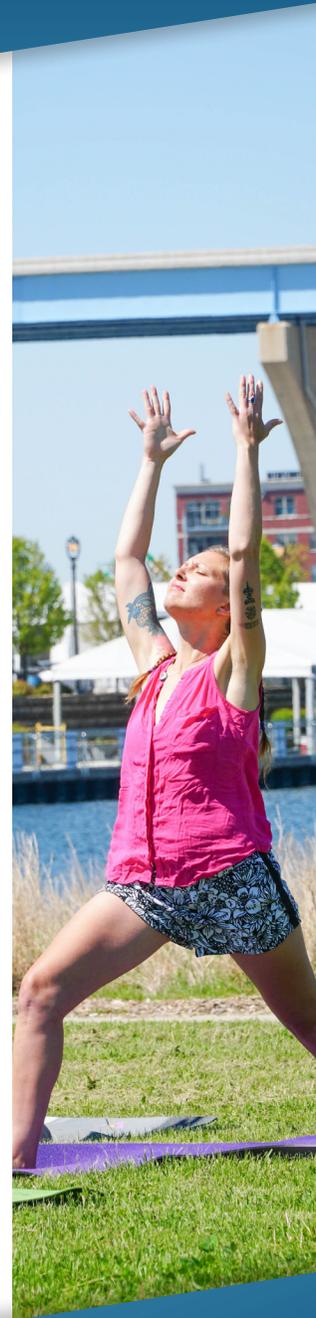


MILWAUKEE RECREATION MASTER PLAN



2020-2030



A department of MPS



MILWAUKEE
PUBLIC SCHOOLS

WICK-FIELD

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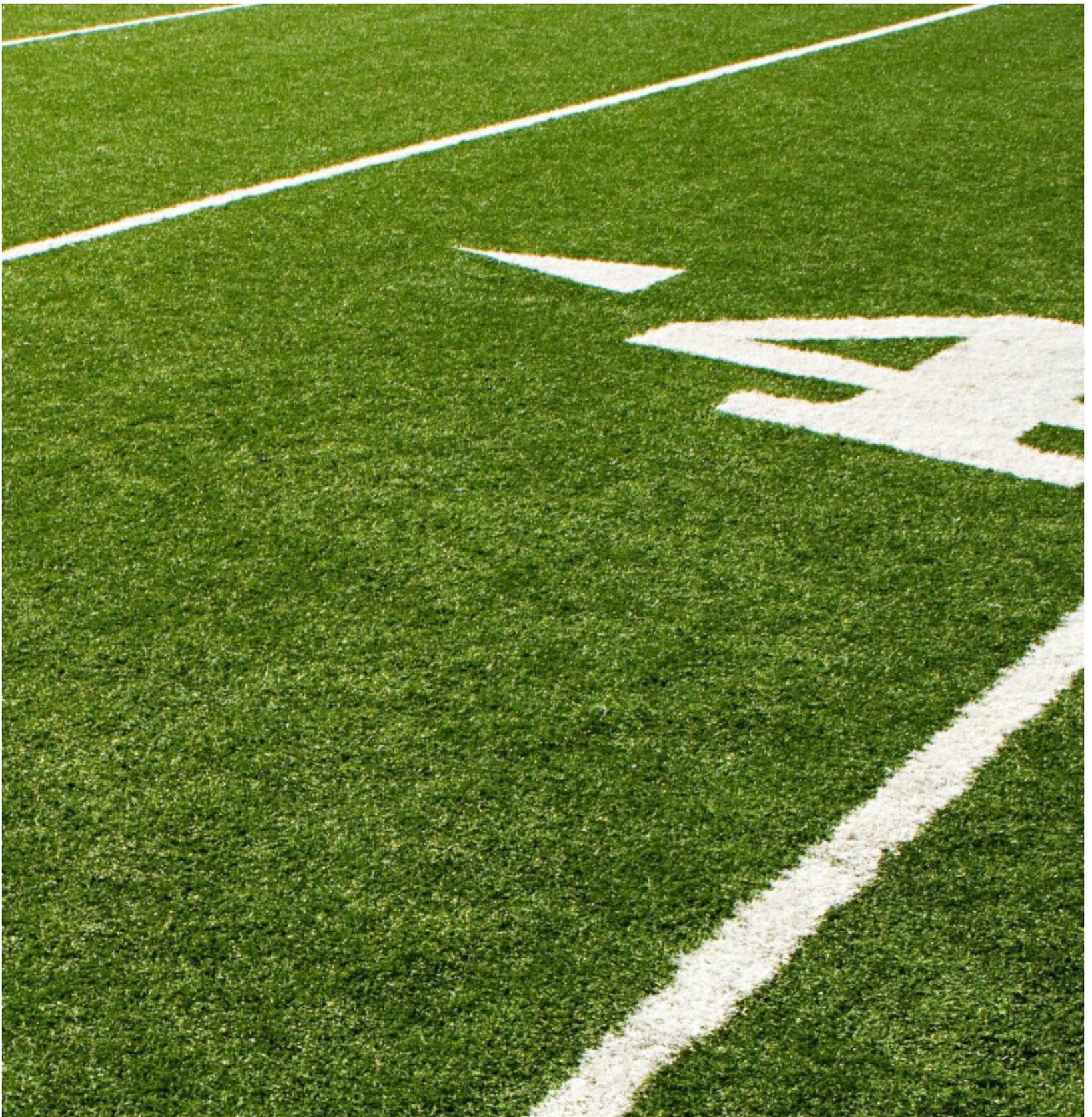
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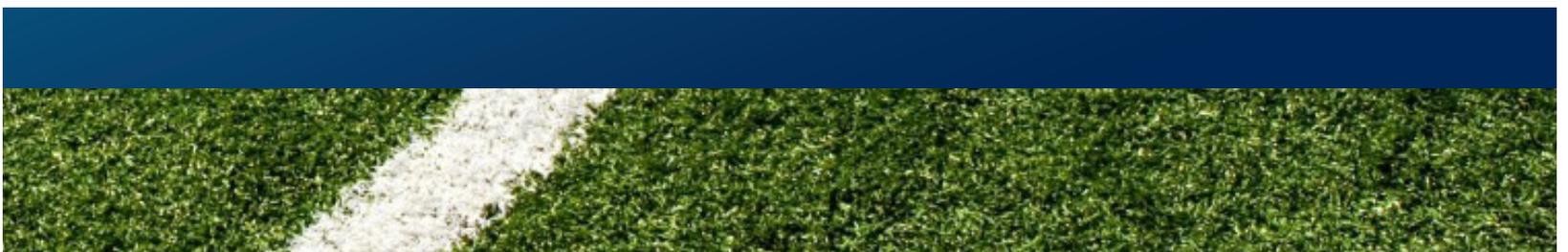
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ENGAGE



1 - ENGAGE

Plan Overview

This Recreation Master Plan will serve as a long-term guiding document for Milwaukee Public Schools to develop a system-wide framework for future decisions on recreation facilities, programs, and services. According to the Project for Public Spaces, park and recreation master plans provide a foundation for building credibility and establishing consensus on important community issues. They also serve to inform and engage citizens about park and recreation needs. The most successful master plans involve the community and successfully transform their vision into a tangible implementation strategy that fosters support, political involvement, and community initiative to bring the vision to fruition.

The plan will build upon former and current planning initiatives (see page 6 outlining these initiatives). Using these efforts as a starting point, the team is evaluating open space, facilities, programming, demographic projections, changing trends, and level of service analysis.

Plan Organization

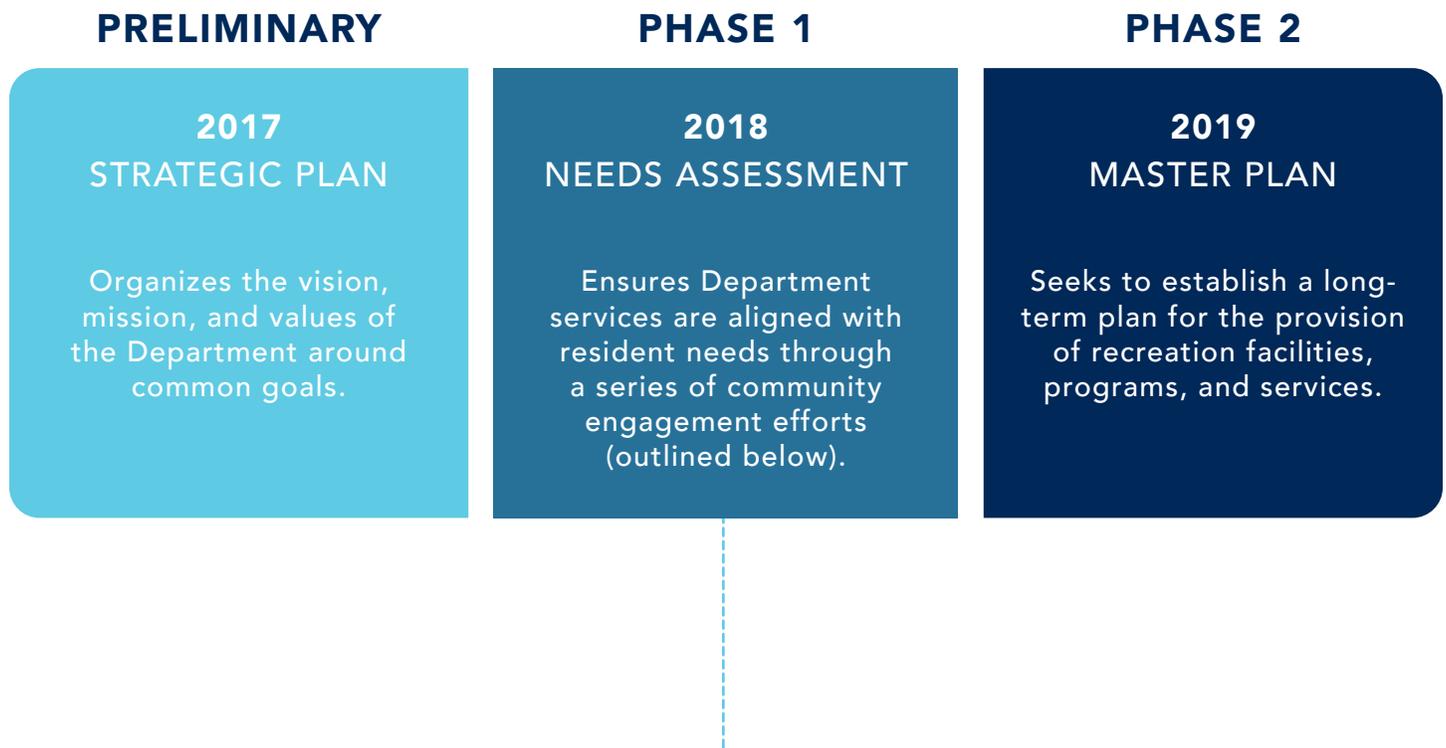
The master planning process is organized around four sections: Engage, Analyze, Envision, and Implement. The Engage portion was accomplished during the 2018 Needs Assessment when the project team focused on community outreach, project promotion, and dialogue facilitation. During the Analyze phase, the project team conducted a comprehensive inventory of playfields, facilities, and programs owned or managed by Milwaukee Recreation noting needs and opportunities for further study.

The Envision portion includes the development and evaluation of goals and policies for improving open space and recreation programming, as well as specific initiatives for realistic and actionable implementation. These phases will take inspiration from, and add to, the goals and initiatives outlined in the 2017 Strategic Plan, and the 2014 Facility Master Plan. The Mission, Vision, and Value Statements on the following pages were developed during the 2017 Strategic Plan.



Timeline and Previous Planning Efforts

Figure 1: Planning Process



The Recreation Department’s Needs Assessment included the following outreach efforts:

- 4** Public Focus Groups
- 5** Staff Focus Groups
- 8** Key Leader Meetings
- 1** Public Meeting
- 1** Statistically Valid Community Needs Assessment Survey
- 1** Online Survey

KEY THEMES INCLUDE:

- Wide variety of programs and reasonable pricing
- Condition of school space and infrastructure needs improvement
- Interest and concern for underserved populations
- Brand and image of the School District can be confusing to residents
- Staffing/retaining part-time staff



MPS
MILWAUKEE
PUBLIC SCHOOLS

RUN BACK TO SCHOOL



Mission Statement

To enrich and strengthen the community by promoting healthy lifestyles, personal development, and fun through memorable recreational and educational experiences for people of all ages and abilities.

Vision Statement

To be the leading provider of quality and affordable recreation services in the Milwaukee community.

Values



Equity

Ensuring access to recreation services for all.



Accountability

Taking individual and collective responsibility.



Memorable Experiences

Creating special, distinctive recreation experiences.



Professional Staff

Employing staff who possesses the core competencies of the department.



Quality Service Delivery

Exceeding customer expectations through responsive and respectful service delivery.



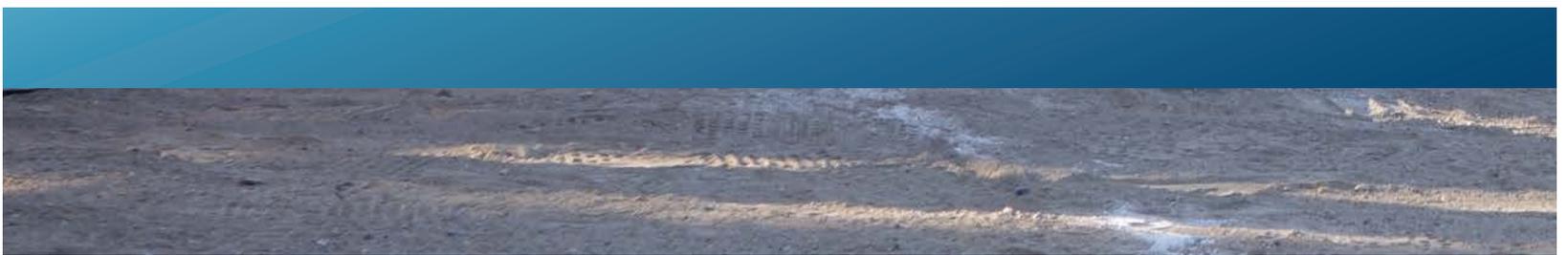
Sense of Community

Providing services that encourage personal connections and relationships.



Collaborations/Partnerships

Fostering and maintaining partnerships with individuals and organizations that benefit the community.





ANALYZE

2 - ANALYZE

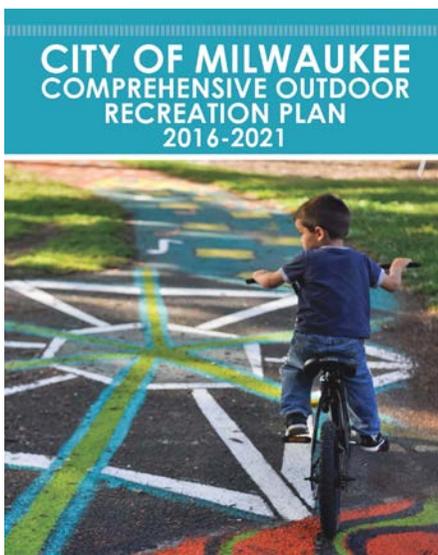
Overview

During the Analyze phase, the project team conducted a comprehensive analysis of Milwaukee Public Schools Department of Recreation and Community Services (Milwaukee Recreation) offerings 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 meet the needs of the community. It is important to note that until 2005, the City of Milwaukee prepared consolidated outdoor recreation plans with Milwaukee Recreation given the close overlap and historic relationship in operation of outdoor recreation sites in the City. These consolidated plans provided a more comprehensive and realistic view of level of service for Milwaukee residents. The last time a consolidated plan was created was in 2001. Since then, Milwaukee Recreation has elected to develop its own plans, primarily due to a reduction in funding and staff by the City of Milwaukee. In the future, it would benefit the community, which both providers serve, to reestablish a working relationship and conduct consolidated planning efforts.

Relationship to the City of Milwaukee

Milwaukee Recreation's role with respect to providing indoor and outdoor recreation must be put into context considering that the City of Milwaukee and the Milwaukee County Parks each have extensive recreation facilities within the confines of Milwaukee's City limits and School District boundaries. The City of Milwaukee maintains 62 City-owned play lots and passive lots throughout Milwaukee. However, unlike Milwaukee Public Schools, the City has no recreation parks department or separate division. The City's sites are managed by a one-person staff plus one part-time position within the Department of Public Works Infrastructure, Bridges, and Buildings Division to manage programmed activities. In comparison, Milwaukee Recreation employs more than 80 full-time staff and over 2,000 seasonal or part time employees.

The City of Milwaukee created a Comprehensive Outdoor Recreation Plan in 2016. This plan focused strictly on the City's 62 play and passive lots, three off-road trails and walks, and the City's ongoing effort to convert vacant lots into new recreational spaces. The City Plan has five main goals:



- Ensure that all residents have access to outdoor recreation facilities in the City of Milwaukee.
- Increase neighborhood involvement in the improvement and programming of local outdoor recreational spaces.
- Improve future needs planning by expanding the range of analysis to maximize park and maintenance planning.
- Identify additional funding sources for outdoor recreational spaces.
- Improve and sustain the City of Milwaukee's HOME GROWN vacant lot program to create safe, healthy neighborhood gathering spaces, often increasing access to healthy-food on site.

Relationship to Milwaukee County

Milwaukee County has one of the largest public park systems in the nation, with 154 parks and parkways combining for over 15,000 acres of open space. In the past, the County has operated cooperatively with the City of Milwaukee, and each have developed unique outdoor recreational plans for their land holdings and facilities. The most recent of these for the County is the 2015 Five Year Strategic Plan for the Milwaukee County Department of Parks, Recreation and Culture. This plan focuses on providing quality services while facing increasing demands and diminishing resources, a focus on core services, financial sustainability, and adjusting programmatic offerings and operational standards.



Other Plans and Reports

In addition to previous planning efforts directly associated with the Milwaukee Recreation Master Plan, numerous related planning efforts have been completed, or are currently underway. A summary of these can be seen in the chart below:

Figure 2: Planning Efforts



Non - MPS Recreation Related Planning Efforts





Demographic Profile

The demographic analysis provides an understanding of the population within the boundaries of the City of Milwaukee, Wisconsin (City) and the Milwaukee Public School District (service area). The analysis is reflective of the total population and key characteristics thereof including: age segments, income levels, race, and ethnicity. Demographic data used to complete the analysis was obtained from the Environmental Systems Research institute (ESRI) and accessed through the ESRI Business Analyst Online application. All data was retrieved in January of 2019 and reflects real figures as reported in the 2000 and 2010 Census, as well as estimates for the years 2018 and 2023. The geographic boundary of the City of Milwaukee was utilized as the demographic analysis boundary. Straight line linear regression was utilized for projected data.

Population

The population of the study area, as in other legacy cities throughout the Midwest, has been decreasing. The 2018 population was 587,575. In 2010, the Census count in the study area was 594,746. The rate of change since 2010 was -0.15% annually. The five-year projection for the population in the study area is 584,056 representing a change of -0.12% annually from 2018 to 2023, representative of a stabilizing population. Currently, the population is 48.3% male and 51.7% female.

Median Age

The median age in the study area is 31.6, compared to the U.S. median age of 38.3. Despite having a lower median age, Milwaukee remains one of the lowest growth regions for young adults growing by only 1.4% compared to a national average 4.7%. The median age is projected to increase to 32.3 by 2023.

Race and Ethnicity

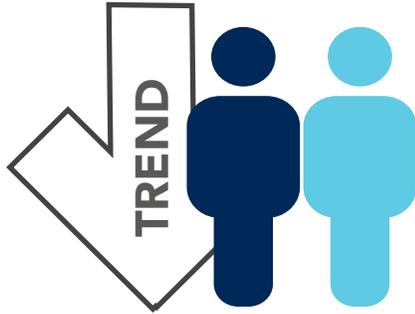
The study area is relatively diverse, especially compared to Milwaukee County and the State of Wisconsin. 82.4% of the population identify as either White Alone (42.4%) or Black Alone (40.0%). Predictions through 2023 expect this distribution to remain concentrated between these two categories, with White Alone and Black Alone representing 40.7% and 39.9% respectfully. Based on 2023 projections the Asian Alone population (4.4%) and those belonging to Some Other Race Alone (8.5%) are expected to increase nominally. Those who identify ethnically as Hispanic (19.5%) are also expected to increase to 21.4% by 2023. Milwaukee has a high number of foreign-born citizens (9.69%). Of those, the largest percentage are from Latin America. Additionally, Milwaukee Recreation should ensure that its program offerings align with the existing and shifting racial and ethnic composition. The relative diversity of the area still exists within a segregated environment. Milwaukee, according to a 2019 Brookings Institution study, is the most racially segregated metro area in the United States. The nonprofit think tank cites in the study that “three in four black residents in Milwaukee would need to relocate in order to live in fully integrated neighborhoods with whites.”

Age Segment

When evaluating the distribution of age segments, the service area is relatively balanced between youth, young adult, family, and senior populations. The largest segment by population is 18-34-year-olds representing 29.6%, while the smallest group are seniors 55+, which constituted 21.6%. The overall population composition is aging, following a national trend. However, despite decreases across the next five years, by 2023, the largest cohort will remain 18-34-year-olds, followed by youth under the age of 18. The largest growth area through the next five years is anticipated to be 20-34-year-olds. This means facilities and programs should continue to focus on youth and young adults, at-least through the next five years.

City of Milwaukee

Figure 3: Demographic Breakdown



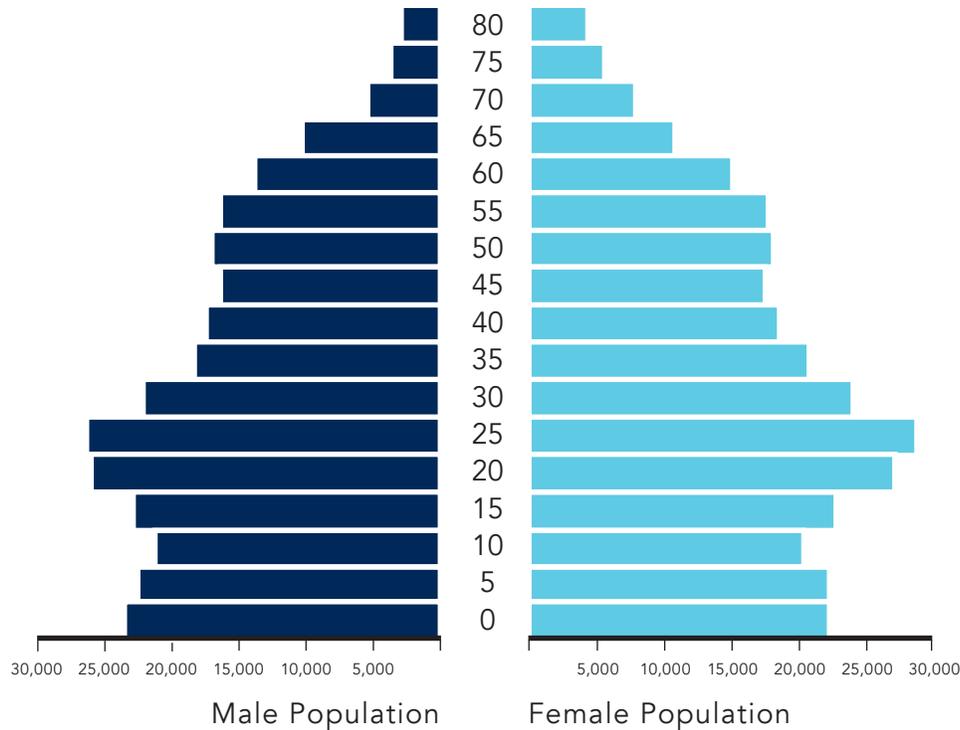
2018 Racial Composition



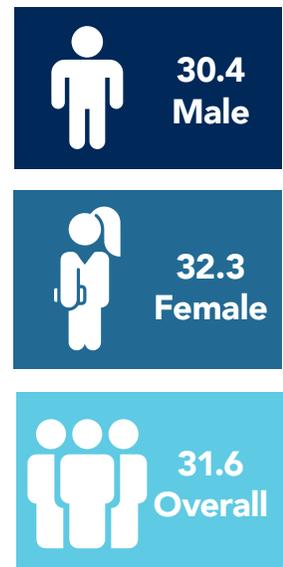
2023 Projected Racial Composition



2018 Population Age Composition



Median Age





Market Profile

Households and Income

Milwaukee's projected income characteristics represent a slight increase in wages, but a decrease overall when adjusting for projected inflation. The 2018 median household income is estimated to be \$38,769, well below the U.S. median of \$62,175, and nearly half the 2017 Wisconsin median household income of \$75,413. This is indicative of the rampant poverty present in Milwaukee, which currently ranks in the top ten amongst major U.S. cities in respect to children living in poverty (43%). Over 30% of households receive Supplemental Nutrition Assistance Program benefits. The race most likely to be impoverished is Black (36.32%), followed closely by those identifying as Hispanic (31.38%). The race least likely to be impoverished is White (14.56%). Additionally, most of the Milwaukee housing stock (52.5%) is renter occupied, and while real wages remain stagnant, rent has been increasing (by 20% over the last five years), meaning a majority of the population spends more of their income on housing while accruing no home equity. Milwaukee residents spend more on rent than the national average, with a spending index of 105.

The median household income represents the earnings of all person's age 16 years or older living together in a housing unit. These numbers mean there are significantly less disposable dollars amongst the study areas target audience. Thus, staff would be advised to put additional emphasis on making service offerings more affordable and accessible in order to provide service delivery to a disproportionately disenfranchised segment of the population.

Education

The information below depicts the educational attainment levels for Milwaukee adults 25 years or older. 88.5% of residents have at least a high school diploma or GED—roughly equivalent to the national average (88%)—and 22% had completed some college without receiving a degree. 32.7% of residents obtained an associates, bachelor's, or higher degree, also Source: ESRI Business Analyst Online average (33%). Education beyond high school generally results in higher participation rates for most activities, particularly passive forms of recreation. Additionally, higher education may influence the study area's receptivity to certain marketing techniques such as social media and online platforms.

Consumer Spending

The information below outlines the average consumer dollars spent among households of Milwaukee in 2018. Entertainment/Recreation ranks fifth out of the thirteen categories reported, averaging \$2,089.01 spent per household, per year. This number is over \$1,000 lower than the national average of \$3,203, and nearly \$500 less than the County average. Of the total spent on entertainment and recreation, a small proportion (5% or approximately \$105 annually) is spent on recreational lessons and participation sports fees, well below national averages and 55% less than the County as a whole. Although this does not necessarily mean that Milwaukee residents are less likely to participate in offered programming, it does mean that program fees should remain lower than neighboring municipalities and the national averages in order to provide broadly accessible services.

