

**Developing A Data-Driven Approach
To Madison Park Leadership and
Management Part II**

**Long Range Planning
Subcommittee
October 20, 2021**

Part 1: Intro

Developing A Data-Driven Approach To Madison Park Leadership and Management-

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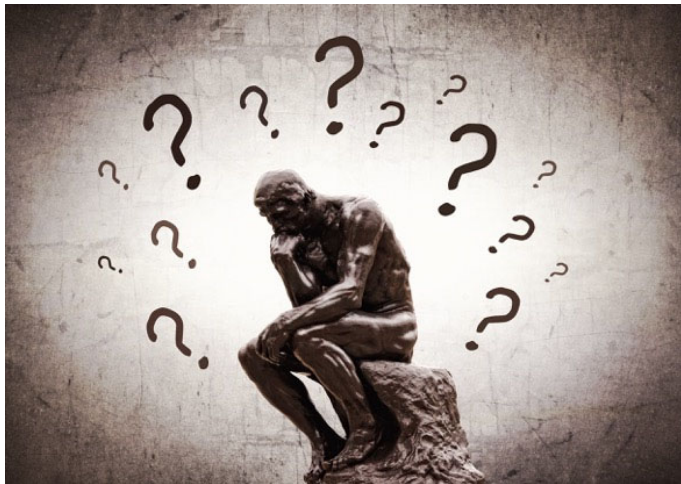
- Review of July Meeting**
- Questions from July Meeting Answered
open for discussion / questions**

Part 2: Diving into the 2018-2023 Parks and Open Space Plan (POSP)

- POSP overview (Ann)**
- POSP Strategies and Actions- What were they and how are we doing? (Ann)
open for discussion / questions**
- POSP Data review (Ann)
open for discussion / questions**

Developing a Data-Driven Approach to Parks Leadership and Management

The Big Question!



Can we identify 4 to 5 (or 8 to 10) indicators that will allow us to monitor the Parks Division's progress toward achieving our mission?



WHY? (not a complete list)

- Improves resource allocation to public
- Improves management of internal resources: people, physical assets and money
- Demonstrates external and internal value -
- accountability
- Uncovers problems and encourages innovation
- Improves democratic values: transparency, citizen-driven, equity



What do we want to achieve?

What does success look like?

How do we measure?

How do we improve?



Align indicators with most important strategic goals.

Tie inputs to outcomes.

Measure outcomes by their impact on people:

What are the key social, environmental, fiscal and economic factors related to goals and strategies?

What factors / activities increase/decrease achievement of outcomes?

What data are persistent and predictive (causal and controllable) measurements of desired outcomes?

Don't reinvent the wheel.

A starting point: What do we want to achieve?

CITY-LEVEL LENSES



EQUITY



SUSTAINABILITY



HEALTH



ADAPTABILITY

COMPREHENSIVE PLAN :
“model parks and open
space system”

- preserves our significant natural features
- offers spaces for recreation and bringing residents together
 - incorporates cultural preferences
 - acquires parkland
 - increases connectivity

VISION :
“ideal system”

- enhances quality of life

POSP :
“exceptional system”

- safe
- affordable
- well-planned
- maintained
- recreational & educational
- urban forestry
- legacy preservation
- cultural interaction

**Economical Value
Efficiency
Effectiveness**

Questions/ Follow Up from July Meeting

- Can we include MSCR programs and other senior centers?
- How is the Comp Plan related to the POSP? How often is it updated?
- How much has the park system grown?
- What is the Cap budget vs the Op budget?
- How is our Cap budget split between funding sources?

Questions/ Follow Up from July Meeting

- Can we include MSCR programs and other senior centers?
 - In a word, yes. But only if the other agencies agree to fill out the TPL survey.

Questions/ Follow Up from July Meeting

- How is the Comp Plan related to the POSP? How often is it updated?

How often is this updated? What kind of update? A full revision or a update to the data?

We update the Comprehensive Plan every 10 years. It is required by State statute to be updated at that interval. At the 5-year mark, we make updates the Future Land Use Map only. The adopted 2018 Comprehensive Plan was essentially a full re-write of the previously adopted Comp Plan. It is hard to anticipate whether the next update in 2028 will be a full and complete rewrite or more of a true update to the adopted Comp Plan. Either way, in 2028 I anticipate that we will update all of the data that is included within the Plan.

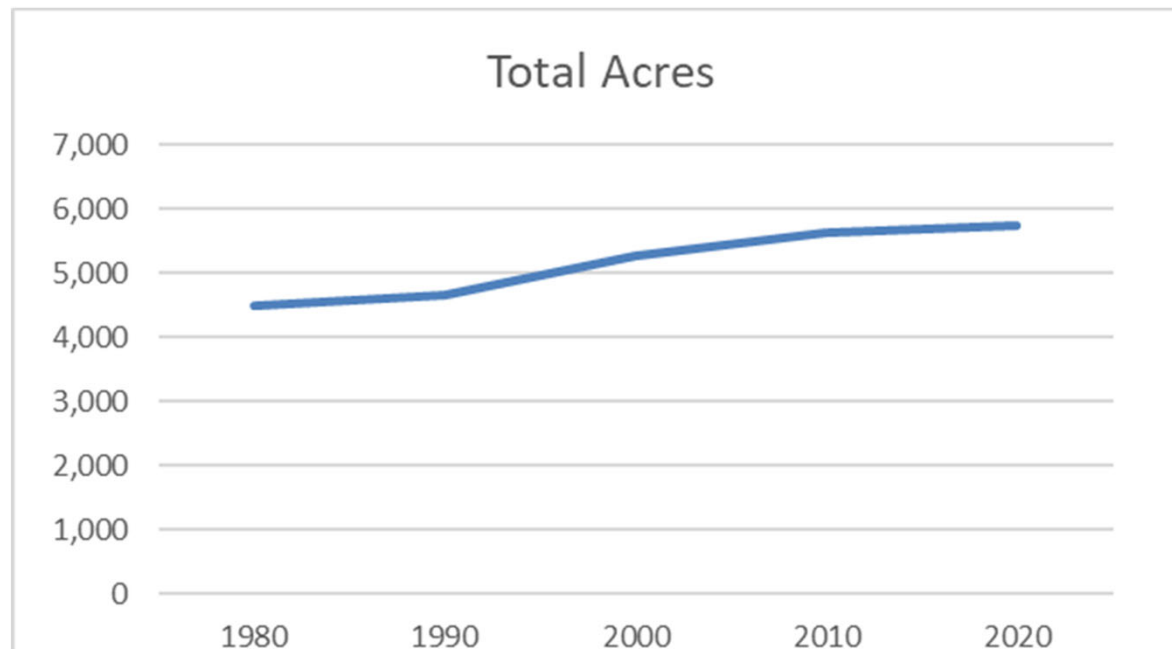
You might also be interested in looking at the data provided by the [Neighborhood Indicators Project](#), which is updated yearly.

Where do you keep the info on the yearly check ins? Can I access that?

We post the annual Comp Plan Progress Updates on [Legistar](#), on the [Planning Divisions' website](#), and on the [Imagine Madison website](#).

