levels of the organization in the development of goals and objectives.</i>
1.5 ★ Vision	<i>The agency shall provide an adopted Vision Statement that is aspirational, far reaching and states where the agency is going. It should be available to the approving authority, staff and participants.</i>
1.6 Policies, Rules, Regulations, and Operational Procedures	<i>There shall be delegation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the chief administrator and staff</i>

Standard	Recreation Plan 2018-2022
1.6.1 Administrative policies and procedures	<i>There shall be policies and procedures, encompassing administrative aspects of the organization that are kept up-to-date, reviewed periodically, and made available to pertinent administrative and supervisory personnel.</i>
1.7 Agency relationships	<i>There shall be ongoing liaison roles with complementary organizations, such as nearby park and recreation agencies, social service organizations, and other governmental units and regulatory bodies</i>
1.7.1 Operational Coordination and Cooperation Agreements	<i>There shall be established agreements with other agencies, organizations, or individuals that entail cooperative use and maintenance of facilities, programming, facility design, land development, finances, etc.</i>

2.0 Planning

Standard	Recreation Plan 2018-2022
2.1 Overall Planning Function within Agency	<i>The agency shall have planning functions with established responsibilities, including at least one staff member or consultant with planning capability.</i>
2.2 ★ Involvement in Local Planning	<i>The agency shall be involved in local planning, e.g. comprehensive planning, strategic planning, and capital improvement planning by reviewing development proposals, monitoring the decisions of planning and zoning boards or commissions and participating on task forces and committees that will impact parks and recreation services within the jurisdiction.</i>
2.3 Planning with Regional, State, and Federal Agencies	<i>The agency shall have a working relationship with the regional, state, and federal agencies to ensure the coordination of planning efforts that affect the delivery of parks and recreation services within the jurisdiction.</i>
2.3.1 Community Comprehensive Plan with Park and Recreation Component	<i>The jurisdiction with land use authority within which the agency operates shall have a comprehensive plan adopted by the governing authority that dictates public policy in terms of transportation, utilities, public facilities, land use, recreation, and housing. In some jurisdictions the comprehensive plan is called the general plan or the land use plan. Zoning for the jurisdiction is based upon the comprehensive plan. To meet this standard, the comprehensive plan shall have a park and/or recreation component that discusses how the jurisdiction intends to meet the needs for parkland and public recreation facilities in concert with other land use priorities.</i>
2.4 ★ Park and Recreation System Master Plan	<i>The agency shall have a comprehensive park and recreation system plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management. The plan shall be officially adopted by the policy-making body, updated periodically and linked with a capital improvement budget and a phased development program. The system master plan shall implement policies adopted in the comprehensive plan for the jurisdiction. Interested and affected agencies, organizations, and groups shall be engaged in the planning process.</i>

Standard	Recreation Plan 2018-2022
2.5 ★ Strategic Plan	<i>An agency shall have a strategic plan, approved by the approving authority, stating how the agency will achieve its mission, goals, and objectives over an extended period of time, typically three to five years. The strategic plan shall be reviewed annually. The goals and objectives of the plan shall be measurable to demonstrate progress and results. The strategic plan shall support the priorities and initiatives of the whole organization. The strategic plan is a tool to implement the Parks and Recreation System Master Plan.</i>
2.6 Feasibility Studies	<i>Studies shall be conducted to determine the feasibility of proposed facilities.</i>
2.7 Site Plans	<i>There shall be site plans to guide the use of existing and the development of future areas and facilities. A site plan is a depiction of a park site of that is drawn to scale and delineates features such as building and facility locations, roads and trails, use areas and utility easements.</i>
2.8 Historical and Cultural Resource Management Plans	<i>Historical and cultural plans include an inventory of historical, cultural resources and strategies for how they will be managed. These resources may be addressed as part of the jurisdiction's comprehensive plan or the agency's park and recreation system master plan.</i>
2.9 ★ Community Involvement	<i>The agency shall include community involvement in the planning process that includes ongoing and systematic outreach to include the entire community. It is critical that the diversity of individuals (i.e., all cultures, ages, and abilities) and local, regional, and national non-governmental community organizations, agencies, businesses, service providers, local foundations and employers are afforded opportunities for input.</i>
2.10 ADA Transition Plan	<i>The agency shall develop and adopt a phased plan for the removal of barriers at existing recreation facilities, parks, and amenities owned or operated by the agency, pursuant to the requirements of the US Department of Justice Title II regulation issued September 14, 2010 and effective March 15, 2011.</i>

3.0 Organization and Administration

Standard	Recreation Plan 2018-2022
3.1 ★ Organizational Structure	<i>The agency shall establish a staff organizational structure that reflects its methods of operation, its relationship to the community, and the relationships among the different organization components.</i>
3.2 Administrative Offices	<i>The agency administrative offices shall be accessible to the public and staff. There shall be administrative, meeting and storage space, and equipment adequate to perform the agency's functions and responsibilities.</i>
3.2.1 Support Services	<i>Sufficient and appropriate equipment, technology, clerical and administrative staff shall be provided to enable the professional staff to</i>

Standard	Recreation Plan 2018-2022
	<i>perform their appropriate functions.</i>
3.3 ★ Internal Communication	<i>A communication system shall be established to ensure the accurate and timely transfer of internal information among staff.</i>
3.4 ★ Public Information Policy and Procedure	<i>The agency shall have approved policies that govern what information shall be released, when it should be released, and by whom it should be released and that demonstrate the agency's commitment to inform the community and news media of events.</i>
3.4.1 Public Information and Community Relations Responsibility	<i>A specific position in the agency shall be designated to direct the public information and community relations functions. The position serves as a point of control for information dissemination to the community and the media. The intent of the standard is to establish the authority and responsibility for developing and coordinating the agency's community relations function in an identifiable position.</i>
3.4.2 Community Relations Plan	<i>The agency shall have an established community relations plan that identifies and addresses community needs for all segments of its service population, which is evaluated periodically for effectiveness.</i>
3.4.3 Marketing Plan	<i>The agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns and behaviors. The marketing plan addresses the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience.</i>
3.4.3.1 Marketing Responsibility	<i>A specific position shall be designated to direct the marketing function. Marketing functions shall be the responsibility of a permanent position of the agency that works closely with all agency units in developing, coordinating, and implementing the agency marketing plan.</i>
3.5 Utilization of Technology	<i>Technology shall be used to enable the agency to operate more efficiently and effectively. The agency should research and apply such resources progressively.</i>
3.5.1 ★ Management Information Systems	<i>Agency shall have management information systems to produce reliable statistical and data summaries of agency activities, such as daily, monthly, and annual reports for use in management decision-making. Reports shall provide comparative data and statistics.</i>
3.6 Records Management Policy and Procedures	<i>The agency shall have established policy and procedures for control, maintenance, and retention of records that are periodically reviewed. Records management policies and procedures address retention, disposal, access, disclosure and distribution of documents, including freedom of information requests, and they must be consistent with legal requirements.</i>
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	<i>There shall be an established records disaster mitigation and recovery plan and procedures that are periodically reviewed for protecting and storing</i>

Standard	Recreation Plan 2018-2022
<i>records, and recovering critical information after a disaster.</i>	

4.0 Human Resources

Standard	Recreation Plan 2018-2022
4.1 ★ Personnel Policies and Procedures Manual	<i>There shall be established policies that are reviewed periodically and govern the administration of personnel procedures for both professional and nonprofessional employees. The personnel policies and procedures manual shall be available to each employee, as appropriate to the position.</i>
4.1.1 ★ Code of Ethics	<i>There must be an established statement of ethical principles for agency personnel that provide a clear understanding of ethical responsibility involving issues as related to the park and recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.</i>
4.1.1.1 Staff Acceptance of Gifts and Gratuities	<i>The agency shall have an established policy for the acceptance of gifts and gratuities by staff members.</i>
4.1.2 Recruitment Process	<i>There shall be a comprehensive recruitment process to attract qualified personnel that is based upon established recruitment procedures with specific recruitment objectives that are reviewed periodically. It is understood that in certain cases an agency is required to handle its personnel through a state or local civil service merit system, and is, therefore, linked to that system in the recruitment of its park and recreation personnel.</i>
4.1.3 ★ Equal Opportunity Employment and Workforce Diversity	<i>There shall be an established policy regarding diversity with evidence of implementation that assures equal opportunities for employment, promotion, and equity in employment working conditions and that complies with the American Disabilities Act.</i>
4.1.4 Selection Process	<i>There shall be comprehensive procedures for hiring personnel. The agency shall also have a role in determination of skills and the personal attributes required for positions.</i>
4.1.5 ★ Background Investigation	<i>The agency process for hiring personnel shall include procedures for a national background investigation prior to appointment, including verification of a candidate's qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles.</i>
4.1.6 Employee Benefits	<i>There shall be an established employee benefits plan. Each of the benefits provided to employees shall be described in terms of what is provided, under what conditions, and the extent of the benefit. Types of benefits often include administrative leave, holiday leave, sick leave, vacation leave, retirement program, health insurance program, disability and death benefits program, liability protection program, provision of clothing and</i>

Standard	Recreation Plan 2018-2022
	<i>equipment used by employees in performing park and recreation functions, employee education benefits, if any, and personnel support services to employees.</i>
4.1.7 Supervision	<i>There shall be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services. Supervision is an on-going and systematic process that is helpful for the well-being of the individual and agency. Important characteristics of effective supervision are the ability to communicate expectations, delegate authority commensurate with the assigned tasks, provide feedback, and motivate.</i>
4.1.8 Compensation Plan	<i>There shall be an established compensation plan and that establishes equity of compensation among units within the agency that is reviewed periodically. The compensation plan for an agency shall take into account agency employment standards, agency skill needs, and compensation levels offered by other local employers.</i>
4.1.9 Performance Evaluation	<i>There shall be a fair and systematic procedure for annual or periodic appraisal of job performance. Personnel evaluation shall be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Although evaluation is a day-by-day process, there shall be periodic specific reviews with the employee. An employee's personnel file shall include a written annual evaluation.</i>
4.1.10 Promotion	<i>There shall be an established policy and procedures available to all employees defining the promotion process and the agency's role. The park and recreation agency may rely upon a state or local civil service commission, or other public or private external organization to administer one or more elements of the process in accordance with legal, professional, and administrative requirements.</i>
4.1.11 Disciplinary System	<i>There shall be an established disciplinary system based on the code of conduct and performance. The system shall specify the conduct expected of employees. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality).</i>
4.1.12 Grievance Procedures	<i>There shall be an established grievance procedure, available to all employees. The procedure shall identify matters that are grievable; establish time limitations for filing or presenting the grievance; establish steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Formal grievance procedures shall be written in clear, concise terms.</i>
4.1.13 Termination and End of Employment	<i>There shall be established policies and procedures for termination and end of employment.</i>
4.2 ★ Staff Qualifications	<i>The agency shall employ staff qualified to develop and operate programs and services in furtherance of goals and objectives. Staff shall be qualified for the positions as provided in the job descriptions and possess specified licenses and certificates. Park and recreation personnel shall have</i>

Standard	Recreation Plan 2018-2022
	<i>certification and/or educational training appropriate to the position.</i>
4.3 ★ Job Analyses for Job Descriptions	<i>Established job descriptions for all positions shall be based on the job analysis and reviewed periodically.</i>
4.4 ★ Chief Administrator	<i>The agency shall have a chief administrator responsible to the approving authority for the management, direction, and control of the operations and administration of the agency and with authority to perform such responsibilities. The chief administrator shall be employed full-time, year-round, and be qualified by experience, education, certification, and/or training in park, recreation, leisure services, tourism, or related disciplines. These qualifications shall be verified and demonstrated specifically as to how it is related to park and/or recreation management.</i>
4.4.1 Leadership Succession Procedure	<i>The agency shall have an established procedure to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.</i>
4.5 Workforce Health and Wellness Program	<i>The agency shall have an employee health and wellness program showing periodic evaluation of the program status.</i>
4.6 Orientation Program	<i>There shall be an orientation program for all personnel employed by the agency.</i>
4.6.1 Employee Training and Development Program	<i>There shall be a program of employee development which is available to employees throughout the agency. It should be based on needs of individual employees, future organizational needs, and is evaluated and updated periodically.</i>
4.6.2 Professional Certification and Organization Membership	<i>Professional staff shall be active members of their professional organization(s) and pursue professional certifications within their respective disciplines. "Active" means more than holding membership, including attendance at meetings, making presentations, participating in committee work, holding elected and appointed positions, and participation in educational opportunities.</i>
4.7 Volunteer Management	<i>There shall be a volunteer management function within the agency, including a comprehensive volunteer management manual that includes policies and procedures related to the management of volunteers.</i>
4.7.1 Use of Volunteers	<i>Volunteers shall be used by the agency in a variety of positions.</i>
4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention	<i>There shall be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening. Background investigations shall be made for all volunteers who work routinely with vulnerable populations, especially youth, senior adults, and persons with disabilities.</i>
4.7.3 Supervision and Evaluation of Volunteers	<i>Agency volunteers shall be monitored, shall receive supervisory visits, and be evaluated regarding performance. Supervision and evaluation of volunteers is important to ensure adequate training is provided and to</i>

Standard	Recreation Plan 2018-2022
	<i>verify satisfactory conduct and performance.</i>
4.7.4 Recognition of Volunteers	<i>There agency shall recognize volunteers for their contributions. Recognition may take many forms, depending on the nature of volunteer roles.</i>
4.7.5 Liability Coverage for Volunteers	<i>Agency volunteers shall be covered for negligence liability.</i>
4.8 Consultants and Contract Employees	<i>The agency shall have policies and procedures regarding the use of consultants and contract employees.</i>

5.0 Financial Management

Standard	Recreation Plan 2018-2022
5.1 ★ Fiscal Policy	<i>Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established.</i>
5.1.1 ★ Comprehensive Revenue Policy	<i>There shall be an established revenue policy that is periodically updated regarding fees and charges for services and the strategies and methodologies for determining fees and charges and levels of cost recovery.</i>
5.1.2 Agency Acceptance of Gifts and Donations	<i>The agency shall have an established policy for the acceptance of gifts and donations.</i>
5.1.3 Grants Procedures	<i>Where feasible and appropriate, the agency shall procure regional, state, federal and/or other applicable agency grants to supplement funding through an established procedure to research, coordinate and implement grant opportunities. Prior to grant procurement, agencies shall evaluate how application, approval, implementation and management processes will be coordinated.</i>
5.1.4 Private, Corporate, and Non-Profit Support Procedures	<i>Where feasible and appropriate, the agency shall solicit private, corporate, and non-profit support to supplement agency funding through an established procedure to research, coordinate and implement alternative funding options. Prior to acceptance of support the agency shall evaluate the terms of acceptance and how the implementation and management process will be coordinated.</i>
5.2 ★ Fiscal Management Procedures	<i>There shall be established procedures for the fiscal management of the agency.</i>
5.2.1 Authority and Responsibility for Fiscal Management	<i>The agency's chief administrator shall be designated as having the authority and responsibility for the fiscal management of the agency. Although an agency's chief administrator is ultimately responsible for all agency fiscal matters, the size and complexity of the agency may dictate the need to delegate responsibility for fiscal management functions to an identifiable person or component within the agency.</i>
5.2.2 ★ Purchasing Procedures	