Employment Industry and Occupation

Milwaukee has a diverse employment base, with a total of approximately 272,500 workers. As a percentage of total employment, Milwaukee has a higher proportion of blue collar and service jobs than the County as a whole. The unemployment rate is 5.8%—higher than the County as a whole (4.6%) and higher than the national rate of 4%.

City of Milwaukee

Figure 4: Market Profile

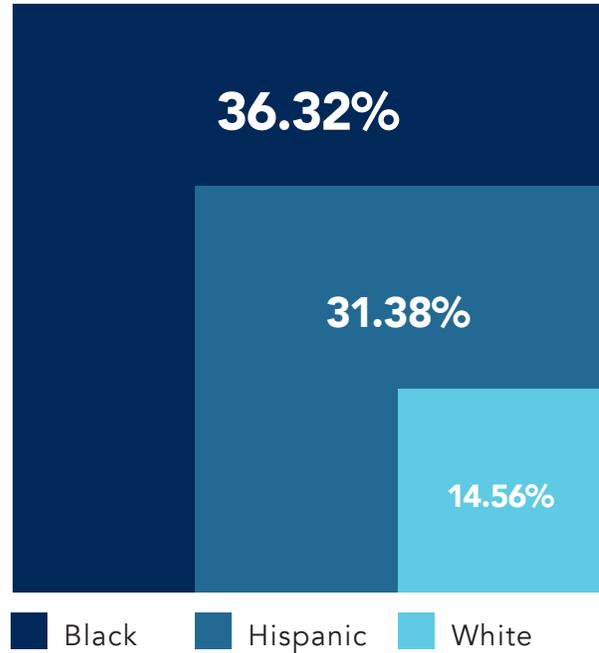
2018 Median Household Income



\$36,374 Below The Wisconsin Average Household Income

\$23,406 Below The National Average Household Income

Likelihood of Impoverishment



Educational Attainment Adults 25+



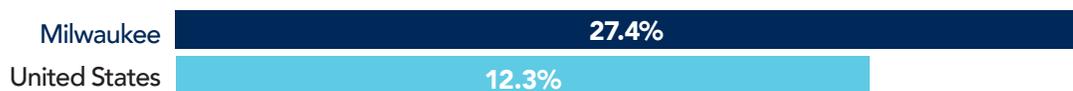
Annual Consumer Spending



Spent per household on entertainment and recreation.

Over \$1,000 lower than the national average and \$500 less than the County Average.

Milwaukee Poverty Rate In Comparison (2017)



Data Source: Environmental Systems Research Institute (ESRI) and National Center for Children in Poverty (NCCP) 2013

Outdoor Playfield Inventory

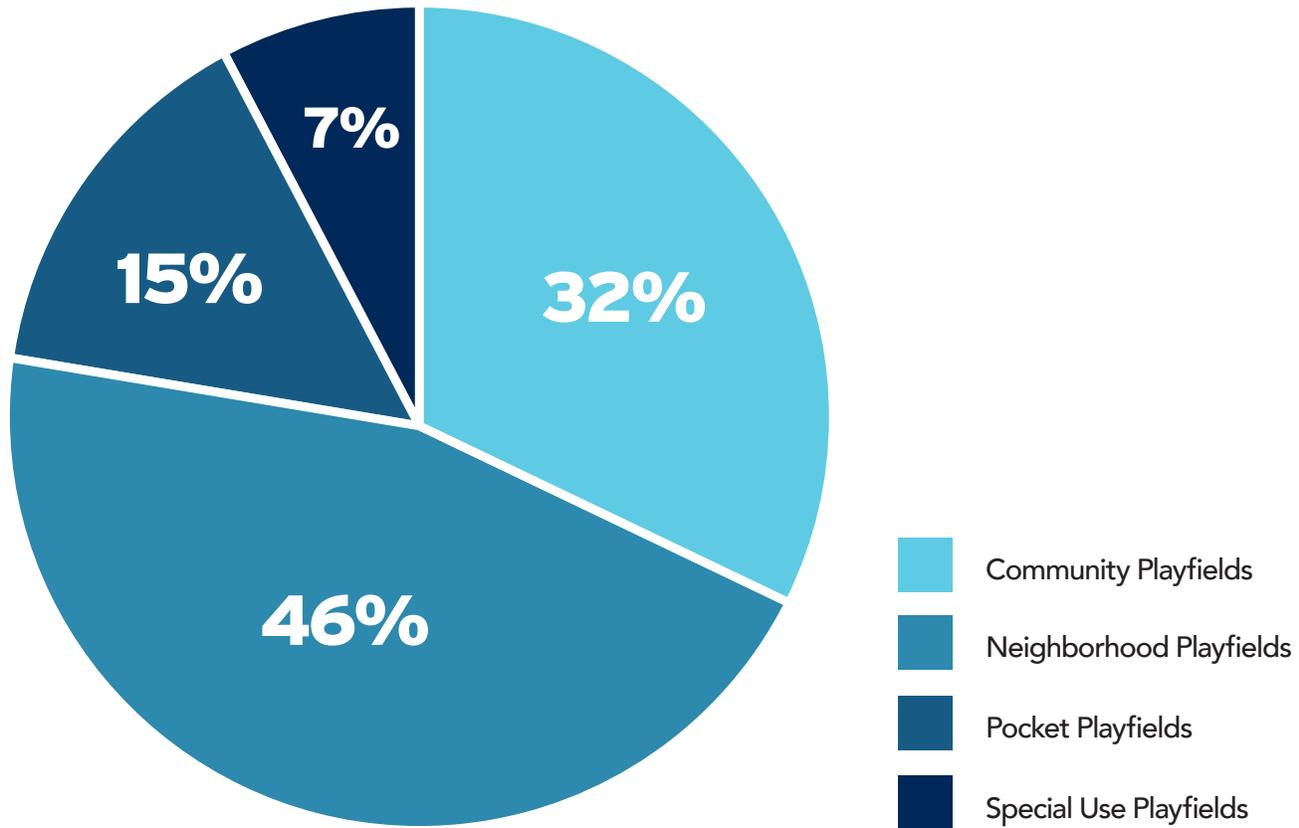
Figure 5: Outdoor Playfield Inventory

MPS INVENTORY																			
Site	Address	City	State	Zip	Acres	Equity Ranking	Baseball	Softball	Basketball (full court -)	Football	Soccer	Tennis Courts	Wading Pool	Tot Lot - Play Equipment	Volleyball	Playground (Asphalt)	Fieldhouse	Splash Pad / Spray Ground	Futsal
COMMUNITY PLAYFIELDS																			
Burnham / Rogers Playfield	3400 W. Rogers St.	Milwaukee	WI	53215	19	7.1	2	4	1				1	1		1	1		3
Emigh Playfield	495 E. Morgan Av.	Milwaukee	WI	53207	11	4.4	1	2	2			2		1		1	1		
Merrill Playfield	461 N. 35 St.	Milwaukee	WI	53208	11.6	6.5	1	2	2			8	1	2		1	1		
Sijan Playfield	2100 W. KK Pkwy.	Milwaukee	WI	53207	14.5	4.4	1	3	2			6		1				1	
Vincent Playfield	7501 N. Granville Rd.	Milwaukee	WI	53224	16	5.1	1	4				8							
Wick Playfield	4929 W. Vliet St.	Milwaukee	WI	53208	30	4.9	1	6				8		1				1	
TOTALS					102.1		7	21	7	0	0	32	2	6	0	3	5	0	3
NEIGHBORHOOD PLAYFIELDS																			
Beulah Brinton Playfield	2555 S. Bay St.	Milwaukee	WI	53207	7	3.8		1	3	1	1			1	4				
Browning Playfield	5575 N. 76th St	Milwaukee	WI	53218	3.9	7.5		1											
Bryant Playfield	8718 W. Thurston Av.	Milwaukee	WI	53225	7.6	7.4	1	1				4						1	
Burbank Playfield	6225 W. Adler St.	Milwaukee	WI	53214	7.1	4.9		2					1					1	
Carmen Playfield	7320 W. Carmen Av.	Milwaukee	WI	53218	3.6	6.7	1	1						1	1	1	1		
Cass Street Playfield	1647 N. Cass St.	Milwaukee	WI	53202	2.1	5.4			1			2		1		1	1		
Clovernook Playfield	6594 N. Landers St.	Milwaukee	WI	53223	7.4	8.6			1				1	2		1	1		
Columbia Playfield	1345 W. Columbia St.	Milwaukee	WI	53206	2.7	7.9			3				1	2		1	1	1	
Cooper Playfield	2236 W. Abbott St.	Milwaukee	WI	53221	4	7.9		1				3						1	
Custer Playfield	4001 W. Custer Av.	Milwaukee	WI	53209	4.5	4.5			1.5					2		1	1		
Dyer Playfield	151 N. 80 St.	Milwaukee	WI	53213	7.3	8	1	2	1			3		1				1	
Enderis Playfield	2938 N. 72 St.	Milwaukee	WI	53210	9.5	5.5		1				2	1	2	3	1	1		
Fairview Playfield	6311 W. Stack Dr.	Milwaukee	WI	53219	4.7	3.1		2											
Franklin Square Playfield	2643 N. 13 St.	Milwaukee	WI	53206	3.2	6.9		1	2				1	2		1	1		
Gra-Ram Playfield	3120 W. Green Ave.	Milwaukee	WI	53221	4.8	7.8		2	2			3		1					
Green Bay Ave Playfield	3872 N. 8th St.	Milwaukee	WI	53206	2.4	5.9		1				3		1		1	1		
Holt Playfield	1716 W. Holt Av.	Milwaukee	WI	53215	3.5	2.7		1	2			2	1	1		1	1		
Jewell Playfield	1810 W. Wood Av.	Milwaukee	WI	53221	5.8	6.6		1	1			2		1		1	1		
Juneau Playfield	6500 W. Mt. Vernon Av.	Milwaukee	WI	53213	7	4.8		1	2			6		1		1	1		
Lewis Playfield	1424 E. Pryor Av.	Milwaukee	WI	53207	4.5	6.8		2	1					1		1	1		
Lincoln Playfield	300 W. Lincoln Av.	Milwaukee	WI	53207	6.47	4.7		1	2			5							
Modrzejewski Playfield	1020 W. Cleveland Av.	Milwaukee	WI	53215	3.5	5.5		1	1			2	1	1		1	1		
Ohio Playfield	974 W. Holt Av.	Milwaukee	WI	53215	3.6	6.5		1	2			2	1	1		1	1		
Pulaski Playfield	1840 N. Pulaski Street	Milwaukee	WI	53202	2.4	4.9		1				2		1				1	
Pumping Station Playfield	1311 E. Chambers St.	Milwaukee	WI	53212	7	5.4	1	1	2			2							
Seventy-eighth St. Playfield	3727 S. 78 St.	Milwaukee	WI	53220	6.4	5.0		2				6		1				1	
Southgate Playfield	3350 S. 25 St.	Milwaukee	WI	53215	1.9	7.6			1.5				1	2		1	1	1	
Stark Playfield	4951 N. 40 Street	Milwaukee	WI	53209	5.3	7.6		2	2			2		1		1	1		
Uncas Playfield	298 W. Uncas Av.	Milwaukee	WI	53207	2.5	5.7		1	1			1		1					
Warnimont Playfield	3500 S. First Place	Milwaukee	WI	53207	3.6	6.4		1	2			2				1			
TOTALS					145.3		3	32	35	1	1	54	9	28	8	17	25	2	0
POCKET PLAYFIELDS																			
Alcott Playfield	3563 S. 97th St	Milwaukee	WI	53228	0.6	1.2						4							
Auer Avenue Playfield	2221 W. Auer Av.	Milwaukee	WI	53206	0.17	7.4										1	1		
Eighty-eighth St. Playfield	2964 N. 81 St.	Milwaukee	WI	53228	2.8	4.3		1											
Fifty-third Street Playfield	3618 N. 53 St.	Milwaukee	WI	53216	2	5.1		1											
Garden Homes Playfield	4456 N. Teutonia Ave.	Milwaukee	WI	53209	6.2	8.3	1	2											
Hamilton HS Playfield	S. 63rd & W. Warnimont	Milwaukee	WI	53220	4.7	7.5	1	1											
Hampton Playfield	5130 N. 53 St.	Milwaukee	WI	53218	7.2	4	1	1									1		
Lancaster Playfield	4931 N. 68 St.	Milwaukee	WI	53218	2.1	3.1													
Lowell Playfield	4360 S. 20 St.	Milwaukee	WI	53221	5.2	7.4		1				2							
Parkview Playfield	10825 W. Villard Av.	Milwaukee	WI	53225	4.6	5.8		1											
Riverside Playfield	1500 E. Riverside	Milwaukee	WI	53211	5	4.8		1				6							
Sixty-fifth Playfield	6600 W. Melvina St	Milwaukee	WI	53216	2.2	7.1		1											
Wedgewood Playfield	6506 W. Warnimont Av.	Milwaukee	WI	53220	1.1	1.6						8							
Whitman Playfield	4200 S. 54 St.	Milwaukee	WI	53220	4.9	4.9		2											
TOTALS					48.77		3	12	0	0	0	20	0	0	0	1	2	0	0
SPECIAL USE PLAYFIELDS																			
Hawthorn Glen Playfield	1130 N. 60 St.	Milwaukee	WI	53208	22.8	7.1								1				1	
TOTALS					22.8		0	0	0	0	0	0	0	1	0	0	1	0	0
TOTALS					318.9		13	65	42	1	1	106	11	35	8	21	33	2	3

Playfields

Milwaukee Recreation has 52 playfields that equal a total of 318 acres. Out of all sites, 78%, or 247 acres, are considered "Active Recreation Areas," including Neighborhood and Community Playfields. Neighborhood Playfields are considered the largest playfield category at 46%, followed by Community Playfields at 32%.

Figure 6: Playfield Categorization



Distribution Level of Service Analysis

Methodology

Distribution Level of Service Analysis studies the geographic distribution of playfields and evaluates how equitable these sites are placed throughout the community. The end result of this analysis will focus on how many people are served by Pocket, Neighborhood, or Community Playfields. This may reveal that some areas are underserved or that Milwaukee Recreation is serving its residents and should shift its efforts towards maintaining and updating existing sites.

Service Areas

The size of the service area is dependent on the playfield classification and ranges from one half to two miles. The maps depicted in Figures 11-14 indicate the level of service for the existing playfields. The overlapping service area discs create a yellow -gradient ranging from light to dark yellow illustrating to which degree the residents are served. The lack of yellow indicates areas where the residents are not served. Residents who fall within a dark yellow areas are served by multiple parks and their amenities.

Geographic Access and Equity Level of Service Analysis

Critical to any park and recreation master plan is understanding how well the community is served by existing playfields, open spaces, and recreational facilities, and if the distribution of these resources is equitable. This is especially critical in a diverse community such as the City of Milwaukee, where systemic racial and socioeconomic barriers may prevent some segments of the community from enjoying the same opportunities as others.

Level of Service for Outdoor Spaces

Figure 10 to the right depicts the overall level of service for the Milwaukee Recreation outdoor spaces overlaying the 2016 American Community Survey’s childhood opportunity index. This analysis shows that, although the Department offers services to over half (54%) the community, a gap in service exists for recreational amenities and program offerings predominantly in vulnerable areas—neighborhoods which face a host of significant challenges and obstacles.

This analysis can be useful to examine issues of racial and ethnic equity in neighborhood environments. Improving access to playfields, open spaces, and outdoor amenities is a key dimension to improving the health and environmental opportunity for the City’s population and should be a primary focus for Milwaukee Recreation moving forward. Key issues include:

- 54% of the study area population is adequately served, while 46% of the population is located in a service gap.
- Of those adequately served, 49% are white and 32% are black. Of the total white population, 39.2% are located in a service gap, compared to 58.3% of the total black population.
- Of those served, 26% are below the poverty threshold. Of the total impoverished population, 50% are located in a service gap.

Figure 7: Population Served vs. Gap in Service

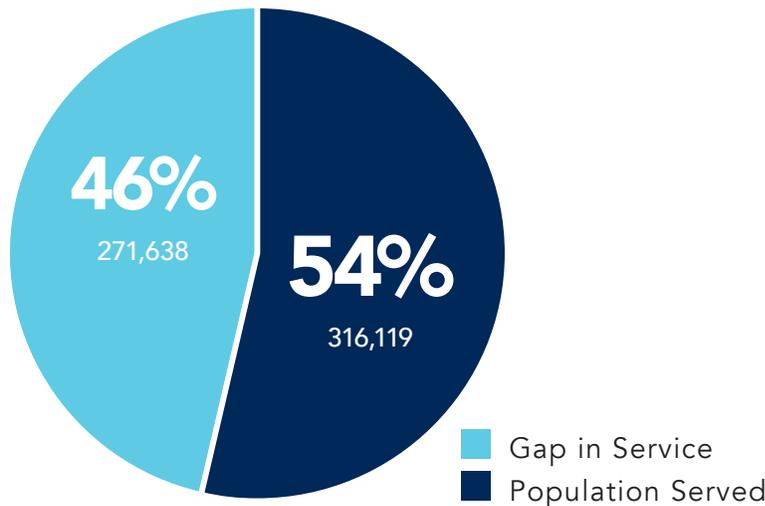


Figure 8: Population Served by Race

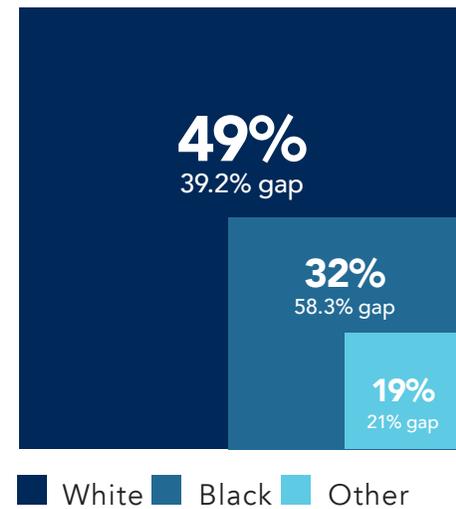
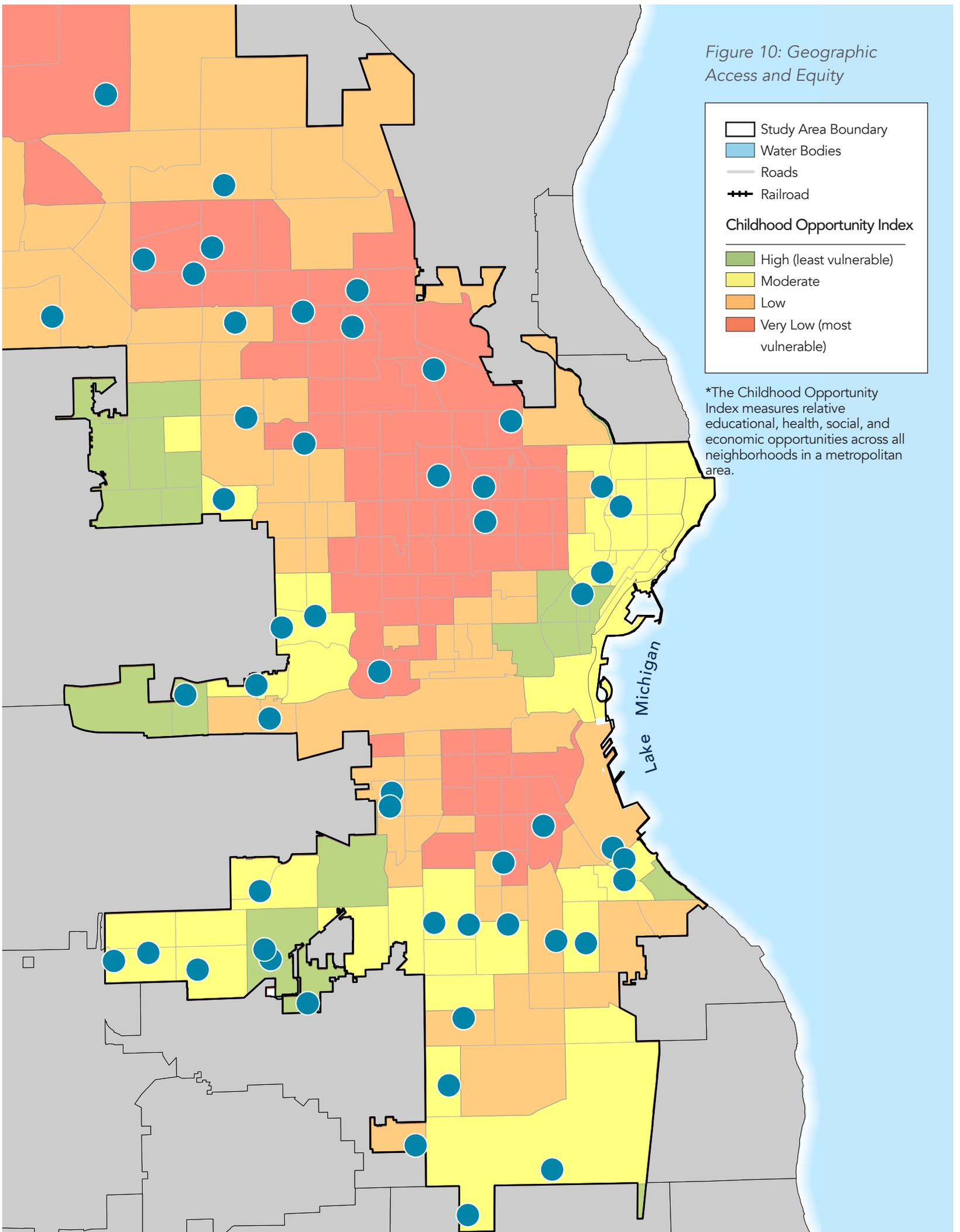


Figure 9: Population Served by Ratio of Income to Poverty Level



Figure 10: Geographic Access and Equity





Community Playfields Level of Service Analysis

Community playfields are larger and provide a more diverse range of amenities and programs than Neighborhood and Pocket Playfields. They are intended to serve a larger section of municipalities' population(s) and are usually programmed for daytime and nighttime use, which can result in lighted fields and field houses. These playfields often include a variety of passive and active activities, which provide programming to users of all ages and backgrounds. Typical amenities include large play structures, diamond fields, open-field sport areas (football/soccer/lacrosse), pavilions, sport courts, and unprogrammed natural and open areas. Community playfields typically offer dedicated parking and should be accessible by alternative forms of transportation.

Currently Milwaukee Recreation offers 102 acres of community playfields. The community playfields are not distributed equitably, being predominately located in the central and southern portion of the City, with the exception of Vincent Playfield. These playfields are likely highly accessible by car due to their proximity to major roadways. However, many of Milwaukee's vulnerable populations may not have access to an automobile, and bus schedules and routes likely impact their ability to utilize public transit.

Service Standards

- Service Area — 2 miles (r) distance
- Size Criteria — 10+ acres

Community Playfields

- 1 Burnham / Rogers Playfield
- 2 Emigh Playfield
- 3 Merrill Playfield
- 4 Sijan Playfield
- 5 Vincent Playfield
- 6 Wick Field Playfield

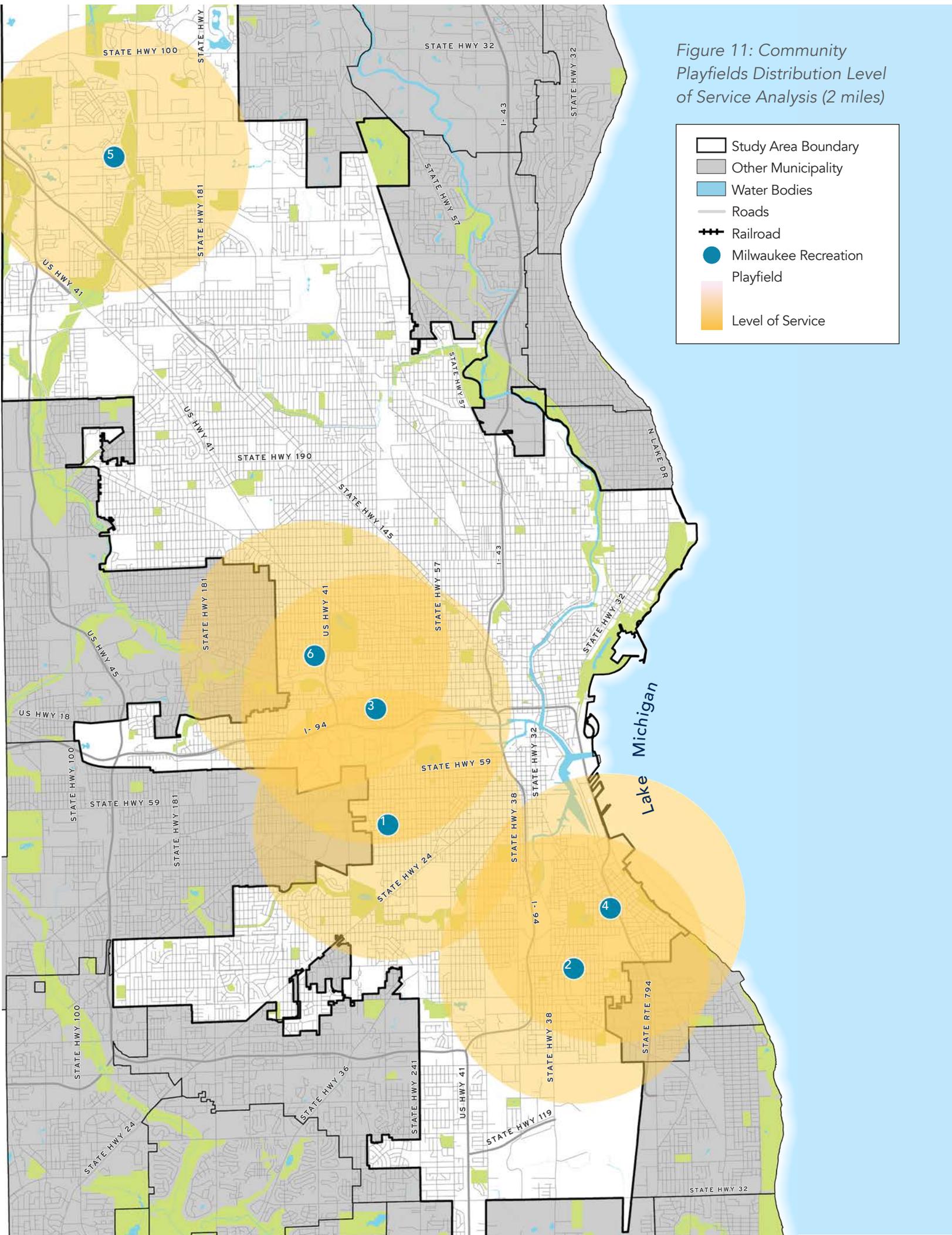
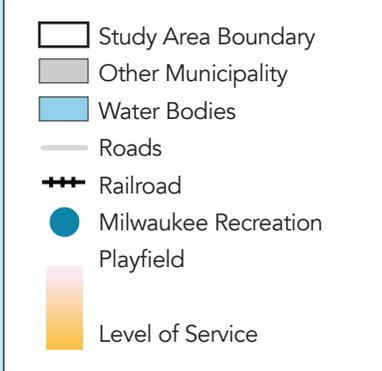


Figure 11: Community Playfields Distribution Level of Service Analysis (2 miles)



Neighborhood Playfields Level of Service Analysis

Neighborhood playfields serve as the primary public recreational and social medium for a neighborhood. They are generally designed for concentrated informal active and passive recreation, as well as small to large community gatherings. Amenities and programming at these sites cater to a large variety of age groups. Elements often include playgrounds, open sports fields, and sport courts. Neighborhood playfields should be easily accessible and remain uninterrupted by major roads or significant barriers and typically do not have dedicated parking.

