
2023

**Fairview Recreation Center
Strategic Plan**

Anchorage Parks and Recreation

Acknowledgments

Parks and Recreation Project Staff

Mike Braniff, Director

Steve Rafuse, Superintendent

Shanna Gamble, Principal Administrative Officer

Taylor Keegan, Landscape Architect

Nicolette Dent, Park Planner

Community Advisory Group Members

Allen Kemplen, Neighborhood Resident

Löki Gale Tobin, Neighborhood Resident

Birdie Collins, Former Youth User

Laura Orenge de Gaffory, Neighborhood Resident

Maria Crawford, Neighborhood Resident

Zabeeba Mohamed, Providence Community Health

Rebecca Valentine, Providence Community Health

Lex Treinen, Resident

Staff Advisory Group Members

Teri Desy, Recreation Superintendent

Dorena Bingham, Recreation Supervisor

Tiffany Santos, Assistant Recreation Manager

Steven Murray, Assistant Recreation Manager

Darrel Hess, Ombudsman

Heather MacAlpine, Associate Ombudsman

Jessie Haynes, Recreation Specialist

Uluau "Junior" Aumavae, Chief Equity Officer

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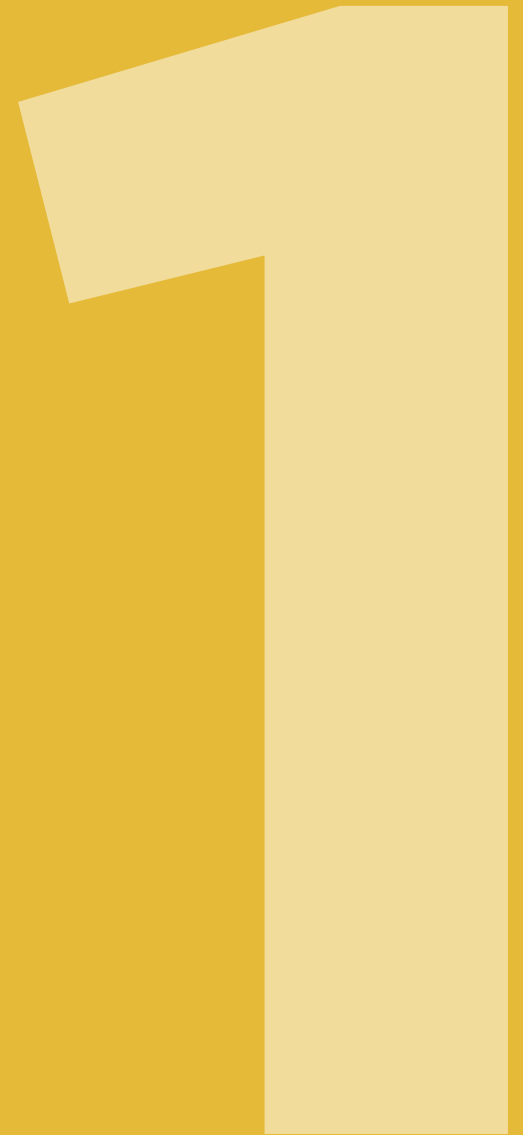
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Chapter 1

Introduction



Introduction, Summary of Plan

1.0 Introduction

1.1 Guiding Principles

The mission of the Anchorage Parks and Recreation Department is to ensure that the department’s resources are well-maintained and safe for the public, embodied in the motto “Healthy Parks, Healthy People.”

Eight core values established in the Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan (2006) guide the department’s management of parks and recreation facilities:

- Improve Maintenance and Stewardship of What We Have
- Private-Public Partnership
- Parks as Community Building Blocks
- Parks as Economic Engines
- Balanced Services & Facilities for a Diverse Community
- Access and Connections
- Stewardship of Natural Resources
- Creating a Strong Parks and Recreation Organization

These eight principles serve as the basis for management, planning, and decision-making across Anchorage parks and recreation facilities. They are also mirrored through the Fairview Recreation Center (FRC) Strategic Plan. This strategic plan drills down into a few of these major points including Private- Public Partnership, Access and Connection,s and Balanced Services and Facilities for a Diverse Community.

