



City of Rochester Hills
Ten-Year Parks and Natural
Resources Strategic Plan
2023-2033



April 2023 DRAFT



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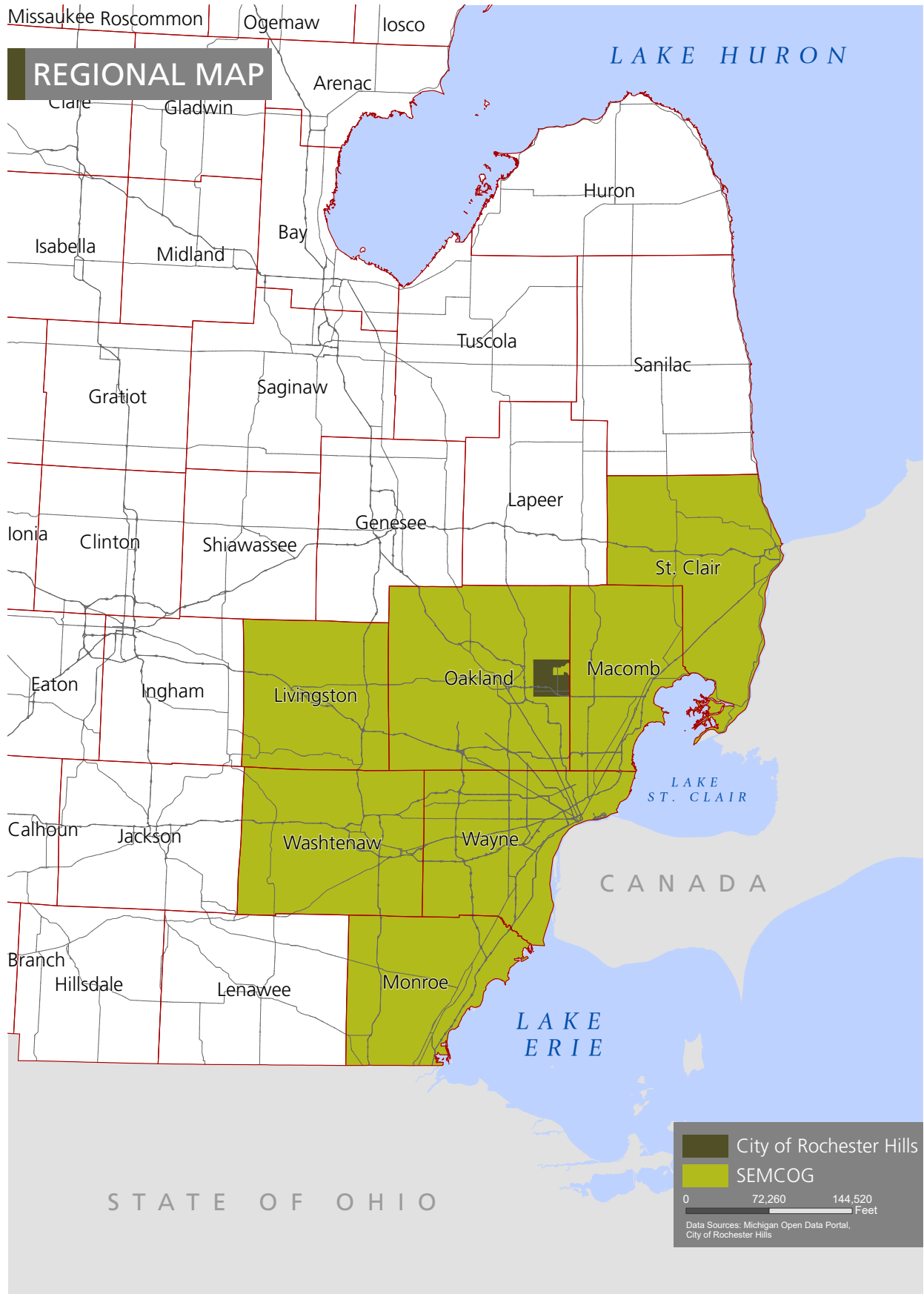
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Map 01: Regional Map





Entrance to Innovation Hills playground



1. Community Profile

The City of Rochester Hills, located in southeast Michigan in Oakland County, is a growing community with a wealth of recreation resources. A population's recreational needs can vary depending on age, ability, and socio-economic status, therefore it is critical to understand the demographic composition of Rochester Hills in the planning process. Without up-to-date data on demographic trends and associated shifts in preferences, park and recreation planning can fall behind, and as a result, not serve its community to the best of its ability. The demographic information in this chapter was sourced from the following locations, in this preferred order:

2020, 2010, 2000, and 1990 US Decennial Censuses

The decennial censuses are the most accurate source of demographic information in the United States. Mandated by the United States Constitution, the aim of the decennial census is to count 100% of the US population. Because the decennial census has been operating since 1790, it offers a valuable reference point to illustrate how populations have changed over time. Information collected in the most recent counts includes information about age, sex, race, the relationship between household members, and household tenure.

American Community Survey

The American Community Survey (ACS) replaced the "long-form" Census questions beginning in 2000, collecting the same types of information about social, economic, and housing conditions on a continual basis. The ACS is a sample; a random selection of households are sent the ACS every year and the Census Bureau uses the responses to create estimates for the rest of the population. Because the ACS is a sample, smaller communities require multiple years of sampling to create accurate estimates. Because Rochester Hills has a population of over 76,000, one-year ACS estimates are available; however, several of the comparison communities have populations that are under the threshold for one-year ACS estimates. For consistency purposes, all ACS estimates are five-year estimates.

ESRI Business Analyst

Business Analyst is proprietary software that presents privately generated market research data. In addition, it estimates Census and ACS data for

geographic configurations other than Census-defined tracts, blocks, and places.

Population

Similar to many other communities in the region, Rochester Hills has experienced population growth since 1990. In 2020, the decennial census counted 76,300 people living in Rochester Hills, a 7.5% increase from 2010 counts and a 24% increase from 1990.¹ In the past 30 years, Rochester Hills grew the fastest between 1990 and 2000 (11.4%). Between 2000 and 2010 growth remained positive (3.2%) but was significantly slower than the prior decade. The slowed growth may be partially attributed to the Great Recession of 2008 which hamstrung housing construction and mobility trends. Between 2010 and 2020, growth increased (7.5%) but did not return to the level witnessed at the turn of the 21st century.

The growth in Rochester Hills, from 1990 to 2020, outpaced the growth of Oakland County, indicating that Rochester Hills is one of the more attractive communities in the county. Of the comparable communities, which were selected due to their similar population size and location in Oakland County, only the City of Novi's growth outpaced that of Rochester Hills. The neighboring communities were selected to evaluate growth at an even more local level. Sharing a border with Rochester Hills, the growth or decline of these communities may have a greater impact on Rochester Hills population. All of the neighboring communities have seen substantial growth since 1990, a further indication of the attractiveness of the area.

Population Density

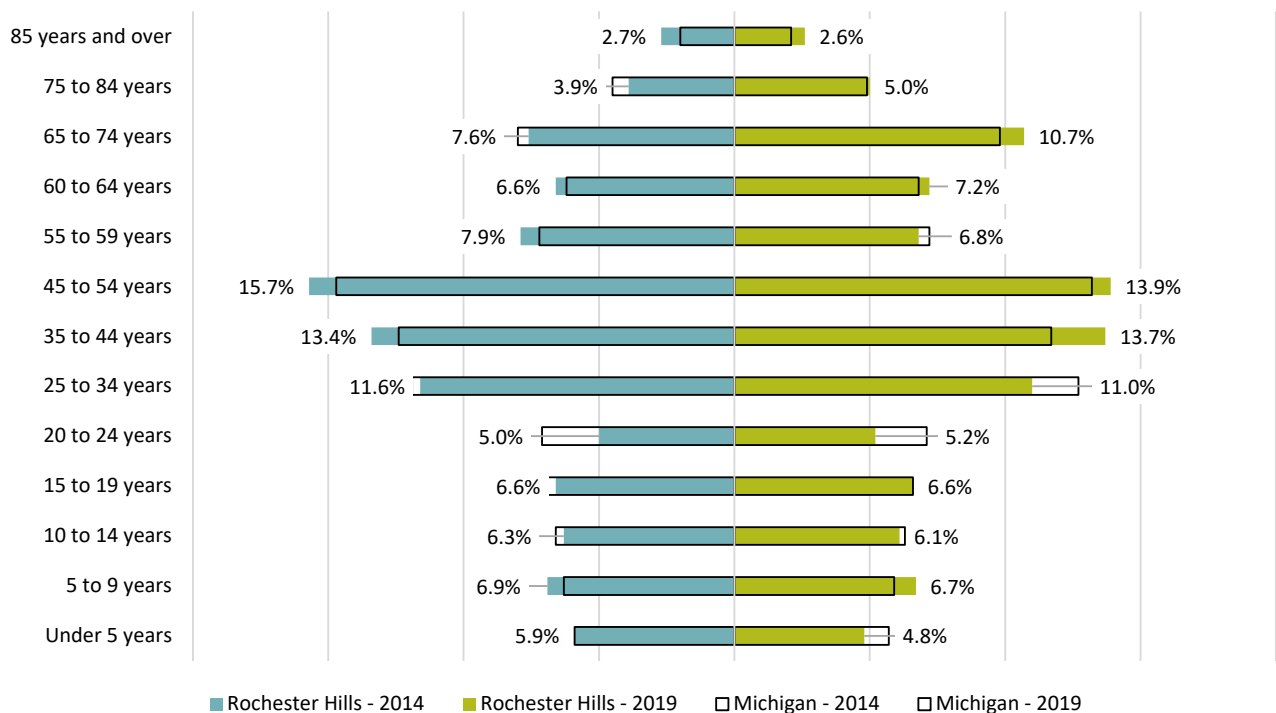
As a predominately suburban community, Rochester Hills does not have a defined core, which tends to be the densest area of a community. Therefore, population density in Rochester Hills is a function of neighborhood structure. As the map titled "Population Density" shows, the areas of Rochester Hills with more grid like street networks have higher population densities between 5 and 17 people per acre whereas the subdivision development with curvilinear street networks have lower densities below 5 people per acre. Areas with greater density are opportune for park development because of the comparative number of people they can serve.

Table 01: Population Change

Community	1990	2000		2010		2020	
	Count	Count	Change	Count	Change	Count	Change
Rochester Hills	61,766	68,825	11.4%	70,995	3.2%	76,300	7.5%
Oakland County	1,083,592	1,194,156	10.2%	1,202,362	0.7%	1,274,395	6.0%
Michigan	9,295,297	9,938,444	6.9%	9,883,640	-0.6%	10,077,331	2.0%
Comparable Communities							
Farmington Hills	74,652	82,111	10.0%	79,740	-2.9%	83,986	5.3%
Novi	32,998	47,386	43.6%	55,224	16.5%	66,243	20.0%
West Bloomfield Twp	54,516	64,860	19.0%	64,690	-0.3%	65,888	1.9%
Troy	72,884	80,959	11.1%	80,980	0.0%	87,294	7.8%
Neighboring Communities							
Auburn Hills	17,076	19,837	16.2%	21,412	7.9%	24,360	13.8%
Orion Twp	24,076	33,463	39.0%	35,394	5.8%	38,206	7.9%
City of Rochester	7,130	10,467	46.8%	12,711	21.4%	13,035	2.6%
Shelby Twp	48,655	65,159	33.9%	73,804	13.3%	79,408	7.6%
Sterling Heights	117,810	124,471	5.7%	129,699	4.2%	134,346	3.6%
Bloomfield Twp	42,473	43,023	1.3%	41,070	-4.5%	44,253	7.8%

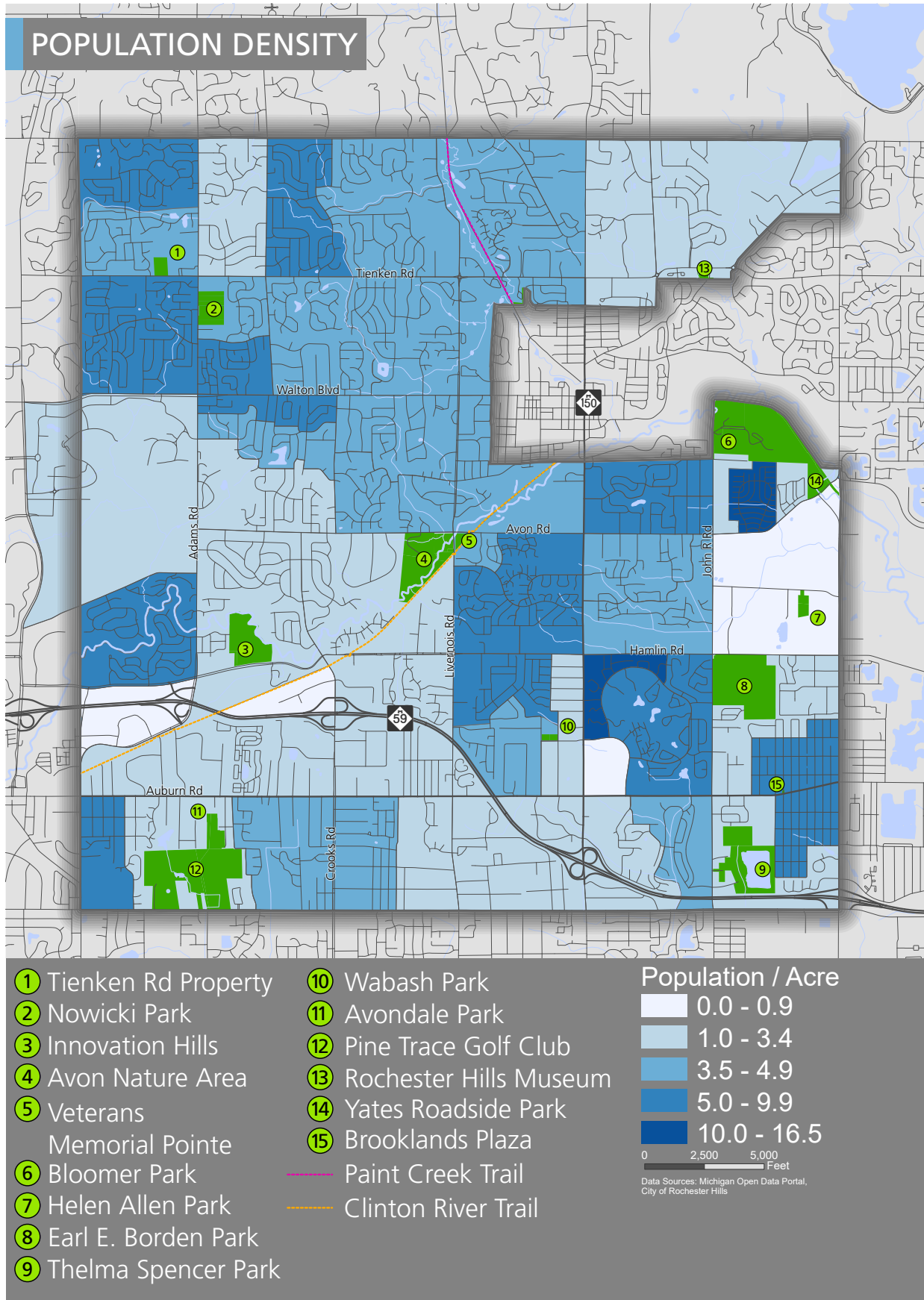
Source: 1990, 2000, 2010, 2020 Decennial Censuses

Figure 01: Population Pyramid



Source: American Community Survey 2014 & 2019 5-Year Estimates, DP05

Map 02: Population Density



Age

Compared to Oakland County and the State of Michigan, Rochester Hills has a slightly older population. In 2019, the median age in Rochester Hills was 42.2 years, slightly higher than Oakland County (40.9) and the State of Michigan (39.7). Additionally, the median age in Rochester Hills rose from 41.4 in 2014, indicating that the population is aging but not at a substantial rate, following similar trends as the county and the state.

As shown in the figure titled “Population Pyramid,” Rochester Hills age distribution closely resembles the State. The largest age cohorts in Rochester Hills are those aged 45 to 54 (13.9%) and 35 to 44 (13.7%) in both 2014 and 2019. These are considered critical cohorts because of their likelihood to be households with children.

One challenge of using percentages to describe age distribution is that it can mask changes within each cohort. As shown in the figure titled “Age Cohort Change between 2014 and 2019” from 2014 to 2019, there was substantial growth in the age cohorts 65 to 74 and 75 to 84, growing by 43.5% and 32.4%, respectively. This indicates that there are substantially more people aged 65 to 84 in Rochester Hills compared to 2014. Also notable, is that the number of children aged under 14 also decreased. If these two trends were to continue, Rochester Hills could age at a faster rate over time. Fortunately, the number of people aged 15 to 24 grew in Rochester Hills; if they stay, within the next 10 years, these age cohorts will likely form new households with children and balance the aging trend.

Further complicating matters is that populations naturally age, so comparing the same age cohort

at two different periods in time does not accurately measure who is entering/leaving the community. Estimating how populations age provides a better understanding of population migration. The table titled “Age Migration” breaks each cohort into migration figures.

To calculate the net change of each age cohort from 2014 to 2019, each cohort was “aged” by 5 years. For example, Rochester Hills residents 50 to 54 in 2014 would be 55 to 59 in 2019. The “naturally aged” population estimate is then compared to the census 2019 estimate to calculate how many people in each cohort immigrated, emigrated, or died. From 2014 to 2019, an estimated 6,278 people aged 25 to 44 moved into Rochester Hills. This large increase in young and middle-aged adults likely will result in increased recreation demands catered to this age range. Additionally, people in this age range tend to have children, meaning there will likely be a correlated demand for more young to teenage recreation offerings and programs. New and established families help to replenish an aging population so that age pyramid does not skew too heavily to one side, which will be important in an aging community.

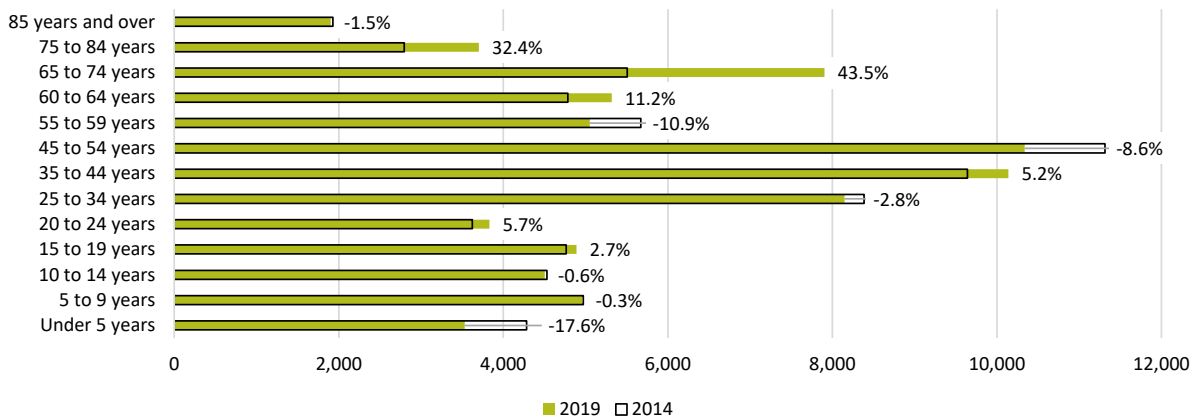
Gender

The population of Rochester Hills is slightly more female than male. Women represent 51.5% of the total population and men represent 48.5% of the population, similar to Oakland County. The State of Michigan is 50.8% female.²

Disability

Disability is another important demographic characteristic to account for in parks and recreation planning because it directly impacts how individuals

Figure 02: Age Cohort Change between 2014 and 2019



Source: American Community Survey 2014 & 2019 5-Year Estimates, DP05

Table 02: Age Migration

Age Cohort	2014		2019	
	Estimate	Naturally Aged	Estimate	Migration
Under 5 years	4,283	n/a	3,529	n/a
5 to 9 years	4,973	4,283	4,959	676
10 to 14 years	4,531	4,973	4,503	-470
15 to 19 years	4,763	4,531	4,890	359
20 to 24 years	3,623	4,763	3,831	-932
25 to 34 years	8,384	3,623	8,146	4,523
35 to 44 years	9,642	8,384	10,139	1,755
45 to 54 years	11,312	9,642	10,336	694
55 to 59 years	5,671	11,312	5,051	-6,261
60 to 64 years	4,783	5,671	5,317	-354
65 to 74 years	5,507	4,783	7,904	3,121
75 to 84 years	2,795	5,507	3,701	-1,806
85 years and over	1,928	n/a	1,900	n/a

Source: American Community Survey 2014 & 2019 5-Year Estimates, DP05

Table 03: Disability Characteristics by Age

Disability	Under 18	18 to 34 years	35 to 64 years	65 years or more	Total
Hearing Difficulty	0.4%	0.4%	1.7%	13.2%	3.2%
Vision Difficulty	0.1%	0.7%	0.8%	4.0%	1.2%
Cognitive Difficulty	2.3%	3.9%	2.3%	5.2%	3.1%
Ambulatory difficulty	0.6%	1.6%	3.4%	15.2%	4.6%
Self-care difficulty	1.1%	1.3%	1.2%	5.6%	2.0%
Independent living difficulty	n/a	4.2%	2.3%	11.0%	4.7%

Source: American Community Survey 2019 5 Year Estimates, S1810

Table 04: Race and Ethnicity

Race	Population	Percent of Total Population
One Race	72,727	98.0%
White	59,663	80.4%
Black or African American	2,991	4.0%
American Indian and Alaska Native	114	0.2%
Asian	9,311	12.5%
Native Hawaiian and Other Pacific Islander	0	0.0%
Some other race	648	0.9%
Two or more races	1,479	2.0%
Hispanic or Latino	3,849	5.2%
Mexican	2,653	3.6%
Puerto Rican	305	0.4%
Cuban	57	0.1%
Other Hispanic or Latino	834	1.1%

Source: American Community Survey, 2019 5-Year Estimates DP05

can access and use facilities. The table titled “Disability Characteristics by Age” outlines the most common disabilities in Rochester Hills are independent living and ambulatory disability, both of which are concentrated among senior citizens.³ Children, on the other hand, have the highest proportion of “cognitive disability.” Disabilities are wide ranging and have different impacts on individuals, therefore it is important to ensure that parks and recreational facilities are accessible to all residents, regardless of type of disability. The practice of Universal Design, which focuses on designing and constructing parks and recreational facilities to be easy to use for all residents disabled or not, ensures that the whole community can equally participate in the parks and recreation offerings of Rochester Hills.

Race & Ethnicity

Race, like all other questions on the census, is self-reported meaning that individuals identify themselves in terms of the available racial categories on the census form. Individuals can also select more than one race. In Rochester Hills, 98% of the community identifies as one race, with the majority identifying as white. In total, roughly 20% of Rochester Hills’ population self-identified as a minority.⁴ Of the minority population, 13% identified as only Asian and 4% identified as only Black or African American. The remaining 2% of the population identified as two or more races. Compared to Oakland County and the State of Michigan, Rochester Hills is slightly less diverse. The minority population in Oakland County is roughly 25% and in the State of Michigan is roughly 22%.⁵ In 2014, the white population of Rochester Hills was 82% indicating that the city got slightly more diverse over the past five years.⁶

The census also differentiates between race and ethnicity. Hispanic or Latino is considered an ethnicity and is recorded separately from race. In 2019, an estimated 5.2% of Rochester Hills’ population identified as Hispanic or Latino, with the majority identifying as Mexican, reflecting a growing number of people who identify with this ethnicity witnessed locally and nationally.⁷

Household Composition

The average household size in Rochester Hills is 2.53 people, according to 2019 census estimates, a decrease from 2.56 in 2014. This decrease in average household size is likely a result of

the decline in households with children, which decreased to 30.4% in 2019 from 32.1% in 2014. The decrease in household size could also be explained by an increase in single person households but the number of householders living alone decreased from 26.1% in 2014 to 25.6% in 2019. Additionally, the number of households with someone over the age of 65 increased from 26.9% in 2014 to 32%, a substantial shift showing an increase in number of households with elderly individuals.⁸

Income

Income is an important demographic characteristic to consider as some recreational activities are income dependent. In 2013, the National Sporting Goods Association conducted a national survey of participants in 47 recreational activities and collected data on their age, race, and income. The data shows that some recreational activities have high levels of inequality based on participant’s income. Lacrosse, alpine skiing, cross country skiing, water skiing, and snowboarding all had the highest levels on income inequality among participants, with most of the participants earning high incomes. Fresh water fishing, walking for exercise, camping, hunting with firearms, and dart throwing all had the lowest levels of income inequality among participants. Also notable is that 51.7% of people who did not participate in any recreational activity earned below \$35,000.⁹

In 2019, the median household income in Rochester Hills was \$93,953, higher than both Oakland County and State of Michigan. Compared to 2014, the median household incomes, accounting for inflation, increased by 8.5%. Income growth lagged in the County and State. Additionally, compared to the comparable communities, only median household incomes in Farmington Hills grew at a slower rate than Rochester Hills.¹⁰

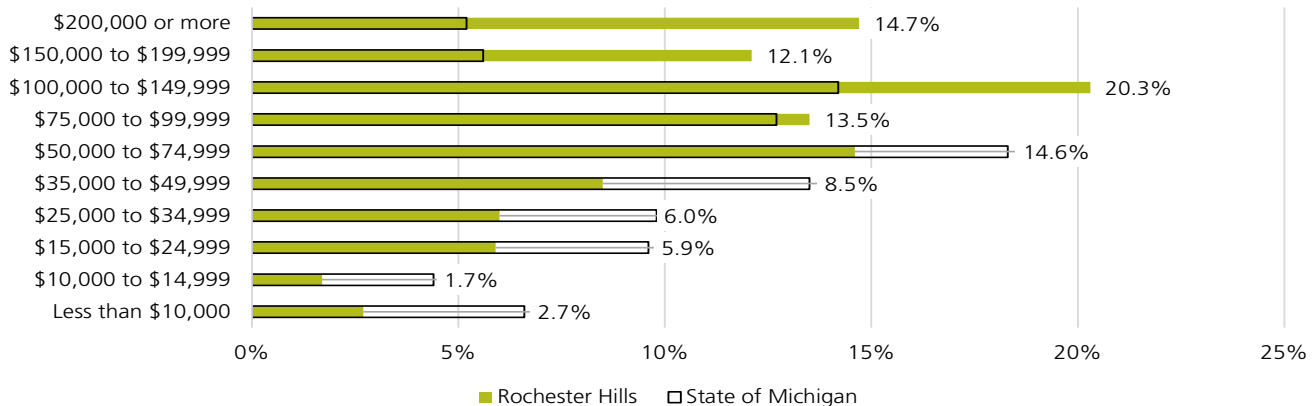
As shown in the figure titled “Rochester Hills Income Distribution,” the population is heavily skewed to the higher incomes, compared to State averages. Roughly, 47% of households in the city earn more than \$100,000 annually. The percentage of households earning more than \$75,000 in Rochester Hills is significantly higher than the State of Michigan, 60.6% to 37.7%. Conversely, the percentage of households in Rochester Hills earning less than \$75,000 is lower than the State

Table 05: Median Household Incomes

Community	2014		2019		Change	% Change
	Estimate	2022 \$	Estimate	2022 \$	Balance	Percent
Rochester Hills	\$80,806	\$96,967	\$93,953	\$105,227	\$8,260	8.5%
Oakland County	\$66,436	\$79,723	\$79,698	\$89,262	\$9,539	12.0%
Michigan	\$49,087	\$58,904	\$57,144	\$64,001	\$5,097	8.7%
Comparable Communities						
Farmington Hills	\$71,061	\$85,273	\$83,268	\$93,260	\$7,987	9.4%
Novi	\$80,299	\$96,359	\$98,020	\$109,782	\$13,424	13.9%
West Bloomfield Twp	\$90,317	\$108,380	\$104,368	\$116,892	\$8,512	7.9%
Troy	\$84,325	\$101,190	\$101,882	\$114,108	\$12,918	12.8%
Neighboring Communities						
Auburn Hills	\$52,949	\$63,539	\$64,186	\$71,888	\$8,350	13.1%
Orion Twp	\$80,955	\$97,146	\$96,323	\$107,882	\$10,736	11.1%
City of Rochester	\$76,133	\$95,292	\$89,904	\$104,200	\$8,908	9.3%
Shelby Twp	\$64,946	\$77,935	\$76,380	\$85,546	\$7,610	9.8%
Sterling Heights	\$58,800	\$70,560	\$64,833	\$72,613	\$2,053	2.9%
Bloomfield Twp	\$108,235	\$129,882	\$132,929	\$148,880	\$18,998	14.6%

Source: American Community Survey 2019 5 Year Estimates, DP03

Figure 03: Rochester Hills Income Distribution



Source: American Community Survey, 2019 5 Year Estimates, DP03

of Michigan.¹¹ Roughly 16% of households in Rochester Hills earn less than \$35,000 annually, which makes them less likely to participate in recreational activities.

Physical Characteristics

Parks and recreation planning is also dependent on the existing physical environment including the transportation network, cultural and historic properties, existing land use trends, future development, and natural features. A thorough understanding of the physical environment can inform how well current parks and recreational facilities fit into the physical landscape and what

areas may be appropriate for future recreation expansion.

Natural Features

The City has a diverse array of natural features including wetlands, forests, waterways, and open space. Sites with significant natural features are important to note when planning for parks and recreation because they offer an opportunity for the development of natural setting recreation facilities and preservation from commercial or residential development.

Natural features are distributed in a non-contiguous manner throughout the city, except

along the Clinton River. The pockets of woodlands and wetlands are interwoven in subdivisions as designated open space. The suburban development of Rochester Hills leaves very few areas of large contiguous natural areas that are not designated as a park or acquired green space preservation land. In 2003, residents approved a millage to fund green space preservation. In total 138 acres of green space were preserved as a result of the millage or donation.

Transportation Networks

Like most communities across the United States, the transportation of Rochester Hills was designed and built for automobile traffic. Two state highways, M-59 and M-150 intersect the city and facilitate high volume and high traffic speeds. The traditional curvilinear suburban design of Rochester Hills' neighborhoods prioritizes travel on the major streets as opposed to inter-neighborhood travel. While there are some street connections between individual subdivisions that allow people to travel between subdivisions, the street design emphasizes travel via the major thoroughfares. This could have an impact on park planning and access. Typically, because subdivisions include larger yards and less direct access on foot to other destinations, parks are not embedded into neighborhoods like they are in more urban areas. However, there are many common undeveloped areas in Rochester Hills' subdivisions. Unless the subdivision includes these "private" parks, then residents will likely have to drive to recreational facilities.

Nonmotorized Transportation

One of the most important aspects of transportation, when planning for parks and recreation, is the status and condition of the non-motorized transportation network. While non-motorized transportation networks can be defined recreational facilities, like a regional bike trail, undefined facilities such as sidewalks are used by residents for recreational purposes, such as exercise walking, running, and biking, and are an important aspect of the non-motorized recreation network. Rochester Hills is well served by non-motorized infrastructure. Most of the major roads have separated sidewalks or paths; however, few of the neighborhoods have internal sidewalks.

Additionally, there are two regional trails that intersect the city, the Clinton River Trail and the Paint Creek Trail. The Clinton River Trail extends

from Sylvan Lake, through Pontiac, and terminates in the City of Rochester where it merges with the Macomb Orchard Trail. In total the trail extends 16 miles through Oakland County.¹² The Clinton River Trail is a segment of the larger Great Lake to Lake Trail that connects the cities of South Haven, on the shore of Lake Michigan, to Port Huron, on the shore of Lake Huron/St. Clair River. Because the trail follows an old railway line, it has a very low grade and no sharp turns. There are two parking areas in Rochester Hills with convenient access to the Clinton River Trail, one along Livernois and the other at the intersection of South Adams Road and Leach Road. The Paint Creek Trail extends between the City of Rochester and the Village of Lake Orion. There are two trailheads for the Paint Creek Trail in Rochester Hills, one on Tienken Road and the other on Dutton Road, however the parking area along Dutton Road is on the Oakland Charter Township side of the road.¹³ These two trails, in addition to the sidewalks and paths, form a comprehensive non-motorized network in Rochester Hills that facilitates non-motorized travel and exercise.

Together, the nonmotorized routes and low-traffic streets allow some residents to access parks without a motorized vehicle. The Pedestrian Shed map shows half-mile routes that lead to the parks, as a half-mile is a likely maximum extent that local residents would travel to a park on foot. Some may travel beyond this distance by bike. The map shows that many of the areas within the City of Rochester Hills cannot easily access a city park on foot.

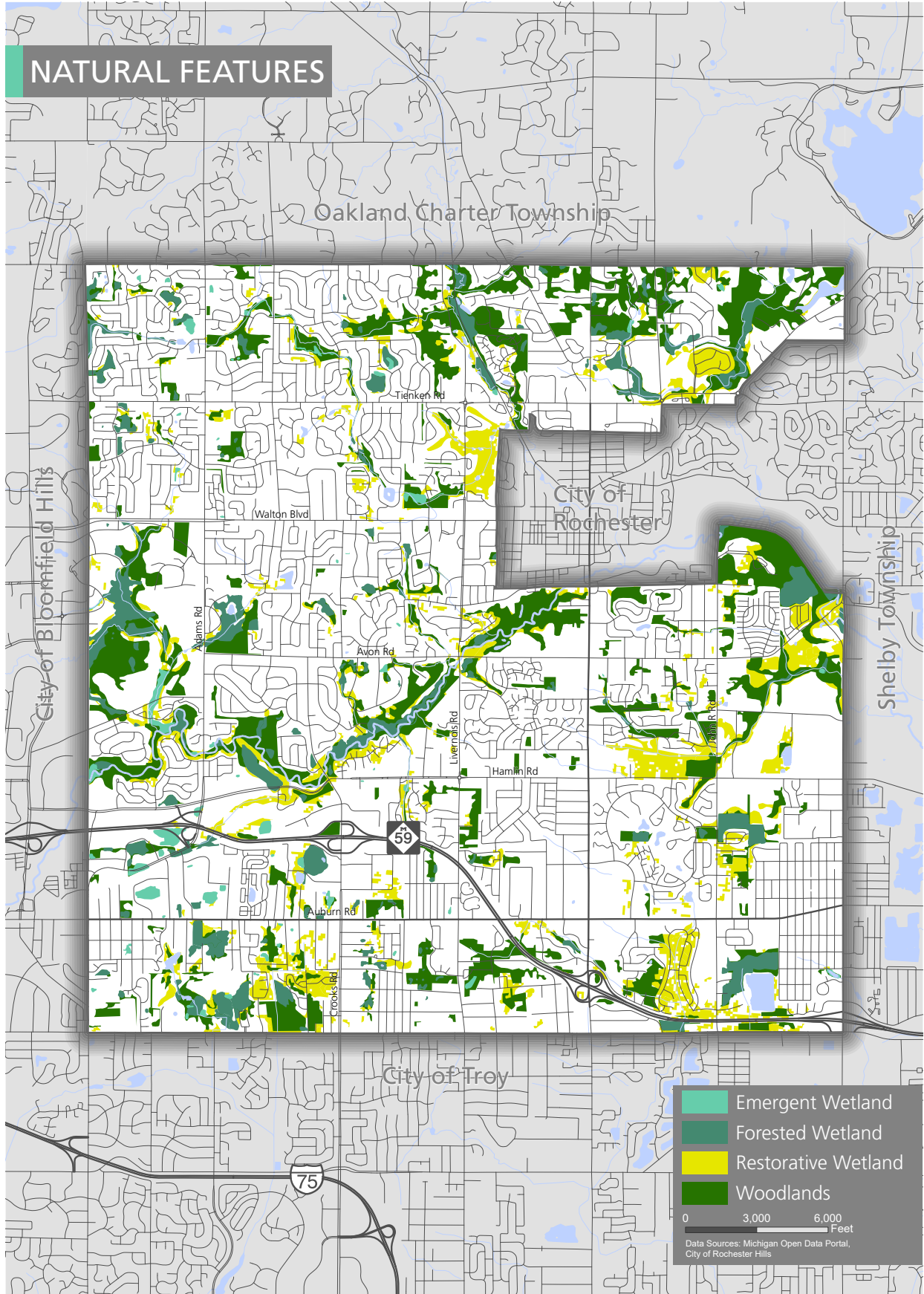
Cultural and Historic Properties

As a community that is roughly 200 years old there are significant cultural and historic resources in Rochester Hills. These resources are attractions for residents and visitors and are important to note as they may have a recreational component. The Rochester Hills Museum at Van Hoosen Farm is a federally listed historic place that highlights a bygone era of farm steading. The farmhouse and furnishings are era-appropriate and offer a learning experience for visitors. The 16.7-acre museum property includes areas for fishing, picnicking, and other leisure activities.¹⁴ The property is owned by the City of Rochester Hills and is an important piece of the cultural history of the community.

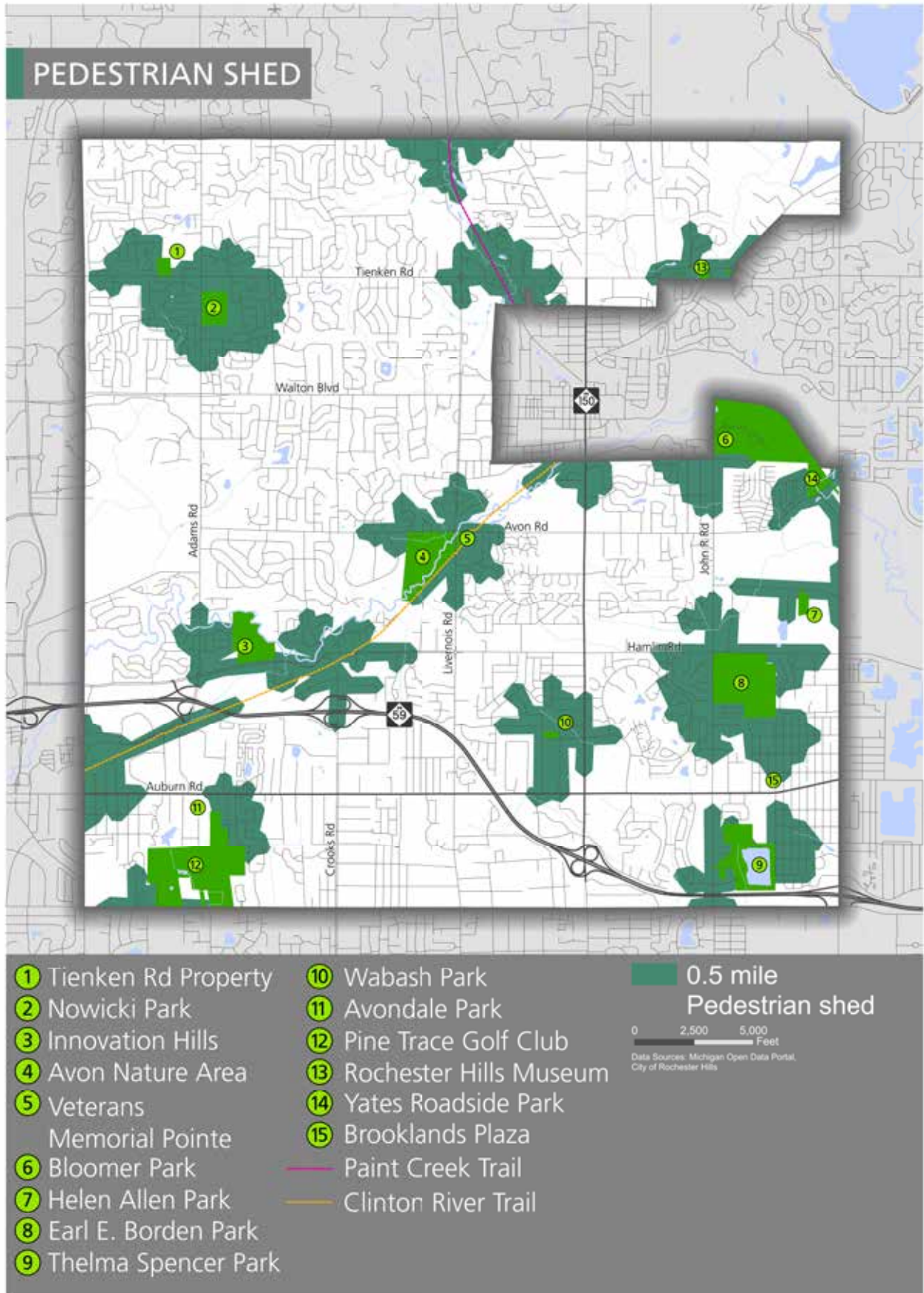
Land Use Trends

As outlined in the Rochester Hills Master Plan, there are significant shifts in land use trends. Notably,

Map 03: Natural Features



Map 04: Pedestrian Shed



the land use preference for retail has swung from larger “big box stores” to smaller establishments in downtowns and mixed-use developments. The rise of home-based work, especially after the COVID-19 pandemic, has reduced the demand for traditional office space. The rise of home-based work means people are spending more time in their communities than ever. Therefore, local and neighborhood parks are increasing in their significance as a recreational amenity. New community desires indicate an increased demand for the following:

- » New housing options
- » Interactive and technology driven recreation and entertainment
- » Walkable environments
- » Recreational facilities and amenities

An analysis of the current level of recreational service based on Rochester Hills population can be found in the recreational inventory.

Future Development

The Master Plan also outlined that the land use market in Rochester Hills can support an additional 2.1 to 2.3 million square feet of non-residential space by 2030, a significant increase over existing conditions. This large capacity indicates that there is market pressure on developable land in the city. This could create a land use conflict between future commercial/industrial development and recreation expansion.



Spencer Park Mural - A joint project with OPC-Paint Creek Center for the Arts and Paint a Miracle



The Parks and Natural Resources Department Staff

2. Administrative Structure

The City of Rochester Hills is governed by a seven-member City Council who are elected to four-year terms. Under the City Council is the Mayor who is responsible for the management of city functions.

Parks and Natural Resources

Department

Parks and Natural Resources Director

The Parks and Natural Resources Director is responsible for overseeing all Department staff. The Department is split into four divisions: Parks, Ground Maintenance, Natural Resources, and the Museum. The Director reports directly to the Mayor.

Administrative Staff

There are 2.5 administrative staff positions within the Parks and Natural Resources Department including an Administrative Services Supervisor and two administrative assistants, one of which is shared with the Planning and Economic Development Department. The Administrative Services Supervisor reports to the Director.

Parks Manager

The Parks Manager is responsible for managing the park rangers, and seasonal staff. There are six permanent positions and 14.4 seasonal positions under the management of the Parks Manager.

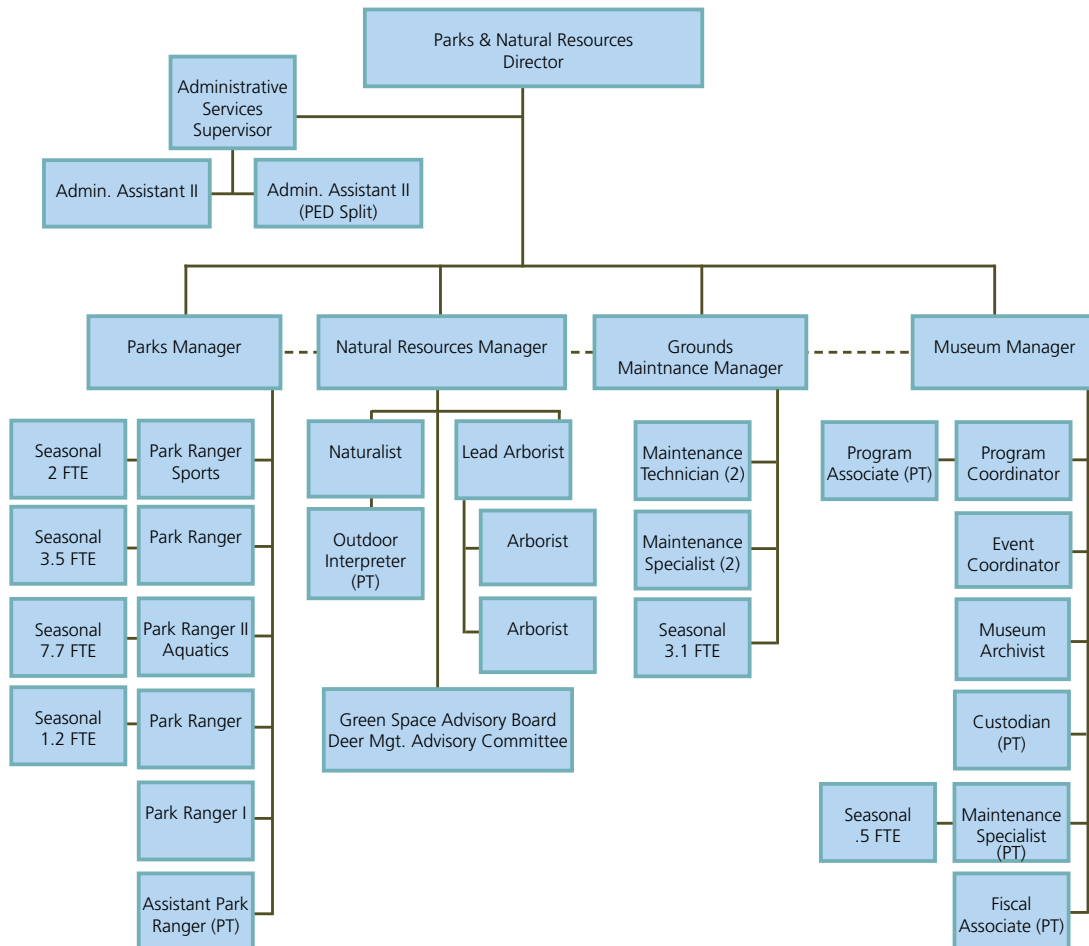
Grounds Maintenance Manager

There are four permanent positions and nine seasonal positions under the management of the Grounds Maintenance Manager. The grounds crew is responsible for the maintenance of all city owned property and were recently created removing them from under the park management division. This division is also responsible for acquisition of park equipment and ensuring that all facilities are in working order.

Natural Resources Manager

The Natural Resources Manager is responsible for maintaining the natural health and condition of Rochester Hills' parks and natural lands. Under the management of the Natural Resources Manager

Figure 04: Parks and Natural Resources Department Organization Chart



are three arborists, a naturalist, and a part-time interpreter. The Natural Resources Division conducts numerous outdoor engagement activities, manages the phragmites control program, invasive species control program, tree management, Green Spaces, and deer management.

Museum Manager

The Museum Manager is responsible for the care and direction of the Rochester Hills Museum at Van Hoosen Farm. The Museum has staff that includes program and event coordinators, an archivist, a farmhand, and a custodian. In total there are three full-time positions under the Museum Manager and 4.5 seasonal or part-time positions. Volunteers also support the work of the archivist and the Museum programs and operations.

Boards and Commissions

A strength of Rochester Hills is the numerous boards and commissions that allow community members to have an active role in local government. There are several boards or commissions that have direct or indirect impact on parks and recreation in the city.

Rochester-Avon Recreation Authority

One of the most critical bodies that guide park and recreation planning and operations is the Rochester-Avon Recreation Authority (RARA). The purpose of the RARA is to provide recreational programming, enhance personal enrichment, and meet the community's leisure needs. The RARA is a joint body between the cities of Rochester Hills and Rochester. Rochester Community Schools, Avondale Schools, and RARA management staff also have representation on the Authority board.¹⁵

Community Education

Rochester Community Schools and the Avondale School District provide a variety of recreation programs, activities, and enrichment classes for children and adults. These programs include swimming, music, drama, arts and crafts, tennis, martial arts, dance, and scuba. The two school districts also maintain close ties to the Dinosaur Hill Nature Preserve, Rochester Community House, and the Oakland Township parks and recreation system.¹⁶

Green Space Advisory Board

The Green Space Advisory Board (GSAB) is an advisory body that provides recommendations to City Council regarding the acquisition of natural

green spaces, wildlife habitats, scenic views, woodlands, wetlands, and water bodies. The GSAB is also charged with expanding the Clinton River Greenway and other trail corridors. The board is comprised of a mix of citizen representatives, city staff, Council member, and Youth Council representatives. The millage that funded a substantial amount of land acquisition expired in 2015.¹⁷

Citizens Pathways Review Committee

The Pathway Committee was established in 2007 as a result of a pathways millage and is charged with reviewing pathway construction, rehabilitation projects, and pathway prioritization. The millage was assessed at 0.1858 mills and expires in 2026. This committee makes recommendations to City Council. The committee is comprised of citizen representatives, a Planning Commission member, Mayor appointee, and Youth Council representative.¹⁸

Paint Creek Trailways Commission

The Paint Creek Trailways Commission is a regional body that is responsible for the operation and maintenance of the Paint Creek Trailway which extends through five communities. Each community that the trailway connects (Village of Lake Orion, Orion Township, City of Rochester, Oakland Township, and the City of Rochester Hills) has representation on the board in addition to trailway staff.¹⁹

Clinton River Trail Alliance and Friends of the Clinton River Trail

The Clinton River Trail Alliance (CRTA) is comprised of representatives from the City of Rochester, City of Rochester Hills, City of Auburn Hills, City of Pontiac, and Sylvan Lake. The first actions of the CRTA were to purchase property for the trail and develop a trail master plan. Ongoing relationships with organizations such as the Friends of the Clinton River Trail are essential to the continued promotion of the trail as a valuable natural, aesthetic, cultural, and economic resource.

Rochester Hills Museum Foundation

The Rochester Hills Museum Foundation forms the Board of Directors for the Rochester Hills Museum at Van Hoosen Farm. They are responsible for acquiring private funding to support the Museum's activities and programs. The Board is comprised of two city administration representatives, a

City Council member, and six at large citizen representatives.²⁰

Older Persons' Commission

While not directly involved in parks and recreation planning, the Older Persons' Commission (OPC) is an important body to involve in the process because they represent the interests of Rochester Hills' elderly population. The OPC can provide valuable information and connections for the recreational needs of the senior population. The OPC is a joint body between the City of Rochester Hills, City of Rochester, and Oakland Township that serves area residents over the age of 50 years. Residents over the age of 50 are eligible to become members of the OPC facility that includes a fitness center, pool, art studios, café, dining room, computer, and auditorium.²¹

Diversity Equity & Inclusion Committee

This Committee is tasked with advising the Mayor and City on issues of diversity, equity, and inclusion (DEI) and examining the role the municipal government can play in strengthening the connections and understanding among diverse communities. For parks and recreation this may include issues of equitable access, participation in leadership/management, and messaging and communication.²²

Deer Management Advisory Committee

The Deer Management Advisory Committee was created in 2009 to review the Deer Management Policy (2008) and provide recommendations to City Council for implementing the management plan. This committee works closely with the natural resources division and other parks and natural resources staff. The committee is comprised of seven citizens members, two council members, two parks and natural resources staff, and one Youth Council member.²³

Budget

Each division within the Parks and Natural Resources Department is supported by the General Fund. The following tables illustrate revenues to the General Fund from the Parks and Natural Resources Department and expenses by each division. In 2022, revenues from Parks and Natural Resources services and facilities are budgeted to be \$981,020, 17% of the total expenses anticipated in the same fiscal year. This means that a substantial portion of the funding for parks and natural resources is covered by other contributions from the general fund.

Partnerships

One of the most important partnerships in Rochester Hills is that with the neighboring jurisdictions. The Cities of Rochester and Rochester Hills are under a singular Recreation Authority, and other partnerships with Oakland Township and the Village of Lake Orion and Orion Township are essential to the ongoing operation of the regional trailways.

The Community Foundation of Greater Rochester is a non-profit charitable organization that provides grants for projects in the community and manages charitable donations. They have previously given grant funding to the Rochester Hills Museum and collaborated with the city to establish a Museum Foundation, which serves as the fundraising board.²⁴

Volunteers

Volunteers contribute in several ways to the operations of the Parks and Natural Resources Department. Volunteers assist the Museum Archivist by cataloging and digitizing archival material that allows the Museum archives and collections to be accessible online. Volunteers also support daily Museum operations such as staffing the front desk, serving as tour guides, maintaining Museum grounds and special event support.



Youth play at the Brooklands Plaza splash pad

3. Recreation Inventory

To understand the condition and status of recreational facilities in Rochester Hills, an inventory of existing facilities was conducted in July 2022. The intent of the inventory is to provide a comprehensive understanding of the current recreational offerings to recreational users. While multiple agencies and groups in the City have recreational facilities, only City facilities were inventoried.

