



# Aquatics Masterplan

September 2023  
(Updated May 2024)



waters edge  
AQUATIC DESIGN

## Acknowledgements

The following individuals were instrumental in assisting the planning team in developing the Aquatics Masterplan for the City of Kansas City Parks and Recreation Department. We thank all those individuals who participated in the process through meetings, site visits, surveys, and ongoing conversations.

### **City of Kansas City**

#### **Parks and Recreation Department**

Chris Cotten, Parks and Recreation Director

Doug Schroeder, Director of Golf Services

And many more staff members who are not listed here.

### **Community Members**

For their time and input through participating in public input meetings and survey processes.

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## 1. Project Introduction

### Background

The City of Kansas City Parks and Recreation Department has 27 aquatic facilities that offer various water-recreational activities within the aquatics system. Within that system, there are 10 outdoor pools, 14 spraygrounds, and 3 indoor pools.

Over time, the aquatics system has experienced challenges with lower cost recovery and low utilization at the facilities. Additionally, aging facilities causing increasing maintenance and operation costs, diminishing revenues, challenges with staffing enough lifeguards, and competing with more modern facilities in the area, all place additional strain on the aquatics system. For these reasons, the City of Kansas City Parks and Recreation Department commissioned an Aquatics Master Plan.

### Objectives and Scope of Work

The purpose of the Aquatics Masterplan is to develop aquatic options that will meet community needs now and in the future, while maximizing operational and financial sustainability.

Key objectives include:

- Assess current physical conditions and operating performance
- Evaluate current and future needs for aquatics and gather public input
- Develop options and costs to address identified needs
- Develop options for increasing financial and operational efficiencies

The Scope of Work for the study includes:

- Facility assessments for the 27 aquatic facilities in the system
- Operations and facility maintenance assessment
- Make recommendations on facility improvements and/or modifications to existing offerings, including but not limited to renovations or closures, and provide options for improving maintenance and operation, including maximizing revenue potential.
- Develop opinion of probable construction costs
- Final report

## Executive Summary

### Purpose for the Plan

The City of Kansas City Parks and Recreation Department operates 27 aquatic facilities, including 10 outdoor pools, 14 spraygrounds, and 3 indoor pools. With ongoing and increasing maintenance demands, facility closures, staffing challenges, and low cost recovery levels, the Parks and Recreation Department commissioned a process that would:

1. Provide a basis for understanding conditions of the facilities
2. Identify options and costs for improvements, including modification of service
3. Identify methods and strategies for increasing operational efficiency and effectiveness

### Where Kansas City is Today

Although there are multiple opportunities for swimming in Kansas City, attendance is overall low across the system, approximately 80% lower for the outdoor pools than what is typically expected. Additionally, the following facilities show:

- **Major and junior pools** - low revenue and attendance
- **The Bay** – high expenses high and low revenue
- **The Springs** – lower revenues

Data is not available for the indoor pools or splashpads regarding attendance, revenue, and expenditures and cannot be assessed.

Kansas City offers more aquatic facilities per capita than some same-sized communities but falls just on the higher side of average. Within the city, although the population is evenly distributed between the six (6) City Council Districts, there are fewer opportunities and space in Districts 2 and 6, and the most opportunities in Districts 1, 3, 4, and 5. District 3 offers the highest number of aquatic facilities than any other district. Additionally, approximately 37% of all the aquatic facilities are located in about 10-square miles in central Kansas City.

There are maintenance needs across the system, ranging from minor to significant, Six (6) facilities are in Poor or Very Poor condition, and four (4) of those facilities are currently closed due to those conditions. Those facilities include:

- Arbor Villa Pool (Plan development is in progress as of May 2024)
- Jarboe Pool (Outdoor Pool addition at Tony Aguirre Community Center is in progress as of May 2024)
- Swope Pool (Plan development is expected to be in progress in 2024)
- Central Park Sprayground

## What the Community Said

An important element to this plan was identifying the needs of the community, and public outreach and input was central to identifying those needs. Methods for soliciting input included:

- **Open house meetings** – December – January 2023  
Estimated attendance: 42 - 55
- **General public online survey #1** – December 2022 – February 2023  
Number of surveys: 303
- **Arbor Villa Neighborhood meeting and survey** – May 2023  
Estimated attendance at meeting: 30 – 40, number of surveys: 557
- **Westside Neighborhood meeting and survey** – May 2023  
Estimated attendance at meeting: 30 – 40, number of surveys: 108
- **Social Pinpoint Project Website**  
Number of comments submitted: 31
- **Community and stakeholder meetings, phone calls, and email correspondence**

Common and reoccurring themes reported throughout the process include:

- Outdoor pools and neighborhood facilities are important
- Interest in maintaining water recreation in Arbor Villa Park
- Interest in keeping outdoor swimming opportunities in Westside
- Interest to reopen Swope Pool
- Indoor and competition swimming North of the Missouri River is of interest
- There is room for improvement on maintenance and staffing (e.g., availability of lifeguards)

Key survey results include:

- The greatest emphasis for facility types should be placed on outdoor pools, followed by indoor pools

- The greatest emphasis for programs should be placed on lap swimming, followed by swim lessons
- The top reasons that prevent using facilities include: facilities are not well maintained (49%), too far from home (35%), and do not know what is being offered (34%)
- The top facilities ranked as being the most visited or “home facility” are: The Springs (26%), Arbor Villa Pool (16%), and Gorman Pool (11%)
- The following facilities ranked highest in satisfaction of their respective categories:
  - Outdoor pools: The Bay
  - Indoor pools: Gregg Klice Community Center
  - Spraygrounds: Loose Park Sprayground

### Future Options and Priority Areas

There are various needs and options for the future of aquatics in Kansas City. To prioritize needs, facilities that are not currently in operation and/or have high community interest were the focus of developing Options for the future as they will require more immediate attention. They may also impact other facilities or decisions.

Priority Options include, but are not limited to:

- Arbor Villa – convert the wading pool to a circulating wading pool or to a splash park
- Westside – develop a new outdoor swimming pool at Tony Aguirre Community Center to offer both indoor and outdoor aquatic components
- Swope Pool – With City Council guidance, explore re-development of a swimming pool at the existing Swope Pool site, with consideration of a new location at the Southeast Community Center if the Swope Pool site is not feasible
- Gorman Pool – convert to a year-round facility
- Additional considerations as resources and goals develop

Operations and management play a significant role in the success of aquatic facilities. Moving into the future, there are several key areas identified to focus on to enhance and maximize facility potential:

- Staffing
- Programming
- Marketing
- Maintenance

- Planning and reporting



## 2. Market Analysis

### Introduction

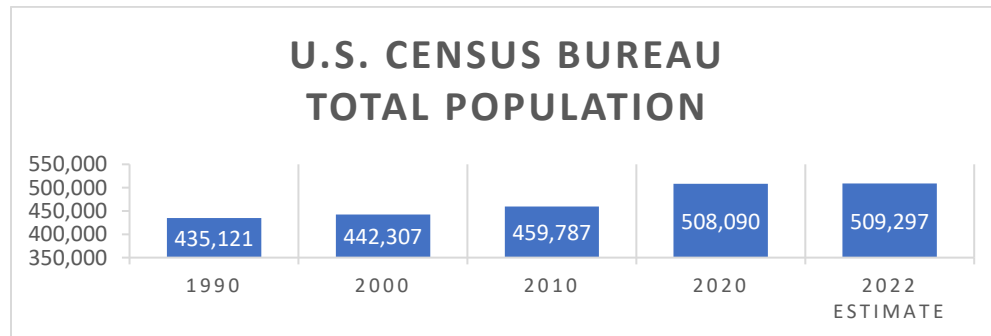
The Market Analysis conducted included studying the locations of existing aquatic facilities and assessing their individual service areas. A review of the demographics of Kansas City was completed to understand the make-up of the community, and an inventory of aquatic facilities within the overall service area was completed.

The information gathered was collected from the U.S. Census Bureau, ArcGIS/ESRI, and online research.

### Demographics

According to the 2020 U.S. Census, the population of Kansas City was, a population increase of approximately 17% in 30 years, or on average about .6% per year.

*Population Trending Graph*



The median age in Kansas City is 37 years. 25% of residents are under the age of 20, and 19% are above 59.

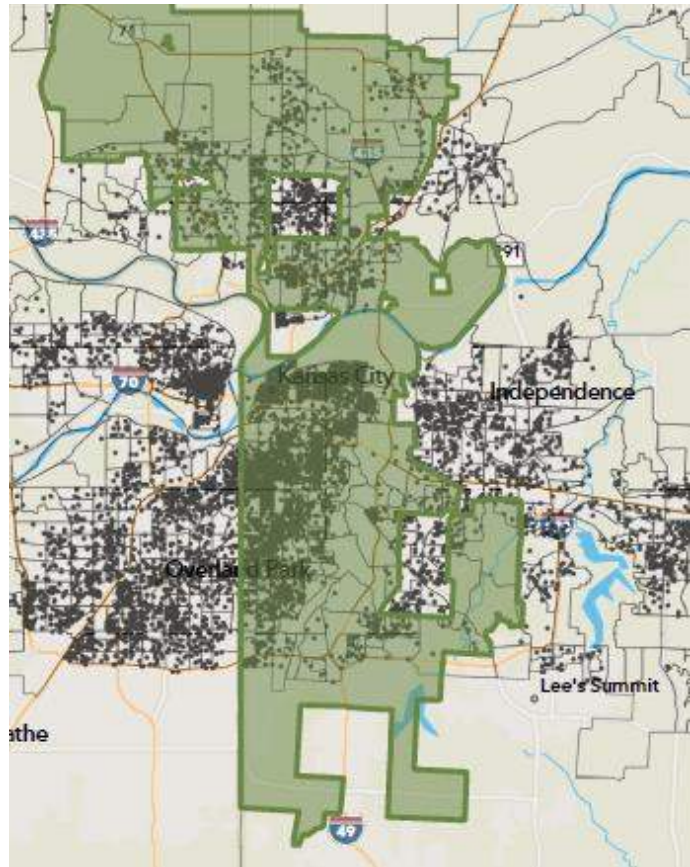
A detailed breakdown of age and key demographic information by District is provided in the Demographic Breakdown Table. Data in this table was generated using a custom ArcGIS mapping tool using ACS estimates from 2017 – 2021 in order to compare data between City Council Districts and is intended for general comparison only.

Demographic Breakdown Table

| Age (Years)                    | City of KCMO | City Council Districts |          |          |          |          |          |
|--------------------------------|--------------|------------------------|----------|----------|----------|----------|----------|
|                                |              | 1                      | 2        | 3        | 4        | 5        | 6        |
| Under 5                        | 6.4%         | 6.2%                   | 6.2%     | 7.2%     | 5.3%     | 7.4%     | 6.0%     |
| 5 – 9                          | 6.5%         | 7.4%                   | 6.2%     | 8.2%     | 5.7%     | 6.8%     | 4.7%     |
| 10 – 14                        | 6.4%         | 8.5%                   | 6.6%     | 7.1%     | 4.9%     | 7.1%     | 3.9%     |
| 15 - 19                        | 5.8%         | 6.8%                   | 5.7%     | 6.1%     | 4.4%     | 7.6%     | 4.4%     |
| 20 – 24                        | 6.7%         | 5.1%                   | 6.9%     | 5.8%     | 8.6%     | 7.2%     | 6.2%     |
| 25 – 29                        | 9.3%         | 6.5%                   | 9.0%     | 7.4%     | 14.9%    | 8.1%     | 9.8%     |
| 30 – 34                        | 8.4%         | 8.1%                   | 7.4%     | 6.5%     | 11.1%    | 7.4%     | 10.0%    |
| 35 – 39                        | 7.0%         | 7.9%                   | 7.2%     | 6.7%     | 7.5%     | 6.0%     | 6.9%     |
| 40 – 44                        | 6.3%         | 8.8%                   | 6.7%     | 5.4%     | 5.6%     | 5.6%     | 5.9%     |
| 45 – 49                        | 5.7%         | 7.7%                   | 5.4%     | 5.1%     | 5.3%     | 5.2%     | 5.6%     |
| 50 – 54                        | 6.0%         | 6.8%                   | 6.1%     | 6.2%     | 5.5%     | 5.7%     | 5.5%     |
| 55 – 59                        | 6.2%         | 5.5%                   | 6.7%     | 7.0%     | 5.2%     | 6.4%     | 6.4%     |
| 60 – 64                        | 6.0%         | 4.7%                   | 6.0%     | 6.9%     | 5.5%     | 6.0%     | 7.0%     |
| 65 – 69                        | 4.7%         | 3.7%                   | 5.0%     | 5.1%     | 3.8%     | 4.7%     | 6.0%     |
| 70 – 74                        | 3.5%         | 3.0%                   | 4.1%     | 3.5%     | 2.4%     | 3.6%     | 4.6%     |
| 75 – 79                        | 2.0%         | 1.7%                   | 2.2%     | 2.2%     | 1.5%     | 2.0%     | 2.6%     |
| 80 – 85                        | 1.4%         | 0.9%                   | 1.4%     | 1.7%     | 1.0%     | 1.6%     | 1.6%     |
| 85 & over                      | 1.7%         | 1.0%                   | 1.4%     | 1.8%     | 1.7%     | 1.5%     | 2.9%     |
| <b>Median Age</b>              | 37.0         | 35.8                   | 38.1     | 36.1     | 35.3     | 36.6     | 40.5     |
| <b>Total Households</b>        | 213,509      | 30,603                 | 34,704   | 34,460   | 39,762   | 34,546   | 39,735   |
| <b>Median Household Income</b> | \$63,804     | \$97,005               | \$73,687 | \$37,452 | \$57,811 | \$50,433 | \$82,756 |
| <b>Unemployment Rate</b>       | 3.1%         | 2.3%                   | 2.5%     | 5.4%     | 2.8%     | 4.9%     | 1.5%     |
| <b>Square Miles (est.)</b>     | -            | 100.52                 | 50.04    | 31.03    | 32.75    | 67.06    | 37.48    |
| <b>Total Population</b>        | 502,697      | 80,797                 | 86,487   | 81,028   | 82,671   | 87,301   | 85,076   |
| <b>% of Total Population</b>   | -            | 16%                    | 17%      | 16%      | 16%      | 17%      | 17%      |

The Population Density Map demonstrates the population density of Kansas City. In this map, 1 dot = 600 people. The highest density is concentrated south of the Missouri River, north and west of 435 highway or Blue River.

*Population Density Map*



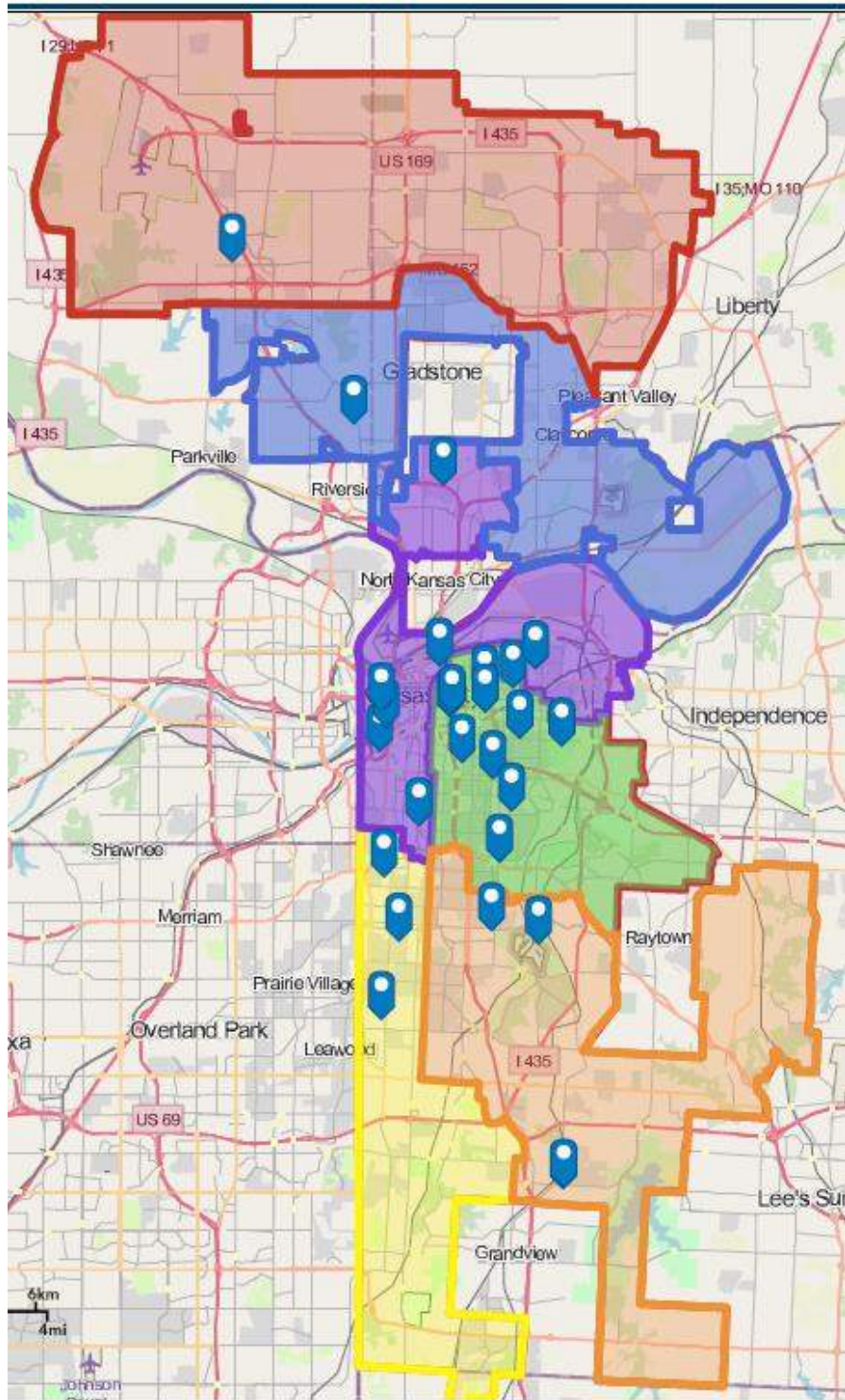
## Facility Breakdown

### City Council Districts

The City of Kansas City is broken down into six (6) City Council Districts, and each has an aquatic facility located in it. Aquatic information was assessed between the City Council Districts, along with key metrics per District.

To understand how facilities relate to the city as a whole, a facility inventory was conducted to understand what is offered in each district as shown in the Facility Distribution Map. This information is not intended to serve as a mandate or recommendation for how each District should offer aquatic services. Rather, information for each District should be evaluated holistically and used to develop a city-wide strategy.

Facility Distribution Map



## Facility Inventory

The Facility Distribution Table below showcases how many aquatic facilities are located in each District, both operable and inoperable. District 3 offers more aquatic facilities than any other District at eleven (11), and Districts 1 and 2 each offer one (1).

*Facility Distribution Table – All Facilities*

| City Council District | Outdoor Pool | Indoor Pool | Sprayground      | Total |
|-----------------------|--------------|-------------|------------------|-------|
| 1                     | 1            | 0           | 0                | 1     |
| 2                     | 1            | 0           | 0                | 1     |
| 3                     | 2            | 1           | 7 (soon to be 8) | 11    |
| 4                     | 3            | 1           | 3                | 7     |
| 5                     | 2            | 1           | 1                | 4     |
| 6                     | 1            | 0           | 2                | 3     |
| <b>Total</b>          | 10           | 3           | 14               | 27    |

The Facility Distribution Table below showcases how many aquatic facilities are located in each District for only those facilities that are currently operable. District 3 offers more aquatic facilities than any other District at ten (10), and Districts 1 and 2 each offer one (1).

*Facility Distribution Table – Operable Facilities*

| City Council District | Outdoor Pool | Indoor Pool | Sprayground      | Total |
|-----------------------|--------------|-------------|------------------|-------|
| 1                     | 1            | 0           | 0                | 1     |
| 2                     | 1            | 0           | 0                | 1     |
| 3                     | 2            | 1           | 6 (soon to be 7) | 10    |
| 4                     | 2            | 1           | 3                | 6     |
| 5                     | 1            | 1           | 1                | 3     |
| 6                     | 0            | 0           | 2                | 2     |
| <b>Total</b>          | 7            | 3           | 13               | 23    |

The next step is to understand how much water surface is offered in each District. Each facility offers a different water square footage to serve the community. The larger the water square footage, the more space available for utilization. On average, the larger the facility, the larger the service area.

The Water Surface Area Distribution Table below showcases how much water by square foot is located in each District, both operable and inoperable. District 5 offers the most water surface at 41,287 s.f. and Districts 2 and 6 offer the least, at 3,667 s.f. and 2,928 s.f. respectively.

*Water Surface Area Distribution Table – All Facilities*

| All Facilities in the System                               | Water Surface Area |              |               |
|--|--------------------|--------------|---------------|
|  | Pools              | Spraygrounds | Total         |
| <b>District 1</b>  | <b>25,392</b>      | <b>0</b>     | <b>25,392</b> |
| The Springs Aquatic Center                                 | 25,392             |              |               |
| <b>District 2</b>  | <b>3,667</b>       | <b>0</b>     | <b>3,667</b>  |
| Line Creek Community Center Pool                           | 3,667              |              |               |
| <b>District 3</b>  | <b>14,717</b>      | <b>9,353</b> | <b>24,070</b> |
| Brush Creek Community Pool (Outdoor)                       | 3,672              |              |               |
| Grove Pool   | 5,870              |              |               |
| Gregg Klice Community Center Pool (Indoor Pool)            | 3,157              |              |               |
| Ashland Square Pool (IN PROGRESS: CONVERT TO SPRAY PARK)   | 2,018              |              |               |
| Blue Valley Park Spray Park                                | 1,151              |              |               |
| Central Park Spray Park                                    | 2,828              |              |               |
| Harmony Park Spray Park                                    | 998                |              |               |
| Lykins Square Spray Park                                   | 1,140              |              |               |
| Parade Park Spray Park (at Gregg Klice)                    | 1,017              |              |               |
| Seven Oaks Spray Park                                      | 1,116              |              |               |
| Spring Valley Spray Park                                   | 1,103              |              |               |
| <b>District 4</b>  | <b>19,217</b>      | <b>7,085</b> | <b>26,302</b> |
| Budd Pool  | 3,082              |              |               |
| Gorman Pool  | 9,862              |              |               |
| Jarboe/West Terrace Pool                                   | 3,205              |              |               |
| Tony Aguirre Community Center Pool (Indoor Pool)           | 3,068              |              |               |
| Douglas Park Spray Park                                    | 1,028              |              |               |
| Garrison Square Park Spray Park                            | 1,289              |              |               |
| Gillham Park Spray Park                                    | 4,768              |              |               |
| <b>District 5</b>  | <b>37,478</b>      | <b>3,809</b> | <b>41,287</b> |
| Swope Pool   | 20,500             |              |               |
| The Bay Water Park   | 15,238             |              |               |
| Southeast Community Center Pool (Indoor Pool, IN PROGRESS) | 1,740              |              |               |
| Longview Tract Spray Park (at The Bay Water Park)          | 3,809              |              |               |
| <b>District 6</b>  | <b>800</b>         | <b>2,128</b> | <b>2,928</b>  |
| Arbor Villa Pool   | 800                |              |               |
| Loose Park Spray Park                                      | 1,114              |              |               |
| Sunnyside Park Spray Park                                  | 1,014              |              |               |

The Water Surface Area Distribution Table below showcases how much water by square foot is located in each District for only those facilities that are currently operable. This varies from the previous section in that District 1 offers the most water surface at 25,392 s.f. and Districts 2 and 6 offer the least, at 3,667 s.f. and 2,128 s.f. respectively.

