



MILWAUKEE COUNTY
PARKS WITH
PURPOSE
PARKS MASTER PLANNING

**Milwaukee County
Department of Parks, Recreation & Culture
Parks System Master Planning Update
Research Findings
October 2016**



Planning Scope

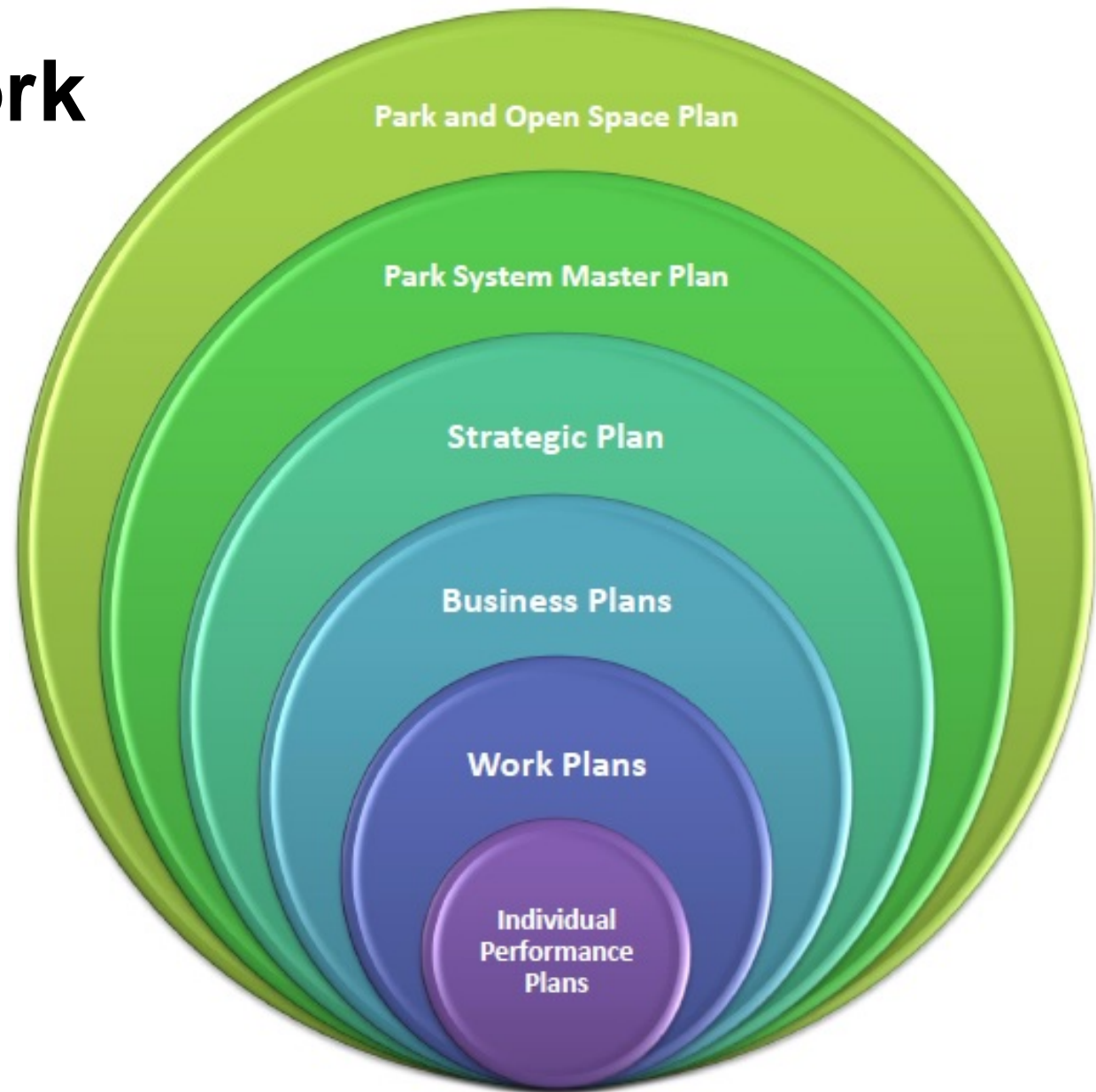
10-year Parks System Master Plan

Provides recommendations for facilities, programs and services, maintenance and operations, and administration and management of the Milwaukee County Parks system.