The inventory was conducted in the summer of 2022 by visiting each park and taking note of all existing recreation facilities and amenities. In addition to detailing the type and quantity

of amenities at each recreation facility, the condition of amenities was recorded. Condition was assessed on a "poor", "fair", "good", to "excellent" scale. Each amenity was rated, and that rating was converted to a condition percentage, poor: 0% condition, fair: 33% condition, good: 66% condition, excellent: 100% condition. The condition of all amenities was averaged, and the average amenity condition is listed for each park.

A park accessibility assessment was performed by Beckett & Raeder, Inc, referencing the 2010 ADA Standards for Accessible Design and the US Access Board Outdoor Developed Areas guidebook.

Accessibility was evaluated on the DNR's scale of 1 to 5:

- » 1: none of the facilities meet accessibility guidelines
- » 2: some of the facilities meet accessibility guidelines
- » 3: most of the facilities meet accessibility guidelines
- » 4: the entire park meets accessibility guidelines
- » 5: The entire park was developed/renovated using the principles of universal design

It should be noted that a rating of 4 meets accessibility requirements, and a rating of 5 would go above and beyond those requirements to achieve the principles of universal design.

The City of Rochester Hills also underwent a detailed accessibility evaluation of the parks in 2010 and an ADA transition plan was created, and the executive summary is located in the appendix of this plan. The City continues to implement accessibility improvements each year.

Classification

Parks were classified in accordance with national standards as follows:

District Parks

District Parks are larger acreage than a typical community park, however much smaller than the thousands of acres in traditional regional parks. However, these district parks typically fulfill several similar functions as a regional park, which may include nature based activities such as hiking, fishing, small-scale boating, sports tournaments or larger events. District Parks have much larger attendance than other local parks, and a significant portion of that attendance is from outside the local community. District Parks in the City of Rochester Hills include Thelma Spencer Park, Bloomer Park, Earl E. Borden Park, and Innovation Hills.

Community Parks

Community parks are typically up to 50 acres in size and generally serve neighborhoods up to 3 miles in distance. Community Parks typically contain a wide variety of recreation facilities to meet the diverse needs of residents from several neighborhoods. Community Parks may include areas for intense recreation facilities, such as athletic complexes and swimming pools. These parks usually contain other

facilities not commonly found in neighborhood parks such as nature areas, picnic pavilions, lighted athletic fields, and concession facilities. The City has two community parks: Avondale Park and Nowicki Park.

Neighborhood Parks

Approximately 5–10 acres in size and generally serves neighborhoods ¼ to ½ mile in distance and uninterrupted by non-residential roads and other physical barriers. The City has four neighborhood parks including Helen V. Allen Park, Tienken Road Park Property, Yates Roadside Park, and Wabash Park.

Special Use or Conservancy Parks

Vary in size and location but are typically single-purpose recreation facilities, such as golf courses, nature centers, outdoor theaters, interpretative centers, or facilities for the natural feature preservation. Protection and management of the natural/cultural environment may be the primary focus with recreation use as a secondary objective. The City has multiple special use or conservancy parks including Avon Nature Study Area, Rochester Hills Museum at Van Hoosen Farm, Veterans Memorial Pointe, Pine Trace Golf Course, Brooklands Plaza, and the multiple green space properties.

Linear Parks

Vary in size and location, and are any area developed for one or more modes of recreation travel, such as hiking, bicycling, in-line skating, snowmobiling, cross-country skiing, canoeing, horseback riding, and pleasure driving. The Clinton River and Paint Creek Trails are the City's two linear parks.

Map 05: Parks

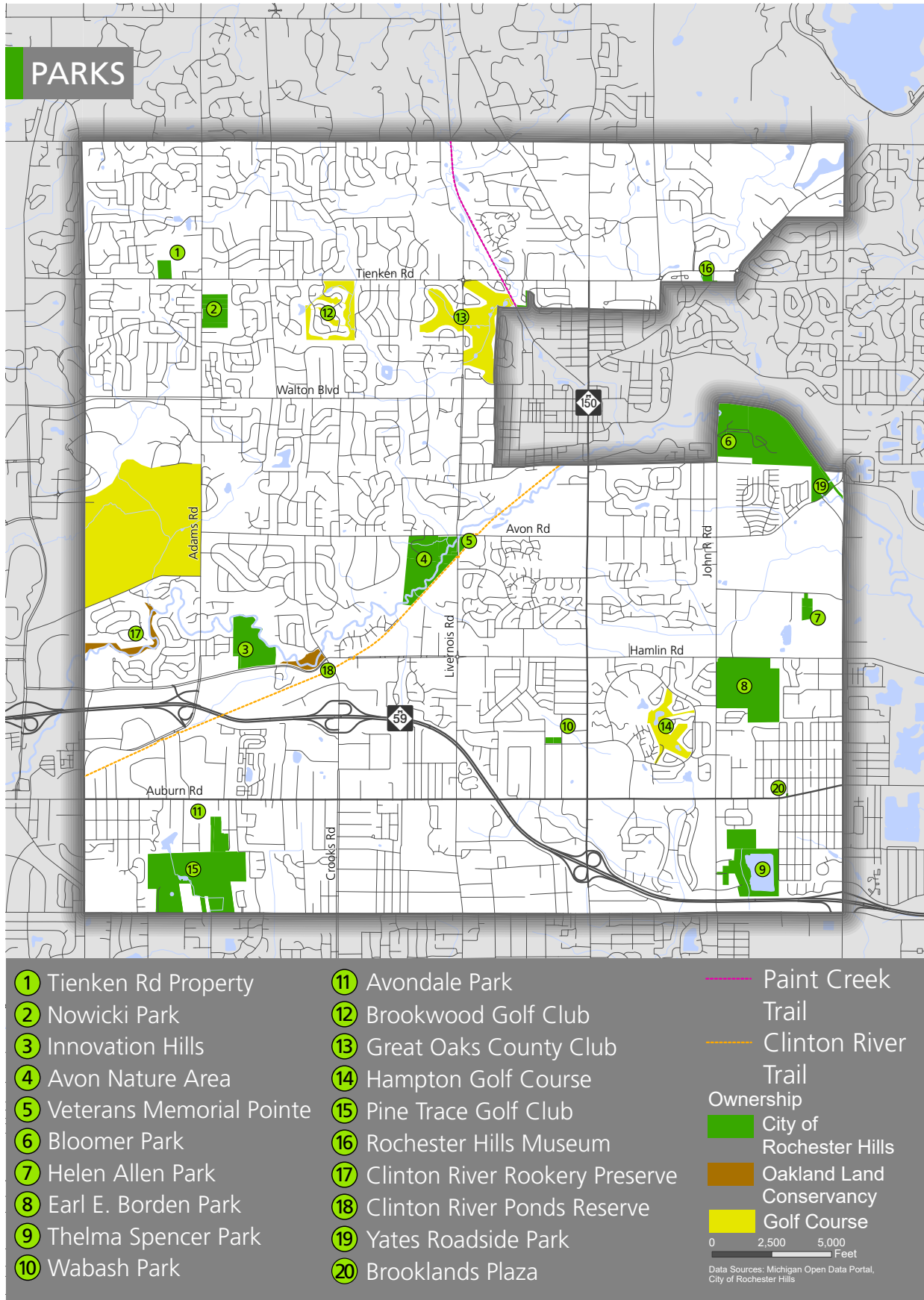


Table 06: City Owned Existing Recreation Facilities Inventory

FACILITY NAME	ACRES	Parking Lots	Concessions	Restrooms	Meeting Rooms	Swimming Beach	Unimproved Water Access	Basketball Courts	Roller Hockey Rink	Tennis Courts	Tables/Benches	Fishing	Pathways	Pavilion/Shelters	Picnic Areas
District Parks															
Bloomer Park	206.9	PV		X							X		X	4	X
Earl E. Borden Park	143.0	PV		X				3	2	2	X		X	1	
Innovation Hills	62.38	PV		X			X				X	X	X	2	X
Thelma G. Spencer Park	113.0	PV/GR	X	X		X				2	X	X	X	1	X
Community Parks															
Avondale Park	18.5	PV		PT				2		2	X		X	1	X
Eugene S. Nowicki Park	34.6	GR													
Neighborhood Parks															
Helen V. Allen Park	9.9	GR		PT											
Wabash Park	3.7	GR									X				X
Yates Roadside Park	4.3	PV		VT			X				X	X	X		X
Special Use or Conservancy Parks															
Avon Nature Study Area	102.5	PV					X				X		X		X
Brooklands Plaza	0.5	PV		X							X				X
Pine Trace Golf Course	190.0	PV	X	X									X		
Rochester Hills Museum at Van Hoosen Farm	16.77	PV		X	3		X				X	X		1	X
Tienken Road Park Property	10.0												X		
Veterans Memorial Pointe	5.1	PV		VT							X		X	1	
Green Space Properties	138														
Linear Parks															
Clinton River Trail	54.0	GR		VT							X	X			
Paint Creek Trail	17.8	PV		PT							X	X		X	
TOTAL	1,130.95				3	1		5	2	6				11	

Legend

- » PV = Paved
- » GR = Gravel
- » X = One or more units
- » PT = Portable Toilet
- » V = Vending
- » VT = Vault Toilet
- » WF = Engineered Wood Fiber
- » AT = Artificial Turf Safety Surface

Table 06: City Owned Existing Recreation Facilities Inventory

Baseball Fields	Softball Fields	Lighting	Multi-Purpose Fields	Volleyball Courts	Soccer Fields	Play Areas	Safety Surface	CONDITION RATING	ACCESSIBILITY ASSESSMENT	OTHER
			X	2		4	WF	56%	2	Sledding hill, velodrome, cricket, grass volleyball courts, mtn bike trails
2	2	X	X	1	12	1	WF	76%	3	15 irrigated fields, batting cage, Festival of the Hills, sledding, 30 ac wooded wetlands, pickle ball (8)
						X	AT	99%	4	Sensory garden
				1	2	X	WF	71%	3	40-acre lake, ice skating, heated shelter
	1		X	2		2	WF	63%	2	Sand volleyball
								83%	1	Undeveloped
	2							54%	1	
						1	WF	53%	2	Community garden
								67%	2	Clinton River frontage, Yates Cider Mill
								61%	1	Clinton River frontage, pond
		X						100%	4	Splash pad; paved parking lot adjacent to the plaza
								N/A	3	Championship golf course, clubhouse, restaurant, driving range
			X					74%	3	Historic farm complex, children's garden, school house, interpretive displays, programs, events
								N/A	1	Undeveloped
								79%	2	Memorial, Clinton River frontage, connected to Clinton River Trail
								N/A	N/A	Multiple parcels (including the Childress, Clear Creek, Cloverport, Harding, Rivercrest, Innovation Hills, Ruby, and Auburn properties) all with Clinton River frontage & woodlands, many with steep slopes, wetlands, ponds and/or scenic views
								73%	4	4.5 miles, connected to regional trails
								81%	4	1.5 miles connected to regional trails, trout stream
2	5			6	14	8				

Accessibility Assessment Scale

- 1 = none of the facilities/park areas meet accessibility guidelines
- 2 = some of the facilities/park areas meet accessibility guidelines
- 3 = most of the facilities/park areas meet accessibility guidelines
- 4 = the entire park meets accessibility guidelines
- 5 = the entire park was developed/renovated using the principals of universal design

Other Recreation Opportunities

Schools

The City of Rochester Hills and surrounding area benefit from the facilities provided by both the Rochester Community Schools and Avondale School District. They are also afforded the facilities offered by private schools and universities in the area. There are a number of privately-owned recreation facilities and conservancy areas in Rochester Hills that serve the residents.

City of Rochester

The City of Rochester contains numerous recreational facilities, including parks, schools and three distinct creek/river areas. The City maintains seven parks, totaling eighty-two acres, including Municipal Park, Scott Street Park, Halbach Field, Memorial Grove, Howlett Park, Elizabeth Park, and Dinosaur Hill Nature Preserve. The creek/river areas include Paint Creek, Stoney Creek and the Clinton River.

Private Facilities

In addition to the multitude of publicly owned parks and recreation facilities in the area, Rochester Hills residents have some of the recreation needs fulfilled by privately owned open spaces and recreation facilities that have been made available as the result of development in the community. These privately-owned areas offer access to nature, and sometimes active recreation such as athletic fields or courts, playgrounds and swimming pools that are available for use by its residents.

Neighborhood Open Space or Parks

Neighborhood open spaces are areas set aside by subdivision developers to meet the requirements of the City's Open Space Development option. These areas vary in size, are owned and maintained by the subdivision's homeowners association, and are part of the Subdivision Plan or Condominium Plan. Some of these areas are wooded natural areas or wetland areas; others offer play areas or play equipment for children. The City provides technical support and best management practices for these areas as requested. As part of this requirement, a 24-acre parcel has been deeded to the Oakland Land Conservancy and designated as the Heron Rookery along the Clinton River in the City's western neighborhoods.

Regional Facilities

Regional parks offer unique natural features that

are particularly suited for outdoor recreation, such as viewing and studying nature, fishing, boating, hiking, and trail use. Many also include active play areas such as ball fields or courts. While these parks are not used for formal programming by the City of Rochester Hills, they provide active and passive recreation opportunities to Rochester Hills residents. There are several regional recreation opportunities located within a roughly 15 mile or 20-minute driving radius of the City as depicted in the map "Regional Parks" and as described below.

Oakland County Parks

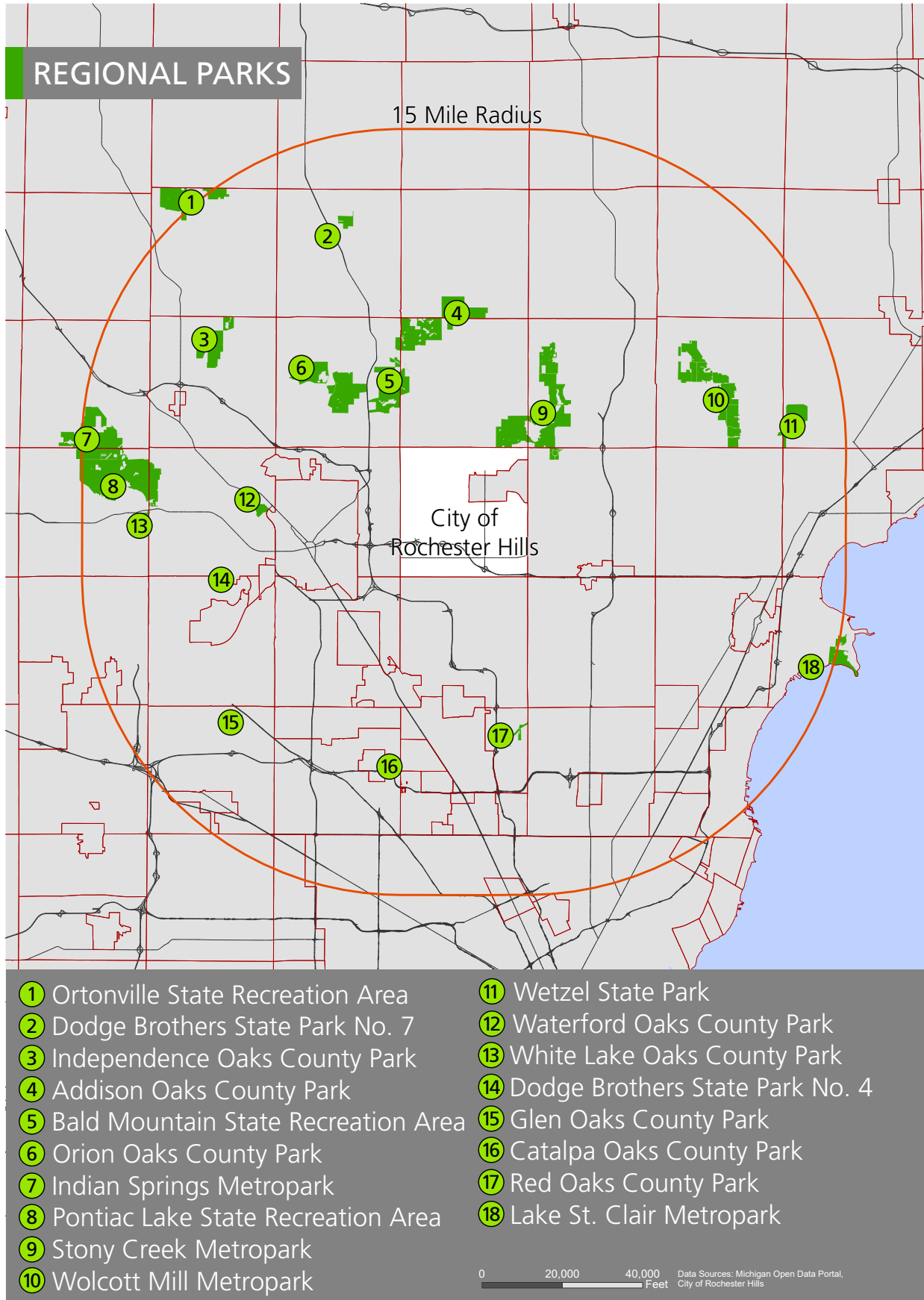
The Oakland County park system consists of thirteen parks covering 6,700 acres of land as listed below. These parks offer year-round recreational activities including camping, hiking, swimming, boating, golfing, picnicking, cross-country skiing, ice-skating and fishing. The wide variety of parks include trails, water parks, nature centers, dog "bark" parks, golf courses, and outdoor entertainment venues, among other things. Five of the parks located near Rochester Hills are Addison Oaks, Independence Oaks, Orion Oaks, Red Oaks and Waterford Oaks.

- » Addison Oaks (Addison Twp., east of Lake Orion)
- » Catalpa Oaks Park (Southfield)
- » Glen Oaks Golf Course (Farmington Hills)
- » Groveland Oaks (Groveland Twp., between the Villages of Holly and Ortonville)
- » Highland Oaks (Highland Twp.)
- » Independence Oaks (Independence Twp., northeast of Clarkston)
- » Lyon Oaks (Wixom)
- » Orion Oaks (Orion Twp., west of Lake Orion)
- » Red Oaks (Madison Heights)
- » Rose Oaks (Rose Twp.)
- » Springfield Oaks (Springfield Twp., southeast of Holly Village)
- » Waterford Oaks (Waterford Twp., northwest of the City of Pontiac)
- » White Lake Oaks (White Lake Twp.)

Huron-Clinton Metropolitan Authority Facilities

The Huron-Clinton Metropolitan Authority (HCMA) operates more than a dozen regional recreation areas in southeast Michigan totaling 24,000 acres of parkland. These parks provide facilities for a wide range of recreational opportunities, which include picnicking, playgrounds, hiking, swimming, boating, fishing, golf, court games, cross-country skiing, ice-

Map 06: Regional Parks



skating, and sledding, among others. Four HCMA parks are located near Rochester Hills as follows:

- » Indian Springs Metropark (Springfield and White Lake Twps.)
- » Lake St. Clair Metropark (Harrison Twp.)
- » Stony Creek Metropark (Shelby Twp.)
- » Wolcott Mill Metropark (Ray Twp.)

Michigan State Facilities

Seventeen State parks and recreation areas are located in southeast Michigan. These parks exceed 50,000 acres and provide a wide range of facilities. Common recreation opportunities available at these sites include hiking, swimming, fishing, boating, picnicking, camping, cross-country skiing and snowmobiling, among others. There are eight state facilities in Oakland County, with Pontiac Lake State and Bald Mountain State Recreation Areas both located within a short distance of Rochester Hills. Ortonville State Recreation Area and Dodge Brothers State Park No. 7 are also located within a 15-mile radius. The majority of the other facilities are located in nearby Washtenaw and Wayne Counties and are reasonably accessible to Rochester Hills residents.

- » Bald Mountain State Recreation Area (Lake Orion)
- » Belle Isle Park (Detroit)
- » Dodge No. 4 State Park (Waterford Twp.)
- » Highland Recreation Area (White Lake Twp.)
- » Holly State Recreation Area (Holly)
- » Horseshoe Lake State Game Area (Oxford)
- » Island Lake Recreation Area (Brighton)
- » Maybury State Park (Northville Twp.)
- » Metamora-Hadley State Recreation Area (Metamora)
- » Ortonville State Recreation Area (Ortonville)
- » Pontiac Lake Recreation Area (Waterford Twp.)
- » Proud Lake Recreation Area (Commerce Twp.)
- » Seven Lake State Park (Holly)
- » St. Clair Flats State Wildlife Area (Harsens Island)
- » St. Johns Marshland Wildlife Area (Harsens Island)
- » Wetzel State Recreation Area (New Haven)
- » William G. Milliken State Park (Detroit)

Recreation Programs

Rochester Hills

The Parks and Natural Resources Department offers cultural and educational programs through

the Outdoor Engagement and the Rochester Hills Museum at Van Hoosen Farm. In addition to traditional programming, the City hosts a number of special events throughout the year. The annual Festival of the Hills at Borden Park is the largest special event held in Rochester Hills. Pine Trace Golf Course hosts the innovative Special Olympics of Golf each year. A listing of the programming offered by the City is provided below.

Outdoor Engagement Program List

- » Animal Archeology
- » Antler Amble
- » Antler Jewelry Making
- » Archery
- » Campfire and Night Hikes
- » Fishing for Beginners
- » Fishing Tournament
- » Fly Fishing
- » Fly Tying
- » Fossils and Campfire
- » Holiday Hike
- » Hoot N Howl
- » Kayaking 101
- » Making Maple Syrup
- » Nature Discovery Camp
- » OAK in the Hills
- » Outdoor Adventure Camp
- » Outdoor Survival for Teens
- » Paddlepalooza
- » Pedal in the Park
- » Reptile Roundup
- » Sap to Syrup
- » Wild Edibles
- » Partner programs e.g. RARA adaptive Programs

Rochester Hills Museum at Van Hoosen Farm - General Public Programs

- » February Film Festival
- » March Lecture Series
- » Earth Day Documentary Screening
- » Tea Program
- » Scanning Sessions
- » Open Hours Tour
- » Veteran's Day speaker
- » Walking Tour - Historic Landscape
- » Walking Tour - Stony Creek Village

- » Women's History Speaker
- » Cider: Pressing & History
- » Hard Cider: Tasting & History

Rochester Hills Museum at Van Hoosen Farm - Collaborations

- » Founder's Day Celebration
- » Sap To Syrup
- » Garden Walk
- » Adult Garden Series
- » Pedal the Past
- » Young Leaders Annual Fundraiser
- » Rochester Grangers Vintage Base Ball
- » Bee Program - Honeybee Hangout
- » Bee Program - Honey Harvest
- » Brown Bag Lunch
- » Smart Town Lecture Series
- » Fairies & Dragons in the Garden
- » Art of Plein Air - PCCA
- » Clinton-Kalamazoo Canal Walking Tour
- » Scarecrows in the Village

Rochester Hills Museum at Van Hoosen Farm - Offsite Tours

- » Downtown Walking Tour
- » Cemetery Tour
- » Bike Tour

Rochester Hills Museum at Van Hoosen Farm - Youth & Curriculum Driven Programs

- » Stream Science
- » Summer Camp
- » Terrific Tuesdays in the Garden
- » Open House - Stony Creek Schoolhouse
- » Widgets, Gizmos, Gadgets
- » Stories in Stone
- » SCSH - 1 hour program
- » SCSH - 3 hour program
- » Red House - 1st grade
- » Downtown Walking Tour - 2nd grade
- » Farmhouse & Exhibits - 3rd grade

Rochester Hills Museum at Van Hoosen Farm - Large Special Events

- » Wet & Wild Wednesday
- » Stone Wall Pumpkin Festival
- » Visit with Santa
- » Old Fashioned Christmas

- » Trains Exhibit
- » Volunteer Appreciation Night
- » Christmas Candlelight Tours
- » Smithsonian Day

Rochester Hills Museum at Van Hoosen Farm - Outreach Multimedia Programs

- » Leaders, Legends, and Liars
- » Women Leaders of Rochester
- » Rochester in 1920s
- » Rochester in 1930s
- » Rochester in 1960s
- » Spectacular Rochester!
- » The Summer of 1816
- » The Ten Most interesting Tid Bits of Local History
- » The 17 Most Interesting Archival Photographs

Rochester-Avon Recreation Authority

The Rochester-Avon Recreation Authority (RARA) offers a large range of programs from pre-school activities; numerous sports activities including basketball, golf, gymnastics, hockey, ice-skating, and volleyball; fitness classes, dance, educational activities, and community wide events. Participants' ages range from youth to senior citizens. The programs are offered at their main headquarters, schools and municipal facilities as well as a number of facilities located within the community, such as indoor sports centers, the local ice arena, and athletic clubs.

RARA also offers a variety of other special events throughout the year. These events include daddy/daughter sweetheart dance, mother/son date night, family magic show, fun run/walk in conjunction with the annual Rochester Heritage Festival, teddy bear picnic, mother/daughter picnic, Pee-wee Olympics, and special holiday events for Easter, Halloween and Christmas.

Older Persons' Commission

The Older Persons' Commission (OPC) also provides programming for City residents aged 60+. The Health & Wellness programs at OPC provide resident members age 50+ with a welcoming and relaxed environment to achieve their fitness goals. They offer a complete line of strength and cardiovascular machines, a combination of land and aquatic classes, programming that promotes healthy aging, and personal training for persons desiring a uniquely designed fitness

program. In addition, the OPC provides nutritional meals, services, social and educational activities, transportation, adult day services, and community outreach opportunities.

Paint Creek Center for the Arts

Since 1982, Paint Creek Center for the Arts (PCCA) has been dedicated to promoting the arts and artistic excellence through a full range of cultural programs including exhibitions, studio art classes, outreach programs and community involvement projects. Art education classes are offered in a variety of media for all ages and levels of experience. Drawing, painting, ceramics, photography, and summer camps are the core of PCCA's programming. PCCA programs reach many different segments of the region and serve as tools for community enhancement and economic development by improving quality of life and drawing visitors to the area. Paint Creek Center for the Arts is an important cultural resource and

destination, and a vital presence in the greater Rochester community.

PCCA may be best known for presenting the Art & Apples Festival, a nationally acclaimed fine art fair held annually the weekend after Labor Day. A source of pride for the Greater Rochester Community, the Festival has enjoyed the ranking as one of the top 20 rated art fairs in the nation.

Other Agencies

In addition to the City, RARA and OPC, a number of organized recreation programs are made available to City residents by local organizations. Programs are offered by many not-for-profit organizations including, but not limited to: North Oakland Family YMCA, Rochester Youth Soccer League, North Oakland Baseball Federation, and Rochester Hills Little League.



Parks and Natural Resources Department staff meet together

4. Planning Process

Planning Process Overview

In an effort to develop long-range goals and objectives to shape the future of parks and recreation in the community, the City of Rochester Hills Parks and Natural Resources Department embarked on a ten-year strategic recreation planning process. This process examined the status of the physical parks as well as the structure of the Parks and Natural Resources Department, an analysis of the financial position of the Department, the recreation programs offered by the City, and the maintenance and operations of the Department. A detailed analysis of recreation trends informed the planning team of what activities are popular in the community and what may become popular in future years. This planning process was dovetailed into the five-year parks and recreation plan for the Parks and Natural Resources Department, and the two plans informed each other. The result of the plan are long-term strategies to improve the Parks and Natural Resources Department and increase its positive influence within the community over the next ten years.

Community engagement was a critical component of this process. The community engagement strategy included a statistically valid community needs mail-in survey, an online public survey, focus groups and interviews with stakeholders and key leaders, and a pop-up open-house engagement event. Focus groups and stakeholder interviews were conducted in April 2022. A statistically valid community needs analysis survey was conducted by mail in the summer of 2022, which was also available online during a similar timeframe.

To review the draft plan and formulate content, a leadership team was developed comprising of the leaders within the Parks and Natural Resources Department. The leadership team met once a month throughout the duration of the planning process. A final plan was completed in March 2023.

A summary of the survey results, stakeholder interviews, and community input session is highlighted on the following pages.

Stakeholder Interviews and Focus Groups

Focus groups and interviews were held in April 2022 to assist the city in determining priorities for

parks, trails, recreation facilities, programs, and services. Focus groups consisted of recreation-related non-profit organizations, neighbors to parks, youth sports programs, government officials, and the Youth Council. Interviews were also conducted with the Leadership Team, Parks and Natural Resources staff, city staff, and City Council. In addition, four individuals were interviewed by phone who were not able to attend the arranged focus groups, including representatives from the Youth Council, North Oakland Baseball Federation, a business representative from Fanuc Robotics, and the Green Space Advisory Board.

The interviewees were encouraged to be candid in their answers and were told their names would not be used in the plan. The questions spanned program priorities, park uses, management of the parks and how the parks play a role in the community.

The views of stakeholders vary widely, and add qualitative input to the planning process, as opposed to statistically valid input derived from the public survey. In general, stakeholders enjoy the innovative and unique amenities offered by the City including Innovation Hills and the Rochester Hills Museum at Van Hoosen Farm. There is a desire for more high-quality and unique spaces. Undeveloped parks such as the Tienken Property and Nowicki Park are valued for the contribution of green space, but could provide additional value with development that provided better public access. Outdated amenities such as older bathroom facilities, shelters in need of replacement, and the Velodrome were seen as areas in need of improvement. Stakeholders interviewed were generally in favor of a dog park.

The following is a summary for each group type. A full reporting from the interviews and focus groups can be found in the appendix.

Methodology

City Officials have a business and budget relationship with the park system, as well does the City Council. Council members are individuals working with legislation in the City including the Parks and Natural Resources Department. Key Leaders and Stakeholders are individuals in the city that own businesses, are chairpersons of groups, and leaders of organizations that use the parks as citizens (both park / non-park users). Interviews were held in April of 2022 on site and by telephone.

Up to nineteen questions were asked of the individuals during the interviews and the participants were encouraged to answer candidly and told that no names would be used in any documentation for the Master Plan process. The interview questions for each group and the participants' answers were melded into a brief compilation found in Appendix B.

The overall summaries that follow below are comprehensive characterizations of all answers from the groups that were interviewed.

Interview Summary – Government Officials

The expectation of the City's increasing population resulted in answers related to the need for the park system to grow as the community grows. Park users enjoy greenspace now and obtaining more parkland would be difficult adjacent to most parks. Vacant parks have potential for a variety of uses, but many participants were unaware of them or had no idea where they were located. People are interested in bringing new and trendy programming and amenities for residents forward in existing parks. A minority of participants felt the parks were in okay or adequate shape, but they were the ones that also said they haven't been to a park in a long time or had only visited one or two parks in the system ever. Spencer Park is operated well while there is a lot of activity at the beach. The beach is unique from the perspective there are no other beaches in parks surrounding Rochester Hills. Answers from the majority felt the parks needed a facelift or even major overhauls to update them now and make them presentable for more visitors in the future.

Many park amenities were mentioned during the interviews and one that come up many times was the need for a dog park. Opposition to a dog park was extremely low, and a need for a dog park was mentioned in many responses throughout the interviews. Proponents of a dog park had locations in mind where they felt a dog park would not be bothersome to others. The parks they mentioned had adequate room, and for the most part the community likes dogs.

Innovation Hills is well known by everyone, and the community is proud that it is in Rochester Hills. Innovation Hills was used as an example of what could be included as new and trendy amenities to incorporate into future parks. The Museum at Van Hoosen Farm had similar appeal, including adding

a few farm animals as a good idea. The school programs at the Museum are popular and the programming is performed well by the staff.

Nowiki and Tienken park sites have been vacant for a considerable amount of time. Some of the participants were unaware of their location and only knew them by name. Those two park sites are overgrown and those who have seen them had ideas to keep them in a natural state or develop trails through them.

Participants would like the Master Plan to demonstrate how the parks system needs to communicate more with the residents so they know more about the parks and what programming and events are being offered. Updating the system and learning about what is occurring in the parks and what more visitors to the parks would mean to the system are issues the Master Plan should address.

Interview Summary – City Council

Participants responded well to all questions and some topics generated collaborative conversation, suggestions, and many answers. Clean and well-maintained parks are noticed and appreciated, yet there are areas in the parks that need updating. Adding a dog park was nearly unanimous as an amenity that interviewees thought should be in one park in the system. Three parks were mentioned as locations for a dog park, and Nowicki and Tienken parks were the most popular parks mentioned. Wabash Park was also a possibility, but few others agreed. A better use of Nowicki and Tienken would be to partially develop them with a minimal number of recreation amenities but keep the majority of the sites in a natural state since they are overgrown. Greenspace, nature and trails are highly valued by Rochester Hills residents and participants had many ideas for using the two sites. Since the sites have not been used as parks, many participants did not know their locations or the names of the property.

Residents are proud of the Museum at Van Hoosen Farm and the reputation it has in the community. It has successful programming and with Innovation Hills as a progressive park with many unique amenities helps Rochester Hills to be a well-known community. Innovation Hills Park projects a trendy atmosphere and includes educational experiences for visitors. The staff at these facilities need to keep pace with technology and a younger visitor base to avoid doing things the "same old way". The beach

at Spencer Park is another unique park amenity where residents enjoy being outside with a mix of food areas, kayaking and swimming.

Throughout the parks in the system there are a variety of experiences and events for all ages and as the community grows maintenance will need to take care of what is already in the parks and prepare for new amenities and more visitors to the parks. The community values their parks and the natural areas to relax and gather. They are confident the system will adapt to meet the recreation needs of a growing community.

Interview Summary – Key Leaders

These interviewees were residents that had similar views about the system as did the other groups that were interviewed. For the most part, they were users currently or previous users and felt the parks were good for the community, were well taken care of, and located well with good access throughout the community. Predominant amenities that were wanted by participants in the groups were a dog park and more green space for passive recreation and picnicking. Also, in discussing future amenities, they felt more innovation and more amenities would be needed in the future as the community grows. Innovation Hills Park is an amenity enjoyed by residents in Rochester Hills and also visited by individuals and groups from other communities. Revolutionary concepts are displayed in the park that provide insight to ideas that could become reality in the future. The Rochester Hills Museum at the VanHoosen Farm is another amenity of interest in the Rochester Hills Parks and Natural Resources system that looks back at farm life in years gone by and demonstrating life for early settlers and Native American Indians.

Of the two vacant sites owned by the park system, the Nowicki and Tienken properties were thought to be the only real things that had no or minimal value. Two amenities were probable non-value amenities: the velodrome and cricket fields because they would be good locations for an amphitheater or other amenity that the entire community would enjoy. Spencer Park is another unique site, and the beach is a great spot to enjoy water amenities, food booths and swimming.

Participants realize the need for updates and contemporary amenities throughout the park system will be favored. However, a growing community with a growing park system will need

a larger staff and specifically a larger maintenance staff.

Interview Summary – Stakeholders

Participants in the stakeholders group had a very personal view of the parks as residents and were faithful users of the system. Their comments were barely sprinkled with negative comments and nearly all were concerned about how the population growth in Rochester Hills would affect the park(s) and how it operates in the upcoming years. They were proud to make comments on behalf of other residents that were their friends or comment about what they heard from others in the community. The Museum and Innovation Hills Park were praised for being well visited focal points in the city. Because Innovation Hills Park has so many visitors the site may be a good location for other small amenities and it certainly needs more parking. The two unused park properties should remain mostly in natural areas with minimal amenities since they are not large areas and have been overgrown for years. The much wanted dog park could be a possibility at either of those sites and only a few comments included other locations. Looking at the large picture of the system, more and better restrooms are important in the parks and other facilities need better maintenance or should be updated. Conversation about growth in the city came up often and it will be inevitable that additional staff will be needed to care for the system as more people will use the parks.

Community Input Survey

In the summer of 2022, a statistically valid community needs analysis survey was conducted on behalf of the City of Rochester Hills by ETC Institute. The survey was administered to a random sample of households within the city, and a total of 563 surveys were returned. The results have a precision of at least +/-4.1% at the 95% level of confidence. The following are some key findings from the survey. A full reporting of survey results can be found in the document entitled “2022 Parks & Recreation Needs Assessment Findings Report” as prepared by ETC Institute, which is included in the Appendix.

The survey found that the most frequently used parks are Innovation Hills, the Paint Creek Trail and Clinton River Trail, Borden and Bloomer Parks. The least visited park was Hellen V. Allen Park. As for the condition of the parks, highly rated

parks included those with recent improvements, such as Innovation Hills, Rochester Hills Museum, Brooklands Plaza, as well as Veterans Memorial Pointe. Some of the lowest rated parks were Nowicki Park, Hellen V Allen Park, Wabash Park, and Yates Park.

Households were asked if they had a need for 28 amenities/facilities and rate how well their needs for those amenities are currently being met. ETC was able to analyze this data and estimate the number of households that had the greatest unmet need for various recreation amenities. It was found that outdoor swimming pools and unleashed dog parks were the two facilities with the greatest unmet need in the community.

Survey respondents were also asked which recreation amenities/facilities were most important to them. The top six most important amenities/facilities to households were paved walking and biking trails, natural parks and preserves, restrooms, outdoor swimming pools, unleashed dog parks, and playgrounds.

When asked which types of programs were most important to their household, top choices included hiking and walking, health & wellness based programming, kayaking, senior outdoor/nature programs, youth outdoor/nature day camps, environmental education, and large community events. However, the majority of survey respondents (85%) had not participated in a City of Rochester Hills program in the last 12 months, and most (80%) had also not participated in programs at the Museum in the last 12 months.

Survey respondents were most satisfied with the maintenance of parks/facilities, customer assistance by staff, connectivity of trails & pathways, and the amount of open green space. They were least satisfied with the amount of open green space, amount of available indoor recreation space, and fees charged for park entry and recreation programs.

In the next five years, survey respondents think that the areas that should receive the most attention are connectivity of trails and pathways, the amount of open green space, and maintenance of parks/facilities.

Survey respondents typically wanted the City of Rochester Hills to fund future parks, recreation, trails, and open spaces by maintaining existing funding levels (53%) and a smaller portion wanted to increase funding (45%).

Survey respondents were most supportive of the following major actions: Improve existing trail system (increasing connectivity & accessibility), develop new walking trails, repurpose aging & underutilized amenities/spaces, improve existing park restrooms, develop a new outdoor aquatic facility, and develop new neighborhood parks. The least supported actions (as measured by percentage answering "not supportive") were develop new synthetic turf fields, develop a dog park, develop a new splash pad, develop an ice rink, and develop additional sports fields.

When asked what four items the City of Rochester Hills should fund, top choices from the mail-in survey were develop a new outdoor aquatic facility (31%), develop new walking trails (30%), develop a dog park (27%), improve existing trail system (increasing connectivity/accessibility) (25.7%), develop a new community recreation center (22%) and develop new neighborhood parks (21%). The lowest priorities were to develop new synthetic turf fields, add additional sports fields, and improve existing athletic fields.

ETC Institute concluded the report with recommendations to sustain and/or improve in the following categories of amenities/facilities: outdoor swimming pools, paved walking and biking trails, unleashed dog parks, restrooms, and natural parks and preserves.

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Swing at Innovation Hills

5. Demographics and Trends

A key component of the Parks and Natural Resources Department Ten-Year Strategic Plan (“Plan”) is a Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the City (“City”) insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the City and assists in providing a better understanding of the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold – it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of Rochester Hills residents to understand who the City serves. Secondly, recreational trends are examined on a national and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provide a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

Demographic Analysis

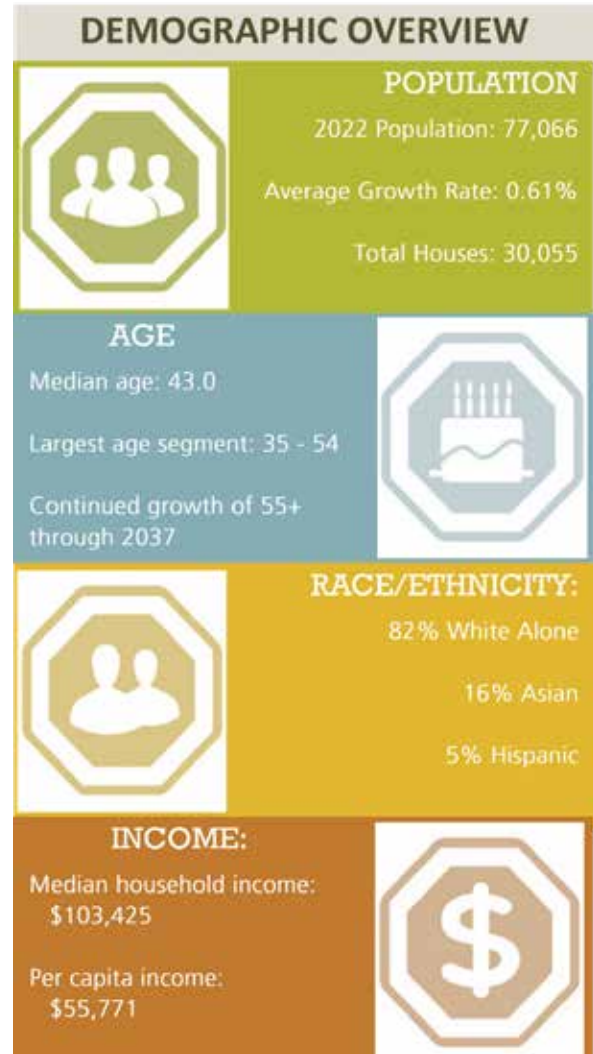
The Demographic Analysis describes the population within Rochester Hills. This assessment is reflective of the City’s total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

The infographic “Demographic Overview” provides an overview of the City’s populace based on current estimates of the 2022 population. A further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in the Section “Demographic Analysis Boundary”.

Methodology

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2022 and reflects actual numbers as reported in both the 2010 and 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). PROS then utilized straight

Figure 05: Demographic Overview



Map 07: Demographic Analysis Boundary



line linear regression to forecast demographic characteristics for 10 and 15-year projections (2032 and 2037).

Demographic Analysis Boundary

The City boundaries shown in MAP 07 were utilized for the demographic analysis.

City populace

Population

The City's total population has increased from 70,581 in 2010 to 76,138 in 2020 which is an average annual increase of 0.79 percent which is

above the national average of 0.74 percent. The total number of households has also increased at a steady rate, going from 27,448 in 2010 to 29,626 in 2020. By 2037 it is estimated that there will be 83,855 people living in 32,885 households.

Age Segmentation

Evaluating the City's age segmentation, the population exhibits an aging trend. The City's current median age is estimated at 43.0 years old which is older than U.S. median age (38.8 years old), and it is expected the median age will continue to be higher in the coming years.

Figure 06: Population

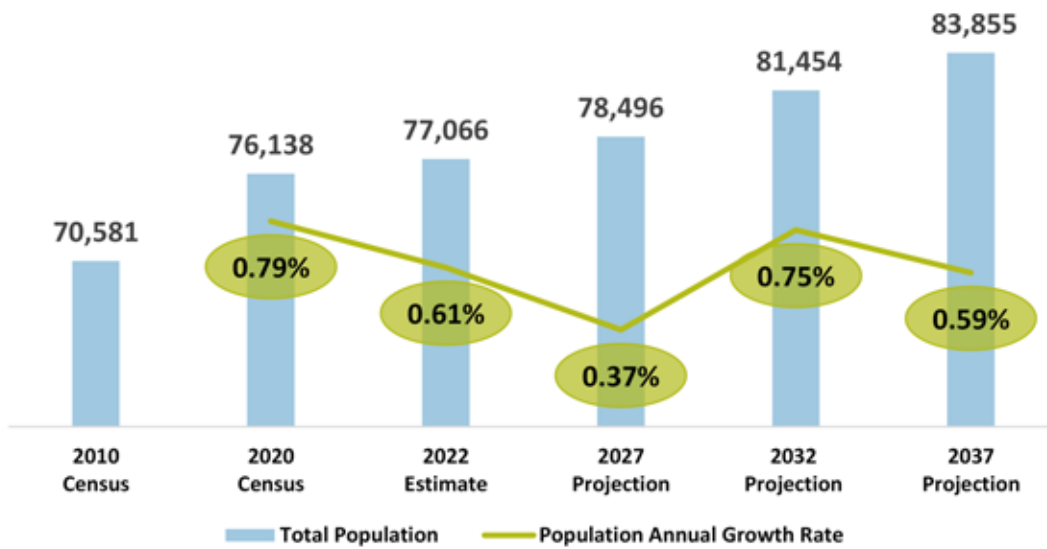
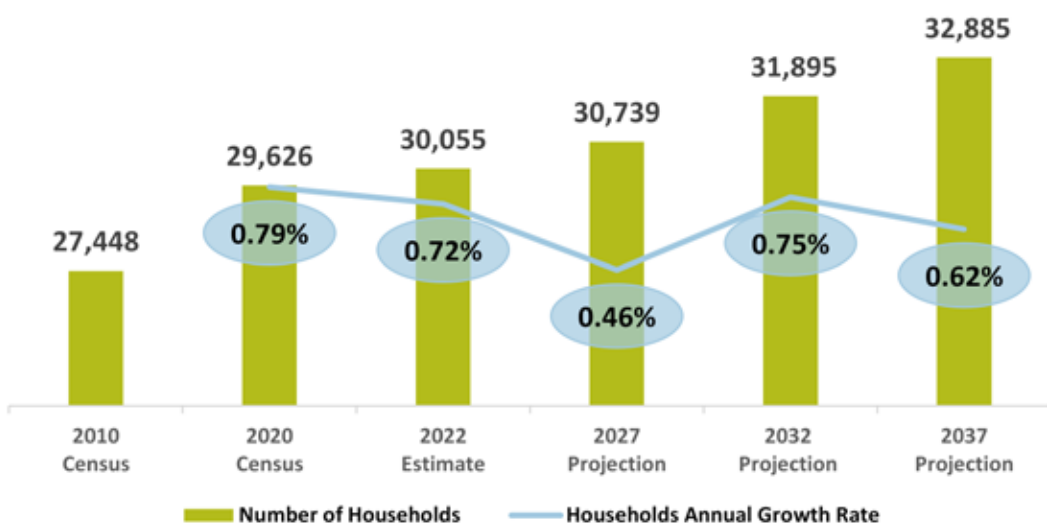


Figure 07: Households



Currently 34 percent of City residents are 55+ years old. By 2037 the 55+ population is expected to grow 40 percent of the City's total population. This is expected to be a result of increased life expectancies and most middle-aged adult residents "aging in place" while their children move elsewhere. This data is projections from the 2010 census. It is the most recent data set available to us now. The age category was the only one of which we do not have updated data. All other data categories use the 2020 census to run the projections.

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ year-old designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+ year-olds. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to leisure recreation while a healthy 65-year-old may still be running 5K races and marathons on an annual basis. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

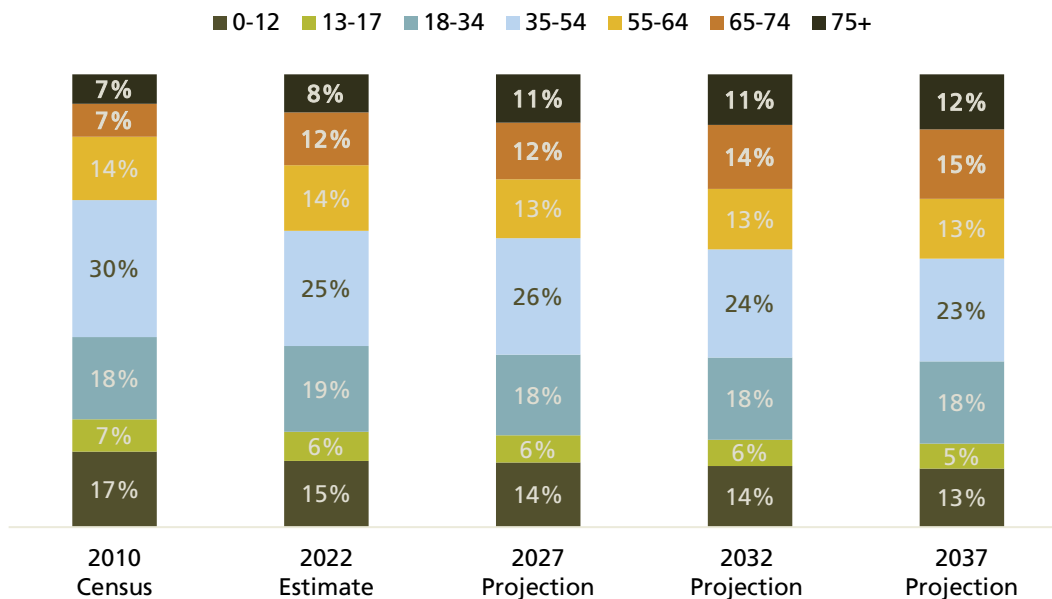
Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity City for Federal statistics, program

administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- » American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- » Asian –This includes a person having origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- » Black –This includes a person having origins in any of the Black racial groups of Africa
- » Native Hawaiian or Other Pacific Islander –This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- » White –This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- » Hispanic or Latino –This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican,

Figure 08: Population by Age Segments



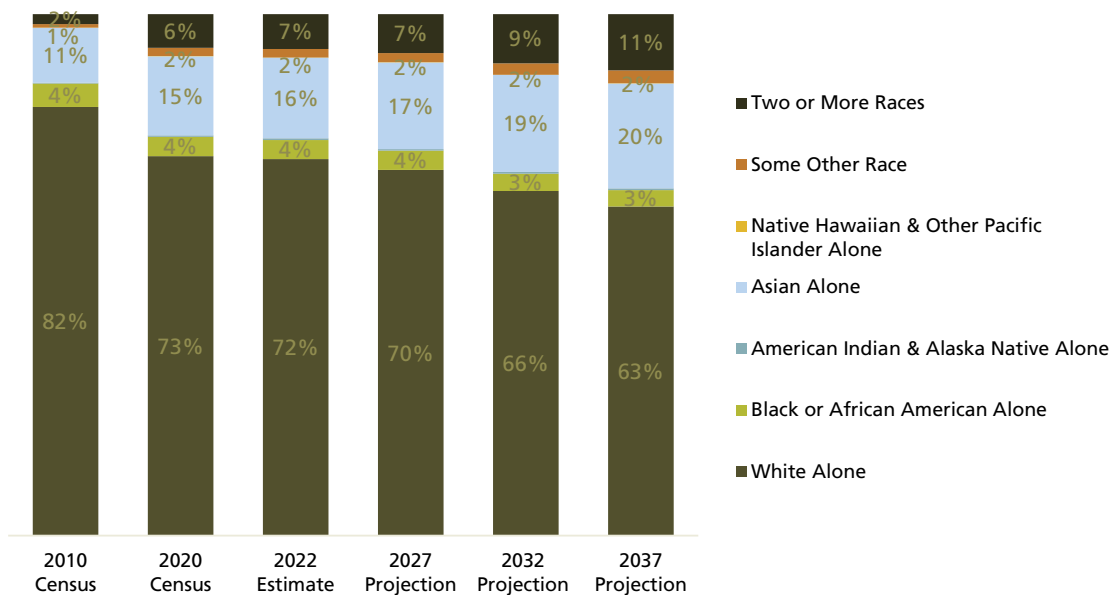
Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

Race

Analyzing race, the City's current population is predominantly White Alone. The 2022 estimate shows that 72 percent of the population falls into the White Alone category which is a decrease from 82 percent based on the 2010 Census. The 2022 estimates shows that the largest minority group is Asian Alone 16 percent which is an increase from 5 percent in 2010. The 2022 estimate also portrays a below average representation for other race groups, with Pacific Islander and American Indian making up the smallest segments both of which are less than one percent of the population. Predictions for 2037 expect the population to become slightly more diverse, with a decrease in the White Alone population, accompanied by minor increases to all other race categories, besides Black Alone which decreases from 4 percent to 3 percent.

Figure 09: Race

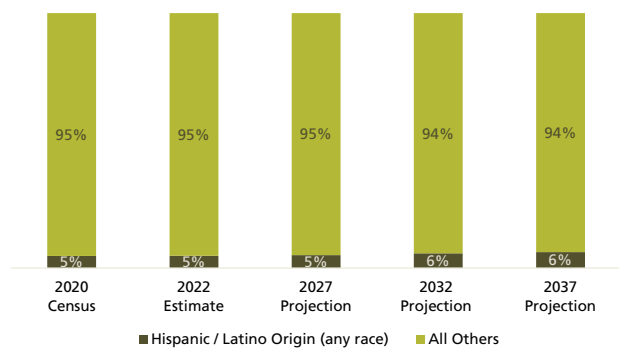


Ethnicity

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

Based on the current 2022 estimate, people of Hispanic/Latino origin represent 5 percent of the City's population, which is below the national average (19 percent Hispanic/Latino). However, the Hispanic/ Latino population has been increasing since the 2020 census and is expected continue to grow and reach 6 percent of the City's total population by 2037.

