CITY OF MILWAUKEE
COMPREHENSIVE OUTDOOR RECREATION PLAN
2016-2021

CITY OF MILWAUKEE COMPREHENSIVE OUTDOOR RECREATION PLAN 2016-2021

City of Milwaukee

Prepared by the City of Milwaukee
Department of City Development
Department of Public Works
Environmental Collaboration Office

September 2016

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Cover Image: A.W.E. Temporary Public Art Installation at Trowbridge Park
(Credit: Cassie Rogala)

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City of Milwaukee

Office of the City Clerk

200 E. Wells Street
Milwaukee, Wisconsin 53202

Certified Copy of Resolution

FILE NO: 160675

Title:
Resolution approving the City of Milwaukee Comprehensive Outdoor Recreation Plan 2016-2021.

Body:
Whereas, Approval of a comprehensive outdoor recreation plan, to be updated at least every five years, is a prerequisite to receive State of Wisconsin ("State") and Federal funds for promoting and improving outdoor recreation spaces in the City of Milwaukee ("City"); and

Whereas, The City Comprehensive Outdoor Recreation Plan 2016-2021 ("CORP 2016-2021") has been prepared with the cooperation of the City's Department of City Development, the City's Department of Public Works and the City's Environmental Collaboration Office; and

Whereas, CORP 2016-2021 establishes goals, policies and recommendations for the improvement and development of outdoor recreational facilities under the jurisdiction of the City for the five years following plan its approval in a manner consistent with the requirements set forth by the State; and

Whereas, CORP 2016-2021 makes recommendations related to the ongoing improvement and maintenance of City playgrounds, the continuing utilization of the successful MKE Plays model for playground development, growth of the City's on and off-street bicycle network and the creation of new recreational spaces at formerly vacant lots through the HOME GR/OWN Program, all with the overall goal of ensuring that all residents have access to outdoor recreation facilities in the City; now, therefore, be it

Resolved, That the Common Council of the City of Milwaukee, approves the City of Milwaukee Comprehensive Outdoor Recreation Plan 2016-2021, a copy of which is attached to this Common Council File; and, be it

Further Resolved, That the CORP 2016-2021, as approved, shall provide guidance and serve as the basis for decision-making by various City departments and the Common Council in its consideration of outdoor recreational issues.

I, James R. Owczarski, City Clerk, do hereby certify that the foregoing is a true and correct copy of a(n) Resolution Passed by the COMMON COUNCIL of the City of Milwaukee, Wisconsin on October 11, 2016.

James R. Owczarski	**October 21, 2016**
	Date Certified

State of Wisconsin
DEPARTMENT OF NATURAL RESOURCES
2300 N. Dr. Martin Luther King, Jr. Drive
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Scott Walker, Governor
Cathy Stepp, Secretary
Telephone 608-266-2621
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WISCONSIN DEPT. OF NATURAL RESOURCES

December 14, 2016

Robert Harris
City of Milwaukee
Department of City Development
809 N. Broadway
Milwaukee WI 53202

Dear Mr. Harris:

This letter will confirm receipt of the **Comprehensive Outdoor Recreation Plan, 2016-2021** for the City of Milwaukee. According to Resolution No. 160675, this plan was adopted by the Milwaukee Common Council on October 11, 2016. Based on my review of the updated Plan, the document is found to contain the necessary outdoor recreation planning elements for local implementation and grants eligibility.

You are therefore advised that the City of Milwaukee is eligible to apply for available outdoor recreation grants, administered by the Department of Natural Resources, until December 31, 2021. Please note that eligibility is no assurance of grant funding for any particular parks project for which you may submit a request for grant assistance, and matching grant assistance will be limited to those recommendations supported in the approved Plan. Please notify us of any changes to the updated plan that may occur in the future.

In addition to the commitment to public parks, the City is to be commended for your continued local planning vision, attention to ADA compliance, and awareness of the need for regional outdoor recreation planning coordination and cooperation. Please contact me at 414-263-8610 if you have questions regarding your eligibility status, available grant programs, or wish to discuss an application project in the future.

Sincerely,

Jim Ritchie

Jim Ritchie
Grants & Loans Team Supervisor

1 SECTION ONE: STATEMENT OF NEED, PLAN SCOPE, & GOALS

Completion of a Comprehensive Outdoor Recreation Plan (CORP) and subsequent acceptance by the Wisconsin Department of Natural Resources (WDNR) is required for local communities hoping to participate in outdoor recreation grant programs administered by the State of Wisconsin and, in certain cases, the Federal government. The City of Milwaukee (City) has prepared five-year outdoor recreation plans continuously since 1973 with the last plan developed in 2000. The City has not had a current CORP in place since the previous version expired in 2005.

In addition to making the City of Milwaukee eligible to apply for certain funding opportunities, an updated CORP provides an opportunity to highlight and codify new goals and strategies for City policy-makers, staff, and other stakeholders involved with outdoor recreation funding and programming. In the time since the expiration of the City's previous CORP, new priorities, projects and issues impacting the City's outdoor recreation needs have emerged. This includes the home mortgage crisis that has disproportionately affected Milwaukee compared to other cities in Wisconsin and resulted in the City of Milwaukee owning an increased number of homes and vacant lots throughout the City. Many of these issues have shifted the fiscal and development landscape within the City putting even more stress on funding of outdoor recreation needs.

Milwaukee has been creative in responding to these changing conditions by deploying new approaches to playground and vacant lot improvements. The new MKE Plays and HOME GR/OWN initiatives provide new strategies for maintaining and creating outdoor recreation spaces in Milwaukee and this CORP attempts to determine how they can be formally incorporated into the City's larger outdoor recreation strategy going forward. MKE Plays and HOME GR/OWN leverage outside funding and community input; the former to improve City of Milwaukee playgrounds, the latter by transforming vacant residential lots into urban parks and orchards and new neighborhood gathering spaces as a means to reverse the blighting influences of vacant parcels and creating community amenities in areas hit hardest by poverty, blight, and foreclosure.

PLAN SCOPE AND JURISDICTION

The City of Milwaukee's role with respect to outdoor recreation and related facilities bears some description and context given that two other governing bodies, Milwaukee Public Schools (MPS) and the Milwaukee County Department of Parks, Recreation and Culture (County) each have extensive outdoor recreation facilities within the confines of Milwaukee's city limits.

The City of Milwaukee has been preparing five-year public outdoor recreation plans since 1973 and until 2005 these plans were consolidated with Milwaukee Public Schools given the close overlap and historical relationship with planning, development, land ownership, and operation of outdoor recreation sites in the city. Since the creation of the last City/MPS CORP plan in 2001, however, MPS has elected to develop its own plans focusing on its stand-alone 52 active use playfields and three service centers. This decision is due in part to the continued reduction of funding and staffing levels within both jurisdictions, to the point that each has primarily focused on simply maintaining its own physical stock of play sites and parks as opposed to proactively planning and developing new outdoor recreational spaces.

The City of Milwaukee's Department of Public Works (DPW) develops and maintains 62 City-owned play lots and passive lots throughout Milwaukee. There is no City recreation or parks department as either a separate department or division within DPW. The City of Milwaukee's outdoor recreation sites are managed by a one person staff plus one part-time position within DPW's Infrastructure, Bridges and Buildings Division. General park maintenance, lawn mowing, tree pruning, and trash collection is handled by City forestry and sanitation crews respectively. In comparison, the Milwaukee Public Schools Department of Recreation employs 59 full-time staff with 2,500 part-time and seasonal employees.

Milwaukee County has historically had one of the largest and most extensive public parks system in the country, with 154 parks and parkways totaling over 15,000 acres. The County has always operated cooperatively but parallel to the City of Milwaukee with each focused on its respective needs including developing separate outdoor recreational plans for their own facilities.

Given the differences in size and mission between the City, the County, and MPS, the scope of this plan will focus strictly on the City's 62 play and passive lots; its three off-road trails and walks, and the City of Milwaukee's ongoing efforts coordinated by the Environmental Collaboration Office to convert vacant lots into new recreational spaces initiated through the Partners for Places program in 2013. This plan does not make recommendations for Milwaukee County or Milwaukee Public Schools facilities. Milwaukee County traditionally is the main provider of publicly owned outdoor recreational spaces in all municipalities in the county (including the City of Milwaukee), therefore the scope of this CORP is narrowly tailored to those areas where the City of Milwaukee plays the lead role, including existing City-owned play lots and other facilities, City of Milwaukee bike trails and on-street bike routes, City-owned vacant lots, and unique major projects that the City is undertaking to provide new outdoor recreational opportunities for its citizens.

Accordingly, the goals for this CORP are the following:

Goal 1: Ensure that all residents have access to outdoor recreation facilities in the City of Milwaukee.

- The City of Milwaukee's environmental sustainability plan, ReFresh Milwaukee, established a goal that all residents live within an easy walking distance to a park, playground, trail or other outdoor recreational space. An easy walking distance is defined as a 10-minute walk or quarter mile.
- This CORP plan will identify any potential areas of the city not within a 10 minute or quarter mile distance of a park, playground, trail, or other public outdoor recreational space.
- Access includes ensuring that playgrounds are in compliance with the American with Disabilities Act (ADA). The CORP will identify those playgrounds not in compliance and identify a strategy for bringing them into compliance. Areas with higher concentrations of children with mobility issues will also be identified.
- Access also requires not just the availability of recreational sites, but the ability to travel to them safely and comfortably by foot or bicycle. Access to sites can be compromised by bike and pedestrian conflicts with vehicular traffic or by safety issues such as poorly lit areas in areas subject to higher than average crime rates. This CORP plan identifies strategies to ensure users can safely travel to outdoor recreation spaces in their neighborhoods.

Goal 2: Increase neighborhood involvement in the improvement and programming of local outdoor recreational spaces.

- The current playground improvement model has traditionally involved maintaining and replacing existing playground facilities or making scheduled ADA compliance improvements. This process, due to limited funding, is context free and follows a "replace as-is" model.
- The City of Milwaukee's MKE Plays program launched in 2015 and created a model for playground improvement that prioritized neighborhood input in playground design. This plan will highlight the MKE Plays initiative as a means to improve public input regarding neighborhood playground improvements and as an example of the level of neighborhood involvement that should be included in future projects.

Goal 3: Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.

- An examination of multiple sets of data, including census, mapping, and neighborhood context can provide a clearer picture on recreational needs or, conversely, lack of need. The type of analysis suggested in this CORP may improve future capital programming by determining community priorities, eliminating potential redundancies or unneeded improvements or programming.
- The CORP will examine City of Milwaukee organizational and operational policies and practices as they currently stand and the effects on City outdoor recreation maintenance

and programming.

Goal 4: Identify additional funding sources for outdoor recreational spaces.

- The CORP will highlight recent projects and initiatives that have relied on non-traditional funding that can serve as examples for future outdoor recreation projects in Milwaukee.

Goal 5: Improve and sustain the City Milwaukee's HOME GR/OWN vacant lot program to create safe, healthy neighborhood gathering spaces, often increasing access to healthy-food on-site.

- The CORP will identify an inter-departmental strategy continuing the conversion of City-owned vacant lots to recreational spaces while simultaneously balancing community need and space programming with maintenance capacity.
- The plan will recommend future vacant lot conversion initiatives and strategies for projects beyond those planned for the current year.
- The CORP will identify short and long term funding to establish a sustainable maintenance program.

2 SECTION TWO: DEFINITIONS & CLASSIFICATIONS

The following is a list of classifications, definitions and terms used throughout this document:

PARK TYPOLOGIES

Neighborhood Park
DPW spatial classification for parks with areas less than 20,000 square feet.

Community Park
DPW spatial classification for parks with areas between 20,000 and 100,000 square feet.

Regional Park
DPW spatial classification for parks with areas greater than 100,000 square feet.

Play (Park)
DPW functional classification for parks with recreational amenities such as fields, courts, and playground equipment.

Passive (Park)
DPW functional classification for parks without recreational amenities and generally including only landscaping, walkways, and benches.

City Park
A recreational facility managed and maintained by the City of Milwaukee Department of Public Works.

County Park
A recreational facility managed and maintained under the jurisdiction of Milwaukee County.

MPS Playground/Playfield
A recreational facility managed and maintained by Milwaukee Public Schools Recreation Division.

Playfield
A playfield is an intensive-use area for organized sports activities serving youths and adults at both the neighborhood and community levels. Playfields contain facilities like football and soccer fields, hardball and softball diamonds, and tennis courts. Playfields are generally targeted to the population 15 years and older. This is a general reference for sport-related amenities such as soccer goals, football uprights, or baseball/softball backstops. It may also

reference green areas for informal play.

Playground
A playground is a highly developed, intensive-use facility primarily serving neighborhood and school children aged 5-18 years. Playgrounds also provide recreational opportunities for young adults. Playgrounds include both paved and turf areas for play apparatus and activities such as basketball and softball. This is a general reference for any space that includes recreational amenities such as tot lots, fields, courts, etc. There is no spatial designation associated with this term.

Pocket Park
A pocket park is a small scale intensive-use recreational area that is generally an infill type application of an existing city residential lot or combination of lots. This may include both formal and informal opportunities for recreation, socialization, education, etc.

Greenspace
A greenspace is a primarily passive recreational area, which serves all age groups. Greenspaces may also provide opportunities for more active recreational pursuits such as hiking or picnicking.

Contemplative Park
A public space with aesthetic, non-recreational function. Generally this consists of decorative landscape, walking pathways, and benches only.

Specialty Parks
A recreational facility with a defined purpose such as for skateboarding, biking, art, performance, or animal/dog exercise.

FORMER PLAYGROUND CLASSIFICATIONS

These terms are former playground classifications and while mentioned in the plan are no longer in use and have been replaced with the designations noted above:

Mini Parks
Limited, isolated recreational space or park.

Tot lots
Former DPW classification for recreational facilities with areas of less than 10,000 square feet which consist primarily of play apparatus for children ages 2-12 and very little green/open space. This can also refer to only the playground apparatus of an otherwise designated recreational area.

Play Lots
Former DPW classification for recreational facilities with areas of 10,000 to 100,000 square feet which include tot lot/play apparatus and may include green areas for informal play. Play

lots are targeted to 5-12 year old children.

Large Play Areas
Former DPW classification for recreational facilities with areas of 100,000 to 250,000 square feet which include tot lot/play apparatus and may include green areas for informal or structured play such as basketball, soccer, or softball.

Passive Play Area
Former DPW classification for recreational facilities with areas of 33,000 to 344,000 square feet which include only general landscaping, walkways, and benches without recreational amenities.

OTHER RELATED TERMS

Other terms related to outdoor recreational facilities and programs in the city of Milwaukee:

Americans with Disabilities Act (ADA)
The Americans with Disabilities Act (ADA) is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. Compliance with these standards is required in all public facilities such as parks, and includes consideration for mobility impairments.

Bike Lanes
A designated area on a vehicle roadway intended only for bike traffic.

Bike/Recreational Trails
A pathway intended solely for bike/pedestrian use and not accessible for vehicle traffic.

Bike Routes
A designated street and/or pathway suitable for bike use that generally consists of low-traffic areas with sufficient width to support bike traffic.

Bublr
A Milwaukee-based nonprofit bike sharing organization which provides access to bikes at 100+ stations in the city of Milwaukee.

Community Garden
A green space maintained by a local community group/organization in which edible and decorative plants are grown for the consumption or sale.

Conditions Rating
A numerical value, on a scale from 1-10, of the overall condition of benches, surfacing, equipment, lighting, drainage, and other elements/amenities of recreational facilities.

Comprehensive Outdoor Recreation Plan (CORP)
This Comprehensive Outdoor Recreation Plan (CORP) is a planning document that details a communities' outdoor recreation inventory and related analysis that provides a framework for future outdoor rec planning. Typically required in Wisconsin for local governments that wish to apply for State grant funds for outdoor recreation assets and projects.

Current Replacement Value (CRV)
A dollar amount associated with each public space that represents the cumulative land and infrastructure value.

ECO
The City of Milwaukee Environmental Collaboration Office (ECO), formerly the Office of Environmental Sustainability.

HOME GR/OWN
A program of ECO that focuses on neighborhood City-owned vacant lot improvements and expansion of Milwaukee's local food system.

Lakefront Gateway
The Lakefront Gateway project is collaboration between the City of Milwaukee, Milwaukee County and the State of Wisconsin to improve public spaces at the Downtown lakefront, improve connections between the Lakefront, downtown Milwaukee, and The Historic Third Ward, and create and enhance development sites.

MKE Plays
An initiative of Milwaukee Common Council President Michael Murphy, which aims to transform 12 of the city's most deteriorated playgrounds into models for local collaboration and renovation. It seeks to raise private donations to match with public dollars and engage residents in creating a new vision and park design.

Partners for Places (P4P)
A 2015 one year grant that funded ECO's HOME GR/OWN program that resulted in the conversion of 20 vacant neighborhood lots into urban orchards or park spaces.

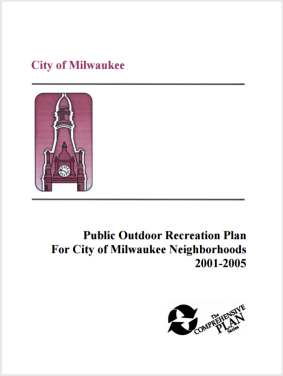
Strong Neighborhood Plan
An award winning initiative of Milwaukee Mayor Tom Barrett that responds to the problem of property tax foreclosure. It seeks to prevent tax foreclosures, mitigate blight, revitalize neighborhoods, and renew vacant spaces.

Vacant Lot Handbook
A plan created by the Department of City Development (DCD) to encourage the creative reuse of City-owned vacant lots for purposes such as yard expansion, community gardening, recreation, or residential redevelopment.

3 SECTION THREE: PREVIOUS PLANS

This section includes a summary of current and previous planning documents that have recommendations applicable to outdoor recreation in the City of Milwaukee. These plans provide context for the goals and recommendations of the CORP and serve to provide a baseline to inform the recreational needs, progress (or lack of progress) in maintaining or improving recreation opportunities over time, as well as identifying notable issues, proposed projects, and future plans for outdoor recreation not only for the City of Milwaukee but across all recreational jurisdictions in Milwaukee County.

CITY OF MILWAUKEE CORP 2001-2005


City of Milwaukee

Public Outdoor Recreation Plan
For City of Milwaukee Neighborhoods
2001-2005

The most recent outdoor recreation plan completed by the City of Milwaukee was a joint, five-year plan prepared with the Milwaukee Public School District. This document contained a standard inventory and conditions analysis of City and MPS play areas and play facilities within the municipal boundaries of Milwaukee. The plan identified five broad goals, six action recommendations, four specific special projects, and 38 playground rehabilitation projects.

The five goals of this plan were:

1. Ensure that the City of Milwaukee had adequate public outdoor recreational facilities for all of its citizens
2. Ensure the best and most efficient use of City resources in meetings its recreation needs
3. Balance recreational development with other city land uses
4. Conserve natural resources and significant natural features
5. Ensure that adequate public recreational facilities are accessible and available to persons with disabilities

A recreational needs analysis was conducted using a comparison of existing recreational acreage to national benchmarks, a review of public input, an examination of recreational supply and demand, and an analysis of financial capacity as it related to recreational needs and infrastructure. The plan concluded that the City of Milwaukee and Milwaukee Public Schools exceeded the overall acreage standard for recreational facilities and met the spatial standard for three of the four defined playground and park types.

A local action plan with six recommendations was created based on the plan's analysis:

1. Continue to monitor maintenance needs and use data for maintenance scheduling
2. Continue a policy of extending the use of existing sites by developing each site more intensely rather than creating new sites
3. Assess the costs of proposed acquisitions, improvements, and dispositions
4. Work with other governmental and private organizations to improve public access to natural resource areas
5. Use and review facility utilization data
6. Utilize safe and technically advanced recreational systems

MPS CORP 2015-2024

For the first time, Milwaukee Public Schools completed its own Comprehensive Outdoor Recreation Plan in 2015. This detailed and extensive effort is a 10-year planning document that sets forth a vision and development guide for its 52 active use playfields and three service centers through the year 2024.

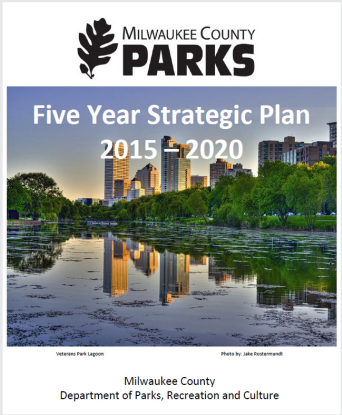
The MPS plan identified nine goals to guide future improvements or development of MPS outdoor recreational facilities:

1. Improve maintenance and operational standards
2. Develop or update a preventive maintenance plan
3. Improve maintenance personnel assignment procedures
4. Maintain the recreational facility budget
5. Ensure that existing recreational facilities and programs are designed to meet special needs of all residents regardless of age, gender, or ability
6. Provide all residents with an opportunity to engage in recreational activities
7. Coordinate development and maintenance efforts between MPS, the City of Milwaukee, local sports organizations, and Milwaukee County
8. Provide residents with safe and reliable recreational equipment throughout the system
9. Recognize the importance of an adequate capital budget that can financially address existing hazards and allow for future facility development

Specifically, three key issues identified by the MPS CORP involve: ADA accessibility of both its play amenities and buildings; the need for upgraded support facilities such as restrooms, fencing and signage; and the need for improved court areas, particularly tennis court conditions.

More general and system wide recommendations include retrofitting playfields and field houses, updating restrooms to be ADA accessible, improving existing tot lots with modern equipment, maintaining adequate surfacing on all play areas, and removing or rehabilitating failing and unsafe court facilities.

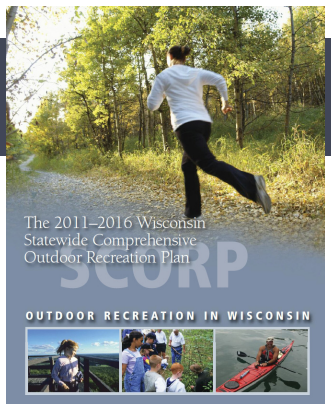
MILWAUKEE COUNTY



Similarly to MPS, the Milwaukee County Department of Parks, Recreation and Culture completed a 5-year CORP in 2015. The 18-month, department-wide effort resulted in a strategic plan based upon the investment in "People, Parks, Process, and Partners." Within each of those main categories a series of goals and objectives were identified. In addition, for each goal and objective, measurable outcomes were assigned such as plant 5,000 trees, complete 25 park master plans and 15 ecological restoration plans.

One item from the Milwaukee County plan useful for the City of Milwaukee is the park usage survey that the County conducted over a three month period in 2014 in order to identify the most popular activities conducted by County park users. The top three activities from the survey were: walking / jogging, hiking, and relaxation. Beer gardens were the top amenity that respondents wanted to see more of.

It is important to note that in 2016 the Milwaukee County parks department will undertake an extensive ten-year master park plan to build off the findings and recommendations from this five-year plan.



STATE OF WISCONSIN OUTDOOR RECREATION PLAN

The 2011-2016 Wisconsin Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides a blueprint for outdoor recreation planning statewide by identifying the current recreation inventory and trends and an overview of future recreation development issues and needs.

The SCORP is divided into six sections and places an emphasis on outdoor recreation and its importance on public health and wellness and connecting people to outdoor recreational opportunities. The most relevant portion of the SCORP for Milwaukee is Chapter 4 of the plan which is entirely devoted to outdoor recreation in urban areas. The chapter lays out urban recreation themes that provide an important framework for recommendations in the updated Milwaukee CORP such as the usefulness of distance and park quality metrics to gauge the effectiveness of urban recreation spaces and the importance

of park safety – safety of the park facility itself and the ability to and from the facility – that can play a critical role in determining the level of use of a recreational facility. Additionally, the urban SCORP section highlights several notable comparisons for Milwaukee to peer cities. These tables, shown in Section 7 of this plan, include a comparison of acreage devoted to recreation facilities and supply. While this data is based on cumulative totals for the three parks and recreation jurisdictions in Milwaukee, the overall ratios and specific use breakdowns are helpful benchmarks.

REFRESH MILWAUKEE

Refresh Milwaukee was completed in 2013 and is the City's ten-year plan to make Milwaukee a more sustainable city across a range of sectors. The plan identifies specific goals and targets in areas including building stock, energy usage and consumption, food systems, mobility, resource recovery, water usage and conservation, land use and ecosystems, and human capital. Topics, issues and recommendations related to outdoor recreation in Milwaukee include the following:

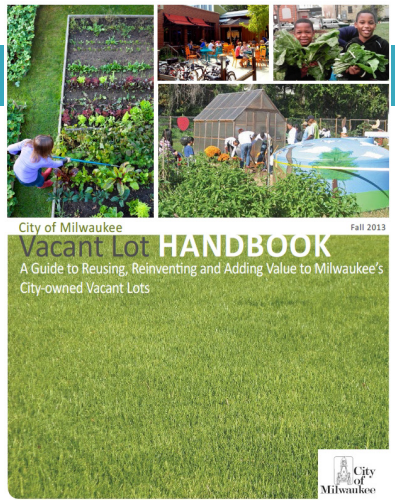
- Conduct a green access neighborhood study – with the ultimate goal of having every resident live within a 10-minute walk of a park, greenway or other green space.
- Expedite disposition of vacant properties to productive use.
- Create tools for maintaining vacant lots, public parks, and open spaces.
- Implement grow zones and additional green overlay zones.
- Increase tree planting and preservation.
- Utilize HOME GR/OWN as a catalytic initiative to repurpose City-owned vacant lots.
- Improve multi-model transportation options, including bike routes and trails.

CITY COMPREHENSIVE PLAN

The City of Milwaukee completed its first comprehensive planning process in 2010 with the creation of thirteen area plans and a City-Wide Policy Plan that set forth land use and development policies and recommendations for the entire 99 square miles of the city. The planning process involved significant public involvement that shaped all of the plan recommendations including those impacting public open space. Each area plan contains numerous recommendations and projects related to outdoor recreation in the form of open space land use policies and specific catalytic projects. These plans were adopted by the City of Milwaukee Common Council and serve as the framework for all city planning activities. A significant example of outdoor recreation planning and implementation from the

comprehensive plan process is the current redevelopment of the city's Downtown "Lakefront Gateway" with the creation of a new public plaza and improved linkages to Milwaukee's lakefront amenities.

