# Cleveland Metroparks FID DI COURT PATE

# Cleveland Metroparks Board of Park Commissioners STRATEGIC PLAN UPDATE - WORK SESSION TWO

June 17, 2021

### June 17 Board Work Session Two – Strategic Plan

# Agenda

- Plan Approach and Initial Collateral
- Engagement
- Demographic and Leisure Trends Report Summary
- Walkshed/Bikeshed Update
- Benchmarking and Other Local Providers
- Pulse of the Community Survey Results
- Discussion and Next Steps



# Plan Components and Schedule

TASK	Lead	December	January	February	March	April	May	June	July	August	September	October	November	December
Board Work Session 1														
Board Work Session 2														
Plan Draft Review														
Final Plan Content														
Final Plan formatted/ adopt i	n Jan '22													
Rec. & Leisure Trends Analysi	PROS													
Community Inventory	PROS													
Benchmark Assessment	PROS													
Needs Assessment	Kelly													
Level of Service Standards	Kelly													
Financial Assessment	Fin./Ent.													
Operational Assessment	Park Ops / Fin													
Marketing Assessment	Kelly M													
IDEA Coordination	Rose													
Chiefs Interviews / Check ins	P&D													
Employee Engagement Surve														
Community Eng online	P&D / Mktg													
Community Eng in person	P&D / Mktg													
Community Leader Interview	S													
Strategic Goals - consider 6?														
Potential Working Groups?														
Key Initiatives - 6 for each go	al?													
Strategy and Implementatio														
Metrics and Reporting														

## **Plan Approach and Initial Collateral**



# Initial Ideas for Discussion and Exploration

#### Conserve (Protection / Conservation)

• Protect natural resources and species diversity throughout the Park District. Support the Zoo's global conservation efforts

#### Welcome (Relevancy / Core Values / IDEA)

• Build on core values to welcome and serve all citizens

#### Sustain (Organizational Sustainability)

• Manage the Park District to promote equity, protect the environment, and support economic well-being

#### Engage (Come Out and Play / Recreation / IDEA)

• Share the joy of outdoor pursuits to reach all citizens and build future generations of environmental stewards

#### Connect (Connections / Recreation / IDEA)

• Equitably connect communities to parks and trails

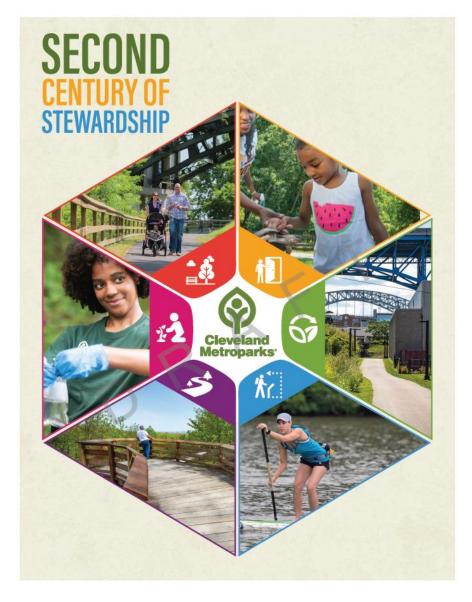
#### Innovate (Organizational Sustainability / Relevancy)

• Partner and evolve practices to capture opportunities, proactively respond to challenges, and position for future success





# Communicating the Plan – Online + Printed









Pocket-sized summary

Rack card - Nature Centers and other locations

Report

# SECOND CENTURY OF STEWARDSHIP





# CONNECT

+

Implement natural resource and green infrastructure practices to create and manage urban park spaces so they are more resilient to ecological change and disturbance as part of the surrounding and regional community.





# WELCOME

Implement natural resource and green infrastructure practices to create and manage urban park spaces so they are more resilient to ecological change and disturbance as part of the surrounding and regional community.