*Water Surface Area Distribution Table – Operable Facilities*

| Only Open Facilities                                       |        | Water Surface Area |              |               |
|--|--------|--------------------|--------------|---------------|
|  |        | Pools              | Spraygrounds | Total         |
| <b>District 1</b>  |        | <b>25,392</b>      | <b>0</b>     | <b>25,392</b> |
| The Springs Aquatic Center                                 | 25,392 |                    |              |               |
| <b>District 2</b>  |        | <b>3,667</b>       | <b>0</b>     | <b>3,667</b>  |
| Line Creek Community Center Pool                           | 3,667  |                    |              |               |
| <b>District 3</b>  |        | <b>12,699</b>      | <b>6,525</b> | <b>19,224</b> |
| Brush Creek Community Pool (Outdoor)                       | 3,672  |                    |              |               |
| Grove Pool   | 5,870  |                    |              |               |
| Gregg Klice Community Center Pool (Indoor Pool)            | 3,157  |                    |              |               |
| Ashland Square Pool (IN PROGRESS: CONVERT TO SPRAY PARK)   |        |                    |              |               |
| Blue Valley Park Spray Park                                | 1,151  |                    |              |               |
| Central Park Spray Park                                    |        |                    |              |               |
| Harmony Park Spray Park                                    | 998    |                    |              |               |
| Lykins Square Spray Park                                   | 1,140  |                    |              |               |
| Parade Park Spray Park (at Gregg Klice)                    | 1,017  |                    |              |               |
| Seven Oaks Spray Park                                      | 1,116  |                    |              |               |
| Spring Valley Spray Park                                   | 1,103  |                    |              |               |
| <b>District 4</b>  |        | <b>16,012</b>      | <b>7,085</b> | <b>23,097</b> |
| Budd Pool  | 3,082  |                    |              |               |
| Gorman Pool  | 9,862  |                    |              |               |
| Jarboe/West Terrace Pool                                   |        |                    |              |               |
| Tony Aguirre Community Center Pool (Indoor Pool)           | 3,068  |                    |              |               |
| Douglas Park Spray Park                                    | 1,028  |                    |              |               |
| Garrison Square Park Spray Park                            | 1,289  |                    |              |               |
| Gillham Park Spray Park                                    | 4,768  |                    |              |               |
| <b>District 5</b>  |        | <b>16,978</b>      | <b>3,809</b> | <b>20,787</b> |
| Swope Pool   |        |                    |              |               |
| The Bay Water Park   | 15,238 |                    |              |               |
| Southeast Community Center Pool (Indoor Pool, IN PROGRESS) | 1,740  |                    |              |               |
| Longview Tract Spray Park (at The Bay Water Park)          | 3,809  |                    |              |               |
| <b>District 6</b>  |        | <b>-</b>           | <b>2,128</b> | <b>2,128</b>  |
| Arbor Villa Pool   |        |                    |              |               |
| Loose Park Spray Park                                      | 1,114  |                    |              |               |
| Sunnyside Park Spray Park                                  | 1,014  |                    |              |               |

## Amount of Water Offered

The amount of water was assessed against the populations in each District and the city. For water recreation facilities currently in operation, the City of Kansas City currently offers .15 s.f. of water surface per capita for swimming pools, and .19 s.f. of water for all recreational facilities (.20 and .24 respectively for all facilities in the system).

As previously mentioned, District 1 currently offers the most water per capita at .31 s.f., and Districts 2 and 6 offer the least per capita, at .04 and .03 s.f. respectively. Meaning, District 1 offers more water space to its population than Districts 2 and 6. Districts 3 and 5 currently offer .24 s.f. per capita and District 4 offers .28 s.f. per capita.

*Water Surface to Population Ratio Table*

| Summary   | Water Surface Area |              |         | Water Ratio |       |
|---|--------------------|--------------|---------|-------------|-------|
|   | Pools              | Spraygrounds | Total   | Pools Only  | Total |
| <b>District 1</b>   |                    |              |         |             |       |
| All Facilities  | 25,392             | 0            | 25,392  | 0.31        | 0.31  |
| Only Open Facilities - All Open                             | 25,392             | 0            | 25,392  | 0.31        | 0.31  |
| <b>District 2</b>   |                    |              |         |             |       |
| All Facilities  | 3,667              | 0            | 3,667   | 0.04        | 0.04  |
| Only Open Facilities - All Open                             | 3,667              | 0            | 3,667   | 0.04        | 0.04  |
| <b>District 3</b>   |                    |              |         |             |       |
| All Facilities  | 14,717             | 9,353        | 24,070  | 0.18        | 0.30  |
| Only Open Facilities - Ashland Square Pool & Central Closed | 12,699             | 6,525        | 19,224  | 0.16        | 0.24  |
| <b>District 4</b>   |                    |              |         |             |       |
| All Facilities  | 19,217             | 7,085        | 26,302  | 0.23        | 0.32  |
| Only Open Facilities - Jarboe Closed                        | 16,012             | 7,085        | 23,097  | 0.19        | 0.28  |
| <b>District 5</b>   |                    |              |         |             |       |
| All Facilities  | 37,478             | 3,809        | 41,287  | 0.43        | 0.47  |
| Only Open Facilities - Swope Closed                         | 16,978             | 3,809        | 20,787  | 0.19        | 0.24  |
| <b>District 6</b>   |                    |              |         |             |       |
| All Facilities  | 800                | 2,128        | 2,928   | 0.01        | 0.03  |
| Only Open Facilities - Arbor Villa Closed                   | -                  | 2,128        | 2,128   | 0.00        | 0.03  |
| <b>Kansas City, MO (2020)</b>                               |                    |              |         |             |       |
| All Facilities  | 101,271            | 22,375       | 123,646 | 0.20        | 0.24  |
| Only Open Facilities  | 74,748             | 19,547       | 94,295  | 0.15        | 0.19  |



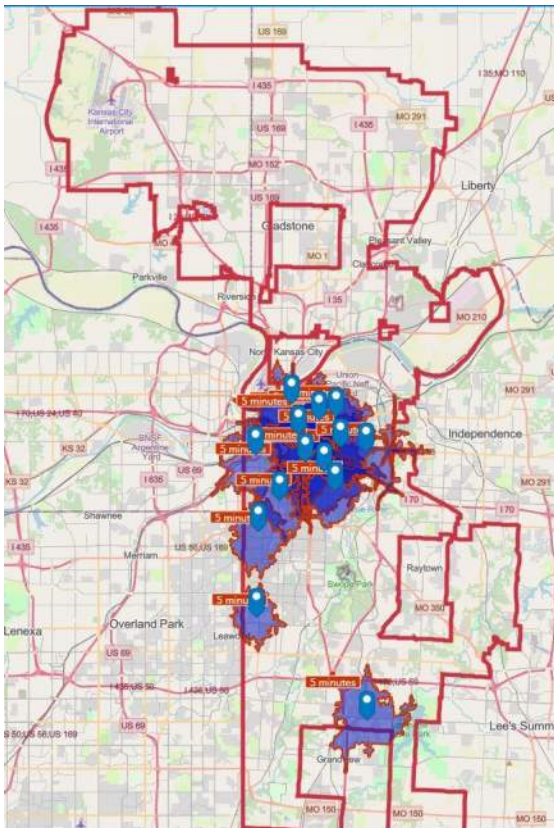
## Service Area

The service area for a facility is based on who the facilities serve, which considers the population of the area, character of the facilities, and competition in the area. Each facility within the City of Kansas City system will have its own service area, however a 5-minute drive-time was used as a conservative figure. It is of note that the larger and more comprehensive outdoor pools, The Bay and The Springs, can be expected to have a 10- to 15- minute drive-time service area.

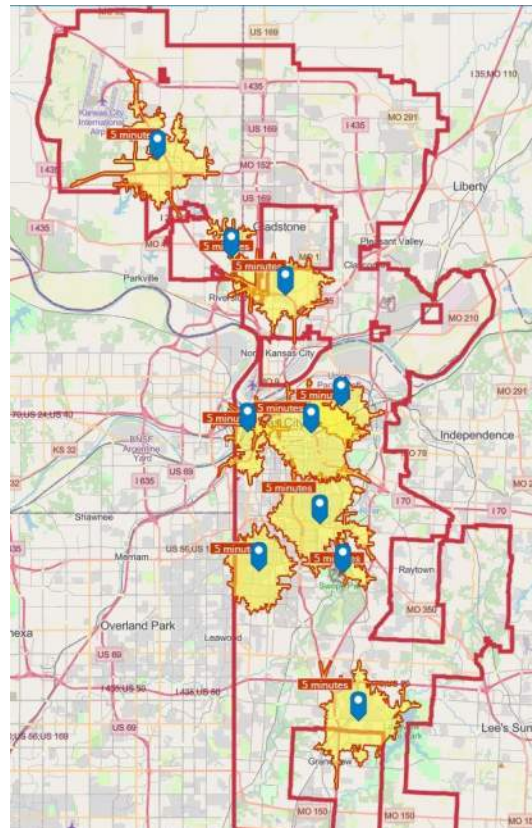
The following 5-Minute Drive Maps demonstrate the 5-minute drive time around each type of facility.

### 5-Minute Drive Maps

*Spray Parks*



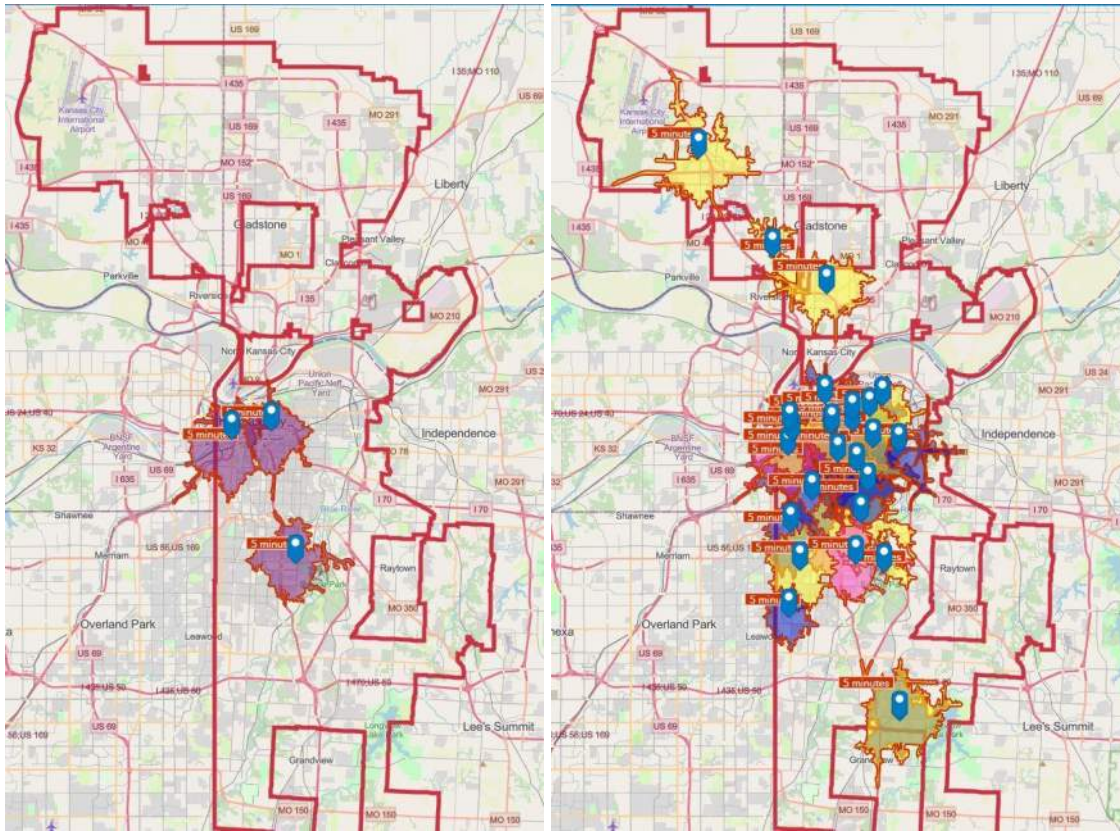
*Outdoor Pools*



5-Minute Drive Maps

Indoor Pools

All Aquatic Facilities

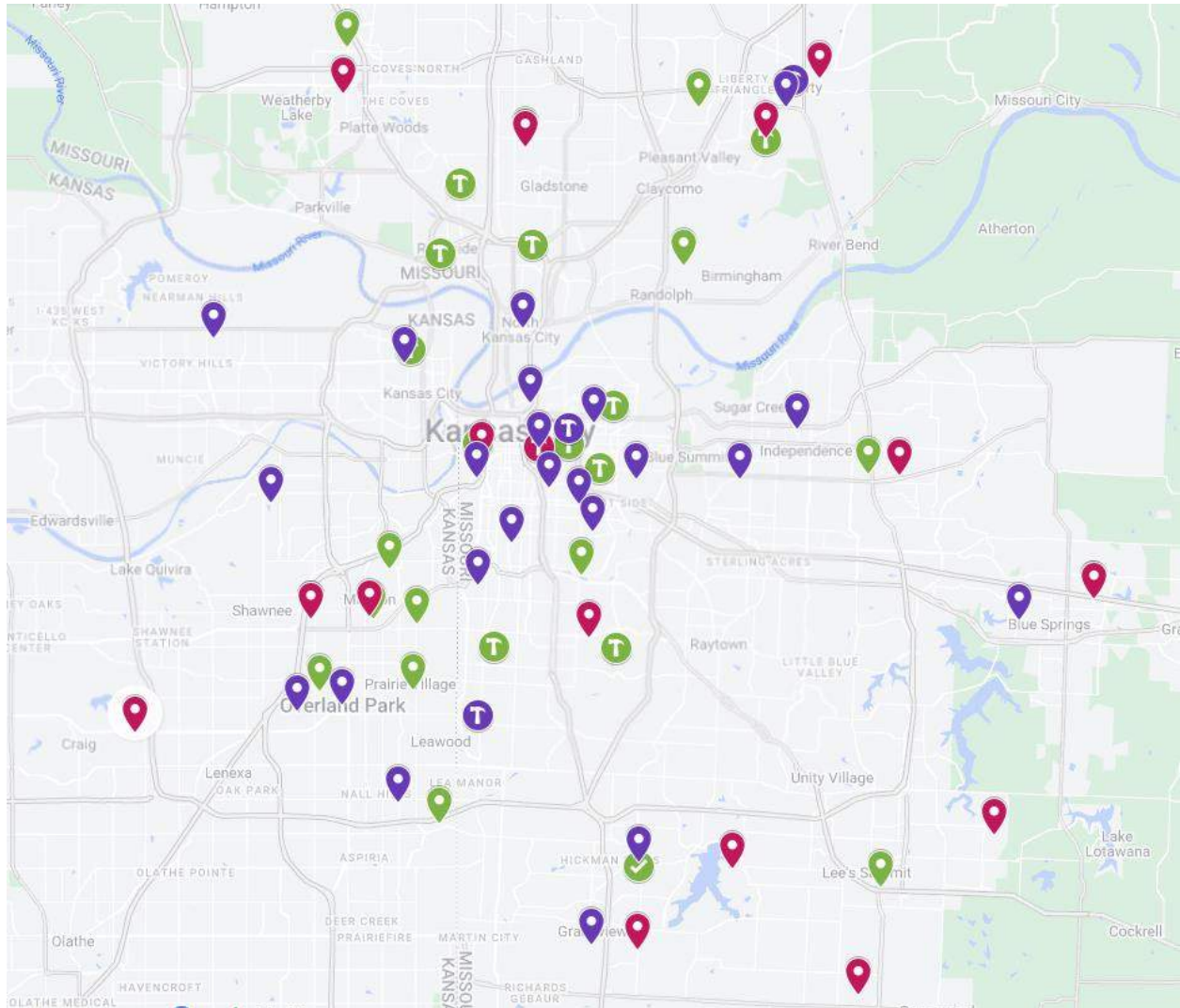


Facility Inventory

Taking inventory of service area facilities and how they serve the community is an important element in understanding aquatic service gaps and duplications, facility and activity saturation, and market competition. Facilities include those that are publicly and privately owned, outdoor and indoor, recreation and competitively focused, waterparks, and spraygrounds. Of note, residential pools and fitness gyms were not included in the facility inventory.

Due to the geographical and population size of the City of Kansas City, when assessing the service area in relation to other facilities that compete for service, the area evaluated will extend out to surrounding communities that either offer more modernized facilities and/or that are named as being attended during public engagement.

Facility Inventory Map



When looking at the Kansas City metropolitan area and at communities referenced during public engagement, there are 69 facilities including the 27 aquatic facilities within the City of Kansas City system, including:

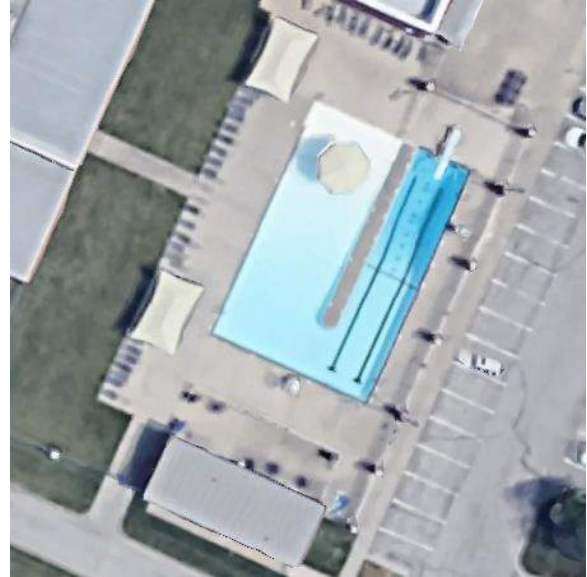
- Outdoor Pools: 27 (10 are in the Kansas City's system)
- Indoor Pools: 16 (3 are in Kansas City's system)
- Spraygrounds: 26 (14 are in the Kansas City's system)

Below is a list of example facilities in the service area and in the region that pertain to the study of aquatics in Kansas City but are not in the Kansas City system, or that are known to be utilized by community members. This is not an exhaustive list and serves as an example only.

**Liberty Community Center**  
Liberty, MO



**Riverside Pool**  
Riverside, MO



**Blue Surf Bay**  
Blue Springs, MO



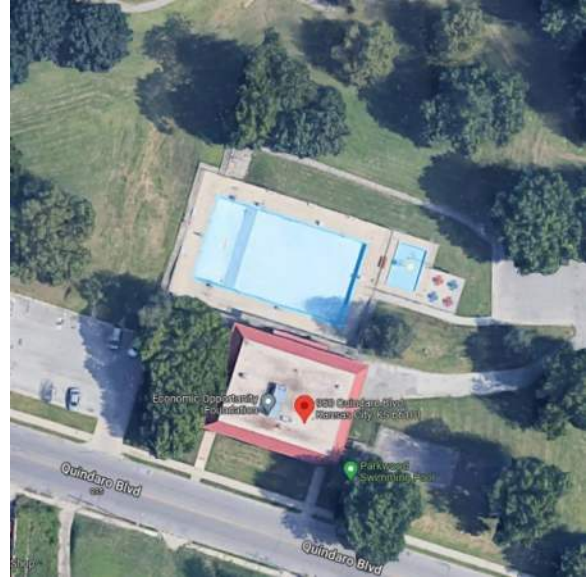
**Adventure Oasis Water Park**  
Independence, MO



**Summit Waves**  
Lee's Summit, MO



**Parkwood Pool**  
Kansas City, KS



**Roeland Park Aquatic Center**  
Roeland Park, KS



**Fairway Swimming Pool**  
Fairway, KS



**Prairie Village Aquatic Center**  
Prairie Village, KS



**Leawood Aquatic Center**  
Leawood, KS



**Park Hill Aquatic Center**  
Kansas City, MO



**Gladstone Community Center**  
Gladstone, MO



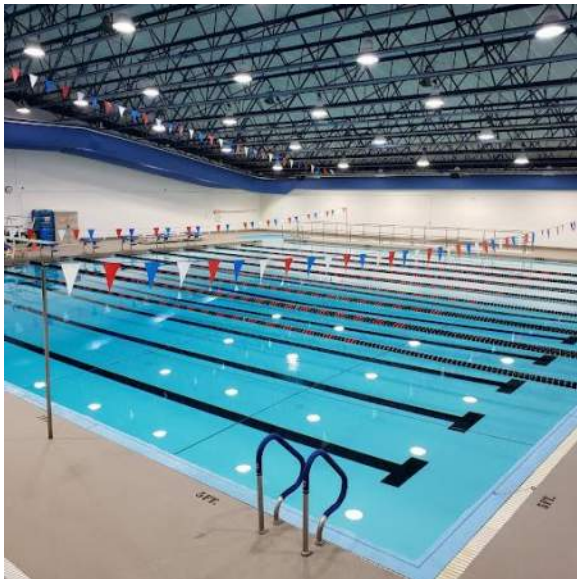
**Liberty Community Center (Indoor)**  
Liberty, MO



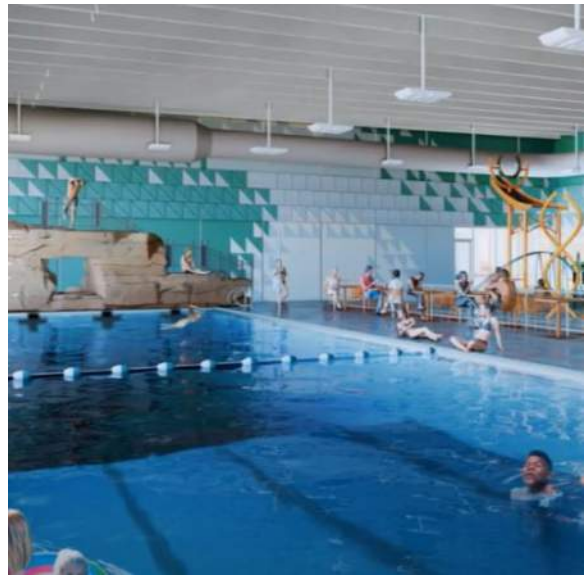
**William Jewell College**  
Liberty, MO



**Henley Aquatic Center**  
Independence, MO



**Blue Surf Bay**  
Blue Springs, MO



**J. Thomas Lovell Community Center**  
Lee's Summit, MO



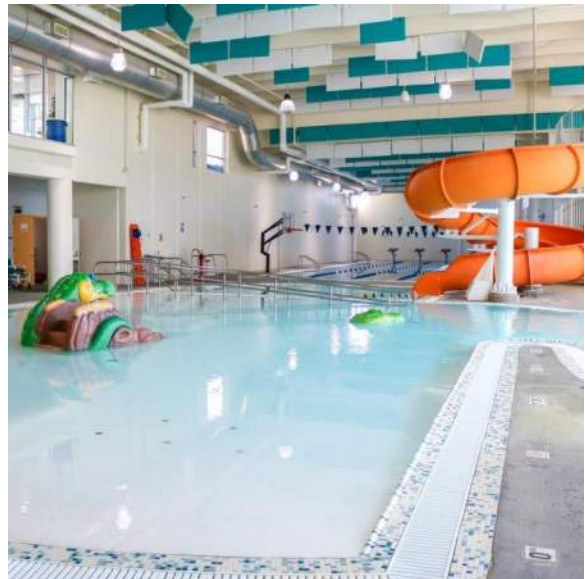
**Longview Community Center**  
Lee's Summit, MO



**Lee's Summit R7 Aquatic Center**  
Lee's Summit, MO



**The View Community Center**  
Grandview, MO





**Sylvester Powell Community Center**  
Merriam, KS



**SMSD Aquatic Center**  
Lenexa, KS



**City Park & Rush Moore Spraygrounds (2)**  
Liberty, MO



**Dagg Park Sprayground**  
North Kansas City, MO



**Rotary Park & McCoy Park Water Playground (2)  
Sprayground**  
Independence, MO



**Burrus Old Mil Park**  
Blue Springs, MO



**John Anderson Park Splash Pard**  
Grandview, MO



**Eisenhower, Heathwood, & Pierseon  
Park Spraygrounds (3)**  
Kansas City, KS



**Roe, Thompson, and Sapling Grove Park Spraygrounds (3)**  
Overland Park, KS



## Benchmarking

### **National Recreation and Parks Association (NRPA)**

The National Recreation and Parks Association conducts annual research regarding Parks and Recreation trends, usage, and other metrics, known as the NRPA Park Metrics Report.

#### Outdoor Pools

The 2023 NRPA Parks Metrics Report found that in the population size of over 250,000, that 67% of communities offer outdoor swimming pools, and that there is one (1) outdoor swimming pool per 108,245 people.

Applying this ratio to Kansas City's population in 2022, it would be anticipated that Kansas City would currently offer 5 outdoor swimming pools. With all pools existing today, and without considering Arbor Villa Wading Pool, Ashland Square Pool, and Jarboe Wading Pool that have been closed, and Swope Pool that is in a non-operable condition, the city has 7 outdoor swimming pools in their jurisdiction. When the Tony Aguirre Community Center outdoor pool opens, the city will offer 8 outdoor swimming pools. There will be up to 10 outdoor swimming pools if Arbor Villa and Swope Pools reopen as swimming pools.

