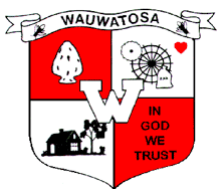




Active Tosa: Park, Trail, Open-Space, and Recreational Facilities Master Plan



September, 2017

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Introduction

Active Tosa is the Comprehensive Master Plan for parks, trails, open spaces, and recreational facilities within the City of Wauwatosa. It includes a review of City properties, Wauwatosa School District (WSD) properties, and some Milwaukee County parks. The plan developed through a community-driven process, evaluating existing open space, facilities, programming, demographic projections, changing trends, and level of service. Using this information, combined with community input, a list of priorities will be established for parks, trails, open spaces, and recreational facilities. The Active Tosa plan was crafted to provide the community with a clear delineation of action items and key steps needed to successfully implement the recommended improvements over time.

City of Wauwatosa History

Established in 1892, the City of Wauwatosa built up around a settlement called Hart's Mills on the Menomonee River. Original development occurred near the current intersection of Wauwatosa Avenue and State Street. Development centered on this area continued until 1940 when the eastern portion of the City was fully developed.

The City continued to grow geographically, until 1952 when the last major annexation, eight-and-one-half square miles from the Town of Wauwatosa, created a municipality totaling approximately 13 square miles. This annexation led to the rapid growth and development of the 1960's. The population of Wauwatosa peaked in 1970 at 58,676 residents. Since that time, the population has declined until it reached approximately 46,000 in 2010. Recent population projections indicate that the population has again started to increase.

Hart Park, established in 1921, was, and currently is, the City's major community park, and was created near Charles Hart's first mill. Originally called City Park when the Common Council purchased the 19.5-acre tract of land, the name was changed, in 1960, to recognize the original settler of the area. The city manages several other open spaces in the community, totaling approximately 67 acres.

Milwaukee County Parks History

The Milwaukee County Park system was established in 1907 with the creation of the Milwaukee County Park Commission. The initial goal of this system was to form a "green belt" encircling the County that included an interconnected series of scenic drives and parks. The Menomonee River Corridor, Underwood River Corridor, and Honey Creek River Corridor create the major green network within the Wauwatosa City limits. In total, the County's system includes approximately 944 acres of parks and greenways in the City of Wauwatosa.

Wauwatosa School District History

The first school in the area was built in 1841. This one-room building was eventually replaced by a brick building in 1877 and named Fisher School after the founder and local farmer William I. Fisher. The first high school was built in 1871 on the same site as Wauwatosa East High School.

The current system, managed by the Wauwatosa School District, consists of 15 schools, whose campuses provide a significant amount of recreational opportunities throughout the community. School District open space represents approximately 89 acres of the community's outdoor open space opportunities.

The three entities provide for the majority of the open space, park, trail and recreation facilities that serve the community.

Planning Process

In late 2015, the City of Wauwatosa and the Wauwatosa School District entered into a joint planning process and engaged a team of consultants led by The Lakota Group.

The Comprehensive Master planning process is organized in four phases: Engage, Analyze, Envision, and Implement. Throughout the Engage portion, the project team focused on community outreach, project promotion, and dialogue facilitation. During the Analyze phase, the project team conducted a comprehensive inventory of parks, facilities, and programs owned or managed by City and WSD noting needs and opportunities for further study.

The Envision and Implement portions included the development and evaluation of potential concepts and strategies for improving open space and recreation in the City, as well as developing specific steps to implement the preferred ideas. This document represents a summary of the project teams work. It includes a summary of community engagement and outreach, an inventory and evaluation of City and WSD park land, facilities programs, and operational practices, and ideas for change that will help support residents and address their recreational needs into the future.





Engage

Methodology

During the Engage portion of this project, the project team focused on community outreach and dialogue facilitation. Community engagement was conducted through one-on-one **stakeholder interviews** and small focus group meetings, a **community open house**, as well as an **on-line survey**. These methods reached a broad spectrum, and provided the project team with an understanding of both project stakeholders and broader community needs.

Over 60 stakeholders participated in the eight focus group discussions facilitated by the project team. City and School District staff provided the project team with a list of stakeholder groups and key individuals, representing a variety of interest groups, elected officials, and staff.

The on-line survey saw a total of 797 responses collected between April 20th and 30th, 2016.

Community Open House #1 was held at City Hall on the evening of April 20, 2016. Approximately 60 members of the public attended.

Community Open House #2 was held at City Hall on the evening of October 12, 2016. Approximately 40 members of the public attended.

Community Open House #3 was held at City Hall on the evening of February 28, 2017. Approximately 91 members of the public attended.

General Themes

While a range of discussion occurred throughout these conversations, there were several common themes that arose in most of the sessions.

Coordination and Cooperation

A wide range of stakeholders acknowledged that there were many different entities with a role in open space and recreation in the City of Wauwatosa. While for some, there was no distinction between who is ultimately responsible for maintaining any given field or playground, others recognized the differences between a County Park, School site or City facility. Most stakeholders expected a high level of service across the entire system, no matter who's jurisdiction, and expected cooperation and coordination between entities to ensure that this was achieved.

Specific discussion topics included:

- Existing frustrations with policy differences that result in rental fee variations and a range in the quality of maintenance and upkeep of fields.
- Multiple jurisdictions creates additional complexity for programming: for example, coordinating events like long distance races or runs which sometimes require individual permits from several entities.
- Coordination of event scheduling and promotion was another common frustration for stakeholders. This included discussion of both scheduling events to avoid duplication, overlap, or unintended competition. A desire for a central clearinghouse where residents could go to find information on all events happening in the community was also expressed by stakeholders.

Community engagement was conducted through one-on-one stakeholder interviews and small focus group meetings, 3 community open houses, as well as an on-line survey.

Bicycle and Pedestrian Trails

Residents and neighborhood associations were one of the most vocal groups expressing the need for enhancements to the bicycle and pedestrian trail system. They cited a need for more linkages and noted opportunities to improve safety and comfort. Through the discussion, it became clear that many were not aware of the City's Bicycle and Pedestrian Plan, and did not know that the City has identified funding in the budget to continue to implement recommendations from that plan.

Indoor Facilities

Several stakeholders identified a desire for more dedicated indoor facility space to serve a wider range of needs and age groups. While the School District provides indoor recreation space (including indoor pools in both high schools and both middle schools) stakeholders commented on both the availability and the age and appropriateness of those spaces.

Desired indoor recreation amenities mentioned in several of the discussions included:

- basketball courts;
- walking track;
- fitness equipment;
- flexible court space;
- indoor soccer; and,
- baseball.

Some stakeholders indicated that a new indoor facility should be either operated by the City or by the City in partnership with the School District to ensure that it addresses the needs of all sectors of the community and not only school-age children.

Some stakeholders do not want to see active recreation spaces overshadow the need for well-defined and managed natural open spaces and more traditional city parks.

Active Adults

There was significant discussion among open house and focus group participants regarding the changing demographics of the community. As a large majority of the community's recreation spaces and programming are under the control of the School District, there was concern that the active adult population is not being appropriately served. Participants discussed a desire for more opportunities and variety in recreational offerings for older populations. Suggestions included:

- pickleball
- an indoor walking and running track; and,
- a dedicated and adequately staffed senior center.

Additional discussion focused on the two existing senior programs, and the potential benefits of combining them.

Passive Open Spaces

Several stakeholders raised concerns that the development of the UWM Innovation Campus and surrounding area had a negative impact on the available passive recreation space in the City. While there are still large areas of passive recreation space, including the 55-acre County Park, they are not well-connected nor are they available for public use. Some stakeholders do not want to see active recreation spaces overshadow the need for well-defined and managed natural open spaces and more traditional city parks.

Pocket Parks

Some stakeholders indicated a need for improved maintenance and programming of pocket parks, boulevards, and other smaller open spaces managed by the City. For instance, spaces such as the 'triangle' of green space located at N.97th St., Palmetto Ave, and W. Hope in the Tosa Heights Neighborhood was identified as an opportunity area for future development.

Community Survey Summary

As part of the Active Tosa process, the project team administered an on-line community survey to gather opinions and information related to open space and recreation in the City of Wauwatosa.

The survey included 31 open-ended questions asking about park use, park conditions, program participation, and community needs. The survey provided both quantitative and qualitative results.

Use

Hart Park is the most heavily used site with 88% of respondents indicating someone in their household has visited the park in the past year. County parks and School District sites are also heavily used with 81% and 78% indicating visitation. Based on the results, it appears that Hartung Park at 29% and Webster Park at 4% are not as heavily used.

Condition

Parks are considered to be in good to fair condition. Webster Park and County parks scored the poorest.

Program Participation

About 71% of respondents indicated that someone in their household participated in at least one Recreation Department program in the last year. About 31% of all respondents indicated their household participated in two to three programs. The quality of the recreation programs were considered to be good to excellent.

Community Needs

Participants were asked to indicate if they had a need for various recreation amenities. If they did indicate a need, then they were asked to identify how much of that need was being met.

Based on the analysis of the surveys, the following facilities have notable unmet needs in the community:

- Walking and biking trails
- Greenspace and natural areas
- Small neighborhood parks
- Nature center and trails
- Indoor swimming pool
- Indoor fitness facility
- Indoor therapy pool
- Indoor track
- Indoor sports fields
- Outdoor ice skating

Similarly, the survey asked participants about their needs for recreation programming and how those needs were being met. Based on the analysis of the surveys, the following are unmet programming needs in the community:

- Nature programs/environmental education
- Adult fitness and wellness
- Adult continuing education
- Youth art, dance, performing arts
- Youth fitness and wellness
- Adult sports
- Programs for teens
- Water fitness
- Adult programs for 50 and older
- Birthday parties
- Travel

Finally, the survey asked participants to rank the importance of different capital initiatives as it relates to a ten-year master plan. **The top priority for respondents was improving maintenance of existing parks and recreation facilities.** This shows a community preference for managing existing resources over expansion. The second highest priority was acquisition and development of walking and biking trails, which dovetails with facility needs questions in the survey that identified that bicycle and pedestrian trails have the highest need in the community.



Analyze

During the Analyze phase the project team conducted a comprehensive analysis of parks, facilities, programs, and operational practices. The analysis is summarized in the following pages and includes details on existing and projected community demographics, trends in recreation, and how current park and recreation offerings currently meet the needs of the community.

Previous Plans and Reports

The City of Wauwatosa, the Wauwatosa School District, and other agencies have worked diligently over the years to self-evaluate and plan for the future. The current planning process is not intended to recreate previous efforts, but instead build upon and supplement them with current data and information. The following is a summary of the plans, studies and reports that were reviewed as part of the Active Tosa planning process.

2016 City Budget

This document details specific use of funds for the operation and maintenance of the City and its facilities for 2016. Of specific interest to this study is Fund No. 27 – Parks Reserve, which details the “operation and maintenance of all parks’ facilities, programs, senior center, and boulevard maintenance.”

The budget identifies goals related to expanding marketing efforts to increase park utilization and revenue. Additionally, the budget discusses the challenge of maintaining continually expanding facilities without any increase in the number of staff.

One key item identified was that the mowing contract was brought in-house by increasing seasonal labor and purchasing equipment. The goal of this was not to save money, but to be able to increase the frequency of mowing and therefore improve the quality of the lawns and fields.

City Capital Improvement Plan 2016-2020

This document lays out budgets and plans for all major capital improvement projects in the City over the next five years. Of specific interest to this study are the following CIP projects:

- 1104 on Bike/Pedestrian Plan Implementation: A total of approximately \$1.5 million budgeted over five years to implement recommendations from the Bicycle and Pedestrian Plan with direction from the Bike and Pedestrian Committee
- 8004 Replace Failed Pervious Concrete Sidewalk: Approximately \$82,000 in 2017 to replace the failed pervious concrete sidewalk in Hart Park with an alternate pervious material.
- 8006 Replace Plumbing Fixtures Upgrade Locker Rooms: \$10,000 in 2016 to upgrade the locker rooms at Hart Park.
- 8008 Replace Rubberized Play Surface at Webster Park: \$65,000 in 2016 to replace the rubberized play surface at Webster Park
- 8009 Replace Chain Link Fence on South Side of Hart Park Lane: Approximately \$47,000 in 2020 to replace fencing adjacent to the Hart Park softball diamond along the south side of Hart Park Lane.
- 8010 Hart Park Improvements 68th to 70th Street Area: Approximately \$155,000 in 2018 to implement bike paths at the east end of Hart Park.
- 8011 Replace Hart Park Water Heater: Approximately \$10,000 in 2018 to replace the water heater in the Hart Park locker rooms
- 8014 Replace Field Turf at Hart Park Stadium: Approximately \$1,000,000 in 2019 to replace the field turf at the Hart Park stadium.

BCycle Station Plans (2016)

These documents detail the design, location and layout of the bike share locations within the City of Wauwatosa. The documents plan for eight stations in the community, including:

- Intersection of North Avenue and Swan Boulevard
- Intersection of North Avenue and 83rd Street
- City Hall at the intersection of North Avenue and Wauwatosa Avenue
- Intersection of North Avenue and 72nd Street
- Intersection of North Avenue and 69th Street
- Ludington Triangle at the intersection of Ludington Avenue, Milwaukee Avenue and 83rd Street
- Village South in the parking lot at Harwood Avenue and the Menomonee River

Wauwatosa School District Athletic Fields Planning Report (2015)

This internal report, prepared by the School District, begins with an inventory of current outdoor facilities at each school site, the scheduled uses of these outdoor facilities, and the history of improvements to these facilities within the last ten years.

The report then details an October 2014 survey sent to coaches, principals and user groups about outdoor recreation in the community. Survey responses are summarized and used to support the four recommended priority improvement projects over \$300,000 each and 14 recommended improvements less than \$300,000 each. The four priority improvement projects were:

- Artificial turf softball fields at Longfellow and West High School
- Updated tennis courts at Longfellow
- Re-grading and other improvements to the soccer fields and baseball diamond at Underwood Elementary School
- Artificial turf practice field at East High School

City of Wauwatosa Bicycle & Pedestrian Facilities Plan (2014)

This plan provides analysis of the City's existing bicycle and pedestrian facilities and provides recommendations and implementation plans for robust networks of corridors. The plan's goal is to create travel and recreation options that improve the livability of the City.

The plan proposes approximately 95 miles of bicycle facilities and 22 miles of pedestrian facilities. As part of the plan, priority projects are identified, including the Menomonee River Parkway Path and bike lanes which is currently in progress. Additionally, a neighborhood greenway network, shared-lane markings, bike lanes, wayfinding signs and pedestrian improvements, especially near schools, are called for in the plan.

The plan identifies implementation approaches and funding opportunities, including prioritizing capital projects to implement year by year. These projects are included in the City's CIP.

City of Wauwatosa Comprehensive Plan 2008-2030

The City's Comprehensive Plan, adopted in 2008, is intended to guide the community's future growth and development. Additionally, it aims to guide the character of the community and preserve natural resources.

The plan provides an overview of the community's existing conditions and outlines policies and recommendations for the future.

The Chapters of particular importance to the Active Tosa process include:

- Chapter 2.1: Land Use: This chapter identifies policies and programs on various land uses. Those focusing on open space and parks highlight the need for the City to collaborate with the County, the School District, and surrounding communities to ensure the open space network and other planned improvements, such as the County Grounds, provide appropriate recreation and open space opportunities for the community.
- Chapter 2.4: Transportation: This chapter includes recommendations on bike and pedestrian facilities. These include working with the other agencies to expand the existing trail network and supporting “Complete Streets” to support multiple modes of transportation.
- Chapter 2.5: Utilities and Community Facilities: This chapter includes a policy for making sure the Open Space Plan is current to ensure the City is eligible for State and Federal grant monies. Additionally, the chapter identifies policies to provide new and expanded park spaces and amenities to accommodate community needs. Programs and recommendations discuss considering intergovernmental opportunities, especially partnering with the School District, to ensure high quality park and recreation facilities and programs are continued. Also, recommendations for the use of impact fees, as well as enhancing connections between parks and maintaining green space continuity are included.
- Chapter 2.6: Natural Resources: This chapter focuses on strategies to preserve natural features and environmentally sensitive areas. A large focus is placed on the major river corridors that pass through the City, including Menomonee River, Honey Creek and Underwood Creek.

Hart Park Master Plan

The Hart Park Master Plan, originally developed in 2001 and updated in 2006, provides a multi-phase series of improvements for this key downtown open space. The plan provided guidance for many of the recent improvements, including the amphitheater, skate park, playgrounds, splash pad, and restrooms. The plan proposes an expansion to the east with passive park landscape and limited athletic fields. Cost estimates for each individual project are provided. To complete all the improvements, the overall budget is approximately \$10M.

The Village of Wauwatosa - A Strategic Development Plan

This plan focuses on Village redevelopment and enhancements. The plan divides the study area into nine separate areas, one of which is Hart Park and Riverfront. The document provides background and historic context for the area, discusses existing conditions, presents market analysis for commercial and residential development, and details a redevelopment plan and implementation approach.

The pertinent recommendations include providing better connections from the Village core to Hart Park. These connections would capitalize on foot traffic generated by park events while also discouraging illegal and unsafe train track crossings. Other recommendations focus on the City-owned flood control measures including rerouting River Parkway and creating usable public fields in these areas. The plan also recommends wayfinding improvements throughout the Village.

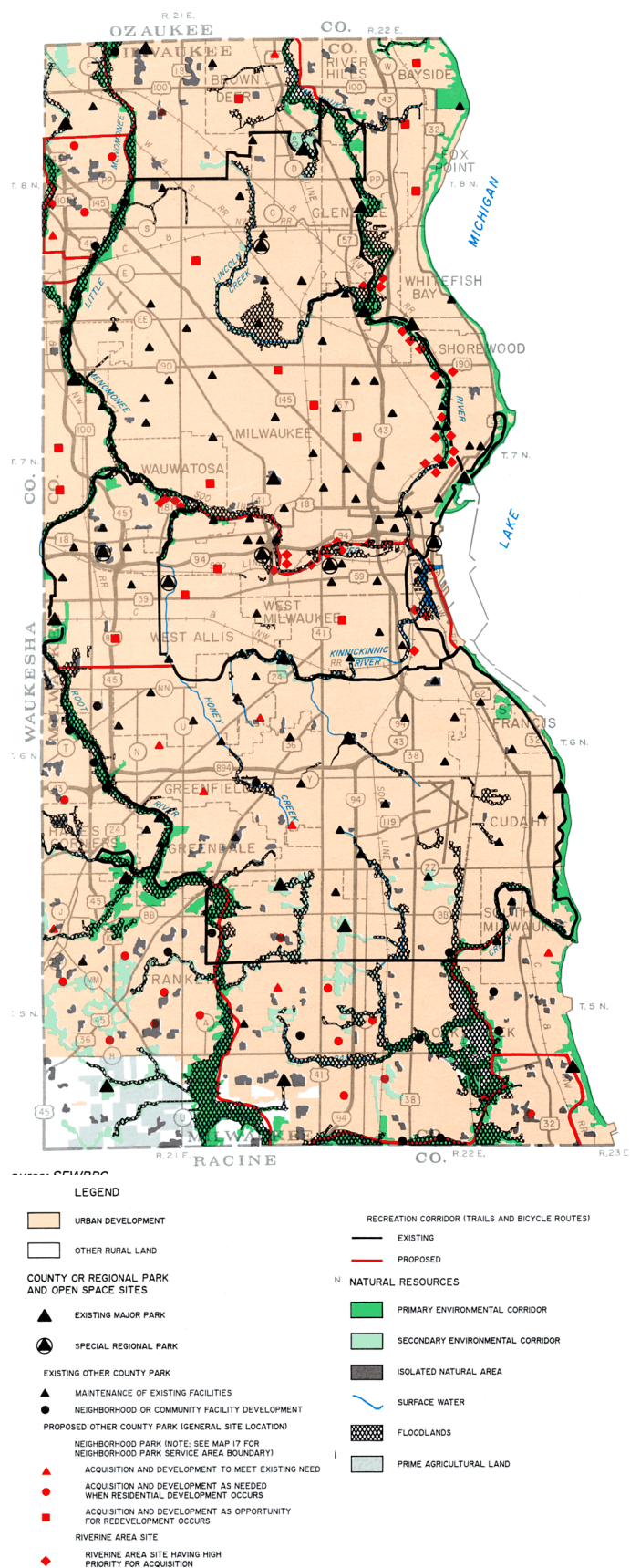
The recommendations regarding Hart Park connectivity are currently being addressed as part of the 2016 Village streetscape improvements.

A Park and Open Space Plan for the City of Wauwatosa (1998)

Prepared by Southeastern Wisconsin Regional Planning Commission (SEWRPC), the goal of this document was to “guide the preservation, acquisition, and development of land for park, outdoor recreation, and related open space purposes as needed to satisfy the recreational needs of City residents and to protect and enhance the important natural resources within the City.”

The plan provides information on the City’s demographics, history, and recreation and environmental features. The plan identifies a need for additional park acres, under-served locations within the City, and needed recreation facilities.

Recommendations include the creation of five new park sites and expansions of Webster and Hart Parks. Of these recommendations, only the expansion of Hart Park was implemented. The City controls the land for the park site identified at N. 116th Street and Gilbert Lane so this project is still a possibility.



Community Context

Regional Context

Regionally, Wauwatosa is unique. Its neighboring communities all have significantly different characters and demographics:

- The City of Milwaukee occupies the north, east, and most of the south borders of Wauwatosa. The demographics are significantly different from Wauwatosa in both race/ethnicity and income. While the Wauwatosa population is less racially-diverse, the west central portions of Milwaukee's population is predominantly African American. Milwaukee's median household income is \$34,000 less than in Wauwatosa's.
- The City of West Allis shares the southern border of Wauwatosa. The racial diversity of West Allis and Wauwatosa are similar; however, the median household income is about \$25,000 less in West Allis.
- The Villages of Elm Grove and Butler, and the City of Brookfield occupy the west border of Wauwatosa. These communities are less racially diverse than Wauwatosa. Brookfield has a similar total population to Wauwatosa but has a median household income \$20,000 higher. Elm Grove's population is over 40,000 less than Wauwatosa, but the median household income is \$50,000 higher.
- Miller Park is located four miles southeast of Wauwatosa. The park is home to the Milwaukee Brewers and repeatedly attracts more than 2,000,000 visitors annually. Additionally, the park hosts numerous concerts and other events.
- Greenfield Park is located six miles southwest of Wauwatosa in West Allis. The nearly 300-acre park contains a large golf course and provides access to the Root River Parkway.

Located along the Menomonee River and its ecologically rich riparian forest and floodplains, Wauwatosa residents also have access to much of the river corridor and its major tributaries within Wauwatosa held in public trust as part of the Milwaukee County park system. These areas include the Menomonee River Parkway, Underwood Creek Parkway, and Honey Creek Parkway. These corridors offer residents of Wauwatosa opportunities to easily connect with the region's larger framework of open space by both foot and bike.

Some of the Milwaukee County-regions most popular open / recreational spaces are found outside the City's boundaries.

- The Milwaukee County Zoo is located immediately adjacent to the southern border of Wauwatosa, within the City of Milwaukee. The Zoo houses over 2,000 animals within a 200-acre complex.
- Washington Park is located three miles east of Wauwatosa. This nearly 130-acre park, designed by the nation's foremost landscape architect, Frederick Law Olmsted, was built in the late 1800s. Prior to 1958, the park was home to the Milwaukee City Zoo. The site is currently home to a branch of the Urban Ecology Center.



Local Context

Parks, schools, institutions, and cultural amenities are well-distributed throughout the community. While many are clustered within the City's historic core and along Wauwatosa Avenue north of the Menomonee River, there is a relatively balanced distribution of these features throughout the community.

This distribution provides easy, walkable access for most residents to an open space or civic amenity. A testament to this, Wauwatosa boasts one of the last school districts in the State of Wisconsin to operate without a bus service. Additionally, the City's historic core and rich housing stock, which largely developed before World War II, have largely been preserved. Wauwatosa has a higher rate of home ownership, and higher median housing values than Milwaukee County. The City was also one of the first in Wisconsin to adopt a local zoning code. Its gridded street patterns, high density and compact development patterns are entrenched in its appeal as an economically-strong City of neighborhoods.

Wauwatosa is home to numerous regional retail and institutional anchors such as the Mayfair Mall, the Milwaukee Regional Medical Center, and University of Wisconsin Milwaukee Research Park.

Demographic Summary

The total population of the City has recently experienced a minimal increase, and its current population of 46,396 is projected to continue its marginal growth, increasing to 47,071 individuals in 2020, and 47,689 by 2030. The estimated 2015 population of the service area is predominantly White Alone (88%), with the Black Alone (5%) population representing the largest minority. Future projections show that by 2030 the overall composition of the population will become slightly more diverse.

The City's per capita income (\$36,766), median household income (\$63,421), and median disposable income (\$50,504) are all above the state and national averages. Projections show that the City will undergo an aging trend throughout 2030, as the 55+ age group grows to represent over 38% of the total population. This is consistent with the trends seen at both the state and national levels.



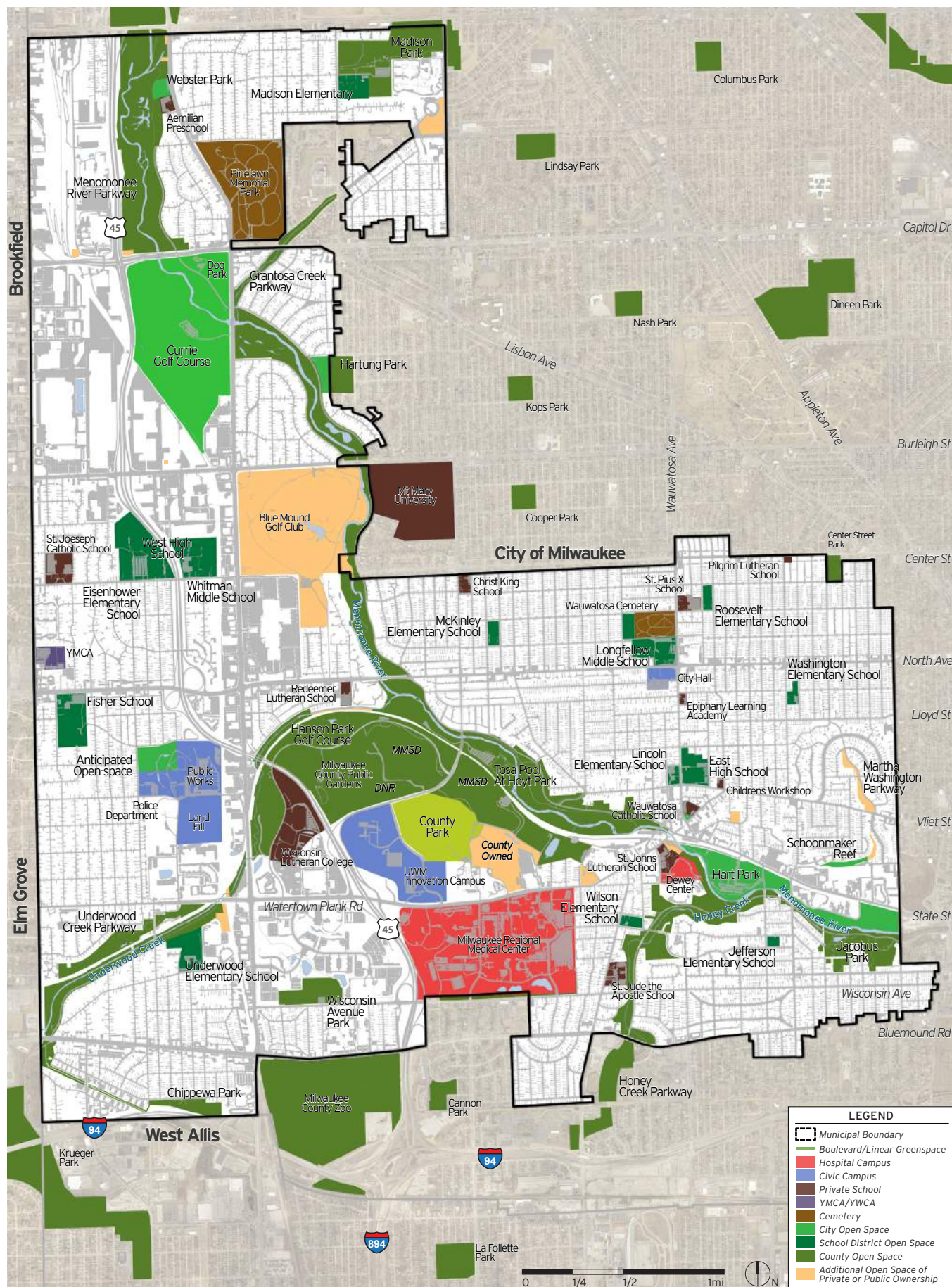


Figure 3.2 - Context Map

City Land Use

The City of Wauwatosa is roughly 13.2 square miles. The majority of the City consists of residential neighborhoods at varying densities.

- Pre-war neighborhoods are located in the northeast and southeast portions of the City and represented the most dense areas of the City. These neighborhoods also have a higher concentration of wealth than the post-war neighborhoods predominantly located on the west side of the City.
- Multi-family housing exists along major corridors such as North Avenue, State Street, and in the Village.
- All parks and schools within the City fall within or are immediately adjacent to residential neighborhoods.
- Commercial uses are generally located along major roadways in the City and within the Village including, North Avenue, Mayfair Road, Burleigh Street, and Bluemound Road.
- Manufacturing uses are primarily located on the north side of the City, adjacent to Highway 45. Some manufacturing exists along State Street near the Village.
- Institutional land uses are distributed throughout the City; however, large contingents of institutional land are found in the Milwaukee County Grounds 1,000-acre property which hosts the Milwaukee Regional Medical Center and the University of Wisconsin Milwaukee Innovation Campus.

Although the City has very little vacant land, several existing underused properties present opportunities for future development and open space preservation.





Green Map

In addition to the School District, City, and Milwaukee County parks and open spaces, residents of Wauwatosa benefit from, and recreate in, additional open spaces owned and maintained by other private and public agencies throughout the City. Although these are not included in the level of service analysis, their existence is important to note.

- Boulevards exist throughout parts of Wauwatosa including north of Burleigh Street in north Tosa as well as in the east-central, and southeast portions of the City. These provide linear recreation space for passive and active recreation. The largest of these boulevards is located between Lloyd and Milwaukee Avenue in the Washington Highlands Neighborhood, one of the City's first Garden City-inspired subdivisions.

The Tosa Heights Neighborhood in Northeast Wauwatosa contains a large triangle of green space located on N.97th Street, Palmetto Avenue, and W. Hope. If developed, this piece could provide recreation amenities to a segment of the population that suffers from poor level of service both in Wauwatosa and adjacent Milwaukee.

- Open spaces of public or private ownership exist adjacent to the Menomonee River, Honey Creek, and Underwood Creek Parkways, as well as the area referred to as the Milwaukee County Grounds north of Watertown Plank Road. Many of these areas are frequented by local residents and, although informal, help supplement the City's network of parks and open spaces. As demand for additional open space continues to increase, these locations could become valuable resources for future acquisition and dedicated park space.



Open spaces of public or private ownership exist adjacent to the Menomonee River, Honey Creek, and Underwood Creek Parkways, as well as the area referred to as the Milwaukee County Grounds north of Watertown Plank Road. Many of these areas are frequented by local residents and, although informal, help supplement the City's network of parks and open spaces.

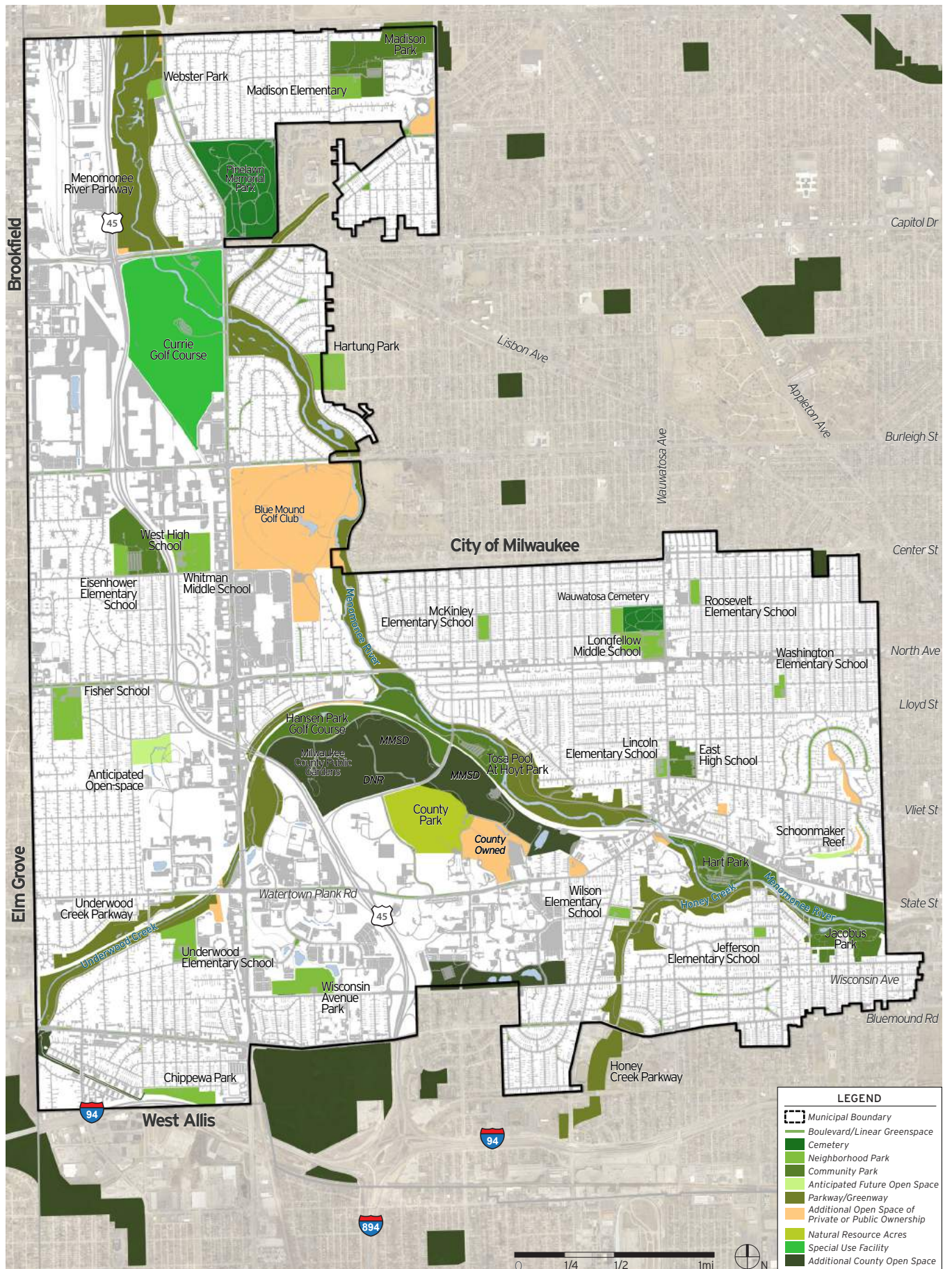


Figure 3.3 - Green Map

Existing Bicycle Network

The City's Comprehensive Plan indicates a commitment to alternative forms of transportation, and addresses walkability, and bike-ability as, "standing out as being one of the most universally-agreed upon themes of the comprehensive planning process." As a result of this initiative, the City recently adopted the City of Wauwatosa Bicycle & Pedestrian Facilities Plan. Two forms of existing facilities were identified in the plan: bike lanes and shared-use paths.

- Existing bike lanes account for 11 miles, or 44% of current infrastructure. Several streets in the City have existing bike lanes — Wauwatosa Avenue north of West North Avenue, along West Center Street from the Menomonee River east toward the Milwaukee City limits, and in East Tosa between 60th and Wauwatosa Avenue. Two additional sections have recently been completed. The first, on West Watertown Plank Road from North Mayfair Road to Harwood Avenue, and the second on North Glenview Avenue from West Bluemound Road to Harwood Avenue.
- Existing shared-use paths account for 14 miles, or 66% of current infrastructure and are predominantly located along Milwaukee County parkways. Along the Menomonee River, shared use paths exist north of West Congress, east of North 66th Street, and from Swan Avenue to Burleigh Street. This segment is part of the larger Oak Leaf Trail Network but lacks continuity due to two gaps totaling four miles. Shared-use paths exist along the Underwood Creek Parkway from North 115th Street east and are also part of the Oak Leaf Trail Network. A small spur of the Oak Leaf Trail Network exists from North 124th Street and Bluemound and connects Wauwatosa to Milwaukee. Wauwatosa is also the western terminus of the Hank Aaron State Trail which travels east and ends at Lakeshore State Park in Milwaukee.

- Several unpaved and informal trails exist within the County Grounds Park and plans exist to formalize and improve these amenities.

Existing connectivity throughout the City is primarily interrupted by Highway 45, railroads, and the Menomonee River. These barriers create several points where automobile, pedestrian, and bicycle traffic is funneled through major crossing points. Many of these crossings can be uncomfortable and dangerous for cyclists and pedestrians. This issue is exacerbated by high traffic volumes, especially on North Avenue, Wisconsin Avenue, Wauwatosa Avenue, Bluemound Road, and Mayfair Road.