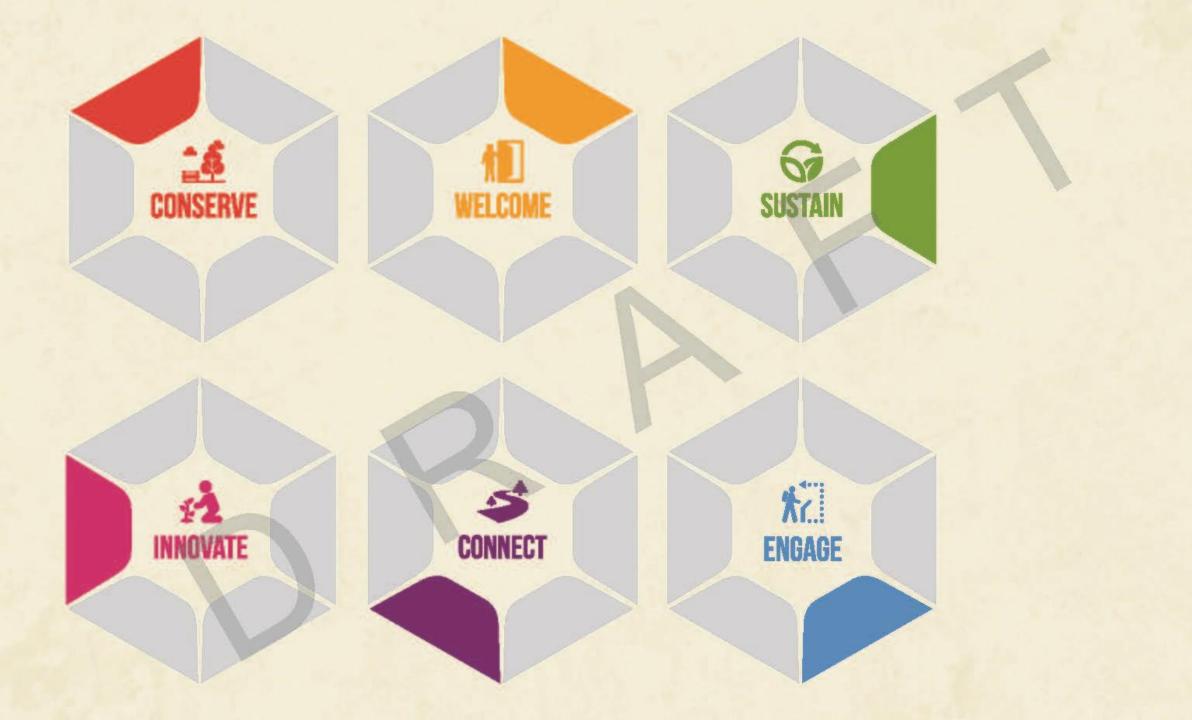


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Implement natural resource and green infrastructure practices to create and manage urban park spaces so they are more resilient to ecological change and disturbance as part of the surrounding and regional community.







## Summer Engagement Plan

## Taking the conversation into the community

- Summer Saturdays in-park conversations
- Lakefront Events at North Gordon (partners Ingenuity Cleveland and others)
  - June 26 Glenville Festival with Famicos at Sam Miller Park
  - July 24 Common Ground / Cleveland Foundation
  - August 21 Safe Routes to Parks
  - August 28 Glenville Festival with Famicos at Sam Miller Park
  - September 25 as part of 2021 Ingenuity Festival
- Farmer's Markets
- Community Festivals
- October Open Houses (North Chagrin, Brecksville, Rocky River, and Ohio & Erie Canal)



### **Demographic and Leisure Trends Report Summary**

#### 1.2.1 DEMOGRAPHIC OVERVIEW (2020-2035) Population:

- 1,253,572 people live within the Tax District
- The Tax District is expected to decrease to an estimated 1,204,239 residents by 2035

#### Race & Ethnicity:

- 61% of the population is White Alone
- 30% of the population is Black Alone
- 7% of the population is of Hispanic/Latino origin

Age:

- Median age: 42.0 years old
- By 2035, the 55+ age segment will encompass 41% of the population

#### Income:

- Median household income: \$51,275
- Median household income is below state and national averages



#### **Demographic and Leisure Trends – Outdoor/Adventure Recreation Participatory Trends**

National Participat	tory Trends - O	utdoor / Adve	enture Recreat	ion				
A call size	Pa	rticipation Lev	els	% Change				
Activity	2014	2018	2019	5-Year Trend	1-Year Trend			
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%			
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%			
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%			
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%			
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%			
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%			
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%			
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%			
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%			
Archery	8,435	7,654	7,449	-11.7%	-2.7%			
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%			
Skateboarding	6,582	6,500	6,610	0.4%	1.7%			
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%			
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%			
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%			
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%			
NOTE: Participation figures are in 000's for the U	S population a	ges 6 and over						
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to .25%)	lage Decrease (less than -25%)				