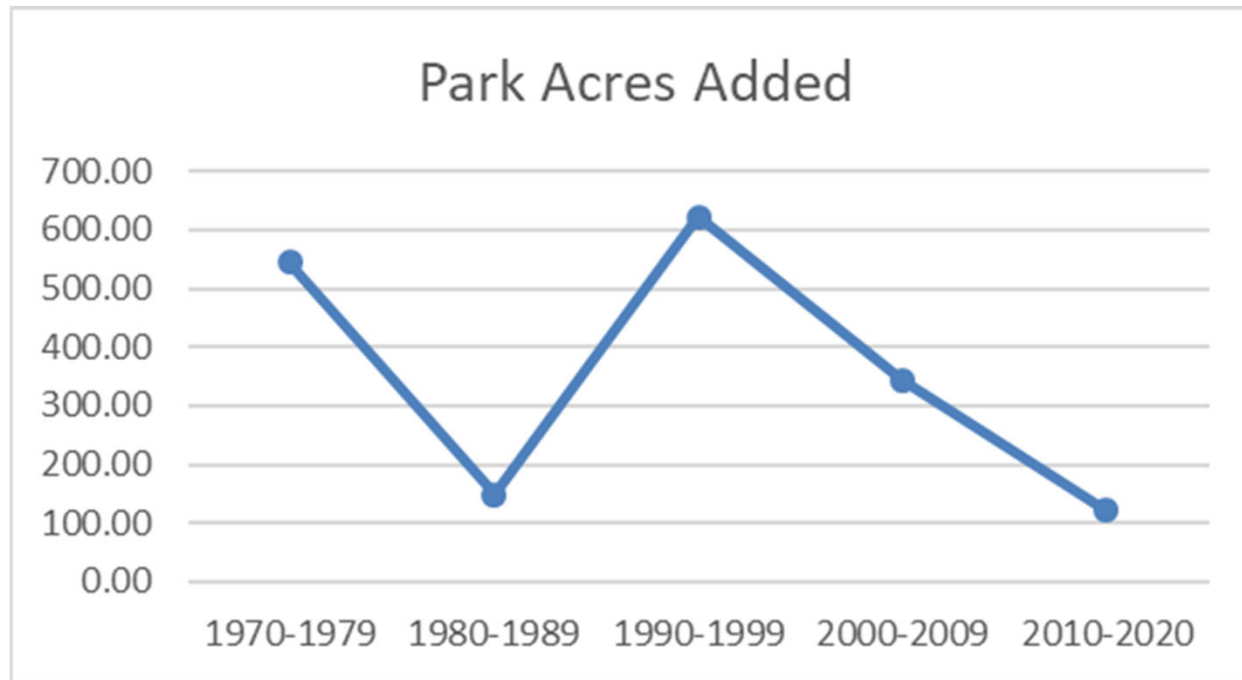
Questions/ Follow Up from July Meeting

- How much has the park system grown?



Questions/ Follow Up from July Meeting

- When did that growth take place?



Questions/ Follow Up from July Meeting

- Did we have other growth that effected our ops staff?

Figure 8.3: Parks Division Maintenance Bus Stop Maintenance Plowing Number of Stops vs. Year

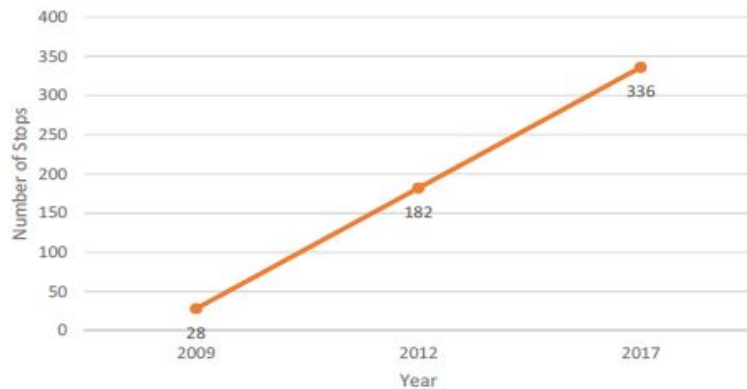
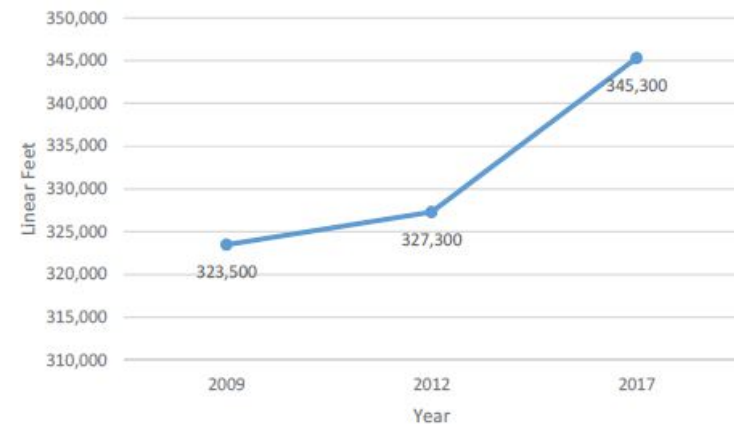


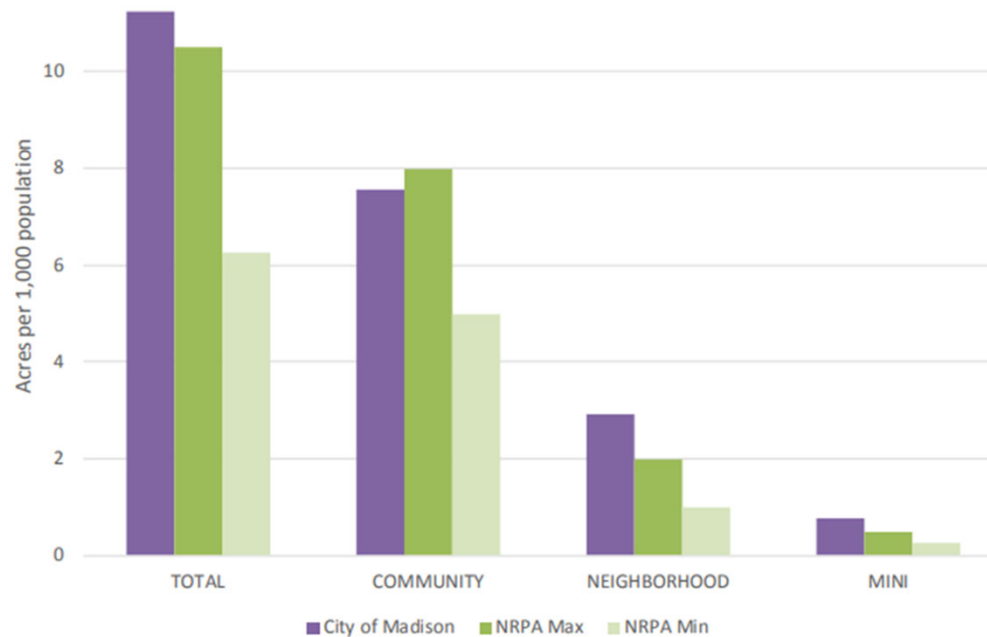
Figure 8.2: Parks Division Maintenance Sidewalk and Path Snow Plowing Linear Feet vs. Year



Questions/ Follow Up from July Meeting

- How are we doing compared to NRPA guidelines?