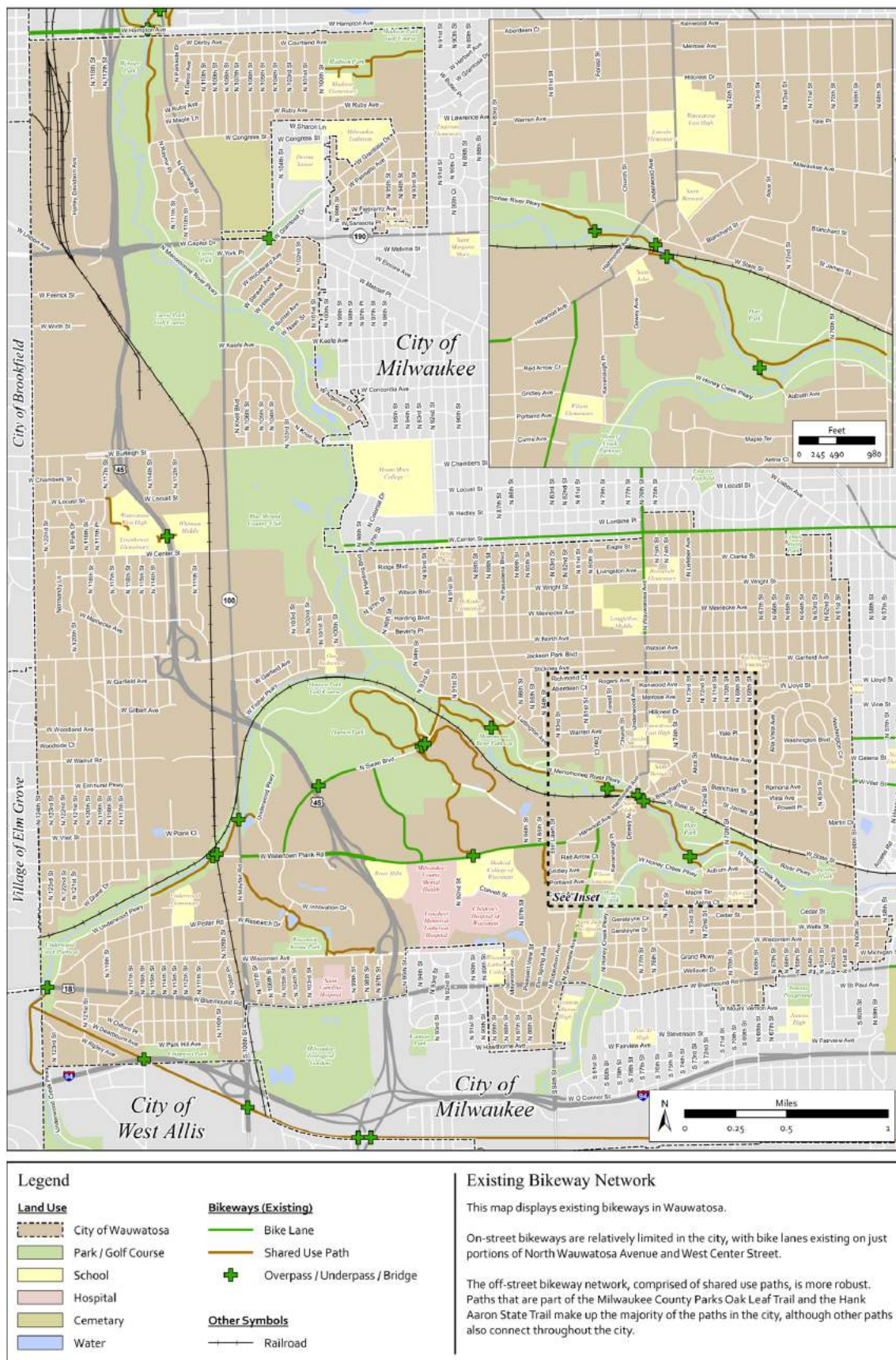


Figure 3.4 -Existing Bicycle Network (Source Wauwatosa Bicycle and Pedestrian Plan)

Proposed Bicycle Network

Currently the bikeway network has 25 miles of facilities. This is deficient for a City the size of Wauwatosa. Accordingly, the City of Wauwatosa Bicycle & Pedestrian Facilities Plan recommends adding nearly 100 miles of facilities to make up for current deficiencies.

- Proposed on-street bike lane improvements include over 43 miles of new segments, primarily on or along arterial streets. Major recommended bike lanes include a five-mile section on North Mayfair Road from West Hampton Avenue to I-94, and a four-mile segment along North Avenue from 124th Street to 60th Street. A five-mile segment along North Menomonee River Parkway from Harwood to Congress has been partially completed
- Shared-use path improvements include nearly 24 miles of new segments. These recommendations include closing existing gaps in the Oak Leaf Trail along the Menomonee River Parkway and providing highly-visible, grade-separated crossings at areas of conflict such as the Mayfair Road and West Center Street. High priority shared-use pathways include a 3.5-mile segment along the Menomonee River Parkway from Congress Street to North 91st Street, and a 2.7-mile segment on The South Honey Creek Path from O'Conner Street to Hawley Road.
- A new Neighborhood Greenway Network would span nearly 21 miles. This new facility type would provide distinct bicycle connections through much of the city's quiet, compact neighborhood streets, and has a low implementation cost. The network would help connect neighborhoods to nearby parks and schools.

- Supplemental infrastructure such as wayfinding signs, adequate bicycle parking, and an expanded bike share program is recommended to make it easy for people to bike within Wauwatosa and neighboring communities.

If established, this network could further encourage residents to access the parks and open spaces by foot and bike. Many parks, especially the school-parks, do not have dedicated automobile parking, so the ability to access them through other modes of transit is important. Additionally, the City and School District should work closely with Milwaukee County on future multi-modal improvements within the community to ensure they connect to the area's parks and facilities and connect Wauwatosa to the larger region.



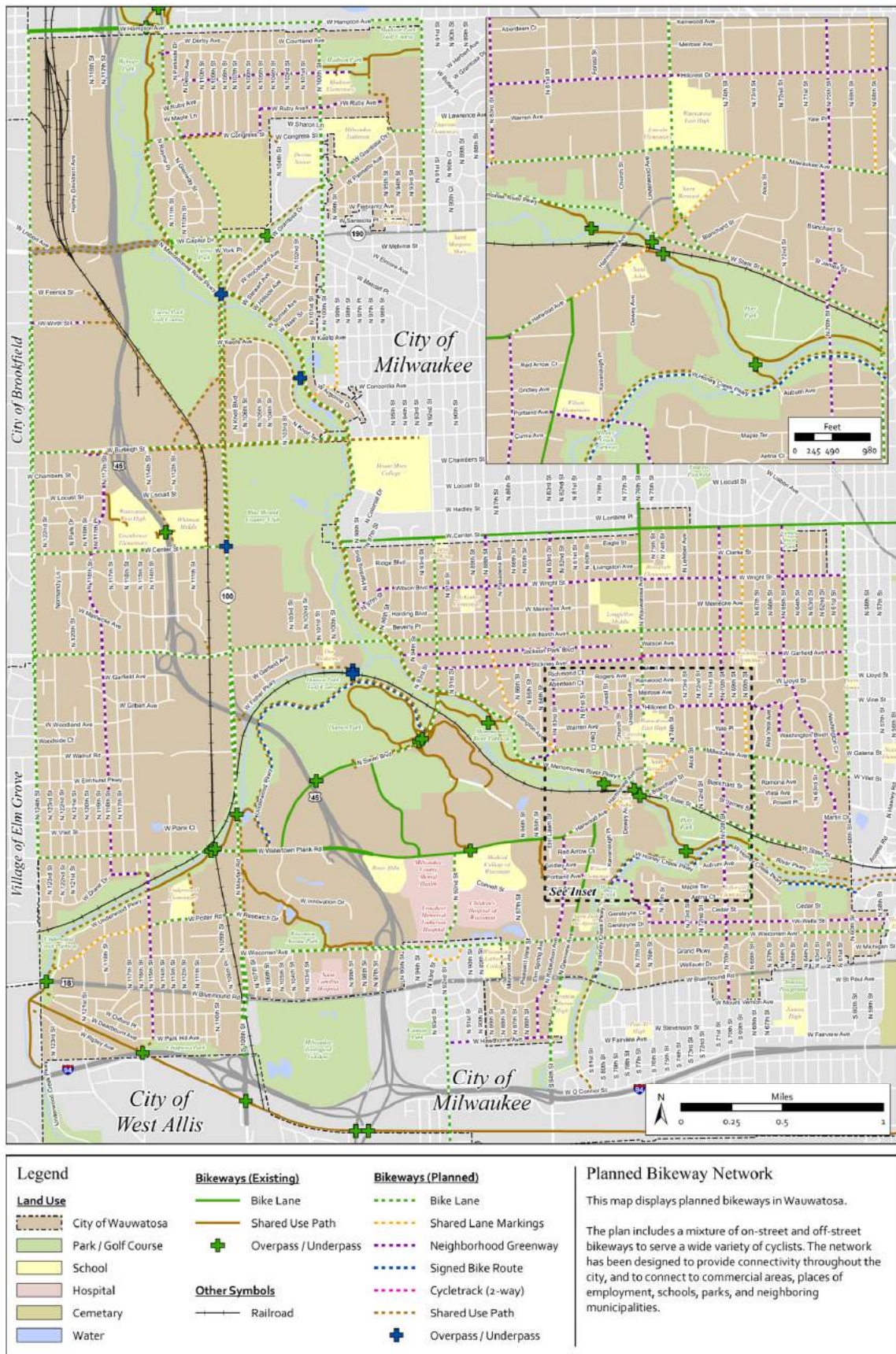


Figure 3.5 -Proposed Bicycle Network (Source Wauwatosa Bicycle and Pedestrian Plan)

Park Access & Equity

Critical to any park and recreation comprehensive plan is understanding how well the community is served by existing parks, open spaces and recreational facilities.

This is especially critical in a diverse community such as Wauwatosa, where unintentional barriers may prevent some segments of the community from enjoying the same opportunities as others.

The following analysis evaluates the existing park and open space network throughout the community to better understand and evaluate geographically if the community is appropriately served.

Due to the compact character of Wauwatosa, many of the community's parks are relatively small to National Park and Recreation Association (NRPA) standards. Additionally, many parks function as neighborhood parks regardless of their actual size, and many school-parks serve as de facto neighborhood parks. Therefore, for the purposes of this evaluation, a half-mile service area was utilized for all parks and open spaces, which approximates to a ten-minute or less walk. This provides a more representative view of level of service rather than subjectively parsing out park classifications and service area.

The following analysis evaluates the existing park and open space network throughout the community to better understand and evaluate if the community is appropriately served geographically.



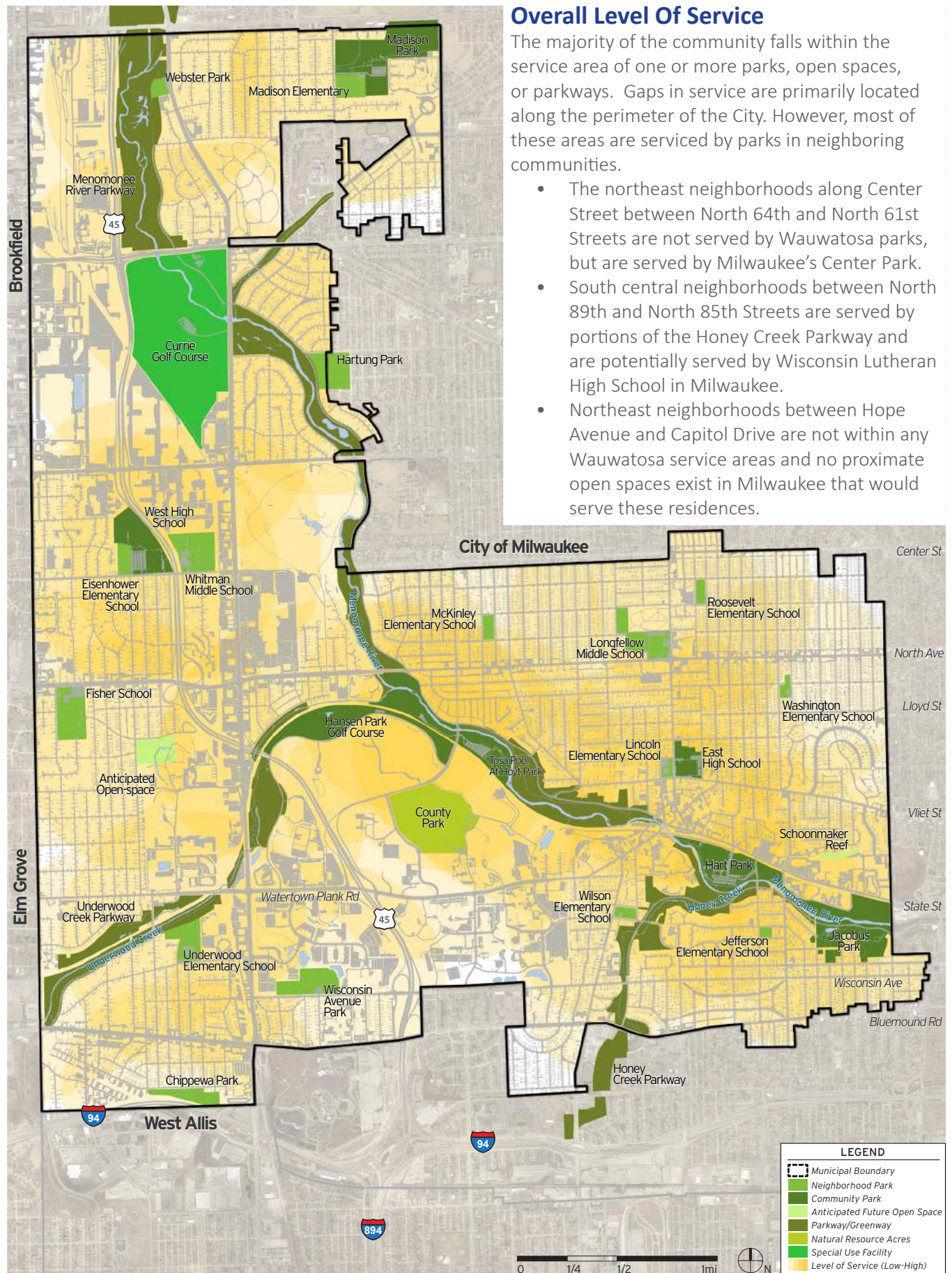


Figure 3.6 - Full Inventory Level of Service

Neighborhood Park Level Of Service

Parks included in the neighborhood park classification support neighborhood-driven uses and recreational opportunities. Based on Figure 3.7, the majority of the high- and medium-density residential neighborhoods fall within the service area of one or more neighborhood parks.

- The areas with the highest level of service exist in the compact, pre-war neighborhoods north of the Village. Additional areas of high service exist in the dense southwest neighborhoods between Bluemound Road and Underwood Creek and in the neighborhoods west of Highway 45 between Center Street and North Avenue.
- Areas that do not fall within a service area are primarily located along the perimeter of the City. Most of these areas, however, are served by a community park which can provide for these resident's neighborhood park needs.

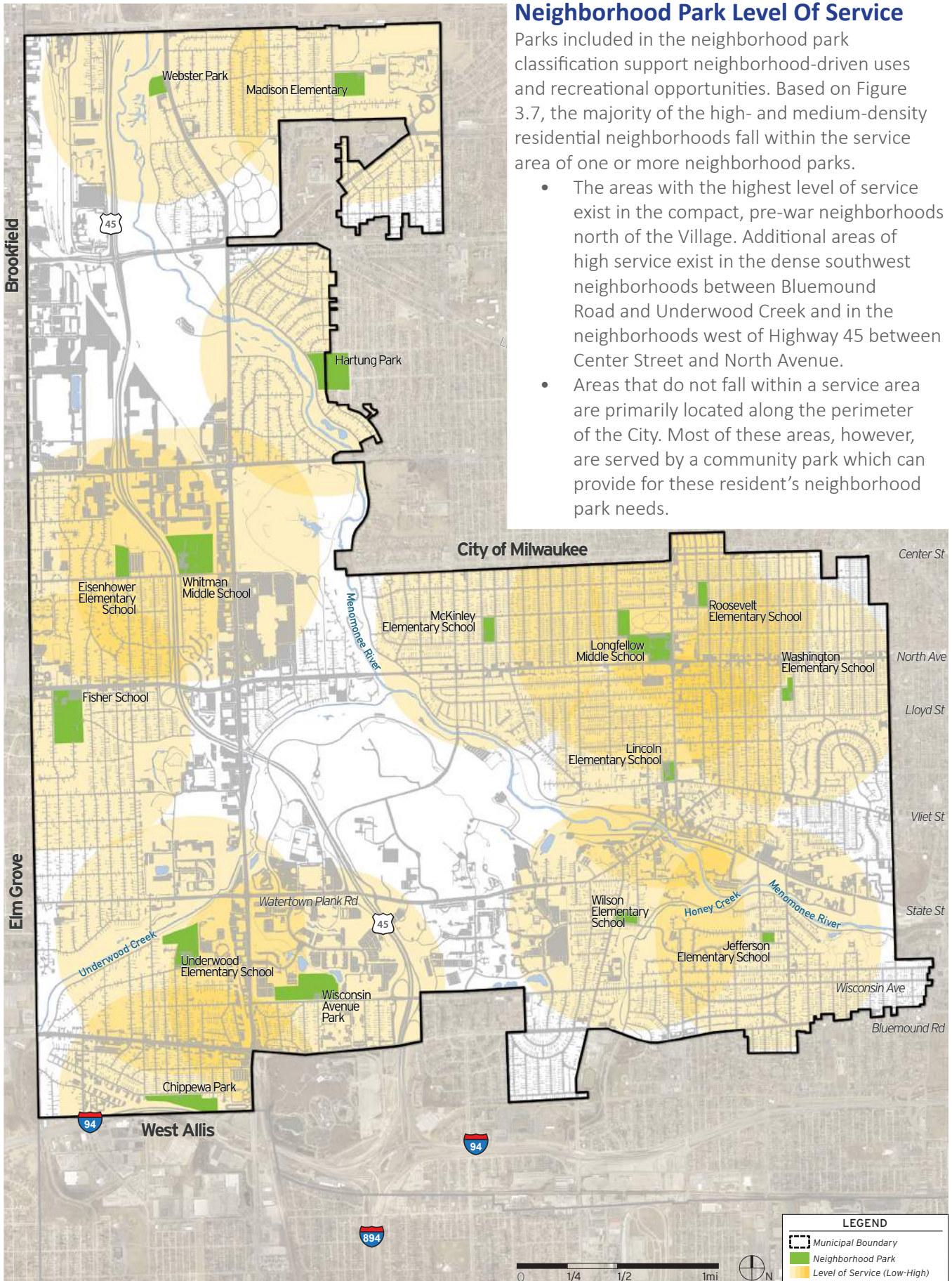


Figure 3.7 - Neighborhood Parks Level of Service

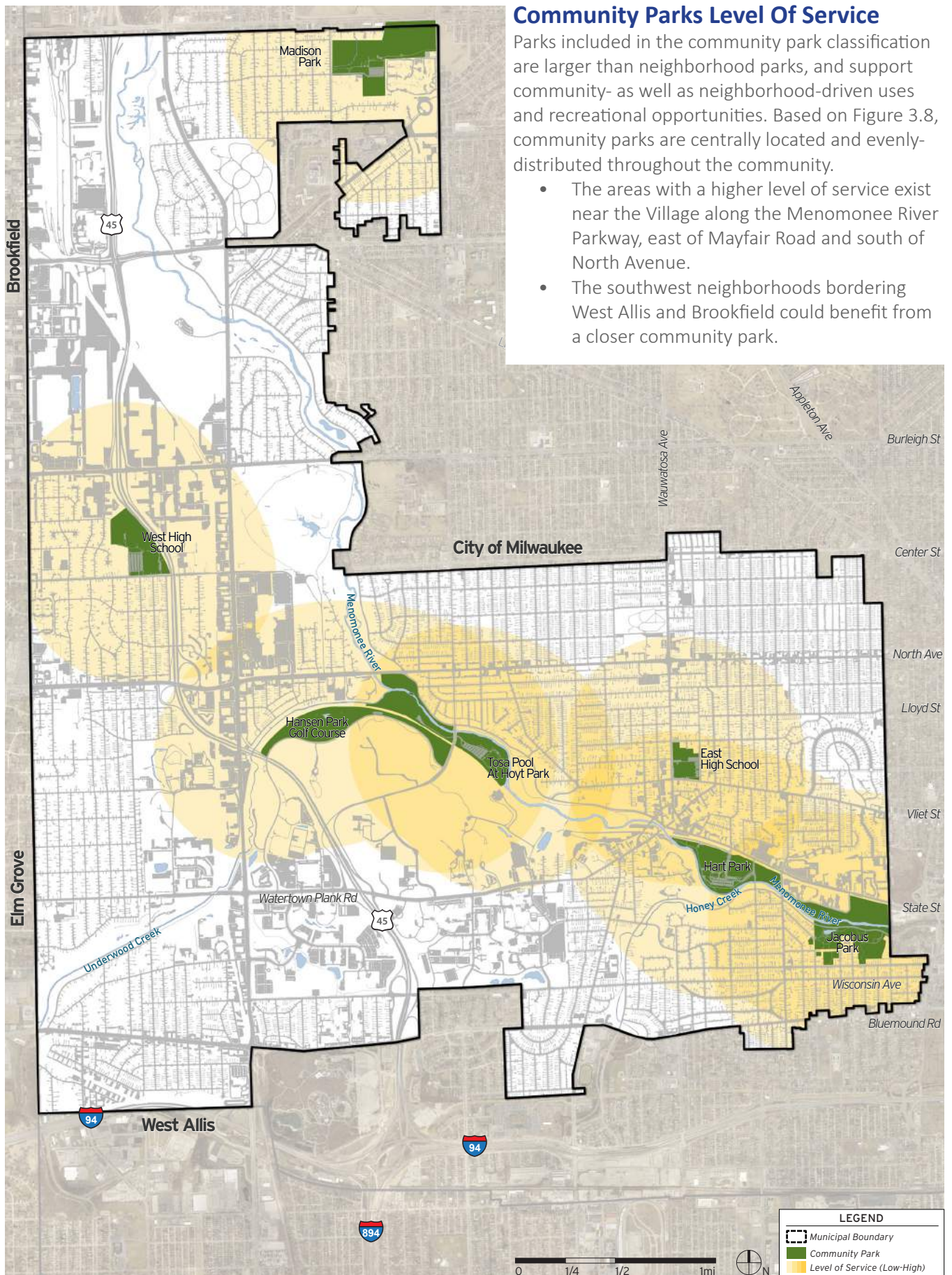


Figure 3.8 - Community Parks Level of Service

Level of Service Analysis & Priorities

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities.

LOS standards can and will change over time as the program life cycles change and demographics of a community change. The analysis depicts service levels as of 2015 (i.e., the latest population data available) and using a five-year projection to account

for population growth and confirmed additions to the park and facility inventory.

The planning team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA PRORAGIS data, the statistically valid community survey, and general observations. This information allowed standards to be customized to Wauwatosa.

These LOS standards should be viewed as a guide. The standards are to be coupled with conventional

2015 Inventory - Developed Facilities										
Type	City of Wauwatosa	Wauwatosa School District*	Milwaukee Co Parks in Wauwatosa	Total Inventory	Current Service Level based upon population			Recommended Service Levels		
PARK ACREAGE										
Mini Parks	0.50	-	-	0.50	0.01	acres per	1,000	0.00	acres per	1,000
Neighborhood Parks	3.30	92.55	34.40	130.25	2.80	acres per	1,000	2.00	acres per	1,000
Community Parks	32.50	26.80	156.40	215.70	4.63	acres per	1,000	4.00	acres per	1,000
Regional Parks	-	-	-	-	-	acres per	1,000	0.00	acres per	1,000
Special Use Facility/Sports Complex/Historic	-	-	195.70	195.70	4.20	acres per	1,000	3.00	acres per	1,000
Parkways/Greenways	-	-	502.00	502.00	10.78	acres per	1,000	10.00	acres per	1,000
Natural Resource Acres	-	-	55.50	55.50	1.19	acres per	1,000	1.00	acres per	1,000
Total Park Acres	36.30	119.35	944.00	1,099.65	23.62	acres per	1,000	20.00	acres per	1,000
TRAIL MILEAGE										
Trails				27.00	0.58	miles per	1,000	0.75	miles per	1,000
OUTDOOR AMENITIES										
Reservable Shelters/Picnic Areas	3	-	6	9	1	site per	5,174	1	site per	3,500
Athletic Fields (Practice and Competition)	2	8	7	17	1	site per	2,739	1	site per	2,500
Ball Diamonds (Practice and Competition)	2	10	9	21	1	site per	2,217	1	site per	2,500
Outdoor Basketball Courts	-	9.0	2.5	11.5	1	site per	4,049	1	site per	5,000
Tennis Courts	12	8	4	24	1	site per	1,940	1	site per	2,500
Playgrounds	2	10	6	18	1	site per	2,587	1	site per	3,000
Dog Parks	-	-	1	1	1	site per	46,562	1	site per	35,000
Skate Parks	1	-	-	1	1	site per	46,562	1	site per	35,000
Sand Volleyball Courts	2	-	2	4	1	site per	11,641	1	site per	20,000
Outdoor Pools	-	-	1	1	1	site per	46,562	1	site per	35,000
INDOOR RECREATION SPACE										
Recreation/Aquatic Centers (Sq. Ft.)	22,200	64,474	-	86,674	1.86	SF per	person	2.00	SF per	person
2015 Estimated Population	46,562									
2020 Estimated Population	47,071									

Notes:

Figure 3.9- Level of Service

wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Wauwatosa, gaps or surpluses in park and facility types are revealed.

Analysis

The park and recreation facility inventories of multiple providers were taken into consideration:

- City of Wauwatosa
- Milwaukee County Parks (limited to those facilities in Wauwatosa)
- Wauwatosa School District

While both the facilities of the City and the County are available to the general public at virtually all times, WSD facilities receive first priority use for school operations and events, with the general public receiving secondary priority. As such, the inventories of WSD facilities were adjusted in this analysis to represent a reduction in level of service available to the community. The adjustments were discussed and approved by WSD staff and considered each type of facility. Reductions reflect an estimate of the percentage of time facilities are unavailable due to normal school operating hours, extracurricular programs, and holidays.

2015 Facility Standards			Anticipated Development 2015 - 2020		2020 Facility Standards		
Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Inventory	Total 2015-2020	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)	Future Open Space/Landfill	40.00	Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)	Schoonmaker Reef	9.41	Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Need Exists	7.92	Mile(s)	Menomonee River Parkway	1.50	Need Exists	6.80	Mile(s)
Need Exists	4	Site(s)			Need Exists	4	Site(s)
Need Exists	2	Site(s)			Need Exists	2	Site(s)
Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Meets Standard	0	Site(s)			Meets Standard	0	Site(s)
Meets Standard	0	Site(s)			Meets Standard	0	Site(s)
Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Meets Standard	0	Site(s)			Meets Standard	0	Site(s)
Need Exists	6,450	SqFt			Need Exists	7,468	SqFt

Continued from previous page

Specifically, the following adjustments were applied:

- Outdoor facilities are available to the general public approximately 67% of the time.
- Pools and large gyms are available approximately 50% of the time.
- Small gyms are available approximately 25% of the time.
- Cafeterias and multi-purpose rooms are available approximately 10% of the time.

Findings

Taking the inventories of the City, County, and WSD into consideration, the existing level of service is generally satisfactory; however, there are several needs to be met in Wauwatosa to properly serve the community today and in the future.

Combined, the three agencies currently provide a total LOS of 23.62 acres of parkland per 1,000 residents. This exceeds the recommended service level for a community such as Wauwatosa based upon best practices is 20 acres/1,000. Therefore, this Master Plan does not include a recommendation for additional parkland acquisition in the next five years. However, as will be discussed below, some changes to the facilities and amenities within parkland are recommended.

The county provides 86% of parkland, the WSD provides 11%, and the City provides 3%. Because the County plays such a significant role in parkland provision, it is critical for the City and WSD to maintain a productive working relationship with

Combined, the three agencies currently provide a total LOS of 23.62 acres of parkland per 1,000 residents.

the County to plan and coordinate planning and programming to meet the evolving needs of the Wauwatosa community.

A total of 27 miles of pedestrian or multi-use trail currently exist in Wauwatosa, or 0.58 miles per 1,000. The best practice LOS range is between 0.50-1.00 mi/1,000, and this Master Plan recommends an LOS of 0.75 mi/1,000. After accounting for the completed (2015) development of 1.50 miles of trail in the Menomonee River Parkway by the County, this represents a need of an additional 6.80 mi by 2020.

All outdoor park amenities meet the planning team's recommended LOS standards with the following two exceptions:

- Reservable shelters and picnic areas: an additional 4 sites are recommended by 2020.
- Rectangular athletic fields: an additional 2 sites are recommended by 2020.

While the inventory of indoor recreation and aquatic space shown in the analysis (1.86 sq. ft. per capita) appears to be close the recommended service level (2.00 sq. ft. per capita) showing a relatively modest deficiency of 7,468 sq. ft., the numerical LOS analysis itself does not fully reveal the unmet community need. A significant portion (74%) of indoor recreation space is provided by WSD; however, that space was not designed for – nor is it currently operated to serve as – recreation space to primarily serve the community at large. While the WSD has done an admirable job of providing these facilities for both school and public use through programming and maintenance, the inherent nature of these facilities does not adequately serve the general public because of their hours of availability, location, and physical configuration.



Program Assessment

The assessment offers an analysis of program and service offerings to help identify strengths, weaknesses, and opportunities regarding programming.

As part of the master planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Recreation Department of the Wauwatosa School District (WSD Recreation Department, or the Recreation Department). The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, and areas of improvement and in determining future programs and services for residents.

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

Framework

Within the community of Wauwatosa, City parks are maintained by the Department of Public Works, which is not uncommon in cases where no parks and recreation department exists. **It is noteworthy, however, that the Wauwatosa School District serves as the primary community provider of recreation services to the City.** This structure provides a unique advantage to recreation programming: the ability to leverage resources and facilities for programming beyond City parks and facilities.

The mission of the WSD Recreation Department is to enhance the quality of life for Wauwatosa citizens of all ages by providing a variety of recreational activities, special events, and services which encourage lifelong learning, fitness and fun. This is accomplished through over 300 individual program offerings as well as partnering with other organizations on events and special promotions, such as the Wauwatosa Independence Day Celebration in partnership with the City, amusement park discounts in partnership with Wisconsin Park and Recreation Association, and the Education Foundation of Wauwatosa Walk/Run.

The mission of the WSD Recreation Department is to enhance the quality of life for Wauwatosa citizens of all ages by providing a variety of recreational activities, special events, and services which encourage lifelong learning, fitness and fun.

The WSD Recreation Department consists of a full-time Director in addition to an administrative professional and four program coordinator full-time staff. In addition, there is a full-time staff member leading summer school courses and part-time or contract staff who lead the individual programs. Staff communicate with the community through the WSD website and a dedicated and active Recreation Facebook page and Twitter account. A long-form program guide is published on-line and in hard copy each season, and includes a comprehensive list of programs and events.

Existing Core Program Areas

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Wauwatosa. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

In consultation with Department staff, the planning team identified the following Core Program Areas currently being offered by the WSD Recreation Department:

Aquatics

This core program area includes youth and adult lessons and teams for swimming, fitness, and water sports to promote water safety and swimming as a lifelong recreational pursuit. The goal of this program area is to promote developmentally appropriate learning of fundamental water safety and aquatic skills for participants of all ages. Examples of programs in Aquatics include:

- Aqua Baby
- Children's Swim Instruction (various levels)
- Aqua Zumba
- Lap Swim for Adults
- Diving Instruction
- Tosa Aquatic Club (various levels)

Programs in this area apply to all ages and most provide a needed public service.

Adult Enrichment

This core program area includes programs designed for adults to offer opportunities to try, experience, and develop skill in different educational or leisure interests. The goal is to provide access for adults to seek, discover, and explore various programs interests and ideas that are designed to enhance participant's leisure time and enjoyment. Examples of programs in Adult Enrichment include:

- Guitar Lessons
- Intro to Oil Painting
- Learning Never Ends
- Clutter Free Living
- Intro to Indian Spices
- Citizen's Academy: Get to Know Wauwatosa

Programs in this area apply primarily to adults over the age of 35 and provide an enhanced community offering.

Adult & Teen Fitness

This core program area includes group exercise, wellness, and physical activity classes to help achieve fitness and lifestyle goals. The goal of this area is to provide access to quality programs and facilities that are designed to educate and assist citizens to obtain optimal physical, mental, and emotional wellness that contributes to their overall quality of life. Examples of programs in Adult and Teen Fitness include:

- You Can Really Run 5k
- Hatha Yoga
- Muscle Conditioning
- Zumba Kids
- Ultimate Fitness Sampler
- H.I.I.T

Programs in this area apply primarily to adults over the age of 18 and provide an enhanced community offering that may increase in importance to the community as the health and wellness trend and awareness grows.

Driver's Education & Safety

This core program area includes instructional programs for youth, teens, and adults that teach safety for driving, hunting, boating, lifeguarding, and babysitting. The goal is to promote and foster appreciation of individual and public safety for life skills and recreational pursuits. Examples of programs in Driver's Education and Safety include:

- Driver's Education
- Hunter Education
- Boating Safety
- Babysitting Instruction
- Lifeguarding

Programs in this area apply primarily to tweens and teens, and secondarily to adults under the age of 35. These programs are important to the community and some provide an essential public good.

Gymnastics & Tumbling

This core program area includes instructional gymnastics and tumbling programming for youth of all ages and across all skill levels. The goal is to provide quality gymnastics and tumbling instruction to youth

and to support the building of strength, coordination, flexibility, and self-confidence as a foundation for all other sports and for life.

Examples of program offerings in Gymnastics and Tumbling include:

- Parent/Tot Movement
- Advances Kidnastics
- Intermediate Gymnastics
- Balance and Bounce
- Power Tumbling
- Jr. Prep Gymnastics

Programs in this area are geared primarily toward youth under the age of 13 and provide an enhanced community offering.

Preschool Enrichment

This core program area includes programs designed for young children and their parents/guardians that provide fun family experiences while incorporating early educational goals. The goal of this program area is for the children to develop social skills, achieve early educational goals, and create positive childhood experiences. Examples of programs in this area include:

- Wauwatosa Safety Town
- Wee Chefs
- Paint and Play Club
- Tosa Tots Academy
- Creepers & Crawlers
- Monkey Business Saturday Art & Play

Programs in this area apply to children under the age of five. Many programs are important to the community, while others provide an enhanced community offering.

Tosa Senior Club

This core program area includes social gatherings designed for people ages 55+ to provide daily activities and programs to promote socialization and active lifestyles. The goal is to provide learning and socialization to promote personal growth and well-being by serving an aging population with social, recreational, active and healthy opportunities.

Examples of program offerings in this area include:

- Book Discussion Group
- Bingo
- Aerobic Exercise for Active Older Adults
- Senior Club Trips
- Friday Afternoon @ the Movies
- Speakers and Events

Programs in this area apply primarily to adults over the age of 55 and provide an enhanced community offering. These programs may increase in importance to the community as the population continues to age.

Youth Enrichment

This core program area provides programs designed for youth to offer opportunities to try, experience, and develop skill in different educational or leisure interests. The goal is to provide access for youth to seek, discover, and explore various programs interests and ideas that are designed to enhance participant's leisure time and enjoyment. Examples of programs in this area include:

- Summer Adventure Club
- Sewing Camp for Kids
- Beginning Actor's Workshop
- Senior Esprit Dance Team
- Young Rembrandts Drawing Camps
- How to Eat a Brownie- Children's Etiquette Class

Programs in this area apply primarily to children between the ages of six and thirteen, with some programs for children five and under and others for teenagers up to the age of seventeen. Many of these programs provide an essential public good or one that is important to the community, while others represent an enhanced community offering.

Youth & Adult Sports

This core program area provides youth and adult sport camps, lessons, teams, and leagues including competition levels from beginner to competitive. The goal is to teach and encourage good sportsmanship and fair play through noncompetitive athletic opportunities and assist in the development of character and sportsmanship by teaching participants

elements of fairness, teamwork, self-control, courtesy, and respect for the rules of the game as well as the other participants and officials in the sport. Examples of programs offered in this area include:

- Basketball, Baseball, Softball, Volleyball, and Soccer Camps (various grade levels)
- Junior League Tennis Team
- Wauwatosa Track Club
- Adult Volleyball League
- Wisconsin Senior Olympics
- Curling

Programs in this area apply to various ages, from five to 55 and beyond. Many programs in this area fill a need that is important to the community, while most provide an enhanced community offering.

The core program areas listed above are well-suited to address the programmatic needs of the current population demographic. Additionally, the

inclusion of the Tosa Senior Club indicates that the WSD Recreation Department is primed and ready to address changing program needs as the population ages. As these demographics change, the relative importance of each program area may evolve as well.



RECREATION TRENDS

The Wauwatosa area represents a higher than average propensity toward sport and leisure activity.

Specifically, residents in the Wauwatosa area have a high potential to participate in the following sports and fitness activities:

- Golf
- Basketball
- Tennis
- Baseball
- Volleyball
- Softball
- Soccer
- Swimming
- Walking for Exercise
- Jogging/Running
- Weight Lifting
- Aerobics
- Yoga
- Pilates

Currently, the WSD Recreation Department has several program offerings that enable residents to participate in these sport and fitness activities. Additionally, of the outdoor and commercial recreation activities listed in the Demographics and Trends Analysis, the WSD Recreation Department does a good job of providing local programs or partnerships to address these needs.

As demographics and trends evolve, the Recreation Department staff should track changes and ensure that program offerings continue to meet the desires of local residents.

Recreation Program Strategy Analysis

Age Segment Analysis

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. For this report, an Age Segment Analysis was completed for every program offered by the Department, not just for each Core Program Area, and this is ideal. In order to compile the table, below, individual program data was aggregated and the

indicator (P, or S) that occurred most in that Core Program Area is reflected in the aggregate data below. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning. Detailed Age Segment Analysis by individual program can be found in the Excel spreadsheet accompanying this report.