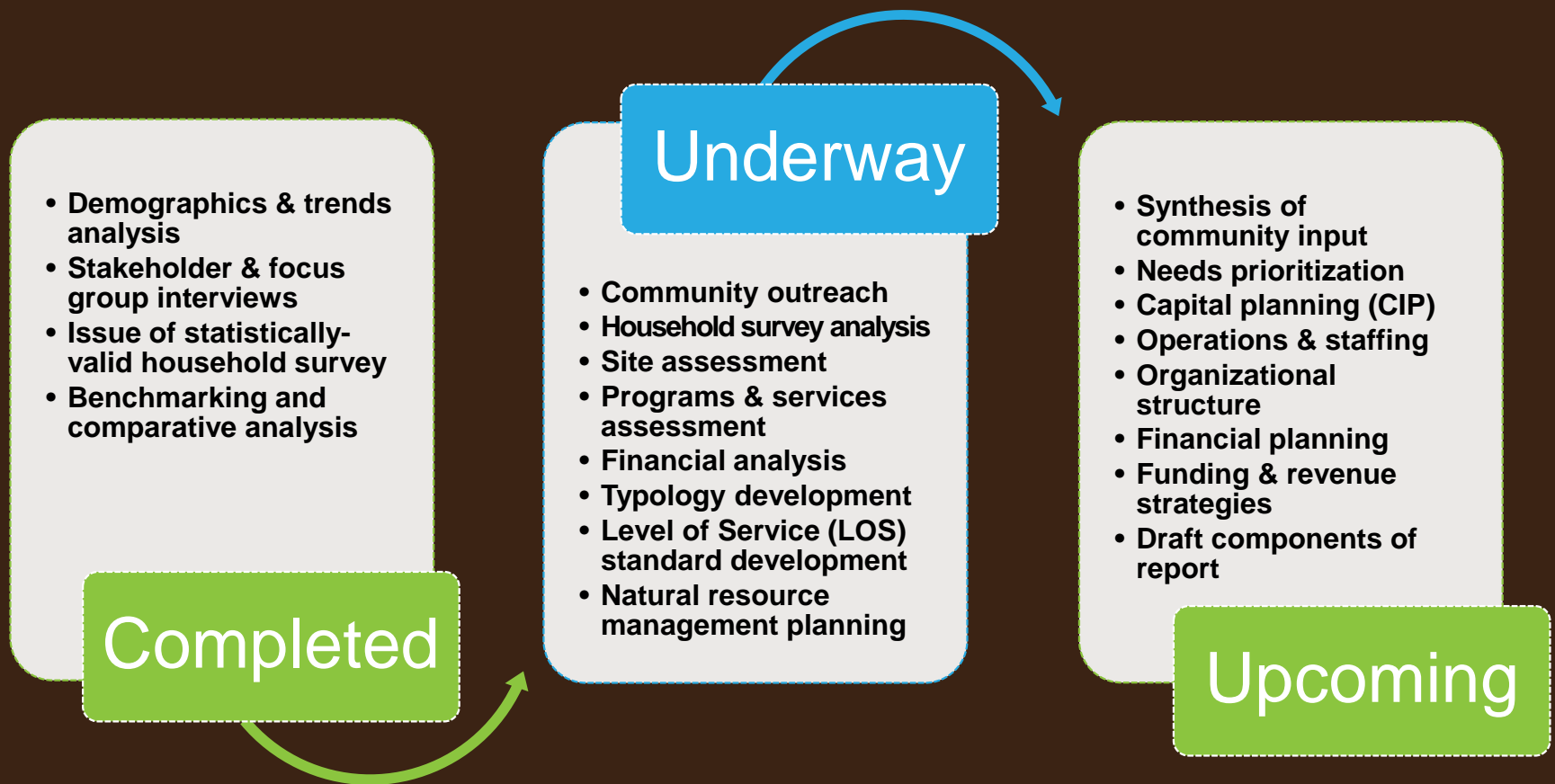
2050 Park & Open Space Plan

Addresses long-range considerations including the preservation of environmental corridors, conservation lands, recreational use of water bodies, and will make recommendations on the distribution of parks and recreational facilities throughout the County; the 10-year Park System Master Plan represents first stage.