VACANT LOT HANDBOOK



In 2013, the City of Milwaukee completed the "City of Milwaukee Vacant Lot Handbook: A Guide to Reusing, Reinventing and Adding Value to Milwaukee's City-owned Vacant Lots." As of 2015 the City owns 2,934 vacant lots, many due to demolition of previously blighted property. The vacant lot handbook provides a number of practical ideas for residents and community groups interested in turning City-owned vacant lots into community assets that add value to neighborhoods. The handbook provides ideas and implementation steps for converting lots into green space, gardens, multi-use space, and urban agriculture sites.

MKE Play(s)book

Project Plan
September 2015

MKE PLAYS

MKE Play(s) was launched in 2015 to improve the city's neediest playgrounds and provide a new strategy and formula to identify, improve, manage, and sustain City of Milwaukee playgrounds. The MKE Plays "playbook" was drafted during 2015 to outline project timelines, engagement strategies, and evaluation plans for future park projects. This document provides a detailed road map for how neighborhood input and outside funding can be utilized to develop higher quality public play spaces at city of Milwaukee playgrounds.

4 SECTION FOUR: PLAN PROCESS SUMMARY

The planning process for this CORP included a combination of individual and small group discussions, acquiring and analyzing pertinent outdoor recreation data and documents, and at its conclusion, the traditional public hearing processes. It was determined at the outset of the process that the City of Milwaukee is not likely to significantly increase the number of its formal playgrounds or recreation spaces in the near future. Additionally, extensive public input related to outdoor recreation space has been gathered and memorialized by the City through the area comprehensive plan process and the individual MKE Plays projects that have taken place since the inception of the program – a process the City is committed to continuing to follow when planning individual outdoor recreational projects. Therefore, it was determined that a large scale public outreach campaign specific to the creation of the CORP would not be appropriate. However, public input received during the area plan process, the creation of ReFresh Milwaukee, the MKE Plays and Partners for Places initiatives, and key stakeholder interviews carried out in conjunction with the preparation of the CORP all helped shape the recommendations found in this plan.

INFORMATION IDENTIFICATION & GATHERING

A key basis for this planning process involved reviewing and improving upon the last Milwaukee CORP. The 2000 plan was primarily an inventory of facilities with little mapping and analysis. The 2000 plan emphasized the need for this CORP to include easy to comprehend maps and spatial analysis and to incorporate other aspects of outdoor recreation outside of playgrounds and parks. In short, the updated Milwaukee CORP should be informative, illustrative and comprehensive to outdoor recreation in the city of Milwaukee.

Other CORP documents referenced during the information gathering phase included recently completed plans by Milwaukee Public Schools and Milwaukee County Parks. These plans, both completed in 2015, provide complementary data on outdoor recreational facilities within the city of Milwaukee. This information is critical as those facilities owned and maintained by the City do not exist in a vacuum and Milwaukee residents do not generally differentiate between ownership when using City, County, and MPS facilities.

STAKEHOLDER INTERVIEWS

Stakeholder interviews were held during late 2015 and early 2016 with City staff from the Department of Public Works, Department of City Development, the Environmental Collaboration Office, and the Office of then Common Council President Michael Murphy, whose

staff are spearheading the MKE Plays initiative. Additional meetings were conducted with staff from Milwaukee County Parks and Milwaukee Public Schools.

Outside nonprofit and philanthropic organizations have made notable contributions to outdoor recreation facilities in Milwaukee in recent years and efforts were made to include these groups in the planning and input stages in creating this document. Among the groups consulted were:

The Zilber Family Foundation is a private grant making institution dedicated to enhancing the well-being of individuals, families, and neighborhoods, with a primary emphasis on the City of Milwaukee. Working with MKE Plays, the Zilber foundation contributed $300,000 to improve three Milwaukee playgrounds in high poverty neighborhoods underserved by high-quality recreational spaces.

Layton Boulevard West Neighbors (LBWN) is a local non-profit that focuses on neighborhood improvement in the City of Milwaukee by stabilizing and revitalizing the Silver City, Burnham Park and Layton Park communities. LBWN was a catalyst and partner with MKE Plays in the improvements at Arlington Heights Park, the first playground improved through MKE Plays.

Artists Working in Education (A.W.E.) is a non-profit with a mission to provide youth in the Milwaukee area with arts enrichment programs and provide recreational spaces with murals, public art and other art related projects.

The MKE Plays initiative, conceived by Alderman Michael Murphy, aims to transform twelve of the city's most deteriorated playgrounds into models for local collaboration and renovation by directly engaging residents in the design and construction process. MKE Plays is being used by the City as a new model of playground improvement and maintenance model.

A.W.E. Truck Studio program in Walker's Square (Credit: A.W.E.)

ARTISTS WORKING IN EDUCATION (A.W.E.)

The mission of A.W.E. is to provide children in the Milwaukee-area with arts enrichment programs. A.W.E.'s Truck Studio is a pop-up mobile art studio that provides free and engaging visual arts activities that activate public spaces such as parks, playgrounds, and libraries with visual art projects. A.W.E.'s Artist-in-Residence (AIR) programs pairs professional artists with young people to develop public art work for their neighborhood, make land use decisions, and engage in civic participation through the development and installation of artwork.

In 2016, the City of Milwaukee, through the MKE Plays program, received an Our Town grant from the National Endowment of the Arts to incorporate art into MKE Plays reconstruction projects and will utilize A.W.E. to facilitate the art programming at these sites.

A.W.E. Truck Studio Program in Wahl Park (Credit: A.W.E.)

AIR Program at Trowbridge Square (Credit: A.W.E.)

The City of Milwaukee CORP was developed between the fall of 2015 and spring of 2016. Below is a summary of the plan development process including the public input and approval process:

August 2015
Plan introduction and orientation with DPW and OES staff

Fall/Winter 2015
Meet with City staff

Fall/Winter 2015
Meet with outside stakeholders

January - March 2016
Draft Plan

March - July 2016
Stakeholder and Public Review

October 2016
Plan Approval by Milwaukee Common Council

5 SECTION FIVE: PLANNING AREA

Milwaukee is the largest city in Wisconsin and its most racially and ethnically diverse. Covering approximately 99 square miles, Milwaukee has undergone a significant shift in its demographic makeup since 2000. The following demographic information was used in the creation of this plan to determine the recreational needs of the community, particularly to determine areas where there may be concentrations of traditionally underserved populations with regards to access to high-quality recreational spaces and evaluating how the City of Milwaukee fares in terms of meeting individual communities needs and supporting overall resident wellness.

Figure 5.1: City of Milwaukee Demographics

	2000		2010		2013*		2014*		% Change 2000 - 2010	% Change 2010 - 2013	% Change 2013 - 2014
Population											
Total population	596,974	100.0%	595,587	100.0%	599,168	100.0%	599,653	100.0%	-0.2%	0.6%	0.1%
Male	285,363	47.8%	286,670	48.1%	288,604	48.2%	290,147	48.4%	0.5%	0.7%	0.5%
Female	311,611	52.2%	308,917	51.9%	310,564	51.8%	309,506	51.6%	-0.9%	0.5%	-0.3%
Age Distribution											
Under 5 years	47,545	8.0%	48,243	8.1%	45,537	7.6%	47,373	7.9%	1.5%	-5.6%	4.0%
5 to 9 years	50,555	8.5%	41,096	6.9%	44,338	7.4%	44,974	7.5%	-18.7%	7.9%	1.4%
10 to 14 years	46,688	7.8%	42,287	7.1%	42,541	7.1%	39,577	6.6%	-9.4%	0.6%	-7.0%
15 to 19 years	47,231	7.9%	50,625	8.5%	46,735	7.8%	44,374	7.4%	7.2%	-7.7%	-5.1%
20 to 24 years	51,814	8.7%	56,581	9.5%	53,925	9.0%	55,768	9.3%	9.2%	-4.7%	3.4%
25 to 34 years	94,451	15.8%	97,676	16.4%	101,859	17.0%	100,142	16.7%	3.4%	4.3%	-1.7%
35 to 44 years	85,762	14.4%	73,257	12.3%	73,698	12.3%	73,757	12.3%	-14.6%	0.6%	0.1%
45 to 54 years	68,351	11.4%	75,044	12.6%	69,503	11.6%	71,958	12.0%	9.8%	-7.4%	3.5%
55 to 59 years	21,586	3.6%	33,948	5.7%	35,351	5.9%	31,782	5.3%	57.3%	4.1%	-10.1%
60 to 64 years	17,838	3.0%	23,823	4.0%	28,161	4.7%	30,582	5.1%	33.6%	18.2%	8.6%
65 to 74 years	33,015	5.5%	14,294	2.4%	30,558	5.1%	32,981	5.5%	-56.7%	113.8%	7.9%
75 to 84 years	23,727	4.0%	20,250	3.4%	17,975	3.0%	17,390	2.9%	-14.7%	-11.2%	-3.3%
85 years and over	8,381	1.4%	7,147	1.2%	8,988	1.5%	9,594	1.6%	-14.7%	25.8%	6.8%
Median age (years)	30.6	(x)	30.5	(x)	31.1	(x)	31.6	(x)	-0.1	0.6	0.5
Race & Ethnicity											
White, non-Hispanic	270,989	45.4%	221,514	37.2%	221,330	36.9%	221,662	37.0%	-18.3%	-0.1%	0.2%
African American	220,432	36.9%	230,473	38.7%	231,563	38.6%	230,785	38.5%	4.6%	0.5%	-0.3%
American Indian	4,313	0.7%	1,736	0.3%	2,905	0.5%	2,753	0.5%	-59.7%	67.3%	-5.2%
Asian	17,339	2.9%	22,670	3.8%	21,205	3.5%	21,725	3.6%	30.7%	-6.5%	2.5%
Native Hawaiian or Pacific Islander	222	0.0%	405	0.1%	58	0.0%	120	0.0%	82.4%	-85.7%	106.9%
Some other race	978	0.2%	464	0.1%	410	0.1%	907	0.2%	-52.6%	-11.6%	121.2%
Two or more races	11,055	1.9%	13,706	2.3%	17,010	2.8%	13,543	2.3%	24.0%	24.1%	-20.4%
Hispanic or Latino	71,646	12.0%	104,619	17.6%	104,627	17.5%	108,158	18.0%	46.0%	0.0%	3.4%
Income & Poverty											
Persons below poverty	(x)	25.4%	(x)	29.5%	(x)	29.0%	(x)	29.0%	4.1%	-0.5%	0.0%
Households with children in poverty	(x)	25.7%	(x)	38.2%	(x)	36.9%	(x)	36.7%	12.5%	-1.3%	-0.2%
Median household income	$32,021	(x)	$32,911	(x)	$35,186	(x)	$35,049	(x)	2.8%	6.9%	-0.4%
Disability											
Total population with ambulatory disability	47,574	8.0%	44,569	7.5%	41,870	7.0%	43,508	7.3%	-6.3%	-6.1%	3.9%
Population < 17 with ambulatory disability	1,611	0.3%	1,979	0.3%	301	0.1%	689	0.1%	22.8%	-84.8%	128.9%
Transportation											
Workers who drove to work	205,909	82.4%	208,910	83.7%	208,090	81.2%	216,252	82.3%	1.5%	-0.4%	3.9%
Workers who took public transportation	25,739	10.3%	19,718	7.9%	22,552	8.8%	21,021	8.0%	-23.4%	14.4%	-6.8%
Workers for whom no vehicle available	49,589	21.4%	39,454	17.2%	42,363	18.3%	43,135	18.5%	-20.4%	7.4%	1.8%

** Based on 2013, 2014 American Community Survey 1-year estimates; all values have corresponding (although not displayed here) margins of error. This is particularly noticeable for smaller populations, such as population 17 and under with an ambulatory disability.*

POPULATION

The population of the city of Milwaukee in 2014 was 599,653 based on American Community Survey estimates. This figure represents a small but consistent uptick in the city's population since 2010 and a half-percent increase over the 2000 population. Historically, like many northern tier industrial cities, Milwaukee's peak population of 740,000 occurred in 1960 and bottomed out at roughly 590,000 during the 1990's. Since 2010, Milwaukee appears to have stemmed its population decline, which is an important factor to consider when carrying out facilities planning.

FORECAST

The University of Wisconsin – Madison Applied Population Laboratory projects that the city of Milwaukee will continue to experience a gradual increase in population during the coming decades with an estimated 2040 population of 627,000, or a 5% increase from 2014.

RACE/ETHNICITY BREAKDOWN

Milwaukee's population has changed dramatically in the past three decades. In 2000, Milwaukee became a majority-minority city, with the white population making up less than 50% of total city population. The African American, Asian and Latino populations have continued to grow in the first decade of the 21st Century as the white population in Milwaukee has continued to shrink from 45% in 2000 to 37% in 2010 and remained flat at 37% in 2014. The percentage of African American and Hispanic residents has also remained flat since 2010, and currently stands at 39% and 17% percent, respectively.

GEOGRAPHIC DISTRIBUTION

Mirroring metro Milwaukee's socio-economic and geographic makeup, poverty as a whole is concentrated within the city of Milwaukee when compared to the seven county region of southeastern Wisconsin. Within the city itself, poverty is concentrated on the city's north side and near-south side.

AGE DISTRIBUTION

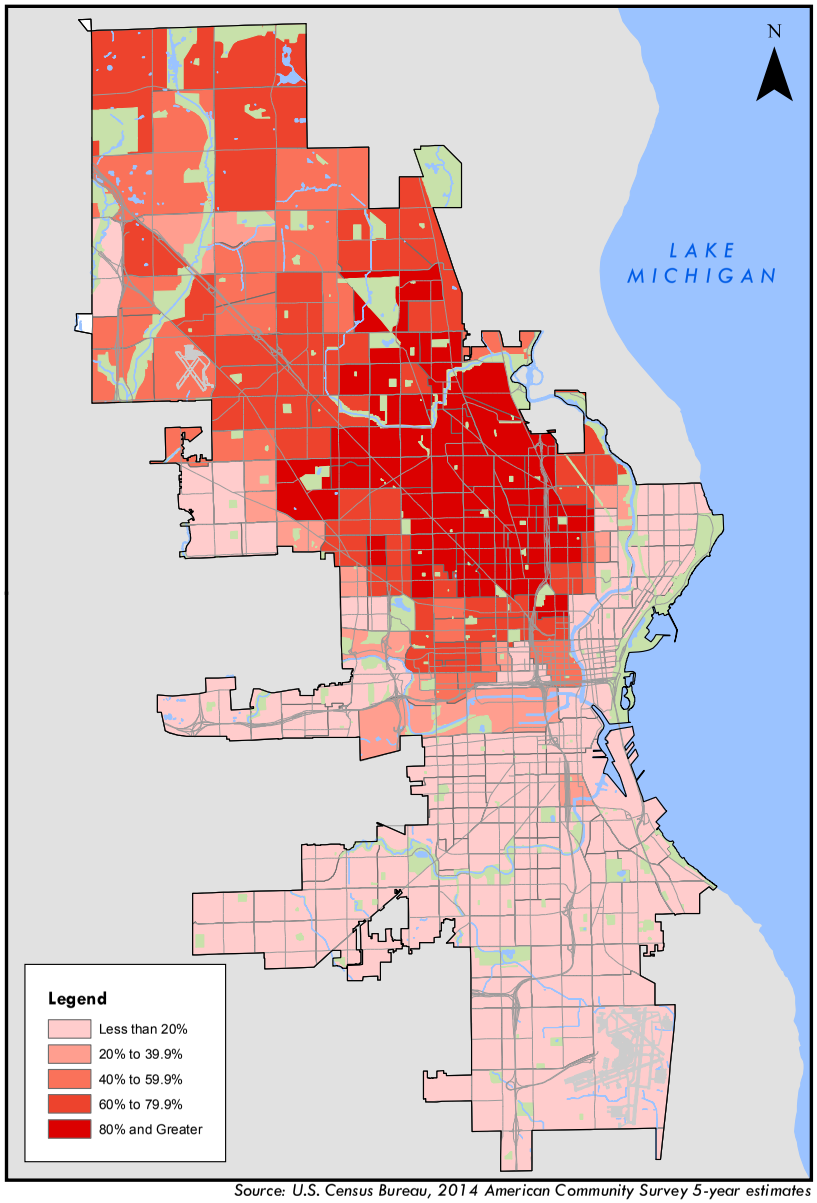
The population as a whole in Milwaukee is getting older, albeit marginally. From 2000 to 2014, the median age increased from 30.6 to 31.6. The percentage of the population under ten years of age has seen little change, from 8.2% in 2000 to 7.7% in 2014 which mirrors the slight increase in the city's overall median age.

The age of the population varies by census tract in the city. The median age was lower in certain census tracts on the near north and near south sides. From 1990 to 2000, the percentage of population 65 and over increased most on the northwest and far south sides.

Map 5.1:

PERCENT OF POPULATION THAT IS AFRICAN AMERICAN

CITY OF MILWAUKEE

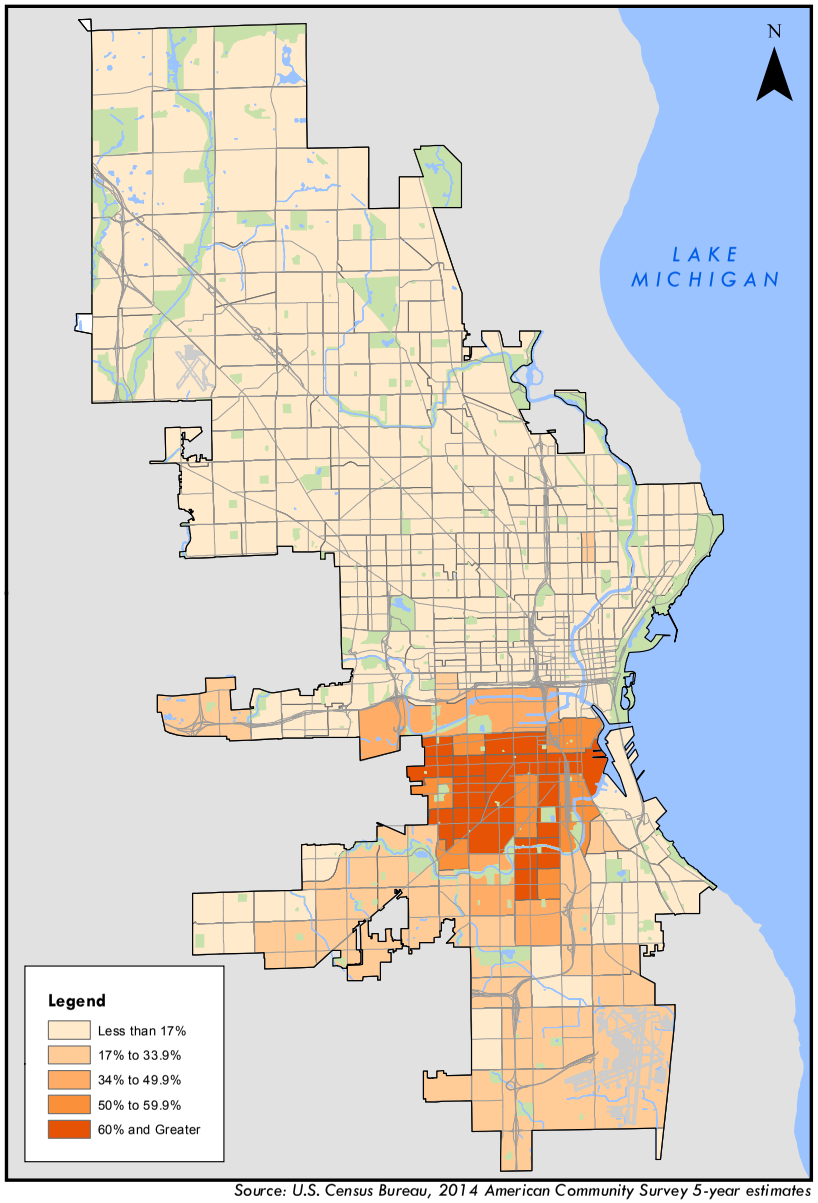


Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

Map 5.2:

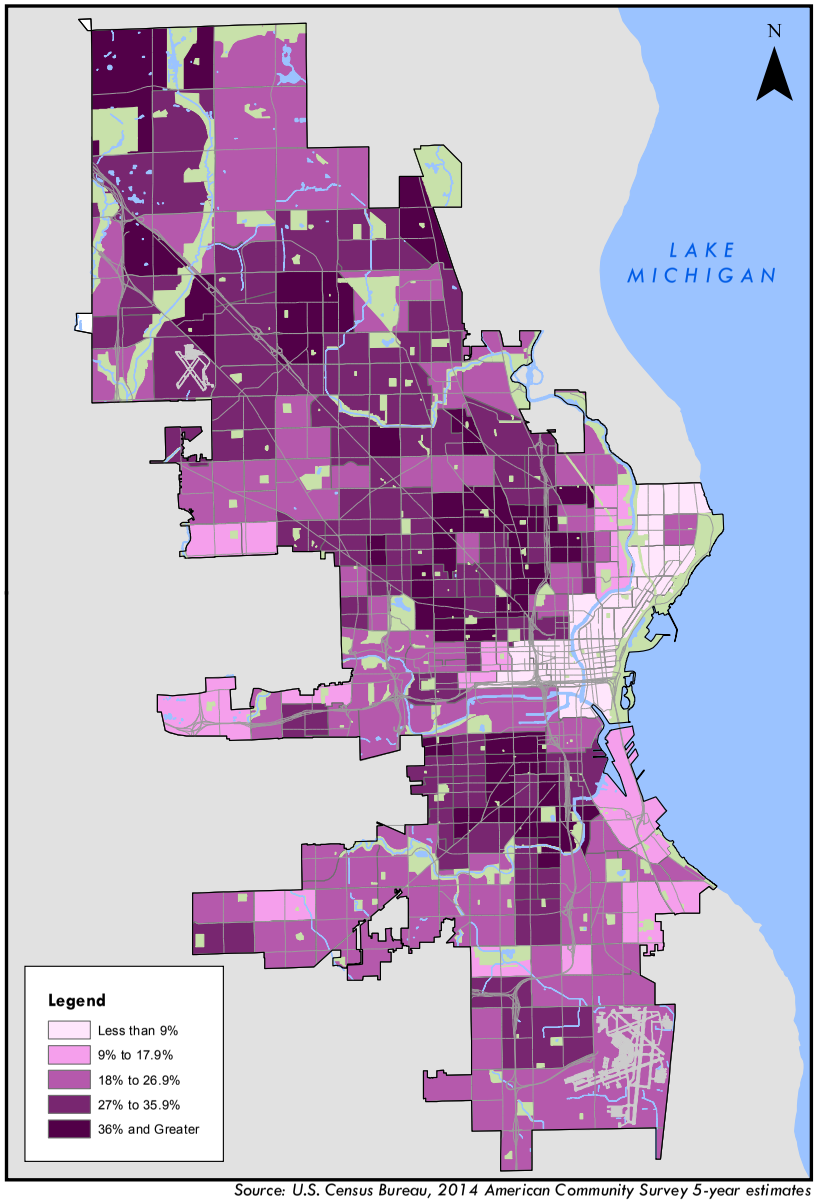
PERCENT OF POPULATION THAT IS HISPANIC OR LATINO

CITY OF MILWAUKEE



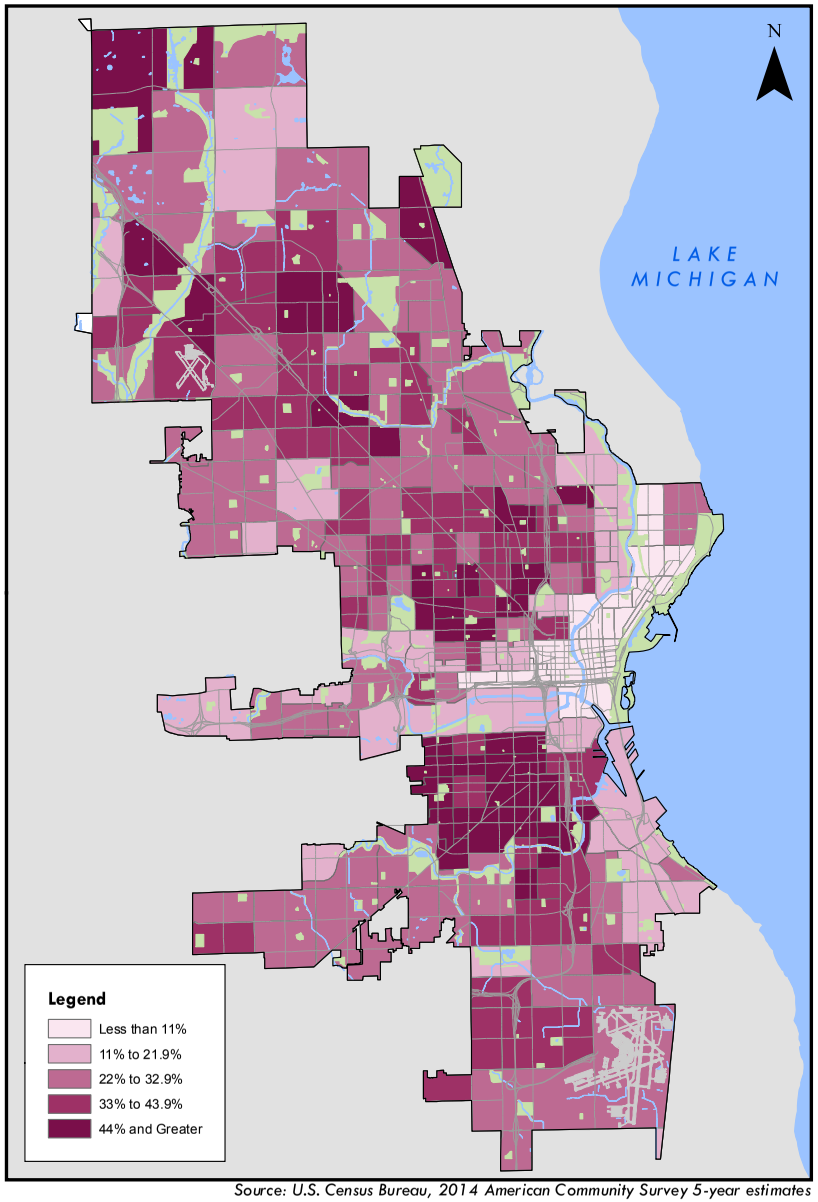
Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

Map 5.3:
PERCENT OF POPULATION UNDER 18
CITY OF MILWAUKEE



Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

Map 5.4:
PERCENT OF HOUSEHOLDS WITH CHILDREN UNDER 18
CITY OF MILWAUKEE



Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

The map showing the population density of children less than 18 years old illustrates that the largest concentration of young people is in Milwaukee's near south side between I-94/I-43 South and the city's western boundary with West Milwaukee. Other notable concentrations of households with children include the Concordia, Metcalf Park and Washington Park neighborhoods and smaller neighborhood clusters in the city's north side and the neighborhoods surrounding the Alverno College area on the south side.