1.2 Strategic Plan Intent

This strategic plan outlines goals, objectives, and actions to ensure the Fairview Recreation Center meets the diverse needs of the Anchorage community. This plan aims to establish a vision and framework for the center's future development, management, and maintenance. Strategic planning intends to be adaptive and cyclical in nature. The plan encourages continual assessment to help the organization continue build and measure success.

The following process guided staff in compiling this plan.

Set a Baseline:

- Understand the FRC existing conditions, environment, and trends.
- Describe planning and outreach methods to collect staff and community input.

Record Findings:

- Record and analyze the results of outreach with staff, community members, and youth.
- Record improvements that happened organically during the planning process.

Establish Vision and Goals:

- Use findings to outline overarching goals for Fairview Recreation Center.

Define Actions and Outcomes:

- Describe how the FRC can make progress toward their goals.

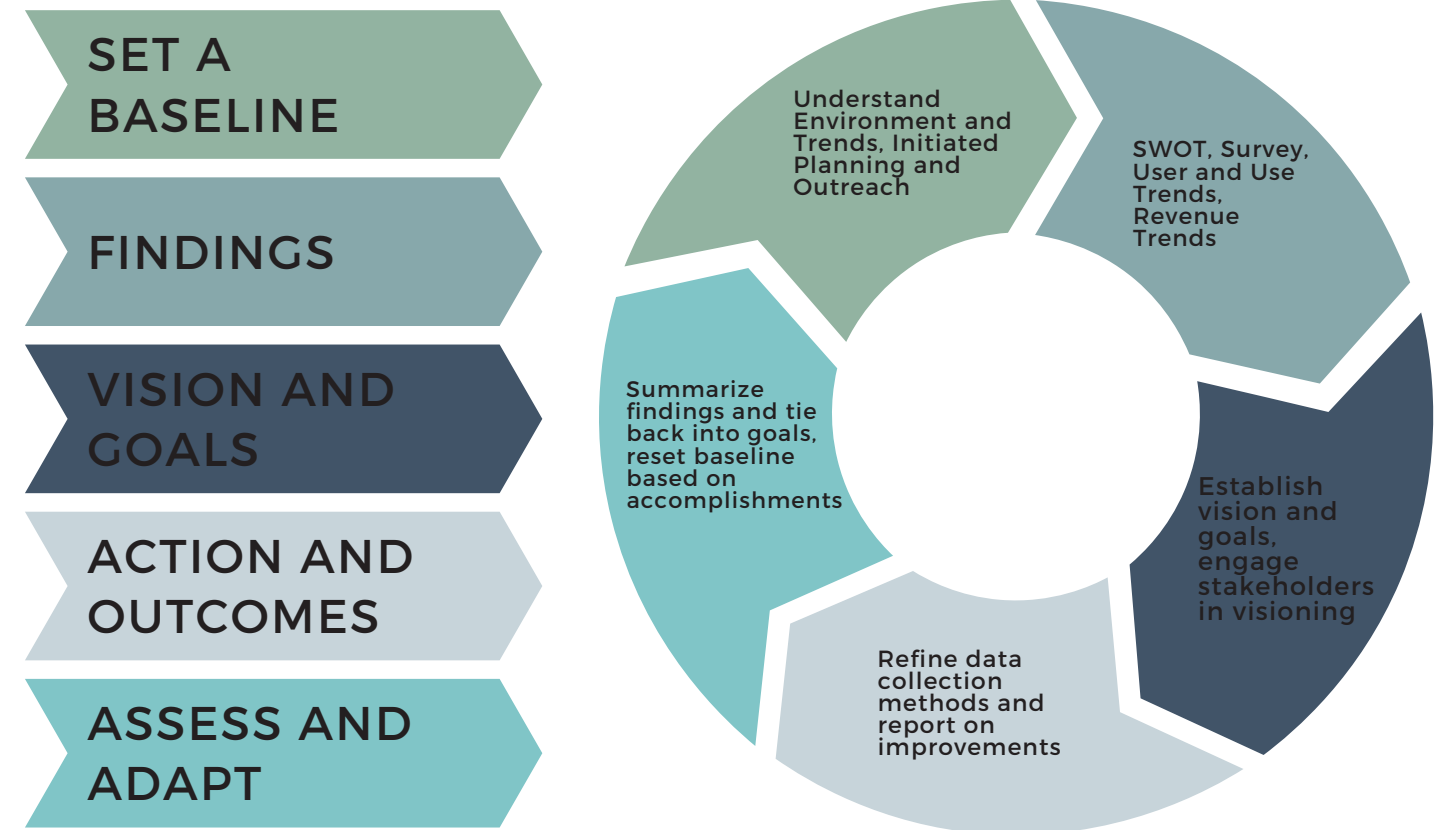
Assess and Adapt:

- Identify methods to measure progress toward goals.



A Strategic Plan answers the question, “where do we want to go?” This model can help facilities understand their baseline, identify desired changes, and facilitate improvements. Unlike Master Plans, Strategic Plans are intended to be revisited on a cyclical basis – for example, yearly or every few years.

STRATEGIC PLANNING MODEL



1.1 Executive Summary

The Fairview Recreation Center Strategic Plan intends to serve as a framework for the center's future development, management, and maintenance.

By working closely with staff and community stakeholders, the plan recommends objectives and actions within four goals: modernizing the facility, enhancing community engagement, sustaining programs through long-term partnerships, and diversifying FRC's core programs. Anchorage Parks and Recreation used a multi-faceted approach to build this strategic plan. The project team gathered information on facility conditions, the historic and modern context of Fairview, and nationwide trends in recreation. The team collected public and stakeholder feedback by forming a Staff and Community Advisory Group and distributing surveys. Seven common themes arose during the planning process and help summarize staff and community priorities for the FRC.

Photo Below: Fairview Recreation Center taken from the intersection of 10th and Karluk during October of 2022.



1.1.1 Common Themes

- **Staff:** FRC staff maintain positive, lasting relationships in the community.
- **Partnerships:** FRC staff maintain positive, lasting relationships with other organizations for program delivery.
- **Programming:** FRC hosts a variety of existing programs with potential for expansion.
- **Systemic:** Larger societal, economic, and organizational influences affect FRC operations.
- **Engagement:** FRC management and staff use different methods to encourage community use of the center.
- **Facility:** A variety of issues with the actual structure and systems of the FRC building affect operations.
- **Location:** The FRC is well-located the Fairview neighborhood for public access.

1.1.2 Plan Goals and Objectives

Both community members and staff highly valued the strong relationships that FRC staff have nurtured with users and partners. Staff were more attuned to facility maintenance needs and capital improvements, while the community perceived systemic issues like funding and economic turbulence as a potential barrier to the FRC's success. Both the community and staff identified plentiful opportunities for programs and partnerships for the FRC's future.

These key findings informed four overarching goals. The goals describe a future vision for the facility.

Facility: The Fairview Recreation Center (FRC) is a modern facility that is well-maintained.

- Address maintenance and technology needs for operations.
- Upgrade technology to better serve the community.
- Reactivate and reconfigure underused spaces.
- Develop a long-term capital improvement and maintenance plan.

Community: The FRC is an inviting community space that engages with the public.

- Promote and market the story of the FRC.
- Improve facility signage and wayfinding.
- Ensure that facility improvements support a variety of non-motorized transportation modes.
- Ensure that the FRC accommodates different age groups and abilities.
- Maintain the FRC's use as an emergency shelter for the Municipality

Partnerships: The FRC forges partnerships that sustain quality programs and diversify funding streams.


- Nurture partnerships with social service organizations.
- Support community champions and local planning efforts.
- Create opportunities for businesses to support FRC through sponsored programs or amenity upgrades.
- Develop partnerships and strategies to sustain FRC services.

Programming: The FRC cultivates resources and staff to support long-term programs.