Core Program Areas	Preschool (5 & under)	Elementary (6-9)	Tween (10-13)	Teens (14-17)	Active Adult (18-34)	Active Adult (35-50)	Active Adult (50+)	Less Active Senior (50+)
Aquatics	P	P	S	S		S		S
Adult Enrichment					S	P	S	P
Adult & Teen Fitness					S	P	S	
Driver's Education & Safety			P	P	S	S		
Gymnastics & Tumbling	P	P	S					
Preschool Enrichment	P							
Tosa Senior Club							S	P
Youth Enrichment	S	P	P	S				
Youth & Adult Sports	S	S	P	P	P	P	S	S

Figure 3.10 Core Program Areas Age Segment Analysis

Program Lifecycle

A Program Lifecycle Analysis involves reviewing every program identified by WSD Recreation Department staff members to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The table below shows the percentage distribution of the various life cycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

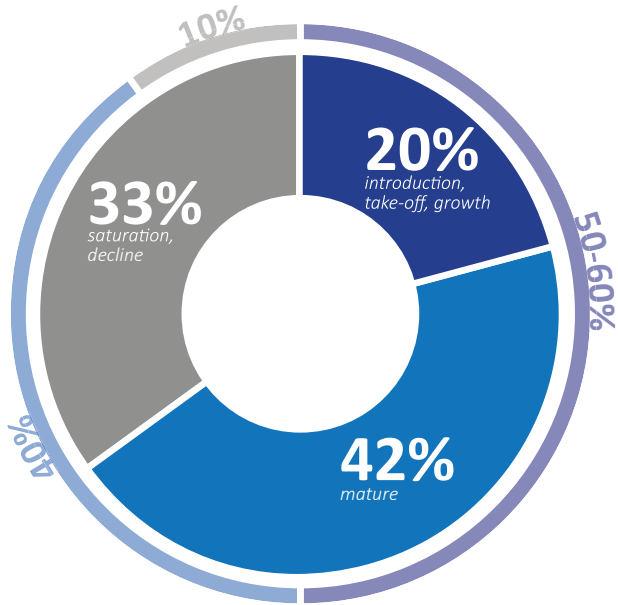
Lifecycle Descriptions:

- **Introduction:** New program; modest participation
- **Take-Off:** Rapid participation growth
- **Growth:** Moderate, but consistent population growth
- **Mature:** Slow participation growth
- **Saturation:** Minimal to no participation growth; extreme competition
- **Decline:** Declining participation

Lifecycle Stage	Actual Program Distribution		Recommended
Introduction	12%	20%	50-60% total
Take-Off	1%		
Growth	7%		
Mature	42%	42%	40%
Saturation	23%	33%	0-10% total
Decline	11%		

*3% of programs listed were discontinued

Figure 3.11 Lifecycle Analysis Chart



Lifecycle Stages Actuals v. Recommended

The Lifecycle analysis depicts a slight declining trend, with not enough programs in the Take-off and Growth stages, and too many programs resting in the Saturation and Decline stages.

Thirty-three percent of all programs are in the Decline and Saturation stage, which could suggest there are under-performing programs that are being sustained for too long and/or that some of the existing programs may not be aligned with community needs. *However, it is important to note that the Recreation Department is constrained by space, and as a result, participation levels may plateau despite growing popularity of the program.* Therefore, programs may be classified in Saturation or Decline in this analysis yet are still relevant to and valued by the community. To this point, if a program is in Saturation stage it may not need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community maybe looking for a different type of program.

The Introduction level is about right; it is useful to have a strong percentage in this stage to make sure there is innovation in programming. Eventually, these programs will begin to move into the Take-off, and Growth stages, so the pipeline for new program growth is beginning there. It is key to keep adding new programs in the Introduction stage as those programs progress along the lifecycle. There are a pretty good number of programs in the Mature stage – this is your stable foundation of programs and about 40% of programs should continue to fall into this category.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Recreation Department could include an annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs offered as an incentive for additional innovation and alignment with community trends.

Program Classification

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges.

How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

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

The three classifications used are COMMUNITY, COMMUNITY-INDIVIDUAL, and INDIVIDUAL. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The table below describes each of the three classifications in these terms.

With assistance from Department staff, a classification of programs and services (presented in Appendix) was conducted of all of the recreation programs offered by WSD Recreation Department.

	COMMUNITY	COMMUNITY-INDIVIDUAL	INDIVIDUAL
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs	Fees cover some direct costs Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users

Figure 3.12 Program Classification Chart

Cost Of Service & Cost Recovery

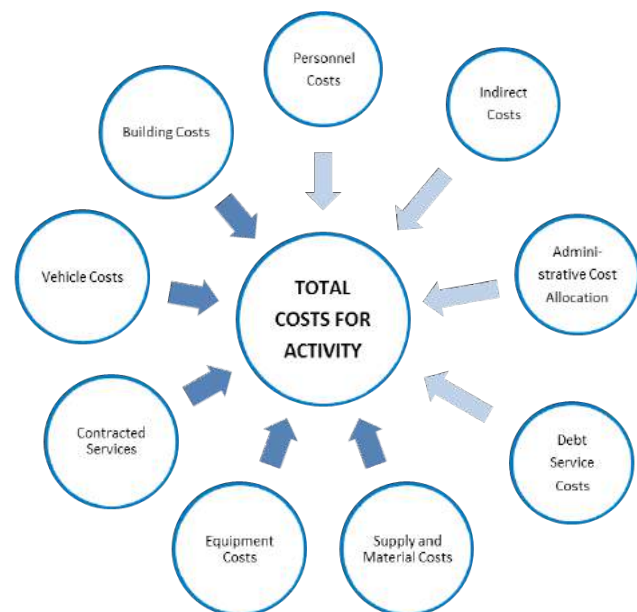
Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

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

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

Understanding The Full Cost Of Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Recreation Department program staff should be trained on this process. A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. The figure to the right illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

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

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

Current Cost Recovery

Program offerings are viewed as a service to the community, and participation rates have historically been the most valued measure of success. Current cost recovery metrics are fairly well in-line with traditional parks and recreation departments of a similar size. Similar to peer parks and recreation departments, there is also room for improvement in WSD Recreation Department cost recovery levels. Setting and reaching cost recovery goals will help the Recreation Department justify program expense and make a case for additional offerings in the future. It is recommended that the Recreation Director's Operating Guidelines reflect the cost recovery goals presented in the table below.

As shown in the table below, cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

Core Program Area	Cost Recovery 2015-16 FY (%)	Recommended Cost Recovery (%)
Aquatics	30%	25-50%
Adult Enrichment	28%	50-75%
Adult & Teen Fitness	41%	Teen: 25-50% Adult: 50-75%
Driver's Education & Safety	65%	Adult: 50-75%
Gymnastics & Tumbling	19%	25-50%
Preschool Enrichment	35%	25-50%
Tosa Senior Club	0%	0-25%
Youth Enrichment	17%	25-75%
Youth & Adult Sports	19%	Youth: 25-75% Adult: 50-75%

Figure 3.13 Cost Recovery by Core Program Area

Cost Recovery Best Practice

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. COMMUNITY programs) should be subsidized more by the Department; programs providing private benefits (i.e., INDIVIDUAL programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the definitions identified in the table on the following page to help classify specific programs within program areas.

Cost recovery targets should reflect the degree to which a program provides a public versus private good.

Programs in the COMMUNITY category are critical to achieving the departmental mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the COMMUNITY-INDIVIDUAL or INDIVIDUAL classifications generally represent programs that receive lower priority for subsidization. COMMUNITY-INDIVIDUAL programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). INDIVIDUAL programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

	COMMUNITY	COMMUNITY-INDIVIDUAL	INDIVIDUAL
Description	Part of the organizational mission Serves a majority of the community “We must offer this program”	Important to the community Serves large portions of the community “We should offer this program”	Enhanced community offerings Serves niche groups “It is nice to offer this program”
Cost Recovery	None to Moderate	Moderate	High to Complete
Subsidy	High to Complete	Moderate	Little to None

Figure 3.14 Cost Recovery Definitions

Pricing

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals.

Overall, the degree to which pricing strategies are used currently is fair, but could be stronger with the exploration of additional pricing strategies to help meet cost recovery goals. Group Discounts or Family/Household pricing may enable increased revenue and participation numbers while keeping programs affordable to more residents. Weekday/Weekend and Prime/Non-prime can help you to manage and stabilize usage patterns. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking. The table on the following page details pricing methods currently in place by core program area.



Core Program Area	Age	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition	By Cost Recovery Goals	By Customer Ability to Pay
	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for resident vs non-resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income
Aquatics			X				X		X	X
Adult Enrichment			X						X	X
Adult & Teen Fitness			X						X	X
Driver's Education & Safety			X						X	X
Gymnastics & Tumbling			X						X	X
Preschool Enrichment			X						X	X
Tosa Senior Club			X						X	X
Youth Enrichment			X						X	X
Youth & Adult Sports			X						X	X

Figure 3.15 Pricing

Marketing & Promotion Assessment

Current Marketing & Promotion

The WSD Recreation Department currently communicates with residents through the use of media such as seasonal program guides (print and online), the WSD website (with some limited mobile functionality), fliers and brochures, email lists, online newsletters, in-facility signage and verbal communication with staff, and through social media using Facebook and Twitter.

Marketing & Promotion Best Practices

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The Recreation Department has multiple areas of focus that need to be addressed in communications. There needs to be a reliance upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of the whole messaging process. It is recommended that the Recreation Department develop a strategic marketing plan.

A Department-wide strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the Recreation Department’s identity and brand needs to be consistently portrayed across the multiple methods and deliverables used for communication.



Volunteer & Partnership Management

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents.

These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are a key strategy areas for the Recreation Department to meet the needs of the community in the years to come.

Volunteer Management

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Recreation Department and its offerings. Currently, the Recreation Department does not formally track individual volunteers or volunteer hours, nor does the department have a formal volunteer policy. Tracking volunteer hours can be used in budget discussions showing how well the Recreation Department is able to leverage limited resources. In developing the policy, some best practices that the Recreation Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Recreation Department.
- Ensure a Volunteer Coordinator (a designated program staff with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services

program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:
 - Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
 - Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
 - Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.

- Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement
- Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

Recreation Program Partnerships

Wauwatosa School District Recreation Department currently works with several different types of partners throughout the community. A database should be developed to track these partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions how well the department is able to leverage resources.

Currently, there are no formal partnership agreements with the Recreation Department. Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. To mitigate this, it is recommended that the Recreation Department adopt a formal partnership policy, identifying a few major partnership types and ideal, measurable outcomes for each type of partnership.

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

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

Additional partnerships can be pursued and developed with other public entities such as neighboring city's, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations.

Additional partnerships can be pursued and developed with other public entities such as neighboring city's, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.



Program Standards & Performance Management

Program Standards

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within the Recreation Department. Based on the consulting team's observations, the WSD Recreation Department's program offerings are solid, but enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to provide resources and insight to move the Recreation Department to a higher level of sophistication in quality management.

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system.

Currently the Recreation department measures participation numbers and customer satisfaction, mainly through post-program surveys. Additional metrics to consider include tracking participant to staff ratios, program success rate or program cancellation rate, based on programs offered vs. canceled, and customer retention levels, which can be captured at registration or on the program survey. Surveys can be very useful indicators of success

if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. Additional ways to collect customer feedback include a pre-program survey (used with post-program survey to measure change), recurring user surveys, lost customer surveys, non-customer surveys, and on-site/in-park/in-facility surveys. While this information is useful in tracking satisfaction throughout the year, it is also a good idea to regularly conduct a statistically valid survey that will serve to substantiate the more informal surveys to use with leadership and key decision-makers.

Quality Management Methods

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings. This is particularly important when managing part-time, contractor, and seasonal staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff are. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, such as Lifeguards or vehicle drivers, training and quality checks should be extra rigorous.

Currently, the WSD Recreation Department has systems in place to:

- Regularly and consistently update policies and procedures
- Check on the quality of instructors
- Develop lesson plans
- Evaluate performance
- Train staff in customer service
- Train staff in basic life safety
- Provide continuing education opportunities
- Review full-time, part-time, and seasonal staff performance (need for greater consistency on the review process)

Additional performance or quality standards for the Recreation Department to consider implementing include:

- Enhanced life safety training (a few staff)
- Specialty skill training
- Marketing training
- Training on tracking/calculating cost of service and cost of facility operations
- Diversity training, with a focus on aging adults to meet demographic changes

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings.



Key Takeaways

The analysis phase represents the foundation of information that will be used to inform the strategic recommendations and action plan that will guide the City of Wauwatosa and Wauwatosa School District for the next ten years. It provides a significant body of background information and data pulled from numerous sources.

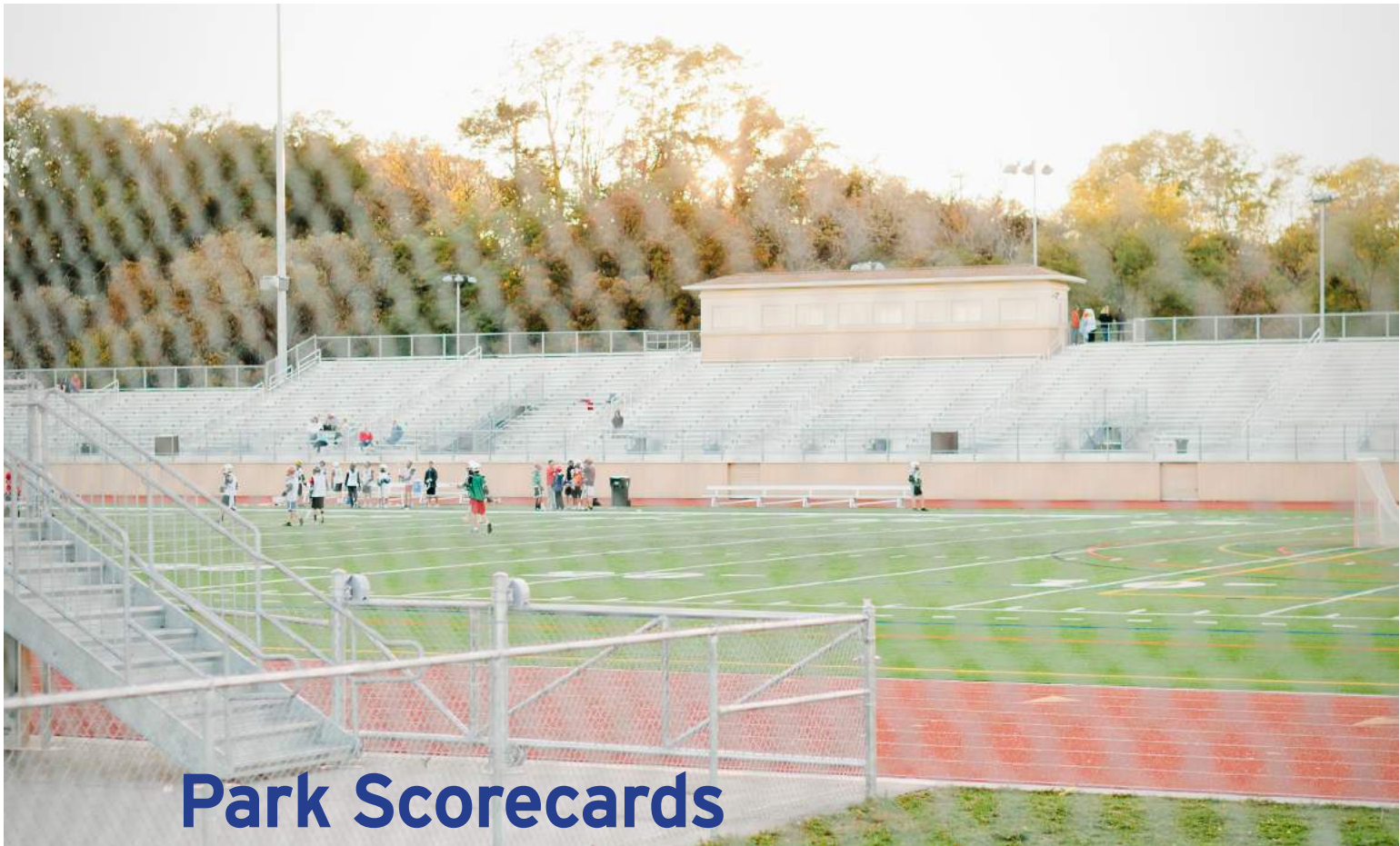
In the next phase of work, recommendations and concepts will be developed and tested with the City and School District staff, City Council leadership, and the community as a whole. Key take-aways and issues to be addressed by the recommendations, include:

- 1 Consistent and adequate funding source for park, open space, and facility operations and maintenance.
 - Interviews with staff and key stakeholders indicate there is a large and growing backlog of deferred maintenance and capital improvement needs.
 - Web survey rated City parks and School District sites in good to fair condition
 - The City park system is funded primarily by property taxes; however, costs are rising at a faster rate than tax revenue increases.
 - Nearly half (46%) of respondents to the web survey indicated that “improving maintenance of existing parks and recreation facilities” was their most important priority for capital improvement
 - Stakeholder input indicates a desire for improved maintenance and taking care of the existing facilities before building anything new.

2. Enhanced collaboration between the School District and City to find ways to efficiently manage and maintain green spaces in the City.
 - As previously indicated, ongoing maintenance is a top concern.
 - There are current examples of the School District and City collaborating on maintenance – sharing of specialized equipment, servicing of vehicles, tree trimming/removal.
 - Stakeholders have indicated an expectation for taxing bodies to work efficiently together.
 - Initial discussions with staffs indicate there may be opportunities for further trading of services as opposed to both entities providing parallel services
 - Could be used in tandem with consistent funding to reduce deferred maintenance backlog
3. Continued implementation of the Bicycle and Pedestrian Plan as well as increase awareness of its existence in the community.
 - 96% of survey respondents indicated a need for walking and biking trails
 - 25% of those respondents indicated their needs are not being met
 - The survey indicated it was the top choice as the most important facility to their household
 - Acquisition and development of walking and biking trails ranked 2nd as a priority for the 10-year master plan
 - Comments collected at stakeholder interviews and public open house indicated that many participants were not aware of the Bicycle and Pedestrian Plan and were not aware that the projects they were advocating for were addressed in the plan
4. Clearer identification and enhanced awareness of Wauwatosa's natural and passive recreational opportunities.
 - Nearly 90% of survey respondents indicated a need greenspace/natural areas, and of those, 3 out of 10 said their needs are not being met.
 - For nature center and trails just over 80% of survey respondents indicated a need, and about half of them felt their needs are not being met.
 - Approximately 1,100 acres of open space are found within the City's boundaries – about 13% of the total City land area
 - About 590 acres (7% of City land area) of it is passive/natural space
 - Total open space equals 23.6 acres per 1,000 people
 - Total passive/natural open space is 12.7 acres per 1,000 people
5. Improved collaboration between the City, School District, County, and other entities to better plan, deliver, and promote programs and special events to the community.
 - Given the significant overlay of services among each of these entities, and the degree of joint uses, a high level of coordination is needed. Examples cited by stakeholders of inadequate staffing, inadvertent competition between events, and a lack of foresight in engaging each other in planning.
 - Residents and stakeholders desire a central program and event schedule "clearinghouse"

6. New or expanded recreation opportunities for growing or underserved segments of the population, especially active older adults and individuals with adaptive needs.
 - Stakeholders mentioned in interviews that these two segments of the population are the most underserved in the community in terms of recreation programming and access to parks and facilities.
 - Nearly a quarter of survey respondents indicated a need for programs for people 50 and older, and of those, 7 out of 10 said their needs are not being met.
 - While relatively few survey respondents indicated a need for programs for people with disabilities, 8 out of 10 that did said their needs are not being met.
7. Adequate recreation facilities (indoor and outdoor) to accommodate current and evolving community needs.
 - According to the web survey, a relatively high proportion of respondents have unmet needs for indoor recreation space. A lack of indoor recreation space was also cited by many stakeholders and staff.
 - The survey also showed that a relatively high number of respondents have unmet or only partially met needs for walking and biking trails, greenspace/natural areas, and small neighborhood parks.
 - Stakeholder and open-ended survey comments indicate a frustration that because the majority of indoor recreation space is under School District control it is challenging for non-school related entities to consistently secure space for use.
8. Support and advocacy from a community or parks foundation to help organize and capitalize upon strong community support to enhance and maintain the park and recreation system.
 - Several active and passionate friends groups within the City (Friends of Hartung Park, Friends of Hart Park, Friends of Hoyt Pool).
 - Success stories in the community, such as new skate park at Hart and Hoyt Park pool show the power of grassroots/local efforts within the City
 - Challenges of funding within the City could be reduced through an organized foundation that helps create opportunities.
9. Enhanced circulation and better use of space at Middle School campuses.
 - Middle Schools performed poorly in the site “report cards”
 - Longfellow
 - Tennis courts in poor condition
 - Erosion on steep slopes
 - Whitman
 - Tennis courts in poor condition
 - Outfield fence of softball fields in poor condition
 - Drainage issues in grass areas adjacent to the synthetic soccer field on the south and southeast sides
 - Amenities are not well connected and sites are not organized efficiently
 - Stakeholder feedback indicated condition and maintenance issues at both Middle Schools

10. Strategy for Elementary Schools to better act as neighborhood anchors, possibly with enhanced landscapes and a reduction in paved areas.
- Several school sites have limited grass or green space, with oversized paved areas
 - Paved areas are expected to be cleared in the winter, which adds to plowing/clearing efforts and creates issues on adjacent sidewalks in some locations where the melt/freezing cycle causes icy patches.
 - Several stakeholders indicated a desire for elementary schools to act as more of a neighborhood anchor and be enhanced with additional plantings, landscape, and outdoor classrooms.
 - PTOs of several schools have already created enhanced gardens and introduced unique features that improve the sense of place.



Park Report Card results include all Wauwatosa city and school district park & recreation spaces and features contained within them with the following exceptions:

1. Park properties that have not been developed for public use,
2. Parks and/or features closed for capital improvements throughout the inspection period,
3. Facilities on a park site, except for public bathrooms available to park users, and
4. Unique or limited access park features, such as dog parks, seasonal ice rinks, etc.

Seven park feature types were chosen to represent features commonly found in parks, including:

1. Athletic Spaces
2. Playgrounds
3. Paths & Sidewalks
4. Passive Green Spaces
5. Bathrooms
6. Drinking Fountains
7. Parking Lots

Each park feature was rated in the following areas: Availability, Infrastructure & Maintenance Quality, and Cleanliness & Safety. Inspections took place between April 14 – May 31, 2016, with an additional inspection occurring in November 2016. Using the inspection results, a score was designated for each area using a scale of 0-100.

Scores	Grade	Condition
100-97	A+	Excellent
96-93	A	Excellent
92-90	A-	Excellent
89-87	B+	Good
86-83	B	Good
82-80	B-	Good
79-77	C+	Fair
76-73	C	Fair
72-70	C-	Fair
69-67	D+	Poor
66-63	D	Poor
62-60	D-	Poor
59 & below	F	Failing

To ensure that scoring was an accurate reflection of the condition that each feature area was found in, the following measures were taken:

- A standard inspection form was created to ensure that each space was evaluated in the same manner.
- Scores took into account the severity of issues found. For example, a safety issue would negatively impact an individual park feature score more heavily than a minor maintenance issue, such as chipped paint.
- Scores were calculated to ensure that no individual feature area or park is penalized because it lacked any given feature. However, if an individual feature was present, but unavailable to the public without explanation, i.e. a locked bathroom or athletic court or a water fountain that was not turned on, they were automatically given a failing score for that visit.
- The evaluation tool and grading methodology was verified through testing by evaluators and staff to ensure consistent accurate results.

These scores were used in two ways. First, each individual feature score was combined with all other individual scores of that same feature type across the community to create a system-wide feature score. For example, the system-wide drinking fountains score is an average of all of the individual drinking fountain scores in all parks in the entire community.

Average Scores by Feature Type

Athletic Field / Court	74 C-
Bathroom	92 A-
Drinking Fountain	74 C
Passive Green Space	78 C+
Parking Lot	73 C
Paths	81 B-
Playground	79 C+

Average Athletic Space Score by Surface Type

Artificial Turf	91 A-
Natural (Dirt / Clay / Grass)	73 C
Hard (Asphalt / Concrete / Other)	70 C-
Sand	83 B

Based on inspection results and overall feature scores, addressing the following areas will have the greatest impact on improving park quality system-wide. This is not meant to serve as a list of to-do items, as it is not practical nor cost-effective to address every issue at once. Instead, these issues should leverage staff to review park maintenance standards, equipment replacement schedules, and develop future park improvements and designs, resulting in a long-term and proactive approach.

For those issues mentioned below that can be addressed over the next several years, it's important that a balanced approach is taken that allows current operations to continue. Otherwise there may be improvements in the areas listed below while allowing other areas to decline.

Issues Most Requiring Attention System-Wide:

- Torn netting at athletic fields and courts was a common issue and an easy first step towards increasing overall athletic spaces scores.
- Playground equipment deterioration was found that typically a result of general wear and tear from use and exposure to weather/outdoors. As the majority of deterioration issues consisted of rust and chipped or peeling paint, touch-ups to address these issues would help the overall playground score.
- Seating, especially near playgrounds, but also at athletic spaces and passive areas showed signs of deterioration overall. Repainting/refinishing benches is recommended as a first step to address seating issues.
- Fencing was found to be poor at athletic fields. In parks where these problems cannot be solved without replacement, there may be opportunities for cost savings by completing similar fencing improvements in multiple parks as one project.
- Additional weeding is needed in park landscaping.
- Both athletic spaces and parking lots suffered from many surface issues, which was one of the most prevalent problems found in the parks. Although new artificial turf fields surfaces were in good shape, natural turf and hard surfaces such as asphalt and concrete courts and active areas at schools need to be addressed.
- Although the parks all generally received high scores in the areas of cleanliness and safety, litter was more visible near athletic spaces.
- Missing trash cans

Next, each individual feature score was combined with other scores within the same park to create a score for each park. Using results from a community survey and community demographics, a weight was assigned to each feature area within a park to ensure that the park scores are an accurate reflection of how a Wauwatosa community member would rate a park. For example, a parking lot that was found in poor condition would not have as negative of an impact on the overall park score as finding a bathroom in poor condition would.

Individual park scores are explained in detail on the following pages. Seven of the 17 sites inspected scores a “C” or lower. Evaluate future capital improvement plans for these parks to ensure that the improvements address any issues covered in this report where possible.



East High School

7500 Milwaukee Avenue
4.00 Acres

OVERALL
PARK GRADE

D

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	2
Baseball / Softball Fields	0
Basketball Courts	0
Tennis Courts	0
Playgrounds	n/a
Public Restroom	n/a
Other Park Amenities?	

Field Notes

Standing water around building, Field drainage in disrepair, Extensive irregular and non-compliant ADA issues, Missing regulatory signs, Storage building is too small and in fair to poor condition

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	65
Playgrounds	n/a
Paths & Walkways	n/a
Passive Green Spaces	61
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	72
Overall Score	
64	



Eisenhower Elementary School

11600 W. Center Street
3.05 Acres

OVERALL
PARK GRADE

B-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	1
Basketball Courts	1.5
Tennis Courts	0
Playgrounds	3
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	78
Playgrounds	80
Paths & Walkways	n/a
Passive Green Spaces	87
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	82

Field Notes

Longitudinal slope from Center Street exceeds 5% and requires handrails, Pavement settling and soil erosion issues



Fisher School / Breitlow Fields

12121 W. North Avenue
10.93 Acres

OVERALL
PARK GRADE

B-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	4
Basketball Courts	1
Tennis Courts	0
Playgrounds	1
Public Restroom	1
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	84
Playgrounds	81
Paths & Walkways	79
Passive Green Spaces	81
Bathrooms	90
Drinking Fountains	75
Parking Lots	75
Overall Score	
	82

Field Notes

Surface ponding on asphalt parking lots, surface ponding in play fields, moderate to severe alligatoring of asphalt, debris blocked/lack of positive pitch in drainage swale, administrative building is well maintained and in generally good condition, toilet/storage building is in fair condition with a recently new roof



Hart Park

8300 W. Chestnut

16.25 Acres

OVERALL
PARK GRADE

B-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	1
Baseball / Softball Fields	1
Basketball Courts	0
Tennis Courts	12
Playgrounds	3
Public Restroom	3

Other Park Amenities?

Splash Pad, Skate Park, Sand Volleyball, Stadium, Muellner Building (Senior Center, Parks & Forestry Division Office, Curling Rink, and Banquet Facility), Pavilion, Amphitheater (Rotary Stage)

Field Notes

Extensive non-compliant ADA issues, pavement alligating, missing regulatory signage, lack of positive drainage in several locations, surface ponding, evident soil erosion, missing downspout on maintenance building, compromised permeable paving system in parking lot, sediment migration and overgrowth of vegetation, slope of pathway by amphitheater exceeds ADA standards handrails required, the Muellner Building has been well maintained and is in fair to good condition, park comfort building is in good condition, band shell is in good condition but has evidence of a leak in mechanical room

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	86
Playgrounds	89
Paths & Walkways	n/a
Passive Green Spaces	66
Bathrooms	97
Drinking Fountains	69
Parking Lots	73
Overall Score	82



Hartung Park

3266-3498 Menomonee River Parkway
18.00 Acres

OVERALL
PARK GRADE

B+

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	0
Basketball Courts	0
Tennis Courts	0
Playgrounds	1
Public Restroom	n/a
Other Park Amenities?	
Fitness equipment, Irish knot garden / labyrinth	

Field Notes

Soil erosion is evident, vegetation not established, picnic tables do not meet ADA compliance, Bike racks are not accessible,

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	n/a
Playgrounds	93
Paths & Walkways	94
Passive Green Spaces	82
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
89	



Jefferson Elementary School

6927 Maple Terrace

1.05 Acres

OVERALL
PARK GRADE

B+

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	0
Basketball Courts	1
Tennis Courts	0
Playgrounds	2
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	100
Playgrounds	89
Paths & Walkways	n/a
Passive Green Spaces	79
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	87

Field Notes

Playground access from 70th Street exceeds ADA allowable slope
handrails required



Lincoln Elementary School

1741 Wauwatosa Avenue

1.61 Acres

OVERALL
PARK GRADE

C+

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	0
Basketball Courts	1
Tennis Courts	0
Playgrounds	1
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	72
Playgrounds	80
Paths & Walkways	n/a
Passive Green Spaces	79
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	78

Field Notes

Severely deteriorated concrete stair from Milwaukee Avenue, extensive irregular and non-compliant ADA issues



Longfellow Middle School

7600 E. North Avenue
5.75 Acres

OVERALL
PARK GRADE

C+

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	1
Baseball / Softball Fields	2
Basketball Courts	1
Tennis Courts	4
Playgrounds	n/a
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	67
Playgrounds	n/a
Paths & Walkways	n/a
Passive Green Spaces	85
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	78
Overall Score	
	78

Field Notes

Tennis courts in poor condition, extensive irregular and non-compliant ADA issues, missing regulatory signage, deteriorating concrete pavement drive, surface ponding in asphalt parking lot, localized erosion, storage building is undersized and in fair to poor condition



Madison Elementary School

9925 W. Glendale

13.92 Acres

OVERALL
PARK GRADE

C-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	2
Baseball / Softball Fields	1
Basketball Courts	1
Tennis Courts	0
Playgrounds	2
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	69
Playgrounds	63
Paths & Walkways	n/a
Passive Green Spaces	79
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	66
Overall Score	
	70

Field Notes

Extensive non-compliant ADA issues, pavement alligating, deteriorated pavement, missing regulatory signage, surface ponding,



McKinley Elementary School

2435 N. 89th Street

3.10 Acres

OVERALL
PARK GRADE

B

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	2
Basketball Courts	2
Tennis Courts	0
Playgrounds	3
Public Restroom	n/a
Other Park Amenities?	

Field Notes

Two playgrounds, one north and one south, extensive non-compliant ADA issues

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	80
Playgrounds	77
Paths & Walkways	n/a
Passive Green Spaces	92
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	84



Roosevelt Elementary School

2535 North 73rd Street
2.17 Acres

OVERALL
PARK GRADE

C

Park Amenity Inventory

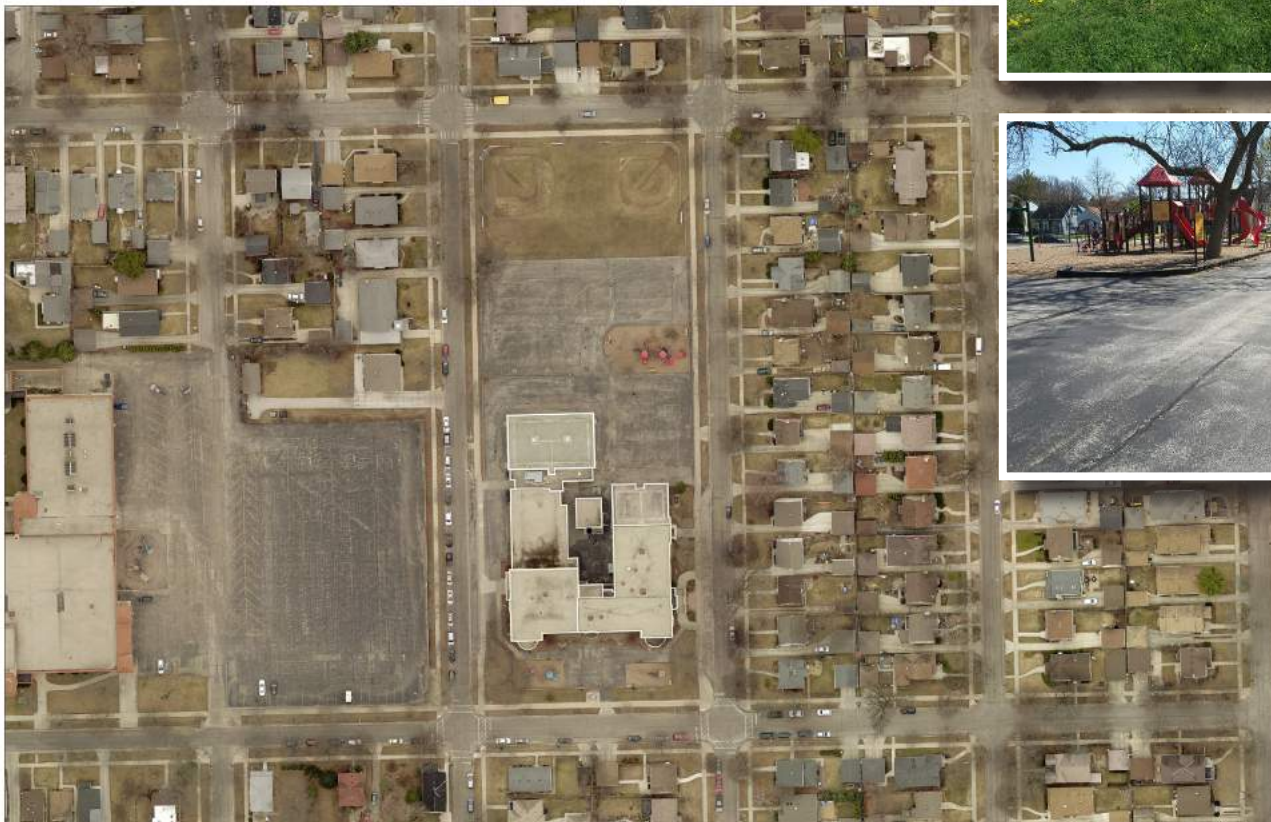
Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	2
Basketball Courts	1
Tennis Courts	0
Playgrounds	3
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	71
Playgrounds	81
Paths & Walkways	n/a
Passive Green Spaces	69
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	74

Field Notes

Two playgrounds, one north and one south, missing regulatory signage, poor infield drainage, non-compliant ADA issues



Underwood Elementary School

11132 West Potter Road
10.38 Acres

OVERALL
PARK GRADE

B-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	3
Baseball / Softball Fields	2
Basketball Courts	1
Tennis Courts	0
Playgrounds	2
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	66
Playgrounds	79
Paths & Walkways	83
Passive Green Spaces	86
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	86
Overall Score	
	81

Field Notes

Surface ponding on asphalt parking lot, surface ponding in lawn areas, observed soil erosion, asphalt paving nearing end of anticipated life expectancy, extensive non-compliant ADA issues, storage building is in poor condition



Washington Elementary School

2166 N. 68th Street

1.66 Acres

OVERALL
PARK GRADE

C-

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	0
Baseball / Softball Fields	0
Basketball Courts	1
Tennis Courts	0
Playgrounds	2
Public Restroom	n/a
Other Park Amenities?	

Field Notes

Two playgrounds, one north and one south, playground material migration, irregular and non-compliant ADA issues, drainage grate inadequacy in parking lot

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	61
Playgrounds	81
Paths & Walkways	n/a
Passive Green Spaces	68
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	71



Webster Park

4521 N. Mayfair Road

1.65 Acres

OVERALL
PARK GRADE

D

Park Amenity Inventory

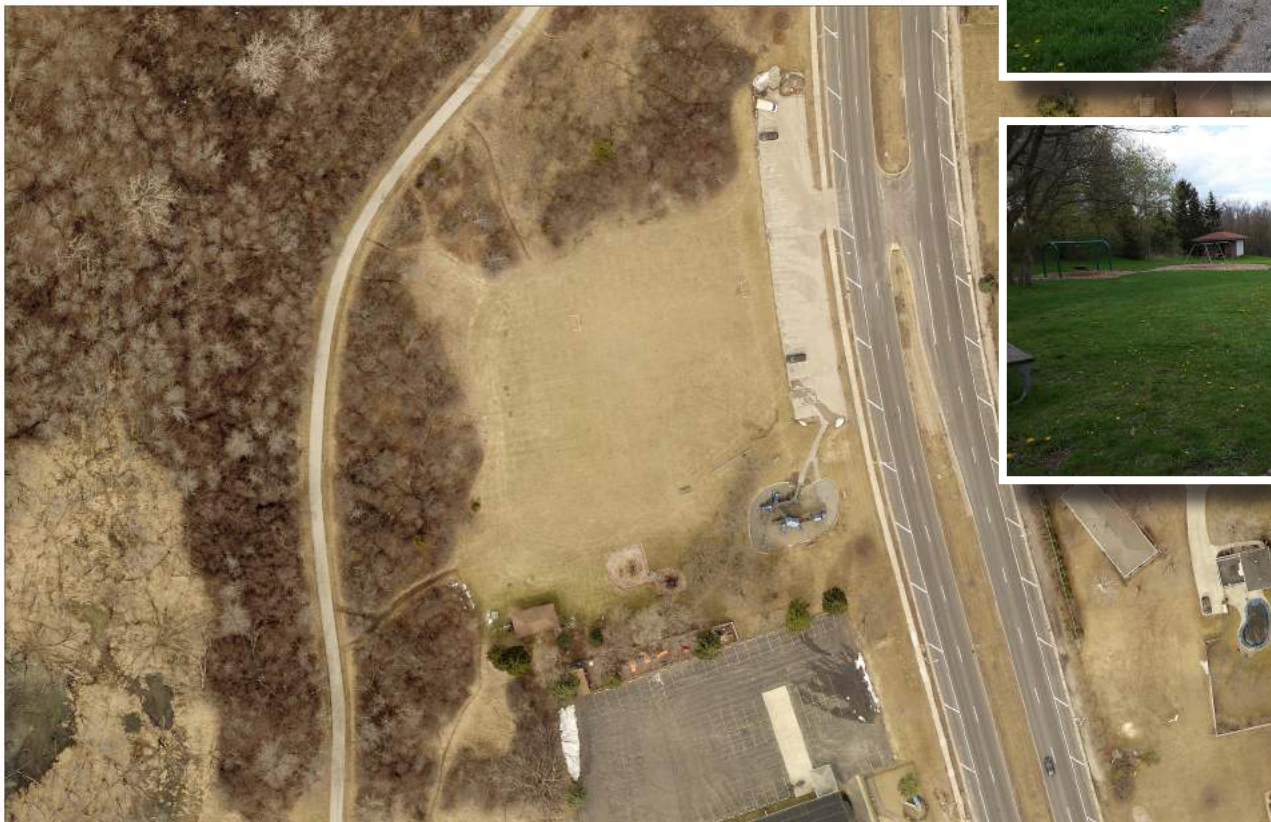
Park Amenities	
Multi-Use Fields	1
Baseball / Softball Fields	1
Basketball Courts	0
Tennis Courts	0
Playgrounds	1
Public Restroom	n/a
Other Park Amenities?	