HOUSEHOLDS WITH CHILDREN IN POVERTY

The last decade has seen a marked increase in the number of Milwaukee households with children living in poverty. In 2000, 26% of households with children were below the poverty line and by 2014 that figure increased to 36% of households with children. Providing safe and engaging community playgrounds and recreational needs for children in high poverty neighborhoods is a pressing community need given the traditional disparities in access to high quality recreational spaces and need to ensure that Milwaukee is tailoring its investments in outdoor recreation to serve families most in need of recreational opportunities.

MOBILITY DISABILITY

Making play areas ADA accessible is a major component of the City's playground maintenance policy; therefore, identifying where concentrations of people with mobility disabilities reside can be an important factor when making programming and maintenance decisions impacting playgrounds and other recreational spaces. The number of people living in Milwaukee with an ambulatory disability in 2014 was 43,508 or just over 7% of the city's population according to the American Community Survey. Of these, 689 are children under 17, with concentrations of these children living on the northwest, near north, and near south sides of Milwaukee.

TRANSPORTATION

Having easy, local access to recreational amenities is important for all residents, but vitally important to those residents and families without access to a private vehicle. In 2014, the American Community Survey estimated that 43,135 residents in Milwaukee did not have access to a privately owned vehicle. This figure represents more than 18% of working age people in the city of Milwaukee and reinforces the need for outdoor recreational amenities to be available for all Milwaukee residents within a comfortable walking distance.

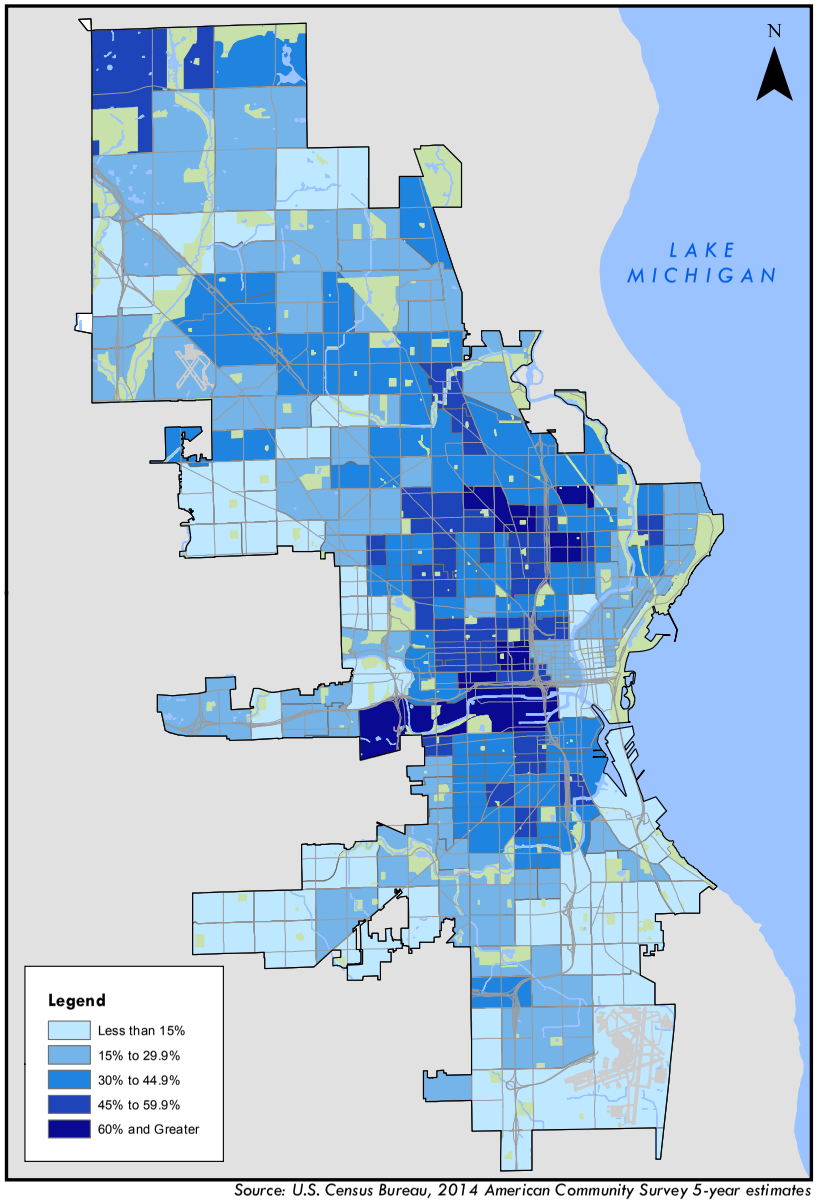
GEOGRAPHIC

The City of Milwaukee's network of natural resources, also known as its Green Infrastructure, is the City's life support system, helping to provide a healthy and enjoyable living environment and critical to economic progress and development. The importance of this network is clearly demonstrated through efforts undertaken by Milwaukee and other cities to 'green' the community by planting trees, setting aside open space, improving park and recreational opportunities, requiring landscaping in new development, improving stormwater management, and enhancing river and lakefronts. Beyond the clear quality of life benefits,

Map 5.5:

PERCENT OF POPULATION LIVING IN POVERTY

CITY OF MILWAUKEE

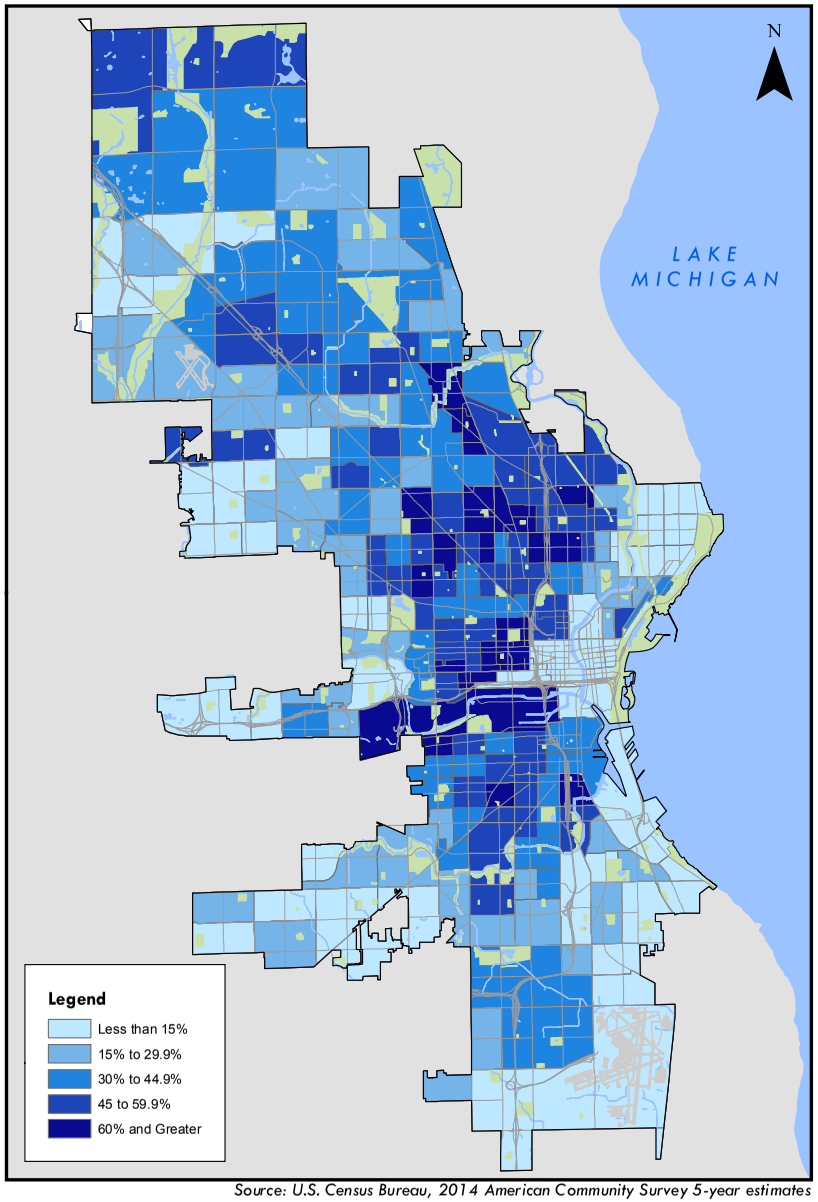


Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

Map 5.6:

PERCENT OF FAMILIES WITH CHILDREN LIVING IN POVERTY

CITY OF MILWAUKEE



Source: U.S. Census Bureau, 2014 American Community Survey 5-year estimates

our natural resources provide valuable ecosystem benefits, such as air and water quality improvement that are very costly if not impossible to replicate.

Despite Milwaukee being the most heavily urbanized area in Wisconsin, there are 3,609 acres of primary environmental corridors, 6,308 acres of parks and open space, 20 miles of rivers and streams, 590 acres of surface water, 846 acres of wetlands, and 663 acres of woodlands in Milwaukee. Havenwoods State Forest and Lakeshore State Park are the two State parks located within Milwaukee's borders and Soldier's Home Reef is a National Historic Landmark fossil reef located near Miller Park.

The most prominent and significant geographic feature of Milwaukee, however, is its place on the western shore of Lake Michigan. The third largest of the Great Lakes and fifth largest by area in the world, Lake Michigan is not only a source of drinking water and the city's economic driver, but the setting for its most popular recreational venues and attractions with its string of lakefront parks, open spaces, trails and festival sites.

The tree canopy coverage in the city of Milwaukee is estimated at 22%. This represents a 6% increase since 1996 and demonstrates Milwaukee's commitment to its urban tree canopy and the health, environmental, social, and economic benefits it provides.

6 SECTION SIX: OUTDOOR RECREATION INVENTORY

OUTDOOR PLAYGROUNDS

The City of Milwaukee owns and maintains 62 outdoor recreation sites, classified as either playgrounds or passive parks. As noted earlier, these "City parks" are managed by a staff of three within DPW's Infrastructure Division. General park maintenance, lawn mowing, tree pruning, and trash collection is handled by City forestry and sanitation crews. The following is the current inventory of parks and playgrounds in the City of Milwaukee:

Figure 6.1: City of Milwaukee Playfields

Site	Function	Class	Address	Built	Rehab	Area (SqFt)	ADA	Due
65th & Stevenson	Passive	Region	165 N 65th St	1955	1955	150,820	Yes	1970
30th & Fardale	Passive	Region	3101 W Fardale Ave	1960	1960	343,950	No	1975
63rd & Cleveland	Passive	Neighborhood	2639 S 62nd St	1961	1961	16,668	Yes	1976
65th & Medford	Passive	Neighborhood	6445 W Medford Ave	1967	1967	11,761	Yes	1982
35th & Lincoln	Passive	Neighborhood	3430 W Lincoln Ave	1973	1973	9,890	No	1988
Kaszube	Passive	Neighborhood	1421 S Carferry Dr	1978	1978	5,148	Yes	1993
Teutonia & Fairmount	Passive	Neighborhood	5040 N Teutonia Ave	1978	1978	16,406	No	1993
Zillman	Passive	Community	2180 S Kinnickinnic Ave	1965	1990	34,074	Yes	2005
1st & Hadley	Passive	Community	100 E Hadley St	1978	1999	29,152	No	2014
Paliafito	Passive	Community	901 S 3rd St	1978	2000	27,477	Yes	2015
12th & Wright	Play	Community	2435 N 12th St	1947	1969	57,372	Yes	1984
Bay & Lincoln	Play	Community	1100 E Bay St	1986	1986	38,892	Yes	2001
21st & Rogers	Play	Neighborhood	2018 S 21st St	1935	1992	7,804	No	2007
Allis & Lincoln	Play	Neighborhood	2156 S Allis St	1960	1994	13,050	No	2009
20th & Olive	Play	Community	1970 W Olive St	1970	1996	46,134	Yes	2011
51st & Stack	Play	Community	5201 W Stack Dr	1955	1996	55,780	Yes	2011
Butterfly	Play	Community	3717 W Meinecke Ave	1985	1996	67,806	Yes	2011
30th & Cawker	Play	Community	2929 N 30th St	1981	1997	23,428	Yes	2012
84th & Florist	Play	Community	5969 N 84th St	1972	1997	42,180	Yes	2012
Darien & Kiley	Play	Region	6952 N Darien St	1964	1997	127,161	Yes	2012
62nd & Kaul	Play	Neighborhood	6210 W Kaul Ave	1998	1998	9,531	Yes	2013
78th & Fiebrantz	Play	Community	4137 N 78th St	1959	1998	72,774	Yes	2013
84th & Burbank	Play	Community	6671 N 84th St	1965	1998	30,800	Yes	2013
Witkowiak	Play	Community	1648 S 4th St	1973	1998	46,617	Yes	2013
1st & Wright	Play	Community	2470 N 1st St	1984	1999	25,385	Yes	2014
66th & Port	Play	Region	6440 W Port Ave	1974	1999	251,585	Yes	2014
97th & Thurston	Play	Community	9714 W Reichert Ave	1963	2000	76,975	Yes	2015
16th & Hopkins	Play	Neighborhood	1601 W Hopkins St	1980	2002	8,109	Yes	2017
49th & Juneau	Play	Community	5000 W Juneau Ave	1951	2003	72,378	No	2018
Arrow & Comstock	Play	Neighborhood	1867 W Arrow St	2003	2003	8,838	Yes	2018
Riverbend	Play	Community	3305 S 73rd St	1959	2003	48,825	Yes	2018
Ellen	Play	Region	1829 E Fernwood Ave	1954	2004	230,600	Yes	2019
18th & Washington	Play	Neighborhood	1825 W Washington St	1964	2006	4,562	Yes	2021
40th & Douglas	Play	Community	3919 W Douglas St	1982	2006	51,048	Yes	2021
45th & Keefe	Play	Neighborhood	3512 N 45th St	1949	2006	18,233	Yes	2021
Reservoir	Play	Region	801 E Meinecke Ave	1973	2006	110,670	Yes	2021
36th & Rogers	Play	Region	3514 W Rogers St	1951	2007	118,938	Yes	2022
29th & Melvina	Play	Community	2835 W Melvina St	1980	2008	42,264	Yes	2023
30th & Galena	Play	Neighborhood	3002 W Galena St	1976	2008	12,173	Yes	2023
29th & Meinecke	Play	Neighborhood	2403 N 29th St	1993	2009	4,612	Yes	2024
64th & Adler	Play	Neighborhood	504 S 64th St	1970	2009	15,200	No	2024

Figure 6.1: City of Milwaukee Play Fields (cont.)

Site	Function	Class	Address	Built	Rehab	Area (SqFt)	ADA	Due
Hartung	Play	Region	3342 N Argonne Dr	2009	2009	823,208	Yes	2024
4th & Mineral	Play	Neighborhood	937 S 4th St	1971	2010	2,992	Yes	2025
13th & Lapham	Play	Neighborhood	1300 W Lapham Blvd	1972	2010	10,404	Yes	2025
Reiske	Play	Community	1640 S 24th St	1971	2010	54,182	Yes	2025
Keefe & Palmer	Play	Neighborhood	117 E Keefe Ave	1992	2014	6,939	Yes	2029
16th & Edgerton	Play	Community	5057 S 16th St	1982	2014	45,220	Yes	2029
90th & Bender	Play	Region	8900 W Bender Rd	1966	2014	122,247	Yes	2029
26th & Medford	Play	Neighborhood	2476 N 26th St	1949	2015	19,776	Yes	2030
31st & Lloyd	Play	Neighborhood	3100 W Lloyd St	1972	2015	5,760	Yes	2030
Arlington Heights	Play	Community	3439 W Pierce St	1949	2016	67,508	Yes	2031
17th & Vine	Play	Community	1800 N 17th St	1975	2016	21,375	Yes	2031
Foundation	Play	Neighborhood	3701 N 37th St	2002	2016	11,223	Yes	2031
67th & Spokane	Play	Community	6632 W Hustis Ave	1966	2016	94,500	Yes	2031
Buffum & Center	Play	Neighborhood	2628 N Buffum St	1995	2016	11,817	Yes	2031
Marcus DeBack	Play	Community	2461 N 55th St	1930	2016	40,800	Yes	2031
Long Island & Custer	Play	Neighborhood	5320 N Long Island Dr	1961	2016	4,185	Yes	2031
Snail's Crossing	Play	Community	3050 N Bremen St	1948	2016	55,438	Yes	2031
Trowbridge Square	Play	Community	1530 S 38th St	1955	2016	20,520	Yes	2031
5th & Randolph	Play	Neighborhood	3460 N 5th St	1980	2017	9,380	Yes	2032
21st & Keefe	Play	Neighborhood	2105 W Keefe Ave	1980	2017	5,922	Yes	2032
34th & Mt. Vernon	Play	Neighborhood	325 N 34th St	1973	2017	6,985	Yes	2032

Menomonee Valley Aerial View (Credit: DCD)

Rendering of Three Bridges Park Looking East (Credit: Wenk Associates)

THREE BRIDGES PARK

Three Bridges Park, which opened in 2013, is the result of a decade long planning effort to transform an abandoned rail yard along the Menomonee River into a new, 22-acre public park. It includes three bike and pedestrian bridges that link the Valley, Mitchell Park, and south side Milwaukee neighborhoods and provides a one mile extension of the Hank Aaron State Trail (part of the overall six mile extension). The site's topography is due to the fill from the reconstruction of the Marquette Interchange project. Shaped to resemble the glacial landscape of Southeast Wisconsin, the kames, eskers, and drumlins are built from the old freeway and are being used as a teaching tool to explain glaciations to Milwaukee children who participate in the adjacent Urban Ecology Center's programs. The landscape also provides views of Downtown, access to the Menomonee River for fishing and kayaking, 42 community gardens, and a sledding hill in winter. Through programming already being led by the Urban Ecology Center, students are participating in the

Three Bridges Park, October 2014 (Credit: John December)

Three Bridges Park, September 2015 (Credit: Menomonee Valley Partners)

hands-on science education in the park, attending summer camps, and community nature-based programs keep the park active every day.

Three Bridges parkland is owned by the Redevelopment Authority of the City of Milwaukee. The WDNR manages the portion of the Hank Aaron State Trail which runs through the park, and the City of Milwaukee owns and maintains the three bike and pedestrian bridges. The park, trails, and bridges were constructed by the State of Wisconsin Department of Transportation. Menomonee Valley Partners and the Urban Ecology Center, which have risen private sector funding to complete the vision, play roles in long-term park maintenance, programming of the space, and installation of art and amenities.

Milwaukee Rotary Centennial Arboretum Aerial View (Credit: DCD)

Milwaukee Rotary Centennial Arboretum Map (Credit: Urban Ecology Center)

MILWAUKEE ROTARY CENTENNIAL ARBORETUM

The Milwaukee Rotary Centennial Arboretum opened in 2013 and is an urban oasis that combines Riverside Park and Milwaukee River frontage with reclaimed post-industrial land into a public green space, natural habitat, and outdoor classroom for experiential learning and growing, in the heart of Milwaukee. The Arboretum provides 40 acres of urban nature uniquely managed as an outdoor classroom, research site and public sanctuary, free and entirely open to the public.

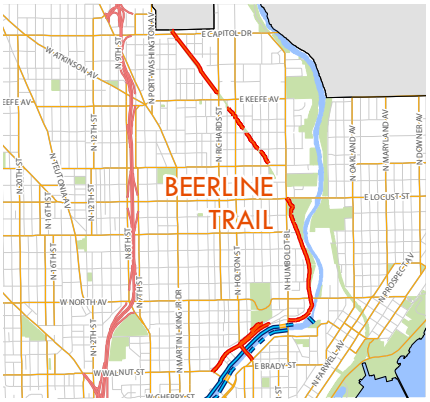
The Milwaukee Rotary Centennial Arboretum is specifically focused on connecting children and families with nature. Dedicated as a Children's Forest by the USDA Forest Service, of the 22 designated Children's Forests in the country, the Arboretum is one of the only three

Milwaukee Rotary Centennial Arboretum Entrance (Credit: Fyxation Bicycle Co.)

located within a major urban area. The Arboretum is located between the Milwaukee River and the Oak Leaf Trail and stretches from North Avenue to Locust Street. The Arboretum's location along the southern portion of the Milwaukee River Greenway (the 800-acre green space that has been developed to provide and enhance public access to the Milwaukee River) makes the Arboretum a natural gateway to this valuable resource.

TRAILS

The City of Milwaukee owns two major off-road trails, the Beerline Trail and the Kinnickinnic River Trail. Together with the Milwaukee Riverwalk, a public-private collaboration between riverfront property owners and the Downtown and The Historic Third Ward Business Improvement Districts, the City has over five miles of ADA accessible public trails in the city. According to the latest Wisconsin SCORP, walking is the most popular outdoor activity in Wisconsin. As such, improving access and safety along these trails is a major objective of the City's future trail programs and projects.



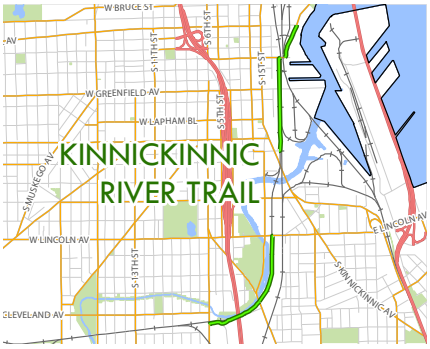
Beerline Trail Landscaping Project (Credit: DCD)

BEERLINE TRAIL

The Beerline Trail runs north to south along the western side of the Milwaukee River. The trail is named the "Beerline" because of its location near many former Milwaukee breweries.

The trail begins at Pleasant Street, just north of downtown Milwaukee, traverses north through Gordon Park, and continues through the Riverwest neighborhood, following the path of a former railroad line. The portion of the trail within Milwaukee city limits is finished with the final segment from Capitol Drive south to the Riverworks area having been recently completed. This project, known as the Beerline Trail Neighborhood Development Project is a catalytic project in both the Northeast Side Area Plan and the Riverworks Strategic Action Plan. Development of the trail itself will include environmental remediation, stormwater management, design and development of the trail as a linear park, including a walking and bike trail, public art, community gathering spaces, and urban agriculture. A HOME GR/OWN pocket park and orchard were built in 2015 near the Beerline to add additional amenities to the trail.

There is also a group of trail-related projects that are largely centered in the Riverwest and Harambee neighborhoods that include: creative entrepreneurship; housing and resident resources; trail design enhancements on properties adjacent to the Beerline Trail; community story-building; neighborhood engagement including workshops and events; public safety; and long-term trail stewardship. The Beerline Trail, one of the Greater Milwaukee Committee's creative placemaking projects, is funded by the Kresge Foundation and will likely be seeking other sources of funding for ongoing implementation.



Bike Riders at KKRT's Art Totem Poles
(Credit: DCD)

KINNICKINNIC RIVER TRAIL

The Kinnickinnic River Trail (KKRT) is 2.5 miles of off-street paved trail and on-street bike lanes. The off-street trail is from South 6th Street at West Rosedale Avenue to South 1st Street at West Lincoln Avenue, and Maple Street to Washington.

The KKRT is part of the larger Kinnickinnic River Corridor revitalization efforts underway that are improving the health and quality of life for City residents in general, and south side residents in particular. Components of this project include the South 6th Street bridge reconstruction and trail head, concrete removal and naturalization of the river from 6th Street to I-94, the removal of the dilapidated former railroad bridge over South Kinnickinnic Avenue, and the rehabilitation of the former railroad bridge over East Greenfield Avenue, and the paving of South Water Street between Washington Street and the Broadway Bridge.

Erie Street Plaza along the Riverwalk
(Credit: DCD)

MILWAUKEE RIVERWALK

Open to the public 24 hours a day, 365 days a year, the Milwaukee Riverwalk System began in 1993 as a means to offer public access to the Milwaukee River. Once complete, the Riverwalk will extend 4.4 miles along both sides of the Milwaukee River, from the site of the former North Avenue Dam, through Downtown and The Historic Third Ward to Lake Michigan. The system is a public-private partnership between riverfront property owners and the City of Milwaukee. In exchange for permanent public access, the City provides financial assistance for the construction of the private Riverwalk improvements. As discussed later in this plan, the goal is for the City's Riverwalk to eventually extend west along the Menomonee River into the Menomonee Valley and south along the Kinnickinnic River into Milwaukee's Harbor District.

East Bank Trail Map (Credit: Urban Ecology Center)

EAST BANK TRAIL

In 2007 a new .75 mile, ADA-accessible walking trail was dedicated that will allow better access to the Milwaukee River in one of the most densely populated areas of the city. Although it is not owned or maintained by the City of Milwaukee the East Bank Trail is a soft pedestrian trail on the east bank of the Milwaukee River, linking Caesar's Park on the South to Riverside Park and the Urban Ecology Center on the North. It is part of a larger loop of pedestrian and paved trails called the 'Beerline Loop' that extends from Commerce Street up to Locust Street on both sides of the river and will create alternative transportation options and recreational opportunities for neighborhood residents and visitors.

HOME GR/OWN A SXSW ECO AWARD WINNER

Mayor Barrett's HOME GR/OWN initiative along with UW-Milwaukee's Community Design Solutions (CDS) received the SXSW Eco Award in the urban strategy category at the 2015 SXSW festival in Austin, Texas. HOME GR/OWN and CDS have partnered over the last three years to inject design and placemaking into the transformation of over 20 vacant lots into sustainable pocket parks and orchards.

