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Wichita

parks
recreation
AND
open space

COMMUNITY RESOURCES AND
NEEDS ASSESSMENT

Part II: Recreation Program
Needs



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WICHITA PARKS, RECREATION, AND OPEN SPACE PLAN

COMMUNITY RESOURCES AND NEEDS ASSESSMENT PART II: RECREATION PROGRAM NEEDS

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INTRODUCTION

The Community Resources and Needs Assessment is a critical component of the City of Wichita Parks, Recreation, and Open Space (PROS) Plan. This document contains Part II of the Community Resources and Needs Assessment, addressing recreation program needs and the recreation center service delivery system. Part I of the Community Resources and Needs Assessment, a separate document, reviewed the need for park land, recreation resources, and trails within Wichita's 2030 Urban Growth Area.

Together, both components of the Community Resources and Needs Assessment provide the analysis necessary to make informed decisions. It is important to note that many needs may be identified. However, Wichita Park and Recreation may not be able to meet all identified needs alone. Some may be met by other agencies, such as the school districts, private organizations or developers. Others may require partnerships and collaborative efforts. The community may also decide to prioritize some needs higher than others and make compromises, so that the needs that are most rapidly satisfied serve the broadest spectrum of the community.

Following the Community Resources and Needs Assessment, a Draft PROS Plan will be developed with policies and recommendations, including a list of priority capital improvements that will be targeted for implementation over the next five years. Both components of the Needs Assessment will serve as the basis for developing strategies, priorities, and recommendations for the PROS Plan.

PART II: PROGRAM NEEDS

Recreation programs have many benefits for residents and the City. Recreation programs improve health and wellness, and strengthen connections between people, families and neighborhoods. Through programs, youth, seniors and other populations can gain lifelong learning experiences and cultural opportunities. Residents of all ages can experience and learn about nature, and help preserve natural resources. For the City, user fees can generate revenue and help sustain recreation facilities. Programs, especially special events and sports tournaments, attract visitors to the City and enhance the local economy.

This document evaluates recreation program service delivery in Wichita and the planned 2030 growth area, and describes how well the existing system of recreation centers is meeting community needs currently. It presents the methods, data, and trends used to analyze community needs for recreation centers and programs, along with the findings from the analysis. The analysis proposes models to provide recreation services residents need in a financially sustainable manner.

This document:

- Describes the planning process used to determine recreation needs;
- Describes Wichita's current recreation services;
- Identifies regional and national trends and service delivery models for the provision of recreation programs
- Presents PROS public involvement findings and trends related to recreation services;
- Assesses existing community center facilities and programs;
- Identifies service areas for Wichita's recreation centers and YMCAs as well as unserved areas;
- Outlines a service delivery system for recreation that makes the best use of existing facilities, provides customized services to each neighborhood, and includes all providers as partners in this effort;
- Recommends core programs, needed facilities, and cost recovery goals for Neighborhood Centers, which form the foundation of Wichita's service delivery system; and
- Outlines the City of Wichita's strategic directions and next steps in improving management and funding, programs, and meeting the needs of unserved areas and renovating existing Neighborhood Centers.

VISION

Throughout the community outreach efforts, there was a consistent theme that recreation needs differ throughout Wichita and that programming interests and needs can vary widely depending on the neighborhood. In addition, there are a variety of recreation providers in Wichita, and these providers are all part of the recreation delivery system. They include other government agencies, schools, non-profit organizations, private providers, and

others. To meet community needs, all providers must work together.

Therefore, *this assessment of recreation program needs is based on the premise that one type of community center will not meet community needs in Wichita and all recreation providers have a role to play in the recreation delivery system.* The assessment process is designed to identify diverse needs and find a service model that is targeted to those needs. Specific geographic needs (which may include neighborhood, regional, and citywide needs) will drive service provision. Other factors that should be considered include national trends, existing facilities and their highest potential, and other service providers.

As part of the City of Wichita's Parks, Recreation, and Open Space Plan, this document will be incorporated into the Community Resources and Needs Assessment. In addition recreation program needs, the Needs Assessment will document the need for parks, recreation resources and trails. Following public review of the Needs Assessment, the Draft Parks, Recreation, and Open Space Plan will be developed. The Plan will guide the department's actions for the next 20 years.

KEY FINDINGS

According to the International City/County Management Association, over 80% of U.S. cities provide recreation centers and over 96% provide some type of recreation programming. Key findings of Part II of the PROS Community Resources and Needs Assessment include an assessment of existing City recreation centers and the development of a service delivery model.

RECREATION CENTER ASSESSMENT

Table 1 summarizes some of the key findings from the assessment of Wichita's existing recreation centers. These findings include:

- Most of Wichita's existing recreation centers fit the Neighborhood Center model and are almost perfectly distributed to serve a 2 mile radius.
- Two of Wichita's existing centers, Aley and Colvin, are specialty centers, located in school district facilities.
- Despite their outdated design, most centers are in relatively good condition.

- Youth programs, senior programs, fitness, and community rentals are primary programs offered currently.
- Four of the centers have adjacent Neighborhood City Halls, which provide programs that are similar to Neighborhood Centers.
- Formal registrations do not totally reflect center use, since many offer drop-in activities that do not require registration.
- Overall the City's recreation centers are recovering about 30% of costs.
- Most existing community centers are serving low income and moderate density areas.
- Although there is some minimal overlap in 2-mile service area, the current system is almost perfectly located to meet this service area within most of Wichita.
- Continuing to provide neighborhood-based recreation services in these existing facilities appears to be a good use of these facilities and meet community needs.

SERVICE DELIVERY SYSTEM

Table 2 describes Wichita's proposed recreation center service delivery system. The system will provide facilities of various sizes and purposes to meet community needs. These facilities will be provided by the City, non-profit organizations, other government agencies, and private providers. In addition to continuing to operate its existing specialty centers, the City of Wichita will focus on providing Neighborhood Centers throughout the city that serve a 2-mile service area radius.

Recreation Services will provide the following benefits to Wichita residents:

- Provide positive leisure experiences for all residents
- Provide opportunities for youth development and mentoring
- Build friendships, strong families and sense of community
- Promote health, wellness and fitness
- Provide opportunities for life-long learning and skill development
- Connect residents with City and community services
- Provide meeting space for community organizations
- Provide a safe place to play, learn and grow

Core programs provided by Neighborhood Centers will include:

- Fitness and wellness programs
- Out of school programs (before and after school, no school days, vacations and holidays)
- Lifelong learning/Special interest
- Socialization and drop-in opportunities
- Youth development programs
- Environmental education
- Rentals (meetings, parties and celebrations)
- Special events (indoor and outdoor)
- Food programs for low income residents (children and adults)
- Computer access
- Information and referral
- Connection to City of Wichita services
- Volunteer programs

The final chapter of this document, Strategic Directions, describes the steps the City should undertake to improve recreation management and funding, improve programs, meet the needs of unserved areas, and renovate existing facilities. In moving toward and testing the Neighborhood Center model, programs should be emphasized over facility development. The City's highest priority should be program and management improvements. Next, the City should meet the needs of unserved areas as these areas develop. A fund should be developed to pay for some minor improvements to existing Neighborhood Centers that would substantially improve program capacity. Lastly, a long-term plan for center-by-center renovation should be developed and implemented to update existing Neighborhood Centers to meet community needs.

TABLE 1: WICHITA'S RECREATION CENTERS

Center	Weekday Hours	Weekend Hours	Building Condition	Programming											Neighborhood City Hall		Registrations*		Neighborhood Overview			Average Cost Recovery 02-06	Service Area Overlap		
				Arts/Crafts	Before/After School	Dance	Fitness	Lifelong Learning	Rentals/Mtngs	Seniors	Senior Nutrition	Specialized Recreation	Sports	Summer of Discovery	Youth	Yes	No	Number	% of Total Registration	CDBG	Crime		Density	Yes	If yes, with what Center
Aley **	7 am - 8 pm	10 am - 1 pm	fair		X		X		X				X	X	X	Yes		553	7.94%	X	Low	High	13.55%	Y	Linwood, Osage
Boston	8:30 am - 8:30 pm/10 pm (W)	10 am - 1 pm	good	X	X	X	X		X	X	X		X	X	X		No	457	6.56%		Med	High	15.69%	Y	Colvin, Edgemoor, Linwood
Colvin **	9 am - 8 pm	1 pm - 4 pm	Fair		X				X		X	X			X	Yes		356	5.11%	X	Low	Moderate	10.08%	Y	Boston, Linwood
Edgemoor	MW 9 am - 9:30 pm, TThF 9 am - 9 pm	11 am - 2 pm	good	X	X	X	X		X		X			X			No	2230	32.00%	X	Low	Moderate	34.23%	Y	Boston, Woodard
Evergreen	9 am - 10 pm	9 am - 2 pm	good			X	X	X	X	X	X		X	X		Yes		964	13.83%	X	Low	Moderate	45.02%	Y	McAdams
Linwood	9 am - 9 pm	1 pm - 4 pm	good	X	X	X	X		X	X	X			X			No	620	8.90%	X	Low	Moderate	51.54%	Y	Aley, Boston, Colvin
McAdams	9 am - 8 pm	10 am - 2 pm	good	X			X		X	X	X	X	X	X			No	98	1.41%	X	Low	Low	4.92%	Y	Evergreen, Woodard
Orchard	8:30 am - 9 pm (10 pm Fridays)	9 am - 3 pm	good				X		X	X	X			X	X		No	939	13.48%	X	Low	Low	59.49%	No overlap	
Osage	8:30 am - 9:30 pm	11 am - 2 pm	good	X	X		X		X	X			X	X	X		No	312	4.48%		Low	Moderate	10.08%	Y	Aley
Woodard	9 am - 8 pm	10 am - 4 pm -open gym and weight room	good	X	X		X		X				X		X	Yes		439	6.30%	X	Low	Low	36.51%	Y	Edgemoor, McAdams