Standard	Recreation Plan 2018-2022
	<i>Agencies shall have established procedures for the requisition and purchase of agency equipment, supplies, and services.</i>
5.2.2.1 Emergency Purchase Procedures	<i>There shall be established procedures for emergency purchases within the agency to secure equipment or services in a swift and efficient manner.</i>
5.3 ★ Accounting System	<i>The agency shall have a comprehensive accounting system to ensure an orderly, accurate, and complete documentation of the flow of funds. The accounting system shall facilitate rapid retrieval of information on the status of appropriations, expenditures and revenue any time the information is required.</i>
5.3.1 Financial Status Reports	<i>The agency shall periodically, monthly at a minimum, provide financial status reports. Each appropriation and expenditure shall be classified according to function, organizational component, activity, object, and program.</i>
5.3.2 Position Authorization Procedures	<i>The agency shall have established procedures for maintaining control over the number and type of authorized filled and vacant positions to ensure that persons on the payroll are legally employed and that positions are in accordance with budget authorizations.</i>
5.3.3 Fiscal Control and Monitoring Procedures	<i>The agency shall have established procedures used for collecting, safeguarding, and disbursing funds. The procedures shall enhance security and accountability of all monies received by the agency.</i>
5.3.4 ★ Independent Audit	<i>There shall be an independent audit of the agency's fiscal activities conducted annually or at a time stipulated by applicable statute or regulation.</i>
5.4 ★ Annual or Biennial Budget	<i>There shall be an annual or biennial operating and capital improvements budgets, including both revenues and expenditures. Operating budgets include both capital and operating expenses, cover a one-year or two-year period and capital improvements may extend five or six years with annual review.</i>
5.4.1 Budget Development Guidelines	<i>The agency shall establish guidelines to inform the heads of organizational components of the essential tasks and procedures relating to the budget preparation process. The guidelines shall include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items.</i>
5.4.2 Budget Recommendations	<i>Major organizational components shall provide recommendations, based on operational and activity analysis, for use in the development of the agency's budget.</i>
5.5 Budget Control Procedures	<i>The agency shall have procedures for budget control with periodic reporting of revenues and expenditures, and continuous management review.</i>
5.5.1 Supplemental/Emergency Appropriations Procedures	

Standard	Recreation Plan 2018-2022
	<i>The agency shall have established procedures for requesting supplemental or emergency appropriations and fund transfers to meet circumstances that cannot be anticipated by prior fiscal planning efforts. Mechanisms of adjustment may include transferring funds from one account to another and/or requesting that additional funds be granted for agency needs.</i>
5.5.2 Inventory and Fixed Assets Control	<i>The agency shall have established procedures for inventory control of property, equipment, and other assets to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. There shall be a complete and current listing of agency assets.</i>

6.0 Programs and Services

Standard	Recreation Plan 2018-2022
6.1 ★ Recreation Programming Plan	<i>The agency shall have a recreation programming plan covering 3-5 years that is updated periodically and a current-year implementation plan. The plan shall address all programs and services of the agency's programming functions, including activity selection, type and scope of programs and outreach initiatives.</i>
6.1.1 Program and Service Determinants	<i>A systematic and studied approach shall be taken in determining what programs and services shall be provided by the agency.</i>
6.1.2 Participant Involvement	<i>The development of agency programs and services shall involve participants.</i>
6.1.3 Self-Directed Programs and Services	<i>The agency shall offer self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision. Examples include picnic facilities, tennis courts, roadways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds.</i>
6.1.4 Leader-Directed Programs and Services	<i>The agency shall offer leader-directed recreation opportunities that provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes. Examples include tennis, crafts, dance; synchronized swimming performance; creative dramatics for children.</i>
6.1.5 Facilitated Programs and Services	<i>The agency shall facilitate assistance to individuals and groups of individuals that provide or want to provide recreation programs and leisure services independently from the agency. An example of facilitated programs and services is an individual or group that wishes to start a community theater organization; the agency may help initially by providing a meeting place, some administrative help in publicity, and "seed money" with the intent that the organization will become self-sustaining. Demonstration projects may be utilized for this purpose.</i>
6.1.6 Cooperative Programming	<i>The agency shall enter into cooperative agreements with public, commercial, and nonprofit entities to provide programming.</i>
6.2 ★ Program Objectives	

Standard	Recreation Plan 2018-2022
	<i>There shall be specific objectives established for programs and services that are reviewed periodically. Objectives shall be specific and measurable as to the actual outcome or impact desired by the program or service so that progress on meeting objectives can be evaluated (see standard 10.2 Outcomes Assessment). Objectives shall be defined by program area, such as nature, dance, music, sports, fitness, special events and they can be further defined into levels such as beginner, intermediate and advanced.</i>
6.3 Scope of Program Opportunities	<i>The content of agency programs shall be related directly to stated program objectives and shall provide for individual differences of interests, abilities (mental, social, physical), and backgrounds. Activities selected shall be suited to and contribute toward fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. The agency should take into consideration the total community offerings; some opportunities may be offered by other organizations, private, public, and non-profit.</i>
6.3.1 ★ Outreach to Diverse Underserved Populations	<i>The agency shall proactively extend programs and services to residents who may be underserved in the community. To encourage participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access including physical, social and mental abilities and financial, geographic and cultural barriers. Financial barriers may be addressed through reduced fees and scholarships. Agencies should offer inclusionary support services to ensure access to programs and services for people of all abilities and socioeconomic status.</i>
6.4 Community Education for Leisure Process	<i>The agency shall have a process to educate the general citizenry about the use of leisure time and the outcomes, benefits, values, and positive impacts of leisure and recreation services. The process shall be periodically evaluated for effectiveness. Educating the public about leisure and recreation shall be ongoing and systematic and should be done in cooperation with the community, e.g., schools, other leisure agencies, business, industry, and commercial recreation establishments.</i>
6.4.1 Community Health and Wellness Education and Promotion	<i>The agency shall have policies, procedures, or programs to educate and promote health and wellness in the community.</i>
6.5 Participant and Spectator Code of Conduct	<i>The agency shall have "code of conduct" guidelines for appropriate participant and spectator conduct at programs and events, and the agency shall proactively inform and remind staff, coaches, participants and spectators about the code of conduct.</i>

7.0 Facility and Land Use Management

Standard	Recreation Plan 2018-2022
7.1 Parkland Acquisition Procedures	<i>The agency shall have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes that are backed by legal authority and periodically reviewed. This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters</i>

Standard	Recreation Plan 2018-2022
	<i>and ordinances.</i>
7.2 Areas and Facilities Development Policies and Procedures	<i>The agency shall have established policies and procedures for the development of park and recreation land and facilities that are reviewed periodically. Policies and procedures should consider market projections, applicable open space and design standards and coordination with overall planning for the jurisdiction.</i>
7.2.1 ADA Existing Facility and Site Access Audit	The agency shall complete an access audit of all existing sites and facilities. Pursuant to the US Department of Justice Title II regulation at 35.105, the agency must evaluate its existing facilities and sites against the most current final and enforceable Standard for Accessible Design.
7.3 Defense Against Encroachment Procedures	<i>The agency shall have procedures for protecting park and recreation lands and facilities from encroachment. The procedures should include progressive steps to address escalated encroachment issues.</i>
7.4 Disposal of Lands Procedures	<i>The agency shall have established procedures regarding the disposal of park and recreation lands to ensure that public recreational benefits are not diminished through the sale or transfer of parkland.</i>
7.5 ★ Maintenance and Operations Management Standards	<i>The agency shall have established maintenance and operations standards that are reviewed periodically for management of all park and recreation areas and facilities, including specialty facilities such as marinas, ice rinks, golf courses, zoological facilities, equestrian facilities, aquatic or athletic facilities, nature centers, where applicable. Parks, facilities and other recreational elements should be identified according to the intended use of the area, ranging from heavily used and high developed areas to those that are lightly used and less developed via a park classification or maintenance classification system. Each of these areas should be assigned an appropriate set of maintenance standards including both recommended frequency and acceptable quality.</i>
7.5.1 Facility Legal Requirements	<i>There shall be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto. Special attention should be given aquatic facilities, child care facilities, concessions, kitchens, and zoos.</i>
7.5.2 Preventative Maintenance Plan	<i>There shall be a comprehensive preventative maintenance plan to provide periodic, scheduled inspections, assessment and repair, and replacement of infrastructure, systems and assets. This includes certifying, checking or testing for optimum operation based on applicable industry standards, local guidelines, city requirements and/or manufacturer's recommendation for maintenance and replacement of parks, with the intent to ensure that park assets are maintained for optimum use and safety and have the ability to reach or extend its full life cycle and expected return on investment.</i>
7.6 Fleet Management Plan	<i>The agency shall have an established fleet management plan comprised of an inventory of all vehicles, rolling stock and other major equipment and inspection and replacement schedules.</i>
7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and	

Standard	Recreation Plan 2018-2022
Procedures	<p><i>There shall be policies and procedures for the management of and accountability for agency-owned equipment, materials, tools, and supplies, including procedures for purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order. Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment, and personal wear items used by agency personnel.</i></p>
7.7.1 Building Plans and Specifications	<p><i>The agency shall have on file floor plans, specifications, and/or as-built drawings for major facilities constructed since 1965. These records contain information necessary for efficient programming, quality facility maintenance and effective capital project programming. Projects funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions on use and disposition.</i></p>
7.7.2 Land and Lease Records	<p><i>The agency shall have records on file of all lands owned or property leased by or for the agency. Each record shall include ownership, leases, legal description, and easements and covenants that restrict use or disposition. The records shall also include date and manner of acquisition. The manner of acquisition can limit right to use and dispose of parkland, for example acquisitions funded with funds from governmental grant programs such as LAWCON and UPARR place restrictions. Gifts and bequests often contain restrictive covenants that reflect the desires of donors.</i></p>
7.8 Environmental Sustainability Policy and Program	<p><i>The agency shall have an established policy on environmental sustainability that states the agency position on energy and resource conservation. The policy should address sustainable product purchasing; reduction and handling of waste; wise use and protection of land, air, water and wildlife; and sustainable design/construction of buildings and facilities.</i></p>
7.9 Natural Resource Management Plans and Procedures	<p><i>There shall be natural resource management plans for environmentally unique or sensitive areas such as valuable wetlands, riverbanks and woodlands and there shall be environmental protection procedures, such as for erosion control, conduct of nature studies, wildlife and habitat preservation, and protection of water supply reservoirs and water recharge areas. Even if the agency does not own or control the natural resource, there shall be procedures to encourage and ensure environmental stewardship through volunteer steward programs and/or interpretive education and other learning opportunities.</i></p>
7.9.1 Recycling and/or Zero Waste Plan	<p><i>There shall be a recycling and/or zero waste plan for park and recreation facilities and administrative offices that is systematically monitored and periodically reviewed. The plan shall also include an educational component for both users and employees. The recycling and/or zero waste plan should include all major products suitable for recycling in the given region with an emphasis on making the recycling process easy and convenient for park and recreation users.</i></p>
7.10 Maintenance Personnel Assignment Procedures	<p><i>The agency shall have procedures for the assignment of competent</i></p>

Standard	Recreation Plan 2018-2022
	<i>personnel with clearly defined duties for routine maintenance, repairs, and improvement of areas, facilities, and equipment, including responsibility for general cleanliness and overall attractiveness. Effective maintenance of grounds and facilities requires the selection, training, and supervision of workers in a wide variety of tasks ranging from seasonal laborers to skilled trades. Supervisory staff must be able to focus on maintenance management, such as workload control, as well as supervise the technical details of maintenance work.</i>
7.11 Capital Asset Depreciation and Replacement Schedule	<i>The agency shall have an established depreciation and replacement schedule for all park and recreation capital assets including buildings, facilities, and equipment that have predictable life cycles. Schedules should identify the useful life of each element and the associated costs of replacement. Capital asset depreciation and replacement schedules, including projected costs of replacement, should be reflected in the agency's financial plan.</i>

8.0 Public Safety, Law Enforcement, and Security

Standard	Recreation Plan 2018-2022
8.1 ★ Codes, Laws, and Ordinances	<i>Public safety and law enforcement within parks and recreation areas and facilities shall be governed by codes, laws, and ordinances, some of which may be enacted specifically for the control and management of parks and recreation areas and facilities. The codes, laws and ordinances shall be posted or readily available to park patrons.</i>
8.1.1 Staff Liaison to Law Enforcement Officers	<i>There shall be established liaison assignments for agency staff to the official law enforcement officers providing public safety and law enforcement service to the agency.</i>
8.2 ★ Authority to Enforce Laws by Law Enforcement Officers	<i>The authority of law enforcement officers to enforce laws and ordinances pertaining specifically to activity within parks, recreation areas, and facilities shall be clearly established to ensure that enforcement actions are upheld.</i>
8.3 Law Enforcement Officer Training	<i>Law enforcement officers with the authority to enforce laws within areas and facilities under the jurisdiction of the agency must have proper training in order to carry out their roles and responsibilities.</i>
8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies	<i>Agency staff shall participate in educating and informing the public on laws, ordinances, rules, regulations, and policies that apply to parks and recreation areas and facilities. This role shall be established through policy directive.</i>
8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement	<i>Agency staff shall understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities. The purpose of this training to ensure that staff understand where their authority ends and when an incident should be referred to law enforcement. In-service</i>

Standard	Recreation Plan 2018-2022
	<i>training shall be extended to front line staff such as lifeguards and park attendants to assure they are fully prepared to respond to law-enforcement incidents.</i>
8.4.2 Handling of Disruptive Behavior Procedures	<i>There shall be established procedures for agency staff on response to disruptive behavior at agency areas and facilities. Procedures shall identify the role of staff in intervention when an incident occurs, documentation of behavior and delineation of law enforcement roles in handling behavioral issues.</i>
8.4.3 Traffic Control, Parking Plans, and Crowd Control	<i>The agency shall coordinate with the official law enforcement agency having jurisdiction on large-scale events hosted or facilitated by the agency that require planning and coordination of traffic, parking and crowd control. Plans shall specifically define the roles of the event sponsor, agency staff, and the law enforcement agency regarding traffic layouts at the venue, traffic routes and personnel assignments.</i>
8.4.4 Handling of Evidentiary Items Procedures	<i>Procedures shall be established that guide agency staff in the preservation and handling of evidence until transferred to the appropriate law enforcement authority. Procedures shall be established in coordination with the appropriate law enforcement agencies to define staff roles in ensuring that evidentiary items are preserved until the proper law enforcement agency assumes command of the scene.</i>
8.5 ★ General Security Plan	<i>The agency shall have a comprehensive general security plan addressing areas, buildings and facilities under its jurisdiction that is updated periodically. Plans for each major area, building or facility should be available at each site. The general security plan may be a compilation of security plans from each major area, building or facility. Hazardous or flammable materials storage areas should be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system.</i>
8.6 Emergency Management Planning	<i>The agency shall be aware of emergency operations planning within their jurisdiction and its role in emergency management systems. Roles may vary depending on the scope of services provided by the agency and the location of its facilities. Recreation agencies, having roles in emergency management systems within their local jurisdiction, shall be aware of the applicable operations plan. T</i>
8.6.1 In-Service Training for Staff on General Security and Emergency Management	<i>Through in-service training, agency personnel shall understand their role in ongoing security and emergency management. In-service training should inform staff of their role in response to critical incidents and emergencies and provide specific procedures for routine operations.</i>
8.6.2 Emergency Risk Communications Plan	<i>There shall be a communications plan that is reviewed and updated periodically, to accurately and effectively communicate with the public and experts during a catastrophic event that attracts significant media attention, such as a health emergency, terrorist attack, earthquake or storm. The crisis communication plan shall delineate individuals responsible</i>