HOME GR/OWN Receiving Award at SXSW (Credit: ECO)

HOME GR/OWN VACANT LOT INVENTORY

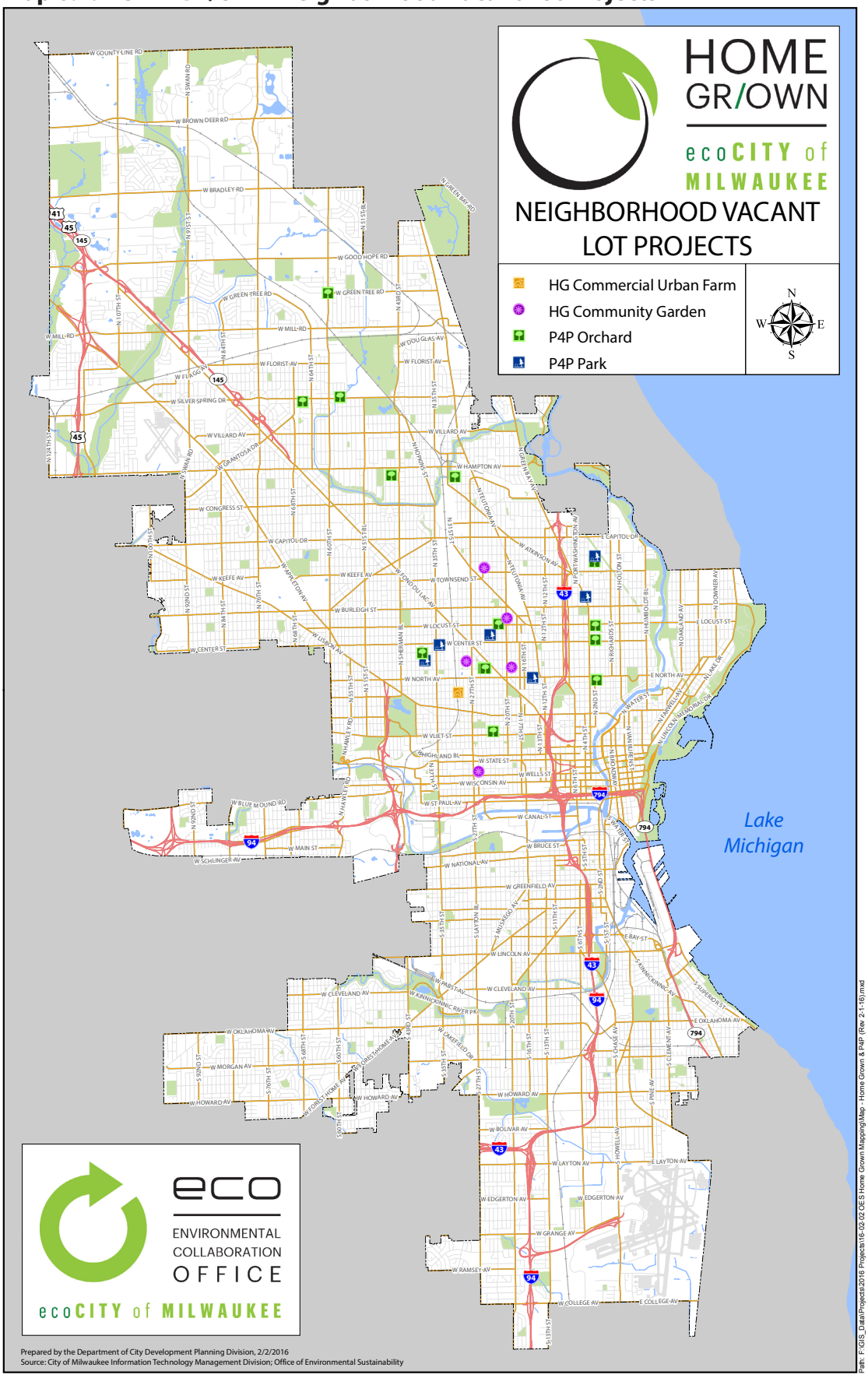
A total of 27 sites, comprising 55 vacant lots have been improved under the HOME GR/OWN program since its inception in 2013 (20 sites alone with its 2015 Partners For Places grant). Of the 27 completed projects, 14 vacant lots have been improved into urban orchards and seven have been transformed into new pocket parks, one commercial farm was created and five community gardens were built. The summary sheet on the next page identifies each lot project, status, location, description and local community group involved with each project.

Mayor Barrett's Strong Neighborhoods program directly funded vacant lot beautification in 2014 and 2015 through DCD and DPW, with ECO raising an additional $190,000 in philanthropic funding and donations. The Milwaukee Common Council added an additional $50,000 in the 2015 donations. The Milwaukee Common Council

Figure 6.2: Partners for Places Summary Sheet

Site Name	Site Location	Orchards	Parks	Description	Organization
District 15: 10 Orchards, 2 Parks					
Hope for Tomorrow Park	2403-07 N. 24th Pl	1		fruit trees, seating area, shrubs	Hopewell MBC
	2438 W. Meinecke Ave	1		triangle with bench, tree swing, flowers, fruit trees	Hopewell MBC
Sunshine Park	2265 N. 14th St, 1407 W. North Ave		1	rain garden, tables, trees, boulder feature	Walnut Way/HG
Scholars Park	2506-22 N. 38th St		1	hardscape, benches, more features TBD	38th St Block Club
Unity Orchard	2577-79 N. 38th St	1		fruit trees, public art, hardscape gath area	39th St Block Club
Metcalfe Rising park	3401-07 W. Center St & 3411		1	path, hardscape gathering space, 2016 solar shades	BNCP - Dannell Cross
	TOTAL DISTRICT 15	**3**	**3**		
District 7: 5 Orchards, 2 Parks					
Hocking Orchard	4716 N. 45th St	1		fruit trees at old community garden	Groundwork
Amani Community Orchard	2900 N. 22nd St	1		path, benches, fruit trees, stump walk	Amani United/BNCP
Dr. L. Carter Jr. Park	3076 N. 24th Pl - SNP		1	hardscape, 2016 public art, benches, bulletin board	Amani United/BNCP
	TOTAL DISTRICT 7	**2**	**1**		
District 6: 5 Orchards, 2 Parks					
MLK Peace Place	3218-44 MLK Dr		1	path, fruit trees, pub art, phase 2 features in 2016	Fide Verdinl, MSOE, Heartlove
All Peoples Orchard	2864 N. 2nd St	1		fruit trees, cistern, rain garden	All Peoples Church
Goden of Salaah	2216 N. 2nd St	1		community garden with fruit trees, benches	Mt. Zion Baptist
Harambee Square	134/138 W. Center St	1		fruit trees, perennials, benches	N. Harambee
Nigella Community Orchard	130 W. Nash St	1		fruit trees, bench, picnic table, juniper bushes	Riverworks
Adams Park	N. 2nd St & W. Vienna Ave		1	path, gathering area, 2016 public art, pergola, trees	Riverworks
	TOTAL DISTRICT 6	**4**	**2**		
Other Districts					
Growing Power Orchard	5616 W. Silver Spring Dr (9th)	1		31 fruit trees only	Growing Power
Cherry Court Community Orchard	1429 N. 23rd St (4th)	1		fruit trees at community garden, accessible paths	SET Ministry/HACM
Westlawn Orchard	5411 N. 64th St (2nd)	1		18 fruit treees next to community garden	Westlawn/HACM
Sterling Orchard	4669 N. 30th St (1st)	1		fruit trees, rainshed added to old community garden	Groundwork
Havenwoods Orchard	Havenwoods (61st & Green Tree)	1		fruit trees added to community garden	Havenwoods Community Garden
	TOTAL OTHER DISTRICTS	**5**	**0**		
	GRAND TOTAL	**14**	**6**		

Map 6.1: HOME GR/OWN Neighborhood Vacant Lot Projects



donations. The Milwaukee Common Council added an additional $50,000 in the 2015 budget for a "Vacant Lot Challenge." Vacant Lot Challenge sites will be built in 2016 and 2017. HOME GR/OWN utilized Strong Neighborhood program funding and also received external grants and donations that funded its 2014 and 2015 vacant lot developments. These efforts resulted in the creation of Ezekiel Gillespie Park, Cream City Farms, and the five community gardens while HOME GR/OWN Partner's for Places (P4P) 2015 program created 20 pocket parks and orchard parks on Milwaukee's north side. The P4P program funded HOME GR/OWN sites were completed in the fall of 2015. A more detailed budget of these efforts is shown below:

Figure 6.3: HOME GR/OWN Sites Budget

Program	Year	Allocation
Partners for Places national grant (Bloomberg / USDN)	2014	$75,000
Vacant Lot Beautification (DCD)	2014	$200,000
Partners for Places local grant	2014	$75,000
Zilber Gillespie Park grant	2014	$10,000
MMSD HG Green Infrastructure grants	2014	$25,000
DCD NIDC Pocket Parks grant	2015	$34,000
Vacant Lot Beautification (DPW)	2015	$200,000
Vacant Lot Challenge grant (DPW)	2015	$50,000

Maintenance for the new six P4P parks was performed by DPW forestry and sanitation staff. This maintenance consisted of grass cutting and trash removal as is standard procedure for all City-owned vacant lots. Maintenance to date at Gillespie Park has been covered under an ECO-funded maintenance contract with a third party. As with other City-owned recreational sites such as playgrounds and trails, there will be periodic maintenance issues – pruning, mulch, vandalism –

Vacant Lot Before Conversion to Ezekiel Gillespie Park (Credit: ECO)

EZEKIEL GILLESPIE PARK

Ezekiel Gillespie was a Milwaukee freedman, shopkeeper and a founder of St. Mark's A.M.E Church. Gillespie is most known for suing the Wisconsin Supreme Court in the 1860's for the right to vote and winning, giving African American men the right to vote in Wisconsin for the first time.

Through a HOME GR/OWN initiative with Walnut Way Conservation Corp. and other partners, a prominent vacant site in Milwaukee's Lindsey Heights neighborhood was chosen to be converted into a new sustainable park. The site formerly consisted of 2 vacant lots and a vacant home, torn down prior to the park's construction. The park was designed by HOME GR/OWN, Walnut Way, UWM's Community Design Solutions, Simon Landscaping, the Energy Exchange, and Blue Skies Landscaping, but built employing residents from the neighborhood.

Ezekiel Gillespie Park may be Milwaukee's most sustainable park. Completed in 2014, it features: porous pavers; a 1,000 gallon cistern, holding rainwater for use on-site; a rain garden that serves as an overflow detention area for the cistern; 15 apple and pear trees, raspberries and serviceberries for picking by the neighborhood; and

with the lots that were improved into orchards and parks requiring maintenance above and beyond the grass and trash activities. Memorandums of Understanding (MOU) are created with community groups in some of the areas where new spaces were created with the expectation that these local stakeholders would undertake extra park maintenance activities not requiring significant monetary investment, as detailed in the MOU. HOME GR/OWN is working with P4P funders on the creation of a P4P Park Trust Fund - $10,000 has been raised to date – that can be used to fund future non-mowing maintenance, repairs and improvements. In addition the HOME GR/OWN contribution account is available for funding extraordinary items. 2016 maintenance contracts for the six P4P pocket parks and Gillespie Park are forthcoming

PLAYGROUNDS & CPTED

Park and playground improvement efforts in neighborhoods with a disproportionate crime rate are ones to benefit most from CPTED (crime prevention through environmental design) design principles. Tree lined streets and neighborhood outdoor recreational amenities can significantly improve quality of life and actually reduce crime rates but only if a playground is well-maintained, attractive and designed with basic CPTED principles. A park or playground will not be used, however, if residents do not feel safe walking to or from it, underscoring the need to apply CPTED principles, including ample right-of-way tree plantings, beyond the park border and into the surrounding neighborhoods.

A 2012 study underwritten by the U.S. Forest Service and National Science Foundation and published in the Landscape and Urban Planning journal examined the statistical relationship between tree cover and crime in the city of Baltimore and Baltimore

hundreds of native perennials that will serve as a plant nursery for future HOME GR/OWN vacant lot projects. This project serves as an example of the type of collaboration that has been carried out through both the Partners for Places and MKE Plays initiatives in working with local communities to develop the recreation spaces that meet the needs of their communities.

Finished Ezekiel Gillespie Park (Credit: ECO)

The significance of the HOME GR/OWN initiative is not confined to aesthetics and quality of life but it is also an economic issue. Studies old and new consistently show that close proximity to parks or other forms of greenspace positively affects property values. More specific to HOME GR/OWN and the issue vacant lots in Milwaukee, is a 2012 University of Pennsylvania study of vacant lots in another city with a large inventory of vacant lots, Philadelphia. Using a time series of home values in Philadelphia, the study found that following conversion of a vacant lot to a maintained green space, adjacent properties experienced a total gain in value of 18% to 21% and after five years a median gain of $34,468 in property wealth. These values correlate to an estimate that every $1 invested in a vacant lot returns an additional $7.43 in property tax revenue.

County. The study concluded that the frequency of reported crimes in a block or neighborhood falls as tree cover increases. The study also showed that the link between reduced incidents of crime was most evident on public land, such as parks, school yards and government property which further underscores the need and benefits of a dedicated revenue source for park and playground maintenance.

CPTED is defined as the proper design and effective use of the built environment that can lead to a reduction in the fear and incidence of crime and an improvement in the quality of life. The goal of CPTED is to reduce opportunities for crime that may be inherent in the design of structures or in the design of neighborhoods.

Effective CPTED design principles for parks and playgrounds include the following:

- Trees, shrubs and other landscape elements are cut and maintained to provide a clear view corridor in and out of a park or other outdoor area and minimizes locations where human activity can remain obscured or hidden altogether. A recognized CPTED standard is the 2 foot-six foot rule, where ground cover is no more than two feet high and the lowest point of tree canopies are not less than six feet from the ground.
- Park benches face children play areas providing "eyes on the street" surveillance.
- Areas of activity are positioned as to not be obstructed by foliage, buildings or other geographic features such has berms that may obscure criminal and other unwanted activity.
- Parks and associated parking areas are appropriately well lighted using glare free LED lighting with cut-offs to focus light downward reducing glare that could obscure criminals or criminal activity.
- Parks that are well-maintained and attractive create demand and provide areas of activity that criminal activity tends to avoid.

7 SECTION SEVEN: NEEDS ASSESSMENT

According to WDNR guidelines, a local CORP should contain two types of needs assessments: an assessment generated from public input on recreational needs in the community and a quantitative analysis comparing the existing inventory of outdoor recreational spaces in the area with benchmark targets based on a city's population. This plan includes both of those elements as well as an additional geographic mapping analysis to holistically inform the overall needs assessment.

PUBLIC INPUT

As described in Section 4, extensive public input on the City's outdoor recreation needs has been gathered during recent years through the City of Milwaukee's area planning process and the outreach associated with the Partners for Places and MKE Plays initiatives. A variety of stakeholder interviews were also conducted as part of developing this CORP.

Public input on City of Milwaukee outdoor recreation needs takes different formats and processes depending on the nature and type of project or facility being developed. Public input can range from attendance and comment at formal public hearings to direct input to City staff and aldermen, or to an active neighborhood-based public engagement strategy.

The typical outdoor play space needs assessment model used by the City of Milwaukee in the past has not traditionally incorporated significant public input. Rather, the City has based a needs assessment upon a standard inspection-repair and ADA conversion schedule. (See schedule provided by DPW). This process is a proven and standard procedure for many municipalities and maintains a long lasting and compliant playground system intact over the long run. However, the drawback to this system is individual neighborhood dynamics and needs are overlooked and may result in under-used or redundant play spaces and may not maximize the impact of the limited funds that the City has to invest in park improvement.
In creating the MKE Plays initiative, the City of Milwaukee recognized the need for a "third leg" of playground assessment and engagement above and beyond the replacement and ADA conversion schedule. In order to reflect the goals of the initiative, MKE Plays adopted a neighborhood-centric approach from the grassroots up. This model as set out in the "MKE Play(s) Book" involves the following:

1. **Engagement.** MKE Plays mobilizes community organizations, committed residents, and public services to engage neighborhood residents through park meetings, letters, door-to-door canvassing, and participation at community events. These efforts build awareness and baseline data for program evaluation and assessment.

2. **Design.** Based upon community conversations, MKE Plays and residents create a vision for the park and its function. This vision is shared between the community, vendors and public works staff, and through feedback and refinement a park design and program is created.

3. **Construction.** The construction phase involves the contractor, DPW staff, and local volunteers. The sharing of labor amongst local residents creates ownership and reduced costs.

4. **Utilization.** The long term utilization and ultimate success of the park project depends on the already established community engagement and ownership. MKE Plays assumes a role as a resource to link neighborhood groups with funding and programming contacts.

COMPREHENSIVE PLANNING

A useful but often times overlooked public input opportunity is through a city's comprehensive planning or a related neighborhood or corridor planning process. Since the lapse of the City's most recent outdoor recreation plan in 2005, the City of Milwaukee embarked on a city-wide comprehensive planning process, the first in the City's 169-year history. Through this multi-year plan process and more specific neighborhood plans, numerous outdoor recreation issues, ideas, and recommendations have been identified.

During the comprehensive planning process, thirteen area plans were created utilizing extensive public input. This public input consisted of stakeholder interviews, focus groups, surveys, and public workshops and in each of these settings park and open spaces were a major topic of discussion and a specific section in each plan. It would not be an exaggeration to state that through the City's entire comprehensive planning efforts over a thousand Milwaukee residents gave their voice to park and open space issues in Milwaukee. The following are re-occurring ideas and issues generated via public engagement that are reflected in this CORP:

- Improve sustainability measures including the use of pervious surfaces and storm water run-off best practices
- Improve the lakefront and access to it
- Improve streetscaping on commercial corridors
- Expand and improve trail and bike opportunities
- Enact more complete streets measures to encourage increased bike and walking participation

NEEDS STANDARDS

STATE COMPREHENSIVE OUTDOOR RECREATION PLAN (SCORP)

As mentioned in Section 3 of this plan, the SCORP measures the existing (using 2010 data) supply of outdoor recreational facilities in Milwaukee with both peer cities of comparable populations and an overall mean of all cities in the comparison. The inventory comparison table does take into account all park facilities within the city limits of Milwaukee including parks and amenities under the jurisdiction of Milwaukee County. Since residents do not discriminate between jurisdiction when visiting a park or partaking in a recreational activity, the data is helpful in identifying Milwaukee's strengths and weaknesses compared with cities of similar size. The existing inventory analysis shown below makes several conclusions:

- Milwaukee competed well against peer cities, appearing in the top half of its peer group in all but three categories.
- Milwaukee excels in providing trail miles and golf courses to its residents.
- Milwaukee has the highest number of regional parks in its peer group.
- Milwaukee has better access to regional parks than its peer group.
- Milwaukee lacks an adequate number of skate parks and conservancy areas compared to its peers.
- Milwaukee has the most number of mini-parks per 1,000 residents; however, the size of these parks is smaller than in peer cities which is more a matter of definition than actual facility count. The City of Milwaukee, for example, defines a mini-park as a small, isolated greenspace or playground.

Figure 7.1: Milwaukee Comparison Data **(per 1,000 residents)**

Facilities		Milwaukee	Nashville	Louisville	Columbus	Kansas City	Mean	Median
Mini Park	number	0.233	0.038	0.095	0.120	0.131	0.123	0.120
	acres	0.082	n/a	0.187	0.278	0.305	0.213	0.233
Neighborhood Park	number	0.084	0.059	0.042	0.091	0.195	0.094	0.084
	acres	1.161	n/a	0.535	0.948	2.220	1.216	1.054
Community Park	number	0.046	0.025	0.026	0.043	0.068	0.042	0.043
	acres	1.913	n/a	0.841	1.412	2.208	1.594	1.663
Large/Regional Park	number	0.063	0.035	0.042	0.026	0.060	0.045	0.042
	acres	13.522	n/a	20.258	10.878	16.497	15.289	15.009
Total Park*	acres	16.678	17.694	21.821	13.516	21.230	18.188	17.694
	skatepark	0.000	0.002	0.000	0.001	0.000	0.001	0.000
	trails (miles)	0.179	0.061	0.177	0.066	0.079	0.112	0.079
	pools	0.021	0.005	0.007	0.013	0.019	0.013	0.013
	golf courses	0.025	0.012	0.016	0.009	0.010	0.014	0.012
	arboretum	0.002	0.000	0.000	0.000	0.004	0.001	0.000
	nature center	0.002	0.007	0.002	0.000	0.002	0.002	0.002
Conservancy Areas	number	0.002	0.007	0.002	0.004	0.044	0.011	0.004
	acres	0.413	9.834	10.976	1.348	0.518	4.618	1.348
Population		605,013	605,473	566,503	769,332	482,299	605,724	605,013

*includes acres of convervancy area lands in calculation

OTHER NEEDS STANDARDS

In addition to the spatial standards and peer city comparisons, this plan also used mapping to geographically identify the existing portfolio of recreational facilities in the city of Milwaukee and used GIS and census data to determine overall walkability gaps and areas of concern in regards to certain populations and access to recreational facilities.

Map 7.1 identifies existing City of Milwaukee playgrounds and passive parks with a quarter mile radius buffer around each to indicate walkability and access. A stated goal in the City of Milwaukee's sustainability plan, ReFresh Milwaukee, is to have all city residents be within a comfortable walking distance to an outdoor recreational site, with a comfortable walking distance being defined as one-quarter mile or a ten minute walk for a typical person.

Map 7.2 is similar to the previous walk-distance map but with the addition of both MPS and Milwaukee County facilities located within the city limits of Milwaukee. This map is more meaningful when identifying walkability gaps as jurisdiction is not a factor for residents when visiting or using one park or another. Using the same quarter-mile buffer regardless of park size or capacity yields a surprising number of gaps between park sites. This map does not include individual MPS school playgrounds as these sites are not accessible to the public during school hours and some school playgrounds are closed to the public during weekends or non-school hours.

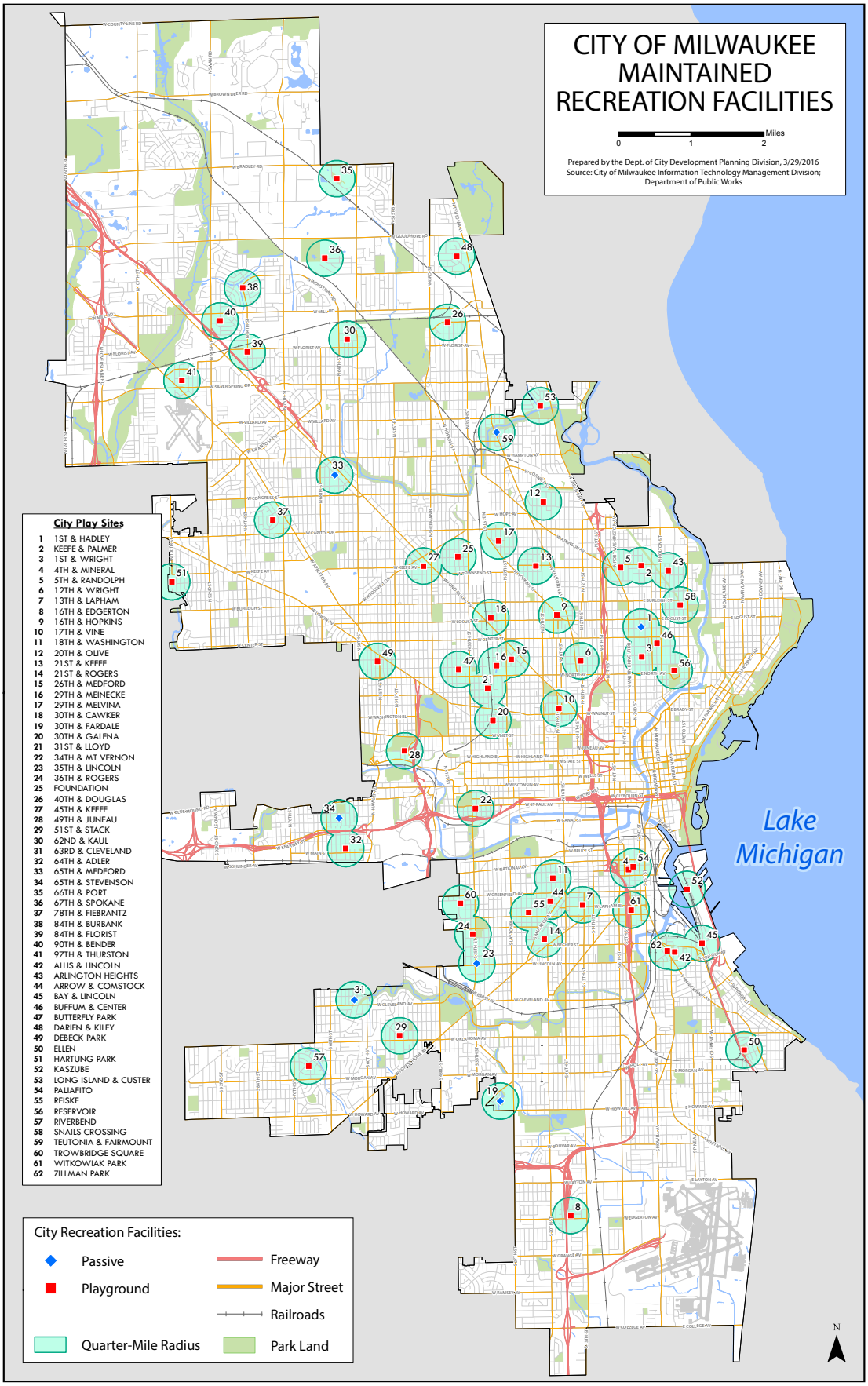
Please note that these outdoor rec walkability maps reference existing and defined parks and playgrounds only and is not intended to depict all available outdoor recreation sites in Milwaukee. Some trails, greenspaces and privately funded parks that can constitute an outdoor recreational site are not included in these maps as they are only to be geared as one illustrative piece of what can be an overall park and playground analysis.