Figure 5.2: NRPA Guidelines Compared to City of Madison Park Acreage



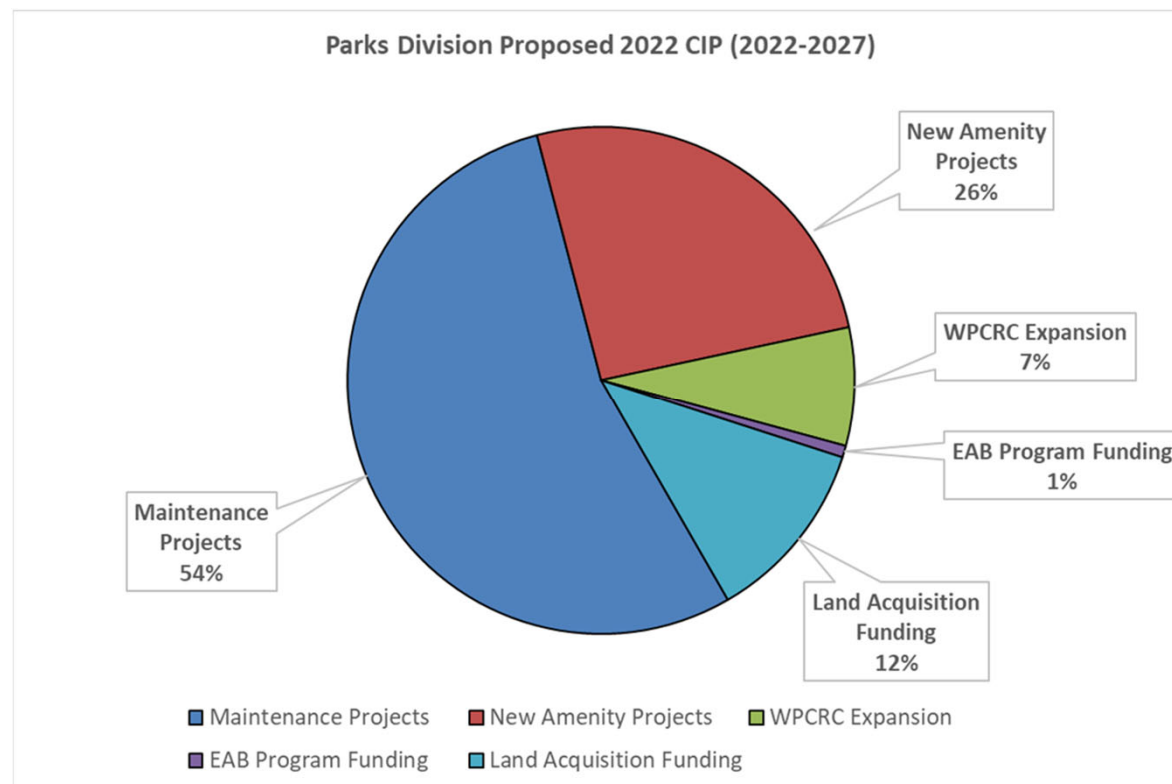
Questions/ Follow Up from July Meeting

- What is the Cap budget vs the Op budget?

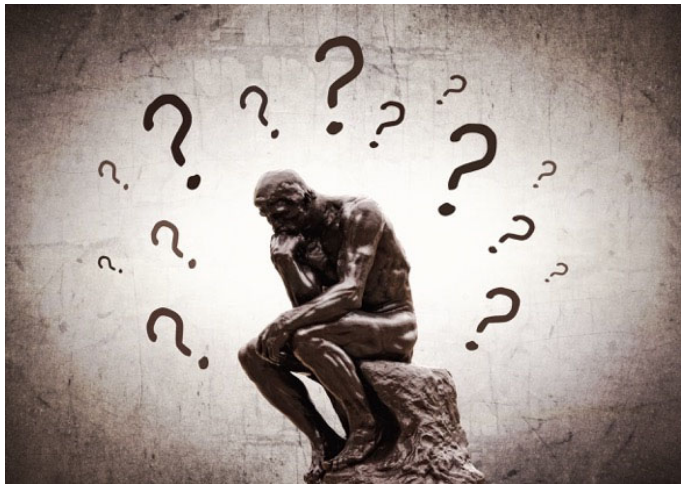
Years	2016	2017	2018	2019	2020	2021
Park Maintenance Operating	\$ 10,949,857.00	\$ 10,205,244.00	\$ 10,438,241.00	\$ 10,976,548.00	\$ 11,827,596.00	\$ 12,339,510.00
Capital*	\$ 20,298,000.00	\$ 14,750,240.00	\$ 21,708,000.00	\$ 10,275,000.00	\$ 14,199,000.00	\$ 9,282,300.00
	\$ 31,247,857.00	\$ 24,955,484.00	\$ 32,146,241.00	\$ 21,251,548.00	\$ 26,026,596.00	\$ 21,621,810.00
Operating	35%	41%	32%	52%	45%	57%
Capital	65%	59%	68%	48%	55%	43%

Questions/ Follow Up from July Meeting

- How is our Cap budget split between work types?



The Big Question!



Can we identify 4 to 5 (or 8 to 10) indicators that will allow us to monitor the Parks Division's progress toward achieving our mission?

Diving into the 2018 to 2023 POSP

2018-2023 Park and Open Space Plan

Madison, Wisconsin

play
MADISON
PARKS



Photo Courtesy of Wendy Murkve

Accepted by Common Council October 30, 2018

Legislative File ID No. 52928, RES-18-00743

POSP Data: Parkland Analysis

Figure 5.1: Parkland Access Analysis Methods

Method One: Parkland Acreage and Parkland per Capita

- Compares acreage of classifiable parkland (mini, neighborhood & community parks) to number of people (acres per 1,000 residents).



Method Two: Population Density and Parkland Proximity

- Determines the number of people living in proximity to parks, identifying parks that may have more demands based on surrounding neighborhood density.



Method Three: Service Area Analysis

- Projects a quarter to half mile distance around each classifiable park (mini, neighborhood, and community) based on park classification.



Method Four: Access Analysis

- Walkable Access - Defines a five to ten-minute walking route to mini, neighborhood, conservation and community parks along sidewalks and paths.
- Public Transportation Analysis - Reviews public transportation access to parks within a twenty-minute combination bus ride and pedestrian trip.