Field Notes

New playground surfacing planned for 2017, backstop in poor condition, missing regulatory signage, non-compliant ADA issues, inadequate culvert pipe cover and overgrown outfall

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	70
Playgrounds	55
Paths & Walkways	n/a
Passive Green Spaces	n/a
Bathrooms	n/a
Drinking Fountains	68
Parking Lots	82
Overall Score	
	66



West High School

11400 W. Center Street

16.00 Acres

OVERALL
PARK GRADE

C

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	2
Baseball / Softball Fields	1
Basketball Courts	0
Tennis Courts	8
Playgrounds	n/a
Public Restroom	1
Other Park Amenities?	
Track, football stadium, ropes course	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	78
Playgrounds	n/a
Paths & Walkways	n/a
Passive Green Spaces	60
Bathrooms	92
Drinking Fountains	83
Parking Lots	61
Overall Score	
75	

Field Notes

Surface ponding on pavement, surface ponding in fields and sport courts, lack of positive drainage, concessions/toilet building is in generally good condition, east bleacher storage is in good condition but has evidence of leaks, west bleacher storage is in good condition, press box is in good condition, northwest storage building is in poor condition



Whitman Middle School

11100 W. Center Street

13.00 Acres

OVERALL
PARK GRADE

C

Park Amenity Inventory

Park Amenities	
Multi-Use Fields	2
Baseball / Softball Fields	2
Basketball Courts	0
Tennis Courts	4
Playgrounds	n/a
Public Restroom	1
Other Park Amenities?	
Concession building w/ restrooms, Soccer field with grandstand	

Field Notes

Lack of positive drainage on pavement and field areas, surface ponding, concessions/toilet building is generally in good condition but needs new roof, cell tower storage building is in generally good condition, press box is in generally good condition, ticket booth is generally in good condition

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	69
Playgrounds	n/a
Paths & Walkways	67
Passive Green Spaces	74
Bathrooms	89
Drinking Fountains	n/a
Parking Lots	66
Overall Score	
74	



Wilson Elementary School

1060 Glenview Avenue

2.45 Acres

OVERALL
PARK GRADE

C+

Park Amenity Inventory

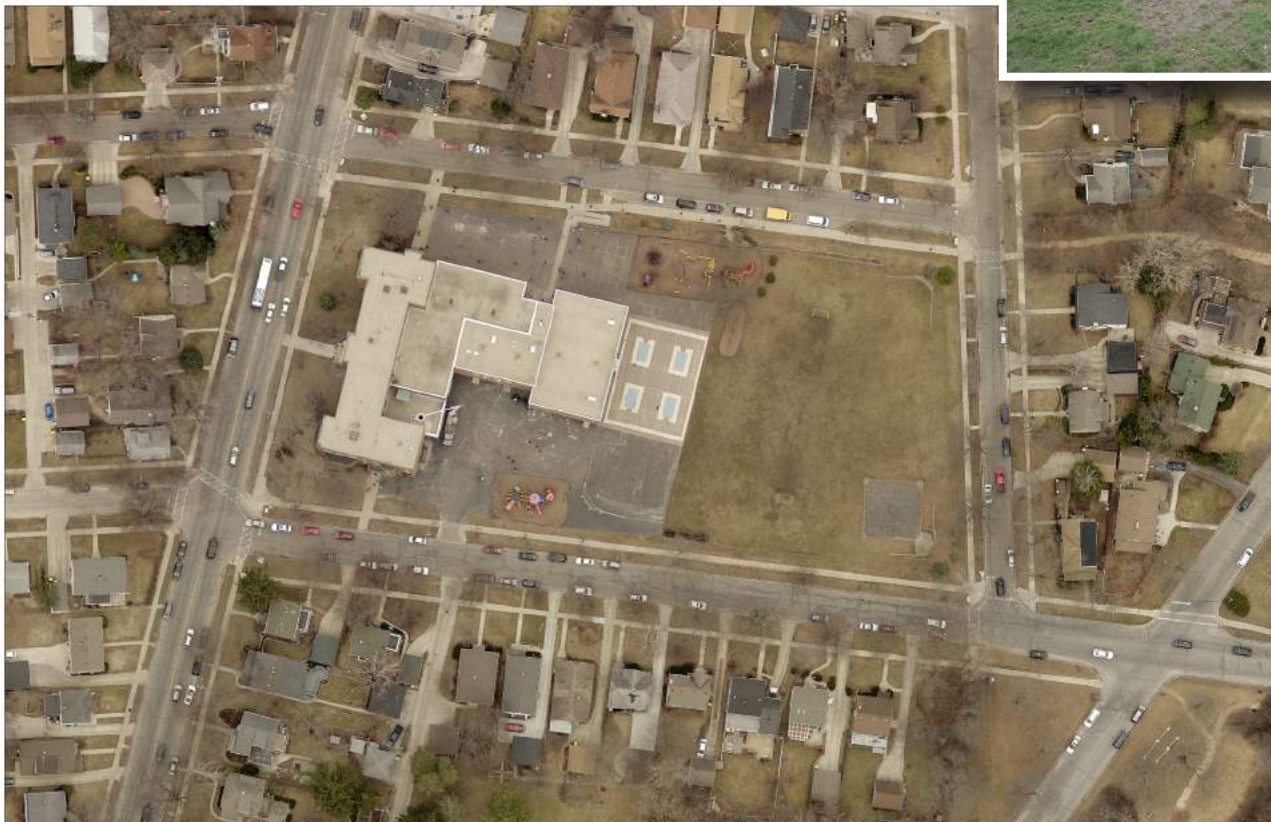
Park Amenities	
Multi-Use Fields	1
Baseball / Softball Fields	2
Basketball Courts	2
Tennis Courts	0
Playgrounds	2
Public Restroom	n/a
Other Park Amenities?	

Park Evaluation Score Card

Park Amenities	
Athletic Spaces	64
Playgrounds	85
Paths & Walkways	n/a
Passive Green Spaces	81
Bathrooms	n/a
Drinking Fountains	n/a
Parking Lots	n/a
Overall Score	
	78

Field Notes

Two playgrounds, surface ponding in grass field areas, alligating in asphalt play surface, ADA access ramp is non-compliant





Envision

Crafting a Vision

The project team used the analysis and input collected to work with City and School District staff to develop ideas for change that will help support residents and address their recreational needs into the future. A series of draft Vision Strategies and Initiatives were developed intended to address the more unique or critical issues and opportunities facing the City of Wauwatosa and the Wauwatosa School District.

These Vision Strategies were shared with the Parks and Forestry Board, Leadership Committee, and Steering Committee on several occasions where they were refined and prioritized prior to their public role out at a Community Open House held on February 28th.

Based on the input received from the steering committee and the public, the following recommendations and initiatives were organized into four key action strategies:

- 1. Prepare organizations for the work needed to implement the master plan.**
- 2. Understand the true cost of operations and maintenance and identify sustainable funding sources for capital improvements, maintenance, and operations.**
- 3. Improve quality and efficiency of existing space.**
- 4. Address deficiencies in program offerings.**

These key action strategies form the core of the following section, and represent how the findings of the Master Plan will help the City of Wauwatosa and the Wauwatosa School District align their future services with the needs of the community, coordinate responsibilities, and track success moving forward.

The community vision for Wauwatosa thinks big, considers existing resources, improves collaboration, and takes care of its valuable existing assets

Action Strategy #1

Prepare organizations for the work needed to implement the master plan.

A high degree of coordination is needed – and desired – among the multiple partners responsible for providing parks and recreation services in the community. The initiatives that fall under this strategy focus not only on enhancing the ability to provide and align current services, but also to implement the master plan itself.

Recommended as the first step is the creation of a joint Parks and Recreation Advisory Board with representation from the City, School District, and County in order to establish a coordinating body for programming, maintenance, and planning (Initiative 1.1). Formation of this board is critical to the implementation of the Master Plan. Although the exact mission, make-up, and responsibilities may evolve over the longer term, the constitution of the Board itself should be expeditious. Once established, formal definitions of lead and support roles should be developed for each party (Initiative 1.2). Finally, a new staff position is recommended in order to orchestrate all aspects of parks and recreation to provide seamless, integrated services to the community (Initiative 1.3).

Initiative 1.1

Re-purpose the structure, role, and responsibilities of the existing Parks and Forestry Board to form a new Parks and Recreation Advisory Board comprised of (3) appointed members from the City, (3) appointed members from the School District, and (1) appointed member from Milwaukee County

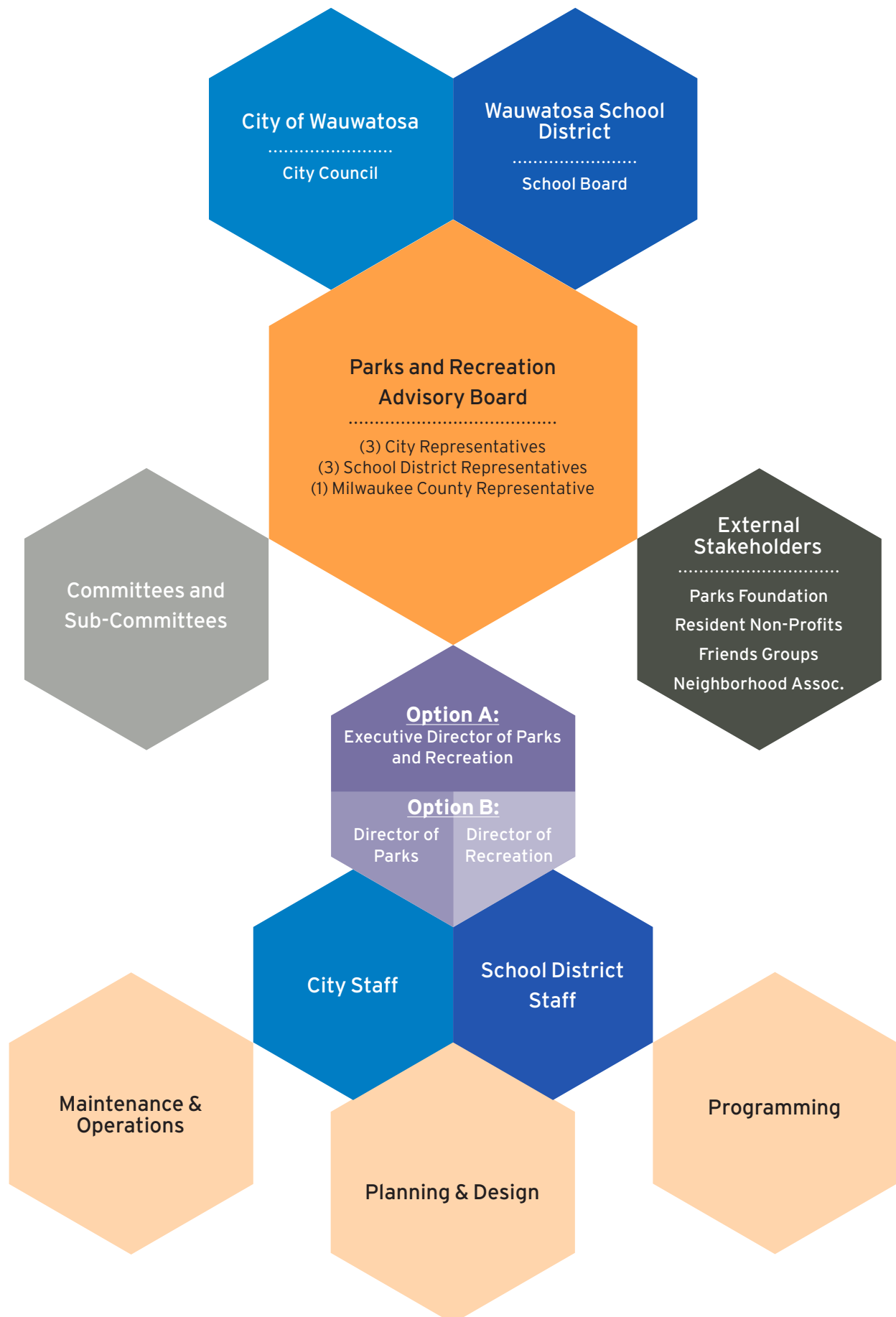
Initiative 1.2

Establish which agencies core mission is best suited to run and operate maintenance and programs at each open-space site. Then, formally define the roles of public open-space partners to create financial efficiencies and provide additional staffing recommendations to the newly defined Parks and Recreation Advisory Board.

Initiative 1.3

Create a dedicated park and recreation management staff position(s) with the following staffing options thoroughly assessed by the newly formed Parks and Recreation Advisory Board:

- **Option A: Executive Director of Parks and Recreation** to oversee all aspects of parks and recreation and manage staff from both the City and School District.
- **Option B: Director of Parks** (*City of Wauwatosa*) and **Director of Recreation** (*Wauwatosa School District*) working collaboratively to coordinate their respective responsibilities and staff.



Action Strategy #2

Understand the true cost of operations and maintenance and identify sustainable funding sources for capital improvements, maintenance, and operations.

Ensuring the community park and recreation system receives adequate funding over the long term is an important goal for the master plan. Achieving this goal involves two equally important efforts: calculating the true cost of providing park and recreation services at the level the community needs, and directing a variety of revenue sources to fund those needs.

The first initiative in this action strategy recommends a “cost of service” analysis in which applicable City, School District, and County services are reviewed to understand the total cost of delivery (Initiative 2.1). This process should also be used to achieve consensus on the blend of tax dollars, fees/charges, and external funding to be used to pay for each service, and what price point should be charged to achieve that blend (Initiative 2.2). Recognizing there are efficiencies to be gained in current operations, cost-cutting measures and resource-sharing opportunities should be pursued (Initiative 2.3 & 2.5). The success of these efforts can be tracked and shared if the cost of service methodology is used both before and after rolling out efficiencies.

Exploring new and alternative funding sources is also a priority of the master plan (Initiative 2.4), and indeed, the process of developing this plan itself helps build support and eligibility for alternative funding. Appendix 1 includes a list of potential funding sources that may be of benefit for the City, the School District, the County, or other organizations in the community. In addition to these sources, the City and School District should explore the use of a collaborative budget, or joint funding for capital improvements, operations, and maintenance of recreational assets that benefit the community at large. (Initiative 2.5). Finally, continuing to promote cross-collaboration among these different entities as well as forming a foundation and growing support from friends groups, neighborhood associations, and user groups is integral to the success of the plan and realizing the funding needed to move the park and recreation system forward in Wauwatosa (Initiative 2.6).

Initiative 2.1

Perform a cost of service analysis to understand the true and total cost of services provided by the City, School District, and Milwaukee County. Review current fee policies used by both the City and the School District and determine cost recovery levels for offerings.

Initiative 2.2

Determine an equitable fee structure for offerings.

Initiative 2.3

Identify unrealized efficiencies and potential for shared resources (including maintenance and equipment, operations, and programmable space.

Initiative 2.4

Explore alternative funding sources for implementation.

Initiative 2.5

Consider a new, collaborative budget fund or process for parks and recreation facility and program improvements, system-wide operations, and maintenance.

Initiative 2.6

Explore the formation of a Foundation and continue to harness the energy and talent of the many friends groups and neighborhood associations in the City.



Action Strategy #3

Improve quality and efficiency of existing space.

The community of Wauwatosa is proud of their parks and recreation facilities, and has shown their love of the system through consistent and heavy use. And while the overall condition of the park system is good, in several areas the degree of community use has outpaced needed maintenance. This action strategy aims to prioritize improvements while suggesting ways to increase the productivity and community benefit of parks and facilities through new design.

Unaddressed deferred maintenance not only reduces the usability of facilities, but creates liabilities and costs that accumulate over the long-term. The first initiative recommended in this strategic area is to begin to respond to deferred maintenance in a prioritized way, using the park scorecards as guidance (Initiative 3.1). In order to distribute current use – and encourage new use – design changes to athletic fields and passive spaces are suggested as part of the master plan (Initiative 3.2).

Continuing efforts to build green infrastructure and expand passive and more traditional recreational offerings throughout Wauwatosa and the broader area was also identified as important to the community to help achieve not only environmental health, but economic vitality and social equity. Stakeholders identified many vacant or underutilized small green spaces within the City and encouraged the City and School District to work collaboratively with the community to activate these spaces and provide additional passive, neighborhood recreational space, and ecologically beneficial landscapes (Initiative 3.3).

For example, the area north of Watertown Plank Road should be studied for its recreational and ecological potential. Opportunities may exist to improve native species habitat and create low-impact walking trails. Additionally, improved connections between this area and existing open-space along the Menomonee River could be beneficial for both wildlife and residents of Wauwatosa who wish to take advantage of the natural setting.

Initiative 3.1

Address deferred maintenance issues.

Initiative 3.2

Consider re-configuration of certain athletic and passive spaces to extend capacity and accessibility.

Initiative 3.3

Realize and invest in the city's green corridors, boulevards, pocket parks, streetscapes, and urban forest canopy.



Action Strategy #4

Address deficiencies in program offerings.

The Wauwatosa Recreation Department, offered through the Wauwatosa School District, offers highly-valued programming not only to students and their families, but to the entire community. Because it functions as the primary public recreation provider, it is important for the master plan to consider the Department's services in the context of overall community needs and the current level of service provided by the City and the County. Overall, the Department does a commendable job designing, delivering, and managing their services, but several areas of focus are recommended as Wauwatosa continues to change and grow.

Increasing programs and accessibility for residents with adaptive needs is recommended (Initiative 4.1), as is working with the multiple groups serving citizens 50+ to continue evaluating long-term management options and to coordinate expanded programming (Initiative 4.2). The need for additional indoor recreation space, and a dedicated facility for senior activities was expressed by the community as well as program providers, so developing a feasibility study focused on the function, scale, and role of such a facility should be undertaken as a next step (Initiative 4.3). Once a concept and program plan are developed for the potential facility, the staffing levels, operational costs, maintenance requirements, and management structure should be estimated (Initiative 4.4). Whether through this new facility or part of an overall expansion of services, health and wellness programming should be expanded to meet growing community demand and help enhance public health goals in Wauwatosa (Initiative 4.5).

Initiative 4.1

Grow programming for Tosa citizens with adaptive needs.

Initiative 4.2

Continue to evaluate available options for developing and managing a comprehensive 50+ program for Tosa citizens.

Initiative 4.3

Conduct a feasibility study and market analysis for a new, shared-use indoor recreation facility including the potential for a dedicated senior space within the facility.

Initiative 4.4

Determine operational requirements of a new indoor facility including, proposed management structure and recommendations for recreational offerings.

Initiative 4.5

Offer expanded health and wellness programming.





Implementation

Implementation Matrix

The matrix on the following pages summarizes recommended implementation phasing for each of the key action strategies and initiatives identified during the planning process.

Action strategy #1

Prepare organizations for the work needed to implement the master plan.

Concept / Initiative	Priority	Responsible Parties	Implementation Timeline
Initiative 1.1: Re-purpose the structure, role, and responsibilities of the existing Parks and Forestry Board to form a new Parks and Recreation Advisory Board comprised of (3) appointed members from the City, (3) appointed members from the School District, and (1) appointed member from Milwaukee County.	High	• Parks and Forestry Board • City of Wauwatosa • Wauwatosa School District • Milwaukee County	Year 0-1
Initiative 1.2: Establish which agencies core mission is best suited to run and operate maintenance and programs at each open-space site. Then, formally define the roles of public open-space partners to create financial efficiencies and provide additional staffing recommendations to the newly defined Parks and Recreation Advisory Board.	Medium	• Parks and Recreation Advisory Board • City of Wauwatosa • Wauwatosa School District • Milwaukee County • Resident Non-Profit Organizations	Year 1-3

Concept / Initiative	Priority	Responsible Parties	Implementation Timeline
Initiative 1.3: Create a dedicated park and recreation management staff position(s) with the following staffing options thoroughly assessed by the newly formed Parks and Recreation Advisory Board: • Executive Director of Parks and Recreation to oversee all aspects of parks and recreation and manage staff from both the City and School District. • Director of Parks (<i>City of Wauwatosa</i>) and Director of Recreation (<i>Wauwatosa School District</i>) working collaboratively to coordinate their respective responsibilities and staff.	Medium	• Parks and Recreation Advisory Board • City of Wauwatosa • Wauwatosa School District	Year 1-3



Action strategy #2

Understand the true cost of operations and maintenance and identify sustainable funding resources for capital improvements, maintenance, and operations.

Concept / Initiative	Priority	Responsible Parties	Implementation Timeline
Initiative 2.1: Perform a cost of service analysis to understand the true and total cost of services provided by the City, School District, and Milwaukee County. Review current fee policies used by both the City and the School District and determine cost recovery levels for offerings.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation	Year 3-5
Initiative 2.2: Determine an equitable fee structure for offerings.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation	On-going
Initiative 2.3: Identify unrealized efficiencies and potential for shared resources (including maintenance and equipment, operations, and programmable space.	High	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - City of Wauwatosa - Wauwatosa School District - Milwaukee County	Year 1-3
Initiative 2.4: Explore alternative funding sources for implementation.	High	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - Resident Non-Profit Organizations	On-going
Initiative 2.5: Consider a new, collaborative budget fund or process for parks and recreation facility and program improvements, system-wide operations, and maintenance.	Low	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - City of Wauwatosa - Wauwatosa School District - Milwaukee County	Year 3-5
Initiative 2.6: Explore the formation of a Foundation and continue to harness the energy and talent of the many friends groups and neighborhood associations in the City.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - Resident Non-Profit Organizations - Neighborhood Associations	On-going

Action strategy #3

Improve quality and efficiency of existing space.

Concept / Initiative	Priority	Responsible Parties	Implementation Timeline
Initiative 3.1: Address deferred maintenance issues.	High	• Parks and Recreation Advisory Board • Executive Director(s) of Parks and Recreation • City of Wauwatosa • Wauwatosa School District • Milwaukee County	On-going
Initiative 3.2: Consider re-configuration of certain athletic and passive spaces to extend capacity and accessibility.	Medium	• Parks and Recreation Advisory Board • Executive Director(s) of Parks and Recreation • City of Wauwatosa • Wauwatosa School District • Milwaukee County	Year 5-10
Initiative 3.3: Realize and invest in the city's green corridors, boulevards, pocket parks, streetscapes, and urban forest canopy.	High	• Parks and Recreation Advisory Board • Executive Director(s) of Parks and Recreation • City of Wauwatosa • Milwaukee County • Neighborhood Associations	Year 3-5



Action strategy #4

Address deficiencies in program offerings.

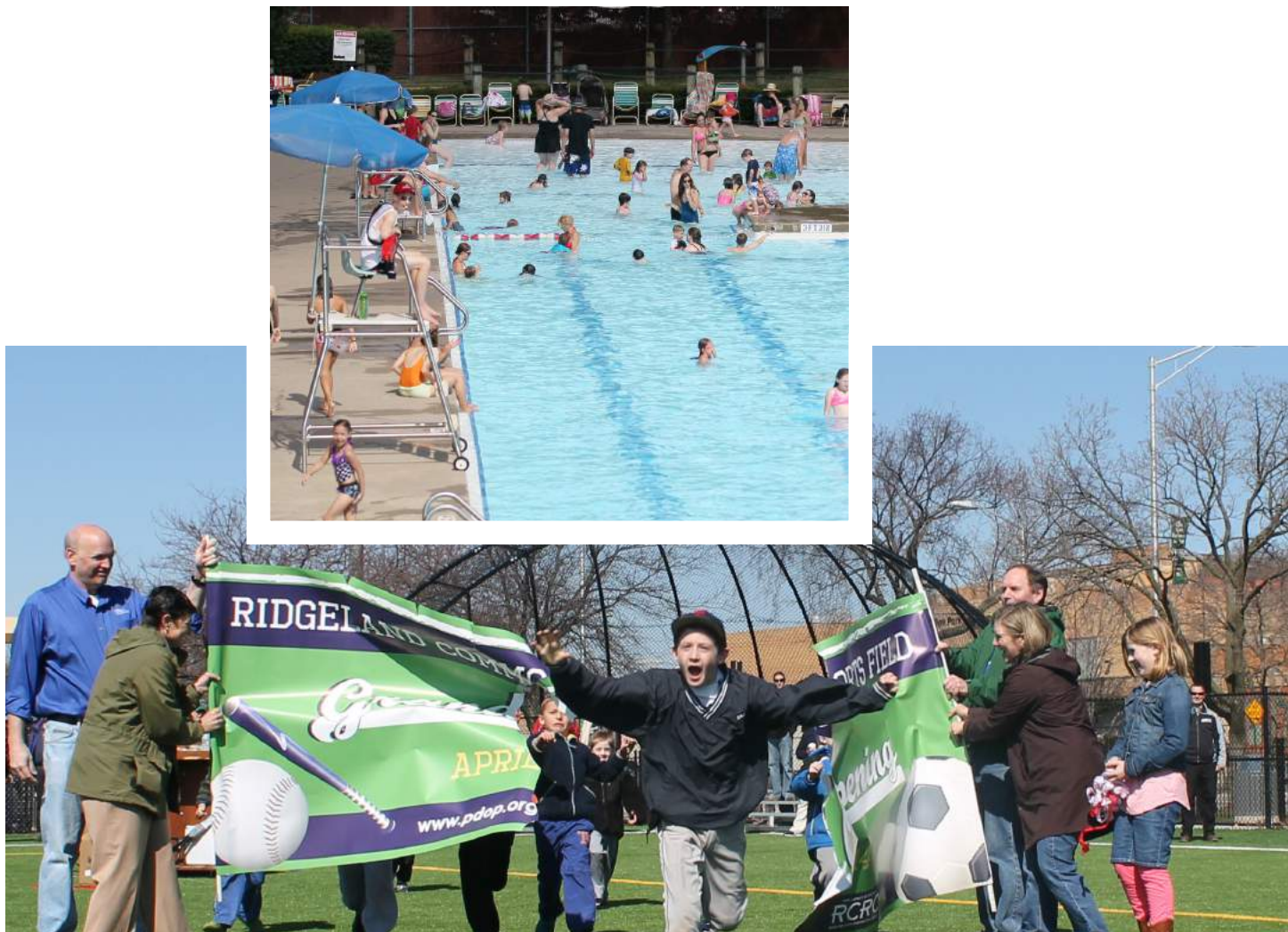
Concept / Initiative	Priority	Responsible Parties	Implementation Timeline
Initiative 4.1: Grow programming for Tosa citizens with adaptive needs.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation	On-going
Initiative 4.2: Continue to evaluate available options for developing and managing a comprehensive 50+ program for Tosa citizens.	High	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - Resident Non-Profit Organizations	Year 1-3
Initiative 4.3: Conduct a feasibility study and market analysis for a new, shared-use indoor recreation facility including the potential for a dedicated senior space within the facility.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - City of Wauwatosa - Wauwatosa School District	Year 1-3
Initiative 4.4: Determine operational requirements of a new indoor facility including, proposed management structure and recommendations for recreational offerings.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation - City of Wauwatosa - Wauwatosa School District	Year 3-5
Initiative 4.5: Offer expanded health and wellness programming.	Medium	- Parks and Recreation Advisory Board - Executive Director(s) of Parks and Recreation	On-going



Appendix 1: Funding and Revenue Strategies

Potential Funding Sources as of Spring 2017

The sources on the following pages are financial options for the community of Wauwatosa to consider in identifying funds to support the recommendations outlined in the Master Plan. Some of these funding sources may already be in use. Conversely, some may not have precedence in the state of Wisconsin, but could be pursued through legislative means should the community see the value in accessing these funding sources. Regardless, this list is intended to serve as a resource to fit a variety of project-, operational-, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.



Capital Improvement Dollars and Operating Costs

General Obligation Bond:

A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefits the municipal agency involved that oversee parks and recreation facilities.

Local Option Income Tax for Parks and Public Safety:

Several cities have used this funding source to help support law enforcement in parks and other cities have incorporated this option and moved dollars related to park infrastructure to help make improvements in parks. Crime can be high in neighborhood and community parks when they are not taken care of.

SAFETULU Funds:

SAFETULU funds as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well and Transportation Enhancement Funds. Transportation Enhancement Funds monies require a 20% match by the County and Safe Routes to School Funds require no match by the County.

CDBG (Community Development Block Grants) funds:

CDBG funds are used by many cities and counties to enhance parks. These funds should be used to support the re-development of major facilities based on its location and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies. Focusing on redevelopment of neighborhoods the community should seek out these funds as redevelopment occurs for neighborhood parks.

AmeriCorps Grants:

AmeriCorps Grants can be pursued to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks.

Federal Housing Grants:

Federal Housing Grants can also help support parks near federal housing areas and should be pursued if appropriate. If applying for these grants is an issue, the city should work with the Southeastern Wisconsin Regional Planning Commission staff to seek out a grant writer to write application.

Conservation Reserve Program:

The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridge-lines.

Wetlands Reserve Program:

The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Establishing policies for public/
public partnerships, public/
not-for-profit partnerships and
public private partnerships
needs to be established
with measurable outcomes
for each partner.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where federal contribution can reach 80%.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program:

The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

Internal Park Improvement Fund:

This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, or special events in a park and would allow a percentage usually in the 3%-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, regional parks, and fee based parks. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance and improvements.

Tax Increment Finance District:

Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements. As redevelopment occurs, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Recreation and Park Impact Fees:

The community could implement recreation impact fees if it wanted to pursue these funds from developers. The current deficiencies in park land could be alleviated in certain parts of the community that are short of park land and trails. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

Developer Cash-in-Lieu of meeting the Open Space Requirement:

Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

Food and Beverage Tax:

This 1/8% sales tax is used by other cities and counties and requires voter approval. These dollars can come from the local community as well as visitors to the city/county to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most Midwest communities. This would require a change in state legislation.

Facility Authority:

A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The community could seek out a private developer to design build a recreation facility with the City, County, or School District paying back these costs over a 20-30 year period. The Facility Authority could include representation from the schools, the County and private developers. This was very successful for a similar project in Roanoke County Virginia with the County Parks and Recreation Department.

Utility Lease Fee:

Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the City, County, or School District based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities and counties to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future. This has been very successful in Houston along their bayous and in King County Washington.

Room Tax:

This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use publicly owned sports complexes or competitive facilities. The Room Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively by other communities as the community increases the number of events it sponsors or develops. Tracking the economic value back to the hotels is important to build trust with the Hotel business community.

Accumulated Building Funds:

Some cities and counties can establish a Cumulative Building fund for the Parks and Recreation Department. These funds can provide money for building, remodeling and repairing park and recreation facilities. In addition the counties can purchase land with these funds for park and recreation purposes. The Cumulative Building Fund must be proposed by a Park Board and then approved by the city/county council in order to levy the tax. The Cumulative Building Fund can provide capital funds that

Capital Improvement Fee:

A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Lease Back:

Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

Park and Recreation Capital Improvement Fund:

The purpose of the Park and Recreation Capital Improvement Fund is to allow for the collection of fees, donations, and revenue from vending machines, and to allow for depositing those fees, donations, revenues from vending machines in the fund for the purpose of future land acquisition or specific capital improvements as may be deemed necessary by the Board for future improvement or expansion of the Parks Department.

Fees may be established and collected by the Park and Recreation Board for particular special events held on park property as the Board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

Partnerships:

The City of Wauwatosa, Wauwatosa School District, and Milwaukee County Parks have an enormous amount of partnership in place. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships needs to be established with measurable outcomes for each partner involved. The City, County, and School District can gain a lot of operational monies back if they can manage their partnerships in a more equitable manner.

The City, County, and School District can gain a lot of operational monies back if they can manage their partnerships in a more equitable manner.

Funding Sources for Operational Dollars

Land Leases/Concessions:

Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations. Cell Towers, to full management of recreation attractions. Leases usually pay back to the city/county a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income taxes to the city/county which supports the overall government system

Admission to the Park:

Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 dollars a bicycle or \$2 dollars a person. This would really only apply to regional parks or special use sports complexes if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends. This is not unusual for City/County Parks to have fees to access regional parks to support the operations.

Parking Fee:

Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. County park systems in Florida charge parking fees for beaches, sports complexes and special event sites. They also have parking meters in parks to support the system or individual park and this could be applied to some sites at certain parts of the system.

User Fees:

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the agency in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has been instilled in the community by staff for what benefits the system is providing to the user. As the City, County, and School District continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue. For services where the City, County, or School District feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.



Corporate Naming Rights:

In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions.

Corporate Sponsorships:

Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the community to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered for parks to support operational costs.

**Maintenance Endowment Fund:**

This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund:

This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. Wauwatosa could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.

Permit Fees:

This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided for competition tournaments held in the community by other organizations who make a profit off of public-owned facilities. Permit fees include a base fee for all direct and indirect costs to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund to help support park improvements and operations.

Tipping Fees:

In Michigan some park systems get tipping fees collected at county owned landfills are redirected back to their parks systems to help pay for the cost of litter pick up in county parks.

Sale of Development Rights below the Ground:

Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County, Washington.

Private Funding Sources

American Greenways Eastman Kodak Awards:

The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants:

Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

Many communities have solicited funding from a variety of private foundations and other conservation minded benefactors. Some of these grants include:

Coors Pure Water 2000 Grants:

Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program:

This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways. Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

People For Bikes:

People For Bikes is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). People For Bikes also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

Wal-Mart Foundation:

This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c) 3 organizations.

Business/Citizen Donations:

Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds:

Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The Department has a parks foundation in place and it needs to continue but stronger efforts to have the Foundation support the park systems needs should be explored.

Nonprofit Organizations:

Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

Conservancy or Friends Organization:

This type of nonprofit is devoted to supporting a specific park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered.

Greenway Foundations:

Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. Some greenway foundations have their own license plate with funds dedicated to greenways.

Floodway Funding Sources:

Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio.

Greenway Trust Fund:

Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

Greenway Fundraising Programs:

Agencies across the United States have used greenways for not-for-profit fund-raisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participants in the events to go back to support the operations and maintenance costs.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Greenway Sponsors:

A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Adopt-A-Foot Program:

These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

Local Private-Sector Funding:

Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

State Water Management Funds:

Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

Estate Donations:

Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system

Volunteer Sources**Adopt-a- Area of a Park:**

In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-a- area of a Park arrangements are particularly well-suited for the Department.

Adopt-a-Trail:

This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Community Service Workers:

Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's department on using community service workers.



Additional Funding Sources

Community Forest and Open Space Program:

Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

Congestion Mitigation and Air Quality Program-fund:

This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

Community Facilities Grant and Loan Program-Grant Program:

This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

American Hiking Society:

Fund on a national basis for promoting and protecting foot trails and the hiking experience.

The Helen R. Buck Foundation:

This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation:

The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

The John P. Ellbogen Foundation:

Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.

Economic Development Grants for Public Works and Development of Facilities:

The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

The following funding sources can provide revenue opportunities for the Wauwatosa community, but it will take a dedicated staff person to investigate and pursue the source and manage for the future.



Appendix 2: Site Improvement Schematics

Overview

For each of the City Parks and School District sites, the Project Team prepared a conceptual site improvement schematic to diagram the recommended site improvements and modifications envisioned by the Wauwatosa community. These plans test, in a conceptual bubble diagram form, potential sizes, locations and relationships of new or modified elements. These conceptual schematic drawings will service the City and School District in highlighting and discussing a shared vision for:

- Locations for new facilities or amenities
- Opportunities for expansion of parks of facilities
- Removal or relocation of existing amenities
- Potential site enhancements to aesthetics, circulation, and operations
- Opportunities for sustainable features

In addition to the conceptual plans, order-of-magnitude cost estimates were developed for each plan to help in the evaluation process. The plans, in aggregate, work to incorporate the identified priorities collected during out Analyze phase of the project and are a reflection of our conversations with City Staff, School District Staff, key stakeholders, and the public at large. Many alternate concepts were developed for the sites that tested a range of relationships or modifications and although those presented within this section have been refined at length, they are schematic plans only and will need further design development and community engagement to be considered for future implementation.