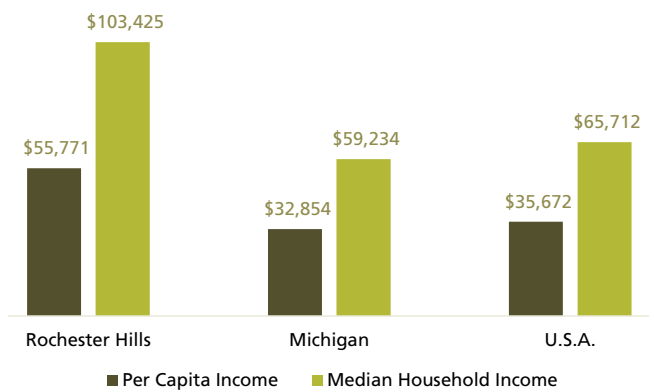
Figure 10: Ethnicity



Household Income

As seen in the figure “Household Income”, the City’s per capita income (\$55,771) and median household income (\$103,425) are both much higher than the state (\$32,854 & \$59,234) and national averages (\$35,672 & \$65,712). The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of sixteen living within the same household. These above average income characteristics should be taken into consideration when the City is pricing out programs

Figure 11: Household Income



and calculating cost recovery goals, as they can be indicative of households with higher disposable income.

Demographic Implications

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the City.

First, with the population increasing slowly over the past twelve years. There is a small need to build new parks and amenities. However, updating and repairing existing features will be important.

Second, the City’s decreasing young population indicates a need to focus on the older population, as the community ages and looks for “Active Adult” recreational activities.

Third, the City’s above average household income characteristics suggests potential disposable income at the family level. The City should be mindful of this when pricing out programs and events.

Finally, the City should ensure its growing and diversifying population is reflected in its offerings, marketing/communications, and public outreach.



Play Structure at Bloomer Park

6. Recreation Trends Analysis

The purpose of the Recreation Trends Analysis is to provide the Parks and Natural Resources Department (“Department”) insight into current local and national market trends in recreation. It also assists in providing a better understanding of the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of Rochester Hill’s residents.

A key priority of the Department is to provide its residents with ample outdoor recreation and outdoor engagement opportunities. For that reason, the consulting team included research in this analysis about local and national trends within outdoor recreation.

Recreational Trends Analysis National Outdoor Recreational Trends

Methodology

The 2021 Outdoor Participation Trends Report utilized a survey produced by the Physical Activity Council (PAC), which is a partnership of leading organizations in the U.S. sports, fitness and leisure industries. Partners include: Outdoor Foundation (OF); National Golf Foundation (NGF); Snowsports Industries America (SIA); Tennis Industry Association (TIA); USA Football; United States Tennis Association (USTA), International Health and Racquet and Sportsclub Association (IHRSA); and Sport and Fitness Industry Association (SFIA).

The study is based on findings from surveys conducted in 2020 by the Physical Activity

Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered to result in a high degree of statistical accuracy. A sport or activity with a participation rate of 5% has a confidence interval of plus or minus 0.32 percentage points at the 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 303,971,652 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in

Figure 13: Stone Wall Pumpkin Festival



Figure 12: Rochester Hills Outdoor Engagement

Events








 <p>Story Time With Healthy Hikes Wed, Jul 13, 10:00 AM + 1 more event Innovation Hills • Rochester Hills, MI Free</p>	 <p>Fishing for Beginners Fri, Jul 9, 9:00 AM Thelma Spencer Park • Rochester Hills, MI Starts at \$8.00</p>	 <p>Evening Kayak Thu, Jul 21, 7:00 PM Thelma Spencer Park • Rochester Hills, MI Starts at \$15.00</p>	 <p>Kayaking 101 Sat, Jul 23, 9:00 AM + 2 more events Thelma Spencer Park • Rochester Hills, MI Starts at \$30.00</p>
 <p>Outdoor Adventure Camp Tue, Aug 2, 10:00 AM Bloomer Park • Rochester, MI Starts at \$120.00</p>	 <p>Amphibians at Innovation Thu, Aug 11, 6:30 PM Innovation Hills • Rochester Hills, MI Starts at \$6.00</p>	 <p>Night Hike & Campfire Thu, Aug 25, 7:00 PM Bloomer Park • Rochester, MI Starts at \$6.00</p>	

Figure 14: 2021 Outdoor Participation Trends Report



outdoor recreation across the U.S. This study looked at 51 different sports/outdoor activities.

Summary Overview

In 2020, 53 percent of Americans (ages 6 and over) participated in outdoor recreation at least once, the highest participation rate on record. As the COVID-19 pandemic devastated communities and forced a nationwide shutdown, outdoor spaces became places of refuge to safely socialize, improve physical and mental health, connect with family, and recover from screen fatigue.

Remarkably, 7.1 million more Americans participated in outdoor recreation in 2020 than in the year prior. Despite these gains, nearly half of the U.S. population (47%) did not share in the proven, positive health outcomes of outdoor physical activity.

Outdoor Participation Growth

Overall, participation amongst outdoor activities has seen a substantial increase in the last decade. The most recent spike in participation numbers can be attributed to the Covid-19 Pandemic which sparked a desire for people to recreate outside. The chart “Outdoor Participation Growth” illustrates the growth in outdoor participation numbers since 2007.

Most Popular Outdoor Activities by Participation Rate

When breaking down the most recent year’s participation numbers by individual activity, Running/Jogging/Trail Running (21.0%) was the most heavily participated in activity. Hiking (19%),

Figure 15: Pond Hockey



Freshwater/Saltwater/Fly Fishing (18.0%), Road Biking/Mountain Biking/BMX (17.3%), and Car/Backyard/Backpacking/RV Camping rounded out the remaining top five most participated in outdoor activities.

Participant Profile Overview

For this report, the Physical Activity Council (PAC) further subdivided their survey results by key demographic characteristics (gender, age, ethnicity, education, and income) in order to get a better understand of exactly who was participating in these outdoor activities. By utilizing cross tabulation, the PAC is able to identify specific target markets that are likely (or unlikely) to participant in various outdoor recreational programs.

Participant Demographics

The chart “Participant Demographics” provides a high-level overview of the demographic breakdown for those who have recently participated in outdoor recreation.

Outdoor Participation by Age

Figure 16: Outdoor Participation Growth

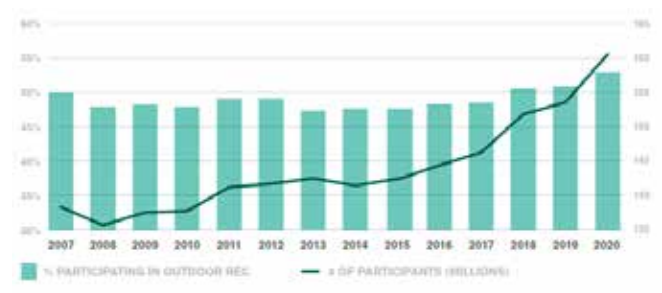


Table 07: Outdoor Activities by Participation Rate

Activity	% of Americans	Total # of Participants
1. Running / Jogging / Trail Running	21.0%	63.8 million
2. Hiking	19.0%	57.8 million
3. Freshwater / Saltwater/ Fly Fishing	18.0%	54.7 million
4. Road Biking / Mountain Biking / BMX	17.3%	52.7 million
5. Car / Backyard / Backpacking / RV Camping	15.8%	47.9 million

Survey participants were given a list of 122 team, individual, and outdoor activities to select from. Of those, respondents were asked to identify their top five activities they intended to participate in during the coming year. The figure “Outdoor Participation by Age” shows these results segmented out by various age groups. Of the 122 activities participants could select from, the most frequently chosen were hiking (7), working out with weights (6), fishing (5), cardio fitness (5), and camping (4). The numbers in the left column in the chart indicate number 1 as activities with the highest level of interest through the age groups, decreasing through numbers 2, 3, 4 and with 5 as the lowest level of interest in activities through the ages that were charted.

When analyzing each age segment some trends start to emerge. Looking at the younger age groups (ages 6-12 and ages 13-17) team sports seem to be most popular. Whereas most young to middle-

aged adults prefer activities they can partake in alone, or in a small group, such as running, hiking, working out with weights, cardio fitness, and yoga. Similarly, the older population (55+) also favors individual or small group activities, particularly those that are more leisure based such as hiking and fishing.

Outdoor Participation by Ethnicity

In order to get a better understanding of who all is participating in these outdoor activities, PAC broke out their survey results based on race/ethnicity. The chart “Participation Rates by Ethnicity” highlights the participation rate of each of the four prominent ethnic groups. Based on this graph, Asians/ Pacific Islanders (59%) have been the most active participants in outdoor recreation for approximately the past decade. The next most active group is Caucasian/White (55%) followed by Hispanic (48%). While African American/Black (38%) have represented the least active ethnic group in outdoor recreation since 2016.

The numbers in the left side of the in the chart indicate number 1 as activities with the highest level of interest by ethnicity, decreasing through numbers 2, 3, 4 and with 5 as the lowest level of interest in activities through the ages that were charted.

Outdoor Participation by Income

Another key demographic metric PAC filtered their survey results by income characteristics. Similarly, to the age segment analysis, survey participants were given a list of 122 team, individual, and outdoor activities and asked to identify their top five they intended to participate in during 2021. The figure “Outdoor Participation by Income” shows these

Figure 17: Participant Demographics

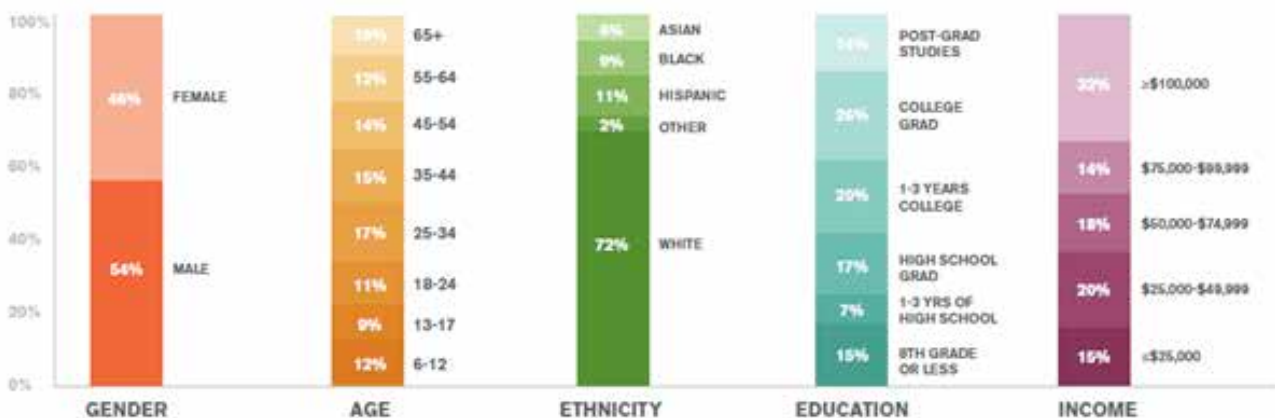


Figure 18: Outdoor Participation by Age

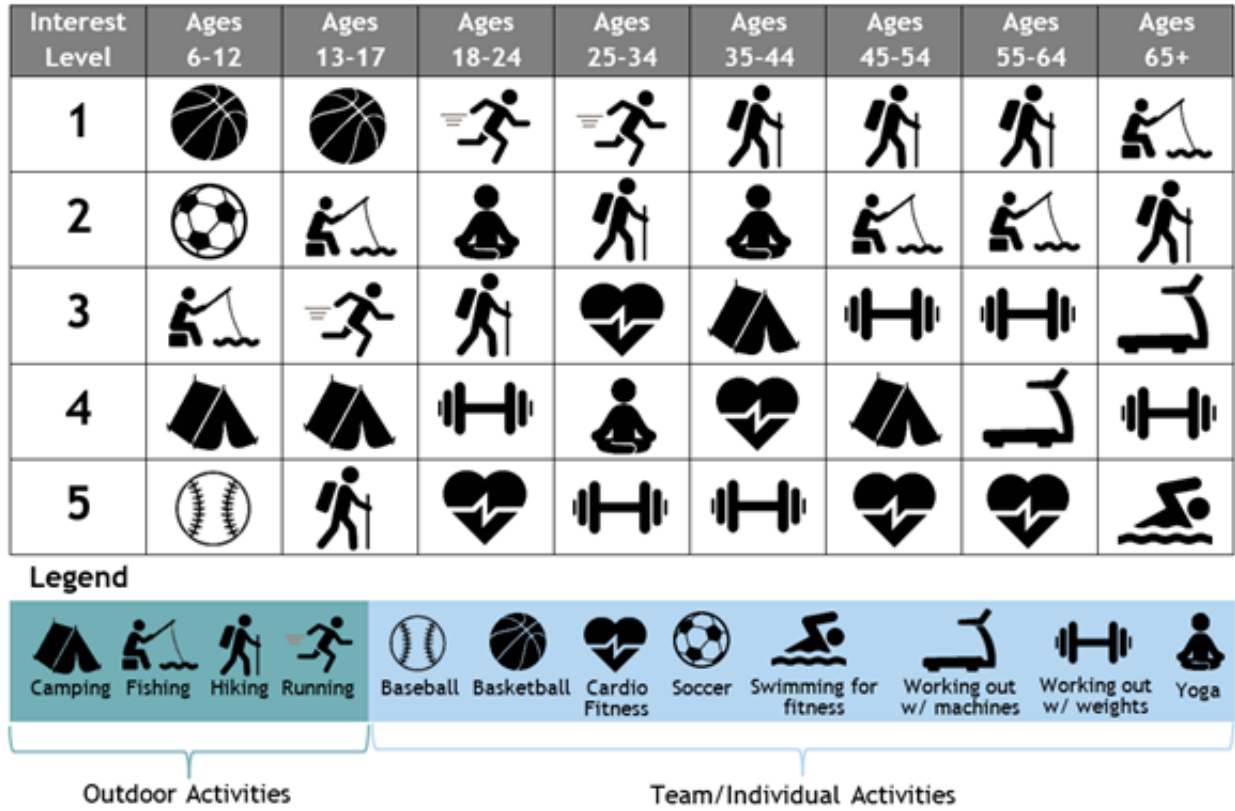


Figure 19: Outdoor Participation by Ethnicity

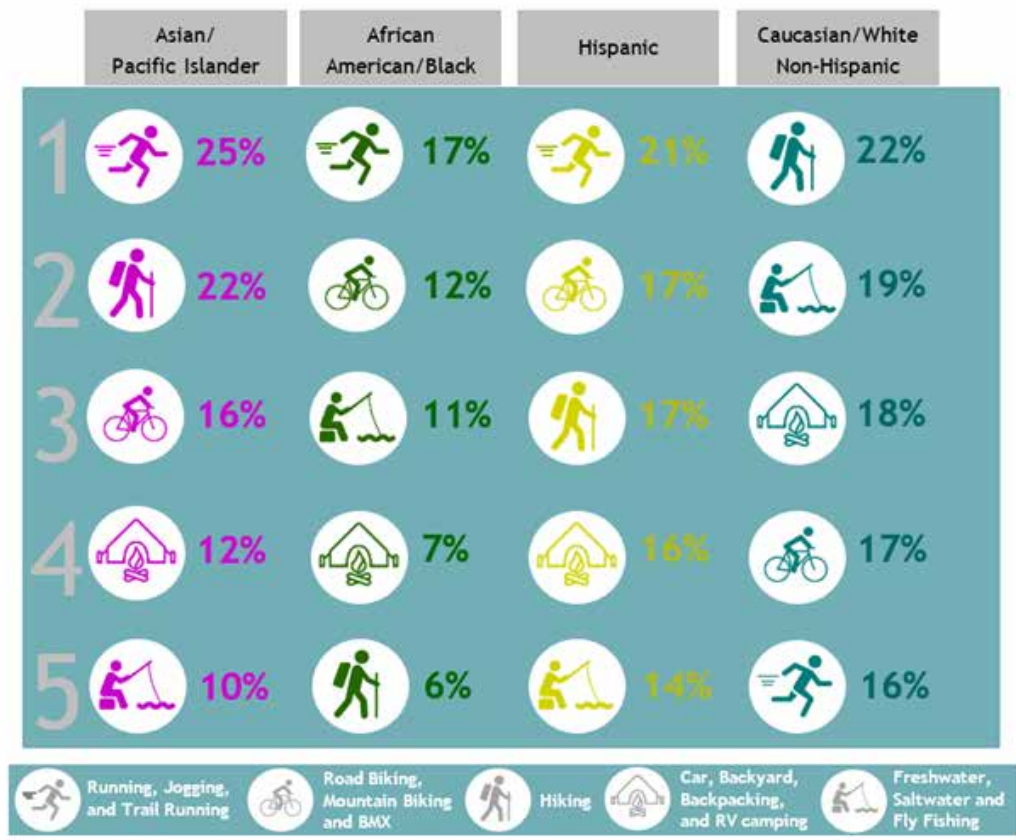


Figure 20: Participation Rates by Ethnicity

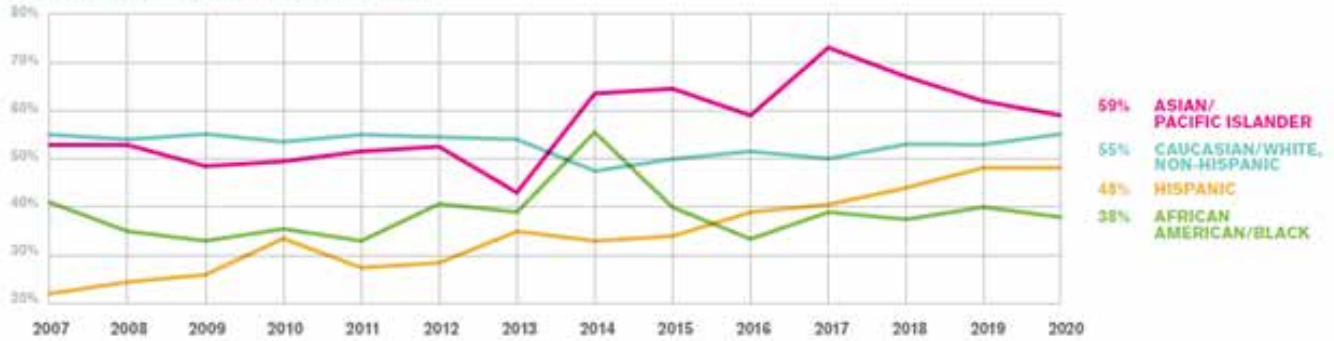


Figure 21: Outdoor Participation by Income

Interest Level	Under \$25,000	\$25,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	\$100,000+
1					
2					
3					
4					
5					

Camping	Fishing	Hiking	Cardio Fitness	Working out w/ machines	Working out w/ weights	Yoga

Outdoor Activities: Camping, Fishing, Hiking
Team/Individual Activities: Cardio Fitness, Working out w/ machines, Working out w/ weights, Yoga

results segmented out by various household income ranges (from under \$25,000 to \$100,000+). Of the 122 activities participants could choose from, the most frequently selected were hiking (5), working out with weights (5), and fishing (4).

The numbers in the left column of the chart indicate number 1 as activities with the highest level of interest by income, decreasing through numbers 2, 3, 4 and with 5 as the lowest level of interest in activities through the ages that were charted.

Overall, when analyzing the various household income categories there doesn't seem to be a large discrepancy between activity preferences. All household income ranges identified hiking and working out with weight as two of their top four preferred activities to participant in. However, households towards the lower end of the income spectrum tend to prefer some lower cost/free activities such as fishing and camping whereas households on the higher end of the income spectrum enjoy partaking in activities such as cardio fitness and working out with machines.

National Trends in Recreation

Methodology

The Sports & Fitness Industry Association's (SFIA) Sports, Fitness & Leisure Activities Topline Participation Report 2022 was utilized in evaluating the following trends:

- » National Recreation Participatory Trends
- » Core vs. Casual Participation Trends

The study is based on findings from surveys conducted in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics and other recreational activities.

Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

Local Recreation Trends Analysis

Methodology

Local recreational trend data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2022.

Local Recreation Trends Analysis Boundary

The City boundaries shown in the map titled "Recreation Trends Analysis Boundary" were utilized for the local recreational trends analysis.

Local Sport and Leisure Market Potential Index

The following charts show sport and leisure market potential data for Rochester Hills residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – outdoor activity, fitness, general sports, and commercial recreation. Please see Appendix C for the general

Map 08: Recreation Trends Analysis Boundary



sports and commercial recreation market potential categories.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

Overall, when analyzing the City’s MPIs, the data demonstrates above average market potential index (MPI) numbers. This is especially noticeable when analyzing the Fitness MPI category which show all activities scoring above the national average (100).

These overall above average MPI scores show that the City’s residents have a strong participation presence when it comes to recreational offerings, especially fitness and outdoor activity programs. This becomes significant for when the Parks and Natural Resources Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

The following charts compare MPI scores for

Figure 22: Fitness MPI



38 sport and leisure activities that are prevalent for residents within the City. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.

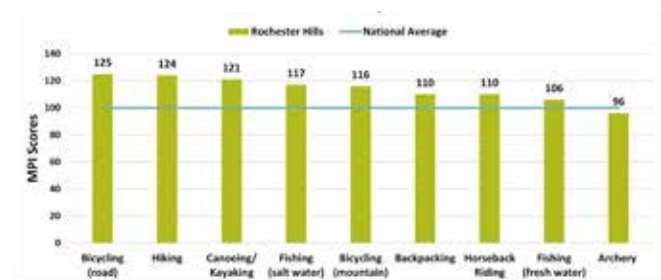
Fitness Market Potential

Overall, the Fitness MPI chart reflects some of the highest MPI scores amongst the four assessed categories, with Jogging/Running (125), Swimming (124), Weightlifting (123), Yoga (123), Pilates (122), and Walking for Exercise (121) all scoring significantly above the national average (100).

Outdoor Activity Market Potential

The Outdoor Activity category shows that City residents have a strong participation presence when it comes to outdoor recreation. The top three outdoor activities in regard to MPI include Bicycling (125), Hiking (124), and Canoeing/Kayaking (121).

Figure 23: Outdoor Activity MPI





Pickle Ball at Earl E. Borden Park

7. Program Assessment

Introduction

A Recreation Program Assessment of the services provided by the Parks and Natural Resources Department offers an in-depth perspective of program and service offerings to help identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

Why?

By utilizing the data and key performance indicators (KPI) provided throughout this assessment, staff can confidently make decisions pertaining to recreational programming moving forward. Such decisions as:

- » What new programs areas should be offered?
- » What age segments should be targeted more frequently?
- » How should various programs be funded?
- » What marketing mediums are most effective?

However, like all data, this analysis is based on a point in time. It is critical that this Recreation Program Assessment remain a living document that can and should be updated by staff on an annual basis. This will help to ensure decision makers have the most up-to-date information, pertaining to programming, in order to make the best decisions for the community and its recreational users.

Framework

The key slogan of Rochester Hills is “Innovative by Nature” and in order to help achieve this initiative, the Department provides a broad range of nature-based cultural, recreational, and educational programs for all ages. These program offerings are supported with dedicated spaces which includes: (10) neighborhood/community/regional parks, (1) museum, (1) nature study area, several sport fields/ball diamonds, along with numerous green spaces and trails.

Program Assessment Overview

Below are some overall observations that stood out when analyzing the program assessment sheet:

- » Overall, the program **descriptions/goals** do an excellent job of effectively communicating to the public key benefits and desired outcomes of each Core Program Area.
- » **Age segment distribution** is aligned with the community’s current population but needs to be monitored annually to ensure program distribution continues to match the City’s demographics.
- » The **program lifecycle** reveals approximately 26 percent of the Department’s current programs are categorized in the Introduction Stage, while 7 percent of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in Section 1.3.2.
- » The Department currently has a successful **volunteer program** at the Museum that coordinates over 5,000+ hours annually of efforts to support the staff and assist with assigned tasks. This program needs to continue utilizing volunteers and encourage them to build advocacy in the community to recruit more volunteers if needed for special events and projects as well as give back to the community. Volunteer hours can be used as in-kind contributions when applying for grant funding.
- » From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: the Department’s website, flyers/brochures, Email blasts, road sign marquees, print/online newsletters, and various social media platforms as a part of the marketing mix.
 - » The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives.
 - » There is an opportunity to increase the number of cross-promotions.
- » Currently, **customer feedback methods** are utilized on a limited basis to gather input from Department users. It is recommended the Department begin to incorporate additional user feedback methods, such as pre-program surveys, lost surveys (by customer/users), and focus groups in order to collect supplemental user data. If used consistently, these customer feedback methods can be utilized as key performance measures that can be tracked over time.
- » **Pricing strategies** are rather consistent across

all Core Program Areas. Currently, the most frequently utilized approaches are competition/market rates and cost recovery goals. These are all useful strategies in increasing participation as well as helping the Department become more self-sufficient and should be continued. The Department should consider implementing some new pricing strategies which can be found in Section 1.3.5.

- » **Financial performance measures** such as cost recovery goals are currently being utilized and tracked on a Core Program Area level. This is a best practice and should be continued in the future. Looking ahead, the Department should begin tracking cost recovery on an individual program level, when possible, as this will provide Rochester Hills more detailed data that can be utilized when making financial and programmatic decisions. When doing so, the staff should factor in all direct and indirect costs pertaining to each specific program.

Core Program Areas

To help achieve the Department’s mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific programs of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered “Core” if they meet a majority of the following criteria:

- » The program area has been provided for a long period of time (4+ years) and is expected by the community.
- » The program area consumes a relatively large

portion (5 percent+) of the agency’s overall budget.

- » The program area is offered 3-4 seasons per year.
- » The program area has wide demographic appeal.
- » There is a tiered level of skill development available within the program area’s offerings.
- » There is full-time staff responsible for the program area.
- » There are facilities designed specifically to support the program area.
- » The agency controls a significant percentage (20 percent or more) of the local market.

Existing Core Program Areas

Through discussions with Department’s staff, (8) Core Program Areas were identified as shown in the Table titles “Core Program Area Descriptions, Goals, & Sample of Programs” that are currently being offered by Rochester Hills Parks and Natural Resources Department.

Existing/New Program Recommendations

These existing Core Program Areas provide a well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, the Department staff should evaluate Core Program Areas and individual programs. Ideally this should be done on an annual basis to ensure offerings are relevant to evolving demographics and trends in the local community. Based on key leadership/focus group input, statistically valid survey results, and discussions with

Figure 24: Outdoor Engagement Programs Interests

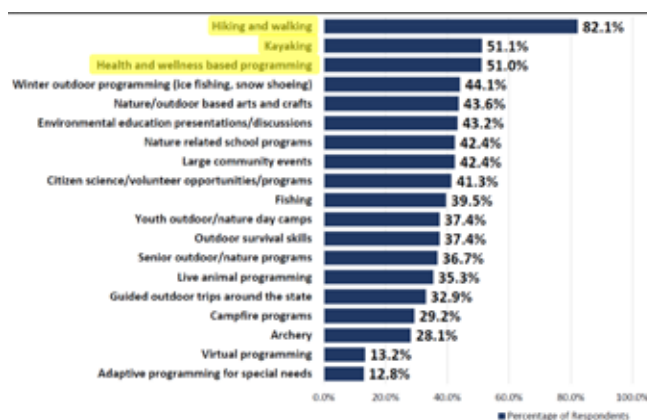


Figure 25: Cultural Education/Historic Program Interests

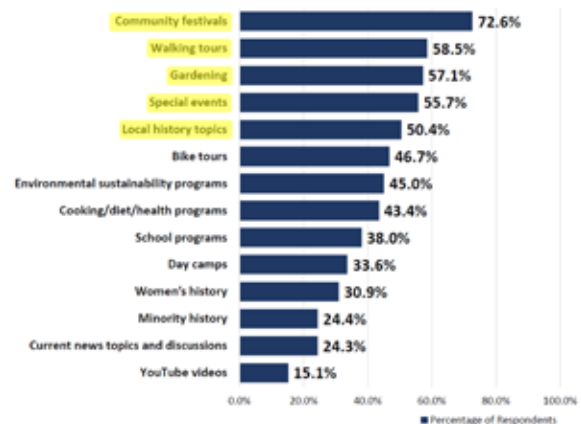


Table 08: Core Program Area Descriptions, Goals, & Sample of Programs

Camps	Description: Camps for youth to connect with nature and the outdoors.	<ul style="list-style-type: none"> » Outdoor Adventure Camp » Nature Discovery Camp
	Goals: Provide nature-based camp opportunities to youth. Build a connection to nature at a young age. Revenue generator. >50 percent cost recovery	
Outdoor Connections (Youth)	Description: Promote activities and opportunities for residents to connect with nature. Getting people outside with an emphasis on Youth.	<ul style="list-style-type: none"> » Evening Kayak » Fishing for Beginners » Holiday Hike » Outdoor Survival for Teens » Smores and Stars
	Goals: Providing programming aimed at families and youth that will connect them to the outdoors and build memories in nature. These programs are a balance between individual and community benefits. > 25 percent cost recovery.	
Park Programs	Description: Programming that is put on by Park Staff/ other than outside sources.	<ul style="list-style-type: none"> » Festival of the Hills » Ice Hockey Tournament
	Goals: Community Events / Promote Park offerings / Connect residents to our Parks	
Partnership Programs	Description: Build partnerships throughout the community to expand opportunities that target specific audiences or provide a unique program.	<ul style="list-style-type: none"> » Ascension Programs » CRWC Programs » Painting in the Park » RARA Adaptive Programs » Wet n Wild / Museum Programs
	Goals: Build partnerships with shared interests by offering support to other local organizations. Expand offerings in areas where there is less expertise or less resources. Engage target audiences and those otherwise difficult to connect with. No cost recovery goals at this time.	
Private Requested Programs	Description: Private programs for special interest groups like scouts. Tailored to their needs.	<ul style="list-style-type: none"> » Scout Programs
	Goals: Establish a revenue generator. Provide service to groups in the community looking to connect their members to the outdoors. 100 percent cost recovery	
Skill Building	Description: Provide instruction to teach outdoor skills to individuals. Teach new hobbies that are based in nature.	<ul style="list-style-type: none"> » Archery » Fly Tying » Kayaking 101 » Making Maple Syrup » Wild Edibles
	Goals: Provide opportunities for residents of all ages to learn new skills in the outdoors. Provide residents with new ways to enjoy the outdoors with entry level programs and some advanced programs.	

Table 08: Core Program Area Descriptions, Goals, & Sample of Programs

Social/Outdoor Connections	<p>Description: Provide instruction to teach outdoor skills to individuals. Teaching new hobbies based in nature.</p>	<ul style="list-style-type: none"> » Fishing Tournament » Hoot N Howl » Paddlepalooza » Reptile Roundup » Smores and Sledding
	<p>Goals: Provide opportunities for residents of all ages to socialize and build community in the outdoors. >50 percent cost recovery.</p>	
Tree Planting Programs	<p>Description: Offer programming to encourage residents to plant trees and understand their importance.</p>	<ul style="list-style-type: none"> » Arbor Day Celebration » Community Canopy » Free Street Tree Program » Student Seedling Giveaway
	<p>Goals: Expand the community canopy and educate youth and residents on the importance of trees/environment. Build a sense of environmental stewardship. Cost recovery is not a desired goal/outcome of these programs.</p>	

Table 09: Age Segment Analysis

Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adults (18+)	Senior (55+)	All Ages
Camps		P	P			
Outdoor Connections (Youth)	S	P	P	S	S	
Park Programs						P
Partnership Programs		P	P	P	P	P
Private Requested Programs		P	P	S		
Skill Building		S	P	P	P	
Social/Outdoor Connections	P	P	P	P	P	P
Tree Planting Programs		P		P	P	

the Department’s staff, additional programming needs have been identified within existing Core Program Areas.

Rochester Hills Museum at Van Hoosen Farm

In addition to these eight Core Program Areas, the Department also manages the Rochester Hills Museum at Van Hoosen Farm. This historical site offers 60+ programs, events, exhibits, and learning opportunities while preserving the history of the greater Rochester area. Additionally, this 16-acre museum complex is a popular venue for weddings, photoshoots, as well as school tours. A full Program Assessment Analysis for Rochester Hills Museum can be found in Appendix D Section 4.

Outdoor Engagement Programs Interests

A handful of outdoor engagement programs scored notably high in terms of programs that households have an interest in as indicated from the statistically valid survey. Programs such as Hiking/Walking (82 percent), Kayaking (51 percent), and Health & Wellness Based Programming (51 percent).

Cultural Education / Historic Program Interests

Several cultural/education/historic programs also ranked relatively high in terms of what programs households have an interest. Most notable is Community Festivals (73 percent), followed by Walking Tours (59 percent), Gardening (57 percent), Special Events (56 percent), and Local History Topic programs (50 percent).

The results highlighted in Figures 24 & 25, should be key program areas of focus moving forward. These statistically valid survey results should be utilized when considering what program offerings to keep and decide whether to provide new programs since this is a strong tool in estimating potential participation.



Rochester Hills Museum

Program Strategy Analysis

Age Segment Analysis

The table titled “Age Segment Analysis” depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) are the markets identified.

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs in order to gain a more focused view of the data. Based on the age demographics of the City, current program offerings seem to be well-aligned with the community’s age profile. With approximately 44 percent of the City’s total population being between 18-54 years-old, it is fitting that the adult age segment is highly catered to.

Table 10: Lifecycle Analysis

Stages	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New programs; modest participation	26%	67%	50%–60% Total
Take-Off	Rapid participation growth	11%		
Growth	Moderate, but consistent participation growth	30%		
Mature	Slow participation growth	21%	21%	40%
Saturated	Minimal to no participation growth; extreme competition	5%	12%	0%-10% Total
Decline	Declining participation	7%		

The Department has also done a great job accommodating the remaining 56 percent of the community by ensuring all age segments have dedicated programming specified for them. To grow with the community, it is recommended that the Department still continues to introduce new programs in order to address any potential unmet needs in the future - especially those dedicated preschool age programs since this age segment has the fewest Core Program Areas targeted.

The staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

Program Lifecycle

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or the decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, it is based on staff members’ knowledge of their programs. The following table shows the percentage distribution

of the various lifecycle categories of the City’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Overall, the Lifecycle Analysis depicts a rather healthy program distribution when compared to the recommended distribution. Approximately 71 percent of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is typically recommended to have 50 percent-60 percent of all programs within these beginning stages as they provide the Department an avenue to energize its programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage. According to the staff, less than a quarter (21 percent) of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have roughly 40 percent of programs within this stage in order to achieve a stable foundation.

Additionally, 12 percent of programs are identified as being Saturated (5 percent) or Declining (12 percent) and it is a natural progression for programs to eventually transition into the Saturation and Decline Stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for those programs. As programs enter into the Decline Stage, they must be closely reviewed and evaluated for repositioning or elimination. When

Figure 26: Program Classifications



this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory Stage or replace the existing programs with new programs based upon community needs and trends.

It should be noted that even though the Department’s percentage of Saturated and Declining programs is slightly above the recommended level, the COVID-19 Pandemic has negatively affected participation numbers nationwide and should be taken into consideration when reviewing this Lifecycle Analysis. These programs should be monitored closely over the coming years to ensure they “bounce back” and move to healthy program status. The staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

Program Classification

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars, user fees, and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, a classification method was used to demonstrate the three categories: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal

Table 11: Program Classification Distribution

Essential	Important	Value-Added
40%	44%	16%

Figure 27: Cost Recovery Model



mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications and gives a few example programs (as identified by staff). *Note: A full program list organized by Core Program Areas can be found in Appendix A.*

With assistance from the staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results presented in the following table represent the current classification distribution of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories. *A full program list organized by Core Program Areas can be found in Appendix A.*

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted in the figure titled "Cost Recovery Model."

Given the broad range of cost recovery goals (i.e., 0 percent to 40 percent for Essential Services or 40 percent to 80 percent for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the figure 27. This will allow for programs to fall within an overall service classification tier while still demonstrating a

difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (i.e., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

Cost-Of-Service & Cost Recovery

Cost recovery targets should at least be identified for each Core Program Area at a minimum, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, the staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

Figure 28: Cost-of-Service Analysis



The following section provides more details on steps 2 & 3.

Understanding The Full Cost-Of-Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department’s program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. Figure 28 illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis. The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- » Number of participants
- » Number of tasks performed
- » Number of consumable units
- » Number of service calls
- » Number of events
- » Required time for offering program/service

Agencies use Cost-of-Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department to other peer agencies. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

Current Cost Recovery

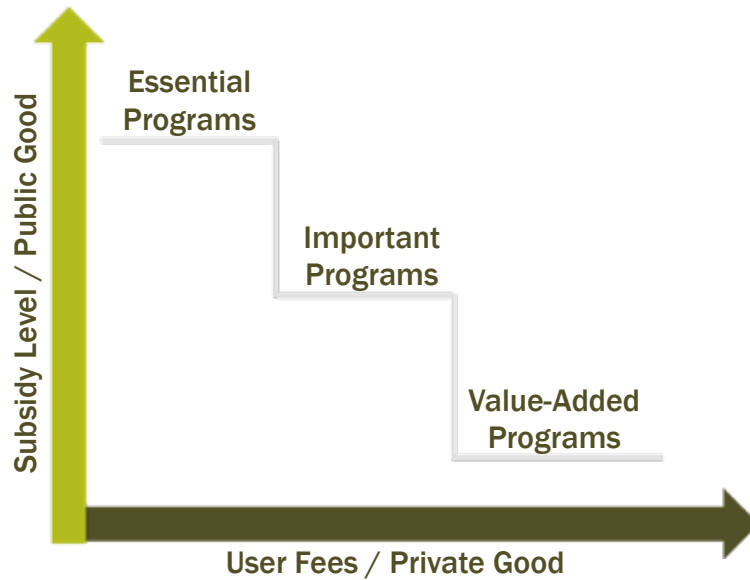
The Department currently tracks cost recovery on a per program basis for a majority of their recreational offerings. This is a great practice and should continue to be calculated and tracked annually to help ensure goals are being met. Below, table 12 provides the cost recovery goals as well as actual cost recovery percentages/ranges for each Core Program Area. The Department’s current Core Program Areas with the greatest average cost recovery are Camps and Private Requested Programs, both achieving 50 percent+. The Core Program Areas with the next highest average cost recovery is Skill Building (45 percent). From here on it is recommended that the Department continues to track actual cost recovery in order to benchmark itself against its goal year over year.

Actual cost recovery can vary based on the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. It is normal for programs within each Core Program Area to vary in price and subsidy level. The program mix

Table 12: Cost Recovery Goal by Core Program Area

Core Program Area	Cost Recovery Goal	Actual Cost Recovery for Most Recent FY
Camps	50%+	50%+
Outdoor Connections (Youth)	25%-50%	38%
Park Programs	N/A	N/A
Partnership Programs	0%-25%	0%-25%
Private Requested Programs	50%+	50%+
Skill Building	50%+	45%
Social / Outdoor Connections	0-25%	41%
Tree Planting Programs	0%	0%

Figure 29: Classification of Services Diagram



within each Core Program Area will determine the cost recovery capabilities.

With approved cost recovery goals, annual tracking, and quality assurance, actual cost recovery will improve. Use the key performance indicator on the previous page (Table 12) and update it annually to include the cost recovery goal and the actual cost recovery achieved for each Core Program Areas. Staff can then utilize this data in order to benchmark against itself on an annual basis.

Cost Recovery Best Practices

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- » Essential programs category is critical to achieving the organizational mission and providing community-wide benefits and therefore, generally receive priority for tax-dollar subsidization.
- » Important program classifications generally represent programs that receive lower priority for subsidization. These programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these

programs should be high (i.e., at least 80 percent overall).

- » Value-Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100 percent.

Pricing

Pricing strategies are one mechanism that agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies is rather consistent but limited. Pricing tactics are concentrated in market rates and cost recovery goals.

Currently, the Core Program Area that utilizes the largest variety of pricing strategies is Camps which uses 3 of the 10 mentioned tactics. The Department should consider implementing some additional strategies when deemed appropriate such as; age segment pricing, residency rates, weekday/weekend rates, and prime/non-prime time rates as they are all valuable strategies when setting prices. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

The staff should continue monitoring the effectiveness of the various pricing strategies they employ to adjust accordingly. It is also important to continue yearly monitoring of competitors and other service providers. Table 13 details pricing methods currently in place by each Core Program Area and additional areas for strategies to be implemented over time.

Table 13: Pricing Strategies

Core Program Area	Age Segment	Family / Household Status	Residency	Weekday/ weekend	Prime/Non-prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Camps								X	X	X
Outdoor Connections (Youth)									X	
Park Programs										
Partnership Programs								X		
Private Requested Programs									X	
Skill Building								X	X	
Social / Outdoor Connections									X	
Tree Planting Programs									X	

Figure 30: Mini Business Plan Examples

Marketing & Promotion Methods				Internal Factors			
Program Idea (Name or Concept): _____				Priority Ranking: High Medium Low			
Marketing Methods				Program Area: Core Non-core			
Classification				Cost Recovery Range			
Age Segment				Sponsorship/Partnership			
Market Competition				Growth Potential			

Program Strategy Recommendations

In general, the Department’s program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in segments at key seasonal points of the year as long as each program is checked annually. The following tools and strategies can help facilitate this evaluation process:

Mini Business Plans

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost-of-service, pricing strategy for the next year, and marketing strategies that are to be

implemented. If the plans are developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

Program Development & Decision-Making Matrix

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities for various target markets including the best marketing methods to use.

A simple, easy-to-use tool similar to figure 30 will help compare programs and prioritize resources using multiple data points rather than relying solely on cost recovery. In addition, this analysis will help the staff make an informed, objective case to the public when a program is in decline or retired because only a few users enjoyed it. If the program/service is determined to have a strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the

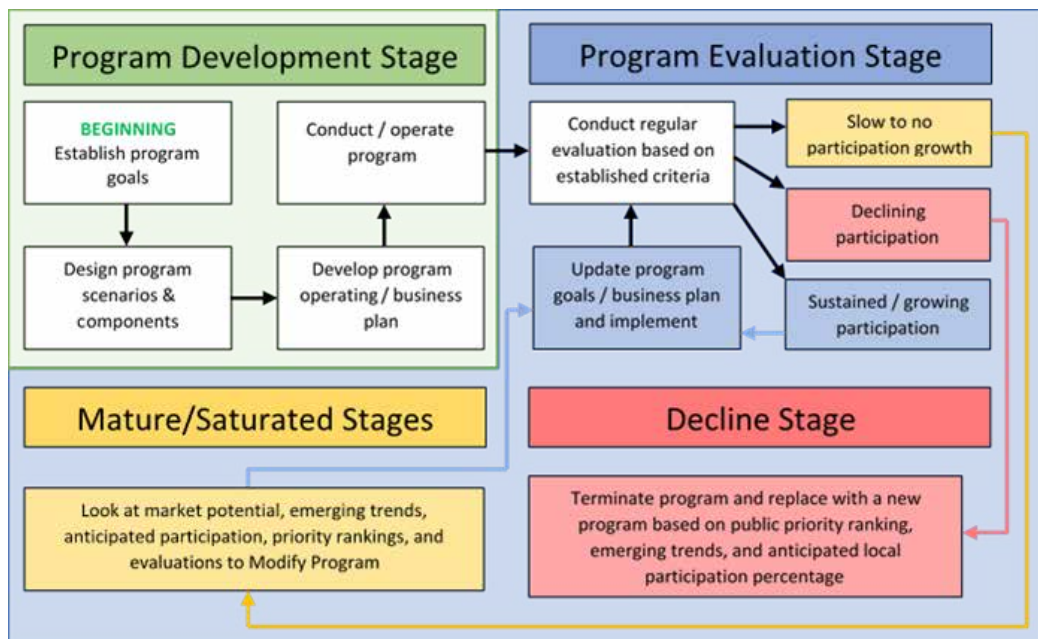
marketing methods by completing a similar exercise as the one seen in figure 30.

Program Evaluation Cycle (With Lifecycle Stages)

Using the Age Segment and Lifecycle analysis and other established criteria, the program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in figure 31. During the Introductory Stages, the program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, the staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, the staff should terminate the program and replace it with a new program based on the public's priority ranking or program areas that are trending nationally and locally, while taking into consideration the anticipated local participation percentage.

Figure 31: Evaluation Cycle with Program Lifecycle Logic Matrix



Marketing, Volunteers, And Partnerships

Current Recreation Marketing And Communications

The Department's current marketing plan utilizes several communication methods to connect with residents including:

- » Department's Website
- » Online Newsletters
- » Flyers/Brochures
- » Email Blasts
- » Road Sign Marquee
- » Public Service Announcements (PSAs)
- » On-hold pre-programmed phone messages
- » Paid advertisements
- » Print Newsletters
- » Facebook
- » Instagram
- » YouTube Channel

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging, while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the Department's marketing strategy annually to provide information for current community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organizational priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Website

The Department's website has multiple features making it easy to navigate and user friendly. At the very top righthand corner of the homepage residents can find all of the City's social media pages. Further down, located in the middle of the Department's homepage, users will find a series of "Quick Links" buttons which allows residents to quickly access frequently sought-after information. Additionally, at the very bottom of this page, residents can find a "RHConnect" button, which allows users to sign-up for email or text message

notifications from the City. Having all of this information visible and easily accessible is a great practice that will enhance the users' experience when utilizing the website and help increase awareness.

https://www.rochesterhills.org/departments/parks_and_natural_resources/index.php

Marketing And Communications Recommendations

- » Ensure the marketing plan includes the components and strategies identified in this section.
- » Establish priority segments to target in terms of new program/service development and communication tactics (i.e., Teens, Seniors, and other groups).
- » Establish and review regularly performance measures for marketing so performance measures can be tracked through customer surveys as well as some web-based metrics.
- » Leverage relationships with partners to enhance marketing efforts through cross-promotions that include defined measurable outcomes.
- » Explore additional marketing mediums
 - » (i.e., print and online program guides, direct mail, radio and TV advertisements, in-facility signage, and QR Codes).

Volunteer And Partnership Management

Today's recreational offerings require most public departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

Current Volunteer Management

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Department and its offerings. Currently, the City has rather limited volunteer opportunities for residents so it would be beneficial for the Department to implement a formal volunteer program. This will allow residents the opportunity to give back to the community while also assisting the Department staff by organizing programs,

running events, cleaning up parks, and other park duties where their skill sets permit.

As part of a volunteer program, the staff will need to begin formally tracking volunteers. This will help with consistency throughout the volunteer program and ensure volunteers are being utilized to their fullest potential. Key performance indicators such as number of volunteers, volunteer hours, type of volunteers (i.e., community service, special event, interns, or others that want to help) should all be tracked. Tracking volunteer hours can also be used in budget discussions showing how well the Department is able to leverage limited resources. A complete list of volunteer recommendations and best practices can be found in Appendix C. Volunteer hours should be authenticated and recorded to be used as in-kind contributions when applying for grants.

Recreation Program Partnerships

The Department currently works with several partnering organizations, and local businesses throughout the community. These partnerships support facilitation of programs and sponsorships of community events.

As with tracking of volunteers, tracking partnerships helps show leadership how well staff can also leverage resources. In many instances nationwide, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Department's existing partnerships are inequitable; rather in general, many parks and recreation agencies' partnerships tend to be one-sided.

The following recommended policies will promote fairness and equity within existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted or continued by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- » All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.

- » All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- » All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, not-for-profit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

Rochester Avon Recreation Authority (RARA)

In most cities across the United States parks and recreation services are a combined department. The value is once parks are created many of the newly introduced amenities need to be activated to maximize their use and value to residents. RARA (Rochester Avon Recreation Authority) is an indirect partner currently that provides Adult, Youth, and Special Needs Recreation with the Parks and Natural Resources Department in several parks managed by the Department. RARA manages adult and youth baseball and softball programs utilizing sports fields that are owned and maintained by the Department.

Other sports and recreation facilities desired by the Rochester Hills community include more sports fields, a community center, an aquatic facility, sports courts, a nature center, a senior center and special event spaces. These types of facilities along with associated programming provided by RARA could provide more opportunities for recreation programs and services with the Department. RARA and the Parks and Natural Resources Department could pursue a joint combined agency that may possibly create a stronger presence in the community. A joint partnership with RARA and the Department would merge the financial strength of the two organizations and also utilize existing park properties and potentially acquire new park property where new recreation facilities could be built to serve the broader community.

RARA is an organization that operates independently of the Parks and Natural Resources Department and is partially funded by tax dollars from residents of Rochester Hills. Joining these two agencies could provide even more presence in the City of Rochester Hills with the strong leadership of the Parks and Natural Resources Director. This would maximize the value of city tax dollars and the use of the City's park-related amenities. RARA should become a division within Rochester Hills Parks and Natural Resources Department. The Department owns and maintains many of the amenities that RARA uses now and others that could be programmed stronger with collective efforts and a merger of these organizations would provide a very positive outcome.

Volunteer And Partnership Recommendations

The consulting team recommends the using the following policies and agreements regarding volunteers and partnerships:

Establish Formal Volunteer And Partnership Policies And Agreements

Following the best practices listed in the previous section, as well as in *Appendix C*, the Department should begin to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics annually to help ensure partnerships are mutually beneficial.



Waterfall at Innovation Hills



8. Maintenance Management Assessment

Introduction

PROS Consulting (“PROS”) met with the Grounds Maintenance Manager for the City of Rochester Hills Parks and Natural Resources Department. The goal was to establish a clear understanding of what the staff are responsible for in maintaining the parks and natural resources system for the City. The following are key elements of what the Grounds Maintenance Division is responsible for in the system.

Department Overview

The Department manages the following elements for the City of Rochester Hills.

The division is responsible for maintaining:

- » 330 acres of park property
- » Four roundabouts (and will manage another two in 2023)
- » One long, highly vegetated rain garden (1,000+ pieces) of road corridor
- » One medium sized, highly vegetated road corridor (Eddington Road)
- » Rain gardens in the Hamlin Road median near Innovation Hills.

The Division has 5 full time employees (“FTE”) employees including a working field manager, 9-10 seasonal employees (generally 3.5 FTE’s) working up to 40 hours a week during the busy season.

The operational budget for the Grounds Maintenance Division is \$862,840 dollars for 2022. Factoring in the 330 acres the Department maintains, this equals \$2,614 dollars per acre which is low for a park system the size of Rochester Hills.

The Facilities Division within the Building Department contracts out mowing for non-developed parks, the Rochester Hills Museum at VanHoosen Farm, Veterans Memorial Pointe, Wabash Park, City Hall, and traffic medians.

The Grounds Division has maintenance standards for roundabouts, properties and 13 parks:

1. Bloomer Park
2. Borden Park
3. Spencer Park
4. Auburn Corridor Park
5. Helen Allen Park
6. Wabash Park

7. Avondale Park
8. Innovation Hills Park
9. Eddington Rd Corridor
10. Hamlin Road Median Park
11. Clinton River Trail
12. Paint Creek Trail
13. Yates Park

Observations and Recommendations

General observations and recommendations of the system are based on a visit to the system and an onsite park-by-park review with the Grounds Maintenance Manager regarding how parks are managed and maintained.

- 1. Shop Operations:** The staff deals with a lack of indoor storage for equipment that is currently stored outside. The equipment would last longer and require less maintenance if indoor storage space were available. A space study is needed to demonstrate to key leaders what indoor space is necessary for equipment storage and to extend the life of equipment stored outdoors. The key recommendation for the city to consider is acquiring more indoor storage for equipment to extend the useful life, reduce weather related deterioration, and keep the outdoor shop area orderly. Workspace for the staff seems limited from the consultant’s perspective.
- 2. Equipment Replacement Schedule Recommendations:** The Grounds Maintenance Manager indicated that they have the right equipment to maintain the park system including specialty equipment. All the equipment is managed by the Grounds Maintenance Division, while fleet vehicle support is from the city. The staff indicates they have a good replacement schedule that they follow, and that acquiring new, or replacement equipment has not been a problem with the city. Having an equipment replacement schedule based on mileage, yearly repairs, and time used are all good standards to track for efficiency and effectiveness of the equipment used in the Grounds Maintenance Division.
- 3. Technical Software Recommendations:** The staff indicated that they have evaluated Grounds Maintenance Software to help them keep up with lifecycle maintenance, operational costs, and tracking capital requirements beyond their work order system they have in place now. There are several ground maintenance software systems on the market. It is PROS

recommendation that the city purchase a software system that is park based versus public works based.