Source: 2006 Park and Recreation Management Report

*Only covers general interest classes

** Colocated with school

TABLE 2: WICHITA'S RECREATION CENTER SERVICE DELIVERY SYSTEM

	Mega-Centers	Neighborhood Centers	Specialized Centers	Community Buildings
	 <p>Example: South YMCA</p>	 <p>Example: Edgemoor Recreation Center</p>	 <p>Example: 21st Street Boys & Girls Club</p>	 <p>Example: Hyde Park Community Building</p>
Definition	Mega-Centers are large community centers that provide a wide range of revenue generating activities from a central location. Facilities often include aquatics centers, gymnasiums, fitness centers, and meeting space for various size groups. These centers often include specialized facilities for computers or art, or specific areas for certain age groups, such as teen centers, childcare centers, or senior centers. Mega-Centers generally charge membership fees for fitness facilities as well as additional user fees for classes and aquatics. These centers have high cost recovery goals.	The centers generally include a gymnasium or a large multi-purpose room, and several classrooms as well as other indoor and outdoor amenities. Neighborhood Centers do not support as wide an array of programs as Mega-centers, and generally do not produce as much revenue. These centers often lack extensive areas for specialized programs, and generally do not have as high cost recovery as Mega-centers. Neighborhood Centers require more general fund subsidy than the more self-supporting Mega-centers. The cost recovery goal for the Neighborhood Centers is 30-40% overall. Some Centers may recover more costs than others, depending on the demographics of their surrounding neighborhood.	Specialized centers serve specific needs. Some are targeted to serve specific age groups, such as preschoolers, youth, or older adults. Others are targeted to support a specific type of program that requires specialized facilities, such as specialized recreation programs for people with disabilities, a visual art and craft center, performing arts center, botanical facility, aquatics center, or environmental education center.	These buildings generally consist of a large multipurpose room, small kitchen facility, and restrooms. Currently, Community Buildings are primarily used for meetings and rentals. Although these buildings do not take the place of Neighborhood Centers, the community buildings could be used to provide some programs in areas unserved by Neighborhood Centers, to provide needed programs that could not be accommodated due to lack of space, or to provide additional program space in targeted areas, such as very low income or high density neighborhoods.
Size	80,000-100,000+ sf	20,000 - 40,000 sf	Varies	Varies
Service Area Radius	5 mi	2 mi	N/A	N/A
Examples	YMCAs	Neighborhood Centers (Boston, Colvin, Edgemoor, Evergreen, Linwood, McAdams, Orchard, Osage, Woodard), Neighborhood City Halls (Aley, Colvin, Evergreen, Woodard)	The WATER Center, Great Plains Nature Center, City Arts, Wichita Ice Center, Watson Park, and Botanica, Wichita County Senior Center, Boys & Girls Club	Enclosed Shelters: Aley Park, Fairmount Park, Friendship Park, Goldenrod Park, Kiwanis Park, Minisa Park, OJ Watson Park, Park Villa
Primary Provider	YMCA	City	City, other government agencies, non-profit, commercial	City
Recommended City Role	<ul style="list-style-type: none"> The City of Wichita does not currently own a Mega-Center, and pursuing this business is not recommended at this time. 	<ul style="list-style-type: none"> Combine the current Neighborhood Center and Neighborhood City Hall functions in one facility for cost savings and efficiency. Provide Neighborhood Center services to areas currently outside the 2-mile service area radius of existing facilities, unless these areas are currently served by another provider. 	<ul style="list-style-type: none"> Do not develop additional specialized centers at this time. Provide needed programs in Neighborhood Centers. 	<ul style="list-style-type: none"> Do not develop additional Community Buildings unless located in areas unserved by Neighborhood Centers and they could be expanded in the future to meet Neighborhood Center requirements.

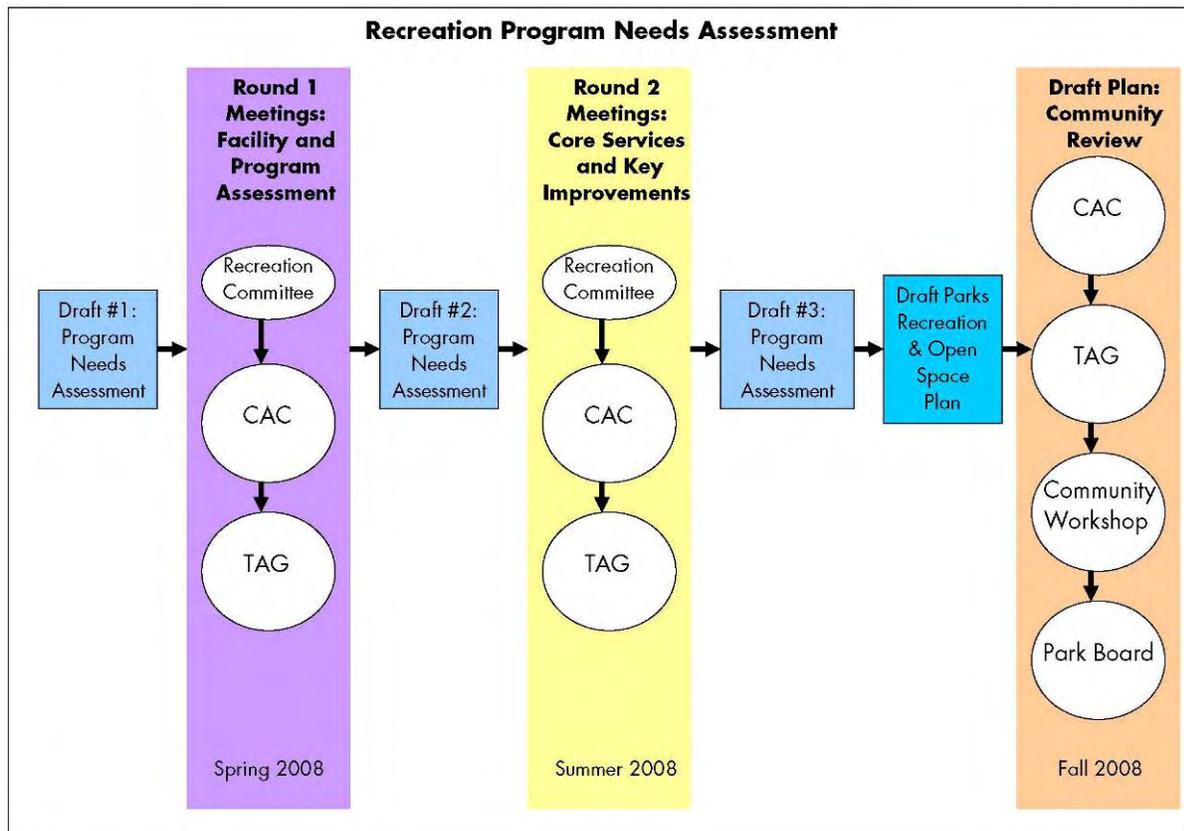


PLANNING PROCESS

This chapter describes how the Recreation Program Needs Assessment and the following draft Parks, Recreation, and Open Space Plan will be developed and reviewed (Figure 1). After the Recreation Program Needs Assessment Part II Draft #1 was produced, the planning team presented the results for community and committee review. Based on that feedback, this version of the document (Draft #2) was prepared, and includes draft recommendations that will be incorporated into the draft Parks, Recreation, and Open Space Plan after another round of community review meetings. The draft Parks, Recreation, and Open Space Plan will receive a wide level of community review and refinement before being adopted.

- **Draft #1:** The preliminary draft of the Program Needs Assessment outlined the following:
 - Introduction
 - Vision for Recreation Services in Wichita
 - Planning Process
 - Trends and Service Delivery Models
 - Recreation Services in Wichita
 - Key Public Involvement Findings
 - Recreation Center Assessment (Preliminary draft)
 - Service Areas (Preliminary draft)
- **Round 1 Meetings (Recreation Center Assessment):** An overview of Draft #1 was presented to the recreation committee. The committee evaluated each existing recreation center based on this information, and provided input about the service provision model for Wichita. The recreation committee is made up of key program staff from the City as well as leaders in the recreation profession from other area providers (other cities, non-profits, etc.). The results of the recreation committee meeting was also reviewed by the Citizen Advisory Committee and Technical Advisory Group, and additional refinement to the service provision model was made based on these meetings.

FIGURE 1: PLANNING PROCESS



- **Draft #2:** The Program Needs Assessment was revised based on the results of Round 1 Meetings. This draft includes the following:
 - Introduction
 - Vision for Recreation Services in Wichita
 - Planning Process
 - Trends and Service Delivery Models
 - Recreation Services in Wichita
 - Key Public Involvement Findings
 - Recreation Center Assessment
 - Service Areas
 - Proposed Service Delivery System (Preliminary Draft)
 - Strategic Directions (Preliminary Draft)
- **Round 2 Meetings (Core Services and Key Improvements):** The recreation committee will review and evaluate the proposed service delivery system and strategic directions. Key improvements that need to be made to each center to support the service model will be discussed. The Citizen Advisory

Committee and Technical Advisory Group will review these results and provide their recommendations for core services and other decisions.

- **Draft #3 (Final Program Needs Assessment):** The Final Program Analysis will be developed for City review.
- **Draft Parks, Recreation and Open Space Plan:** The findings of the program needs assessment, including recommendations and capital improvements will be incorporated into the Draft Parks, Recreation and Open Space Plan.
- **Draft Plan Community Review:** The Program Needs Assessment is now part of the Draft Parks, Recreation and Open Space Plan, and is subject to that review process. Reviewers will include: City staff, Citizen Advisory Committee, Technical Advisory Group, and the community. The Park Board will provide final approval of the Draft Plan.





WICHITA'S RECREATION SERVICES

A wide range of recreation programs are currently available to residents of the City of Wichita. These programs are offered both by the City and by other public, private, and nonprofit providers. The City of Wichita is a major recreation provider. It currently offers programs through its Park and Recreation Department and through other City entities, including the WATER Center and City Arts. The Existing Recreation Resources Memo, available under separate cover through the Park and Recreation Department, provides a summary of available programs.

PARK AND RECREATION PROGRAMS

The City of Wichita Park and Recreation Department is responsible for a significant part of the City's recreation programming. The Department offers a wide variety of recreation programs for diverse age and interest groups, from athletic leagues to cooking classes to day camps.

MAJOR PROGRAM AREAS

The Park and Recreation Department provides programming in the following major areas:

- **Recreation Center Programs:** Many of the City's recreation programs are offered through the neighborhood recreation centers.
- **Dance:** Dance programs supported by the Park and Recreation Department target adults, youth, and preschoolers. Dance classes generally include lessons and practice in line dancing, Latin dancing, belly dancing, ballet, tap, break dancing, and hip hop. Classes are held at many of the City's major recreation centers.
- **Exercise/Fitness:** Fitness activities offered by the Park and Recreation Department include aerobics, yoga, Pilates, kickboxing, and weightlifting. Classes generally target adults, although some programs are provided for youth as well. Classes are held at many of the City's major recreation centers, and several centers include weight rooms for open use.
- **Martial Arts:** The Park and Recreation Department provides martial arts training in kung fu, judo, tai chi, tae kwon do, and

Chinese boxing. Programs are targeted towards youth and adults, and are located at most of the City's recreation centers.