Currently Milwaukee Recreation offers 145 acres of neighborhood playfields. Despite this, a gap in service exists both in acreage, and geographic location, particularly in the far north and central neighborhoods.

Service Standards

- Service Area — 1.0 miles (r) distance.
- Size Criteria — Generally, between 2 and 10 acres in urban settings such as the City of Milwaukee.

Included Resources

- | | |
|-------------------------------------|--|
| 1 Beluah Brinton Playfield | 16 Green Bay Ave Playfield |
| 2 Browning Playfield | 17 Holt Playfield |
| 3 Bryant Playfield | 18 Jewell Playfield |
| 4 Burbank Playfield | 19 Juneau Playfield |
| 5 Carmen Playfield | 20 Lewis Playfield |
| 6 Cass Street Playfield | 21 Lincoln Playfield |
| 7 Clovernook Playfield | 22 Modrzejewski Playfield |
| 8 Columbia Playfield | 23 Ohio Playfield |
| 9 Cooper Playfield | 24 Pulaski Playfield |
| 10 Custer Playfield | 25 Pumping Station Playfield |
| 11 Dyer Playfield | 26 Seventy-eighth St. Playfield |
| 12 Enderis Playfield | 27 Southgate Playfield |
| 13 Fairview Playfield | 28 Stark Playfield |
| 14 Franklin Square Playfield | 29 Uncas Playfield |
| 15 Gra-Ram Playfield | 30 Warnimont Playfield |

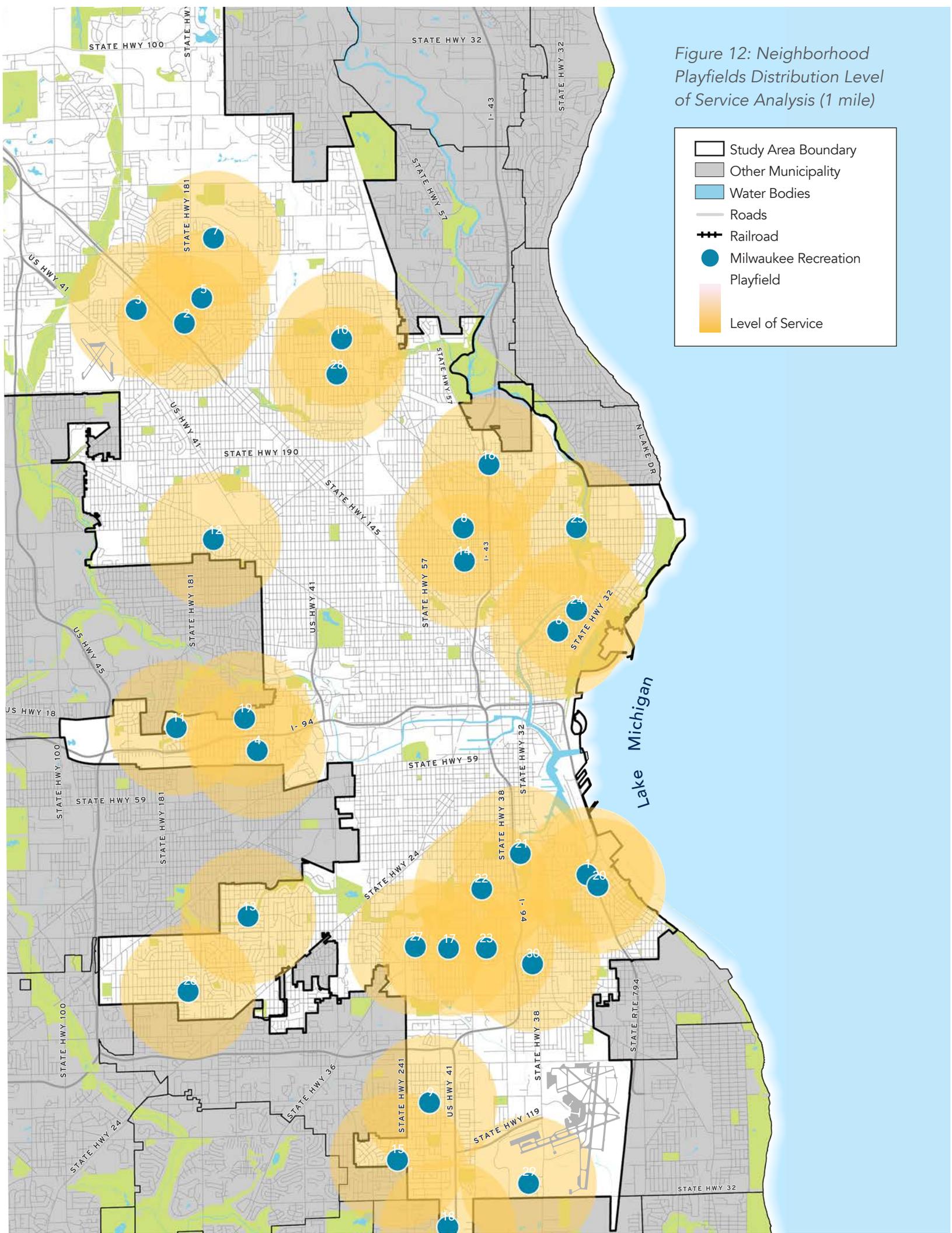


Figure 12: Neighborhood Playfields Distribution Level of Service Analysis (1 mile)

	Study Area Boundary
	Other Municipality
	Water Bodies
	Roads
	Railroad
	Milwaukee Recreation Playfield
	Level of Service



Pocket Playfields Level of Service Analysis

Pocket playfields meet the need for a walkable, spontaneous recreation experience. Typical amenities include playgrounds, seating areas, and small unprogrammed open space. Pocket playfields typically are connected to a school property and do not include dedicated parking and are utilized to serve a concentrated population. Currently Milwaukee Recreation offers 48.7 acres of pocket playfields. Due to limited programming potential for these playfields, no immediate needs are identified.

Service Standards

- Service Area — 0.5 miles (r) distance.
- Size Criteria — Generally, 1.5 acres or less.

Included Resources

- | | |
|--------------------------------------|---------------------------------|
| 1 Alcott Playfield | 10 Parkview Playfield |
| 2 Auer Avenue Playfield | 11 Riverside Playfield |
| 3 Eighty-eighth St. Playfield | 12 Sixty-fifth Playfield |
| 4 Fifty-third St. Playfield | 13 Wedgewood Playfield |
| 5 Garden Homes Playfield | 14 Whitman Playfield |
| 6 Hamilton HS Playfield | |
| 7 Hampton Playfield | |
| 8 Lancaster Playfield | |
| 9 Lowell Playfield | |



Overall Playfields Level of Service Analysis

The overall playfields level of service analysis shows a 2 mile radius for community playfields, 1 mile radius for neighborhood playfields, and a 0.5 mile radius for pocket playfields. The overall playfield distribution level of service analysis is illustrated in the Figure 14. Residents on the south side of the City have more access to overall playfields than residents on the north side.

Service Standards

- Service Area — 2 miles (r) distance (Community Playfields)
- Service Area — 1.0 mile (r) distance (Neighborhood Playfields)
- Service Area — 0.5 miles (r) distance (Pocket Playfields)

Acres and Amenity Level of Service Analysis

Acres Level of Service

Acres level of service analysis is a calculation of the minimum land required to provide all of the recreation activities needed to support such facilities. The National Recreation and Park Association (NRPA) standards have been used to measure if service level benchmarks have been met. The NRPA is the leading organization that evaluates equity of parks and amenities.

With a population of 587,757, Milwaukee Recreation is recommended to have 5,877 acres of playfields and open space. The Department is deficient in more than 5,000 acres, however when including City and County acres, the deficiency is met and exceeded by 9,000 acres.

Classification / Provide	Existing Provider Acres Total	NRPA Recommended Acres Milwaukee (Population)	NRPA Recommended Acres LOS (Acres/1000 Population)	Acres Deficiency or Surplus (Acres)
Milwaukee Recreation Pocket Playfields	48.7	587	1.0	-538.3
City Pocket Playfields	5.8	587	1.0	-581.2
Total Pocket Playfields	54.5	587	1.0	-532.5
Milwaukee Recreation Neighborhood Playfields	145.3	1,175	2.0	-1,030
City Neighborhood Playfields	52.32	1,175	2.0	-1,227
Total Neighborhood Playfields	197.62	1,175	2.0	-977.38
Milwaukee Recreation Community Playfields	102.1	4,113	7.0	-4,011
City Community Playfields	52.0	4,113	7.0	-4,061
Total Community Playfields	154.1	4,113	7.0	-3,658
Total Milwaukee Recreation Playfields	318.1	5,877	10.0	-5,558
Total Milwaukee Recreation & City of Milwaukee Playfields	406.2	5,877	10.0	-5,470
Total County Parks and Open Space (Within City Limits)	4,776	5,877	10.0	+1,101
TOTAL MILWAUKEE RECREATION & CITY OF MILWAUKEE & MILWAUKEE COUNTY PLAYFIELD ACREAGE	5,182.22	5,877 acres	10.0	-694.78

Amenity Level of Service

Amenity	Provider Existing Number of Amenities (Total)	Milwaukee Average Recommended Number of Amenities (Milwaukee Population)	Milwaukee Average Recommended Number of Amenities (Acres/1000 Population)	Amenity Deficiency or Surplus (Quantity)
Milwaukee Recreation Baseball Fields	13	82	0.16	-69
County Baseball Fields	5	82	0.14	-77
Total Baseball Fields	18	82	0.14	-64
Milwaukee Recreation Softball Fields	65	82	0.14	-17
County Softball Fields	25	82	0.14	-57
Total Softball Fields	90	82	0.14	+8
Milwaukee Recreation Basketball Courts	42	117	0.19	-75
City Basketball Courts	16	117	0.19	-101
County Basketball Courts	46	117	0.19	-71
Total Basketball Courts	104	117	0.19	-13
Milwaukee Recreation Football/Soccer Fields	2	235	0.39	-233
County Football/Soccer Fields	50	235	0.39	-185
Total Football/Soccer Fields	52	235	0.39	-183
Milwaukee Recreation Tennis/Pickleball Courts	106	235	0.39	-129
City Tennis/Pickleball Courts	2	235	0.39	-233
County Tennis/Pickleball Courts	45	235	0.39	-190
Total Tennis/Pickleball Courts	153	235	0.39	-82
Milwaukee Recreation Wading Pools	11	17	0.2	-6
County Wading Pools	21	17	0.2	+4
Total Wading Pools	32	17	0.2	+15
Milwaukee Recreation Volleyball (Sand)	8	30	0.05	-22
County Volleyball (Sand)	29	30	0.05	-1
Total Volleyball (Sand)	37	30	0.05	+7
Milwaukee Recreation Playgrounds/Play Structure	21	196	0.33	-175
MPS Playgrounds/Play Structure	134	196	0.33	-62
City Playgrounds/Play Structure	55	196	0.33	-166
County Playgrounds/Play Structure	63	196	0.33	-133
Total Playgrounds/Play Structure	273	196	0.33	+77

Based on NRPA Standards, Milwaukee Recreation does not meet the recommended level of service for outdoor amenities. However, when City of Milwaukee or Milwaukee County amenities are considered, the deficiencies are met for three out of eight amenities. Identified with red text in the "Amenities Deficiency or Surplus" column, deficiencies are unmet for baseball, basketball courts, football/soccer fields, and tennis/pickleball courts.



Program Inventory and Level of Service Analysis

Introduction

The Master Plan process includes a comprehensive review of recreation programs. The following information provides an inventory of program offerings and analysis of recreation programs.

Elements of this report include:

- Program Inventory
- Community Inventory
- Program Priorities
- Benchmark Information
- Recreation and Leisure Trends Analysis
- Indoor Facility Inventory

The program inventory includes information about age segment distribution of offerings, and programs categorized according to program type or category. The inventory included program offerings from the Fall 2018 session through Winter of 2019.

The similar provider information includes locations and descriptions of other providers of recreation/fitness services in the Milwaukee region. This also includes a narrative that connects the program offerings to the program priorities identified in ETC Institute Needs Assessment.

Benchmark information was developed through the use of the National Recreation and Park Association Park Metrics program and the 2018 Agency Performance Review, which includes a series of metrics associated with park and recreation agencies.

The trends analysis lists information about industry trends from around the country and region and is categorized by general trend information, age related trends, and urban park and recreation trends. Major themes drawn from the trends analysis are summarized in order to assist in positioning program offerings for the future.

The Indoor Facility Inventory provides a distribution of sites and program spaces used by Milwaukee Recreation. This information also provides an assessment of how well the types of space match up with community need.



Recreation Program Inventory

Age Segment Distribution

The following information details the inventory of programs for Milwaukee Recreation. This information was generated from counting programs listed in the activity guides for Fall 2018 through Winter 2019 and represents the total number of programs that were offered. Many programs were offered to multiple age segments, such as programs for 8-13 year olds. These programs were included in both the 6-12 age group and 13-17 age group. It is important to note that there are many additional programs offered that are not included in the activity guides. These programs are not reflected in these numbers. Specifically, the percentage breakdown does not include drop-in programs, trips, special events, summer playground programs, many youth sports programs, and family oriented programs.

Age	Spring 2018	Summer 2018	Fall 2018	Winter 2019	Total	Percentage
0-5	283	183	171	188	825	13%
6-12	373	664	406	366	1,809	29%
13-17	302	221	368	342	1,334	21%
18+	490	330	588	484	2,342	37%

The total number of programs is 6,310, and again, many programs were counted multiple times (as many offerings cross over more than one age range). Of the total program offerings, 42% were offered to youth twelve and under. Typically, recreation agencies offer a majority of programs for this age group, with some agencies approaching 75% of total offerings. Milwaukee's offerings are much better balanced, including 21% of programs offered for teens and 37% offered to adults over age 17.

Many agencies fare poorly in the number of offerings for the teen age group. For Milwaukee, many of the teen programs were geared toward learning activities such as driver's education, which typically is not offered by a park and recreation agency.

The area that has room to grow pertains to active adults, generally mid 50's to 69 and seniors of age 70 and over. The active adult age category is loosely defined, as individuals' ability to participate in programs varies greatly, depending upon the activity ability of older adults. There are some 70 year olds who can participate more actively than some 60 year olds. In addition, in reviewing the inventory of similar providers in the Milwaukee region, the overall program emphasis focuses more on youth programs than adult programs, aside from fitness activities.

Milwaukee Program Category and Type Visuals

The following chart lists the programs offered by Milwaukee Recreation during the last year. Currently, the Department offers programs categorized into 40 different program classifications. Youth sports represents 11 of these categories. For ease of analysis, the program categories were combined into 15 areas.

Teen programs and elementary, middle, and high school sports cover both youth sports and teen programs. In addition, a variety of miscellaneous programs were not included in this inventory. They include programs such as: after school child care, evening teen centers, toddler play groups, family walk, family yoga, Family Nights, special events, trips, and others. In addition, a major program area, Before and After School Programs are not reflected in this chart. There are over 100 sites used for this program. A narrative of that program follow this section.

	Spring 2018	Summer 2018	Fall 2018	Winter 2019	Total
Program Category					
Youth Sports	207	354	199	150	910
Aquatics	197	259	206	198	860
Fitness / Wellness	157	124	236	164	681
General Interest	156	137	174	207	674
Arts	75	72	83	91	321
Teen	30	157	68	46	301
Drivers Education	15	36	25	25	101
Therapeutic Recreation	66	45	65	92	268
Music	67	29	79	64	239
Performing Arts	68	38	63	50	219
Martial Arts	46	41	78	50	215
Senior	46	31	48	69	194
Outdoor Education	31	50	26	32	139
Adult Sports	5	12	18	7	42
Camps	0	28	0	0	28
TOTAL	1,166	1,413	1,368	1,245	5,192

The following chart shows the distribution of the 15 program categories. This is followed by the top 10 programs, by number of programs offered, and the breakdown of aquatics and youth sports programs. The top two program areas are swim lessons and fitness programs, followed by elementary school sports and teen programs.

Figure 15: Program Categories

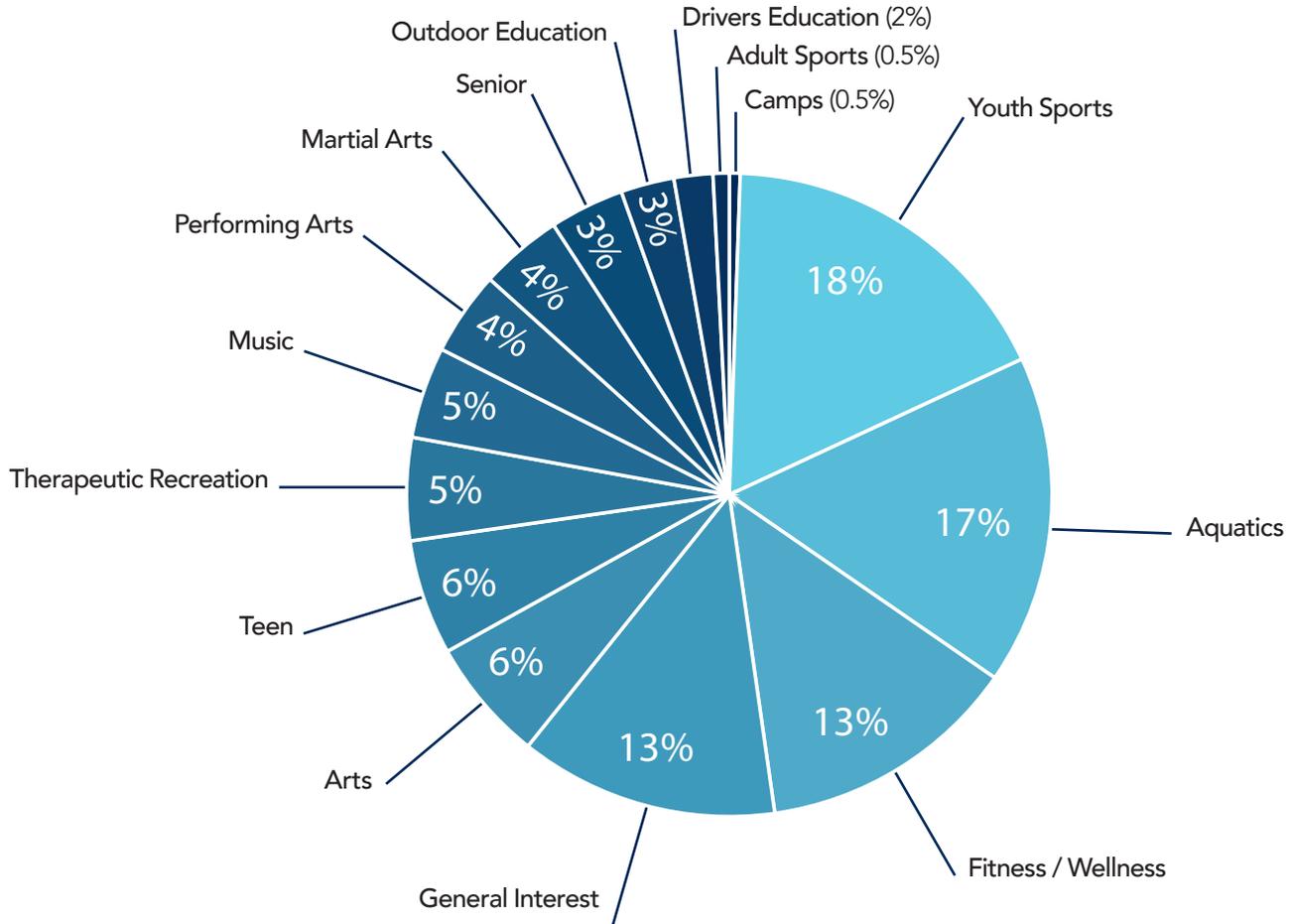


Figure 16: Top Ten Program Types

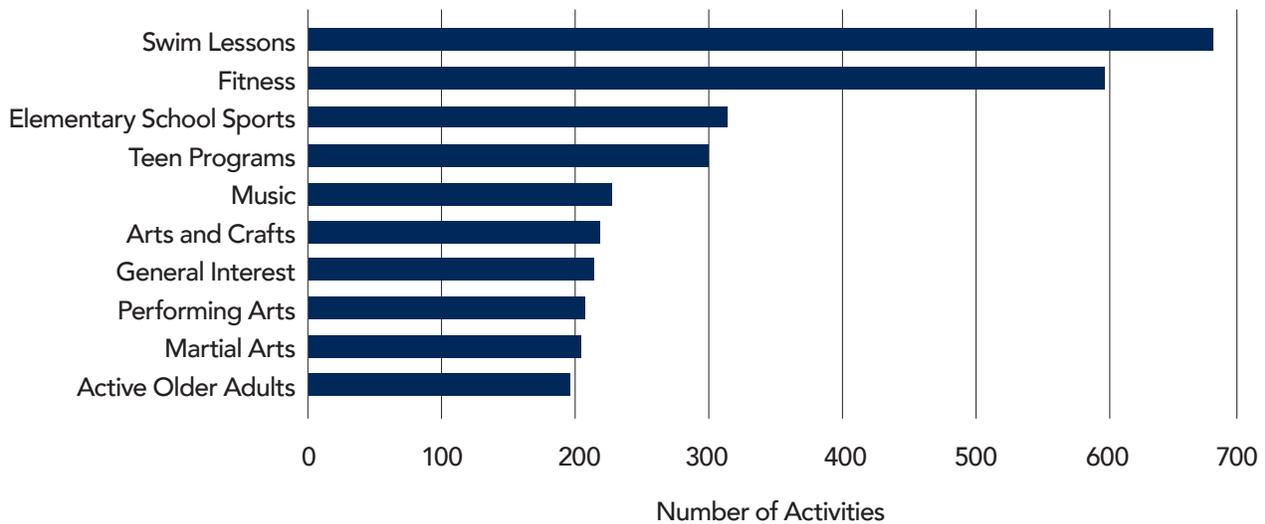
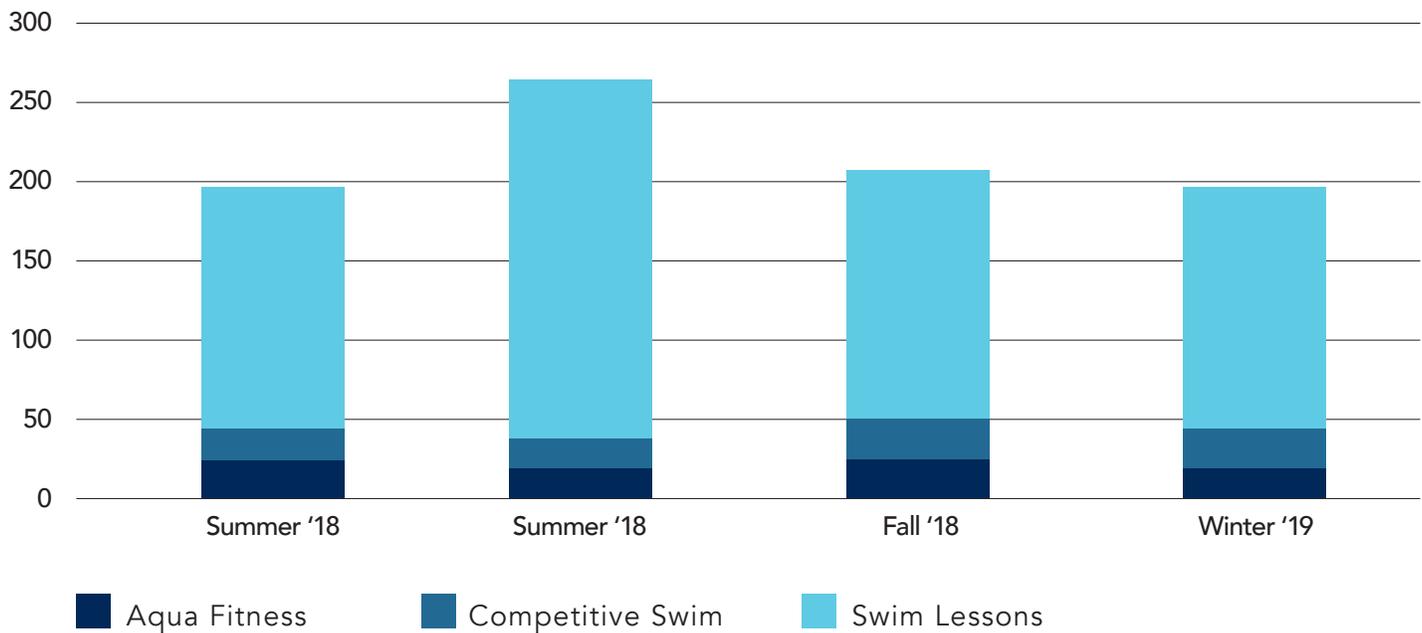


Figure 17: Aquatic Program Breakdown



Swim lessons are typically the most significant aquatic program area, which is also true for Milwaukee Recreation. The ETC Institute Needs Assessment Survey indicated that swim lessons are the most important program for youth. As a result, this program will continue to be an important offering.

The distribution of youth sport programs will be a key area to watch, moving forward, as a result of nation-wide changes in youth sports participation, away from soccer, basketball, and football and moving toward lacrosse and hockey. Soccer participation is no longer growing in the US. Over the past three years (2015-2018), the percentage of 6- to 12-year-olds playing soccer regularly has dropped nearly 14 percent, to 2.3 million players, according to a study by the Sports & Fitness Industry Association.