Standard	Recreation Plan 2018-2022
	<i>for communicating with the press, chain of command on notifying proper people of the incident and communicating status updates.</i>
8.6.3 Care and Shelter Procedures	<i>There shall be procedures to coordinate with agencies designated to provide care and shelter to those in need during disasters or emergencies.</i>

9.0 Risk Management

Standard	Recreation Plan 2018-2022
9.1 Risk Management Policy	<i>The agency shall have a policy for risk management that sets direction and gives appropriate authority for implementing operational practices and procedures that is approved by the proper authority.</i>
9.1.1 ★ Risk Management Plan and Procedures	<i>The agency shall have an established risk management plan and operating procedures that are reviewed periodically, accessible to all agency personnel and approved by the proper authority that encompasses analysis of risk exposure, control approaches and financial and operational impact for the agency .</i>
9.1.2 Accident and Incident Report Procedures	<i>There shall be established procedures for accident and incident reporting and analysis of accident and incident reports. There shall be an accident/incident report form available to all employees. Data shall be obtained in an appropriate manner to support planned and coordinated accident prevention programs within the agency.</i>
9.1.3 Personnel Involvement and Training	<i>The agency risk management function shall involve and train personnel at all levels on risk management procedures.</i>
9.2 Risk Manager	<i>A specific position within the agency shall be designated with risk management responsibility and authority to carry out the policies established for risk management.</i>
9.3 ADA Compliance and Face-to-Face Resolution	<i>There shall be a policy or procedure available to all members of the public and staff which address issues pertaining to ADA compliance, either in a written or electronic format.</i>

10.0 Evaluation, assessment, and research

Standard	Recreation Plan 2018-2022
10.1 ★ Systematic Evaluation Processes	<i>The agency shall have systematic processes for evaluating programs, facilities and services and operational efficiency and effectiveness.</i>
10.1.1 Responsibility for Evaluation	<i>The agency shall assign specific responsibility for managing elements of the evaluation program, including planning, training, evaluation, and analysis.</i>
10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities	<i>The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering</i>

Standard	Recreation Plan 2018-2022
	<i>programs and services.</i>
10.2 Outcomes Assessment	<i>The agency shall use evaluation results to assess the outcomes of park and recreation programs, services, and facilities and assess the operational effectiveness of the organization. Outcomes show the relationship between resource inputs and the resulting impacts and benefits of the outputs. Outcomes are measurable changes in behaviors, attitudes, knowledge, conditions or skills.</i>
10.3 Performance Measurement	<i>The agency shall have a procedure for tracking and monitoring data trends and measuring performance against targets linked to achievement of goals and objectives.</i>
10.3.1 Level of Service Standards	<i>The agency shall have level of service (LOS) standards for provision of land, facilities and services within the jurisdiction. LOS standards are a type of performance measure associated with equitable provision service, such as the number of facilities per 1,000 residents in a service area or facilities available within a designated travel distance or travel time, e.g. percent of population that have a park within a 10 minute walk. LOS standard can also address other dimensions of equitable access, such as connectivity, maintenance and affordability, e.g. percent of parkland connected to the trail network.</i>
10.4 Needs Assessment	<i>The agency shall periodically conduct an assessment of assets and needs to identify existing and projected gaps in service and determine land, facility and service priorities. Need assessments are used to help determine priorities for developing services with the agency. Needs assessments can use a variety of methods to obtain input from the community, including focus groups, advisory boards, forums, and surveys.</i>
10.5 Program and Service Statistics	<i>The agency shall collect and analyze statistics on its programs and services for evaluation and future program and service development.</i>
10.5.1 Recreation and Leisure Trends Analysis	<i>The agency shall assess periodically societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations.</i>
10.5.2 Community Inventory	<i>The agency shall compile a complete and current inventory of parkland and recreation facilities, programs and services in the service area, including those provided by the agency and those offered by schools and other alternative public, private, non-profit providers.</i>
10.5.3 PRORAGIS	<i>The agency shall create a profile in the national PRORAGIS database that includes at a minimum, completion of "Agency Summary" and "General Park Sites" forms.</i>
10.6 Research Investigation	<i>The agency shall conduct at least one experimental exploration or research investigation each year related to park and recreation operations. These are demonstration or pilot projects where performance data are collected before and after the test to determine effectiveness.</i>
10.6.1 Quality Assurance	

Standard	Recreation Plan 2018-2022
<i>The agency shall monitor and evaluate the quality of its programs, services and facilities from the user perspective. Examples include but are not limited to customer comment cards, secret/mystery shopper surveys, user satisfaction surveys, program evaluations and focus groups.</i>	

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12 Report on Action Plan 2013-2017

Butterfly Parade 2016 – Red Oaks County Park – Madison Heights

12 Report on Strategic Action Plan 2013-2017

Introduction.....	3
1.1 Land Acquisition.....	3
1.2 Natural Resource Management.....	4
2.1 Park and Facility Planning.....	6
2.2 Planned Capital Improvement and Major Maintenance Projects.....	7
2.3 Design and Development.....	11
2.4 Accessibility and Universal Design.....	12
2.5 Trail Planning and Development.....	13
2.6 Operations and Maintenance.....	14
3.1 Recreation Programs Planning.....	15
3.2 Park-Based Recreation Programs.....	16
3.3 Adaptive Recreation Programs.....	17
3.4 Volunteer Services.....	18
3.5 Nature Interpretation and Education.....	19
3.6 Special Events.....	20
3.7 Mobile Recreation and Outreach.....	21
4.1 Organizational Development.....	22
4.2 Support Services.....	24
4.3 Communications and Marketing.....	26
4.4 Public Engagement.....	28
4.5 Environmental Responsibility.....	28
4.6 Fiscal Responsibility.....	29

Introduction

In 2007, the Oakland County Parks and Recreation Commission began a strategic planning process with the purposes of defining the role of Oakland County Parks as a regional recreation provider, and establishing a roadmap for the future operation and management of the park system to meet this goal in a fiscally-sustainable manner. The OCPRC Strategic Plan was adopted by the Parks Commission in May 2008. This document was developed through an open process that invited and integrated public input to identify the values of the County. Our mission statement expresses the Commission's vision for the future of parks and recreation activities in Oakland County: "The Oakland County Parks and Recreation Commission is dedicated to providing quality recreation experiences that encourage healthy lifestyles, support economic prosperity, and promote the protection of natural resources."

The goals and objectives of the *Recreation Plan 2013-2017* were developed in alignment with the goals and recommendations of *2008 Strategic Plan*. Adoption of the *Recreation Plan 2013-2018* updated the *2008 Strategic Plan*, adapting to the current trends and development of the organization.

The *Recreation Plan 2013-2017* included a detailed report on our progress in implementing the 2008 Strategic Plan. Accordingly, this *Recreation Plan 2018-2022* includes a detailed report on the implementation of the *Recreation Plan 2013-2017*. This section contains all the objectives, actions, and tracking metrics from the *Recreation Plan 2013-2017* and detailed notes on the status of each.

1.1 Land Acquisition

Identify opportunities and increase parkland for the purpose of meeting recreational need, improving access to recreation, and/or meeting natural resource conservation goals

Action	Completion Rating	Assessment
A. Natural Resource Protection and Restoration: Evaluate opportunities and acquire land or management contracts to protect and restore natural resources adjacent to existing Oakland County Parks	100%	Two acquisitions added 42 acres to White Lake Oaks and a portion of an acre to Independence Oaks. Both acquisitions conserved natural areas and portions of high quality headwaters.
B. Trail and Green Infrastructure Connectivity: Evaluate opportunities and acquire land or management contracts to provide trail and/or green infrastructure connectivity between existing Oakland County Parks and other parks, trails, and/or green infrastructure	100%	The White Lake Oaks acquisition provides an opportunity to develop a water trail in partnership with White Lake Township, Huron River Watershed Council and the Michigan Department of Natural Resources (MDNR). The Independence Oaks acquisition is a component of green infrastructure linkage between the main and north units of Independence Oaks and furthers the potential of a trail linkage between the two units.
C. Redevelopment and Adaptive Re-Use: Increase recreational opportunities by acquiring sites that are appropriate for adaptive re-use and redevelopment	Removed	This action ceased to be a priority because of a decrease in available funding for capital projects and a strong focus on existing assets. This action is not carried over into the Recreation Plan 2018-2022.
D. ORV Recreation: Evaluate opportunities and acquire land or management contracts to meet need for off-road vehicle (ORV)	50%	MDNR has acquired land. OCPR has developed concept plans and operational strategies. Lease development has not commenced. This

Action	Completion Rating	Assessment
recreation in Oakland County		<i>action will continue in 2018-20122.</i>
E. Red Oaks: Evaluate opportunities and acquire land to increase parking area and/or recreational facility areas at Red Oaks County Park	<i>50%</i>	<i>Acquisition opportunities have been explored and determined not to be cost-effective. Repurposing of areas within the park to solve parking and other issues is being explored now. Do not retain this action in 2018-2022.</i>
F. Evaluate and improve existing protocol for evaluating organizational fit, financial feasibility and potential market position of potential land acquisition projects	<i>100%</i>	<i>Planning Review is completed for all potential acquisitions.</i>
G. Develop tools and methodologies for assessing the economic value of parks and open space	<i>0%</i>	<i>This action was not done in 2013-2017 and will be carried over to 2018-2022.</i>
H. Update targets for acquiring land, leasing land or establishing management contracts for conservation purposes or to fill identified recreation opportunities gaps	<i>100%</i>	<i>Targets are managed with the PAM Inventory, which organizes potential acquisitions under 5 categories.</i>
I. Review and update land acquisition checklists and identify staff leadership to manage checklist	<i>100%</i>	<i>Checklist is created and managed by PRD staff with assistance from OC FM&O Property Manager, with oversight by PAM.</i>

1.2 Natural Resource Management

Manage natural resources to further implementation of Oakland County's Green Infrastructure Vision

Action	Completion Rating	Assessment
A. Consult on Natural Areas facility analysis and facility concept as part of the master planning process	<i>100%</i>	<i>NR has consulted with PRD and park staff to complete the natural resources sections of 13 park plans. NR reviews the entire plan and provides comment on natural resource and environmental stewardship aspects of facility planning.</i>
B. Consult on natural resource aspects of facility business plans	<i>Removed</i>	<i>Facility business plans are integrated into the park plans and no longer exist as a separate item.</i>
C. Develop grant applications to help fund implementation of natural resource management		<i>NR worked with the OC CISMA to develop grant applications for the Michigan Invasive Species Grant Program to treat terrestrial invasive species and was funded in 2015.</i>
D. Consult on Natural Areas facility analysis and facility concept as part of the master planning process	<i>Removed</i>	<i>This is a duplication of 1.2.A.</i>
E. Maintain current level of photo-monitoring	<i>100%</i>	<i>Photo monitoring was conducted both prior to and in the year immediately following prescribed burns to assess success.</i>
F. Increase capacity for quantifying the results of management by re-organizing staff assignments	<i>100%</i>	<i>The implementation and use of ArcGIS Online and associated Collector phone Application allowed staff to collect data according to set internal protocols and data didn't require additional processing.</i>

Action	Completion Rating	Assessment
G. Certification by Michigan Turfgrass Environmental Stewardship Program	50%	<i>Many of the park certifications lapsed during this time, however, new storm water inspection reports created are identifying areas to address for re-certification (See also K-M)</i>
H. Maintain current quantity of active natural resource management at current staffing and funding levels	100%	<i>More than 50 acres of herbaceous invasive species were treated per year More than 80 acres of woody invasive species treated per year Average of 200 acres burned per year 6 parks with deer management programs</i>
I. Establish in-house tracking and monitoring protocol for threatened and endangered species and species of special concern in parks, based on US Fish & Wildlife Service / Michigan Department of Natural Resources Management Guidelines	60%	<i>In 2016 the Oakland County Parks and Recreation Commission (OCPR), entered into a voluntary Conservation Candidate Agreement with Assurances with USFWS and MDNR, to protect the Eastern Massasauga Rattlesnake (EMR) on all county park properties via implementation of outlined land management BMPs. NR Staff has established seasonal survey protocols in place for the following SSC and T&E species known to occur on park lands, or within park lands possessing suitable habitat to support these species: Poweshiek Skipperling (E), Blanding's Turtle (SSC). Citizen Science-based volunteer monitoring of grassland birds also occurred through 2016. A comprehensive baseline Herpetological Survey of all county parks was performed by ECT/HRM in 2015. A total of 28 species of herpetofauna were documented, including 10 listed as Species of Greatest Conservation Need (SGCN) by MDNR. NR Staff plan to utilize the MI Herp Atlas as a means of updating this survey in the future.</i>
J. Implement adaptive management based on to increase the ecological and economic efficiency of management actions	50%	<i>NR Staff does not have a formal documentation process for adaptive management actions taken, it is simply part of our standard operating protocol.</i>
K. Reduce impact of parks practices and management activities on water quality	50%	<i>100% of rain gardens and bioswales are mapped and managed. In 2016, 2 new storm water inspection reports were created and implemented by parks; Annual Storm Water Pollution Prevention Inspection and Annual Storm Water Structure Inspection. Beginning in FY2018 \$20K will be earmarked in the FM budget to address storm water asset maintenance projects. Goal of completing a Procedure for documenting the installation of new storm water infrastructure and a BMP Document for Water Quality Protection Measures for In-house Construction Projects in FY18.</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
		<i>Goal of integrating all mapped storm water infrastructure data to WRC CAMS Standards by FY19.</i>
<p>L. Maintain current quantity of stormwater management at current staffing levels, including:</p> <ul style="list-style-type: none"> Conduct updated mapping and dry-weather testing of stormwater outfalls in 2013 (required once every 5 years) Conduct annual maintenance and management of all park stormwater features, i.e. catch-basins and outfalls, as needed Conduct annual training on spill prevention and response for all full-time staff 	<i>50%</i>	<p><i>100% of parks containing maintenance facilities will be certified by the Michigan Turfgrass Environmental Stewardship Program in the next 5 years (currently at 75%)</i></p> <p><i>Dry-weather testing of all park MS4 outfalls occurred in 2013; 5-year testing will occur again in FY19</i></p> <p><i>All park Emergency Spill Response Plans (ERPs) were updated and distributed to parks in FY2015</i></p> <p><i>Annual staff training on spill prevention and response is performed in the spring and training participation is tracked</i></p>
<p>M. Comply with Oakland County Phase II Stormwater Permit requirements</p> <ul style="list-style-type: none"> Implement pollution prevention and good housekeeping best management practices at all parks facilities Implement MTESP-based employee training Continue vegetated swale/buffer management at golf courses and day-use parks. Continue public education and outreach efforts aimed at stormwater BMPs for park users, riparian homeowners, and pet owners 	<i>50%</i>	<p><i>In 2015 OCPR participated with the Oakland County Storm Water Committee (OCSC) to submit a new NPDES Phase II MS4 Permit for Oakland County. Currently awaiting MDEQ permit approval.</i></p> <p><i>OCPR NR Staff submits an annual Storm Water Permit Activity Report to WRC for inclusion in Oakland County's required MDEQ NPDES Phase II Permit Documentation.</i></p> <p><i>Goal of completing required SWPPPs for all parks by FY19: Implement a formal annual review and update process for the following storm water permit compliance documents: SWPPPs, PIPPs, SPCCs, ERPs, and Drift Management Plans</i></p>