COST ESTIMATE

\$\$\$\$\$: \$1,000,000+

\$\$\$\$: \$500,000-\$1,000,000

\$\$\$: \$350,000-\$500,000

\$\$: \$100,000-\$350,000

\$: \$10,000-\$100,000

HART PARK





OPPORTUNITY AREAS

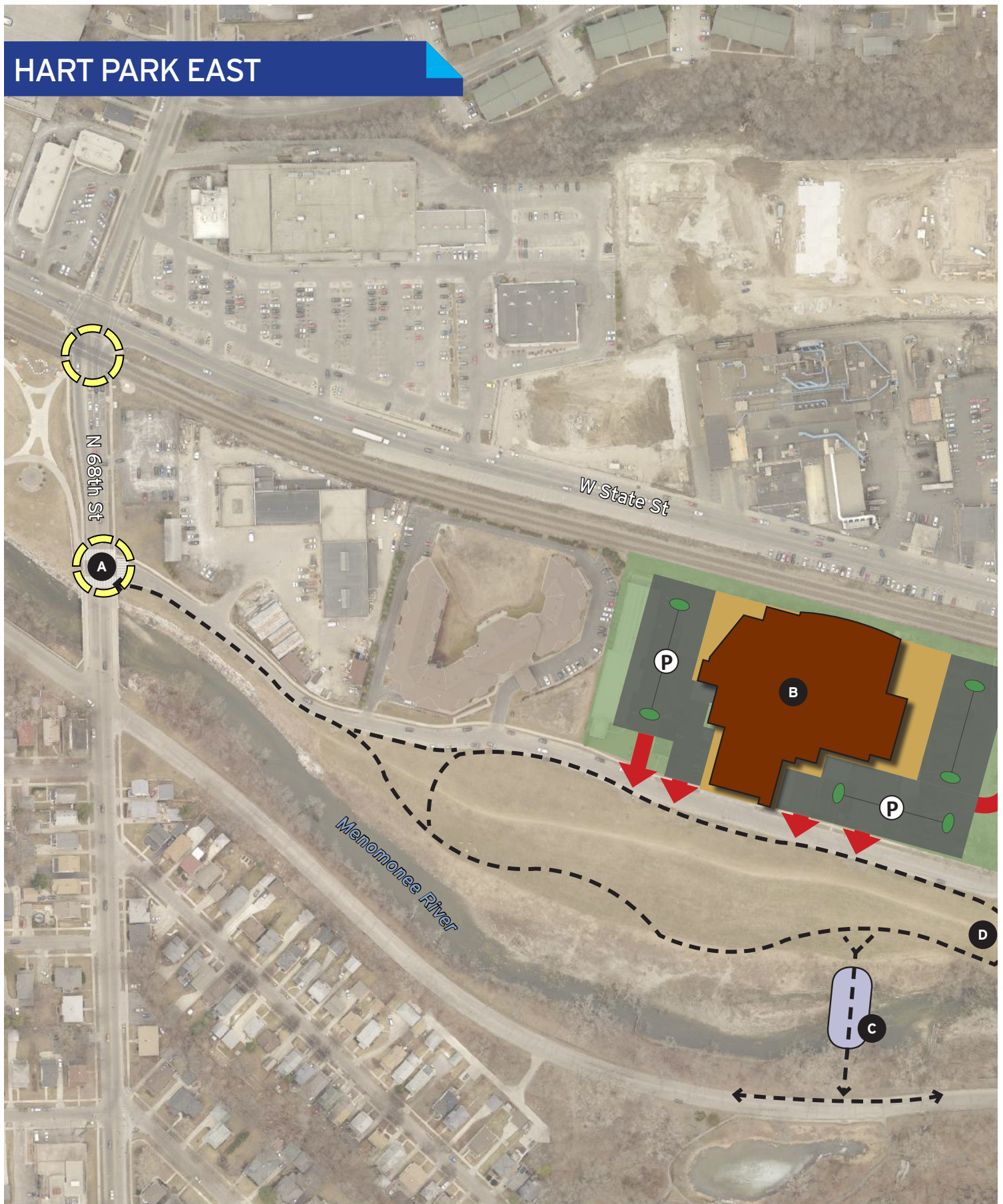
- A Sand Volleyball Courts \$**
 - Drainage and seating improvements
 - Plan for the addition of two courts
- B Future Entry Plaza \$\$\$**
 - Plan to construct an expanded pedestrian plaza and new restroom
- C Existing Pony Baseball Field \$**
 - Plan for drainage and field management improvements
- D Existing Tennis Courts \$\$\$**
 - Plan to resurface existing courts
- E Existing Locker Rooms \$\$**
 - Upgrade locker room interiors
 - Adjust exterior fence to improve restroom accessibility
- F Open Space Improvements \$**
 - Plan to re-grade and provide drainage improvements to increase accessibility
- G Future Outdoor Ice Rink \$\$\$**
 - Replace deteriorating concrete sidewalk
 - Consider creating a winter ice rink in the existing parking lot
- H Existing Skate Park \$\$**
 - Plan for expansion of the skate park as identified in the Hart Park Master Plan
- I Major Pedestrian Crossing \$\$**
 - Plan for crossing improvements including installation of a pedestrian activated traffic signal
- J Future Vending Building \$\$\$\$**
 - Plan to construct a restroom, and vending building
- K Future Rental Building \$\$\$\$**
 - Plan to construct a new rental facility

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING		FUTURE BIKE RENTALS
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA		FUTURE LANDSCAPE IMPROVEMENTS
	FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS				

HART PARK EAST





OPPORTUNITY AREAS

- A Major Pedestrian Crossing \$**
 - Plan for crossing improvements including installation of a pedestrian activated traffic signal
- B Future Community & Recreation Center \$\$\$\$\$**
 - 75,000 SF facility including indoor meeting rooms, senior lounge, concessions, fitness center, walking track, and indoor court space
- C Future Pedestrian Bridge \$\$\$**
 - Plan for the construction of a pedestrian bridge as identified in the Hart Park Master Plan
- D Future Trail Connections \$\$**
 - Plan to construct an interior system of trails and pedestrian pathways connecting Hart Park East and West as indicated in the Hart Park Master Plan
- E Future Full Size Soccer Field \$\$**
 - Plan for the addition of one full size or two practice sized soccer fields

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

FISHER SCHOOL

4th Ave

FISHER SCHOOL

A

B

C

D

E

F

G

H BREITLOW FIELDS

I

J

K

N 122nd St

Garfield Ave

120'

180'



OPPORTUNITY AREAS

- A North Parking Lot \$\$\$\$**
 - Plan to resurface and improve drainage in existing parking lot
- B East Parking Lot \$\$\$**
 - Plan to expand the existing parking lot and improve circulation to 122nd St.
- C Existing Gardening Area \$\$**
 - Plan to expand the existing gardening area with the possibility of constructing a greenhouse
- D Existing Basketball Court \$**
 - Plan to re-surface the existing court
- E Existing North Softball Field \$**
 - Plan to improve and better maintain the existing softball field
- F 122nd Street Access \$**
 - Plan to improve accessibility by re-grading slope and constructing stairs
- G Playground Expansion \$\$\$**
 - Plan to expand the existing playground with equipment for 2-5 year old play
- H Existing Turf Fields \$\$\$\$**
 - Plan to add lights to the existing fields to maximize use
- I Future Plaza & Promenade \$\$\$\$**
 - Plan to construct a centralized outdoor plaza, shelter and concession building, and tree lined promenade from Gilbert Avenue to 122nd Street
- J Future Soccer Field \$**
 - Plan to define a 6v6 soccer field
- K Existing South Softball Field \$**
 - Plan to improve and better maintain the existing softball field

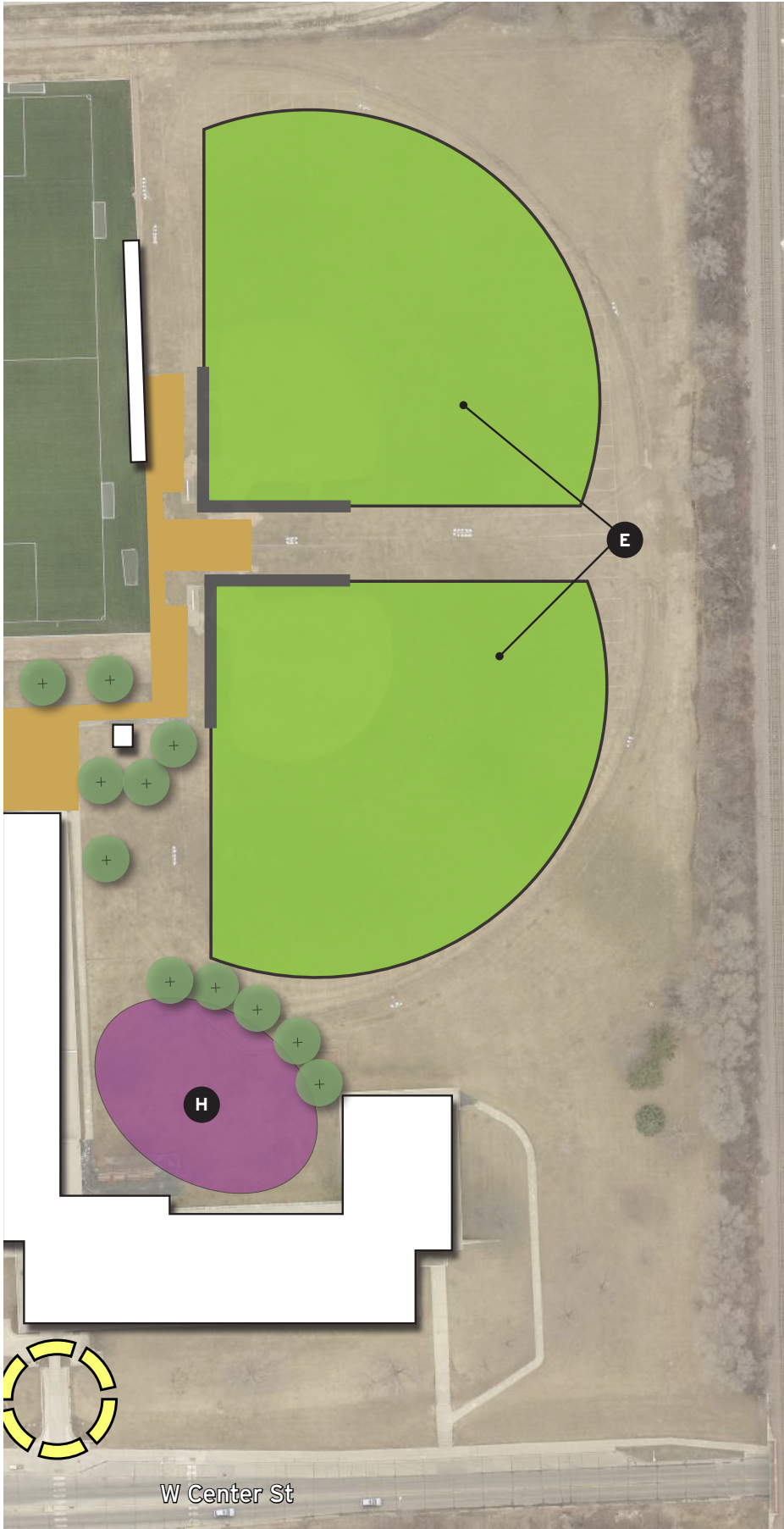
COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

WHITMAN MIDDLE SCHOOL





OPPORTUNITY AREAS

- A Future Soccer Fields \$\$\$**
 - Plan for the addition of two practice sized soccer fields and lights
- B Existing Grandstand \$\$\$**
 - Plan to expand the capacity of the existing grandstand
- C Existing Tennis Courts \$\$**
 - Plan to improve the existing tennis courts
- D Future Athletic Promenade \$\$\$\$**
 - Plan to construct a series of outdoor plazas and tree lined promenades connecting the competitive soccer and baseball complexes
- E Existing Baseball Fields \$\$**
 - Plan to replace the outfield fences and improve drainage
- F Existing Parking Lot \$\$**
 - Plan to square-up and re-surface portions of the existing parking lot
 - Provide a north/south pedestrian connection
- G Existing Courtyard \$**
 - Plan to improve the existing courtyard as an outdoor classroom
- H Future Outdoor Classroom \$\$**
 - Plan for relocation of existing bike parking and the creation of an outdoor education space

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

EISENHOWER ELEMENTARY | WEST HIGH SCHOOL





OPPORTUNITY AREAS

- A Existing Practice Field \$\$**
 - Plan to improve field drainage issues and define a full size soccer field
- B Existing Track \$\$\$\$**
 - Plan to re-surface the existing track and install new perimeter fencing
- C Future Softball Field \$\$\$\$\$**
 - Plan to install synthetic turf field and improve drainage issues
- D Existing Football Field \$\$\$\$**
 - Plan to replace the existing turf football field as needed
- E Existing Baseball Field \$**
 - Improve maintenance of the existing baseball field
- F Existing Playgrounds \$\$\$**
 - Plan to replace the existing playground equipment and surfaces
- G Existing Asphalt Area \$**
 - Improve drainage issues and re-surface asphalt to resolve settling of pavement
- H Center Street Access \$**
 - Plan to improve accessibility and provide a vegetative buffer from the street
- I Existing Courtyard \$**
 - Plan to improve the existing courtyard as an outdoor classroom
- J Existing Main Parking Lot \$\$\$\$**
 - Plan to re-surface the existing parking lot
- K Existing East Parking Lot \$\$\$**
 - Plan to expand the existing parking lot

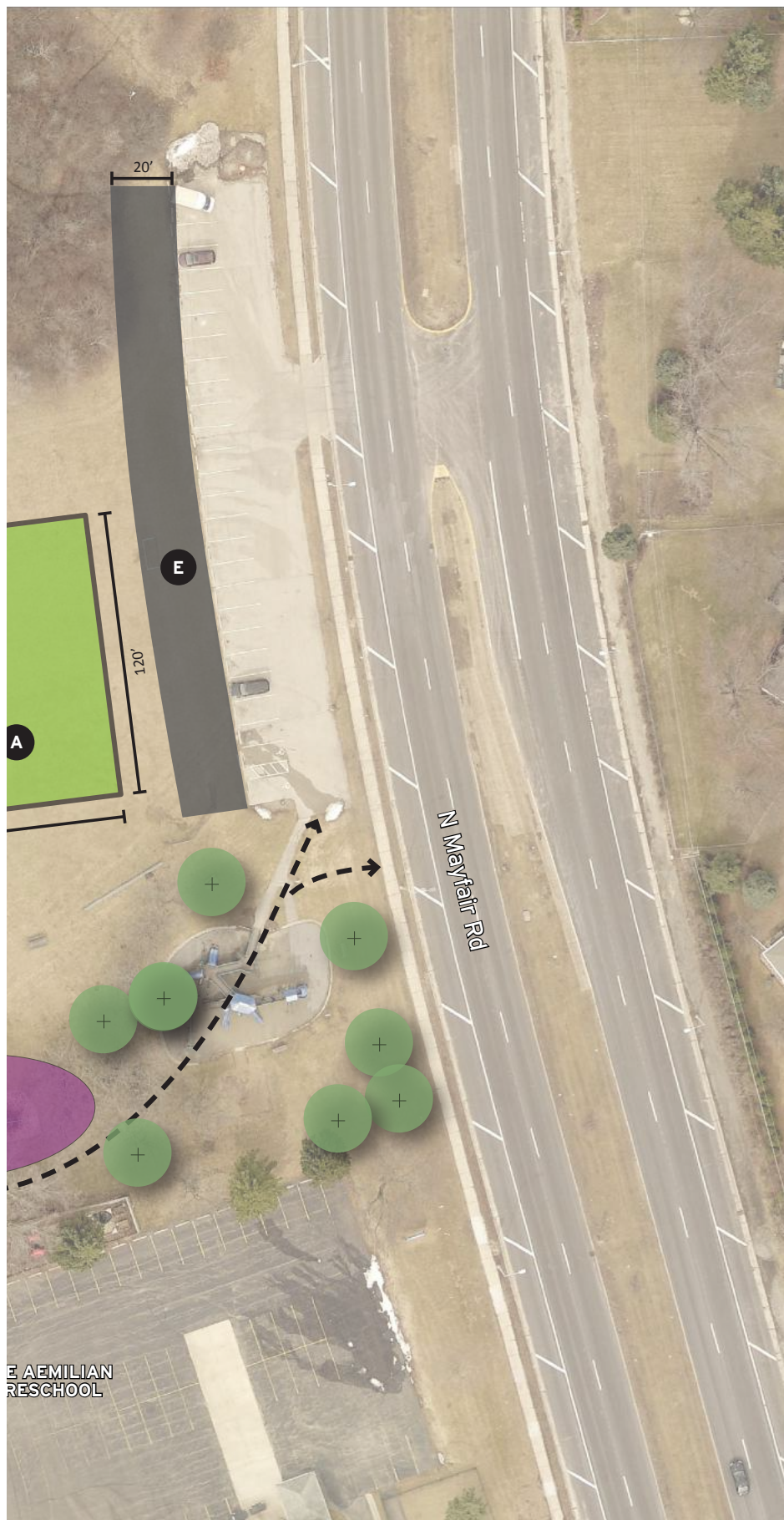
COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

WEBSTER PARK





OPPORTUNITY AREAS

A Future Soccer Field \$

- Remove existing backstop
- Plan to re-grade surface and define one additional 6v6 soccer field

B Existing Storage Building \$

- Rehabilitate existing building or remove and create space for seasonal Port-A-Johns

C Future Playground \$\$

- Remove existing playground equipment and surface
- Relocate new playground further away from Mayfair Road

D Future Pathway System \$

- Plan to construct a new pathway system connecting the Oak Leaf Trail to Mayfair Road

E Existing Parking Lot \$

- Plan to extend the parking area twenty feet to the west to allow for an additional bay of parking

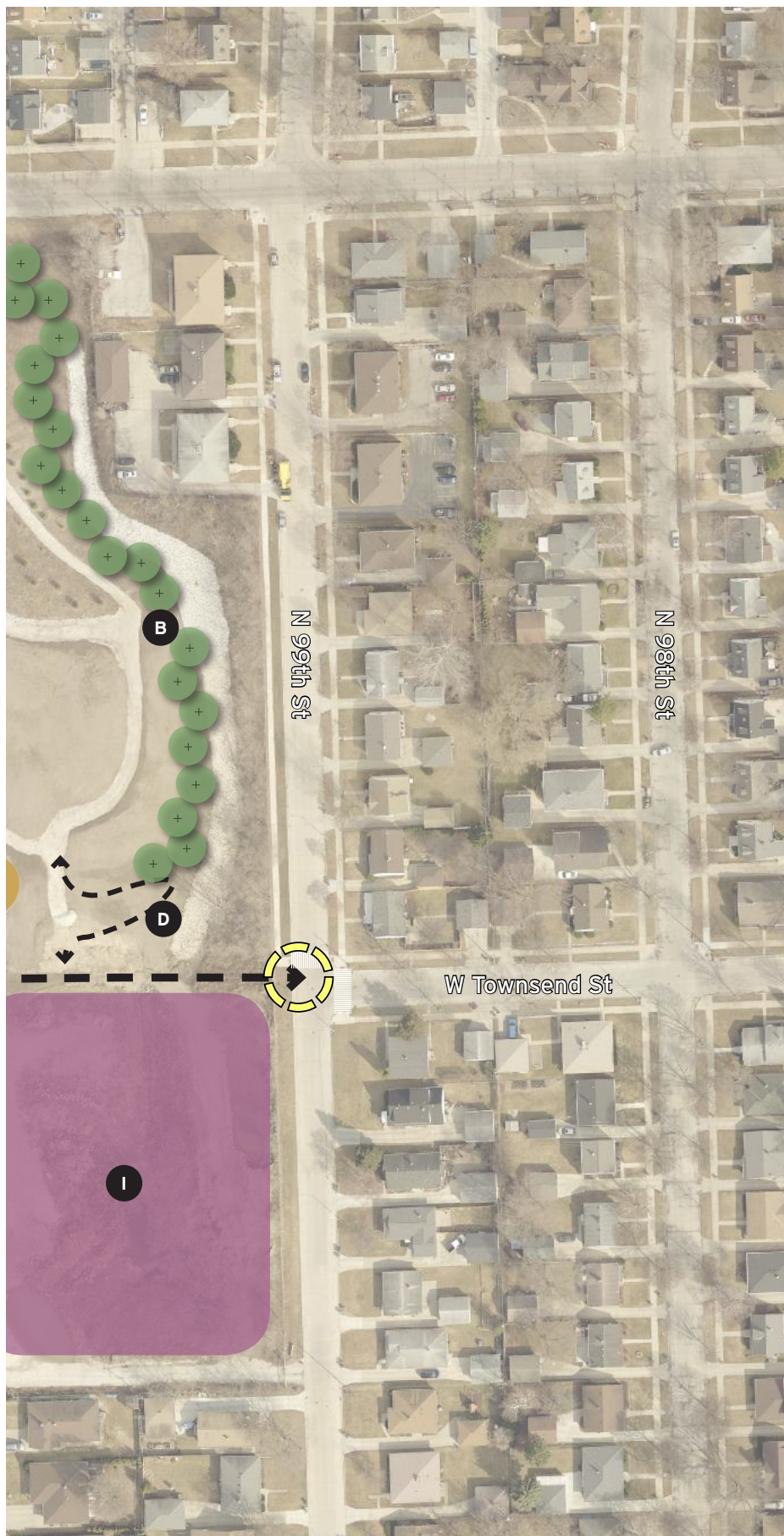
COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

HARTUNG PARK





OPPORTUNITY AREAS

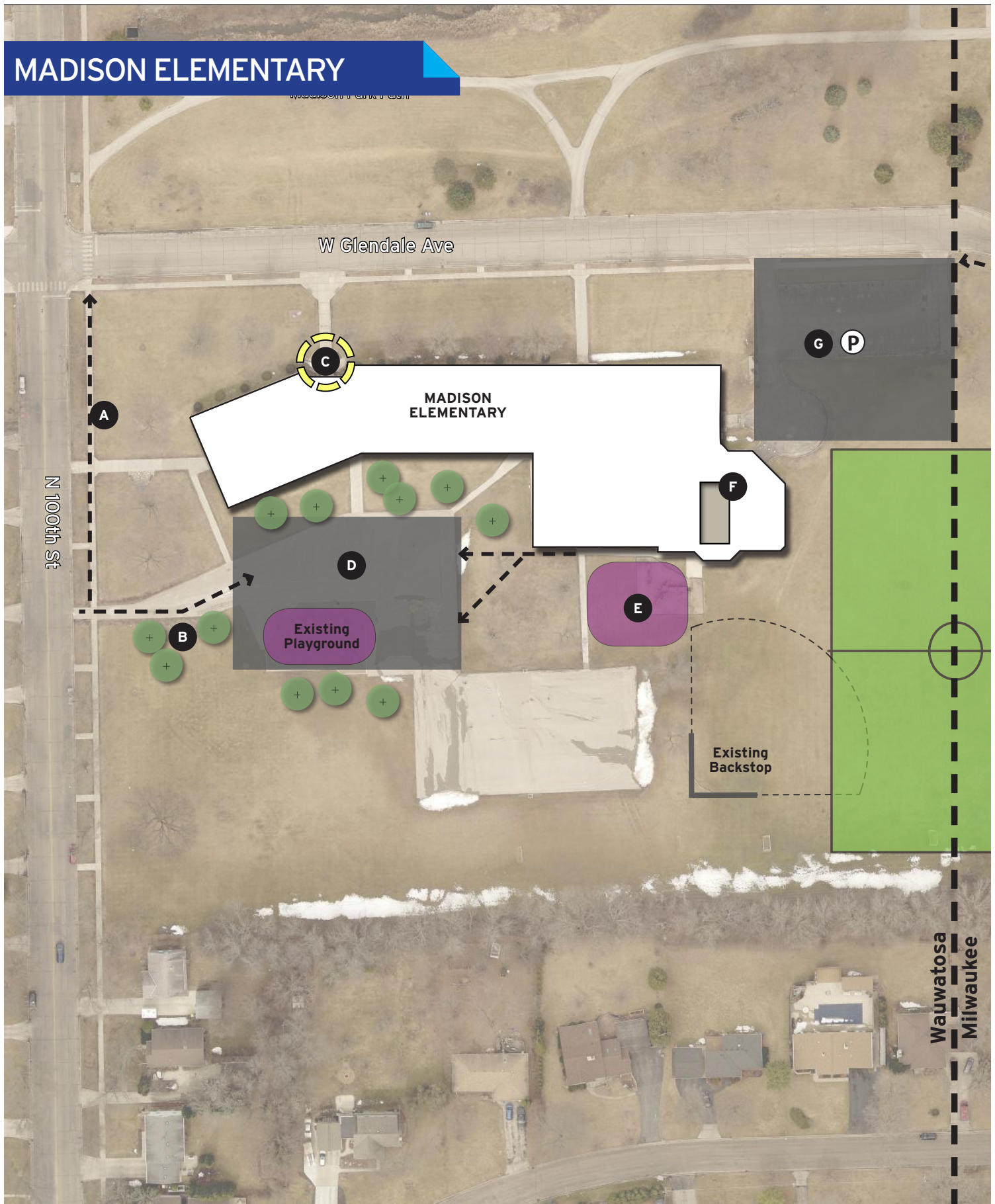
- A Existing Playground \$**
 - Improve bicycle parking and plant vegetation to discourage walking off-trail
- B Vegetative Buffer \$**
 - Plant native tree and shrub species to create a visual buffer
- C Existing Plaza \$**
 - Improve surface and better define circular space
- D Potential Pathways \$\$**
 - Plan to re-route several existing pathways to provide slope stabilization and improve accessibility
- E Potential Paved Path \$\$**
 - Plan to pave the existing pathway connecting Townsend St to Menomonee Parkway
- F Adaptable Open Space \$**
 - Define a multi-use adaptable field space for events and youth soccer practice
- G Existing Plaza \$**
 - Improve surface and better define circular space
- H Existing Plaza \$**
 - Add seating to existing circular plaza
- I Intergenerational Rec Space \$\$\$**
 - Plan for the creation of a fully-accessible intergenerational exercise and recreation area including entrance improvements at Townsend St. and Argonne Dr.
- J Existing Restroom \$\$**
 - Partner with Milwaukee County to fix and re-open the restroom building along the Menomonee Creek Parkway Path

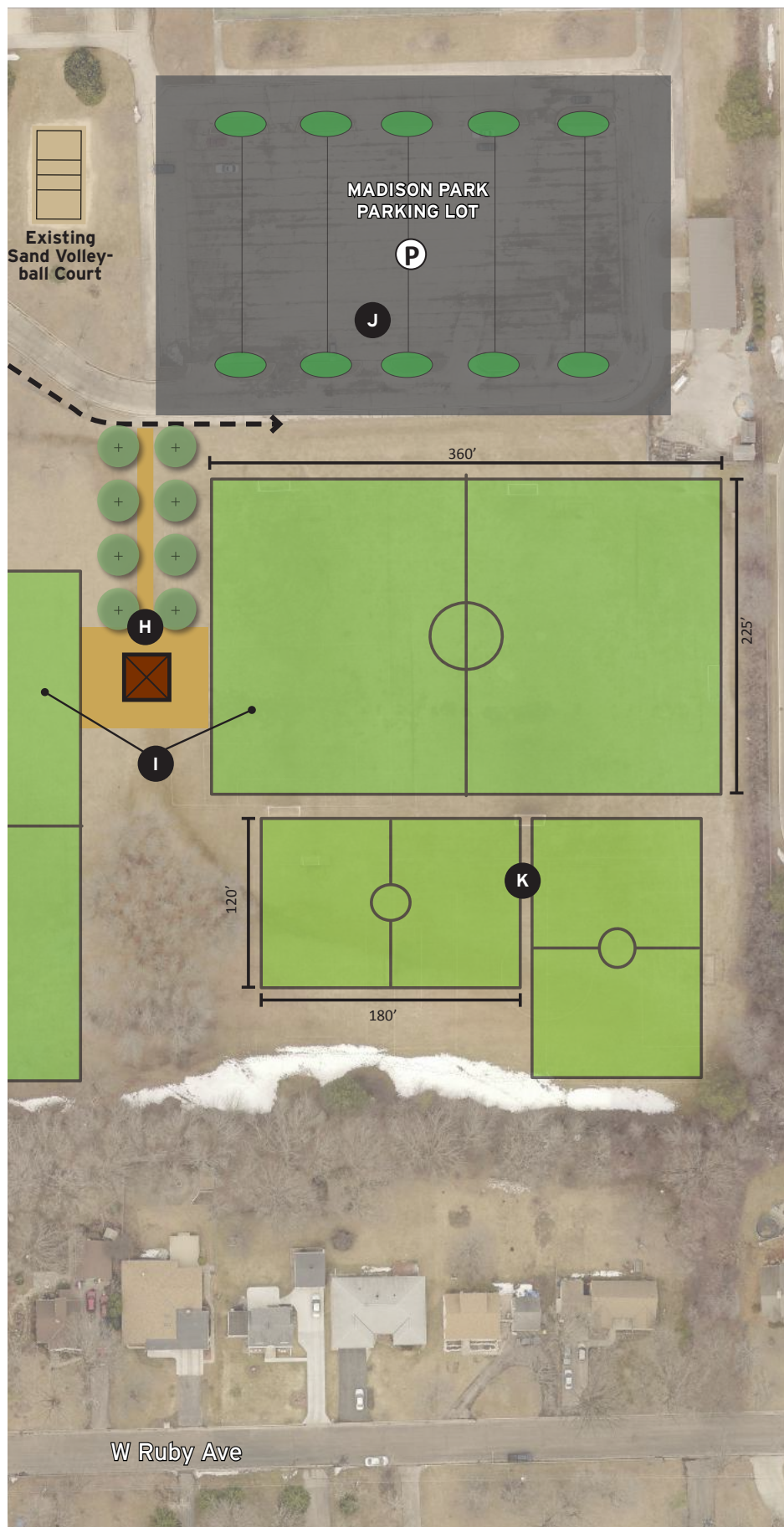
COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

MADISON ELEMENTARY





OPPORTUNITY AREAS

- A Sidewalk Improvements \$\$**
 - Plan to improve concrete and asphalt walkways and enhance accessibility
- B Potential Rain Garden \$**
 - Plan to install a rain garden to alleviate drainage issues
- C Entry Landscape \$**
 - Plan to maintain and enhance PTA/Volunteer landscape improvements
- D Existing Asphalt \$**
 - Plan to improve the existing asphalt area to maximize use
 - Plan for landscape improvements to introduce shade
- E Existing East Playground \$\$**
 - Plan to replace and expand the existing playground equipment and surface
- F Existing Courtyard \$\$**
 - Plan to improve the existing courtyard as an outdoor classroom
- G Existing Parking Lot \$\$\$**
 - Plan to expand parking and provide a student pick up and drop-off space
- H Future Plaza and Promenade \$\$**
 - Partner with Milwaukee County to construct a tree lined promenade and outdoor restroom/concession building
- I Future Soccer Fields \$\$**
 - Partner with Milwaukee County to improve drainage and define two full size soccer fields
- J Existing Parking Lot \$\$\$**
 - Partner with Milwaukee County to improve the existing parking lot
- K Future Soccer Fields \$**
 - Plan to define two 6v6 Fall only fields

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

LINCOLN ELEMENTARY | EAST HIGH SCHOOL

Hillcrest Dr

Underwood Ave

N Wauwatosa Ave

Warren Ave

Milwaukee Ave

180'

120'

A

C

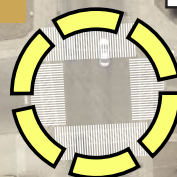
D

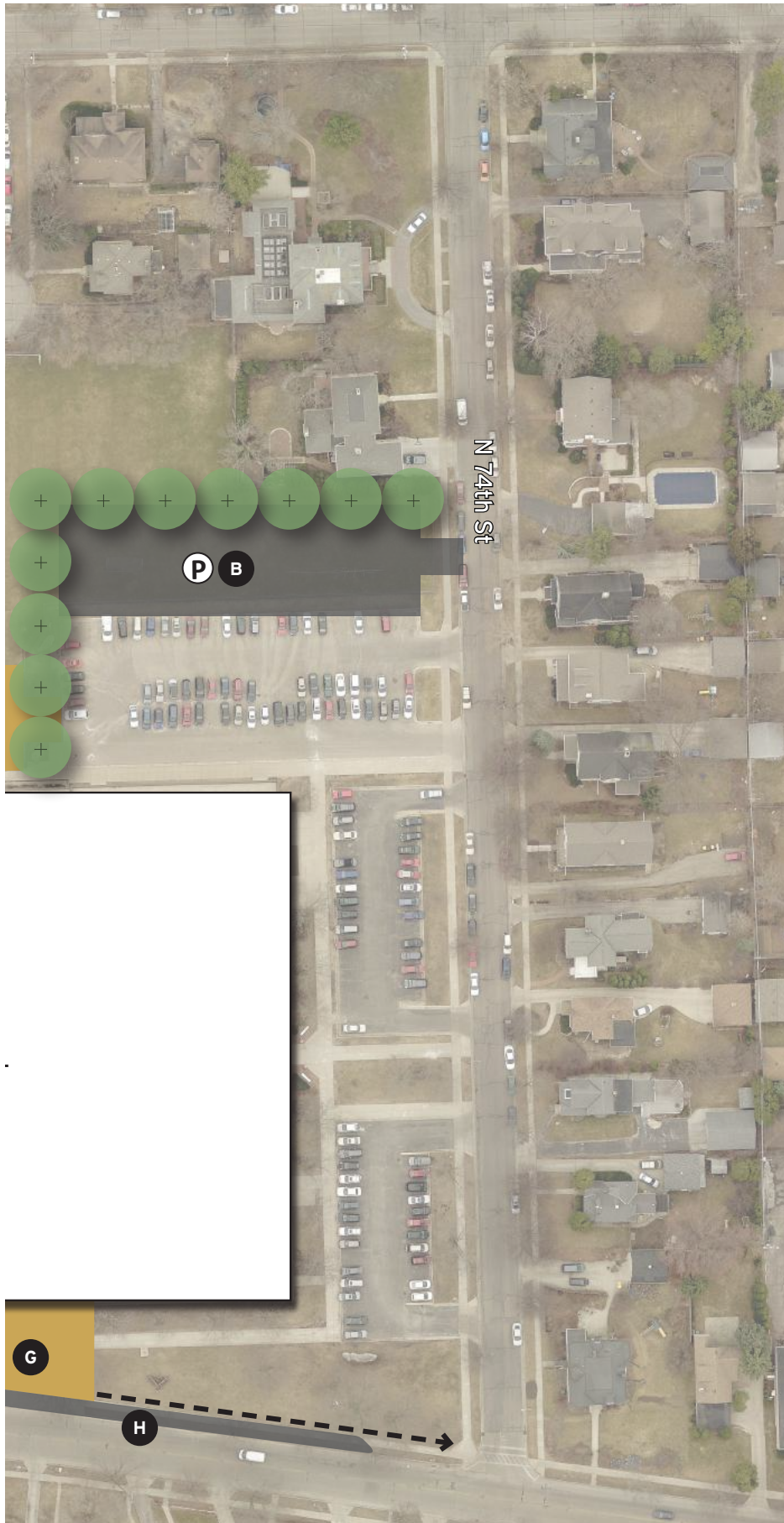
E

LINCOLN
ELEMENTARY

F

EAST
HIGH SCHOOL





OPPORTUNITY AREAS

- A Future Soccer Field \$**
 - Plan for definition of a 6v6 soccer field
- B Existing Parking Lot \$\$**
 - Plan to expand parking and provide fencing and vegetative screening from neighborhood residences
- C Crossing Improvements \$\$\$**
 - Plan for crossing improvements including installation of a pedestrian activated traffic signal
- D Future North Plaza \$\$**
 - Plan to construct a new north plaza with covered bike storage, new bleachers, fencing, and improved outdoor storage
- E Existing Playgrounds \$\$**
 - Plan to replace play equipment and surface within five years and create separate 2-5 and 5-12 play areas
- F Existing Courtyard \$\$**
 - Plan to convert the existing asphalt area into an outdoor classroom and garden
- G South Entry Plaza \$**
 - Plan to enhance and expand the main entry point
- H Future Drop-Off Area \$\$**
 - Plan to construct a drop-off area for the East High School theatre

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

JEFFERSON ELEMENTARY





OPPORTUNITY AREAS

A North Entry Plaza \$\$

- Plan to improve the appearance and accessibility of the main entry point including improved landscaping and accessibility improvements to the elevated courtyard

B Future Drop-Off Area \$\$

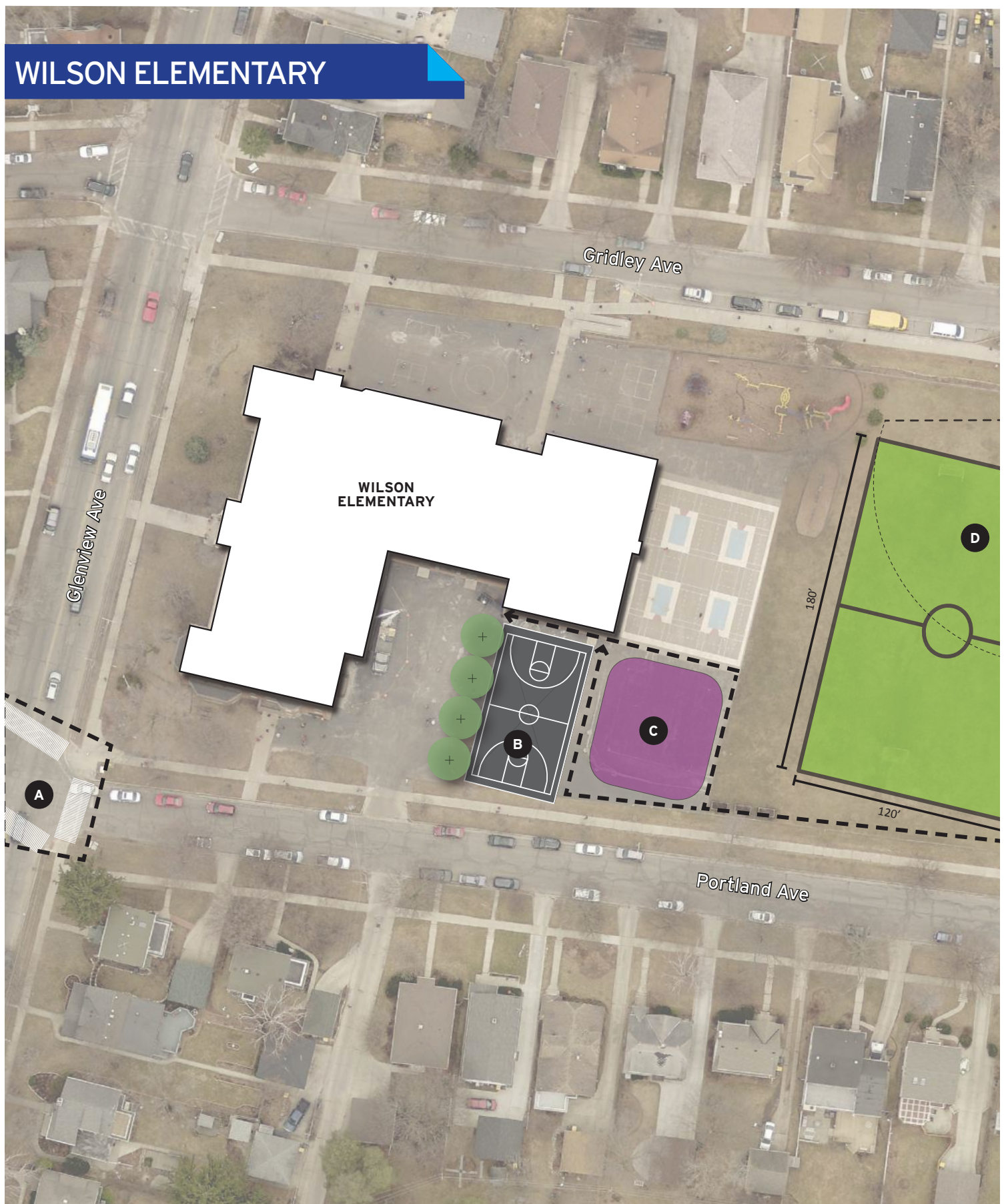
- Plan to construct a southern drop-off area to alleviate traffic congestion on Aetna Court