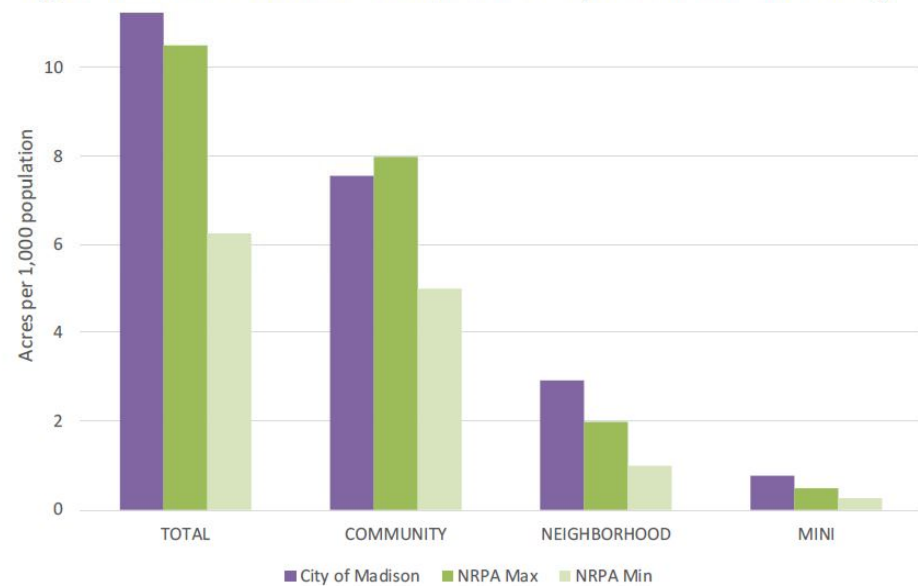
POSP Data: Parkland Analysis

Method One

Table 5.1: NRPA Metrics Compared to Madison Park Acreage

Park Type	NRPA Guidelines			City Adopted Standards	2017 Actual
	Service Area	Size (Acres)	Acres per 1,000 residents	Acres per 1,000 residents	Acres per 1,000 residents
Mini	1/4 mile	< 5	0.25 -0.5	As appropriate	0.8
Neighborhood	1/2 mile	5+	1.0-2.0	3.75	2.9
Community	2 mile	20+	5-8	6.25	7.6
Total			6.25-10.5	10+	11.2

Figure 5.2: NRPA Guidelines Compared to City of Madison Park Acreage



POSP Data: Parkland Analysis

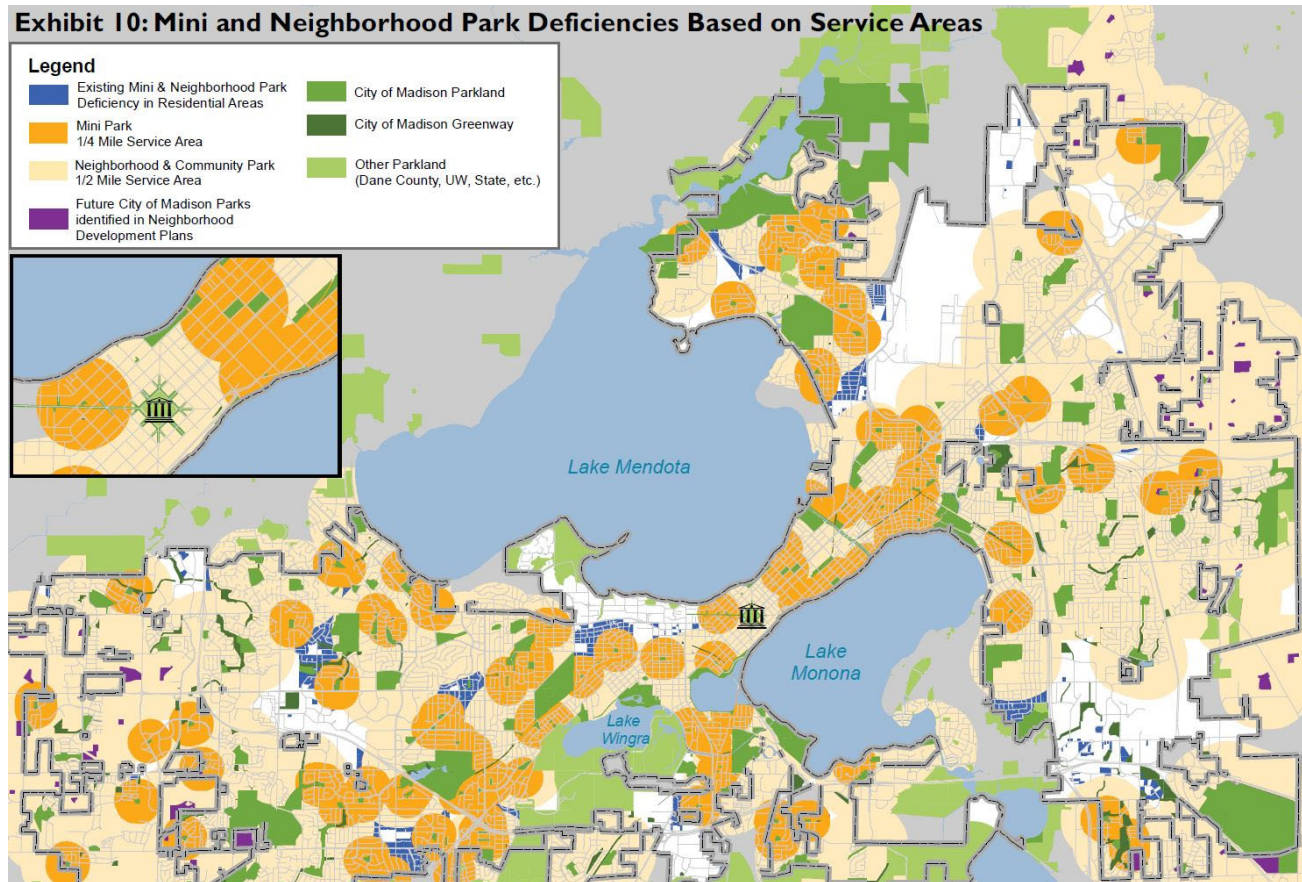
Method Two

Table 5.3: Parks with Highest Number of People Within Half Mile

Park Name	Approximate Population
Brittingham Park	> 15,000
James Madison Park	> 10,000
Vilas (Henry) Park	> 5,000
Hoyt Park	> 5,000
Huegel-Jamestown Park	> 5,000
Tenney Park	> 5,000
Warner Park	> 5,000
Olbrich Park	> 5,000
Yahara Place Park	> 2,500
Central Park	> 2,500