## 2023 NRPA Agency Performance Review: Park Facilities, Programming, Responsibilities & Staffing

|  |                                  |                                 |  |   |  |                |
|--|----------------------------------|---------------------------------|--|---|--|----------------|
| Residents per Park & Acres of Parkland per 1,000 Residents | Prevalence of Outdoor Facilities | Population per Outdoor Facility | Prevalence of Indoor Facilities & Population per Indoor Facility | Programming & Targeted Programs Offered by Agencies | Key Responsibilities & Miles of Trails | Number of FTEs |
|--|----------------------------------|---------------------------------|--|---|--|----------------|

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### Outdoor Park and Recreation Facilities — Population per Facility

|  | Jurisdiction Population |                  |                  |                  |                    |              |
|--|-------------------------|------------------|------------------|------------------|--------------------|--------------|
|  | All Agencies            | Less than 20,000 | 20,000 to 49,999 | 50,000 to 99,999 | 100,000 to 250,000 | Over 250,000 |
| Playgrounds                              | 3,759                   | 2,014            | 3,028            | 3,779            | 5,024              | 10,811       |
| Basketball courts                        | 7,404                   | 3,729            | 7,117            | 8,790            | 8,792              | 15,214       |
| Diamond fields: baseball - youth         | 6,863                   | 3,114            | 5,033            | 7,237            | 14,564             | 26,826       |
| Tennis courts (outdoor)                  | 5,860                   | 2,805            | 5,815            | 5,577            | 7,797              | 12,033       |
| Rectangular fields: multi-purpose        | 9,177                   | 3,859            | 7,674            | 13,244           | 14,471             | 23,771       |
| Dog park                                 | 43,532                  | 11,100           | 28,000           | 54,119           | 78,526             | 131,943      |
| Diamond fields: softball fields - adult  | 15,345                  | 5,800            | 11,802           | 17,078           | 26,508             | 39,652       |
| Diamond fields: softball fields - youth  | 11,384                  | 5,079            | 9,060            | 12,716           | 26,313             | 44,265       |
| Diamond fields: baseball - adult         | 20,228                  | 7,627            | 19,556           | 27,566           | 45,257             | 54,004       |
| Community gardens                        | 31,395                  | 8,178            | 26,741           | 52,906           | 56,297             | 114,666      |
| Swimming pools (outdoor only)            | 38,635                  | 9,745            | 25,191           | 43,100           | 67,267             | 108,245      |
| Rectangular fields: soccer field - youth | 7,228                   | 3,600            | 4,947            | 7,207            | 12,875             | 47,204       |
| Multiuse courts -basketball, volleyball  | 17,475                  | 5,093            | 14,800           | 22,960           | 40,667             | 62,018       |
| Totlots                                  | 11,649                  | 5,816            | 11,195           | 11,641           | 17,703             | 37,441       |
| Rectangular fields: soccer field - adult | 13,692                  | 6,955            | 10,775           | 17,741           | 18,215             | 42,136       |
| Skate park                               | 53,144                  | 10,726           | 32,000           | 62,927           | 110,000            | 235,209      |
| Rectangular fields: football field       | 26,780                  | 8,637            | 18,785           | 29,374           | 50,837             | 73,556       |
| Pickleball                               | 13,922                  | 3,252            | 9,257            | 11,150           | 29,836             | 46,801       |
| Regulation 18-hole courses               | 94,109                  | 9,587            | 32,990           | 69,374           | 114,842            | 239,241      |
| Driving range stations                   | 25,930                  | 4,555            | 2,550            | 7,659            | 57,384             | 145,950      |
| Multipurpose synthetic field             | 36,884                  | 9,518            | 25,330           | 34,814           | 57,011             | 144,306      |
| Ice rink (outdoor only)                  | 17,741                  | 8,045            | 13,247           | 33,214           | 108,000            | 543,242      |
| Rectangular fields: cricket field        | 139,248                 | 34,706           | 16,584           | 62,943           | 118,709            | 362,153      |
| Rectangular fields: lacrosse field       | 26,411                  | 9,786            | 16,584           | 49,348           | 56,000             | 126,912      |
| Overlay field                            | 14,763                  | 8,707            | 9,468            | 16,398           | 25,452             | 27,737       |
| Rectangular fields: field hockey field   | 20,909                  | 18,000           | 17,292           | 44,292           | 53,895             |              |

[www.NRPA.org/APR](http://www.NRPA.org/APR)

\*Findings from the 2023 NRPA Agency Performance Review uses survey data gathered from 2020-2022 by NRPA Park Metrics.



### Indoor Pools

The 2023 NRPA Parks Metrics Report found that in the population size of over 250,000, that 37% of communities offer indoor aquatic centers, and that there is one (1) indoor aquatic center per 273,914 people.

Applying this ratio to Kansas City’s population in 2022, it would be anticipated that Kansas City would currently offer 2 indoor aquatic centers. When the Southeast Community Center pool opens in 2024, the city will offer 3 indoor aquatic centers.

## 2023 NRPA Agency Performance Review: Park Facilities, Programming, Responsibilities & Staffing

| Residents per Park & Acres of Parkland p... | Prevalence of Outdoor Facilities | Population per Outdoor Facility | Prevalence of Indoor Facilities & Population per Indoor Facility | Programming & Targeted Programs Offered by Agencies | Key Responsibilities & Miles of Trails | Number of FTEs & FTEs per 10,000 Resident. |
|---|----------------------------------|---------------------------------|--|---|--|--|
|---|----------------------------------|---------------------------------|--|---|--|--|

**Hover over & select a**

..

### Indoor Park and Recreation Facilities — Prevalence and Population per Facility

|                                     | Jurisdiction Population |                  |                  |                  |                    |              |
|-------------------------------------|-------------------------|------------------|------------------|------------------|--------------------|--------------|
|                                     | All Agencies            | Less than 20,000 | 20,000 to 49,999 | 50,000 to 99,999 | 100,000 to 250,000 | Over 250,000 |
| Recreation centers (including gyms) | 63%                     | 47%              | 59%              | 74%              | 77%                | 68%          |
| Community centers                   | 59%                     | 52%              | 57%              | 71%              | 60%                | 59%          |
| Senior centers                      | 41%                     | 22%              | 42%              | 49%              | 51%                | 47%          |
| Performance amphitheater            | 37%                     | 16%              | 34%              | 46%              | 48%                | 52%          |
| Nature centers                      | 33%                     | 11%              | 20%              | 30%              | 42%                | 73%          |
| Aquatics centers                    | 28%                     | 16%              | 24%              | 38%              | 35%                | 37%          |
| Stadiums                            | 20%                     | 13%              | 13%              | 21%              | 26%                | 31%          |
| Teen centers                        | 13%                     | 7%               | 13%              | 17%              | 13%                | 16%          |
| Indoor ice rink                     | 12%                     | 7%               | 11%              | 16%              | 13%                | 16%          |
| Arena                               | 8%                      | 4%               | 5%               | 9%               | 11%                | 15%          |

|                                     | Jurisdiction Population |                  |                  |                  |                    |              |
|-------------------------------------|-------------------------|------------------|------------------|------------------|--------------------|--------------|
|                                     | All Agencies            | Less than 20,000 | 20,000 to 49,999 | 50,000 to 99,999 | 100,000 to 250,000 | Over 250,000 |
| Recreation centers (including gyms) | 31,215                  | 9,745            | 24,380           | 38,018           | 54,125             | 65,909       |
| Community centers                   | 29,494                  | 8,829            | 26,696           | 53,331           | 54,354             | 109,710      |
| Senior centers                      | 59,727                  | 14,000           | 31,199           | 67,139           | 123,882            | 294,394      |
| Performance amphitheater            | 67,862                  | 11,100           | 30,283           | 60,495           | 121,000            | 298,416      |
| Nature centers                      | 120,000                 | 10,633           | 32,000           | 71,360           | 129,859            | 358,431      |
| Aquatics centers                    | 53,950                  | 11,650           | 31,645           | 60,116           | 108,843            | 273,914      |
| Stadiums                            | 79,866                  | 9,250            | 31,000           | 64,150           | 156,798            | 432,000      |
| Teen centers                        | 55,494                  | 14,593           | 31,645           | 58,174           | 127,301            | 426,501      |
| Indoor ice rink                     | 53,224                  | 8,000            | 24,838           | 53,224           | 102,132            | 395,699      |
| Arena                               | 79,828                  | 5,531            | 24,626           | 68,208           | 104,774            | 578,231      |

[www.NRPA.org/APR](http://www.NRPA.org/APR)

\*Findings from the 2023 NRPA Agency Performance Review uses survey data gathered from 2020-2022 by NRPA Park Metrics.

NATIONAL RECREATION AND PARK ASSOCIATION

## Large Communities

Large communities typically offer fewer aquatic facilities per capita than smaller communities. To understand how Kansas City currently compares in relation to the number of facilities offered per capita (operable facilities only), a breakdown of the number of facilities and the population served is shown in the tables below.

|                    | Population<br>(2022 est.) | Outdoor Pools                                     | Indoor<br>Pools | Spraygrounds | Total        |
|--------------------|---------------------------|---|-----------------|--------------|--------------|
| Des Moines, IA     | 212,031                   | Pools – 5<br>Wading pools – 5<br>Splash pools - 4 | 0               | 14           | 28           |
| St, Louis, MO      | 293,310                   | 3   | 4               | 6            | 13           |
| Omaha, NE          | 486,051                   | 15  | 3               | 12           | 30           |
| Kansas City, MO    | 509,297                   | 7   | 3               | 13           | 23           |
| Mesa AZ            | 512,498                   | 9   | 0               | 5            | 14           |
| Sacramento, CA     | 528,001                   | Pools – 12<br>Wading Pools - 4                    | 0               | 12           | 28           |
| Fresno, CA         | 545,567                   | 8   | 0               | 8            | 16           |
| Tucson, AZ         | 546,574                   | 16  | 4               | 6            | 26           |
| Albuquerque,<br>NM | 561,008                   | 7 (8 soon)  | 5 (6 soon)      | 2            | 14 (16 soon) |
| Milwaukee, WI      | 563,305                   | Pools – 10<br>Wading Pools – 25                   | 2               | 8            | 45           |
| Baltimore, MD*     | 569,931                   | -   | -               | -            | 23           |

\*Not all facilities listed on website. Website lists that the city offers 23 indoor and outdoor pools.

|                    | Population<br>(2022 est.) | # People per<br>Outdoor Pool | # People<br>per Indoor<br>Pool | # People per<br>Sprayground | # People<br>per Facility<br>Total |
|--------------------|---------------------------|------------------------------|--------------------------------|-----------------------------|-----------------------------------|
| Des Moines, IA     | 212,031                   | 1 / 15,000                   | N/A                            | 1 / 15,000                  | 1 / 7,500                         |
| St, Louis, MO      | 293,310                   | 1/ 10,000                    | 1 / 73,000                     | 1 / 5,000                   | 1 / 23,000                        |
| Omaha, NE          | 486,051                   | 1 / 32,000                   | 1 / 162,000                    | 1 / 40,500                  | 1 / 16,000                        |
| Kansas City, MO    | 509,297                   | 1 / 73,000                   | 1 / 170,000                    | 1 / 39,000                  | 1 / 22,000                        |
| Mesa AZ            | 512,498                   | 1 / 57,000                   | N/A                            | 1 / 102,500                 | 1 / 37,000                        |
| Sacramento, CA     | 528,001                   | 1 / 33,000                   | N/A                            | 1 / 44,000                  | 1 / 19,000                        |
| Fresno, CA         | 545,567                   | 1 / 68,000                   | N/A                            | 1 / 68,000                  | 1 / 34,000                        |
| Tucson, AZ         | 546,574                   | 1 / 34,000                   | 1 / 137,000                    | 1 / 91,000                  | 1 / 21,000                        |
| Albuquerque,<br>NM | 561,008                   | 1 / 47,000                   | 1 / 142,500                    | 1 / 285,000                 | 1 / 25,000                        |
| Milwaukee, WI      | 563,305                   | 1 / 16,000                   | 1 / 282,000                    | 1 / 70,500                  | 1 / 12,500                        |
| Baltimore, MD*     | 569,931                   | -                            | -                              | -                           | 1 / 25,000                        |

## Operating Performance

Metrics used for assessing operating performance act as a guide to project operations for a swimming pool on average and help to evaluate if the facility is under- or over-performing from the average.

Expenses and revenues are impacted by facility size, and to account for this, expenses and revenues are broken down to a square foot unit number. The following categories are used to assess operating performance:

- **Expense Ratio**                      Cost per square foot of water surface
- **Revenue Ratio**                     Revenue per square foot of water surface
- **Cost Recovery**                     Level to which revenue offset expenses
- **Attendance Ratio**                 Amount of usage per capita per season
- **Attendance Revenue**             Revenue received per attendee

It is anticipated that each of the following types of facilities will fall within the ranges below based on benchmarking and past operating performance of outdoor aquatic venues.

|                                 | <b>Expense Ratio / s.f. (Est.)</b> | <b>Revenue Ratio / s.f. (Est.)</b> | <b>Cost Recovery (Est.)</b> | <b>Attendance Ratio (total water to population)</b> | <b>Attendance Revenue</b> |
|---------------------------------|------------------------------------|------------------------------------|-----------------------------|---|---------------------------|
| <b>Spraygrounds</b>             | \$8 - \$12                         | \$0 - \$6                          | 0% - 50%                    | -   | -                         |
| <b>Major &amp; Junior Pools</b> | \$15 - \$24                        | \$10 - \$17                        | +/- 60 - 70%                | 1 - 3   | \$4 - \$6                 |
| <b>Water Parks</b>              | \$26 - \$35                        | \$23 - \$32                        | +/-80 - 90%                 |   | \$8 - \$10                |



In comparison to the anticipated performance noted above, the table below demonstrates how the various outdoor facilities have performed within the system.

|                                 | Expense Ratio / s.f. (Est.) | Revenue Ratio / s.f. (Avg. last 4 - 5 operating seasons) | Cost Recovery     | Attendance Ratio | Attendance Revenue |
|---------------------------------|-----------------------------|--|-------------------|------------------|--------------------|
| <b>Spraygrounds</b>             | Not available               | N/A  | N/A               | N/A              | N/A                |
| <b>Major &amp; Junior Pools</b> | \$16 (all Major / Jr Pools) | \$1.72   | 11% (2022 actual) | -                | \$2.41             |
| Brush Creek                     | Not available               | \$1.76   | N/A               | .007.            | \$1.87             |
| Budd                            | Not available               | \$6  | N/A               | .008             | \$4.94             |
| Line Creek                      | Not available               | \$2.48   | N/A               | .007             | \$2.72             |
| Gorman                          | Not available               | \$2.50   | N/A               | .02              | \$3.34             |
| Grove                           | Not available               | \$2.09   | N/A               | .01              | \$2.70             |
| Swope                           | Not available               | \$.86  | N/A               | .02              | \$2.01             |
| Arbor Villa                     | Not available               | N/A  | N/A               | .002             | N/A                |
| Ashland Square                  | Not available               | N/A  | N/A               | .002             | N/A                |
| Jarboe                          | Not available               | N/A  | N/A               | .003             | N/A                |
| <b>Water Parks</b>              | -                           | -  | -                 | -                | -                  |
| The Bay                         | \$60 (2022 actual)          | \$6 (2022 actual)  | 10% (2022 actual) | .03              | \$6 (2022 actual)  |
| The Springs                     | \$33 (2022 actual)          | \$20 (2022 actual)                                       | 60% (2022 actual) | .07              | \$13 (2022 actual) |
| <b>Indoor Pools</b>             | Not available               | Not available  | N/A               | Not available    | N/A                |

From 2016 – 2019, all of the Water Parks, Junior Pools (except for Gillham), and Major Pools (except for Gorman), were open. During this time, there was an average of 103,288 visitors to the outdoor aquatic facilities. This equates to an Attendance Ratio of approximately .21, well under the anticipated Attendance Ratio of 1 – 3. This, in addition to the findings in the graph above, is an indicator that:

- Attendance between all outdoor facilities overall is low
- Outdoor facilities are not attracting the anticipated number of visitors
- Outdoor facilities, with the exception of The Springs, are not generating the amount of anticipated revenue per attendee
- There may be more aquatic facilities in the system than there is demand for

### Opportunities

Overall, each of the outdoor facilities in the system are not performing to the level expected for their facility types. Specific examples include:

- **Major and junior pools** - have expenses typical for their facility type, however the amount of revenue and attendance is lower. Focus should be placed on generating attendance and revenue.
- **The Bay** - expenses are double than expected and revenue is half. Focus should be placed on reducing expenditures and increasing attendance and revenue.
- **The Springs** – revenues are slightly less than expected, and focus could be placed on adding programs or opportunities for use to increase revenue and cost recovery.

Additional considerations include:

- Establish level of service and level of acceptable subsidy
- Continue to focus on efficiency and consistency of service to promote trust and predictability with the community
- Establish feasible options for increasing attendance
- Assess feasibility of marketing and programming (e.g., see Operations section in subsequent sections)

## Area Facility Operations

Studying local facility operations allows for quick comparison to backcheck the operations of the existing facilities, including fees charged, availability of use, and understanding service gaps and duplications. See the breakdown of Area Facilities in the Appendix.

In general, area agencies offer the following for outdoor swimming pools:

- **Operating Dates:** Memorial Day weekend – mid-late August
- **Operating Hours:** Noon – 7 or 8 p.m.
- **Day Passes:** \$1 - \$10, many in the \$6 - \$9 range
- **Season Passes:** \$40 - \$85 for individual passes (resident)
- **Programs**
  - Swim lessons
  - Water fitness
  - Special events
  - Rentals/parties
- **Other**
  - Most offer senior and resident discount rates
  - Some offer family passes and others do not

The aquatic facilities in Kansas City offer operating dates and hours in-line with area aquatic facilities. Fees are within range, and opportunities for improvement or modification are shown below. It is of note that with fees being in range, there should be a focus placed on increasing attendance and usership at the facilities, and not solely a fee increase to generate more revenue.

### Opportunities

Each of the opportunities below come with a modification of the existing operational structure. However, they are based on facilities in the area and are geared towards maximizing attendance and revenue.

- Offer an “All Access Pass” that would permit admission into any of the swimming pools or to all of the outdoor pools.
- Resident discounts and enacting a non-resident rate. It is an option to create this for season passes only or for both season passes and daily passes.
- Focus on staffing the indoor pools so that more hours can be offered, and to maximize programming opportunities across the system.

## Summary

The following are key takeaways when looking at what Kansas City currently offers:

- The City's population is spread out nearly equally between the 6 City Council Districts, however, there are fewer facilities and amount of water offered in Districts 2 and 6.
- The majority of the current facilities are located in the geographic mid-section or center of the city.
- The city offers more aquatic facilities than other communities when considering all facilities in the system, and offers the higher side of average when considering only those that are currently operable
- Overall, the facilities are underperforming on utilization and revenue generation

### **3. Facility Assessments**

Kansas City offers 27 aquatic facilities that offer various water-recreational activities. The facilities make up the aquatic system include:

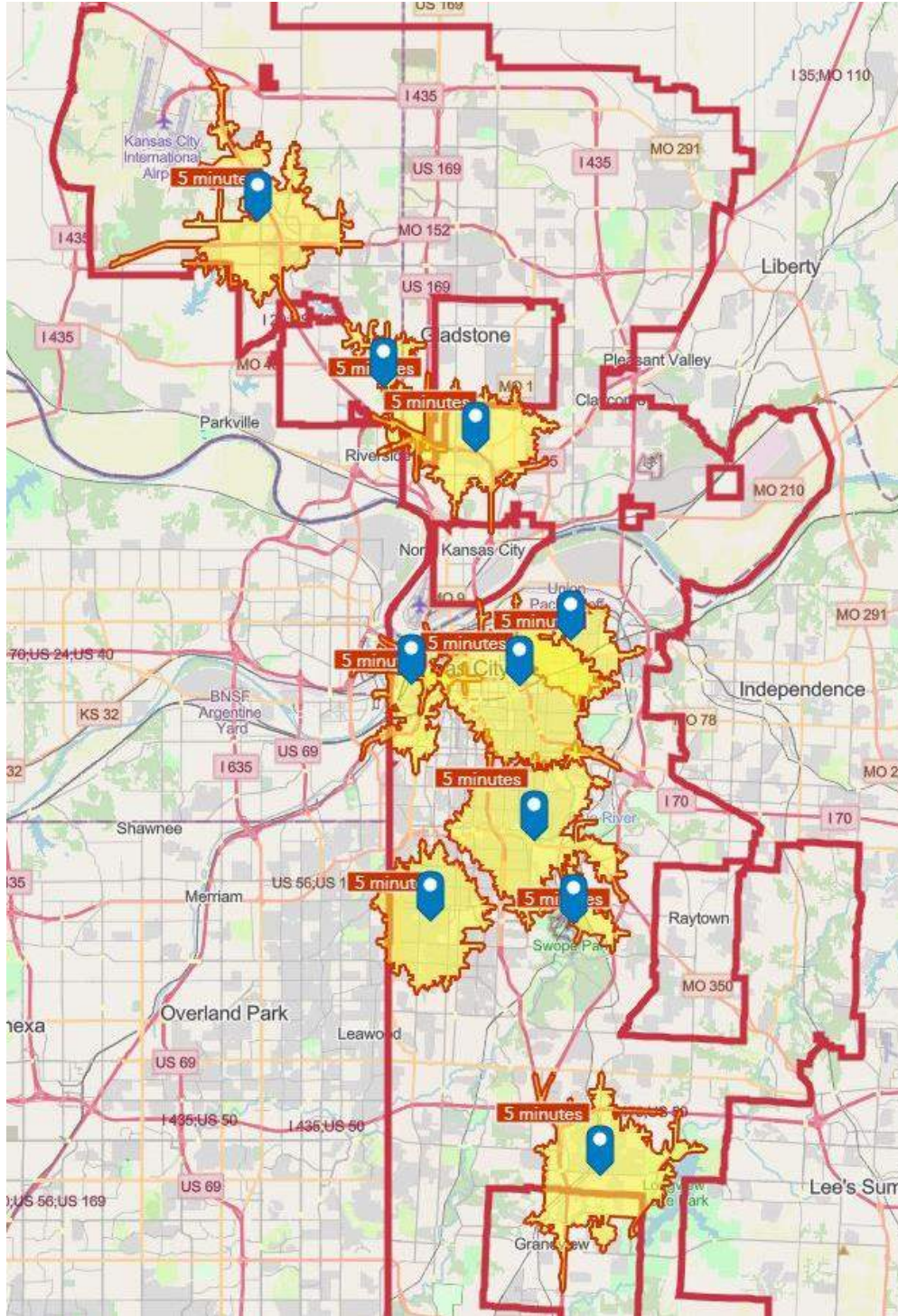
- 10 outdoor pools
- 14 spraygrounds
- 3 indoor pools

Several of these facilities have closed due to poor physical conditions, and others need repair. This section will focus on the high-level assessment of each facility and overall condition of each. These have been broken down into each of the three (3) facility types.



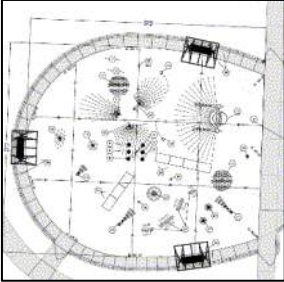

For all facilities other than Arbor Villa Pool, Jarboe Pool, and Swope Pool, there is a maintenance and improvement magnitude of cost of \$2.66 Million - \$3.73 Million. Visual assessments were performed in the Summer and Fall of 2022. Detailed improvements and improvement costs can be found in the Appendix.