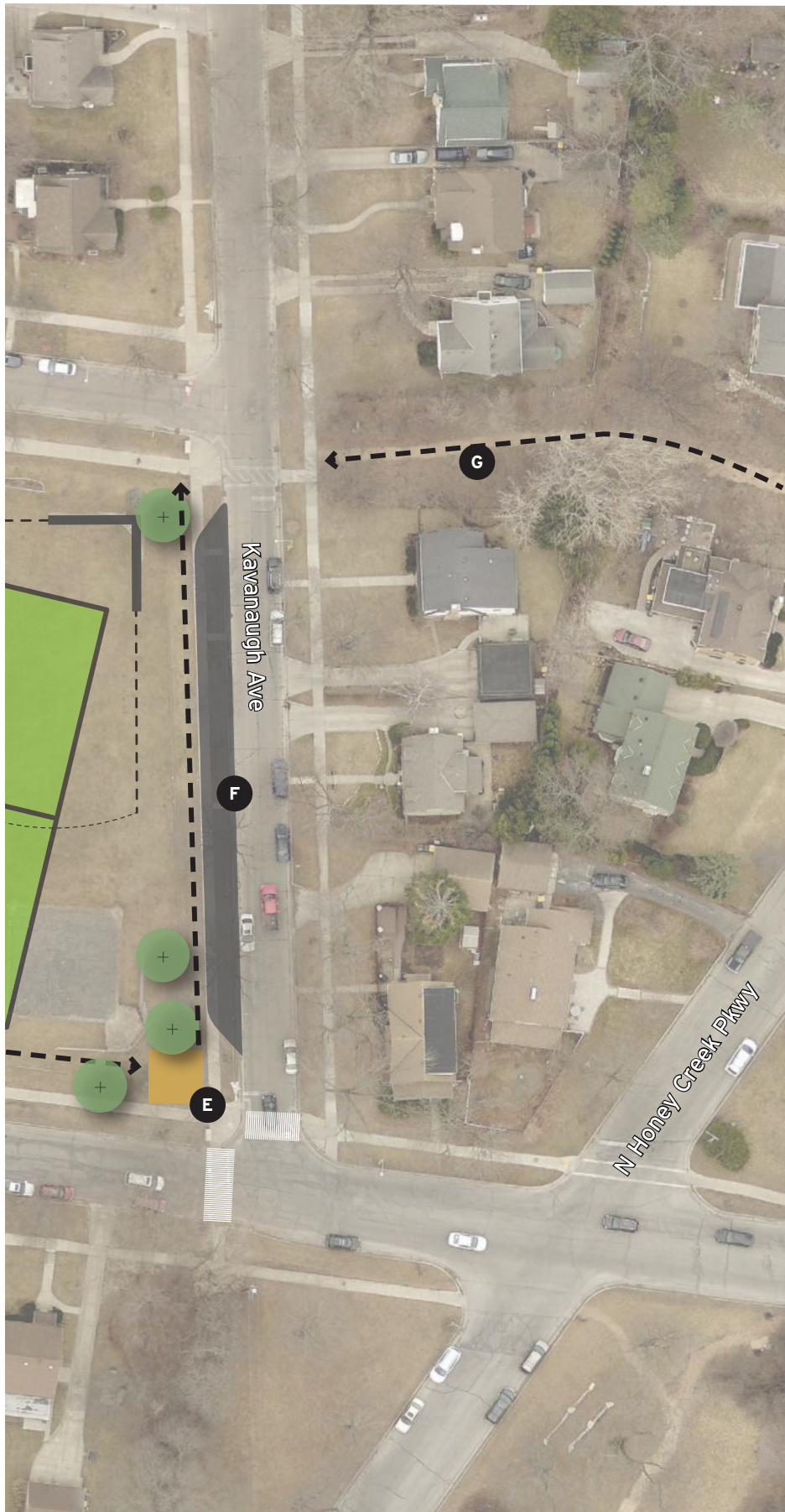
COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

 EXISTING BUILDING	 FUTURE BUILDING
 FUTURE PEDESTRIAN CONNECTION	 OPPORTUNITY AREA
 FUTURE LANDSCAPE IMPROVEMENTS	 FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

WILSON ELEMENTARY





OPPORTUNITY AREAS

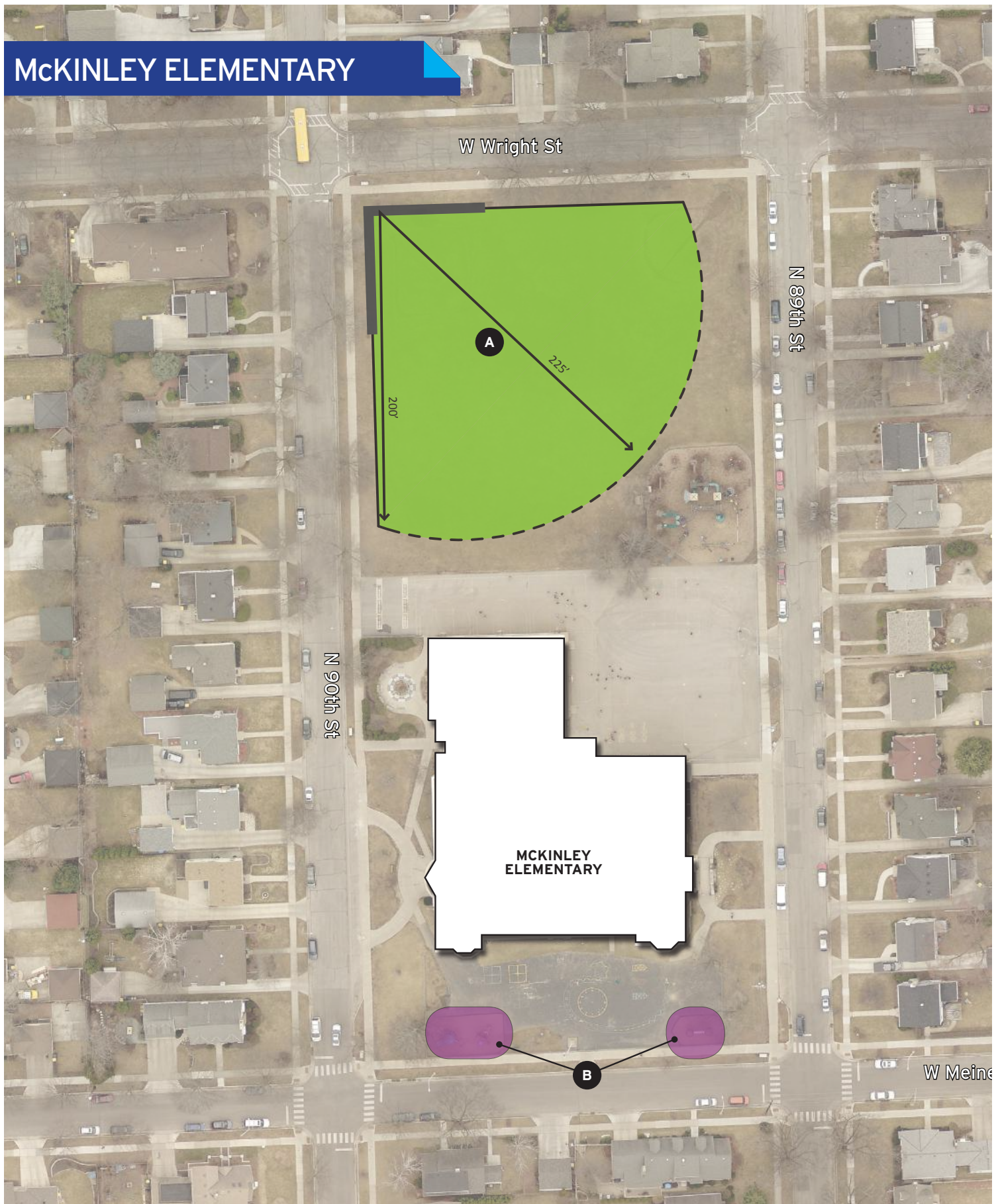
- A Crossing Improvements \$\$**
 - Plan for crossing improvements including installation of a pedestrian activated
- B Future Basketball Court \$**
 - Remove existing playground when updating
 - Plan to construct of a new basketball court and enhanced landscaping
- C Future Playground \$\$**
 - Remove existing backstop and asphalt
 - Plan to construct a new playground
- D Existing Soccer Field \$**
 - Remove asphalt area in southeast corner
 - Plan for improved field turf maintenance to better define a 6v6 soccer field
- E Enhanced Entry Point \$**
 - Replace the existing stairs at the corner of Kavanaugh Ave and Portland Ave
 - Plan to construct a new pathway to connect the entry point to the new playground
- F Drop-Off Area \$\$**
 - Plan to provide an off street drop-off and temporary parking area to alleviate traffic congestion.
 - Move existing sidewalk west
- G Pathway Improvements \$**
 - Improve existing pedestrian pathway

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

	EXISTING BUILDING		FUTURE BUILDING
	FUTURE PEDESTRIAN CONNECTION		OPPORTUNITY AREA
	FUTURE LANDSCAPE IMPROVEMENTS		FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

MCKINLEY ELEMENTARY





OPPORTUNITY AREAS

A Future Softball Field \$\$

- Remove existing east field and backstop
- Plan to improve and enlarge the west field to define a high school softball field

B Existing South Playgrounds \$\$

- Plan to replace the playgrounds equipment and surfaces

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000



EXISTING
BUILDING



FUTURE
BUILDING



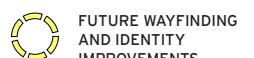
FUTURE PEDESTRIAN
CONNECTION



FUTURE LANDSCAPE
IMPROVEMENTS

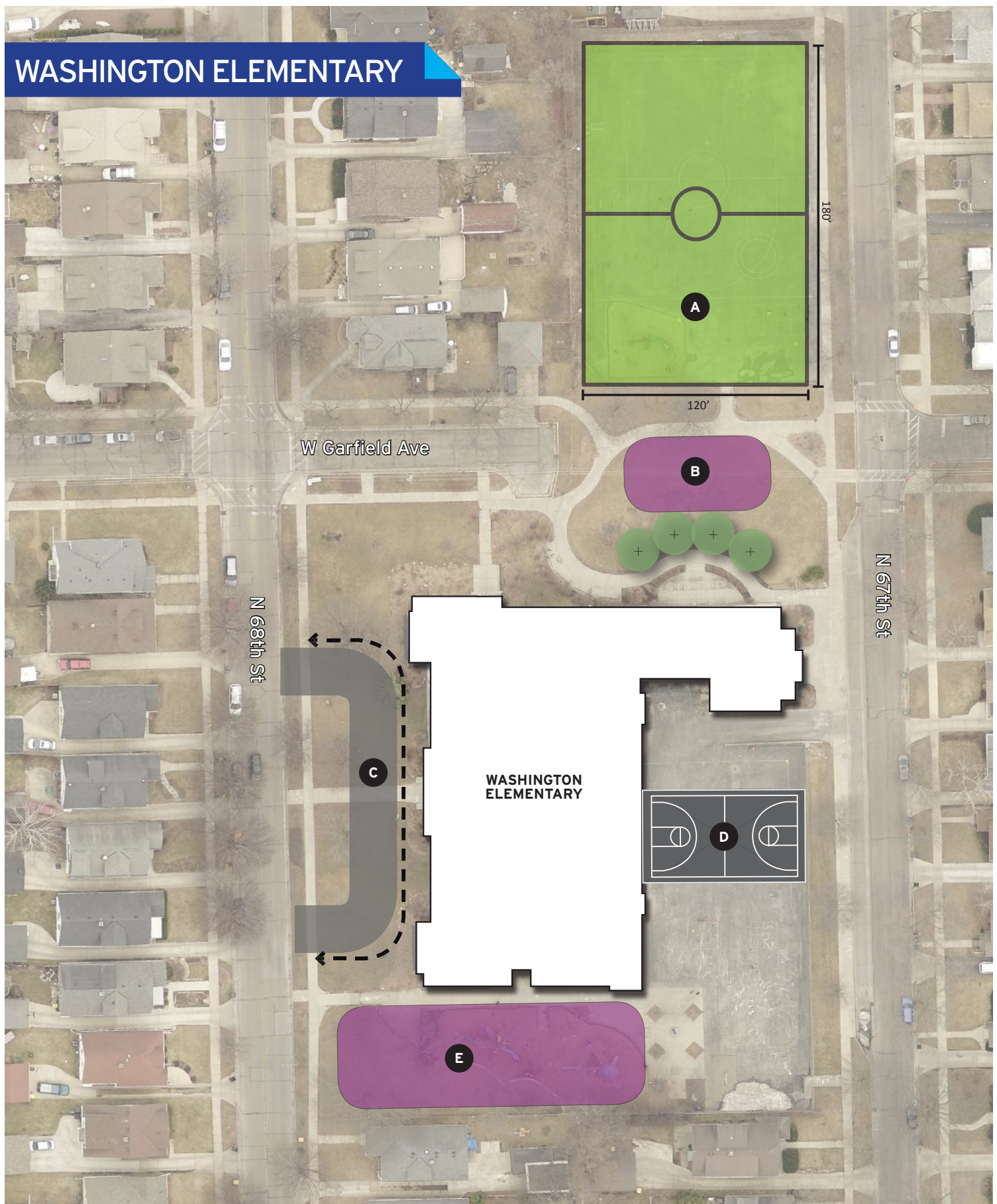


OPPORTUNITY
AREA



FUTURE WAYFINDING
AND IDENTITY
IMPROVEMENTS

WASHINGTON ELEMENTARY





OPPORTUNITY AREAS

A Future Soccer Field \$\$

- Remove asphalt and existing playground
- Plan to define an additional 6v6 soccer field

B Future Playground \$\$\$

- Plan to construct a new playground for 5-12 year old play
- Consider raised plantings or ornamental trees to divert pedestrians and reduce wear on grass

C Future Drop Off Area \$\$\$

- Plan for the construction of a new asphalt drop-off area and new concrete sidewalk

D Future Basketball Court \$

- Remove existing basketball hoops
- Plan to construct a new basketball court
- Update Fencing

E Existing Playground \$

- Provide slope and wall stabilization
- Enlarge Playground

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000



EXISTING
BUILDING



FUTURE
BUILDING



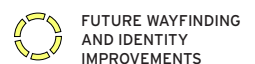
FUTURE PEDESTRIAN
CONNECTION



OPPORTUNITY
AREA

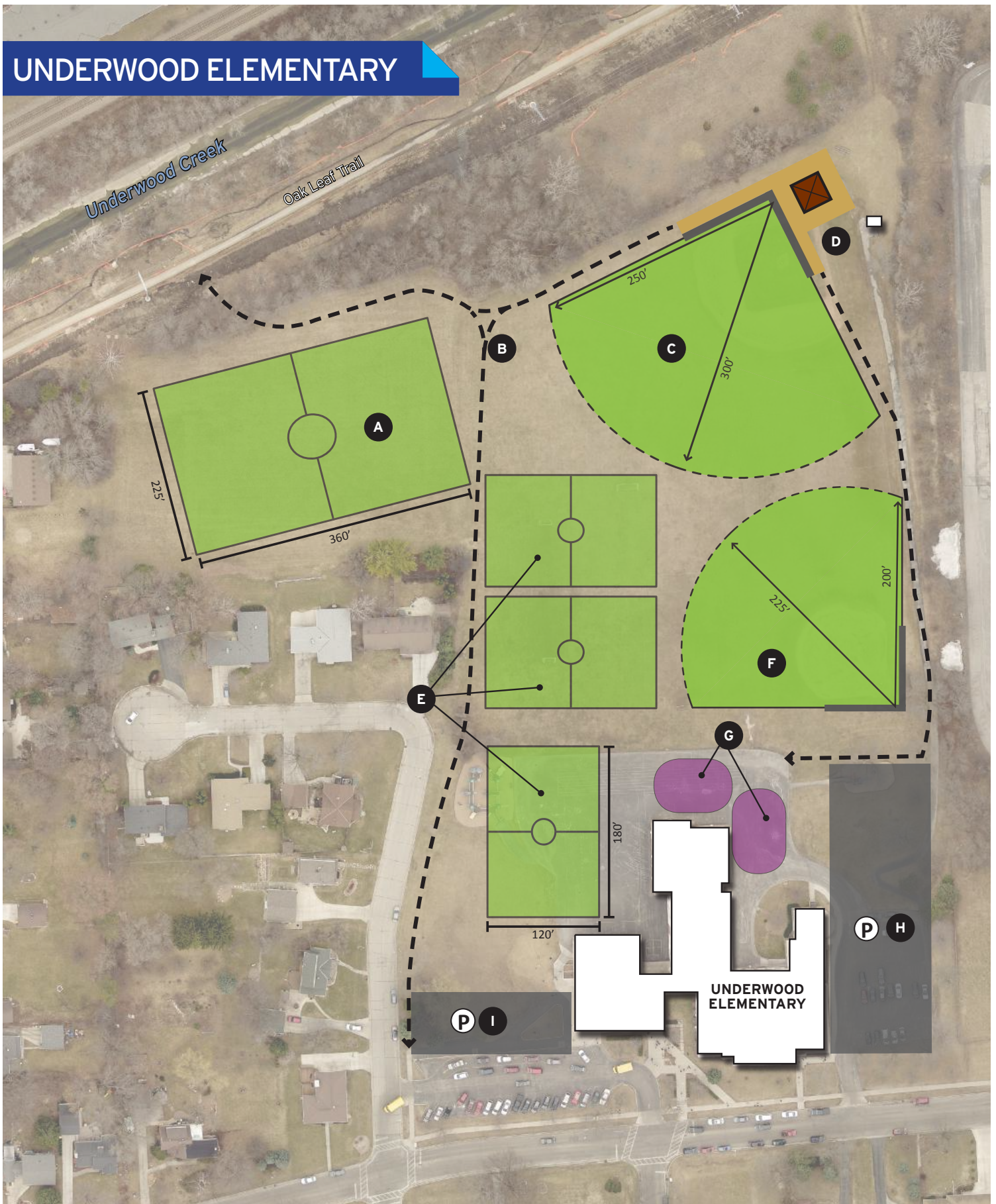


FUTURE LANDSCAPE
IMPROVEMENTS



FUTURE WAYFINDING
AND IDENTITY
IMPROVEMENTS

UNDERWOOD ELEMENTARY





OPPORTUNITY AREAS

A Future Soccer Field \$

- Plan to re-grade and improve drainage issues to define one additional full size soccer field

B Future West Pathway \$

- Plan to construct a western pathway connecting the drop-off area to the Oak Leaf Trail Spur

C Future Pony Baseball Field \$\$

- Remove existing backstop
- Plan to construct and define a new pony sized baseball field

D Future Baseball Plaza and Trailhead \$\$\$

- Remove existing building and portion of asphalt walkway
- Plan to construct a new plaza, and concession/restroom building
- Plan to construct a trail spur to connect to the Oak Leaf Trail

E Future Soccer Fields \$\$

- Remove existing backstop and reduce asphalt area
- Plan to re-grade and improve drainage issues to define three additional 6v6 soccer fields

F Future Pony Baseball Field \$\$

- Improve turf and field management to better define a high school softball field

G Existing Playgrounds \$\$\$

- Plan to replace the existing playground equipment and surface with separate 5-12 and 2-5 age oriented playgrounds to the west

H Existing East Parking Lot \$\$\$

- Plan to expand parking to the north

I Existing West Drop-Off \$\$

- Plan to expand the west drop-off area

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000



EXISTING
BUILDING



FUTURE
BUILDING



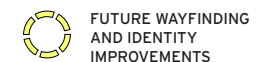
FUTURE PEDESTRIAN
CONNECTION



FUTURE LANDSCAPE
IMPROVEMENTS

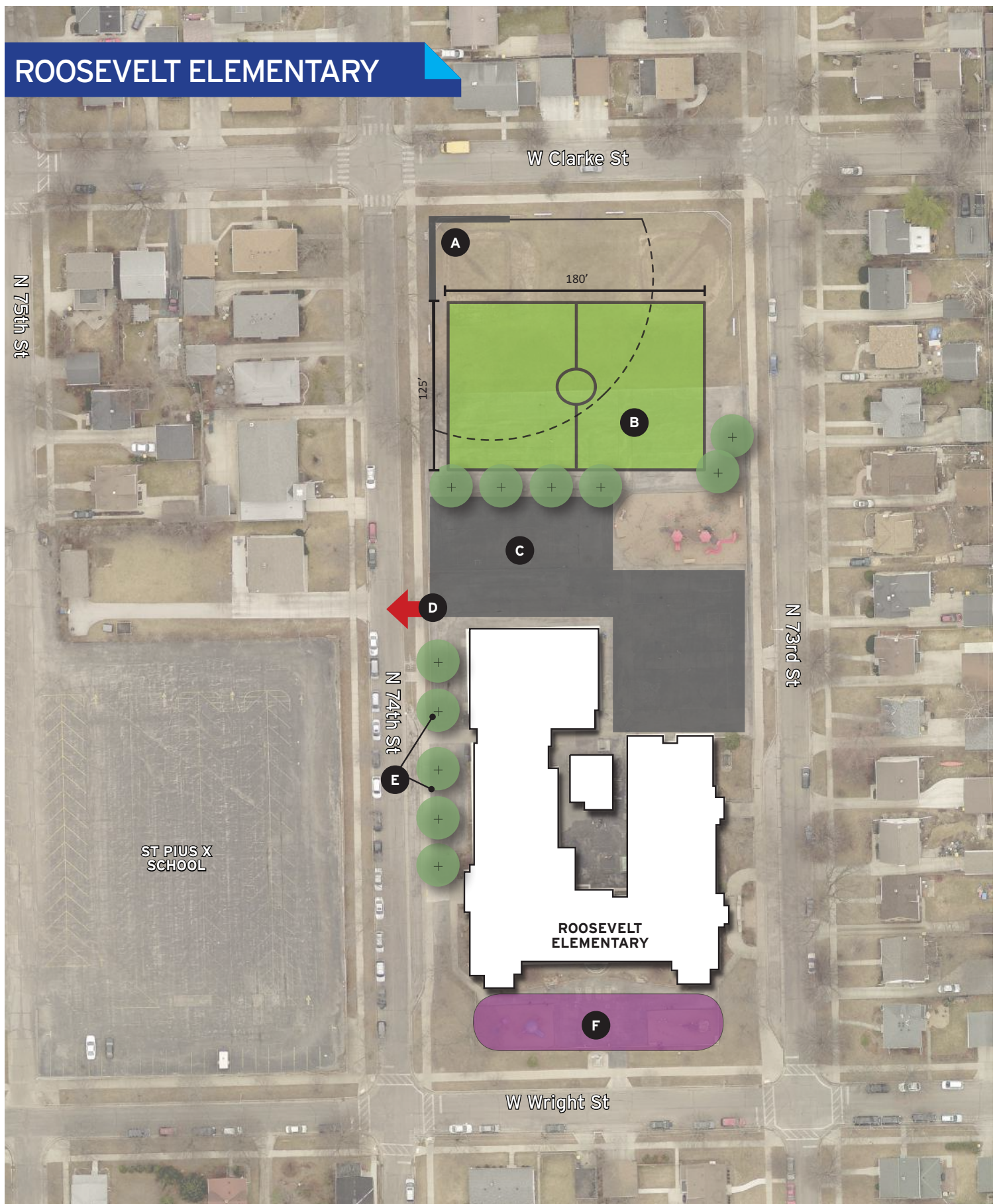


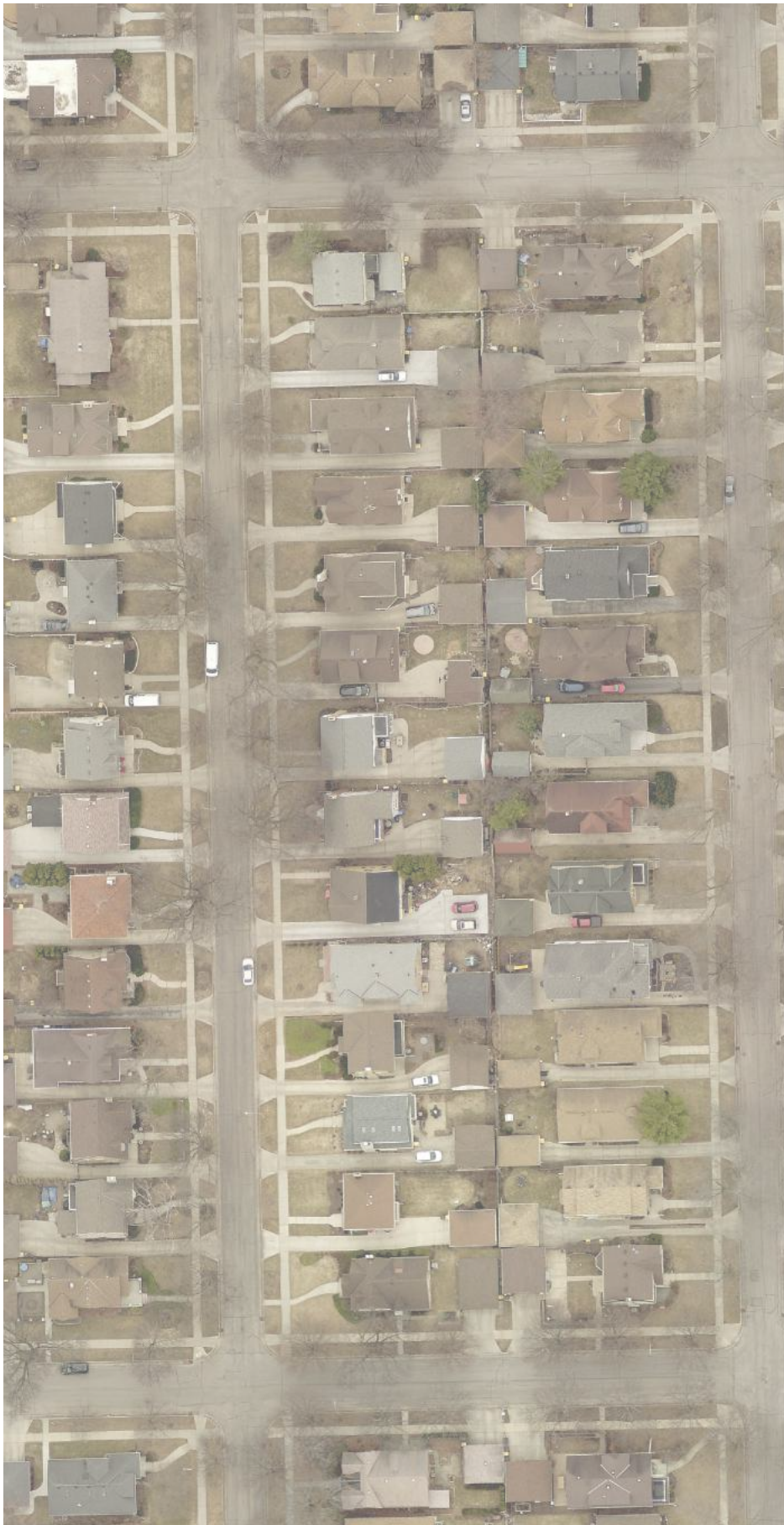
OPPORTUNITY
AREA



FUTURE WAYFINDING
AND IDENTITY
IMPROVEMENTS

ROOSEVELT ELEMENTARY





OPPORTUNITY AREAS

A Future Youth Softball Field \$

- Remove existing east field and backstop
- Plan to construct a new youth sized softball field

B Future Soccer Field \$

- Remove asphalt area
- Plan to define an additional 6v6 soccer field utilizing part of the new softball outfield

C Existing Asphalt Area \$\$

- Remove north fence and replace with shade trees to define space
- Plan to re-grade to remove the need for retaining walls, and re-surface asphalt

D Future West Vehicular Access \$

- Plan to construct a curb cut to allow for new service access at North 74th Street

E Existing West Entrance \$

- Plan to expand planting area to better define the entrance

F Existing Playground \$\$

- Plan to replace the playground equipment and surface

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

EXISTING BUILDING

FUTURE BUILDING

FUTURE PEDESTRIAN CONNECTION

OPPORTUNITY AREA

FUTURE LANDSCAPE IMPROVEMENTS

FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

LONGFELLOW MIDDLE SCHOOL

W Wright St

A

Sledding Hill

WAU
CEM

Existing
HS Softball
Field

N 81st St

N 80th St

W Meinecke Ave

B

D

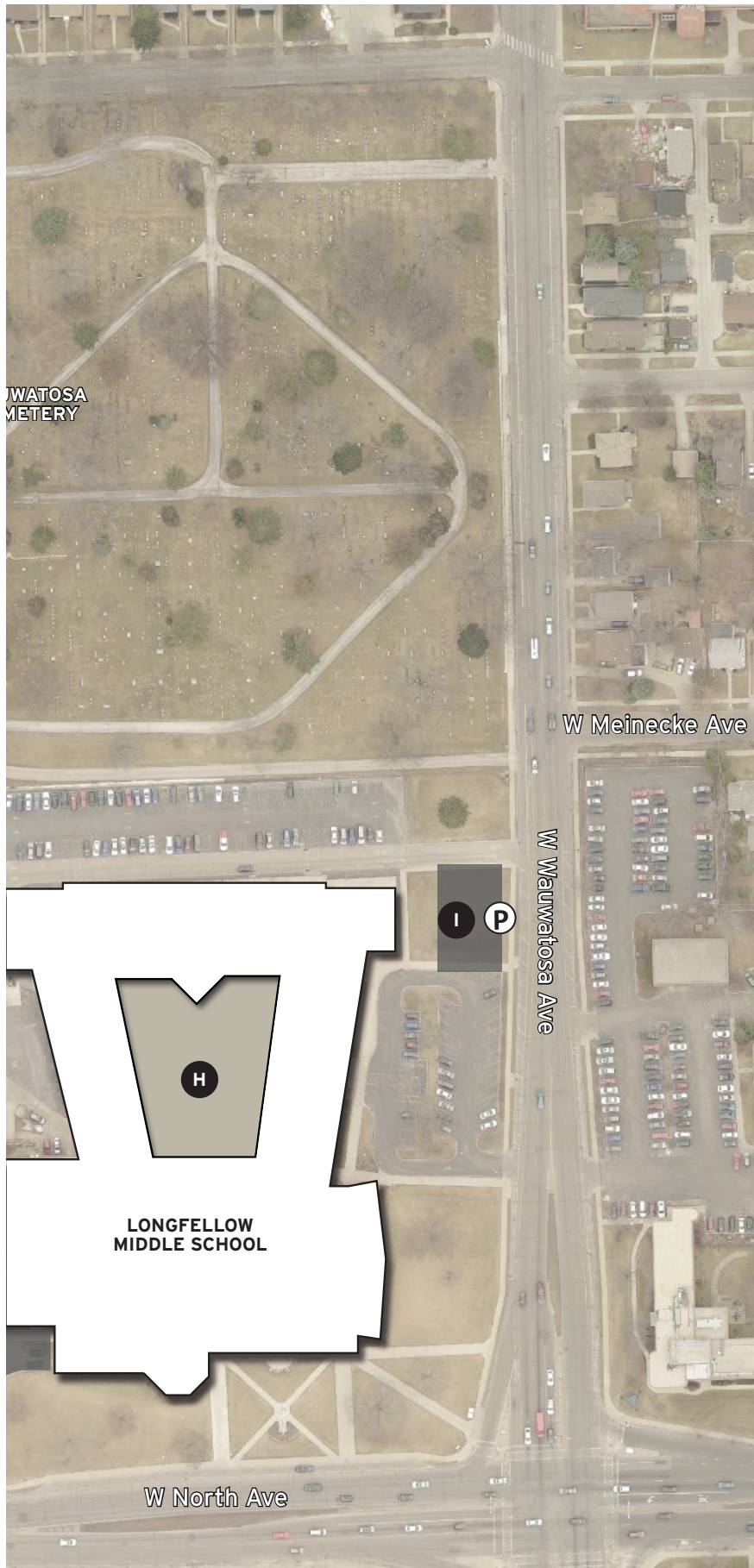
E

C

F

G





OPPORTUNITY AREAS

A Future Playground \$\$

- Plan to construct a new neighborhood playground

B Future Tennis Courts \$\$\$

- Plan to construct tennis courts with perimeter fencing

C Future Soccer Fields \$

- Plan to improve drainage and define two 6v6 practice soccer fields

D Future Softball Field \$\$\$\$\$

- Plan to construct a synthetic turf softball field with lighting and perimeter fencing
- Plan to construct a future concession restroom and storage building, masonry dugouts and bleacher seating

E Future Asphalt Playground \$\$\$

- Plan to convert the existing tennis courts into a playground area

F Accessibility Improvements \$\$

- Plan to construct an accessible ramp with handrails and to replace the existing stairs and handrails
- Plan for sidewalk improvements

G North Ave Service Drive \$

- Plan to repair concrete pavement and construct a highly visible pedestrian access point at North Ave.