2.1 Park and Facility Planning

Implement park master planning and facility planning to guide the future development and improvements in parks and facilities

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
<p>A. Complete the Park Master Planning Process for a minimum of two parks per year and attain Parks Commission approval for the Park Vision and Facility Concepts document for each park (Master Planning Team)</p>	<i>100%</i>	<p><i>All park plans have been completed. Each consists of the Baseline Park Analysis, Planning Map Set, and Park Vision and Facility Concepts. The Parks Commission has received and filed all park plans, except for Highland and Rose. The park plans are integrated into this Recreation Plan 2018-2022 and will receive Parks Commission approval when the Rec Plan is approved. The park plans will be updated annually and the park planning process merged with the capital improvement and maintenance planning process.</i></p>
<p>B. Utilize the CAMS work order system to track staff time implementing Park Master Planning</p>	<i>Removed</i>	<p><i>This has not been done because we have dedicated staff working on the plans.</i></p>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
Process (BSD/P with BSD/IS)		<i>However, planning staff does track and report hours as it relates to specific capital projects.</i>
C. Create Implementation Plans that determine next steps of facility planning; complete for parks that have completed the Park Master Planning Process and have approved Park Vision and Facility Concept documents or concurrently with the Master Planning Process (Master Planning Team)	<i>Removed</i>	<i>Implementation Plans are not created as a separate planning process. The annual update of park plans and the merging of the park planning update process with capital improvement and maintenance planning will accomplish this action.</i>
D. Create System-Wide Facility Plans for recreational facilities that occur in multiple parks, i.e. dog parks as indicated by Implementation Plans or CIP/MM Plans (responsibility will vary)	<i>25%</i>	<i>This has started but the focus during 2013-2017 was on the successful development of the park plans and creation of a streamlined annual update process. This will be an important action to carry forward into 2018-2022.</i>
E. Create Park-Specific Facility Plans, i.e. trails and natural resource management as indicated by Implementation Plans or CIP/MM Plans (responsibility will vary depending on the plan)	<i>Removed</i>	<i>This action is incorporated into the park plans and the annual update of the park plans and is not a separate product.</i>
F. Use the results of park master planning and facility business planning to guide CIP/MM forecasts	<i>100%</i>	<i>Beginning in 2017, the park planning process is merged with the CIP and Maintenance planning process.</i>
G. Continue to hold annual CIP/MM forecast meetings to inform development of forecasts	<i>100%</i>	<i>These meetings continue and are now conducted jointly by PRD and FMD</i>

2.2 Planned Capital Improvement and Major Maintenance Projects

Implement capital improvement and major maintenance projects that have been identified in the park master planning process or in capital project/major maintenance forecasts and pursuant to the results of the facility planning process. **NOTE:** This 2013-2017 plan was created based on the first five years of a 15-year CIP and Maintenance forecast. However, funding available for projects was significantly reduced due to budget constraints. Hence many of the forecast projects were not completed. Additionally, with park plans being developed, the need for many projects has been re-evaluated. The reports below indicate whether remaining projects will be carried over into 2018-2022.

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
ADDISON OAKS		
<u>Conference Center Drive</u> : Eliminate either the western or eastern one-way drives and provide two-way traffic on driveway; include drive lighting in design	<i>Removed</i>	<i>Need for project has been eliminated to preserve drive configuration as a historic landscape feature – see Park Baseline Analysis for evaluation.</i>
Play lot and beach	<i>0%</i>	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
<u>Buhl Lake Boathouse</u> : Replace boathouse, including necessary site improvements, rental, office and restrooms	<i>0%</i>	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
2 yurts	<i>Removed</i>	<i>Not done. Not included in park plan update. Not carried over into 2018-2022.</i>
<u>Campground Pull-Through Sites</u> : Construct pull-through sites in camping section A that utilize existing campsites with the construction of a	<i>100%</i>	<i>Completed.</i>

Oakland County Parks and Recreation Master Plan 2018-2022

Action	Completion Rating	Assessment
new gravel road		
<u>Dog Park</u> : Install necessary site improvements, including fencing and gates for new dog park, year-round parking and camper access	0%	<i>Not done. Included in park plan update. Not forecast. Carried over into 2018-2022.</i>
<u>Campground Recreation Pavilion</u> : Construct new 60X80 recreation pavilion with storage to replace existing tent	100%	<i>Completed.</i>
Campground Asphalt Trail	0%	<i>Not done.</i>
Water Feature	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
Fishing Docks	100%	<i>Done in 2015-16.</i>
Playground – Section A and B	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
Structural Dam and Bridge Inspection	100%	<i>Done in YEAR. Will be repeated in 2017-2022.</i>
Concession Building Renovation	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
Lagoon System Maintenance	100%	<i>Completed. Will be repeated in 2017-2022.</i>
CATALPA OAKS		
Phase II – Irrigation system	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
Phase II – Recreation fields	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
Phase III – Park Boundary Fence	<i>Removed</i>	<i>Removed from park plan.</i>
Phase II – Asphalt parking lot	0%	<i>Not done. Included in park plan update. Carried over into 2018-2022.</i>
GLEN OAKS		
<u>Bridge Replacement</u> : Replace existing concrete bridge structure over the Pebble Creek Drain	100%	<i>Completed.</i>
<u>Parking Lot Improvements</u> : Implement parking lot improvements along with storm water management and other improvements	0%	<i>Not done. Carried over into 2018-2022.</i>
<u>New Putting Green</u> : Install new putting green for the Front Nine to alleviate cart traffic, congestion around the Clubhouse	0%	<i>Not done.</i>
HVAC Replacement	0%	<i>Not done. Carried over into 2018-2022.</i>
Exterior Stone Repair		
Window Replacement	0%	<i>Not done.</i>
Drainage Improvements Design	0%	<i>Not done. Carried over into 2018-2022.</i>
Irrigation System Design	0%	<i>Not done. Included in park plan update.</i>
Irrigation Pond Dredging	0%	<i>Not done.</i>
GROVELAND OAKS		
<u>Play Lot and Concession</u> : Replace existing play structure due to failing wood structure and non-conforming components		
<u>Yurts</u> : Install two yurts on Devil's Island	100%	<i>Done in FY2017</i>
<u>Campground Store</u> : Conduct study to readapt boat house or concession building to a camp store	0%	<i>Not done; in park plan</i>
Dog Park	<i>Removed</i>	<i>Not done; not included in updated park plan</i>

Action	Completion Rating	Assessment
Campground Section A Restroom and Shower renovation	0%	Not done. In park plan.
Rental Equipment Station and Storage: Construct new facility to replace existing ticket booth and bike rental storage area	100%	Done in FY2015
Court Game Improvements	0%	Not done.
Fishing Docks	100%	Done in 2017
Campground Group Area C and Day Use Restrooms	0%	Not done. In park plan.
Structural Bridge Inspection	100%	
HIGHLAND OAKS		
Central Parking Lot: Design and construction of a new 40-space central parking lot off of Milford Road for trail access that will allow for equestrian trail parking and trailhead	100%	Completed.
Phase II Trail Development	0%	Not done. In park plan.
Docks Boardwalks	100%	Completed.
West Norton Drain Bridge	0%	Not done.
INDEPENDENCE OAKS		
Boat House Dock Replacement and Accessible Kayak/Canoe Launch	50%	Accessible kayak launch installed; docks were not replaced
Beach-Main Play Lot	0%	Not completed. Carry over to 2018-2022.
Pines Play Lot	0%	Not done. In park plan.
Phase III Upper Bushman Boardwalk and Trail	0%	Not done. In park plan.
Estate House Remodel: Re-adaptive use of the existing estate house located at Independence Oaks North	Removed	
Phase II Upper Bushman Boardwalk and Trail	0%	Not done. In park plan.
Pole Barn Addition: Design and installation of a 60X40 enclosed roof structure off the existing cold storage facility	0%	Not done. In park plan.
Farmhouse Demolition/Removal	100%	Removal is pending in 2017.
Fishing Dock Replacement	100%	Completed.
Beach Playground Surfacing Replacement		
LYON OAKS		
Billboard: Design and installation of a billboard along I-96 for rental and park messages	0%	Not done.
Contact Station	0%	Not done. In park plan.
Cricket Field Lighting	0%	Not done.
Dog Park Lighting	Removed	
Pavilion – Small Dog Park: Design and installation of a pre-manufacture structure(s) for the small dog area	100%	Completed.
ORION OAKS		
Pavilion – Dog Park: Construction of the pre-designed pavilion/retail office, located near existing restroom	100%	Completed.
Pole Barn	0%	Not done.
RED OAKS		

Oakland County Parks and Recreation Master Plan 2018-2022

Action	Completion Rating	Assessment
<u>Dog Park Storm Water Reclamation</u> : Design and construction of the conceptual design to utilize existing storm water from the GWK to fill sediment ponds	0%	Not done.
<u>Dog Park Pavilion/Shade Structure</u> : Installation of 2-3 pre-manufactured picnic table shade structures in each dog area	100%	Completed.
Golf Course Pavilion	0%	Not done.
Golf Course Entrance Sign	0%	Not done.
Golf Course Storm Water Reclamation: Design and construction of the conceptual design to utilize existing stormwater from the GWK to fill sediment ponds	0%	Not done.
Golf Course/Waterpark Walking /Biking Trail	100%	Completed.
<u>Waterpark Berm Security System</u> : Installation of a security system behind and along the top of the existing berm behind the Wave pool and Flume slide, due to security and operational issues	0%	Not completed. Carry over to 2018-2022.
Waterpark Entrance Shade Structure		Completed.
Waterpark Restroom River Pumphouse	0%	Not completed. Carry over to 2018-2022
Wash Water Recycling (GI Grant Project)		
Waterpark Shade Structure Replacement	0%	Not completed.
ROSE OAKS		
Trail Development Phase II	50%	
SPRINGFIELD OAKS		
<u>Bleacher Replacements</u> : Replacement of the existing 30+ year old main event bleachers due to safety and accessibility	100%	Completed.
Dog Park	Removed	
Ellis Barn Fire Suppression	0%	Not completed.
Natural Resource Feature – Fishing Pond	0%	Not completed.
<u>Restroom/Shower Replacement</u> : Design and replacement of the (2) existing 30+ year old portable restroom shower facilities for the event campground	0%	Not completed.
<u>Golf Course Clubhouse Deck</u> : Installation of a 50-person deck structure with access from the clubhouse	0%	Not completed.
Staff/Volunteer Parking Lot	0%	Not completed.
Fishing Pond / Storm Water System Renovation	0%	Not completed.
Water Tower Inspections and Fall Protection	100%	Completed.
Davisburg Dam Improvements	0%	Not completed. In park plan. Carry over to 2018-2022.
Irrigation System Design	0%	Not completed.
WATERFORD OAKS		
<u>Dog Park</u> : Installation of necessary 4' farm fencing and gates for the dog park areas; design and installation of various amenities and surfacing	0%	Not done; in park pan

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
Consider ropes courses, zip lines and canopy tours (WAO MP); Low and High Ropes Courses	0%	Not done; in park plan
Family Sledding Hill Picnic Pavilion	0%	Not done; in park plan
Consider options for repair of toboggan run; Toboggan Flume Refrigeration	Removed	Not done; demolition in park plan
<u>Administrative Complex Irrigation</u> : Design, installation and repair of existing administration complex irrigation system	0%	Not done; not in park plan
Paradise Peninsula Irrigation	0%	Not done; not in park plan
Central Parking Lot	0%	Not done; under consideration in park plan
Phase 2 Asphalt Trail System	0%	Not done; not in park plan
County Campus Connector Trail	0%	Not done; under consideration pending funding by General Fund
Waterpark New Feature	Removed	Not done; under consideration in park plan
Waterpark Pavilion	0%	Not done.
Waterpark Bathhouse Remodeling	0%	Not done. In park plan. Carry over to 2018-2022.
Wave Pool Water Spray System	0%	Not done.
Reconstruct wetland boardwalk	100%	Completed in 2017
Correct erosion along Telegraph Road	0%	Not done.
County Market Door Handle Replacement	0%	Not done.
County Market Road and Access Improvements	0%	Not done.
County Market Interior / Exterior Painting		
County Market Light Conversion		
Storm Water Improvements	0%	Not done.
WHITE LAKE OAKS		
First Tee Renovation	0%	Not done; in park plan
Maintenance Building Addition	0%	Not done; in park plan
Storage Building	0%	Not done; in park plan

2.3 Design and Development

Implement design, construction and project management practices that maximize the use of resources

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
STAFFING		
A. Use CAMS data and analysis of current/forecasted project load to make a determination and recommendation to potentially add a 3 rd project manager	100%	Done. Project load decreased due to reduced annual funding for CIP and Maintenance projects – reducing need for 3 rd project manager. Focus in 2018-2022 will be on annual budget allocation for an intern position to support the current 2 project managers.
B. Track labor and materials and establish benchmarks for project management performance and to establish quantity of projects that can be accomplished annually by staff and to guide future staffing recommendations	100%	Done. Work order tracking results indicate that project managers are able to do 10-12 projects per year (total of 20-24 projects) with approximately 150 staff hours per project (about \$6,500). Results also indicated that we save 20-25% per project on average by doing projects in-house rather than contracting out.
CONTRACT MANAGEMENT		
C. Partner with Purchasing to develop an RFP	100%	Done. We now have contracts that are renewable

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
process that reflects design, development and construction processes that take longer than 4 years		<i>annually for up to 5 years.</i>
D. Promote standardization of purchasing processes across county agencies, including OCPRC, WRC and FM&O	<i>100%</i>	<i>Done. This process continues – it is driven by OC Purchasing Department. Continue to work with Purchasing in 2018-2022.</i>
PROJECT MANAGEMENT		
E. Develop a process and expectations for project management	<i>100%</i>	<i>Done. Process and expectations are documented. Continued improvements will be carried over into 2018-2022 including improving permitting checklists and closer management of project budgets.</i>
F. Standardize building materials and specs	<i>10%</i>	<i>In process; will be carried over in 2018-2022. A priority in 2018-2022 will be to work in partnership with park operation staff to ensure standards are followed at each site.</i>
G. Develop facility-specific standards	<i>Removed</i>	<i>See 2.1.D</i>
H. Identify key roles that could be contracted out to increase staff efficiency and reduce overall project costs	<i>100%</i>	<i>Done. With reduced budgets, focus has changed to doing projects in-house rather than contracted when possible. This has been documented to reduce costs. If funding increases for projects – and therefore the number of projects to do – we will need to increase the amount of work contracted as the additional projects will exceed current staff capacity.</i>
I. Create a checklist for grant-funded projects to ensure compliance and reimbursement	<i>Removed</i>	<i>Action has moved to PRD. Checklist and process for tracking compliance and meeting reimbursement requirements is in place.</i>

2.4 Accessibility and Universal Design

Plan recreational facilities that are, to the greatest extent possible, usable by all people of all abilities

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
ACCESSIBILITY TRANSITION PLAN - DEVELOPMENT		
A. Conduct field assessments of all facilities built or modified since 2006 to assess compliance with 2010 Standards or Outdoor Developed Area Guidelines update 2006 Accessibility Assessment spreadsheets	<i>75%</i>	<i>Field assessments have been done and ADA Transition Plans are on file for 9 out of 13 parks. These transition plans have been incorporated into park plans. Project-specific transition plans are developed as needed and incorporated into the project's Planning Review. Completion of last 4 transition plans will carry over into the 2018-2022 Action Plan.</i>
B. Evaluate all OCPRC policies and written procedures for inclusive language	<i>0%</i>	<i>Transition planning during this period has focused on park facilities and has not dealt with policies, programs, services and communication. Meetings with disability representatives has not occurred. Carry these items forward in 2018-2022.</i>
C. Evaluate examples of communication and outreach materials for inclusive language	<i>0%</i>	
D. Review all programs and services provided by OCPRC for accessibility and inclusion	<i>0%</i>	