## Outdoor Pool Assessments

Outdoor Pool Map







Swimming Pools Assessment Overview

| Pool Name   | Overall Condition                   | Key Components  | Key Improvements  |
|---|-------------------------------------|---|---|
| <p>Arbor Villa</p>   | <p>Very Poor</p>                    | <p>Location: Arbor Villa Park, District 6</p> <p>Size: 800 s.f. of water</p> <p>Depths: 1'0" – 1'4"</p> <p>Features: shallow water, drain and fill pool, Arbor and trees for shade</p> <p>Main Challenge: Closed due to not meeting health code</p>   | <p>Substantial Improvements or Modifications of Service (see Master Plan Options)</p>   |
| <p>Ashland Square</p>   | <p>Currently under construction</p> | <p>Location: Ashland Square Park, District 3</p> <p>Features: New and modern sprayground with various spray types and heights, seating, and shade</p> <p>(New sprayground site plan to the right)</p>   |   |
| <p>Brush Creek Community Center / Mary Williams Neal Community Center</p>  | <p>Poor</p>                         | <p>Location: Brush Creek Community Center, District 3</p> <p>Size: 3,672 s.f. of water</p> <p>Depths: 0'0" – 5'0"</p> <p>Features: Zero-depth entry, toddler slide, spray feature, basketball, 3-25-yard lap lanes, deck water feature, shade, new waterslide in Summer 2023</p> <p>Main Challenges: Pipe breaks*, plaster delamination, aged equipment</p> <p><i>*In early September 2023 it was discovered that there is a new pipe break. Based on this new information, it is determined there is a pervasive issue that is an indicator of a larger problem. It is a</i></p> | <p>Immediate: \$22,700 - \$28,800</p> <p><u>Basic: \$307,600 - \$413,000</u></p> <p><b>Total: \$330,300 - \$441,800*</b></p> <p><i>*Does not include costs for leaks mentioned in Key Components.</i></p> |

|   |           |  |   |
|---|-----------|--|---|
|   |           | <i>consideration to demo the deck and pool piping, and rebuild the underdrain, subgrade, piping, and deck.</i>   |   |
| <p>Budd</p>                   | Poor      | <p>Location: Budd Park, District 4</p> <p>Size: 3,174 s.f. of water</p> <p>Depths: 0'0" – 4'0"</p> <p>Features: Zero-depth entry, sprays</p> <p>Main Challenges: Pipe breaks, lack of shade</p>  | <p>Immediate - \$13,800 - \$21,700</p> <p><u>Basic - \$219,600 - \$320,300</u></p> <p><b>Total: \$233,400 - \$342,000</b></p>   |
| <p>Gorman</p>                 | Fair      | <p>Location: Gorman Park, District 4</p> <p>Size: 9,874 s.f. of water</p> <p>Depths: 4'0" – 12'6"</p> <p>Features: 8, 50-meter lap lanes, shade</p> <p>Main Challenges: Pipe breaks, lack of amenities, duplication of service in the area</p>   | <p>Immediate - \$12,600 - \$18,900</p> <p><u>Basic - \$348,400 - \$519,000</u></p> <p><b>Total: \$361,000 - \$537,900</b></p> <p>&amp;</p> <p>Substantial Improvements or Modifications of Service (<i>see Master Plan Options</i>)</p> |
| <p>Grove</p>                | Fair      | <p>Location: Grove Park, District 3</p> <p>Size: 5,870 s.f. of water</p> <p>Depths: 3'0" – 12'6"</p> <p>Features: Deck slide, basketball goal, climbing wall, 2-1-meter diving boards, shade</p> <p>Main Challenges: Various maintenance on deck and mechanical space, reported safety</p> | <p>Immediate - \$60,200 - \$75,400</p> <p><u>Basic - \$71,600 - \$101,100</u></p> <p><b>Total: \$131,800 - \$176,500</b></p>  |
| <p>Jarboe/West Terrace</p>  | Very Poor | <p>Location: Jarboe Park, District 4</p> <p>Size: 2,964 s.f. of water</p> <p>Depths: 0'6" – 3'4"</p> <p>Features: Shallow water, shade</p> <p>Main Challenge: Closed due to not meeting health code</p>  | <p>Substantial Improvements or Modifications of Service (<i>see Master Plan Options</i>)</p>  |

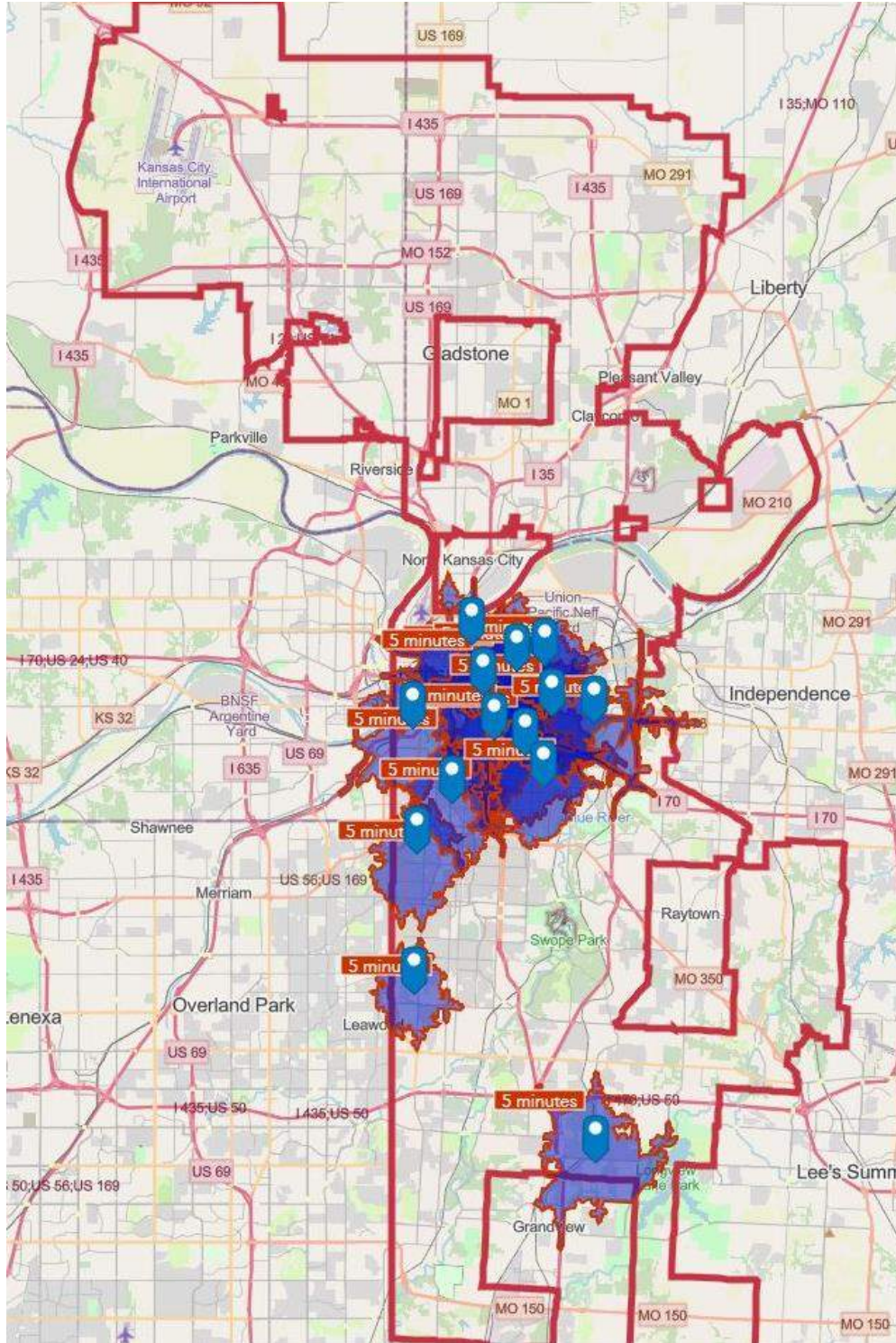


|  |                  |  |  |
|--|------------------|--|--|
| <p>Line Creek Community Center</p>  | <p>Fair</p>      | <p>Location: Line Creek Community Center, District 3</p> <p>Size: 3,667 s.f. of water</p> <p>Depths: 0'0" – 5'0"</p> <p>Features: Zero-depth entry, toddler slide, spray features,</p> <p>Main Challenges: Various maintenance on deck and mechanical space, lack of shade</p>   | <p>Immediate - \$26,500 - \$34,100<br/> <u>Basic - \$34,000 - \$50,300</u><br/> <b>Total: \$60,500 - \$84,400</b></p>    |
| <p>Swope</p>                        | <p>Very Poor</p> | <p>Location: Swope Park, District 5</p> <p>Size: 18,266 s.f. of water</p> <p>Depths: 3'5" – 11'0"</p> <p>Features: deck slide, 2-low profile (8") diving boards, climbing wall, 12, 50-meter lap lanes, splashpad, shade</p> <p>Main Challenges: Closed due to deteriorated conditions</p>   | <p>Substantial Improvements or Modifications of Service (<i>see Master Plan Options</i>)</p>                             |
| <p>The Bay</p>                    | <p>Good</p>      | <p>Location: Longview Tract Park, District 5</p> <p>Size: 15,238 s.f. of water</p> <p>Depths: 0'0" – 6'6"</p> <p>Features: Leisure pool with zero-depth entry, play structure, sprays, family slide, competition pool with 6, 25-yard lap lanes, lazy river, 3 large waterslides, FlowRider, shade</p> <p>Main Challenges: Various maintenance on deck and mechanical space, reported safety</p> | <p>Immediate - \$14,200 - \$21,300<br/> <u>Basic - \$96,900 - \$146,900</u><br/> <b>Total: \$111,100 - \$168,200</b></p> |





|  |             |   |   |
|--|-------------|---|---|
| <p>The Springs</p>  | <p>Good</p> | <p>Location: Tiffany Hills Park,<br/>District 1</p> <p>Size: 25,392 s.f. of water</p> <p>Depths: 0'0" – 13'0"</p> <p>Features: Leisure pool zero-depth entry, sprays and play structure, in-water seating, lazy river, 2 large waterslides, competition pool with 8, 50-meter lines and a bulkhead, 2, 1-meter diving boards and 2, 3-meter diving board, splashpad, shade</p> <p>Main Challenges: Various maintenance on deck and mechanical space, play structure</p> | <p>Immediate - \$111,100 - \$155,800</p> <p><u>Basic - \$380,400 - \$477,900</u></p> <p><b>Total: \$491,500 - \$633,700</b></p> |
|--|-------------|---|---|


## Sprayground Assessments





Sprayground Map



Sprayground Assessment Overview

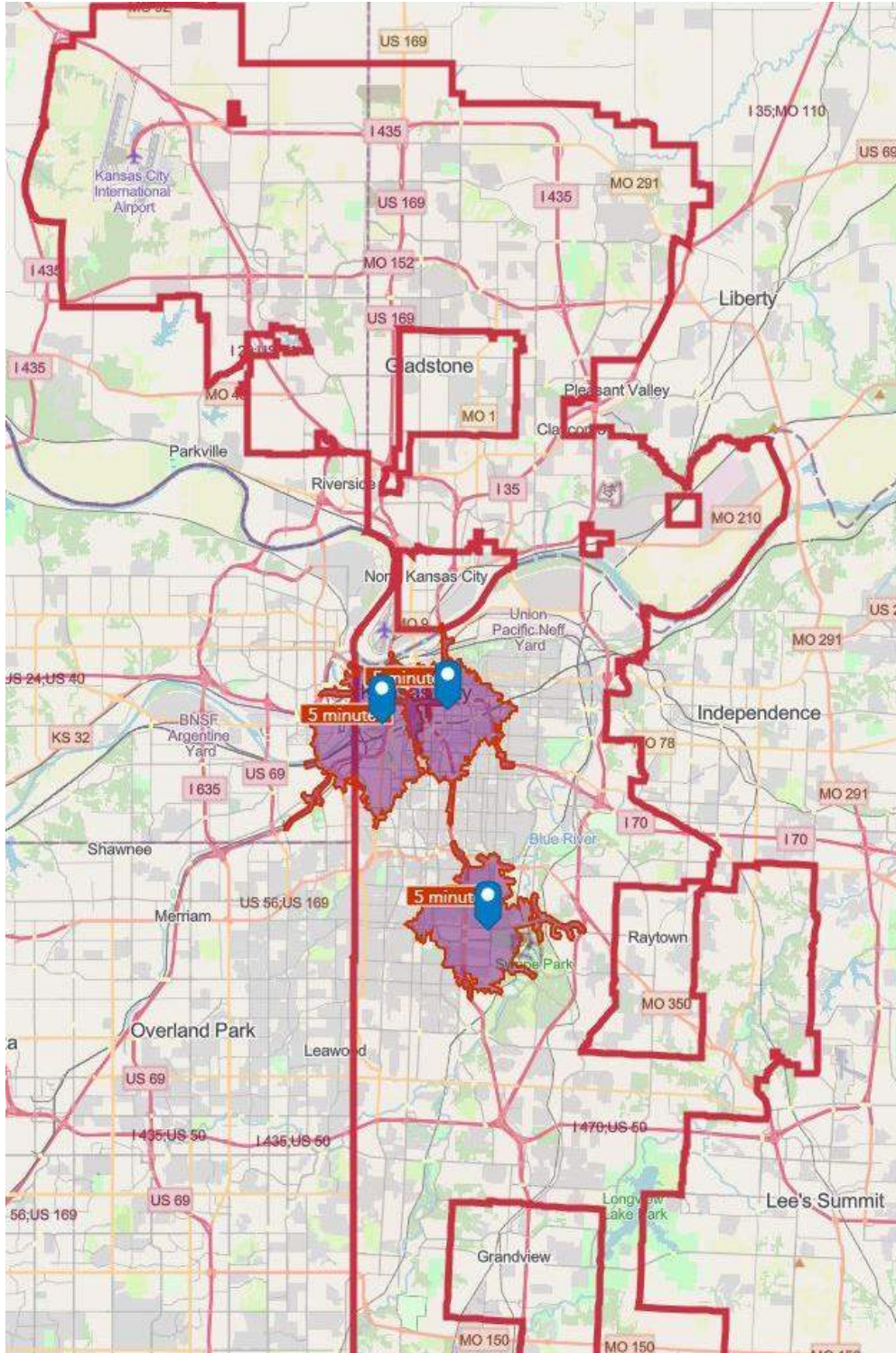
| Sprayground Name  | Overall Condition | Key Components  | Key Improvements  |
|---|-------------------|---|---|
| <p>Blue Valley</p>  | Good              | <p>Location: District 3</p> <p>Features: Newer facility with ground sprays and several vertical features, flow-through system</p>             | Immediate - \$7,500 - \$11,300  |
| <p>Central</p>    | Very Poor         | <p>Location: District 3</p> <p>Features: Unique floor design with ground sprays, currently closed</p>   | <p>Immediate - \$215,100 - \$319,700</p> <p><u>Basic - \$12,500 - \$15,600</u></p> <p><b>Total: \$227,600 - \$335,300</b></p> |
| <p>Douglas</p>   | Good              | <p>Location: District 4</p> <p>Features: Basic facility with ground sprays, Unique shade structure adjacent, flow-through system</p>          | <p>Immediate - \$10,000 - \$15,000</p> <p><u>Basic - \$3,800 - \$5,000</u></p> <p><b>Total: \$13,800 - \$20,000</b></p>       |
| <p>Garrison</p>  | Fair              | <p>Location: District 4</p> <p>Features: Nice facility with 3 zones of features: ground, medium sprays, taller sprays flow-through system</p> | <p>Immediate - \$5,100 - \$7,800</p> <p><u>Basic - \$10,000 - \$17,500</u></p> <p><b>Total: \$15,100 - \$25,300</b></p>       |

|  |                  |  |   |
|--|------------------|--|---|
| <p>Gillham</p>    | <p>Very Good</p> | <p>Location: District 4</p> <p>Features: New and modern facility with ground sprays and several vertical features, flow-through system, interesting deck pattern</p> | <p>Immediate – \$1,300 - \$1,900</p> <p><u>Basic - \$24,200 - \$50,600</u><br/><b>Total: \$25,500 - \$52,500</b></p>    |
| <p>Harmony</p>    | <p>Good</p>      | <p>Location: District 3</p> <p>Features: Basic facility with 1 vertical feature, flow-through system</p>   | <p>Immediate - \$5,000 - \$7,500</p>  |
| <p>Longview</p>  | <p>Fair</p>      | <p>Location: District 5</p> <p>Features: Larger facility with ground sprays and several vertical features, circulated system, adjacent to The Bay</p>                | <p>Immediate – \$18,500 - \$27,800</p> <p><u>Basic - \$69,000 - \$86,300</u><br/><b>Total: \$87,500 - \$114,100</b></p> |
| <p>Loose</p>    | <p>Fair</p>      | <p>Location: District 6</p> <p>Features: Standard facility with ground sprays and several vertical features, flow-through system, located in popular Loose Park</p>  | <p>Immediate - \$47,400 - \$85,400</p>  |
| <p>Lykins</p>   | <p>Fair</p>      | <p>Location: District 3</p> <p>Features: Newer facility with ground sprays and several vertical features, flow-through system</p>                                    | <p>Immediate- \$8,100 - \$12,100</p>  |




|   |             |  |   |
|---|-------------|--|---|
| <p>Parade</p>          | <p>Good</p> | <p>Location: District 3</p> <p>Features: Basic facility with ground sprays, flow-through system, near 18<sup>th</sup> and Vine</p>       | <p>Immediate - \$11,900 - \$17,500</p>  |
| <p>Seven Oaks</p>      | <p>Good</p> | <p>Location: District 3</p> <p>Features: Newer facility with ground sprays and several tall vertical features, flow-through system</p>   | <p>Immediate – \$6,800 - \$10,100</p> <p><u>Basic – \$11,500 - \$34,500</u><br/><b>Total: \$18,300 - \$44,600</b></p> |
| <p>Spring Valley</p>  | <p>Good</p> | <p>Location: District 3</p> <p>Features: Newer facility with ground features and several tall vertical features, flow-through system</p> | <p>Immediate – \$5,000 - \$7,500</p> <p><u>Basic – \$9,400 - \$14,050</u><br/><b>Total: \$14,400 - \$21,600</b></p>   |
| <p>Sunnyside</p>      | <p>Good</p> | <p>Location: District 6</p> <p>Features: Basic facility with ground sprays and 1 tall vertical feature, flow-through system</p>          | <p>Immediate - \$40 - \$55</p>  |

Indoor Pool Assessments

Indoor Pool Map



Indoor Pool Assessment Overview

| Pool Name  | Overall Condition | Key Components   | Key Improvements  |
|--|-------------------|--|---|
| <p>Tony Aguirre Community Center</p>  | <p>Fair</p>       | <p>Location: District 4</p> <p>Size: 3,068 s.f.</p> <p>Depths: 0'0" – 5'6"</p> <p>Features: Zero-depth entry with zero-depth sprays, basketball, 2-75' lap lanes, received a new pool filter in 2022</p> <p>Main Challenges: Staffing, lack of amenities, aesthetic</p>                | <p>Immediate: \$400 - \$500</p> <p><u>Basic: \$26,900 - \$40,000</u></p> <p><b>Total: \$27,300 - \$41,000</b></p>             |
| <p>Gregg Klice Community Center</p>   | <p>Fair/Poor</p>  | <p>Location: District 3</p> <p>Size: 3,157 s.f. of water</p> <p>Depths: 0'0" – 4'0"</p> <p>Features: Zero-depth entry, basketball 4, 25-yard lap lanes, spa, and sauna</p> <p>Main Challenges: Mechanical system repairs needed, air circulation in mechanical area and natatorium</p> | <p>Immediate - \$383,800 - \$483,600</p> <p><u>Basic - \$52,650 - \$74,100</u></p> <p><b>Total: \$436,450 - \$557,700</b></p> |
| <p>Southeast Community Center</p>    | <p>May 2024</p>   | <p>Location: District 5</p> <p>Size: 1,740 s.f.</p> <p>Depths: 0'0" – 9'6"</p> <p>Features: New pool with over zero-depth entry, various sprays, 3-50' lap lanes, basketball, climbing wall, and deep water</p>  |   |



## 4. Public Outreach

### Introduction

The Aquatics Master Plan placed importance on hearing feedback from the Kansas City community, community stakeholders, and users of the aquatic facilities. Public outreach was conducted to understand how the community currently utilizes aquatic facilities, to provide guidance on the future of aquatics in the city and collect general household and program information.

Several methods of collecting public input were conducted, including:

- **Open house meetings for the general public**  
December 7, 2022, at Southeast Community Center and January 17, 2023, at Line Creek Community Center.
- **General public online survey #1**  
An online survey was available December 6, 2022 – February 28, 2023.
- **Arbor Villa Neighborhood**  
A community meeting was held on May 9, 2023, at Arbor Villa Park and online survey was available from May 8, 2023 – May 22, 2023.
- **Westside Neighborhood**  
A community meeting was held on May 13, 2023, at Tony Aguirre Community Center and an online survey was available from May 5, 2023 – June 1, 2023.
- **Social Pinpoint Project Website**  
Online website to educate about the public and provide updates
- Community and stakeholder meetings, phone calls, and email correspondence

## Outreach Methods

### Open House Public Meetings

Two open house meetings were conducted to meet and talk with community members, with a focus on presenting information about the existing aquatic facilities and current challenges, discussing their aquatic needs and ideas about the future of swimming in the city, and answering questions.

The first Open House meeting was conducted on December 7, 2022, from 4 – 6 p.m. at Southeast Community Center. An estimated 30- 40 people participated in the meeting. Waters Edge Aquatic Design staff and City staff were present.

The second Open House meeting was conducted on January 17, 2023, from 4 – 6 p.m. at Line Creek Community Center. 12 – 15 people participated in the meeting. Waters Edge Aquatic Design staff and City staff were present.

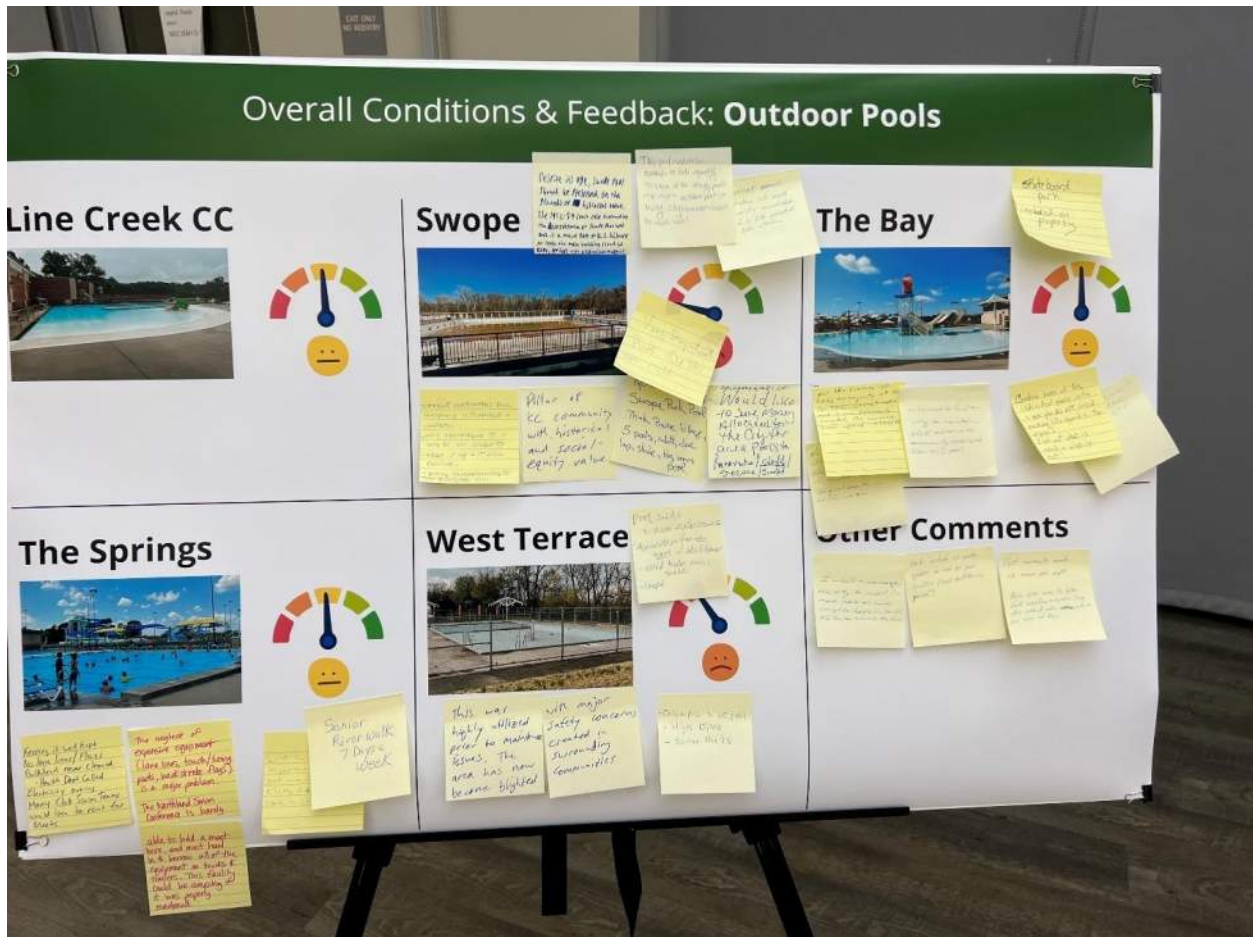
The following are key takeaways from the meetings:

- Pools are important
- There is a discrepancy between level of service between east and west Kansas City in that there are fewer facilities in the east, and there is less aquatic service to the south
- Indoor Pools
  - There should be a variety of amenities at indoor pools that serve various needs, such as spa, moving water, suit spinner, lane lines, good ventilation
  - Gregg Klice should have a functional hot tub/jacuzzi
  - Southeast Community Center should serve kids and adults/seniors
  - Tony Aguirre Community Center lacks amenities
  - Expanding indoor swimming service north of the river would be of interest, particularly a 50-meter competition pool with the capacity to host meets and multiple team practices
- Outdoor Pools
  - Arbor Villa should continue to offer something for little kids and their parents and water recreation should be maintained
  - Gorman Pool should be enclosed and/or more amenities added to it
  - Jarboe is important and should be maintained as a pool, with amenities for all ages and bathhouse improvements
  - The Springs:

- Should be operated so that swim teams can efficiently and effectively host swimming in the competition pool (e.g., maintenance is such that there is no sudden shut-down, communication about practices and opening of facility should be clear and consistent, touchpads, lane lines, flags, etc. should be in good working order, etc.)
- Due to how the lap pool operates, there are no lap lanes offered that allow for unobstructed swimming
- Swope Pool is historic and should be repaired and opened
- Spraygrounds
  - Longview Tract Sprayground is periodically closed due to maintenance
- ADA and Inclusive Considerations
  - ADA lifts
    - Need to ensure all lifts are functional and easy to operate
    - All staff need to know how to operate and maintain ADA lifts, as it was reported that staff often have to be educated by a guest
  - It is critical that ease of use is taken into account for guests, including but not limited to:
    - Communicating proactively when a facility will be open/closed
    - Do not force exit out of the pool when it is not needed
    - There should be accessible restrooms for quick and easy changing (e.g., arrive dry and leave dry, and have equipment such as adult changing tables to allow for that)
    - Offer multiple ways to enter and exit the water outside of a ramp and lift, such as wheelchairs, belts, swings, etc.
  - Offer amenities that are meant for all users and are inclusive
  - Consider other needs such as private spaces for feeding, sensory breaks, seating and air conditioning, etc.
  - Offer adaptive aquatic programming such as swim lessons and sensory swim
- Operations
  - Staffing should be a focus and evaluated at all pools so that they are fully staffed and available to operate, including both city and management company responsibilities
  - Clear and consistent communication and marketing should be had to educate the public on facility offerings and any schedule modifications (e.g., website, voicemails, emails, etc.)