Map 7.3 overlays density of children under the age of five to further examine the effective placement of City play sites to determine where park accessibility needs and gaps exist. Doing so reveals that three areas in the city with the highest rates of children under five are also located in a park-walk gap. These areas are:

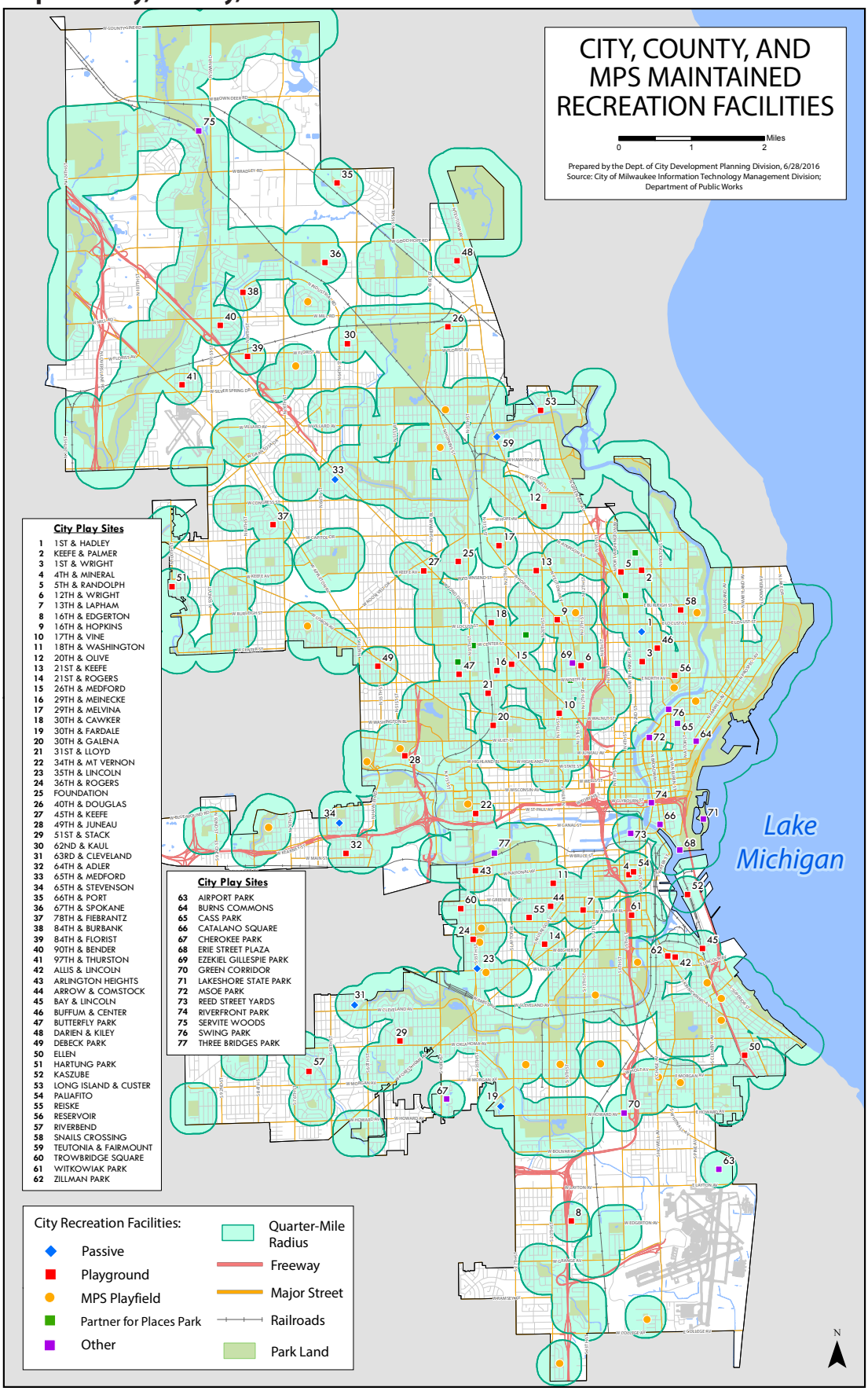
1. The area east of Layton Boulevard between South 20th and South 27th Streets
2. The area north of West Oklahoma Avenue and east of South 13th Street
3. The Concordia neighborhood north of West Wisconsin Avenue and west of North 27th Street.

A final map (Map 7.4) displays children with known mobility issues and City playgrounds meeting or not meeting ADA compliance standards. This data was selected in order to investigate the question if outstanding ADA corrections to City playgrounds were located near a high density of children with mobility issues, as defined by the US Census. This map may be beneficial in determining future playground maintenance schedules or new park programming ideas.

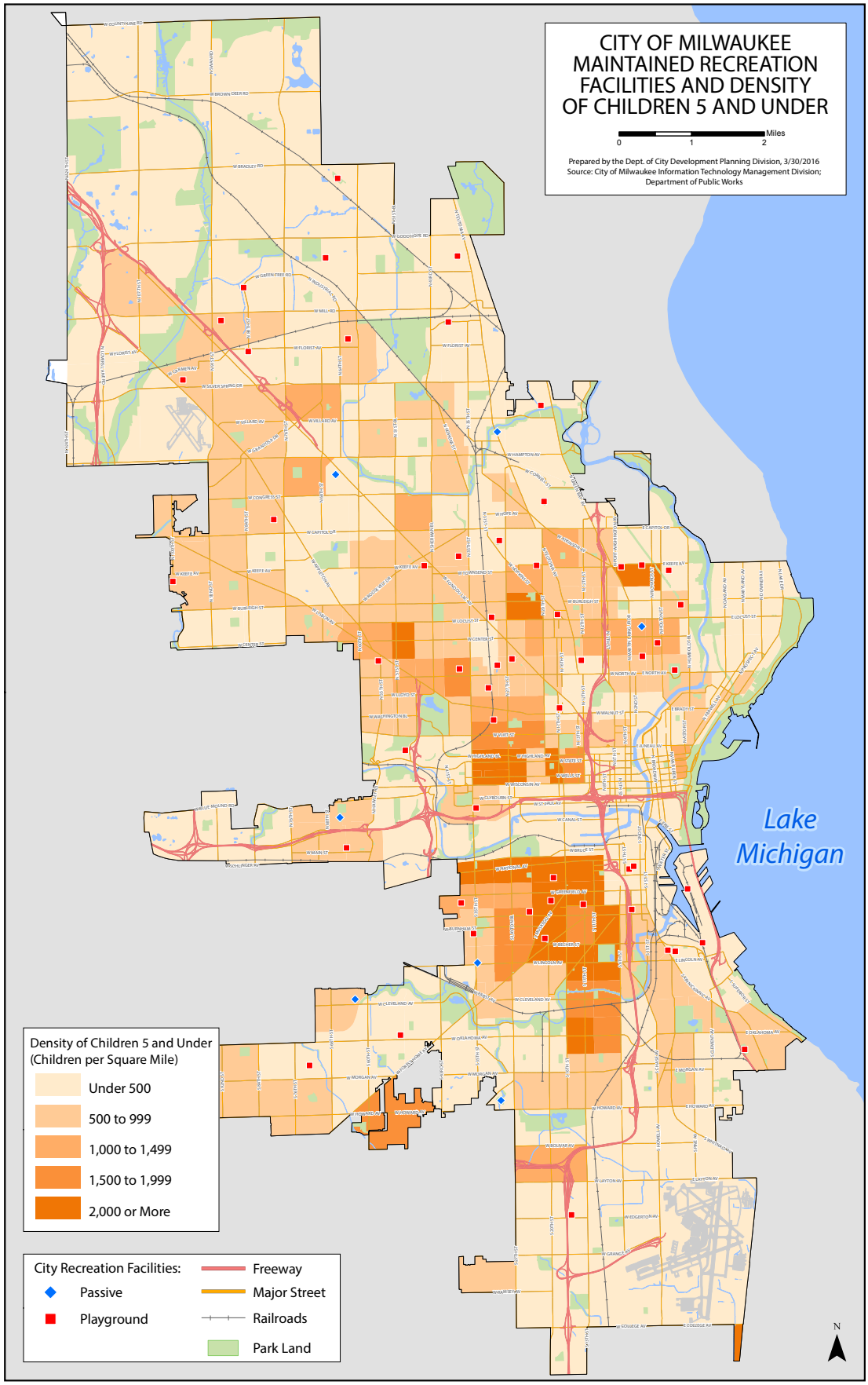
Map 7.1: City of Milwaukee Maintained Recreation Facilities



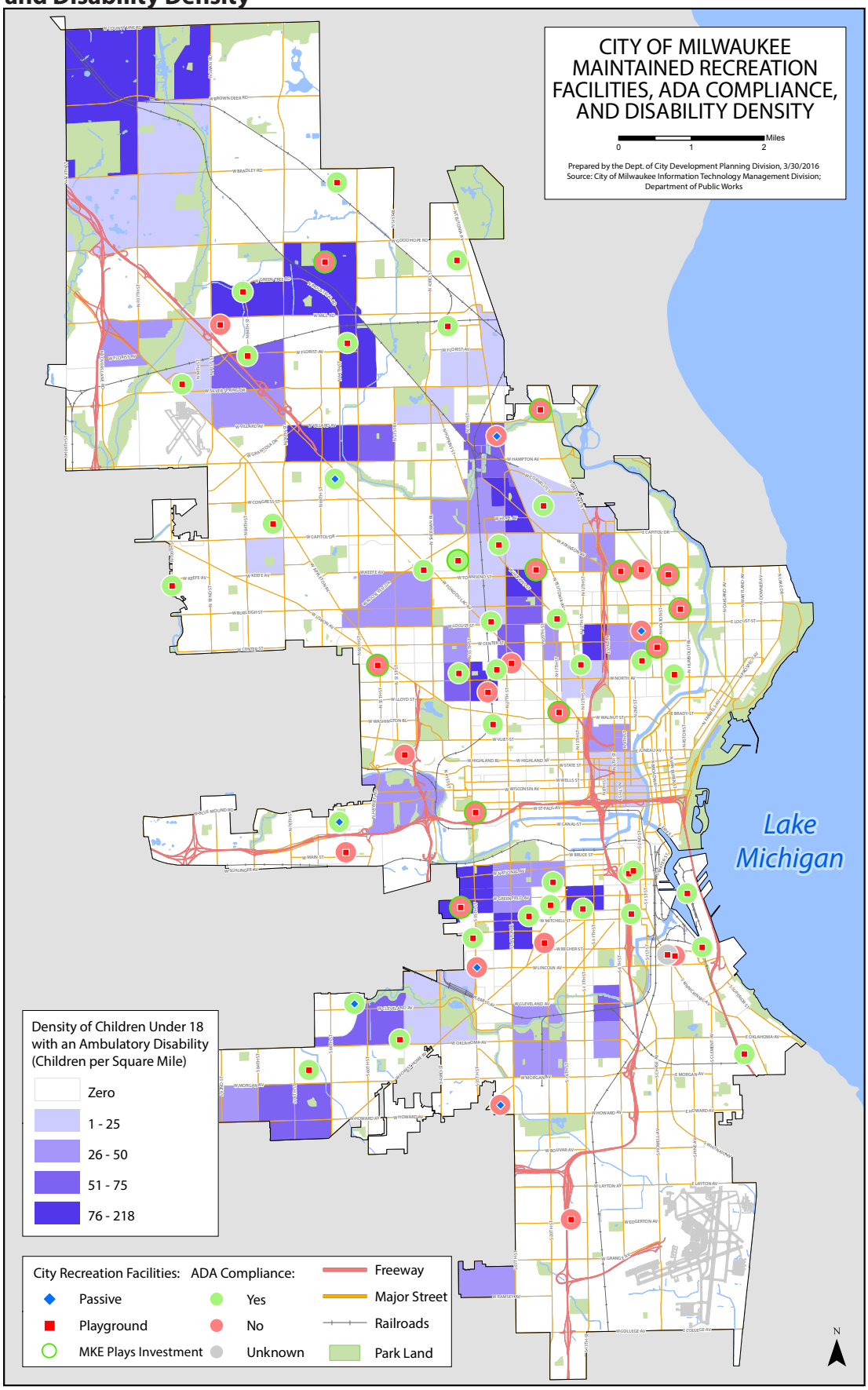
Map 7.2: City, County, and MPS Maintained Recreation Facilities



Map 7.3: City of Milwaukee Maintained Recreation Facilities and Density of Children 5 and under



Map 7.4: City of Milwaukee Maintained Recreation Facilities, ADA Compliance, and Disability Density



8 SECTION EIGHT: RECOMMENDATIONS & ACTION PLAN

The ultimate goal of this CORP is to have the City of Milwaukee better provide for the outdoor recreation needs of its residents by laying out a road map of recommendations focusing on three components of outdoor recreation space in the city: how the City can best maintain and continue to improve its existing supply of City parks and passive play spaces; how the City can support and grow its existing trail system (including the Milwaukee Riverwalk) and on-street bike network; and lastly, how the City can most effectively continue to transform vacant lots into new recreational opportunities through HOME GR/OWN and the Strong Neighborhoods Plan and other initiatives in a manner that balances community need with limited budgetary resources and long term maintenance concerns. Accordingly, the plan recommendations and action plans that follow will be grouped based on these three components.

1 OUTDOOR PARK AND PLAYGROUNDS - OVERALL RECOMMENDATIONS

1.1 The MKE Plays model for park and playground rehabilitation projects should be formally adopted as "standard practice" for playground improvements alongside the standard repair-replace and ADA conversion schedule. The MKE Plays initiative has provided Milwaukee an entirely new way of successfully planning and improving outdoor play spaces in Milwaukee while also leveraging needed outside resources for park improvements.

Goal achieved by this recommendation: *Increase neighborhood involvement in the improvement and programming of local outdoor recreational spaces.*

Timing: *Short 0-1 year.*

1.2 Re-classify City of Milwaukee parks and playgrounds. The current City classification system – Passive, Park, Playground – lends itself to confusion and inconsistency with multiple designations. The recommendation is that City outdoor play areas are designated either "playground" or "passive". Ideally, play area designations between the City, MPS, and Milwaukee County be uniform for consistency and analysis purposes

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Short 0-1 year.*

1.3 Expand revenue sources for park improvements. The City of Milwaukee should look to expand revenues for outdoor play areas by tapping governmental, private sector, non-profit and philanthropic organizations. The MKE Plays initiative has already been able to secure $1,500,000 in funds from the philanthropic sector in order to completely transform twelve City play areas. Continuing to employ the MKE Plays model going forward will assist in attracting additional non-City resources for park improvement. The Funding Programs section of this plan highlights sources of funding that may be utilized for playground improvements.

Goal achieved by this recommendation: *Identify additional funding sources for outdoor recreational spaces.*

Timing: *Short term and ongoing.*

1.4 Revise playground assessment and conditions ratings to include observational information. There is no formal assessment process outside of the current conditions rating that determines play area need and usage of facilities. For this recommendation, observational information can include numbers of users on a given day, equipment being used or not used, types of activities occurring, and accessibility impediments adjacent to park borders. Such qualitative data such would add a deeper informational element to the rating and evaluation system.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Short 0-1 year.*

1.5 MKE Plays is funded to complete the rehabilitation of its first twelve playgrounds by 2018. Use 2016 to begin evaluating the next twelve playgrounds that will be replaced using the playground rating system and mapping data provided in the Action Plan section of this plan.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Short 0-1 year.*

1.6 Expand funding sources for recreational sites, including playgrounds, to include grants from applicable State and Federal programs. Doing so would add another source of revenue, on top of City capital funds and donated funds that may be leveraged to improve services and offset public costs.

Goal achieved by this recommendation: *Identify additional funding sources for outdoor recreational spaces.*

Timing: *Short 0-1 year.*

1.7 Identify sponsorship opportunities to support City recreational sites.

Goal achieved by this recommendation: *Identify additional funding sources for outdoor recreational spaces.*

Timing: *Short 0-1 year.*

1.8 Restore the Recreation Facilities Coordinator position in the DPW Bridges & Buildings division or partner with another vendor or entity to carry out these functions. The position requirements should be amended to include duties and responsibilities similar to that of the current MKE Plays program coordinator, a temporary grant-funded position. Without this position the City will not provide the level of community engagement, playground improvements, and philanthropic support as currently exists under MKE Plays. Doing so, however, will ensure the MKE Plays model remains relevant and a key policy to maintaining and improving Milwaukee's portfolio of parks and play spaces, as it was intended.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

1.9 Assign a small seasonal workforce to DPW for supplemental playground and pocket park maintenance. Playground maintenance in this recommendation is defined as weed trimming and treatment, litter/refuse pickup, garbage removal and raking of loose safety fill. These services would be supplemental to the grass cutting and curb-side garbage collection currently performed by DPW's forestry and sanitation divisions. Establishing a partnership with the Compete Milwaukee program to create new placements to perform this work would provide a suitable supply of labor for the seasonal workforce need.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

1.10 The City of Milwaukee should dedicate an operating budget for playground and pocket park maintenance within the DPW annual budget that properly supports the capital investment made when reconstructing new playgrounds or any other City-owned outdoor recreational space.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

1.11 Evaluate existing and future MKE Play sites for Bublr bike share locations. Adding Bublr locations at appropriate City playgrounds would provide easier access to the sites and would relieve Bublr of the costly or lengthy lease issues that may arise when trying to locate stations on State or County owned property.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

1.12 Observational assessments, as recommended above, should include evaluating park access. This would include determining whether playgrounds are underused due to unsafe street crossing conditions near the playground or poor lighting or visibility on main routes to the playground. When such issues arise, DPW should work with area residents to mitigate any accessibility impediments.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Medium 2-3 years.*

1.13 Plan for eliminating the outdoor playground reconstruction and ADA conversion backlog on all City park sites by 2025.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Long 5+ years.*

1.14 Reduce the amount of impervious pavement on City play areas. As playground replacement occurs, replacing asphalt with low maintenance turf will improve storm water runoff conditions.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5 + years.*

1.15 Evaluate underused outdoor recreation sites for decommissioning. Some City play areas are simply passive spaces or severely underused but located within walking distance of a MPS or County park or playground. Using mapping and empirical data, identify City play areas that may be considered redundant or underused. Eliminating underused sites that are not well situated will free up additional funds for maintenance or replacement sites within the same neighborhood that may be more actively used.

Goal achieved by this recommendation: *Improve future needs planning by expanding*

the range of analysis to maximize park and maintenance planning.

Timing: *Long 5 + years.*

1.16 Explore with MPS whether coordinating services for City and MPS recreational facilities may improve administrative and budgetary efficiencies. In the longer term, discussions should include where sharing of resources and responsibilities may be feasible. Examples of resource sharing may include grass cutting and garbage collection, or sharing of design services and construction staff.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5 + years.*

1.17 Identify, establish and measure quality of life benchmarks in areas adjacent to improved outdoor recreation spaces. Variables of measurement can include reported crime incidents, real estate values, rental rates, and occupancy rate. More extensive measurements can include wellness indicators such as obesity rates or depression. EnviroAtlas is a tool from the U.S. EPA that can track such measures.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5 + years.*

EnviroAtlas

EnviroAtlas is a web based interactive tool that was released by the U.S. EPA in 2014 that uses over 300 data layers to analyze or measure the impacts of planning and policy decisions on a given community's environment. Just as importantly, the EnviroAtlas tool can highlight and measure the impact and benefits of natural greenspaces and other ecosystems in a community. For example, a local government can use this application to generate maps and images that show the condition of their community's air, water, and landscape; and be shown visually how green spaces reduce pollution.

EnviroAtlas Eco-Wheel (Credit: EPA)

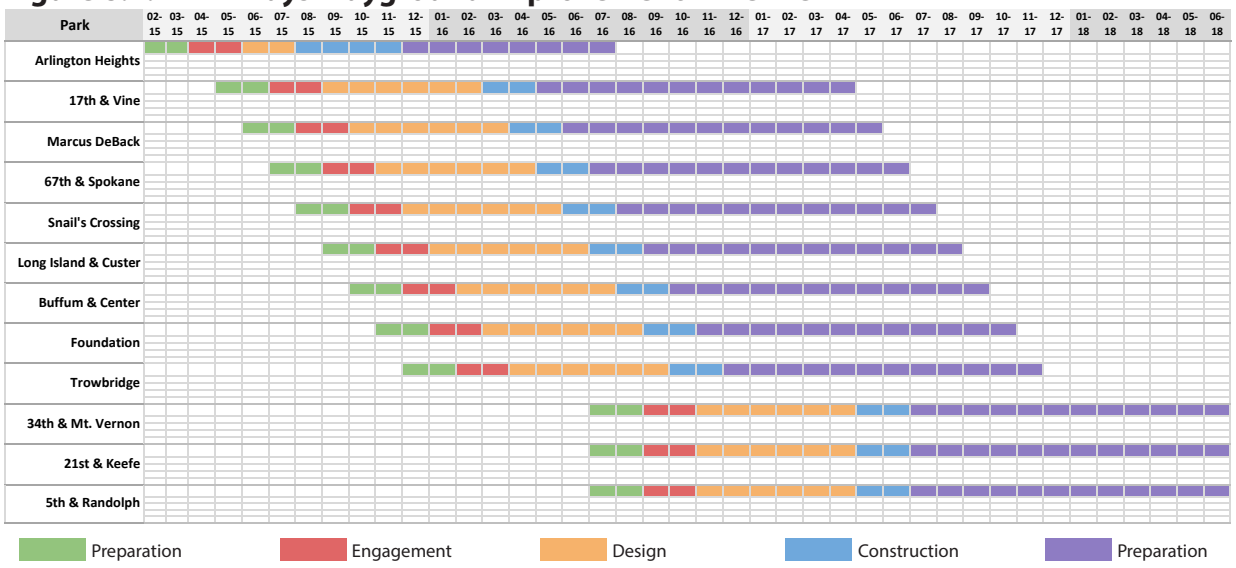
OUTDOOR PARK & PLAYGROUND SPACES ACTION PLAN

The Department of Public Works (DPW) maintains 62 playgrounds for the City of Milwaukee. In 2013, DPW completed a thorough assessment of each park and identified the twelve parks most in need of attention. Selection criteria included a number of factors, such as condition of play equipment, landscaping, surfaces, asphalt, infrastructure, ADA compliance, and number of years since last renovation. MKE Plays will transform these 12 deteriorated playgrounds into models for local collaboration and renovation over a three year period. The MKE Plays playground improvement schedule is the City of Milwaukee's de facto playground action plan from 2015 through 2017. Following 2017, the second phase of MKE Plays will constitute the remaining playground action plan for the duration of this CORP, or through 2021. The following is the current and upcoming action plan for the City's play spaces:

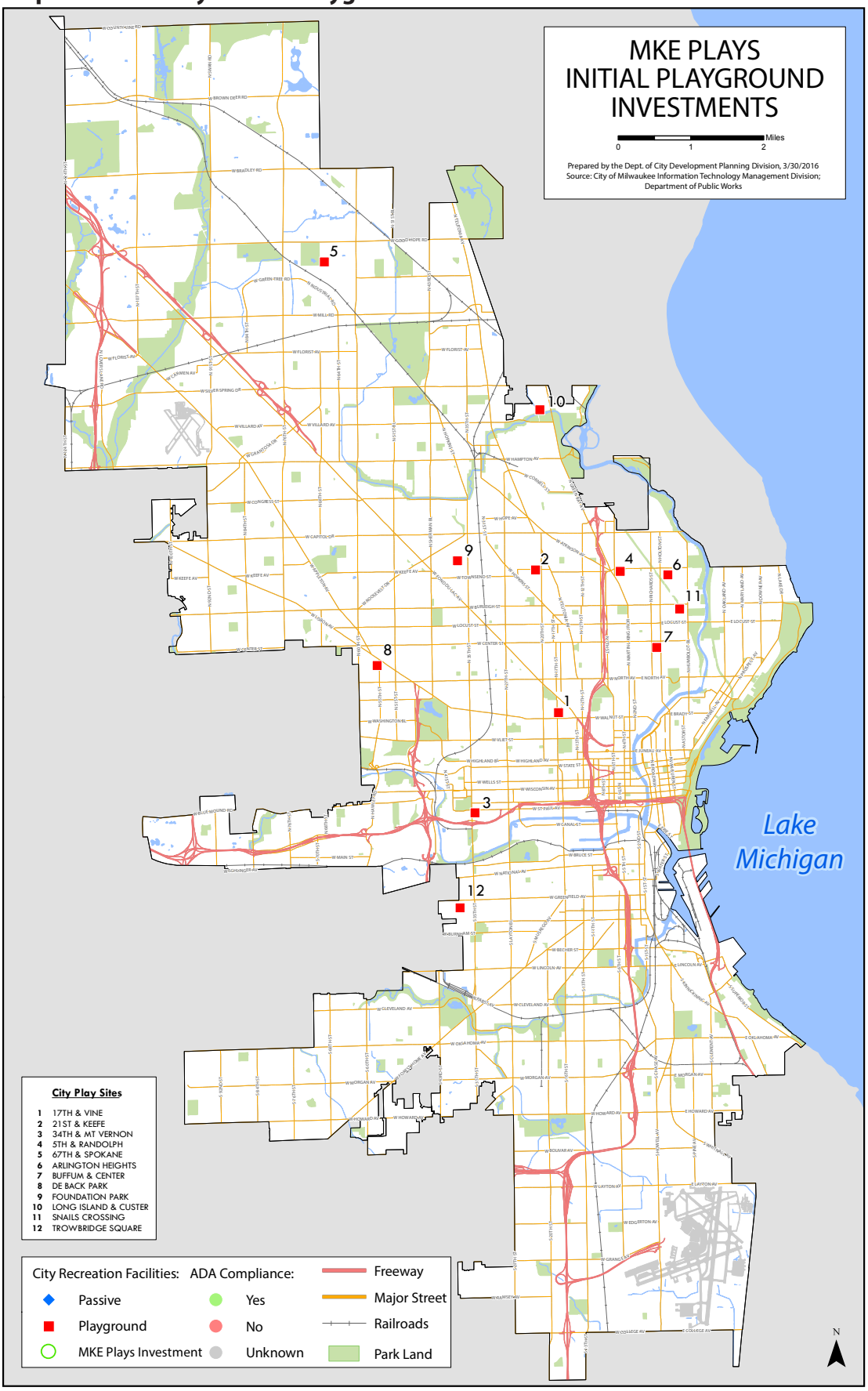
Figure 8.1: MKE Plays Action Plan

Playground	Address	Neighborhood	Start Date	Target Reconstruction Cost	City	Zilber	GMF	Bader	NW	Burke	FFLM & MMSD	Individual	Total
				1,601,250	**0**	210,000	200,000	200,000	25,000	200,000	98,000	15,000	**948,000**
Arlington Heights	3429 W Pierce	Silver City	8/15	112,500	**60,000**	70,000					20,000	15,000	**165,000**
17th & Vine	1800 N 17th	Lindsay Heights	3/16	187,500	**78,500**	70,000					32,000		**180,500**
Marcus DeBack	2461 N 55th	Uptown	4/16	177,500	**58,500**			80,000			32,000		**170,500**
67th Spokane	6632 W Hustis	Menomonee River	5/16	200,000	**100,000**		100,000						**200,000**
Snails Crossing	3050 N Bremen	Riverwest	6/16	118,750	**38,750**			80,000					**118,750**
Long Island & Custer	5320 N Long Island	Lincoln Park	7/16	93,750	**53,750**		40,000						**93,750**
Buffum & Center	2630 N Buffum St	Harambee	8/16	118,750	**48,250**					70,000			**118,250**
Foundation	3700 W McKinley	Martin Drive East	9/16	145,000	**85,000**		60,000						**145,000**
Trowbridge Square	1530 S 38th St	Burnham Park	10/16	112,500	**42,500**	70,000							**112,500**
34th & Mt Vernon	325 N 34th	Merril Park	4/17	118,750	**48,250**					70,000			**118,250**
21st & Keefe	2105 W Keefe	Amani	4/17	118,750	**53,750**			40,000	25,000				**118,750**
5th & Randolph	3460 N 5th	Harambee	4/17	97,500	**37,500**					60,000			**97,500**
					0						14,000		**14,000**
Total					**704,750**	**210,000**	**200,000**	**200,000**	**25,000**	**200,000**	**98,000**	**15,000**	**1,652,750**

Figure 8.2: MKE Plays Playground Improvement Timeline



Map 8.1: MKE Plays Initial Playground Investments



MKE PLAYS 2.0

Following the anticipated completion of playground improvements during the first phase of MKE Plays in 2018, a second group of twelve playgrounds will need to be identified for reconstruction during years 2018 through 2021. The table below contains the eligible playgrounds for consideration following the MKE Plays conditions criteria. These non-passive playgrounds are all at least 15 years past construction or reconstruction and represent the playgrounds with the highest need for replacement based on age and current conditions rating. The significance of selecting playgrounds that are at least 15 years past reconstruction is when the majority of playground equipment warranties have expired and coincides with the expected life span of the typical piece of playground equipment. The selection of the twelve playgrounds that will make up the next round of MKE Plays replacements will be determined following the most recent conditions rating inspections in 2016.