- Programming: The FRC cultivates resources and staff to support long-term programs.
- Prioritize core programs and form partnerships to fill specialized needs.
- Target diverse audiences through core programs.
- Support staff with tools and strategies to facilitate programs

Chapter 2

Background + Context



**Facility History and Overview,
Community Profile and History,
Funding and Organizational Structure,
Core Programming,
Marketing and Promotion,
Planning Contexts**

Background + Context

2.1 Facility History and Overview

Constructed in 1979, Fairview Recreation Center (FRC) is in the heart of the Fairview neighborhood, providing a mix of recreational, social, and leisure activities for community residents. The recreation center is also a hub for organizations and public groups wishing to host meetings, host events, and provide social service programs.

This facility is owned by the Municipality of Anchorage and is overseen by the Parks and Recreation department. The first building, highlighted in pink in the 1980 image to the left, was initially built to serve the surrounding community. The second building, which is now considered the main facility, was constructed and opened in 1982 as a broader effort to invest in the Fairview community.

The current facility serves as a hub for neighbors, user groups, and community members. In the following pages, a user breakdown describes the variety of amenities to the public at the FRC (see Appendix A for building layout):

- Large gymnasium
- Indoor inclusive playground
- Multi-purpose room suitable for events and meetings
- Fully equipped commercial kitchen (within multi-purpose room)
- Exercise room with weight and cardio equipment
- Dance studio
- Arts and crafts room with pottery wheels and kilns
- Locker rooms with sauna facilities



2.2 Community Profile and History

2.2.1 Brief History of Fairview

Fairview - first developed as East and Third Additions - one of Anchorage's four original neighborhoods. However, it remained rural and outside of city limits until World War II spurred a need for more housing. Throughout the 1950s and 60s, discriminatory lending practices made Fairview one of the only places Black and African-American people could own property in Anchorage. As a result, many Black-owned businesses and churches established themselves in Fairview.

Based on a community desire to remain independent, Fairview was one of the last core neighborhoods to join the City of Anchorage in 1958. A sense of neighborhood ownership persists here despite urban renewal projects that displaced residents, including the physical divide created by the expansion of Gambell and Ingra streets. Fairview has been home to many of the early and local civil rights efforts in Alaska and continues to celebrate its historic and modern diversity.¹



Photo Above: Scanned image of people gathered outside FRC in August 1980.

In 1978, the State Legislature appropriated \$2,000,000 for the design and construction of the FRC. The FRC has been included in several planning efforts since its creation, most recently within the Fairview Neighborhood Plan (2014). This plan envisions the FRC as a community-oriented center and speaks to growing the number of users and promoting community engagement. Appendix B provides a history of past plans related to the FRC.

The Fairview Neighborhood is located east of Downtown Anchorage. The neighborhood is defined by Community Council boundaries and geographically bounded by Merrill Field and Sitka Street Park to the east, Ship Creek to the north, and Chester Creek to the south. To the west and southwest, Fairview is bounded by the North Star, South Addition, and Downtown community councils.

¹ Ford, A. (2017, February 23). Redlining in Fairview. Anchorage Press. Retrieved July 11, 2022, from https://www.anchoragepress.com/news/redlining-in-fairview/article_cb0037a0-f9a7-11e6-b9eb-5fef409ab819.html

Figure 2A: Fairview Community Council boundaries



2.2.2 Demographic Analysis

Fairview is a diverse and distinct neighborhood in Anchorage.² Approximately 8,838 residents call Fairview home - 3% of Anchorage's total population of 291,247. The neighborhood grew by 13% between 2000 and 2010 but population has remained more stable since the 2010 Census.

Age

The proportion of young adults in Fairview between 18 and 30 (26%) has trended up since 2000 and is larger than Anchorage (19%). Fairview also has a smaller proportion of youth under 18 (19%) than Anchorage (24%). The trend possibly reflects fewer families with younger children moving to the area.