- If a facility is not able to open, for any reason, there should be a clear communication channel to educate the public
- There are minimal dedicated lap lanes in the city's system
- Last minute coordination between operators and swim team programs (e.g., contract execution, opening of facilities, practice times, etc.)
- Maintenance should be a priority to keep facilities in working order and good condition
- There is opportunity for management and public-facing representatives to improve client relations, communication and consistency, professionalism, and work on building positive relationships and perception with the community

Poster from Public Meetings



## General Public Online Survey

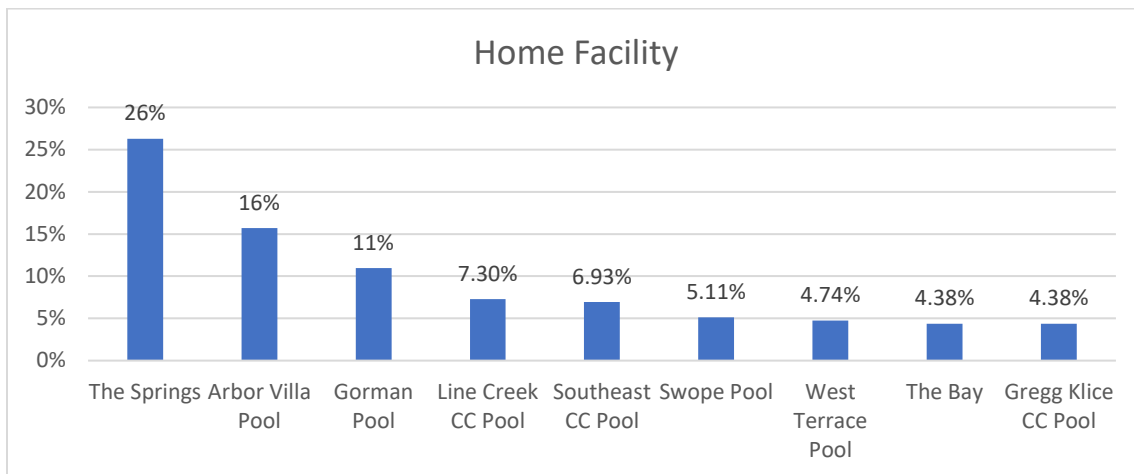
The general public online survey was created to collect feedback about experiences with aquatic-related activities and what community members would like to see in the future for swimming and water recreation in Kansas City.

The online survey was available from December 6, 2022 – February 28, 2023, concurrent with the public meetings, and posted on the project website to allow for virtual engagement with the project. A total of 303 online surveys were completed. Full survey results are in the Appendix.

Respondents answered questions such as:

- Do you have access to an apartment complex pool, homeowners association pool, or at your residence? **27% yes, 72% no**
- Do you or someone in your household visit aquatic facilities that are not a part of the KCMO aquatics system? **78% yes, 22% no**
- How far are you willing to drive to an aquatic facility that meets your needs? **44% reported 15-minutes, 27% reported 10-minutes**
- Please rank where the greatest emphasis should be placed for each type of facility (weighted score):
  1. **Outdoor pools (2.42- highest)**
  2. **Indoor pools (2.20)**
  3. **Spraygrounds (1.43 – lowest)**
- Please rank where the greatest emphasis should be placed for each type of program (weighted score of top 3):
  1. **Lap swimming (1.61)**
  2. **Swim lessons (1.40)**
  3. **Water fitness (1.37)**
- Please rank where the greatest emphasis should be placed for each area (weighted score of top 3):
  1. **Security and safety (5.47 - highest)**
  2. **Fun features and amenities (4.94)**
  3. **Classes and programs (4.52)**
- What prevents your or your household from using aquatics facilities and programs offered by KCMO more often (top 3)?
  1. **Facilities are not well maintained (49%)**
  2. **Too far from my home (35%)**
  3. **Do not know what is being offered (34%)**

Of the 27 facilities listed, the top 10 facilities being reported by respondents as being their “home” facility, or the one visited most frequently, are shown in the table below. Of note, seven (7) facilities received no votes to this question.



For the various facility types, respondents reported that they were most satisfied with these facilities (weighted score of top 3 in each category):

#### Outdoor swimming pools

1. **The Bay (2.98 - highest)**
2. **Line Creek Community Center Pool (2.87)**
3. **Budd Park Pool (2.65)**

#### Indoor swimming pools

1. **Gregg Klice Community Center Pool (3.10 - highest)**
2. **Southeast Community Center Pool (2.50)**
3. **Tony Aguirre Community Center Pool (2.37 – lowest)**

#### Spraygrounds

1. **Loose Park Sprayground (3.45 – highest)**
2. **Gillham Park Sprayground (3.12)**
3. **Blue Valley Park Sprayground (2.80)**

## Arbor Villa Neighborhood

Arbor Villa Pool is one of the last two (2) fill-and-drain wading pools in Kansas City. The wading pool was closed in 2020 due to COVID-19 and has remained closed due to not meeting health code regulations. A neighborhood meeting and online survey was conducted to better understand the needs and interests for water recreation in Arbor Villa Park.

A community meeting was held on May 9, 2023, at Arbor Villa Park and an online survey was available from May 8, 2023 – May 22, 2023. Meeting and survey information were disseminated to the households of the Armour Hills Homes Association through the Armour Hills HOA Board. Approximately 30 – 40 people attended the public meeting, and a total of 557 online surveys were completed. Full survey results and public input supporting documents are in the Appendix.

Respondents answered questions such as:

- Please select all the ages that reside in your household: **13% have infants (under 1 year), 28% have toddlers (1 – 3 years), 30% have young children (4-8 years), 15% have older children (9 – 12 years), and 10% have teenagers**
- Please check all the reasons that prevented you or your household from using Arbor Villa Wading Pool more often when it was open: **19% operating hours were not convenient, 14% facility was not well maintained, and 11% they did not know it was there**
- Currently and/or when Arbor Villa Wading Pool was open, do you or someone in your household visit aquatic facilities other than Arbor Villa Wading Pool? **63% yes, 37% no**
- How interested are you in exploring each of the following water recreation facilities in Arbor Villa Park? (weighted score)
  1. **Water Playground (2.96 - highest)**
  2. **Convert Arbor Villa to circulate water and automate to assess chemicals and chemically treat the water (2.71 - lowest)**
- Rank each recreation opportunity based on how important it is (weighted score):
  1. **Water Playground (2.50 – highest)**
  2. **Outdoor Pool (circulated water with treatment, 2.21)**
  3. **Other dry recreation opportunities (1.41 – lowest)**

- If Arbor Villa opened as a circulated pool it may require a perimeter fence. Do you support the addition of a fence? **71% yes, 29% no**
- If Arbor Villa opened as a circulated pool, it may require an admission fee or season pass. Are you willing to pay to utilize Arbor Villa? **49% yes, 29% no, 22% I am not sure/maybe.**
- How supportive are you of the following options (weighted score)
  - 1. Remove the wading pool and develop a new water playground (will not require fees, 2.90- highest)**
  - 2. Convert the wading pool to a circulating system with automated chemical treatment (will require fees to utilize, 2.45)**
  - 3. Remove the wading pool and convert space to another park amenity that is not water-related (1.44 – lowest)**

Additional themes that occurred throughout the public input process include:

- There are supporters of:
  - Keeping the wading pool as-is
  - Converting to meet regulations but maintaining a wading pool
  - Converting to a water playground
- The aesthetic of the park should continue to be more natural, park-like, and maintaining the tree canopy, versus bright and flashy features and removing trees
- Being able to use the space year-round is of interest
- If the wading pool remains, there is varying levels of support for paying a daily admission or fee
- There is some interest in having a restroom in the park
- There may be an opportunity for the Armour Hills Homes Association and the city to partner on the facility if it were to remain a wading pool, with considerations for financial compensation or operational management by the Armour Hills Homes Association

Throughout the public input process for Arbor Villa, it was evident that the community of Armour Hills appreciates and cares for the park and the amenities within it. Focus should be placed on maintaining water recreation in the park and eliminating the empty pool basin that collects trash and debris; making a decision as to the future of Arbor Villa Wading Pool is important to the neighborhood.



## Westside Neighborhood

Jarboe Pool is one of the last two (2) fill-and-drain wading pools in Kansas City. The wading pool was closed in 2020 due to COVID-19 and has remained closed due to not meeting health code regulations. A neighborhood meeting and online survey was conducted to better understand the needs and interests for water recreation in the Westside area.

A community meeting was held on May 13, 2023, at Tony Aguirre Community Center and an online survey was available from May 5, 2023 – June 1, 2023. Meeting and survey information were disseminated to community members by the Westside Neighborhood Association. Approximately 30 - 40 people attended the public meeting, and a total of 108 online surveys were completed. Full survey results and public input supporting documents are in the Appendix.

Respondents answered questions such as:

- Please select all the ages that reside in your household: **4% have infants (under 1 year), 9% have toddlers (1 – 3 years), 13% have young children (4-8 years), 10% have older children (9 – 12 years), and 26% have teenagers (13 – 17 years)**
- Which facilities in the Westside have your or your household utilized? **61% Jarboe Pool, 45% Tony Aguirre Community Center, 40% Douglas Park Sprayground**
- How satisfied are you with aquatic facilities in the Westside? (weighted score):
  1. **Douglas Park Sprayground (2.03 – highest)**
  2. **Tony Aguirre Community Center (1.47)**
  3. **Jarboe Pool (.87 – lowest)**
- Please check all the reasons that prevented you or your household from using aquatic facilities in the Westside more often (other than closures): **67% facilities are not well maintained, 47% facilities lack modern amenities, and 40% operating hours are not convenient**
- Do you or someone in your household visit aquatic facilities not located in the Westside? **54% yes, 46% no**
- How interested are you in exploring each of the following water recreation facilities in Westside? (weighted score):
  1. **Outdoor Swimming Pool (3.36 – highest)**
  2. **Water Playground (2.39 - lowest)**

- Rank each recreation opportunity based on how important it is (weighted score):
  1. **Outdoor Swimming Pool (2.55 - highest)**
  2. **Water Playground (1.81)**
  3. **Indoor Swimming Pool (1.80 -lowest)**
- If a new swimming pool were developed in Westside it will require an admission fee or membership. Are you willing to pay to utilize a new outdoor swimming pool? **65% yes, 5% no, 30% I am not sure/maybe.**
- If a new water recreation facility were to be developed in the Westside, would you be open to exploring a new location at Tony Aguirre Community Center? **58% I am open to a new location at Tony Aguirre, 28% I am not sure, 14% I am not open to a new location at Tony Aguirre**
- How supportive are you of the following options (weighted score)
  1. **Explore developing a new swimming pool with circulation, chemical treatment, and modern features (will require fees to utilize, 3.32 - highest)**
  2. **Continue to offer an indoor pool at Tony Aguirre Community Center (requires fees to utilize, 2.73)**
  3. **Explore developing a new water playground (will not require fees to utilize, 2.72)**
  4. **Convert Jarboe Pool to a circulating system with chemical treatment (does not include other repairs or improvements and will require fees to utilize, 2.31 - lowest)**
- Have you or someone in your household utilized the indoor pool at Tony Aguirre Community Center in the last 5 years? **38% yes, 58% no, 4% I don't know**

Additional themes that occurred throughout the public input process include:

- Maintaining a swimming pool in the Westside area is important to the community
- There are supporters of:
  - Improve Jarboe Pool to meet regulations but maintain a wading pool
  - Build a new, modern outdoor pool at the existing location
  - Build a new, modern outdoor pool at Tony Aguirre and/or make the indoor pool at Tony Aguirre an indoor/outdoor facility and adding some leisure water space to the existing facility.

Throughout the public input process with the Westside neighborhood, it was evident that the community values water recreation for kids as well as adults. Focus should be placed on maintaining water recreation in Westside while maximizing utilization and focusing on fiscal and operational responsibility; making a decision as to the future of Jarboe Pool and water recreation is important to the community in the Westside.

### Social Pinpoint Project Website

A project website was available from the start of the project. It was used to educate the community about the project, inform when and where public meetings were to be held, and where the general public survey was made available.

31 comments were submitted on the website. A breakdown of the top-rated comments provided below, including comments that received a Like, from the community. A detailed breakdown of the submitted comments can be found in the Appendix.

| Facility or Area   | Theme   | # of Comments | Likes |
|--------------------|---|---------------|-------|
| Swope Pool         | Should be repaired and upgraded   | 4             | 23    |
| North of the River | Indoor swimming opportunity and need  | 5             | 9     |
| Arbor Villa        | Convert wading pool to splash park/pad  | 3             | 6     |
| The Springs        | Has potential to serve swim team but needs to improve in maintenance and equipment care | 2             | 5     |

Additional themes noted on the website are broken down here by facility/area:

#### Arbor Villa Pool

- Nice pool for kids – 1 comment (3 Likes)
- Do something with the open pit – 1 comment
- Convert wading pool to a splash pad/splash park – 3 comments (6 total Likes)

#### Gilham Park Sprayground

- Needs shade, seating, and trash cans – 1 comment (2 Likes)

### **Gorman Pool**

- Has potential and needs to improve with maintenance and equipment, particularly in relation to competitive swim team– 1 comment (1 Like)
- Should be enclosed – 1 comment

### **Jarboe Park Pool/West Terrace**

- Want the children’s pool back in operation – 1 comment

### **Line Creek Community Center – Outdoor Pool**

- Operating dates (opening late and closing early) are not ideal – 1 comment

### **Longview Tract Sprayground**

- Popular but not often open – 1 comment (1 Like)

### **Loose Park Sprayground**

- Don’t spend money in this park – 1 comment (2 Likes, 2 Dislikes)
- Watch for moss/algae buildup causing slickness – 1 comment

### **North of the River**

- Indoor swimming – 5 comments (9 total Likes)
- Sprayground – 1 comment
- Needs more aquatic facilities to account for population, specifically when looking at number of facilities and population south of the River – 1 comment

### **Seven Oaks Park Sprayground**

- Used frequently and needs improvements with rentable shelter space – 1 comment

### **South Kansas City**

- Need for an indoor pool – 1 comment (1 Like)

### **Southeast Community Center**

- Frequently closed – 1 comment

### **Sunnyside Park Sprayground**

- Needs improvement – 1 comment (2 likes)

### **Swope Park Pool**

- Should be repaired and reopened – 4 comments (23 total Likes)
- Build an “Olympic” size pool and host meets – 1 comment (1 Like)

### **The Bay Water Park**

- Nice facility but not known by community – 1 comment

### **The Springs**

- Supported and needed facility – 1 comment (2 Likes)
- Has potential and needs to improve with maintenance and equipment, particularly in relation to competitive swim team– 2 comments (5 total Likes)

## Summary

The following are key takeaways from public input:

- Local or neighborhood pools and aquatic facilities are important
- Outdoor pools are valued
- Arbor Villa's wading pool should remain water recreation for children, and a decision should be made as to its future versus keeping an unused facility in the park
- Swimming is important in Westside, and outdoor swimming opportunities should remain in the area
- Swope Pool is valued and should be repaired and reopened
- There is room for improvement on inclusive and accessible aquatic facilities
- There is room for improvement on maintenance and staffing, particularly lifeguard availability

## 5. Master Plan Options

### Introduction

The City of Kansas City currently offers a robust offering of aquatic services between the existing spraygrounds, outdoor pools, water parks, and indoor pools. Aquatic planning in Kansas City is focused on serving the needs of the community while offering the right mix of facility types and features that are feasible and can be adequately managed.

### Goals

The city currently offers more aquatic facilities than the average community and has a long running list of maintenance at each of the 27 aquatic facilities, some of which have closed facilities down indefinitely. Reducing the number or modifying the type of facilities in the system is a starting point for future planning, whereas adding new facilities is not a high priority.

The following primary goals are appropriate when considering options for water recreation in Kansas City, including:

- Offering a variety of opportunities throughout the city's geographic area to maximize accessibility
- Costs to utilize are affordable and/or there are affordable options
- Maximize operational efficiency, financial sustainability, and participation
- Existing and future programs can be accommodated
- Offer facilities that are feasible for the city to operate and maintain

The following questions can be used to identify if an Option or opportunity is feasible and is in line with the Master Plan:

- Is it in an area or District that is underserved?
- Is there a sufficient amount of budget to maintain the facility?
- Does it add a new experience to the system?
- Can it generate enough usage to bring in revenue to offset subsidies?
- Are there enough resources available to operate the facility, both financially and in personnel?

## Overview

The table below showcases a snapshot of improvement levels that have been identified at each of the locations as a part of the Master Plan process. Breakdowns of recommended improvements and costs for each facility can be found in the Facility Assessment section and Appendix.

Improvements can be broken down into the following categories:

- **Immediate Improvements** For next season, and is typically safety, compliance, or operational in nature
- **Basic Improvements** Would assist ease of operations or have a positive impact on guest experience
- **Substantial Improvements or Modification of Service** Converting the facility to a new use, closure, or significantly altering the facility

|                                 | Immediate Improvements                    | Basic Improvements | Substantial Improvements or Modification of Service |
|---------------------------------|---|--------------------|---|
| <b>Spraygrounds</b>             |   |                    |   |
| Blue Valley                     | Yes                                       | No                 | No  |
| Central                         | Yes                                       | Yes                | Maybe   |
| Douglas                         | Yes                                       | Yes                | No  |
| Garrison                        | Yes                                       | Yes                | No  |
| Gillham                         | Yes                                       | Yes                | No  |
| Harmony                         | Yes                                       | No                 | No  |
| Longview                        | Yes                                       | Yes                | No  |
| Loose                           | Yes                                       | No                 | No  |
| Lykins                          | Yes                                       | No                 | No  |
| Parade                          | Yes                                       | No                 | No  |
| Seven Oaks                      | Yes                                       | Yes                | No  |
| Spring Valley                   | Yes                                       | Yes                | No  |
| Sunnyside                       | Yes                                       | No                 | No  |
| <b>Major &amp; Junior Pools</b> |   |                    |   |
| Brush Creek                     | Yes                                       | Yes                | No  |
| Budd                            | Yes                                       | Yes                | No  |
| Line Creek                      | Yes                                       | Yes                | No  |
| Gorman                          | Yes                                       | Yes                | Yes   |
| Grove                           | Yes                                       | Yes                | No  |
| Swope                           | No  | No                 | Yes   |
| Arbor Villa                     | No  | No                 | Yes   |
| Ashland Square                  | **Conversion to Sprayground in progress** |                    |   |
| Jarboe                          | No  | No                 | Yes   |
| <b>Water Parks</b>              |   |                    |   |
| The Bay                         | Yes                                       | Yes                | No  |
| The Springs                     | Yes                                       | Yes                | No  |
| <b>Indoor Pools</b>             |   |                    |   |
| Gregg Klice                     | Yes                                       | Yes                | No  |
| Southeast                       | **Construction on new pool in progress**  |                    |   |
| Tony Aguirre                    | Yes                                       | Yes                | Yes, dependent on Jarboe Pool                       |



## Immediate Areas of Focus

### Overview

Due to the quantity of facilities in the system and the improvement needs overall, this section will focus on the facilities that are currently not in operation, that were identified during the study as having high community interest and investment, and/or that were identified as a facility that could be modified from what is currently offered to diversify offerings.

There are six (6) primary locations for exploration when developing a plan for the future, based on current conditions and those that may require more immediate attention. Options for those primary locations are detailed on subsequent pages and will serve as the basis for the master plan, including:

- Arbor Villa
- Westside (geographic area of Jarboe Pool)
- Swope Pool
- Gorman Pool
- Central Kansas City
- Possible Future Area of Focus

Costs were developed in today's dollars, and a rough estimate of 2 – 3% increase in costs annually can be used as a guide for future budgeting.

## Arbor Villa

Arbor Villa Pool is a non-circulating wading pool and is currently closed due to not meeting health code requirements, and it is anticipated that the facility will not reopen as-is. Rather, the site will need to undergo substantial improvement or significant modification to re-open a water recreation amenity in Arbor Villa Park. The site is compact and there is minimal space for the development of a larger facility, and any future facility will need to fit within the existing footprint.

Arbor Villa is located in City Council District 6. This District offers the least amount of water and/or pool square footage per capita than any other District. It is in an area that does not have immediate or walkable access to another water recreation facility, but it does have both Spraygrounds and pools nearby. During public input, it was identified that several pools on the Kansas side are utilized because of their offerings and proximity, and although Swope Pool used to be a frequented facility, it is not currently open.

The community of Armour Hills supports having a water recreation amenity in the park, and the majority would like to see water recreation remain. The community is split on what water amenities should be in the park, however there is a slight preference towards a splash park that would not require lifeguards, admission fees, or a fence. Unique to Arbor Villa Pool is that the HOA Board of Armour Hills supports the wading pool and has an interest in having further conversation regarding HOA participation financially for maintaining the wading pool feature.

Aquatics Master Plan Update: As of May 2024, a plan for development is in progress to determine which type of water recreation amenity will be offered in Arbor Villa Park at the Arbor Villa Pool site.

**Option 1: Convert the wading pool to a circulating and chemically treated system**

This Option would allow for the wading pool to become health code compliant and continue to operate as a pool with standing water. It is anticipated that a perimeter fence would need to be installed to be code compliant. The caveat to this is if the health department approved an alternate design and operating plan to the traditional approach, which would be determined during the design phase.

All other circulated pools in the system charge an admission fee; at the time of this report, it is unknown if fees would be assessed if this wading pool were to convert to be circulated. Lifeguard(s) are required any time the facility is open.

There would not be any character change to the facility or addition of modern features. The following improvements would occur:

- Concrete deck removal and replacement
- Pool process piping
- Addition of skimmers and main drain
- Addition of pool egress
- Pool basin sandblast and recoating
- Addition of perimeter fence
- Mechanical building with one (1) bathroom
- Filters, pumps, chemical controller and feed pump, and other support equipment

**Opportunities:**

- Maintains the wading pool in the park
- Provides water recreation for young kids
- Keeps a pool in District 6

**Challenges:**

- Lifeguard requirement and closure if not available
- Closed/gated off when not in use
- Maintenance of pool equipment
- Possible fees for use

| <b>Opinion of Costs</b><br><b>Arbor Villa – Option 1 (Wading Pool)</b> |                                     |
|--|-------------------------------------|
| <b>Magnitude of Project Development Costs</b>                          | <b>\$750,000 - \$1 Million</b>      |
| <b>Operating Budget</b>  |                                     |
| Expenditures   | \$24,000 - \$30,000                 |
| Cost Recovery  | 10 - 20%                            |
| Fees to Use  | Yes (rentals separate)              |
| <b>Number of Lifeguards</b>  |                                     |
| At one time  | 1 - 2                               |
| Total  | 4 - 7                               |
| <b>Anticipated Dates</b>   | Memorial Day Weekend – Early-August |
| <b>Anticipated Hours</b>   | Noon – 7 p.m.                       |

Arbor Villa – Option 1 Concept Plan



**Option 2: Convert the wading pool to a splash park**

This Option would remove the existing wading pool and put a splash park with spray features in its place. The features of the splash park would be natural, with a focus on maintaining the ambiance of Arbor Villa Park, the trees, and the arbor located on site.

No Sprayground or other like facility in the system charges an admission fee; at the time of this report, it is not anticipated that there would be a fee to use this facility. Lifeguards are not required for this facility.