- **Special Events:** The Department sponsors special events throughout the year, including a summer concert series, dances, and holiday celebrations. Many of these special events are hosted at Watson Park. The Department also organizes an annual Summer of Discovery, a 10-week educational licensed day camp which operates at recreation centers around the City.
- **Special Interest Classes:** Special interest classes offered by the Department target all age groups and are located at each of the recreation centers. These classes include languages, cooking, finance, and limited arts and crafts instruction. Classes also include some geared towards preschool and youth development.
- **Aquatics:** Aquatics programs are offered at each of the City's 11 outdoor swimming pools. Programs include recreational swim, swimming lessons, diving lessons, water aerobics, lifeguard training, and swim team. The season generally lasts from late May or June through later August or early September.
- **Sports:** Much of the Department's existing programming is focused towards adult and youth sports. These activities include leagues in all traditional sports, with a focus on volleyball, tennis, basketball, football, soccer, baseball, and softball. Winter and gymnasium-based programs are held at each of the recreation centers. Outdoor programs are generally held in the City's community parks. The majority of tennis programs are held at the Riverside Tennis Center.
- **Wichita Ice Center:** The Wichita Park and Recreation Department also offers programming through the Wichita Ice Center, a hockey and skating rink developed by the City in downtown in 1996. The Wichita Ice Center provides figure skating lessons and hockey clinics. The Ice Center also supports the Figure Skating Academy, hockey leagues, figure skating groups, free skates, and special events. The Ice Center is currently operated through a contract with a private operator.
- **Golf:** Wichita's park system offers five golf courses. In a typical year these five courses host 188,000 rounds of golf. The Wichita Junior Golf Foundation, an independent nonprofit operation, works with the Park and Recreation Department to offer lessons and tournaments to golfers under the age of 18.
- **Tennis Center:** The Tennis Center at Riverside Park offers tennis opportunities, including lessons.

- **Botanica:** The Wichita botanical gardens offer adult and youth programming focused around nature, gardening, and wildlife. Also included in Botanica's program offerings are birding sessions, lunchtime lectures, and summer day camps themed around nature and gardening.
- **Outdoor/Nature:** The City of Wichita Park and Recreation Department offers opportunities for Wichita residents to experience nature. The programming opportunities include nature walks, tours, fishing, and special events. The majority of these programs are offered through the Great Plains Nature Center, with many involving partnerships with the State of Kansas Department of Wildlife and Parks.
- **Miscellaneous:** The City of Wichita Park and Recreation Department also offers a number of miscellaneous recreation activities at its parks, including pony, train, boat, hay rack rides, and miniature golf. O.J. Watson Park is a major site for these activities.





TRENDS AND SERVICE DELIVERY MODELS

This chapter describes trends in recreation programming, including the role of City agencies in service delivery, cost recovery trends, and benefits-based programming trends. It also describes community center models that are utilized to deliver services.

CITY PROVIDED SERVICES

Public agencies continue to play a major role in the provision of recreation services and recreation centers. A strong majority of city agencies provides recreation centers, and 10 out of 11 central cities with a population over 250,000 provide recreation centers.

RECREATION CENTERS

In 2001, the International City/County Management Association (ICMA) conducted a survey of cities and counties in the United States about park and recreation services. Of the 1,146 cities responding nationwide, 931 (81%) provide recreation centers. There were 173 central cities responding nationwide to the ICMA survey, in comparison to suburban cities or locales outside an MSA. Of these 173 cities, 87% offer a recreation center, and 69% charge for use of the center. Ten of the 11 cities with populations between 250,000 and 499,000 have a recreation center.

Delving into the ICMA data further, out of 20 Midwest cities with populations 100,000 or higher, all agencies provide parks and recreation services, and all but one provide a recreation or community center. Of these 20 agencies, 85% provide swimming pools but only 35% provide aquatics centers. Twelve of the twenty agencies (60%) provide a senior center, and 14 agencies (70%) provide an ice rink.

Another source of comparable information is the Trust for Public Land. Part I of the Community Resources and Needs Assessment reviewed data on nine comparable cities. Table 3 reviews the number of recreation centers in each of those nine cities, translating the data to population per center. A drawback to this data is that it does not indicate what constitutes a recreation center.

TABLE 3: RECREATION CENTERS IN COMPARABLE CITIES

COMPARABLE CITIES ¹	2006 POPULATION	RECREATION CENTERS	POPULATION PER CENTER
Cincinnati, Ohio	331,310	29	1 per 11,425
Columbus, Ohio	730,657	30	1 per 24,335
Indianapolis, Indiana	784,118	23	1 per 34,092
Kansas City, Missouri	444,965	11	1 per 40,451
Nashville/Davidson, Tennessee	607,413	27	1 per 22,497
Oklahoma City, Oklahoma	531,324	19	1 per 27,964
Omaha, Nebraska	414,521	14	1 per 29,609
Toledo, Ohio	301,285	4	1 per 75,321
Tulsa, Oklahoma	382,457	21	1 per 18,212
Wichita, Kansas ²	360,410	10	1 per 36,041

¹ Comparable cities derived from Trust For Public Land Center for City Park Excellence data.
² January 1, 2007 Wichita population based on Development Trends report

Using this data, a large mega-center and a small neighborhood building would be considered equally even if designed to serve much different populations and have a much different service area reach. With that caveat in mind, Table 3 shows that Kansas City and Toledo have a lower level of service than Wichita in terms of population served per center. Indianapolis has a similar level of service to Wichita, and the other six comparable cities generally have higher levels of service than Wichita.

RECREATION PROGRAMS

In terms of recreation programs, over 96% of the cities surveyed by ICMA provide at least some type of program. Looking at the central United States only, according to ICMA data for 134 city agencies providing park and recreation services:

- 96% offer sports lessons
- 91% offer team sports
- 91% offer senior programming;
- 89% provide summer day camp;
- 89% offer fairs and festivals events programming;
- 87% provide fitness;
- 87% offer field trips or day trips
- 86% offer performing arts programs;
- 84% provide environmental education;

- 80% provide extended before and after school programming;
- 79% offer ADA programming;
- 78% provide before and after school programming; and
- 78% provide dance programs.

Clearly, recreation programming is a core area of service provided by cities.

COST RECOVERY TRENDS

In the early years of public recreation, recreation programs were regarded as a social service and provided free of charge. By the 1960s and 1970s, many major cities, including Wichita, had constructed a vast array of community centers and pools, which frequently provided free or very low cost programs to promote the health and wellness of residents. This trend continued through the 1980s when cuts in government funding and citizen resistance to taxes grew. This led to a greater emphasis on fees and charges for recreation services, and an effort to recover some cost of service by public recreation agencies.

Recreation programs are primarily funded by general fund dollars. Across the country, the average cost recovery is 20-30% overall. In general, programs that provide greater social benefit to the community, such as programs for teens, seniors and people with disabilities, recover less of their cost. Programs that provide greater individual benefit, such as recreational classes, often recover more of their cost.

As a result of cost recovery trends, some lower income residents have more difficulty in finding affordable services. Public agencies have tried to compensate for this by providing more scholarships through general fund dollars, by obtaining donations, or through other funding raising efforts.

BENEFITS-BASED PROGRAMMING

Since residents are paying more out of pocket costs for recreation services, they also expect to receive higher quality services. With these rising public expectations and the public recreation professionals' belief in the value of services, a national effort grew to demonstrate the value of these services and to produce measureable results from recreation programs. Led by the National Recreation

and Park Association, the benefits-based programming effort outlined specific personal, community, environmental and economic benefits provided by parks and recreation. National training efforts have occurred to teach professionals how to design programs that produce specific measurable results. For example, programs have been designed to reduce youth crime, improve health and wellness, or foster positive youth development, and the outcomes of these programs have been measured.

This trend in recreation service delivery also reflects trends in public sector management. More cities are adopting performance measures and outcome-based budgeting methodologies to demonstrate the benefit of the services provided to residents.

SERVICE DELIVERY MODELS

Recreation service delivery models that are currently used across the country include Mega-center, Neighborhood Center, Multi-tiered Systems, Social Service Models, Specialized Centers, and Private Centers. These are described below.

MEGA-CENTERS

With the emphasis on cost recovery and the efficiency of providing services from a central location, many cities have constructed large community centers that include aquatics facilities, gymnasiums, fitness centers, and meeting space for various size groups. They often include specialized facilities for computers or art, or specific areas for certain age groups, such as teen centers, childcare centers, or senior centers.

These Mega-Centers are generally 80-100,000+ square feet in size, and charge membership fees for fitness facilities, as well as additional user fees for classes and aquatics. These centers have the high cost recovery goals.

NEIGHBORHOOD CENTER

Other cities have preferred to provide services on a neighborhood rather than a regional level. Neighborhood Centers are generally between 10,000 and 30,000 sf. The centers generally have a gymnasium or a large multi-purpose room, and several classrooms. Neighborhood Centers do not support as wide an array of programs as Mega-centers, and generally do not produce as much revenue.



Monon Center, Carmel, Indiana



Edgemoor Center, Wichita, Kansas

They often lack extensive areas for specialized programs, and generally do not have as high cost recovery as Mega-centers. This means that Neighborhood Centers require more general fund subsidy than the more self-supporting Mega-centers. Wichita's existing community centers would be classified as a Neighborhood Center. Some Neighborhood Centers provide information or access to other City services as well as recreation opportunities, such as Wichita's Neighborhood City Halls.

MULTI-TIERED SYSTEMS

Some larger cities, such as the City of San Jose, have found that a multi-tiered community center system best meets residents' needs. In 2000, the City of San Jose's created a park system plan that described future provision of recreation services. The Greenprint for Parks and Community Facilities and Programs defined a three-tiered community center system. The system included:

- *Multi-service community centers* (20-40,000 sf) that served as focal points for program delivery in each of the City's 10 Council Districts. In some cases, these facilities were co-located with other community facilities, such as libraries. Facilities may include: a preschool room, gymnasium, computer room, games room, homework center, weight room, kitchen, classrooms, and multi-purpose rooms for a variety of group sizes and activities. Access to other City departments and services is provided in addition to recreation.
- *Satellite community centers* (10,000-20,000 sf) that augment multi-service centers when needed to achieve a 2-mile service radius for community centers. Based on needs and interests, these centers may serve seniors, youth, persons with disabilities, and/or the general population. Use may change over time with the changing neighborhood demographics.
- *Neighborhood centers* (1,000-10,000 sf) are smaller recreation buildings that may be used to provide specific recreation and neighborhood services. These consisted of an existing inventory, and additional buildings were not proposed.

SOCIAL SERVICE MODELS

Some centers have surrounding demographics with low incomes or specific social needs. With current trends in cost recovery, some cities have found that operating smaller neighborhood centers under 30,000 sf is not cost effective. One solution to this issue is having a non-profit organization operate all or part of a Neighborhood Center as a social service through a memorandum of understanding. Rent for the facilities may be market rate or discounted.