4. **Signage Recommendations:** Signage standards from the entrance to the park or the park signs in general need to be addressed. This requires the city to provide park signs that are consistent in verbiage, positive in messaging, same size lettering, and use of the city logo or park logo on each sign.
5. **Color Schemes Recommendations:** The current trail signage is good in some areas but not consistent throughout the system. Most agencies have a slightly different color to distinguish a neighborhood park versus a community park. PROS recommends that the parks staff continue to update park color schemes as they are updating amenities and facilities in the parks each year.
6. **Park Parking Lot Recommendations:** Parking lots that are paved or gravel are not consistently maintained across the system. On paved lots, there is no striping in some parks, and potholes exist in the lots of some parks. Asphalt overlays are planned for several parking lots in the next couple of years through a paving program the City is implementing now. PROS sees this program as vital to park users visiting all areas of the park. Grounds maintenance plows all parks and museum parking lots, repairs damage to roads, fences, lights, cleans graffiti, and ensure parks are safe, green, and clean for all levels of users.
7. **Restroom Recommendations:** About 40 percent of park restrooms are heated and the remaining ones are winterized. Color schemes for restrooms are not consistent and should be updated as color schemes are implemented throughout the parks. The city uses a lot of porta pots in the winter to supplement where non-heated restrooms are closed. The restrooms evaluated were exceptionally clean on the park assessment tour.
8. **Lifecycle Replacement Recommendations:** The division does have a maintenance work order system to track work orders, lifecycle maintenance of equipment on paper for direct and indirect costs, staffing schedules, work timelines and inventory control. The division manager processes and completes all record keeping elements. The division takes one sports field out of operation annually for yearlong restoration and improvements, moving all goal mouths to artificial turf and correcting problems as identified. They also manage all

the pesticide requirements in the parks. The city has been aggressively updating existing parks playgrounds, restrooms, parking areas, sports fields, trails, picnic areas and courts which creates a positive experience to everyone that visits the parks.

9. **Sports Fields Recommendations:** The staff mows 75 acres of sports fields in the city 2 times a week. Whereas, the city should designate what fields are designed for high level competition, those that are designed and maintained at a recreational level, and those that are designed and maintained at a practice level so the fields can be maintained according to how they are used. This will help keep the fields up to public expectations for the future. These field maintenance standards can be designated by signs on the fields, the agency website, and on rental permits for team use.
10. **Park Lighting Recommendations:** Most parks systems have four levels of lighting in parks:
 - » Security
 - » Crime Prevention Through Environmental Design ("CPTED")*
 - » Parking Lots
 - » Sports Fields Lighting

It appears the city has lighting standards for security lighting, parking lots and sports field lighting now. If the city has security issues at any of the parks, they might want to consider CPTED lighting standards as a vandalism deterrent in the future. CPTED lighting standards are usually at 5-7 ft candles versus the 2 ft candle in most city parks.

**Crime Prevention Through Environmental Design: CPTED provides standards for maintaining parks that provide an increased level of visual safety for park users, police, and park rangers by cutting back foliage in parks and by using higher pruning levels and opening areas in the parks that people can see into providing a greater sense of safety as they use the parks or walk on trails. Rochester Hills appears to be a very safe town; however, they do have some areas in the parks where foliage could be pruned and make users feel more comfortable using existing parks when there is limited lighting available.*

11. **Trail Maintenance Recommendations:** The Maintenance Division manages 5.5 miles of trails (Clinton River Trail 4.5 miles and 1 mile of

the Paint Creek Trail). The existing trails in the park system vary in width from 8 ft. to 12 ft. based on limited observations. This is because the trails were developed by different agencies rather than if they were a city trail or a regional trail. Ideally the wider trail provides a higher level of shared use, supports multiple types of experiences, and effectively managing foliage along trails also provides a greater sense of security for individual users. Managing trail foliage along trails should be considered by the city and is appreciated by most trail users now and in the future by cutting back at least one to two mower width cuts on both sides of the trails.

12. Loop trails, spine trails, signage standards, ADA marked Recommendations: The city has developed some loop trails around certain parks in the city, and they are well maintained. Ideally, the city should post signs which trails are ADA accessible, or what the degree is for the trail for those who are disabled or possibly in wheel chairs. For a great experience, the city should consider a loop trail around the lake in Spencer Park when there are capital dollars available.

13. Grounds Maintenance Division Recommendations: They are responsible for 330 acres of maintained property. Maintaining it requires them to mow and maintain irrigation systems and pumps in the Auburn Corridor (including repairs, and replacement of heads). The Division Manager oversees the equipment replacement schedule, and the capital improvement budget is managed by the Director's office. The Forestry Division is made up of three staff positions and the staff indicate that park maintenance and forestry work well together. The Grounds Maintenance Division also does snow removal with the public works staff as well as salting roads and parking lots in the parks.

14. Playground Experience Recommendations: Playgrounds are developed to support a 2-5, and 6-10-year-old experience. Where possible the city should consider having both levels of experiences available when they replace playgrounds in the future. They could also include a percentage of their playgrounds to be ADA accessible at a 50 percent level in the future.

15. Shade Recommendations: The Division takes care of all the horticultural needs in the parks and most city properties. Shade should be considered for new areas of the park

system (pickleball courts and the splash pad in Rochester Hills) for protection from the heat but also from sun exposure.

16. Spencer Beach Recommendations: The beach raking on a daily basis is a high standard for users to experience in Spencer Park. Cleaning restrooms every hour at the beach should be considered as well. Providing beach equipment to rent such as canoes, stand up paddle boards and kayaks, including additional quality food concessions or food truck also supports users to the beach. The city provides the majority of these amenities which helps to make them a successful operation for the city.

17. River Access Recommendations: The city has a beautiful river that runs through many of their parks. Opening up view sheds for people to drop in a kayak or go fishing promotes the value of the river. Some of the picnic tables that were in the parks along the river are in poor shape and need to be replaced.

18. Staff Recommendations: The Division has 5 FTE employees including a working in the field manager, and 9-10 seasonal employees (about 3.5 FTE's) working up to 40 hours a week during the busy season. Staffing is the biggest issue they are dealing with in order to keep up with the expectations of the city leadership and users of the park system to provide highly maintained parks. It has been difficult for the grounds maintenance staff to keep up with the expected workload and maintenance standards that are in place. Current staffing levels indicate that one maintenance staff person is taking care of 45.32 acres of parks per person which is approximately 15 acres higher than best practices for park maintenance workers in most parks and recreation departments across the United States.

19. Use of Volunteers Recommendations: The city doesn't use volunteers much in helping to maintain parks but might want to consider establishing clean up days in the parks as a way of building support and advocacy with users of the park and residents in the community.

20. Design Principles Recommendations: As the city continues to redevelop parks it might be good to evaluate design principles for an ongoing basis. Because the park system was built in the 1990's the design principles today are different as they apply to ADA, playgrounds that focus on 2-5- and 6-10-year-old experiences, outdoor adventure playgrounds, sizes of picnic shelters, width of trails, shade

requirements are a few examples to consider for ongoing and scheduled updating. Some signage standards are inconsistent throughout the park in size, color and lettering. Ensuring sign verbiage doesn't start with the word "no" is also a standard to be considered.

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Play Structure with Ropes at Innovation Hills



9. Financial Opportunities

Today, park and recreation systems across the United States have learned to develop a clear understanding of how to optimize revenue generation options to support parks and recreation services with limited tax dollars available. They no longer rely on taxes as their sole revenue option, but have developed new sources of revenue to help support capital and operational needs.

The following sources are financial options the City of Rochester Hills Parks and Natural Resources Department currently implements and alternative sources to consider in supporting the recommendations outlined in the Strategic Plan. This list is intended to serve as a resource to fit a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration to consider other strategies beyond these suggestions.

The Parks and Natural Resources Department currently uses the following funding sources to help offset operational costs:

- » Program fees for classes, educational lessons, and a variety of programs.
- » Permit fees for access to specific facilities for special events, picnic shelters, community gardens and rental of space in community facilities.
- » Golf course contract fees.
- » Entrance fees to Spencer Park and Bloomer Park.

Based on the review of the program assessment, the Department operates in a suitable business culture with nearly half of the operational budget covered by user fees for skill-building programs and summer camps. The Department has a pricing policy that covers primarily the direct costs associated with programs they provide to the community.

Classifying programs by core essential, important, and value-added would provide clarity for when and how to price services in the future. Classifying programs also helps the public understand a program for the “public good,” which means everyone who uses the program receives the same benefit and there is usually no fee, or possibly a small fee, to offset the cost of the program. As an example, a special event put on by the Department is considered a public good program since everyone who attends receives an equal benefit. The Department also provides “private good” programs

and services whereby the user receives the majority of the benefit, such as a week of children’s summer camp: the child receives the majority of the benefit versus the public as a whole. The Department also provides private rentals for weddings and events in a park and the user pays 100% of the true cost to provide the service for their exclusive use.

OPERATIONAL FUNDING SOURCES

The following list of funding sources provides options to support operational costs should the Department decide to choose to utilize additional resources.

» Taxing and Service Fee Options

Most parks and recreation departments have access to property taxes to support their operations as well as other types of taxes or impact fees that can be positioned for the park system. The following are options for the Department to consider in the future if appropriate for their funding needs.

» Hotel Occupancy Sales Tax

This could include a percentage of sales tax from hotel night stays while hosting events in the city.

» Tax Increment Financing (TIF)

These taxes come from city improvements that bring increased economic value to an area in the city. This can be for a park or trail where the private sector’s value of a home benefits from the presence of the park or facility in that area of the city.

» Parks Impact Fee

This option is very common for cities to use for developing parks in new neighborhood communities. It helps support the development of parks or recreation facilities that could be implemented in the future. The future park system would be the recipient of additional capital improvement money from the development of new homes in a specific area of the city. Park impact fees are a one-time fee that can vary between \$1,500 to \$5,000 and are paid by the developer per new home built in the upper Midwest area of the United States. These impact fees are assessed on the development of new residential properties with the proceeds to be used for parks and recreation purposes, such as acquiring land

for new parks and creating neighborhood and community parks for development.

» **Land dedication fees**

These fees treat parks as infrastructure no different than roads and sewers in the community where the impact fee exists. They are to support a percentage of land that will be dedicated to parks.

» **Tipping Fees**

In the state of Michigan, this fee is charged for trash unloaded at landfills and can be returned to park and recreation systems in the community where the landfill is located.

» **Business Improvement District**

An area can be established when 60% of the land owners in a central downtown of a community will support paying a fee to the City to provide landscape services, snow removal, cleaning of sidewalks and for parks located in a downtown area to make their areas more attractive and inviting to visitors.

» **Public/Private Partnerships**

These relationships can be established as a funding source for development of facilities in a park system. This could be a community center or program center where the private partner is willing to invest in a park facility as a partner with the city. This can include hospitals who invest as a partner in a community center for a therapy pool or a rehabilitation clinic within the center. They contribute to the development of the facility and operational costs as well as naming rights on the facility for a set number of years.

» **A Park Conservancy**

Conservancies are created to help manage and fund a particular park site. Many conservancies are created as part of a museum program to raise money for exhibits, capital improvements and provide operational money for the site.

» **Special Purpose Districts**

This source is established for supporting water ways, lakes, flood control in parks and is funded by the community. They will benefit from the watershed improvement to prevent or reduce flooding in a community or section of the city.

» **Land Leases**

Popular in park systems, the city will lease park land for a specific recreation purpose such as a restaurant or a type of recreation improvement. The city usually gets 15% of the value of the land each year and that amount is adjusted every five years plus a percentage of gross.

» **Corporate Sponsorships**

Business and corporate sponsorships are popular in some park systems if respectfully done. Sponsorships are usually based on 3-5 year time period and the cost is based on the number of views the sponsor's name gets from the traffic around the specific site, event, building or program. For example, if a site has 500,000 views a year from the public, during special events, or from traffic by a location where a sponsor's is displayed, the sponsorship cost is typically between 40 to 50 cents per view. In the case of 500,000 views, this amounts to \$200,000 to \$250,000 for the cost of the sponsorship per year.

» **Pouring Rights**

The funding source is bid upon by a beverage company for exclusive rights to supply (Coke or Pepsi products as an example) for a park system or a city whereby the company will have the exclusive rights for ten years for an agreed to fee.

» **Public Private Partnership (P3) Development**

This is a tool some communities are now using where a private developer will build a community facility for the City with the City paying back the cost to the developer over a set number of years. This type of funding option is currently being used in Indiana, Kentucky, Ohio, Kansas and South Dakota and growing every year. This is being done for community centers, sports complexes, field houses, and golf courses as well as other recreational facilities.

EXTERNAL FUNDING SOURCES

External funding sources are opportunities for the staff to increase cost recovery in existing facilities and future facilities they may develop. The following are funding options that could be pursued more aggressively or developed over time within the system. Usually, this requires a dedicated staff person to focus on business development, research potential sources and pursue revenue for the department.

» **Corporate Program Sponsorships**

Corporate Sponsorships could be an opportunity for offsetting the cost of supplies and services in some recreation programming and special events. This revenue-funding source allows corporations to invest in the development or enhancement of new or existing programs and events provided by the Department.

» **Partnerships**

The city currently implements this funding strategy in nominal amounts with various partnerships that are joint development funding sources or operational funding sources between two separate agencies. These sources can be two government entities, a non-profit and a governmental entity, or a non-governmental business and a governmental entity. Two partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner. This could include the school district, Rochester Hills, or the local hospital. This type of development may be community park spaces that benefit school kids and residents with health and wellness facilities such as a therapy/learning pool.

» **Foundations / Gifts**

The city currently implements this funding strategy when opportunities are available and they are doing a great job with this funding source with a strong foundation of people who currently give to the Department. These dollars are raised from tax-exempt, non-profit organizations and established with private donations to promote specific causes, activities or work with specific issues. They offer a variety of means to fund capital projects including capital campaigns, fundraisers, endowments, selling branded items, or other types of

merchandising.

The Department should also become a member of the National Association of Park Foundations (<https://www.the-napf.org/>) to identify best practices from other foundations nationwide and in Michigan.

» **Friends Groups**

The value of this source is in the form of time, labor, funding and/or capital. These groups are formed to raise money, typically for a single focus purpose that could include a park facility or program that will improve the community as a whole as well as special interest projects.

» **Volunteerism**

This revenue type is an indirect revenue source where individuals donate time to assist the Department by providing a product or service on an hourly basis. This reduces the organization's cost in providing the service and builds advocacy for the system. These hours are converted to "in-kind" dollars that can be used as matching fund grantors may require the Department contributes when they apply for grants.

» **Private Donations**

Private donations may also be received in the form of capital and operational funds. These donations can include land for new parks or for conservation purposes. They could also include use of existing facilities for all types of recreation experiences, additional recreation equipment, art, or in-kind services. Funding scholarships for low-income families is another worthwhile cause for private donations.

» **Special Fundraisers**

Many agencies have special event fundraisers on an annual basis to help provide specific programs and capital projects.

CAPITAL FUNDING SOURCES

» **Capital Fees**

Capital fees are added to the cost of revenue-producing facilities such as golf courses, swimming beaches, sports fields, nature centers, hospitality centers and sports complexes then are lifted after the improvement is paid off. The City operates special facilities in Rochester Hills now and

charges user fees to cover operating expenses and contribute towards the cash balance that can be used to reinvest in operations and facilities. This could be applied to sports complexes, a future campground, or a new aquatic center.

» **Redevelopment Funds**

Redevelopment dollars from the County or the State can be used to promote tourism and economic development in an area identified for redevelopment. Redevelopment agencies are typically located in cities and counties of most states. These funds could be a useful source to draw on for a portion of the capital costs needed for redevelopment and could be applied to Spencer Park because of its tourism attraction capability.

» **Public Private Partnerships (P3)**

These P3 arrangements are between the city and a private company to finance and contract infrastructure projects. The private sector financing can help to bring projects in on time and under budget with the risk held by the partners. The city is required to provide payments over an identified period from an existing or newly developed source or incorporate capital fees to users of the project. This could be applied to a future pool or community program facility.

» **Recreation Service Fees**

This is a dedicated user fee, which can be established by a local ordinance or other government agencies, for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, pickleball, softball leagues, youth baseball, soccer, golf, football and softball leagues, and special interest classes. The City does not manage these programs but provides the facilities so that others can provide these programs.

» **Special Facility User Fees**

All special facilities charge user fees to cover operating expenses and contribute towards cash balances that may be used to reinvest in the costs of operations/facilities.

» **Permits (Special Use Permits)**

These type of permits allow individuals to use specific park property for their financial gain. The City either receives a set amount of money or a percentage of the gross sales generated.

» **Reservations**

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to reception rooms for weddings and parties, meeting rooms for reunions and gatherings, special use facilities or other types of facilities for special activities.

» **Equipment Rental**

This revenue source can be made available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats or other equipment that is used for recreation purposes by park visitors.

GRANTS

» **CDBG Funding**

Funding is received in accordance with the Community Development Block Grant (CDBG) Program's national objectives as established by the U.S. Department of Housing and Urban Development. Funding may be applied to such programs as infrastructure improvements, public facility and park improvements, human service enhancements, lead-based paint education and reduction, housing education assistance, economic development and anti-poverty strategies.

» **Federal Build-It Funds**

These funds are available for park systems to acquire capital funds for development of trails, water access and other related amenities.

» **Private Contractors**

Private contractors are used for classes and golf course management operations which the City uses now. Research for other areas of operations is periodically reviewed for viability. This funding source is a contract with a non-governmental business to provide and operate desirable recreation activities that are financed, constructed, and operated by the private sector, with additional compensation paid to the organization.

» Advertising Sales

Advertising in many formats can be implemented in sports complexes, beaches, program centers. Some of these opportunities may exist already and could be expanded to a Recreation Program Guide and other areas of operation. This revenue source is for the sale of tasteful and appropriate advertising on park and recreation-related items such as in an organization's print materials, on scoreboards, and other visible products that are consumable or permanent and provide exposure to many people.

Build on Financial Strengths

The Department displays above-average management of financial and budgeting functions when compared to most park and recreation agencies. There was some revenue volatility due to COVID-19, but other funds did very well, especially the golf fund. The strategies presented are intended to build on the Department's successes and strengths. The Department may consider the following principles and identified strategies when setting operational and budgetary goals.

Revenue Policies

The Department prepares an annual budget review

of programs and operations with an assessment of the revenue recovery and operating costs for each program area. The next step in revenue formulation is an updated pricing policy and earned income policy.

A pricing policy is designed to provide the park system with consistent guidelines in pricing admissions, facilities, and program services. This allows the users to better understand the philosophy behind pricing a service. Furthermore, the level of service and benefits users receive is translated into a price that is based on a set subsidy level, or on the level of individual consumption or exclusivity that is involved outside of what a general taxpayer receives. The subsidy levels should be in line with the Department's program plan.

Pricing policies provide a basis for clearly understanding the level of benefit and exclusivity the user receives above what a general taxpayer receives and the costs to provide services, programs, or facilities. The pricing policy is expressed in terms of the percentage of cost recovery the agency is trying to recover against the agency's overall budget and the activity goal within a specific core business.



Kayak Landing at Innovation Hills

10. Strategies

The following Key Goals and Strategic Recommendations for the Rochester Hills Parks and Natural Resources Department have been identified, evaluated, and segmented into six categories below to address six key areas of focus for the next ten years. The Goals, Strategies and Recommendations set forth key operational areas to address to strengthen the Department moving forward.

1. Staffing

GOAL: Determine the right staffing mix of full-time, part-time, seasonal, and contractual staff for parks based on maintenance and program standards for the care and management of parks, historic sites, natural areas, nature- and recreation-based programs, that meets the community's expectations for a high-quality park and historic site related system.

Strategic Recommendations

- » Target a maintenance staffing level of 28 to 32 maintained acres per FTE. Current grounds maintenance staffing is at 45 acres per FTE, or about 15 acres higher than the minimum standard (lower numbers are better). This is about 37% less staff than similar agencies across the US (see page 66, #18).
- » Add grounds maintenance staff until staffing is at least 35 acres per FTE.
- » Conduct a maintenance management study and categorize functions into desired levels of service, including city-wide landscaping and building maintenance functions, which includes cost-per-acre goals.
- » Based on maintenance study, analyze jobs and adjust functions to make sure they are conducted by most cost-effective staff level. This could include items such as assigning certain functions to different team members, contracting out certain functions to contractors to add capacity, or reducing level of performance for certain functions.
- » Align positions, responsibilities, and FTEs to meet best practices:
 - » **Administration: 15%**
This includes the director, marketing personnel, communications staff, registration staff, human resources, and finance staff.
 - » **Operations and Maintenance: 45%**
Includes park maintenance, forestry, park rangers and landscape staff.

» Recreation, Museum and Program Staff: 40%

Includes museum and programming staff.

- » Add administration staff, moving toward best practices of 12-15% administration staffing (currently at 7%).
- » Add Operations and Maintenance staff to meet 45% of FTEs based on best practices.

2. Natural Resource Management

GOAL: Develop a Natural Resources Plan for the park system and continue management of green space properties.

Strategic Recommendations

- » Consider city-wide tree coverage goals and a canopy protection plan that supports the development of a Forestry Maintenance Management Plan.
- » Continue to look for high-quality green space properties for acquisition.
- » Evaluate the ongoing stewardship maintenance structure.
- » Continue to enhance value on City Properties by removing non-native/invasive species.
- » Develop a tree care management plan for park properties.
- » Continue to plant a variety of different tree species for canopy protection.
- » Develop a formal policy in line with national best practices to preserve a minimum of 40% of the total park land as natural and minimally developed, with the remainder developed as managed park space, per industry standard.
- » Activate a connected River Stewardship and Trails Plan for City trail and water trail access.

3. Programming and Events

GOAL: Activate parks through appropriate programming that provides both self-directed recreation and programmed recreation for youth and adults to enjoy the parks and natural resources.

Strategic Recommendations

- » Explore the 30-year partnership with RARA to determine how to enhance resident service.
- » Utilize an independent consultant to evaluate the structure of RARA and the Parks and Natural Resources Department regarding a possible merger to improve resident service.
- » Increase effective ways to collaborate with partners and provide appropriate types and

number of programs and events in the parks and at the Museum to engage the community more directly with the benefits of outdoor spaces.

- » Develop written and formal agreements and contracts with external partners to successfully operate events and meet community expectations.
- » Establish clear policies for different types of partnerships (public-public, private-public, and public-not-for-profit partnerships).
- » Develop a systematic volunteer management and engagement system.

4. Funding

GOAL: Seek all available funding options for developing and managing the Parks and Natural Resources Department to maintain parks, natural areas, recreation facilities and the Museum in providing the best program possible for the entire community to enjoy.

Strategic Recommendations

- » Evaluate and implement funding strategies that appeal to sponsors, partners, government agencies, grantors, and other potential sources to provide funding for the current needs of the Department as well as to sustain the Department in the future. Pursue more philanthropy from individuals and not-for-profit organizations.
- » Develop a formal sponsorship program for businesses and not-for-profits to invest in the park system and Museum through business branding, tasteful signage, hosting and sponsoring events and supporting exhibits in the Department.
- » Develop a level of funding to allow proactive management of the Department, including maintaining the existing system, enhancing lifecycle replacement needs of the existing infrastructure, and consistent capital investment over time.
- » Create a stronger financial link and business management principles to keep the right balance between the operating budget and capital projects to not overextend the system.
- » Consider a dedicated funding source for operations and look at a variety of funding models available in Michigan.
- » Develop funding to at least an average of similar-sized Gold Medal Agencies nationwide.

5. Maintenance and Operations

GOAL: Maximize all city resources to assist in maintaining the parks, facilities and programs that are equitable to all departments in the city and ensure parks and natural resources are seen as equals when sharing employees and equipment to maintain the city.

Strategic Recommendations:

- » Review internal service levels received and delivered every other year. Develop a clearer model for shared responsibilities across Departments.
- » Enhance the organization structure to allow shifting designated levels of responsibility to encourage organic management of projects.
- » Create a decision tool and policy for prioritizing maintenance tasks.
- » Prepare a park site management plan for each park and facility to establish needed levels of maintenance and a method of evaluation.

6. Recognition

Goal: Strive to win the NRPA Gold Medal Award for the Rochester Hills Parks and Natural Resources Department as the top managed park and recreation department in its population class.

Strategic Recommendations:

- » Concentrate development of new policies and organization that aligns with national best practices to eventually pursue NRPA agency accreditation.
- » Seek agency accreditation.
- » Develop a team pride across the Department in pursuit of accreditation, including all seasonal team members.
- » Pursue the national Gold Medal Award through the NRPA for the City of Rochester Hills.

Table 14: 2024-2033 PNR Strategic Plan

Recommendation	Timeline	Goal
Explore the 30-year partnership with RARA to determine how to enhance resident service.	2023	Programming
Concentrate development of new policies and organization that aligns with national best practices to eventually pursue NRPA agency accreditation.	2023	Recognition
Target a maintenance staffing level of 28 to 32 maintained acres per FTE.	2023	Staffing
Conduct a maintenance management study to categorize functions into desired levels of service, including city-wide landscaping and building maintenance functions, which includes cost per acre goals.	2023	Staffing
Develop a policy in line with national best practices to preserve a minimum of 40% of all parkland as natural and minimally developed.	2024	Natural Resources
Develop written and formal agreements and contracts with external partners to successfully operate events and meet community expectations.	2024	Programming
Utilize an independent consultant to evaluate the structure of RARA and the Parks and Natural Resources Department regarding a possible merger to improve resident service.	2024	Programming
Based on maintenance study analyze jobs and adjust functions to make sure they are conducted by the most cost effective staff level. This could include items such as assigning certain functions to different team members, contracting out certain functions to contractors to add capacity, or reducing level of performance for certain functions.	2024	Staffing
Add administration staff, moving towards best practices of 12-15% admin staffing (currently at 7%).	2024	Staffing
Add Operations and Maintenance staff to meet the 45% FTEs best practices.	2024	Staffing
Develop funding to at least an average of similar sized Gold Medal Agencies nationwide.	2025	Funding
Consider developing a city-wide tree coverage goals/canopy plan.	2025	Natural Resources
Enhance the organization structure to allow shifting designated levels of responsibility to encourage organic management of projects.	2025	O&M
Create a decision tool and policy for prioritizing maintenance tasks.	2025	O&M
Review internal service levels received and delivered every other year. Develop a clearer model for shared responsibilities across departments.	2025	O&M
Align positions, responsibilities, and FTEs to meet best practices: Administration 15%, Operations & Maintenance 45%, Recreation 40%	2025	Staffing
Evaluate and implement funding strategies that appeal to sponsors, partners, government agencies, grantors, and other potential sources to provide funding for the current needs of the Department as well as to sustain the Department in the future.	2026	Funding

Recommendation	Timeline	Goal
Consider a dedicated funding source for operations and look at a variety of funding models available in Michigan.	2026	Funding
Evaluate the ongoing stewardship maintenance structure.	2026	Natural Resources
Develop a tree care management plan for park properties.	2026	Natural Resources
Develop a team pride across the Department in pursuit of accreditation, including all seasonal team members.	2026	Recognition
Increase effective ways to collaborate with partners and provide appropriate types and number of programs and events in the parks and at the Museum to engage the community more directly with the benefits of outdoor spaces.	2027	Programming
Pursue more philanthropy from individuals and non-profits.	2027	Funding
Establish clear policies for different types of partnerships (Public-private, private-public, public-non profit).	2027	Programming
Seek Agency Accreditation.	2027	Recognition
Develop a formal sponsorship program for businesses and non-profits to invest in the park and Museum system.	2028	Funding
Create a stronger financial link and business management principles to keep the right balance between operating budget and capital projects to not overextend the system.	2029	Funding
Develop a level of funding to allow proactive management of the Department, including maintaining the existing system, enhancing lifecycle replacement needs for infrastructure, and consistent capital investment overtime.	2029	Funding
Prepare a park site management plan for each park and facility to establish needed levels or maintenance and a method of evaluation.	2029	O&M
Pursue the national Gold Medal Award through the NRPA for the City of Rochester Hills.	2029	Recognition
Activate a connected River Stewardship and Trails Plan for city trail and water trail access.	2030	Natural Resources
Develop a systematic volunteer management and engagement system.	2031	Programming
Continue to look for high-quality green space properties for purchase.	Ongoing	Natural Resources
Continue to enhance value on City properties by removing non-native/invasive species.	Ongoing	Natural Resources
Continue to plant a variety of tree species for canopy protection.	Ongoing	Natural Resources

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Appendix

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Appendix A: Recreation Trends

National Trends in General Sports

Participation Levels

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

Five-Year Trend

Since 2016, Pickleball (71.2%), Golf-Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Boxing for Fitness (21.4%) and Competition

(20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

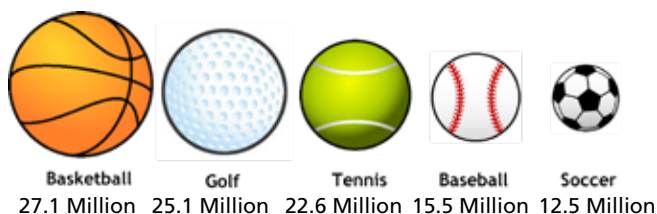
One-Year Trend

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decrease. This is likely a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

Core vs. Casual Trends In General Sports

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. Please see Appendix B for full Core vs. Casual Participation breakdown.

Figure 32: Participation Levels



National Trends In Aquatics

Participation Levels

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming

Table 15: National Participatory Trends – General Sports

Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

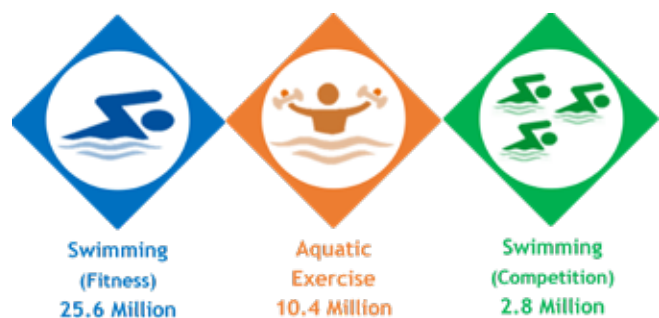
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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remained the overall leader in participation (25.6 million) amongst aquatic activities, despite the fact that most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.

Five-Year Trend

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the accessibility of facilities during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive

Figure 33: Participation Levels



Swimming suffered a -16.2% decline in participation.

One-Year Trend

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive Swimming increased by 8%.

Core vs. Casual Trends In Aquatics

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seem a drop in core participation (50+ times per year) in the same period. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. *Please see Appendix B for full Core vs. Casual Participation breakdown.*

Table 16: National Participatory Trends – Aquatics

Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



Caption

Table 17: Core vs. Casual Participation Trends – General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	22,343	100%	27,753	100%	27,135	100%	21.4%	-2.2%
<i>Casual (1-12 times)</i>	7,486	34%	11,962	43%	11,019	41%	47.2%	-7.9%
<i>Core (13+ times)</i>	14,857	66%	15,791	57%	16,019	59%	7.8%	1.4%
Golf (9 or 18-Hole Course)	23,815	100%	24,804	100%	25,111	100%	5.4%	1.2%
Tennis	18,079	100%	21,642	100%	22,617	100%	25.1%	4.5%
Baseball	14,760	100%	15,731	100%	15,587	100%	5.6%	-0.9%
<i>Casual (1-12 times)</i>	5,673	38%	8,089	51%	7,392	47%	30.3%	-8.6%
<i>Core (13+ times)</i>	9,087	62%	7,643	49%	8,195	53%	-9.8%	7.2%
Soccer (Outdoor)	11,932	100%	12,444	100%	12,556	100%	5.2%	0.9%
<i>Casual (1-25 times)</i>	6,342	53%	8,360	67%	7,586	60%	19.6%	-9.3%
<i>Core (26+ times)</i>	5,590	47%	4,084	33%	4,970	40%	-11.1%	21.7%
Softball (Slow Pitch)	7,690	100%	6,349	100%	6,008	100%	-21.9%	-5.4%
<i>Casual (1-12 times)</i>	3,377	44%	2,753	43%	2,729	45%	-19.2%	-0.9%
<i>Core (13+ times)</i>	4,314	56%	3,596	57%	3,279	55%	-24.0%	-8.8%
Football (Flag)	6,173	123%	7,001	121%	6,889	123%	11.6%	-1.6%
<i>Casual (1-12 times)</i>	3,249	53%	4,287	61%	4,137	60%	27.3%	-3.5%
<i>Core (13+ times)</i>	2,924	47%	2,714	39%	2,752	40%	-5.9%	1.4%
<i>Core Age 6 to 17 (13+ times)</i>	1,401	23%	1,446	21%	1,574	23%	12.3%	8.9%
Volleyball (Court)	6,216	100%	5,410	100%	5,849	100%	-5.9%	8.1%
<i>Casual (1-12 times)</i>	2,852	46%	2,204	41%	2,465	42%	-13.6%	11.8%
<i>Core (13+ times)</i>	3,364	54%	3,206	59%	3,384	58%	0.6%	5.6%
Badminton	7,354	100%	5,862	100%	6,061	100%	-17.6%	3.4%
<i>Casual (1-12 times)</i>	5,285	72%	4,129	70%	4,251	70%	-19.6%	3.0%
<i>Core (13+ times)</i>	2,069	28%	1,733	30%	1,810	30%	-12.5%	4.4%
Football (Touch)	5,686	100%	4,846	100%	4,884	100%	-14.1%	0.8%
<i>Casual (1-12 times)</i>	3,304	58%	2,990	62%	3,171	65%	-4.0%	6.1%
<i>Core (13+ times)</i>	2,383	42%	1,856	38%	1,713	35%	-28.1%	-7.7%
Soccer (Indoor)	5,117	100%	5,440	100%	5,408	100%	5.7%	-0.6%
<i>Casual (1-12 times)</i>	2,347	46%	3,377	62%	3,054	56%	30.1%	-9.6%
<i>Core (13+ times)</i>	2,770	54%	2,063	38%	2,354	44%	-15.0%	14.1%
Football (Tackle)	5,481	146%	5,054	144%	5,228	140%	-4.6%	3.4%
<i>Casual (1-25 times)</i>	2,242	41%	2,390	47%	2,642	51%	17.8%	10.5%
<i>Core (26+ times)</i>	3,240	59%	2,665	53%	2,586	49%	-20.2%	-3.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,543	46%	2,226	44%	2,110	40%	-17.0%	-5.2%
Gymnastics	5,381	100%	3,848	100%	4,268	100%	-20.7%	10.9%
<i>Casual (1-49 times)</i>	3,580	67%	2,438	63%	2,787	65%	-22.2%	14.3%
<i>Core (50+ times)</i>	1,800	33%	1,410	37%	1,482	35%	-17.7%	5.1%
Volleyball (Sand/Beach)	5,489	100%	4,320	100%	4,184	100%	-23.8%	-3.1%
<i>Casual (1-12 times)</i>	3,989	73%	3,105	72%	2,918	70%	-26.8%	-6.0%
<i>Core (13+ times)</i>	1,500	27%	1,215	28%	1,265	30%	-15.7%	4.1%
Track and Field	4,116	100%	3,636	100%	3,587	100%	-12.9%	-1.3%
<i>Casual (1-25 times)</i>	1,961	48%	1,589	44%	1,712	48%	-12.7%	7.7%
<i>Core (26+ times)</i>	2,155	52%	2,046	56%	1,875	52%	-13.0%	-8.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Table 18: Core vs. Casual Participation Trends – General Sports (Continued)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	4,029	100%	3,308	100%	3,465	100%	-14.0%	4.7%
<i>Casual (1-25 times)</i>	2,365	59%	1,931	58%	2,030	59%	-14.2%	5.1%
<i>Core (26+ times)</i>	1,664	41%	1,377	42%	1,435	41%	-13.8%	4.2%
Pickleball	2,815	100%	4,199	100%	4,819	100%	71.2%	14.8%
<i>Casual (1-12 times)</i>	1,710	61%	2,835	68%	3,454	72%	102.0%	21.8%
<i>Core (13+ times)</i>	1,106	39%	1,364	32%	1,365	28%	23.4%	0.1%
Racquetball	3,579	100%	3,426	100%	3,260	100%	-8.9%	-4.8%
<i>Casual (1-12 times)</i>	2,488	70%	2,476	72%	2,270	70%	-8.8%	-8.3%
<i>Core (13+ times)</i>	1,092	31%	950	28%	990	30%	-9.3%	4.2%
Ice Hockey	2,697	100%	2,270	100%	2,306	100%	-14.5%	1.6%
<i>Casual (1-12 times)</i>	1,353	50%	1,165	51%	1,206	52%	-10.9%	3.5%
<i>Core (13+ times)</i>	1,344	50%	1,105	49%	1,101	48%	-18.1%	-0.4%
Ultimate Frisbee	3,673	100%	2,325	100%	2,190	100%	-40.4%	-5.8%
<i>Casual (1-12 times)</i>	2,746	75%	1,476	63%	1,441	66%	-47.5%	-2.4%
<i>Core (13+ times)</i>	927	25%	849	37%	749	34%	-19.2%	-11.8%
Softball (Fast Pitch)	2,467	100%	1,811	100%	2,088	100%	-15.4%	15.3%
<i>Casual (1-25 times)</i>	1,198	49%	650	36%	934	45%	-22.0%	43.7%
<i>Core (26+ times)</i>	1,269	51%	1,162	64%	1,154	55%	-9.1%	-0.7%
Lacrosse	2,090	100%	1,884	100%	1,892	100%	-9.5%	0.4%
<i>Casual (1-12 times)</i>	1,153	55%	902	48%	1,009	53%	-12.5%	11.9%
<i>Core (13+ times)</i>	938	45%	982	52%	883	47%	-5.9%	-10.1%
Wrestling	1,922	100%	1,931	100%	1,937	100%	0.8%	0.3%
<i>Casual (1-25 times)</i>	1,139	59%	1,239	64%	1,290	67%	13.3%	4.1%
<i>Core (26+ times)</i>	782	41%	692	36%	647	33%	-17.3%	-6.5%
Roller Hockey	1,929	100%	1,500	100%	1,425	100%	-26.1%	-5.0%
<i>Casual (1-12 times)</i>	1,438	75%	1,129	75%	1,088	76%	-24.3%	-3.6%
<i>Core (13+ times)</i>	491	25%	371	25%	337	24%	-31.4%	-9.2%
Boxing for Competition	1,210	100%	1,361	100%	1,460	100%	20.7%	7.3%
<i>Casual (1-12 times)</i>	1,035	86%	1,214	89%	1,262	86%	21.9%	4.0%
<i>Core (13+ times)</i>	176	15%	147	11%	199	14%	13.1%	35.4%
Rugby	1,550	100%	1,242	100%	1,238	100%	-20.1%	-0.3%
<i>Casual (1-7 times)</i>	1,090	70%	807	65%	778	63%	-28.6%	-3.6%
<i>Core (8+ times)</i>	460	30%	435	35%	460	37%	0.0%	5.7%
Squash	1,549	100%	1,163	100%	1,185	100%	-23.5%	1.9%
<i>Casual (1-7 times)</i>	1,111	72%	669	58%	720	61%	-35.2%	7.6%
<i>Core (8+ times)</i>	437	28%	495	43%	466	39%	6.6%	-5.9%
Golf (Entertainment Venue)	8,173	100%	12,057	100%	12,362	100%	51.3%	2.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Table 19: Core vs. Casual Participation Trends – General Fitness

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	107,895	100%	114,044	100%	115,814	100%	7.3%	1.6%
<i>Casual (1-49 times)</i>	34,535	32%	34,742	30%	39,036	34%	13.0%	12.4%
<i>Core (50+ times)</i>	73,359	68%	79,302	70%	76,778	66%	4.7%	-3.2%
Treadmill	51,872	100%	49,832	100%	53,627	100%	3.4%	7.6%
<i>Casual (1-49 times)</i>	23,490	45%	19,549	39%	25,353	47%	7.9%	29.7%
<i>Core (50+ times)</i>	28,381	55%	30,283	61%	28,276	53%	-0.4%	-6.6%
Free Weights (Dumbbells/Hand Weights)	51,513	100%	53,256	100%	52,636	100%	2.2%	-1.2%
<i>Casual (1-49 times)</i>	18,245	35%	20,070	38%	21,560	41%	18.2%	7.4%
<i>Core (50+ times)</i>	33,268	65%	33,186	62%	31,076	59%	-6.6%	-6.4%
Running/Jogging	47,384	100%	50,652	100%	48,977	100%	3.4%	-3.3%
<i>Casual (1-49 times)</i>	21,764	46%	24,438	48%	23,441	48%	7.7%	-4.1%
<i>Core (50+ times)</i>	25,621	54%	26,214	52%	25,537	52%	-0.3%	-2.6%
Stationary Cycling (Recumbent/Upright)	36,118	100%	31,287	100%	32,453	100%	-10.1%	3.7%
<i>Casual (1-49 times)</i>	18,240	51%	13,249	42%	15,124	47%	-17.1%	14.2%
<i>Core (50+ times)</i>	17,878	49%	18,038	58%	17,330	53%	-3.1%	-3.9%
Weight/Resistant Machines	35,768	100%	30,651	100%	30,577	100%	-14.5%	-0.2%
<i>Casual (1-49 times)</i>	14,346	40%	10,940	36%	11,954	39%	-16.7%	9.3%
<i>Core (50+ times)</i>	21,422	60%	19,711	64%	18,624	61%	-13.1%	-5.5%
Elliptical Motion/Cross Trainer	32,218	100%	27,920	100%	27,618	100%	-14.3%	-1.1%
<i>Casual (1-49 times)</i>	15,687	49%	14,403	52%	14,156	51%	-9.8%	-1.7%
<i>Core (50+ times)</i>	16,532	51%	13,517	48%	13,461	49%	-18.6%	-0.4%
Yoga	26,268	100%	32,808	102%	34,347	100%	30.8%	4.7%
<i>Casual (1-49 times)</i>	15,486	59%	19,953	61%	20,110	59%	29.9%	0.8%
<i>Core (50+ times)</i>	10,782	41%	13,471	41%	14,237	41%	32.0%	5.7%
Free Weights (Barbells)	26,473	100%	28,790	100%	28,243	100%	6.7%	-1.9%
<i>Casual (1-49 times)</i>	10,344	39%	13,428	47%	12,649	45%	22.3%	-5.8%
<i>Core (50+ times)</i>	16,129	61%	15,363	53%	15,595	55%	-3.3%	1.5%
Dance, Step, Choreographed Exercise	21,839	100%	25,160	100%	24,752	100%	13.3%	-1.6%
<i>Casual (1-49 times)</i>	14,158	65%	16,652	66%	16,622	67%	17.4%	-0.2%
<i>Core (50+ times)</i>	7,681	35%	8,507	34%	8,130	33%	5.8%	-4.4%
Bodyweight Exercise	25,110	100%	22,845	100%	22,629	100%	-9.9%	-0.9%
<i>Casual (1-49 times)</i>	9,763	39%	9,581	42%	9,915	44%	1.6%	3.5%
<i>Core (50+ times)</i>	15,347	61%	13,264	58%	12,714	56%	-17.2%	-4.1%
Aerobics (High Impact/ Intensity Training)	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
<i>Casual (1-49 times)</i>	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
<i>Core (50+ times)</i>	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Stair Climbing Machine	15,079	100%	11,261	100%	11,786	100%	-21.8%	4.7%
<i>Casual (1-49 times)</i>	9,332	62%	6,339	56%	7,332	62%	-21.4%	15.7%
<i>Core (50+ times)</i>	5,747	38%	4,922	44%	4,453	38%	-22.5%	-9.5%
Cross-Training Style Workout	12,914	100%	9,179	100%	9,764	100%	-24.4%	6.4%
<i>Casual (1-49 times)</i>	6,430	50%	3,476	38%	4,179	43%	-35.0%	20.2%
<i>Core (50+ times)</i>	6,483	50%	5,704	62%	5,585	57%	-13.9%	-2.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to 25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
	Mostly Casual Participants (greater than 75%)							

Table 20: Core vs. Casual Participation Trends – General Fitness (Continued)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Trail Running	8,582	100%	11,854	100%	12,520	100%	45.9%	5.6%
Stationary Cycling (Group)	8,937	100%	6,054	100%	5,939	100%	-33.5%	-1.9%
<i>Casual (1-49 times)</i>	5,751	64%	3,134	52%	3,134	53%	-45.5%	0.0%
<i>Core (50+ times)</i>	3,186	36%	2,920	48%	2,805	47%	-12.0%	-3.9%
Pilates Training	8,893	100%	9,905	100%	9,745	100%	9.6%	-1.6%
<i>Casual (1-49 times)</i>	5,525	62%	6,668	67%	6,611	68%	19.7%	-0.9%
<i>Core (50+ times)</i>	3,367	38%	3,237	33%	3,133	32%	-6.9%	-3.2%
Cardio Kickboxing	6,899	100%	5,295	100%	5,099	100%	-26.1%	-3.7%
<i>Casual (1-49 times)</i>	4,760	69%	3,438	65%	3,328	65%	-30.1%	-3.2%
<i>Core (50+ times)</i>	2,139	31%	1,857	35%	1,771	35%	-17.2%	-4.6%
Boot Camp Style Training	6,583	100%	4,969	100%	5,169	100%	-21.5%	4.0%
<i>Casual (1-49 times)</i>	4,484	68%	3,204	64%	3,461	67%	-22.8%	8.0%
<i>Core (50+ times)</i>	2,099	32%	1,765	36%	1,709	33%	-18.6%	-3.2%
Martial Arts	5,745	100%	6,064	100%	6,186	100%	7.7%	2.0%
<i>Casual (1-12 times)</i>	1,964	34%	2,679	44%	2,728	44%	38.9%	1.8%
<i>Core (13+ times)</i>	3,780	66%	3,385	56%	3,458	56%	-8.5%	2.2%
Boxing for Fitness	5,175	100%	5,230	100%	5,237	100%	1.2%	0.1%
<i>Casual (1-12 times)</i>	2,678	52%	2,962	57%	2,985	57%	11.5%	0.8%
<i>Core (13+ times)</i>	2,496	48%	2,268	43%	2,252	43%	-9.8%	-0.7%
Tai Chi	3,706	100%	3,300	100%	3,393	100%	-8.4%	2.8%
<i>Casual (1-49 times)</i>	2,245	61%	1,858	56%	2,001	59%	-10.9%	7.7%
<i>Core (50+ times)</i>	1,461	39%	1,442	44%	1,393	41%	-4.7%	-3.4%
Barre	3,329	100%	3,579	100%	3,659	100%	9.9%	2.2%
<i>Casual (1-49 times)</i>	2,636	79%	2,721	76%	2,822	77%	7.1%	3.7%
<i>Core (50+ times)</i>	693	21%	858	24%	837	23%	20.8%	-2.4%
Triathlon (Traditional/Road)	2,374	100%	1,846	100%	1,748	100%	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	100%	1,363	100%	1,304	100%	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

Table 21: Core vs. Casual Participation Trends – Aquatics

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,601	100%	25,666	100%	25,620	100%	-3.7%	-0.2%
<i>Casual (1-49 times)</i>	17,781	67%	17,987	70%	17,598	69%	-1.0%	-2.2%
<i>Core (50+ times)</i>	8,820	33%	7,680	30%	8,022	31%	-9.0%	4.5%
Aquatic Exercise	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
<i>Casual (1-49 times)</i>	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
<i>Core (50+ times)</i>	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Swimming (Competition)	3,369	100%	2,615	100%	2,824	100%	-16.2%	8.0%
<i>Casual (1-49 times)</i>	1,881	56%	1,524	58%	1,708	60%	-9.2%	12.1%
<i>Core (50+ times)</i>	1,488	44%	1,091	42%	1,116	40%	-25.0%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

Table 22: Core vs. Casual Participation Trends – Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	42,128	100%	57,808	100%	58,697	100%	39.3%	1.5%
Bicycling (Road)	38,365	100%	44,471	100%	42,775	100%	11.5%	-3.8%
<i>Casual (1-25 times)</i>	19,244	50%	23,720	53%	22,280	52%	15.8%	-6.1%
<i>Core (26+ times)</i>	19,121	50%	20,751	47%	20,495	48%	7.2%	-1.2%
Fishing (Freshwater)	38,121	100%	42,556	100%	40,853	100%	7.2%	-4.0%
<i>Casual (1-7 times)</i>	20,308	53%	24,309	57%	22,451	55%	10.6%	-7.6%
<i>Core (8+ times)</i>	17,813	47%	18,247	43%	18,403	45%	3.3%	0.9%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	100%	36,082	100%	35,985	100%	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	100%	17,825	100%	16,371	100%	3.3%	-8.2%
<i>Casual (1-7 times)</i>	8,719	55%	11,281	63%	9,688	59%	11.1%	-14.1%
<i>Core (8+ times)</i>	7,136	45%	6,544	37%	6,683	41%	-6.3%	2.1%
Fishing (Saltwater)	12,266	100%	14,527	100%	13,790	100%	12.4%	-5.1%
<i>Casual (1-7 times)</i>	7,198	59%	9,109	63%	8,543	62%	18.7%	-6.2%
<i>Core (8+ times)</i>	5,068	41%	5,418	37%	5,246	38%	3.5%	-3.2%
Birdwatching (> 1/4 mile of Vehicle/Home)	11,589	100%	15,228	100%	14,815	100%	27.8%	-2.7%
Backpacking Overnight	10,151	100%	10,746	100%	10,306	100%	1.5%	-4.1%
Bicycling (Mountain)	8,615	100%	8,998	100%	8,693	100%	0.9%	-3.4%
<i>Casual (1-12 times)</i>	4,273	50%	4,803	53%	4,517	52%	5.7%	-6.0%
<i>Core (13+ times)</i>	4,342	50%	4,194	47%	4,176	48%	-3.8%	-0.4%
Archery	7,903	100%	7,249	100%	7,342	100%	-7.1%	1.3%
<i>Casual (1-25 times)</i>	6,650	84%	6,102	84%	6,054	82%	-9.0%	-0.8%
<i>Core (26+ times)</i>	1,253	16%	1,147	16%	1,288	18%	2.8%	12.3%
Fishing (Fly)	6,456	100%	7,753	100%	7,458	100%	15.5%	-3.8%
<i>Casual (1-7 times)</i>	4,183	65%	5,020	65%	4,762	64%	13.8%	-5.1%
<i>Core (8+ times)</i>	2,273	35%	2,733	35%	2,696	36%	18.6%	-1.4%
Skateboarding	6,442	100%	8,872	100%	8,747	100%	35.8%	-1.4%
<i>Casual (1-25 times)</i>	3,955	61%	6,315	71%	6,181	71%	56.3%	-2.1%
<i>Core (26+ times)</i>	2,487	39%	2,557	29%	2,566	29%	3.2%	0.4%
Climbing (Indoor)	-	n/a	5,535	100%	5,684	100%	n/a	2.7%
Roller Skating (In-Line)	5,381	100%	4,892	100%	4,940	100%	-8.2%	1.0%
<i>Casual (1-12 times)</i>	3,861	72%	3,466	71%	3,525	71%	-8.7%	1.7%
<i>Core (13+ times)</i>	1,520	28%	1,425	29%	1,415	29%	-6.9%	-0.7%
Bicycling (BMX)	3,104	100%	3,880	100%	3,861	100%	24.4%	-0.5%
<i>Casual (1-12 times)</i>	1,760	57%	2,532	65%	2,466	64%	40.1%	-2.6%
<i>Core (13+ times)</i>	1,344	43%	1,348	35%	1,396	36%	3.9%	3.6%
Climbing (Traditional/Ice/Mountaineering)	2,790	100%	2,456	100%	2,374	100%	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	n/a	2,290	100%	2,301	100%	n/a	0.5%
Adventure Racing	2,999	100%	1,966	100%	1,826	100%	-39.1%	-7.1%
<i>Casual (1 times)</i>	1,081	36%	328	17%	312	17%	-71.1%	-4.9%
<i>Core (2+ times)</i>	1,918	64%	1,638	83%	1,514	83%	-21.1%	-7.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

Table 23: Core vs. Casual Participation Trends – Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	10,017	100%	13,002	100%	13,351	100%	33.3%	2.7%
Canoeing	10,046	100%	9,595	100%	9,199	100%	-8.4%	-4.1%
Snorkeling	8,717	100%	7,729	100%	7,316	100%	-16.1%	-5.3%
<i>Casual (1-7 times)</i>	6,945	80%	6,374	82%	5,989	82%	-13.8%	-6.0%
<i>Core(8+ times)</i>	1,773	20%	1,355	18%	1,326	18%	-25.2%	-2.1%
Jet Skiing	5,783	100%	4,900	100%	5,062	100%	-12.5%	3.3%
<i>Casual (1-7 times)</i>	4,143	72%	3,783	77%	3,780	75%	-8.8%	-0.1%
<i>Core(8+ times)</i>	1,640	28%	1,116	23%	1,281	25%	-21.9%	14.8%
Sailing	4,095	100%	3,486	100%	3,463	100%	-15.4%	-0.7%
<i>Casual (1-7 times)</i>	2,833	69%	2,395	69%	2,418	70%	-14.6%	1.0%
<i>Core(8+ times)</i>	1,262	31%	1,091	31%	1,045	30%	-17.2%	-4.2%
Stand-Up Paddling	3,220	100%	3,675	100%	3,739	100%	16.1%	1.7%
Rafting	3,428	100%	3,474	100%	3,383	100%	-1.3%	-2.6%
Water Skiing	3,700	100%	3,050	100%	3,058	100%	-17.4%	0.3%
<i>Casual (1-7 times)</i>	2,667	72%	2,189	72%	2,209	72%	-17.2%	0.9%
<i>Core(8+ times)</i>	1,033	28%	861	28%	849	28%	-17.8%	-1.4%
Surfing	2,793	100%	3,800	100%	3,463	100%	24.0%	-8.9%
<i>Casual (1-7 times)</i>	1,768	63%	2,507	66%	2,158	62%	22.1%	-13.9%
<i>Core(8+ times)</i>	1,024	37%	1,293	34%	1,305	38%	27.4%	0.9%
Wakeboarding	2,912	100%	2,754	100%	2,674	100%	-8.2%	-2.9%
<i>Casual (1-7 times)</i>	2,017	69%	2,007	73%	1,902	71%	-5.7%	-5.2%
<i>Core(8+ times)</i>	895	31%	747	27%	772	29%	-13.7%	3.3%
Scuba Diving	3,111	100%	2,588	100%	2,476	100%	-20.4%	-4.3%
<i>Casual (1-7 times)</i>	2,292	74%	1,880	73%	1,795	72%	-21.7%	-4.5%
<i>Core(8+ times)</i>	819	26%	708	27%	680	27%	-17.0%	-4.0%
Kayaking (Sea/Touring)	3,124	100%	2,508	100%	2,587	100%	-17.2%	3.1%
Kayaking (White Water)	2,552	100%	2,605	100%	2,587	100%	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	100%	1,268	100%	1,297	100%	-25.3%	2.3%
<i>Casual (1-7 times)</i>	1,449	83%	1,015	80%	1,002	77%	-30.8%	-1.3%
<i>Core(8+ times)</i>	288	17%	253	20%	295	23%	2.4%	16.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	



Appendix B: Stakeholder Interview Data

Government Officials Questions and Answers

Question 1. What are your general perceptions of the parks, recreation facilities and opportunities available in the City of Rochester Hills?