#### **Demographic and Leisure Trends – Water Sports / Activities Participatory Trends**

Nation	al Participatory	Trends - Wate	er Sports / Act	ivities			
Activity	Pa	rticipation Lev	els	% Cha	ange		
Activity	2014	2018	2019	5-Year Trend	1-Year Trend		
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%		
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%		
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%		
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%		
Sailing	3,924	3,754	3,618	-7.8%	-3.6%		
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%		
Rafting	3,781	3,404	3,438	-9.1%	1.0%		
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%		
Surfing	2,721	2,874	2,964	8.9%	3.1%		
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%		
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%		
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%		
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%		
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%		
NOTE: Participation figures are in 0	00's for the US p	opulation age	s 6 and over				
Legend	Large Increase (greater than 25%)	Moderate In crease (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)			



### **Environmental Justice**

# Background

- Rooted in the Equal Protection Clause of the U.S. Constitution, Presidential Executive Order 12898 (1994) is intended to ensure that minority and low-income populations enjoy a fair share of the benefits of federal investments while not receiving an unfair portion of any potential environmental burdens
  - Fair treatment
  - Meaningful involvement



### **Environmental Justice**

## NOACA's Environmental Justice Areas

- Based on traffic analysis zones (TAZs) groupings of Census Blocks but smaller than Census Tracts
- In order to be designated an Environmental Justice Area, the area must contain one or both of the following:
  - A percentage of minority population at or above either the regional average or the national average (whichever is lower)
  - A percentage of low-income population at or above either the regional average or the national average (whichever is lower)
- Areas will change over time based on changes to demographics



## **Environmental Justice Area Analysis**

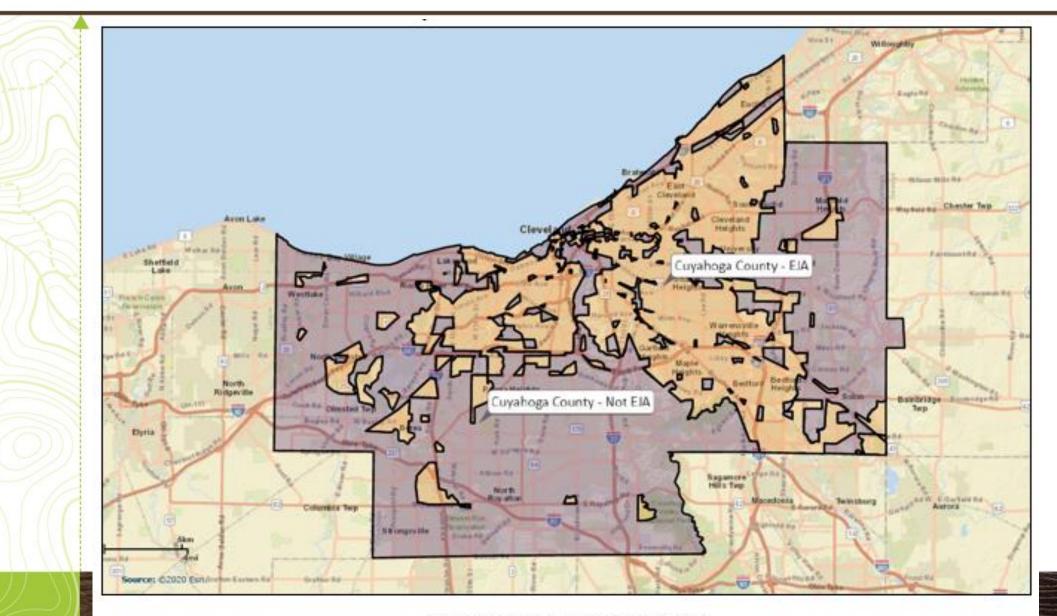
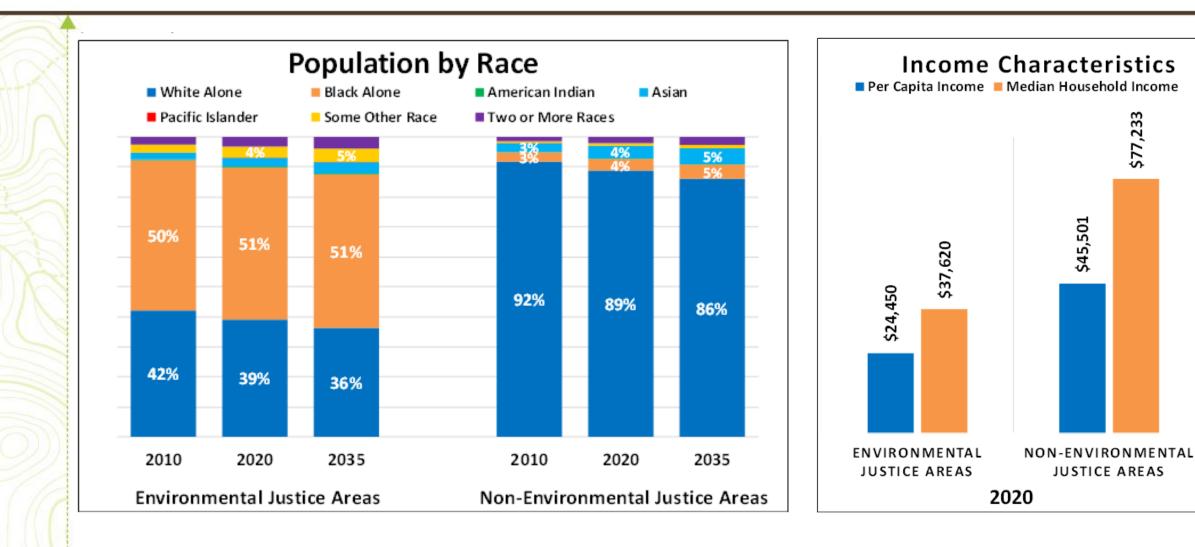