Participating non-profit organizations may be national groups, such as the Boys and Girls Club or Police Activity League, or local non-profits. Services may include medical services, recreation services, services for specific cultural groups, or other social services. Other cities have preferred to run these types of centers themselves, providing free or very low cost recreation and social services. In either case, these centers generally do not produce significant revenues for the City, and are subsidized by general funds, grants or other fundraising efforts.

SPECIALIZED CENTERS

In addition to Mega-centers or Neighborhood Centers, some cities offer specialized centers that serve specific needs. Some are targeted to serve specific age groups, such as preschoolers, youth, or older adults. Others are targeted to support a specific type of program that requires specialized facilities, such as specialized recreation programs for people with disabilities, a visual art and craft center, performing arts center, botanical facility, aquatics center, or environmental education center. These facilities vary in size, depending on activity needs. Some are operated by a non-profit organization or have non-profit incorporation to facilitate fundraising. Trends related to the provision of these facilities include:

- *Age group facilities:* With the growing popularity of Mega-centers, many communities have steered away from free-standing age specific facilities. Once community ownership develops, it is difficult to convert these facilities to other uses to accommodate changing demographics and needs. In addition, many communities find it more cost effective to provide these services in buildings where multiple services are occurring rather than providing a free-standing dispersed function. While some age specific facilities are successful, others are not. Some communities have constructed age



Mather Senior Café, Chicago, Illinois

specific facilities only to have difficulty attracting the intended participants. This is especially an issue among teens and older Baby Boomers who do not want to be associated with traditional senior centers.

- *Senior centers:* As the active Baby Boomer generation ages, they will be unlikely to make time in their schedule for a game of bingo. They are interested in continued involvement in their community, active lifestyles, outdoor recreation, technology, and volunteerism. In response to these changing interests, many communities serve Baby Boomers in a multi-age facilities. Some communities are experimenting with new types of facilities. Mather Lifeways Senior Café in Chicago is a 3,600 sf storefront is operated by a non-profit organization. It serves as a neighborhood administrative outpost as well as a senior services center. The senior services, which include computer classes, medical assistance, financial counseling, and exercise classes are offered in the context of a café.
- *Youth centers:* The City of Temecula, California has recently completed a youth master plan with extensive involvement of youth and community members to determine what kinds of program and facilities youth need and desire. A combination of recreation, employment, social services, and job and life skill services were desired. Youth want to be involved in planning and operating these services and facilities. The City is looking at multiple options for meeting these needs, including providing these services in a “shopping mall” context in association with a variety of commercial businesses that are popular with youth, such as clothing retailers and coffee houses.
- *Specialized recreation:* Although required by law to provide accommodations in recreation programs for people with disabilities upon request, many agencies are providing specialized recreation services as an additional option. Some agencies have a specific facility for these services that was designed for enhanced accessibility beyond ADA requirements, or have reused a facility for this purpose. Although not a substitute for integrated program opportunities, specialized recreation for people with disabilities has a number of benefits: staff are specifically trained in adapting recreation activities; the specialized program and people with disabilities are first priority for

facility use; trained assistants or volunteers are often available to provide additional assistance; and some individuals may feel a greater level of comfort or community while participating in specialized recreation.

PRIVATE CENTERS

Another growing trend in recreation is the presence of private, non-profit recreation centers. Often these are large Mega-centers, but private organizations also operate smaller centers and age specific centers, such as Boys and Girls Clubs. The YMCAs in Wichita fall into this category. YMCAs currently serve approximately 35% of Wichita's population, with 40% projected when the Andover facility is completed. Nationwide, the YMCA serves about 19% of the population.

Private recreation centers are often developed through public/private partnerships. This was the case for at least some of the YMCA facilities in Wichita. Often cities provide the land at park sites or other locations, but some have also collaborated on the construction of the facility.





PUBLIC INVOLVEMENT

Public involvement was a critical part of the comprehensive planning process. To develop a solid foundation for the City of Wichita Parks, Recreation, and Open Space Plan and the Recreation Program Needs Assessment, feedback was solicited from City staff and residents regarding

their needs and preferences. Public involvement activities were planned to ensure the participation of a diverse cross-section of the City’s population. In total, more than 2,500 residents participated in the first phases of PROS Plan public involvement process.

METHODOLOGY

Public involvement activities took place from May 2007 through October 2007, and included a wide variety of opportunities to participate (Table 4):

- **Survey:** A total of 456 participants completed the Wichita Community Survey, which was designed to obtain statistically valid results representative of households throughout the Wichita city limits.

TABLE 4: TOTAL COMMUNITY PARTICIPATION

Community Recreation Survey	456
Questionnaire	1,194
Focus Groups	55
Intercepts	500
Community Meetings	253
Stakeholder Interviews	9
Advisory Committee	25
PROS Technical Advisory Group	11

Visioning Workshop	30
Recreation Staff Workshop	25
TOTAL	2,558

- Questionnaire:** In addition to the mailed survey, a shorter, readily accessible questionnaire was used to gather input on park and recreation needs from all other interested citizens. An adult and a youth questionnaire were available in paper form and online. A total of 1,194 residents completed the questionnaire. Questionnaire findings were mostly consistent with the statistically valid survey, and support those findings.
- Focus Groups:** Eight focus groups including approximately 55 participants were held, each targeted towards specific parks and recreation users and stakeholders. These were: ADA; business community; development community; conservation, activist and users; health and wellness; maintenance; recreation providers, and other municipalities.
- Intercepts:** At Riverfest, more than 500 residents participated in a series of interactive displays designed to inform the public about community resources and invite them to identify current use patterns, community needs, and priorities. Over 300 more residents participated at other community events, such as district meetings. City staff also worked with groups of youth during City-run summer programs. Approximately 60 youth provided input.
- Community Meetings:** Meetings were held in each of Wichita’s six districts, as well as one downtown event hosted by the mayor, and a Latino outreach session - totaling eight community meetings. Members of different districts and neighborhoods were invited to share their views related to City parks, recreation, and open space. A total of 253 residents participated.
- Stakeholder Interviews:** Interviews were conducted with nine local leaders, including the Mayor and City Council members.
- Advisory Committee:** Three Advisory Committee meetings were held during the first two phases to guide and assist the planning process, as well as provide assistance in keeping the community informed of the Plan public involvement efforts.
- PROS Technical Advisory Group (TAG):** Three TAG meetings were held during the first two phases to discuss technical details of the Master Plan and obtain feedback from community representatives and experts.
- Visioning:** A Visioning Workshop was held to gather public input on the vision, mission, and key strategy areas for the Wichita Parks, Recreation, and Open Space Plan. The discussion

was organized around three key discussion areas: core values, vision and mission, and goals and strategy areas.

- **Recreation Staff Workshops:** Two workshops were held with recreation program staff to get input in community needs. Two additional workshops are planned to determine program and recreation center needs. Approximately 25 staff have participated to date.

Full results from each of these public outreach efforts is available from the Park and Recreation Department. In addition, about 70 community members participated in a Greenway Alliance Charrette to determine how the PROS Plan could best support the environment and sustainability, attract residents and businesses, create a healthy community, develop strong families and support youth, and serve diverse community members. Key results from each major public outreach effort are presented below.

SURVEY AND QUESTIONNAIRE

- The lack of convenient facilities and desired services are major reasons that residents are not using the existing park and recreation resources.
- Both current and preferred activities align with the focus on exercise and the outdoors, but results indicate that residents would also like to attend more cultural activities and events, such as concerts and museums.
- For recreation programs, more than 62% favored service provision by a combination of the City and others. Of all the services, recreation programs received the least amount of support as a City-provided service. A strong contingent (18.6%) indicated that these programs should be provided by others.
- Most respondents have used City recreation centers, but frequent users appear to prefer YMCA centers.
- Almost three-fourths of respondents have never visited a private gym or club. More than half (56.6%) have never visited a City recreation facility or school facilities, and about half of respondents reported never visiting a YMCA center.
- YMCA centers receive the highest amount of regular users: 30.8% of respondents reported visiting a YMCA at least once a month, and 22.6% use YMCAs on a weekly basis.
- In comparison, 12.4% report visiting City recreation centers at least once a month, with 5.3% using them on a weekly basis.

- On the 2006 City of Wichita Citizen Survey, 44% reported never visiting a City recreation center, and 4% reported using the centers more than 26 times in a year (equivalent to a biweekly basis). These results are consistent with the Recreation Survey results.
- The main reasons for not using City recreation centers were using private facilities (26.6%), and lack of time and interest (written in as other responses).
- About three-fourths of respondents reported that neither they nor members of their family participate in programs offered by the City of Wichita. About 25% of respondents or family members have participated in City programs.
- “Too busy” is the top reason for not participating. Lack of awareness and lack of interest in program offerings are also significant reasons.
- Parks and schools were most favored by youth respondents as locations for youth activities.
- Almost three-fourths of youth indicated they do not visit City recreation centers, a higher percentage than adults who reported never visiting City recreation centers.
- Most youth respondents reported going home or to a friend’s house after school.

INTERCEPTS

- Participants noted that McAdams Park lacks space for community meetings, and that there is a shortage of indoor recreation facilities in District 1.
- Many commented on the excellent Summer of Discovery program, noting that children enjoy activities that are structured and fun including exercise, socialization and community trips.
- Participants noted a shortage of indoor recreation activities for use in inclement weather (indoor walking trails especially noted).
- In terms of programming, a variety of comments were received. Some noted that there is a variety of programs/facilities available, but others wanted to see broader recreation programming including the following detailed comments:
 - Too much emphasis on programming for seniors
 - Lack of recreation services for senior citizens
 - Expand types of programs to include some of those offered at City Arts
 - More adult sports leagues

- Expand opportunities for participation in sports for children and families
- Consider partnerships with other organizations (such as Shepherding Center) to offer senior classes such as journaling and religion
- Encourage age integration in recreation programming
- Revive the “Free University” program present in Wichita 20 years ago (a model where volunteers with special expertise provided class instruction)
- Expanded low-cost child care to enable greater parent participation
- Expanded services for young people at recreation center
- Mixed feedback was received on the City recreation centers. Some noted that the recreation centers do good job of trying to be responsive to immediate communities they serve. Others noted that worn, out-dated equipment and supplies at recreation centers is an issue.

STAKEHOLDERS/FOCUS GROUPS

- There were a number of comments about the need for the City to serve lower income residents.
- Several groups commented on the need for facilities/programs/staff to be more user-friendly.
- Participants in these forums indicated a desire for more activity in the parks and recreation centers, such as organizing special events and festivals (e.g. Shakespeare-in-the-park, concerts, or movies) to populate parks, providing walking opportunities, and offering farmers markets and other similar activities in parks.

COMMITTEES

Ongoing committee oversight included three meetings each by the Advisory Committee and the Technical Advisory Group.