Baseball participation has grown by 5% from 2015 to 2018. Major League Baseball introduced a program called Play Ball, which has had a significant impact on the sport's growth over the last three years.

According to the National Federation of High School Associations' Athletic Participation Survey, football is nearing a decade of decline. The number of 11-player football participants is down 6.5 percent from its peak in 2009-10 to 1,039,079 at 14,079 schools during the 2017-18 season from a top of 1,110,527 at 14,226 schools.

It is interesting to note that among all of the sports activities offered by Milwaukee Recreation, there is an absence of lacrosse and hockey offerings. Youth lacrosse participation has more than doubled in the last decade. Lacrosse participation nationwide increased 4.6% from 2014 to 2015 and 2.2% from 2015 to 2016. While still growing, participation in lacrosse has started to level off. Hockey has also reported growth in recent years. Hockey participation has grown every year since 2012-2013. From 2012 to 2018, the growth rate for hockey was 9%.



Before and After School Programs

Along with the multitude of programs offered, Before and After School Programs play an integral role for Milwaukee Recreation. Milwaukee has a long history of extending the school day with quality before- and after-school programs. The City gained national recognition as the “City of the Lighted Schoolhouse” for its use of public school facilities for evening recreation programming. Milwaukee Recreation keeps the lights on in schools for the dual purpose to maximize resources and invest the majority of funds in programming. Collectively, these programs operated for 90,229 program hours and worked with 169 partners to serve 39,010 youth. Additionally, more than 842,400 meals were served to ensure young people had access to nutritious snacks and meals when school is out.

During the 2017-2018 school year, 110 sites (55 camps, 47 CLCs, 8 safe places) were used throughout the City. These programs included 21st Century Community Learning Centers (CLCs), school-based Child Care Camps and Safe Places, and the Milwaukee Recreation Partnership for the Arts & Humanities.

Community Learning Centers

CLC’s provide expanded academic enrichment opportunities to help students outside of the classroom. CLC’s offer educational, recreational, and social activities for youth including:

- Youth development activities
- Technology education
- Art
- Music
- Recreation Activities
- Family Programs

Milwaukee area community-based organizations work collaboratively with Milwaukee Recreation to operate this program.

Child Care Camps

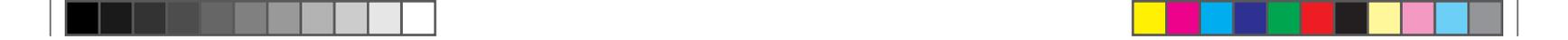
Schools work directly with the Milwaukee Recreation Department to provide education and recreation enrichment activities for participants during the summer. Camps are designed to keep children safe, provide quality child care and relieve stress for working families.

Safe Places

Schools partner with Milwaukee area community-based organizations to provide students with academic enrichment, health and nutrition, social competence, recreation and family support. A nominal program fee is charged.

Partnership for the Arts and Humanities

The MPS Partnership for the Arts and Humanities is an allocation of \$1.83 million dollars approved annually by the Milwaukee Board of School Directors to support after school and summer arts and humanities-related opportunities for children, youth and families, including the CLC and Camps. Funds are released after an application review process to community based organizations planning to partner with schools and/or youth serving agencies. A dollar-for-dollar match requirement encourages new partnerships between community based organizations, schools, youth serving agencies and the funding community, and promotes the use of additional funds for programming during the school day.



Needs Assessment Summary

Overview

ETC Institute administered a needs assessment survey for Milwaukee Recreation during the summer of 2018. The survey was administered as part of the Department's efforts to plan for future recreation opportunities. The survey and its results will guide Milwaukee Recreation in making improvements to its existing and future facilities and recreational programs to best serve the needs of residents.

Overall Facility Use

The top four Recreation Department facilities that respondents had visited in the past 12 months, include:

- Community Center-Northside (13%);
- Community Center-Southside (12%);
- Elementary School Athletics program in a Milwaukee Recreation School facility (10%),
- After school program in a Milwaukee Recreation facility-Northside (10%).

The Teen Twilight Center-Southside had the most frequent visits in the past 12 months; 33% indicated they had visited the Teen Twilight Center-Southside 6 or more times per month and 33% indicated they had visited the Teen Twilight Center-Southside four-to-five times per month in the past 12 months. Out of the top four Recreation Department facilities visited by respondents, in the past 12 months, the After school program in a Milwaukee Recreation facility-Northside had the most frequent visits. Out of the 10% of respondents who indicated they had visited the After school program in a Milwaukee Recreation facility-Northside, 40% specified they had visited six or more times per month and 16% specified they had visited 4 to 5 times per month in the last 12 months.

Program Participation and Ratings

Participation — 33% of households indicated they had participated in programs offered by Milwaukee Recreation during the past 12 months. Of the households who have participated in recreation programs, thirty-nine percent (39%) had participated in at least one program, 45% had participated in two-to-three programs, 11% had participated in four-to-six programs, 4% had participated in 7 to 10 programs, and 2% had participated in 11 or more programs in the past 12 months.

Ratings — According to the households who have participated in at least one program during the past 12 months, thirty-seven percent (37%) rated the overall quality of the program as "excellent", 54% rated the programs as "good", 7% gave a "fair" rating, and only 2% gave a "poor" rating. The top three primary reasons households have participated in Milwaukee Recreation programs or recreation activities, include:

- Cost of program/activity (70%);
- Location of facility (66%),
- Times program is offered (52%).

Over half, 58%, of households that have participated in programs in the past 12 months indicated that they never register for programs in-person. 22% register in-person for recreation programs at a Milwaukee Recreation Community Center, 15% register in-person at Central Services, and 5% register in-person at the O.A.S.I.S Senior Center.



Organizations Used for Recreation or Fitness Activities

56% of respondents indicated their household had used Milwaukee County parks for recreation or fitness activities in the past 12 months. The three organizations that provide households with recreation or fitness activity needs, not including Milwaukee County Parks, included: Milwaukee Recreation at 33%, private health/fitness centers at 33%, and YMCA/YWCA at 22%. Figure 18 on page 43 shows the organizations households have used for recreation or fitness activities in the past 12 months.

Barriers to Facility and Program Usage

Respondents were asked to identify what prevents them from using facilities and programs offered by Milwaukee Recreation more often by choosing from a list of 17 barriers. The top three reasons selected included:

- Too busy (39%);
- Too far from residence (32%),
- Program times are not convenient (32%).

62% of households that responded indicated they feel there are sufficient recreation opportunities provided within a 15-minute drive of their home. Over one-quarter, 30% of respondents, indicated they feel there are sufficient recreation opportunities provided by Milwaukee Recreation within a 10-minute walk of their home.

Facility Needs

Facility Needs — Respondents were asked to identify if their household had a need for 21 recreation facilities and amenities and rate how well their needs were being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities. The top four recreation facilities that households had a need for were:

- Indoor swimming pools (50%);
- Community centers (45%);
- Nature centers (42%),
- Walking paths at Milwaukee Recreation playfields (41%).

ETC Institute estimates 62,311 of the 256,971 (24%) of households in the City of Milwaukee have unmet needs for indoor swimming pools, 52,268 (20%) households have unmet needs for community centers, 49,760 (19%) households have unmet needs for walking paths at Milwaukee Recreation playfields, and 45,773 households have unmet needs for a bike park/pump track. Note that the sum of unmet needs does not equal 100% as needs are not mutually exclusive.

Facility Importance — In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the four most important facilities to residents included:

- Indoor swimming pools (32%);
- Community centers (28%);
- Walking paths at Milwaukee Recreation playfields (26%); and,
- Nature centers (26%).

Priorities for Facility Investments

Methodology — The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on playfields and recreation investments. The PIR equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based on the Priority Investment Rating (PIR), the following seven facilities were:

- Indoor swimming pools (PIR=200)
- Community centers (PIR=171)
- Walking paths at Milwaukee Recreation playfields (PIR=161)
- Nature centers (PIR=147)
- Playground equipment (PIR=117)
- Bike park/pump track (PIR=116)
- Splash pads/spray playfields (PIR=111)

Programming Needs and Priorities

Programming Needs — Respondents were asked to identify if their household had a need for 28 recreational programs and rate how well their needs for each program were being met.

The four programs with the highest percentage of households with an identified need were:

- Fitness and wellness programs (50%);
- Active older adult programs for ages 55-69 (33%);
- Cooking programs (29%),
- Aquatic fitness programs (29%).

In addition to having the highest total need, the top two programs also have the highest unmet need among the 28 programming-related areas that were assessed. ETC Institute estimates a total of 50,753 (19%) out of the 256,971 households in the City of Milwaukee have unmet needs for fitness and wellness programs, 40,630 (16%) households have unmet needs for active older adult programs for ages 55-69, 37,466 (14%) households have unmet needs for performing arts programs, and 36,422 (14%) households have unmet needs for cooking programs.

Program Importance — In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program for both youth and adults.

Youth — Based on the sum of respondents' top four choices, the four most important programs for youth include:

- Youth swim lessons (18%);
- Youth sports programs (14%);
- Before and after school youth programs (14%),
- Driver's education for teens (10%).

Adults — Based on the sum of respondents' top four choices, the four most important programs for adults included:

- Fitness and wellness programs (39%)
- Active older adult programs for ages 55-69 (27%),
- Aquatic fitness programs (20%),
- Cooking programs (20%).

Priorities for Programming Investments — Adults: Based on the priority investment rating (PIR), the following four programs were rated as “high investment priorities” for adults:

- Fitness and wellness programs (PIR=200)
- Active older adult programs for ages 55-69 (PIR=148)
- Cooking programs (PIR=122)
- Aquatic fitness programs (PIR=118)





Program Recommendations

To ensure Milwaukee Recreation continues to meet the needs and expectations of the community, ETC Institute recommends that Milwaukee Recreation sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities:

- Indoor swimming pools (PIR=200)
- Community centers (PIR=171)
- Walking paths at Milwaukee Recreation playfields (PIR=161)
- Nature centers (PIR=147)
- Playground equipment (PIR=117)
- Bike park/pump track (PIR=116)
- Splash pads/spray playfields (PIR=111)

Programming Priorities - Youth:

- Youth swim lessons (PIR=154)
- Fitness and wellness programs (PIR=141)
- Youth sports programs (PIR=113)
- Before and after school youth programs (PIR=113)
- Performing arts programs (PIR=111)
- Music programs (PIR=103)
- Free drop-in programs (PIR=100)

Programming Priorities - Adults:

- Fitness and wellness programs (PIR=200)
- Active older adult programs for ages 55-69 (PIR=148)
- Cooking programs (PIR=122)
- Aquatic fitness programs (PIR=118)

Benchmarking Survey Responses

Benchmarking survey results against national averages will help guide Milwaukee Recreation's priorities for programs and recreation. In general, Milwaukee Recreation is in line with national trends as depicted in the chart below. Overall, 63% of survey respondents are very satisfied to somewhat satisfied with the value received from Milwaukee Recreation. Responses that were significantly different than national trends include:

- 90% of respondents in Milwaukee rely on the seasonal guide versus 54% around the nation
- 32% of respondents in Milwaukee identified that playfields and recreation facilities are too far from their residences versus 12% around the nation
- 29% of respondents in Milwaukee identified a need for a bike park versus 14% around the nation
- Water features and aquatics were identified as a higher need for Milwaukee than for other areas around the nation

Figure 18: Benchmarking Survey Response

	National Avg.	Milwaukee 2018
Have you or members of your household participated in City/County/Park District recreation programs during the past year?		
Yes	34%	33%
No	65%	67%
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	36%	37%
Good	53%	54%
Fair	9%	7%
Poor	1%	2%
Ways respondents learn about recreation programs and activities:		
Recreation Seasonal Guide (Received in Mail)	54%	90%
Website	31%	27%
Word of Mouth / Friends / Coworkers	43%	25%
School Flyers (Program Flyers at School)	14%	17%
Social Media - Facebook / Twitter	11%	12%
Television	13%	11%
Recreation Community Centers	18%	10%
Conversations with City / County / Park District Staff	6%	8%
Newspaper	37%	7%
Radio	13%	6%
Email	11%	5%
Organizations used for playfields and recreation programs and facilities:		
County / State Parks	38%	56%
City / County Parks & Recreation Department	46%	33%

Benchmarking Survey Responses (continued)

	National Avg.	Milwaukee 2018
Private Health / Fitness Centers	21%	33%
YMCA	16%	22%
Other Cities / Park Districts	24%	10%
Boys / Girls Clubs	5%	10%
Private Sports Clubs	18%	9%
Private Clubs	8%	5%
Homeowners Associations / Similar	13%	4%
Reasons preventing the use of playfields and recreation facilities and programs:		
We are too busy	34%	39%
Too far from residence	12%	32%
Program times are not convenient	16%	32%
I do not know what is being offered	24%	24%
Fees are too expensive	15%	20%
Programs I am interested in are not offered	16%	18%
Security is insufficient	9%	17%
We are not interested	17%	17%
I do not know locations of facilities	12%	15%
Facilities are not well maintained	7%	12%
Waiting list / programs were full	5%	9%
Use facilities in other cities / park districts	10%	8%
Poor customer service by staff	3%	7%
Registration for programs is difficult	4%	4%
Recreation programs that households have a need for:		
Fitness and Wellness Program	46%	50%
Water Fitness Programs	29%	29%
Youth Learn to Swim Programs	25%	26%
Adult Arts, Dance, Performing Arts	21%	24%
Adult Sports Programs	22%	24%
Nature Programs / Environmental Education	31%	24%
Youth Sports Programs	26%	23%
Martial Arts Programs	14%	21%
Before and After School Programs	16%	21%
Teen Programs	17%	19%
Youth Summer Camp Programs	19%	17%
Seniors / Adult Programs for 50 Years and Older	25%	15%

Benchmarking Survey Responses (continued)

	National Avg.	Milwaukee 2018
Programs for People with Disabilities	12%	14%
Most important recreation programs:		
Fitness and Wellness Programs	30%	39%
Water Fitness Programs	14%	20%
Adult Sports Programs	9%	17%
Senior / Adult Programs for 50 Years and Older	15%	12%
Nature Programs / Environmental Education	13%	11%
Adult Arts, Dance, Performing Arts	8%	10%
Martial Arts Programs	4%	9%
Programs for People with Special Needs / Disabilities	5%	5%
Before and After School Programs	7%	4%
Youth Sports Programs	14%	4%
Teen Programs	7%	3%
Youth Learn to Swim Programs	14%	3%
Youth Summer Camp Programs	9%	2%
Playfields and Recreation Facilities that households have a need for:		
Indoor Swimming Pools/Aquatic Center	41%	50%
Community/Recreation Centers	41%	45%
Nature Center/Nature Trails	51%	42%
Walking Paths	70%	41%
Playground Equipment for Children	43%	34%
Splash Park/Pad	28%	29%
Bike Park	14%	29%
Indoor Basketball/Volleyball Courts (Gymnasiums)	23%	26%
Outdoor Basketball/Multi-Use Courts	23%	21%
Indoor Ice-Skating Rinks	26%	21%
Soccer Fields (Outdoor Field Space)	21%	17%
Softball Fields	13%	15%
Football Fields	14%	12%
Ultimate Frisbee/Disc Golf	15%	12%
Skateboarding Park/Area	12%	10%
Lacrosse Fields	9%	4%
Cricket Fields	5%	2%
Most important playfields and recreation facilities:		
Indoor Swimming Pools/Aquatic Facilities	16%	32%

Benchmarking Survey Responses (continued)

	National Avg.	Milwaukee 2018
Community/Recreation Centers	13%	28%
Walking Paths	44%	26%
Nature Center/Nature Trails	19%	26%
Playground Equipment for All Children	18%	23%
Splash Park/Pad	9%	19%
Bike Park	3%	14%
Indoor Basketball/Volleyball Courts (Gymnasiums)	6%	11%
Outdoor Basketball Courts	4%	8%
Baseball Fields	8%	7%
Indoor Ice-Skating Rinks	7%	7%
Tennis Courts (Outdoor)	7%	6%
Soccer Fields (Outdoor Field space)	8%	5%
Ultimate Frisbee/Disc Golf	3%	5%
Softball Fields	3%	4%
Football Fields	3%	3%
Skateboarding Park/Area	2%	2%
Cricket Field	1%	1%
Lacrosse Fields	1%	1%
Satisfaction with the overall value received from Milwaukee Recreation		
Very Satisfied		26%
Somewhat Satisfied		26%
Neutral		23%
Somewhat Dissatisfied		5%
Very Dissatisfied		2%
Don't Know		19%



Milwaukee Recreation Program Priorities

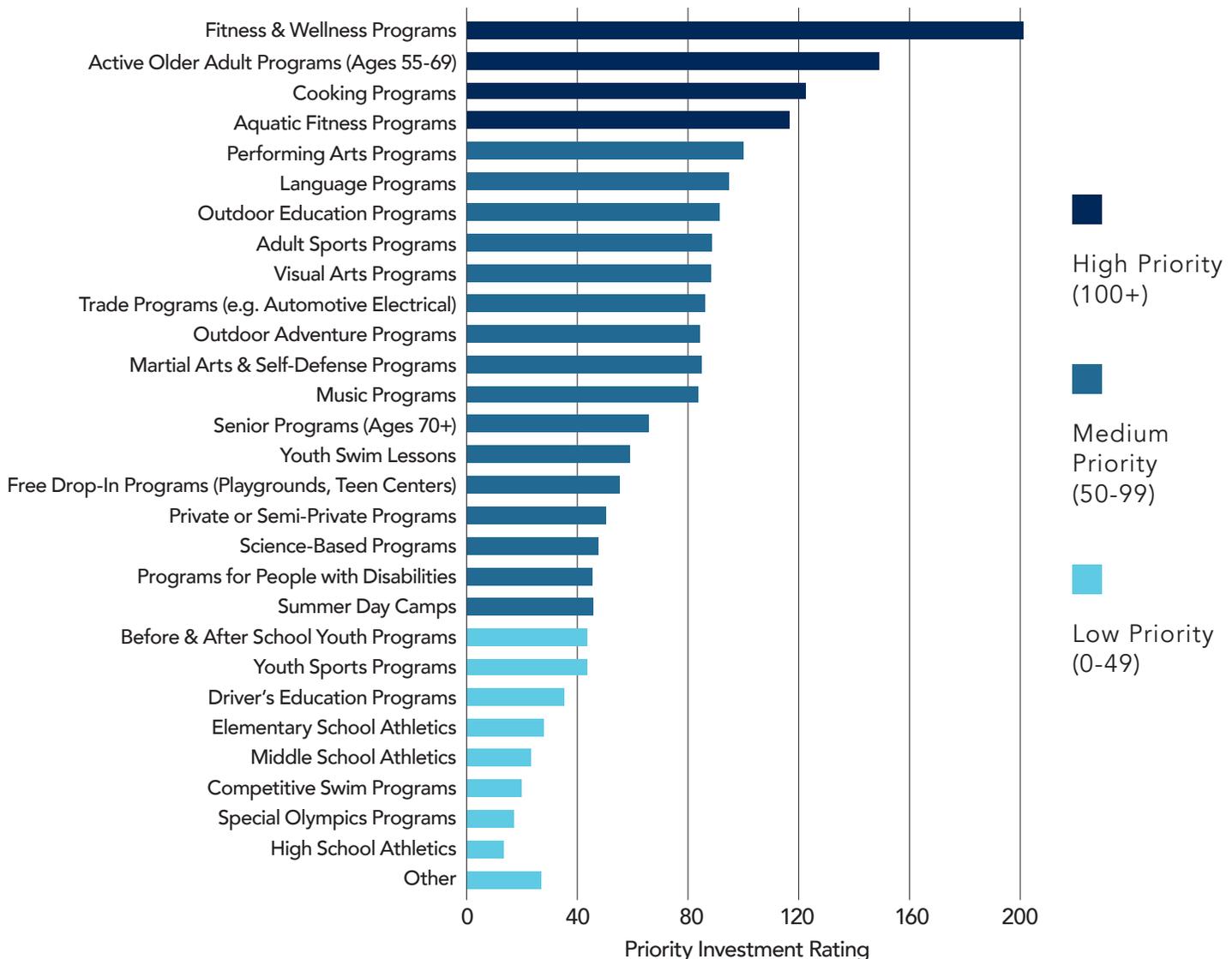
The following information includes details from the Needs Assessment process, completed in 2018. In addition, the future of recreation programming and services should be informed by the results from ETC Institute’s 2018 Needs Assessment Survey. Program priorities are categorized as either adult or youth programs, which is reflected in the following analysis.

Adult Programs

According to the Needs Assessment Survey results, the top priorities for investment in adult programs (ETC’s Priority Investment Rating is determined by calculating the importance of programs by households and the extent of how well the need is being met) include:

1. Fitness and wellness programs
2. Active adult programs for individuals 55-69
3. Cooking programs
4. Aquatic fitness programs

Figure 19: Top Priorities for Investment for Recreation Programs - Adult Based on the Priority Investment Rating



According to the Needs Assessment Survey, the highest percentage of households having an unmet need for programming is related to adult fitness and wellness programs. This suggests that even though there are many fitness and wellness providers, there is still sufficient demand for these services. There also may be opportunities to connect with the Milwaukee business community to offer on-site fitness and wellness programs for employees.

It is important to note that there are more offerings for fitness classes and activities and fewer programs for wellness offerings. This may be an area of focus for the Department in the future for programs related to nutrition, mindfulness and meditation, and active living activities such as biking and walking. The survey indicated a high priority investment for cooking classes. This may be another area to expand.

There are approximately 18 yoga studios, 13 dance studios and 20 martial arts studios in the Milwaukee area that compete for the same customers. Yoga was not specifically listed on the survey, but most survey participants would include these types of programs as a fitness/wellness activity. As a result, it is not possible to know if there is a saturation of yoga programs in the region. Dance was not specifically listed in the program listing of the Needs Assessment survey, but performing arts programs were listed at the top of the medium category, which may suggest opportunity for more dance programs. Martial arts programs were specifically mentioned on the survey, and were ranked 12th out of 28 programs listed, which is a medium priority level.

In reviewing the list of similar providers, there are many providers of fitness programs for adults. While private fitness centers and clubs are geared toward adults, there are not many examples of aquatic fitness programs as most of these facilities do not have a pool.

There are opportunities for Milwaukee Recreation to be the market leader for active adult programming and services. While there are many providers of adult fitness programs and services, there are not many providers of general adult education and sport leagues. Encore programs are worth considering, which are programs geared toward the active adult audience. Howard County, MD Recreation and Parks is a model department that offers these types of programs. In addition, after the high program priorities of fitness and wellness, active older adult, cooking, and adult fitness and wellness, the next highest program priorities include performing arts, language and outdoor education.

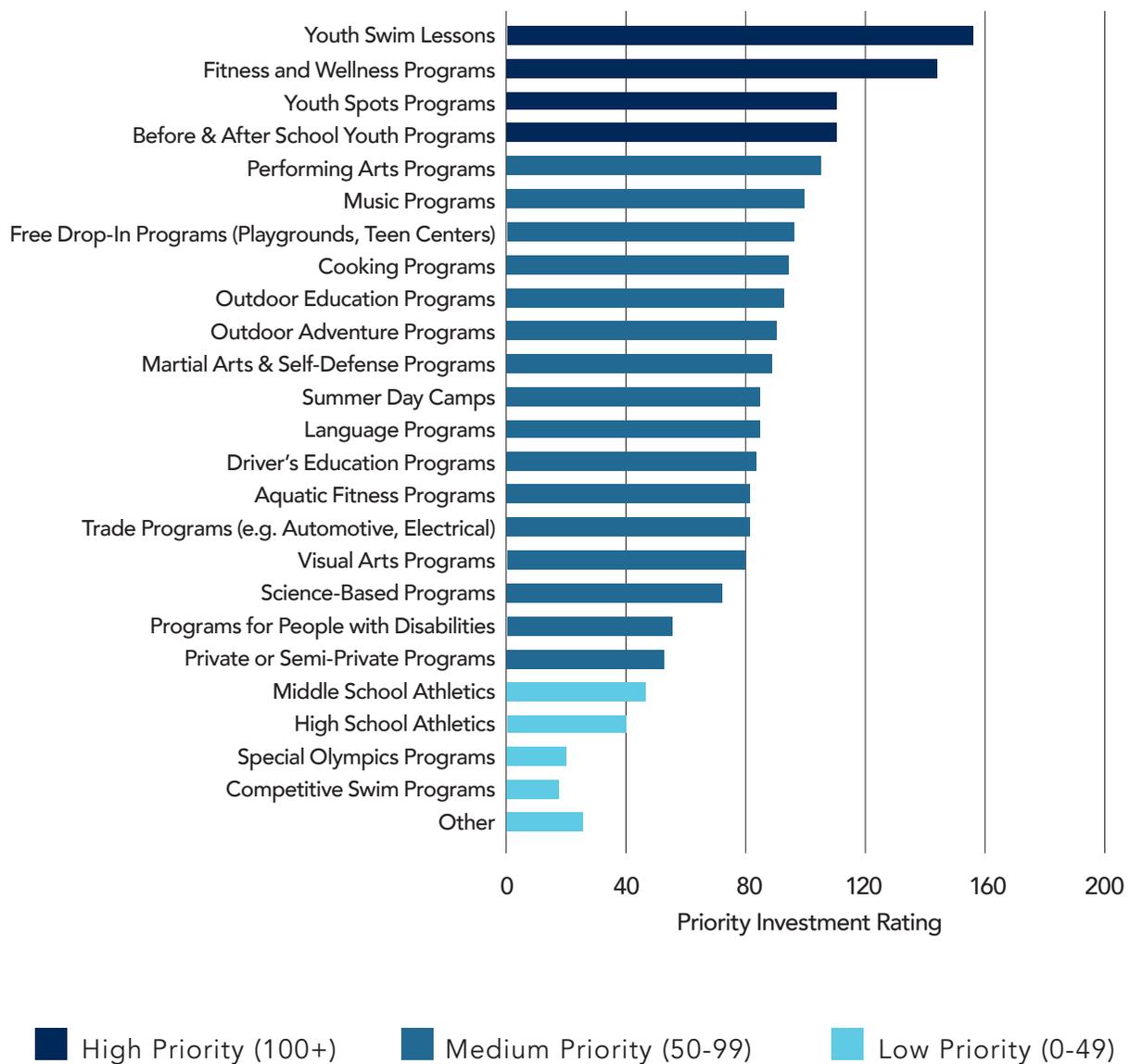


Youth Programs

As shown in the following chart, the high priority programs for youth include:

- Swim lessons
- Fitness and wellness
- Youth sports
- Before and after school programs
- Performing arts
- Music
- Free drop-in programs

Figure 20: Top Priorities for Investment for Recreation Programs - Youth Based on the Priority Investment Rating



Swim lessons are well represented among regional agencies as follows:

- Milwaukee County Parks has two indoor pools and eight outdoor pools. Swim lessons are offered at Pulaski Indoor Pool, Noyes Indoor Pool.
- Wauwatosa Recreation Department offers lessons for youths and adults, aqua exercise classes, and swim team.
- Cudahy Recreation Department offers swim lessons, SCUBA, masters swimming.
- West Allis-West Milwaukee Recreation and Community Services Department offers swim lessons for youth and adults, stroke refinement, aqua exercise classes, and diving.
- Shorewood Recreation & Community Services has youth and adult swim lessons, and community swim times.