Framework of Plans



Planning Process



Updates

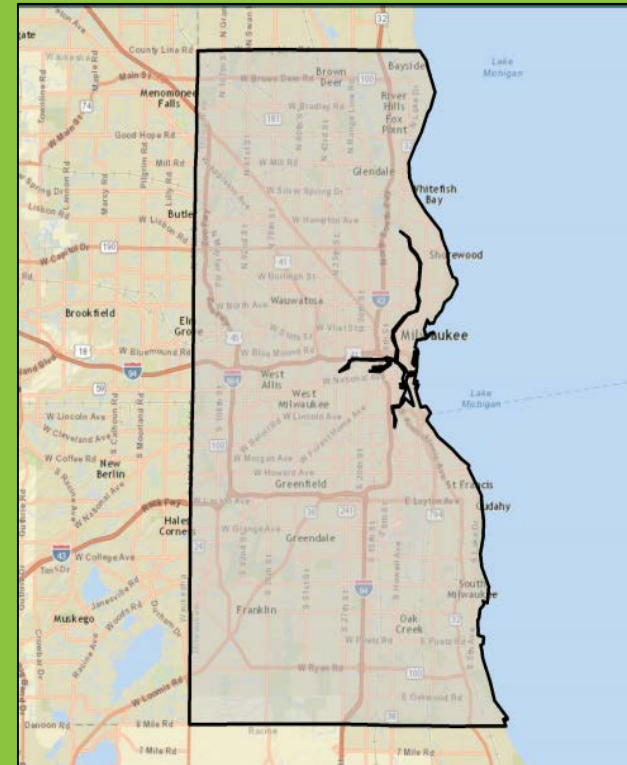
- Research & Planning Process: “Data Packs”
- Demographics & Trends
- Stakeholder & Focus Groups
- Statistically Valid Household Survey
- Benchmark Analysis
- Next Steps

Developing Data Packs

- Demographics & Trends
- Stakeholder & Focus Groups
- Community Outreach
 - Statistically valid household survey
 - Community workshops
 - Online Survey
 - Social media campaign
 - Individual input via email, phone, etc.
- Benchmark Analysis
- Site Assessments
- Level of Service & Typologies
- Program & Services Assessment
- Financial Analysis

Demographics & Trends

- Current County population is estimated at 949,795 >>> projected to increase to 970,800 by 2030
- County per capita income of \$23,506 is lower than state and national averages
- 55+ age group is projected to represent approximately 26.6% of the total population by 2030
- At 26.87%, African American is the largest minority group; Hispanic population projected to make up 19.45% by 2030



Stakeholder & Focus Groups

- One-on-one meetings
- Staff Meetings
- Focus Groups
 - Friends Groups
 - Education & Youth Users
 - Key Partners: Clarke Square, Miller Coors, NCSDC, Milwaukee Public Museum, King Advisory, Zimmerman Group, Hunger Task Force, Rotary, etc.
 - Outdoor Recreation Groups
 - Governmental Groups: Jurisdictions & Municipalities
 - Trail Groups
 - Environmental & Conservation Groups
 - Event Organizer Groups