As in the first question, answers were predictably short: particularly good, kept up well, a lot to offer, but were also mixed with more detailed answers. Participants felt the parks were doing a good job and have made positive changes and provide events that support what kids and young families are looking for in the park system. The beach is a unique amenity that the community enjoys. Maintenance in the parks is good and they are well kept and kept nice for users. Interviewees that enjoy sports felt those activities were appropriately represented in the parks. Those that had visited parks in other communities commented on the good mix of amenities and trails that are not found elsewhere.

Question 2. What do you feel people value most about the park facilities in Rochester Hills?

Answers to this question were similar indicating the Rochester Hills parks have many options and are well kept the participants said. Most all amenities are good, Innovation Hills is something well-liked by residents, and there is room for more trendy amenities at other parks. The parks are easy to find and are accessible to everyone.

Question 3. What do you feel people value most about the parks system's recreational facilities and opportunities? (neighborhood and community parks, trails, beaches, and other amenities)

Some interviewees had answers similar to question 2 and said they felt "facilities" meet the recreational needs of residents. Recently it seems there is more public time set aside for park activities; cultural events and gathering in park areas were two examples. Park locations are highly valued with community parks in locations that are easy to get to, yet the beach was not mentioned as highly valued. Outside passive recreation: picnic tables and seating areas are much appreciated by

park users.

Question 4. What amenities, facilities or activities do you feel are most needed in the system? Please discuss current parks, recreation or museum trends, or gaps in facilities to meet those trends and thoughts on short term and long-term development.

Some answers contained a long wish list of amenities and others looked to the future when answering. Sports activities, nature experiences, interactive activities and passive recreation were categories that many specific answers fit into. One commonality present was the need for open space gathering areas to enjoy with families and friends. A dog park was an answer by two individuals, while many others expressed value in quality maintenance to keep the parks presentable and enjoyable. Dividing their answers to now and the future were more restroom access, local music performances, create a focal point in the parks, and more convenient times for public events. Moving to needs in the future; activities for boy scouts and girl scouts, a skateboard park, WiFi in the parks, job fairs, and more green and open space were given as answers. This question gave participants an opportunity to think of amenities and activities they had experienced elsewhere and hope the park system would seriously consider them in the future of the parks.

Question 5. Are there amenities or facilities within the park system that you do not see value in?

Only a few participants gave answers to this question, while others said there was not anything they considered non valuable. The vacant land where signs indicate it is a park are useless. Rochester Hills is not a beach town, so beaches aren't considered a real value.

Question 6. What park or recreation facilities should be developed or expanded to meet the needs of the community in the future?

Individuals that were interviewed provided answers that were identifiable as facilities that would be

used by the younger age segment of residents. A pool was given as an answer as quick as the question was asked. Sports that are growing in popularity: cricket, skateboard park, and youth sports fields were given as answers. Including non-motorized transportation to visit the park was an answer that was park related but utilized outside of park property. Additional green space is needed and affordable for the City. Versatility in park amenities is present now and should continue to be a priority in the future. Stoney Creek Park has most everything that could be duplicated to make a nice park. The comment was made that it is difficult to please everyone so deciding on what should be done may be hard to do.

Question 7. What additions or improvements should be made to the Museum at Van Hoosen Farm in the City?

Some interview participants had not been to the museum or didn't know where it is. It was evident that people felt it was operated well and had good programming, but communication with other parks seems to be deficient. The school programs were an example of good programming and museum operations. The museum could partner with other historic homes in the area and expand on history of the Rochester Hills area. Answers from some interviewees were simple, positive, and short, "It's good." or "Pretty good."

Question 8. How would you like to see the undeveloped Tienken Property developed?

The property could be developed properly and made into a useable park if the right decisions were made. The previous idea to put a water tower there did not materialize so the property is vacant and overgrown. Answers included using the property for sports fields, a pool or dog walking. A dog park would not be right in that area. With the school nearby, the system should partner with the school district for more joint use of athletic space. Some thought as a park, trails and community friendly areas would be good for residents living nearby.

Question 9. How would you like to see the undeveloped Nowicki property be developed?

The land already belongs to the city and should be used instead of sitting vacant. As answers, participants suggested several recreation activities for the property. Outdoor youth activities were mentioned, such as a skateboarding park,

X-country skiing, and sledding, but most answers were more about passive activities. With the property located near the mall, it could be used for picnics or left as passive space with the property remaining in a natural state.

Question 10. What would you like to see done with Spencer Park?

It is a unique park with the lake and beach. Participants that have been there thought it was operated well and has a swimming and kayak area that people enjoy. Users could benefit from more signage and information about the park and locations of various amenities. Because the park is continually active and used by many, more restrooms could be added. Two interviewees felt nothing had to be done, the beach and other areas were adequate.

Question 11. What do you think would be a good location for a dog park?

Interviewees in this group had mixed feelings about a dog park. Two participants expressed their dislike for dog parks or that dogs in other parks can be dangerous. Dogs being walked on Hamlin Road are not wearing muzzles and can pose a danger to others. Those in favor of a dog park in the system thought Tienken or Nowicki Parks would be a good location, and Borden Park may also have potential. The dog park should be in a park centrally located in the city to make it more accessible to everyone. The dog park should only be a small area and fit into property at Innovation Hills.

Question 12. How do you feel about the Rochester Avon Recreation Authority (RARA Organization) and how well they are meeting the needs of city residents?

RARA is fading in its usefulness to the community. Some interviewees were not familiar with what the organization does but had heard of them throughout the years. One interview participant has worked with them in his capacity as an assistant coach and knows the community provides them funding even though they are a private organization. The same participant extended his answer to say that RARA has control over all school field operations and their method has gone on too long.

Question 13. Do you feel there should be a better partnership between the Park and Natural Resources system and the RARA organization?

Participants were vague about what they knew about RARA. Those that did have and answered said there could be a better relationship between the Parks and Natural Resources system and RARA or keep them separate from the system. For the involvement RARA has with sports in Rochester Hills, knowledge about them was minimal.

Question 14. What value do you place on technology within the park system? (Wi-Fi or other technology needs or wants?) Please explain.

Technology did play a part in answers of the participants, and most were about diverse types to fit specific user's needs. An indirect value to the park system was to include cell towers on parkland. The towers could be placed in the parks and will generate funds for the system by a land lease to cell providers. Wi-Fi was a common answer since it is popular most everywhere else, was an answer came as no surprise. QR codes on signs throughout the parks would provide information to park visitors, along with comments that QR codes are now used by park visitors and easily provide information since most everyone has a cell phone. Charging stations for electric cars would have potential as more of them are on the roads everywhere. Participants that were unsure about technology may be good in the parks, said they did not know much about it and really couldn't provide any answers.

Question 15. How does your organization engage the parks system? (rentals, health, education programs, recreation programs)

Some participants were not able to answer because there was no direct connection to the park system. Some interviewees were on committees involved in park events, activities, or provide operational assistance. One participant helped develop QR codes that visitors were starting to use in parks, and comments were made about renting sports fields for team competition.

Question 16. Please finish this statement. "My vision for Rochester Hills Parks and Natural Resources is _____ within the next ten years.

Answers from this question were straightforward and expressed the importance the park system has to the community. The park system should reach out to the public and let them know they are growing with the City through more events

and many different amenities. More aggressive marketing would inform people that parks provide programs and services for all ages and the needs of many residents in Rochester Hills.

Question 17. What challenges do you see for the park system as the city grows and changes? (such as general maintenance, replacement of existing facilities and amenities, staffing requirements, partnership need / requirements, capital needs or other park operations)

Some answers were a take-off from the examples provided. A growing city will mean more park visitors and present additional needs for staffing, maintenance, all park operations and definitely funding to support park expansion. Much of the park visitors are comprised of families or retired individuals and better marketing would reach out to the middle-aged residents, as well as the community as a whole would appreciate knowing about activities in the parks. Obtaining funds locally by offering naming rights for buildings, fields, amenities to business and organizations would provide them name recognition and generate funds for the system. Security will most likely need to be evaluated, increased with more technology added to provide security for the safety of park users. Young people will be a large part of the growing community and events should include experiences they want, as well as active experiences in addition to the family-oriented amenities.

Question 18. What are the key outcomes you would like to see come from this Master Plan?

A pinpoint conclusion from this question would be parks and the community. People in the community want to know more about what the park system provides so more people could enjoy new experiences and events. Adding new amenities and programs would also bring more people to visit the parks and gather in natural surroundings and areas.

Question 19. What are the best ways to pay for the identified outcomes of the Master Plan? (general taxes, user fees, sales tax, grants or other)

Participants commented that funding is a major issue in all things today, including parks. Growth of the community will take more funding to expand park operations, maintenance, amenities, and programs. Utilizing sponsorships for existing sports fields and other amenities should be implemented

by the system as more facilities are developed in the future. In addition to sponsorships from local sources, fundraising events will draw businesses and organizations to participate and utilize crowd exposure to raise money for the system. Managing funds and operating within the constraints of the budget will be necessary. Effective spending should be a priority for the parks to provide good programs and park upkeep. Raising taxes is never popular with the public, so the system should investigate additional government resources for state and national funding opportunities. Grants and existing bonds to support CIP and other major park expenses are other ways the system should investigate.

Question 20. What questions have I not asked you that you would like to have represented in the Master Plan?

- » “The interview was good. No questions from me.”
- » “How is the plan being completed and implemented?”
- » “You should ask more about playgrounds and trails.”
- » “How does this Master Plan process work?”
- » “You didn’t ask much about Bloomer Park or pocket parks – what could be added there?”
- » “No. Thanks for interviewing me.”

Participants were happy to be a part of the interview process and asked how the Master Plan process will progress. There were specific topics they would have liked to be a part of the interview, since they had comments, they wanted to contribute. With the interviews done individually by phone instead of a group, there was no interaction of participants to build upon answers that were given.

City Council Questions and Answers

Question 1. What are your general perceptions of the parks, recreation facilities and opportunities available in the City of Rochester Hills?

All participants provided answers that the park system is particularly good, has great amenities, and offers a wide selection of enjoyable experiences. They did comment that updates in some areas are needed and on physical structures, seasonal employees may help but part time employees are not easy to hire. Additional full-time staff would be valuable in the day-to-day operations of the system but hiring and retaining them is an economic problem also. Residents love the parks, and with attendance over one million visitors per year including Innovation Hills as a state-of-the-art amenity, the staff needs to avoid the “old park” mentality, move forward, and pursue trends in the parks and recreation industry. Bloomer Park is recognized as a park that truly needs redone.

Question 2. What do you feel people value most about the parks and park facilities in Rochester Hills?

Although some areas in the parks need updating, they have something different for all families and individuals. Sports activities, nature, trails, soccer, the beach, and areas for people to relax and gather are important to interviewees. Participants mentioned Innovation Hills for its creativity and how well people like to visit and use the boardwalk and playgrounds for kids. The parks have plenty of trees and create an “away from city” feel for general recreation as well the comforting feel of the outdoors.

Question 3. What amenities, facilities or activities do you feel are most needed in the parks? Please discuss current parks, recreation or museum trends, or gaps in facilities to meet those trends and thoughts on short and long-term development.

Participants said the parks were a mix of sports, recreation amenities, natural areas, and activities for everyone to enjoy. An aging population will encourage activities suited to their age segment. Additional programming and the Arts would engage residents to the parks and would increase attendance. Popular answers included how park visitors widely use playgrounds and trails. A

dog park would be good to have at one of the parks. The parks have plenty of trees making the playgrounds and other areas feel like they are not in an urban setting. There are areas and facilities that need updates and for now, they are just above average and will require reinvestment to keep them fresh and attractive. A variety of sports activities are present in the parks, and more pickleball courts are needed to accommodate the growing demand by players. Disc Golf would be a low-cost sport that would complement existing sports as well as encourage other trending sports. New ideas should bring out new park opportunities like Innovation Hills as well as passive areas that are ADA accessible will become needed as the City grows.

Question 4. Are their amenities or facilities within the park system that you do not see value in?

Everyone that participated had the same overall response that the parks don't have any amenities or facilities that are of no value. The parks were praised for the variety of choices for program and services to align with the needs of all residents as well as visitors from nearby communities. One interviewee had not visited some parks in the system, but they still felt the parks are well used by the community.

Question 5. What future parks or recreation facilities should be developed or expanded to meet the needs of the community for the future?

This question incited participants to express their desire for a dog park to be built in the system as answers to this question. Nowicki was a location that was brought up as a good location for a dog park and nature trails and would also be a location. Team sports fields were thought to be a positive addition to parks with more pickleball courts developed and possibly converting more tennis courts to pickleball courts. A strategic plan should guide suggestions to become realistic additions in the future, and possibly merge the RARA organization into a Strategic Rochester Hills Recreation Authority. Nowicki, Borden and Bloomer Parks were brought up as potential locations for multiple uses: outdoor recreation, sports, greenspace, trails, disc golf, a dog park, and an area for people to gather. Park land is difficult to acquire so a concentrated effort needs to be made to increase the size of parks for all uses, especially for green space or to preserve

land from development. Pine Trace does need some investment and operation of the park and the property lease should be re-evaluated since opportunities exist for event space in the future. Paint Creek Trail is managed by three municipalities and a Master Plan should provide guidance regarding redevelopment and governance of that site. As the City grows and the senior age segment increases, the park system should be more welcoming to them and make efforts to meet their specific needs. Including a petting zoo at the Museum at Van Hoosen Farm and adding a similar amenity at the Yates Cider Mill would be an enjoyable new experience for families.

Question 6. What additions or improvements should be made to the Museum at Van Hoosen Farm in the City?

The museum is well known and considered "the jewel" of the city and a considerable amount of money has been spent to make it a great destination. As a historical destination, more signage internally and externally would help people locate it easier, navigate its features better, and even promoting the name of the park more on entrance signs may create additional interest and help extend interest to more visitors. Participants said that funding will need to continue through endowments or government contributions, but the museum is at near full capacity so in the future additional structures may be needed.

Question 7. How would you like to see the undeveloped Tienken Property be developed?

Some interviewees were not aware of the location of the property and those that knew said it was small but had natural elements and would like development to be minimal. Greenspace and trails were ideas given as answers and the small size could make it a candidate for a pocket park with a small playground. One person indicated uncertainty about the location, yet overall, it was felt that it should be partially developed, keep the property oriented for kids and yet contrary to not developing the property, it was mentioned a small amphitheater would be one amenity that could be added in the future.

Question 8. How would you like to see the undeveloped Nowicki property developed?

Many answers from participants would like to include a dog park on a portion of the property

and since the property is undeveloped, it would be a good addition to the parks in Rochester Hills. With the property undeveloped and in a natural state, trails and greenspace were mentioned as long as the area was left for enjoying nature. Sports use was included in answers where multiple uses were mentioned. A minimal number of fields were suggested in order to avoid taking up too much property and causing issues with neighbors. Passive use on greenways and trails would not require the amount of parking that would be needed for sporting events so most of the property would be used as valuable natural areas, greenways, or trails.

Question 9. What would you like to see done with Spencer Park?

Questions asked about potential uses for parks in previous questions, participants made similar comments about Spencer Park and how the community enjoys the beach. Multiple amenities associated with the beach such as the boathouse area and other facilities need updates that were described as minor to massive. The pier, shore area, stations around the lake were included in answers as positive features in the park. The park has several amenities that are well used by visitors to the beach area, yet interviewees thought a floating play feature in the lake, hammocks in shaded areas, and spaces to relax under sunshades would be additions people would like. Private management of the park may benefit operations and improve maintenance. There are changes participants mentioned such as removing the fitness trails that are not used. Additional ball fields may be worth considering and the interviewee thought sports would not interfere with neighbors of the park.

Question 10. What do you think would be a suitable location for a dog park?

The question for which park would be a good location for a dog park brought forth a variety of locations. Nowicki, Tienken and Wabash were individual parks given as answers with exceptions of minor obstacles that would need attention. Most parks are dog friendly and people that have dogs bring them to walk in parks. Yates and Innovation Hills were definitely labeled as a no, while Borden, Wabash, and Bloomer were considered an alternative. However, Wabash used to have a frisbee golf course and a dog park might work well there. Comments were raised that even with the desire for a dog park getting a lot of attention, it

can be a challenge to create and maintain, and that dogs allowed to run inside a fenced in area could create a liability. Aside from two participants, all others provided locations that were opportunities for a dog park.

Question 11. Please finish this statement. “My vision for Rochester Hills Parks and Natural Resources is _____ within the next 10 years.

All participants had answers that challenged the system to be better and pursue amenities that will make the parks state of the art. Building on a historical foundation and moving forward will continue to mix natural resources with trendy recreational offerings the community wants, residents will enjoy and will be accessible and inclusive for all. The system should expand by 10% in all areas, services offered, and become nationally and internationally recognized while reinvesting in and maintaining what they already have. New trends should be discovered and introduced to the system to keep it fresh and modern as they move into the future.

Question 12. What challenges do you see for the park system as the city grows and changes? (such as general maintenance, replacement of existing facilities and amenities, staffing requirements, partnership needs, requirements, capital needs or other park operations).

When interviewees answered, they discussed maintenance, taking care of what is present now, and how to obtain the necessary funding for these areas. It is important to fund and manage capital improvement projects effectively. Parking throughout the park system and especially at Innovation Hills was provided as an answer to new challenges. Others discussed how technology would continue to be a major interest of park visitors. As the city grows, more residents will use the parks and more sports fields and amenities will be required. One participant said RARA is indecisive and there were not sure if they operate for the benefit of residents or if they should be run by the city. Some challenges will be to provide more maintenance that will be needed as parks will be used more by the increasing population, adding technology that the community will want, and adding more staff in all park departments to operate the parks successfully.

Key Leaders Questions and Answers

Question 1. What are your general perceptions of the parks, recreation facilities and opportunities available in the city of Rochester Hills?

Participants said they thought the parks are good for the community, and were pleased a new park was recently opened, while another interviewee stated they did not know much about the park system but enjoyed the events provided. The parks have a lot to offer and there is plenty for families and children who desire to use the parks system and they also have amenities, trails, and activities not found in other park systems. Comments that participants heard in the community usually included how well the parks were maintained and that they are clean. A unique amenity is the beach at Spencer Park, and it has many amenities residents enjoy in addition to the water activities of the lake. As a park and natural resource system, they are making positive changes to add to nature areas and yet there is more that parks could do in the future for the community. Overall, those interviewed felt the Department does a good job operating the parks.

Question 2. What do you feel people value most about the parks and park facilities in Rochester Hills?

Interviewees had answers that the community enjoys the parks because they are fun to visit, have good amenities and they are easily accessible. Innovation Hills Park was mentioned as a positive and interesting park in the system and there are other options throughout the parks that are great to visit. New and different amenities would be appreciated and could compliment what Innovation Hills Park has to experience. The parks are located well through the city in existing neighborhoods, but there are not any parks associated with areas where apartment complexes and new residential developments are located or being built.

Question 3. What amenities, facilities or activities do you feel are most needed in the parks? Please discuss current parks, recreation or museum trends, or gaps in facilities to meet those trends and thoughts on short- and long-term development.

Outdoor activities were mentioned as a plus to the parks. Especially trails, places to gather and also the cultural events the parks provide. Social use of the parks would benefit from the addition of picnic areas and places for families to relax and eat. The

community has a real interest for a dog park to be added to one of the parks in the system. The beach was not an amenity one participant felt that is needed in the system. As in the previous question, ease of access was also mentioned as a positive attribute. Parks are well managed by the Department and good maintenance keeps them presentable to park visitors.

Question 4. Are there amenities or facilities within the park system that you do not see value in?

Only one comment was made that Rochester Hills is not a beach town, so in that participants' eyes, the beach is actually not an amenity needed or required by the system. This was a personal comment and others felt the beach was good for the City and residents like it. Vacant property that is not a park but has park signs is not valued for the system yet could possibly be converted to parks and could be a good asset of the Department if the locations were promoted to the public. The general feeling by participants is there is not anything they feel not valuable for the parks at this time. They are happy with amenities in the parks and how they serve the public.

Question 5. What future park and or recreation facilities should be developed or expanded on to meet the needs of the community in the future?

More biking at the velodrome, and a skateboard park were activities that would be good to improve on in the future. Parks should have more variety of amenities, including green space, safe trails, and general use. Stoney Creek Metro Park is an example of what future parks should be like. Trying to determine what could be wanted by the residents in the future would be difficult to do since Rochester Hills has varied demographics that value recreation in different ways. A pool and cricket fields would be great additions as Rochester Hills moves into the future.

Question 6. What additions or improvements should be made to the Museum at Van Hoosen Farm in the City?

Some of those interviewed had not visited the museum, and those that had been there were pleased with their experience. Since the museum is historical in nature, it was mentioned that old and original homes in Rochester Hills could be included

in a tour to highlight how the houses played a part in the community in the past and add historical exposure about the area for park visitors. The school program is extremely popular and attended well by kids in the community, as well as the programs, exhibits, and spaces in the museum provide interesting information. The museum is managed very well, is good for the system, and if they would communicate more effectively with other parks in the system it would help them understand more about what park visitors are saying about other experiences that residents want in programs.

Question 7. How would you like to see the undeveloped Nowicki property be developed?

Some interviewees were not even aware of the property at Nowicki or its location yet still voiced an opinion when they heard it was undeveloped and not being used. They felt if the property is vacant, there is something that the Department could use it for since other parks are so well developed. Since it is undeveloped and not maintained, leaving it in a natural space with some passive areas for picnicking or quiet relaxing is a possibility throughout spaces in the property. With the property undeveloped it may be a good opportunity to start with an empty slate and develop amenities that are not currently present in other parks in the system or amenities that fit the surrounding neighborhood residents.

Question 8. How would you like to see the undeveloped Tienken property be developed?

Participants had more ideas for this undeveloped property in the park system. Sports fields and activities were given as possibilities for the park or utilize a partnership with the school district to provide them with additional access to compliment sports fields the schools already have. It was questioned why the property was acquired initially, while plans were in place to put a water tower there, or to keep someone else from buying it and to have it available for park use if they every decided they need more parkland. With nothing on the property, it could be left primarily alone, or used more extensively with a pool built there. Community spaces and open areas are valued by residents in the Rochester Hills community so minimal development would provide spaces and areas for gathering and add natural trails for dog walking though the undeveloped sections of a new park.

Question 9. What would you like to see done with Spencer Park?

Spencer Park is a unique park in the system, and it is fine the way it exists with the food offerings that complement the beach, swimming, fishing, and kayak areas. It seems ironic that a park with a beach and enjoyed much by the community that there were two participants that were unaware of their location. As with other properties that were asked about, some participants were unaware of where Spencer Park was located. Activities and food booths there are good compliments for time spent swimming, on the beach sunbathing, or fishing. It's a highly active location and the community really enjoys it as a part of the park system.

Question 10. What do you think would be a good location for a dog park?

A dog park has been mentioned as a need several times during the interviews. The two previous properties (Nowicki and Tienken) and other parks were given as answers for a good location of a dog park. There were several parks given as location of where not to have a dog park and followed with reasons about why not. While answers were nearly all positive to adding a dog park to the system, some did not want a large area for dogs to run unleashed, but just a small area where a limited number of dogs could use it. Dogs without muzzles are walked in many areas of the parks now, and a dog park may give dog owners a solution to dogs being a danger in areas of the park that other residents like to use for walking or relaxing.

Question 11. Please finish this statement: "My vision for Rochester Hills Parks and Natural Resources is _____"

__ within the next ten years."

The blank space in this sentence gave free reign for participants to mix their answers about what the parks need now and how those needs would increase and evolve in the future as the city population continues to rise. Answers were about the community needs, park opportunities, and how the park system needs to align with population growth and that better marketing to inform residents of what parks are offering. Including more off-season recreation was mentioned to increase use of the parks and provide new activities residents would enjoy. In order for parks to grow, the city must also believe that system should

grow and be willing to invest financially to assist with new amenities, programs and facilities new residents want.

Question 12. What challenges do you see for the park system as the city grows and changes? (such as general maintenance, replacement of existing facilities and amenities or staffing requirements)

With growth of the city in this question, more answers were given of how parks would be affected by a larger population and more park use. For parks to be maintained well there will need to be a larger staff to keep parks clean, care for amenities, provide programs as well as more security to keep parks safe for everyone. Obtaining and utilizing revenue from sponsorships will provide businesses name recognition and will help with the expenses of the parks, especially sports fields. Reaching more people and especially middle age young adults will need to be a focus for marketing and programming will also need to be adjusted to serve more people and a more diverse population.

Stakeholders Questions and Answers

Question 1. What are your general perceptions of the parks, recreation facilities and opportunities available in the City of Rochester Hills?

Overwhelmingly, interview participants had positive comments about the parks, they are pleased with what the parks offer to the community, and there is diversity in what is offered at each of the parks with trails, playgrounds, biking, green space, the beach, the museum, sports and Innovation Hills Park. The parks are well used and some amenities in the system are beyond what other nearby communities offer, yet some comments suggested new types of amenities and services that the Department should consider offering. Regarding the condition of the parks, the majority commented the parks are inviting, well maintained, and enjoyed by the community. There were a limited number of answers regarding the outdated condition of some buildings and facilities, therefore making necessary improvements should be a priority.

Question 2. What do you feel people value most about the parks and park facilities in Rochester Hills?

This question prompted answers a bit broader than question one, and by inquiring how “people” feel about the parks, not just how the participant feels. This can refer to what they hear from others, or what they think is the impression of the parks by the community in general. Enjoyment of nature, open space and trails were the most prevalent answers, while others mentioned easy accessibility to the parks as well as the presence of good amenities as important. Cleanliness and safety in the parks are valued by park visitors and given as answers by some interviewees. Two participants mentioned they like the beach area and that it is unique to the area and a great place to go in the summer. During the interviews, Innovation Hills Park and the Museum were said to be distinct features people like and are what the Department is known for.

Question 3. What amenities, facilities or activities do you feel are most needed in the parks? Please discuss current parks, recreation or museum trends, or gaps in facilities to meet those trends and thoughts on short- and long-term development.

While the museum is well liked, having more staff would allow the museum to be open all year. Parking there is not sufficient while the same lack of

parking problem exists in areas near trailheads where people need to park and walk. Some participants miss the Nature Center that was closed over 10 years ago, yet realize it was a lot to take care of. The declining condition of the seldom used Velodrome was mentioned, as well as the need for upgrading the restrooms. There are facilities and amenities in the parks that need to be better maintained, kept cleaner, and the aging Bloomer Park and Yates Park was given as an example for updating. Looking to the future, a dog park, adventure related amenities, and modern activities should be included in the parks to keep them fresh for young adult residents and park users.

Question 4. Are there amenities or facilities within the park system that you do not see value in? Please explain.

The majority of participants said the parks have nothing they see that has no value and are pleased with existing amenities and facilities. The Velodrome and seldom used cricket fields were referred to negatively and were said to require staff that could be used elsewhere in the parks and possibly a larger venue for events and concerts. Sports fields and shelters require considerable resources to manage reservations, and they also need to be updated. One interviewee thought museum tours are declining and different hours should be considered since attendance is decreasing.

Question 5. What future park or recreation facilities should be developed or expanded to meet the needs of the community for the future?

Of all parks in the system, the Nowicki property needs to be developed and additional trendy programs could be included there. Since Innovation Hills Park has the most attendance, more parking and restrooms should be added, and creating more outdoor space would also be a benefit to the visitors. Nearly everyone interviewed thought a dog park should be added as well as sports fields for soccer and lacrosse, and even a driving range and adventure / fitness park could be added attractions. With the growth of the city and increasing attendance at parks, traffic will be an ongoing issue and local pocket parks could be added to reduce people driving across town to use a park. Better signage will be required to guide many first-time visitors using the park system.

Question 6. What additions or improvements

should be made to the Museum at Van Hoosen Farm?

Answers about the museum included comments that it is operated very well and retaining the historic aspect is important to those questioned. Some participants thought returning Van Hoosen Farm to a working dairy would be interesting, however there were a few that felt nothing else needed to be developed. Some felt the Department was doing as well as it could with what is available for the museum, yet most feel there needs to be some updates to buildings on the farm. Other uses could include using space there for various social events to expand the capabilities of the facilities, and also that shelters in outdoor areas could be used during special events. In addition to updating buildings, more parking would be useful, and repairs need to be made on the driveways and entrances would improve the appearance of the property.

Question 7. How would you like to see the undeveloped Nowicki property be developed?

The property is large and overgrown where trails could be developed in some areas and include workout stations so most of the site could be left intact or leaving it completely undeveloped may be best. One participant answered that the Nowicki property would be a good place to establish a disc golf course, while others suggested some basic amenities including a playground, bathrooms, and areas to relax without interrupting the natural feel. Those that mentioned a dog park in previous answers thought this property would be ideal because it is not developed, and a dog park could be added with the foliage creating a natural barrier to the few neighbors near the property.

Question 8. How would you like to see the undeveloped Tienken property be developed?

This park property is not as large as the Nowicki property and was not known by some interview participants. Others provided answers that the park is in a natural state and any developments should be minimal and consume only small spaces such as a small playground, shelter house, dog park, possibly a skate park, or leave it untouched. There would certainly be more maintenance to control invasive species and manage trees on the property due to overgrowth present now. The proximity to the school could be an opportunity for some youth type amenities and place for them to gather.

Question 9. What would you like to see done with Spencer Park?

The beach is popular and mentioned in most answers. The bathrooms there need updating, and the gravel parking lot needs to be paved. Most interviewees thought the Spencer Park is enjoyable and widely used, yet wheelchair access to the beach should be added. The areas around the beach need an updated look as well as enhancing and expanding the picnic area to reduce overcrowding were other suggestions. The beach has some rock areas that wash out and need repairs to fix the erosion. The trail around the lake is used but repaving it would make it better for foot traffic, bikes and baby strollers, and encourage more use. An inflatable floating feature would be a great play amenity, or possibly develop a water park with a partner for those visiting the beach would be a great experience. Water activities have seasonal appeal to users, as does hockey and a skate night for families. Other activities could be included to increase use in all seasons.

Question 10. What do you think would be a good location for a dog park?

The request for a dog park has come up in answers to many of the interview questions, and nearly all participants thought that the Nowicki property would be a good location. Tienken Park was occasionally included in answers with the Nowicki property, and Helen Allen Park as other possibility. There was additional conversation that prompted answers about the real desire for a dog park to be added to the system, yet there was an adamant reply that a dog park should not be a part of the Tienken property but maybe in sections of Bloomer Park and Yates Park. One participant expressed concern that a dog park may create liability issue to the park system.

Question 11. Please finish this statement: "My vision for Rochester Hills Parks and Natural Resources is _____ within the next ten years."

Answers to this question ranged from maintaining what exists to the addition of trendy amenities in the parks. Minor updating, but not major improvements are needed and maintaining sports areas should be ongoing to support more field use as the population of the City grows. Bringing more outdoor opportunities, trails and small amenities will also be needed for more residents using parks.

In order to use parks during more seasons, there will be challenges including more staff, modifying restrooms that are not designed to be open in the winter, as well as providing non-seasonal programming. It was mentioned that in order to meet the increased use of parks by a growing community, acquiring more park land may be needed. However, updating facilities, amenities, and park property was a common theme from participants.

Question 12. What challenges do you see for the park system as the city grows and changes? (such as general maintenance, replacement of existing facilities and amenities or staffing requirements)

The most common answers were regarding the lack of staffing throughout the system. Seasonal staff is difficult to find and keep due to the strained economic times and as the City grows, more park users will require additional staff to perform additional parks maintenance and update areas where ongoing repairs are definitely needed. The population growth will include varied demographics that will create needs for new types of cultural amenities. One interviewee mentioned how population could be affected if too much business and companies move to Rochester Hills and consume residential space that would be for housing, so the population may not increase but park use could diminish. Answers were specific, some areas that need updating are restrooms, parking lots, facilities, and amenities. An aging population will present a need for a Senior Center. Upkeep and renovation in the parks are noticed by residents and will need to be done before amenities and facilities become in poor condition or unusable by visitors. This work, as well as replacement of various amenities will require adequate funding. Answers were mixed with comments regarding the current and future need for funding which will be mostly used for repairs that are needed as well as maintaining what exists in the parks now. Staffing will become more of an issue and with expanding services it is difficult to get new hires and maintain a full staff beyond what is available now.

Appendix C: 2022 Parks & Recreation
Needs Assessment Report



2022 PARKS & RECREATION NEEDS ASSESSMENT

Findings Report

Prepared By
ETC INSTITUTE
OLATHE, KS

Presented To The
ROCHESTER HILLS, MI
PARKS & RECREATION
DEPARTMENT

SEPTEMBER
2022



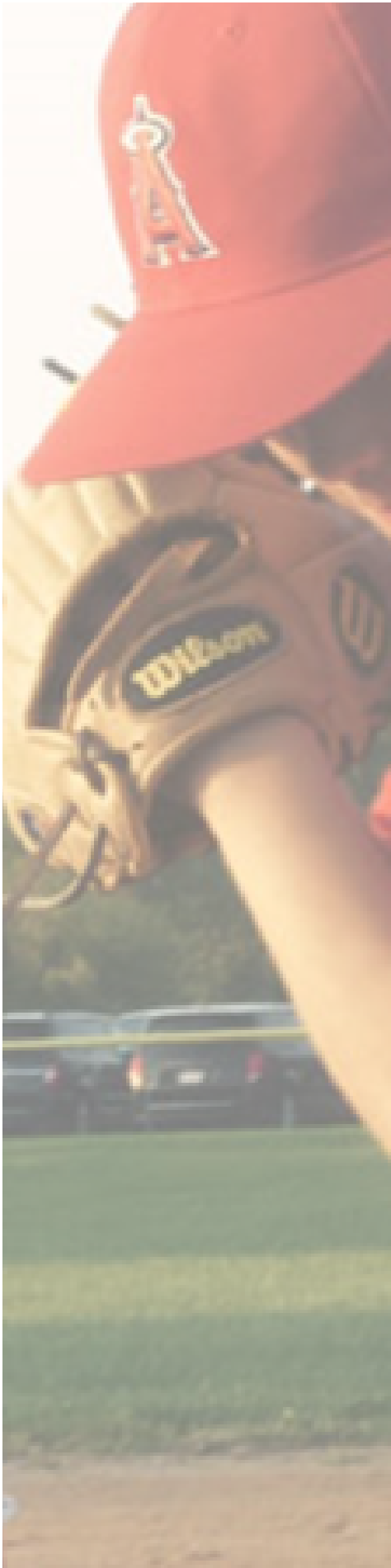


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01	Executive Summary	Page i
02	Charts & Graphs of Survey Results	Page 1
03	Priority Investment Analysis	Page 37
04	Importance-Satisfaction Analysis	Page 41
05	Tabular Data	Page 45
06	Survey Instrument	Page 100

The graphic consists of a white square on the left containing the number '01' in a large, bold, black font. To the right of this square is a horizontal green bar. The words 'Executive' and 'Summary' are written in a white, sans-serif font, stacked vertically within the green bar.

01 Executive
Summary

2022 City of Rochester Hills Parks and Natural Resources Master Plan Survey Executive Summary Report

Purpose & Methodology

Purpose

ETC Institute administered Parks and Natural Resources Master Plan Survey on behalf of the City of Rochester Hills, MI. The purpose of the survey was part of the process of updating the Parks and Recreation Department's Master Plan. The data compiled from the survey will be used to help decision-makers determine programs, park facilities, and museum priorities for the future. The Master Plan sets yearly goals for developing and renovating areas based on resident's input.

Methodology

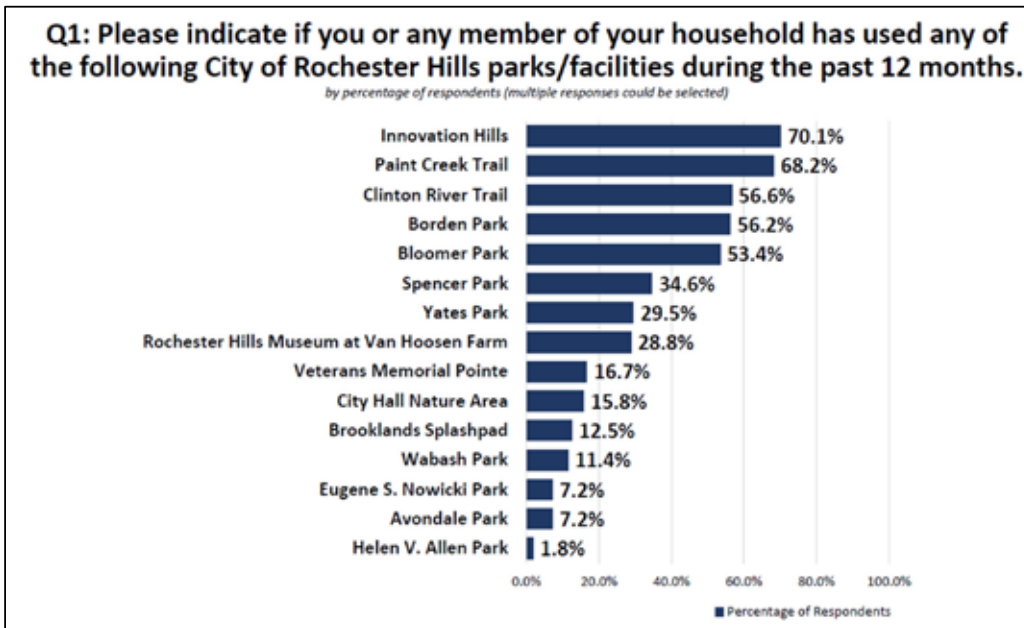
The survey was administered to a random sample of households in Rochester Hills, MI. A total of 563 surveys were completed by households in Rochester Hills. The results of the random sample of 563 households have a precision of at least +/-4.1% at the 95% level of confidence.

The seven-page survey, cover letter, and postage paid return envelope were mailed to a random sample of households in Rochester Hills. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. Once households received the survey, in the mail, ETC Institute sent follow-up reminder communications to encourage participation. The communication methods contained a link to the online version of the survey to make it convenient for residents to complete. For verification purposes, residents were asked to enter their home address at the end of the survey. ETC Institute then matched the addresses that were entered with the addresses originally selected for the random sample. If the address entered online did not match with an address on the random sample, that online survey was not counted.

Survey findings are presented on the following pages.

Parks, Facilities, & Amenities

- During the past year, the majority of households have used the following parks/facilities most:
 - Innovation Hills (70%)
 - Paint Creek Trail (68%)
 - Clinton River Trail (57%)
 - Borden Park (56%)
 - Bloomer Park (53%)



- During the past year, the majority of households have used the following parks/facilities most:
 - Innovation Hills (70%)
 - Paint Creek Trail (68%)
 - Clinton River Trail (57%)
 - Borden Park (56%)
 - Bloomer Park (53%)

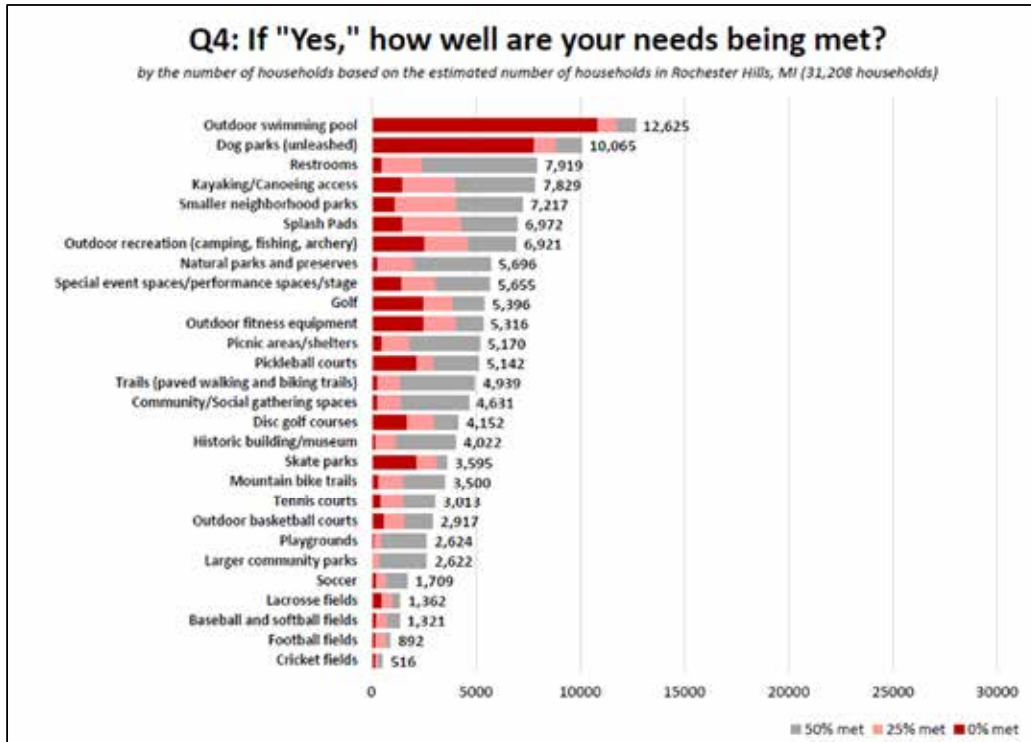
Parks, Facilities, & Amenities - Needs

Households were asked to identify if they had a need for 28 amenities/facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the City of Rochester Hills that had the greatest “unmet” need for various parks and recreation facilities and amenities.

The two amenities/facilities with the highest percentage of households whose needs are currently not being met (0%), somewhat met (25%), or partly met (50%) are listed below.

- Outdoor swimming pool (12,625 households)
- Unleashed dog parks (10,065 households)

The estimated number of households that have unmet needs for each of the 28 amenities/facilities are shown in the graph below.

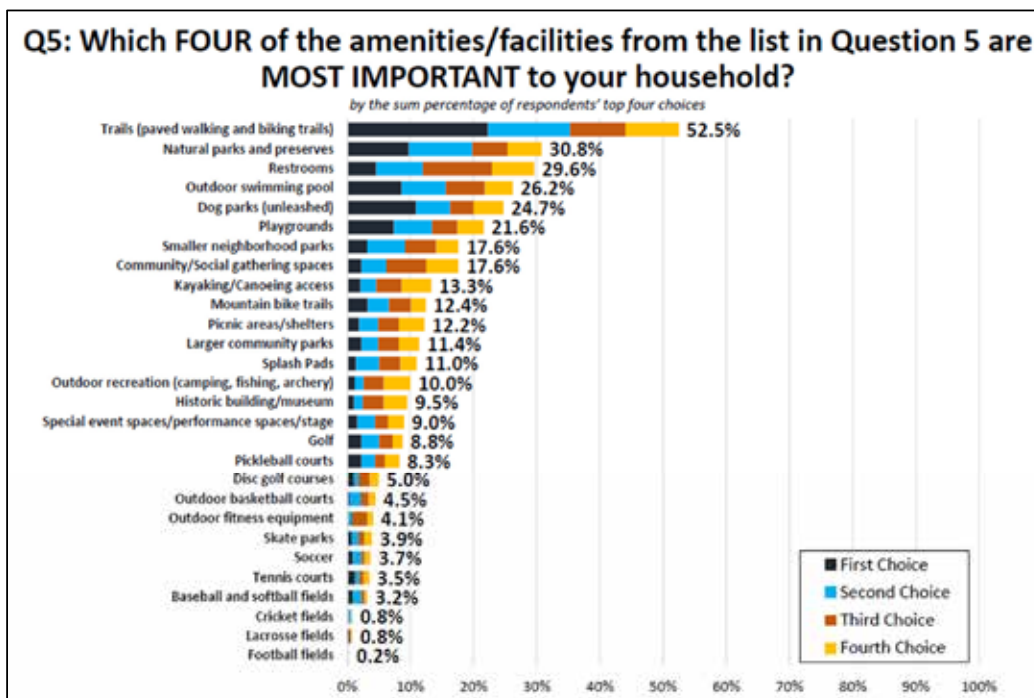


Parks, Facilities, & Amenities - Importance

In addition to assessing the needs for each amenity/facility, ETC Institute also evaluated the importance that households placed on each one. Based on the sum of households' top four choices, the top six most important amenities/facilities to households are listed below.

- Paved walking and biking trails (53%)
- Natural parks and preserved (31%)
- Restrooms (30%)
- Outdoor swimming pool (26%)
- Unleashed dog parks (25%)
- Playgrounds (22%)

The percentage of households that selected each facility as one of their top four choices is shown in the graph below.



Parks, Facilities, & Amenities – Investments

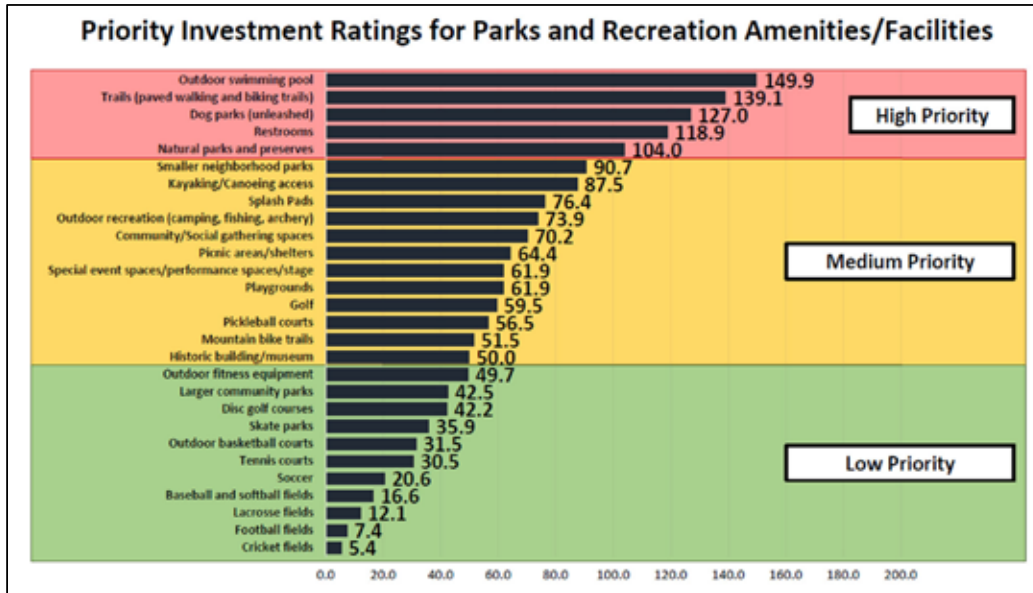
The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weighs:

- the importance that households place on each facility/amenity
- how many households have unmet needs for the facility/amenity

Details regarding the methodology for this analysis are provided in Section 3 of this report. Based on the Priority Investment Rating (PIR), the five facilities/amenities that were rated as high priorities for investment are listed below.

- Outdoor swimming pool (PIR=149.9)
- Paved walking and biking trails (PIR=139.1)
- Unleashed dog parks (PIR=127.0)
- Restrooms (PIR=118.9)
- Natural parks and preserves (PIR=104.0)

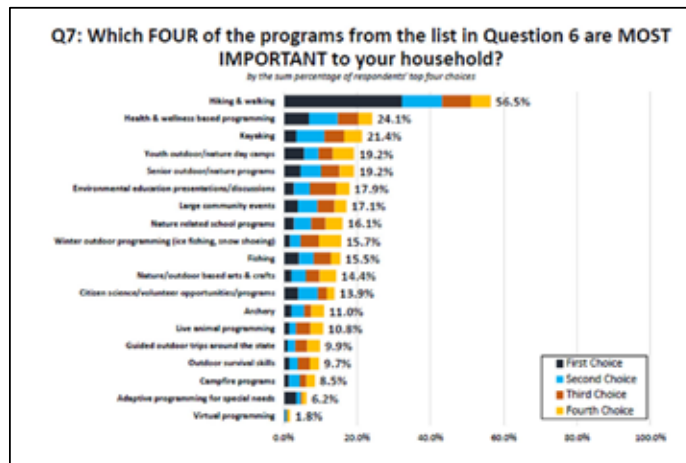
The Priority Investment Ratings for each park and recreation facility/amenity is shown in the graph below.



Programs

- Fifteen percent (15%) of households indicated that they have participated in Outdoor Engagement programs offered by the City of Rochester Hills during the past year. Of these households, the majority (54%) participated in two or more programs and 95% gave these Outdoor Engagement programs an *excellent* or *good* rating.
- The cultural and education/historic programs that households would be most interested in participated in are community festivals (73%), walking tours (59%), gardening (57%), and special events (56%). Based on the sum of households' top four choices, the top three cultural/educational programs most important to households were community festivals (46%), gardening (35%), and walking tours (34%).

- Most (82%) of households have an interest in hiking and walking programs. Based on the sum of households' top four choices, hiking and walking programs are most important to them. See graph to the right.