- Committee members indicated they would like to see the recreation centers focus on target populations, and suggested the following options:
 - Youth development
 - Neighborhood-driven programs
 - Physically challenged
 - Developmentally challenged
 - Seniors

- Committee members also suggested bringing place-based activities out into the community, such as taking Botanica programs to schools or recreation centers.





RECREATION CENTER ASSESSMENT

Each of the City of Wichita recreation centers is reviewed in this section. Map 1 shows Wichita recreation centers' locations within the planning boundary.

For each center, the following is provided:

- **Name and Address:** The center name and address is noted, as well as the name of the park where the center is situated.
- **Hours:** Hours of operation are noted, as indicated by the center director.
- **Building Condition:** Building condition is noted based on a review completed by Building Services staff in Spring 2007.
- **Director Comments:** Director comments on building condition are drawn from a review completed by each facility's director in Spring 2007.
- **Programming Areas:** Programming areas notes the types of recreation programming offered at each center.
- **Registration:** Total number of registrations and percentage of total Wichita registration is presented.
- **Neighborhood City Hall:** Comments under the heading Neighborhood City Hall note whether there is a Neighborhood City Hall on the same site or within the same building.
- **Neighborhood Overview:** In the neighborhood overview section, income level of the neighborhood is noted in terms of Community Development Block Grant (CDBG) eligibility. In addition, population density of the neighborhood around each center is noted, as are juvenile arrest rates.

Following the evaluation of each center, findings on capacity, use, registration, and cost recovery are presented.



Park, Recreation and Open Space Master Plan

City of Wichita, Kansas

- Wichita Recreation Center
- YMCA
- Regional Park
- Community Park
- Neighborhood Park
- Playground / Pocket Park
- Urban Plaza
- Special Use Park
- Golf Course
- Greenway / Conservation Area
- Other Park Jurisdiction
- Undeveloped
- High School
- Middle School
- Elementary School
- Private/Other School
- Airport
- Waterbody
- Floodway
- Other City
- City Limits
- Planning Area Boundary
- Multi-Use Trail

Note: Only a few parks are labeled for reference.

Map 1: Wichita Recreation Centers



April 2008 | Data Source:
Sedgwick County and the City of Wichita





CENTER ANALYSIS

ALEY/STANLEY RECREATION CENTER

1749 S. Martinson

Located at Aley Park

Connected to Stanley Elementary School

Hours

Business Hours – M-F, 9:00 am – 6:00 pm

Morning Rec Program Hours – M-F, 7:00 am – 9:00 am

Evening Classes – 6:00 pm – 8:00 pm

Building Rentals – Saturday and Sunday

Building Condition

Aley/Stanley is completely housed within a School District 259 building and was not assessed by City Building Services Staff.

Director Comments

- Tile floor in gym is in poor condition – tiles are cracking, chipping and popping loose.
- Outlets need to be added and updated.
- There are numerous blind spots in this building posing potential security and concerns.
- Interior and exterior doors are NOT ADA accessible.
- Condition of building systems otherwise rated “fair” by Director.

Programming Areas

- Sports (primarily basketball)
- Before and after school programming
- Fitness and martial arts
- Youth activity nights
- Summer of Discovery

Registration

- 553 registered, 7.94% of total registration.

Neighborhood City Hall

- Yes. Contained within the same school building.

Neighborhood Overview

- The center is located in a neighborhood that is eligible for Community Development Block Grants.

- The surrounding neighborhood is one of the most densely populated areas in Wichita.
- There is one major concentration of 2007 juvenile arrests northeast of the center, but generally the density of arrests in the area is low.

BOSTON RECREATION CENTER

6655 E. Zimmerly

Located at Boston Park

Hours

Monday/Tuesday/Thursday/Friday -8:30 a.m. – 8:30 p.m.

Wednesday - 8:30 a.m. – 10:00 p.m.

Saturday/Sunday - 8:00 a.m. – 10:00 p.m.



Building Condition

- All systems rated in good or fair condition.

Director Comments

- Building systems were considered in good condition with the exception of the roof, which was rated “fair” due to minor leaks.
- Sightlines within the building are adequate.
- The entry doorframe is a minor barrier for wheelchair access.

Programming Areas

- Senior nutrition program
- Golden age club
- After school programs
- Dance
- Sports
- Youth activity nights
- Fitness and martial arts
- Arts and crafts
- Summer of Discovery

Registration

- 457 registered, 6.56% of total registration.

Neighborhood City Hall

- No.

Neighborhood Overview

- The center is located in a neighborhood with low and moderate income areas to the north, east and west. However, the area immediately around the center is not currently eligible for Community Development Block Grant funds.
- A moderate concentration of 2007 juvenile crime arrests is located northeast of the center but generally the density of juvenile arrests in the area is low.
- The Boston center is in a moderately dense area, but is near one of the densest neighborhoods in Wichita.



COLVIN RECREATION CENTER

2820 S. Roosevelt

Located at Planeview Park

Connected with Colvin Elementary School

Shares space with Colvin Neighborhood City Hall

Hours

Business Hours – M-F, 9am-6pm

Evening classes – 6:00pm-8:00pm

Building Rentals – Saturday and Sunday

Building Condition

Colvin is housed within a School District 259 building and was not assessed by City Building Services Staff.

Director Comments

- Building systems are in fair condition.
- Sightlines are a problem, which means that staff must choose between monitoring hallways and activity rooms and the gym.
- The kitchen cabinets and sinks are not ADA accessible.

Programming Areas

- After school, in-service and conference day recreation
- Special Olympics
- Neighborhood meetings
- Nutrition programs
- Planeview Activity Camp for Kids (PACK)

Registration

- 356 registered, 5.11% of total registration.

Neighborhood City Hall

- Yes. Contained within the same building.

Neighborhood Status

- The center is located in a low and moderate income neighborhood and is eligible for Community Development Block Grant funds.
- No particular concentrations of juvenile crime arrests (2007) are located near the center and the density of juvenile arrests in the area is generally low.
- The center is in a moderately dense area of Wichita.

EDGEMOOR RECREATION CENTER

5815 E. 9th St. N.

Located at Edgemoor Park

Hours

Monday & Wednesday from 9:00am-9:30pm

Tuesday, Thursday & Friday. 9:00am-9:00pm

Saturday possible hours are 8:00am-10:00pm (typically used from noon-10:00pm)

Sunday possible hours are 8:00am-10:00pm (typically used from 10:00am-6:00pm)

Building Condition

- Most systems rated in good or fair condition.
- Fire safety, signage and kitchen rated in poor condition.

Director Comments

- With the existing climate control system, it is difficult to maintain proper temperatures from one type of program to the next.
- Lack of a floor drain in the kitchen has caused some floor damage in the past.
- Lighting in the gym could use improvement.
- Sightlines to the back entrance closest to the playground are poor. The Director reports that kids coming in from the playground often run down the hallway and have run into people, causing a safety hazard.
- All areas in the facility are considered accessible. However, the men's restroom does not have an automatic door opener on it



like the women's restroom does. The center director noted that this may be a barrier because the door is heavy.

Programming Areas

- Aerobics
- After school sports and activities
- Dance
- Photography
- Arts and crafts
- Community meetings
- Senior nutrition program
- Martial arts
- Summer of Discovery

Registration

- 2,230 registered, 32% of total registration

Neighborhood City Hall

- No.

Neighborhood Overview

- The center is on the edge of a low and moderate income neighborhood and to the southwest of the center are some other areas eligible for Community Development Block Grant funds.
- The density of 2007 juvenile arrests in the area is low.
- The Edgemoor center is in a low to moderately dense area of Wichita.



EVERGREEN RECREATION CENTER

2700 N. Woodland

Located at Evergreen Park

Hours

9:00 AM – 10:00 PM

Building Condition

- All systems rated in good or fair condition

Director Comments

- Insulated doors would help heating and cooling.
- All building systems are rated good.

- Multiple buildings create sightline and monitoring issues, and the director suggests that a security system or cameras would make it easier to monitor the different buildings.
- The director notes that building is accessible to people in wheelchairs, but that not every area in the building may be fully compliant with ADA guidelines.

Programming Areas

- Dance
- Aerobics/fitness classes
- Community meetings
- Gym sports (primarily basketball and volleyball)
- Language classes
- Martial arts
- Fitness center
- Summer of Discovery
- Golden Age Club

Registration

- 964 registered, 13.83% of total registration

Neighborhood City Hall

- Yes. Center shares space with Evergreen Neighborhood City Hall.

Neighborhood Overview

- Evergreen is located in a low and moderate income area that is eligible for Community Development Block Grant Funding.
- Juvenile arrests in 2007 were generally low, but one high concentration is located northeast of the center.
- The center is located at a transition point between a high and a moderate density area of Wichita.

LINWOOD RECREATION CENTER

1901 S. Kansas

Located at Linwood Park South

Hours

Business Hours – 9:00 AM – 5:00PM

Evening classes – 6:00PM – 9:00PM

Rentals – Saturday & Sunday – 8:00AM – 10:00PM



Building Condition

- Most systems rated good or fair.
- Roofing rated poor with comments about leaks in the gym hall and the senior center.
- Ceilings also rated poor due to missing and stained tiles in library and game room.

Director Comments

- Roof is in poor condition and leaks in any amount of rain.
- Plumbing is in fair condition, all other systems are ranked good
- You can't see any the recreation rooms from the office. Some kind of security system (cameras) would make it easier to monitor the different buildings.
- Only the men and women restrooms near the front entrance of the building.
- Doors are not ADA accessible. Front entrance doors on both sides of building are in bad condition. Doors do not always lock properly.

Programming Areas

- Martial arts
- After school programming
- Aerobic/Fitness classes
- Nutrition program
- Dance
- Golden Age Club
- Arts and crafts
- Summer of Discovery

Registration

- 620 registered, 8.9% of total registration

Neighborhood City Hall

- No.

Neighborhood Overview

- Linwood is located in a low and moderated income area that is eligible for Community Development Block Grant Funding.
- Juvenile arrests in 2007 in this area were low.
- This center is located in a low to moderate density area.

MCADAMS RECREATION CENTER

1329 E. 16th St. N.

Located at McAdams Park

Hours

Business Hours – M-F 9am-6pm

Evening programs – M-F 6:00pm-8:00pm

Building Rentals – Saturday and Sunday – 8am to 10 pm



Building Condition

- All building systems rated good or fair.

Director Comments

- All systems were rated fair, but the director noted the general age of building and systems.
- Some areas of the center (gym, front hallway with restroom entrances and partial lounge) are visible from the office. However, other areas (clubroom and kitchen) have sightline issues, although the entrances can be seen.
- The director also noted that the freestanding senior clubhouse is very isolated, despite an intercom and a phone shared with the business phone. The director commented security cameras, an updated intercom, and a separate phone line would be the best solution.
- Regarding accessibility, the stage is not accessible and the front doors are very heavy and hard to navigate.