Stakeholder & Focus Groups

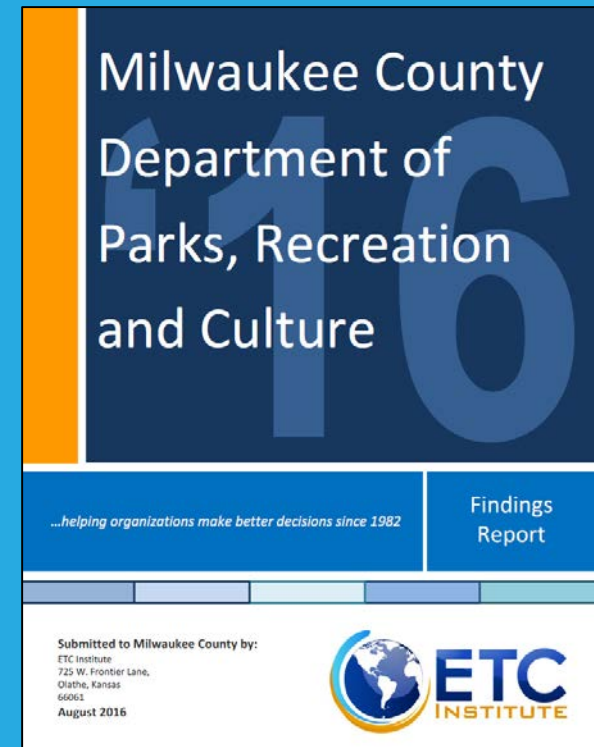
Key Findings

- Deferred maintenance is major concern
- Dedicated funding/support for operations and maintenance is needed; in general, the community shows an interest for supporting a parks dedicated funding source
- Underserved neighborhoods exist and need support
- Open space and large parks are important to the community
- Communities with youth of color are underserved
- A formal marketing approach with consistent messaging is needed
- The trails system is highly valued
- The community lacks an understanding of how funding works within the system
- Recreation facilities may be better served to have longer operating hours
- The community has a desire to be a stronger partner with the department
- There is a strong desire for more special events

Statistically Valid Household Survey

Participation

- 4,000 surveys were issued
- Our goal was to receive 384 completed responses
- **We received 600 completed responses**
- Multiple modes of communication with participants
 - Mail
 - Phone follow-up
 - Web link
- **Confidence level: 95%**
- Precision rate: +/- 4%



Statistically Valid Household Survey

Demographic participation comparable to census data:

Demographic	Survey Sample	2010 Census	Difference
White	62.3	65.1	-2.8
African American	24.5	26.8	-2.3
Hispanic	11.3	13.3	-2.0
Asian	3.5	3.4	0.1
Over 65 among those 18 and older	15.5	15.3	0.2
Male	47.3	48.3	-1.0
Female	52.7	51.7	1.0

Benchmark Analysis

Milwaukee County's Peer Agencies

- Chicago Park District (Illinois)
- Cleveland MetroParks (Ohio)
- Fairfax County (Virginia)
- Mecklenburg County (North Carolina)
- Minneapolis Park & Recreation Board (Minnesota)
- Oakland County (Michigan)
- Toledo MetroParks (Ohio)

Benchmarking data was derived from a combination of sources: the agencies themselves, PRORAGIS (an NRPA database), and the Trust for Public Land.

Benchmark Analysis

Comparison of population, acreage, and total acres per 1,000 residents. With 16.03 acres per 1,000 residents, Milwaukee County is above the peer agency average of 15.85 acres per 1,000 residents.

Agency	Jurisdiction Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Toledo MetroParks	435,286	11,957	441	4%	27.47
Fairfax County Park Authority	1,137,358	23,265	6,265	27%	20.46
Cleveland MetroParks	1,265,111	23,079	2,750	12%	18.24
Mecklenburg County	1,012,539	17,753	8,077	45%	17.53
Minneapolis Park & Recreation Board	400,079	6,790	2,716	40%	16.97
Milwaukee County	956,406	15,329	4,852	32%	16.03
Oakland County	1,237,868	6,701	2,385	36%	5.41
Chicago Park District	2,718,782	12,730	8,462	66%	4.68

Milwaukee County is above the NRPA median* of 12.5 acres per 1,000 residents.

National Recreation and Park Association median for agencies with more than 250,000 residents.