Rochester Hills Museum at Van Hoosen Farm

- Nineteen percent (19%) of households indicated that during the past year they had participated in programs, offered by the City of Rochester Hills Museum. Of those households, 47% participated in two or more programs. Nearly all of these households (94%) gave these programs an *excellent* or *good* rating.

Other Findings

- Eighty-one percent (81%) of households indicated that they are satisfied with the overall value they receive from the City of Rochester Hills Parks and Natural Resources Department.
- The Parks and Natural Resources Department services that households are most satisfied with are the maintenance of parks/facilities (86%), connectivity of trails and pathways (78%), quality/number of outdoor amenities (73%), and the amount of open greenspace (69%).
- Parks and Natural Resources Department services that households think should receive the most attention over the next five years is listed below.
 - Connectivity of trails and pathways (33%)
 - Amount of open greenspace (33%)
 - Maintenance of parks/facilities (32%)

- The top four methods households use to learn about City programs and activities are through;
 - Friends and neighbors (56%)
 - Social media (47%)
 - City website (46%)
 - Newspaper articles/advertisements (40%)



- The top two reasons that prevent households from using parks, recreation facilities, and programs of the City more often are because they do not know what is being offered (30%) and they do not have enough time (30%).
- Given the recent COVID-19 Pandemic, 68% of households indicated that their households' perception of value of parks, trails, and open spaces has *significantly* or *somewhat increased*. Forty-five percent (45%) of households indicated that they would want the City of Rochester Hills to increase funding for future parks, recreation, trails, and open space needs.

- Households were asked to rate their level of support for various actions that the City could take to improve the parks system. Based on the sum of *very supportive* and *somewhat supportive* responses, the following actions had the highest ratings of support:
 - Develop new walking trails (78%)
 - Improve existing park restrooms (77%)
 - Improve existing trail system (77%)
 - Repurpose aging and underutilized amenities/spaces (74%)
- Based on the sum of households' top four choices, the actions that households could take to improve the parks system, that households think the City should fund are listed below.
 - Develop a new aquatic facility (31%)
 - Develop new walking trails (30%)
 - Develop a dog park (27%)
 - Improve the existing trail system (26%)

Recommendations

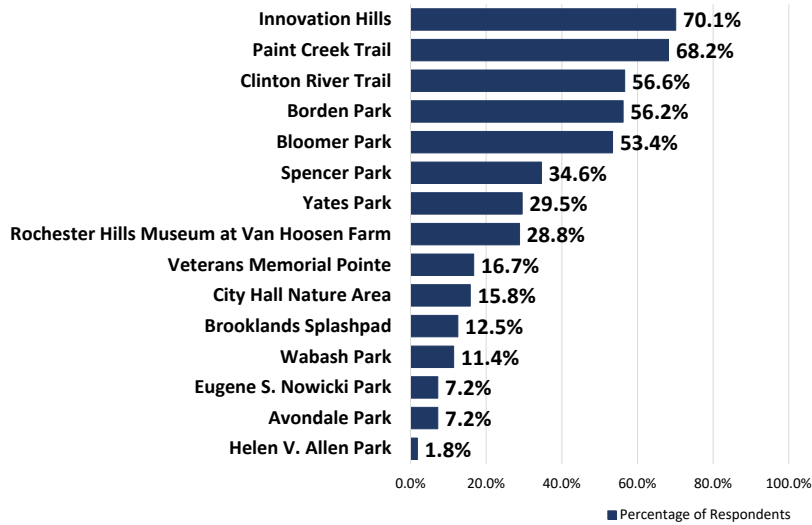
- In order to ensure the City of Rochester Hills Parks and Natural Resources Department continues to meet the needs and expectations of their service area, ETC Institute recommends that they sustain and/or improve the performance in areas that are identified as “high priorities” by the Priority Investment Rating (PIR). The amenities/facilities with the highest PIR ratings are listed below.
 - Outdoor swimming pool
 - Paved walking and biking trails
 - Unleashed dog parks
 - Restrooms
 - Natural parks and preserves
- To help the City of Rochester Hills Parks and Natural Resources Department to identify areas to emphasize over the next year, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance of items based on the percentage of importance and the percentage of satisfaction with each service. ETC Institute has based their recommendations on the Importance-Satisfaction analysis to objectively assess the priorities for the Parks and Natural Resources Department. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next year. Based on the results of the Importance-Satisfaction Analysis, ETC Institute recommends the following:
 - Top Priorities for Parks and Natural Resources Department services. To increase the overall satisfaction with these services, the Department should emphasize improvements in the following areas over the next year: the amount of indoor recreation space and the amount of open greenspace.

A graphic consisting of a white square with a green border containing the number '02', followed by a green rectangular bar containing the text 'Charts & Graphs' in white.

02 Charts & Graphs

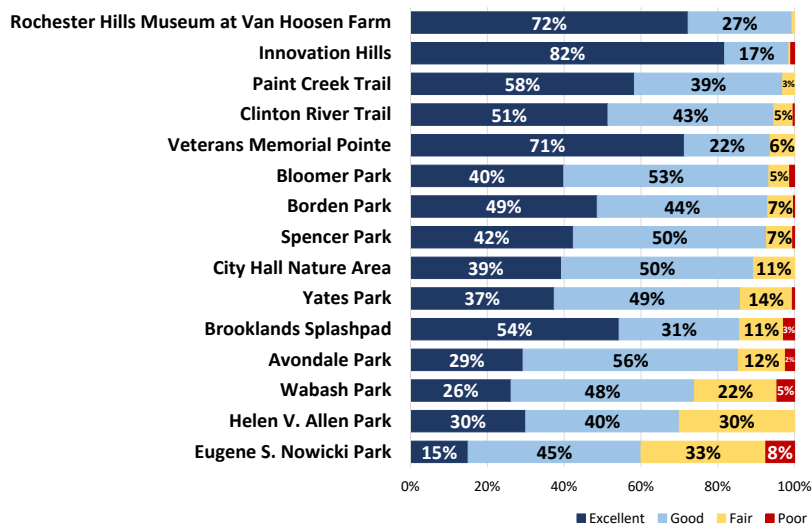
Q1: Please indicate if you or any member of your household has used any of the following City of Rochester Hills parks/facilities during the past 12 months.

by percentage of respondents (multiple responses could be selected)



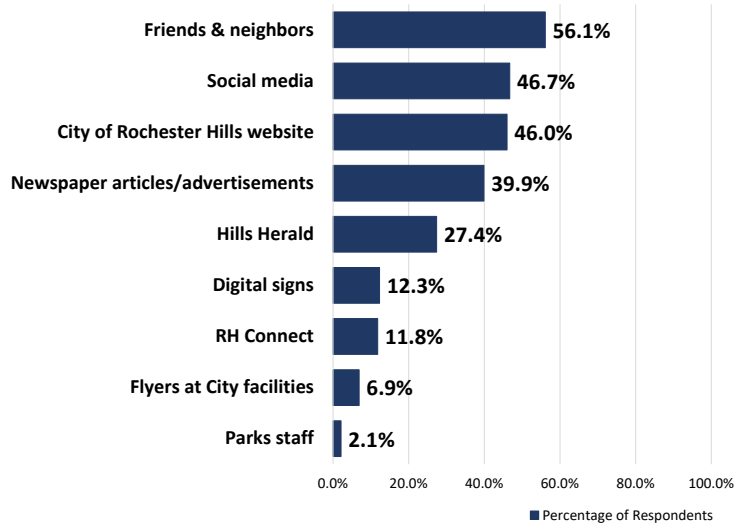
Q1: If "Yes," please rate the condition of the park/facility.

by percentage of respondents that used the respective park/facility in the past 12-months



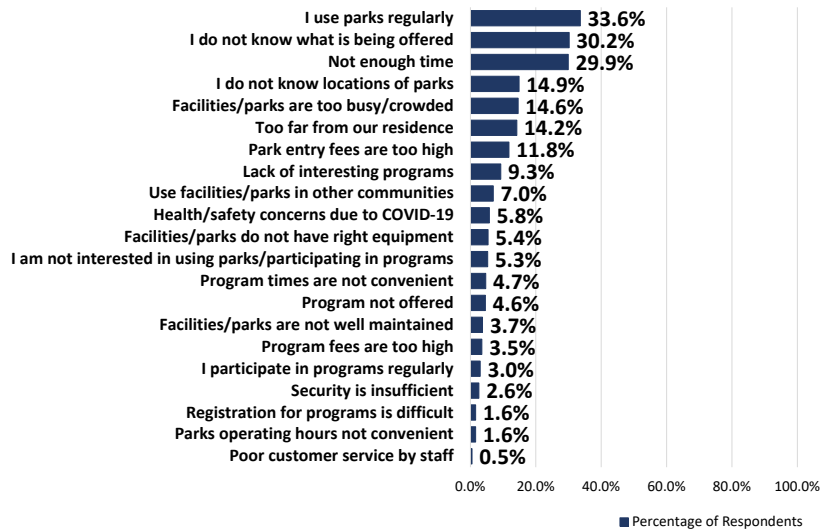
Q2: Please CHECK ALL of the ways you learn about City of Rochester Hills Parks and Natural Resources programs and activities.

by percentage of respondents (multiple responses could be selected)



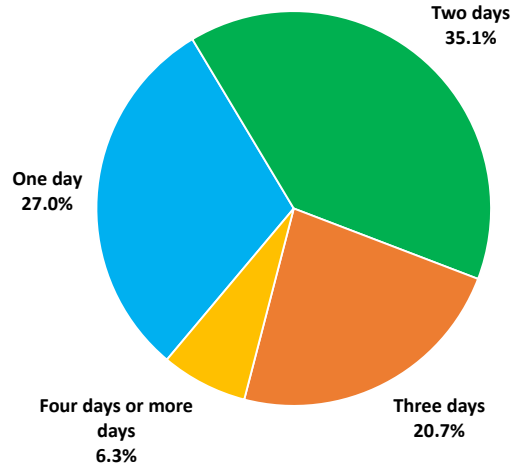
Q3: Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation facilities, and programs of the City of Rochester Hills more often.

by percentage of respondents (multiple responses could be selected)



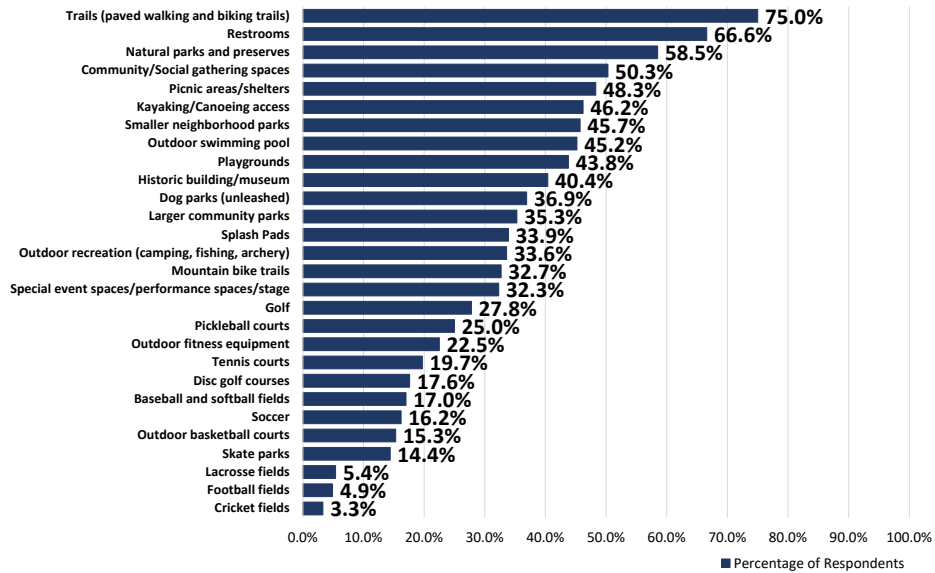
Q3: How many days in a week do you regularly use parks?

by percentage of respondents who use parks regularly (excluding "not provided" responses)



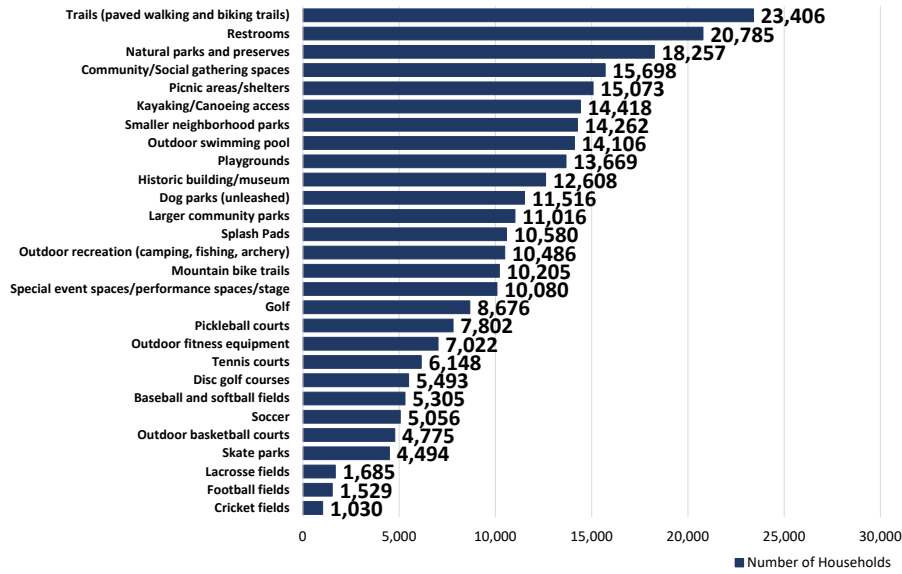
Q4: Percentage of Households That Have an Interest in Amenities/Facilities

by percentage of respondents (multiple responses could be selected)



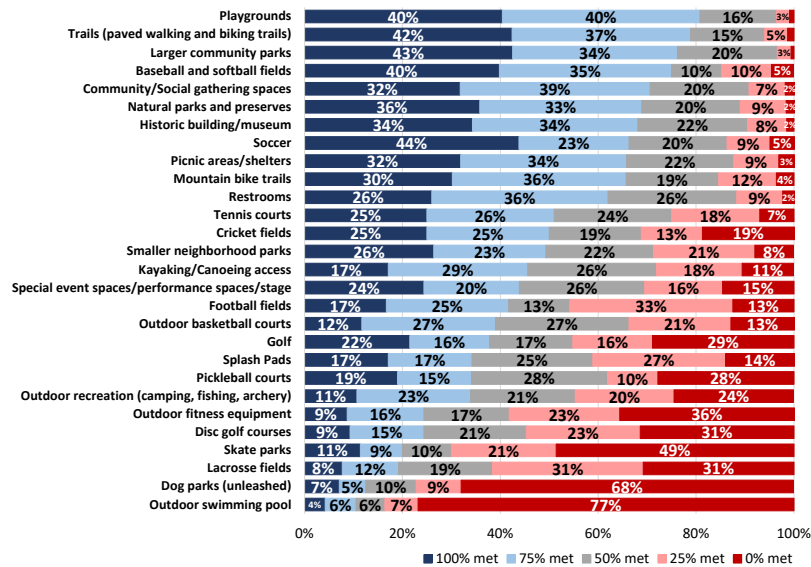
Q4: Estimated Number of Households That Have an Interest in Amenities/Facilities

by the number of households based on the estimated number of households in Rochester Hills, MI (31,208 households)



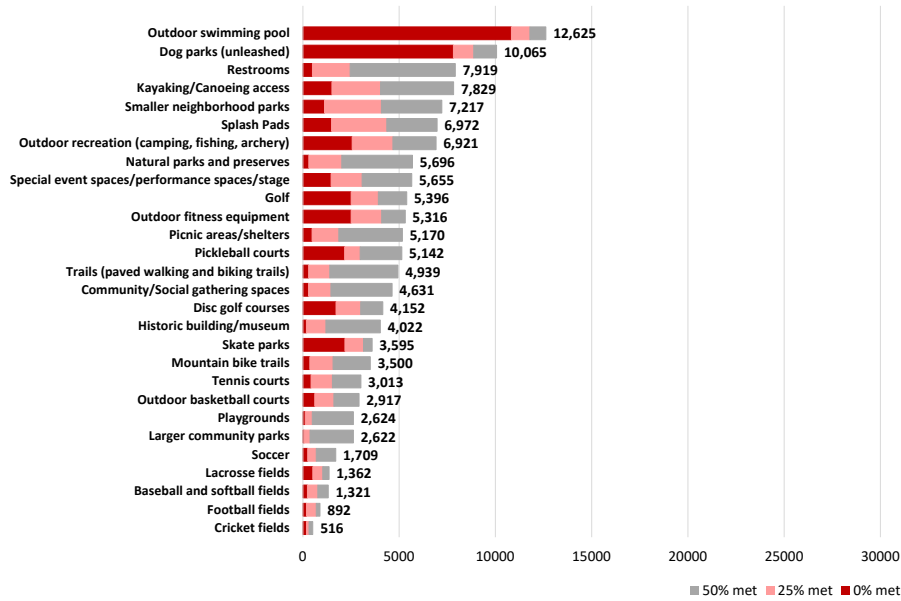
Q4: If "Yes," how well are your needs being met?

by percentage of respondents that have an interest in the following amenities/facilities



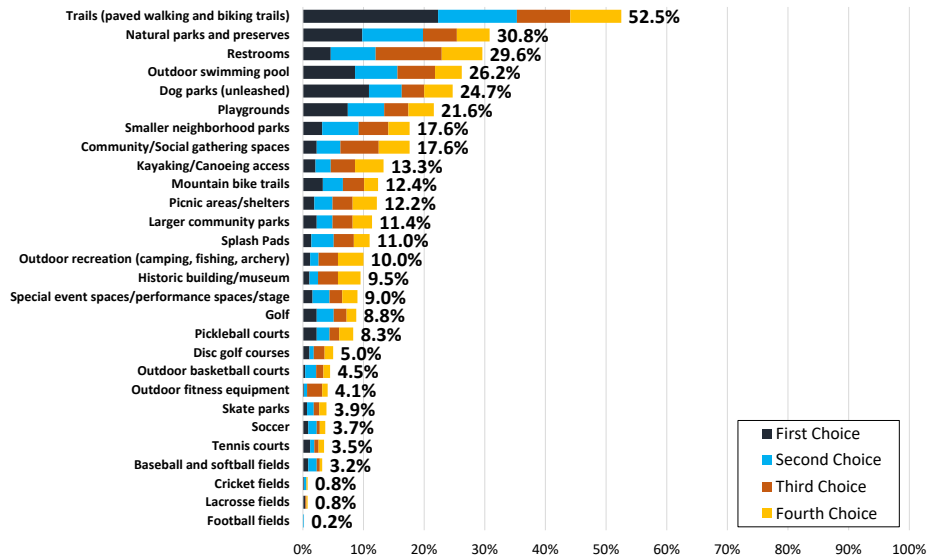
Q4: If "Yes," how well are your needs being met?

by the number of households based on the estimated number of households in Rochester Hills, MI (31,208 households)



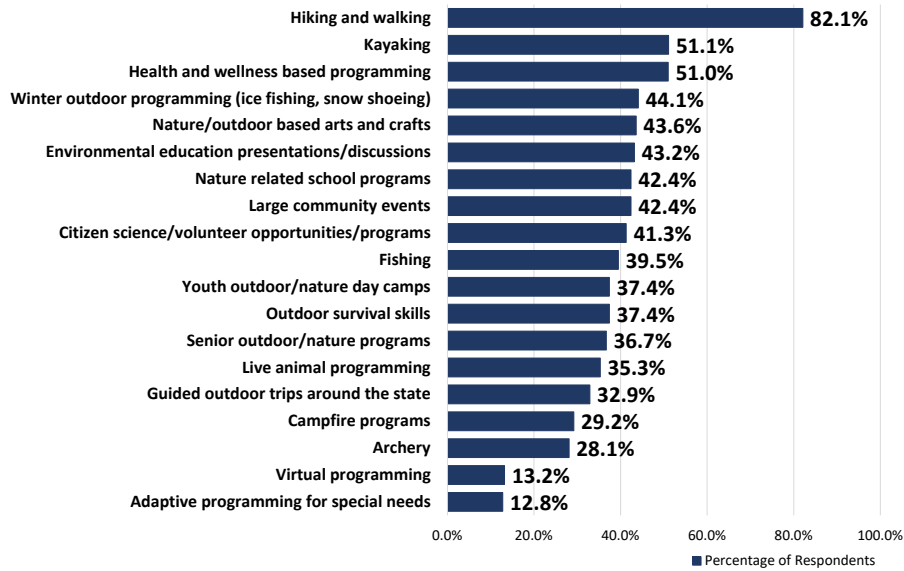
Q5: Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household?

by the sum percentage of respondents' top four choices



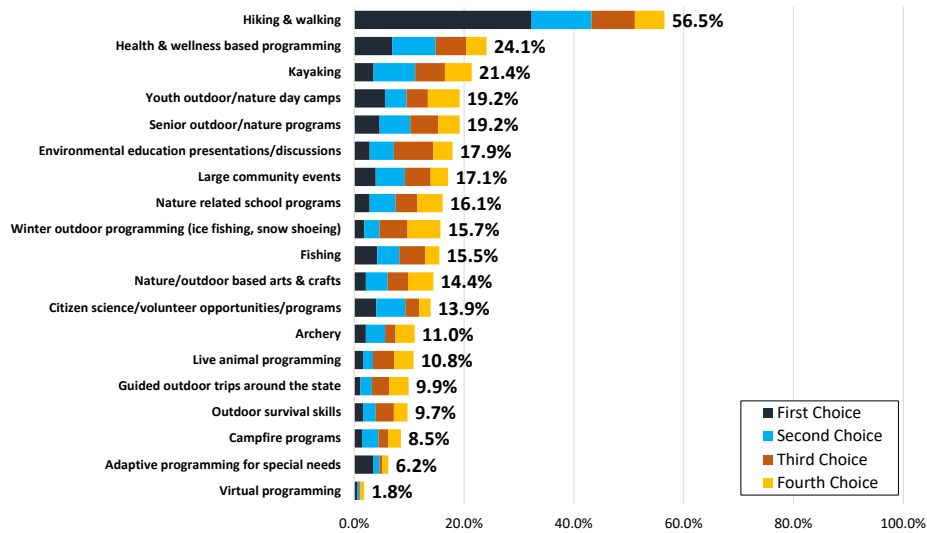
Q6: Please indicate if you or any member of your household has an interest for each of the outdoor engagement programs listed below.

by percentage of respondents (multiple responses could be selected)

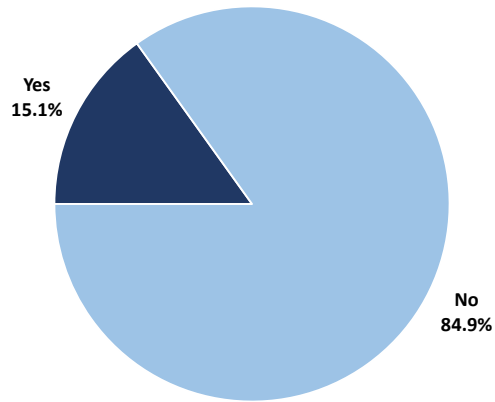


Q7: Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household?

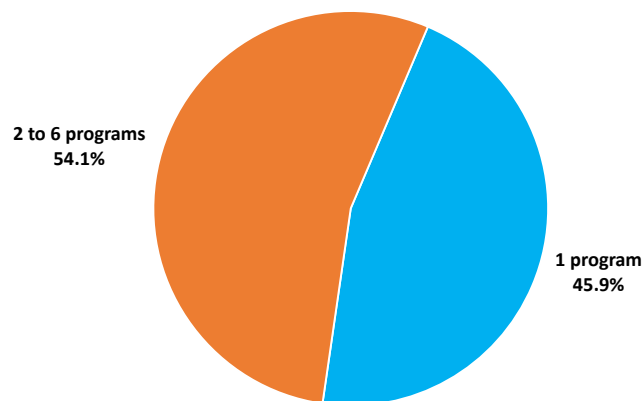
by the sum percentage of respondents' top four choices



Q8: Have you or other members of your household participated in any Outdoor Engagement programs offered by the City of Rochester Hills during the past 12 months?
by percentage of respondents

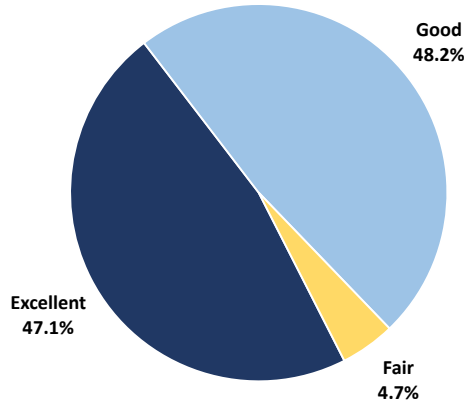


Q8a: Approximately how many different Outdoor Engagement programs offered by the City of Rochester Hills have you or members of your household participated in over the past 12 months?
by percentage of respondents (excluding "not provided" responses)



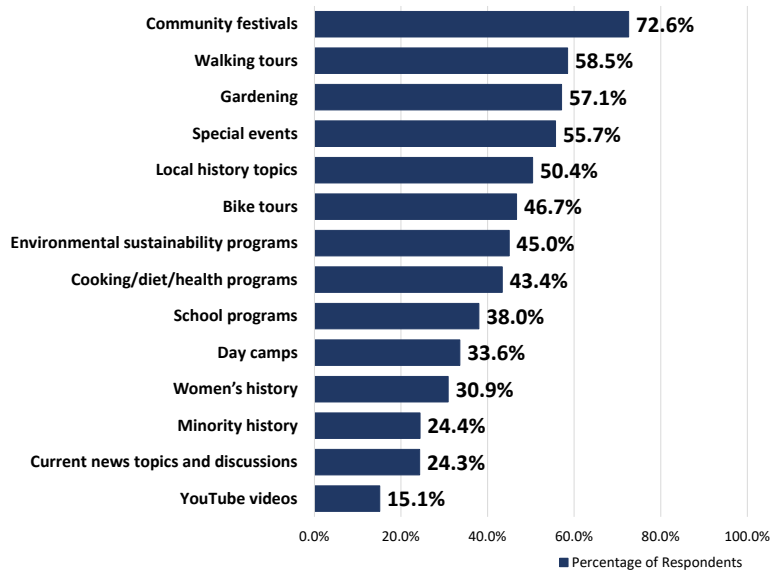
Q8b: How would you rate the overall quality of the City of Rochester Hills Outdoor Engagement programs that you and members of your household have participated in?

by percentage of respondents (excluding "not provided" responses)

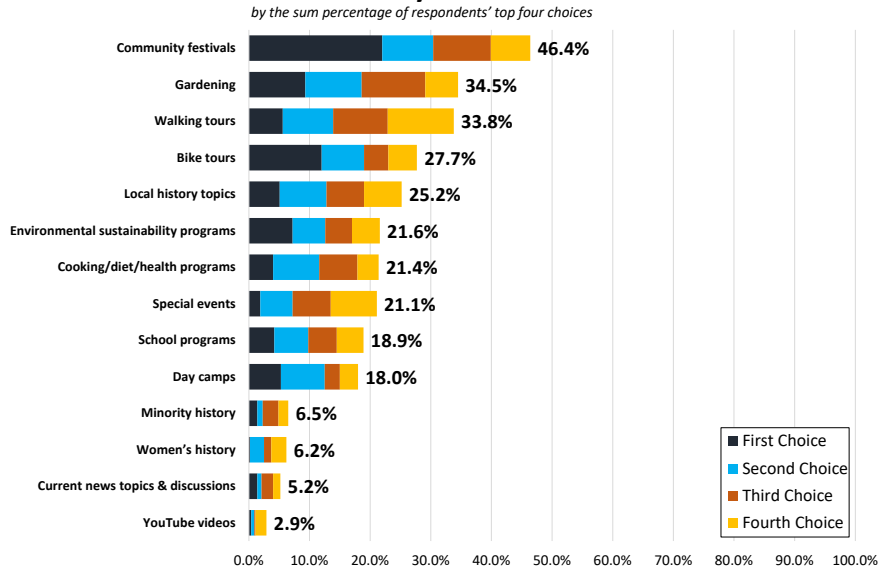


Q9: Please indicate if you or any member of your household has an interest for each of the cultural education or historic programs listed below.

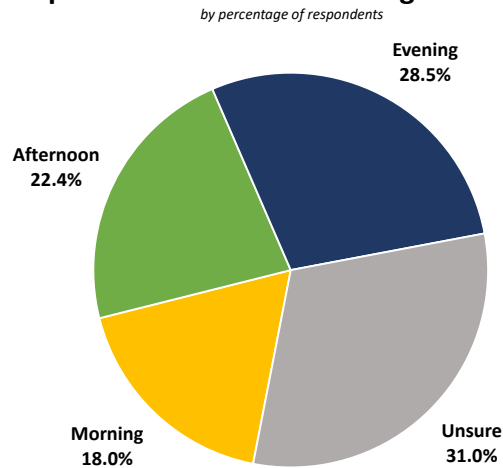
by percentage of respondents (multiple responses could be selected)



Q10: Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household?

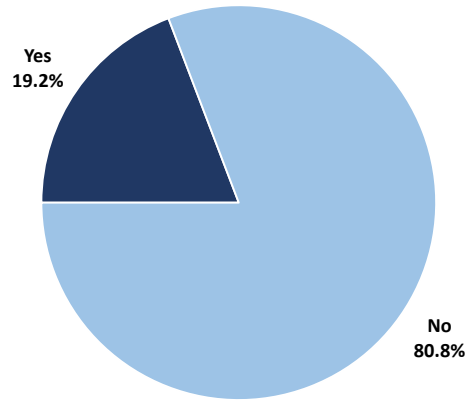


Q11: Please circle the time of day that members of your household would most prefer to use the Museum grounds and buildings.



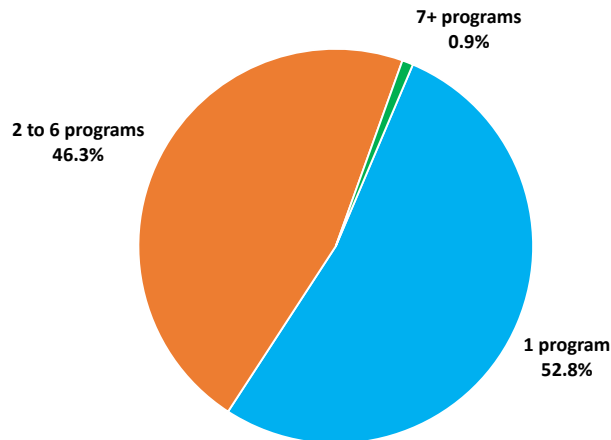
Q12: Have you or other members of your household participated in any programs offered by the City of Rochester Hills Museum during the past 12 months?

by percentage of respondents



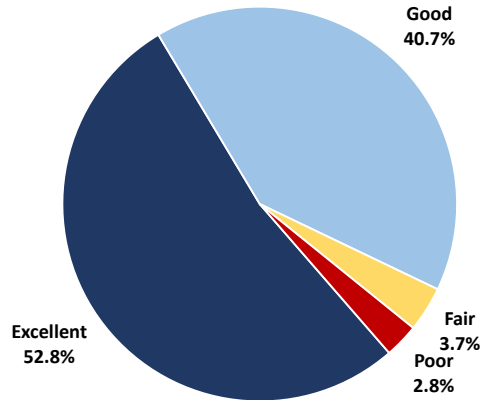
Q12a: Approximately how many different programs offered by the City of Rochester Hills Museum have you or members of your household participated in over the past 12 months?

by percentage of respondents (excluding "not provided" responses)



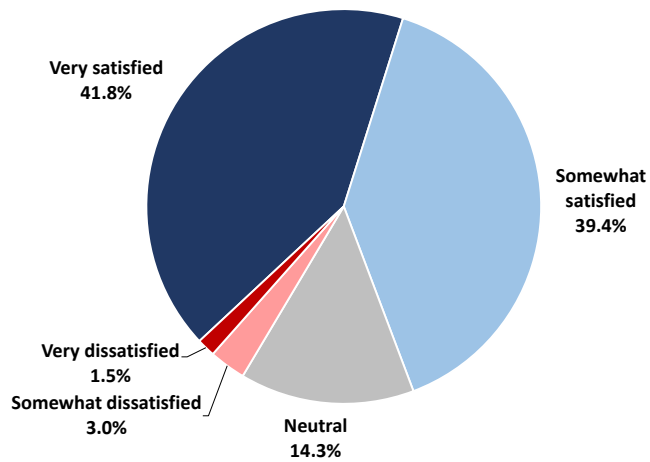
Q12b: How would you rate the overall quality of the City of Rochester Hills Museum programs that you and members of your household have participated in?

by percentage of respondents (excluding "not provided" responses)



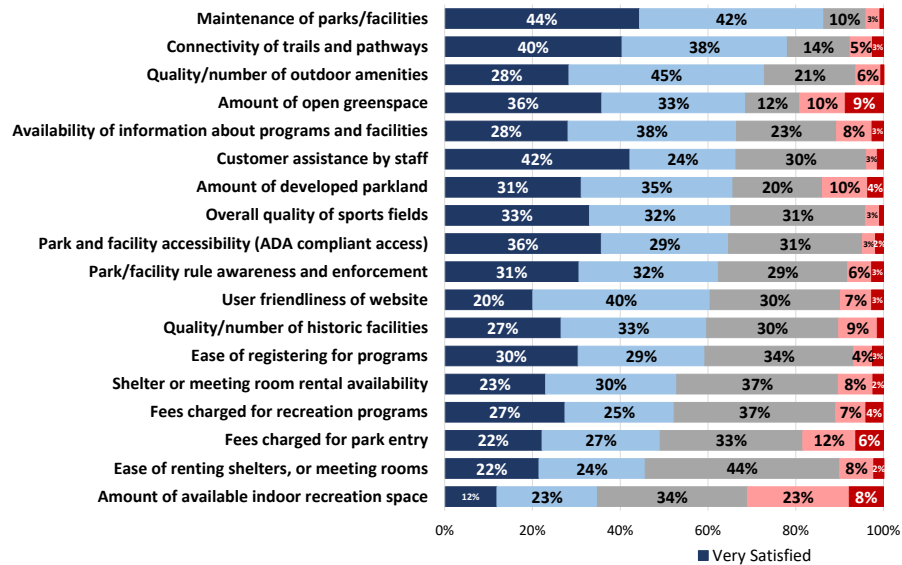
Q13: Please rate your level of satisfaction with the overall value your household receives from City of Rochester Hills Parks and Natural Resources Department.

by percentage of respondents (excluding "don't know" responses)



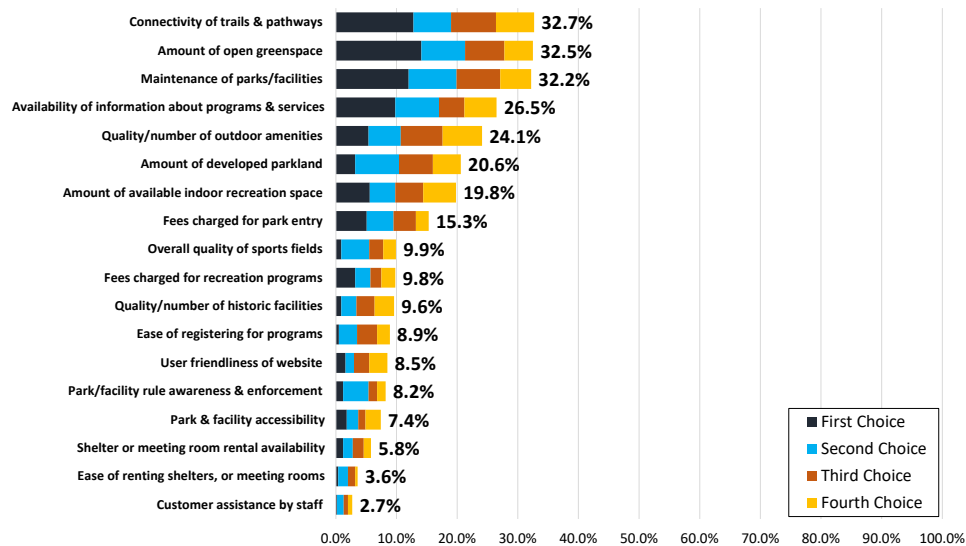
Q14: Rate your satisfaction with the following services provided by the Department.

by percentage of respondents, using a 5-point scale where 5 means "very satisfied" and 1 means "very dissatisfied" (excluding "don't know" responses)



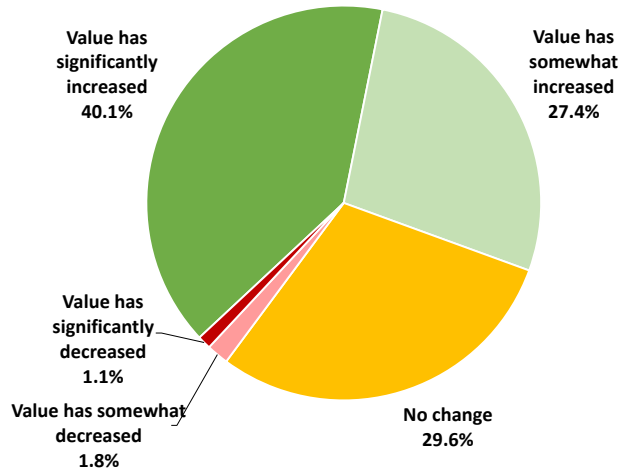
Q15: Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years?

by the sum percentage of respondents' top four choices



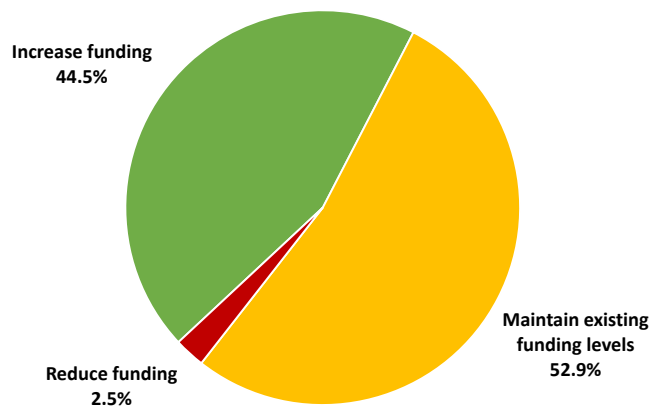
Q16: Given the recent COVID-19 Pandemic, how has you and your household's perception of the value of parks, trails, and open spaces changed?

by percentage of respondents (excluding "not provided" responses)

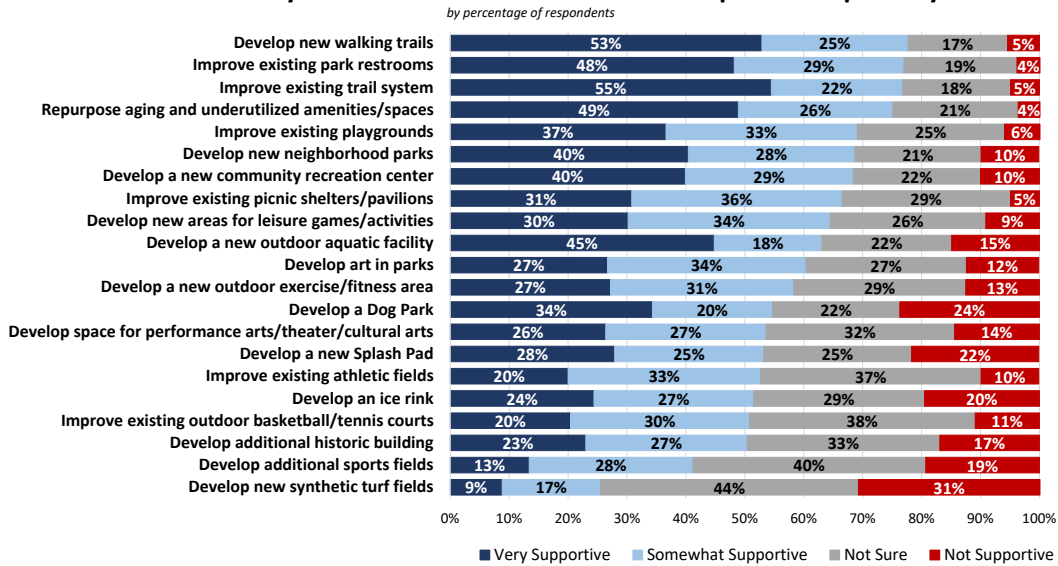


Q17: How do you want the City of Rochester Hills to fund future parks, recreation, trails and open space needs?

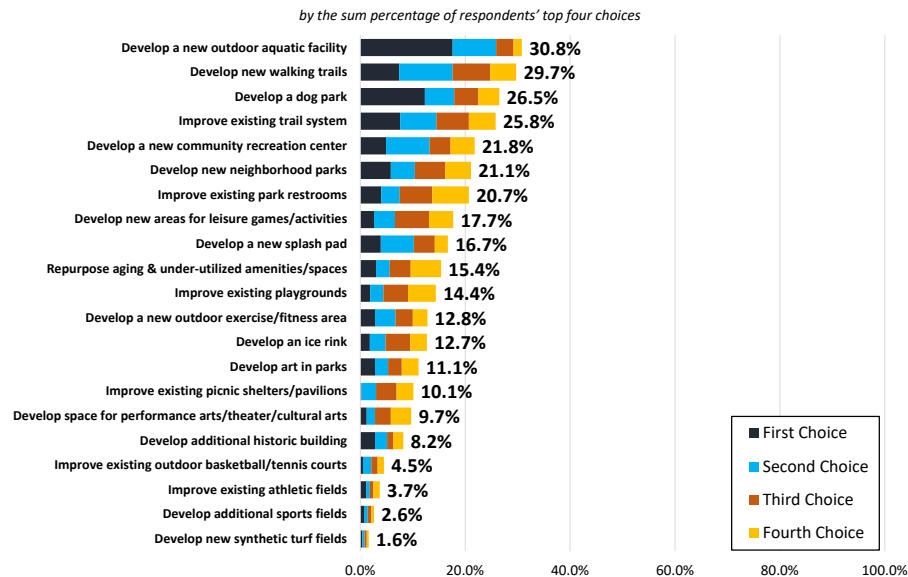
by percentage of respondents (excluding "not provided" responses)



Q18: Please indicate how supportive you would be of each of the following major actions that the City of Rochester Hills could take to improve the parks system.

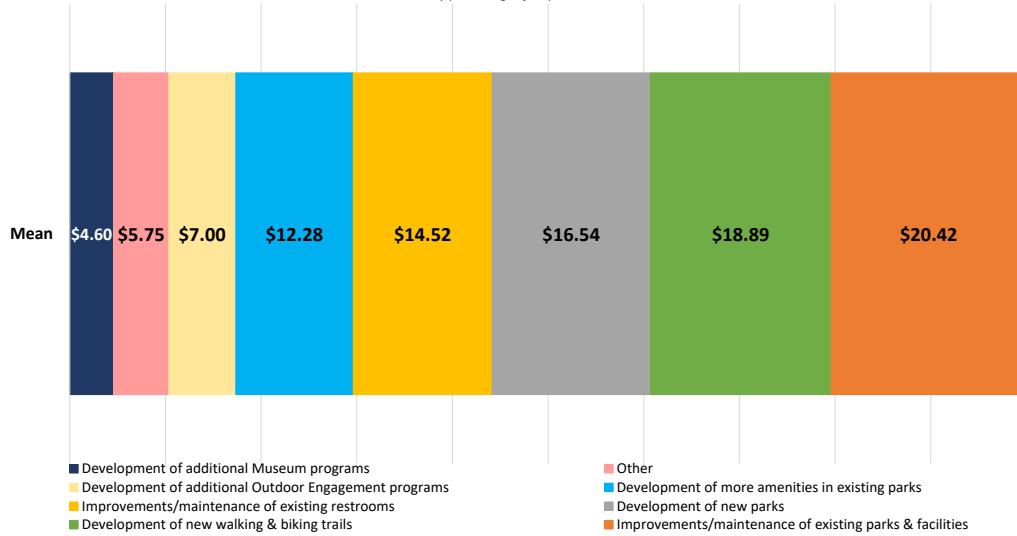


Q19: Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund?



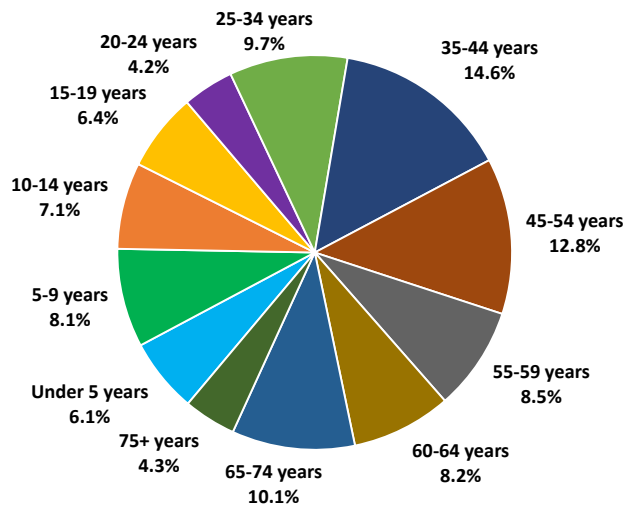
Q20: If you had a budget of \$100 for services provided by the City of Rochester Hills Parks and Natural Resources Department, how would you allocate the funds among these categories?

by percentage of respondents



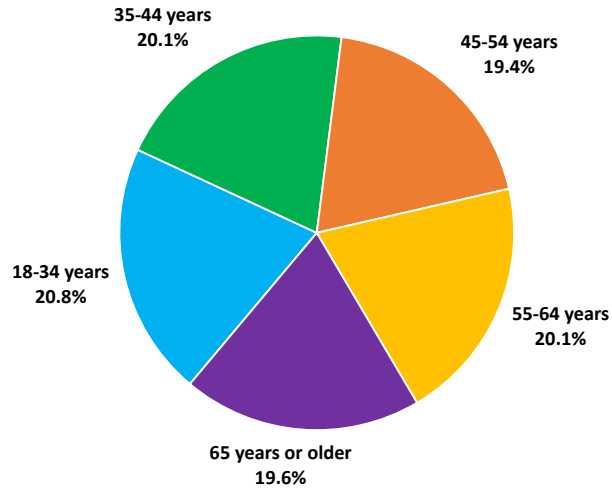
Q21: Counting yourself, how many people in your household are...

by percentage of respondents



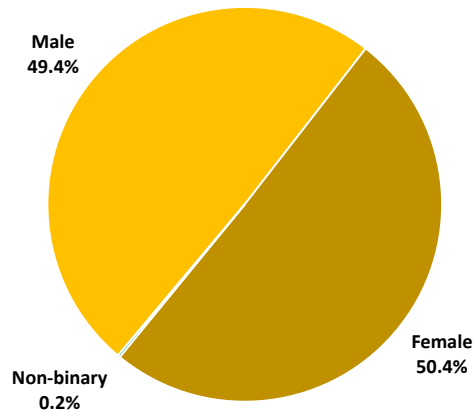
Q22: What is your age?

by percentage of respondents (excluding "not provided" responses)



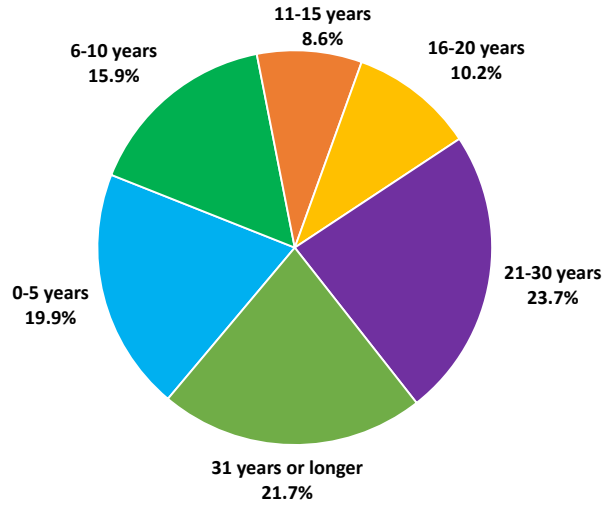
Q23: Your gender...

by percentage of respondents (excluding "not provided" responses)



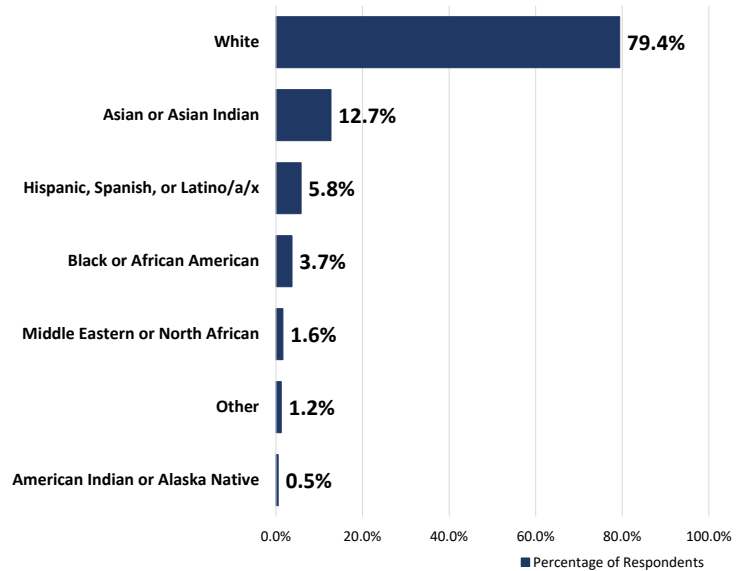
Q24: How many years have you lived in the City of Rochester Hills?

by percentage of respondents (excluding "not provided" responses)



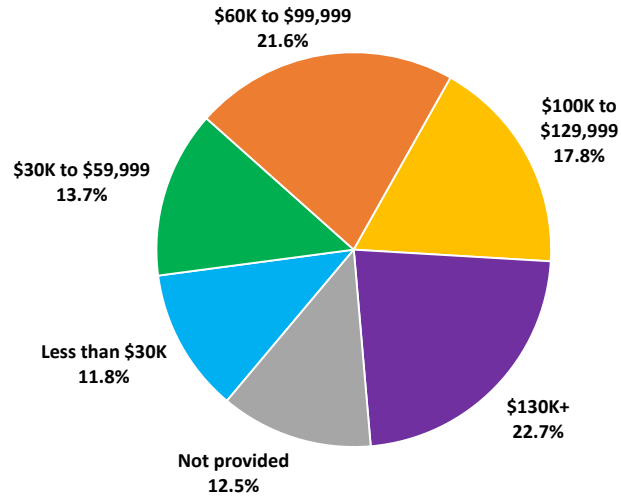
Q25: Which of the following best describes your race/ethnicity?

by percentage of respondents (multiple responses could be selected)



Q26: What is your annual household income?

by percentage of respondents



A graphic consisting of a white square with a green border containing the number '03', and a green rectangular box to its right containing the text 'Priority Investment Ratings Analysis' in white.

03 **Priority Investment
Ratings Analysis**

Priority Investment Rating Analysis Summary

The Priority Investment Rating (PIR) was developed by ETC Institute to provide government leaders with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The primary purpose of the Priority Investment Rating is to identify the facilities, amenities, and programs households think should receive the highest priority for investment. The Priority Investment Rating has two components:

- the importance households place on items (sum of top four choices) and
- households' unmet needs (needs that are only being 50% or less).

Since decisions related to future investments should consider both the level of unmet need and the importance of facilities, amenities, and programs, the Priority Investment Rating weights each of these components equally. Essentially, the equation for the Priority Investment Rating is the sum of the Unmet Needs Rating (UNR) and the Importance Rating (IR) as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

For example, suppose the Unmet Needs Rating for dog parks is 79.7 (out of 100) and the Importance Rating for dog parks is 47.2 (out of 100), therefore the Priority Investment Rating for dog parks is 127.0 (out of 200). A Priority Investment Rating of 127.0 would indicate dog parks are a high priority for investment.