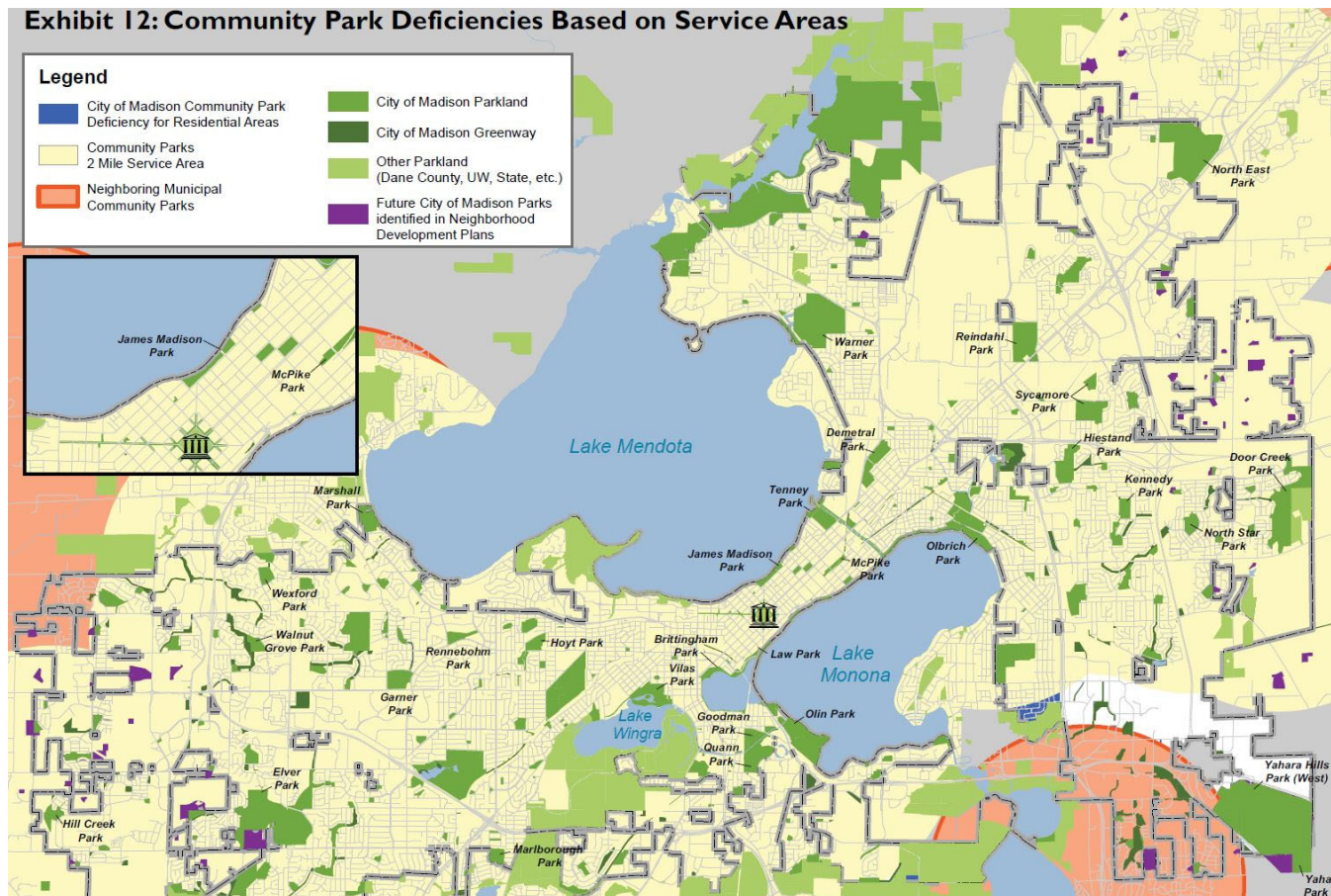
POSP Data: Parkland Analysis

Method Three



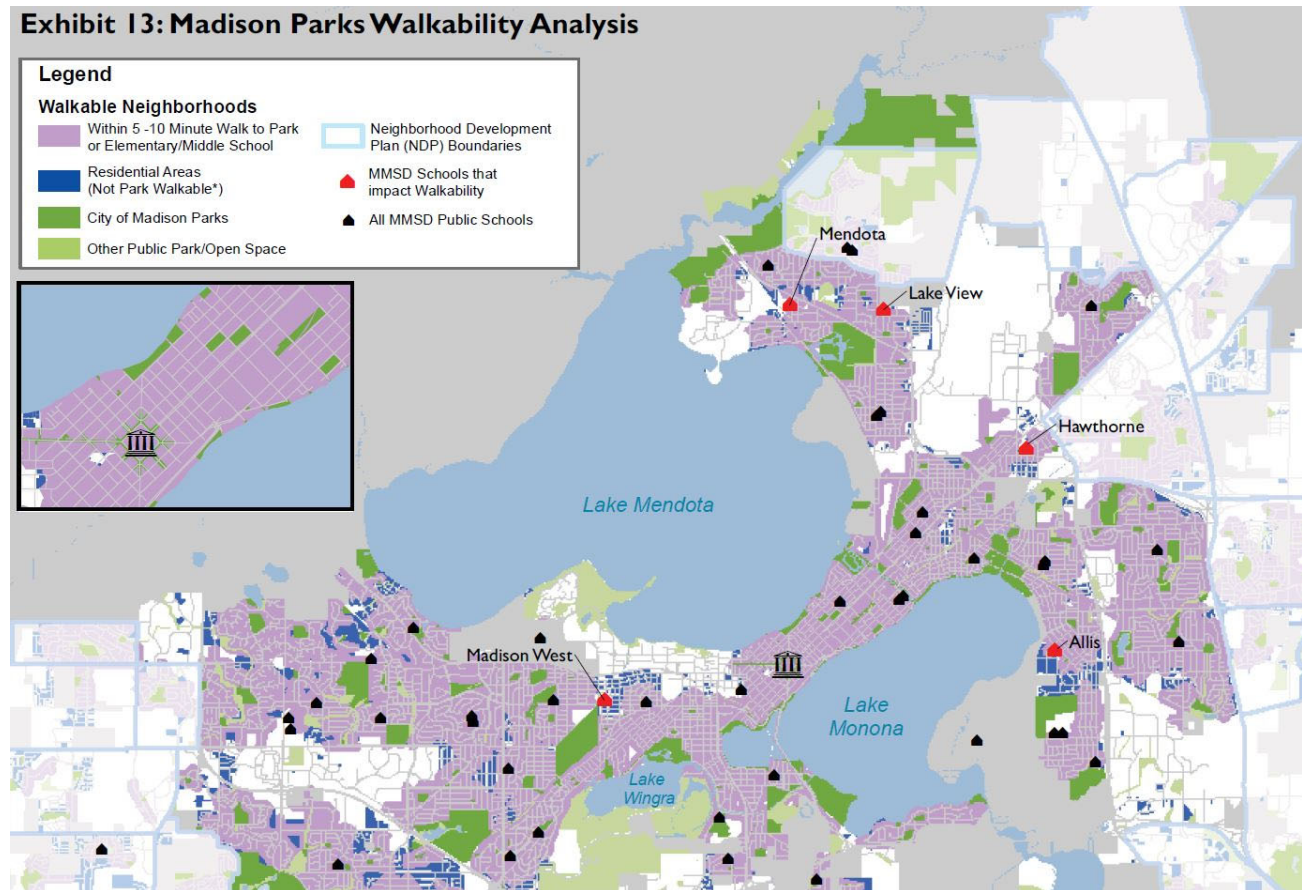
POSP Data: Parkland Analysis

Method Three cont.