H Existing Courtyard \$

- Plan to improve the existing courtyard as an outdoor classroom

I Future Parking Lot \$\$

- Plan to expand the existing east parking lot

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

EXISTING BUILDING

FUTURE BUILDING

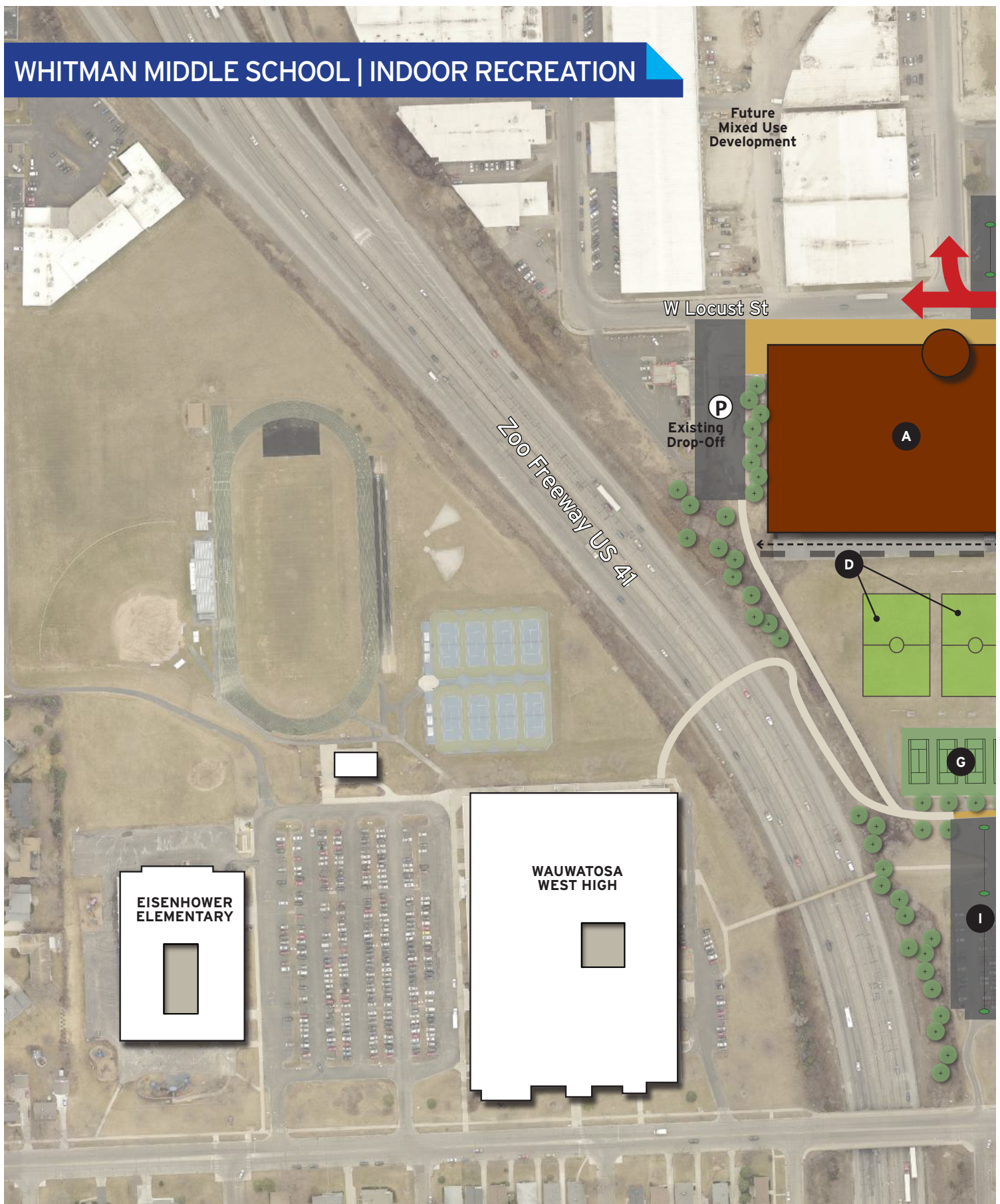
FUTURE PEDESTRIAN CONNECTION

OPPORTUNITY AREA

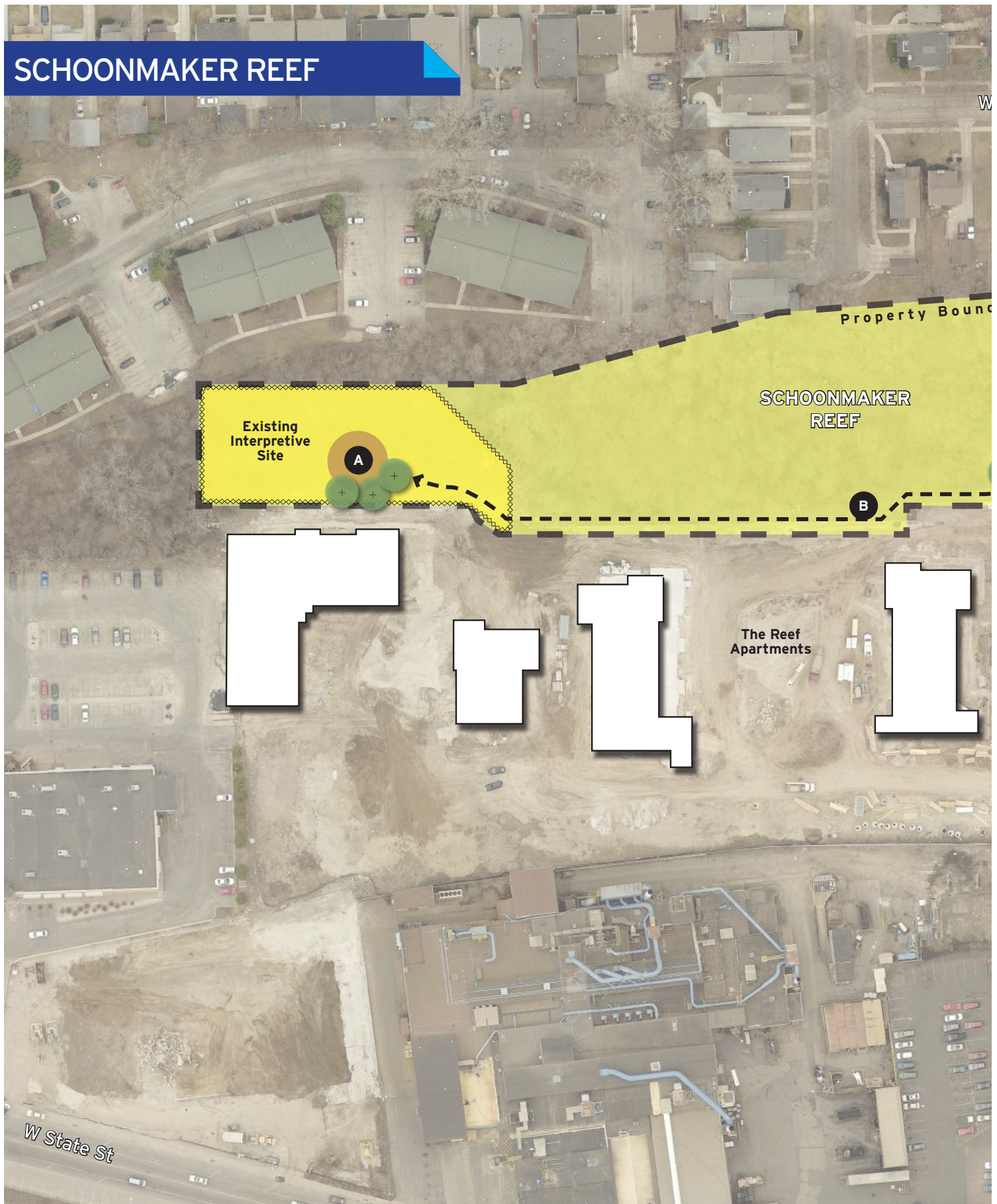
FUTURE LANDSCAPE IMPROVEMENTS

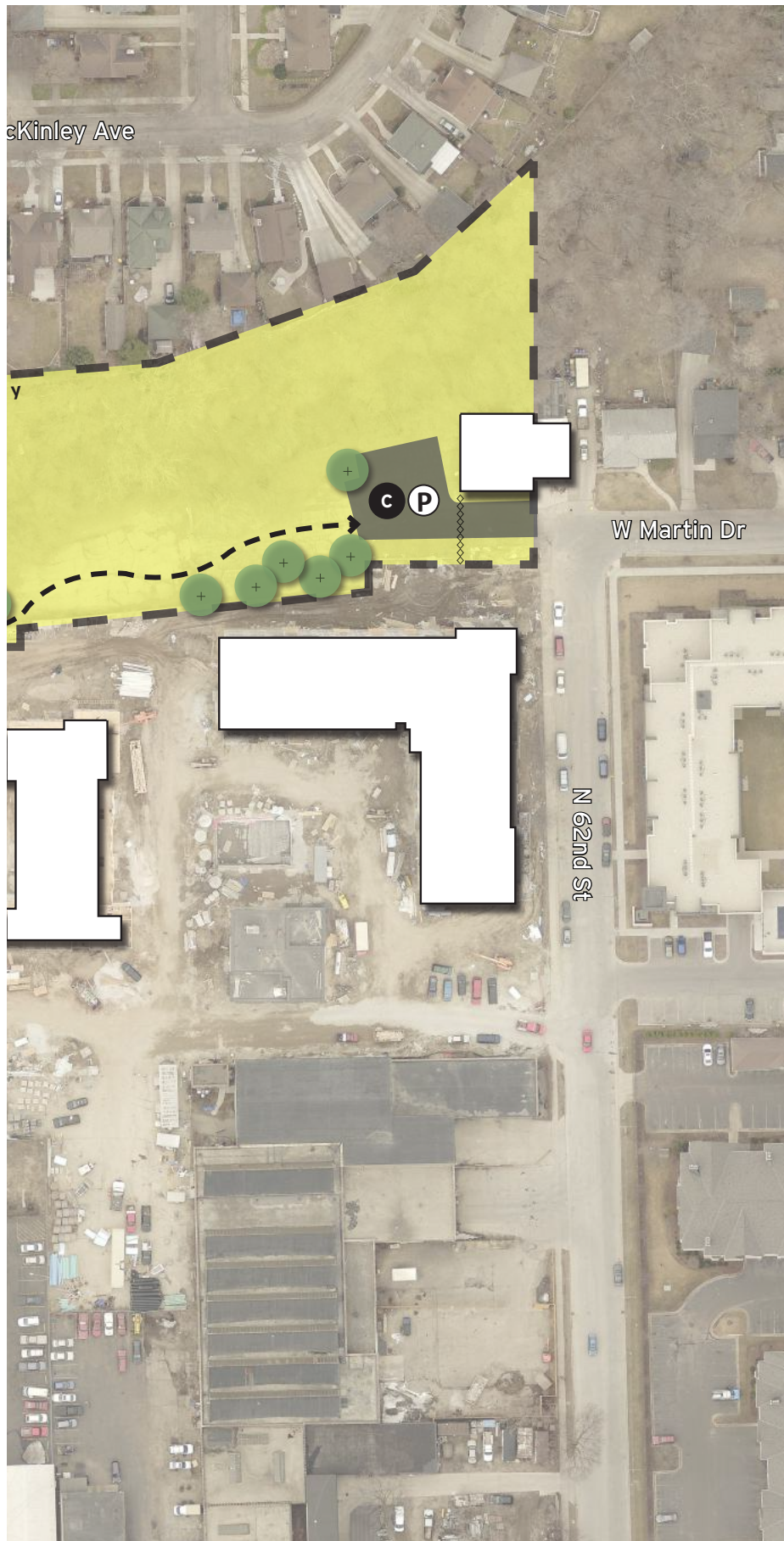
FUTURE WAYFINDING AND IDENTITY IMPROVEMENTS

WHITMAN MIDDLE SCHOOL | INDOOR RECREATION



SCHOONMAKER REEF





OPPORTUNITY AREAS

NOTES:

- **Schoonmaker Reef is not public open-space.** Due to the National Landmark Reef, the site will have very limited and controlled public access.
- Proposed alterations to Schoonmaker Reef will be thoroughly vetted by the Historic Preservation Commission
- Final plan schematic including the Historic Preservation Commission and Parks Board approved fencing and pathway systems are forthcoming.

A Interpretive Plaza \$\$\$

- Plan to construct a small plaza with seating, information and interpretive displays, and security fencing

B Future Pathway \$

- Plan to construct a pathway connecting the interpretive plaza with the parking lot

C Future Parking Lot

- Plan for the construction of a parking lot adjacent to West Martin Dr. and 62nd Street.
- Parking Lot to be secured with security fencing and gate

COST ESTIMATE

\$\$\$\$\$:	\$1,000,000+
\$\$\$\$:	\$500,000-\$1,000,000
\$\$\$:	\$350,000-\$500,000
\$\$:	\$100,000-\$350,000
\$:	\$10,000-\$100,000

EXISTING BUILDING

FUTURE BUILDING

FUTURE PEDESTRIAN CONNECTION

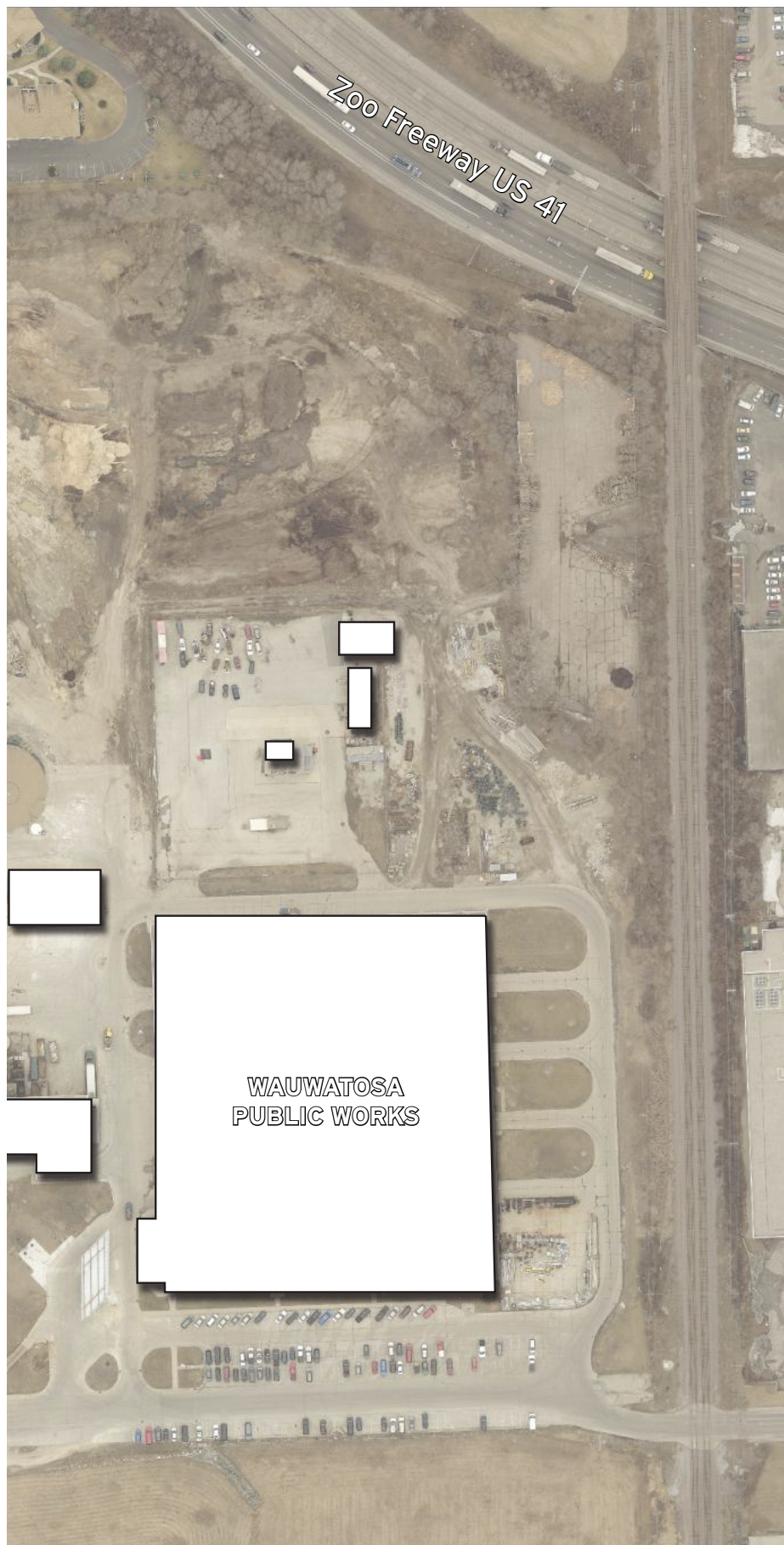
OPPORTUNITY AREA

FUTURE LANDSCAPE IMPROVEMENTS

SECURITY FENCING

POTENTIAL OPEN-SPACE

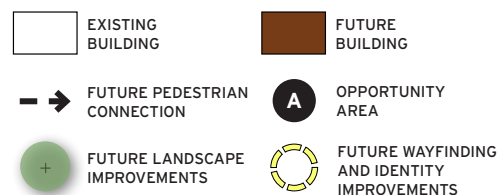




OPPORTUNITY AREAS

NOTES:

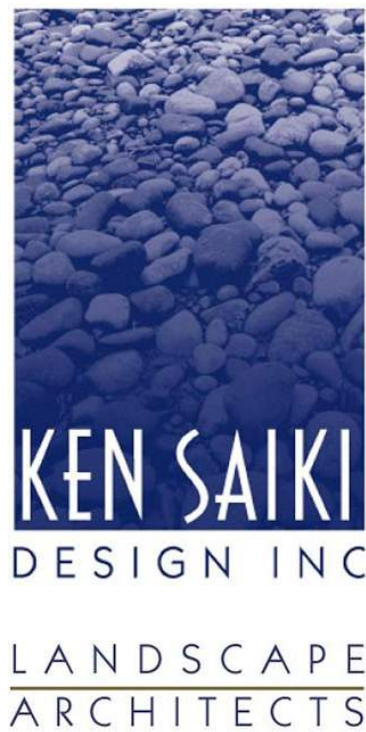
- This six acre site was identified as a potential neighborhood park to serve proximate neighborhoods.
- The space is envisioned as a mostly passive green space with additional recreation amenities including a playground, frisbee golf course and defined natural areas.



POCKET PARK

ST. BERNARD

ROOT COMMON



OPPORTUNITY AREAS

NOTES:

- *Design by Ken Saiki Design*

- *Root Common is envisioned as a flexible urban open space with a central open lawn surrounded by terraced walls and a paved plaza in the southwest corner.*
- *Pocket Park is envisioned as a ceremonial green space with a land-sculptural knoll overlooking Harwood Ave. and Wauwatosa Ave. The top of the knoll features a council ring gathering space.*

Appendix 3: Open House Summaries

Open House #1 | Participant Responses

Open House #1 was conducted on Wednesday, April 20, 2016 at City Hall. Approximately 60 members of the public participated and gave feedback in two forms:

- Comment Cards
- Big Idea Response ‘My *BIG IDEA* for Parks & Recreation is...’

The following is a complete and unedited list of the collected responses.

Big Idea Response

- More woods hiking/walking trails (x4)
- Sports PLEX (x3).
- Major school improvements and renovation-pavement and infrastructure (x3).
- Youth flag football team.
- County Grounds area (park, det. Basin, DNR forest): developed into sustainable green space (w/o further development); upgraded as a natural area with a coherent plan; include a partnership with Urban Ecology or Audubon for a managed center to increase knowledge and appreciation for natural environment/beauty.
- Work with MKE County to repave parkways.
- Bike lanes on appropriate roads.
- Stop encouraging bikes on Watertown Plank, North Ave and Burleigh (safety issues).
- More walkways and greenery to Hart Park.
- Older adult and young adult fitness outdoor area (like Washington Place).
- More trees to barren Hart Park for shade and beauty.
- Coordinate with Tosa Farmers Market and offer healthy cooking/shopping programs for adults and kids.
- Removing all invasive Buckthorn trees especially along 116th street.
- Indoor facility for softball and baseball (use empty Walmart grocery space).
- If City sells library and city hall space – keep for park and public parking lot.
- Park and Rec sports teams for the 18-25 age group.
- Winter cross-country ski trails.
- Have separate snowshoe/walking trails in winter.
- Indoor or outdoor ice skating.
- Indoor soccer park.
- Lease Center Street Park and implement small investments.
- Have a Curry Park concession stand inside the building open on weekends.
- Flashing Light for pedestrian right of way crossing Menomonee River Parkway at Hoyt Park.
- Easier access to trails.
- Have a handicap accessible playground and baseball field (like Miracle League).
- Girls Lacrosse Team.
- More grants for students.
- Innovative recreation center catering to universal access or adaptive sports.
- Pair soccer fields without gulley’s or ditches between the fields – simultaneous use.
- Walking and hiking trails accessible for the elderly.
- Add outdoor exercise equipment along trails – improve and increase existing – Use lakefront as a guide.
- Add blinking cross walk and signs especially on 84th/Glenview by Wilson Elementary.
- Add/expand trail on Honeycreek Prkwy.
- Grandparents group with grandkids under 6.
- Neighborhood partnership/liaison for block parties etc.
- Create pickle ball courts and leagues for senior citizens. Provide equipment rentals for beginners.
- Bike/pedestrian lane/trail on Parkway between 115th and Blue Mound.
- Improve wild flowers/prairie in retention pond area through controlled burns.
- No nature center built on county grounds.

Comment Cards

- Adaptive Recreation is wildly underserved in WI. As a hub bordering Waukesha and MKE City, Tosa could create a significant program with much demand.
- Soccer fields lost in 1997: Pig Farm (2), Fisher (3), Tosa West (1), Tosa East (2), Longfellow (1), Madison (3-4), Whitman (2), Whitman JY (1). Soccer Fields gained from 1997-2016: Hart Stadium
- We need more space for youth baseball – indoor and outdoor practice space.
- The community needs a facility for more indoor activities. Look at the pleasant prairie rec plex for inspiration. The facility will draw people from all over the Midwest to create revenue for Wauwatosa
- In the area north of Watertown Plank Rd blw 87th and 92nd and further west behind the power plant up to Discovery Parkway where people walk their dogs: there needs to be a Port a John available year round. Best place might be end of driveway parallel to Water Town Plank that goes west from 87th.
- We need a bike path that goes under highway 100 at Menomonee River Parkway – this would increase safety.
- Longfellow needs work. I am a Longfellow student. The other day I was sitting in class and a ceiling tile fell down on my head. This is not the first time. My locker has a hole in it. The tennis courts are cracked and hard to play on. Many of the toilets are broken, one since the beginning of the year. There is no air conditioning, the classrooms are almost unbearable in summer and freezing cold in winter. Not all of these problems are urgent, but please look into some of them. It would also be really nice if you could fix all the potholes in the grass. They are quite hazardous. Also there are no lane lines at the pool, or flags. It would be a small investment to upgrade from water dancing club to a good swim practice pool.
- Turf in Hart Park and open space: Outfield softball – should turf or water. Add two volleyball sand courts.
- Lit fields for ultimate would increase programming possibilities. Multi-use fields without obstructions (soccer goals, pathways, ditches). Multi-field facilities help build community. We would like to program leagues at a single site to build the community – also go to nearby bars and restaurants for social gathering after (~Milwaukee Ultimate Club)
- Our local swim team currently has a wait list. We are greatly limited by the amount of indoor pool space and time available. A large number of our residents go outside the community – to Brown Deer, Waukesha, Brookfield – for their children to participate in competitive swimming. Is this a growing recreation? Are there adults – young and old – who would participate if these programs were available locally?
- My husband and I moved to Tosa in 2000 from IL. We were drawn to the neighborhoods and the park space. We have noticed a considerable increase in traffic and decrease in green space – both are worrisome. We are (along with our 5 school-age children) consumers of the local parks and bike trails – most of which are excellent. We hope these will be preserved.
- A piece of vital information that was missing concerns listing the agents of recreational opportunities i.e., Milwaukee County and the site specific opportunities including cross-over. I also saw very little in the way of seasonal opportunities and/or indoor/outdoor variety. Inventory land ownership public/private and site specific opportunities.
- Provide lists concerning facilities and activities – not everyone is familiar with all locations. Trails in particular.
- Not sure if the City already has this: Page or two of all parks, bike trails, hiking and walking trails. Links could be provided to get people to areas. Page of two of all summer events in Milwaukee County. Idea is to get people out.

- Educate people on bike-walk-drive choices. Bike-warn device law enforce. A way for public to contribute money towards walking trails and bike trails – taxes would still be used – but provide like a Friends group.
- Rec Department courses: Some dancing lessons that all age groups would enjoy-I have been surprised this goes across a large group. Cooking class or cooking group for widows or couples to attend. Overall more travel opportunities (like Brookfield).
- Wauwatosa: a loud, locked community – bases of most rec opportunity arises out of school district land and/or County open space. Set aside land for recreational opportunities instead of more retail as some of these pieces of land open up.
- Deb Falk-Palek (County Chair): Milwaukee County Chair for Persons with disability – partners: Medical, Marquette University, UNM – to publish study. One-year intensive study sharing information and data on what disability committee needs. In Tosa we need a bike share program with tricycles for seniors – ADA issued.
- More grants to help with projects to Hoyt Park. Possible help from universities urban plan area.
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- More grants to help with projects to Hoyt Park. Possible help from universities urban plan area.

Open House #2 | Participant Responses

Open House #2 was conducted on Wednesday, October 12, 2016 at City Hall. Approximately 40 members of the public participated and gave feedback in two forms:

- Comment Cards
- Big Idea Response *'My BIG IDEA for Parks & Recreation is...'*

The following is a complete and unedited list of the collected responses. It should be noted that Open House #2 had a higher propensity of soccer enthusiasts in attendance due to efforts by the Tosa Kickers. The responses weigh heavily on organized soccer and although reflective of the interests of a portion of the community, the responses should not be seen as representative of the community as a whole.

Big Idea Response

- Soccer fields
- To promote youth sports by developing and maintaining green space for community based team sports, primarily soccer, dedicating space to local organizations like Tosa Kickers will allow long-term commitment to investing in the continued improvement of the field and facilities by local youth clubs. Knowing we will have priority to practice and game space will create a partnership mentality where groups like Tosa Kickers can use resources from Tosa families to improve our own green space.
- I am a coach with Tosa Kickers and over the past 10-15 years I have seen the loss of many locations used by Kickers as field space. Madison Park space was a big help however, baseball has now taken additional space at Madison. I am in strong favor of finding additional space for soccer teams to train.
- Adding more soccer fields and definitely maintaining those existing spaces! I am a coach and have many players and parents complaining about field conditions for our fields. Please know these fields are truly needed and valued. Tosa Kickers keeps things affordable for so many kids! This is local so important. Lets keep our kids healthy!
- Number of outdoor soccer fields is vastly deficient and very poor quality.
- Indoor full size soccer field!
- An indoor park with a soccer pitch, baseball field, and a 400m track
- I like the idea of developing our inventory of facilities that currently exists. The people of Wauwatosa have a variety of interests and needs. We should continue to study our needs and then adjust our space utilization and programs accordingly. Also, we should work together: school district and parks department, county and city, and state organizations. Also, public and private should work together as we have seen in the Hoyt Park Pool, Rotary Pavilion, etc.
- Please reference the Hart Park Plan drafted about 10 years ago. It outlines fantastic considerations for underutilized greenspace east of 68th street along the north side of the Menomonee River. Use of that open space is critical to a high quality of life for all residents near and far.
- Tosa has lost soccer fields in the last 10 years. Losses include on U12 at fisher and 2 U8, a full size field at Doyne, half a field at Longfellow, a full size field at west high school and two full size fields at the Pig Farm.
- I know funds are cut to the county parks. We need to be willing to raise taxes to provide park and rec services to our community. Kids need free parks and places to play.
- Indoor sports complex for year round large enough for full field activities (soccer, football, field hockey, lacrosse etc.) Outdoor soccer complex with restrooms and a concession facility. Possibly trade large single county garden space for several scattered smaller plots of land. Corporate sponsorship of facilities.

- Soccer fields! Tosa kickers lost 7 fields when the Pig Farm was developed into retention ponds. Tosa Kickers is growing. Both informal practice space and formal fields are needed.
- More green spaces for soccer and or soccer fields
- We need to ensure enough open green space to provide game and practice space for our youth soccer programming. Not only does youth soccer programming support youth athletics, our children grow from the experience of playing and practicing together as a team.
- Indoor fieldhouse and soccer field
- Bike connections through the County Grounds
- Tosa soccer is always looking for more practice spaces. There is a lot of space at Whitman School in the grass. There are two grass outfields on the baseball fields. Plus a full field is behind the tennis courts. The outfields could also be put to use at Breitlow and Longfellow.
- 2 acre solar panel station
- Make some areas that are not currently zones as a park turned into a park. The area around Discovery Drive and Swan near the Hansen park and Medical Complex look like a big open space that could be turned into a park.
- Is the Bluemound Country Club still an active club? Would they be willing to sell their land to the city. It is prime land and location. Partnerships with local businesses would be able to help with developing that area for parks and recreations. Specifically for a soccer complex. Maybe look at a partnership with whomever owns it.
- The northern portion of the city is continuously ignored. Lack of usable green space, bike + ped paths are always a source of frustration for those neighbors as they watch more and more money poured into the village.
- Build a soccer complex similar to other cities! Include full size fields, smaller fields, and an indoor facility. Wauwatosa has a professional team (Torrent) playing its home games at Hart Park, but the kids have nowhere to play games. A soccer complex would add tons of revenue and exposure to Wauwatosa. There is plenty of land available near Hansen golf course (county park). We have great bars, restaurants, and businesses that would help support a state of the art complex. We have been extremely disappointed with the quality and quantity of fields in Tosa. Kids are leaving Wauwatosa to play at other clubs mainly because of poor field conditions. I would love to support this effort!

Comment Cards

- Having been involved with Tosa Kickers since 1978 I have seen our green space and game fields disappear. Our membership has consistently been around 1400-1500 kids and we need more space to practice and play games. The land that we currently use is being shared by various groups thus making our juggling of space challenging.
- Allocation of space based upon volume of users and their needs. Nearly 1500 children belong to the Tosa Kickers and continue to need more green space than exists. Allocating large areas of space for small groups just doesn't make sense.
- Soccer in Tosa has a long history and the club is continually growing. The fear is how can soccer grow without enough greenspace for practicing and games. Additionally, the upkeep of the greenspace is essential to maximize practice time to allow kids to develop skills. Tosa Kickers offers a great product at a great price but without enough places to play, kids will lose out.
- An easier way for Community members or groups to reserve space for activities. For example, a scheduling system or at least a way to see when a field or picnic area is already reserved.
- More indoor facilities available to groups to rent and reserve for practices in the winter and during bad weather.
- I think the City of Wauwatosa should consider ways to share new facilities. For example, the softball fields by the Fisher building are not good, but the neighboring baseball fields are great. The softball fields have weeds all over the outfield and infield, the surface is not good for sliding and running, and there are no bleachers. However, on the other hand, the baseball fields have turf that is easy for running and sliding, has various seating areas, and the field is very large and has enough space for everything. If this is not possible I think the mound on the turf field should be removable. For example the baseball pitching mound is raised for the players, but when softball players have a chance to play on them, it is very tough to pitch. When a softball player pitches they need a flat surface, and when they have a raised mound, it is very tough. If it was removable, it would give a chance for baseball and softball players to play on the turf field with all of their needs.
- Please do not take away any more green space used for kids organized soccer. Tosa Kickers would like to propose a designated area of land to become a soccer park.
- Soccer needs more space!!
- McKinley school is losing practice space so my sons team was forced to go to Menomonee parkway which is more dangerous (by a river full of bugs) We need a designated space for practice that allows many teams to practice without being forced to move.
- When Rec Department develops their program guide, they should think about how each program can be made more accessible to persons with disabilities. On adaptive equipment in cooking classes. Have Rec Department talk to Tosa's Committee for citizens with Disabilities for ideas and partnerships to include more options/ideas for incorporating greater access for everyone.
- See Menomonee Falls Rec Department that has an adaptive cooking class taught by former Tosa school district OT
- Ask citizens with disabilities what kind of programming they would like to see
- Develop recreation opportunities for young adults coming out of school who have disabilities

- For recreation department mid day paddle kayak trip use the kayak/canoe launch that is accessible to persons with disabilities located on the Milwaukee River near Badger Meter in Brown Deer. This opens the trip up to more people in the community
- We have a need for more soccer fields with enough space for goals. Lighted areas would be very helpful because of more time with light in fall
- More outdoor, wooded, trails and development of coordinated access to both school and community facilities (one stop shopping for facility access/scheduling)
- Our son plays both baseball and soccer (TBL and Tosa Kickers), and the use of these spaces is crucial to the future of these programs. In an age when childhood obesity and other illnesses related to inactivity are rising to epidemic levels, it is crucial that our local governments do everything they can to make team sports easier, not more difficult for participants. The Tosa rec leagues are largely volunteer organizations that rely on parents time and money to survive. Anything that can be done to support these organizations should be done. Parks and green space should be enjoyed not just as nice views, but as facilities to encourage physical activity for our youth.
- My young family has resided in Wauwatosa since 2007. As most young families with 2, soon to be 3 children, we look for affordable options for recreation. My daughter has started soccer with the Tosa Kickers and is loving it; my son will be in Mighty Mites this fall, and both of our children have participated in the Gymnastics programming as well as dance through the rec department. I implore you to consider how important an anchor having adequate and affordable recreation for the community. We love living in Wauwatosa and are confident in our community. If recreation facilities are in disrepair/unavailable or classes canceled, that leaves a void, and ultimately, makes this less of a community.
- I first played in the Tosa Kickers 38 years ago at the age of five. It was a positive and character building experience. I learned how to play soccer and how to be part of a team. It was great! Now, my six year old son is in his first session of U7. He loved it. He has the greatest coach and he is learning to be strong of character, quick of foot, and how to support teammates while playing completely. Let me tell you a bit why this is so special. My son experienced a stroke in utero. He has had years of OT and PT to strengthen his right side and improve his fine motor skills. I wasn't sure he would play sports. To see him on the field, enjoying himself, and exerting the effort to overcome his impairment to be a full member of his team is so fantastic and heart filling. I want him to be able to play as long and as often as he desires. In order to see my son success, Tosa Kickers needs the return support from its community. Please ensure that there is space available for our wonderful children, the future of Wauwatosa and Wisconsin, to continue to pursue athletic excellence.
- As someone who's been involved as a soccer coach and referee in Wisconsin the past decade, and as a current Tosa Kickers youth recreation coach, I would say that we are dealing with a bare minimum of practice space already for the Kickers Programs. If anything, we need increased space and some funding for field improvements. Our soccer teams provide many intangible and indirect benefits to our community, and any reduction in resources, or reducing the ability to practice nearby children's homes, would be unhelpful to what we're seeking to accomplish.

- Our family life in Wauwatosa has been enhanced, even shaped, by our participation in the Tosa Kickers soccer program. Our children play, we coach and volunteer, spending hours each week not just on soccer, but getting to know our neighbors and building community. Soccer is an opportunity for kids to make friends, make mistakes and learn from them, and build confidence, as well as get great exercise and outdoor time. Other communities have facilities built exclusively to support their soccer programs; while we aren't expecting this, we are hoping the club and all the kids who love to play soccer in Tosa are supported by space being designated and maintained for soccer. It's valuable on so many levels to kids, families, and our community in general.
- I have been the coach of Tosa Italy U11 recreational soccer team for 4 years. During this time we have struggled to find acceptable playing fields in Wauwatosa. At one point we were sharing a single field with two other teams which limited the drills and practices we could do. Consistently, we have had to play on fields or open green space without goals and oftentimes with extremely long grass that has not been cared for or mowed in a timely manner – this impedes our ability to practice in game like situations.
- We currently practice at Hawthorn Glen two nights a week. The field is heavily used which makes the playing surface dangerous for the players and coaches who participate. As a lifetime resident of Tosa and soccer player, I do remember having more fields available for soccer. If we want to promote and are serious about promoting fitness and health, we need to give the children space and resources to participate in sports and especially soccer.
- I am a coach for the Tosa Kickers soccer club and I feel it is imperative that any future plans for the village of Wauwatosa include additional resources for the countless youth in our community who play soccer year-round. If you drive through any part of the village

throughout the spring and fall months you will see that nearly every available greenspace is being used by area youth soccer teams. The number of kids playing soccer is astounding. Oftentimes these fields are crowded with 2 or more teams per field. While the fact there are fields available is important, the current situation could certainly use improvement. The number and availability of playable fields needs to increase. The heavy usage that the current available fields sees leads to very poor field conditions for all involved and often leads to some fields becoming unplayable. The turf fields at Whitman and Hart are fantastic and alleviate a small part of the wear-and-tear that natural grass fields see, but the reality is that the current natural grass fields take a beating because we are not able to rotate teams to other locations when conditions dictate. We just keep abusing the already worn surfaces. Additional resources for indoor soccer and/or futbol would also be a boon to the local soccer community. There are plenty of local schools and gymnasiums that could be further utilized as soccer resources.

- I am a long time Wauwatosa resident (1995-96 and 2003-present) and have 2 children active in youth sports and other activities in Wauwatosa. We love Wauwatosa and love being a part of youth sports, including Tosa Baseball League, Tosa Kickers soccer, and Jr. Raiders basketball. Through our participation and my role as a youth sports coach it has become very obvious that Wauwatosa needs more quality fields and open space for recreational sports such as soccer and baseball and definitely needs more gym space for indoor sports such as basketball and volleyball. Anything that can be done to achieve that would benefit this family oriented community. There is a lot of competition for the few spaces that we have. We definitely need more.

- As a parent of 2 select players who have come up from rec and the wife of a frequent coach, I can testify to the need to increase the quality and number of soccer fields in Tosa. The condition of many of our fields is terrible. This not only affects the quality of play, it can be unsafe and cause kids to fall and injure themselves. I have seen this multiple times. The number of fields is an issue because it leads to wacky practice times (until 9 on a school night!) and forces parents to drive farther than they ought to. The fields are congested. Last night my daughter's practice was at Hard, and she reports she had to worry about kicking the ball into members of a seniors' track club.
- The condition of our fields is embarrassing compared to neighboring club fields. I believe that improving them will lead to increased tournaments being held here, which means more money coming into Tosa. My family loves soccer and the Tosa Kickers' developmental model of volunteer coaches and playing for fun. Even so, I have toyed with the idea of joining an outside club to get better fields and more consistent practice times, which are not possible here in Tosa due to a lack of good fields.
- As a part of the Tosa Kickers Staff and as a parent of three soccer players, it is vital to our family and the other hundreds of families that we secure more space for playing in the city of Wauwatosa. Tosa Kickers has over 1000 players which makes us a large club. We have a strong sense of community in Tosa and a big reason is that families connect at their kids sporting events. There is no sport bigger than soccer in our community. Giving local access to our teams gives more players the chance to stay active and fit. We all know the importance of physical health for our kids.
- Lastly, it is important for a majority of the kids to play with and be on a team with their friends. That can't happen in other communities. This brings enjoyment to the players which encourages them to continue

playing. We need the space to accommodate all of our teams. I compel you to reserve enough space for all of our Tosa Kicker teams so they have adequate space, grass and equipment to train and continue to enjoy playing. Spaces we could use more of are Wauwatosa school fields, particularly high school and middle school fields. We need to continue to have access to Hart Park, Whitman, Madison, Underwood, Hawthorne, the Parkway and more. This is important for our community and especially our kids.

- I am a coach with Tosa Kickers and I am writing in regards to practice space in the Wauwatosa community. I see a great need for an increase in space that is open, accessible, and available week nights. It is important for our young people to be involved in activities that utilize green space in our community. I value outdoor activities and would like to see an increase in space allotted to Tosa Kickers to enhance their soccer program.
- I'm a Wauwatosa resident and would like to give input regarding use of park and school fields. I had a conflict and was unable to attend the Community Open House tonight but I hope that my input will be considered in decision making about space use. My children have played soccer with Tosa Kickers for the past three years, and I anticipate their continuing participation in the coming years. Involvement with Tosa Kickers has been wonderful for my children and our family, and I feel that the Kickers club is an important and strong presence in our community. On

- Most days of the week in the fall and spring, evidence of this can be seen by the many young athletes and spectators enjoying practices and games on fields throughout Wauwatosa. Unfortunately, because of decreasing availability of Milwaukee County space as well as cost increased for use of the County space, the continued success and accessibility of Tosa Kickers is in jeopardy. It is so important that our club secure use of non-County space, including city-owned space/ fields and school district property. Please continue to support Tosa Kickers and consider expanding the group's accessibility of these spaces.
- I reviewed your presentation but am unable to attend the second open house. I felt your presentation was well-reasoned, and I believe there would be a large benefit to upgrading or focusing on area schools as a place to improve facilities, as it will enhance community cohesion and make best use of current open spaces. I wanted to comment regarding soccer facilities specifically. Tosa Kickers is some grassroots, community soccer program that has excellent recreational offerings and does a great job of keeping Select competitive soccer accessible with volunteer coaches. The community has, for years, continued to step up and offer countless hours of volunteer coaching so we can keep our kids playing in our community. Over the years, there has been a steady erosion of quality soccer fields in Tosa, and it is now severely limiting our ability to offer a quality product to our families. Our fields are overused in general and there are tons of kids playing. I would strongly urge the council to consider soccer fields in their planning. If we lose any further fields I doubt we will be even able to offer teams for the kids as they get older and children that want to continue playing at a high level will be forced to leave the community for Elm Grove, Brookfield, and the like. I am grateful our kids get to use Hart, Whitman, and Madison Elementary as

they do, but the schedules are choppy and inconvenient and field quality is suffering. Madison Elementary in particular needs turf strengthening. If we improved fields, we would be better able to host tournaments and continue programs already in place. Tosa Kickers just recently committed to offering an 'Academy' program for U10 kids, a great service and frankly well above and beyond what I would expect of a primarily volunteer sport--a testament to the growth of soccer in the community. I do believe that improving facilities at neighborhood schools would help in this regard as long as the Tosa Kickers could be involved. Bike path and open space development is welcome and could dovetail well with fields along the parkway. Longfellow in particular has a lot of space that could be used for improved fields, and Madison could continue to be a good resource if simple steps were used to improve grounds, perhaps in coordination with Milwaukee County. I am very supportive as a resident of all the great changes we've seen. Please, please keep soccer in mind--it's growing, popular, healthy, and fields used for soccer could have many other uses for other clubs starting in town, from field hockey to lacrosse and ultimate Frisbee, just to name a few.

- I would very much be in favor of a multi-use complex a la the Rec Plex in Kenosha – basketball/volleyball courts, indoor pool, soccer/lacrosse fields, exercise equipment and weights. It seems to me that the county grounds area would be the perfect spot for this.