Programming Areas

- Aerobics/fitness classes
- Sports
- Martial arts
- Arts and crafts
- Senior clubhouse activities

Registration

- 98 registered, 1.41% of total registration.

Neighborhood City Hall

- No.

Neighborhood Overview

- McAdams is located in a low and moderate income area that is eligible for Community Development Block Grant funding.
- Juvenile arrests in 2007 in this area were low.
- The center is located in a low population density area of Wichita.



ORCHARD RECREATION CENTER

4808 W. 9th St. N.

Located at Orchard Park

Hours

Monday – Thursday 8:30am – 9:00pm,

Fridays 8:30am – 10:00pm

Center is available for rentals on Saturdays and Sundays from 8am – 10pm.

Building Condition

- All building systems rated good or fair.

Director Comments

- Plumbing and electrical systems were rated in good condition.
- The roof was rated fair with some leaks noted.
- Heating and cooling were rated fair, and the director noted that some areas work better than others.
- There are sightline issues with the hallways.
- Accessibility was noted as good.

Programming Areas

- Aerobic/fitness classes
- Grade school evening activities
- Golden Age Club
- Summer of Discovery

Registration

- 939 registered, 13.48% of total registration

Neighborhood City Hall

- No.

Neighborhood Overview

- Orchard is on the edge of a low and moderate income area, with CDBG eligibility.

- Juvenile arrests in 2007 in this area were low.
- Orchard is in a low to moderate density area of Wichita.

OSAGE RECREATION CENTER

2121 W. 31st St. S.

Located at Osage Park

Hours

Business Hours – M-F, 8:30am-5:30pm

Evening classes – 6:30pm-9:30pm

Building Rentals – Saturday and Sunday

Building Condition

- Most systems rated fair or good.
- Windows rated poor.

Director Comments

- The systems were rated good or fair but the director noted an inadequate gutter system, thermostat problems and outdated electrical system.
- The sightlines to the clubroom are poor, and so are sightlines to the lounge. The director suggests removing walls or installing mirrors.
- The director noted that the doors are not all ADA accessible.

Programming Areas

- Sports
- Afterschool activities
- Golden Age Club
- Aerobics/Fitness classes
- Preschool
- Martial arts
- Arts and crafts
- Summer of Discovery

Registration

- 312 registered, 4.48% of total registration

Neighborhood City Hall

- No.



Neighborhood Overview

- Osage is within a low and moderate income census tract, but the tracts surrounding it are not CDBG-eligible.
- Juvenile arrests in 2007 in this area were low.
- Osage is in a low to moderate density area of Wichita.



LYNETTE WOODARD RECREATION CENTER

2750 E. 18th St. N.

Located at Lynette Woodard Park

Hours

Hours are Monday –Friday 9:00am-8:00pm

Center is available for rentals on Saturdays and Sundays from 8am- 10pm

Building Condition

- All building systems are rated good or fair.

Director Comments

- All systems are rated good except the roof which was rated fair due to some minor leaks.
- We use our emergency exits for the handicapped in wheelchairs. We have put down plywood so they can get to the gym.

Programming Areas

- Sports
- Afterschool programs
- Youth evening activities
- Fitness center
- Neighborhood meetings
- Arts and crafts

Registration

- 439 registered, 6.3% of total registration.

Neighborhood City Hall

- Yes. Atwater Neighborhood City Hall is located at the same site, in a separate building.

Neighborhood Overview

- The center is located within in a large low and moderate income area that is eligible for Community Development Block Grant Funding.
- Juvenile arrests in 2007 in this area were low.
- Lynette Woodard is in a low to moderate density area of Wichita.

CENTER CAPACITY AND USE

As part of the PROS planning effort, each of the recreation center directors were asked to tally the program hours by room, and indicate the adequacy of the room for the particular activity. Each center has two main seasons of operation, fall through spring and the summer session, roughly matching the school calendar. As the center by center review indicated, the hours of operation vary by center but typically, opening times are between 8 and 9 a.m. and closing times are between 8:30 and 10 p.m. However, staffing levels and supervision requirements do not necessarily allow all spaces in recreation centers to be available through the full hours of operation.

Analysis of facility utilization shows that gymnasiums, lounges/club rooms, and fitness centers are the most frequently used spaces in the recreation centers. Typically, the gymnasiums are the most heavily programmed spaces within the recreation centers. The gymnasiums are often the only large room within a center, making them the only choice for popular classes or events that need more space. Even though they are frequently used, limitations of design and equipment mean that the capacity of Wichita gymnasiums is lower than the capacity of gyms with a more flexible design, such as netting, dividers, or sideline space, that allow the space to be used for multiple simultaneous activities.

Lounges and club rooms within the recreation centers were also used during a large portion of the operating hours. These activities are provided on an informal drop-in basis that typically requires a dedicated space, but not supervisory staffing, and can be accommodated through most if not all of the open hours.

Fitness centers were reported to be used during the hours they are open. However, at many Wichita centers, the fitness centers are open more limited hours than the center itself due to the need for

supervisory staffing to monitor activity and manage risks. Peak use times for primary users of fitness classes and equipment are early in the morning (before work) and early evening (right after work). Depending on the location of the fitness facility, lunch time hours can be very popular. Municipal fitness centers were frequently identified as inadequate and in need of additional or new equipment. In addition, the fitness center hours do not correspond to the most desired peak use times due to staffing limitations. For example, most Wichita centers do not offer fitness rooms in the very early morning hours. In comparison, most YMCA and Genesis facilities open at 5:00 a.m.

PROGRAM REGISTRATION

This document focuses on programming delivered through the recreation centers. In 2006, the City reported 461,564 total attendance at Wichita recreation centers (Park and Recreation Performance Management Annual Report, 2006). This figure includes both program registrants and participants in other activities hosted at individual recreation centers. More detailed program registration data was also available for recreation centers in 2006, when there were 6,968 total registrations (Table 5). This data includes registrations in dance, exercise/fitness, martial arts, athletics, and special interest classes held in recreation centers. This data counts total number of registrations, not individual participants, in these programs.

Table 5 shows that the vast majority of recreation center program registrations in 2006 were located at the Edgemoor community center. The Evergreen and Orchard recreation centers also had large numbers of registrations. This data may indicate more enrollment-based programming at these centers, rather than a difference in program quality. In addition to special interest classes at recreation centers, 500 to 600 children participated in Summer of Discovery in 2006 (resulting in 5,548 enrollments).

TABLE 5: 2006 RECREATION CENTER REGISTRATION

RECREATION CENTER	TOTAL REGISTRATIONS	PERCENT OF TOTAL REGISTRATION
Aley	553	7.94%
Boston	457	6.56%
Colvin	356	5.11%
Edgemoor	2,230	32.00%
Evergreen	964	13.83%
Linwood	620	8.90%
McAdams	98	1.41%
Orchard	939	13.48%
Osage	312	4.48%
Woodard	439	6.30%
TOTAL	6,968	100.00%

COST RECOVERY

Each year, expenditures related to each recreation center are included within the City budget. Each center also generates revenue through user fees, rentals, class registration fees, and other methods. The recreation center budgets do not include the pools, Summer of Discovery, or other programming such as sports that is not center-based. Table 6 identifies a five year revenue and expenditure history for each center, from 2002 through 2006. Cost recovery, also called the revenue rate, is calculated for each year. This figure shows the percentage of expenditures recovered through fees and charges.

As Table 6 shows, the centers have varying levels of expenditures (with most of the expenditures resulting from personnel costs for staffing). Over the five year history shown, Edgemoor and Evergreen centers have consistently had among the highest levels of expenditures, while McAdams and Colvin have had among the lowest levels of expenditures. Aley/Stanley has also generally received lower levels of funding, except for the year 2003. For each of the five years, the difference between the lowest funding level and the highest funding level has ranged from \$100,000 to \$115,000.

In terms of revenues generated, Orchard center has consistently generated the most revenue and has also had the highest cost recovery rate over the five year history. McAdams has consistently had the lowest level of revenue and the lowest cost recovery rate.

Colvin and Aley/Stanley also had low levels of revenue and low cost recovery rates for the years 2002, 2003, and 2004, but had increased levels of revenue generation in the years 2005 and 2006. Average cost recovery rates over the five year history ranged from a low of 5% to a high of 59%, and the five year average for all ten centers is 30%. Revenues do not include revenues generated by the Summer of Discovery programs held at most of the recreation center sites, although the summer programs do rely on the center buildings for their activities.

The average revenue rate of 30% does not seem unreasonable for facilities the size and type of the ten Wichita centers. The more recent trend of the mega-center can result in facilities with a higher revenue rate – some mega-centers are even designed to be fully self-supporting. However, the mega-centers are costly to build and are expensive to operate because of the number of staff, the long operating hours, and the utility costs associated with the large building and swimming pools. A mega-center with a \$3 million operating budget that recovered 90% of its costs would still require tax support of \$300,000.

While cost recovery or revenue rate is a common measure of performance, it is important to note that this figure is only one of many potential measures. Furthermore, direct revenue rates can be skewed for a particular program depending on how central support expenditures, such as facilities and custodial costs, are attributed to the program. The City's user fee philosophy, which guides how much individuals are charged for different programs and how much revenue is generated, will be examined in more depth later in this planning process. Generally, the amount of user fees charged for a particular program should be aligned with the amount of public benefits that the program provides.