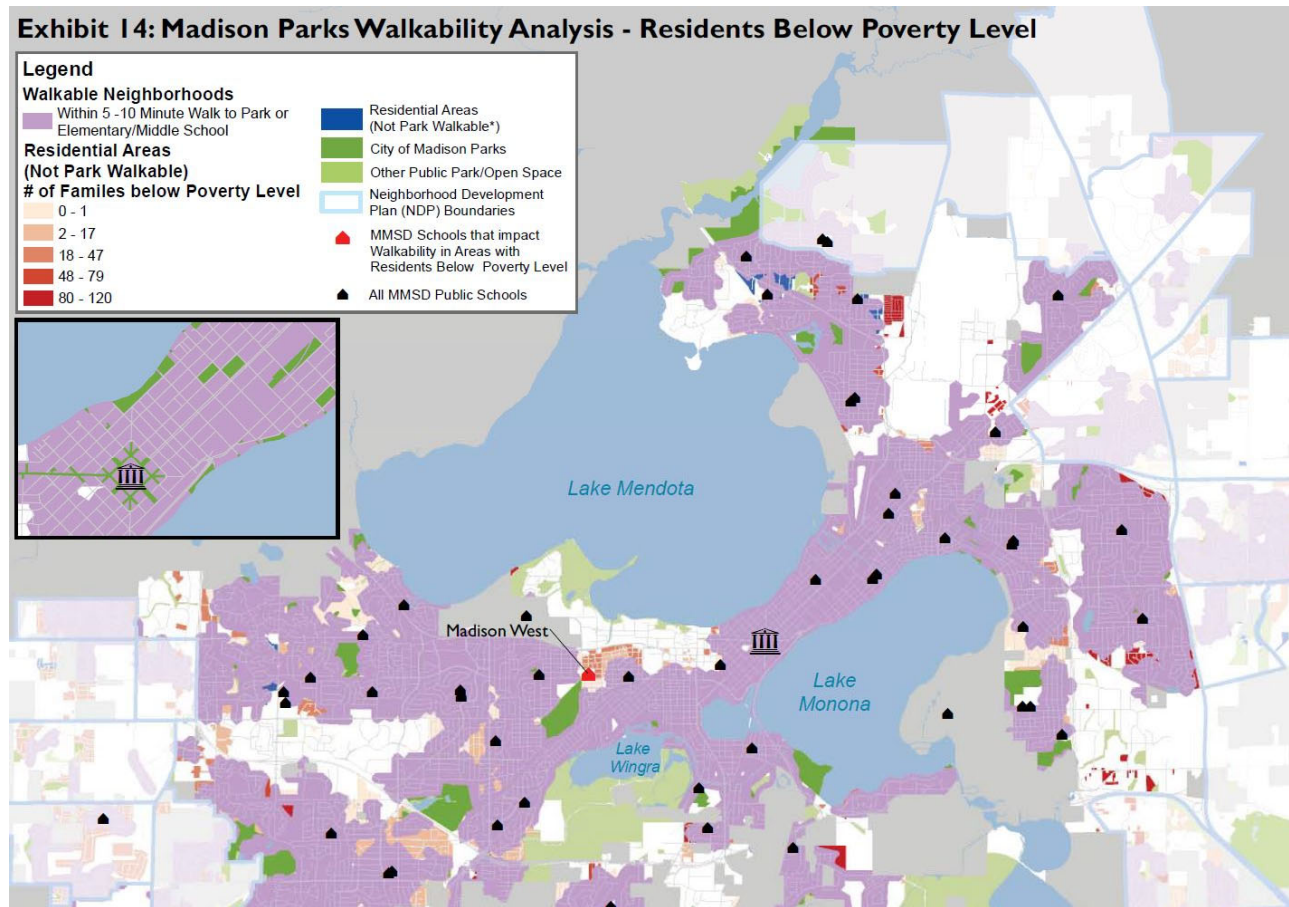
POSP Data: Parkland Analysis

Method Four



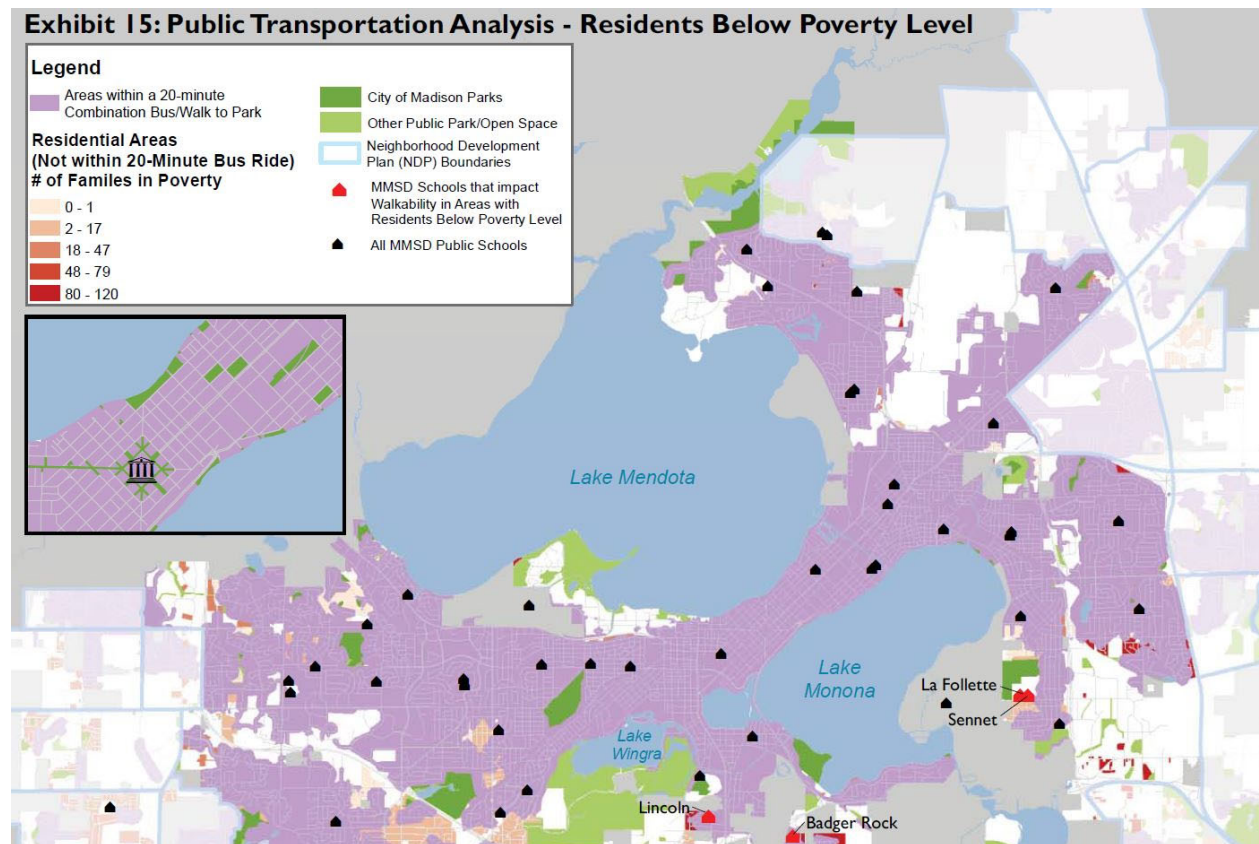
POSP Data: Parkland Analysis

Method Four cont.