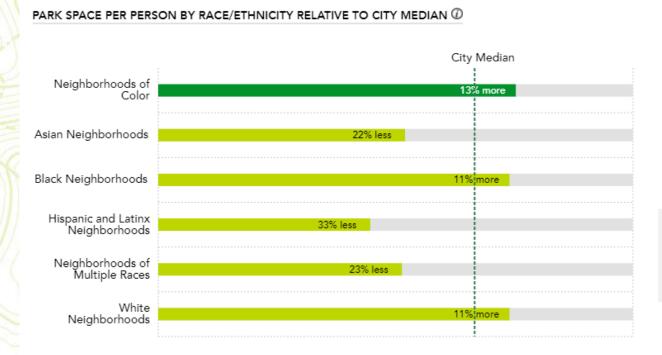
Figure 1: EJA and Non-EJA Boundaries

#### **Environmental Justice Area Analysis**





### The Trust for Public Land ParkScore 2021: Equity Measures



#### Selected Findings:

Residents in neighborhoods of color have access to 13% more park space per person than the city median and 2% more than those in white neighborhoods.

Any Census-designated race/ethnicity not shown above does not meet the minimum threshold to be displayed.

#### PARK SPACE PER PERSON BY INCOME RELATIVE TO THE CITY MEDIAN O



#### Selected Findings:

Residents in low-income neighborhoods have access to 19% more park space per person than the city median and 2% more than those in high-income neighborhoods.

- Neighborhoods of color have 1.02 as much park space as white neighborhoods
- Low-income neighborhoods have 1.02 as much park space as high-income neighborhoods



### Walkshed/Bikeshed Update

#### 2021 Update

Tax District Population: 1,261,100

- Walkshed: 150,664 (11.9%)
- Bikeshed: 1,034,030 (82.0%)

Tax District EJ Population: 730,721

- Walkshed: 104,871 (14.4%)
- Bikeshed: 590,240 (80.8%)

When 2021 access is compared to 2015 access this represents an increase of:

#### Tax District:

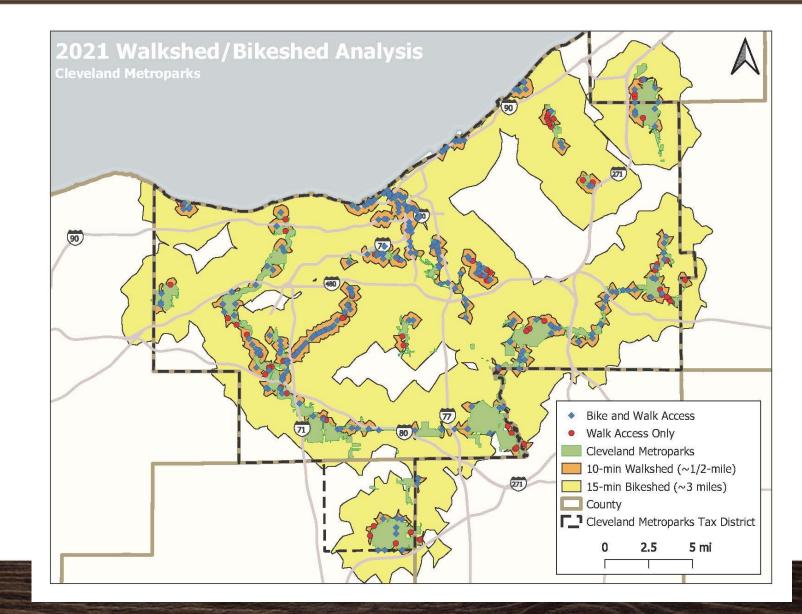
- Walkshed: 15.8%
- Bikeshed: 0.7%

Tax District EJ Population:

Walkshed: 24.1%

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Bikeshed: 0.1%



We are working with PROS Consulting to assemble and analyze benchmarking data for the following peer agencies:

- Dallas, TX received
- Fairfax County Park Authority, VA
- Metro Parks Tacoma, WA
- Miami-Dade County, FL received
- Prince George's County, MD
- Recreation and Park Commission for the Parish of East Baton Rouge (BREC), LA

PROS is also updating an inventory of other local providers of similar services within Cuyahoga County