Features may include:

- Approximate 2,000 s.f. splash park
- Various sizes and types of water sprays
- New concrete deck
- Landscaping
- 1 bathroom (if non-circulating)
- Mechanical building with one (1) bathroom (if circulating system)
- Filters, pumps, chemical controller and feed pump, and other support equipment (if circulating system)

**Opportunities:**

- Maintains water recreation the park
- Provides water recreation for kids
- Can operate without lifeguards
- Free use
- Accessible year-round

**Challenges:**

- No pool in District 6
- Maintenance of equipment (if circulate and chemically treat the water)

| <b>Opinion of Costs<br/>Arbor Villa – Option 2 (Splash Park)</b>            |  |
|---|--|
| <b>Magnitude of Project Development Costs – Non-Circulating system (2a)</b> | <b>\$1 Million – \$1.1 Million</b>                                       |
| <b>Magnitude of Project Development Costs – Circulating system (2b)</b>     | <b>\$1.2 Million - \$1.3 Million</b>                                     |
| <b>Operating Budget</b>   |  |
| Expenditures  | Non-circulating: \$10,000 - \$14,000<br>Circulating: \$16,000 - \$21,000 |
| Cost Recovery   | 0% - 10%   |
| Fees to Use   | No (rentals separate)  |
| <b>Number of Lifeguards</b>   |  |
| At one time   | 0  |
| Total   | 0  |
| <b>Anticipated Dates</b>  | Memorial Day Weekend – Labor Day   |
| <b>Anticipated Hours</b>  | 11 a.m. – 7 p.m.   |

Arbor Villa – Option 2 Concept Plan (Non-Circulating)





Arbor Villa – Option 2 Concept Plan (Circulating)



## Westside

Jarboe Pool is a non-circulating wading pool and is currently closed due to not meeting health code requirements, and it is anticipated that the facility will not reopen as-is. Rather, the site will need to undergo substantial improvement or significant modification to re-open a water recreation amenity in Jarboe Park.

Jarboe Pool is located in City Council District 4 in an area referred to as Westside. This District is in the top/middle of all Districts for the amount of water and/or pool square footage per capita. Two (2) Districts offer more square footage for pools, and one (1) offers more square footage for all water. Jarboe Pool is a half-mile from Tony Aguirre Community Center that offers an indoor pool (approximate 2-minute drive) and about 1.5-miles from Douglas Park Sprayground (approximate 5-minute drive). I-35 and Highway 71 separate Westside from the next closest outdoor pool, Grove Pool.

The community of Westside supports having a water recreation amenity in the area, and the majority would like to see an outdoor swimming pool remain in Westside. There is support for converting Jarboe Pool to a circulating pool to become compliant with the health code, however the majority of the community would prefer not improving the existing Jarboe Pool and instead building a new, modern outdoor pool.

The community is split on the location of a new outdoor swimming pool; however, there is support for a new outdoor pool to be developed at either the Jarboe Pool site or Tony Aguirre Community Center. During public input it was shared that there is some support for condensing aquatic service in Westside to Tony Aguirre and looking at options for offering indoor and outdoor aquatics at the same location and maximizing operational efficiencies and resources. If Jarboe Pool is decommissioned and a new facility is not put in its place, it will be important to repurpose the area and develop a plan for decommissioning, removal of structures, and park re-development.

Aquatics Master Plan Update: As of May 2024, development and design of a new outdoor swimming pool at Tony Aguirre Community Center is in progress. Early planning and study for the conversation of Jarboe Pool to another dry recreation amenity has begun, however funding and a timeline is to be determined.

### **Option 1: New outdoor pool at the Jarboe Pool site**

This Option focuses on maintaining the number of facilities currently offered in Westside. It would remove the existing Jarboe Pool and replace it with a new, modernized pool with a mix of amenities, and the existing bathhouse would be repurposed. This Option would be compliant with all current health code requirements.

Although fees were not assessed at the existing Jarboe Pool when it was open, a new pool would assess a fee for admission. Lifeguards will be required any time the facility is open.

Features may include:

- Approximate 2,700 s.f. pool
- Depths: 0'0" – 10'0"
- Zero-depth entry with spray features
- In-water bench and shade
- 3 lap lanes (65' length)
- Diving board (3/4-meter)
- Basketball goal
- Deck shade
- ADA chair lift
- Bathhouse improvements

### **Opportunities:**

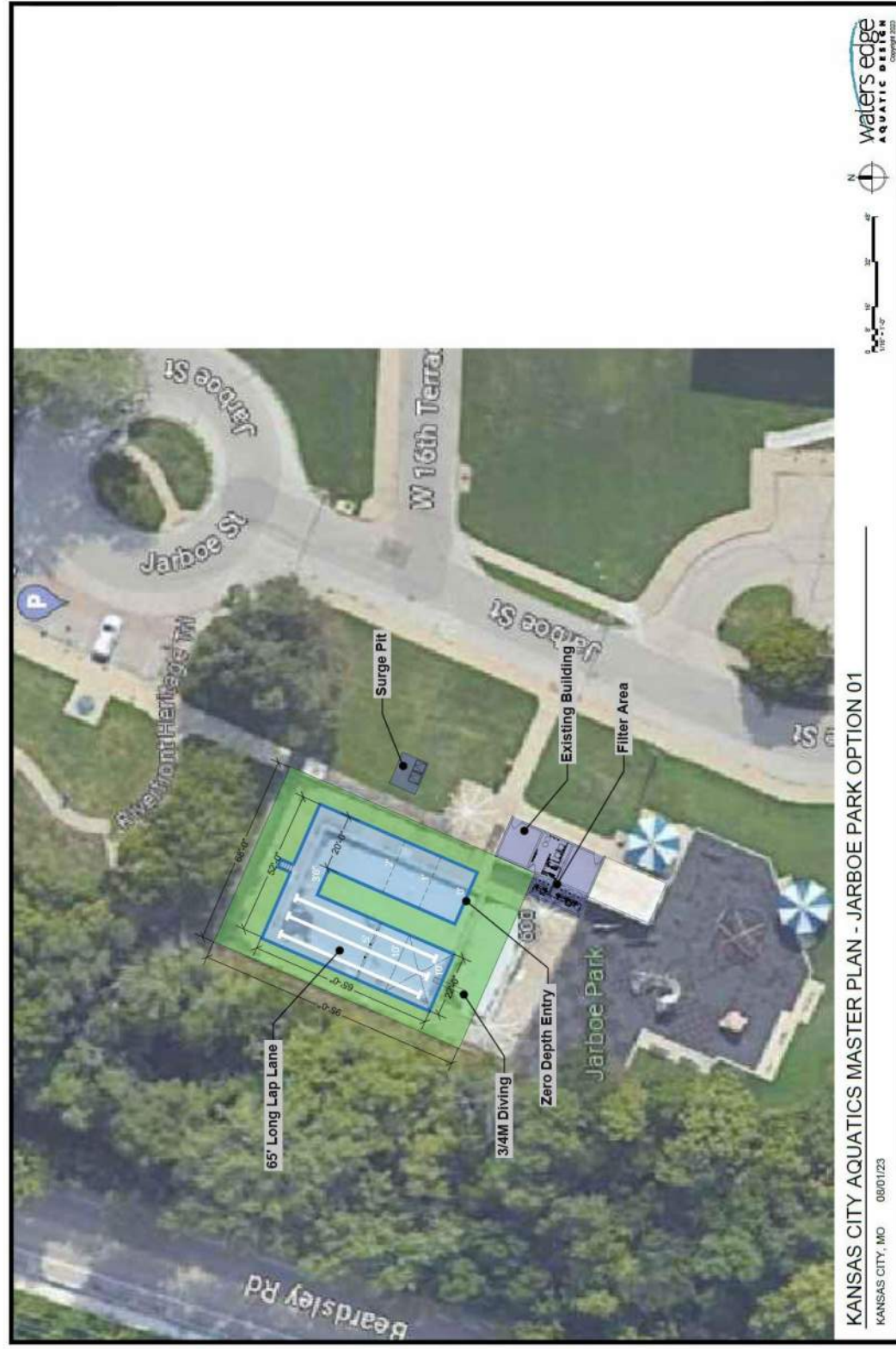
- Maintains a pool in Jarboe Park
- Provides water recreation for kids and adults
- Can utilize the existing bathhouse

### **Challenges:**

- Requires maintenance and operation of two (2) pools in Westside
- Lifeguard requirement and closure if not available
- Maintenance of pool equipment
- Fees for use

| <b>Opinion of Costs</b>                                      |                                     |
|--|-------------------------------------|
| <b>Westside – Option 1 (New Outdoor Pool in Jarboe Park)</b> |                                     |
| <b>Magnitude of Project Development Costs</b>                | <b>\$3.4 - \$3.6 Million</b>        |
| <b>Operating Budget</b>                                      |                                     |
| Expenditures   | \$50,000 - \$67,000                 |
| Cost Recovery  | 30 – 50%                            |
| Fees to Use  | Yes (programs separate)             |
| <b>Number of Lifeguards</b>                                  |                                     |
| At one time  | 4 - 6                               |
| Total  | 16 - 21                             |
| <b>Anticipated Dates</b>                                     | Memorial Day Weekend – Early-August |
| <b>Anticipated Hours</b>                                     | Noon – 7 p.m.                       |

Westside – Option 1 Concept Plan



**Option 2: Improve Tony Aguirre Community Center to include outdoor and indoor swimming areas**

This Option focuses on offering diverse and modern amenities but combines two facilities into one (1) to be efficient with space and resources. The goal of this Option is to not duplicate pool space in Westside, and to condense service to Tony Aguirre to enhance the offerings in both the indoor and outdoor pool spaces. The character of the existing indoor pool would be maintained, and the outdoor pool would enhance the facility by adding spaces not offered in the indoor pool.

In this Option, the existing Jarboe Pool would be removed, however the bathhouse could remain or be removed depending on park needs.

This Option will require consideration of reconfiguring the access, or check-in, point for the swimming pools at the Tony Aguirre Community Center to allow for more control of entry into the indoor and outdoor pool areas. Admission to the pool would include admission to both the indoor and outdoor pools. Consideration should also be given to affordability of the facility, and if admission to the pool will be included with fees to utilize the Community Center or on its own payment schedule.

Features may include:

- Existing indoor pool
  - Paint walls in indoor pool space
  - Add windows to allow more natural light into the space
  - Remove portions of the south-facing wall and add doors to allow for indoor/outdoor access (e.g., rollup garage doors or traditional doors)
- New outdoor pool
  - Approximate 1,660 s.f. pool
  - Depths: 0'0" – 3'0" and 12'0" - 12'6"
  - Kids wet play structure with sprays and toddler slide
  - Shallow water
  - Deep water pool for diving and climbing wall
  - Large waterslide with runout

**Opportunities:**

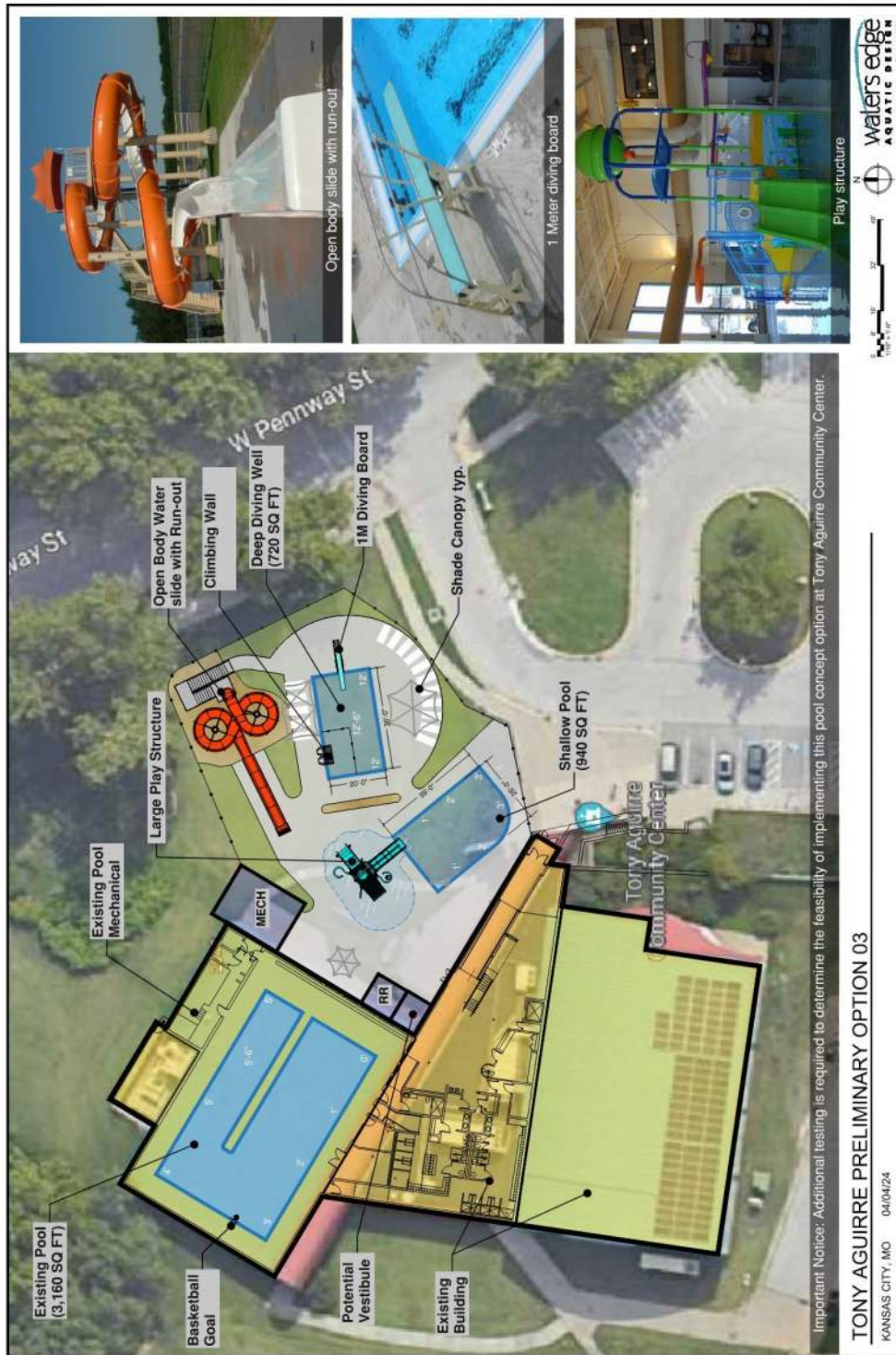
- Condenses service and resources to one (1) location
- Maintains a pool in Westside, with indoor and outdoor elements
- Can utilize existing infrastructure at Tony Aguirre which maximizes the budget for new amenities

**Challenges:**

- Lifeguard requirement and closure if not available
- Maintenance of pool equipment
- Fees for use

| <b>Opinion of Costs</b>  |   |
|--|---|
| <b>Westside – Option 2 (Improved Tony Aguirre with Outdoor and Indoor)</b> |   |
| <b>Magnitude of Project Development Costs</b>                              | <b>\$4 Million</b>  |
| <b>Operating Budget</b>  |   |
| Expenditures   | Indoor: \$110,000 - \$130,000<br>Outdoor: \$40,000 - \$45,000                                   |
| Cost Recovery  | 50 – 70%  |
| Fees to Use  | Yes (programs separate)   |
| <b>Number of Lifeguards</b>  |   |
| At one time  | Outdoor: 5 – 7<br>Indoor: 1 - 4   |
| Total  | Summer: 20 – 30<br>Year-Round: 7 - 15   |
| <b>Anticipated Dates</b>   | Outdoor: Memorial Day Weekend – Early-August<br>Indoor: Year-round                              |
| <b>Anticipated Hours</b>   | Outdoor: Noon – 7 p.m.<br>Indoor: Noon – 7 p.m. (outdoor is open),<br>TBD (outdoor is not open) |

Westside – Option 2 Concept Plan (Updated 2024)





## Swope Pool

Swope Pool is located in City Council District 5. This District offers the highest amount of water and pool square footage per capita when including Swope Pool, primarily because of the size of Swope Pool and The Bay. Swope Pool is just under 2-miles from Southeast Community Center that offers an indoor pool (approximate 4-minute drive), about 3.5-miles from Brush Creek Community Center that offers an indoor and outdoor pool (approximate 8-minute drive), and just under 5-miles from Seven Oaks Park Sprayground (approximate 12-minute drive). Swope Pool is located in an area that typically requires driving to get to the facility, as it sits in the middle of the park with no residential areas nearby without crossing train tracks or main roads.

Swope Pool is culturally significant having been built in the 1940's with a defining history. The facility is well known by the community and is often tied to service for east Kansas City. The pool's location in Swope Park makes it a destination location with a variety of recreational opportunities in the area, including the Kansas City Zoo. Any path forward for the site should include opportunities to preserve and reflect the historical significance of the pool and site.

The facility is in very poor condition, and it is anticipated that the facility will not reopen as-is. Rather, the site will need to undergo substantial improvement or significant modification to re-open a water recreation amenity in the location or be converted to use more suitable for the area. The bathhouse building requires improvements and rehabilitation; if it is to be repurposed it is recommended that an architectural and structural evaluation is conducted on the building prior to any project or significant modification.

The pool basins sit in a floodplain, and the northwest corner of the pools sits just outside of the floodway. Although not impossible, it is not recommended to build any pool structure or building in a floodplain due to the possibility of damage and the impact it can have on flood control in the event of a weather-related incident. There is limited space on the site that is out of the floodplain and that does not impact entry into the building or parking.

If a swimming facility were to be re-built in the current location, remediation, expanded site preparations (e.g., elevate the pool to at least 1 foot above the floodplain elevation or other remediation), and applicable applications and permits would be required. Additionally, it is expected that the city will need to:

- Conduct further exploration of the requirements necessary for FEMA and other regulatory bodies to maintain a pool, bathhouse amenities, and mechanical space in the floodplain.
- Perform modeling for any potential modification to the site to showcase and ensure there would be no impact to the location or change/rise in water in the floodplain.
- Submit certification documentations to, and receive permitting and approval from, FEMA. It is unknown if approval would occur.

If a short-term fix or renovation of what is there with additional floodplain control measures is desired, additional special testing is recommended. These tests include:

- **Conduct pressure testing of the pool piping system** - verify if the underground piping system holds pressure, which will demonstrate the ability to hold water and not leak.
- **Conduct a water loss test** – to verify if pool basins hold water. Ideally this will be done with filters and pumps in operation, however, a static test can be completed without those systems to test the basin itself.
- **Conduct a core sample test** - to verify integrity and life left in the pool basin structures.

Aquatics Master Plan Update: As of May 2024, with City Council guidance, the city will explore re-development of a new outdoor swimming pool at the existing Swope Pool site. Option 2b as described below is the preferred approach of the current sitting 5<sup>th</sup> District City Council members and is identified as the first option for review. There is a consideration of a new location for an outdoor swimming pool at the Southeast Community Center if the Swope Pool site is not feasible.

### **Option 1a: Close Swope Pool**

In the poor condition that Swope Pool is in, the location of the facility in relation to the floodway and floodplain, in addition to the amount of water offered in District 5, this Option would take Swope Pool out of service as a swimming facility.

Consideration would be given to the future of the Swope Pool site, including conversation to another recreation amenity and/or conversion of the building to an alternate purpose, with opportunities for integrating or maintaining historical elements of the site. In this Option, the existing Swope Pool would be removed, however the bathhouse could remain or be removed depending on park needs. Special consideration should be given to honoring the historical significance of the facility.

### **Opportunities:**

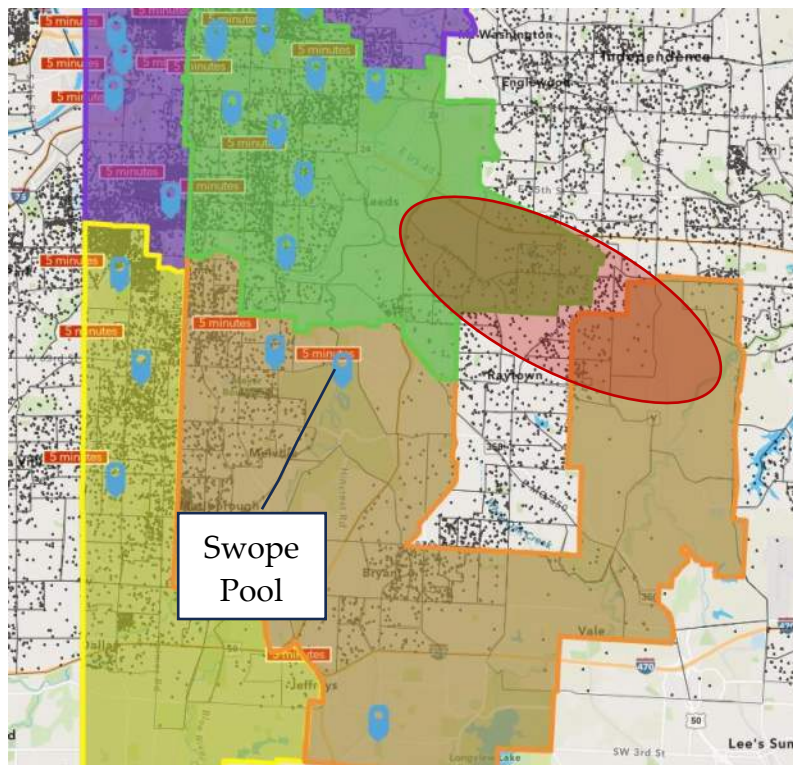
- Removes a high-maintenance facility from the system
- Reduces burden for aquatic expenditures and staff
- Conversion to an alternate recreational purpose that is in-line with the park and area

### **Challenges:**

- Loss of historical facility
- Removes the pool from the park
- Reduces service to east Kansas City

There is an opportunity of adding aquatic service back into east Kansas City over time, as resources, budgets, and personnel allow. This would spread out aquatic service in the District and expand service in east Kansas City, in the area north (east part of District 3) or east (northeast part of District 5) of Raytown. Aquatic service could be offered through either a splash park or a new outdoor pool in a new location. Additional study on specific site options, feasibility, and selection would be required. See the New Service Map below.

*New Service Map*



The character and makeup of a new facility is undefined, however high-level estimates were used for the character and makeup of each possible type of new facility.

- **Splash Park**

A modern splash park focused on providing water recreation through various sizes and types of water sprays. The focus is on free usage with no lifeguard requirements.

Opinion of Cost (outdoor): \$1 million - \$3 million

- **Neighborhood Outdoor Pool**

A modern neighborhood pool focused on serving the immediate community. This would require a fee for usage and lifeguards.

Opinion of Cost (outdoor): \$5 million - \$10 million

**Option 1b: Close Swope Pool and build a new splash park**

This Option focuses on keeping water recreation in Swope Park and at the existing site, but out of the floodplain. The splash park would offer modern water recreation amenities with various sizes and types of water sprays, with a mix of dry and wet features, and active and passive zones. The focus is on free usage with no lifeguard requirements.

It is recommended that the pool basins of Swope Pool be removed, and an alternate recreation amenity join the Sprayground on the site to increase recreational synergy, attendance, surveillance, and overall value of the site. In this option it will be important to maximize visibility of the water recreation facility, as the site is tucked away from major streets and residential areas which are often found near splash park facilities.

In this Option, there may opportunities for integrating or maintaining historical elements of the site; special consideration should be given to honoring the historical significance of the facility. The bathhouse could be repurposed; however, it is recommended that it is repurposed to serve the entire site and in an efficient and economical manner. The size and character of the building is more than what would be needed for a splash park.

Opinion of Cost (splash park only): \$1.5 million - \$3 million

Swope Pool – Option 1b Site Plan



**Option 2a: Rebuild Swope Pool (at same location)**

This Option explores costs for reopening a rebuilt pool at the existing Swope Pool location. The goal of this Option is to rebuild aquatic service with the same size and character that is currently on site for the next 30+ years.

In this Option significant improvements are needed to allow the facility to operate for the next 30 or more years. Improvements include, but are not limited to:

- Reconstructing the pool basins
- New gutters
- New piping
- Areas of new deck
- Restoring the bathhouse

**Opportunities:**

- Maintains a historical and culturally significant swimming facility
- Can reopen swimming at a well-known location
- Offer 50-meter swimming south of the Missouri River

**Challenges:**

- Anticipated need to get the pool and support areas out of the floodplain area, or other remediation
- Remote location
- Proximity to Southeast Community Center
- Lifeguard requirement and closure if not available

| <b>Opinion of Costs<br/>Swope Pool – Rebuild</b>                           |  |
|--|--|
| <b>Magnitude of Project Development Costs</b>                              | <b>\$6.4 - \$17.8 Million</b><br><i>(not including additional site remediation and applications/permitting)</i>  |
| Demo of existing pools & deck  | \$200,000 - \$400,000  |
| Raise pool out of the floodplain   | \$200,000 - \$400,000  |
| New pool (what is there now)<br>OR<br>New pool (modest, neighborhood pool) | \$12 - \$15 Million<br><br>\$5 - \$10 Million  |
| Refurbish bathhouse building   | \$1 - \$ 2 Million*<br><br><i>*This number was developed prior to vandalism found in August 2023. Additional study will be required to establish a budget for repair/replacement due to vandalism.</i> |
| <b>Operating Budget</b>  |  |
| Expenditures   | Up to \$329,000 - \$438,000  |
| Cost Recovery  | 30 – 50%   |
| Fees to Use  | Yes (programs separate)  |
| <b>Number of Lifeguards</b>  |  |
| At one time  | Up to 9 - 12   |
| Total  | Up to 36 - 42  |
| <b>Anticipated Dates</b>   | Memorial Day Weekend – Early-August  |
| <b>Anticipated Hours</b>   | Noon – 7 p.m.  |



### **Option 2b: New Swope Pool (at new location on site)**

This Option explores costs for developing a new pool in a new location on the site, removing aquatic service from the floodplain. In this Option, a new pool basin and associated systems would be rebuilt south of the bathhouse, out of the floodplain area. The goal of this Option is to minimize challenges due to the floodplain and reduce the demand for staff by reducing the pool size, while continuing to offer aquatic service at the location and showcasing the bathhouse building and architecture.