TABLE 6: RECREATION CENTER BUDGET HISTORY

C E N T E R	2002			2003			2004			2005			2006			Totals		
	Total Revenues	Total Expenditures	% Recovered	Total Revenues	Total Expenditures	% Recovered	Total Revenues	Total Expenditures	% Recovered	Total Revenues	Total Expenditures	% Recovered	Total Revenues	Total Expenditures	% Recovered	Total Revenues	Total Expenditures	% Recovered
Aley Stanley	8,153	123,626	7%	5,899	185,684	3%	16,118	136,152	12%	23,588	131,748	18%	40,520	118,420	34%	94,278	695,630	13.55%
Boston	34,113	183,638	19%	29,324	169,354	17%	30,715	206,946	15%	33,104	212,231	16%	21,874	178,300	12%	149,130	950,469	15.69%
Colvin	2,962	112,460	3%	2,739	121,749	2%	11,638	126,465	9%	22,818	139,540	16%	23,577	131,918	18%	63,734	632,132	10.08%
Edgemoor	64,042	196,118	33%	70,440	201,175	35%	77,631	212,835	36%	74,136	210,733	35%	69,129	217,421	32%	355,378	1,038,282	34.23%
Evergreen	98,495	211,624	47%	99,274	198,333	50%	98,923	228,987	43%	109,319	224,322	49%	78,602	213,181	37%	484,613	1,076,447	45.02%
Linwood	93,300	191,840	49%	101,671	183,921	55%	102,325	199,711	51%	100,287	201,795	50%	82,620	154,531	53%	480,203	931,798	51.54%
McAdams	6,099	131,269	5%	4,739	109,636	4%	7,048	112,101	6%	6,585	110,367	6%	4,030	115,415	3%	28,501	578,788	4.92%
Orchard	99,237	180,370	55%	109,380	168,772	65%	117,939	194,044	61%	109,874	186,947	59%	99,695	171,076	58%	536,125	901,209	59.49%
Osage	20,314	160,203	13%	21,910	130,899	17%	23,919	533,123	42%	30,071	180,139	17%	23,551	183,225	13%	119,765	1,187,589	10.08%
Woodward	21,603	139,919	15%	58,221	136,307	43%	64,422	152,834	42%	81,447	168,507	48%	65,283	199,374	33%	290,976	796,941	36.51%



SERVICE AREAS

The resource analysis conducted in Part I of the Community Resources and Needs Assessment concluded that nearly all residents have an indoor recreation facility of some kind (public or private) within 5 miles of their home, and that nearly every residence inside of K-96, I-35, and I-235 is within 2 miles of a City recreation center. The analysis also showed that the entire City and much of the planning area, extending to the 2030 growth boundary, is currently within 5 miles of an existing facility when the service areas of recreation facilities provided by the YMCA and Genesis Health Clubs are included. The travel distances used in the analysis was 2 miles and 5 miles, based on findings from the Community Survey that indicated a willingness to travel between 5 and 20 minutes to a recreation center. Map 2 shows Wichita and YMCA recreation centers' service areas.

WICHITA RECREATION CENTERS

Since the previous analysis concluded there were overlapping services areas for recreation centers at the 2 mile distance, geographic service areas are considered further in this section. For this analysis, Genesis Health Clubs are excluded but the YMCAs are included. While the YMCA does charge fees, its mission includes a statement about providing programs “regardless of ability to pay” and the organization provides scholarships. The service area analysis for City recreation centers is depicted in Map 2, with service areas for the YMCAs shown in a hatched pattern.

- There is some overlap of 2 mile service areas for Wichita recreation centers, as depicted in Map 2. The area with greatest overlap is the area between Woodard and McAdams. Centers with some overlap in service areas are depicted in Table 7.
- As noted in Table 7, the 2 mile service area for Orchard does not overlap with any other centers.

TABLE 7: 2 MILE SERVICE AREA OVERLAP

CENTER	Aley/Stanley	Boston	Colvin	Edgemoor	Evergreen	Linwood	McAdams	Orchard	Osage	Woodard
Aley/Stanley						X			X	
Boston			X	X		X				
Colvin		X				X				
Edgemoor		X								X
Evergreen							X			
Linwood	X	X	X							
McAdams					X					X
Orchard										
Osage	X									
Woodard				X			X			

- The 5 mile service area shows significant overlap. However, the Wichita centers are smaller in size and were designed as neighborhood centers. They fit into the Neighborhood service model, described earlier in this report, and were not intended to attract people from a longer distance. The planning team does not believe that a 5 mile service area is reasonable for these facilities. If different service models are pursued in the future at some of these sites, the service area can be revisited.

YMCAS

There are six full-service YMCAs in Wichita. All are large in size and offer fitness facilities, gymnasiums, swimming pools, and a wide range of classes and activities. This type of facility follows the Private Center and Mega-Center service models described earlier in the report. The service models can reasonably be expected to have a larger service area due to their size, capacity, and range of facilities. A 5 mile service area is reasonable for facilities of this type.

As Map 2 shows, at the 5 mile service area, the YMCAs alone serve much of Wichita. Northern Wichita is not served, and northeast,

southeast, and southwest Wichita are also not served within the 2030 growth area.

However, the 5 mile service area means that facilities are spread far out, and serve more as destinations. This service distance may be too great for transit users, pedestrians, or bicyclists. In addition, it may be too great a distance for people to pursue more casual, drop-in activities or for children to travel on their own.



Park, Recreation and Open Space Master Plan

City of Wichita, Kansas

SERVICE AREAS

- Wichita 2 Mile
- YMCA 2 Mile
- Wichita 5 Mile
- YMCA 5 Mile

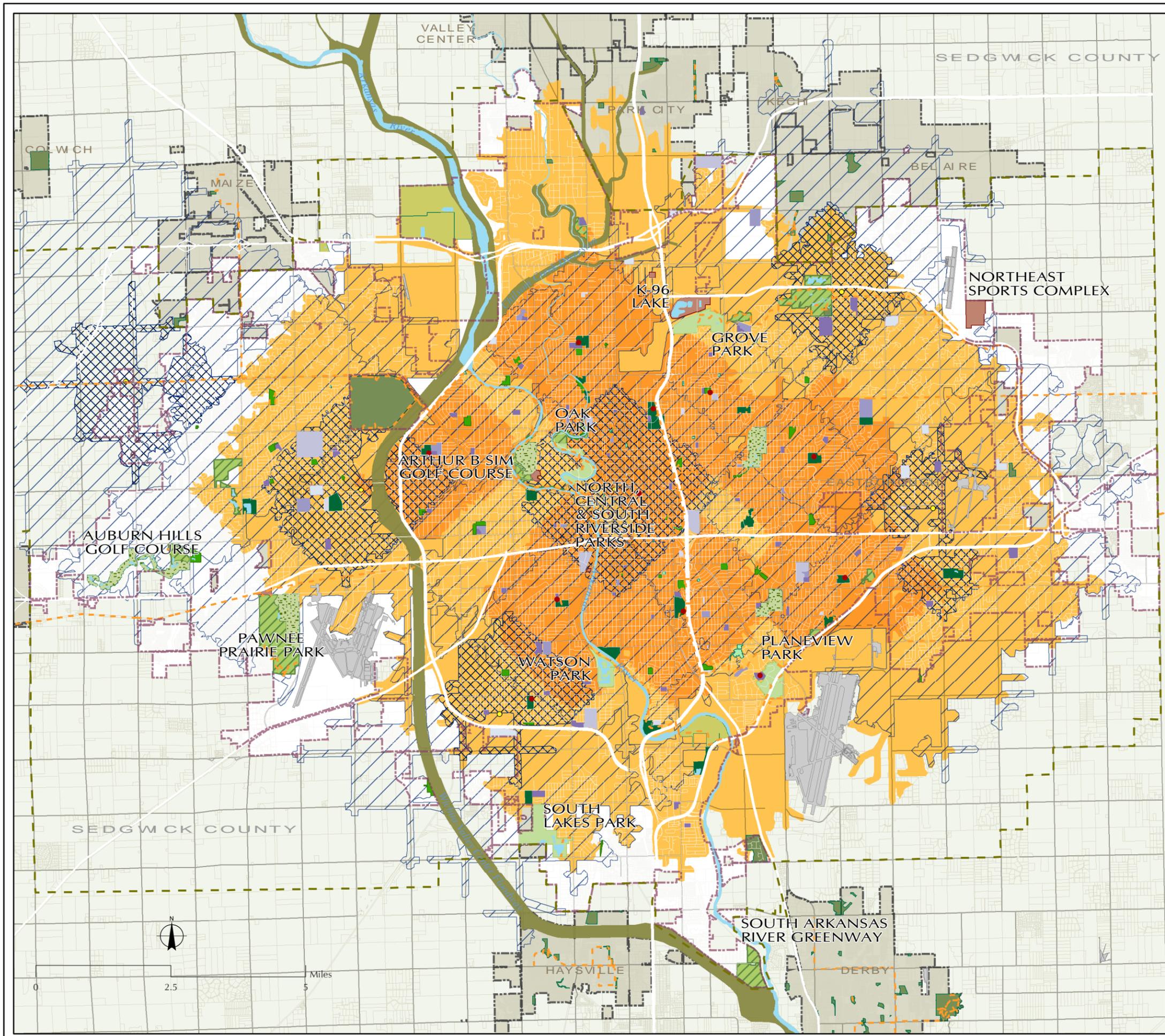
- Wichita Recreation Center
- YMCA
- Regional Park
- Community Park
- Neighborhood Park
- Playground / Pocket Park
- Urban Plaza
- Special Use Park
- Golf Course
- Greenway / Conservation Area
- Other Park Jurisdiction
- Undeveloped
- High School
- Middle School
- Elementary School
- Private/Other School
- Airport
- Waterbody
- Floodway
- Other City
- City Limits
- Planning Area Boundary
- Multi-Use Trail

Note: Only a few parks are labeled for reference.

Map 2: Wichita and YMCA Recreation Centers 2 and 5 Mile Service Areas



March 2008 | Data Source: Sedgwick County and the City of Wichita



0 2.5 5 Miles



PROPOSED SERVICE DELIVERY SYSTEM

This chapter presents the proposed recreation service delivery model for Wichita. This model is based on the concept that all service providers—including the City, non-profit organizations, the County, and for-profit providers—have a role in meeting the recreation needs of Wichita’s citizens. The proposed model was developed based on:

- An evaluation of Wichita’s existing services and delivery systems as well as those provided by partner agencies
- Public involvement findings and trends
- Geographic analysis of services and gaps

This chapter describes the benefits that recreation services will provide to Wichita residents and the proposed delivery system. Neighborhood centers will serve as the foundation for City programs. Therefore, this chapter further describes programs provided at neighborhood centers as well as desired facilities.

BENEFITS OF RECREATION SERVICES

The following benefits will be provided to Wichita residents through recreation services:

- Provide positive leisure experiences for all residents
- Provide opportunities for youth development and mentoring
- Build friendships, strong families and sense of community
- Promote health, wellness and fitness
- Provide opportunities for life-long learning and skill development
- Connect residents with City and community services
- Provide meeting space for community organizations
- Provide a safe place to play, learn and grow

DELIVERY SYSTEM

In the City of Wichita, a multi-tiered community center system best meets residents’ needs. A four-tiered community center system is defined below.

MEGA-CENTERS

Mega-Centers are large community centers that provide a wide range of revenue generating activities from a central location. Facilities often include aquatics centers, gymnasiums, fitness centers, and meeting space for various size groups. These centers often include specialized facilities for computers or art, or specific areas for certain age groups, such as teen centers, childcare centers, or senior centers. These Mega-Centers are generally 80-100,000+ square feet in size, and charge membership fees for fitness facilities as well as additional user fees for classes and aquatics. These centers have high cost recovery goals. The service area for Mega-Centers is 5 miles, and some centers may attract users from throughout the region.

In Wichita, the YMCA serves as the primary provider of Mega-Centers. Most of the City is currently served by the YMCA Mega-Centers when the 5-mile service area radius is considered. The City of Wichita does not currently own a Mega-Center, and pursuing this business is not recommended at this time.