Race and Ethnicity

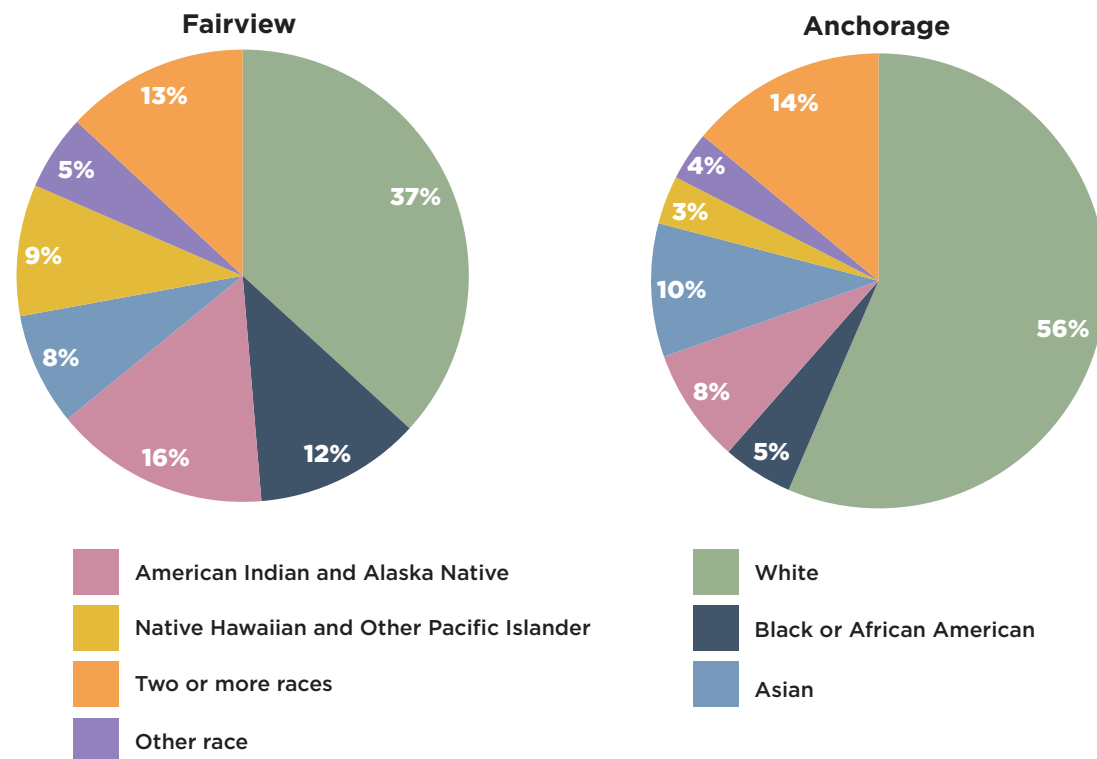
Fairview's population is more diverse than Anchorage as a whole. Fairview has a larger proportion of residents who are Black/African American, American Indian or Alaska Native, and Native Hawaiian or Other Pacific Islander.³ The proportion of white residents in Fairview has decreased from 45% in 2010 to 37% in 2020. In comparison, about 56% of Anchorage residents are white.

Household Characteristics

73% of Fairview households are renter-occupied compared to just 38% of Anchorage households. There is a 15% household vacancy rate in Fairview compared to 8% in Anchorage. 27% of Fairview households receive cash public assistance or food stamps/SNAP benefits compared to 11% of Anchorage households. 32% of households in Fairview include one or more persons with a disability compared to 23% of Anchorage households. These statistics provide insight into the socio-economic status of Fairview households and reaffirm the importance of essential services offered at the FRC, like free meals for youth and the addition of inclusive play equipment.

➔ **32% of households in Fairview include one or more persons with a disability compared to 23% of Anchorage households.**

Figure 2B: Racial diversity in Fairview vs. Anchorage



Source: US Census 2020

² This plan defines Fairview using the Community Council boundary. Seven Census Block Groups spanning three Census Tracts were selected to best match the boundary for demographic analysis: Census Tract 9.01, Block Groups 1 and 3; Census Tract 9.02, Block Groups 1 and 2; and Census Tract 10, Block Groups 1, 2, and 3.