In this Option, the existing Swope Pool basins, piping, and deck would be removed, and the bathhouse would need rehabilitation.

Feature may include:

- Kids spray park
- Approximately 5,000 – 6,000 s.f. swimming pool
- The bathhouse would serve as the backdrop to the pool
- Opportunity for the facility to focus on one or all of these:
  - Park-like, quiet, and relaxed swimming space with considerations for adult and teen swimming
  - Family and kid friendly with associated amenities
  - 50-meter length to reflect the pool's history and to allow for 50-meter lap swimming or swim team practice (*would be 3 – 4 lanes wide*)
- The south of the bathhouse is long and narrow, any pool facility will need to fit within the space and may be a candidate for long, linear swimming pool
- Opportunity for designing the facility with 1920's – 1960's influence, original Swope Pool design elements, or in-line with other design inspiration

### **Opportunities:**

- Maintains a swimming facility at a historical and culturally significant location
- Can reopen swimming at a well-known location
- Reduce operating costs and demand for resources from what is currently offered

### **Challenges:**

- Anticipated need to get the support areas out of the floodplain area, or other remediation (*e.g., restroom and mechanical spaces*)
- Remote location

- Proximity to Southeast Community Center
- Lifeguard requirement and closure if not available

| <b>Opinion of Costs<br/>Swope Pool – New Pool</b> |  |
|---|--|
| <b>Magnitude of Project Development Costs</b>     | <b>\$6.2 - \$12.4 Million</b><br><i>(not including additional site remediation and applications/permitting)</i>  |
| Demo of existing pools & deck                     | \$200,000 - \$400,000  |
| New pool (modest, neighborhood pool)              | \$5 - \$10 Million   |
| Refurbish bathhouse building                      | \$1 - \$ 2 Million*<br><br><i>*This number was developed prior to vandalism found in August 2023. Additional study will be required to establish a budget for repair/replacement due to vandalism.</i> |
| <b>Operating Budget</b>                           |  |
| Expenditures                                      | Depends on size & character  |
| Cost Recovery                                     | Depends on size & character  |
| Fees to Use                                       | Yes (programs separate)  |
| <b>Number of Lifeguards</b>                       |  |
| At one time                                       | Depends on size & character  |
| Total   | Depends on size & character  |
| <b>Anticipated Dates</b>                          | Memorial Day Weekend – Early-August  |
| <b>Anticipated Hours</b>                          | Noon – 7 p.m.  |

**Option 3: Outdoor Aquatics at the Southeast Community Center**

This Option focuses on offering diverse and modern amenities near Swope Park, while maximizing the recreational synergy of Southeast Community Center. The goal of this Option is to condense the number of aquatic facilities in the area while continuing to offer amenities nearby that are not as easily accessible at other facility locations. Additionally, relocating outdoor aquatics to the Southeast Community Center allows for higher visibility due to ongoing activity in the area, and proximity to 63<sup>rd</sup> Street.

In this Option, the existing Swope Pool basins, piping, and deck would be removed, and the future of the bathhouse and site would need to be determined.

**Opportunities:**

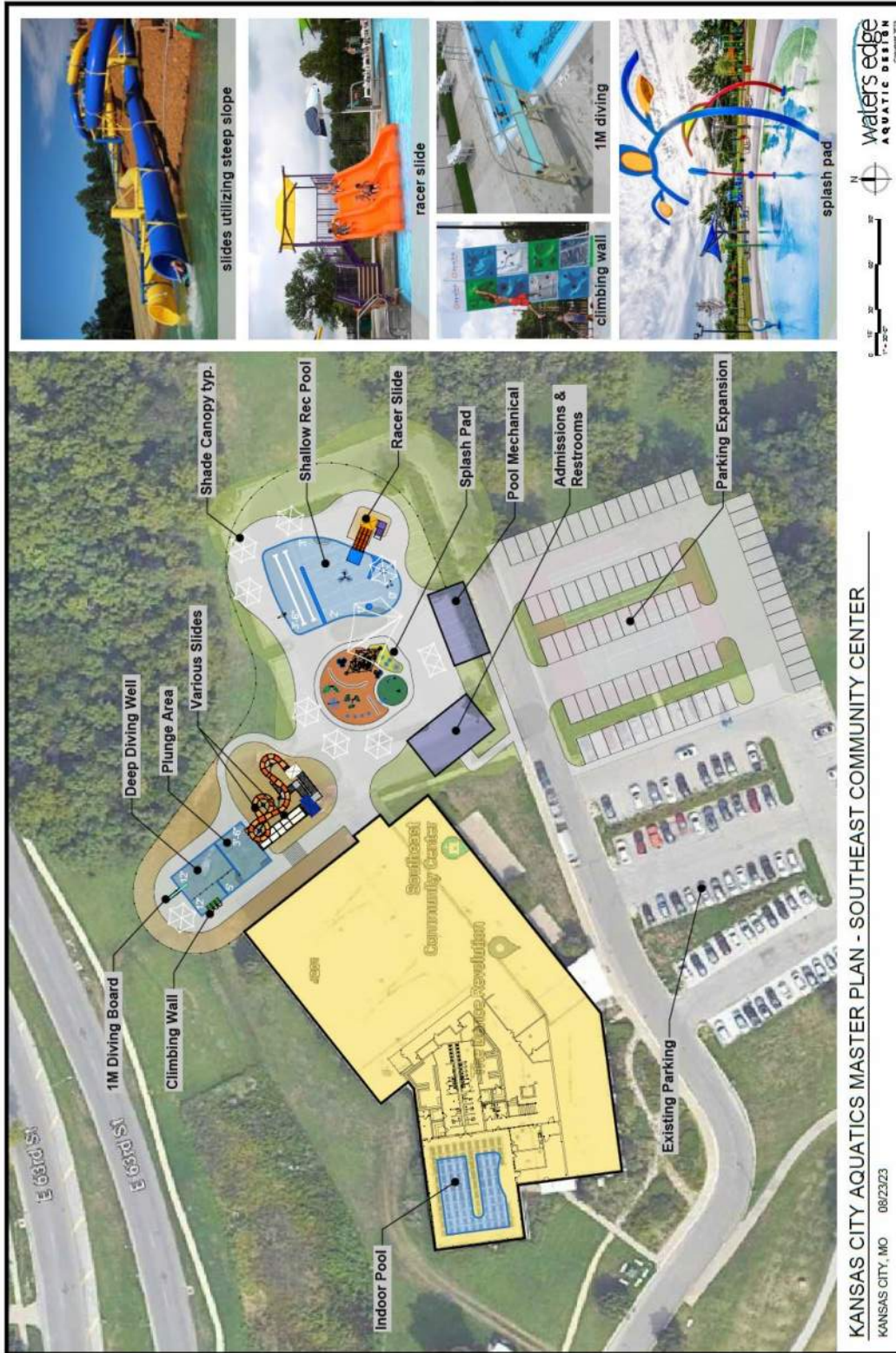
- Maintains outdoor swimming in the Swope Park area
- Utilizes some existing infrastructure at the Southeast Community Center site
- Recreational synergy in the area with visibility from a major street (63<sup>rd</sup> Street)

**Challenges:**

- Decommissioning of historic Swope pool
- Displacement of existing parking or other elements on the site (*e.g., tennis courts*)
- Lifeguard requirement and closure if not available

| <b>Opinion of Costs<br/>Swope Pool – Rebuild</b> |  |
|--|--|
| <b>Magnitude of Project Development Costs</b>    | <b>\$10 - \$11.3 Million</b>                               |
| Demo Swope Pool pools & deck                     | \$200,000 - \$400,000                                      |
| New Pool at SECC                                 | \$9.8 - \$10.9 Million<br><i>*Does not include parking</i> |
| <b>Operating Budget</b>                          |  |
| Expenditures                                     | \$108,000 - \$144,000                                      |
| Cost Recovery                                    | 60 – 80%   |
| Fees to Use                                      | Yes (programs separate)                                    |
| <b>Number of Lifeguards</b>                      |  |
| At one time                                      | 7 - 12   |
| Total  | 30 - 42  |
| <b>Anticipated Dates</b>                         | Memorial Day Weekend – Early-August                        |
| <b>Anticipated Hours</b>                         | Noon – 7 p.m.  |

Swope Pool – Option 3 Concept Plan



## Gorman Pool

Gorman Pool is located in City Council District 4. This District is in the top/middle of all Districts for the amount of water and/or pool square footage per capita. Two (2) Districts offer more square footage for pools, and one (1) offers more square footage for all water.

Gorman Pool is the only aquatic facility in District 4 that is located north of the Missouri River, and the next closest facility within the system is the outdoor pool at Line Creek Community Center (approximate 11-minute drive or 7-miles). Gorman Pool is located in an area that typically requires driving to get to the facility, as it is bound by highways and commercial development.

Gorman Pool was previously owned by the YMCA and the city purchased it in 2016. The city opened it in 2018 with mechanical renovations and a new bathhouse. It is a traditional outdoor competition pool, offering eight (8), 7'0" wide lap lanes with 2'0" freeboard on both long ends. Depths range from 4'0" – 12'6". Original plans show that the pool was 164' ½" long and 60'0" wide; however, after repairing the northeast end wall, it is suspected that the length of the pool is now 164'0".

Swim team is a predominant user group of Gorman Pool for its long-course setup and competition character. Swim teams and swimmers have access to, and can also be accommodated at, The Springs Aquatic Center in the 50-meter pool located at that facility (approximately 14-minute drive or 10-miles). Between Gorman Pool and The Springs, there are two (2) facilities north of the Missouri River and within 15-minutes of each other that offer 50-meter lap pools. Of the three (3) indoor pools in the system, none of them have the setup or capacity to host swim team practice or meets, particularly at a USA Swimming or competition level.

During public input it was expressed that there is a need and desire for indoor aquatic opportunities north of the Missouri River, particularly to the east. It was also shared that swimmers and swim teams have a lack of access to indoor pool space in the area, and that the existing 50-meter setup at Gorman Pool is ideal. Through public input, it was identified that there is an appetite to convert Gorman Pool to a year-round facility.

### **Option: Enclose Gorman Pool**

This Option focuses on adding indoor aquatic service north of the Missouri River, while focusing on adding competition swimming and community programming year-round. The goal of this Option is to remove duplication of service for outdoor competition swimming, particularly north of the Missouri River. The character of the existing pool would be maintained, with a building enclosure and support areas added to accommodate year-round use.

A significant driver of this Option will be to what level the facility will serve competition swimming. It was established that the facility under this Option should meet USA Swimming requirements for the Local Swimming Committee (LSC); it will not serve as a Championship or International Competition facility. LSC requirements indicate the facility should include:

- At least 8, 7'0" wide lanes
- Course length is 164' ½"
- 4'0" depth minimum for starting platforms, with 6'0" depth for annual starting platform certification
- Lane line disks between 2" – 6" in diameter

The existing pool basin is made of INTER-GLASS and sections of the pool are showing wear; fibers in the surfacing are starting to come through and be seen, creating a rough look and feel. The gutters are an old style and not compatible with "fast swimming" or wave quelling, and the northeast wall and gutter are showing signs of failure. Due to these conditions and the intended purpose of this becoming a facility geared towards swim team and competition, improvements to the pool basin and gutters will need to be made.

It is recommended to perform core testing of the pool basin to understand the life-expectancy and integrity of the basin before any improvements are conducted to ensure viability of the existing structure. It is recommended that a survey be conducted of the pool basin to verify the length of the course, as there is question over if the pool is 164'0 or 164' ½" in length. This Option is conservative in its Opinion of Cost in that it has been assumed the pool length does not meet LSC requirements and an additional ½" will need to be added to the course length.

Features may include:

- Resurfacing of the pool shell and replacement of gutters or installation of Myrtha RenovAction system over the existing pool basin
- Demolition and rebuilding of the northeast wall (at this time the course length would be corrected)
- Approximately 24,000 s.f. of natatorium enclosure over the pool
- Approximate 3,200 s.f. of building expansion to accommodate additional restrooms, control desk and foyer, meeting room, storage, staff area, and support space.
- Enclose existing mechanical space
- Convert existing building to year-round use
- Pool heater
- UV system
- Public address (PA) system
- Timing/scoreboard
- Racing platforms (8)
- (Optional) Add a 4-lane, 25-yard training/warm-up pool

**Opportunities:**

- Converts use from a seasonal to year-round facility
- Removes the duplication of 50-meter lap lane service between the existing Gorman Pool and The Springs
- Enhances indoor swim team and community programming in the city and north of the Missouri River (*e.g., swim team practice and meets, lap swimming, water walking, swim lessons, lifeguard training, etc.*)
- Opportunity for area schools to utilize the facility

**Challenges:**

- Costs to operate
- Staffing, specifically lifeguards
- Staff effort to program and manage a year-round facility
- Does not provide for robust kid or family leisure activities

| <b>Opinion of Costs</b><br><b>Gorman Pool – Option 1 (Enclose Gorman Pool)</b> |   |
|--|---|
| <b>Magnitude of Project Development Costs</b>                                  | \$13 – \$15 Million (Renovation)<br>\$24 - \$26 Million (New)<br>+\$4 - \$5 Million (Training Pool)   |
| <b>Operating Budget</b>  |   |
| Expenditures   | \$355,000 - \$415,000 (without training pool)   |
| Cost Recovery  | 30 – 60%  |
| Fees to Use  | Yes (programs separate)   |
| <b>Number of Lifeguards</b>  |   |
| At one time  | 2 - 5   |
| Total  | 12 - 20   |
| <b>Anticipated Dates</b>   | Year-round  |
| <b>Anticipated Hours</b>   | TBD, with priorities for swim team practice (before and after school, weekends) and swim team meets (weekends). Community programming could occur outside of swim team times. |

**Additional Options:**

If enclosing Gorman Pool is not feasible, there are several other Options to explore. Due to the character of Gorman Pool and the proximity of The Springs that offers a 50-meter outdoor pool, Gorman Pool remaining a 50-meter outdoor facility indefinitely is not a recommended option. Other Options would include:

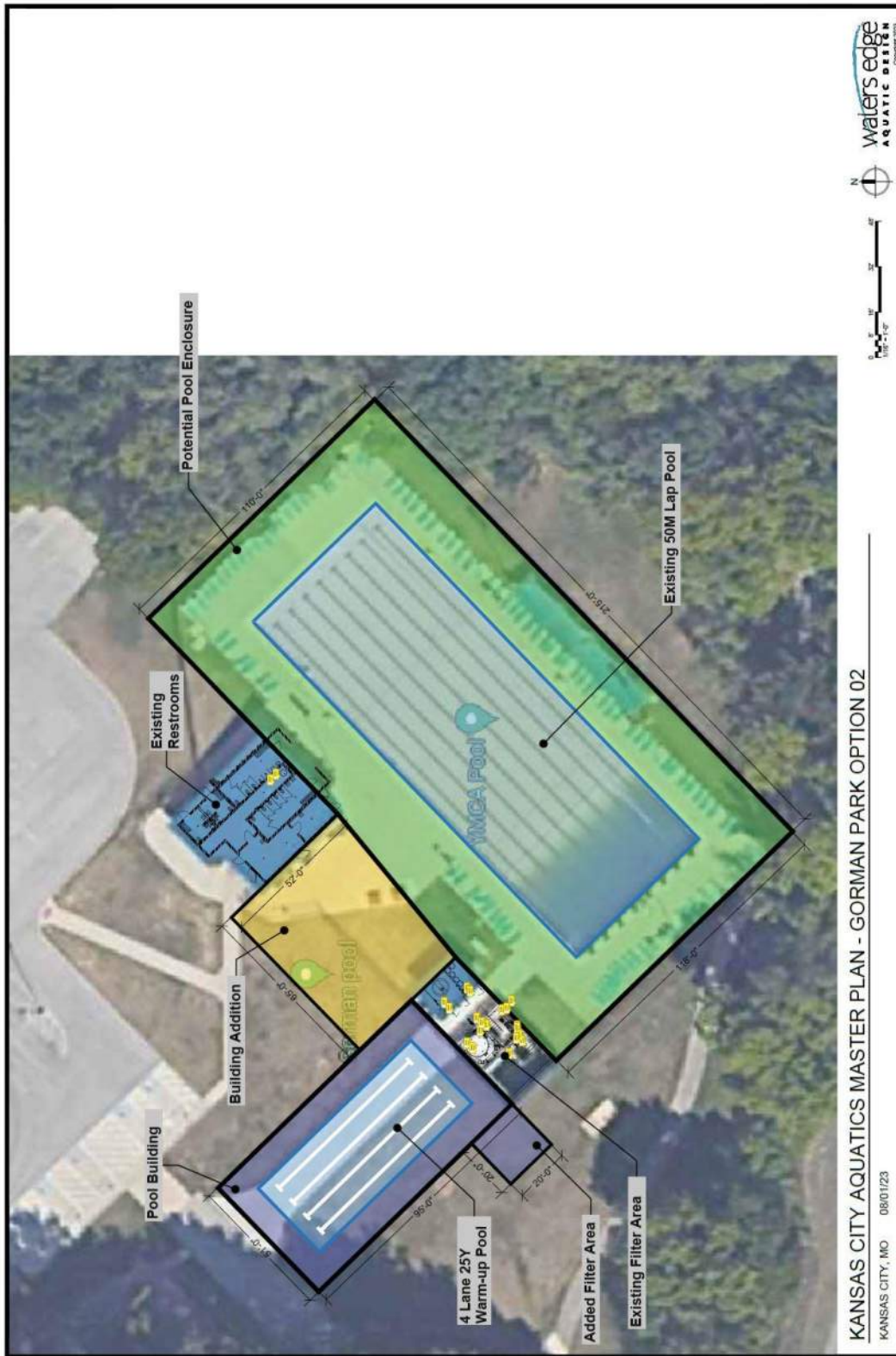
- Close Gorman Pool when it is no longer operable and consider adding aquatic service north of the river in the eastern parts of City Council District 1 or 2. **Opinion of Cost (outdoor, neighborhood pool): \$5 million - \$10 million, Opinion of Cost (indoor, 25-yd competition pool): \$25 - \$35 million**
- Reduce the size of Gorman Pool and convert it to a 25-yard lap pool and add leisure and kids activities to increase attendance and revenue. **Opinion of Cost: \$5 million - \$8 million**



Gorman Pool – Option 1 Concept Plan



Gorman Pool – Option 1 Concept Plan (Optional)



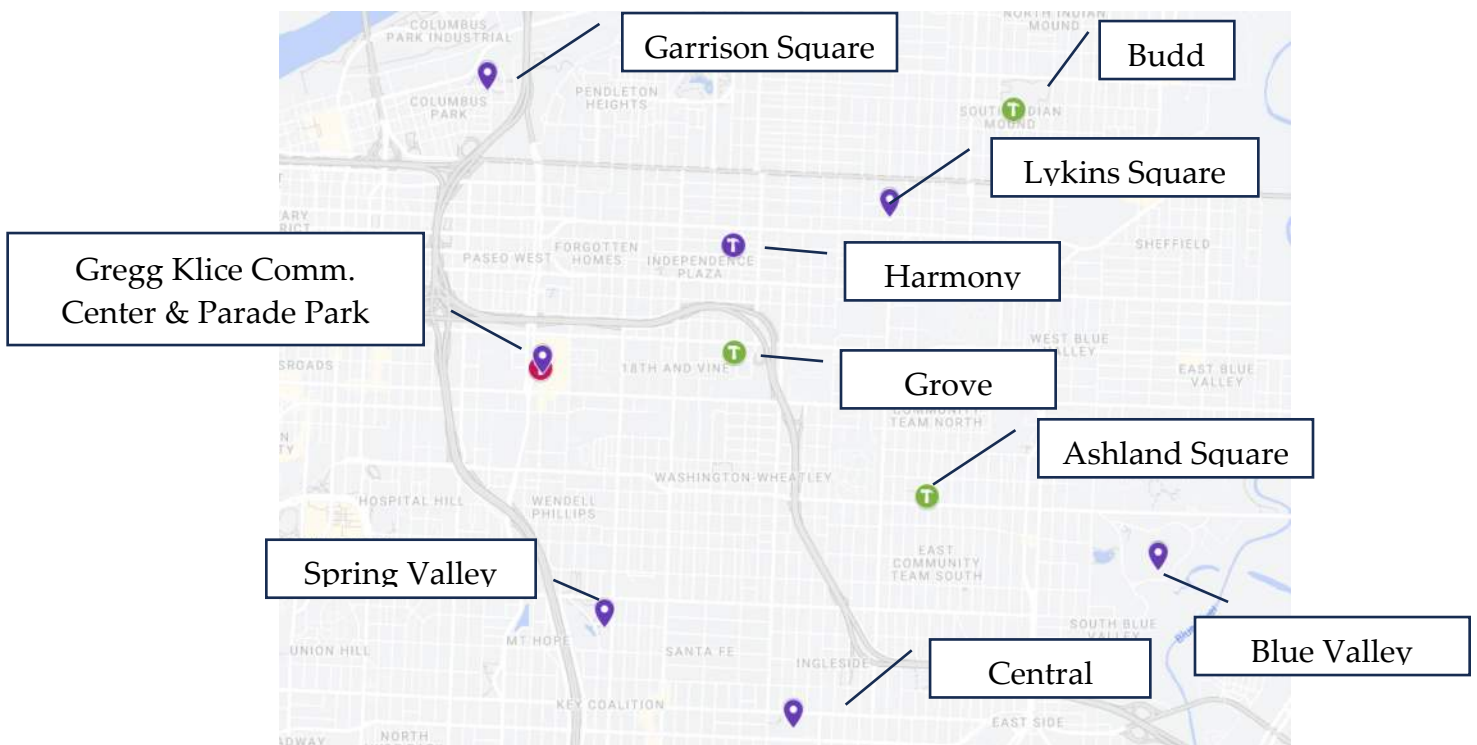
## Central Kansas City and Density of Facilities

Within the boundaries of 71-highway to the east, Missouri River to the north, Blue River/435-highway to the east, and Linwood Boulevard to the south, there currently are:

- 3 of 10 outdoor pools (30% of total)
- 6 of the 14 splashpads (43% of total)
- 1 of the 3 indoor pools (33% of total)

This equates to 37% of all of the facilities in the system in this relatively small geographic area. When balancing services across the city, and due to the high number of facilities in this area, consideration should be given to condensing service if and when facilities have reached their end of life.

Central Kansas City Facility Map



Of note, as of May 2024, Ashland Square Pool is in the process of being converted to a sprayground. Central Park Sprayground has been closed for multiple years after the opening of several other spraygrounds in the area; it is a consideration to formally decommission of Central Park Sprayground, particularly if necessary improvements cannot be made.

Having an outdoor pool and indoor pool in this area is supported. However, Grove Park Pool and Budd Park Pool are relatively close in proximity, and even closer in proximity is Gregg Klice Community Center/Parade Park Sprayground and Grove Park Pool. Due to these proximities Grove Park Pool has been identified as a facility that may be duplicative in nature in the area and is considered to be an option for future decommissioning if needed, particularly if service is to be added in underserved areas and there are a lack of available resources.

Related, Harmony Sprayground and Lykins Sprayground are in close proximity and duplicative in nature. Due to the proximity, there is an option for future closure of one of these, particularly if service is to be added in underserved areas. However, resources needed to operate spraygrounds are less than pools and therefore may be less of a priority for modification than the pools in this area.

### Possible Future Areas of Focus

Moving forward, as projects and opportunities arise, and as budgets and resources allow, the following area of focus have been identified as considerations in the future. With the exception of the first bullet point, these areas of focus are geared towards long-term planning and are not listed to be immediate areas for development.