Open House #3 | Participant Responses

Open House #3 was conducted on Tuesday, February 28, 2017 at City Hall. Approximately 90 members of the public participated and gave feedback in three forms:

- Comment Cards
- Questionnaire relating to site improvement schematics
- Initiative Priority & Timeline Exercise

The following is a complete and unedited list of the collected responses. It should be noted that Open House #3 had a higher propensity of active adults and seniors and although reflective of the interests of a portion of the community, the responses should not be seen as representative of the community as a whole.

Comments

- We are proponents of any additional soccer fields. Any additional walking and biking trails are highly valued too. If the cost and maintenance are feasible an indoor sports complex would be awesome!
- Accessibility for disabled citizens. For example, new or remodeled bathrooms, pathways in Hart Park need to be accessible for wheel chairs and if there is a bridge over the train tracks at hart, it needs to be accessible.
- Create a cooperative self-sustaining senior group to keep our center going.
- Use seniors to help facilitate learning with pre-school, kindergarten, and elementary. Hart Park Senior Center does music with children in summer already.
- Keep the Hart Park Senior Center where it is at the Muellner Building. As baby boomers reach participation, possibly expanding programs.
- Maintaining open, natural space wherever possible. Minimizing disruption to wildlife. Being aware of visual impact of projects to neighborhood, to skyline etc.
- Having bike and access to and in open space properties.
- Need more green space for soccer fields.
- Do not put a road through the county grounds. The incredible wildlife would suffer.
- The “Tosa Now” led me to believe we would learn further information regarding our efforts to preserve the open space (let’s keep it green) We certainly do not need 10-story apartment buildings nor retail facilities. A 60-foot-wide roadway through the woods is unnecessary! Who needs to live in a “concrete jungle” We do not need a bus terminal either? There is already a park and ride lot with a small bus shelter. The monarch butterfly habitat is critically important and should be protected at all costs. We need to think about a safe habitat for other small wildlife as well.
- Please focus on development of athletic fields specific interest in soccer. Tosa kickers has lost numerous facilities over the years. Quality recreational areas is a way to bring families to Tosa.
- We are proponents of any additional soccer fields!!
- Fitness trail along the Oak Leaf Trail from Mayfair Road all the way south to Hart Park. Like the old fitness stations buried in the woods on the County property north of Ronald McDonald. Stations would allow bikers, runners, and walkers alike to stop and work on strength, flexibility, etc.
- Hart Park is a jewel. It needs paid help! Please help the cause!
- Tosa Kickers has 1500 players and 125 teams that need green space.
- Soccer practice area. Lost 20 fields in Tosa from 1987 to 2017. Develop a partnership with local clubs to share costs.
- We encourage any improvement of outdoor space that promotes outdoor play: fields, trails, playgrounds
- I think there is a need for more soccer fields for practice and games. Thank you for providing this information
- Very scattered and unclear presentation. Poorly done.
- We have been deceived and lied to since 1973!

- We live in the Lincoln neighborhood and the playground is old and outdated in comparison to other schools like McKinley, Wilson and Jefferson.
- While very costly, what a fantastic long term opportunity for the community and region! I love it!
- Build the urban village planned for Watertown Plank Road on the East Side of Hart Park where the Rec building is planned
- Are you tearing down the Muellner building?
- What is the need for a rental building at Hart Park?
- Please post a complete report on-line
- Please have an online survey with a page for each school/location
- Tell me what direction to go to get help. How do we connect with the City administration for help? (concerning the senior center?)
- Hart Park needs more storage space. Put our physical programs under the recreation department and provide them with grant funds to support them
- How do we talk to the City Administrator? Someone needs to hear the multiple questions...what will happen in July?
- Need to save open space. Not everything should be developed
- I am here tonight to speak on issues and needs of the seniors of Wauwatosa, specifically as it relates to the Hart Park Senior Center. Hart Park has been and continues to be an important part of Senior needs. In addition to its many classes, travel, etc., most of all it provides companionship and community to the seniors. I cannot fathom Hart Park not being a part of my life. Currently Hart Park is being run by volunteers and though they are doing a great job, they're wearing out and need help. Currently we do get a very limited time allocated to us but that's just not enough. What we need is a full-time leader, facilitator, etc. Someone who coordinates the needs of the center and guides us. Of course, volunteers are eager to help but we can't do it alone. Nor should we be expected to do so. We pay taxes and vote and need to be accepted as a part of the community and included in the current study, not as an afterthought. Please do not minimize our value. We have been and will continue to be an important facet of this wonderful community. Remember you too will be a senior as time marches on. Please hear the message I've attempted to share with you.
- Is this indoor facility to be open to Tosa community in general? This has some nice potential.
- What can the park system do to enhance fishing areas in our city.
- I believe variety is needed for young and old.
- Where is sanctuary woods in Tosa's plans?
- Will Tosa hire full-time staff for Senior Centers?
- Wauwatosa has an active committed senior population using the Hart Park facility every day all day. It seems that the City officials have piggy backed our concerns with the schools and recreation department. We are trying to keep the center running with volunteer personal. This cannot last for long.

Questionnaire Question #1

Please select the open-space property you wish to evaluate from the list below.

- **Hart Park (40)**
- **Hart Park East (13)**
- Fisher Administration / Breitlow Fields (5)
- Whitman Middle School (4)
- Eisenhower Elementary / West High School (1)
- Webster Park (1)
- Hartung Park (3)
- Madison Elementary (3)
- **Lincoln Elementary / East High School (7)**
- Jefferson Elementary (2)
- Wilson Elementary (3)
- McKinley Elementary (2)
- **Washington Elementary (7)**
- Underwood Elementary (4)
- Roosevelt Elementary (1)
- **Longfellow Middle School (7)**
- Whitman Middle School Indoor Recreation Center (6)

Questionnaire Question #2

After reviewing the potential opportunity areas and improvements, which three (3) do you think should be prioritized? (1=highest priority)

Hart Park

- Keep senior center at hart park viable
- Please continue to keep the Hart Park Senior Center operating. It is a asset to Wauwatosa
- The Muellner Building
- Senior Center
- Senior Center
- Shade Trees around the new playground
- Continue a comprehensive 50+ program for Tosa Citizens
- Senior Center needs to have a leader or administrator
- Provide a place for sharing and caring
- Programming should continue to be a value
- Full time administrator at Senior Center
- Continue monthly birthdays and administration
- Continue to be an oasis to seniors with vital programming and welcoming
- Senior center administration and financial support
- Senior center physical facility
- Senior Center improvements
- Senior Center needs an administrator now so it remains open
- Senior center administration and financial support
- Senior center physical facility
- One entity to oversee all senior activities and programming for the City
- More restrooms and restroom repair
- Ice skating rink
- Bike and pedestrian crossings at 68th and state and 64th and RR crossing
- Full time paid employee at Hart Park. Volunteers are getting worn out and need help.
- Hart park senior center. Keep it going with strong city leadership
- Keep the senior center in the Muellner Building
- Staff the senior center with 1 or 2 paid employees
- Upgrade office equipment
- Keep the senior center open with programming
- Update the Muellner Building
- Resurface the tennis courts and do the drainage improvements on the softball field
- Enlarge the skatepark
- (B), (G)
- Full-time administration at Hart Park Senior Center.
- Should be open during daylight hours as seniors to not drive at night
- Keep Hart Park green
- Closer parking to the Hart Park senior center

Hart Park East

- (B) Community and Recreation Center
- (E) Future full size soccer fields
- (D) Future trail connections
- Future full size soccer fields
- Major pedestrian crossing
- Future community and recreation center
- All development
- Soccer field
- Trail connections

Community and recreation center

Longfellow Middle School

- Keep the sled hill!
- (B), (A), (D)
- Soccer fields
- Tennis courts
- Playground

Roosevelt Elementary

- Keep green space – not as more fields alone but include grass areas with rain gardens for environmental education

Madison Elementary

- (I) Future soccer fields
- (J) Existing Parking Lot

Underwood Elementary

- (A) Future soccer field
- (E) Future soccer fields
- (D) Baseball plaza and trailhead

Whitman Middle School Indoor Rec Center

- (A) Indoor sports center
- (B) future soccer field
- (F/E) Expand Existing Grandstand
- (A) Indoor sports center
- (B) Future soccer fields
- Indoor rec center
- Future soccer fields
- Tennis courts
- Outdoor classroom

Eisenhower Elementary / West Highschool

- (A) existing practice field
- (J) parking lot resurfacing
- Existing track

Washington Elementary

- (A), (C), (B)
- Soccer fields
- Soccer fields
- Additional parking for teachers to reduce roadside parking

Lincoln Elementary / East Highschool

- Crossing improvements on 76th street. Traffic is very dangerous here
- Existing playground improvement. It's outdated
- Existing courtyard improvements
- Sports Fields specifically soccer
- Playgrounds at Lincoln!
- Playground
- South Entry Plaza
- Soccer Field
- (A) playground

Hartung Park

- Plant trees
- (B)
- (J),(O),(I)

Jefferson Elementary

- Safer drop-off

Underwood Elementary

- Improve existing use and drainage of the baseball and soccer fields
- Maximize use of fields

McKinley Elementary

- Playground

Questionnaire Question #3

Are there any additional opportunities or improvements not shown that should be considered?

Hart Park

- Hiking trails with benches for seniors and/or handicap
- Green spaces for environmental education
- Rain gardens, wetlands, and ponds
- More soccer fields
- Consider using money from the Senior Center to pay volunteers to run the program. They would report to the rec department
- Better opportunities to utilize space along the Menomonee River and Honeycreek Parkway
- Improve parking lot drainage
- Add additional picnic tables in the green spaces along the river
- Stop overdoing soccer fields. More folks enjoy walking, cookouts, and family gatherings.
- The Senior center should be a priority as many seniors take advantage of the social and health impacting activities at the Hart Park Senior Center.
- Adapt one of the existing tennis court locations to Pickleball
- Add more seating to the new playground area

Fisher Administration

- Improved access

Eisenhower Elementary / West Highschool

- When working on new soccer fields, make it work for the possibility of a girl's lacrosse program looking to be established

Wilson Elementary

- Wilson Elementary has an outdoor classroom and raised garden beds. No not ruin these! Teacher parking could be improved, but you need to be aware of the cluster of street parking in this area due to MCW

McKinley Elementary

- A small soccer field

Questionnaire Question #4

Are there any opportunities or improvements shown that you think are inappropriate?

McKinley Elementary

- I would rather see a small soccer field and small softball field rather than one large softball field
- Not sure what the impact of a High School softball field will be on an elementary school property and neighborhood

Longfellow Middle School

- Why would you put a playground on a middle school property? It's not appropriate and needs to be located somewhere else
- The tennis court area needs to have more than three courts. Gym classes would have a difficult time with only three courts.

Fisher Administration

- If building a greenhouse, put it at a high school for career development for students

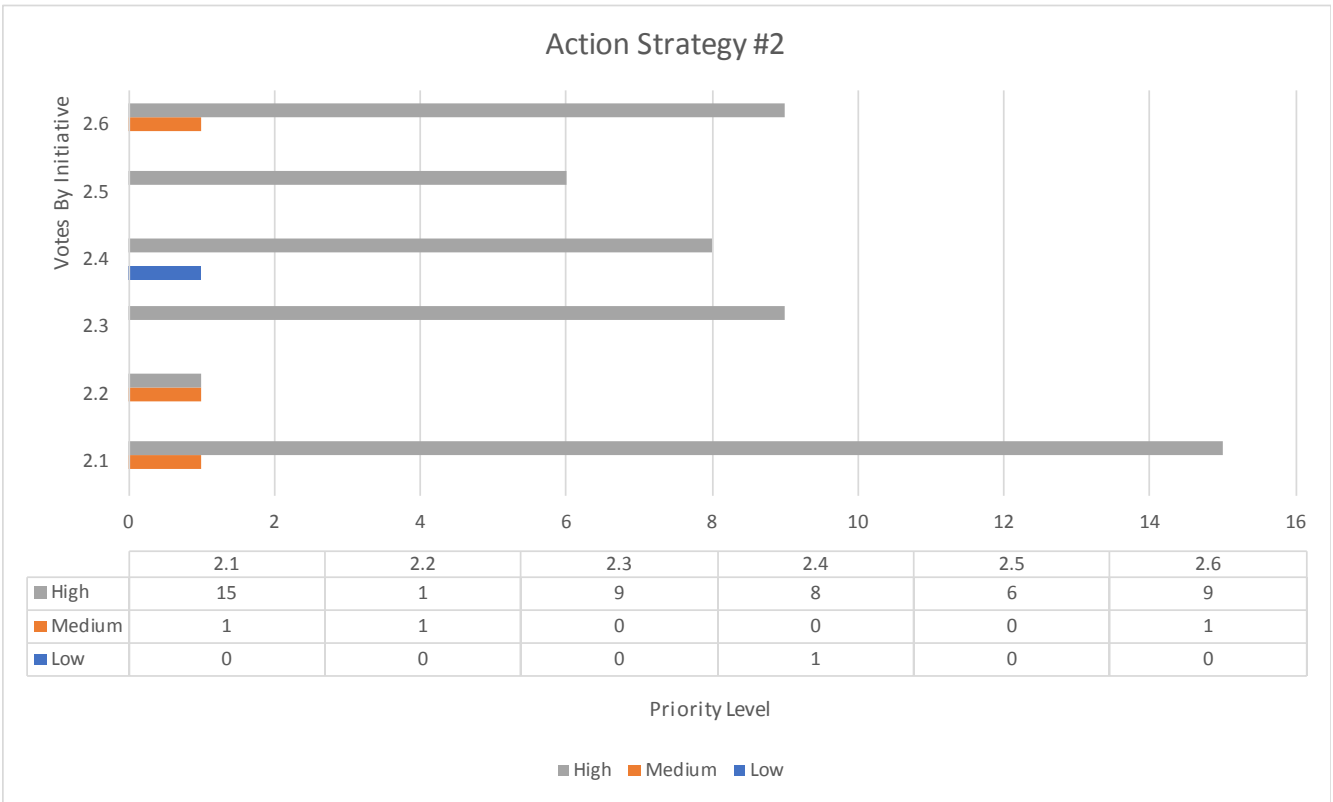
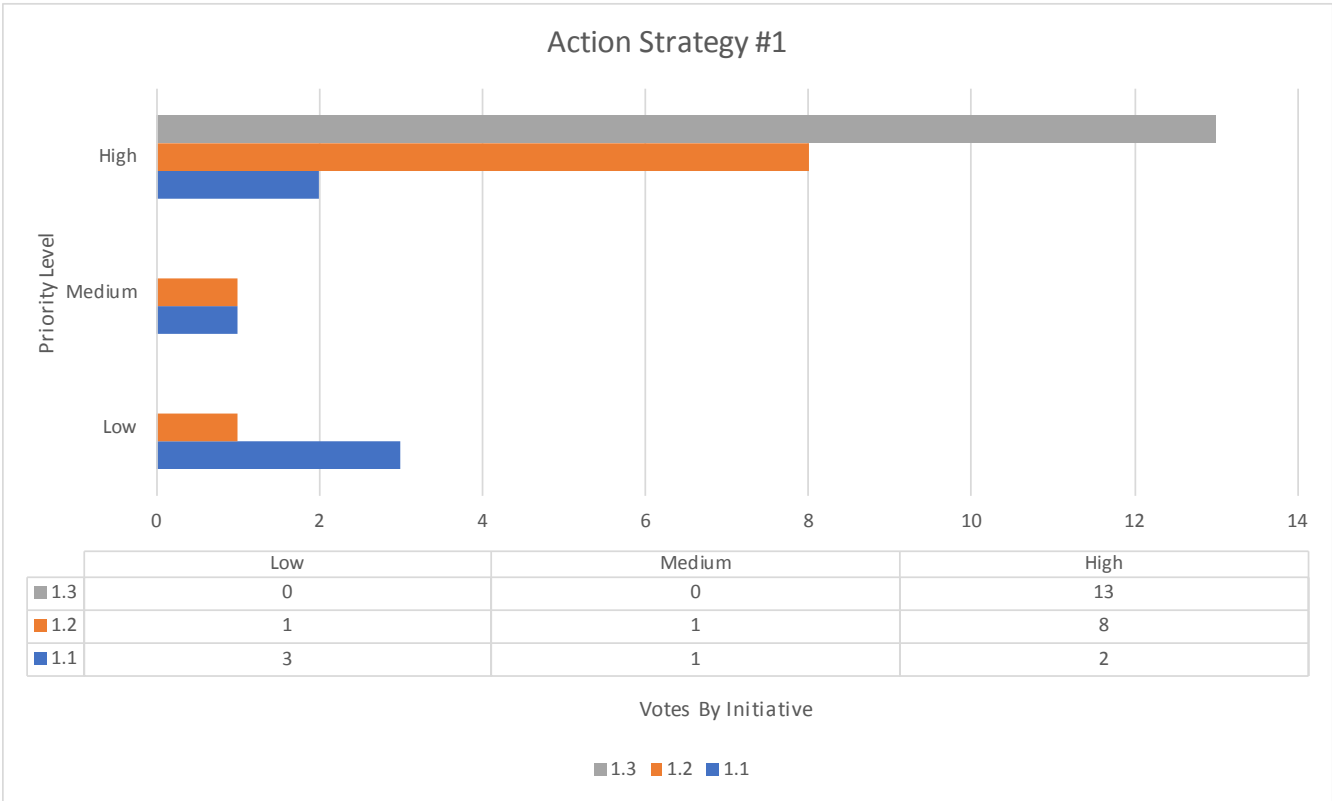
Whitman Middle School Indoor Recreation Center

- Why do we need an indoor recreation center? The schools have major maintenance issues which should be a priority. Maybe even school replacement

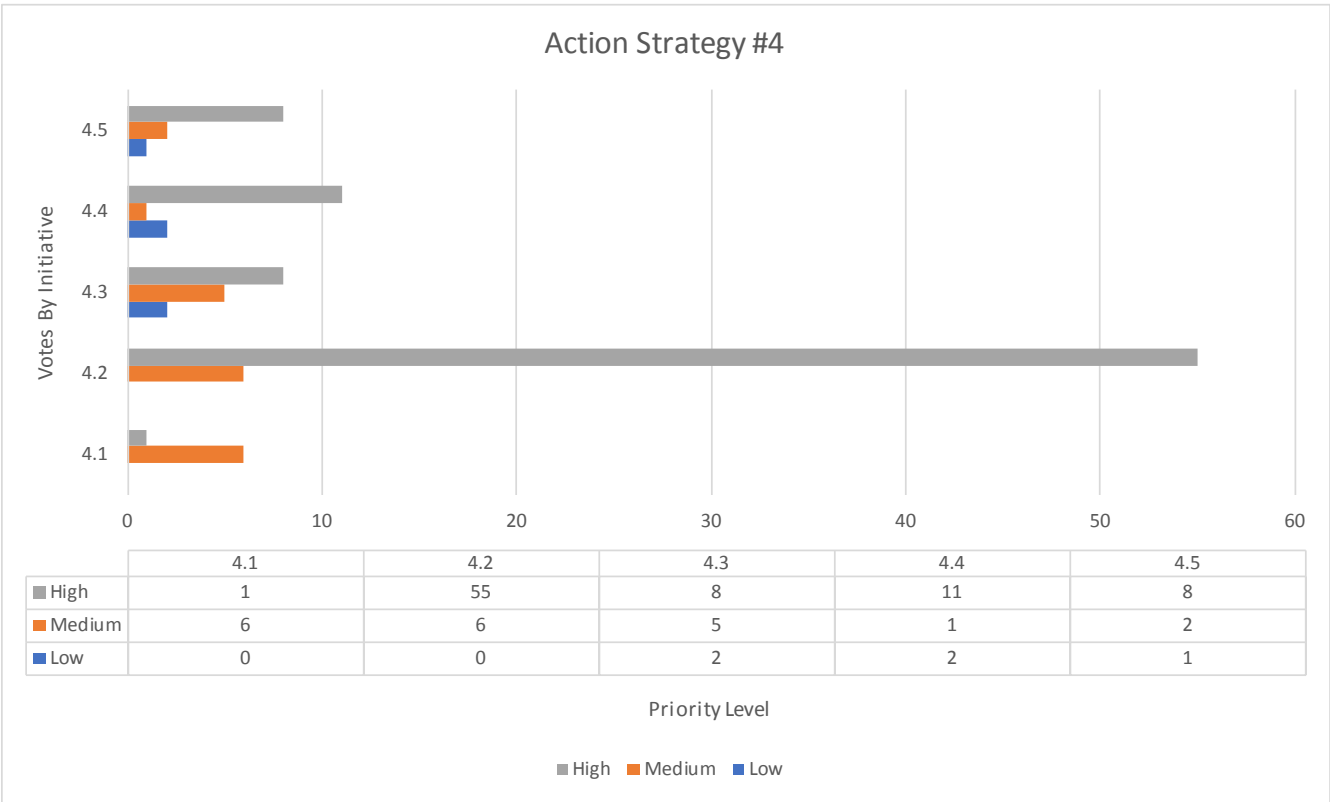
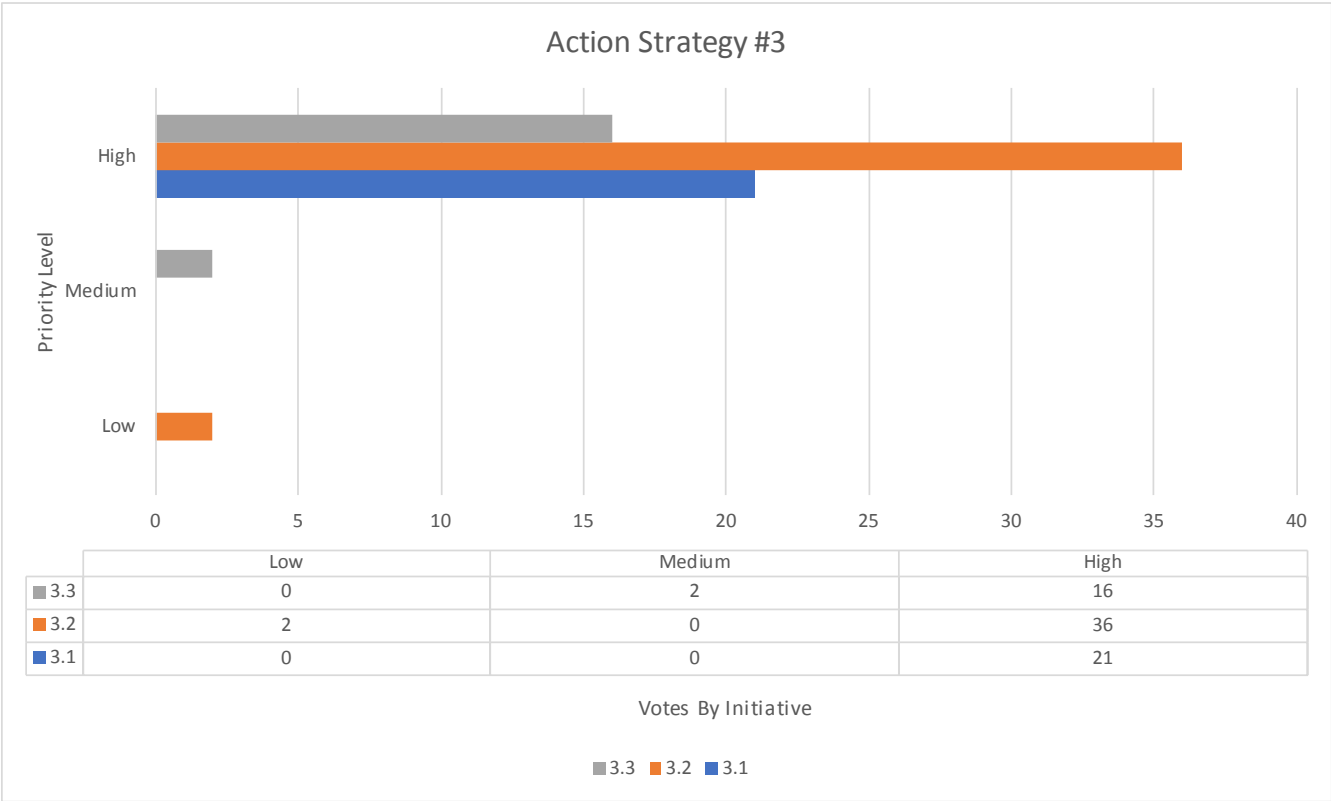
Hart Park East

- Is the new rec center on East necessary? Is it in flood land
- I know there is a desire for more soccer fields, but not every inch of space should go to a flat field. Where are the pickleball courts for seniors? I'm too old for soccer now.

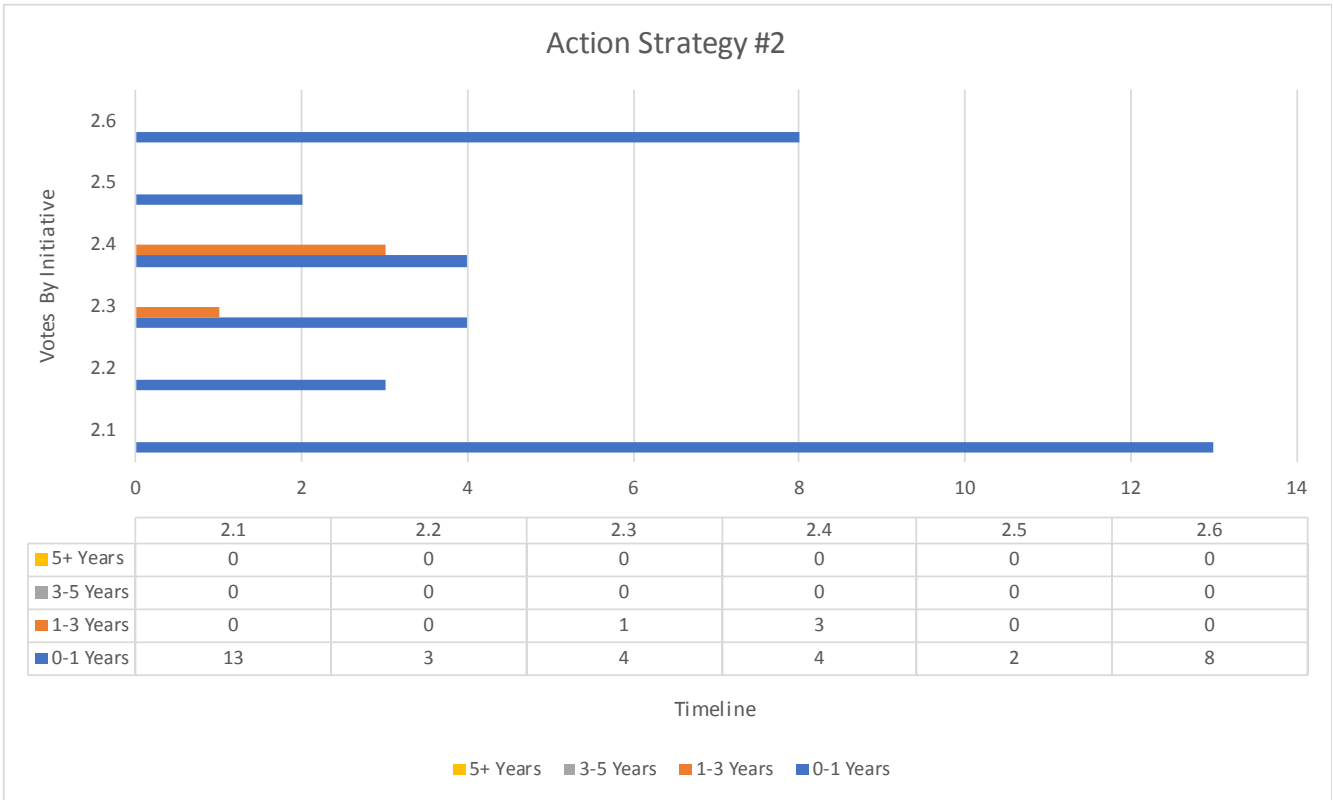
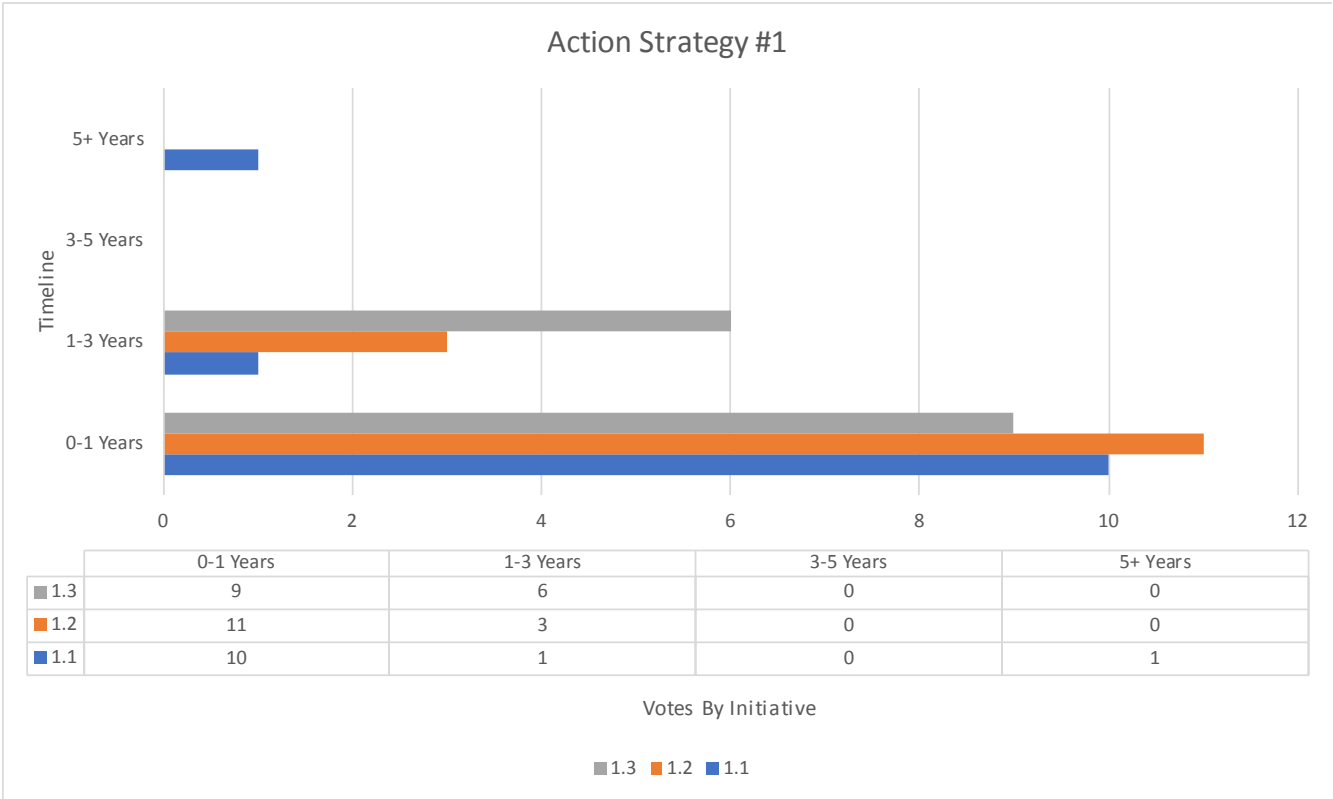
Initiative Priority Exercise



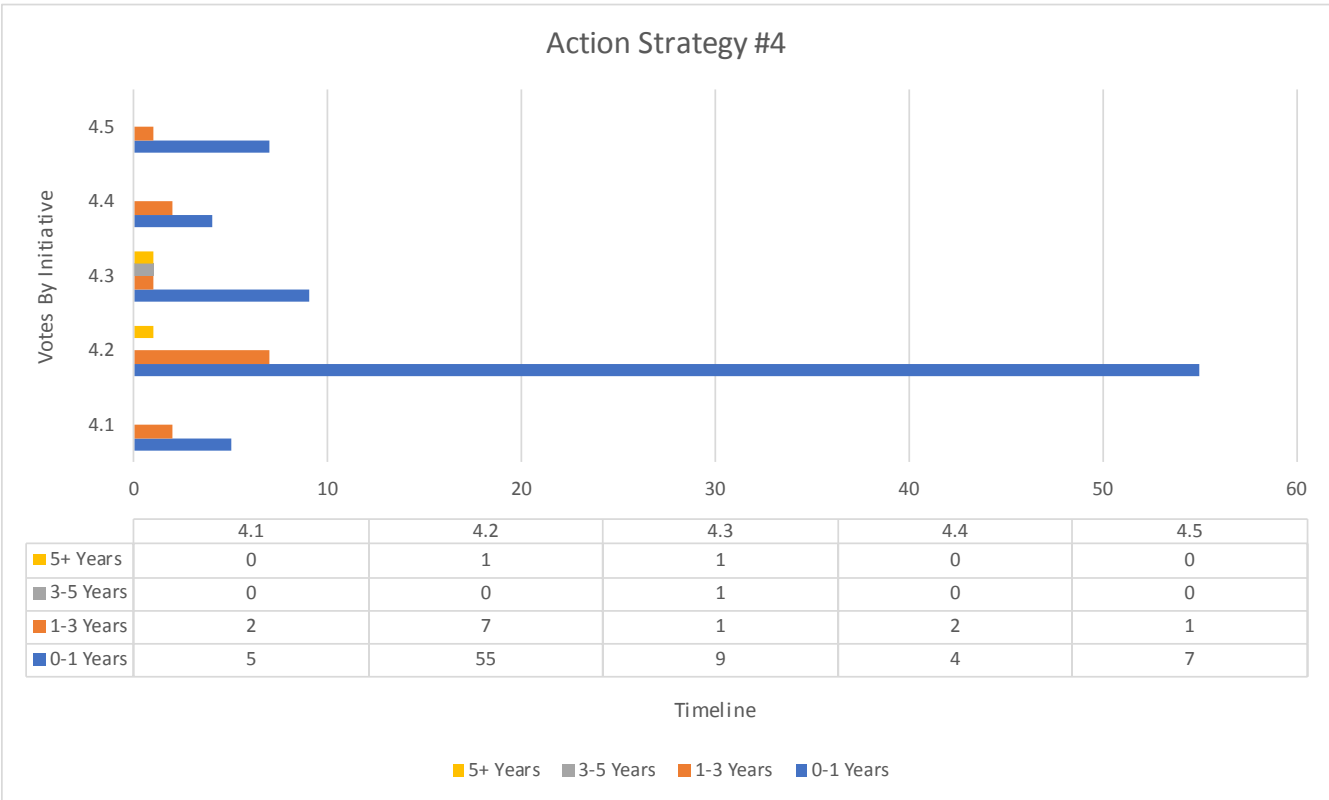
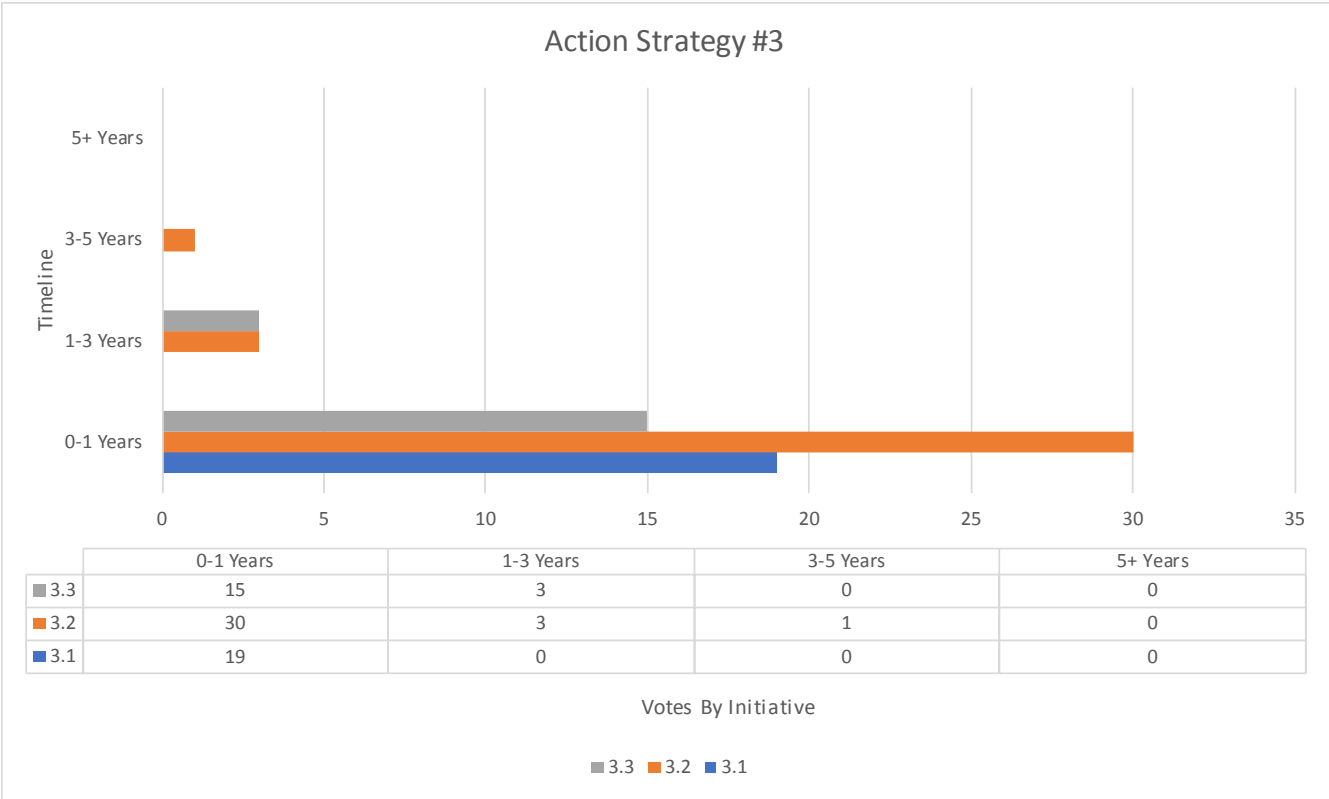
Initiative Priority Exercise



Initiative Timeline for Implementation Exercise



Initiative Timeline for Implementation Exercise







A joint process between the City and the School District to
plan for the community's future park and recreation needs