Benchmark Analysis

Comparison of trail miles per 1,000 residents. Compared to peer agencies, Milwaukee County is below the average of 0.15 trail miles per 1,000 residents.

Agency	Jurisdiction Population	Total Trail Miles	Total Trail Miles per 1,000 Residents
Toledo MetroParks	435,286	150	0.34
Cleveland MetroParks	1,265,111	305	0.24
Fairfax County Park Authority	1,137,358	200	0.18
Minneapolis Park & Recreation Board	400,079	55	0.14
Milwaukee County	956,406	118	0.12
Mecklenburg County	1,012,539	87	0.09
Oakland County	1,237,868	69	0.06
Chicago Park District	2,718,782	26	0.01

Benchmark Analysis

Comparison of operating expenses and operating expenses per capita. Compared to peer agencies, Milwaukee County is below both the averages of \$101,955,646 in total operating expenses and \$79.09 in operating expenses per capita.

Agency	Jurisdiction Population	Total Operating Expense	Operating Expense per Capita
Minneapolis Park & Recreation Board	400,079	\$ 77,597,122	\$ 193.95
Chicago Park District	2,718,782	\$ 448,580,770	\$ 164.99
Fairfax County Park Authority	1,137,358	\$ 86,441,402	\$ 76.00
Cleveland MetroParks	1,265,111	\$ 84,182,489	\$ 66.54
Milwaukee County	956,406	\$ 45,480,716	\$ 47.55
Mecklenburg County	1,012,539	\$ 39,000,000	\$ 38.52
Toledo MetroParks	435,286	\$ 11,501,979	\$ 26.42
Oakland County	1,237,868	\$ 22,860,692	\$ 18.47

Milwaukee County is above both the NRPA median* of \$23,588,261 in total operating expenses and \$42.69 in operating expenses per capita.

National Recreation and Park Association median for agencies with more than 250,000 residents.

Benchmark Analysis

Comparison of non-tax revenue and revenue per capita. Compared to peer agencies, Milwaukee County is below both the averages of \$33,118,199 in non-tax revenue and \$26.41 in revenue per capita.

Agency	Jurisdiction Population	Total Non-Tax Revenue	Revenue per Capita
Minneapolis Park & Recreation Board	400,079	\$ 28,807,831	\$ 72.01
Chicago Park District	2,718,782	\$ 138,482,896	\$ 50.94
Fairfax County Park Authority	1,137,358	\$ 44,678,696	\$ 39.28
Milwaukee County	956,406	\$ 20,595,107	\$ 21.53
Cleveland MetroParks	1,265,111	\$ 17,725,000	\$ 14.01
Oakland County	1,237,868	\$ 9,164,323	\$ 7.40
Mecklenburg County	1,012,539	\$ 5,000,000	\$ 4.94
Toledo MetroParks	435,286	\$ 491,746	\$ 1.13

Benchmark Analysis

Comparison of operating cost recovery. Compared to peer agencies, Milwaukee County is above the average of 30% with respect to operating cost recovery.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operating Cost Recovery
Fairfax County Park Authority	\$ 44,678,696	\$ 86,441,402	52%
Milwaukee County	\$ 20,595,107	\$ 45,480,716	45%
Oakland County	\$ 9,164,323	\$ 22,860,692	40%
Minneapolis Park & Recreation Board	\$ 28,807,831	\$ 77,597,122	37%
Chicago Park District	\$ 138,482,896	\$ 448,580,770	31%
Cleveland MetroParks	\$ 17,725,000	\$ 84,182,489	21%
Mecklenburg County	\$ 5,000,000	\$ 39,000,000	13%
Toledo MetroParks	\$ 491,746	\$ 11,501,979	4%

Milwaukee County is above the NRPA median* of 29% with respect to operating cost recovery.

National Recreation and Park Association median for agencies with more than 250,000 residents.

Benchmark Analysis

Comparison of operating expense per developed acre. Compared to peer agencies, Milwaukee County is below the average of \$21,982 in operating expense per developed acre.