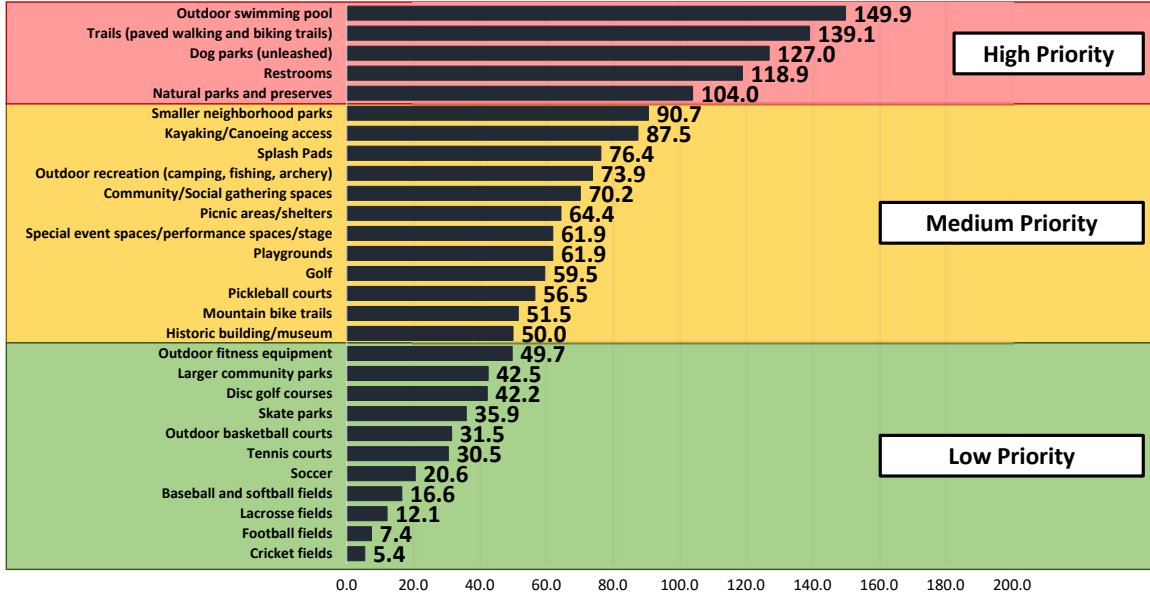
Priority Investment Rating Analysis Summary (Continued)

How to Analyze the Chart:

- High Priority Items are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and households generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- Medium Priority Items are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of households generally think it is important to fund improvements in these areas.
- Low Priority Items are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and households do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following page shows the Priority Investment Rating (PIR) for Parks and Recreation amenities and facilities.

Priority Investment Ratings for Parks and Recreation Amenities/Facilities



04

Importance- Satisfaction Analysis

Importance-Satisfaction Analysis

Overview

Today, decision-makers have limited resources which need to be targeted to services that are of the most benefit to their residents. Two of the most important criteria for decision making are;

1. to target resources toward services of the highest importance to residents and
2. to target resources toward those services where residents are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall resident satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, third, fourth, and fifth most important services for the City to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "don't know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify major categories of services that they think are most important for the City to provide. Twenty percent (19.8%) of respondents selected the *amount of available indoor recreation space*, as one of the most important parks and recreation services for the City to provide.

Importance-Satisfaction Analysis (Continued)

Regarding satisfaction, 34.8% of respondents rated the City's overall performance regarding the *amount of available indoor recreation space* as a "4" or "5" on a 5-point scale (where "5" means "very satisfied") excluding "don't know" responses.

The I-S rating for the *amount of available indoor recreation space*, is calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages.

In this example, 19.8% was multiplied by 65.2% ($0.652=1-0.348$). This calculation yielded an I-S rating of 0.1291 which ranked first out of the 18 categories of Parks and Recreation services analyzed.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the four most important areas for the Parks and Recreation Department to emphasize over the next two years.

Interpreting the Ratings

Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis and ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (IS \geq 0.20)
- Increase Current Emphasis (0.10 \leq IS $<$ 0.20)
- Maintain Current Emphasis (IS $<$ 0.10)

The results from the analysis is provided on the following page.

Importance-Satisfaction Analysis Ratings

2022 City of Rochester Hills Parks and Natural Resources Master Plan Survey

Rochester Hills, MI

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (I-S = 0.10-0.20)						
Amount of available indoor recreation space	19.8%	7	34.8%	18	0.1291	1
Amount of open greenspace	32.5%	2	68.6%	4	0.1021	2
Medium Priority (I-S < 0.10)						
Availability of information about programs & facilities	26.5%	4	66.5%	5	0.0888	3
Fees charged for park entry	15.3%	8	49.1%	16	0.0779	4
Connectivity of trails & pathways	32.7%	1	78.1%	2	0.0716	5
Amount of developed parkland	20.6%	6	65.7%	7	0.0707	6
Quality/number of outdoor amenities	24.1%	5	72.9%	3	0.0653	7
Fees charged for recreation programs	9.8%	10	52.3%	15	0.0467	8
Maintenance of parks/facilities	32.2%	3	86.4%	1	0.0438	9
Quality/number of historic facilities	9.6%	11	59.7%	12	0.0387	10
Ease of registering for programs	8.9%	12	59.3%	13	0.0362	11
Overall quality of sports fields	9.9%	9	65.2%	8	0.0345	12
User friendliness of website	8.5%	13	60.5%	11	0.0336	13
Park/facility rule awareness & enforcement	8.2%	14	62.4%	10	0.0308	14
Shelter or meeting room rental availability	5.8%	16	52.9%	14	0.0273	15
Park & facility accessibility (ADA compliant access)	7.4%	15	64.7%	9	0.0261	16
Ease of renting shelters, or meeting rooms	3.6%	17	45.7%	17	0.0195	17
Customer assistance by staff	2.7%	18	66.4%	6	0.0091	18

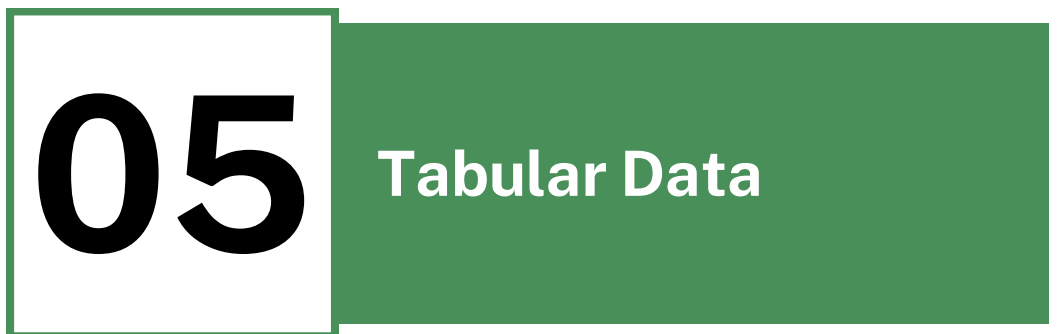
Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, third, and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.



05 **Tabular Data**

Q1. Please indicate if you or any member of your household has used any of the following City of Rochester Hills parks/facilities during the past 12 months.

(N=569)

	Yes	No
Q1-1. Avondale Park	7.2%	92.8%
Q1-2. Bloomer Park	53.4%	46.6%
Q1-3. Borden Park	56.2%	43.8%
Q1-4. Brooklands Splashpad	12.5%	87.5%
Q1-5. City Hall Nature Area	15.8%	84.2%
Q1-6. Clinton River Trail	56.6%	43.4%
Q1-7. Eugene S. Nowicki Park	7.2%	92.8%
Q1-8. Helen V. Allen Park	1.8%	98.2%
Q1-9. Innovation Hills	70.1%	29.9%
Q1-10. Paint Creek Trail	68.2%	31.8%
Q1-11. Rochester Hills Museum at Van Hoosen Farm	28.8%	71.2%
Q1-12. Spencer Park	34.6%	65.4%
Q1-13. Veterans Memorial Pointe	16.7%	83.3%
Q1-14. Wabash Park	11.4%	88.6%
Q1-15. Yates Park	29.5%	70.5%

Q1. If "Yes," please rate the condition of the park/facility.

(N=543)

	Excellent	Good	Fair	Poor
Q1-1. Avondale Park	29.3%	56.1%	12.2%	2.4%
Q1-2. Bloomer Park	39.9%	53.4%	5.4%	1.3%
Q1-3. Borden Park	48.6%	44.4%	6.7%	0.3%
Q1-4. Brooklands Splashpad	54.3%	31.4%	11.4%	2.9%
Q1-5. City Hall Nature Area	39.3%	50.0%	10.7%	0.0%
Q1-6. Clinton River Trail	51.4%	43.2%	5.0%	0.3%
Q1-7. Eugene S. Nowicki Park	15.0%	45.0%	32.5%	7.5%
Q1-8. Helen V. Allen Park	30.0%	40.0%	30.0%	0.0%
Q1-9. Innovation Hills	81.8%	16.7%	0.5%	1.0%
Q1-10. Paint Creek Trail	58.3%	38.6%	3.1%	0.0%
Q1-11. Rochester Hills Museum at Van Hoosen Farm	72.3%	27.0%	0.6%	0.0%
Q1-12. Spencer Park	42.4%	50.3%	6.8%	0.5%
Q1-13. Veterans Memorial Pointe	71.3%	22.3%	6.4%	0.0%
Q1-14. Wabash Park	26.2%	47.7%	21.5%	4.6%
Q1-15. Yates Park	37.4%	48.5%	13.5%	0.6%

Q2. Please CHECK ALL of the ways you learn about City of Rochester Hills Parks and Natural Resources programs and activities.

	Number	Percent
City of Rochester Hills website	262	46.0 %
Newspaper articles/advertisements	227	39.9 %
Digital signs	70	12.3 %
Flyers at City facilities	39	6.9 %
Friends & neighbors	319	56.1 %
Social media	266	46.7 %
RH Connect	67	11.8 %
Parks staff	12	2.1 %
Hills Herald	156	27.4 %
Other	35	6.2 %
Total	1453	

Q2-10. Other

	Number	Percent
Driving by	12	34.3 %
Google	5	14.3 %
Text messages	2	5.7 %
Google maps	2	5.7 %
Mail	1	2.9 %
DNR website for fishing	1	2.9 %
I just go there and explore	1	2.9 %
INTERNET	1	2.9 %
THE ROCHESTER MAGAZINE	1	2.9 %
Just go there	1	2.9 %
Texts	1	2.9 %
I've lived here all my life	1	2.9 %
Rochester Post	1	2.9 %
Word of mouth	1	2.9 %
Moms Club of Rochester hosts events at these parks all year round	1	2.9 %
ROAD SIGNS	1	2.9 %
Lived here forever, just know these things	1	2.9 %
Emails and texts	1	2.9 %
Total	35	100.0 %

Q3. Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation facilities, and programs of the City of Rochester Hills more often.

	Number	Percent
Facilities/parks are not well maintained	21	3.7 %
Program not offered	26	4.6 %
Facilities/parks do not have right equipment	31	5.4 %
Security is insufficient	15	2.6 %
Lack of interesting programs	53	9.3 %
Too far from our residence	81	14.2 %
Program fees are too high	20	3.5 %
Park entry fees are too high	67	11.8 %
Program times are not convenient	27	4.7 %
Use facilities/parks in other communities	40	7.0 %
Poor customer service by staff	3	0.5 %
I do not know locations of parks	85	14.9 %
I do not know what is being offered	172	30.2 %
Parks operating hours not convenient	9	1.6 %
Registration for programs is difficult	9	1.6 %
Not enough time	170	29.9 %
Facilities/parks are too busy/crowded	83	14.6 %
Health/safety concerns due to COVID-19	33	5.8 %
I use parks regularly	191	33.6 %
I participate in programs regularly	17	3.0 %
I am not interested in using parks/participating in programs	30	5.3 %
Other	47	8.3 %
Total	1230	

Q3-19. How many days in a week do you regularly use parks?

	Number	Percent
1	47	26.6 %
2	61	34.5 %
3	36	20.3 %
4	11	6.2 %
5	10	5.6 %
6	3	1.7 %
7	6	3.4 %
Not provided	3	1.7 %
Total	177	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q3-19. How many days in a week do you regularly use parks? (without "not provided")

	Number	Percent
1	47	27.0 %
2	61	35.1 %
3	36	20.7 %
4	11	6.3 %
5	10	5.7 %
6	3	1.7 %
7	6	3.4 %
Total	174	100.0 %

Q4. Please indicate if you or any member of your household has an interest for each of the amenities/facilities listed below.

(N=569)

	Yes	No
Q4-1. Baseball & softball fields	17.0%	83.0%
Q4-2. Community/social gathering spaces	50.3%	49.7%
Q4-3. Disc golf courses	17.6%	82.4%
Q4-4. Dog parks (unleashed)	36.9%	63.1%
Q4-5. Golf	27.8%	72.2%
Q4-6. Historic building/museum	40.4%	59.6%
Q4-7. Kayaking/canoeing access	46.2%	53.8%
Q4-8. Larger community parks	35.3%	64.7%
Q4-9. Smaller neighborhood parks	45.7%	54.3%
Q4-10. Mountain bike trails	32.7%	67.3%
Q4-11. Natural parks & preserves	58.5%	41.5%
Q4-12. Outdoor basketball courts	15.3%	84.7%
Q4-13. Outdoor fitness equipment	22.5%	77.5%
Q4-14. Outdoor recreation (camping, fishing, archery)	33.6%	66.4%
Q4-15. Outdoor swimming pool	45.2%	54.8%
Q4-16. Pickleball courts	25.0%	75.0%
Q4-17. Picnic areas/shelters	48.3%	51.7%
Q4-18. Playgrounds	43.8%	56.2%

Q4. Please indicate if you or any member of your household has an interest for each of the amenities/facilities listed below.

(N=569)

	Yes	No
Q4-19. Restrooms	66.6%	33.4%
Q4-20. Skate parks	14.4%	85.6%
Q4-21. Soccer	16.2%	83.8%
Q4-22. Lacrosse fields	5.4%	94.6%
Q4-23. Football fields	4.9%	95.1%
Q4-24. Cricket fields	3.3%	96.7%
Q4-25. Special event spaces/performance spaces/stage	32.3%	67.7%
Q4-26. Splashpads	33.9%	66.1%
Q4-27. Tennis courts	19.7%	80.3%
Q4-28. Trails (paved walking & biking trails)	75.0%	25.0%
Q4-29. Other	4.0%	96.0%

Q4. If "Yes," how well are your needs being met?

(N=556)

	100% met	75% met	50% met	25% met	0% met
Q4-1. Baseball & softball fields	39.8%	35.2%	10.2%	10.2%	4.5%
Q4-2. Community/social gathering spaces	31.8%	38.8%	20.2%	7.4%	1.9%
Q4-3. Disc golf courses	9.3%	15.1%	20.9%	23.3%	31.4%
Q4-4. Dog parks (unleashed)	7.1%	5.4%	10.3%	9.2%	67.9%
Q4-5. Golf	21.5%	16.3%	17.0%	16.3%	28.9%
Q4-6. Historic building/museum	34.3%	33.8%	22.4%	8.0%	1.5%
Q4-7. Kayaking/canoeing access	17.1%	28.5%	26.3%	17.5%	10.5%
Q4-8. Larger community parks	42.5%	33.7%	20.4%	2.8%	0.6%
Q4-9. Smaller neighborhood parks	26.4%	22.9%	22.0%	20.7%	7.9%
Q4-10. Mountain bike trails	30.2%	35.5%	18.9%	11.8%	3.6%
Q4-11. Natural parks & preserves	35.8%	33.1%	20.1%	9.4%	1.7%
Q4-12. Outdoor basketball courts	11.7%	27.3%	27.3%	20.8%	13.0%
Q4-13. Outdoor fitness equipment	8.7%	15.7%	17.4%	22.6%	35.7%
Q4-14. Outdoor recreation (camping, fishing, archery)	10.7%	23.2%	21.4%	20.2%	24.4%
Q4-15. Outdoor swimming pool	4.2%	6.3%	5.9%	6.8%	76.8%
Q4-16. Pickleball courts	19.0%	15.1%	27.8%	10.3%	27.8%
Q4-17. Picnic areas/shelters	31.9%	33.9%	21.9%	9.2%	3.2%
Q4-18. Playgrounds	40.4%	40.4%	15.6%	2.7%	0.9%

Q4. If "Yes," how well are your needs being met?

(N=556)

	100% met	75% met	50% met	25% met	0% met
Q4-19. Restrooms	26.0%	36.0%	26.3%	9.4%	2.4%
Q4-20. Skate parks	11.4%	8.6%	10.0%	21.4%	48.6%
Q4-21. Soccer	43.8%	22.5%	20.0%	8.8%	5.0%
Q4-22. Lacrosse fields	7.7%	11.5%	19.2%	30.8%	30.8%
Q4-23. Football fields	16.7%	25.0%	12.5%	33.3%	12.5%
Q4-24. Cricket fields	25.0%	25.0%	18.8%	12.5%	18.8%
Q4-25. Special event spaces/ performance spaces/stage	24.4%	19.5%	25.6%	15.9%	14.6%
Q4-26. Splashpads	17.1%	17.1%	24.7%	27.1%	14.1%
Q4-27. Tennis courts	25.0%	26.0%	24.0%	18.0%	7.0%
Q4-28. Trails (paved walking & biking trails)	42.4%	36.5%	15.1%	4.7%	1.3%
Q4-29. Other	10.5%	10.5%	26.3%	15.8%	36.8%

Q5. Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household?

<u>First choice</u>	<u>Number</u>	<u>Percent</u>
Baseball & softball fields	5	0.9 %
Community/social gathering spaces	13	2.3 %
Disc golf courses	6	1.1 %
Dog parks (unleashed)	62	10.9 %
Golf	13	2.3 %
Historic building/museum	6	1.1 %
Kayaking/canoeing access	12	2.1 %
Larger community parks	13	2.3 %
Smaller neighborhood parks	18	3.2 %
Mountain bike trails	19	3.3 %
Natural parks & preserves	56	9.8 %
Outdoor basketball courts	2	0.4 %
Outdoor fitness equipment	1	0.2 %
Outdoor recreation (camping, fishing, archery)	7	1.2 %
Outdoor swimming pool	49	8.6 %
Pickleball courts	13	2.3 %
Picnic areas/shelters	11	1.9 %
Playgrounds	42	7.4 %
Restrooms	26	4.6 %
Skate parks	4	0.7 %
Soccer	5	0.9 %
Lacrosse fields	2	0.4 %
Cricket fields	1	0.2 %
Special event spaces/performance spaces/stage	9	1.6 %
Splashpads	8	1.4 %
Tennis courts	7	1.2 %
Trails (paved walking & biking trails)	127	22.3 %
<u>None chosen</u>	<u>32</u>	<u>5.6 %</u>
Total	569	100.0 %

Q5. Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household?

Second choice	Number	Percent
Baseball & softball fields	8	1.4 %
Community/social gathering spaces	22	3.9 %
Disc golf courses	4	0.7 %
Dog parks (unleashed)	31	5.4 %
Golf	16	2.8 %
Historic building/museum	8	1.4 %
Kayaking/canoeing access	14	2.5 %
Larger community parks	15	2.6 %
Smaller neighborhood parks	34	6.0 %
Mountain bike trails	19	3.3 %
Natural parks & preserves	57	10.0 %
Outdoor basketball courts	10	1.8 %
Outdoor fitness equipment	3	0.5 %
Outdoor recreation (camping, fishing, archery)	8	1.4 %
Outdoor swimming pool	40	7.0 %
Pickleball courts	12	2.1 %
Picnic areas/shelters	17	3.0 %
Playgrounds	34	6.0 %
Restrooms	42	7.4 %
Skate parks	6	1.1 %
Soccer	8	1.4 %
Football fields	1	0.2 %
Cricket fields	2	0.4 %
Special event spaces/performance spaces/stage	16	2.8 %
Splashpads	21	3.7 %
Tennis courts	4	0.7 %
Trails (paved walking & biking trails)	74	13.0 %
<u>None chosen</u>	<u>43</u>	<u>7.6 %</u>
Total	569	100.0 %

Q5. Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household?

Third choice	Number	Percent
Baseball & softball fields	3	0.5 %
Community/social gathering spaces	36	6.3 %
Disc golf courses	10	1.8 %
Dog parks (unleashed)	21	3.7 %
Golf	12	2.1 %
Historic building/museum	19	3.3 %
Kayaking/canoeing access	23	4.0 %
Larger community parks	19	3.3 %
Smaller neighborhood parks	28	4.9 %
Mountain bike trails	20	3.5 %
Natural parks & preserves	32	5.6 %
Outdoor basketball courts	7	1.2 %
Outdoor fitness equipment	14	2.5 %
Outdoor recreation (camping, fishing, archery)	18	3.2 %
Outdoor swimming pool	35	6.2 %
Pickleball courts	9	1.6 %
Picnic areas/shelters	19	3.3 %
Playgrounds	23	4.0 %
Restrooms	62	10.9 %
Skate parks	5	0.9 %
Soccer	3	0.5 %
Lacrosse fields	1	0.2 %
Special event spaces/performance spaces/stage	12	2.1 %
Splashpads	19	3.3 %
Tennis courts	4	0.7 %
Trails (paved walking & biking trails)	50	8.8 %
None chosen	65	11.4 %
Total	569	100.0 %

Q5. Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household?

<u>Fourth choice</u>	<u>Number</u>	<u>Percent</u>
Baseball & softball fields	2	0.4 %
Community/social gathering spaces	29	5.1 %
Disc golf courses	8	1.4 %
Dog parks (unleashed)	27	4.7 %
Golf	9	1.6 %
Historic building/museum	21	3.7 %
Kayaking/canoeing access	27	4.7 %
Larger community parks	18	3.2 %
Smaller neighborhood parks	20	3.5 %
Mountain bike trails	13	2.3 %
Natural parks & preserves	31	5.4 %
Outdoor basketball courts	6	1.1 %
Outdoor fitness equipment	5	0.9 %
Outdoor recreation (camping, fishing, archery)	24	4.2 %
Outdoor swimming pool	25	4.4 %
Pickleball courts	13	2.3 %
Picnic areas/shelters	23	4.0 %
Playgrounds	24	4.2 %
Restrooms	38	6.7 %
Skate parks	7	1.2 %
Soccer	5	0.9 %
Lacrosse fields	1	0.2 %
Cricket fields	1	0.2 %
Special event spaces/performance spaces/stage	14	2.5 %
Splashpads	15	2.6 %
Tennis courts	5	0.9 %
Trails (paved walking & biking trails)	48	8.4 %
None chosen	110	19.3 %
Total	569	100.0 %

SUM OF THE TOP FOUR CHOICES**Q5. Which FOUR of the amenities/facilities from the list in Question 5 are MOST IMPORTANT to your household? (top 4)**

Sum of the top four choices	Number	Percent
Baseball & softball fields	18	3.2 %
Community/social gathering spaces	100	17.6 %
Disc golf courses	28	4.9 %
Dog parks (unleashed)	141	24.8 %
Golf	50	8.8 %
Historic building/museum	54	9.5 %
Kayaking/canoeing access	76	13.4 %
Larger community parks	65	11.4 %
Smaller neighborhood parks	100	17.6 %
Mountain bike trails	71	12.5 %
Natural parks & preserves	176	30.9 %
Outdoor basketball courts	25	4.4 %
Outdoor fitness equipment	23	4.0 %
Outdoor recreation (camping, fishing, archery)	57	10.0 %
Outdoor swimming pool	149	26.2 %
Pickleball courts	47	8.3 %
Picnic areas/shelters	70	12.3 %
Playgrounds	123	21.6 %
Restrooms	168	29.5 %
Skate parks	22	3.9 %
Soccer	21	3.7 %
Lacrosse fields	4	0.7 %
Football fields	1	0.2 %
Cricket fields	4	0.7 %
Special event spaces/performance spaces/stage	51	9.0 %
Splashpads	63	11.1 %
Tennis courts	20	3.5 %
Trails (paved walking & biking trails)	299	52.5 %
None chosen	32	5.6 %
Total	2058	

Q6. Please indicate if you or any member of your household has an interest for each of the outdoor engagement programs listed below.

(N=569)

	Yes	No
Q6-1. Adaptive programming for special needs	12.8%	87.2%
Q6-2. Archery	28.1%	71.9%
Q6-3. Campfire programs	29.2%	70.8%
Q6-4. Citizen science/volunteer opportunities/programs	41.3%	58.7%
Q6-5. Environmental education presentations/discussions	43.2%	56.8%
Q6-6. Fishing	39.5%	60.5%
Q6-7. Health & wellness based programming	51.0%	49.0%
Q6-8. Hiking & walking	82.1%	17.9%
Q6-9. Kayaking	51.1%	48.9%
Q6-10. Large community events	42.4%	57.6%
Q6-11. Live animal programming	35.3%	64.7%
Q6-12. Nature/outdoor based arts & crafts	43.6%	56.4%
Q6-13. Outdoor survival skills	37.4%	62.6%
Q6-14. Guided outdoor trips around the state	32.9%	67.1%
Q6-15. Nature related school programs	42.4%	57.6%
Q6-16. Senior outdoor/nature programs	36.7%	63.3%
Q6-17. Virtual programming	13.2%	86.8%
Q6-18. Winter outdoor programming (ice fishing, snow shoeing)	44.1%	55.9%
Q6-19. Youth outdoor/nature day camps	37.4%	62.6%
Q6-20. Other	22.0%	78.0%

Q7. Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household?

<u>First choice</u>	<u>Number</u>	<u>Percent</u>
Adaptive programming for special needs	20	3.5 %
Archery	12	2.1 %
Campfire programs	8	1.4 %
Citizen science/volunteer opportunities/programs	23	4.0 %
Environmental education presentations/discussions	16	2.8 %
Fishing	24	4.2 %
Health & wellness based programming	39	6.9 %
Hiking & walking	184	32.3 %
Kayaking	20	3.5 %
Large community events	22	3.9 %
Live animal programming	9	1.6 %
Nature/outdoor based arts & crafts	12	2.1 %
Outdoor survival skills	9	1.6 %
Guided outdoor trips around the state	6	1.1 %
Nature related school programs	16	2.8 %
Senior outdoor/nature programs	26	4.6 %
Virtual programming	3	0.5 %
Winter outdoor programming (ice fishing, snow shoeing)	10	1.8 %
Youth outdoor/nature day camps	32	5.6 %
<u>None chosen</u>	<u>78</u>	<u>13.7 %</u>
Total	569	100.0 %

Q7. Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household?

<u>Second choice</u>	<u>Number</u>	<u>Percent</u>
Adaptive programming for special needs	6	1.1 %
Archery	20	3.5 %
Campfire programs	17	3.0 %
Citizen science/volunteer opportunities/programs	30	5.3 %
Environmental education presentations/discussions	25	4.4 %
Fishing	23	4.0 %
Health & wellness based programming	45	7.9 %
Hiking & walking	62	10.9 %
Kayaking	43	7.6 %
Large community events	30	5.3 %
Live animal programming	10	1.8 %
Nature/outdoor based arts & crafts	23	4.0 %
Outdoor survival skills	13	2.3 %
Guided outdoor trips around the state	12	2.1 %
Nature related school programs	27	4.7 %
Senior outdoor/nature programs	32	5.6 %
Virtual programming	2	0.4 %
Winter outdoor programming (ice fishing, snow shoeing)	16	2.8 %
Youth outdoor/nature day camps	22	3.9 %
<u>None chosen</u>	<u>111</u>	<u>19.5 %</u>
Total	569	100.0 %

Q7. Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household?

<u>Third choice</u>	<u>Number</u>	<u>Percent</u>
Adaptive programming for special needs	3	0.5 %
Archery	11	1.9 %
Campfire programs	10	1.8 %
Citizen science/volunteer opportunities/programs	14	2.5 %
Environmental education presentations/discussions	41	7.2 %
Fishing	27	4.7 %
Health & wellness based programming	32	5.6 %
Hiking & walking	45	7.9 %
Kayaking	31	5.4 %
Large community events	27	4.7 %
Live animal programming	22	3.9 %
Nature/outdoor based arts & crafts	21	3.7 %
Outdoor survival skills	19	3.3 %
Guided outdoor trips around the state	18	3.2 %
Nature related school programs	23	4.0 %
Senior outdoor/nature programs	29	5.1 %
Virtual programming	1	0.2 %
Winter outdoor programming (ice fishing, snow shoeing)	29	5.1 %
Youth outdoor/nature day camps	22	3.9 %
<u>None chosen</u>	<u>144</u>	<u>25.3 %</u>
Total	569	100.0 %

Q7. Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household?

<u>Fourth choice</u>	<u>Number</u>	<u>Percent</u>
Adaptive programming for special needs	6	1.1 %
Archery	20	3.5 %
Campfire programs	13	2.3 %
Citizen science/volunteer opportunities/programs	12	2.1 %
Environmental education presentations/discussions	20	3.5 %
Fishing	15	2.6 %
Health & wellness based programming	21	3.7 %
Hiking & walking	31	5.4 %
Kayaking	28	4.9 %
Large community events	18	3.2 %
Live animal programming	20	3.5 %
Nature/outdoor based arts & crafts	26	4.6 %
Outdoor survival skills	14	2.5 %
Guided outdoor trips around the state	20	3.5 %
Nature related school programs	26	4.6 %
Senior outdoor/nature programs	22	3.9 %
Virtual programming	4	0.7 %
Winter outdoor programming (ice fishing, snow shoeing)	34	6.0 %
Youth outdoor/nature day camps	33	5.8 %
<u>None chosen</u>	<u>186</u>	<u>32.7 %</u>
Total	569	100.0 %

SUM OF THE TOP FOUR CHOICES

Q7. Which FOUR of the programs from the list in Question 6 are MOST IMPORTANT to your household? (top 4)

Sum of the top four choices	Number	Percent
Adaptive programming for special needs	35	6.2 %
Archery	63	11.1 %
Campfire programs	48	8.4 %
Citizen science/volunteer opportunities/programs	79	13.9 %
Environmental education presentations/discussions	102	17.9 %
Fishing	89	15.6 %
Health & wellness based programming	137	24.1 %
Hiking & walking	322	56.6 %
Kayaking	122	21.4 %
Large community events	97	17.0 %
Live animal programming	61	10.7 %
Nature/outdoor based arts & crafts	82	14.4 %
Outdoor survival skills	55	9.7 %
Guided outdoor trips around the state	56	9.8 %
Nature related school programs	92	16.2 %
Senior outdoor/nature programs	109	19.2 %
Virtual programming	10	1.8 %
Winter outdoor programming (ice fishing, snow shoeing)	89	15.6 %
Youth outdoor/nature day camps	109	19.2 %
None chosen	78	13.7 %
Total	1835	

Q8. Have you or other members of your household participated in any Outdoor Engagement programs offered by the City of Rochester Hills during the past 12 months?

	Number	Percent
Yes	86	15.1 %
No	483	84.9 %
Total	569	100.0 %

Q8a. Approximately how many different Outdoor Engagement programs offered by the City of Rochester Hills have you or members of your household participated in over the past 12 months?

	Number	Percent
1 program	39	45.3 %
2 to 6 programs	46	53.5 %
Not provided	1	1.2 %
Total	86	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q8a. Approximately how many different Outdoor Engagement programs offered by the City of Rochester Hills have you or members of your household participated in over the past 12 months? (without "not provided")

	Number	Percent
1 program	39	45.9 %
2 to 6 programs	46	54.1 %
Total	85	100.0 %

Q8b. How would you rate the overall quality of the City of Rochester Hills Outdoor Engagement programs that you and members of your household have participated in?

	Number	Percent
Excellent	40	46.5 %
Good	41	47.7 %
Fair	4	4.7 %
Not provided	1	1.2 %
Total	86	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q8b. How would you rate the overall quality of the City of Rochester Hills Outdoor Engagement programs that you and members of your household have participated in? (without "not provided")

	Number	Percent
Excellent	40	47.1 %
Good	41	48.2 %
Fair	4	4.7 %
Total	85	100.0 %

Q9. Please indicate if you or any member of your household has an interest for each of the cultural education or historic programs listed below.

(N=569)

	Yes	No
Q9-1. Bike tours	46.7%	53.3%
Q9-2. Community festivals	72.6%	27.4%
Q9-3. Cooking/diet/health programs	43.4%	56.6%
Q9-4. Current news topics & discussions	24.3%	75.7%
Q9-5. Day camps	33.6%	66.4%
Q9-6. Environmental sustainability programs	45.0%	55.0%
Q9-7. Gardening	57.1%	42.9%
Q9-8. Local history topics	50.4%	49.6%
Q9-9. Minority history	24.4%	75.6%
Q9-10. School programs	38.0%	62.0%
Q9-11. Special events	55.7%	44.3%
Q9-12. Walking tours	58.5%	41.5%
Q9-13. Women’s history	30.9%	69.1%
Q9-14. YouTube videos	15.1%	84.9%
Q9-15. Other	100.0%	0.0%

Q9-15. Other

	Number	Percent
Honey bees	1	20.0 %
Keeping the green space around this area green	1	20.0 %
Pumpkin wall	1	20.0 %
More virtual/augmented/engaged activities	1	20.0 %
<u>Expansion of Wet & Wild Wednesdays to include June, July, & August</u>	1	20.0 %
Total	5	100.0 %

Q10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household?

<u>First choice</u>	<u>Number</u>	<u>Percent</u>
Bike tours	68	12.0 %
Community festivals	125	22.0 %
Cooking/diet/health programs	23	4.0 %
Current news topics & discussions	8	1.4 %
Day camps	30	5.3 %
Environmental sustainability programs	41	7.2 %
Gardening	53	9.3 %
Local history topics	29	5.1 %
Minority history	8	1.4 %
School programs	24	4.2 %
Special events	11	1.9 %
Walking tours	32	5.6 %
Women's history	1	0.2 %
YouTube videos	2	0.4 %
<u>None chosen</u>	<u>114</u>	<u>20.0 %</u>
Total	569	100.0 %

Q10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household?

<u>Second choice</u>	<u>Number</u>	<u>Percent</u>
Bike tours	40	7.0 %
Community festivals	48	8.4 %
Cooking/diet/health programs	43	7.6 %
Current news topics & discussions	4	0.7 %
Day camps	41	7.2 %
Environmental sustainability programs	31	5.4 %
Gardening	53	9.3 %
Local history topics	44	7.7 %
Minority history	5	0.9 %
School programs	32	5.6 %
Special events	30	5.3 %
Walking tours	47	8.3 %
Women's history	13	2.3 %
YouTube videos	3	0.5 %
<u>None chosen</u>	<u>135</u>	<u>23.7 %</u>
Total	569	100.0 %

Q10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household?

Third choice	Number	Percent
Bike tours	23	4.0 %
Community festivals	54	9.5 %
Cooking/diet/health programs	36	6.3 %
Current news topics & discussions	11	1.9 %
Day camps	14	2.5 %
Environmental sustainability programs	25	4.4 %
Gardening	60	10.5 %
Local history topics	35	6.2 %
Minority history	15	2.6 %
School programs	27	4.7 %
Special events	36	6.3 %
Walking tours	51	9.0 %
Women's history	7	1.2 %
YouTube videos	1	0.2 %
None chosen	174	30.6 %
Total	569	100.0 %

Q10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household?

Fourth choice	Number	Percent
Bike tours	27	4.7 %
Community festivals	37	6.5 %
Cooking/diet/health programs	20	3.5 %
Current news topics & discussions	7	1.2 %
Day camps	17	3.0 %
Environmental sustainability programs	26	4.6 %
Gardening	31	5.4 %
Local history topics	35	6.2 %
Minority history	9	1.6 %
School programs	25	4.4 %
Special events	43	7.6 %
Walking tours	62	10.9 %
Women's history	14	2.5 %
YouTube videos	10	1.8 %
None chosen	206	36.2 %
Total	569	100.0 %

SUM OF THE TOP FOUR CHOICES

Q10. Which FOUR of the programs from the list in Question 9 are MOST IMPORTANT to your household? (top 4)

Sum of the top four choices	Number	Percent
Bike tours	158	27.8 %
Community festivals	264	46.4 %
Cooking/diet/health programs	122	21.4 %
Current news topics & discussions	30	5.3 %
Day camps	102	17.9 %
Environmental sustainability programs	123	21.6 %
Gardening	197	34.6 %
Local history topics	143	25.1 %
Minority history	37	6.5 %
School programs	108	19.0 %
Special events	120	21.1 %
Walking tours	192	33.7 %
Women’s history	35	6.2 %
YouTube videos	16	2.8 %
None chosen	114	20.0 %
Total	1761	

Q11. Please circle the time of day that members of your household would most prefer to use the Museum grounds and buildings.

	Number	Percent
Morning	144	18.0 %
Afternoon	179	22.4 %
Evening	228	28.5 %
Unsure	248	31.0 %
Total	799	100.0 %

EXCLUDING "UNSURE" RESPONSES

Q11. Please circle the time of day that members of your household would most prefer to use the Museum grounds and buildings. (without "unsure")

	Number	Percent
Morning	103	25.9 %
Afternoon	113	28.4 %
Evening	182	45.7 %
Total	398	100.0 %

Q12. Have you or other members of your household participated in any programs offered by the City of Rochester Hills Museum during the past 12 months?

	Number	Percent
Yes	109	19.2 %
No	460	80.8 %
Total	569	100.0 %

Q12a. Approximately how many different programs offered by the City of Rochester Hills Museum have you or members of your household participated in over the past 12 months?

	Number	Percent
1 program	57	52.3 %
2 to 6 programs	50	45.9 %
7+ programs	1	0.9 %
Not provided	1	0.9 %
Total	109	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q12a. Approximately how many different programs offered by the City of Rochester Hills Museum have you or members of your household participated in over the past 12 months? (without "not provided")

	Number	Percent
1 program	57	52.8 %
2 to 6 programs	50	46.3 %
7+ programs	1	0.9 %
Total	108	100.0 %

Q12b. How would you rate the overall quality of the City of Rochester Hills Museum programs that you and members of your household have participated in?

	Number	Percent
Excellent	57	52.3 %
Good	44	40.4 %
Fair	4	3.7 %
Poor	3	2.8 %
Not provided	1	0.9 %
Total	109	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q12b. How would you rate the overall quality of the City of Rochester Hills Museum programs that you and members of your household have participated in? (without "not provided")

	Number	Percent
Excellent	57	52.8 %
Good	44	40.7 %
Fair	4	3.7 %
Poor	3	2.8 %
Total	108	100.0 %

Q13. Please rate your level of satisfaction with the overall value your household receives from City of Rochester Hills Parks and Natural Resources Department.

Department	Number	Percent
Very satisfied	220	38.7 %
Somewhat satisfied	207	36.4 %
Neutral	75	13.2 %
Somewhat dissatisfied	16	2.8 %
Very dissatisfied	8	1.4 %
Don't know	43	7.6 %
Total	569	100.0 %

EXCLUDING "DON'T KNOW" RESPONSES

Q13. Please rate your level of satisfaction with the overall value your household receives from City of Rochester Hills Parks and Natural Resources Department. (without "don't know")

	Number	Percent
Very satisfied	220	41.8 %
Somewhat satisfied	207	39.4 %
Neutral	75	14.3 %
Somewhat dissatisfied	16	3.0 %
Very dissatisfied	8	1.5 %
Total	526	100.0 %

Q14. Please rate your satisfaction with the following services provided by the Department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=569)

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
Q14-1. Availability of information about programs & facilities	25.0%	34.1%	20.2%	7.2%	2.3%	11.2%
Q14-2. Customer assistance by staff	26.7%	15.3%	18.8%	1.6%	0.9%	36.7%
Q14-3. Ease of registering for programs	17.2%	16.3%	19.2%	2.5%	1.4%	43.4%
Q14-4. Fees charged for recreation programs	17.4%	15.8%	23.4%	4.4%	2.5%	36.6%
Q14-5. Fees charged for park entry	17.4%	21.1%	25.5%	9.5%	4.9%	21.6%
Q14-6. Maintenance of parks/facilities	38.8%	36.7%	8.4%	2.8%	0.7%	12.5%
Q14-7. Park & facility accessibility (ADA compliant access)	20.6%	16.7%	17.6%	1.8%	1.1%	42.4%
Q14-8. Park/facility rule awareness & enforcement	22.3%	23.2%	21.4%	4.0%	1.9%	27.1%
Q14-9. Overall quality of sports fields	20.2%	19.7%	18.8%	1.9%	0.5%	38.8%
Q14-10. Quality/number of outdoor amenities	22.5%	35.5%	16.5%	4.6%	0.5%	20.4%
Q14-11. Shelter or meeting room rental availability	11.8%	15.3%	18.8%	4.0%	1.2%	48.9%

Q14. Please rate your satisfaction with the following services provided by the Department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=569)

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
Q14-12. Ease of renting shelters, or meeting rooms	8.3%	9.3%	17.0%	3.0%	0.9%	61.5%
Q14-13. User friendliness of website	12.8%	25.8%	19.0%	4.6%	1.8%	36.0%
Q14-14. Amount of open greenspace	30.2%	27.8%	10.4%	8.8%	7.4%	15.5%
Q14-15. Quality/number of historic facilities	19.5%	24.4%	22.1%	6.5%	1.1%	26.4%
Q14-16. Amount of developed parkland	25.0%	27.8%	16.3%	8.3%	2.8%	19.9%
Q14-17. Amount of available indoor recreation space	7.2%	13.9%	20.7%	14.1%	4.7%	39.4%
Q14-18. Connectivity of trails & pathways	33.7%	31.5%	12.0%	4.2%	2.1%	16.5%

EXCLUDING "DON'T KNOW" RESPONSES

Q14. Please rate your satisfaction with the following services provided by the Department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=569)

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Q14-1. Availability of information about programs & facilities	28.1%	38.4%	22.8%	8.1%	2.6%
Q14-2. Customer assistance by staff	42.2%	24.2%	29.7%	2.5%	1.4%
Q14-3. Ease of registering for programs	30.4%	28.9%	33.9%	4.3%	2.5%
Q14-4. Fees charged for recreation programs	27.4%	24.9%	36.8%	6.9%	3.9%
Q14-5. Fees charged for park entry	22.2%	26.9%	32.5%	12.1%	6.3%
Q14-6. Maintenance of parks/facilities	44.4%	42.0%	9.6%	3.2%	0.8%
Q14-7. Park & facility accessibility (ADA compliant access)	35.7%	29.0%	30.5%	3.0%	1.8%
Q14-8. Park/facility rule awareness & enforcement	30.6%	31.8%	29.4%	5.5%	2.7%
Q14-9. Overall quality of sports fields	33.0%	32.2%	30.7%	3.2%	0.9%
Q14-10. Quality/number of outdoor amenities	28.3%	44.6%	20.8%	5.7%	0.7%
Q14-11. Shelter or meeting room rental availability	23.0%	29.9%	36.8%	7.9%	2.4%
Q14-12. Ease of renting shelters, or meeting rooms	21.5%	24.2%	44.3%	7.8%	2.3%
Q14-13. User friendliness of website	20.1%	40.4%	29.7%	7.1%	2.7%
Q14-14. Amount of open greenspace	35.8%	32.8%	12.3%	10.4%	8.7%
Q14-15. Quality/number of historic facilities	26.5%	33.2%	30.1%	8.8%	1.4%

EXCLUDING "DON'T KNOW" RESPONSES

Q14. Please rate your satisfaction with the following services provided by the Department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=569)

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Q14-16. Amount of developed parkland	31.1%	34.6%	20.4%	10.3%	3.5%
Q14-17. Amount of available indoor recreation space	11.9%	22.9%	34.2%	23.2%	7.8%
Q14-18. Connectivity of trails & pathways	40.4%	37.7%	14.3%	5.1%	2.5%

Q15. Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years?

<u>First choice</u>	<u>Number</u>	<u>Percent</u>
Availability of information about programs & facilities	56	9.8 %
Customer assistance by staff	1	0.2 %
Ease of registering for programs	3	0.5 %
Fees charged for recreation programs	18	3.2 %
Fees charged for park entry	29	5.1 %
Maintenance of parks/facilities	68	12.0 %
Park & facility accessibility (ADA compliant access)	10	1.8 %
Park/facility rule awareness & enforcement	7	1.2 %
Overall quality of sports fields	5	0.9 %
Quality/number of outdoor amenities	31	5.4 %
Shelter or meeting room rental availability	7	1.2 %
Ease of renting shelters, or meeting rooms	2	0.4 %
User friendliness of website	9	1.6 %
Amount of open greenspace	80	14.1 %
Quality/number of historic facilities	5	0.9 %
Amount of developed parkland	18	3.2 %
Amount of available indoor recreation space	32	5.6 %
Connectivity of trails & pathways	73	12.8 %
<u>None chosen</u>	<u>115</u>	<u>20.2 %</u>
Total	569	100.0 %

Q15. Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years?

<u>Second choice</u>	<u>Number</u>	<u>Percent</u>
Availability of information about programs & facilities	41	7.2 %
Customer assistance by staff	6	1.1 %
Ease of registering for programs	17	3.0 %
Fees charged for recreation programs	14	2.5 %
Fees charged for park entry	25	4.4 %
Maintenance of parks/facilities	45	7.9 %
Park & facility accessibility (ADA compliant access)	11	1.9 %
Park/facility rule awareness & enforcement	24	4.2 %
Overall quality of sports fields	26	4.6 %
Quality/number of outdoor amenities	30	5.3 %
Shelter or meeting room rental availability	9	1.6 %
Ease of renting shelters, or meeting rooms	9	1.6 %
User friendliness of website	8	1.4 %
Amount of open greenspace	41	7.2 %
Quality/number of historic facilities	14	2.5 %
Amount of developed parkland	41	7.2 %
Amount of available indoor recreation space	24	4.2 %
Connectivity of trails & pathways	35	6.2 %
<u>None chosen</u>	<u>149</u>	<u>26.2 %</u>
Total	569	100.0 %

Q15. Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years?

<u>Third choice</u>	<u>Number</u>	<u>Percent</u>
Availability of information about programs & facilities	24	4.2 %
Customer assistance by staff	4	0.7 %
Ease of registering for programs	19	3.3 %
Fees charged for recreation programs	10	1.8 %
Fees charged for park entry	21	3.7 %
Maintenance of parks/facilities	41	7.2 %
Park & facility accessibility (ADA compliant access)	7	1.2 %
Park/facility rule awareness & enforcement	8	1.4 %
Overall quality of sports fields	13	2.3 %
Quality/number of outdoor amenities	39	6.9 %
Shelter or meeting room rental availability	10	1.8 %
Ease of renting shelters, or meeting rooms	7	1.2 %
User friendliness of website	14	2.5 %
Amount of open greenspace	37	6.5 %
Quality/number of historic facilities	17	3.0 %
Amount of developed parkland	32	5.6 %
Amount of available indoor recreation space	26	4.6 %
Connectivity of trails & pathways	42	7.4 %
<u>None chosen</u>	<u>198</u>	<u>34.8 %</u>
Total	569	100.0 %

Q15. Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years?

<u>Fourth choice</u>	<u>Number</u>	<u>Percent</u>
Availability of information about programs & facilities	30	5.3 %
Customer assistance by staff	4	0.7 %
Ease of registering for programs	12	2.1 %
Fees charged for recreation programs	13	2.3 %
Fees charged for park entry	12	2.1 %
Maintenance of parks/facilities	29	5.1 %
Park & facility accessibility (ADA compliant access)	14	2.5 %
Park/facility rule awareness & enforcement	8	1.4 %
Overall quality of sports fields	12	2.1 %
Quality/number of outdoor amenities	37	6.5 %
Shelter or meeting room rental availability	7	1.2 %
Ease of renting shelters, or meeting rooms	2	0.4 %
User friendliness of website	17	3.0 %
Amount of open greenspace	27	4.7 %
Quality/number of historic facilities	18	3.2 %
Amount of developed parkland	26	4.6 %
Amount of available indoor recreation space	31	5.4 %
Connectivity of trails & pathways	36	6.3 %
<u>None chosen</u>	<u>234</u>	<u>41.1 %</u>
Total	569	100.0 %

SUM OF THE TOP FOUR CHOICES

Q15. Which FOUR services listed in Question 14 do you think should receive the MOST ATTENTION from Rochester Hills over the next FIVE years? (top 4)

<u>Sum of the top four choices</u>	<u>Number</u>	<u>Percent</u>
Availability of information about programs & facilities	151	26.5 %
Customer assistance by staff	15	2.6 %
Ease of registering for programs	51	9.0 %
Fees charged for recreation programs	55	9.7 %
Fees charged for park entry	87	15.3 %
Maintenance of parks/facilities	183	32.2 %
Park & facility accessibility (ADA compliant access)	42	7.4 %
Park/facility rule awareness & enforcement	47	8.3 %
Overall quality of sports fields	56	9.8 %
Quality/number of outdoor amenities	137	24.1 %
Shelter or meeting room rental availability	33	5.8 %
Ease of renting shelters, or meeting rooms	20	3.5 %
User friendliness of website	48	8.4 %
Amount of open greenspace	185	32.5 %
Quality/number of historic facilities	54	9.5 %
Amount of developed parkland	117	20.6 %
Amount of available indoor recreation space	113	19.9 %
Connectivity of trails & pathways	186	32.7 %
None chosen	115	20.2 %
Total	1695	

Q16. Given the recent COVID-19 Pandemic, how has you and your household's perception of the value of parks, trails, and open spaces changed?

	Number	Percent
Value has significantly increased	221	38.8 %
Value has somewhat increased	151	26.5 %
No change	163	28.6 %
Value has somewhat decreased	10	1.8 %
Value has significantly decreased	6	1.1 %
Not provided	18	3.2 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q16. Given the recent COVID-19 Pandemic, how has you and your household's perception of the value of parks, trails, and open spaces changed? (without "not provided")

	Number	Percent
Value has significantly increased	221	40.1 %
Value has somewhat increased	151	27.4 %
No change	163	29.6 %
Value has somewhat decreased	10	1.8 %
Value has significantly decreased	6	1.1 %
Total	551	100.0 %

Q17. How do you want the City of Rochester Hills to fund future parks, recreation, trails and open space needs?

	Number	Percent
Increase funding	212	37.3 %
Maintain existing funding levels	252	44.3 %
Reduce funding	12	2.1 %
Not provided	93	16.3 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q17. How do you want the City of Rochester Hills to fund future parks, recreation, trails and open space needs? (without "not provided")

	Number	Percent
Increase funding	212	44.5 %
Maintain existing funding levels	252	52.9 %
Reduce funding	12	2.5 %
Total	476	100.0 %

Q18. Please indicate how supportive you would be of each of the following major actions that the City of Rochester Hills could take to improve the parks system.

(N=569)

	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Q18-1. Develop additional historic building	23.0%	27.4%	32.7%	16.9%
Q18-2. Develop art in parks	26.7%	33.7%	27.2%	12.3%
Q18-3. Develop a new outdoor aquatic facility	44.8%	18.3%	22.0%	14.9%
Q18-4. Develop a new community recreation center	39.9%	28.5%	21.6%	10.0%
Q18-5. Develop a new outdoor exercise/fitness area	27.2%	31.1%	29.2%	12.5%
Q18-6. Develop a new splash pad	27.9%	25.3%	25.1%	21.6%
Q18-7. Develop a dog park	34.3%	20.4%	21.6%	23.7%
Q18-8. Develop additional sports fields	13.4%	27.8%	39.5%	19.3%
Q18-9. Develop an ice rink	24.4%	27.1%	29.0%	19.5%
Q18-10. Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	30.2%	34.3%	26.4%	9.1%
Q18-11. Develop new neighborhood parks	40.4%	28.3%	21.4%	9.8%
Q18-12. Develop new synthetic turf fields	8.8%	16.7%	43.8%	30.8%
Q18-13. Develop new walking trails	52.9%	24.8%	16.9%	5.4%
Q18-14. Develop space for performance arts/theater/cultural arts	26.4%	27.2%	32.0%	14.4%
Q18-15. Improve existing athletic fields	20.0%	32.7%	37.4%	9.8%
Q18-16. Improve existing outdoor basketball/tennis courts	20.4%	30.4%	38.3%	10.9%

Q18. Please indicate how supportive you would be of each of the following major actions that the City of Rochester Hills could take to improve the parks system.

(N=569)

	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Q18-17. Improve existing park restrooms	48.2%	28.8%	19.2%	3.9%
Q18-18. Improve existing picnic shelters/pavilions	30.8%	35.7%	28.6%	4.9%
Q18-19. Improve existing playgrounds	36.6%	32.5%	25.0%	6.0%
Q18-20. Improve existing trail system (increasing connectivity/accessibility)	54.5%	22.3%	18.3%	4.9%
Q18-21. Repurpose aging & under-utilized amenities/spaces	48.9%	26.2%	21.3%	3.7%
Q18-22. Other	100.0%	0.0%	0.0%	0.0%

Q19. Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund?