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
E. Obtain public input: Hold at least one meeting with people with disabilities and disability organizations during the formulation of the Accessibility Transition Plan	0%	
UNIVERSAL DESIGN POLICY		
F. Develop policy regarding universal design	0%	<i>This has not been done. Carry over into 2018-2022.</i>
ACCESSIBILITY TRANSITION PLAN - IMPLEMENTATION		
G. Establish priorities and timeframes for correcting all deficiencies found in the Accessibility Assessment in collaboration with appropriate staff	75%	<i>For parks with completed transition plans, priorities have been established using federal guidelines and public engagement results for each park. Implementation is established per the park plans.</i>
H. Develop procedures to implement the Accessibility Transition Plan in collaboration with appropriate staff	100%	<i>ADA team provides recommendations for using annual accessibility program funds that are provided by the Commission; accessibility updates are made when facilities are updated; post-construction ADA evaluation process is in place.</i>

2.5 Trail Planning and Development

Develop and maintain quality park trails that serve a variety of trail users and connect into the county-wide Oak Routes Trail Network

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
STANDARDS		
A. Research and compile <i>Trail Standards</i> for park trail planning, design, construction, maintenance and monitoring that incorporate maintenance staff perspectives, applicable ADA guidelines and natural resource management best practices	100%	<i>Completed in 2017.</i>
B. Ensure adherence to <i>Trail Standards</i> when trails are planned, designed, constructed, maintained, decommissioned and monitored trails	25%	<i>Trail Standards receive and file by OCPR Commission November 2017.</i>
DATA COLLECTION AND ANALYSIS		
C. Complete an assessment of existing park trails and pathways to obtain accurate documentation.	50%	<i>Developed process for updating trail maps – completing Addison, Catalpa, Independence and Waterford by end 2017. Carry over rest. NR assessment of trail and surrounding conditions will start in 2017 – create a consolidated process</i>
D. Develop and implement a plan to collect trail user data and incorporate into RecTrac database (BSD/P with FOM)	0%	<i>Not done. Carried over in 2018-2022</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
E. Analyze trail user data to establish baseline, determine trends, and set site-appropriate targets	0%	Not done. Carried over in 2018-2022
PLANNING		
F. Develop Trail Plans for trails within individual parks, following completion of the Park Master Planning Process	100%	Trail plans integrated into park plans
TRAIL DEVELOPMENT		
G. Work with Independence Township regarding opportunities to develop a trail connecting Independence Oaks Main with Independence Oaks North	100%	Trail will be completed in 2018
H. Work with Addison Township, property owners and the Road Commission of Oakland County regarding opportunities to develop trails connecting Addison Oaks to the Polly Ann Trail and Rochester Road	25%	Integrated into Addison park plan for future consideration
COMMUNICATION AND COLLABORATION		
I. Develop signage and wayfinding standards and guidelines for the park system and apply to park maps, user guides, park wayfinding signage and other products; Coordinate with BSD/CM branding project and with Trail Plans	Removed	
J. Maintain and develop relationships with local communities and the Oakland County Trails, Water, and Lands Alliance (TWLA) to promote awareness and use of the Oak Routes Trail Network	100%	TWLA Participate in events and partner in planning – no sponsorships Planning partners with local communities – not Independence trail
K. Create a new, sponsored, multi-panel Park User's Guide and Map for Addison Oaks County Park for Grand Opening of Connector Trail	Removed	
POLICY		
L. Create and/or update OCPD policies pertaining to authorized/unauthorized trail uses, and to meet federal ADA requirements	100%	Other Power-Driven Mobility Device (OPDMD) Policy Created in 2012 and revised in 2013

2.6 Operations and Maintenance

Operate and maintain parks in a manner that supports a variety of recreational experiences and makes effective use of existing resources

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
STAFFING		
A. Track labor and materials and establish benchmarks for park and facility maintenance and to establish quantity of projects that can be accomplished annually by staff and to guide future staffing recommendations		Through work order tracking, staff is able to forecast labor investment for in-house projects.
B. Explore models for increasing seasonal staff	50%	Working with HR to increase number of employee

Action	Completion Rating	Assessment
retention, especially at the Waterparks, and make recommendations		<i>applications and returning employees and create incentives for employees to stay for the entire season and return the following year. Also adjusting operational days and teams to work around seasonal schedules. In progress. Not in place yet.</i>
C. Explore staffing structure models that will help prevent burnout for supervisory staff throughout the year and make recommendations		
D. Implement succession planning	50%	<i>Career development planning to get people ready for more advanced roles when those become available. Also to have a qualified internal pool of candidates. Which is not "succession" planning – this does not exist – Per county process, you can't identify a successor for a filled position. Still have to post position.</i>
PLANNING		
E. Involve operational and maintenance staff in organization-wide, park, facility planning and forecasting of CIP/MM	80%	<i>Park plans and forecasts are developed in partnership with park supervisors and chiefs; Need more operations input with planning reviews (Carry this over into 2018-2022)</i>
F. Establish equipment and materials inventory for sharing of resources between parks to promote efficiency and effective use of resources	90%	<i>Process is in action but not formalized; each supervisor to understand what they have and communicate with each other (directly or through chiefs) is more effective than maintaining a centralized list; each supervisor needs to keep equipment and materials organized and clean or get rid of it.</i>
G. Establish equipment service, inspection and shop standards and cross-train staff to promote efficiency and effective use of resources		<i>Removed – priority changed to site-based supervision</i>
H. Plan for large- and small-equipment training as part of Career Development Plans, making sure all necessary staff can utilize equipment efficiently (and document/track training)	100%	<i>Being done</i>
I. Establish 15-year forecast for capital equipment		<i>Removed – forecasting is done for 5 years</i>
J. Evaluate/readapt woodshop operations		

3.1 Recreation Programs Planning

Provide a range of recreation programs that have a high return on investment and are informed by public input and recreational trends

Action	Completion Rating	Assessment
RECREATION PROGRAM BUSINESS PLAN		
A. Complete an updated Recreation Program Business Plan every year that includes a program inventory, assesses partnerships and operations and outlines changes in program areas and directions, market trends, and implementation strategies which includes marketing and promotions	100%	<i>Planning begins in fall each year with a recap of previous year – what worked/what to keep/what to retire/new things to do. RPS staff meets with park supervisors to review previous year and new plans. RPS sets goals for coming year. Plans consider geographic distribution and equity and strategies for which park is the best</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
		<i>setting for specific programs, especially for trying new concepts.</i>
PROGRAM AND EVENT TRACKING AND EVALUATION		
B. Manage the RPS Program and Event Master Calendar to include all events where RPS staff is the event or program lead or represents OCPRC for larger community events	<i>100%</i>	<i>Calendar is updated and adjusted as needed</i>
C. Create OCPRC Master Calendar that incorporates RPS Program and Event Master Calendar and all other OCPRC programs and events	<i>100%</i>	<i>This is accomplished through the events page of the new website at Oakgov.com - https://www.oakgov.com/parks/Pages/events.aspx</i>
D. Evaluate program and event location and attendance on a monthly basis	<i>100%</i>	<i>Done</i>
E. Evaluate the effectiveness of the Recreation Access Partnership Program (RAPP) to increase the exposure of our parks and deliver quality services	<i>100%</i>	<i>Done</i>
PUBLIC ENGAGEMENT		
F. Implement surveys and stakeholder and community interviews that assess the role and impact of RPS in selected communities and targeted program areas		<i>This is accomplished annually through RPS participation in regional meetings – the Northwest Parks and Recreation Association is a part of mParks and covers Oakland County. The group meets monthly except in summer and brings together representatives from Oakland County communities to plan collaboratively.</i>
G. Collaborate with the Public Engagement Team to integrate RPS surveys and interviews into the overall OCPRC public engagement strategy		<i>PRD has begun providing surveys for selected RPS programs and will continue on a request basis to support program planning.</i>

3.2 Park-Based Recreation Programs

Create a year round programming within individual parks to build awareness and use of the parks for people of all ages and to promote the Oakland County Parks system to the residents of Oakland County

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
CAMPGROUND PROGRAMS		
A. Provide a menu of campground programs and special events that meet the needs of residents for campground recreation and provide revenue for OCPRC campgrounds	<i>100%</i>	<i>Annual update of campground programs into by December of each year Park supervisor manages calendar for park programs RPS allocates funds for mobile units used in campground recreation – each campground gets \$5,000 for unit and staffing</i>
DOG PARK PROGRAMS		
B. Provide a menu of dog park programs and special events that meet the needs of residents for off-leash recreation and provide revenue for OCPRC dog parks	<i>100%</i>	<i>Annual update of dog park programs and special events by December of each year</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
C. Develop a sponsorship program for dog parks and dog park programming, including cash donations, in-kind sponsorships, and capital improvement corporate sponsorships to fund specific improvements (spray pad, agility playground, mutt hut)		<i>See Objective 4.6: Fiscal Sustainability – Action G-L</i>
D. Evaluate OCPRC responsibility regarding status of vaccinations and dealing with behavior issues and develop a protocol for staff to follow	<i>100%</i>	<i>Vaccination and licensing requirements at dog parks is enforced Behavior protocol and dog park etiquette being developed as part of Dog Park Standards manual</i>
GOLF PROGRAMS		
E. Provide a menu of golf programs and special events that meet the needs of residents for golf recreation and provide revenue for OCPRC golf courses	<i>Removed</i>	<i>Golf programming is currently being reevaluated – programs are on hiatus in 2017</i>
F. Develop a procedure for scheduling programming from outside groups in golf courses to ensure outside programming does not conflict with OCPRC programming	<i>Removed</i>	<i>This is managed by park supervisors</i>
GREENHOUSE AND COMMUNITY GARDEN PROGRAMS <i>Greenhouse and community garden programs were determined not to be cost-effective. Participation was low; sufficient resources (funding, dedicated staffing) needed to grow the program were not available. These programs were discontinued in 2014.</i>		
G. Provide a menu of greenhouse programs and special events that meet the needs of residents for horticultural recreation and provide revenue for greenhouses and community gardens	<i>Removed</i>	<i>See note above</i>
H. Make an annual staffing plan for greenhouse programs as part of the annual budget process that indicates the number of hours that operations staff will be dedicated to greenhouse programming (as opposed to greenhouse production and other functions) in order to effectively plan for greenhouse programs within staff capacity	<i>Removed</i>	<i>See note above</i>
I. Evaluate the greenhouse community garden programs and make recommendations to encourage return gardeners and bridge the gap between the indoor and outdoor gardening seasons; implement necessary marketing	<i>Removed</i>	<i>See note above</i>

3.3 Adaptive Recreation Programs

Offer a full range of programs for people of all abilities, facilitating inclusion opportunities into all existing programs offered by the county and offering outreach and consulting services to local recreation providers

<i>Objective/Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
PLANNING		

<i>Objective/Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
A. Develop an Adaptive Recreation Resource Guide that is informed by interviews and surveys with local communities, agencies, hospitals and rehab centers; inventories adaptive offerings in Oakland County; and strategizes the delivery of OCPRC adaptive programs county-wide		
B. Make adaptive recreation cost-effective for participants		<i>See Objective 4.6: Fiscal Sustainability – Actions A-C</i>
C. Research and apply for federal funding relevant to adaptive recreation		<i>See Objective 4.6: Fiscal Sustainability – Actions G and J</i>
INCLUSION		
D. Train RPS staff on how to make all programs inclusive		<i>See Objective 4.1: Organizational Management – Actions A, C and G</i>
E. Train park supervisors on how to make park operations inclusive		<i>See Objective 4.1: Organizational Management – Actions A, C and G</i>
F. Evaluate need and compile list of available sign language interpreters, listening devices, large print documents, etc.		
G. Ensure all facilities are accessible		<i>See Objective 2.3: Accessibility and Universal Access</i>
AUTISM PROGRAMS		
H. Develop a strategy for autism programming – include inventory of stakeholders and partners; evaluations of the role of OCPRC and potential partners in providing adaptive programming for autism available county-wide	<i>100%</i>	<i>We partner with OU Cares – a program of Oakland University to provide staffing and program locations in our parks 6-8 times during the summer.</i>
DEVELOPMENTAL DISABILITIES PROGRAMS		
I. Review existing strategy for developmental disabilities programming, including an evaluation of existing programs, partnerships and program locations	<i>100%</i>	<i>Ongoing programming includes events and dances; always looking to partner with local communities</i>
DISABLED VETERAN PROGRAMS		
J. Develop a strategy for disabled veterans programming in partnership with relevant organizations		<i>We have offered some programs, including programming associated with Arts, Beats, and Eats. It has been difficult to reach the veteran population and this audience may not be a good fit with the types of programs we offer. We are re-evaluating our approach before continuing to offer these programs.</i>

3.4 Volunteer Services

Recruit, train and work with volunteers to enhance the experiences that our residents receive in our parks and facilities

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
A. Conduct an annual review of Volunteer Policy and other relevant policy documents	<i>100%</i>	<i>Done</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
B. Conduct annual review of Volunteer Manual and update as needed	100%	<i>Volunteer manual has been updated and is in use</i>
C. Create a Volunteer Management Manual with input from operations staff and that has the following goals: <ul style="list-style-type: none"> ▪ Develop a shared understanding of the appropriate role of volunteers in the organization ▪ Enable consistent management of volunteers across all sections of the organization ▪ Increase the effectiveness of the working relationship between RPS/V and the staff who make use of volunteers Conduct annual review of Volunteer Management Manual and update as needed	100%	<i>Volunteer manual has been updated and is in use</i>
D. Incorporate updates from the Volunteer Management Manual into training of staff	100%	<i>Done</i>

3.5 Nature Interpretation and Education

Instill respect and inspire appreciation for systems of the natural world through quality, hands-on educational experiences using skilled staff, volunteers and partners and utilizing OCPRC parks and facilities as a natural classroom

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
PROGRAMS AND SERVICES PLANNING		
A. Redefine nature education programs and services to go beyond traditional nature center programming and include programs and services that promote horticulture, natural resources stewardship, citizen science, and Oakland County's Green Infrastructure Vision (Nature Education Team)		<i>Programing has expanded to include citizen science and stewardship and this continues to grow. Horticultural programs associated with the greenhouses are no longer being pursued.</i>
B. Employ targeted surveys and focus groups with a variety of populations to guide development of nature education programs and services (RPS/NE with BSD/IS)		<i>This is being incorporated into the ongoing park survey card program.</i>
C. Develop an annual Nature Education Programs and Services Plan (Nature Education Team)		
D. Participate in Service Portfolio project to establish appropriate levels of subsidy and establish cost recovery targets for nature education programs and services		<i>See Objective 4.6: Fiscal Sustainability – Actions A-C</i>
NATURE CENTER MANAGEMENT		
E. Exhibit Collection Renovation Phase I: Inventory and evaluate exhibits and purchase new materials as needed to enhance current	50%	<i>Red Oaks Nature Center collections have been cleaned up in compliance with state regulations</i>

Action		Completion Rating	Assessment
collection; evaluate need based on strategic purpose and function; establish timeline for completion of next phases			Update of Wint Nature Center collections is in process in 2017 as part of the overall update of exhibits and exhibit space
F. Exhibit Collection Renovation Phase II: Design a new theme for collections and how they are used; consider need for exhibit space to work in harmony with facility rental space; integrate natural resources stewardship	50%	Update of themes and designs for exhibits and exhibit space is in process at Wint Nature Center in 2017 Update of Red Oaks Nature Center is scheduled for 2018	
G. Exhibit Collection Renovation Phase III: Remove and replace aging lower-quality exhibits and replace with museum-quality, durable, professional grade products (RPS/NE)			
NATURE CENTER PROMOTION AND MARKETING			
H. Create a new overall marketing strategy for nature centers (BSD/CM with RPS/NE)		See Objective 4.3: Communications and Marketing – Action C	
NATURE EDUCATION AND STEWARDSHIP PARTNERSHIPS			
I. Identify the role of partnerships for nature education and stewardship; inventory and evaluate existing nature education and stewardship partners; identify needs; create plan with timeline for partnership development and evaluation (Nature Education Team)			
PARK AND FACILITY PLANNING			
J. Engage Nature Education Team as part of the park master planning team (BSD/P) and facility business planning team (BSD/RD) for individual parks as appropriate		Use of citizen science data is being evaluated; much is entered into national databases but is not as useful on a site-specific basis. We are training volunteers to collect data and connect with the national efforts.	