- Enhance and increase opportunities for inclusive use and accessibility. This is not in reference to any one (1) facility but should be reviewed and incorporated whenever possible. This includes, but is not limited to:
  - Methods of entry and exit to the facility and pool (*e.g., proximity of parking, ease of access to the front desk or other areas, sidewalks and pathways, operating doors, etc.*)
  - Features and amenities provided (*e.g., features that can accommodate various needs, inclusive to all abilities, diversity in sound, texture, and intensity, etc.*)
  - Equipment on hand (*e.g., wheelchairs and transfer equipment*)
  - Support and changes spaces (*e.g., adult changing table, room or rooms for special use, etc.*)
- Increase aquatic service north of the Missouri River, particularly via indoor swimming

- Increase aquatic service to the east, primarily through outdoor neighborhood offerings
- Increase aquatic service to the south, primarily through outdoor neighborhood offerings

## Operations

Planning for swimming is multi-faceted, and successful facilities put a high level of effort into not only build and develop them, but also into what it will take to properly operate them once the doors are open. Operational planning will help guide and demonstrate what it will take to meet operational goals for community satisfaction, operator and city expectations, and attendance and cost recovery.

Operating and managing aquatic facilities is a year-round effort, with various key aspects that should be considered. Kansas City operates the indoor pools and spraygrounds, and a third-party management company operates the outdoor pools and water parks. Due to this relationship, operations are the responsibility of both agencies and therefore are not broken down for the purpose of this study.

It was identified during the study and during public input that there are operational components that need attention to better serve the needs of the community and maximize the potential of the facilities. Those components include:

- Staffing
- Programming
- Marketing
- Maintenance
- Planning and reporting

## Staffing

The aquatic facilities in Kansas City are all owned by the City of Kansas City, Parks and Recreation Department, but they are operated differently based on the type of facility. At the time of this report, the indoor pools are operated and staffed by the City of Kansas City, Parks and Recreation Department, and the outdoor pools and

water parks are operated and staffed by a third-party contractor, Midwest Pool Management. Spraygrounds do not require staffing (e.g., lifeguards).

Over the last several years, recruitment for lifeguards has become increasingly difficult for both outdoor and indoor facilities. Additionally, the city manages recruitment and hiring separately from Midwest Pool Management. Meaning, staffing for the indoor pools is run independently from the outdoor pools and water parks.

A coordinated and multi-agency/partner strategy to bolster recruitment should be developed to ensure there is proper education of employment opportunities and to help spread the word. This may include a robust and coordinated effort between the city and Midwest Pool Management, where the city enhances recruitment efforts and develops a streamlined system for getting recruits in contact with Midwest Pool Management.

Throughout public engagement, community members expressed interest in promoting and soliciting for employment, particularly for lifeguards. Those community partners can be activated once materials and information are ready, particularly to generate interest for filling positions at their local aquatic facility.

There is a consideration for establishing opportunities for the city and Midwest Pool Management to share staff or share operating conditions between indoor and outdoor pools and water parks to limit competition between them, and to be mutually supportive. Options may include:

- Equalize pay rates and/or incentivize indoor guards to work indoors when not working outdoors
- Allow for staff to move between indoor and outdoor, and work with Midwest Pool Management to establish feasibility
- The city takes over operations of all outdoor pools affiliated with community centers, and share staff between the indoor and outdoor pools

An example timeline specific to personnel can be found in the Appendix; a snapshot of an example recruitment, hiring, and training document can be found in the Sample – Personnel Timeline list.

Sample – Personnel Timeline

|  | January | February | March | April | May |
|--|---------|----------|-------|-------|-----|
| <b>Hiring &amp; Staff Operations</b>                               |         |          |       |       |     |
| Plan and coordinate hiring process (ex: dates, needs, roles, etc.) | █       | █        |       |       |     |
| Interviews and begin hiring process for Management Team            | █       | █        |       |       |     |
| Email previous year staff to apply                                 | █       | █        |       |       |     |
| Hiring decisions for Management Team                               | █       | █        |       |       |     |
| Price & select supplies (ex: uniforms, equipment, concessions)     | █       | █        |       |       |     |
| Interviews for all seasonal positions                              | █       | █        | █     | █     | █   |
| Drug screening and background checks (seasonal staff)              |         | █        | █     | █     | █   |
| Job offers for seasonal positions                                  |         | █        | █     | █     | █   |
| Recruit for staff with high school swim teams                      |         | █        | █     | █     | █   |
| High school job fair   |         |          | █     | █     | █   |
| IT access (ex: email, phones, software, ID badges)                 |         |          | █     | █     | █   |
| Renew and update scheduling software                               |         |          | █     | █     | █   |
| Create and analyse mock schedules to verify # of needed staff      |         |          | █     | █     | █   |
| Set up admin backup plans for season (ex: vacation/time off)       |         |          | █     | █     | █   |
| Accept time off requests from staff                                |         |          |       | █     | █   |
| Set up communication tool (ex: groupme)                            |         |          |       | █     | █   |
| Complete staff schedule and publish (regular season)               |         |          |       |       | █   |
| Incentives, moral building, staff retention                        |         |          |       |       | █   |

**Recommendation**

**Enhance employment efforts by creating a robust recruitment and hiring program between the city and the third-party contractor, with a focus on utilizing the city’s reach and exposure to maximize education and attraction of prospective employees. The third-party contractor should provide the recruitment process and strategy by the end of the year ahead of season, and gaps or opportunities for adjustment can be made ahead of time. Leveraging community leaders and groups in recruitment will also support the goal of hiring and retaining enough staff to keep facilities in the system open and operating.**

**Programming**

Providing programs and activities that encourage the public to utilize the facility and help them feel a sense of place is encouraged; this increases the number of users who want to utilize the facility, bringing revenue with them. Each body of water and space within a facility has an opportunity to host multiple programs, and maximizing usability of the space helps with driving interest and attendance.

Although the city's facilities used to offer swim lessons and other aquatic programs, due to staffing limitations those programs are not currently being offered to the same degree. Continuing to evaluate opportunities to offer and expand basic aquatic programming is recommended. Basic programs may include:

- Swim lessons, indoor and outdoor
- Water fitness, indoor and outdoor
- Lap swimming and water walking, indoor and outdoor

Additional activities to supplement current offerings and/or attract both youth and adult users are listed below.

- Adults only time/events (morning or evening)
- Adaptive aquatic classes, sensory swim
- Baby or toddler swim
- Boy scout/girl scout classes for badges
- Corporate Challenge
- Fit mat / Glide Fit fitness classes
- Homeschool groups, gym classes
- Infant survival classes
- Special events: boat races, movie night, membership appreciation
- Specialty work-out (aqua cycling, yoga, etc.)
- Splashball – USA Water Polo (for youth)
- Swim conditioning training, triathlon training
- Season pass discounts for programs

### **Recommendation**

**Work towards offering consistent and robust offerings for basic programs, such as swim lessons, aqua fitness, and lap swimming, and add programs when and where it is appropriate and feasible.**



## Marketing

Developing a plan for communicating and marketing a facility is an integral part of generating revenue and attendance. Marketing the facility and offerings inform, educate, and provide opportunities for users to prepare schedules, purchases, and plans in both a preparatory and reactionary way. Well-timed and strategically executed marketing techniques target the appropriate audience at a time that captures attention, awareness, and ultimately revenue. For Kansas City, this will apply to each facility, and may mean each facility has its own marketing campaign that is specific to the facility, area, and usership.

In community surveying, online tools to receive and solicit information are most common. Tools such as Facebook and the city or department website are critical components to a robust marketing strategy. A well-planned online approach is important to generate interest and should receive adequate resources to maintain their effectiveness. A thorough approach would also include ongoing communication with current and past users.

Platforms for marketing include digital, printed, and word-of-mouth, each with a strength and consideration to optimize their respective reach.

- Make the City's website easy to use. Examples include:
  - Update the website for the following season by December.
  - List prices on the web page for passes and programs to reduce the need for clicks.
  - Create a program page that includes swimming lessons and any other program that is offered. It may also be a benefit to include a rentals page that includes during and after-hours rental opportunities and fees (e.g., birthday parties and pool rentals). If online registration is available, a hyperlink to the registrations page will reduce the need for searching for the registration page.
  - Convert from requiring phone calls to inquire about services to allowing email or other communication techniques.
  - Include descriptions, photos, and/or video of the facilities to increase interest and showcase facility amenities.
  - Include a general FAQ page that explains about hours, fees, passes and daily admissions, programs, how to find out more information, etc.

- Social strategy
  - Have social media callout buttons on the main pool page to educate on the platforms and what community members can expect from them (e.g., if updates are made on social media and to follow those accounts for up-to-date information for unplanned modifications to the schedule).
  - Regularly post on social media accounts, during the season and during the off season.
  - Cross-promote on other city pages and accounts.
  - Targeted advertising to certain groups of people who may be interested in fitness swimming, pools, family, and outdoor activities.
  - Using an automated messaging system for alerts, weather cancellations, and other announcements could be useful in communicating with the community, including for open swim and programs.
  - Include keywords on the web pages to increase search engine optimization (SEO) online; this will help rank facilities higher when a customer is searching for services online. The goal is to have Kansas City, Missouri facilities show up on a search even if the name is not specifically used. Examples may include:
    - Swimming Kansas City
    - Water park near me
    - Kansas City, Missouri water park
    - Kansas City swimming pool
    - Swimming near me
    - Pools near me
    - Lap swimming
    - Swimming lessons
    - Places to rent for a birthday party
    - Swimming in Missouri
    - “Near me” could be added to any phrase
    - Another option is to backlink the website to external sources, for example through blog posts, or listing the business and website on external pages such as Yellow Pages.
- Word-of-mouth
  - Cross-marketing to other programs can increase the interest of those people who are active and already participating
  - Focus on positive customer service and educating staff on the facility and its offerings, particularly when it is new, will help build trust and confidence in the facility.

- Additional Opportunities
  - Release information on employment on the website and other platforms for the following season starting in August/September for the next season.
  - Release facility and program information in November/December for the upcoming season.
  - Coupons, or perks, for early-bird or combination purchasing.
  - Special events or admission discounts, for example on Father’s Day, Independence Day, Labor Day, or for Parks and Recreation Month.
  - School e-backpacks, bulletin boards, or paper distribution *(if permitted)*.
  - Concessions can be a high revenue area. To maximize revenue, offering a diverse menu with pre-packaged and cooked items *(if applicable)* would add a benefit to guests; particularly those who are staying for the day. Updated and attractive signage, for the concession stand and the displayed menus, will help drive attention and interest in buying food and drinks.
  - Work with the City’s Chamber of Commerce or local tourism groups to advertise the facilities.

An example timeline is included to demonstrate when certain elements of communication could occur throughout the year to maintain interest and visibility of the facilities. See the Sample - Marketing Timeline list.

Sample - Marketing Timeline

| TASK   | Annual            |     |     |     |     |     |     |     |      |     |     |     |
|--|-------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
|  | Jan               | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Staff Recruitment  |                   |     |     |     |     |     |     |     |      |     |     |     |
| Release Season Dates, Activities<br><i>(prior to registration opening)</i> |                   |     |     |     |     |     |     |     |      |     |     |     |
| Program Registration   |                   |     |     |     |     |     |     |     |      |     |     |     |
| Discounted Memberships<br>Memberships/admission                            |                   |     |     |     |     |     |     |     |      |     |     |     |
| Opening Announcements  |                   |     |     |     |     |     |     |     |      |     |     |     |
| Closing Announcements  |                   |     |     |     |     |     |     |     |      |     |     |     |
| Website  | Ongoing           |     |     |     |     |     |     |     |      |     |     |     |
| Targeted Facebooks Ads   |                   |     |     |     |     |     |     |     |      |     |     |     |
| General Social Media Posts   | Ongoing/As-needed |     |     |     |     |     |     |     |      |     |     |     |
| Newsletters  | Ongoing/As-needed |     |     |     |     |     |     |     |      |     |     |     |

### **Recommendation**

**Develop a robust and comprehensive communication and marketing strategy that maximizes use and efficiency of online tools and existing platforms. The goal is to be clear, informative, and consistent, while making it as easy as possible for a potential guest to locate facility information.**

## **Maintenance**

With the quantity of facilities within the system, evaluating and documenting maintenance needs, executing tasks, and tracking of maintenance performed, can be difficult. This is the case for Kansas City and there are several key components to maintenance that have been identified as areas for improvement.

Maintenance procedures will vary per facility and should be conducted under the supervision of a certified pool operator and/or properly trained personnel. If there is a question or concern over how a piece of equipment should operate or be serviced, the designer and/or manufacturer should be contacted. It is recommended that a maintenance plan specific to each facility is created and made available to all personnel; this should be considered a living document and updated as needed.

Both city staff and third-party management oversee and conduct maintenance related to aquatic facilities. Any maintenance work conducted by city staff or third-party management should be done in accordance with design standards and in a method that is consistent with the technology and materials located at the specific facility.

### **Winterization**

Winterization and de-winterization should be completed in a planned and comprehensive manner.

Winterization occurs following the operating season and before the first frost. At this time the facility is shut down and is prepared to withstand freezing temperatures and equipment is protected for the off season. At this time, needs for the following season are documented and preparations begin for any repair or replacement that needs to occur for the following season. Knowing what to order at this time versus waiting until the spring allows for prompt ordering and acquisition to minimize any

delay in receiving the product. If a condition is known at this time that requires a contractor to perform the work, this can be scheduled early. An example Winterization Procedure – General Steps can be found in the Appendix.

De-winterization occurs in the spring and after the last frost. At this time, the facility is opened and prepared to turn water on, fill the pool, mechanical systems fired up, and equipment is prepared to use. It is recommended to monitor facilities in the off-season to prevent unknown changes in conditions. Starting in January or February, staff can begin visiting facilities and making plans to make needed repairs, line up contractors, and order necessary equipment. With the number of facilities in the system, this is anticipated to take several months to complete, making end-of-season preparations critical.

Unique to indoor pools is that maintenance can be difficult to conduct, as the facility often will need to be closed, and in some instances, drained. It is common for an indoor pool facility to close for 1 -2 weeks annually, just before the outdoor pools close, to allow for a robust cleaning and maintenance program. The following areas are commonly included in this type of annual program:

- Power wash pool basin
- Repaint pool basin
- Replace light bulbs or fixtures
- Power wash deck and equipment
- Deep clean gutters and deck equipment
- Repaint natatorium walls
- Calibrate chemical controllers and replace components (e.g., pumps, tubing, sensors, etc.)
- Clean, calibrate, or replace chemical probes
- Replace filter media and pressure gauges
- Service pumps and motors (e.g., impeller, gaskets, bearings, bolts, etc.)

### **Ongoing Maintenance**

Above and beyond preparing facilities for the season and shutting down, there are anticipated and ongoing maintenance needs that arise while in operation or that can occur that can be planned for. Monitoring of systems and equipment on a daily and weekly basis is a helpful way to catch ongoing maintenance needs before they become a larger problem.

- Performing safety inspections
- Waterslide and play feature inspections
- Monitoring of pressure gauges, site glasses, and water levels
- Chemical checks (*e.g., free chlorine and pH*) with regular cross check of readings with the chemical controller to ensure consistency and proper functioning
- Weekly water balance checks (*e.g., total dissolved solids, calcium hardness, alkalinity, total dissolved solids, cyanuric acid if applicable*)
- Cleaning and upkeep of the facility and grounds

### **Budgeting**

Currently, maintenance related to aquatic facilities is not coded to each specific facility, rather it is coded to a general parks budget. To best understand the performance of each facility, it is helpful to understand the expenditures on maintenance for each facility individually, particularly for ongoing or typical maintenance. Additionally, documenting repairs to each facility and creating maps or diagrams for major repairs (*e.g., subgrade pipes*), will assist in clearly identifying and documenting improvements.

Annual or bi-annual budgets per facility to reserve monies for ongoing and preventative maintenance are recommended to ensure that there is money available, and a plan in place, to reinvest in the facility. The goal with this is to establish a regular schedule to repair and replace equipment and supplies in a timely manner and before an emergency arises. An example Maintenance Replacement Schedule is included in the Appendix.

### **Recommendation**

**Establish a maintenance plan per facility that outlines the details of how the facility should operate, takes inventory of the supplies and equipment necessary for operation, and catalogues historical issues and remediation. A clear plan for who is responsible for what area of maintenance will help generate a quick course of action, and ongoing oversight of maintenance work pending and performed will establish consistency and prompt follow-through.**

## Planning and Reporting

### Annual Planning

Operating aquatic facilities is a year-round endeavor. To ensure that the public is well-informed, the facilities are prepared, and available, an annual plan should be set up and updated annually. This can be comprehensive for all facilities or can be broken down per facility.

When planning, it is helpful to coordinate tasks, timelines, and expectations with all personnel and departments that may have a hand in offering service; this may include divisions such as:

- Legal
- Communications
- Human resources
- Public works
- Police and fire departments
- Vendors and contractors
- Community groups

An example annual planning schedule can be found in the Appendix; a snapshot of an example plan can be found in the Sample – Outdoor Pool Timeline list.

To take this one step further, developing an annual Operational Plan for each facility will aid in establishing how the facility will operate, what the expectations are for that facility, and how those expectations will be met. Information within the plan may include:

- Recommendations for modification from the previous season/year
- Operating dates, hours, and schedules for each body of water, area, program, etc. for both regular season and after-school seasons
- Programming options, details, and descriptions, including proposals to establish fees, revenues, expenditures per program
- Staffing positions, details, descriptions, and pay rates
- Marketing plan that describes the methods, available resources, and timelines for communicating about offerings
- Identify what technology and/or systems/software may be needed, including for registration, timekeeping, scheduling, accounting, etc.
- Timeline for critical tasks and key milestone dates

- Annual budget including: fee schedules, projected personnel hours and hourly rates by job classification, projected revenues and operating expenses by category or line item with explanations/assumptions a necessary
- Facility rules and/or policies, or modification to approved rules and policies

An example Operational Plan can be found in the Appendix.

*Sample – Outdoor Pool Timeline*

| Task   | Area        |
|--|-------------|
| <b>January</b>   |             |
| Interviews for Supervisors (e.g., HLG and MGR)                                       | Staff       |
| Final selection and approval for Supervisors   | Staff       |
| Update hiring packet for seasonal employees (work with HR)                           | Staff       |
| Email previous year employees if have not received application (due Feb 1)           | Staff       |
| Confirm hiring needs and timeline (with HR)  | Staff       |
| Update contracts (e.g., swim team, concessions)                                      | Admin       |
| Order uniforms   | Admin       |
| Order supplies   | Admin       |
| Set pre-season and ongoing training dates (LG)                                       | Staff       |
| Send Supervisors training dates (e.g., LG training)                                  | Staff       |
| Run ADs on early-bird discount   | Admin       |
| <b>February</b>  |             |
| Coordinate interviews with MGRs (Round #1: phone interviews by MGR's)                | Staff       |
| Close Cashier application  | Staff       |
| Returning staff applications due   | Staff       |
| Submit permit and license documents to proper agencies                               | Admin       |
| Review website   | Admin       |
| Contact Day Camps/outside groups for summer schedule                                 | Admin       |
| Set pre-season training (Cashiers)   | Staff       |
| Contact HR, PD, Legal about orientation dates  | Staff       |
| Drug screening (for Supervisors)   | Staff       |
| Send past season pass holders reminder email about memberships (early bird discount) | Admin       |
| Offer positions to returning staff (LG, Cashier)                                     | Staff       |
| Finalize pool hiring packets (with HR)   | Staff       |
| Lifeguard training class (new LG's)  | Staff       |
| Cashier Interviews (Round #1: phone by MGR's)  | Staff       |
| Plan maintenance and repair items (for the Spring)                                   | Maintenance |
| Update staff manual  | Staff       |
| Run ADs on early-bird discount   | Admin       |
| Set up CPR training for coaches and managers   | Staff       |
| Finalize budget requests for following year (pending budget cycle)                   | Admin       |
| Set up orientation dates   | Staff       |



## Reporting

Reporting on facility performance on an ongoing basis and at the end of the season or year, is critical to understanding those areas that perform well, those areas that are fundamental and should continue, and those that are underperforming and should be evaluated or modified.

To best understand how the aquatics system is performing, each facility should be tracked individually, clearly, and to the degree possible on several key points as a starting point. Those include:

- Total revenue
- Total expenditure
- Total attendance

To better understand performance, the key points listed above can be further broken down to drill into specifics behind each. The more information available to assess, the better the understanding is of performance. For example, when assessing a facility's revenue, staff may want to know if season passes or daily passes are the predominant entry method; decisions can be made on if marketing efforts should be modified to reflect that kind of usage, if possibly fees are too high or out of line, or if there should be a boost to increase attendance in one over the other. Additional reporting detail may include:

- Revenue, by:
  - Facility
  - Admission type, by:
    - Season pass type
    - Daily admission type
    - Number sold
    - Total revenue
  - Program, by:
    - Program type
    - Number sold
    - Total revenue
  - Concessions, by:
    - Individual item
    - Total revenue

- Expenditure, by:
  - Facility
  - Personnel
    - Including wages and benefits
  - Commodities
    - Including all supplies, maintenance, utilities, etc.
  - Contractual services
    - Including any outside contractor
- Attendance, by:
  - Facility
  - Time, hour, and day (if possible)
  - Admission type, by:
    - Season pass type
    - Daily admission type
    - Number sold
  - Program, by:
    - Program type
    - Number sold

This level of reporting can occur on an ongoing basis but should occur no less than at the end of the season or year (based on facility type). This data should be used to inform the annual Operational Plan previously mentioned, and used to establish if the facility is meeting expectations and goals.

### **Third Party Management**

At the time of this report, the third-party management contract with Midwest Pool Management is up for renewal at the end of 2024.

If the city were to go through the RFP process to solicit new proposals for third-party management and/or renew the contract with Midwest Pool Management, it would be a good time to review or update the existing contract. It will be critical to ensure that any RFP or contract is written so that the level of service and expectation is clear, and that both parties understand the responsibilities each have.

Through public input, it was communicated that there is room for improvement in the operations of the aquatic facilities, and at times, more direct feedback was

received about third-party management. It is a consideration to incorporate incentive(s) for the third-party management company to exceed revenue goals, reduce or maintain expenditures, and increase community satisfaction with services. By doing so, the facilities have an opportunity to not only become more financially stable, but to foster a greater sense of trust and service with the community.

**Recommendation**

**Continue to develop methods and procedures for evaluating performance of the aquatic facilities, to the level of detail that is feasible. This includes annual reporting and future planning, along with establishing clear expectations and protocols with third-party contractors to ensure agency, department, and facility goals are met.**

## **6. Final Considerations**

We believe there are specific goals to be considered for the future of swimming in Kansas City. Options developed and adopted should create solutions for community needs as a whole, while maintaining efficient and sustainable operations.

### **Primary Goals**

The following goals have been developed to assess if options and opportunities are in line with capabilities and strategies of the aquatics division:

- Providing accessible water-recreation facilities across the city
- Enhance and diversify programs and activities to maximize utilization and meet community needs and expectations
- Maximize operational efficiency, financial sustainability, and participation
- There are resources available to operate and maintain the facilities, minimizing the burden on personnel and financial resources

### **Consideration #1**

Establishing directions and solutions for the three outdoor swimming pools that are currently closed is a priority, both in terms of safety and public sentiment. Arbor Villa Wading Pool, Jarboe Pool/Westside, and Swope Pool fall into this category.

Swope Pool is unique in that it is thought to serve, and be associated with, east Kansas City and has a significant historical foundation. If this pool is to be decommissioned at the existing site, there will be additional consideration for preserving the historical value of the site.

### **Consideration #2**

Through public input, it was identified that local or neighborhood facilities are highly valued. Attention should be given to accessibility and location of aquatic facilities, and that there is an option(s) in each District and geographic area.

However, no one area should be oversaturated with facilities, nor will each area have immediate access to every type of facility. By spreading service out and allocating resources appropriately, service can be provided and maintained across the system, with opportunities for developing service to those areas that are currently underserved.

Related, as facilities age and bring with them heavy maintenance or repair burdens, an assessment should occur to determine if continuing service of the facility is appropriate, or if the facility should be taken offline and resources allocated elsewhere. This is particularly true if facilities are located in an aquatics-heavy area; continuing to operate facilities that do not meet goals while other needs are unable to be met is not the intended direction of the aquatics division.

### **Consideration #3**

Develop and utilize an Operational Plan and/or further develop existing plans to ensure maximum use, cost recovery potential, and efficient use of resources. Plan(s) are division and facility specific and includes various methods for operating and marketing the facilities. This is a living document and process, and should be considered ever evolving. This type of plan is meant to guide business decisions in a thoughtful, consistent, and proactive way.

This would include, but is not limited to developing plans for:

- Staffing needs and methods for recruitment and retention
- Activities and programs that are of interest to different groups of guests
- Studying and monitoring fees and sources of revenue
- Studying and monitoring expenditures and changes in spending
- Tracking and evaluating utilization and participation data in detail
- Methods for marketing and advertising the facilities
- Identifying which agency and individual is responsible for particular tasks, including methods for oversight and follow-up
- Establishing a process and budget to address ongoing and expected maintenance
- Methods for soliciting feedback from users and utilization information to make adjustments
- Facility rules and policies, often consistent across facilities to the degree possible

This close attention to the day-to-day operation and the planning of facilities will allow for the facilities to continue to offer what works but also to identify and adjust areas that are not meeting goals.

## Appendix