<u>First choice</u>	<u>Number</u>	<u>Percent</u>
Develop additional historic building	16	2.8 %
Develop art in parks	16	2.8 %
Develop a new outdoor aquatic facility	100	17.6 %
Develop a new community recreation center	28	4.9 %
Develop a new outdoor exercise/fitness area	16	2.8 %
Develop a new splash pad	22	3.9 %
Develop a dog park	70	12.3 %
Develop additional sports fields	4	0.7 %
Develop an ice rink	10	1.8 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	15	2.6 %
Develop new neighborhood parks	33	5.8 %
Develop new synthetic turf fields	2	0.4 %
Develop new walking trails	42	7.4 %
Develop space for performance arts/theater/cultural arts	7	1.2 %
Improve existing athletic fields	6	1.1 %
Improve existing outdoor basketball/tennis courts	3	0.5 %
Improve existing park restrooms	23	4.0 %
Improve existing picnic shelters/pavilions	1	0.2 %
Improve existing playgrounds	11	1.9 %
Improve existing trail system (increasing connectivity/accessibility)	43	7.6 %
Repurpose aging & under-utilized amenities/spaces	17	3.0 %
<u>None chosen</u>	<u>84</u>	<u>14.8 %</u>
Total	569	100.0 %

Q19. Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund?

<u>Second choice</u>	<u>Number</u>	<u>Percent</u>
Develop additional historic building	13	2.3 %
Develop art in parks	14	2.5 %
Develop a new outdoor aquatic facility	47	8.3 %
Develop a new community recreation center	47	8.3 %
Develop a new outdoor exercise/fitness area	22	3.9 %
Develop a new splash pad	36	6.3 %
Develop a dog park	32	5.6 %
Develop additional sports fields	4	0.7 %
Develop an ice rink	17	3.0 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	23	4.0 %
Develop new neighborhood parks	26	4.6 %
Develop new synthetic turf fields	2	0.4 %
Develop new walking trails	58	10.2 %
Develop space for performance arts/theater/cultural arts	9	1.6 %
Improve existing athletic fields	4	0.7 %
Improve existing outdoor basketball/tennis courts	9	1.6 %
Improve existing park restrooms	20	3.5 %
Improve existing picnic shelters/pavilions	16	2.8 %
Improve existing playgrounds	14	2.5 %
Improve existing trail system (increasing connectivity/accessibility)	39	6.9 %
Repurpose aging & under-utilized amenities/spaces	15	2.6 %
<u>None chosen</u>	<u>102</u>	<u>17.9 %</u>
Total	569	100.0 %

Q19. Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund?

<u>Third choice</u>	<u>Number</u>	<u>Percent</u>
Develop additional historic building	7	1.2 %
Develop art in parks	15	2.6 %
Develop a new outdoor aquatic facility	19	3.3 %
Develop a new community recreation center	23	4.0 %
Develop a new outdoor exercise/fitness area	19	3.3 %
Develop a new splash pad	23	4.0 %
Develop a dog park	26	4.6 %
Develop additional sports fields	4	0.7 %
Develop an ice rink	27	4.7 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	37	6.5 %
Develop new neighborhood parks	33	5.8 %
Develop new synthetic turf fields	2	0.4 %
Develop new walking trails	41	7.2 %
Develop space for performance arts/theater/cultural arts	17	3.0 %
Improve existing athletic fields	4	0.7 %
Improve existing outdoor basketball/tennis courts	7	1.2 %
Improve existing park restrooms	35	6.2 %
Improve existing picnic shelters/pavilions	22	3.9 %
Improve existing playgrounds	27	4.7 %
Improve existing trail system (increasing connectivity/accessibility)	35	6.2 %
Repurpose aging & under-utilized amenities/spaces	23	4.0 %
<u>None chosen</u>	<u>123</u>	<u>21.6 %</u>
Total	569	100.0 %

Q19. Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund?

<u>Fourth choice</u>	<u>Number</u>	<u>Percent</u>
Develop additional historic building	11	1.9 %
Develop art in parks	18	3.2 %
Develop a new outdoor aquatic facility	9	1.6 %
Develop a new community recreation center	26	4.6 %
Develop a new outdoor exercise/fitness area	16	2.8 %
Develop a new splash pad	14	2.5 %
Develop a dog park	23	4.0 %
Develop additional sports fields	3	0.5 %
Develop an ice rink	18	3.2 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	26	4.6 %
Develop new neighborhood parks	28	4.9 %
Develop new synthetic turf fields	2	0.4 %
Develop new walking trails	28	4.9 %
Develop space for performance arts/theater/cultural arts	22	3.9 %
Improve existing athletic fields	7	1.2 %
Improve existing outdoor basketball/tennis courts	7	1.2 %
Improve existing park restrooms	40	7.0 %
Improve existing picnic shelters/pavilions	18	3.2 %
Improve existing playgrounds	30	5.3 %
Improve existing trail system (increasing connectivity/accessibility)	29	5.1 %
Repurpose aging & under-utilized amenities/spaces	33	5.8 %
<u>None chosen</u>	<u>161</u>	<u>28.3 %</u>
Total	569	100.0 %

SUM OF THE TOP FOUR CHOICES**Q19. Which FOUR of the items listed in Question 18 should the City of Rochester Hills fund? (top 4)**

Sum of the top four choices	Number	Percent
Develop additional historic building	47	8.3 %
Develop art in parks	63	11.1 %
Develop a new outdoor aquatic facility	175	30.8 %
Develop a new community recreation center	124	21.8 %
Develop a new outdoor exercise/fitness area	73	12.8 %
Develop a new splash pad	95	16.7 %
Develop a dog park	151	26.5 %
Develop additional sports fields	15	2.6 %
Develop an ice rink	72	12.7 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, ping pong)	101	17.8 %
Develop new neighborhood parks	120	21.1 %
Develop new synthetic turf fields	8	1.4 %
Develop new walking trails	169	29.7 %
Develop space for performance arts/theater/cultural arts	55	9.7 %
Improve existing athletic fields	21	3.7 %
Improve existing outdoor basketball/tennis courts	26	4.6 %
Improve existing park restrooms	118	20.7 %
Improve existing picnic shelters/pavilions	57	10.0 %
Improve existing playgrounds	82	14.4 %
Improve existing trail system (increasing connectivity/accessibility)	146	25.7 %
Repurpose aging & under-utilized amenities/spaces	88	15.5 %
None chosen	84	14.8 %
Total	1890	

Q20. If you had a budget of \$100 for services provided by the City of Rochester Hills Parks and Natural Resources Department, how would you allocate the funds among these categories?

	<u>Mean</u>
Development of new parks	16.54
Development of new walking & biking trails	18.89
Development of additional Outdoor Engagement programs	7.00
Development of additional Museum programs	4.60
Development of more amenities in existing parks	12.28
Improvements/maintenance of existing parks & facilities	20.42
Improvements/maintenance of existing restrooms	14.52
Other	5.75

Q21. Counting yourself, how many people in your household are...

	Number	Percentage
Under 5 years	102	6.1%
5-9 years	136	8.1%
10-14 years	119	7.1%
15-19 years	108	6.4%
20-24 years	70	4.2%
25-34 years	163	9.7%
35-44 years	245	14.6%
45-54 years	215	12.8%
55-59 years	142	8.5%
60-64 years	138	8.2%
65-74 years	170	10.1%
75+ years	72	4.3%
Total	1680	100.0%

Q22. What is your age?

	Number	Percent
18-34 years	118	20.7 %
35-44 years	114	20.0 %
45-54 years	110	19.3 %
55-64 years	114	20.0 %
65 years or older	111	19.5 %
Not provided	2	0.4 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q22. What is your age? (without "not provided")

	Number	Percent
18-34 years	118	20.8 %
35-44 years	114	20.1 %
45-54 years	110	19.4 %
55-64 years	114	20.1 %
65 years or older	111	19.6 %
Total	567	100.0 %

Q23. Your gender:

	Number	Percent
Male	281	49.4 %
Female	287	50.4 %
Prefer to self-describe	1	0.2 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q23. Your gender: (without "not provided")

	Number	Percent
Male	281	49.4 %
Female	287	50.4 %
Non-binary	1	0.2 %
Total	569	100.0 %

Q24. How many years have you lived in the City of Rochester Hills?

	Number	Percent
0-5 years	111	19.5 %
6-10 years	89	15.6 %
11-15 years	48	8.4 %
16-20 years	57	10.0 %
21-30 years	132	23.2 %
31 years or longer	121	21.3 %
Not provided	11	1.9 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q24. How many years have you lived in the City of Rochester Hills? (without "not provided")

	Number	Percent
0-5 years	111	19.9 %
6-10 years	89	15.9 %
11-15 years	48	8.6 %
16-20 years	57	10.2 %
21-30 years	132	23.7 %
31 years or longer	121	21.7 %
Total	558	100.0 %

Q25. Which of the following best describes your race/ethnicity?

	Number	Percent
Asian or Asian Indian	72	12.7 %
Black or African American	21	3.7 %
American Indian or Alaska Native	3	0.5 %
White	452	79.4 %
Hispanic, Spanish, or Latino/a/x	33	5.8 %
Middle Eastern or North African	9	1.6 %
Other	7	1.2 %
Total	597	

Q25-7. Self-describe your race/ethnicity:

	Number	Percent
Mixed	3	42.9 %
Indian	1	14.3 %
Multi-race	1	14.3 %
Not just one	1	14.3 %
More than one	1	14.3 %
Total	7	100.0 %

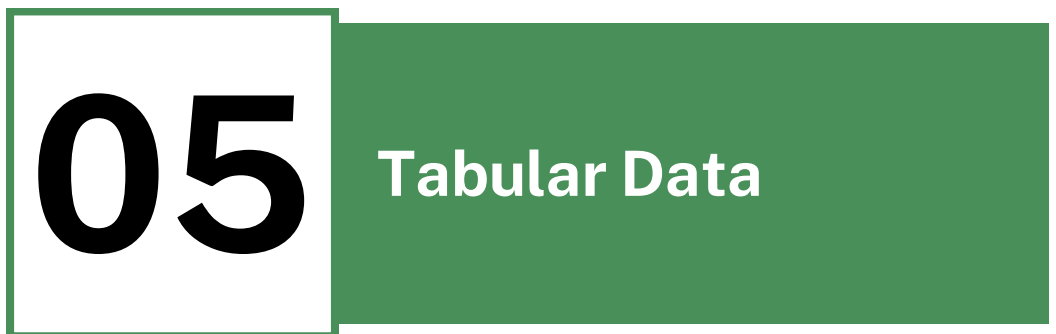
Q26. What is your annual household income?

	Number	Percent
Less than \$30K	67	11.8 %
\$30K to \$59,999	78	13.7 %
\$60K to \$99,999	123	21.6 %
\$100K to \$129,999	101	17.8 %
\$130K+	129	22.7 %
Not provided	71	12.5 %
Total	569	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q26. What is your annual household income? (without "not provided")

	Number	Percent
Less than \$30K	67	13.5 %
\$30K to \$59,999	78	15.7 %
\$60K to \$99,999	123	24.7 %
\$100K to \$129,999	101	20.3 %
\$130K+	129	25.9 %
Total	498	100.0 %



05 **Tabular Data**

Q1. Please indicate if you or any member of your household has used any of the following City of Rochester Hills parks/facilities during the past 12 months.

(N=569)

	Yes	No
Q1-1. Avondale Park	7.2%	92.8%
Q1-2. Bloomer Park	53.4%	46.6%
Q1-3. Borden Park	56.2%	43.8%
Q1-4. Brooklands Splashpad	12.5%	87.5%
Q1-5. City Hall Nature Area	15.8%	84.2%
Q1-6. Clinton River Trail	56.6%	43.4%
Q1-7. Eugene S. Nowicki Park	7.2%	92.8%
Q1-8. Helen V. Allen Park	1.8%	98.2%
Q1-9. Innovation Hills	70.1%	29.9%
Q1-10. Paint Creek Trail	68.2%	31.8%
Q1-11. Rochester Hills Museum at Van Hoosen Farm	28.8%	71.2%
Q1-12. Spencer Park	34.6%	65.4%
Q1-13. Veterans Memorial Pointe	16.7%	83.3%
Q1-14. Wabash Park	11.4%	88.6%
Q1-15. Yates Park	29.5%	70.5%

Q1. If "Yes," please rate the condition of the park/facility.

(N=543)

	Excellent	Good	Fair	Poor
Q1-1. Avondale Park	29.3%	56.1%	12.2%	2.4%
Q1-2. Bloomer Park	39.9%	53.4%	5.4%	1.3%
Q1-3. Borden Park	48.6%	44.4%	6.7%	0.3%
Q1-4. Brooklands Splashpad	54.3%	31.4%	11.4%	2.9%
Q1-5. City Hall Nature Area	39.3%	50.0%	10.7%	0.0%
Q1-6. Clinton River Trail	51.4%	43.2%	5.0%	0.3%
Q1-7. Eugene S. Nowicki Park	15.0%	45.0%	32.5%	7.5%
Q1-8. Helen V. Allen Park	30.0%	40.0%	30.0%	0.0%
Q1-9. Innovation Hills	81.8%	16.7%	0.5%	1.0%
Q1-10. Paint Creek Trail	58.3%	38.6%	3.1%	0.0%
Q1-11. Rochester Hills Museum at Van Hoosen Farm	72.3%	27.0%	0.6%	0.0%
Q1-12. Spencer Park	42.4%	50.3%	6.8%	0.5%
Q1-13. Veterans Memorial Pointe	71.3%	22.3%	6.4%	0.0%
Q1-14. Wabash Park	26.2%	47.7%	21.5%	4.6%
Q1-15. Yates Park	37.4%	48.5%	13.5%	0.6%

Q2. Please CHECK ALL of the ways you learn about City of Rochester Hills Parks and Natural Resources programs and activities.

	Number	Percent
City of Rochester Hills website	262	46.0 %
Newspaper articles/advertisements	227	39.9 %
Digital signs	70	12.3 %
Flyers at City facilities	39	6.9 %
Friends & neighbors	319	56.1 %
Social media	266	46.7 %
RH Connect	67	11.8 %
Parks staff	12	2.1 %
Hills Herald	156	27.4 %
Other	35	6.2 %
Total	1453	

Q2-10. Other

	Number	Percent
Driving by	12	34.3 %
Google	5	14.3 %
Text messages	2	5.7 %
Google maps	2	5.7 %
Mail	1	2.9 %
DNR website for fishing	1	2.9 %
I just go there and explore	1	2.9 %
INTERNET	1	2.9 %
THE ROCHESTER MAGAZINE	1	2.9 %
Just go there	1	2.9 %
Texts	1	2.9 %
I've lived here all my life	1	2.9 %
Rochester Post	1	2.9 %
Word of mouth	1	2.9 %
Moms Club of Rochester hosts events at these parks all year round	1	2.9 %
ROAD SIGNS	1	2.9 %
Lived here forever, just know these things	1	2.9 %
Emails and texts	1	2.9 %
Total	35	100.0 %

Q3. Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation facilities, and programs of the City of Rochester Hills more often.

	Number	Percent
Facilities/parks are not well maintained	21	3.7 %
Program not offered	26	4.6 %
Facilities/parks do not have right equipment	31	5.4 %
Security is insufficient	15	2.6 %
Lack of interesting programs	53	9.3 %
Too far from our residence	81	14.2 %
Program fees are too high	20	3.5 %
Park entry fees are too high	67	11.8 %
Program times are not convenient	27	4.7 %
Use facilities/parks in other communities	40	7.0 %
Poor customer service by staff	3	0.5 %
I do not know locations of parks	85	14.9 %
I do not know what is being offered	172	30.2 %
Parks operating hours not convenient	9	1.6 %
Registration for programs is difficult	9	1.6 %
Not enough time	170	29.9 %
Facilities/parks are too busy/crowded	83	14.6 %
Health/safety concerns due to COVID-19	33	5.8 %
I use parks regularly	191	33.6 %
I participate in programs regularly	17	3.0 %
I am not interested in using parks/participating in programs	30	5.3 %
<u>Other</u>	47	8.3 %
Total	1230	

Q3-19. How many days in a week do you regularly use parks?

	Number	Percent
1	47	26.6 %
2	61	34.5 %
3	36	20.3 %
4	11	6.2 %
5	10	5.6 %
6	3	1.7 %
7	6	3.4 %
Not provided	3	1.7 %
Total	177	100.0 %

EXCLUDING "NOT PROVIDED" RESPONSES

Q3-19. How many days in a week do you regularly use parks? (without "not provided")

	Number	Percent
1	47	27.0 %
2	61	35.1 %
3	36	20.7 %
4	11	6.3 %
5	10	5.7 %
6	3	1.7 %
7	6	3.4 %
Total	174	100.0 %

Q4. Please indicate if you or any member of your household has an interest for each of the amenities/facilities listed below.

(N=569)

	Yes	No
Q4-1. Baseball & softball fields	17.0%	83.0%
Q4-2. Community/social gathering spaces	50.3%	49.7%
Q4-3. Disc golf courses	17.6%	82.4%
Q4-4. Dog parks (unleashed)	36.9%	63.1%
Q4-5. Golf	27.8%	72.2%
Q4-6. Historic building/museum	40.4%	59.6%
Q4-7. Kayaking/canoeing access	46.2%	53.8%
Q4-8. Larger community parks	35.3%	64.7%
Q4-9. Smaller neighborhood parks	45.7%	54.3%
Q4-10. Mountain bike trails	32.7%	67.3%
Q4-11. Natural parks & preserves	58.5%	41.5%
Q4-12. Outdoor basketball courts	15.3%	84.7%
Q4-13. Outdoor fitness equipment	22.5%	77.5%
Q4-14. Outdoor recreation (camping, fishing, archery)	33.6%	66.4%
Q4-15. Outdoor swimming pool	45.2%	54.8%
Q4-16. Pickleball courts	25.0%	75.0%
Q4-17. Picnic areas/shelters	48.3%	51.7%
Q4-18. Playgrounds	43.8%	56.2%

Q4. Please indicate if you or any member of your household has an interest for each of the amenities/facilities listed below.

(N=569)

	Yes	No
Q4-19. Restrooms	66.6%	33.4%
Q4-20. Skate parks	14.4%	85.6%
Q4-21. Soccer	16.2%	83.8%
Q4-22. Lacrosse fields	5.4%	94.6%
Q4-23. Football fields	4.9%	95.1%
Q4-24. Cricket fields	3.3%	96.7%
Q4-25. Special event spaces/performance spaces/stage	32.3%	67.7%
Q4-26. Splashpads	33.9%	66.1%
Q4-27. Tennis courts	19.7%	80.3%
Q4-28. Trails (paved walking & biking trails)	75.0%	25.0%
Q4-29. Other	4.0%	96.0%

Q4. If "Yes," how well are your needs being met?

(N=556)

	100% met	75% met	50% met	25% met	0% met
Q4-1. Baseball & softball fields	39.8%	35.2%	10.2%	10.2%	4.5%
Q4-2. Community/social gathering spaces	31.8%	38.8%	20.2%	7.4%	1.9%
Q4-3. Disc golf courses	9.3%	15.1%	20.9%	23.3%	31.4%
Q4-4. Dog parks (unleashed)	7.1%	5.4%	10.3%	9.2%	67.9%
Q4-5. Golf	21.5%	16.3%	17.0%	16.3%	28.9%
Q4-6. Historic building/museum	34.3%	33.8%	22.4%	8.0%	1.5%
Q4-7. Kayaking/canoeing access	17.1%	28.5%	26.3%	17.5%	10.5%
Q4-8. Larger community parks	42.5%	33.7%	20.4%	2.8%	0.6%
Q4-9. Smaller neighborhood parks	26.4%	22.9%	22.0%	20.7%	7.9%
Q4-10. Mountain bike trails	30.2%	35.5%	18.9%	11.8%	3.6%
Q4-11. Natural parks & preserves	35.8%	33.1%	20.1%	9.4%	1.7%
Q4-12. Outdoor basketball courts	11.7%	27.3%	27.3%	20.8%	13.0%
Q4-13. Outdoor fitness equipment	8.7%	15.7%	17.4%	22.6%	35.7%
Q4-14. Outdoor recreation (camping, fishing, archery)	10.7%	23.2%	21.4%	20.2%	24.4%
Q4-15. Outdoor swimming pool	4.2%	6.3%	5.9%	6.8%	76.8%
Q4-16. Pickleball courts	19.0%	15.1%	27.8%	10.3%	27.8%
Q4-17. Picnic areas/shelters	31.9%	33.9%	21.9%	9.2%	3.2%
Q4-18. Playgrounds	40.4%	40.4%	15.6%	2.7%	0.9%



Appendix D: Program Assessment

Section 1: Program Classification

Table 24: Core Program Areas

Key			
Camps	Outdoor Connections (Youth)	Park Programs	Partnership Programs
Private Requested Programs	Skill Building	Social/Outdoor Connections	Tree Planting Programs

Table 25: Program Classification Distribution - Essential

Hoot N Howl	Smores and Sledding	Community Canopy
Sap to Syrup	RARA adaptive Programs	Free Street Tree Program
OAK in the Hills	OPC programs	Arbor Day Celebration
Reptile Roundup	Wet n Wild / Museum Programs	Student Seedling Giveaway
Paddlepalooza	CRWC Programs	Festival in the Hills
Fishing Tournament	Ascension Programs	

Table 26: Program Classification Distribution - Important

Smores and Stars	Investigating Innovation	Forest bathing
Campfire and Night Hikes	Nature on Wheels	Outdoor Adventure Camp
Fishing for beginners	Fossils and Campfire	Nature Discovery Camp
Animal Archeaology	Evening Kayak	Scout Programs
Outdoor Survival for teens	outdoor survival for young ladies	Painting in the Park
Antler Amble	Holiday Hike	Ice Hockey Tournament
River Float		

Table 27: Program Classification Distribution - Value-Added

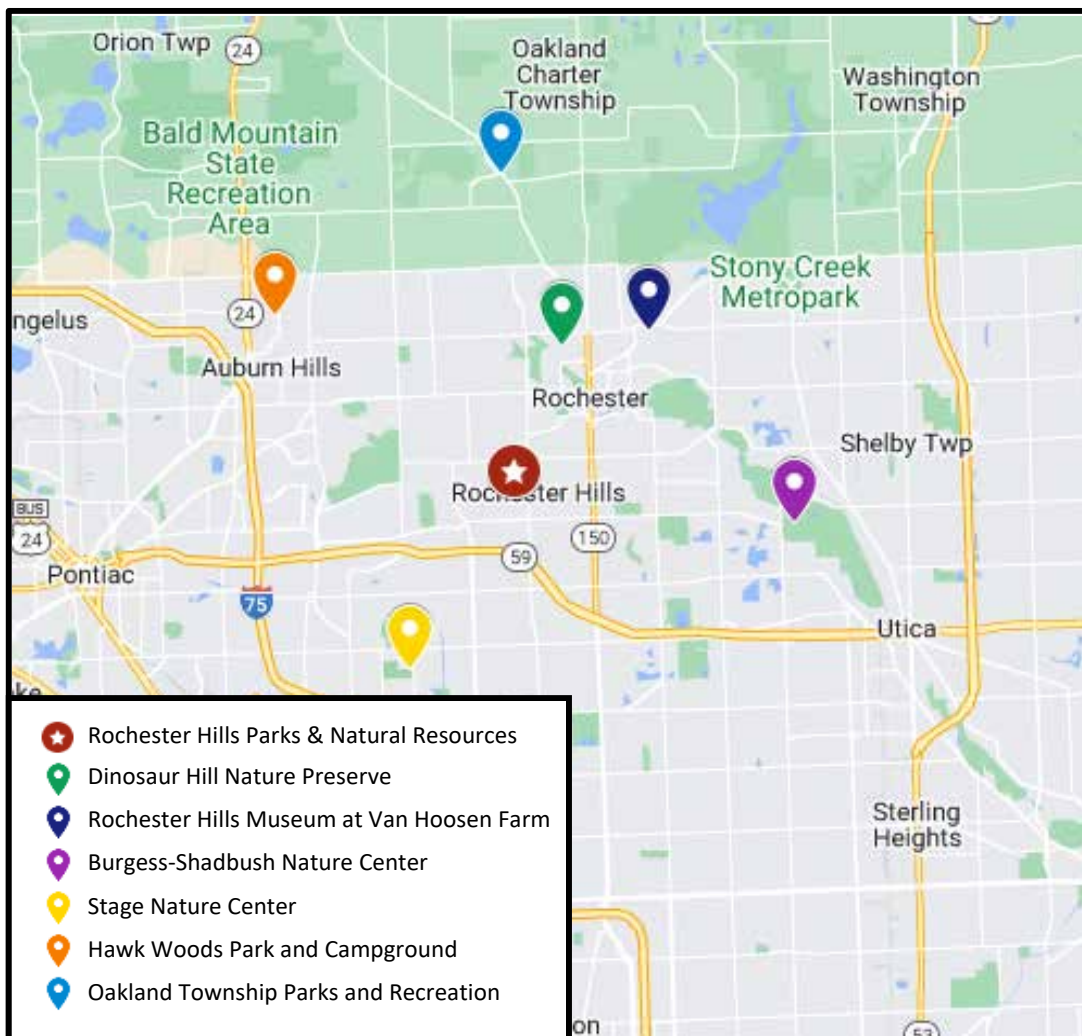
Program Classification Distribution		
Value-Added		
Fly Tying	Wild Edibles	Fly Fishing
Antler Jewelry Making	Kayaking 101	Archery
Making Maple Syrup		

Section 2: Similar Providers

The map below depicts several similar providers that staff deem competitors to Rochester Hills Parks & Natural Resources Department. These

similar providers, as well as new competitors, should be monitored on an annual basis to ensure the Department’s program prices are positioned appropriately within the market.

Figure 34: Rochester Hills PNRD Similar Providers



Section 3: Volunteer/Partnership Best Practices & Recommendations

Best Practices in Volunteer Management

Volunteer Policy best practices that the Department should be aware of include:

- » Involve volunteers in cross-training to expose them to various organizational functions and increase their skills. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- » Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the overall strategic direction of the Department including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- » A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their hours worked in exchange for early registration for programs, discounted pricing for certain programs, or renting facilities or attending events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy Manual.
- » Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- » Add end-of-lifecycle process steps to the Volunteer Policy Manual to ensure there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when possible.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- » **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- » **Special event volunteers:** Volunteers who help

with a particular event with no expectation they will return after the event is complete.

- » **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- » **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- » **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.

The Department should encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

Best Practice for all Partnerships

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- » Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- » Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- » Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- » Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- » A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- » Each partner will assign a dedicated liaison responsible for communication and planning purposes between the Department.

Section 4: Rochester Hills Museum at Van Hoosen Farm Program Assessment

In addition to the systemwide Program Assessment, the consulting team, with assistances from Department staff, conducted a similar (high level) program analysis for Rochester Hills Museum at

Van Hoosen Farm. It should be noted that this assessment is only reflective of the Rochester Hills Museum and its current offerings. The results from this analysis can be found in the following sections below.

Core Program Areas

Through discussions with PNRD staff, (7) Core Program Areas were identified that are currently being offered by Rochester Hills Museum at Van Hoosen Farm.

Rochester Hills Museum Age Segment Analysis

Based on the Age Segment Analysis, Rochester Hills Museum has dedicated offerings for youth, adults, and seniors; however, a majority of program offerings cater to all ages. Having inclusive community focused offerings like these, assists Rochester Hills Museum in achieving their mission of inspiring as many visitors with the power of

Figure 35: Rochester Hills Museum’s Core Program Areas



history – to see how hardships were overcome.

Rochester Hills Museum Lifecycle Analysis

Overall, the Lifecycle Analysis depicts a rather healthy program distribution when compared to the recommended distribution. Approximately 45% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). Additionally, 31% of all programs fell into the Mature stage, while the remaining 24% were deemed in the Saturated or Declining stages. Although 24% is well over the recommended level for Saturated and Declining programs, Covid-19’s negative impact of participation nationwide likely is to blame. These programs should be monitored closely over the coming years to ensure their participation numbers bounce back.

Rochester Hills Museum Program Classification

According to staff, of Rochester Hills Museum’s 63 program offerings, 22% are deemed as Essential Programs. The remaining 78% was identified as being either Important Programs (67%) or Value-Added Programs (11%). With a relatively small percentage of programs falling within the “Value-Added” category this Program Classification distribution is reflective of a facility that is community focused more so than cost recovery driven.

Table 28: Rochester Hills Museum’s Lifecycle Analysis

Stages	Description	Actual Programs Distribution	Recommended Distribution
Introduction	New programs; modest participation	27%	45% 50%–60% Total
Take-Off	Rapid participation growth	5%	
Growth	Moderate, but consistent participation growth	13%	
Mature	Slow participation growth	31%	31% 40%
Saturated	Minimal to no participation growth; extreme competition	21%	24% 0%-10% Total
Decline	Declining participation	3%	

Table 29: Age Segment Analysis

Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adults (18+)	Senior (55+)	All Ages
Collaborations						P
General Public Programs					P	P
Large Special Events						P
Offsite Tours		S	S	P	P	
Outreach Private Programs					P	
Private Rentals						P
Youth and Curriculum Driven Programs	S	P				

Table 30: Program Classification Distribution

Essential	Important	Value-Added
22%	67%	11%



Appendix E: Sample Maintenance Standards

Maintenance Standards Examples

Three maintenance levels are generally defined. The difference between levels is the frequency of maintenance as determined by ability. Recommended Maintenance Standards have these general characteristics:

Level 1 Maintenance – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include; mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

Level 2 Maintenance – Moderate to heavy use typical of most parks. Example maintenance activities include; Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.

Level 3 Maintenance – Typical for low usage parks or when funding is limited. Example maintenance activities include; Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks or non-landscaped open space areas), demand-based maintenance is provided according to funding availability.

Maintenance Standards

Maintenance standards are organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

Level One Maintenance Standards and Definitions for Parks

1. Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
 - » Mowing will occur 2 times/week
 - » Mowing heights
 - » 2 ½” during warm season (daytime highs consistently above 75 degrees)
 - » Edging of all turf perimeters will occur 1 time/week
 - » 95 percent turf coverage
 - » 3 percent weed infestation for existing areas (all efforts should be made to keep new areas 100 percent weed free)
 - » 2 percent bare area
 - » Remove grass clippings if visible
 - » Aerate 1 time/year (additionally if needed)
 - » Inspect thatch layer regularly and remove as needed
 - » Test soil and water annually
 - » Additional testing will occur if deemed necessary
 - » Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed
 - » Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
 - » Fertilize 3 times per year
 - » Top dress/over seed once a year
2. Tree and Shrub Maintenance

- » Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
 - » Remove sucker growth annually
 - » Test soil annually to ensure application of appropriate nutrients as needed
 - » Apply fertilizer to plant species according to their optimum requirements as needed or yearly
 - » Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - » Place 2" of organic mulch around each tree within a minimum 18" ring
 - » Place 2" of organic mulch around shrub beds to minimize weed growth
 - » Remove hazardous limbs and plants immediately upon discovery
 - » Remove dead trees and plant material immediately unless located within an environmental area
 - » Remove or treat invasive plants within 5 days of discovery
 - » Flower bed maintenance done yearly
 - » Fertilize once a year
 - » Pond maintenance done yearly and inspect weekly
 - » Water features maintained weekly
 - » Invasive plant removal annually
3. Storm Cleanup
- » Inspect drain covers at least twice monthly, before rain and immediately after flooding
 - » Remove debris and organic materials from drain covers immediately
 - » Maintain water inlet height at 100 percent of design standard
4. Irrigation Systems
- » Inspect irrigation systems at least once per month or computer monitors as necessary
 - » Initiate repairs to non-functioning systems within 24 hours of discovery
 - » Back flow testing done annually
5. Litter Control
- » Pick up litter and empty containers at least once daily or as needed
 - » Remove leaves and organic debris once a week or as necessary
6. Playground Maintenance
- » Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
 - » Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
 - » Complete high-frequency inspections at least weekly
 - » Grooming surface three times weekly, nine months a year
7. Hard Surface Maintenance
- » Remove debris and glass immediately upon discovery
 - » Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
 - » Remove trip hazards from pedestrian areas immediately upon discovery
 - » Paint fading or indistinct instructional / directional signs for hard surface amenities annually
 - » Blow grass clippings after mowing around hard surfaces
 - » Remove grass growing in cracks as needed
8. Outdoor Court Maintenance
- » Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
 - » Repaint lines at least once each year
 - » Replace basketball nets when frayed, broken, or removed
 - » Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
9. Trail Maintenance
- » Inspect hard and soft surface trails at least once monthly
 - » Remove dirt, sand, and organic debris from hard surfaces at least once weekly
 - » Remove organic debris from soft surfaces at least once weekly
 - » Maintain a uniform 3"-4" depth of compacted material on soft surface trails at all times
 - » Remove graffiti weekly
 - » Remove overhanging branches within 84" of the trail surface at least twice annually
 - » Mechanically or chemically control growth 24" on either side of the trails

- » Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
 - » Inspect and make necessary repairs to lighting systems at least once monthly
 - » Repair / replace bulbs to maintain lighting levels to design specifications at all times
10. Site Amenity Maintenance
- » Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
 - » Clean, scrub, and power wash of amenities twice yearly
 - » Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
11. Athletic fields grounds maintenance (Fields that are dedicated to softball, baseball, soccer, and rugby only)
- » Use mower capable of “striping” the turf
 - » Mowing will occur twice weekly
 - » Mowing heights: 2” during cool season (daytime highs consistently below 75 degrees)
 - » Edging of field perimeters will occur twice monthly
 - » 95 percent turf coverage at the start of every season
 - » 80 percent turf coverage after play begins
 - » 5 percent weed infestation
 - » No bare areas at the start of every season
 - » 15 percent bare and weak areas will be acceptable after play begins
 - » Apply pre-germinated seed to heavily worn areas after every tournament
 - » Remove grass clippings if visible
 - » Aerate 3 times annually
 - » Aerate high use areas as needed
 - » Inspect thatch layer regularly and remove as needed
 - » Test soil and water annually
 - » Additional testing will occur if deemed necessary
 - » Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed

- » Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- » Fertilize monthly
- » Aerate and over seed yearly

12. Fence and Gate Maintenance

- » Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
- » Annually free fence of debris

13. Sign Maintenance

- » Inspect sign lettering, surfaces, and posts at least once monthly
- » Repair / replace signs to maintain design and safety standards within 24 hours of discovery
- » Clean signs twice a year
- » Cut back plant material annually or more if needed

14. Pest Control

- » If the city has an Integrated Pest Management Program (IPM) policy, address problem areas and inspect monthly and remedy immediately upon discovery

15. Vandalism and Graffiti Removal

- » Initiate repairs immediately upon discovery. Document and photograph damage as necessary

16. Picnic Shelters

- » Reserved units cleaned and litter removed prior to and after each reservation
- » Minor repairs are made immediately upon discovery
- » Non-reserved units are cleaned weekly by power washing, or as necessary

17. Lighting Security / Area

- » Foot-candle levels will be maintained to preserve original design
- » Inspect once monthly
- » Repairs / bulb replacement will be completed within 24 hours of discovery

18. Aquatic Center Standards

- » Vacuum pool weekly
- » Manually check water chemistry every two hours of operation
- » Check water electronically on a continuous basis

- » Water checked for temperature, chlorine, and pH
- » Check flow rates every 2 hours of operation
- » Water checked for clarity on a continuous basis
- » Clean concrete areas daily
- » Repaint pool tank every two years
- » Pressure wash concrete areas weekly
- » Clean restrooms two times daily
- » Inspect facility and associated equipment daily
- » Maintain all equipment per manufacturers suggestions
- » Inspect sand filter annually

19. Broken Equipment Standard

- » Broken equipment shall be repaired immediately, as staff is capable, and parts are available when noticed or reported
- » If staff is not available to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired

20. Lifecycle Replacement

- » The city should develop a lifecycle replacement program that must be built into the Capital Improvement Plan and based on contractor and product specifications

21. Concession Standards (outdoor) when developed in the future

- » Concession facilities cleaned, wiped down, and sanitized before opening
- » Electrical appliances checked for compliance and repaired if damaged
- » Lights checked and repaired as needed
- » Concession operating permits secured before opening
- » Appliances cleaned thoroughly before opening
- » Prices for concessions will be posted
- » Cash registers are to be tested to ensure they work properly
- » Test circuit breakers prior to opening
- » Cleaning and sanitation supplies on hand before opening
- » Pick up debris daily

22. Closing Concession Standards (outdoor)

- » Equipment cleaned thoroughly
- » Unused supplies removed and discarded
- » Electricity should be turned off

- » Refrigerators and cables turned off and sealed
- » Facility floors, sinks, and counters cleaned thoroughly
- » Hoses cleaned and drained
- » Kitchen cleaned thoroughly
- » Inspections of standards will occur monthly

23. Restrooms

- » Restrooms cleaned twice per day unless contracted
- » Restrooms inspected hourly
- » Restrooms locked / unlocked daily
- » Replace waterless urinal cartridges monthly
- » Leaks are to be dealt with immediately and repaired within 24 hours of discovery

24. Open Space Standard

- » Maintain natural appearance to open space areas
- » Remove trees and branches that pose a hazard to the users of the area
- » Respond to disease and insect outbreaks within 24 hours of identification
- » Inspect areas monthly
- » Remove and clean dump sites within 48 hours of identification
- » Post and maintain appropriate signage for each individual area
- » Implement strategies to assist in reducing the stand of non-native invasive plants by 5 percent annually
- » No large branches or debris will be allowed in parks and along perimeters

Maintenance Standards for Golf Course

Golf - Bunker (Level 1 Maintenance)

Goal: To provide a quality obstacle to enhance the golf experience

Level Two Maintenance Standards for Parks

1. Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.
2. Turf Maintenance

- » Mowing will occur once weekly
 - » Mowing heights
 - » 2½" during cool season (daytime highs consistently below 75 degrees)
 - » Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
 - » 88 percent turf coverage
 - » 8 percent weed infestation
 - » 4 percent bare area will be acceptable after play begins
 - » Remove grass clippings if visible
 - » Aerate once annually in low use areas
 - » Aerate twice annually in high use areas (additional if needed)
 - » Inspect thatch layer regularly and remove as needed
 - » Test soil and water annually
 - » Additional testing will occur if deemed necessary
 - » Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed
 - » Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
 - » Fertilize twice yearly
3. Tree and Shrub Maintenance
- » Prune / trim trees and shrubs as dictated by species at least once annually
 - » Apply fertilizer to plant species only if plant health dictates
 - » Remove sucker growth as needed
 - » Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - » Place 2" of organic mulch around each tree within a minimum 18" ring
 - » Place 2" of organic mulch around shrub beds to minimize weed growth
 - » Remove hazardous limbs and plants immediately upon discovery
 - » Remove dead trees and plant material within 30 days of discovery

- » Remove or treat invasive plants yearly
4. Storm Cleanup
- » Inspect drain covers at least once monthly and immediately after flooding occurs
 - » Remove debris and organic materials from drain covers within every other month

Rake	7 times /week
Supplement sand	1 time /annually
Remove water and check drains	As needed
Cut edges	1 time /month and as needed

Golf - Bunker (Level 2 Maintenance)

Goal: To provide a quality obstacle to enhance the golf experience

Rake	3 – 5 times /week and as needed
Supplement sand	1 time /annually
Remove water and check drains	As needed
Cut edges	1 – 2 times /year and as needed

Golf - Fairways (Level 1 Maintenance)

Goal: To provide a quality surface to hit the golf ball

Mow, blow trimmings	3 or 4 times /week
Repair holes and divots	7 times /week
Aerate	1 times/year
Overseed	1 time /year
Fertilizer	3 times /year
Apply Pre-emergent, fungicide	1 time /month
Apply pesticide	1 time /year
Adjust flags/signs	1 time /week
Inspect markers	1 time /week
Paint Tee markers	1 time /year
Water as required for green, smooth playing surface	1"/week
Manage leaves	2 times /year and as needed

Golf - Greens (Level 1 Maintenance)

Goal: To provide a quality putting surface for golfers to enjoy

Mow, blow as necessary	7 times /week
Collars mowed	3 times /week
Aerate	up to 3 times /year
Lightly Top-dressed	1 time /2 weeks or as needed
Overseed	3 times /year
Fertilizer	1 time /2 weeks
Water	As required for green playing surface
Manage leaves/debris	2 times /year and as needed
Verticut	3 times /year
Roll	As required for green playing surface
Change cups	7 times /week
Apply pesticide	1 time /week or as needed

Golf – Natural Areas (Level 3 Maintenance)

Goal: Eliminate invasive species to enjoy a weed-free surface

Mow	1 time /year
Apply herbicide	1 time /year or as needed
Sign	1 time /year

Golf - Roughs (Level 2 Maintenance)

Goal: To provide a semi-level hitting surface for golfing playability

Mow	2 times /week
Overseed	As needed
Trim Trees	1 time /year and as needed
Apply herbicide/pesticide	1 time /year
Fertilizer	1 time /year
Manage leaves	2 times /year and as needed
Vegetation Control	3 times /year

Golf - Tees (Level 1 Maintenance)

Goal: To provide a quality hitting surface for golfers to tee off from

Pick up tees	3 times /week and daily by rangers
Mow	3 times /week
Replace divots with grass and sand	7 times /week
Blow	7 times /week
Move markers	7 times /week
Inspect signs	7 times /week
Repair signs	As needed
Check and replenish ball washer fluids	7 times /week
Empty trash cans	7 times /week
Aerate	5 times /year
Overseed	2 times /year and as needed
Fertilizer	1 time /month
Pre-emergence	1 time /year
Water	7 times /week
Manage leaves	2 times /year and as needed

- » Inspect and clean drains before forecasted storms begin
 - » Maintain water inlet height at 100 percent of design standard
 - » Invasive plant removal once a year or as needed
 - » Drain system maintenance done once a year
5. Irrigation Systems
- » Inspect irrigation systems a minimum of once per month and as necessary
 - » Initiate repairs to non-functioning systems within 48 hours of discovery
 - » Annual back flow inspection done yearly
6. Litter Control
- » Pick up litter and empty containers at least every other day or as needed
 - » Remove leaves and organic debris once a week
7. Playground Maintenance
- » Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
 - » Complete low-frequency playground

inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery

- » Complete high-frequency inspections at least weekly
- » Grooming surface two times weekly

8. Hard Surface Maintenance

- » Remove debris and glass immediately upon discovery
- » Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
- » Remove trip hazards from pedestrian areas immediately upon discovery
- » Paint fading or indistinct instructional / directional signs every other year
- » Remove grass in the cracks monthly

9. Outdoor Court Maintenance

- » Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
- » Repaint lines at least once every 2 years
- » Replace basketball nets within 10 days when frayed, broken, or removed
- » Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

10. Trail Maintenance

- » Inspect hard and soft surface trails at least once monthly
- » Remove dirt, sand, and organic debris from hard surfaces at least once monthly
- » Remove organic debris from soft surfaces at least once monthly
- » Maintain a uniform 2"-4" depth of compacted material on soft surface trails
- » Mechanically or chemically control growth 24" on either side of the trails
- » Remove overhanging branches within 84" of the trail surface at least once annually
- » Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

11. Site Amenity Maintenance

- » Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery

- » Cleaning and washing annually
- » Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

12. Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)

- » Fields that are dedicated to soccer, baseball, softball, and rugby only
- » Mowing will occur twice weekly
- » Mowing heights
 - » 2 ½ " during cool season (daytime highs consistently below 75 degrees)
 - » 3" during warm season (daytime highs consistently above 75 degrees)
- » Edging of all field perimeters will occur once monthly
- » 80 percent turf coverage at the start of every season
- » 65 percent turf coverage after play begins
- » 20 percent weed infestation
- » 5 percent bare area at the start of every season
- » 15 percent bare and weak areas will be acceptable after play begins
- » Remove grass clippings if visible
- » Aerate once annually
- » Inspect thatch layer regularly and remove as needed
- » Test soil and water annually
 - » Additional testing will occur if deemed necessary
 - » Soil moisture will be consistent
- » No wet areas
- » No dry areas
- » Firm enough for foot and mower traffic
- » Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours

13. Fence and Gate Maintenance

- » Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
- » Clean debris annually

14. Sign Maintenance

- » Inspect sign lettering, surfaces, and posts at least once every 3 months
- » Repair / replace signs to maintain design and safety standards within 5 days of discovery
- » Clean signs once a year

- 15. Pest Control
 - » In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
- 16. Vandalism and Graffiti Removal
 - » Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- 17. Picnic Shelters
 - » Reserved units cleaned and litter removed prior to and after each reservation
 - » Minor repairs are made immediately upon discovery
 - » Non-reserved units are cleaned bi-weekly, or as necessary
- 18. Lighting Security / Area
 - » Inspect quarterly
 - » Repairs / bulb replacement will be completed within 72 hours of discovery
- 19. Restrooms
 - » Restrooms cleaned daily unless contracted
 - » Restrooms inspected every three hours
 - » Restrooms locked / unlocked daily
 - » Replace waterless urinal cartridges monthly
 - » Leaks dealt with immediately and repaired within 24 hours of discovery

Level Three Maintenance Standards For Parks

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- 1. Turf Maintenance (dog parks)
 - » Mowing will occur once every 10 days
 - » Mowing heights
 - » 2½" during cool season (daytime highs consistently below 75 degrees)
 - » 50 percent turf coverage
 - » Up to 50 percent weed coverage for existing
 - » Up to 20 percent bare area
 - » Safety of hazard only action
 - » Pick up trash daily in parking lots
 - » Clean restroom at least once a week
 - » Inspect signage on how to use the park properly

- » Move dog areas every two weeks to keep areas from getting beat down
- » Inspect fencing on a weekly basis
- » Inspect safety lighting on a weekly basis

Maintenance Standards Open Spaces/ Natural Areas

- 1. Core Deciduous Forest
 - » Maintain a core of extensive, interconnected, deciduous forest, particularly those on north facing slopes and those containing streams. Core forests provide habitat for a variety of raptors, bark-probers (e.g., hairy woodpecker), bark gleaners (e.g., white-breasted nuthatch), and long-distance migrants associated with mature forest interior (e.g., scarlet tanager).
 - » Tree removal should be limited to trees identified as hazards to park users or to very limited individual selection cuts designed to create small canopy openings favored by some forest interior-edge species.
 - » Conduct annual surveys of the forest to identify invasive species and address as most appropriate for the individual species. For woody invaders this may involve basal bark application of Garlon 3-A. For herbaceous species, it may involve the use of mechanical removal or herbicide application.
 - » Invasive species are often most likely to enter the forest along foot trails. Trails should be inspected 3 or more times per growing season to preclude invasive establishment and seed production.
- 2. Old Field Successional Landscape
 - » Following evaluation and selection of the preferred method of old field establishment (discontinue mowing and/or create native meadow and install woody plantings), mow openings within the field annually to maintain the mosaic of saplings, shrubs, and openings.
 - » Conduct annual surveys of the old fields to identify invasive species and address as most appropriate for the individual species. For woody invaders this may involve basal bark application of Garlon 3-A. For herbaceous species, it may involve the use of mechanical removal or herbicide application.
 - » If the choice is made to arrest succession, periodic thinning of woody vegetation and removal of mature trees will be required to maintain the desired mosaic at a mid-successional stage. This includes the maintenance of shrub-sapling clusters with a dense shrub layer.

3. Timber Successional Landscape

- » A combination of clearcuts, seed tree cuts and/or shelterwood cuts ranging in size from 0.5 to 1-2 acres and totaling 5+ acres should be harvested every 10 years to maintain early successional forest. On clearcut areas, all stems greater than 4-inches should be cut except for snags, which should be left standing as long as they pose no safety hazard to park users. Cutting creates patches of dense shrubs, shrub-opening edge, sapling-opening edge, and canopy-opening edge, all of which are valuable to a wide variety of early successional species as well as some forest interior-edge species.
- » Boles of commercially valuable species may be removed for timber sale but crowns and slash should remain scattered across each site. Prior to decay, this slash will inhibit access by deer and limit browsing of regenerating stump sprouts, root suckers, and seedlings. It also provides nesting and escape cover.
- » Whenever possible, new cutover areas should be positioned adjacent to or in close proximity to the most recent prior harvest with patch types similar to those on the current harvest area. This will enhance the dispersal of young to new potential breeding sites and if the old and new harvests are adjacent, will effectively increase the size of the patches on the cutover areas, provided that the age difference between them is less than 10 years.

4. Modified Hayfield

- » Grass-dominated hayfields can be enhanced as habitat by the addition of forbs. From the standpoint of both commercial and habitat value, the most practical modification may be to increase the legume (alfalfa, clover) component of the fields. The exact methods to achieve this most cost-effectively need to be explored as Phase I is initiated.
- » Addition of legumes to the hayfields may reduce the use of fertilizers.
- » The current early season mowing schedule likely destroys any nests of grassland bird species that attempt to use the hayfields. First mowing should be delayed until after 15 July to allow fledging of grassland birds. This would also potentially reduce losses to such species as the box turtle, which is known to nest in and frequent agricultural fields during May, June, and July.
- » Depending on seasonal rainfall, a second hay crop may be harvested later in the season.
- » Monthly inspections should be conducted

during the growing season to identify any invasive plants. Treat with appropriate herbicides as discussed below

5. Native Managed Meadow

- » During the establishment period (typically 2-4 years), meadows should be mowed to favor the growth of the seeded grasses and wildflowers. This typically involves mowing 1-3 times during the first growing season when weeds and competing annual grasses reach a height of 12-15 inches. Meadows should be mowed to a height (typically 4-6 inches during the first year) just above the tops of native grasses, which are growing below the weeds and annual grasses.
- » During the second growing season only 1 or 2 cuttings may be required to control annual or perennial competitors.
- » The presence of perennial invasives such as Canada thistle may require the use of a broad-leaf herbicide (e.g., Stinger) in addition to mowing. Following establishment, meadows should be mowed once a year during early spring (April), unless additional mowing is required to prevent thistle, mug wort, spotted knapweed or other invasives from going to seed. Early spring mowing retains winter habitat for many species of wildlife and allows regeneration of the meadow to provide summer habitat, as well as a sequence of blooming wildflowers.

6. Enhanced Pond

- » Any goose enclosures installed during the planting of aquatic emergents within the pond should be maintained for at least the first growing season and most likely until after waterfowl migration the following spring.
- » Establishment of the aquatic emergent plantings should be monitored to determine when removal of the enclosure will not unduly risk depredation of the installed material.
- » The pond does not currently appear to have a fish population (this is unconfirmed). As such, it is favorable habitat for several species of frogs and provides breeding habitat for frogs and some species of salamanders. The Park should carefully consider any suggestion of adding fish to the pond, as this will decrease its value as amphibian breeding habitat.
- » The pond should be inspected as part of a monthly monitoring program to allow pre-emptive responses to such concerns as:
 - » invasive exotic vegetation
 - » development of unacceptable population

levels of nuisance species (e.g., muskrats, geese)

- » undesirable levels of algal formation
- » improper outlet function
- » other water quality issues

7. Invasive Exotics

- » A long-term program to control invasive exotic plants within naturalized areas includes monthly inspections of the meadows, ponds, harvested areas, wetlands, and forests during the growing season to identify and remove invasive vegetation.
- » The key to an effective eradication program begins with properly identifying the various invasive plants to be eliminated and developing a plan specific to those species.
- » Some plants (e.g., trees, large shrubs) can be physically removed. However, herbaceous species and vines (e.g., mugwort, Canada thistle, Japanese honeysuckle, creeping dewberry) will likely require the accompanying use of an herbicide to achieve effective long-term results. Stinger/Lontrel is excellent for

most broadleaf applications in non-aquatic environments. Garlon 3-A is excellent for control of invasive woody vegetation and is approved for use in aquatic environments. All herbicides should be applied by or under the direction of a licensed applicator, whether Park personnel or a third party contractor qualified for such work.

8. Deer Management

- » Although entirely native, white-tail deer represent a challenge similar to invasive exotic vegetation. As their population levels continue to grow or remain high statewide, deer are becoming increasingly problematic. In areas of excessive deer damage, it may be desirable to install a deer fence around any planting area during the plant establishment period. When this fence is ultimately removed, all available options to control the deer population should be considered.

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