3.6 Special Events

Promote and increase the use of our parks through creativity and collaboration with other groups in the development of special events

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
SIGNATURE SPECIAL EVENTS		
A. Develop Signature Special Events where RPS staff participates in event planning and is fully acknowledged for contributions.	50%	<i>In process.</i>
COLLABORATIVE SPECIAL EVENTS IN PARKS – REGIONAL DRAW		
B. Provide the lead in collaborative special events held in parks that draw residents from a wide area into an Oakland County Park	50%	<i>In process.</i>
SPECIAL EVENTS IN PARKS – COMMUNITY OR LOCAL DRAW		
C. Develop a park- and season-specific and cost-effective strategy for special events hosted in parks that are tailored to the park, local community or interest group; specify the	50%	<i>In process.</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
relative roles of park supervisors, programmers, and sponsors		
COMMUNITY FESTIVAL-PARTICIPATION		
D. Establish protocol for committing resources for participation in strategically selected community festival partnerships and train staff in using protocol when responding to partnership requests		

3.7 Mobile Recreation and Outreach

Provide unique and creative leisure experiences to the residents in their cities, villages and townships utilizing our fleet of mobile units, transit buses and portable stages

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
PLANNING		
A. Increase geographic distribution of mobile units and rotation of units through the county on an annual basis; partner with Internal Services to provide geographic documentation. Cross-reference with services provided by the local CVT's		<i>Geographic distribution of services is mapped every year</i>
B. Annually review and update mobile recreation offerings based on community surveys and interviews that assess need and the gap OCPRC fills		
C. Develop a sponsorship/partnership plan to underwrite costs and create more opportunities for communities to utilize Mobile Recreation services (RPS with BSD/RD)		
D. Develop marketing and promotions plan for Mobile Recreation services (RPS with BSD/CM)		<i>See Objective 4.3: Communications and Marketing – Action C</i>
BUSES		
E. Create a bus maintenance and rotation plan that results in a fleet of well-maintained buses with 5 years old being maximum age of any one bus	<i>100%</i>	<i>Bus maintenance and rotation schedule is in place</i>
F. Evaluate and make recommendations for bus acquisition based on Bus Maintenance and Rotation Plan; with two dedicated to park to park programming and three available for rent	<i>100%</i>	<i>Recommendations include a focus on leasing (long-term and short-term) buses instead of owning. Currently we have 3 buses: one is a new bus we bought, one is a new bus on a 3-year lease, one is an older bus.</i>
G. Analyze current and needed bus maintenance facilities to expand capacity and economic efficiency; consider adding bus storage space in the south end of the county (RPS with FOM/FM)		
STAGES		

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
H. Evaluate and make recommendations for stage acquisition that will increase number of stages to 4; with one stage dedicated to a park or campground and three stages available for community use/rental (RPS)	100%	<i>We acquired one new stage; have total of 3 available to rent; one is moving permanently to Groveland</i>
INFLATABLES		
I. Evaluate the liability of inflatable use and current practices (RPS with CC)	100%	<i>Process is documented; liability forms are available online and on-site</i>
J. Evaluate inflatable program and make recommendations: include evaluation of the appropriateness of this niche for RPS and consideration of acquisition of new inflatables and retaining older stock for storage and use at campgrounds (RPS)	100%	<i>Completed evaluation and have plan for rotating and refreshing stock</i>
K. Increase customer service by selling appropriate apparel in inflatables (i.e. socks) (RPS)	Removed	<i>This is not feasible for staff to sell or distribute apparel at events; we make sure that required apparel is stated in marketing materials.</i>
OTHER UNITS		
L. Consider acquisition of additional climbing towers based on documented levels of use and demand for units (RPS)	100%	<i>Demand for towers is falling; we plan to keep one tower at Waterford and keeping one in circulation; also looking at newer trends in climbing tower type equipment</i>
M. Consider acquisition of new types of moving units (i.e. Extreme Air In Line) based on documented levels of use and demand for units (RPS)		
COMPLIANCE		
N. Establish protocol for approved drivers of mobile recreation equipment		
O. Provide first aid training for staff (RPS with BSD/OD)		

4.1 Organizational Development

Establish and maintain an organizational structure that promotes implementation of organizational goals and objectives by managing resources, defining responsibilities and clarifying the division of work functions

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
CAREER DEVELOPMENT		
A. Employ qualified people who understand their jobs and support the organization's mission and goals.		"Professional Development"
B. Implement situational interview tools that include objective rating scales	100%	<i>Tools are developed and available. Interviews are often conducted and this tool not requested.</i>
C. Standardize organizational orientation program.	100%	<i>Handbook implemented; no centralized orientation; operations leads this on a facility basis.</i>
D. Develop structured onboarding processes clearly defined by work function.	0%	<i>Not completed.</i>
E. Ensure that employees are able to stay	0%	<i>Organizational alignment project is intended to</i>

Action	Completion Rating	Assessment
connected to the organization's goals and objectives by clearly defining responsibilities and work functions.		<i>address this question. Carried forward into 2018-2022 Plan.</i>
F. Promote cross training of staff to understand functional areas outside of their immediate work function (Allow employees to specialize in individual functional areas,) while offering enhanced service to park patrons and effectively managing existing resources.		
G. Tie learning activities to organizational performance.	50%	<i>Staff continue to become certified. Development Debrief forms created but not widely used. Certifications have been very successful.</i>
PERFORMANCE STANDARDS		
H. Establish well-defined expected performance levels for customer service, maintenance & operations, and programs & services.	25%	<i>Customer service training has been delivered on request. All of Groveland 2 years in a row, but not comprehensive.</i>
I. Incorporate performance standards into annual performance review meetings	25%	<i>Not done consistently Survey cards being developed. PRD needs to work with OD.</i>
J. Track work performance against organizational objectives and tie to annual employee performance reviews	0%	<i>Organizational alignment project is intended to address this question. Carried forward into 2018-2022 Plan.</i>
K. Utilize full functionality of work tracking programs (CAMS) to understand cost of service		
MANAGEMENT		
L. Tie leadership structure to organizational performance.		<i>Organizational alignment project is intended to address this question. Carried forward into 2018-2022 Plan.</i>
M. Establish and maintain efficient communication and decision-making processes to improve employee performance and reduce internal conflict		<i>Organizational alignment project is intended to address this question. Carried forward into 2018-2022 Plan.</i>
N. Create information capital by investing in technology infrastructure to support data management. Use data provided by RecTrac and CAMS for decision making		
O. Assess responsibility, create accountability, and provide performance feedback based on an organizational structure that promotes the implementation of organizational goals and objectives		<i>Organizational alignment project is intended to address this question. Carried forward into 2018-2022 Plan.</i>
P. Build a staffing plan based on the organizational structure to address current workforce skills, knowledge and abilities		
Q. Establish and adhere to change management practices that include gathering and evaluating internal feedback, evaluating employee suggestions, and providing feedback on implementation strategies.		<i>Organizational alignment project is intended to address this question. Carried forward into 2018-2022 Plan.</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
R. Centralize policy development to support agency accreditation	25%	<i>Needs more attention. Centralization is missing – communication link.</i>
S. Manage to organizational policies that establish equity and fairness in decision-making.		
T. Ensure that employees have resources (supplies, team members, time) required for them to perform work at levels of quality defined for their position.		

4.2 Support Services

Provide coordinated administrative and technological services that support all staff sections in providing recreational opportunities and increasing the quality of visitor experience

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
IMPLEMENT TECHNOLOGY AS AN AMENITY		
A. Enhance and enrich the look, feel and content of Destination Oakland (BSD/IS)	100%	<i>Replaced website that is mobile friendly. Need to improve navigation. Continue to develop website.</i>
B. Implement a wireless network for use by visitors at all parks (BSD/IS)	50%	<i>Public Wi-Fi available at campgrounds and golf courses. No plans to expand. Monitor demand.</i>
C. Implement an online reservation system for tee times, campground reservations and other amenities (BSD/IS)	100%	<i>Done. Camping, waterparks, tee times, facilities, vehicle permits, gift cards. Other enhancements down the road. This is phase 2. Mobile Rec will be added later – potentially. Advance waterpark tickets. Go live after Labor Day 2017.</i>
D. Develop a department-wide social media strategy (BSD/IS with BSD/CM)	<i>Removed</i>	<i>Moved to Communications and Marketing</i>
E. Create a virtual park experience utilizing the rich GIS data (BSD/IS)	0%	<i>Google street view with facilities; interactive trail maps – still developing – with ARCGIS online</i>
F. Develop multi-media park tours that may be used on all types of devices (BSD/IS)	100%	<i>360 spin tours integrated into Google maps</i>
G. Implement webcams to provide an opportunity for real-time viewing of significant natural events or other recreational amenities (BSD/IS)	<i>Removed</i>	<i>Removed due to technical limitations</i>
H. Implement a mobile “app” and related technologies	100%	<i>Completed but replaced with mobile friendly website</i>
IMPLEMENT TECHNOLOGY TO GAIN EFFICIENCIES		
I. Improve network connectivity	10%	<i>Done: RO Waterpark; Next phase for remainder of 9 parks in next two years. T1 lines to fiber lines.</i>
J. Implement digital payroll timesheet approval	<i>Removed</i>	<i>Denied by management; Carry forward – PeopleSoft is being replaced and this will be an opportunity for us to transition. Could also be RecTrac enhancement time management that could be integrated.</i>

12 REPORT ON STRATEGIC ACTION PLAN 2013-2017

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
K. Implement electronic meeting packets and deploy mobile devices for Parks Commission	0%	Carry forward
L. Implement kiosks for park pass purchases with automated gated entry points <i>These are separate items.</i>	50%	Kiosks at Orion, Red and Lyon – all dog parks. One coming to Independence. Addison is next. Phase 3 Rose and Highland Automatic entry gates at campground. Carry forward
M. Implement video surveillance to enhance park security	75%	Has been expanded – carry forward. Every food operations; enhanced Waterford admin complex; upgraded water parks. Next: continue to expand and implement at other facilities – evaluate and plan
N. Advance Project Management practices and tool usage within the CAMS system	Remove	OCIT supports FM in using this
O. Conduct needs assessment, create RFP, and implement a work order system with mobile capabilities	Remove	
P. Implement the Customer Relationship Management system	100%	Carry forward with C/M – gov delivery system
Q. Implement a centralized digital file and digital asset storage and retrieval system	Remove	Mike – asset files Digital files are created but not an organizational structure Cloud storage and organizational structure – carry forward
R. Explore technologies to manage irrigation and water quality from off-site	100%	Done – Rainbird – this is done with the ops supervisors
S. Develop a telecommuting policy	Removed	Allowed at the County level. Carry forward.
T. Implement a field inspection technology for asset field reports	20%	Rental house inspection app; continue to develop. Next: playground inspections; preventative maintenance programs. Carry forward
IMPLEMENT TECHNOLOGY TO GAIN UNDERSTANDING		
U. Create a cross-functional team of individuals to be trained on self-serve technologies	100%	Parks staff to understand technology train the trainers – continues. Not carry forward.
V. Develop a staffing plan that supports the continued maintenance of technology/data	100%	Hired full time staff to support technology. Full time GIS and full time user support and part-time support.
W. Expand access to and use of Point of Sale data	100%	RecTrac is in cloud; rolling out dashboards for parks; more staff have access;
X. Expand access to and use of GIS data	100%	ARC GIS online
Y. Expand access to and use of Work Order Management (CAMS) data	0%	Not an organizational priority. Do not carry forward.
Z. Upgrade and expand access to and use of Energy Management Systems	95%	Upgrades to energy management – network based now.
ADMINISTRATIVE SUPPORT		
AA. Expand knowledge and use of CAMS to provide detailed information used for budgeting capital and maintenance projects, work orders, staffing hours for time management, and park facility information	100%	Completed/ongoing.
BB. Expand centralized reservations through	Removed	

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
expanded use of RecTrac (including online registrations and reservations, activity/program registrations, and facility reservations) to assist park patrons and staff with reservations and provide related information for all park facilities		
CC. Create a centralized file system for all files in the Administrative Complex that complies with state regulations		
DD. Provide education and training opportunities for Administrative Services staff to increase knowledge and provide greater and more efficient support to their teams		
EE. Ensure Administrative Services staff are cross-trained on major job responsibilities to ensure continued efficiencies throughout the teams they support during absences or staff changes		

4.3 Communications and Marketing

Clarify the identity and communicate the value of Oakland County Parks and Recreation to increase awareness, public participation and collaborative outreach

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
PLANNING		
A. Annual Schedule of Events: Create an annual schedule of OCPRC events and external events that OCPRC will participate in – for the purpose of planning in advance the marketing, promotions, and group sales that support those events	100%	Group sales is not online yet. Multiple calendars are managed. Annual schedule of events developed by RPS, with key elements for promotion are big special events (Marshmallow Drop, Butterfly Parade, etc.). Beg. 2018 adventure camps will be important. Campground Rec comes from campground supervisors. Plan ahead for key trade shows – camping, golf, bridal show (to promote Ellis Barn and conference centers) to promote key revenue centers. Metro Parent magazine camp show – we will go there starting 2018 to promote our new adventure camps. All working well.
B. External Community Events not included on Annual Schedule: Develop a procedure for requesting marketing support for attending previously unplanned external community events and a protocol for prioritization	100%	External events – BBQ battles with Oak Park, Oakland Uncorked with Waterford Chamber of Commerce, upcoming Jazz Festival with City of Southfield – same process as internal process. Working well.
C. Facility- and Program-Specific Marketing Plans: Collaborate with operations staff to create marketing plans	100%	Annually a marketing package is developed and rolled out for: Golf courses, campgrounds, waterparks, farmers market, trails, nature centers, RPS/special events and external special events. New action plan: Integrated project planning with