Agency	Total Developed Acres	Total Operating Expense	Operating Expense per Developed Acre
Chicago Park District	8,462	\$ 448,580,770	\$ 53,011
Cleveland MetroParks	2,750	\$ 84,182,489	\$ 30,612
Minneapolis Park & Recreation Board	2,716	\$ 77,597,122	\$ 28,570
Toledo MetroParks	441	\$ 11,501,979	\$ 26,082
Fairfax County Park Authority	6,265	\$ 86,441,402	\$ 13,798
Oakland County	2,385	\$ 22,860,692	\$ 9,585
Milwaukee County	4,852	\$ 45,480,716	\$ 9,374
Mecklenburg County	8,077	\$ 39,000,000	\$ 4,829

Milwaukee County is above the NRPA median* of \$3,533 in operating expense per developed acre.

National Recreation and Park Association median for agencies with more than 250,000 residents.

Benchmark Analysis

Comparison of FTEs per 10,000 residents. Compared to peer agencies, Milwaukee County is below the average of 7.88 FTEs per 10,000 residents.

Agency	Total FTEs	Jurisdiction Population	FTEs per 10,000 Residents
Minneapolis Park & Recreation Board	832	400,079	20.80
Chicago Park District	3137	2,718,782	11.54
Fairfax County Park Authority	1120	1,137,358	9.85
Cleveland MetroParks	943	1,265,111	7.45
Mecklenburg County	667	1,012,539	6.59
Toledo MetroParks	145	435,286	3.33
Milwaukee County	208	956,406	2.17
Oakland County	166	1,237,868	1.34

Milwaukee County is below the NRPA medians* of 229.6 Total FTEs and of 3.9 FTEs per 10,000 Residents.

National Recreation and Park Association median for agencies with more than 250,000 residents.

Summary of Findings

- Demographic & Trends Analysis
 - County population is aging
 - County is diversifying
 - Median household income per capita is below average of state and nation
- Stakeholders & Focus Groups
 - Residents prefer low-cost programs and services
 - Infrastructure is failing and requires capital funding
 - Need to develop better understand of parks “core” services
 - Need to identify dedicated parks funding
- Statistically Valid Household Survey (preliminary findings)
 - Large parks important to residents
 - Very strong desire to “take care of what we have”
 - Supportive of private businesses, fundraising, and increased partnerships
 - Need for skate parks, mountain bike trails, indoor & outdoor pools, ice skating rinks, and community gardens

Summary of Findings

- Benchmark Analysis

- Milwaukee County is above the peer agency average of 15.85 acres per 1,000 residents (16.03)
- Milwaukee County is below the average of 0.15 trail miles per 1,000 residents (0.12)
- Milwaukee County is below both the averages of \$101,955,646 in total operating expenses (~\$45.5m) and \$79.09 in operating expenses per capita (\$47.55)
- Milwaukee County is below both the averages of \$33,118,199 in non-tax revenue (~\$20.5m) and \$26.41 in revenue per capita (\$21.53)
- Milwaukee County is above the average of 30% with respect to operating cost recovery (45%)
- Milwaukee County is below the average of \$21,982 in operating expense per developed acre (\$9,374)
- Milwaukee County is below the average of 7.88 FTEs per 10,000 residents (2.17)

Next Steps

- Staff review of draft reports on Data Packs
- Additional site analysis
- Synthesis of community outreach (Parks with Purpose)
- Service area and equity mapping
- Development of natural resource plan
- Development of CIP and financial plans
- Integration of data with the 2050 Park & Open Space Plan
 - Chapter IV: Framework for Plan Development
 - Chapter V: Park and Open Space Needs
- Draft plans
- Final plans

NOTE: The project team is evaluating the current scope and time frame and anticipates that these planning efforts will extend into 2017.



MILWAUKEE COUNTY

PARKS WITH PURPOSE

PARKS MASTER PLANNING

<http://county.milwaukee.gov/Parkswithpurpose>