Figure 8.3: MKE Plays 2.0 Eligible Playgrounds

Playground	Type	Location	Built	Age	Rehab	Rehab Age	ADA	Due	Plan
12th & Wright	Play	2435 N 12th St	1947	70	1969	48	Yes	1984	2017
Bay & Lincoln	Play	1100 E Bay St	1986	31	1986	31	Yes	2001	2017
21st & Rogers	Play	2018 S 21st St	1935	82	1992	25	No	2007	2018
Allis & Lincoln	Play	2156 S Allis St	1960	57	1994	23	No	2009	2018
20th & Olive	Play	1970 W Olive St	1970	47	1996	21	Yes	2011	2018
51st & Stack	Play	5201 W Stack Dr	1955	62	1996	21	Yes	2011	2018
Butterfly	Play	3717 W Meinecke Ave	1985	32	1996	21	Yes	2011	2019
30th & Cawker	Play	2929 N 30th St	1981	36	1997	20	Yes	2012	2019
84th & Florist	Play	5969 N 84th St	1972	45	1997	20	Yes	2012	2019
Darien & Kiley	Play	6952 N Darien St	1964	53	1997	20	Yes	2012	2019
62nd & Kaul	Play	6210 W Kaul Ave	1998	19	1998	19	Yes	2013	2020
78th & Fiebrantz	Play	4137 N 78th St	1959	58	1998	19	Yes	2013	2020
84th & Burbank	Play	6671 N 84th St	1965	52	1998	19	Yes	2013	2020
Witkowiak	Play	1648 S 4th St	1973	44	1998	19	Yes	2013	2020
1st & Wright	Play	2470 N 1st St	1984	33	1999	18	Yes	2014	2021
66th & Port	Play	6440 W Port Ave	1974	43	1999	18	Yes	2014	2021
97th & Thurston	Play	9714 W Reichert Ave	1963	54	2000	17	Yes	2015	2021

An additional level of analysis may be factored into the MKE Plays 2.0 selection process in addition to the upcoming conditions assessment. Using the accompanying maps, the location of a playground in relation to an existing MKE Plays may further influence the MKE Plays decision making process. Furthermore, the location of an eligible playground for consideration can be weighted for those located close to areas with an above average density of children under the age of five or a non-compliant ADA playground that is adjacent to an area of the city with an above average population of children with an ambulatory disability.

Arlington Heights Park Before Renovation (Credit: City of Milwaukee)

If these variables were included in selecting eligible playgrounds for the second phase of MKE Plays, a final list of 12 playgrounds would be the following playgrounds in bold:

Figure 8.4: MKE Plays 2.0 Selected Eligible Playgrounds

Playground	Type	Location	Built	Age	Rehab	Rehab Age	ADA	Due	Plan
12th & Wright	**Play**	**2435 N 12th St**	**1947**	**70**	**1969**	**48**	**Yes**	**1984**	**2017**
Bay & Lincoln	Play	1100 E Bay St	1986	31	1986	31	Yes	2001	2017
21st & Rogers	**Play**	**2018 S 21st St**	**1935**	**82**	**1992**	**25**	**No**	**2007**	**2018**
Allis & Lincoln	**Play**	**2156 S Allis St**	**1960**	**57**	**1994**	**23**	**No**	**2009**	**2018**
20th & Olive	**Play**	**1970 W Olive St**	**1970**	**47**	**1996**	**21**	**Yes**	**2011**	**2018**
51st & Stack	Play	5201 W Stack Dr	1955	62	1996	21	Yes	2011	2018
Butterfly	**Play**	**3717 W Meinecke Ave**	**1985**	**32**	**1996**	**21**	**Yes**	**2011**	**2019**
30th & Cawker	**Play**	**2929 N 30th St**	**1981**	**36**	**1997**	**20**	**Yes**	**2012**	**2019**
84th & Florist	**Play**	**5969 N 84th St**	**1972**	**45**	**1997**	**20**	**Yes**	**2012**	**2019**
Darien & Kiley	Play	6952 N Darien St	1964	53	1997	20	Yes	2012	2019
62nd & Kaul	**Play**	**6210 W Kaul Ave**	**1998**	**19**	**1998**	**19**	**Yes**	**2013**	**2020**
78th & Fiebrantz	Play	4137 N 78th St	1959	58	1998	19	Yes	2013	2020
84th & Burbank	**Play**	**6671 N 84th St**	**1965**	**52**	**1998**	**19**	**Yes**	**2013**	**2020**
Witkowiak	**Play**	**1648 S 4th St**	**1973**	**44**	**1998**	**19**	**Yes**	**2013**	**2020**
1st & Wright	**Play**	**2470 N 1st St**	**1984**	**33**	**1999**	**18**	**Yes**	**2014**	**2021**
66th & Port	Play	6440 W Port Ave	1974	43	1999	18	Yes	2014	2021
97th & Thurston	**Play**	**9714 W Reichert Ave**	**1963**	**54**	**2000**	**17**	**Yes**	**2015**	**2021**

BUDGET AND MAINTENANCE PLAN

Funding levels for recreational facilities have been uneven for several years resulting in a playground reconstruction backlog including eight playgrounds still awaiting ADA accessibility upgrades. Proper playground maintenance funding is approximately $160,000 per year plus costs required for a supplemental seasonal workforce such as Compete Milwaukee. Together, repairs are needed for safety surfaces and to replace broken playground equipment and other site amenities. Fully implementing MKE Plays may alleviate this maintenance budget pressure by incorporating private or philanthropic grants or donations, as exhibited by the fund raising success of MKE Plays to date.

Arlington Heights Playground After Renovation (Credit: City of Milwaukee)

Nevertheless, added or enhanced recreational sites – through MKE Plays and HOME GR/OWN – in large part funded from outside funding sources, does re-enforce the need for on-going City maintenance efforts and budgeting to support these recent projects.

This CORP proposes to close this backlog by 2025 by means of the MKE Plays initiative and future planning. It is important to note that the action plan identified above refers to an overall playground improvement plan and should not be confused with the maintenance plan which involves only repair and replacement of broken equipment and required ADA improvements. The following identifies the "Playgrounds 2025" maintenance and replacement plan goal:

Figure 8.5: Playgrounds 2025 Maintenance and Replacement Plan Goal

Site	Function	Class	Address	Built	Rehab	Area (SqFt)	ADA	Due	Plan
65th & Stevenson	Passive	Region	165 N 65th St	1955	1955	150,820	Yes	1970	Special
30th & Fardale	Passive	Region	3101 W Fardale Ave	1960	1960	343,950	No	1975	Special
63rd & Cleveland	Passive	Neighborhood	2639 S 62nd St	1961	1961	16,668	Yes	1976	Special
65th & Medford	Passive	Neighborhood	6445 W Medford Ave	1967	1967	11,761	Yes	1982	Special
35th & Lincoln	Passive	Neighborhood	3430 W Lincoln Ave	1973	1973	9,890	No	1988	Special
Kaszube	Passive	Neighborhood	1421 S Carferry Dr	1978	1978	5,148	Yes	1993	Special
Teutonia & Fairmount	Passive	Neighborhood	5040 N Teutonia Ave	1978	1978	16,406	No	1993	Special
Zillman	Passive	Community	2180 S Kinnickinnic Ave	1965	1990	34,074	Yes	2005	Special
1st & Hadley	Passive	Community	100 E Hadley St	1978	1999	29,152	No	2014	Special
Paliafito	Passive	Community	901 S 3rd St	1978	2000	27,477	Yes	2015	Special
12th & Wright	Play	Community	2435 N 12th St	1947	1969	57,372	Yes	1984	2017
Bay & Lincoln	Play	Community	1100 E Bay St	1986	1986	38,892	Yes	2001	2017
21st & Rogers	Play	Neighborhood	2018 S 21st St	1935	1992	7,804	No	2007	2018
Allis & Lincoln	Play	Neighborhood	2156 S Allis St	1960	1994	13,050	No	2009	2018
20th & Olive	Play	Community	1970 W Olive St	1970	1996	46,134	Yes	2011	2018
51st & Stack	Play	Community	5201 W Stack Dr	1955	1996	55,780	Yes	2011	2018
Butterfly	Play	Community	3717 W Meinecke Ave	1985	1996	67,806	Yes	2011	2019
30th & Cawker	Play	Community	2929 N 30th St	1981	1997	23,428	Yes	2012	2019
84th & Florist	Play	Community	5969 N 84th St	1972	1997	42,180	Yes	2012	2019
Darien & Kiley	Play	Region	6952 N Darien St	1964	1997	127,161	Yes	2012	2019
62nd & Kaul	Play	Neighborhood	6210 W Kaul Ave	1998	1998	9,531	Yes	2013	2020
78th & Fiebrantz	Play	Community	4137 N 78th St	1959	1998	72,774	Yes	2013	2020
84th & Burbank	Play	Community	6671 N 84th St	1965	1998	30,800	Yes	2013	2020
Witkowiak	Play	Community	1648 S 4th St	1973	1998	46,617	Yes	2013	2020
1st & Wright	Play	Community	2470 N 1st St	1984	1999	25,385	Yes	2014	2021
66th & Port	Play	Region	6440 W Port Ave	1974	1999	251,585	Yes	2014	2021
97th & Thurston	Play	Community	9714 W Reichert Ave	1963	2000	76,975	Yes	2015	2021
16th & Hopkins	Play	Neighborhood	1601 W Hopkins St	1980	2002	8,109	Yes	2017	2021
49th & Juneau	Play	Community	5000 W Juneau Ave	1951	2003	72,378	No	2018	2022
Arrow & Comstock	Play	Neighborhood	1867 W Arrow St	2003	2003	8,838	Yes	2018	2022
Riverbend	Play	Community	3305 S 73rd St	1959	2003	48,825	Yes	2018	2022
Ellen	Play	Region	1829 E Fernwood Ave	1954	2004	230,600	Yes	2019	2022
18th & Washington	Play	Neighborhood	1825 W Washington St	1964	2006	4,562	Yes	2021	2023
40th & Douglas	Play	Community	3919 W Douglas St	1982	2006	51,048	Yes	2021	2023
45th & Keefe	Play	Neighborhood	3512 N 45th St	1949	2006	18,233	Yes	2021	2023
Reservoir	Play	Region	801 E Meinecke Ave	1973	2006	110,670	Yes	2021	2023
36th & Rogers	Play	Region	3514 W Rogers St	1951	2007	118,938	Yes	2022	2024
29th & Melvina	Play	Community	2835 W Melvina St	1980	2008	42,264	Yes	2023	2024
30th & Galena	Play	Neighborhood	3002 W Galena St	1976	2008	12,173	Yes	2023	2024
29th & Meinecke	Play	Neighborhood	2403 N 29th St	1993	2009	4,612	Yes	2024	2024
64th & Adler	Play	Neighborhood	504 S 64th St	1970	2009	15,200	No	2024	2025
Hartung	Play	Region	3342 N Argonne Dr	2009	2009	823,208	Yes	2024	2025
4th & Mineral	Play	Neighborhood	937 S 4th St	1971	2010	2,992	Yes	2025	2025
13th & Lapham	Play	Neighborhood	1300 W Lapham Blvd	1972	2010	10,404	Yes	2025	2025
Reiske	Play	Community	1640 S 24th St	1971	2010	54,182	Yes	2025	2025
Keefe & Palmer	Play	Neighborhood	117 E Keefe Ave	1992	2014	6,939	Yes	2029	2029
16th & Edgerton	Play	Community	5057 S 16th St	1982	2014	45,220	Yes	2029	2029
90th & Bender	Play	Region	8900 W Bender Rd	1966	2014	122,247	Yes	2029	2029
26th & Medford	Play	Neighborhood	2476 N 26th St	1949	2015	19,776	Yes	2030	2030
31st & Lloyd	Play	Neighborhood	3100 W Lloyd St	1972	2015	5,760	Yes	2030	2030
Arlington Heights	Play	Community	3439 W Pierce St	1949	2016	67,508	Yes	2031	2031
17th & Vine	Play	Community	1800 N 17th St	1975	2016	21,375	Yes	2031	2031
Foundation	Play	Neighborhood	3701 N 37th St	2002	2016	11,223	Yes	2031	2031
67th & Spokane	Play	Community	6632 W Hustis Ave	1966	2016	94,500	Yes	2031	2031
Buffum & Center	Play	Neighborhood	2628 N Buffum St	1995	2016	11,817	Yes	2031	2031
Marcus DeBack	Play	Community	2461 N 55th St	1930	2016	40,800	Yes	2031	2032
Long Island & Custer	Play	Neighborhood	5320 N Long Island Dr	1961	2016	4,185	Yes	2031	2032
Snail's Crossing	Play	Community	3050 N Bremen St	1948	2016	55,438	Yes	2031	2032
Trowbridge Square	Play	Community	1530 S 38th St	1955	2016	20,520	Yes	2031	2032
5th & Randolph	Play	Neighborhood	3460 N 5th St	1980	2017	9,380	Yes	2032	2033
21st & Keefe	Play	Neighborhood	2105 W Keefe Ave	1980	2017	5,922	Yes	2032	2033
34th & Mt. Vernon	Play	Neighborhood	325 N 34th St	1973	2017	6,985	Yes	2032	2033

Based upon the proposed schedule an annual expenditure of $620,000 would be required for capital improvements on three to four parks per year. This figure is based upon the MKE Plays model where it is estimated that the average park reconstruction cost is $150,000 with a lifespan of 15 years and applying this figure to the entire 62 park City portfolio. It should be noted that DPW is currently evaluating specific reconstruction costs of each park and will have final estimates by summer 2016.

It was noted previously that park maintenance is currently performed by three different DPW divisions: infrastructure, forestry, and sanitation. If playground maintenance were to be consolidated under playgrounds staff, park maintenance would require an annual allocation of approximately $100,000.

The proposed funding may appear daunting but as recommended in this CORP, playground improvements would continue to receive outside funding, particularly from philanthropic and other non-profit organizations. MKE Plays, for example, uses a public-private collaborative funding model for park reconstruction. In 2015, MKE Plays raised $1.2 million in local donations. Averaged over the three year span of its first phase, MKE Plays acquired $400,000 annually from outside sources. With the success-to-date of the MKE Plays program, if a goal of raising between 25% to 75% of park reconstruction funds from non-City sources were realized, annual park budgeting would be reflected in the following 15-year estimate table:

Figure 8.6: 15-Year Park Budget Estimates

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Capital	$620,000	$635,500	$651,388	$667,672	$684,364	$701,473	$719,010	$736,985	$755,410	$774,295	$793,652	$813,494	$833,831	$854,677	$876,044
Maintenance	$160,000	$164,000	$168,100	$172,303	$176,610	$181,025	$185,551	$190,190	$194,944	$199,818	$204,814	$209,934	$215,182	$220,562	$226,076
Administration	$120,000	$123,000	$126,075	$129,227	$132,458	$135,769	$139,163	$142,642	$146,208	$149,864	$153,610	$157,450	$161,387	$165,421	$169,557
Total	$900,000	$922,500	$945,563	$969,202	$993,432	$1,018,267	$1,043,724	$1,069,817	$1,096,563	$1,123,977	$1,152,076	$1,180,878	$1,210,400	$1,240,660	$1,271,676
75% Contribution	$675,000	$691,875	$709,172	$726,901	$745,074	$763,701	$782,793	$802,363	$822,422	$842,983	$864,057	$885,658	$907,800	$930,495	$953,757
67% Contribution	$603,000	$618,075	$633,527	$649,365	$665,599	$682,239	$699,295	$716,778	$734,697	$753,064	$771,891	$791,188	$810,968	$831,242	$852,023
50% Contribution	$450,000	$461,250	$472,781	$484,601	$496,716	$509,134	$521,862	$534,909	$548,281	$561,988	$576,038	$590,439	$605,200	$620,330	$635,838
33% Contribution	$297,000	$304,425	$312,036	$319,837	$327,832	$336,028	$344,429	$353,040	$361,866	$370,912	$380,185	$389,690	$399,432	$409,418	$419,653
25% Contribution	$225,000	$230,625	$236,391	$242,300	$248,358	$254,567	$260,931	$267,454	$274,141	$280,994	$288,019	$295,219	$302,600	$310,165	$317,919

2 OFF-STREET TRAILS AND ON-STREET BICYCLE NETWORK OVERALL RECOMMENDATIONS

2.1 Establish installation, programming and maintenance agreements with outside groups. Installation of signs, art, sculptures, etc. is permitted on City trails. Items such as these provide interesting focal points and generally elevate the trail experience. Such items, however, may cause unsafe conditions, unwanted maintenance issues or competing programmatic goals. The use of installation, programming or maintenance agreements should reduce these issues and eliminate communication and jurisdictional ones.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Short 0-1 year.*

2.2 Identify best practices for trail maintenance. Maintaining trails in the city of Milwaukee is an on-going issue. Identify best practice efforts to reduce maintenance costs.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Short 0-1 year.*

2.3 Improve street crossings along trail locations. Trail and Riverwalk segments are interrupted at various points by the existing street system creating unsafe and potentially hazardous crossing and access conditions. These areas should be identified and hazards mitigated to reduce the number of street crossing "stress points" on the trail network. This work may be eligible for funding through State and Federal programs.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Medium 2-3 years.*

2.4 Improve bike parking at park sites. Incorporate bike parking strategies during park improvement projects. There is currently limited bike parking available in many City outdoor recreation sites. Bike parking should be incorporated into the MKE Plays park design process. For parks that will not be improved through MKE Plays in the near future and lack bicycle parking, attempts should be made to secure funding to add bike racks.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

2.5 Plan for and implement a "low-stress" on-street bike network and incorporate into the forthcoming City of Milwaukee bike plan update. The amount of bike lanes and bike infrastructure has increased dramatically since the last CORP; however, many of these efforts have taken place on high volume streets. To attract additional users who may not be comfortable biking on high traffic streets, the City of Milwaukee should develop a local-street bikeway system that utilizes lower stress bike routes to increase bike user rates. This recommendation should be further refined in the City's updated bike plan. In the meantime, efforts to create the initial segments of the network should be pursued when opportunities arise.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Medium 2-3 years.*

2.6 Partner with Milwaukee County on trail signage and wayfinding improvements. Current signage is small or misplaced in some locations along City and County trails.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

2.7 Plan for a new off-street trail. A 2005 study by the Bike Fed of Wisconsin identified a We Energies overhead transmission line corridor between Norwich and Waterford Streets; and between Packard Avenue and I-894/US 45 as suitable for an east-west off-road trail on Milwaukee's Southside where none currently exist.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Long 5+ years.*

2.8 As described in the recently completed Menomonee Valley 2.0 plan, utilize redevelopment of river fronting properties to complete a riverwalk trail along the north side of the Menomonee Valley between 6th and North 25th Streets.

Goal achieved by this recommendation: *Identify additional funding sources for outdoor recreational spaces.*

Timing: *Long 5+ years.*

2.9 Identify, establish and measure quality of life benchmarks in areas adjacent to improved outdoor recreation spaces. Variables of measurement can include reported crime incidents, real estate values, rental rates, and occupancy rate. More extensive measurements can include wellness indicators such as obesity rates or depression.

Various neighborhood groups, local universities, and other organizations may track such information. EnviroAtlas from the U.S. EPA is another resource that can track such measures.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5 + years.*

OFF-ROAD TRAILS ACTION PLAN

There are two significant City of Milwaukee off-road trail improvement projects anticipated for 2016 through 2020. These projects are: 1) Milwaukee Riverwalk pedestrian crossing improvements and 2) the Southside Powerline Corridor Trail project.

The Milwaukee Riverwalk pedestrian improvement project consists of a proposal to improve pedestrian safety at eight mid-block crossing points along the Milwaukee Riverwalk, as identified in the map below. Specifically, the installation of eight pedestrian rectangular rapid flashing beacons (RRFB's) and related signage and markings will be installed, grant funding pending. Currently, only two of the 15 Riverwalk crossings have RRFB's. The two existing RRFB's on Wisconsin Avenue have improved vehicle yielding rates and pedestrian safety. RRFB's have been demonstrated to have reduced vehicle yielding rates to over 80% in nationwide studies. With workforce and residential populations growing in Milwaukee's downtown and Historic Third Ward, added pedestrian safety and comfort can only increase the number of users on Milwaukee's award-winning Riverwalk system.

A second proposed project is the creation of a new paved, off-street, non-motorized trail on an existing WE Energies powerline corridor running east-west between South Lake Drive in Saint Francis and the western boundary of Milwaukee County (see Map 8.2 on the next page). The proposed Southside Powerline Corridor Trail would connect to Milwaukee County's Oak Leaf Trail and existing City of Milwaukee bicycle lanes on South 6th Street and South Howell Avenue, and existing bicycle routes on South Pine and South Clement Avenues. In addition, there are planned County trail improvements for the nearby Wilson Park and a new planned trail along Wilson Creek (which intersects this corridor) as part of a flood mitigation project by the MMSD. The Powerline trail would not only provide a major off-road bike and pedestrian trail to an area of Milwaukee where none currently exists but will provide a major off-road connection to Wilson Park, a regional park that features a senior center, an ice arena, pools, playfields, and multiple courts. The Powerline trail would also intersect with nine MCTS bus routes.

Map 8.2: Southside Powerline Trail Map

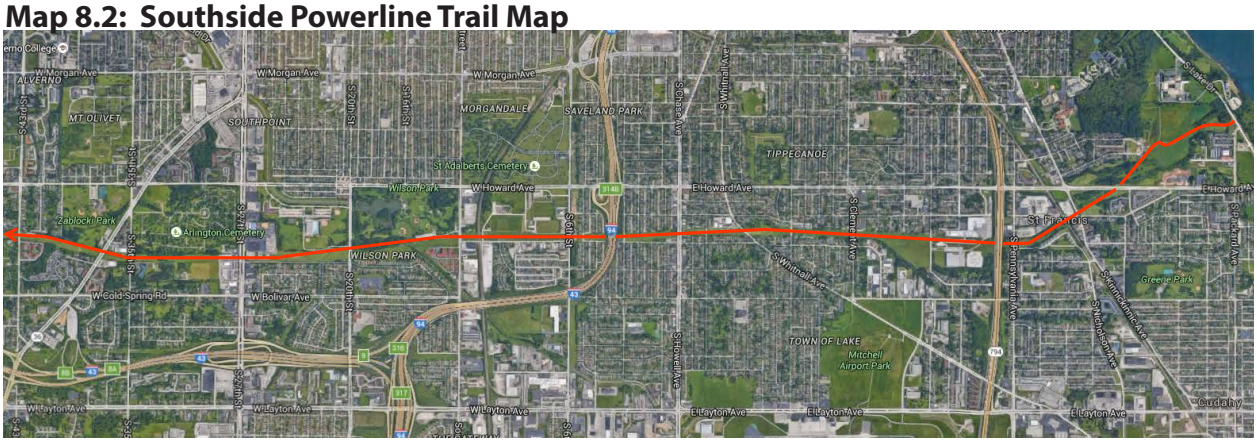


Figure 8.7: City Off-Road Trail Projects (estimates only)

Year	Project	Description	Funding
2016	Milwaukee Riverwalk pedestrian crossing signalization and safety improvements	Preliminary Engineering and Design	$90,000*
	Powerline Off-Road Trail	State Review	TBD
2017	Milwaukee Riverwalk pedestrian crossing signalization and safety improvements	Preliminary Engineering and Design	$280,000*
	Powerline Off-Road Trail	State Review	TBD
		Survey, Trail Design	TBD
2018	Powerline Off-Road Trail	Survey, Trail Design	TBD
2019	Milwaukee Riverwalk pedestrian crossing signalization and safety improvements	Signals, Signs and Pavement Marking	$435,000*
		Installation	
	Powerline Off-Road Trail	Construction Prep / Removals	TBD
2020	Powerline Off-Road Trail	Trail Construction	TBD

* assumes a 80-20 Federal-Local Funding Match

THE MILWAUKEE RIVERWALK

As of April, 2016, 3.7 miles of Riverwalk have been constructed, at a total cost of $52 million, of which $36 million are from City funding and $16 million from private investments. Approximately one-half mile of Riverwalk is currently under construction leaving only 1.2 miles of remaining construction before the Downtown Riverwalk is completed. The attached map depicts the current status of the Milwaukee Riverwalk including planned expansion.

Milwaukee Riverwalk (Credit: DCD)

Figure 8.8: Milwaukee Riverwalk Expansion

Year	Project	Description
2016	Domus	Riverwalk extension as part of the Domus apartment construction project.
	North End Phase IV	Riverwalk extension as part of the North End apartment construction.
	Aperture	Riverwalk extension as part of the Aperture apartment's construction.
	2070 N. Commerce St.	Riverwalk extension as part of the 2070 N Commerce apartment construction.
2017	River House	Riverwalk extension as part of the River House apartment construction.
2018	Former Laacke & Joys	River walk extension as part of the Former Laacke & Joys redevelopment Project.
	236 S. Water St.	Riverwalk extension as part of the 236 S. Water Street apartment project.

3 HOME GR/OWN VACANT LOT PROGRAM OVERALL RECOMMENDATIONS

3.1 Formalize the existing vacant lot selection and design process incorporating DPW and DCD that is described in the Action Plan section below. Continue having the design of selected lots vetted with DPW prior to approval.