While Milwaukee Recreation has an extensive list of youth sports offerings, there are far fewer opportunities for young people to participate in fitness and wellness programs and activities. There is, and will continue to be, a growing need for similar programs that are tailored to meet the needs of special populations, as Milwaukee experiences a lack of fitness and wellness programs for individuals with disabilities. The community would benefit from Milwaukee Recreation prioritizing growth in this area moving forward. Before and after school programs and summer camps will continue to be important for the Department while there is an opportunity to offer additional performing arts and music programs.

According to the survey results, 33% of households have participated in Milwaukee Recreation's programs and services. As for other providers, 33% use private health and fitness centers, 22% use the YMCA, and 10% use the Boys and Girls Club. Therefore, the most significant similar provider for services related to Milwaukee Recreation offerings are private health and fitness centers.



Benchmark Information

The National Recreation and Park Association (NRPA) offers a Park Metrics program that includes a database of operational, organizational, programs, facilities, and budgeting information from agencies located within the US and Canada. As a means of acquiring benchmark information for Milwaukee Recreation, the Park Metrics database was reviewed and was filtered to include cities with populations of 500,000 to 1,000,000.

Eleven cities within the designated population range are listed in the comparative information, which includes Milwaukee Recreation. The estimated population for Milwaukee is 587,757. The cities included for comparisons are:

- Austin
- Baltimore
- El Paso
- Denver
- District of Columbia
- Fort Worth
- Louisville
- Memphis
- Oklahoma City
- San Francisco

Milwaukee Recreation programmed inventory includes:

- 21 community centers
- 44 gymnasiums and auxiliary gymnasiums
- 13 indoor pools
- 1 senior center and fitness center at Oasis
- 8 teen centers
- 1 nature center

The following chart shows results for the low quartile, which represents data from the lowest 25% of the reporting agencies, the median which represents the midpoint of reporting agencies, and the upper quartile represents the top 75% of reporting agencies. The upper quartile represents the reporting agencies with the fewest number of facilities.

As an example, for community centers, upper quartile agencies have only one community center per 141,020 residents. Those in the low quartile have one center per 85,560.8 residents. Milwaukee is much lower than the low quartile with one center per 27,988 population, which reflects Milwaukee's easy accessibility to community center activities than other comparable agencies given the 21 centers in the inventory. Jurisdiction population per facility or activity areas within facilities include:

Facility Type	Low Quartile (Residents)	Median (Residents)	Upper Quartile (Residents)	Milwaukee Recreation (Residents)
Community Centers	85,560.8	113,290.5	141,020.3	27,988
Senior Centers	178,471.1	330,021.5	344,614.5	587,757
Teen Centers	967,629	967,629	967,629	83,965
Fitness Centers	30,627.4	34,154	45,547.4	587,757
Gyms	32,023	37,948.9	47,444.9	13,358
Indoor Ice Rink	684,486	693,972	699,296.5	None
Indoor Track	704,621	704,621	704,621	None
Nature Centers	657,927	679,040	811,352.8	587,757
Indoor Pools	99,044.2	135,000	149,029.5	45,212

Milwaukee Recreation has more indoor pools than comparable agencies. Benchmark cities have more senior centers and fitness center than Milwaukee. In addition, as a result of Milwaukee Recreation's eight twilight centers, there is a much greater number of teen oriented programmed facilities than comparable cities.

The following chart shows the percentage of agencies that offer the program categories. Whereas, the information in the previous chart was part of the Park Metrics program of eleven cities with a population of 500,000 to 1,000,000, the following information comes from the 2018 NRPA Agency Performance Report and includes information from 1,069 agencies from around the United States.

Program Categories	Percentage of Agencies Offering Program
Health and Wellness Education	100%
Safety Training	100%
Fitness Enhancement Classes	100%
Team Sports	100%
Individual Sports	77.8%
Racquet Sports	77.8%
Martial Arts	77.8%
Aquatics	100%
Golf	66.7%
Social Recreation Events	88.9%
Cultural Crafts	88.9%
Performing Arts	100%
Visual Arts	88.9%
Natural and Cultural History Activities	88.9%
Themed Social Events	88.9%
Trips and Tours	77.8%

The following chart shows the percentage of agencies that offer a variety of programs. Milwaukee offers all of them, aside from full day care programs:

Program	Percentage of Agencies Offering Program	Percentage of Agencies Not Offering Program
Summer Camp	88.9%	11.1%
Before School Programs	44.4%	55.6%
After School Programs	88.9%	11.1%
Preschool	44.4%	55.6%
Full Daycare	22.2%	77.8%
Specific Teen Programs	77.8%	22.2%
Specific Senior Programs	100%	0%
Programs for People with Disabilities	87.5%	12.5%

Milwaukee’s ratio of free programs to all programs of 71% is right at the median of other reporting agencies. The Department has been intentional in offering free programs and will need to continue as fee sensitivity will remain an important dynamic for customers registering for programs, given the demographics of the community.

The comparative numbers reflect Milwaukee’s substantially more robust offerings than other agencies, with 6,444 programs. This exceeds the upper quartile by 117%, which shows how much Milwaukee Recreation offers compared to other cities around the country.

Additional metrics from the Agency Performance Report include:

Metrics	Low Quartile	Median	Upper Quartile	Milwaukee Recreation
Ratio of free programs to all programs	66%	72.1%	88.2%	70%
Number of hours of volunteers	33,446	60,578	72,915	632
Number of operated buildings	55.8	70	85	122
Total number of programs offered	1,030	2,220	2,965	6,444
Total program contacts, estimated	30,000	30,280	34,517	95,382

*Does not include elementary and middle school sports.

The compelling themes of this analysis include:

- While there appears to be a saturation in the market place for adult fitness facilities and programs, fitness and wellness programs are the number one program listed in the Program Investment Rating. The demand for programs exceeds the available supply, which is remarkable, given the number of organizations offering fitness programs and services.
- Aquatic exercise can also be an important program area as not many private facilities have a pool. However, the YMCA does offer water exercise programs. Again, the demand appears to exceed the supply of program offerings.
- There are niche program opportunities such as exercise programs for arthritis and multiple sclerosis patients, cancer patients, individuals with disabilities, veterans, and others. There is an absence of these targeted services among other providers.
- In the entire genre of fitness and wellness programs, the emphasis of these offerings in the region are much more frequently offered than wellness programs. The Department already offers Wellness Days and other wellness programs. Building upon a market leadership position in wellness may be an important market niche. This includes programs such as meditation, mindfulness, nutrition, stress management, and weight management.
- As a result of a continuing aging population, it may be useful to have a staff member achieve Senior Fitness Trainer Certification. This program area could be expanded into assisted living facilities.
- There may be opportunities for the Department to provide on-site corporate fitness programs.
- There is a lack of cooking programs throughout the region. As a result, this is a program area that should continue to do well for Milwaukee Recreation. There is much interest in farm to table and local production of food. Milwaukee Recreation could work with other agencies in developing more community gardens, particularly in areas designated as food deserts.
- There is market opportunity for youth fitness and wellness programs, and as a result, there is opportunity to expand these offerings. Conversely, if youth sports participation in traditional sports continue to decline, this trend will have an impact in the way Milwaukee Recreation programs youth sports in the future.
- Parkour may be an opportunity for youth. The River Trails Park District in Illinois has a dedicated parkour facility and partners with Superhero's Academy.
- There is also market opportunity for youth music and performing arts programs, even though there already are many program offerings in this area.





Community Inventory

The following is a comprehensive listing of other providers of recreation related services throughout the City of Milwaukee and the surrounding area. The listing includes non-profit organizations, private companies, and other government providers that have similar or related services to Milwaukee Recreation. As can be seen from the list, there is an extensive number of providers in the Milwaukee region.

Master List

- Boys and Girls Clubs of Greater Milwaukee
- YMCA and Early Childhood Centers
- Milwaukee County Parks
- Wauwatosa Recreation Department
- Cudahy Recreation Department
- West Allis-West Milwaukee Recreation and Community Services Department
- Shorewood Recreation & Community Services
- Planet Fitness Milwaukee Downtown
- Gold's Gym
- Anytime Fitness
- Brew Fitness
- Snap Fitness
- Crush Fitness Center
- Wisconsin Athletic Club
- CoMotion Fitness
- SPIRE Fitness
- Barre District
- Xperience Fitness
- Bayview Fitness
- Shape Up Shoppe
- Milwaukee County Office of Aging Senior Centers
- Milwaukee Public Library
- Bay View Community Center of Milwaukee, Inc.
- Silver Spring Neighborhood Community Center
- Urban Ecology Center
- United Community Center
- Running Rebels
- Journey House
- COA Youth & Family Centers
- Lighthouse Youth Center
- Schiltz Audubon Nature Center

The information that follows includes descriptions and types of programs and services offered by each organization. In some cases, pricing is included as well.



Boys and Girls Clubs of Greater Milwaukee

According to their website, “with safe places to learn and play, positive role models, and educational programming, the Boys and Girls Club of Greater Milwaukee has helped local kids and teens thrive for 131 years and counting.”

Their vision is to build the community’s social and economic fabric by ensuring the academic and career success of every member that walks through their doors. They achieve this by providing more impactful programs that appeal to their members, strengthen their academic performance, build character, encourage healthy lifestyles and meet the basic needs of Milwaukee’s youth.

Community Learning Centers (CLCS) are operated at school sites and are made possible by a partnership with Milwaukee Public Schools (MPS). The partnership has allowed Boys & Girls Clubs to reach more youth without needing to purchase additional buildings.

There are Boys and Girls Club legacy sites in and around Milwaukee. There are many additional sites within school sites as well. The locations are:

- Lavarney Boys and Girls Club 2739 N. 15th St. Milwaukee, WI 53206
- Don and Sallie Davis Boys and Girls Club 1975 S 24th St, Milwaukee, WI 53204
- Fitzsimonds Boys and Girls Club 3400 W North Ave, Milwaukee, WI 53208
- Mary Ryan Boys and Girls Club 3000 N Sherman Blvd, Milwaukee, WI 53210
- Daniels Mardak Boys and Girls Club 4834 N 35th St, Milwaukee, WI 53209
- Pieper Hillside Boys and Girls Club 611 W Cherry Street Milwaukee, WI 53212

The Boys and Girls Club focuses on six program areas:

- Character and Leadership
- The Arts
- Education
- Career Development
- Sports
- Health and Wellness

YMCA Branches

According to the YMCA website, for more than 160 years, the YMCA of Metropolitan Milwaukee has strengthened the foundations of our community by “Putting Christian principles into practice through programs that build a healthy spirit, mind and body for all.”

Vision

The YMCA of Metropolitan Milwaukee’s vision is: “to become recognized as a leading community collaborator that achieves bold results in the areas of youth development, healthy living, and social responsibility, with an emphasis on youth, families and aging adults. The YMCAs are membership based and provide discounts to seniors. Financial assistance is also available. Locations include:

- Downtown YMCA
161 W. Wisconsin Ave., Suite 4000
Milwaukee, WI 53203
- Northside YMCA
9050 N. Swan Rd.
Milwaukee, WI 53224

- Rite-Hite Family YMCA
9250 N. Green Bay Rd.
Brown Deer, WI 53209
- Parklawn Program Center
4340 N. 46th St.
Milwaukee, WI 53216

Program areas include:

- Active Older Adults
- Family Programming
- Wellness and Personal Training
- Group Exercise
- Gymnastics
- Healthy Living
- Miracle League
- Sports and Leagues for youth and adults
- Swimming
- YMCA Achieve Program
- Day Camps and Schools Out Camps
- Safety Certifications
- Tween and Teen Programs
- Safety Programs

The YMCA of Metropolitan Milwaukee Achievers Program is an academic achievement/career development initiative for high school youth and teens of color, like the national YMCA movement, it is multi-racial and gender-balanced.

The YMCA of Metropolitan Milwaukee Achievers Program reaches into the heart of the Milwaukee community for both its adult and teen Achievers. By recognizing and utilizing the talents of professionals of color who are successful in their careers, the program brings inspiration and positive influences into the lives of teen achievers. Programs include:

- Workshops on SAT/ACT preparation
- Study Skills/Time management
- Interviewing Techniques
- Financial Management
- Team-Building Field Trips
- Community Service-Learning Projects
- College Tours
- Teen Summit





Early Childhood Education

These two centers operate Monday through Friday from 6:30 am to 6:00 pm for youth ages six months to five years old. There is an early head start program for infants up to 2.5 year olds. The programs offer child care as well as early childhood curricula. The programs are state licensed and offer tax deductible registration.

- Northside YMCA Early Childhood Education Center
1350 W. North Ave.
Milwaukee, WI 53205
Phone: 414-586-9622
- Northwest YMCA Early Childhood Education Center
9050 N. Swan Rd.
Milwaukee, WI 53224
Phone: 414-586-9622
- Lighthouse Youth Center
The Center provides services for all youth ages 10 – 18 with no charge to participants through collaborative partnerships with schools. Lighthouse Youth Center provides a central location where youth can gather safely for recreational activities, receive assistance on their academic assignments, enjoy the positive influence of adult Christian mentors, and have opportunities to study and discuss the truths of Scripture.

There are two campuses:

- Havenswoods Campus
5641 N. 68th Street
Milwaukee, WI 53218
- Garden Homes Campus
2475 W Roosevelt Dr
Milwaukee, WI 53209
- COA Youth & Family Centers
COA Youth & Family Centers helps Milwaukee children, teens and families reach their greatest potential through a continuum of educational, recreational and social work programs offered through its urban community centers and rural camp facility. As a multicultural agency, COA values diversity and promotes positive social interaction.

COA's programming continuum is comprised of three core focus areas; child development, youth development, and community development.

There are three programming facilities and an administration building.

- Riverwest Center
909 E. Garfield Ave.
Milwaukee, WI 53212
- Goldin Center
2320 W. Burleigh St.
Milwaukee, WI 53206
Camp Helen Brachman
- Harry & Rose Samson Building
909 E. North Ave.
Milwaukee, WI 53212



Neighboring Recreation and Park Departments

Milwaukee County Parks

9480 Watertown Road, Wauwatosa, WI 53226

Parks include community centers and indoor sports complexes, water parks, pools and beaches, botanical gardens, beer gardens, nature centers, golf courses, trails, outdoor ice rinks, indoor ice rinks, disc golf courses, and rental venues. Recreation opportunities include a variety of special events, cross country skiing, sledding, skating, footgolf, golf lessons, nature themed educational programming, kayak, canoe and jet ski rentals, sports leagues, swim lessons, aquatic fitness classes, and cycling classes.

According to the ETC Institute's 2018 Needs Assessment Survey, more households use Milwaukee Parks than use Milwaukee Recreation programs and services. Fifty-six percent of households have used Milwaukee County Parks and 33% have used the Department's programs and services.

Wauwatosa Recreation Department

12011 W North Ave, Milwaukee, WI 53226

The Department is a part of the School District and uses school facilities for programs. Offerings include:

- Aquatics Programs for Youth and Adults
- Preschool
- Youth Enrichment
- Youth Sports
- Driver Education
- Adult Programs include Active Adults, Adult Enrichment, Adult Sports, Aquatics and Fitness.

Cudahy Recreation Department

2915 E Ramsey Ave, Cudahy, WI 53110

The Department is part of the School District of Cudahy. The Department offers:

- Men's Basketball Leagues
- Preschool Programs and Activities
- Youth Programs
- Family Events
- Before and After School Programs
- Summer Camps
- General Community Education Programs
- Adult Fitness
- Aquatic activities for all ages, including lessons, scuba, competitive and master's swim, and lifeguard certification.



West Allis-West Milwaukee Recreation and Community Services Department

1205 South 70th Street, 1st Floor, West Allis, WI 53214

The Department operates in partnership with the West Allis-West Milwaukee School District. The Recreation and Community Services Department offers:

- Adaptive Recreation Services
- Before and After School Programs
- Youth programs and services including birthday parties, early childhood programs, non-school day and summer camps, baton, dance, youth enrichment, and sports
- Aquatics activities and programs including swim lessons, adult exercise classes, certification classes, and open swim
- Adult Fitness
- Adult Sport Leagues
- Adult Enrichment
- Young at Heart Programs for 55+
- Adult Trips

Shorewood Recreation & Community Services

1701 E Capitol Dr., Shorewood, WI 53211

Recreation and Community Services is part of the Shorewood School District. Programs and services include:

- Birthday Parties
- Fitness center with cardio, free weights, functional fitness, group exercise, and personal training
- Preschool Program and Classes
- Community Events
- Adult Enrichment
- Men's Softball
- Swim Lessons, Water Aerobics, and Lifeguard Certification
- Teen Programs
- T-ball and Coach Pitch
- Youth Lacrosse for Boys and Girls
- Art Docent Program for Youth

Fitness Centers and Gymnasiums

Planet Fitness Milwaukee Downtown

101 W. Wisconsin Avenue, Milwaukee WI 53203

5700 W Capitol Drive, Milwaukee, WI 53216

709 E Capitol Dr, Milwaukee, WI 53212

3333 S 27th St, Milwaukee, WI 53215

101 W Wisconsin Ave, Milwaukee, WI 53203

2901 S Chicago Ave, South Milwaukee, WI 53172



Planet Fitness has six clubs in the Milwaukee area. They are staffed 24/7. There are 1,600 locations worldwide. They offer free fitness training, with certified staff showing members how to use all the equipment. The website has information about workout suggestions, healthy lifestyle tips, nutrition suggestions, and fitness advice.

Memberships include a PF Black Card, which has an annual fee of \$39 and \$21.99 per month. This membership includes many amenities such as use of any Planet Fitness worldwide, free guest any time, use of hydromassage, tanning, total body enhancements, and massage chairs, and discounts on drinks and Reebok products.

Classic membership includes unlimited use of the club and free fitness training for an annual fee of \$39 and \$10 per month.

Gold's Gym

731 N Water St m100, Milwaukee, WI 53202731

Gold's Gym was started in 1965 with locations all over the US. The facility is located in downtown Milwaukee and has three floors. Program spaces include an indoor pool with a whirlpool spa, cardio equipment and free weights, group exercise rooms, basketball court, women only workout area, tanning, and smoothie bar. Classes include TRX, boot camps, nutrition counseling, personal training, group cycling, bodypump, and bodyflow. The Gym also offers corporate wellness programs. Gold's Gym offers a free seven-day pass.

Pricing includes a month-to-month membership with no commitment for \$39.99 per month; one year commitment is \$34.99 per month. Paid-in-full memberships cost \$399.00 up front for one year and \$599.00 for two years. The month-to-month options have a \$59.00 start-up fee that can be waived with electronic banking and a free session with a personal trainer.

Anytime Fitness

1555 N Water St, Milwaukee, WI 53202

6015 W Forest Home Ave, Milwaukee, WI 53220

2170 N Farwell Ave, Milwaukee, WI 53202

6817 W Brown Deer Rd, Milwaukee, WI 53223

Members receive global access to more than 3,000 gyms. The gyms are open 24/7 and members have a life-long coach. Free seven-day passes are offered. Every member gets a free, personalized approach to fitness. Equipment typically includes treadmills, ellipticals, exercise cycles, rowing machines, free weights, racks, tanning, and more. Classes include personal training, team workouts, adaptive motion trainers, spinning, Zumba, cardio, body conditioning, and yoga classes. Standard memberships costs \$40 per month for a single person and \$70 per month for a couple.





Brew Fitness

408 W Florida St, Milwaukee, WI 53204

Programs and services include strength training, kickboxing, yoga, personal training, barre, bootcamps, Total TRX, run group, nutrition and body camp, and others.

Examples of equipment include: battle ropes, barbells and bumper plates, squat racks, free weights, kettlebells, step benches, yoga mats, medicine balls, TRX suspension and more.

They offer a free 10-day membership and offer a wide variety of pricing options, including unlimited yoga for \$499 a year, unlimited class membership for a month for \$130, and 4 class/month membership for six months for \$49 per month.

Snap Fitness

1815 N Farwell Ave, Milwaukee, WI 53202

1020 W Layton Ave, Milwaukee, WI 53221

2450 S Kinnickinnic Ave, Milwaukee, WI 53207

7512 W Oklahoma Ave, Milwaukee, WI 53219

7226 W North Ave, Wauwatosa, WI 53213

4301 W Bradley Rd, Brown Deer, WI 53223

The gyms are open 24/7 for members and staffed hours for non-members. They are located worldwide and members can use any location. They offer cardio, functional and strength training, personal training, and heart rate monitoring, Myfit high intensity training, and other services. Single memberships are \$44.95 per month, \$59.95 for joint membership, and \$69.95 for families.

Crush Fitness Center

111 E Kilbourn Ave #125, Milwaukee, WI 53202

The mission of Crush Fit at its core, is to help make the world a healthier place by providing responsible and effective products to customers of all experience levels. Crush Fit provides workout guides and sports nutrition supplements to customers in over 80 countries, and pushes an 'all inclusive' come one, come all attitude. Crush Fit encourages users to break the body-type mold, seek happiness through health & fitness, embrace the rewarding lifestyle that surrounds it, work hard, and help a friend in need. Private and personalized training is offered.

Pricing includes \$70 per month for a month to month fee, \$60 per month for an annual pass and \$50 per month for a two-year pass. There is no sign up fee for the annual passes and a \$15 sign-up fee for the month to month pass.

Wisconsin Athletic Club

411 E Wisconsin Ave, Milwaukee, WI 53202

WAC offers seven locations in the Milwaukee region, including West Allis, Greenfield, Wauwatosa, Downtown, North Shore, Menomonee, and Brookfield. Offerings include: fit sessions, personal training, massage therapy, wellness coaching, nutrition, and working well. WorkingWell creates strategically targeted options for employees' health and wellness benefits.

Memberships have a \$100 get started fee, and then are \$70 per month with no contract.



CoMotion Fitness

126 E Mineral St, Milwaukee, WI 53204

CoMotion is a science-based, holistic, coach-inspired group workout designed to produce results both physically and mentally. Participants go at their own pace, and the coaches make it progressive and sustainable.

Gym membership includes all scheduled group exercise classes, nutrition work, and accountability. Members may also come in and use the gym during scheduled open gym times to workout or practice on their own. Coaches also offer private personal training and group training. Classes include conditioning, strength and skill, meditation and mindful movement, and yoga.

An open gym only membership costs \$39 per month and an unlimited membership is \$119 per month. Group class packages can be purchased for \$20 single drop-in, \$300 for an eight-week session, or \$1,100 per year.

SPIRE Fitness

102 N Water St d, Milwaukee, WI 53202

SPIRE Fitness is the nation's first boutique fitness studio offering indoor cycle, rowing, and TRX in Milwaukee's Third Ward.

Pricing options include a single class for \$20, 10 classes for \$170, and 25 classes for \$400. There are also unlimited passes including \$85 for a new member, a one month pass for \$150, a three-month unlimited pass for \$135/month, and a yearly pass for \$120/month. There are pricing discounts for students.

Barre District

5211 North Avenue, Milwaukee, WI 53208

Barre District is a lifestyle concept that combines elements of ballet dance conditioning, pilates, and yoga into a full body workout. Their mission is to connect within communities to make the barre workout to promote a healthier lifestyle through strength, flexibility, and relationships with one another. All of the Barre District Lifestyle studios are individually owned, community-based, and designed to support and promote other small businesses.

Examples of classes include: Barre, BarreBase, and BarreFight.

Pricing includes:

- Single Drop-in \$18
- One Week Unlimited \$35
- 5 Classes Package \$75
- 7 for \$77 (New Client Deal)
- New Client 1 Month Unlimited \$90
- 1 Month Unlimited \$125
- 10 Classes Package \$145
- 20 Classes Package \$280
- 3 Months Unlimited \$370
- 6 Months Unlimited \$720
- 1 Year Unlimited \$1,260



Xperience Fitness

6251 S 27th St, Greenfield, WI 53221
6706 W Greenfield Ave, West Allis, WI 53214
12575 W Capitol Dr, Brookfield, WI 53005

Xperience Fitness has three Milwaukee-area locations, in Greenfield, West Allis, and Brookfield. Other locations exist throughout Wisconsin and Minnesota.

Programs include indoor group cycling, Silver Sneakers programs, aquafit, yoga, bodypump, bodycombat, Zumba, Aqua Zumba, total body fitness, and functional fitness. The facilities offer child care with an exercise arcade, cycle studio, group exercise, cardio, weight room and workout floor, swimming pool, sauna, and hot tub. Memberships are \$9.99 a month.

Bay View Fitness

2121 S Kinnickinnic Ave, Milwaukee, WI 53207

Bay View Fitness is a 7,000 square foot facility open 24-7, and offers programs from Yoga to CrossFit, bodybuilding to marathons. It also has a range of free weights, an open area fit with kettlebells, battle ropes, TRX trainer, treadmills, spin bikes, and workout machines.

Membership pricing: individual \$29.99/month, couples \$49.99/month, family \$59.99/month. Bay View offers 90 day, six month, and yearly memberships as well. Annual memberships are \$360 for an individual and \$600 for a couple.

Shape Up Shoppe

2697 S. Kinnickinnic Ave. Milwaukee. WI 53207

Shape Up Shoppe is a woman only membership based facility. The facility includes a cardio room accommodating up to 30 students per class and includes cardio equipment, personal training rooms, and room to relax after class. Group classes include basic aerobics, boxbag, core fusion, theraball, press'n pump, power-jam, boot camp and more. Private lessons and personal training are also offered. The gym also offers motivational seminars and lunch and learn sessions.

Membership fees are dependent upon individual needs. Membership options include a one class a week membership, and an unlimited, seven days per week membership for \$50 per month. There are other options as well.

Miscellaneous Providers

The following providers offer programs similar to Milwaukee Recreation.