### Survey Results – Pulse of the Community

Beth Conduti Manager, Research & Analytics



### **Cleveland Metroparks Future Considerations**

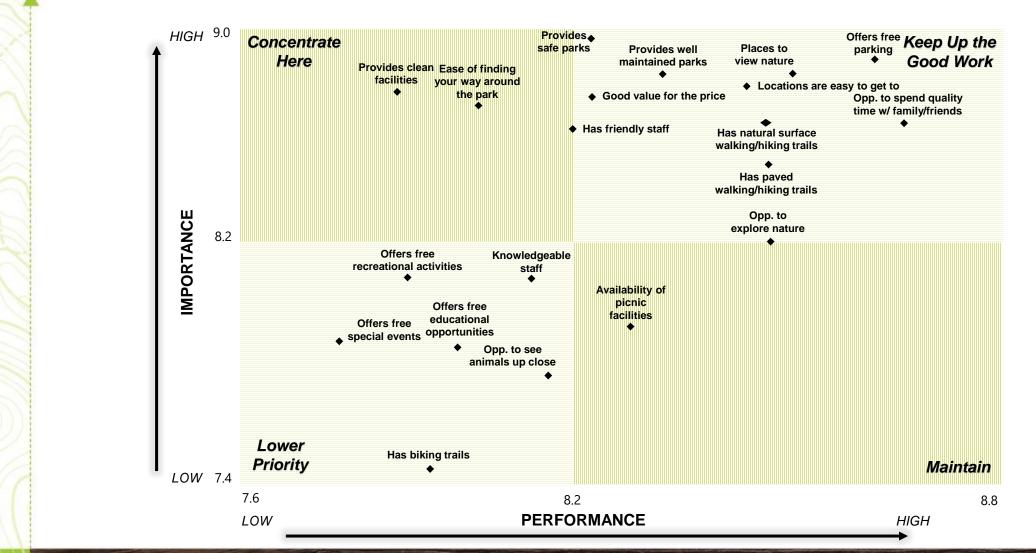
Cleveland Metroparks

**FINDY@URPATH** 

<b>Receptivity to Cleveland Metropa</b>	rks Potential Acti	ons			2016	/ 2018 /	2021
Increase # of flush restrooms	45%	3	5% 9	<b>8%</b>	84%	79%	80%
Increase opps for viewing wildlife	44%		41%	6%	85%	86%	85%
Link parklands via trails/parkways/greenways	42%		45%	6%	86%	84%	87%
Increase # of walking/jogging trails	41%	42	2%	5% <b>10%</b>	83%	81%	83%
Make it easier to navigate the trails	39%	4	6%	8%	82%	82%	85%
Provide more nature programs & centers	37%	48	3%	7% 5%	84%	86%	85%
Expand outdoor rec programs in the parks	37%	479	%	10%	84%	83%	84%
Expand health/wellness programs in parks	31%	50%		8% <mark>8%</mark>	80%	80%	81%
Increase # of public picnic facilities in parks	31%	47%	7%	<b>10%</b>	76%	75%	78%
Increase # of biking trails	31%	41%	10%	14%	74%	72%	72%
Allow parkland to return to its natural state	30%	46%	14	% <mark>7%</mark>	74%	69%	76%
Provide more programmed activities	29%	48%	8%	12%	72%	76%	77%
Limit future development in the parks	29%	32%	18%	15% 6%	67%	60%	61%
Provide more opps for swimming	25%	43%	13%	16% <mark>3%</mark>	62%	69%	68%
Increase # reservable facilities	25%	46%	14%	12%	69%	66%	71%
Provide more opps for fishing	23%	42%	17%	13%	65%	66%	65%
Increase sale of food/beverage in the parks	20%	40%	9% 23%	8%	48%	59%	60%
Provide more opps for boating	20%	40%	19%	15% 6%	53%	57%	60%
Help cost of park/Zoo prgms by fee increase	11% 32%	14%	29%	14%	45%	43%	43%
0	% 25%	50%	75%	100%	Stron	gly Favor &	& Favor
Strongly Favor 🔲 Fa			se 🗖 Stro	ngly Oppose		Contraction of the	

• I'd like to ask you some things CM is considering for the future. Please rate how strongly you favor or oppose each of the following.

#### **Location Specific Attributes – Importance/Performance Matrix**





• **IMPORTANCE**: If you were to visit a CM location (with or without family/friends), how important would each of the following be in your decision to choose that location?

• **PERFORMANCE**: Please rate your level of satisfaction with CM on each of the following items.

#### **Dignity and Respect Measures**

Cleveland Metroparks FINDY & URPATH

Cleveland Metropa	arks	Digı	nity &	Res	spect s	Stateme	ent Agr	eemei	<u>nt</u>	I		1	1	Top-2 Box 2021
People of all backgrounds are welcome at CM.		ļ	5% 4%	6 1	0%	8%				62%				70%
CM provides ample reasons for me to visit.			6%	7%	6%	15%		16%			41%			57%
I feel CM values inclusion, diversity, equity and accessibility.			9%	5%	9%	18	8%	15	5%		37	%		52%
CM offers programs, events and activities that appeal to people of all backgrounds.			10%	69	%	14%	13%	1	12%		36	%		48%
CM demonstrates a strong commitment to meet the needs of visitors with disabilities.			119	%	7%	15%		16%		14%		26%		40%
CM strives to increase opportunities for participation of underrepresented communities and populations.			13	8%	9%	119	6	18%		13%		25%		38%
Completely Disagree	)% (1)		)%   2	20%				50% 6	60% □ 7	70% 8	80% 9			)% Agree (10)

Cleveland Metroparks aims to uphold the core value of Dignity and Respect as an organization. Please rate your level of agreement with the following statements regarding Cleveland Metroparks

# Plan Components and Schedule

Board Work Session 1Board Work Session 2Plan Draft ReviewFinal Plan ContentFinal Plan formatted/ adopt in Jan '22Rec. & Leisure Trends Analysi: PROSCommunity InventoryPROSBenchmark AssessmentPROSNeeds AssessmentKellyLevel of Service StandardsKellyFinancial AssessmentFin./Ent.Operational AssessmentKelly MIDEA CoordinationRose	/ Fin																		
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Chiefs Interviews / Check ins P&D							_												+
Employee Engagement Survey																			1
Community Eng online P&D / M	tg																		-
Community Eng in person P&D / M	tg												1						1
Community Leader Interviews																			
Strategic Goals - consider 6?			_	_	_														+
Potential Working Groups?									_							+	+	$\vdash$	+
Key Initiatives - 6 for each goal?																+	+	$\vdash$	+
Strategy and Implementation					_	 										+	+		+





#### Insert lakefront event postcard