Goal achieved by this recommendation: *Continue the City of Milwaukee's HOME GR/OWN vacant lot program.*

Timing: *Short 0-1 year.*

3.2 Use Compete Milwaukee participants to perform maintenance services at newly improved sites.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

3.3 Create a maintenance trust fund. Similar to the MKE Plays projects, the vacant lot program has been able to acquire non-profit and philanthropic funds for its lot conversion projects. Creating a maintenance fund with these revenue sources will help alleviate maintenance issues and reassure future funders on the increased likeliness of successful implementation and long run maintenance of these endeavors.

Goal achieved by this recommendation: *Continue the City of Milwaukee's HOME GR/OWN vacant lot program.*

Timing: *Medium 2-3 years.*

3.4 Focus future vacant lot park projects in areas considered underserved by outdoor recreation space as shown by the park analysis maps located in Section 7, with the understanding that neighborhood sponsors in these underserved areas will need to be present.

Goal achieved by this recommendation: *Ensure that all residents have access to outdoor recreational facilities in the city of Milwaukee.*

Timing: *Medium 2-3 years.*

3.5 To avoid redundancies, avoid vacant lots to be repurposed for park use as opposed to agricultural use within one-quarter mile or 10-minute walk of a City park or passive play space unless the City park will be considered for decommissioning.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Medium 2-3 years.*

3.6 Identify vacant lots with a minimal contiguous area of 10,000 square feet and proximate to an existing City park considered underutilized. Doing so may allow for an improved park space to take the place of an underperforming or poorly located City park.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5+ years.*

3.7 Identify, establish and measure quality of life benchmarks in areas adjacent to improved outdoor recreation spaces. Variables of measurement can include reported crime incidents, real estate values, rental rates, and occupancy rate. More extensive measurements can include wellness indicators such as obesity rates or depression. EnviroAtlas is a tool from the U.S. EPA that can track such measures.

Goal achieved by this recommendation: *Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.*

Timing: *Long 5+ years.*

Figure 8.9: ECO Green Space Action Plan

Year	Project	Description	Funding
2016	North Avenue Corridor	Install canopy trees along front edge of City-owned lots between N 4th and N 26th	$10,000 (HOME GR/OWN)
			$60,000 (Strong Neighborhoods/Grant)
			$85,000 (DCD façade grants)
			$25,000 (Fund for Lake Michigan)
			Other grant pending
2017	North Avenue Corridor	Install canopy trees along front edge of City-owned lots between N 27th and N 43rd	Above funding covers 2016 and 2017
			Additional grants pending
	Inner Harbor	Identify and design a new public access point to the inner harbor	RACM
			ECO
			Fund for Lake Michigan
2018	TBD		
2019	TBD		
2020	TBD		

HOME GR/OWN ACTION PLAN: GOING FORWARD

Following the North Avenue corridor project it is anticipated that the HOME GR/OWN program will be available to provide its award winning expertise in community-based park designs to future City projects. While exact future locations have yet to be determined and will be subject to the shifting inventory of available vacant lots, the following site selection variables based off the mapping analysis from this document should be considered:

- The vast majority of City vacant lots are located on the city's north side. Future efforts to remove the blighting influences of these properties should continue in the general area as previous projects.
- A park gap appears to exist along Center Street between Dr. Martin Luther King Jr. Drive and North 12th Street, and between North 16th and North 22nd Streets.
- Other park gaps appear to exist south of North Avenue between North 23rd and North 27th Streets, and the area centered on North 12th Street between West Townsend and West Burleigh Streets.
- A large vacant lot at the northwest corner of North 35th and Center Street should be considered for temporary P4P programming efforts to complement the current P4P park opposite in order to fill the park access gap at this notable and high density intersection.
- As indicated in Section 7: Needs Standards, three areas of the city have a high density of children under age five yet fall outside the defined walk to a park radius. A closer examination of the potential for a new P4P park project in these areas should be considered.

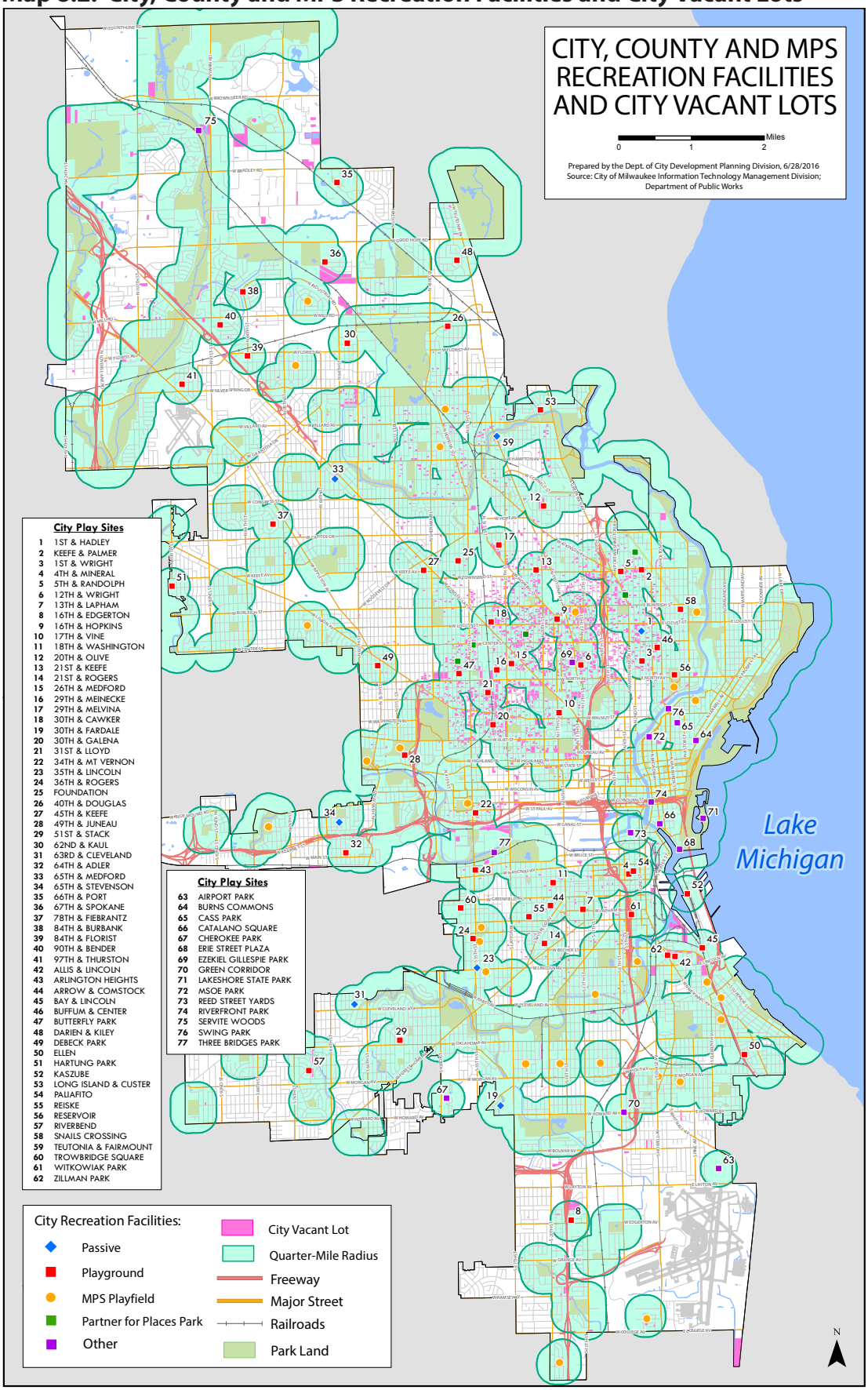
For example, an analysis of Map 8.2 on page 62, indicates that it would require approximately 5 vacant lot / pocket park conversion projects on the near south side of the city and 35 similar projects on the city's north side to satisfy the ReFresh Milwaukee goal for all residents in those central city neighborhoods with the highest densities of children under age 18 and with the highest concentrations of vacant lots live within a 10 minute walk to a park of other outdoor recreational space.

Please note, future planning and re-purposing for all vacant lots in the city of Milwaukee is not addressed in this plan. The map on the next page is only a means to illustrate the universe of potential locations for vacant lot to recreation space conversion projects under the HOME GR/OWN program.

CITY GREEN SPACE MAINTENANCE PLANNING

To ensure that on-going maintenance is carried out in a manner that protects the investment in recreational spaces and achieves neighborhood beautification goals, basic and consistent maintenance will remain the responsibility of DPW staff and contractors. As the inventory of improved spaces grows, there will be a need for increased maintenance funds budgeted by DPW. For a typical City lot, basic DPW maintenance is approximately $3 per 1,000 square feet,

Map 8.2: City, County and MPS Recreation Facilities and City Vacant Lots



or about $120 per year for an average lot. Currently, ECO has raised $10,000 exclusively for maintenance of its vacant lot conversion sites with plans to significantly increase this amount via pending and future grants.

Because it typically requires the coordination of multiple City departments and is a relatively new program that may not be familiar to all parties, the following is an example of the site selection and maintenance consideration steps when considering a new HOME GR/OWN park conversion:

1. ECO staff inventories a list of vacant lots for possible park conversion. With the adoption of this CORP, identified areas where residents do not currently have access to an outdoor recreational facility within a ten-minute walk will be prioritized.
2. DCD Real Estate reviews the list to remove lots based upon development potential or environmental unsuitability.
3. A revised lot inventory is reviewed by ECO and potential community sponsors to determine interest and maintenance capacity.
4. A final list is realized and park planning begins.
5. A draft design is presented to DPW staff for approval or denial based upon maintenance and infrastructure issues and design changes are incorporated.
6. Following final design approval by DPW a memorandum of understanding detailing programming and maintenance roles is drafted and signed by the sponsoring organization.
7. Park construction may begin.

MAJOR PROJECTS

In addition to the planned playground, vacant lot, and trail improvements outlined above, two long term projects are currently underway that will greatly enhance Milwaukee's outdoor recreation portfolio and at the same time turn significant and highly visible underutilized property into public landmarks that will provide recreational opportunities on a regional scale. During the period that this CORP is in effect, the City and its partners should continue to pursue these projects given their potential to significantly improve Milwaukee resident access to outdoor recreation spaces.

LAKEFRONT GATEWAY PLAZA

Milwaukee's downtown has one of the world's most beautiful waterfront settings. The concave water's edge provides an embracing relationship between Downtown and one of the largest freshwater bodies in the world. More than any other physical feature, the Lakefront defines Milwaukee. Identified as a "catalytic project" in the 2010 Downtown Plan update, the Downtown Lakefront Gateway project seeks to achieve a number of objectives.

Lakefront Gateway Plaza Rendering (Credit: GRAEF)

During the fall of 2015, the City of Milwaukee, in cooperation with Milwaukee County, issued a Request for Qualifications (RFQ) for design teams to re-imagine the area currently known as the Lakefront Gateway plaza. This 1.5 acre property is envisioned to be a world class public plaza on the Downtown lakefront.

The plaza will be created through the reconstruction and realignment of Lincoln Memorial Drive, Clybourn Street, and Harbor Drive. Public input on final design and programming, and fund raising for the plaza will also commence in 2016.

Lakefront Gateway Plaza Bosque Rendering (Credit: GRAEF)

HARBOR DISTRICT

As the City strives to create new opportunities for outdoor recreation that respond to the changing needs of residents, one particularly important area of focus is the City's Harbor District.

The revitalization of the Harbor District has been identified as a catalytic project in ReFresh Milwaukee, the City of Milwaukee's environmental sustainability plan, as well as a number of the area plans that make up the City's overall comprehensive plan. Goals for the Harbor District include remediating former brownfields, reducing stormwater runoff throughout the district, increasing energy efficiency of area businesses, and creating new jobs and housing options.

During 2016, the City of Milwaukee and Harbor District Inc., a new non-profit created to oversee the revitalization of the area, are working to develop a comprehensive Water and Land Use Plan that will guide future development in the area. As it relates to outdoor recreation, guiding principles of the planning process include ensuring that access to the water for recreational uses will be enhanced and that the Harbor District will become better connected to surrounding neighborhoods and maximize ecological and habitat restoration.

Harbor District Aerial View (Credit: DCD)

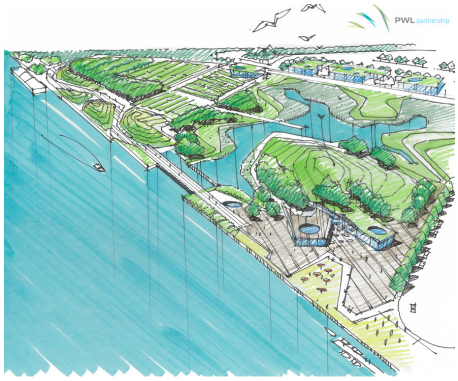
Harbor District Concept (Credit: DTAH)

As Milwaukee continues to solidify its status as America's Freshwater Capital, how the public accesses and enjoys the waterfront will remain of utmost importance. Stellar examples of the diverse ways of meeting the recreational needs of Milwaukee residents and visitors can be

found both directly north and south of the Harbor District. There is currently only one public access point to the water in the District.

The final Harbor District Water and Land Use Plan will identify a variety of strategies to increase public access to the water and provide for increased recreational opportunities on both land and water. In partnership with the City of Milwaukee ECO and local philanthropic institutions, ECO and Harbor District Inc., propose to include residents from the adjacent and economically diverse neighborhoods into an innovative and collaborative design process, and use this public information to create and enhance public access points to the river. These strategies will likely include new bike trails and riverwalks, improved access for recreational watercrafts and restored wetland areas.

Other harbor projects include the on-going effort to restore the wetland at the former Grand Trunk Car Ferry site called for in the 2014 Bayview Wetland Master Plan Final Report. It will be critical to support these recommendations in order to create a Harbor District that meets the recreational needs of its various users and showcases and connects people to Milwaukee's greatest asset – our freshwater coast.



Harbor District Concept
(Credit: PWL Partnership)

Harbor District Concept
(Credit: Studio Gang Architects)

OUTDOOR RECREATION FUNDING PROGRAMS & ORGANIZATIONS

Given the increasing age of the City's recreational facilities, with a median age of 45 years, the need for additional revenues becomes more acute each passing year. Identifying new, non-City funding sources will be critical in order to complete the action plans laid out in this CORP. During the last three years, Milwaukee has successfully turned to the non-profit and philanthropic sector in order to fund outdoor recreational facilities and initiatives. The MKE Plays and HOME GR/OWN projects, for example, have raised over two million dollars from foundations and other philanthropic organizations. Highlighting these organizations can be helpful for future funding endeavors as the need for greater public-private partnerships will remain in the foreseeable future.

Project: MKE Plays – complete rehabilitation of Milwaukee's twelve lowest rated playgrounds.

Funding Organizations:
- **Zilber Family Foundation**
- **Greater Milwaukee Foundation**

- **Helen Bader Foundation**
- **Fund for Lake Michigan**
- **Burke Foundation**
- **Northwestern Mutual Foundatio**n
- **Milwaukee Bucks Foundation**
- **Heart of Canal Street**
- **Women's Club of Wisconsin**

Project: HOME GR/OWN Partners for Places grant – conversion of vacant city lots into urban orchards and parks.

Funding Organizations:

- **Greater Milwaukee Foundation**
- **Bloomberg Award for Partners for Places** – a project of the Funders Network for Smart Growth and Livable Cities
- **Brico Fund**
- **Northwestern Mutual Foundation**
- **Zilber Family Foundation**
- **Fund for Lake Michigan**

In addition to the philanthropic and non-profit sector, grants from various public sector organizations also provide funding opportunities for local outdoor recreational endeavors, particularly off-road trails and bicycle infrastructure improvements. Among these include:

Funding Organizations:

- **Wisconsin DNR** – Land and Water Conservation Fund (as part of the National Parks Service Outdoor Recreation Legacy Partnership)
- **Wisconsin DOT –** Highway Safety Improvement Program
- **FHWA** – Safe Routes to Schools Program
- **CMAQ Program** (Congestion Mitigation and Air Quality)
- **Metropolitan Milwaukee Sewerage District**

Other trail-related funders:

- **Kresge Foundation**
- **League of American Bicyclists** – Bicycle Friendly Community Program

The organizations listed above represent a sampling of the partners that the City of Milwaukee should attempt to engage to achieve the goals of this plan. Through its recent efforts, Milwaukee has established a track record of effectively engaging the community, stretching available funds for maximum impact, and strategically making investments to improve the outdoor recreation opportunities available to Milwaukee residents. These efforts have been and remain a high priority for the City of Milwaukee and this CORP builds on past success to set the stage for ongoing improvements over the next five years and beyond.

APPENDIX

MKE PLAYS

MKE Play(s)book

Project Plan

September 2015

A SPECIAL THANKS TO MKE PLAYS SPONSORS:

ZILBER FAMILY FOUNDATION
ISABEL & ALFRED BADER FUND, A BADER PHILANTHROPY
GREATER MILWAUKEE FOUNDATION'S WALTER AND OLIVE STIEMKE FUND
FUND FOR LAKE MICHIGAN
NORTHWESTERN MUTUAL FOUNDATION
STEWARD EDWARDS AND JOANNE DANFORTH

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Introduction

Recreation is an essential component of the physical, social, emotional, and intellectual well-being of all people. City parks provide urban communities with the opportunity for such recreation. However, with funding decreasing steadily for the maintenance and rehabilitation of these spaces, and a lack of community involvement in their design and function, too many city parks are deteriorated and underutilized.

At MKE Plays, we believe the restoration of city parks will bring much-needed improvement – both structural and intrinsic – to many of the city's poorest neighborhoods, and will create safe and attractive places for families to play, neighbors to interact, and culture to be shared. We theorize that:

- By reconstructing play space to suit local needs, we will enhance the local play experience and increase the incentive for children to spend more time playing outdoors.
- By incorporating neighborhood input in local playground design, we will help build community, improve neighborhood collaboration, and encourage sustainable park maintenance and use.
- By enhancing the physical/geographic space where children play and communities socialize, we will uplift how communities view themselves and their surroundings.

The MKE Play(s)book is the manifestation of initial efforts to improve city playgrounds, and it is intended to be the starting point for a new paradigm in their improvement, management and sustainability. This document reflects our commitment to a community-centric approach that leverages the capacity of residents, organizations, corporations, and elected officials, while serving as a model for successful public, private, and nonprofit collaboration. A guide to consistent and effective program implementation across each of the 12 park projects in the MKE Plays initiative, this resource provides a strategic plan explaining the "how?" of our process that is in alignment with the "why?" of program vision, goals, and objectives. By providing a framework for community engagement, design, construction, and utilization that integrates our philosophy, we hope to strengthen the MKE Plays brand and maximize program efficiency.

This MKE Play(s)book is intended to be adaptive enough to accommodate the variation that exists within the communities served. Building on the MKE Plays program report, the Play(s)book outlines project timeline, engagement strategy, and evaluation plan to be replicated in future park projects.

Figure 1: Program Implementation Phases

Phases of Program Implementation

Phase 1: Engagement

The engagement phase of the program is the foundation of a successful park rehabilitation project. MKE Plays mobilizes community organizations, residents, and public services to provide a holistic assessment of neighborhood resources and help drive subsequent phases of program implementation. MKE Plays engages residents through park meetings, letters, neighborhood walks with the elected official, social media campaigns, door-to-door flyering, as well as participation at community events. In doing so, we build awareness, familiarity, and a positive disposition toward the MKE Plays initiative. Additionally, these efforts allow us to gather baseline data to be used for summative program evaluation, and formative assessment throughout our process.

Phase 2: Design

MKE Plays places community conversation at the heart of the design phase. We work with neighborhood residents to create a vision for park function and quality that aligns with their interests and needs. MKE Plays helps define this vision by coordinating community input, vendor/contractor design, and Department of Public Works (DPW) project management in a process of ongoing feedback and revision until a suitable plan is achieved. The end result is a holistic park design that reflects the interests of the community, the expertise of park/playspace designers, the capacity of DPW, and the parameters set for project timeline, scope, and budget.

Phase 3: Construction

The construction phase of our program combines the expertise and efficiency of a contractor-led project with the values of volunteer service. A community-build option is symbolic of our resident-driven approach. It conveys ownership to the neighborhood involved, while helping to alleviate the cost of traditional installation by as much as 30%, thus allowing for the maximization of dollars going into the park itself. DPW is responsible for construction preparation including existing equipment removal, excavation of build site, subgrade amendment, and finish grading. They also serve as the general contractor, coordinating efforts of all vendors

involved. The culmination of construction activities is a grand opening celebration at the park with appearances by local elected officials and community leaders.

Phase 4: Utilization

MKE Plays is about much more than improving physical infrastructure. While this is an important first step in the revitalization process, sustainable change relies on continued investment toward park maintenance, supervision, and programming. The long-term success of these parks depends on community engagement, ownership and action. MKE Plays is positioned to support such action by serving as a resource linking such groups with funding, program opportunities and community contacts.

Procedures in Action

Engagement: Phase 1

Engage Council Member's Office - Checklist

- ✓ Introduce MKE Plays project: Vision, Objectives, Process, Timeline, Budget/Funding
- ✓ Identify community stakeholders
  - individuals, organizations, city agencies
  - RFP (Request for Partnership) with 1 agency/organization
- ✓ Specify roles & responsibilities
- ✓ Set geographic boundaries for resident engagement to maximize community support and involvement

Engaging with the local elected official at the forefront of the process is critical, as they tend to be the individuals most knowledgeable and connected with the local groups surrounding a park. Working with the alderman/alderwoman and his/her staff, the goal of this initial engagement is to convey ownership to their office, solicit their local knowledge/expertise in mobilizing the community, and schedule the community engagement process around their availability. This is also used as a time to assess the budget picture of the park by reviewing the DPW assessment and talking about opportunities for funding collaboration. Partner organizations are identified with one serving as the primary contact point. Moving forward, the council member's office is encouraged to participate at community/ad hoc meetings, publicize and promote the initiative, and support fundraising efforts. There is also an expectation established that they will update the neighborhood with 2-3 mailings throughout the process.

Engage Community Stakeholders - Checklist

- ✓ Introduce MKE Plays project: Vision, Objectives, Process, Timeline, Budget/Funding
- ✓ Community asset mapping
  - institutions, partners, projects, physical spaces, programs, etc.
  - likes, dislikes, opportunities, constraints, needs, wants
- ✓ Specify roles & responsibilities
- ✓ Create outreach plan/schedule/sites
- ✓ Review community event calendar
- ✓ Data collection (Focus Group Dialogue): community identity, self-perception, action
- ✓ Formative & summative evaluation

The external partner meeting(s) serves as an introduction to MKE Plays for the key stakeholders in the community. The council member's office, district law enforcement (police department community liaisons and community prosecution units), school officials, and local leadership are invited to participate in a community asset mapping and neighborhood identity dialogue, which serves to inform MKE Plays about existing neighborhood activities and provide context to the park rehabilitation project. It also lays the logistical groundwork for the project by connecting existing networks for communication and resident recruitment. Opportunities for outreach are planned around existing community events and organizational meetings. Partners are recruited for assisting in baseline data collection.

What is an Ad-Hoc Board?

The ad-hoc board is comprised of 5 members, 4 community residents (including at least 1 youth) and 1 DPW representative. This group serves as the main decision-making entity representing community interests for the MKE Plays process. They vote to confirm vendor selection, design approval, and budget. Additionally, the ad hoc board helps with recruitment of residents for events, meetings, and park programming.

Engage Community Residents - Checklist

- ✓ Introduce MKE Plays project: Vision, Objectives, Process, Timeline, Budget/Funding
- ✓ Community asset mapping
  - institutions, partners, projects, physical spaces, programs, etc.
  - likes, dislikes, opportunities, constraints, needs, wants, SWOT
- ✓ Data collection (Focus Group Dialogue): community identity, self-perception, action
- ✓ Formative & summative evaluation
- ✓ Recruit resident participation (ad hoc members, volunteers, friends of "x" park)

The initial community resident meeting follows the same format as the external partner meeting and is meant to provide a different perspective on community assets and identity. This guides future conversation about park design and sheds insight on priorities and opportunities. Residents are recruited based on their interest in participating at future meetings, on the ad hoc board, and as member of a future park committee.

Collect Data - Checklist

- ✓ Park Observation: usage, demographics, etc.
- ✓ Surveys: community identity, self-perception, action
- ✓ Door-to-door, community events, MKE Plays meetings, mailing, phone call
- ✓ Park Safety & Impact Audit
- ✓ Milwaukee Police Department, Community Prosecution Unit, Safe & Sound, Crime Prevention Through Environmental Design, Local Initiatives Support Corporation (LISC)
- ✓ Green Infrastructure Considerations
    - Milwaukee Metropolitan Sewage District (MMSD)
    - Fund For Lake Michigan (FFLM)
    - Department of Public Works (DPW)
    - ReFlo
- ✓ AWE, MPS, Milwaukee Recreation, Playworks

Dialogue and interviews from previous meetings form the basis for qualitative data collection, but observations and surveys supplement this quantitatively. Observation is conducted in partnership with DPW recreation facilities management and focuses on park usage with data aggregated by identifiable demographics (approximate age, gender). These observations seek to paint a picture of park usage according to user characteristics, function, and time. Surveys can also be used in conjunction with observations where it is deemed appropriate. Additionally, surveying happens both at meetings and door-to-door while walking in the community to raise awareness of ongoing park improvements. Finally, a safety and impact audit is conducted prior to any planning of park improvements. The purpose of the CPTED is to identify strengths, weaknesses, opportunities, and threats as seen by local experts in environmental preservation, green infrastructure, education, recreation, etc. This will supplement the results generated in previous organizational and resident meetings.

Build Awareness, Familiarity, Positive Disposition – Checklist

- ✓ Neighborhood walks with council member and MPD/Safe and Sound
- ✓ Hosting informational tables at neighborhood events
- ✓ Mailing/Flyering with council member

- ✓ Signage at park and local centers
- ✓ Electronic communication and social media

Building awareness and encouraging neighborhood involvement is essential to a successful park design. A number of different activities may be completed to accomplish effective neighborhood involvement. The combination of activities will necessarily differ depending on the neighborhood context.

Select & Confirm Ad Hoc Board Members - Checklist

- ✓ Recommendations from council member's office, Community Partner, MKE Plays staff
- ✓ Approved by local council member's office and formally appointed by the Common Council President

As members of the local park's steering committee, ad hoc board member's play a critical role in determining the direction MKE Plays staff will take in selecting appropriate vendors and design. Because of this, it is critical that ad hoc board members are representative of the community. Expectations for participation should be clearly articulated prior to the appointment of each member. The board's goals too should be clearly stated at the first board meeting.