Milwaukee County Department On Aging Senior Centers

- Wilson Park Senior Center
2601 West Howard Avenue
Milwaukee, WI 53221
- McGovern Park Senior Center
4500 W. Custer Avenue
Milwaukee, WI 53218
- Clinton Rose Senior Center
3045 N. Martin Luther King Drive
Milwaukee, WI 53212
- Washington Park Senior Center
4420 W. Vliet St.
Milwaukee, WI 53208
- Kelly Senior Center
100 S Lake Dr.
Cudahy, WI 53110



Milwaukee Public Library

814 W. Wisconsin Ave. Milwaukee, WI 53233 15 Branches

The address listed is for the central library. There are 12 additional branches located throughout the City. The central library has a rare books room, art gallery, media room, children's room, business and technology room, and a hall and a humanities room. The Central Library has been designated a landmark by the Milwaukee Historic Preservation

Commission and is listed on the National Register of Historic Places. Library programs include English as a Second Language, a Career Online High School, playgroup story telling for children, drop in tutoring for adults, computer classes, drop in job assistance, senior ambassador programs, and special events such as Black History month.

United Neighborhood Centers Of Milwaukee

710 Plantation Ave., Suite 740 Milwaukee, WI 53203

The mission of the United Neighborhood Centers of Milwaukee (UNCOM) is to strengthen city neighborhoods by partnering with our member organizations and enhancing their assets to improve the quality of life for urban families. They work with neighborhood organizations to provide services and create opportunities that empower individuals and build strong interdependent communities. UNCOM is a structured collaboration of nine affiliated neighborhood centers. Two of the centers, Journey House and Silver Spring Neighborhood Center, are detailed further.

Journey House

2110 W. Scott Street Milwaukee, Wisconsin 53204

Since 1969, Journey House has been transforming lives in and around Milwaukee's near south side. Over time, the organization has grown from a small start-up founded by VISTA volunteers to a highly-visible community asset located physically and figuratively in the center of Clarke Square. Journey House empowers families on Milwaukee's near Southside to move out of poverty by offering adult education, youth development, workforce readiness, and family engagement.

Journey House helps families move out of poverty through four core programs:

- Adult Education
- Youth Development
- Workforce Readiness
- Family Engagement

And four supporting programs:

- On-site Child Care
- YES! The Youth Empowerment Seminar is a program designed to help youth and adults deal with stress and anxiety through breathing techniques, reflection, and mindfulness
- Campus Housing
- Community Building



Silver Spring Neighborhood Center

5460 N 64th Street Milwaukee, WI 53218

Silver Spring Neighborhood Center has been helping the residents of Westlawn, Wisconsin's largest public housing development, become self-sufficient, contributing members of society since 1958.

Its mission is to build a safer, stronger neighborhood and community on Milwaukee's northwest side. The facility is home to the Silver Spring Neighborhood Center, the Elaine Schreiber Child Development Center, and Browning Elementary School. Programs include:

- Early Childhood: child care, after school programs, meal programs
- Teen: sports, anti-violence and teen pregnancy prevention, academic and personal development programs
- Adults: adult education and employment programs
- Families: food pantry, nursing clinic, mental health

Bay View Community Center of Milwaukee, Inc.

1320 East Oklahoma Avenue Milwaukee, Wisconsin 53207

The Bay View Community Center is a non-for-profit organization that serves individuals and families in southeastern Wisconsin, providing a variety of programs such as classes for children, activities for seniors, family events, and health enrichment programs for adults. Special programs, like the Emergency Food and Infant Formula Pantry, are also offered. The Bay View Community Center utilizes more than 260 volunteers. The center is an independent social services organization serving southeastern Wisconsin since 1978.

Urban Ecology Center

There are three locations for the Urban Ecology Center. They are:

- Riverside Park: 1500 E. Park Place Milwaukee, WI 53211
- Washington Park: 1859 N. 40th Street Milwaukee, WI 53208
- Menomonee Valley: 3700 W. Pierce Street Milwaukee, WI 53215

The mission of the Urban Ecology Center is to connect people in cities to nature and each other. Programs at the Center's three locations bring the city's children and families into nature. The Urban Ecology Center provides year-round educational programs for kids, families and adults of all ages. The cornerstone program is the Neighborhood Environmental Education Project (NEEP) serving kids in 60 urban Milwaukee schools each year. This program enables students to take a walk in the woods, stand in a river in hip waders, or run along the beach at Lake Michigan when they might not have had other opportunities to do so.

The school program is complemented by after school programs, summer camps and weekend activities designed to connect kids to each other, to caring mentors, and to the natural world around them. The vision is to inspire generations to build environmental curiosity, understanding, and respect. The centers are open seven days a week and on many evenings.

Other programs in addition to NEEP:

- Urban ventures
- Weekend youth and family programs
- High School Outdoor Leader program

- 
- Adult summer internships
 - Community Science research projects
 - Volunteer activities

United Community Center

1028 South 9th Street Milwaukee, WI 53204

Established in 1970 as a youth recreation center, UCC has developed many program components in response to important community needs. Centro de la Comunidad Unida/United Community Center (UCC) provides programs to Hispanics and near south side residents of all ages in the areas of education, cultural arts, recreation, community development, and health and human services. UCC helps people achieve their potential by focusing on cultural heritage as a means of strengthening personal development.

Through a partnership with the University of Wisconsin-Milwaukee, the United Community Center operates three public charter schools within its campus. Included in this charter is the Bruce-Guadalupe Elementary School (K4 through 4th grade), the Bruce-Guadalupe Middle School (5th through 8th grade), and the UCC Acosta Middle School (6th through 8th grade). UCC also offers an early childhood education program for 3-year-olds to prepare them for academic success, as well as the new UCC Childcare and Early Learning Center, which offers childcare for children aged 6 weeks to 4 years old.

Other programs and services:

- Youth and Pre College Program
- Boxing Program
- Student Health Center
- Fitness Center
- Health Research Department
- Sports and Athletics
- After School Achievement Program
- Latino Arts
- Senior programs





Running Rebels Community Organization

- Running Rebels Central: 1300A West Fond Du Lac Avenue, Milwaukee WI 53205
- Running Rebels East: 225 West Capitol Drive, Milwaukee WI 53212

In 1996, the Running Rebels Community Organization became a 501© (3) non-profit which allowed it to scale mentoring work and interface with the child welfare system. The Running Rebels Community Organization engages the community, youth, and their families; prevents involvement in gangs, drugs, violence, and the juvenile justice system; intervenes and guides youth by assisting them with making positive choices; and coaches youth through their transition into adulthood. This is accomplished through building relationships with youth and providing the resources and skills necessary for them to become thriving, connected, and contributing adult members of our community. Its goals are:

- Create safe after-school and summer environments for Milwaukee's youth
- Prepare youth for future careers and businesses
- Improve academic performance through tutoring and mentorship
- Avoid negative youth police contact and involvement in the corrections system
- Provide youth with a sense of belonging and unity within their community

Programs include:

- After school and summer programs emphasizing tutoring and mentoring
- Athletics
- The Violence Free Zone is (VFZ) is a school-based mentoring program providing students with additional personal, academic, and career support. In partnership with Milwaukee Public Schools, Milwaukee Christian Center, and The Woodson Center, Running Rebels matches students with VFZ advocates who help youth prepare for learning and reduce disruptions in schools.
- Targeted Mentoring Programs
- College Career Access
- Pipeline to Promise Program provides job training, employment opportunities, scholarships, life skills, and access to housing

Yoga Studios

There are approximately 18 private yoga studios in the Milwaukee area. Examples include YogaSix, Yoma Yoga, Saffron Yoga Center, Healium Hot Yoga, and Milwaukee Power Yoga. The studios offer yoga classes and workshops.

Martial Arts Studios

There are approximately 20 martial arts studios in the Milwaukee area. Examples include Chinese Kung Fu Center, Girtons ATA Taekwondo, Futen Dojo, and Sorce Martial Arts. The studios offer various types of martial arts programs and workshops.

Dance Studios

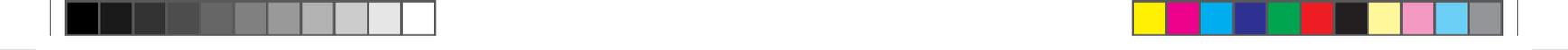
There are approximately 13 dance studios in the Milwaukee area. Examples include Fred Astaire Dance Studios, Daync Studio, Danceworks Inc., Gayle's Dance Studio Limited, Dance Studio 611, Trinity Academy of Irish Dance, and Astor Street Dance Studio.

Community Inventory Matrix

		Adult Sports	After School	Aquatics	Arts	Camps	Fitness/Wellness	General Interest	Marital Arts	Music	Outdoor Education	Performing Arts	Senior	Teen	Therapeutic Recreation	Youth Sports
RECREATION PROVIDERS	ENTITY															
MILWAUKEE AREA COMMUNITY RECREATION	Cudahy Recreation Department	x	x	x	x	x	x	x	x	x	x			x		x
	Milwaukee County Parks	x		x					x		x				x	x
	Milwaukee Recreation	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Shorewood Recreation & Community Services	x	x	x	x	x	x	x	x	x	x	x	x	x		x
	Wauwatosa Recreation Department	x		x	x	x	x	x	x	x	x	x	x	x		x
	West Allis-West Milwaukee Recreation and Community Services Department	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
COMMUNITY CENTER	Bay View Community Center of Milwaukee, Inc.		x		x		x	x		x			x	x		
	Boys and Girls Clubs of Greater Milwaukee		x	x	x			x				x		x		x
	Journey House		x					x				x		x		x
	Silver Spring Neighborhood Center		x					x						x		x
	United Community Center		x		x		x	x				x	x			x
	YMCA and Early Childhood Centers	x	x	x		x	x	x			x	x	x	x	x	x
FITNESS CENTER	Anytime Fitness						x									
	Barre District						x									
	Bayview Fitness						x									
	Brew Fitness						x									
	CoMotion Fitness						x									
	Crush Fitness Center						x									
	Gold's Gym			x			x									
	Planet Fitness Milwaukee Downtown						x									
	Shape Up Shoppe						x									
	Snap Fitness						x									
	SPIRE Fitness						x									
	Wisconsin Athletic Club	x		x			x	x								
	Xperience Fitness	x					x									
PUBLIC SERVICE	Urban Ecology Center					x		x			x					
	Milwaukee Public Library				x			x					x	x		
SENIOR CENTER	Milwaukee County Office of Aging Senior Centers (5)							x				x				
TEEN CENTER	COA Youth & Family Centers		x		x	x	x	x		x		x		x		x
	Lighthouse Youth Center		x		x			x						x		
	Running Rebels		x		x	x	x	x						x		x

It may be beneficial for Milwaukee Recreation to facilitate an annual programming summit and invite other organizations that are involved in offering recreation services, given the large number of organizations involved in offering recreation related services and programs. The goal of the meeting would be to talk through an assessment of programming gaps and instances in which there are too many providers of specific program areas.





Recreation And Leisure Trends Analysis

The following information provides details of current national trends in recreation activities. The trends are important to continuously study as a way of possibly repositioning programs or creating/deleting programs in the future. The information is distributed in various categories, including:

- General trend information
- Youth under age 13
- Teens and younger adults 13-24
- Young adults from 25-54
- 55+ programs
- Urban park and recreation trends
- Intergenerational Programming

A supplemental standard for achievement of CAPRA relates to trends as follows: The agency shall periodically assess societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations. Suggested Evidence of Compliance: Provide trends analysis, describe frequency of updates, and describe linkage to agency goals and objectives. The narrative included serves as a baseline for trend research for Milwaukee Recreation.

General Trend Information

The 2018 Participation Report by the Physical Activity Council annually tracks sports, fitness, and recreation participation in the United States. The following two charts show the ranking of the interest levels of people surveyed, according to age. Indoor activities include sports and activities such as soccer, martial arts, swimming, working out with weights and machines, running and jogging, basketball, volleyball, and fitness classes. The results are:

Interest Level	Ages 6-12	Ages 13-17	Ages 18-24	Ages 25-34
1	Camping	Camping	Camping	Camping
2	Fishing	Fishing	Bicycling	Swimming for Fitness
3	Basketball	Swimming for Fitness	Martial Arts	Bicycling
4	Basketball	Running/Jogging	Backpacking	Fishing
5	Bicycling	Working out (w/ weights)	Fishing	Canoeing
6	Martial Arts	Bicycling	Working out (w/ weights)	Hiking
7	Swimming for Fitness	Working out (w/ weights)	Working out (w/ machines)	Backpacking
8	Football	Basketball	Canoeing	Working out (w/ weights)
9	Swimming on a team	Football	Kayaking	Running/Jogging
10	Volleyball	Volleyball	Swimming for fitness	Working out (w/ machines)

Interest Level	Ages 35-44	Ages 45-54	Ages 55-64	Ages 65+
1	Camping	Camping	Bicycling	Birdwatching
2	Swimming for Fitness	Fishing	Camping	Fishing
3	Bicycling	Bicycling	Birdwatching	Working out (w/ machines)
4	Fishing	Swimming for Fitness	Swimming for Fitness	Swimming for Fitness
5	Working out (w/ weights)	Hiking	Fishing	Bicycling
6	Hiking	Working out (w/ weights)	Working out (w/ machines)	Hiking
7	Working out (w/ machines)	Canoeing	Hiking	Camping
8	Running/Jogging	Working out (w/ machines)	Working out (w/ weights)	Working out (w/ weights)
9	Canoeing	Birdwatching	Canoeing	Fitness Classes
10	Basketball	Backpacking	Kayaking	Shooting



Fitness

Fitness sports/activities continue to have the highest participation rates with 64% of the US population ages 6 and over engaging in activities such as running/jogging, high intensity/impact training, row machines, and swimming. Outdoor activities experienced the next highest amount of participation, but participation has remained flat since 2016 with an increase in day hiking and backpacking, but a decrease in canoeing and adventure racing participants.

Fitness activities are trending upward all around the country. For the year 2017, the following top 11 trends were identified by the American College of Sports Medicine which annually distributes a comprehensive survey to identify fitness trends for the year.

Wearable Technology

Wearable technology, which includes activity trackers, smart watches, heart rate monitors, GPS tracking devices, and smart eye glasses (designed to show maps and track activity), were introduced just a few years ago. Examples include fitness and activity trackers like those from Misfit, Garmin, EFOSMH, Pebble Time, Juboury, Samsung, Basis, Jawbone, and Fitbit and Apple iWatch.

Body Weight Training

Body weight training appeared for the first time in the trends survey in 2013 (at number three) and remains in the number two position for 2017. Body weight training did not appear as an option before 2013 because it only became popular (as a defined trend) in gyms around the world during the last few years. Body weight training has been used previously; in fact, people have been using their own body weight for centuries as a form of resistance training. But new packaging, particularly by commercial clubs, has made it popular in gyms and health clubs around the world. Typical body weight training programs use minimal equipment, which makes it a very inexpensive way to exercise effectively.

Although most people think of body weight training as being limited to push-ups and pull-ups, it can be much more than that. As its place in the number one position in the 2015 survey and, the number two position last year have suggested, body weight training is a trend to watch for in the future.

High-Intensity Interval Training

HIIT typically involves short bursts of high-intensity exercise followed by a short period of rest or recovery and typically takes less than 30 minutes to perform (although it is not uncommon for these programs to be much longer in duration).

Educated, Certified, And Experienced Fitness Professionals

Despite falling to number three in 2015 and to number four in 2016, this is a trend that continues now that there are third-party accreditations offered by national accrediting organizations for health and fitness and clinical exercise program professionals, and a registry designed for exercise professionals. There continues to be sustained growth of educational programs at community colleges and colleges and universities that have become accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP, www.caahep.org) through the Committee on Accreditation.



Strength Training

Strength training remains popular in all sectors of the health and fitness industry and for many different kinds of clients. Although strength training dropped to number four in the 2015 and 2016 surveys after being at the number two position for two years, it has been a strong trend since the first year of this survey. Many younger clients of both community-based programs and commercial clubs train almost exclusively using weights. In today's gyms, however, there are many others (men and women, young and old, children, and patients with a stable chronic disease) whose main focus is on using weight training to improve or maintain strength.

Group Training

Group exercise instructors teach, lead, and motivate individuals through intentionally designed, larger group exercise classes. Group programs are designed to be motivational and effective for people at different fitness levels, with instructors using leadership techniques that help individuals in their classes achieve fitness goals. There are many types of classes and equipment, from aerobics and bicycles to dance classes.

Exercise Is Medicine

Exercise is Medicine® is a global health initiative that is focused on encouraging primary care physicians and other health care providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals.

Yoga

Moving slightly down the list for 2017 is Yoga, which occupied the number seven spot in 2015 and was number 10 in 2016. Yoga first appeared in the top 10 in this survey in 2008, fell out of the top 20 in 2009, but made a great comeback in the 2010 (number 14) and 2011 (number 11) surveys. In 2012, Yoga was number 11 on the list, falling to number 14 in 2013 and rising to number 7 in 2015. Yoga comes in a variety of forms including Power Yoga, Yogalates, and Bikram Yoga (also known as "hot" Yoga). Other forms of Yoga include Iyengar Yoga, Ashtanga Yoga, Vinyasa Yoga, Kripalu Yoga, Anuara Yoga, Kundalini Yoga, and Sivananda Yoga.

Personal Training

Professional personal trainers continue to seek the professionalization of their part of the industry (see trend no. 4). Since this survey was first published in 2006, personal training has been in the top 10 of this survey and includes one on one training with a personal trainer.

Exercise And Weight Loss

Exercise in circumscribed weight loss programs has been a top 20 trend since the survey began.

Fitness Programs For Older Adults

Health fitness professionals should take advantage of the growing market of older adults now retiring by providing age-appropriate and safe exercise programs for this once-ignored sector of the population, which seems healthier than other generations. The highly active older adult can be targeted to participate in more rigorous exercise programs, including strength training, team sports, and HIIT when appropriate. Even the frail elderly can improve their balance and ability to perform activities of daily living when given appropriate functional fitness program activities.





In addition to these trends, communities are also investing in outdoor fitness equipment, located in playfields. Many park and recreation facilities are becoming not just places to improve health through physical activity, but locations to participate in evidence-based programs that measurably improve health. NRPA-sponsored programs with local park and recreation agencies range from Active Living Every Day for sedentary adults to Walk With Ease low-impact weekly walking programs to arthritis intervention programs such as Fit and Strong! for those with osteoarthritis. Around 155 agencies representing 45 states and American Samoa have already made commitments to implement arthritis evidence-based physical activity programs in playfields.

Aquatics

Municipal pools have shifted away from the traditional rectangle shape, and in many cases contain zero depth entry, play structures that include multiple levels, spray features, and small to medium slides, and separate play areas segmented by age/ability. In an effort to maintain interest and participation, aquatics amenities that are trending include features that had previously only been found at private venues; wave pools, lazy rivers, wet ropes courses, and now even surf simulators. Interaction and competition are two new focus points as private water park amenities now make their way into municipal aquatic centers – both indoor and outdoor. Rides that loop, drop, and time the participants' speed have now entered the municipal market. Non-traditional aquatic activities like climbing walls, aqua courses, zip lines, and audio packages are also becoming more prevalent.

Therapy & Fitness

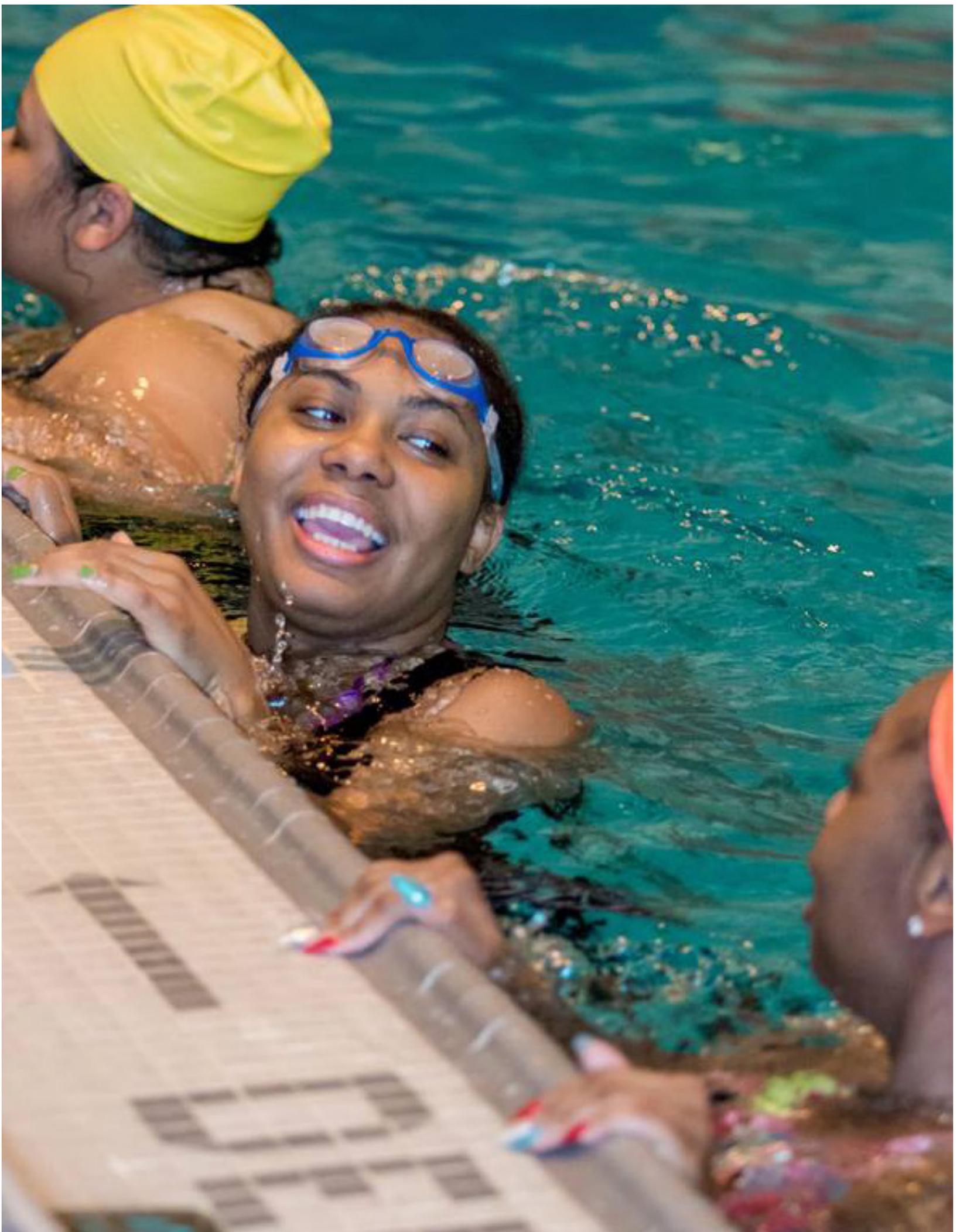
Warm water therapy sections of indoor pools will continue to grow in popularity with the aging population as well as parents of small children. Creating a shallow space for low-impact movement at a comfortable temperature enables programming options to multiply. The concept of water fitness is a huge trend in the fitness industry, where historically land-based programs like aqua yoga, aqua Zumba, aqua spin, aqua step, and aqua bootcamp are popular. Whether recovering from an injury, looking for ease-of-movement exercise for diseases like arthritis, or simply shaking up a fitness routine, all demographics are gravitating to the water for fitness.

Outdoor Aquatic Venues

Outdoor aquatic venues are paying more attention to keeping their guests and members comfortable, increasing the amount of deck chairs and pavilions, and even adding rentable cabanas. As consumers have become more sensitive to sun exposure, increased quantities of available shade have become more important. Healthy food options at concession stands have also moved to the forefront of customer desire. Comfortable conversation areas, especially near the toddler sections of the water, have become popular and have new features like "bubble benches". Supporting parents of young children with very shallow and mini-features, family changing rooms, and shade will continue to be important.

Spraygrounds

Spraygrounds have gained popularity nationwide as communities want to offer new outdoor play spaces to their parks. Spray features run the gamut from very simple bollards with a single spray nozzle to complex themed shapes that have multiple moving parts. The trend is moving toward more interactive play structures where there are water guns, dumping buckets, and timed sprayers. Natural-looking elements are also growing in popularity, where features are designed to take the shape of animals and flowers. Sprayground designs should be full of color and offer welcoming ease of access. Most spraygrounds are free to the public; some large facilities charge admission.





Swim Lessons

Swim lessons generally include the most significant number of participants and revenues for public pool operations. Programs can be offered for all ages and levels, including private, semi private and group lessons. Access to swimming pools is a popular amenity for summer day camp programs.

Rental Opportunities

Providing rental opportunities for groups, including corporate outings, family events, and other groups can also be an effective method for increasing participation and revenue. Deck space and large pavilions or tents should be considered as a way to augment pool offerings. These spaces can also be used for special events such as teen pool parties, family movie nights, and others.

Recreation Programming

Pools being built in high schools are now incorporating features that allow park and recreation departments to program the space at night for water safety classes and other programs. Pools being built in recreation centers are now partnering with high schools to host student swim classes and the swim team during daytime hours – a typically “slow” time in pool scheduling.

Recreation programming typically becomes the most important element of revenue for a municipal pool operation. A listing of possible programs include:

- Learn to swim programs, both group and private for all ages
- Aqua fitness, including cross training, aerobics, water walking and running, aqua zumba, etc.
- Summer camp programs
- Sports camps
- Water Safety Education
- Parties and rentals
- SCUBA
- Aquatic related programming including canoeing, kayaking, and stand up paddle boarding
- Triathlon Training
- Swim teams
- Master Swim and swim teams
- Therapy related, including cardio, and arthritis
- Senior swim
- Special needs swim
- Diving
- Rock climbing wall in deep end
- Water basketball and volleyball
- Water polo
- Inflatables



Niche Programming

Decades ago, park and recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors and various minority groups. Agencies have become much more intentional about finding ways to provide better outreach to underserved populations.

Recently, more market segments have been developed for specialty audiences such as the LGBTQ audience, retirees, military veterans, cancer patients, mental health and mental illness support, and inclusion for individuals with invisible disabilities. Invisible disabilities include areas such as autism or sensory processing disorders. Agencies are taking a much more holistic approach to program and service offerings, beyond what it typically thought of as a park and recreation program.