Action	Completion Rating	Assessment
		<i>significant role for CM, including key messaging.</i>
D. Media Exposure: Design tracking protocol and establish metrics to evaluate the reach and effect of media program; include evaluation of Cision database system; develop strategies to increase media exposure based on metrics	100%	<p><i>Marketing approaches have been adjusted based on outcomes and recommendations of Skidmore Studio Branding Study. Greater emphasis on social media, e-marketing, and methodology to increase word of mouth dissemination of information. Decreasing use of TV, radio, billboard, and print advertising. Use print media for reaching specific target audience and access associated digital and email components.</i></p> <p><i>Cision and TVEYES are used. Capture clips and tells us number of people that watched it and dollar value of that clip. Documenting annually in Data Book.</i></p> <p><i>Continuing to strategically seek media exposure – building relationship with media and individuals in the media and making direct contacts to pitch story ideas – more effective than advertising</i></p>
E. Trail Signs: Integrate trail signs with branding program	Removed	
F. Park Signs: Establish graphically consistent and cost-effective park sign program; Evaluate and make recommendations for establishment of in-house sign shop	Removed	
G. Digital Billboards on Parkland: Evaluate potential for increasing exposure and generating revenue by for locating digital billboards on park property; make recommendations to AMT	0%	<i>Has not been a priority due to not having sufficient staffing to develop</i>
BRANDING		
H. Establish a distinct identity: Use a phased strategy to develop a family of brands that identify the overall parks system, as well as individual parks and facilities (BSD/CM with qualified contractor); Integrate all actions below with branding strategy	80%	<p><i>Branding Study completed by Skidmore Studio.</i></p> <ul style="list-style-type: none"> ▪ <i>PUBLIC AND BUSINESS ENGAGEMENT: Surveys and focus groups – results provided rich information and data to guide our communication with the public</i> ▪ <i>MESSAGING STRATEGY: Recommendations are being incorporated into all marketing strategies and materials</i> ▪ <i>LOGO: Due to exorbitant cost of changing existing logo on all signage, buildings, etc. Commission opted to retain existing logo. Recommendation to eliminate individual logos for specific facility and use a cohesive one logo/one brand/one look</i> ▪ <i>BRAND AND COMMUNICATIONS: Being developed in house – how to use/not use logo and development of secondary logos for</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
		<i>individual parks and facilities</i>
MARKETING		
I. Social Media: Increase use of social media by following social media trends to tap new social media outlets and to become more interactive with social media users	100%	<i>Started doing Facebook live – has been well-received. Highlighting special events and lesser known areas of the park system – such as highlighting the work of NR. Because of switch from traditional advertising – we are boosting posts on Facebook for special events which allows us to select target audiences and has resulted in higher event attendance as documented by RPS.</i>
J. Billboards: Increase leased billboard exposure, both vinyl and digital; track exposure and move as needed to better locations	Removed	<i>Not moving in this direction per recommendation of Skidmore Studio</i>

4.4 Public Engagement

Engage the public in the management of park lands, facilities and recreational programs

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
PUBLIC ENGAGEMENT STRATEGY		
A. Develop an overall public engagement strategy that determines desired outcomes and appropriate tools for public engagement efforts and coordinates implementation by various sections of OCPRC	100%	<i>Strategy developed and in use.</i>
RECREATIONAL NEEDS ASSESSMENT		
B. Determine scope, update survey methodology, and develop contracts with appropriate consultants, and conduct Recreational Needs Assessments for OCPRC	100%	<i>Survey conducted in 2017</i>
PUBLIC ENGAGEMENT TO INFORM PARK AND FACILITY PLANNING		
C. Implement pre- and/or post-planning public engagement techniques as part of the park master planning process and facility planning process	100%	<i>University of Michigan – Flint hired as public engagement consultants guided development of survey and analysis tools for park planning Comprehensive surveys conducted in 4 parks in 2013-14 Survey card program has been launched in parks in 2017</i>

4.5 Environmental Responsibility

Make environmentally responsible decisions in the management of the organization

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
A. Establish Green Fund to promote environmentally responsible practices at OPCRC		<i>Green Fund process is in place and grants have been made when the Parks Commission has approved funding for the program</i>

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
B. Expand no-mow program to provide more natural areas and allow for reduction in fuel use	100%	Done by Natural Resources Management
C. Implement energy conservation at all park facilities and institute a green procurement process whenever feasible		
D. Create an interpretive program and marketing campaign to educate the public on OCPRC's efforts to be environmentally responsible; coordinate with Oakland County's existing web-based sustainability marketing	0%	Not done
E. Implement a recycling plan for the parks system		All parks have recycling receptacles
F. Increase the use of biofuels on equipment throughout the park system	0%	Not done
G. Develop an Environmental Sustainability policy for OCPRC	0%	Not done
H. Consider policies or protocols for paper and water use	0%	Not done
I. Review bid specifications for environmentally responsible best management practices in contracts		See Objective 2.3: Design and Development – Actions C-E
J. Develop internal standards for staging heavy equipment and potential pollutants in natural areas during major maintenance and capital improvement projects		See Objective 2.3: Design and Development – Actions C-E

4.6 Fiscal Responsibility

Manage and develop OCPRC finances that will ensure the long-term provision of recreational services that meet the needs of Oakland County residents

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
SERVICE PORTFOLIO		
A. Develop the service portfolio to assess all services provided by OCPRC and establish cost recovery targets	100%	Service Portfolio has been completed and cost recovery targets established
B. Review and update pricing policy to reflect updated cost recovery goals		
C. Implement cost recovery model and resource allocation philosophy and track results	100%	Service Portfolio is integrated into all park, facility and project planning Cost recovery calculations are updated annually
CAPITAL EXPENDITURES		
D. Implement a protocol for evaluating proposed capital expenditures, both planned and unplanned, that is guided by facility plans	100%	Process linking park plans with capital budget planning has been established
MAJOR MAINTENANCE		
E. Establish a Maintenance Fund Program from	100%	Maintenance programs established and included

Oakland County Parks and Recreation Master Plan 2018-2022

<i>Action</i>	<i>Completion Rating</i>	<i>Assessment</i>
unrestricted net assets to streamline planning and budgeting for major maintenance		<i>in annual funding proposals</i>
INDIRECT COST ALLOCATION		
F. Develop a plan to allocate indirect expense (including staff expense) to the budget centers responsible for delivery of park and recreation services and link CAMS with PeopleSoft	<i>100%</i>	<i>FM allocation is integrated into cost recovery calculations – need to clarify that calculation. By design from beginning. Need to clarify the methodology for the allocation. Current non-allocation of ADM in accounting and budgeting is per OC fiscal standards – change would be inconsistent with county policy. And is therefore not recommended.</i>
CONTRIBUTIONS PLANNING		
G. Develop a Five-Year Contributions Plan that includes planning and targets for grants, donations and sponsorships; update annually		<i>Five-Year grant plan in place in 2017 for state grants.</i>
H. Conduct policy review relevant to Contributions in two phases: <ul style="list-style-type: none"> Phase 1: Consult with Oakland County departments (Fiscal Services, Purchasing, Risk Management and Corporation Counsel) to review Oakland County Government policy and procedure (BSD/RD) Phase 2: Develop OCPRC procedures to cooperate with Oakland County policies and procedures; recommend updates or creation of OCPRC policy as appropriate (BSD/RD and BSD/OD) 	<i>100%</i>	<i>Sponsorship policy updated in 2016.</i>
I. Develop a structured partnership with Oakland Parks Foundation (BSD/RD)	<i>Removed</i>	<i>Oakland Parks Foundation no longer active</i>
CONTRIBUTIONS MANAGEMENT		
J. Create a Grant Protocol that includes tracking tools, application and acceptance procedures	<i>100%</i>	<i>Grant tracking tools are in place and in use</i>
K. Create a Partnership Protocol that includes tracking tools, application and acceptance procedures		
L. Create a Donation Protocol that includes tracking tools, application and acceptance procedures	<i>100%</i>	<i>Donation tools are in place and in use</i>



Waterford Oaks County Park – Waterford Township

13 Glossary

13 Glossary

ADAPTIVE MANAGEMENT: A data-based systematic approach for improving resource management by learning from management outcomes.

ADAPTIVE SERVICES (Category of Service): O CPR offers specialized leisure opportunities for people with disabilities designed and managed to be specific to the physical, cognitive, social, and affective needs of these populations. These are not unified programs, nor are they reasonable accommodations required as inclusionary services. Current examples are adaptive sports, events, socials, outreach and other activities. The Service Portfolio ranks this category of service as Tier 4: Considerable Individual Benefit with a target cost recovery of 125%.

ADMINISTRATIVE (Facility Type): Current O CPR facilities include the administration, facilities, and recreation services buildings (Waterford) and the south parks office (Catalpa).

AMERICANS WITH DISABILITIES ACT (ADA): The Americans with Disabilities Act of 1990 prohibits discrimination based on disability, defined as “a physical or mental impairment that substantially limits a major life activity”.

BANQUETS, MEETINGS AND CONCESSIONS (Facility Type): O CPR operates several food service facilities that store, prepare, package, and serve food at a retail level. The facilities are offered at O CPR golf courses, waterparks and campgrounds. In addition, the parks also contain buildings that are available for meetings and other gatherings – with or without food service. Current O CPR facilities include conference centers with food service (Addison, Glen, Lyon, and White Lake); the Roadhouse (Springfield); Blue Water Grills (Groveland, Red, and Waterford); and meeting space without food service at two activity centers (Springfield and Waterford), Adams Lake Lodge (Addison), and Lookout Lodge (Waterford).

BEACH AREAS (Facility Type): These are sandy areas where the park visitors have access to swimming and wading in a designated area of a lake. Current O CPR facilities include Adams Lake Beach (Addison), Stewart Lake Beach (Groveland) and Hidden Lake Beach (Independence).

BIKING AND SKATING (Facility Type): Biking and skating facilities are developed sites that accommodate specialized bicycles – such as moto-cross (BMX) bikes and mountain bikes, skate boards, and in-line skates. These facilities often feature race tracks and skills courses. Current O CPR facilities include a skate park (Groveland), a bike challenge course (Groveland), bike rentals (Addison, Groveland, and Independence), and a BMX practice and race course (Waterford).

BOATING AND FISHING (Facility Type): These are areas where park visitors have access to a natural body of water from the shore or from a boat. Current O CPR facilities are located at Addison (Stewart Lake), Highland (Spring Lake), Independence (Crooked Lake, Upper Bushman Lake (catch and release)), Orion (Lake Sixteen), and Rose (Cogger, Esler, Mallett, Prairie, Richardson, and School Lot Lake).

CAMPGROUND VISITS: A campground visit is defined as one person staying one night – this is sometimes referred to as a “camper-night”. Campground visits for all nights when the campgrounds are open are determined using information collected at point of-sale when campsites are rented.

CAMPING (Facility Type): Camping is an outdoor activity where participants sleep outdoors for one or multiple nights, in a temporary or semi-permanent structure. The structures can be cabins, yurts, tents, recreational vehicles, towed campers, automobiles, tarp shelters, or no shelter at all. The camping areas can be a cleared place on the ground, a constructed platform, or an open or multi-sided shelter, and with or without amenities like bathrooms, barbecue grills, electricity or water. Current O CPR facilities include campsites, group campsites, cabins, and yurts (Addison and Groveland); group camp platform tents (Independence) and special event camping (Springfield).

CITIZEN SCIENCE: Citizen science projects allow citizens to gather data that are used by scientists studying ecology, climate, water quality, plants and animals. Citizen scientists are individuals in all walks of life including the general public, students, and professional scientists. Citizen science activities are conducted at Addison, Groveland, Highland, Independence, Lyon, Orion, Rose and Waterford.

CLASSES, WORKSHOPS AND CLINICS (Category of Service): Entry level group recreational and/or instructional programs and activities for all ages or specific age groups and with no pre-requisite for attendance. Current examples are nature education programs, interpretive programs, beginning golf, guided trail hikes and other

activities. The Service Portfolio ranks this category of service as Tier 3: Balanced Community/Individual Benefit with a target cost recovery of 100%.

COMMUNITY-WIDE EVENTS (Category of Service): Community-wide events typically offered on an annual basis that do not require registration. Current examples are Fire and Ice Festival, Marshmallow Drop, Fourth of July Fireworks, Howl-o-ween, Concerts and other events. The Service Portfolio ranks this category of service as Tier 2: Considerable Community Benefit with a target cost recovery of 75%.

CONCESSION/VENDING/BANQUET (Category of Service): Food and beverage sold for individual use or consumption. May be provided by OCPRC or may be provided by long- or short-term lease or rental agreement with a vendor. The Service Portfolio ranks this category of service as Tier 5: Mostly Individual Benefit with a target cost recovery of 150%.

CONFERENCE CENTER VISITS: A conference center visit is defined as one guest on one day. Events at Oakland County Parks' four conference centers are managed and catered by private vendors. The number of individuals that attend banquets, weddings, conferences, and other functions are reported to Oakland County Parks by the vendor.

CONSTRUCTION: To implement, install or build infrastructure, facility or structure, including any required commission approval of the scope of work.

COST RECOVERY: Cost recovery represents the percentage of operating expense that is funded by agency revenue and is calculated as the ratio of agency revenue divided by operating expense. A higher cost recovery generally reflects a lower amount of subsidy from tax revenue.

COURT GAMES (Facility Type): Court games are sports that are played on a court with a ball. The surface material of the court is specific to the sport being played. Current OCPRC facilities include sand volleyball courts and horseshoe pits (Addison, Groveland, Independence, Lyon and Waterford); and platform tennis courts (Waterford).

DEMOGRAPHIC TRENDS: Demographic trend data is generated by the U.S. Census Bureau. The data in Table 1 is from the Census Bureau's Quick Facts web site:

<https://www.census.gov/quickfacts/table/PST045216/26125,00>.

DESIGN: To complete conceptual, preliminary and final plans for a scope of work, including any required commission approval of the scope of work. May also be referred to as "Design/Engineering."

DISC GOLF (Facility Type): Disc golf is an outdoor recreational activity played with specially made plastic flying discs instead of balls and clubs, and players aim for a disc pole hole, which is a pole extending up from the ground with chains and a basket where the disc lands. The scoring system is like that of golf where each hole has a par number assigned to it. The object of the game is to complete each hole at or below par, starting from a tee area and finishing at the disc pole hole, with a course typically being 9 or 18 holes long. Current OCPRC facilities include one 24-hole course at Addison.

DOG PARKS (Facility Type): Dedicated dog park facilities consist of two or more fenced enclosures for dogs to exercise and play off-leash under the supervision of their owners. OCPRC also provides temporary off-leash facilities. Dogs are also welcomed in most park areas for on-leash dog walking. Current OCPRC facilities include fenced dog runs and associated amenities (Lyon, Orion, and Red) and a dog swimming dock on Lake 16 (Orion).

EARNED BROADCAST MEDIA COVERAGE (Communications and Marketing): Publicity gained through promotional efforts other than paid media advertising. OCPRC tracks the viewership and dollar value of broadcast television earned media.

ENHANCEMENT PROJECTS: Projects identified by the Oakland County Parks & Recreation Commission that may have a significant impact in highly populated and/or visible areas of the county while maintaining current operational costs.

EQUESTRIAN RECREATION (Facility Use Type): Horses are used for a variety of recreational purposes. This includes showings, dressage, jumping, racing, and pleasure and trail riding. The facilities required for these activities are stables for boarding, trails for riding, and arenas for riding and showing. Trail riders also participate in horse camping where they stay overnight at remote locations. This activity requires specialized campsites with additional space and resources to accommodate the needs of the riders and their mounts as well as appropriate trailhead facilities. Current OCPRC facilities that include amenities and practices tailored to equestrian use include: camping – designated equestrian camping season (Addison); fairs and expositions – equestrian barn and arenas (Springfield); open space areas – horse corral (Addison); roadways and parking –

horse trailer parking areas (Addison, Highland and Rose); and trails – mounting blocks and equestrian-designed trails (Addison, Highland and Rose).