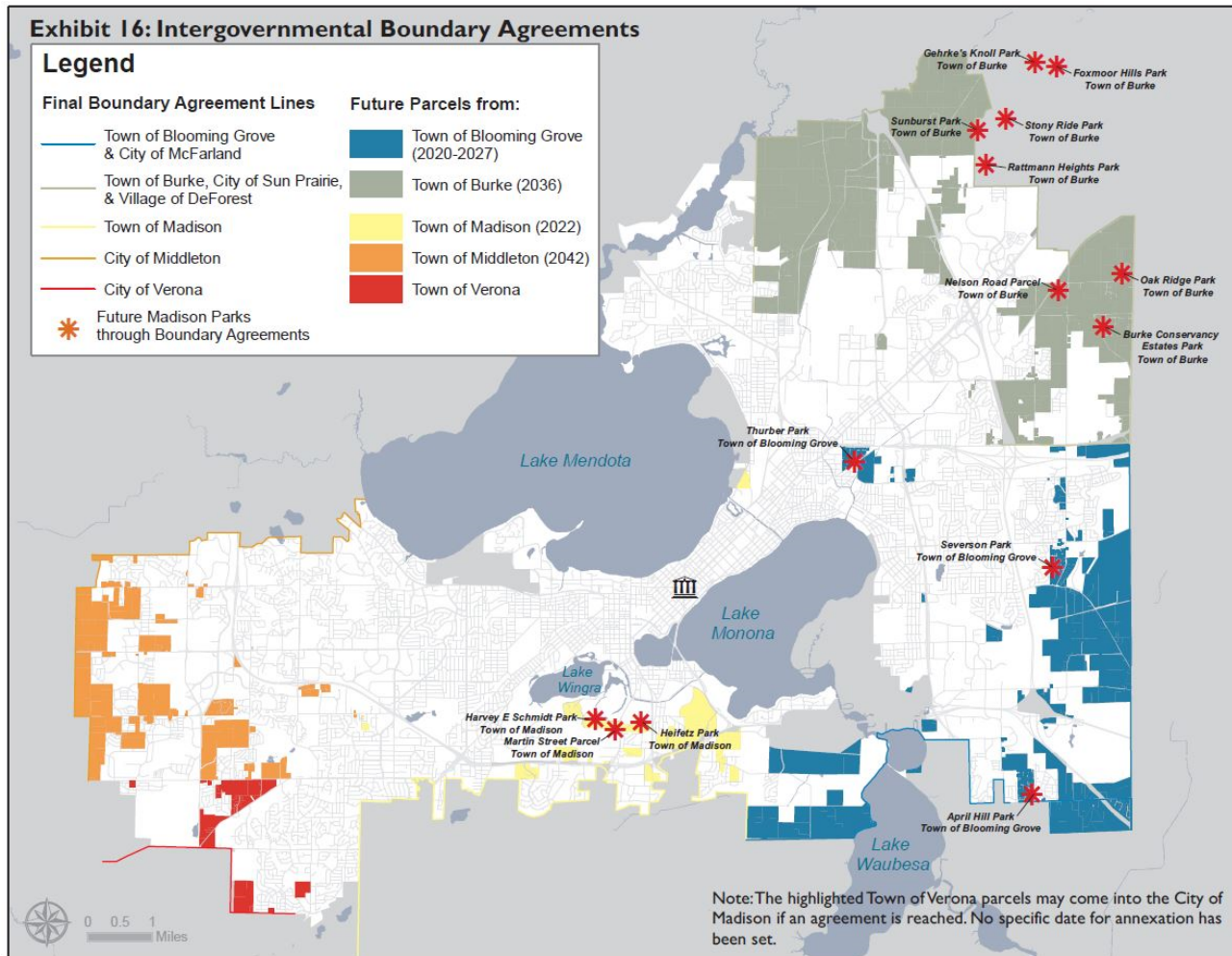


POSP Data: Parkland Analysis

Method Four cont.



POSP Data: A Look at the Future



POSP Data: A Look at the Future II

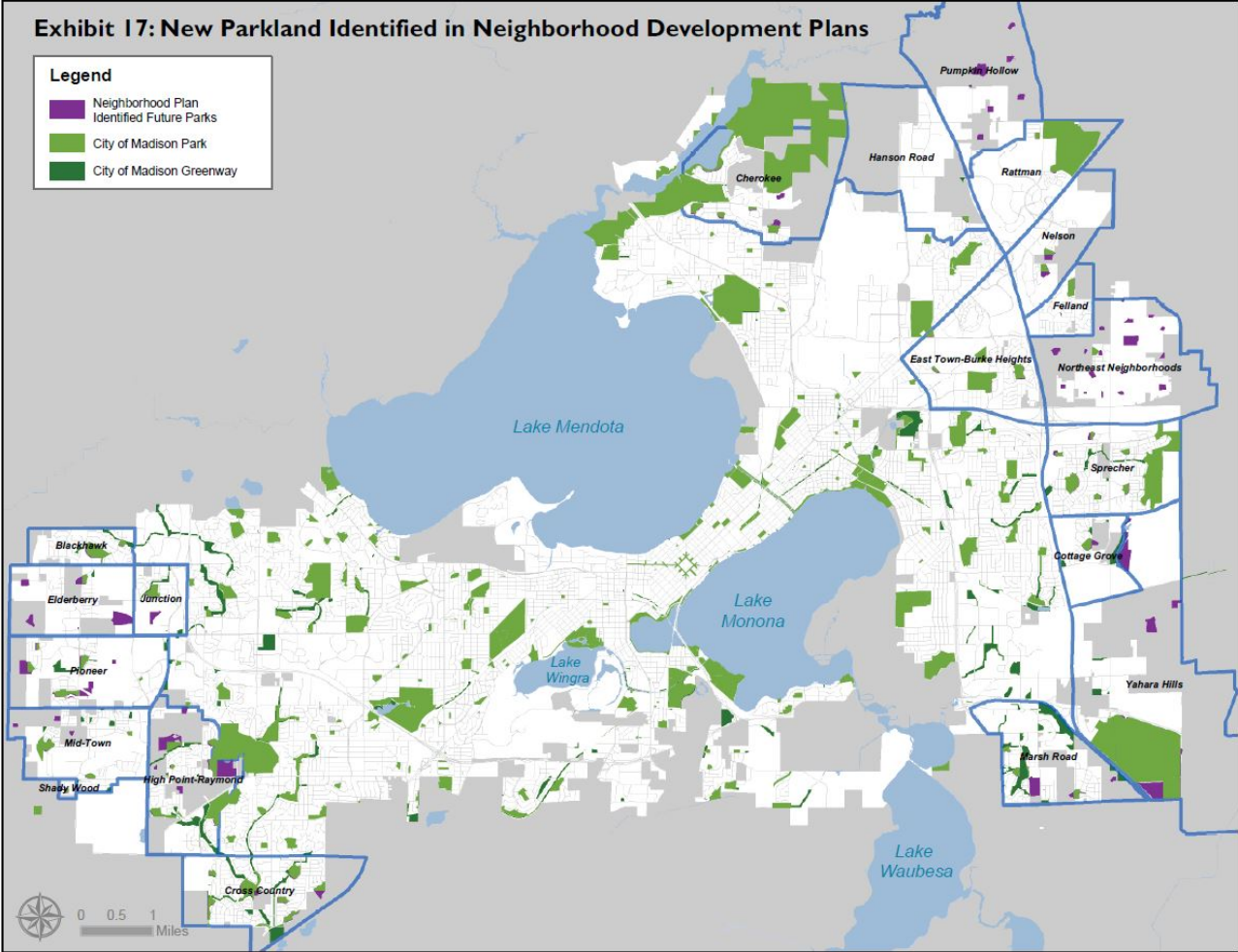
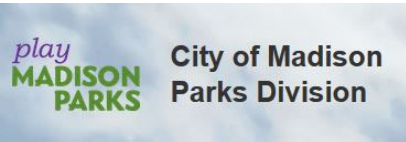