Promote MKE Plays at Kickoff Event - Checklist

- ✓ Food, Games, Music
- ✓ Introduce MKE Plays project: Vision, Goals, Process, Timeline, Stakeholders
- ✓ Recruit resident participation & promote community involvement

An event at the park would be an ideal way to generate interest in the project, allow for a press opportunity, and set a positive tone for subsequent MKE Plays activities. Food, music, games, and appearances from relevant stakeholders will help generate interest and participation. The community should be excited and informed about upcoming events and the process in general. Residents young and old should be encouraged to attend so as to maintain some continuity of attendance. MKE Plays staff will work with the public information office to create flyers prior to the event. Attendance sheets will be used to document the number of people reached and to maintain contact information for those who wish to volunteer for future activities.

Planning: Phase 2

The community-visioning piece is the most important aspect of the entire process. It requires gathering general information about the park and creating a vision for what the space could be. Having clarity at the forefront will help direct what direction vendors go with their designs as well as guide the project team in leveraging other community resources. As such, this vision becomes the starting point for the creation of a comprehensive park design.

It is essential for both kids and adults to be engaged in the planning process. The goal of this activity is for everyone to be heard and share their experiences about the park. Meeting facilitation, however, is key as it is important to create a comprehensive vision that is sufficiently narrow to be realized. Community requests must be prioritized. Who the park should serve and what the park's purpose should be are questions that must be considered. The MKE plays program prioritizes community health, social development, and self-perception. This visioning process is an opportunity to identify other community priorities?

After a general community vision for the neighborhood has been created, the next step is taking that vision and enacting a plan for how the park/playspace can help realize a part of that vision. It is similar to the meeting related to park features, but takes a much more macro approach to the design of the playspace. The pair-wise tool could be an effective way to prioritize features at this point, which could be useful for vendor design. This tool will be explained to the partners by the program coordinator. The DPW design team is an essential component of this phase as they are responsible for creating the broader design for the entire park space. While having a broad park vision is recommended, it is also important to note that this project will have limited capacity to address all of the concerns and ideas presented. Those not addressed through the playground reconstruction process will likely have to happen in phases with continual community involvement and leadership. The aldermanic office could take a lead on these other phases.

From this point, post-visioning, there are a number of different options that can be taken to move towards playground redesign and reconstruction. The most difficult part of the process moving forward may prove to be narrowing down vendors/designs. Ideally, the community would have no more than 3 unique designs to operate with. Another alternative would be to engage local "experts" in play, exercise/fitness, green infrastructure, educational programming, art, landscape design, construction, CPTED, disability access, youth development, etc. to help guide the community towards narrowed options. In year one of the MKE Plays program, we are using local vendors as the designers of the playground space. It would probably be helpful in future years to utilize a design team/firm that possesses all of the expertise mentioned above.

The following are four possible combinations for approaching the visioning, design and reconstruction process:

Option 1: Vision - Open RFP - Vendor/Design Selection - Feedback & Revision - Contracting
Option 2: Vision - Vendor Selection - Design - Feedback & Revision - Contracting
Option 3: Vision - DPW Design - Feedback & Revision - Open Bid – Contracting
Option 4: Vision - Team Design Consult - Feedback & Revision - Open Bid - Contracting

Option 1: Vision - Open RFP - Vendor/Design Selection - Feedback & Revision - Contracting

This option puts multiple vendors in competition with one other with minimal opportunity for feedback. Because it produces many designs, opportunities for revisions are limited before a design/vendor must be selected. Engaging in revisions with several vendors simultaneously is very challenging and likely undesirable. However, one benefit is that it allows for a more informed vendor selection because there is something tangible and specific to show. If pursued, MKE Plays staff must assure that final decisions are not based solely on aesthetics, but also the quality of equipment, cost, feasibility etc.

Option 2: Vision - Vendor Selection - Design - Feedback & Revision - Contracting

An alternative to an open RFP process would be a vendor screening and selection process that builds a pool of suitable vendors/contractors for the community to choose from. After the visioning process, there are likely a select number of vendors matching the needs and wants of the community. To identify a suitable pool, provide an open RFQ (request for qualification). DPW has the expertise to understand issues of cost, feasibility, durability, safety, etc. and are an essential to identifying best fits. This option allows for a more efficient design process, as only one or two vendors would work directly with the community with little need for MKE Plays interface. This selection process could happen immediately following the visioning. A downside to this option is that it could create problems if the design team for this vendor does not perform well, requiring MKE Plays staff and DPW to find a new vendor.

Option 3: Vision - DPW Design - Feedback & Revision - Open Bid - Contracting

This option allows for a more integrated design process as the designers could be a part of the meetings directly. DPW has the capacity to develop holistic designs that incorporate infrastructure, playspace, and landscape. DPW would be involved in the feedback and revision process and upon approval of a final design, would then open it up for bidding. This allows for more competitively priced options and gives DPW more control over the specifics of the build process. However, it may limit the potential for innovative design, as DPW's capacity is likely not that of market-based vendors.

Option 4: Vision - Team Design Consult - Feedback & Revision - Open Bid - Contracting

Still another approach could be to engage a local, collaborative design team comprised of experts in those fields most important to the community and relevant to their vision. This option is still organized around DPW, which would serve as coordinator for logistics, but would allow for innovative design and collaboration among the diverse design team. The product would likely be best in this situation, but would represent a great deal of challenges related to coordinating all the moving parts. Specifying roles and responsibilities and developing a compensation mechanism could also be difficult.

Establishing Vision for Park Playspace – Community Vision, Considerations & Priority Checklist

- ✓ Target User Population
  - Generational: Senior (60+), Adult (18-60), Adolescent (12-18), Child (2-12)
- ✓ Function
  - Play: Physical (motor development/health), Social & Emotional (interaction/exchange), Intellectual (creativity/imagination/education)
  - Sport: Skating, Biking, Basketball, Soccer, Baseball, Football, etc.
  - Health-Related Fitness: Cardiorespiratory Endurance, Muscular Strength, Muscular Endurance, Flexibility, Body Composition
  - Skill-Related Fitness: Agility, Power, Balance, Coordination, Speed, Reaction
  - Social & Cultural: Gardening/Agriculture, Performance/Creative Arts, Games
- ✓ Quality
  - Sustainability of products used
- ✓ Aesthetic:
  - Landscaping, Colors, Theme, Identity, Art
- ✓ Amenities:
  - Benches, Tables, Lighting, Fencing, Pathways, Surfaces, Racks

Due to time constraints, this process will likely happen over the course of two meetings. The first meeting seeks to define the intended function, target population, and aesthetic or theme of the park. Photos and videos of innovative and traditional park features should be featured to stimulate creative thinking and introduce possibilities. This is not a "practical" conversation at this point, but an exploration. The pros/cons of different features should be discussed and captured as qualitative data for more specific design in the future. The second meeting would be used as a more hands-on opportunity to design the space. Working from existing site plans (DPW provides) participants will create a new design by drawing, cutting, and pasting. They would be provided with a large site plan and pictures of potential equipment pieces. These would have rough cost estimates attached to them and participants would be given parameters for budget. In the end, these designs would be shared with the group and then given to the design team to generate a composite design.

Build Awareness, Familiarity, Positive Disposition

Please refer back to checklist in Engagement Phase.

Select Playground Equipment Vendor - Considerations

- ✓ DPW & ad-hoc board review presentations and choose top 2-3 vendors based on established rubric/criteria for material quality, cost, construction feasibility, unique features, size, age groups targeted, purpose/function, etc.
- ✓ Review completed/existing projects to demonstrate innovative design
- ✓ Match vendor characteristics with community interest

Organize Design Team Consultation - Considerations

- ✓ Utilize community vision to create a design team with appropriate expertise in:
  - Playspace, Landscape, Green Infrastructure, Environmental Education, Accessibility, Safety
- ✓ Creation of new design OR revision/amendment of existing design possible

Create Park Design Proposal - Considerations

- ✓ DPW synthesizes community vision to create holistic (conceptual/spatial) design with phased options for surfacing, amenities, playspaces, landscape, accessibility, visibility, safety, lighting, etc.
- ✓ Can be used for bid request or for basis of selecting vendor design

Form Working Groups for Commissioning of Individual Components - Consideration

- ✓ Allow for non-playspace projects to be contracted separately: Fencing, Pathways/Borders, Landscaping, Signage, Racks, Benches, Tables, Art, Lighting, Waste, Surfacing

Revise & Select Vendor Proposals

- ✓ Community design meeting/event to vote on top choice and provide input
- ✓ Contract vendor(s) and revise design based on community feedback
- ✓ Ad hoc board final approval of vendor design

Construction: Phase 3

Most of the construction phase is handled by the Department of Public Works and includes:

- ✓ *Procuring/Producing Materials*
- ✓ *Preparing Site for Construction*
- ✓ *Contractor Construction*
- ✓ *Community Construction*

The MKE Plays Program Coordinator and Program Manager will assist in coordinating all activities between DPW, community groups and the aldermanic office. Important activities related to construction not handled by DPW include the following:

- ✓ *Mobilizing Community Action*
  - Park clean-up with community involvement
  - Identify build-day leaders and volunteer participation
  - Coordinate with vendors/contractors in preparation of community build
- ✓ *Community Construction (in collaboration with DPW and playground vendor)*
  - Community groups, organizations, residents complete final stage unskilled component of the build

- ✓ *Grand Opening/Ribbon Cutting*
    - Food, Games (Playworks partnership), Music
    - Publicity & Promotion from aldermanic offices
    - Organize Press Conference with all partners to highlight success

Utilization: Phase 4

Coming Soon in 2016. Activities in this phase may include:

- ✓ *Prepare for sustainable community involvement*
    - Establish Friends of Arlington Heights w/ group charter
    - Maintenance
    - Safety/Supervision
    - Engagement/Programming
- ✓ Send information to community for maintenance/safety,etc.
- ✓ Support with funding opportunities & technical support
- ✓ *Provide Technical Support and Networking Opportunities*
    - Local funding sources
    - Resources & contacts with community organizations
- ✓ *Evaluation of Program Impact [Endline Evaluation]*
    - 1 Year post-construction evaluation
        - usage, community identity, self-perception, action
        - survey, focus group, interview

Estimated Timeline for Phases 1-3

The following is an estimated timeline based on current park implementation experience. The schedule is subject to change dependent on variations existing at each park location.

Week	Project Task/Action
1	internal partner meeting (MKEP, DPW, AO)
2	external partner meeting (MPD, DCD, S&S, Community Organizations)
3	mailing/flyering to target community (awareness)
3	website update/development reflecting process timeline (awareness)
4	neighborhood walk-around w/ internal & external partners (familiarity)
5	community meeting #1: asset mapping (strengths, weaknesses, opportunities, threats)
6	repeat community meeting #1: asset mapping (strengths, weaknesses, opportunities, threats)
5-6	data collection: observation @ park (usage - when, how, why, by whom)
5-6	data collection: stakeholder interview (community identity, self-perception, action, park usage)
5-6	data collection: survey (community identity, self-perception, action, park usage)
5-6	data collection: focus group (community identity, self-perception, action, park usage)
5-8	tabling @ community events (familiarity)
7	data analysis, consolidation & reporting (DPW, community, CC, AO, etc.)
7	ad hoc board member selection & communication
8	kickoff event @ park w/ all partners & media (positive disposition)
9	community meeting #2: vision for park (play, exercise, perform, amenities, appearance)
10	repeat community meeting #2: vision for park (play, exercise, perform, amenities, appearance)
10	ad hoc board meeting #1: vendor selection & design request(s)
11-12	DPW, vendor(s) create site plan & design (2-3 options)
13-14	online review of vendor(s) design, vote on preferences, suggest revisions
13	community meeting #2: review vendor(s) design, vote on preferences, suggest revisions
14	repeat community meeting #2: review vendor(s) design, vote on preferences, suggest revisions
14	ad hoc board meeting #2: review community input & approve vendor selection
15-16	DPW, vendor(s) revise design
15	mailing/flyering to target community (awareness)
15	website update/development reflecting process timeline (awareness)
17-20	tabling @ community events (familiarity)
17-20	*OPTIONAL:* working groups design revision of individual components (CDS, AWE, ReFlo, etc.)
21	submission of final designs, budgets, contracts
22	ad hoc board meeting #2: final design & budget approval

23-28	final design(s) posted at local establishments
23	complete procurement paperwork, obtain necessary documentation from vendors
24	mailing/flyering to target community, notify of park closure for construction (awareness)
24	website update/development reflecting process timeline (awareness)
24-33	tabling @ community events (familiarity)
24-33	materials production & procurement
26	friends of … planning meeting #1: charter, structure, representation
27	prepare & organize community build day teams, procedures, etc.
28	friends of … planning meeting #2: maintenance, security, programming planning
29	DPW to close, secure, prepare site for construction (demolition, excavation, grading)
30	contractor construction & community build prep
30	community build & park cleanup event day
31	contractor construction
32	community event @ park w/ all partners & media: grand opening celebration
32+	assist friends of … groups with technical & network support
32+	establish legal base for friends of … group and manage endowment
52	program evaluation: 1-year post-construction (usage, community identity, self-perception, action)
104	program evaluation: 2-year post-construction (programming, safety, maintenance)

Engagement & Outreach

The key to successful engagement is finding the most productive balance among residents, DPW, MKE Plays, Council Members, and local organizations while engaging a significant segment of the target population. By leveraging current opportunities/structures/routines for community engagement, the likelihood of participation increases.

MKE Plays Partner guidelines/expectations:

Community Partners

- ✓ Meeting assistance & facilitation
- ✓ Assist with surveying/flyering
- ✓ Participate in email correspondence and receive cc's of all relevant emails
- ✓ Inform MKE Plays staff of community events that could be a marketing opportunity
- ✓ Help MKE Plays make connections/introductions with other organizations
- ✓ Act as a legitimizing force to build positive awareness for community members
- ✓ Help identify/contact community members interested in focus group participation
- ✓ Help identify/contact community members interested in ad hoc board membership

- ✓ Assist with community event
- ✓ Assist with baseline perception survey data collection
- ✓ Assist with establishing key stakeholder interviews

The role of the community organization(s) is mostly in the mobilization and communication of the MKE Plays process, as well as in baseline data collection. There may be opportunity to work with the community in the post-construction phase as well. When engaging the community, use existing meeting times/structures/events as much as possible to increase participation. Flyering once at the beginning of the process and once mid-process helps keep the community aware of any activities.

The community organization is also integral to data collection, both baseline evaluative data and formative data that will guide the visioning/design process. It would also give some insight into the community. This should happen first. We need to specify the purpose of each tool we use, survey, focus group, interview, and observations.

Council Member's Office

- ✓ Advocate for MKE Plays in community
- ✓ Initiate contact between community organizations and MKE Plays staff
- ✓ Legitimize MKE Plays action to raise awareness and positive neighborhood disposition
- ✓ Define scope of work and budget
- ✓ Address concerns regarding safety, maintenance, roads, signage, lighting, etc.
- ✓ Ad Hoc Board Member Recommendations
- ✓ Attend meetings, events, etc.

The aldermanic office provides program validation and support by leveraging high-level contacts. Sustained aldermanic support is critical to the success of each park reconstruction.

Community Members / Residents

- ✓ Attend meetings, events, etc.
- ✓ Provide feedback into MKE Plays process
- ✓ Help determine "function" of park space

Department of Public Works

- ✓ Advise on selection of vendors/contractors
- ✓ Communicate with vendors/contractors
- ✓ Assist in coordinating activities during construction process
- ✓ Create holistic design and maintain official renderings

Vendors/Contractors

- ✓ Provide designs based on community interests
- ✓ Consider green/sustainability, landscape, playspaces, performance, amenities, etc.

Ad Hoc Board

- ✓ Represent community interests in decision-making process
- ✓ Take leadership in advocating for the park throughout
- ✓ Help to create more sustainable management of the park beyond MKE Plays

Appendix

Partner Informational One Pagers

Office of Common Council President Michael Murphy
City Hall, 200 East Wells Street, Milwaukee, WI 53202
414.286.3272

We envision a city with play areas whose condition is not determined by the zip code they are in, but rather are equally equipped to inspire a child's imagination regardless of where they are located in the city of Milwaukee.

Values

Play is an essential component of the physical, social, and emotional health of all people. Engaging communities in the design, construction, and maintenance of local park space increases opportunity for play that meets the interests of residents, while increasing neighborhood collaboration and self-perception.

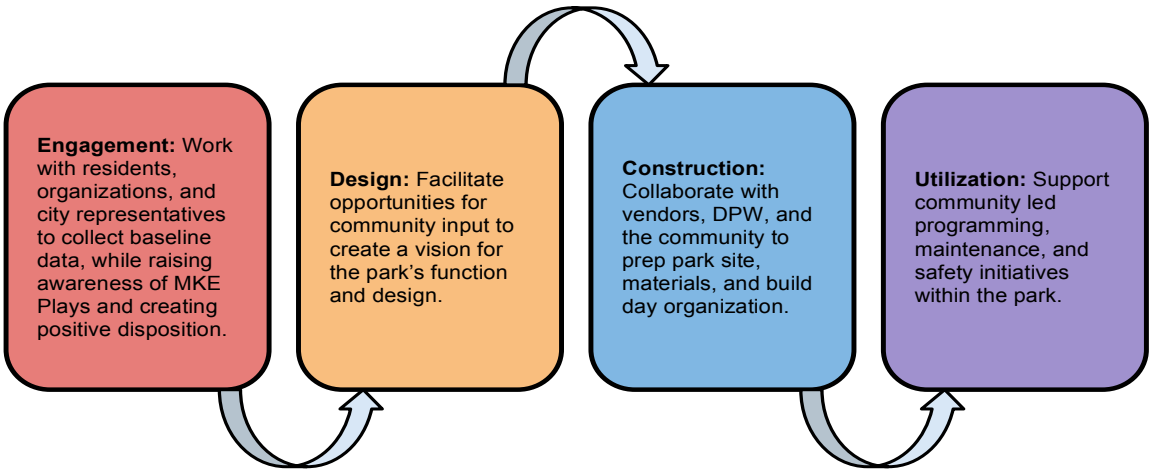
Problem

With funding decreasing steadily for the maintenance and rehabilitation of city park spaces, and a lack of community involvement in the design and function of these spaces, too many city parks are deteriorated and underutilized.

Solution

The development of public/private funding partnerships and the engagement of community residents in the design, construction, and maintenance of city parks will increase access to enriching play opportunities.

Our Process



Office of Common Council President Michael Murphy
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414.286.3272

Our Budget

The MKE Plays initiative incorporates both public and private funding sources to accelerate the pace of reconstruction and allow for more innovative designs. The cost for the twelve parks selected for reconstruction over the next three years is estimated at $1,585,408. This number represents a 25% increase over traditional reconstruction estimates to allow for creative, high-quality construction. With commitments from several local philanthropic organizations, MKE Plays has secured $1,182,000 in capital funding, as well as an additional $90,000 for program expenses over the next three years, leaving us only $403,408 from reaching our minimum funding goal!

PICF (City)	Individual	ZFF	HBF	GMF	FFLM	MMSD	NM	Total
477,000	15,000	210,000	200,000	200,000	25,000	25,000	25,000	1,182,000

Our Objectives

Improve Quantity &

By reconstructing play space, we aim to increase the amount of time children spend playing and enhance their play experience.

Promote Neighborhood

By encouraging and supporting community building activities that require neighborhood input and implementation, we

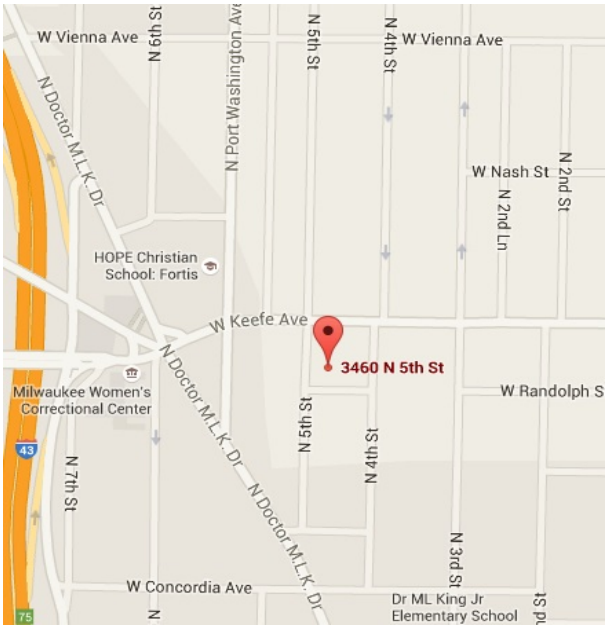
Enhance Public Space

By enhancing the physical/geographi c space where children play and communities socialize, we aim to uplift how individuals and

Aldermanic Information Sheets - Example

MKE Plays @ 5th & Randolph

District 6 - Alderman Coggs



Geographic Outreach Area:

- Harambee
- North to Vienna, South to Concordia, East to 2nd, West to Doctor M.L.K. Dr

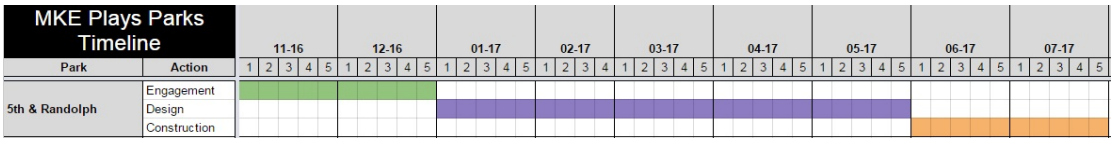
Budget:

- $97,500 DPW Reconstruction Cost Estimate

Role of Alderman's Office:

- Advocate for MKE Plays in community to legitimize and raise awareness
- Initiate contact between community organizations and MKE Plays
- Send mailings to communicate with constituency for upcoming events
- Address non-playspace concerns regarding safety, maintenance, etc.
- Make recommendations for ad hoc board membership
- Attend meetings, events, etc.

Timeline:



Community Stakeholders/Organizations:

Outreach Opportunities:

Possible Supplemental Funding/Sponsorship:

Date(s)	Project Task/Action
	internal partner meeting (MKEP, DPW, AO)
	external partner meeting: asset mapping (MPD, DCD, S&S, Community Organizations)
	mailing/flyering to target community (awareness)
	community walk-around w/ internal & external partners (familiarity)
	community meeting: asset mapping
	kickoff event @ park w/ all partners & media (positive disposition)
	community meeting: park vision (play, exercise, perform, amenities, appearance)
	repeat community meeting: park vision (play, exercise, perform, amenities, appearance)
	ad hoc board member selection & approval
	ad hoc board meeting: vendor selection & design path
	mailing/flyering to target community (awareness)
	community meeting: review design & make revisions
	repeat community meeting: review finalist & make revisions
	ad hoc board meeting: final design approval
	mailing/flyering to target community (awareness)
	community event @ park w/ all partners & media: cleanup & celebration
	community build day
	ribbon cutting ceremony & grand opening

Notes:

Flyer Example

GREAT NEWS!

MKE PLAYS

SATURDAY SEPTEMBER 19th | 8:00AM – 12:00PM

ARLINGTON HEIGHTS PARK | 3429 W. PIERCE STREET

Common Council President Michael Murphy and Alderman Robert Donovan are thrilled to announce that the new Arlington Heights Park is nearing its completion as part of the MKE Plays initiative!

FOR THE LAST STEP, WE NEED YOUR HELP TO CONSTRUCT THE PLAYGROUND!

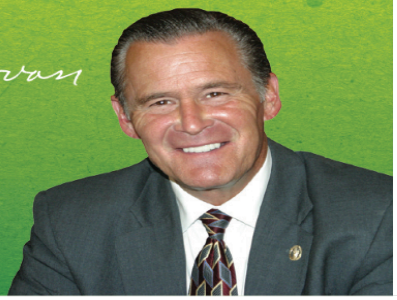
Join us Saturday, September 19th from 8:00 a.m. to 12:00 p.m. at Arlington Heights Park (3429 W. Pierce Street) to help build the playground and assemble other features in the new park!

Volunteers of all skill levels are welcome to join. If you plan to participate in the build, please call 414-286-8532 or email mkeplays@milwaukee.gov by Wednesday, September 16th. We hope to see you there!

FOR MORE INFO ON MKE PLAYS, VISIT WWW.MILWAUKEE.GOV/MKEPLAYS

Robert G. Donovan

Michael J. Murphy



CITY OF MILWAUKEE · COMMON COUNCIL · CITY CLERK

Michael J. Murphy
Common Council President

Robert G. Donovan
8th District Alderman

Example News Release

Common Council President

10th District Alderman

Michael J. Murphy
City of Milwaukee Common Council

September 23, 2015

Council President Murphy
(414) 286-3272

MEDIA ADVISORY

Thursday: Arlington Heights Park Ribbon Cutting Ceremony

Common Council President Michael J. Murphy, Mayor Tom Barrett, Alderman Bob Donovan and several community partners will be among those on hand to celebrate the festive opening of the transformed **Arlington Heights Park** during a ribbon cutting ceremony tomorrow **(Thursday, September 24) at 11 a.m**. The Arlington Heights renovation is the first of 12 **MKE Plays** park renovations that will be taking place over the next three years.

President Murphy has said the first stage of the project would not have been realized without contributions from the Zilber Family Foundation, the Silver City Neighborhood residents, Layton Boulevard West Neighbors, the Fund for Lake Michigan, Escuela Verde staff and students, the Urban Ecology Center, Greener Roofs & Gardens, Gerber Leisure and MKE Plays. Escuela Verde will have approximately 80 students and staff at the playground for tomorrow's events. Playworks will also be on hand to lead a few activities and contribute to the fun of the event.

What: **Arlington Heights Park ribbon cutting**

When: **Thursday, September 24 at 11 a.m.**

Where: **3429 W. Pierce St. (S. 34th & Pierce)**

-30-

City Hall, 200 E. Wells St., Room 205, Milwaukee, WI 53202 • Ph: (414) 286-3763 • Fax (414) 286-3456
Email: mmurph@milwaukee.gov • Website: www.milwaukee.gov/district10

REPORT WRITTEN BY JOSEPH KALTENBERG
IN CONSULTATION WITH SARAH ROLA ZARATE

PROJECT MANAGEMENT TEAM:
SARAH ROLA ZARATE, LUKE ICENOGLE, JOSEPH KALTENBERG

REPORT EDITED BY SARAH ROLA ZARATE

Program Information: www.milwaukee.gov/mkeplays

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City of Milwaukee

City of Milwaukee
Department of City Development
Department of Public Works
Environmental Collaboration Office

September 2016