As an example, the Minneapolis Park and Recreation Board is piloting a program called Sense Tents. For some people with sensory processing disorders, it can be just as important to get more of a given sense. So the Tents provide noise-cancelling headphones, but also headphones that play soothing music or sounds. They also have toys such as a fiber-optic lamp that changes color and strings popping out of the top, stimulating both touch and sight. They have foams and slime, scented crayons, a mini-trampoline, calming lights and more. In the summer, they'll set up a sensory swing, which provides a feeling of a large hammock that hugs you. *

*"Minneapolis Parks Thinking About Inclusion for People With Invisible Disabilities" Next City Newsletter, Josh Cohen, January 23, 2018

Top Industry Trends

Each year, the National Recreation and Park Association publishes an article about industry trends. In the January 2019 edition of the Parks and Recreation Magazine, Top Trends in Parks and Recreation for 2019, Richard Dolesh lists the following trends:

- De-emphasis on recycling as a result of China's recent refusal to accept any paper waste with more than .3% contamination.
- Opioid use in parks continues to grow and has resulted in agencies providing training for staff about opioid addiction and re-thinking design of parks to provide better site lines to bathrooms and other amenities. Also, agencies are creating stronger partnerships with health related agencies.
- Increased use and presence of technology in parks such as monitoring systems to determine park usage, drones, and geofencing.
- ESports have been growing exponentially for individuals and teams competing in a variety of electronic games.
- An increase in infrastructure funding from state and local governments to rebuild or renovate park assets such as playgrounds, bridges, trails, etc.
- Dog parks and dog related activities continue to grow.
- Consolidation of government agencies such as libraries and parks and recreation.
- The growth of private indoor facilities such as multi-sport centers, trampoline centers, and climbing facilities.





Trends for Youth Under Age 13

Traditional Sport Programming

Participation in traditional sports of basketball, football, and soccer has experienced a downward trending participation rate across the country. Baseball participation has also experienced declines, but there is currently a small upward movement. Lacrosse and hockey continue to grow in popularity. However, travel teams for these sports continue to remain strong. Many recreation and park agencies have a difficult time balancing the offerings of in-house recreational programs with travel leagues as there is such a pull toward highly competitive leagues.

STEM or STEAM Programs

STEM or science, technology, engineering, and mathematics programs or STEAM, including arts programming, is another area of growing popularity. Some examples include: learn to code, design video games, mod Minecraft, create with Roblox, engineer robots, print 3D characters, work with AI, and build laptops.

The National Recreation and Park Association is partnering with The Digital Harbor Foundation to embark on the Rec-to-Tech National Design Challenge to build a scalable model that creates maker and computer science education programs serving youth in recreation centers around the country.

Summer and School Break Camps

Participation in park and recreation youth camp programs continues to be very strong. For some agencies, these programs are the most significant revenue producers.

Nature Related Programming

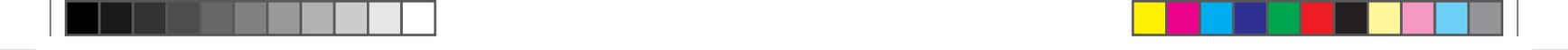
There is an international movement to connect children, their families and their communities to the natural world. The New Nature Movement, which includes adults — is having an impact, especially in these five areas:

1. Increased research on the link between our experience of the natural world and human health and cognition.
2. Greater understanding that, in cities, the quality of nearby nature is linked to human well-being and biodiversity.
3. More health care professionals are getting involved.
4. More educators are promoting the benefits of nature-enriched schools.
5. The movement is expanding from both the grassroots and the political canopy.

One organization committed to providing nature opportunities to students is the Student Conservation Association (SCA), based in Pittsburgh PA. Their mission is: To build the next generation of conservation leaders and inspire lifelong stewardship of the environment and communities by engaging young people in hands-on service to the land. SCA unites young people with hands-on environmental challenges and creates future stewards of our land, builds healthier environments, and ultimately creates a better world.

The Green Schools National Network (GSN), a 501c3 non-profit organization founded in 2008, works with educators, government and non-governmental organizations and agencies, as well as private partners to create broad-based initiatives and successful strategies aimed at fostering healthy, sustainable K-12 schools across the United States.

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Youth Fitness

The organization Reimagine Play developed a list of the top 10 trends for youth fitness for 2018. The sources for their trends information comes from ACSM's (American College of Sports Medicine) 2018 Worldwide Survey of Fitness Trends, ACE Fitness, and SHAPE America. The ACSM Survey showed children's exercise for the treatment/prevention of obesity falling off the top 20 list of trends, despite the growing prevalence of childhood obesity. The top trends include:

1. Physical education classes are moving from sports activities to physical literacy curriculums that include teaching fundamentals in movement skills and healthy eating.
2. High Intensity Interval training classes.
3. Wearable technology and digital fitness media.
4. Ninja warrior training and gyms.
5. Outdoor recreational activities.
6. Family fitness classes.
7. Kids obstacle races.
8. Kids running clubs.

Other trends for youth include:

- Cities are installing fitness playgrounds such as Burke playground's Elevate and Gametime's Challenge Course.
- Nature themed play spaces.



Trends for Teens/Younger Adults Ages 13-24 years

Esports

According to Wikipedia, Esports (also known as electronic sports, e-sports, or eSports) is a form of competition using video games. ESPN.com estimates that 427 million people will be watching some form of eSports by 2019, and the International Olympic Committee is considering it as a new Olympic sport. Local recreation applications include training classes, open play, tournaments, and major competition viewing.

Parkour

Parkour is a physical training discipline that challenges the participant to move their body through obstacle courses, very much like military training. Using body movements like running, jumping, swinging the participant moves through static indoor courses or outdoor urban environments.

Functional Fitness

Functional fitness training is a classification of exercise which involves training the body for the activities performed in daily life. Functional fitness exercises train muscles to work together and prepare individuals for daily tasks by simulating common movements one might do at home, at work or in sports. While using various muscles in the upper and lower body at the same time, functional fitness exercises also emphasize core stability.

For example, a squat is a functional exercise because it trains the muscles used when rising up and down from a chair or picking up low objects. By training muscles to work the way they do in everyday tasks, the body is prepared to perform well in a variety of common situations.

Functional fitness exercises can be done at home or at the gym. Gyms may offer functional fitness classes or incorporate functional fitness into boot camps or other types of classes. Exercise tools, such as fitness balls, kettle bells and weights, are often used in functional fitness workouts.

Outdoor Active Recreation

This includes activities such kayaking, canoeing, stand-up paddle boarding, snow shoeing, skiing and snow-boarding, mountain biking, and climbing. There are rental opportunities for equipment in many of the activities.

Life Sports

According to LERN's "Top Trends in Recreation Programming, Marketing and Management" article "Life Sports" are a new priority in the recreation world, where the focus is on developing youth interests in activities that they can enjoy for a lifetime, like biking, kayaking, tennis, swimming, and jogging/walking.

Holistic Health

Park and recreation's role in maintaining a holistic lifestyle will continue to grow. Opportunities to practice mindfulness, authentic living and disconnection from electronic media are intentionally being sought out. Programs to support mental health, including those that help to combat anxiety, perfectionism, and substance abuse in youth and young adults are increasingly needed.



Trends for Adults 25-54

“Fun” fitness is a current trend. Exercises like “P90x,” “Insanity,” or “Crossfit” have proven that a lot of equipment to get fit isn’t required. Since these programs have become popular, newer versions have become available, some cutting the time in half to look and feel fit. These types of classes have been and will continue to grow in popularity at recreation departments and fitness centers.

Group cycling continues in popularity as the younger fitness enthusiasts embrace this high performance group exercise activity and program variations to attract the beginner participant are developed. However, group cycling is not projected to grow much beyond current participation numbers.

For most age groups, swimming for fitness or weight training are the two most frequently mentioned activities that people indicate they would like to participate in. Running, walking and biking for fitness continue to show strong and consistent growth. A good balance of equipment and classes is necessary to keep consistent with trends.

While Pilates has shown an incredible 10-year growth trend, the past three years have seen a decline in participation. Perhaps participation migrated to Yoga, as participation is up across all levels for the year. Yoga is more class based, while Pilates is more of an individual activity. The Gen Y fitness participants are showing a higher propensity to go with group oriented programs.

Outdoor Fitness

Many agencies around the country have added fitness equipment in parks. In Mecklenburg County, NC, their outdoor exercise sites are called Fitzones. In order to place the equipment in the most ideal locations, they looked at neighborhood health disparities. Utilizing numerous data points (% obesity in surrounding area, income, population density around the park, rates of diabetes, mortality rates, etc.) and GIS mapping, this data was overlaid with their parks. The work was done in partnership with the Trust for Public Land for the mapping and analysis. Parks and Recreation then identified 15 priority park sites where they anticipated the best return on investment in terms of health outcomes.

Glamping

To marry the ideal of nature connectivity with today’s first-world modern conveniences, many service providers are offering “high-end” modifications to the traditional camping experiences. Dubbed “glamping” by some, a variety of service providers entice those who want to be in nature, without experiencing the ‘roughing it’ side of being outdoors.

Goat Yoga

What started out as a fun setting for birthday parties and happy hours, Lainey Morse of Willamette Valley, Oregon, held the first yoga class that involved goats on the suggestion of her friend and yoga instructor, Heather Davis. Described as goat therapy, the connection to the living creatures makes it “impossible to be sad and depressed when there’s baby goats jumping around.”

Trends for Adults 55+

Lifelong Learning

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. Do-it-yourself project classes and programs that focus on becoming a more well-rounded person can be offered. Phrases like, “how to” can be added to the agency website’s search engine optimization as consumers now turn to the Internet as their first source of information regarding how-to projects. Topics like safeguarding online privacy are also trending.



Fitness and Wellness

As mentioned previously, programs such as yoga, pilates, tai chi, balance training, chair exercises, and others continue to be popular with the older generation.

Encore Programming

This is a program area for baby boomers who are soon to be retired and focuses on a broad range of programs to prepare people for transition into retirement activities. Popular programs for 55+ market include: fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.) drawing and painting, photography, languages, writing, computer and technology, social media, cooking, mahjong, card games, volunteering, and what to do with your time during retirement. Howard County Maryland Department of Recreation and Parks is an example of an agency that is pursuing Encore programs.

Specialized Tours

Participants are looking for more day trips that highlight unique local experiences or historical themes. For example, a focus on authentic food, guided night walks, bike tours, concentration on a specific artist's work, and ghost walks are among the themes being sought out.

Surprise Vacations

Adventurers are seeking service providers like Pack Up + Go to experience surprise travel. A survey of their interests and travel preferences helps guide the staff to surprise them with their journey and final destination.

Creative Endeavors

Improv classes are specifically targeting age groups with classes called, "Humor Doesn't Retire." Workshops and groups help seniors play, laugh, and let loose while practicing mental stimulation, memory development, and flexibility.

Pickleball

Though not at its peak, pickleball is still trending nationwide as a sport popular with the active aging demographic.

Cooking Classes

Nationally, park and recreation agencies are seeing an uptick in individuals desiring to participate in cooking classes.



Case Study

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Top Ten Trends For Youth Fitness

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- Nature themed play spaces.



Trends In Urban Park And Recreation Programming

There is increasing momentum for the urban parks and recreation movement as seen in many new programs, increased use in many locales, innovative use of technology, professional conferences and forums dedicated to urban park and recreation systems, and use of outdoor spaces for recreation programs. Effective programming is essential for engaging urban residents from diverse backgrounds and creating meaningful and enriching park and recreation experiences.

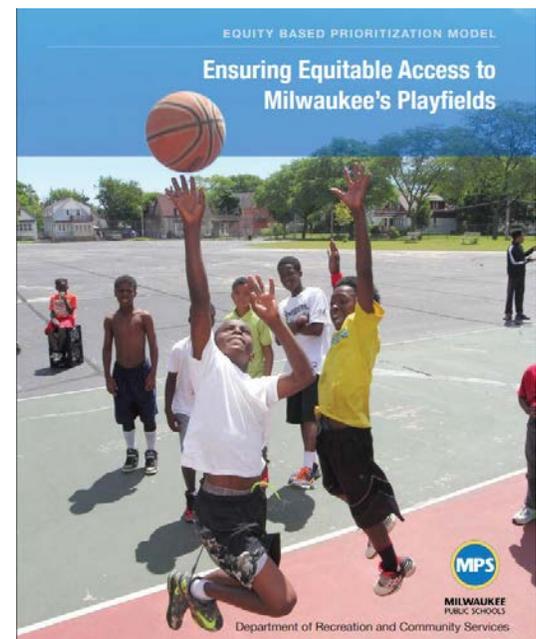
According to a study by the Trust for Public Land, there is continued emphasis on park partners, nonprofits and volunteers. Increasingly, more park and recreation agencies—both public and nonprofit—are working with volunteers to provide recreation programs, support efforts in planting, watering and weeding, and even for assistance in constructing capital projects. Nearly 1.1 million volunteers contributed 16.9 million hours in work to the park and recreation systems of the 100 largest U.S. cities last year.

As summers grow increasingly hotter, interactive water features such as splash pads, spray grounds, and spray showers are growing in number in city park systems around the country. These features are a great replacement for wading pools or kiddie pools. Activated by sensors or at the push of a button, they use less water than traditional pools, and since they do not require lifeguards, seasonal positions are freed up for other areas of parks and recreation work. Furthermore, most park and recreation agencies are having great difficulty hiring and retaining lifeguard staff. While the water features have replaced some pools, there has not been a noticeable downward trend in the number of pools across the country.

Two somewhat surprising sports that have seen a rise lately are pickleball and disc golf. Pickleball has been around since the 1960s but has seen strong growth lately. Developed by “three dads on Bainbridge Island in the Seattle area,” it combines tennis, badminton and ping-pong and is played on “a badminton sized court with a slightly modified tennis net.” Many park and recreation agencies have found that volleyball or tennis courts can do double duty for pickleball, making it a simple addition to many systems.

Disc golf is another activity that is less well known but is becoming increasingly popular. The course is similar to that of traditional golf where each has a tee, a fairway and a green that has a hole, which in disc golf is an open metal basket mounted on a pole. The sport is a great example of a shared use amenity, meaning that it can co-exist with other park activities and uses and is therefore a simple addition to most parks. Another benefit is that disc golf attracts an engaged community that supports equity and community engagement. More and more public park and recreation agencies are working to address issues of equity when it comes to their park investments and improvements.

Recreation is becoming more widely recognized as a tool for social change. Its potential for improving the quality of life for people is significant. Particular interest will arise in using recreation programs and services to counter the disadvantages experienced by people with low incomes and people with disabilities; to reduce crime and juvenile crime; to reduce factors for youth at risk and to break down ethnic divisions, which is important for a city like Milwaukee. The Department is committed to social equity and has already taken great strides to level the playing field for all residents. Examples include multiple equity trainings for all full-time staff, rebranding of its youth scholarship program EVERYONE PLAYS, and the development of an equity prioritization model to ensure an equitable approach to its capital improvements.





Opportunities exist to serve those who are not participating: low income individuals and families; children, particularly those from low income families; adolescents, whose activity levels tend to decrease with age; girls, whose activity levels tend to decrease with age; women, who participate at lower rates than men; and minority groups. Efforts to address participation barriers, particularly cost and lack of time, may yield positive results.

People are becoming more active, but are still not active enough for optimum health. Recreation activities will continue to compete with passive leisure alternatives such as television and the Internet, and sport participation is declining. Government programs and policies will try to promote more physical activity. Access to safe parks, playgrounds, trails and paths will be important factors in increasing activity levels.

The City of Denver Parks and Recreation initiated a My Denver Card program, which is a library and recreation card for youths ages 5-18. This is a tax supported program, approved by Denver voters. In addition, there is a My Denver Prime card that includes free memberships and classes for residents ages 60 and older.

Low cost, spontaneous, individual, less structured activities are becoming more popular, which Milwaukee Recreation already does. People are looking for experiences, not only in urban areas, but generally in all city locations. Younger people will look for extreme activities and even older people will seek safer versions of adventure activities. Participation in outdoor activities will continue to grow, although there will be a switch to less strenuous activities by aging Baby Boomers. Currently popular outdoor activities include walking, gardening, cycling, spectating at sports events and picnicking.

Active Lifestyles and Driving Forces

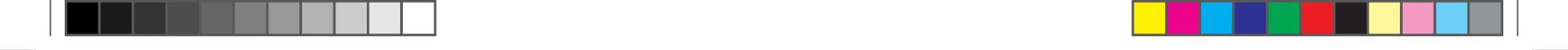
While there has always been awareness of the health benefits of parks and recreation, there is mounting empirical evidence that parks and recreation services play a vital role in promoting healthy lifestyles of the American population. Insufficient exercise is linked with increasing incidence of obesity, and higher risk of related chronic diseases such as diabetes, congestive heart failure, high blood pressure and strokes.

Parks and recreation agencies have become an integral part of the solution through organized sports, exciting recreation programs, and unstructured forms of physical activity. Michelle Obama's "Let's Move Outside" initiative in 2010 and the Healthy Parks Healthy People (HPHP) initiative both promote innovative practices and programs, focusing on the health benefits of human interaction with nature.

Shape UP New York provides free non-competitive fitness classes in multiple park and studio locations across the five boroughs. Additionally, San Francisco Bay Area has a program that aims to develop a consistent regional effort to increase access and use of public parks (focusing on communities historically under-represented or with higher health risks), and to ensure programs that encourage physical activity and improve the overall health of Bay Area residents.

Youth Development

In addition to promoting physical health, spending time outdoors contributes to the social, emotional, mental and educational development of children of all ages. An increase in research studies on youth-focused outdoor programs and outcomes provides evidence of the role various park and recreation agencies can play in developing the next generation of park leaders and advocates. Studies show recreation programs that are structured, intentionally well designed, and adult-supervised can help adolescents build a sense of autonomy, positive social relationships, learn conflict resolution, and aid in both academic success and identity development, especially



important in urban environments where youths face additional challenges such as crime and violence, unemployment, income inequalities, and environmental injustice.

Some examples of such programs are: Wonderful Outdoor World (WOW), an outdoor recreation and environmental education program started in Los Angeles but expanded to other cities which introduces inner-city youth to the outdoors through an overnight camping experience in public parks; Outdoor Youth Connection (OYC), a collaborative effort of California State Parks, California State Parks Foundation, and the Pacific Leadership, which empowers youth through outdoor activities, team building activities, and camping to develop both leadership and life skills; and Golden State National Parks Conservancy in San Francisco that introduces urban youth from diverse backgrounds to environmental and social issues in their community through workshops, service projects and, in some cases, paid internships.

Seasonal Employment and Career Opportunities

Parks and recreation agencies have provided summer employment for youth interested in working as camp counselors, lifeguards, or park attendants, for a long time. In response to the changing ethnic makeup of urban populations, park agencies also seek to increase the diversity of their workforce to better reflect the communities they serve with a goal of leading to full-time career opportunities in their organization or other park/natural resource-related fields.

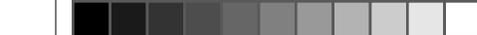
An example of this is the Parks and People Foundation in Baltimore where its “Green Career Ladder” concept offers a series of age appropriate programs including environmental education, academic research, and mentorship opportunities with environmental science and natural resource professionals. This structure can ensure a pathway for young people in environmental-related fields and foster long-lasting stewardship.

Another example is Fostering Change, Building Futures, and Enabling Success in San Diego. The programs offer job training that provide work readiness training for youth, ages 14-21, ranging from summer internships to support for youth who have dropped out of high school, are at-risk of dropping out, or are transitioning from justice system camps and foster care facilities, and their “Connect 2 Careers” program that creates meaningful paid work experiences “beyond the typical summer job.”

Building Social Capital and Leveraging Resources

Urban parks and recreation provide an important social function in building community. This “social capital” provides democratic citizenship, empowers individuals and instills a sense of place in communities, helping to reduce crime and violence, reduce rates of asthma and teen pregnancy and increase academic success. Community driven projects also address issues of environmental justice by creating access to green spaces in previously under resourced neighborhoods.

Groundwork USA is a national organization working towards renewing underserved communities by establishing revitalization projects, thus instilling ecological stewardship in local residents and empowering them to improve the physical and social environments of their neighborhoods. Washington Parks & People, Washington, DC is a community-based model for park revitalization in urban centers that promotes neighborhood development and economic revitalization, community service, education, arts and culture, and civic engagement.





Trends in Intergenerational Programming

A traditional approach to serving urban populations across different age ranges has predominantly occurred through age-specific programming and distinct cohorts but the benefits of intergenerational programming for both youth and adults including seniors, is indisputable, and is an untapped potential for park programming.

Examples of nature science to wilderness mentoring and family camping include:

- Garden Mosaics (Cornell University) is a science education and community action program where youth (ages 10- 18) learn about plants and planting practices from older gardeners.
- The Intergenerational Outdoor School (Penn State University) is a residential educational program where 4th graders and older adults are brought together for 4-days to learn about nature and gain insight into other people's values for caring for the environment.
- Big City Mountaineers Program, based in Colorado with hubs in Oakland, Portland, Seattle, and Chicago, offers week-long wilderness mentoring programs for low-income, underserved youth focusing on building life skills through challenging outdoor experiences.

Use of Technology in Programs

Technology is another generational dividing factor. From video games and electronics, to social media and mobile device "apps," urbanites are in the forefront of the trends and park managers must keep up or get left behind. Technology can be used in creative and productive ways to engage people in a medium that is understood and relevant.

An exploratory study of urban youth in Los Angeles, for example, found they enjoyed technology-based activities such as geocaching and camera safari more than non-technology based activities such as etching and scavenger hunts. Youth workers recognize there is a need to overcome the technology "language" gap and find innovative ways to incorporate the use of technology to positively enhance youth programs. Studies suggest that media use and outdoor time need not be mutually exclusive.

Examples of the use of technology in programming include:

- Parks in Focus, managed by the Udall Foundation and offered in Arizona, Michigan, Oklahoma, and California, is a year-round program providing opportunities for middle school youth from underserved communities to explore and learn about nature through photography, outdoor education, and creative expression through recreation.
- Friends of Acadia hired four high school teens in 2011 to spend 10-weeks at Acadia National Park in Maine to develop a strategic plan to engage and enhance visitor experience through the use of social media and other forms of technology.
- Parks Online Resources for Teachers and Students (PORTS) is a free distance learning program that connects children and young teens to CA State Parks from their classroom, using video-conference technology, to learn about science, history, language, arts, outdoor learning, and other topics.



Cultural Relevance and Engaging a Diverse Audience: Best Practices & Sample Strategies

In light of changing demographics and subsequent culture shifts of urban residents, park and recreation professionals are constantly asking the question of what it means to be “relevant” to the communities they serve. Ensuring cultural relevancy can mean many things programmatically; but it essentially means planning with them and not for them.

The best practices that follow are based on review of other agency strategic plans/toolkits, scholarly literature, and professional field expertise:

1. Align and/or develop policies, programs, and services with the park’s mission and vision.
2. Strive to shift organizational culture to embrace shared decision-making processes.
3. Establish a culture of collaboration and diverse partnerships that leverage resources to provide adequate funding and programming.
4. Develop a more diverse and knowledgeable workforce.
5. Design multi-use parks and provide a wide range of programming.
6. Develop a management framework that includes program evaluation through indicators and periodic measurements.
7. Develop a comprehensive outreach/marketing plan to reach diverse audiences.
8. Strive to overcome linguistic and cultural barriers to ensure meaningful participation in park programs and services.
9. Determine access issues and strive to overcome barriers.
10. Develop trust and build long-term relationships with ethnic minority communities.

Connecting the Trends Research to Milwaukee Recreation Offerings:

- Ensure continuity of the trends research narrative. At least once a year, the information should be updated and assign accountability for continuously updating the information.
- Attracting and retaining part-time staff will continue to be a challenge. It's important to track the root causes of turnover and identify ways of making improvements.
- The continued declining participation of traditional youth sports will have an impact on programming for the future.
- Interest in hockey, lacrosse, and outdoor/nature recreation participation continues to increase, so this will require a shifting of youth programs in the future.
- Consider offering lacrosse programs and leagues for youth.
- Hockey and ice skating continue to grow in participation. While Milwaukee Recreation does not have an indoor ice rink, consider a partnership with Milwaukee County Parks for Wilson Arena or Pettit National Ice Center.
- The development of a Parkour facility may be popular with youth and young adults.
- Functional fitness opportunities are another key area for growth.
- Population aging will continue and will result in greater demand for services for active adults and seniors. This includes program areas such as fitness, wellness, general adult learning, trips, and socialization opportunities. For seniors, there may be opportunities for balance training, chair fitness activities, and mind stimulation.
- eSports will continue to be a popular program for youth and a possible area of growth for Milwaukee.
- STEM programs, including technology based programming, will continue to grow, and will have ramifications for Milwaukee program offerings. Milwaukee Recreation is positioned well for this area of programming as a result of being part of the Milwaukee Public Schools.
- Efforts in social equity have been ongoing already. Achieve cultural competency training/certification for staff.
- Spraygrounds will continue to be an important growth area.
- Niche programming may be an area of growth.
- Nature and outdoor education programming will continue to increase in popularity.
- Milwaukee's emphasis on offering free and low cost programs has been instilled within the culture of the organization. This will continue to be important. There may be possibilities for a corporation to underwrite this opportunity.
- Urban recreation programming is experiencing a growing trend in programs such as tai chi and yoga being offered outdoors, which Milwaukee is already implementing.
- More and more agencies are partnering with medical facilities and doctors to provide programs that assist with obesity issues, mental health problems, and overall fitness.