Table 1.1: Accomplishments from the 2012-2017 Park and Open Space Plan

	Completed.	Advancements since 2012-2017 POSP	On-going project.
Recommendation from the 2012-2017 Plan	Action		
Review and update existing park dedication ordinance and development fees including park impact fees and “fees in lieu of” dedications.	Adopted the Park Impact Fee and Land Dedication Policy and Public Facility Needs Assessment (2016) and updated Madison General Ordinances to reflect recommendations of the Needs Assessment.		
Create a sustainable park system in terms of park size, amenities and maintenance.	Worked with staff team to update Neighborhood Development Plans to be more consistent with park goals for minimum 5-acre size parks to promote a sustainable park system. Implemented recommendations as part of plat approval and parkland dedication within the Neighborhood Development Plan areas.		
Address park deficiencies through development of community and neighborhood parks.	Acquired new parkland for Acer Park, Allied Park, Blitzer Family Preserve, Camar Park, Highland Manor Park, Jeffy Trail Park, Kestrel Park, Sugar Maple Park, Thousand Oaks Park, and Woods Farm Park and expanded Hill Creek Park.		
Prioritize acquisition of land adjacent to existing parkland to fill gaps in the park system in accordance with goals, objectives, and policies in this plan.	Acquired additional land to expand Central Park, Cherokee Park, Cherokee Marsh - School Road Unit, Merrill Springs Park, North Star Park, Owl Creek Park, and Penn Park.		
Continue to develop Master Plans for parkland which include both passive (non-developed, and active (developed) recreation.	Developed park master plans with both passive and active space for Allied Park, Owl Creek Park, Patriot Park, Sugar Maple Park, Thousand Oaks Park. Currently in the process of completing master planning for North Star Park Expansion, Camar Park, and James Madison Park.		
Identify areas in our parks with significant natural resources for preservation and protection and develop land management goals for these areas.	Adopted the Madison Parks Land Management Plan (2017).		
Improve and preserve the unique habitats and ecosystems within conservation parks.	Treated invasive species in 205 acres of conservation parks; seeded native seed mix on 30 acres of prairie and oak woodland; performed controlled burns on 395 acres of conservation land; began the draft Habitat Management Plan.		
Increase connectivity between parks including pedestrian, biking, and water trails.	Coordinated and improved 26 bike and pedestrian connections and added eight new canoe/kayak launches for water access.		
Work with other agencies to support planning efforts across the City of Madison and Dane County.	Joint collaboration with Dane County on implementation of water quality enclosures at beaches to improve swimming conditions; joint efforts to fund improvements at Central Park; and improvements to the Capital City Trail System within Madison Parks.		
Construct park facilities to provide access to City residents to standard park amenities.	Replaced 50 playgrounds, installed five new playgrounds, six new basketball courts, 11 sun shelters, two new shelters with restrooms, upgraded the existing Penn Park shelter, and added a reservable concession building.		
Build on the existing positive relationships with public and private organizations for donations and volunteers to aid in park system development.	Establishment of the Madison Parks Foundation, a non-profit organization dedicated to acquiring financial resources through contributions and grants to make park improvements and support park programming. The Parks Division also supplemented the efforts of over 1,994 park volunteers.		



2018-2023 Park and Open Space Plan Strategies	Examples of recent efforts aligned with strategies
STRATEGY: IMPROVE PUBLIC ACCESS TO LAKES.	
<ul style="list-style-type: none"> Connect the community to water by designing areas for increased water access on public lands, including access for low income populations. 	Constructed a new beach shelter with accessible facilities and a clean water treatment system at Warner Park.
<ul style="list-style-type: none"> Provide opportunities for water recreation. 	Bernie's Beach roll out mat for those who otherwise would not be able to access beach amenities Rope lines at Bernie's Beach were expanded this past summer 2021 to allow for a larger swimming area
<ul style="list-style-type: none"> Support efforts to improve water quality in Madison's lakes and waterways. 	Partnered with Friends of Lake Wingra for installation of "water softener art" and stormwater inlet mural painting public information campaign at Vilas Park
STRATEGY: DESIGN PARK FACILITIES TO ACCOMMODATE DIVERSE ACTIVITIES AND POPULATIONS.	
<ul style="list-style-type: none"> Provide flexible spaces that can respond to changing recreational trends. 	Pop-up park installation including gaga ball pit, grills and wheel spot at SE Warner Park
<ul style="list-style-type: none"> Incorporate spaces and facilities appropriate for different cultures, age groups, and abilities. 	Aldo Leopold Pump Track; Cricket improvements Haen Fam Park; Nature Nook at Brittingham Park
<ul style="list-style-type: none"> Provide sufficient fields and courts to accommodate tournaments and other multiple field or court competitions. 	Burr Jones improvements;



Equity: The inherent worth of each individual in Madison should be esteemed and fostered, enabling them to reach full potential.



Public Health: The access and contribution to mental and physical health of a community.

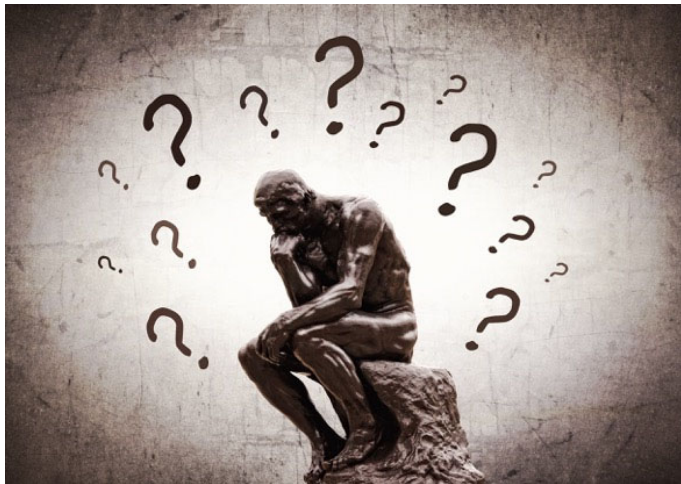


Sustainability: Management of resources to promote welfare and equity for current and future generations.



Adaptability: Preparedness and ability to respond to and recover from hazards and threats with minimal damage to safety, health, security, and the economy.

The Big Question!



Can we identify 4 to 5 (or 8 to 10) indicators that will allow us to monitor the Parks Division's progress toward achieving our mission?

Discuss!