NEIGHBORHOOD CENTERS

Neighborhood Centers provide services to a specific neighborhood within a service area radius of approximately 2 miles.

Neighborhood Centers are generally between 20,000 and 40,000 sf. The centers often include a gymnasium or a large multi-purpose room, and several classrooms as well as other indoor and outdoor amenities. Neighborhood Centers do not support as wide an array of programs as Mega-centers, and generally do not produce as much revenue. These centers often lack extensive areas for specialized programs, and generally do not have as high cost recovery as Mega-centers. This means that Neighborhood Centers require more general fund subsidy than the more self-supporting Mega-centers. The City of Wichita cost recovery goal for the Neighborhood Centers as a whole is 30-40%. Some Centers may recover more costs than others, depending of the demographics of their surrounding neighborhood.

Most of Wichita's existing community centers are classified as a Neighborhood Centers. Neighborhood Centers provide information or access to other City services as well as recreation opportunities. Wichita's Neighborhood City Halls are a type of neighborhood center. In the future, it is recommended that the

current Neighborhood Center and Neighborhood City Hall functions be combined in one facility for cost savings and efficiency. The City of Wichita should provide Neighborhood Center services to areas currently outside the 2-mile service area radius of existing facilities, unless these areas are currently served by another provider.

Neighborhood City Halls

Neighborhood City Halls connect residents with City government and services. The Neighborhood City Halls provide access to meeting space for neighborhood groups as well as computer labs for resident's use. They also provide notary services and community education programs. Some provide health-related services, such as the Women, Infants, and Children Supplemental Nutritional Program, or libraries.

Neighborhood City Halls are located adjacent to the Colvin, Atwater, Evergreen, and Stanley Community Centers.

SPECIALIZED CENTERS

In addition to Mega-centers or Neighborhood Centers, specialized centers serve specific needs. Some are targeted to serve specific age groups, such as preschoolers, youth, or older adults. Others are targeted to support a specific type of program that requires specialized facilities, such as specialized recreation programs for people with disabilities, a visual art and craft center, performing arts center, botanical facility, aquatics center, or environmental education center. These facilities vary in size, depending on activity needs. These may be operated by the City of Wichita, other government agencies, or a non-profit or commercial organization.

The City of Wichita currently operates a number of specialized centers. These include: The WATER Center, Great Plains Nature Center, City Arts, Wichita Ice Center, Watson Park, and Botanica. The Aley/Stanley and Colvin Recreation Centers, which are incorporated into school facilities, also are specialized centers serving youth and families. Other organizations also provide specialized centers, these include senior centers provided by Sedgwick County and the youth facility provided by the Boys and Girls Club.

COMMUNITY BUILDINGS

The City of Wichita has a number of community buildings located within City parks. These buildings generally consist of a large multipurpose room, small kitchen facility, and restrooms. Hyde Park Community Building is one example. Currently, Community Buildings are primarily used for meetings and rentals. Although these buildings do not take the place of Neighborhood Centers, the community buildings could be used to provide some programs in areas unserved by Neighborhood Centers, to provide needed programs that could not be accommodated due to lack of space, or to provide additional program space in targeted areas, such as very low income or high density neighborhoods.

It is not recommended that the City develop additional Community Buildings due to the high maintenance cost and low programming potential of these facilities. However, developing additional buildings could be considered if these buildings are located in areas unserved by Neighborhood Centers and could be expanded in the future to meet Neighborhood Center requirements.

NEIGHBORHOOD CENTERS

Providing and operating neighborhood centers will be a major focus of the City of Wichita's future efforts in the area of recreation programs. This section provides further detail about these centers. It describes neighborhood center programs and outlines the facility needs of these centers.

NEIGHBORHOOD CENTER PROGRAMS

The following core program areas will be provided by Neighborhood Recreation Centers:

- Fitness and wellness programs
- Out of school programs (before and after school, no school days, vacations and holidays)
- Lifelong learning/Special interest
- Socialization and drop-in opportunities
- Youth development programs
- Environmental education
- Rentals (meetings, parties and celebrations)
- Special events (indoor and outdoor)



- Food programs for low income residents (children and adults)
- Computer access
- Information and referral
- Connection to City of Wichita services
- Volunteer programs

A variety of individual programs could be offered in each of these areas. Programming will vary by center and be neighborhood driven. Each recreation center will have a neighborhood council which will advise the center director on programs, policies and facility management issues. Attendance and cost recovery also will be factors in determining the programs provided or continued.

NEIGHBORHOOD CENTER FACILITIES

Table 8 outlines the indoor facilities that should be provided at Neighborhood Centers and their estimated square footage requirements. When developing Neighborhood Center facilities, the emphasis should be placed on providing flexible multi-use spaces rather than highly specialized spaces.

In addition to indoor facilities, Neighborhood Centers should be located in a Community or Regional Park that provides these outdoor facilities:

- Picnic areas
- Group picnic areas
- Walking paths
- Playgrounds
- Aquatics or spraygrounds
- Turf areas for outdoor programs
- Small amphitheater areas
- Outdoor sports courts and fields

TABLE 8: NEIGHBORHOOD CENTER
INDOOR FACILITY REQUIREMENTS

Room Type	Estimated Space Requirements (sf)
Small Multi-Purpose Room	1,950
Kitchen Facilities	50-500
Classrooms @ 1000 sf/ea	1,000-8,000
Childcare @ 1000 sf/ea	1,400
Arts & Crafts Room	1,400
Game Room	1,400
Computer Lab	1,000
Dance/Exercise	8,000-16,000
Weight Room	1,000
Gymnasiums	8,000
Locker Rooms	600
Social Lounge/Café	450-1,500+
Lobby/Hallways/Information	1,000-1,500
Reception Desk/Office	1,000-1,500
Other Office Space	300-1,000
Restrooms	600-1,300
Storage/Supplies	1,000-2,400
Misc./Mechanical Rooms	450-600
APPROX. SQ FOOTAGE	30,600-51,050
APPROX. # OF USERS	400-1,000



STRATEGIC DIRECTIONS

Based on the identification of the service delivery model for City of Wichita programs and the roles identified for the City, this chapter outlines strategic directions for recreation programming. It describes how the City should proceed in meeting needs in areas not currently served by Neighborhood Centers, it identifies strategies to renovate existing Neighborhood Centers, and describes priority program and management improvements.

In moving toward and testing the Neighborhood Center model, programs should be emphasized over facility development. The City's highest priority should be program and management improvements. Next, the City should meet the needs of unserved areas. A fund should be developed to pay for some minor improvements to existing Neighborhood Centers that would substantially improve program capacity. Lastly, a long-term plan for center-by-center renovation should be developed and implemented to update existing Neighborhood Centers to meet community needs.

MANAGEMENT AND FUNDING

- Develop partnerships for facility development, renovation and operations, for example:
 - Partner with the medical community, e.g., hospitals, physical therapists, etc., in the development and programming of Neighborhood Center fitness rooms
 - Partner with childcare organizations to develop and operate childcare rooms
 - Partner with local environmental and conservation organizations to provide programming about wildlife and the local environment
 - Partner with local restaurants and culinary programs to offer a café that serves as a community gathering space for all ages
 - Partner with school districts to improve Aley and Colvin facilities
 - Partner with area businesses and service clubs to expand program scholarships
- Provide a Center receptionist and expand Recreation Supervisor responsibilities to address more than one center

- Hire a volunteer coordinator to expand volunteerism throughout the system
- Consider the feasibility of hiring specialty staff that would serve multiple centers, e.g., an art specialist or therapeutic recreation professional
- Consistently track attendance, revenues, and cost recovery across all programs to ensure comparability
- Develop and implement a standardized program evaluation system to measure the achievement of benefits described in this document
- Meet overall cost recovery goals of 30-50% system wide for Neighborhood Centers
- Create a marketing plan to increase community awareness of Wichita's delivery system for recreation and the services available at Neighborhood Centers
- Provide adequate funding for all centers

PROGRAM IMPROVEMENTS

- Develop a neighborhood council to guide programs and facility improvements at Neighborhood Centers
- Provide programs in a variety of formats, including ample drop-in activities, one time and short term programs to provide recreation opportunities to residents with limited time availability
- Expand fitness center hours to a minimum of 7 AM to 9 PM, Monday through Saturday
- Consider focusing on the “out of shape” and low income residents as the primary market for Neighborhood Center fitness centers
- Partner with schools and non-profit organizations to provide local special events, such as concerts, plays, etc.
- Expand recreation opportunities for families
- Focus Neighborhood Center youth programs on birth through middle school age children, and encourage the YMCA to serve high school youth
- Provide senior programs focused on older adults (50-60), active elders (60+), and frail elders at each Neighborhood Center
- Expand volunteer opportunities

- Provide environmental education activities using local volunteers, nature kits, and observations of neighborhood wildlife and native plants
- Provide field trips to larger natural areas, such as Wichita Wild areas
- Provide urban camping and fishing experiences
- Work with the neighborhood council to evaluate current programs against Neighborhood Center guidelines and development incremental improvements to address gaps in service
- Consider offering programs at other locations if needed to meet needs, especially in unserved areas or areas with populations that have a great need, e.g., outdoors in parks, in Community Buildings, in schools or facilities provided by others.

UNSERVED AREAS

- Provide a Neighborhood Center within 2-miles of every resident, except where an assessment indicates that residents have no need for the facility
- Co-locate future centers with other community facilities, such as libraries, schools, and police or fire facilities when feasible
- Create community partnerships to develop and operate specific facilities within each Neighborhood Center when possible (see Management)
- Develop new Neighborhood Centers outside the urban core in unserved areas, such as Northeast, Southeast, South, Southwest, Northwest, and North Wichita.
- Areas that do not lie within 2 mile of another provider, such as the YMCA, should be a higher priority
- Acquire community or regional parkland of adequate size in central residential areas that lie within the 2030 growth boundary to accommodate future recreation centers
- When areas that lie within the 2030 growth boundary reach a certain population density, a Neighborhood Center should be developed to serve these areas
- Although construction of additional Community Buildings is not recommended, these buildings could be constructed as a interim step to developing Neighborhood Centers in unserved areas

CENTER RENOVATIONS

- Implement minor renovations that would substantially improve programs
 - Renovate fitness centers
 - Provide room dividers to divide gymnasiums into two program areas where possible
 - Evaluate outdoor space and determine how it could better meet program needs according to guidelines provided in this document
 - Develop café/lounge/community information spaces
 - Provide internet service for staff and the public at community centers
 - Provide wireless internet service for the café/lounge area
 - Make ADA improvements
- Develop a long range plan for complete center-by-center renovation to meet current design practices for community centers and the requirements of the Neighborhood Center Model that considers both program success and neighborhood need.

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