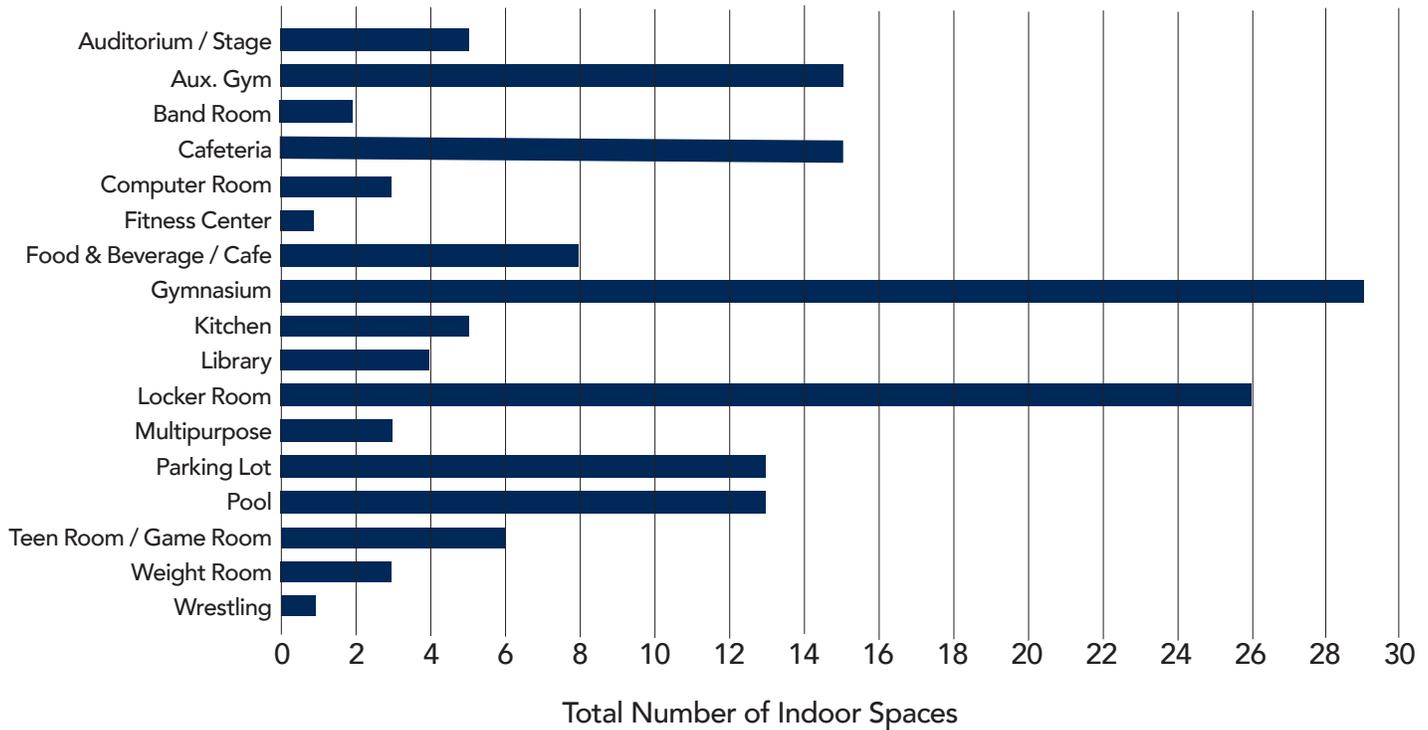
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3. 2018 City Park Facts, Trust for Public Land, Charlie McCabe

Indoor Recreation Facility Inventory

The following information provides a listing of program spaces used by Milwaukee Recreation for its programs. As shown in the chart, the majority of program spaces are represented by classrooms, locker rooms, gymnasiums (both regular size and auxiliary gyms), and indoor pools. These program spaces account for 92 of the total 133 facility areas, or 69% of the total number of spaces.

Total Number of Indoor Spaces



The matrix below shows the distribution of facility space among all the 21 different indoor sites (community centers) used by Milwaukee Recreation.

Facility	Auditorium / Stage	Aux. Gym	Band Room	Cafeteria	Classroom	Computer Room	Fitness Center	Food & Beverage / Cafe	Gymnasium	Kitchen	Library	Locker Room	Multipurpose	Parking Lot	Pool	Senior Center	Teen Room / Game Room	Weight Room	Wrestling Room
81st Street				1					1										
Alcott					1				1										
Bay View		2		1				1	1			2			2		1	1	
Beulah Brinton				1				1	1	1		2	1	1					
Bradley Tech									1					1					
Cooper									1		1								
Gaenslen				1					1			2		1	1				
Hamilton		1	1	1	3				1			2		1	1				1
Macdowell	1	1		1	2				1			2			1				
Madison		1		1				1	1			2	1	1	1		1		
Milwaukee Marshall		2		1	3	1			1			2		1	1				
Milwaukee School of Languages			1	1	2				1					1					
North Division	1	1		1		1		1	4			2		1	1				1
OASIS				1	4	1	1			3			1			1	1		
Obama					1			1	1					1					1
Parkside	1	1							1		1								
Pulaski		1		1				1	1			2		1	1		1		
Riverside		2		1					1	1	2	2		1	1				
South Division	1			1				1	4			2		1	1		1		
Vincent	1	1		1	1				4			2		1	1				
Washington		2			1			1	1			2			1		1		
TOTAL	5	15	2	15	18	3	1	8	29	5	4	26	3	13	13	1	6	3	1



The Priority Investment Rating (PIR) in the ETC Institute Needs Assessment Survey for facility spaces showed the following facilities as being a high priority for the community.

1. Indoor swimming pools
2. Community Centers
3. Walking paths
4. Nature Centers
5. Playgrounds
6. Bike park/pump track
7. Splash pads/spray parks

Within the aforementioned list, three of the facilities are indoor: including swimming pools, community centers, and nature centers. These facility types are important for multiple Milwaukee programs including swim lessons, fitness classes, and general classes that can be held in classrooms, cafeterias, and gymnasiums. A limitation of indoor pools is the configuration of the pools being built for competition and not recreational use.

Milwaukee Recreation does not have nature centers aside from Hawthorn Glen. As mentioned in the Similar Provider listing, the Urban Ecology Centers offer a wide array of nature related programs. Given that nature centers have such a high priority in the PIR rating, there is probably opportunity to expand programming in this area. In addition, outdoor recreation and nature programs are trending upward nationally, as mentioned in the trends section.

In reviewing program offerings, the unmet needs of the community, and recreation programming trends, possible ideas for program spaces that are missing include:

- Arts/crafts room
- Group exercise room
- Dance room
- Early childhood
- Computer room

Less important program spaces, not included in the Needs Assessment survey and not mentioned as a priority from the Needs Assessment process, include gymnastics spaces, climbing wall, indoor play area, and track. These are facility spaces that are not a priority, but may be planned for at some point in the future, depending upon community interest.



The following program areas scored as high priority programs, based on the ETC Institute Community Needs Assessment survey:

1. Fitness and wellness programs
2. Active adult programs for individuals 55-69
3. Cooking programs
4. Aquatic fitness programs

One of the facility limitations for Milwaukee Recreation is the use of general recreation space in schools for group exercise programs. From a customer perspective, dedicated fitness space would undoubtedly be desired. It's also important to note that during the Needs Assessment focus group work, there were many comments about the need for improved physical condition of program spaces. This puts the Department at a competitive disadvantage.

Cooking programs also scored high, which is an area that could expand, according to customer demand. Currently, cooking programs are offered at three sites, Riverside, Hamilton, and Beulah Brinton. However, there is sufficient programming space for active adults as well as aquatic fitness, with 11 pools that are used.



Key Takeaways for Programs and Indoor Facilities

The following is a listing of major theme areas based on all of the information developed as part of the strategic plan, needs assessment, and master plan processes. These represent eight key takeaways from the planning process.

- There are many similar providers in the market place, particularly fitness and wellness oriented program providers. All other neighboring parks and recreation agencies also offer many of the same programs. Therefore, there is a need to ensure that the supply of program offerings does not exceed the demand for these programs. Milwaukee Recreation should host an annual programming summit for agencies to discuss positioning in order to minimize duplication of programs.
- Building conditions are the biggest challenge facing the Department. Building support is not equipped to be as responsive as needed. Program spaces are not designed for intended recreation use, such as group exercise classes, which puts Milwaukee Recreation at a competitive disadvantage. A suggestion is to not feel confined to school space and use other available spaces and outreach programs in existing facilities such as corporations.
- Continue to expand and evolve marketing. Brand difficulties exist as some residents think that as part of a school system, Milwaukee Recreation only offers programs for youth. Internal and external marketing standards should be developed.
- Sustainability of earned revenue is an important continued strategy, yet there is a need to keep fees low as a result of a high poverty rate. The low cost of programs was continuously mentioned as an enticement to take programs. Cost of service analysis is currently in progress, which should help the understanding of true costs and pricing strategies. Earned revenue growth is an important strategy. Corporate support may be an option for providing funding for free program offerings.
- A systematic process for program development should be implemented to ensure there is not internal competition. There should be a documented systematic process for program development, evaluation, and information sharing with the rest of the agency.
- Recruitment and retention of part-time staff (trouble attracting lifeguards, sports officials) is a significant challenge.
- There is an emphasis on partnerships. How do we measure the effectiveness of partners?
- Future positioning of programs should include: growth in nature and outdoor recreation, growth in active adult programming, continued emphasis in fitness and wellness programs, growth in niche programming (physical and mental health related, LGBT, ethnic minority), eSports, parkour, lacrosse, and ice related programs. Traditional youth sports participation is anticipated to continue in a downward trend.





Historical and Cultural Resource Management Plan - Washington High School

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) includes a standard for the development of an Historical and Cultural Resource Plan for parks and facilities that have historical significance. The standard requires “an inventory of historical and cultural resources and strategies for how the facilities will be managed.” Milwaukee Recreation uses one facility that has historical significance and is detailed in the following narrative. Milwaukee Recreation uses Washington High School for the following programs:

1. Enrichment Activities
 - o Arts and Crafts
 - o Youth Basketball
 - o Cooking
 - o Dance
 - o Fitness
 - o Martial Arts
2. Driver’s Education
3. Middle School Girls Basketball League
4. Elementary School Volleyball League
5. Summer Stars Basketball League (Boys/Girls)
6. Twilight Center program

Milwaukee Recreation complies with the City of Milwaukee Historic Preservation Commission requirements and associated local ordinances in the management of the school. Changes to Washington High School are governed by the Certificate of Appropriateness. (COA) This certificate is the Commission’s written affirmation that a proposed change is sympathetic to the historic character of the property and is consistent with the intent of the ordinance. All exterior repairs, replacements, alterations, and building permits at a locally designated historic property and yard require a Certificate of Appropriateness (COA) prior to beginning work.

Many changes that do not require building permits nonetheless require a COA (such as re-roofing, re-siding, window replacement, tuck-pointing, and major landscaping) because of their potential to harm the historic character of the building and the unique characteristics and intricate details older homes have. When a permit is applied for, the Permit & Development Center checks to see if the property in question is a designated Historic Structure, Historic Site or within a Historic District. If it is, the applicant is required to obtain a Certificate of Appropriateness.

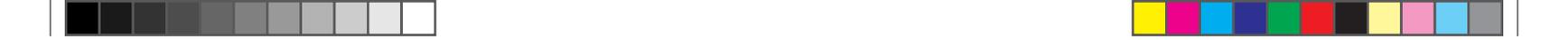
One recent example of this is a window restoration project at Washington High School. A contract for this work was awarded by the School Board at the June 29th, 2017 Board meeting.

Washington High School (WHS), is a magnet high school located in the Sherman Park neighborhood on the north side of Milwaukee WI. Milwaukee Recreation uses the High School on a continuous basis for programs. It is one of the oldest schools in the Milwaukee Public Schools system, beginning in 1912. It currently enrolls approximately 1,000 students. The school is part of the Sherman Boulevard Historic District that includes residential properties, schools and religious institutions. Sherman Boulevard was laid out to connect Sherman Park and Washington Park as part of an emerald necklace of parks and parkways much like that in Boston.

In 2011 Washington High School celebrated the 100th anniversary of its founding. It is noted for its successful uses of technology (especially computers) by teachers and students. In 1976 the first Career Specialty Program oriented around computing opened a new era for Washington. The Business Advisory Board with its 20 members is a model for successful school-business collaboration for the support of students.

- In September 2005 Washington was divided into three “schools within a school,” which are divided among the school’s four floors. These are the School of Law, Education, and Public Service (LEAPS); Washington High School of Expeditionary Learning; and Washington High School of Information Technology. In June 2010, LEAPS closed and was combined with EL and renamed Washington High School. The Washington High School of Information Technology, which continues the legacy of the Career Specialty Program begun in 1976, has continued to operate. In June 2011 the combined LEAPS and EL school was closed and merged into Washington High School of Information Technology, thus creating a single school again.
- Washington High School offers a technology-integrated academic foundation and prepares students for the challenges of an ever-changing global society. Technology is used to drive teaching and learning and to create opportunities for students to graduate, prepare to compete, and succeed. Courses give students a technological career edge in addition to all the sports and extracurricular activities that a comprehensive high school offers. WHS also offers an English as a Second Language (ESL) program.
- WHS has an active Alumni Scholarship Foundation. Special events provide funds to support educational opportunities for deserving WHS students. In the past 58 years, 658 Foundation scholarships have been awarded.
- A Hall of Fame also exists. The Hall of Fame was initiated as a way to recognize alumni who have accomplished exceptional work and lifetime achievement. The objective of the Hall of Fame is to present models of inspiration and integrity to the Washington High School Student body.





Summary

It is important to connect the Similar Provider Report with the results from ETC Institute's 2018 Needs Assessment Survey. According to the results, 33% of households have participated in the Department's programs and services. As for other providers, 33% use private health and fitness centers, 22% use the YMCA, and 10% use the Boys and Girls Club. Therefore, the most significant similar provider for services related to Milwaukee Recreation's offerings are private health and fitness centers.

There is a significant number of fitness facilities offered by other providers, in addition to Milwaukee Recreation offerings. There are approximately 40 other gym/fitness center/clubs in the Milwaukee area (this number excludes the neighboring park and recreation agency offerings). Interestingly, the highest percentage of households having an unmet need for programming is related to fitness and wellness programs, according to the Needs Assessment Survey. This suggests that even though there are many fitness and wellness providers, there is still sufficient demand for these services.

It may be beneficial for Milwaukee Recreation to facilitate an annual programming summit and invite other organizations that are serving the community in a similar capacity. The goal of the meeting would be to talk through assessment of programming gaps and instances in which there are too many providers of specific program areas. According to the survey results, the top priorities for investment in programs include:

- Fitness and wellness programs
- Active adult programs for individuals 55-69
- Cooking programs
- Aquatic fitness programs

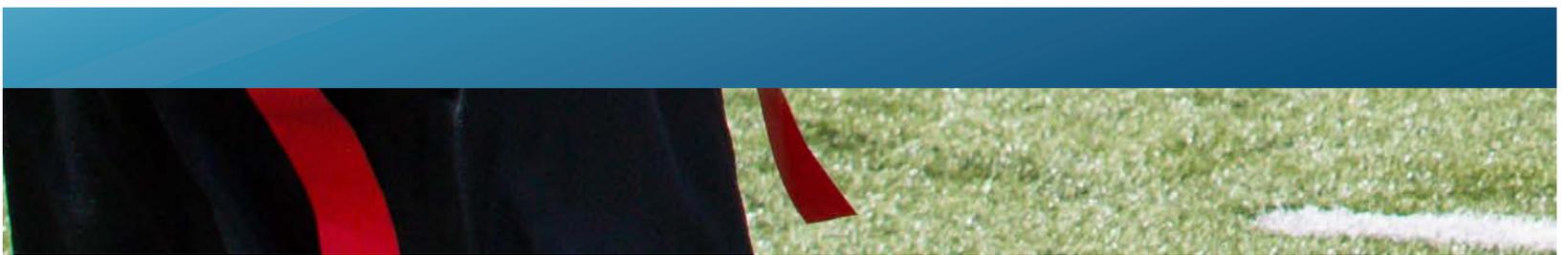
There are approximately 18 yoga studios, 13 dance studios, and 20 martial arts studios in the Milwaukee area that also compete for the same customers. Dance was not specifically listed in the program listing of the Needs Assessment survey, but performing art programs were the top program listed in the medium category. Yoga was also not specifically referred to, but most survey participants would include these types of programs as a fitness/wellness activity, so there is significant interest in yoga. Martial arts programs were specifically mentioned on the survey, and were ranked 12th out of 28 programs listed, which is a medium priority level.

In reviewing the list of similar providers, there are many youth oriented program providers and fitness programs for adults. While private fitness centers and clubs are geared toward adults, there are not many examples of aquatic fitness programs as most of these facilities do not have a pool. And, very few organizations offer cooking programs. There are not many examples of services geared toward active adults and seniors. There is a lack of general knowledge types of classes for adults and seniors, and as a result, these types of programs could become an important market niche for Milwaukee Recreation.

As for amenities/facilities, the top priorities for investment include the following facility elements:

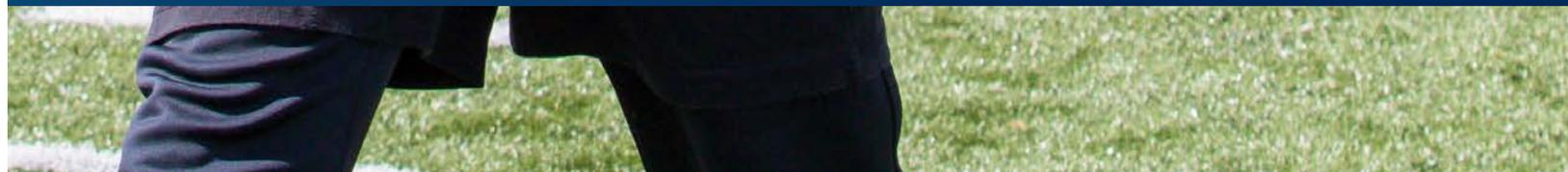
- Indoor swimming
- Community centers
- Walking paths at Milwaukee Recreation playfields
- Nature Centers
- Playground equipment







ENVISION



3 - ENVISION

Overview

Envisioning Milwaukee Recreation’s future can be achieved through the development of short and long term themes and strategies. Five themes emerged as a result of a collaborative planning process between Milwaukee Recreation, the community, stakeholders, and other partners. The following section details the themes and their corresponding strategies and depicts how they relate to the Plan’s analysis and community engagement efforts. Cost estimates, time estimates for implementation, team leads, and potential funding sources are also outlined. The Strategy Matrix will be a working document that will be revisited and updated each year by Milwaukee Recreation; in conjunction with the capital improvement plan.

A. PARK ACCESS

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Continue playfield revitalization projects to ensure playfield access and distribution equity.	ONGOING	-			
Complete mapping project to identify bus lines near playfields and post on website.	HIGH	-	1 - 3 years		

B. PARK AMENITIES

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Increase community playfield access by updating neighborhood playfield amenities.	HIGH	\$\$\$	1 - 3 years		
Continue to engage the community to ensure playfield amenities meet their needs.	HIGH	-	0 - 6 months		
Increase the variety of amenities throughout the playfields	HIGH	\$\$ - \$\$\$	1 - 3 years		
Increase key amenities identified as “high priorities” in the community needs assessment.	HIGH	\$\$ - \$\$\$	1 - 3 years		
Provide additional “special features” in existing playfields.	MEDIUM	\$\$ - \$\$\$	0 - 1 year		

LEGEND

\$ = \$0 - \$25,00 \$\$ = \$25,001 - \$99,999 \$\$\$ = \$100,000 - \$499,000 \$\$\$\$ > \$500,000

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Conduct detailed athletic field assessments to improve outdoor sport field conditions, efficiency, and usage.	MEDIUM	\$\$	1 - 3 years		
Provide additional football/soccer fields based on the results of the athletic fields needs assessment.	MEDIUM	\$\$	0 - 6 months		
Continue developing the permitting system to better control field utilization.	ONGOING	-	0 - 6 months		
Define and improve maintenance standards and management procedures.	ONGOING	-	0 - 1 year		

C. FACILITIES

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Collaborate with Milwaukee Public Schools to address scheduling, maintenance, and upkeep issues.	HIGH	-	0 - 6 months		
Collaborate with Milwaukee Public Schools to improve wayfinding and signage throughout recreation facilities.	HIGH	\$	0 - 6 months		
Consider additional community centers on the north side of the City.	MEDIUM	\$ - \$\$\$	1 - 3 years		
Collaborate with Milwaukee Public Schools to provide inclusive bathrooms, including ADA and gender neutral.	MEDIUM	-	0 - 6 months		

D. PROGRAMS

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Continue emphasizing free and low cost programs.	ONGOING	-	-		
Research and expand programs listed as high priority in the Community Survey Priority Investment Rating (fitness and wellness, active adult, cooking, and aquatic fitness).	HIGH	\$	0 - 1 year		

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Analyze the primary reasons for part-time staff turnover and identify possible solutions to this issue, where needed.	HIGH	-	0 - 6 months		
Continue REQUITY training for all staff.	HIGH	\$\$ - \$\$\$	2 - 3 years		
Work with local organizations and community members to utilize playfields.	HIGH	\$	0 - 6 months		
Develop a system wide approach to sponsorships/alternative revenue growth.	MEDIUM	\$\$	0 - 1 year		
Continue emphasis and expand youth fitness, adult fitness, aquatic exercise programs, wellness programs, and cooking programs.	MEDIUM	\$ - \$\$	0 - 1 year		
Achieve Senior Fitness Trainer Certification, for instructors serving seniors and the continuing aging population.	MEDIUM	\$	0 - 6 months		
Expand offerings for STEM programs, including technology-based programming.	MEDIUM	\$	0 - 1 year		
Partner with medical facilities and doctors to provide programs that assist with obesity issues, mental health problems, and overall fitness.	MEDIUM	\$	0 - 1 year		
Improve programming offerings to achieve an increase in "excellent" rating from 37% to 50%.	MEDIUM	\$	0 - 1 year		
Develop mechanisms to collect accurate data on program registrations, such as program inventory, and knowledge of the customer.	MEDIUM	\$\$ - \$\$\$	1 - 3 years		
Consider partnerships to increase park access including activating and programming City/County Parks.	MEDIUM	\$	0 - 6 months		
Research the possibility of developing functional fitness opportunities.	MEDIUM	-	0 - 6 months		
Develop a customer loyalty program.	LOW	\$\$	0 - 1 year		
Research opportunities for the Department to provide on-site corporate fitness programs.	LOW	-	0 - 1 year		

E. OPERATIONS & COMMUNICATIONS

Strategy	Priority	Cost Estimate	The Estimate to Implement	Team Lead	Funding Sources
Assign accountability for completing the Master Plan initiatives.	HIGH	\$	0 - 6 months		
Continue to emphasize the Department's brand through apparels, wayfinding and signage, etc.	HIGH	\$ - \$\$	1 - 3 years		
Consider more elaborate class descriptions to include instructor's name and other details.	HIGH	\$	0 - 6 months		
Develop incentive programs for instructors with great attendance, including employee of the month, etc.	MEDIUM	-	0 - 6 months		
Update website to ensure user friendly interface and ease of registration.	MEDIUM	\$ - \$\$	3 - 5 years		
Enhance marketing efforts, through rigorous social media presence, for day to day announcements.	MEDIUM	\$	0 - 6 months		
Continue updating job descriptions to ensure additional tasks are added as needed.	ONGOING	-	0 - 1 years		
Leverage additional technological advancements in day to day operations including developing a Milwaukee Recreation app.	LOW	\$ - \$\$	1 - 3 years		





APPENDIX



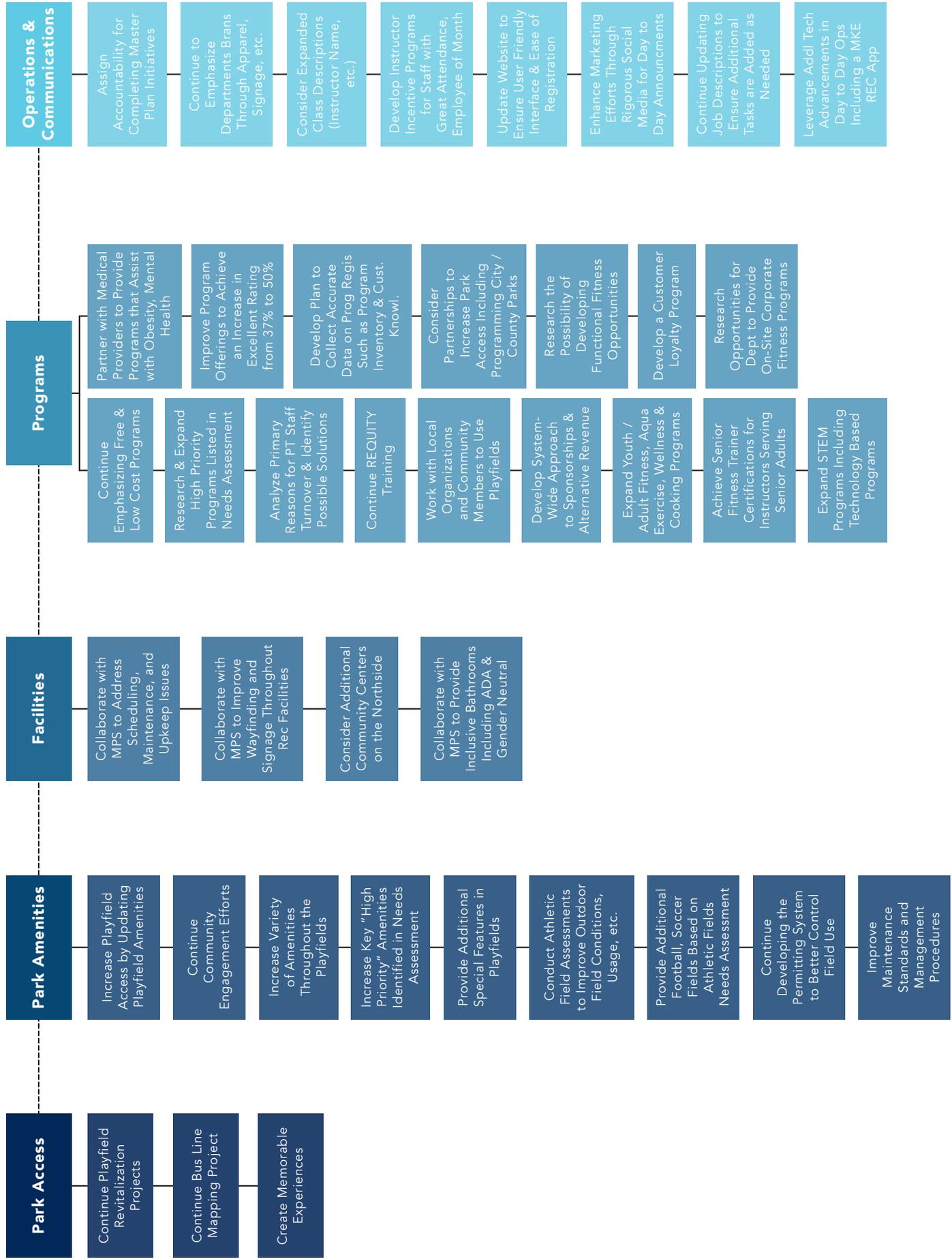
4 - APPENDIX

The following programmatic strategies should remain central to the work of the department:

- Continue to work on quality control, rather than emphasize adding programs.
- Continue emphasis on fitness and wellness programs.
- Continue emphasis on aquatic exercise programs.
- Continue to offer programs geared toward the aging population.
- Continue efforts in urban recreation programming, as this is an area experiencing a growing trend.
- Continue reliance on the program guide as 90% of customers find out about offerings from the guide.
- Develop an annual program review process that includes program inventory, lifecycle analysis, registration and financial numbers to determine which programs should retire.
- Focus on opportunities for shifting of programming priorities.
- Ensure continuity for the trends research narrative.
- Emphasize wellness programs.
- Ensure continuing for the trends research narrative.
- Continue to offer programs geared towards the aging population.
- Focus on opportunities for shifting of programming priorities.



MILWAUKEE RECREATION MASTER PLAN: 2019





A department of MPS