EQUIPMENT RENTALS (Category of Service): Various OCPR-owned equipment is available to users and may or may not include supervision, instruction, driving, or other guidance by OCPR staff. Current examples are buckets of driving range balls, pedal-boats, kayaks, rowboats, sports equipment, bleachers, stage, inflatables and festival packages, buses, and other mobile recreation, Star Lab, waterpark lockers and other items. The Service Portfolio ranks this category of service as Tier 4: Considerable Individual Benefit with a target cost recovery of 125%.

FACILITY: A facility is an asset or set of assets that support the delivery of specific recreational services.

FACILITY: An asset that is designed, built, or installed, that serves a specific function and provides a convenience or service.

FAIRS AND EXPOSITIONS (Facility Type): Current OCPR facilities include one complex with barns, arenas and exposition buildings (Springfield) where the Oakland County Fair and a variety of private festivals and expos are hosted.

FARMERS MARKET (Facility Type): Current OCPR facilities include the Oakland County Farmers Market (Waterford)

FIELD SPORTS (Facility Type): Field sports refer to sports that are played on a usually natural playing surface, such as grass or dirt. Current OCPR facilities include soccer fields (Catalpa, Lyon and Red); cricket pitch (Lyon); and baseball and softball diamonds (Addison, Catalpa, Groveland, and Independence).

FISCAL TRENDS: The fiscal summaries in this document were developed from Oakland County Fiscal Services reports for tracking park system performance metrics. They do not represent an official or audited statement of Oakland County finances. For more information about fiscal data for Oakland County Fiscal Services.

FITNESS (Facility Type): Currently OCPR's only facility is a set of outdoor fitness stations at Waterford Oaks where participants can exercise on a variety of equipment.

FULL-TIME EQUIVALENT EMPLOYEES (Human Resources): Full time equivalent (FTE) employees are calculated by summing the number of hours worked in a year and dividing by 2080 hours per year per FTE.

FUNCTIONAL ORGANIZATIONAL STRUCTURE represents the business functions of the organization and how they relate to one another. It does not specify staff positions.

GOLF (Facility Type): Current OCPR facilities include one 9-hole course combined with foot-golf (Red); four 18-hole courses (Glen, Lyon, Springfield and White Lake); and one driving range (Lyon).

GOLF COURSE VISITS: A golf course visit is defined as the sale of one round of golf of any number of holes on one day (individual tee-times, league play, or golf outings); rental of a bucket of balls at the driving range; or participation in a golf program. The number of visits to Oakland County Parks' golf courses are calculated using information collected at point-of-sale.

HUNTING AND ARCHERY (Facility Type): Safety zones and seasons for hunting and archery are defined in the OCPR parks that have the highest concentration of natural areas (Addison, Highland, Independence, Lyon, Orion, and Rose).

IMPROVEMENT: A change or addition that enhances the function or increases the capacity of infrastructure, facility or structure

INCLUSION SERVICES (Category of Service): These services provide for universal accommodation and programs to any agency activity, park, and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA federal mandate). The Service Portfolio ranks this category of service as Tier 1: Mostly Community Benefit with no cost recovery target.

INFRASTRUCTURE: Fundamental systems supporting a park facility or structure.

LEAGUES (Category of Service) Scheduled series of games for participants of multi-skill-levels and various age groups that are organized and/or managed by OCPRC. Current example is BMX league activities (Waterford). Golf leagues are not included because they are managed by outside parties. The Service Portfolio ranks this category of service as Tier 4: Considerable Individual Benefit with a cost recovery target of 125%.

LONG-TERM LEASES (Category of Service): OCPR offers rentals for exclusive use of spaces and facilities for ongoing or multiple time-periods by a private individual, group, non-profit, or for-profit business. Current examples are cell towers, residential property leases and other uses. The Service Portfolio ranks this category of service as Tier 5: Mostly Individual Benefit with a cost recovery target of 150%.

MAINTENANCE AND STORAGE (Facility Type): Dedicated maintenance and storage buildings and yards are in most parks (Addison, Glen, Groveland, Independence, Lyon, Orion, Red, Springfield, Waterford and White Lake).

Three parks do not have dedicated maintenance and storage facilities and use facilities located at another park (Catalpa uses Glen; Highland and Rose use Groveland).

MERCHANDISE FOR RESALE (Category of Service): Merchandise sold for individual or team use. Current examples are firewood, golf balls, apparel, logo clothing, memorial benches, bait and tackle, dog accessories, laundry supplies, ice, and other items. The Service Portfolio ranks this category of service as Tier 5: Mostly Individual Benefit with a cost recovery target of 150%.

MICHIGAN NATURAL FEATURES INVENTORY (MNFI): The mission of MNFI is “To actively contribute to decisions that impact the conservation of biological and ecological diversity by collecting, analyzing, and communicating information about rare and declining plants and animals, and the array of natural communities and ecosystems native to Michigan.” MNFI gets its information from teams of scientists with expertise in botany, zoology, aquatic ecology, and ecology. Information about Michigan’s native plants, animals, aquatic animals and natural ecosystems is collected through field surveys, museum and herbaria records, aerial photography studies, and collaboration with other scientists. <http://mnfi.anr.msu.edu/>

MINIATURE GOLF (Facility Type): OCPR has one miniature golf course (Groveland).

NATURAL AREAS (Facility Type): OCPR manages natural areas in most parks.

NATURE CENTERS (Facility Type): Current OCPR facilities include the Wint Nature Center (Independence) and the Red Oaks Nature Center (Red). Outreach from the two nature centers are conducted in OCPR parks and other community settings.

NON-RECREATIONAL (Facility Type): Non-recreational facilities for OCPR are defined as assets on park property that are not available for public use. Current OCPR facilities include residential houses – which may or may not be currently rented (Addison, Groveland, Highland, Independence, Springfield, Waterford, and White Lake); cell towers (Addison, Springfield); and facilities that do not currently have a function or serve a scenic-only function (Addison).

OAKLAND COUNTY BOARD OF COMMISSIONERS: The Board of Commissioners governs Oakland County. The Board, re-organized for 2013, consists of 21 members, one from each of 21 equally-populated districts. Each district elects a commissioner every two years. Commission duties include: Establishing and revising County policies; establishing the property tax millage rate; adopting the annual county budget; and establishing the Authority, Duties and Responsibilities of County Departments. www.oakgov.com/boc/

OAKLAND COUNTY EXECUTIVE: Oakland County is headed by an elected County Executive whose responsibilities are like those of a governor or mayor of a large city. The County seat of Oakland County is Pontiac. The County Executive administers the government on a day-to-day basis, proposes new programs and revamps existing programs, representing the interests of more than one million county residents. www.oakgov.com/exec/

OAKLAND COUNTY WATER RESOURCES COMMISSIONER: The Oakland County Water Resources Commissioner and his office have the responsibility of planning, developing and maintaining designated surface water drainage systems in Oakland County under Michigan State law, known as Drain Code, Act 40 of 1956 (and has other statutory duties as Agent for the county). The office consists of three customer focused areas: 1) Customer Service, 2) Infrastructure Service, 3) Inspection/Permitting/ Planning Service. www.oakgov.com/water/

OFF-ROAD VEHICLE (Facility Type): There are currently no OCPR off-road vehicle facilities. This facility type is included because of off-road vehicle facility planning that occurred in FY2014-16.

OPEN PARK USE (Category of Service): Drop-in use of a park/facility/activity is non-registered and non-instructed, and is unguided by OCPRC staff/volunteer supervision. Current examples are trail use, playgrounds, fishing, geocaching, unmonitored lake access, seasonal archery deer hunting, disc golf, dog parks, sensory garden and other activities. This category of service includes the costs associated with the operations and management of assets, facilities and natural resources. The Service Portfolio ranks this category of service as Tier 1: Mostly Community Benefit with a target cost recovery of 5%.

OPEN SPACE AREAS (Facility Type): These are open areas, generally with a grass surface. Current OCPR facilities include areas for remote-control airplanes and astronomy (Addison), areas for open unstructured play and/or picnic areas with tables and grills (Addison, Catalpa, Groveland, Highland, Independence, Lyon, Orion, Rose and Waterford), and sledding hills (Catalpa and Waterford).

OWNED MEDIA (Communications and Marketing): Content generated communication channels that are within OCPR's control such as the website, social media platforms and email messages.

PAID MEDIA (Communications and Marketing): Marketing efforts that involve a paid placement such as print ads, digital ads and Facebook ads.

PARK PLANNING: Process for determining an overall 10-year vision for a park and concepts for facility development that are informed by OCPRC and public policy, public input, recreational and demographic trends, best practices, and OCPRC budgetary conditions. The resulting park plans are updated annually.

PARK VISITS: A park visit is defined as entry of one person on one day. Park visits include visits to day use parks, dog parks, and Farmers Market. Data sources include vehicle counts (with the visits estimated by multiplying by estimated average vehicle occupancy), player counts, and other head counts.

PAVILIONS, STAGES AND AMPHITHEATERS (Facility Type): Picnic Pavilions are designed for use by groups, with multiple tables and permanent barbecue grills. They can generally be reserved and rented for a fee. Activity Pavilions used for scheduled outdoor activities, such as campground recreation, may have an alternative function as a rentable pavilion for group gatherings. Gazebos and amphitheaters are often used to host entertainment, such as musical performances. Current OCPR facilities include picnic pavilions that are rentable (Addison, Catalpa, Groveland, Independence, Orion, Red, and Waterford); activity pavilions (Addison, Groveland and Springfield); and amphitheaters, stages and gazebos (Addison, Groveland and Independence).

PLANNING REVIEW: The planning review is an in-depth analysis of the anticipated outcomes of a planned project.

PLAY LOTS AND STRUCTURES (Facility Type): OCPR operates several outdoor areas equipped with facilities for recreation especially for children, such as swings, slides, and climbing structures. Current OCPR facilities include play areas with structures (Addison, Catalpa, Groveland, Independence, Lyon, Red, and Waterford)

PROGRAM: A budgetary plan of action to accomplish a specified end, for maintenance and capital reinvestment.

RECREATION PROGRAM PARTICIPATION: A recreation program participation visit is defined as participation of one person in one program. This includes participation counts for specific program areas, including adaptive programs, bus trips, mobile recreation, and nature programs. Participation counts for Wint and Red Oaks nature centers include both programs at the nature centers and at other community locations.

REINVESTMENT: Improvement of an existing infrastructure, facility or structure using capital and/or operating funds. See also 'Improvement'.

REMODELING OR RENOVATION: Improvement of an existing infrastructure, facility or structure that also enhances and renews the aesthetics. See also 'Improvement'.

RENTALS - EXCLUSIVE USE (Category of Service): OCPR offers rentals for exclusive use of spaces and facilities on a one-time or one-season basis by a private individual, group, for-profit business, or non-profit agency. Current examples are rental of activity centers and pavilions, picnic pavilions, expo buildings, Ellis Barn and other facilities. The Service Portfolio ranks this category of service as Tier 5: Mostly Individual Benefit with a target cost recovery of 150%.

REPLACEMENT: Replacement of an existing infrastructure, facility or structure with a new infrastructure, facility or structure that has the same function and similar characteristics.

RESIDENCY OF VISITORS: Residency percentages are calculated for valid Michigan zip codes that are recorded at point-of-sale and do not include non-Michigan zip codes. Non-Michigan residents account for less than 1% of total sales.

ROAD COMMISSION FOR OAKLAND COUNTY: The Road Commission for Oakland County (RCOC) is the county-level road agency in Oakland County, Michigan, serving the road needs of Oakland County for more than 90 years. RCOC maintains more than 2,700 miles of county roads, over 230 miles of state highways and approximately 1,500 county, city and state traffic signals in Oakland County. www.rcocweb.org

ROADWAYS AND PARKING (Facility Type): All OCPR parks contain paved or unpaved parking lots and roads. Several parks have contact stations located at the main entrance drive (Addison, Groveland, Independence and Lyon).

SCOPE: Documented description of a project that identifies the type of infrastructure, facility or structure planned, its location and overall purpose, materials and dimensions.

SERVICE PORTFOLIO: The Service Portfolio is a comprehensive planning product that provides market analysis and cost recovery analysis of the recreation services OCPR provides. The overarching goal of the cost recovery analysis is to create a clear understanding of the services we provide, as well as who benefits from those services, thus helping determine the appropriate level of cost recovery (and therefore fees/charges, marketing efforts, partner/sponsor opportunities, etc.). This will help the Commission and staff to design an optimal mix of recreation services that serve Oakland County residents and help sustain the park system financially into the

future. The Service Portfolio Pyramid identifies five tiers of beneficiaries of OCPR services and the target cost recovery for each tier.

STAFFED PARK USE (Category of Service): This restricted drop-in use of a park/facility/activity is non-registered and non-instructed, and is monitored by OCPR staff/volunteer supervision. Current examples are waterpark, nature center, BMX open riding, putting and chipping green, beaches, platform tennis and other activities. This category of service includes the costs associated with the operations and management of assets, facilities and natural resources. The Service Portfolio ranks this category of service as Tier 2: Considerable Community Benefit with a target cost recovery of 75%.

STRUCTURE: An asset that is built or constructed, as a building, bridge, or dam.

SUPPORT SERVICES (Category of Service): Services and facilities are provided by the staff and volunteers that support the administration and/or general OCPRC operations that are not allocated as direct expenses. Current examples are park planning, information technology, finance and accounting services, human resources, department-wide marketing, internal trainings, county service allocations, risk management services and other services. The Service Portfolio ranks this category of service as Tier 1: Mostly Community Benefit with no target for cost recovery.

TECHNOLOGY (Facility Type): Current OCPR facilities include data lines into the parks for staff use and point-of-sale use (exceptions are Highland and Rose) and public Wi-Fi (Addison and Groveland).

TEMPERATURE RANGES: The temperatures in this report were recorded at the Oakland County International Airport National Weather Service station in Waterford. Data was generated using Weather Underground (wunderground.com) for the typical seasons for golf courses, campgrounds, and waterparks.

TRAILS (Facility Type): OCPR maintains trails throughout the parks, including connectors to regional trail systems. The trails are made up of both paved and unpaved materials and markers provide navigation for each trail system. Current OCPR facilities include park trails (Addison, Groveland, Highland, Independence, Lyon, Orion, Red, Rose, Springfield and Waterford) and connections to regional trail systems (Addison, Independence, and Lyon). See Golf Courses for car paths.

UPGRADE: Improvement of infrastructure, facility, or structure that brings it up to more current standards, materials and/or technology. See also 'Improvement'.

VENDING AND ARCADES (Facility Type): Food and beverage vending is available at most parks (Addison, Catalpa, Groveland, Independence, Orion, Red and Waterford). Arcade games are available at Addison and Groveland.

WATERPARK VISITS: Waterpark visits are determined using point-of-sale data on the number of tickets sold for entry to the waterparks at Red and Waterford Oaks.

WATERPARKS (Facility Type): Current OCPR facilities include two waterparks with waterslides, wave pools, children's splash and spray areas (Red and Waterford) and a lazy river raft ride (Red).

WINTER RECREATION: Asset or management practices that facilitate winter recreation. Current OCPR facilities that are managed for winter recreation include sledding hills, groomed cross-country ski trails (Independence), groomed fat tire biking (Addison), access to lakes for skating, hockey and ice-fishing, and general access to parks for winter hikes, snowshoeing and cross-country skiing (ungroomed).

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