³ Census race categories are intentionally broad. This analysis does not account for the racial and ethnic diversity found within these categories and among residents of Fairview.

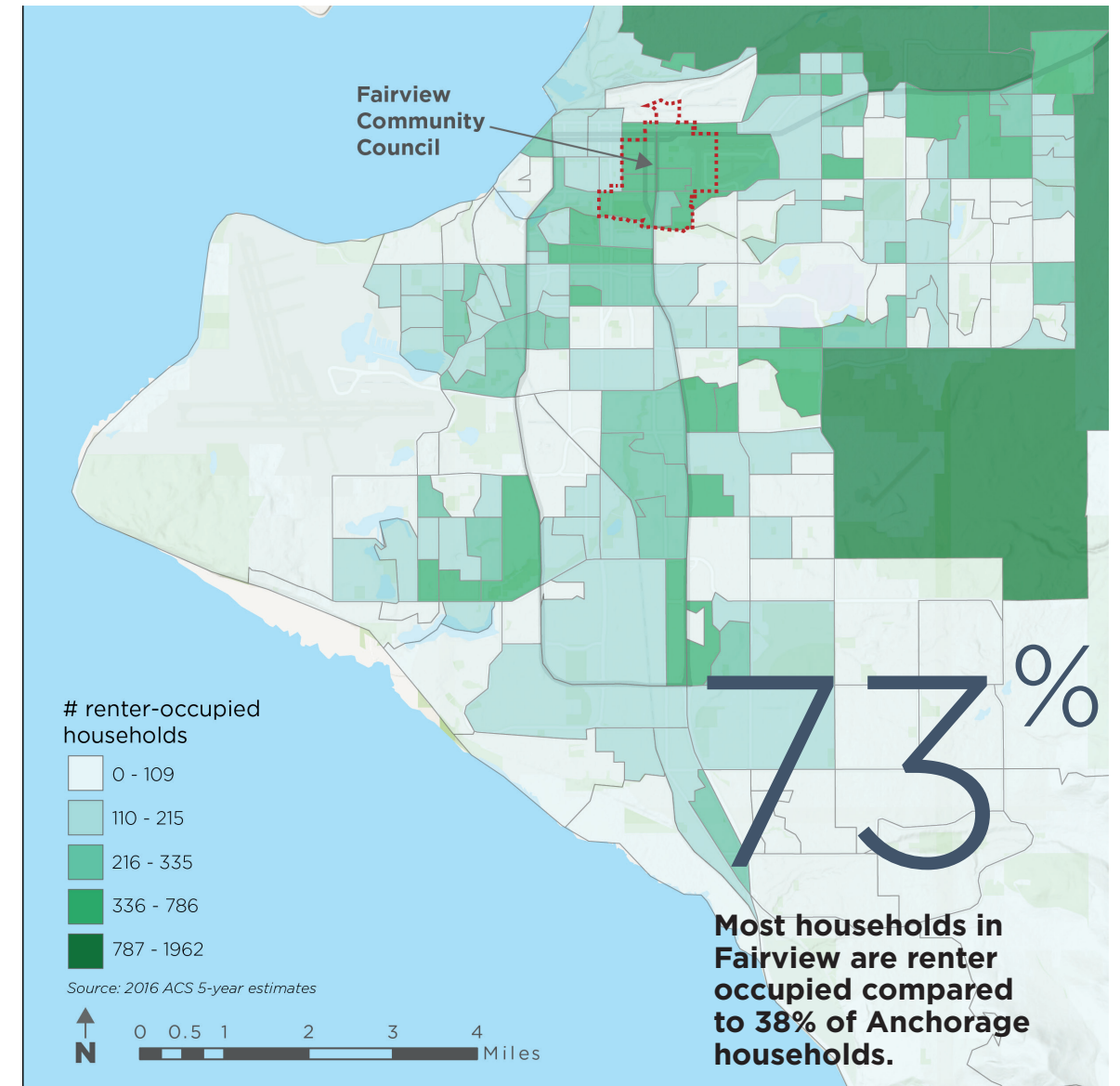


Figure 2C: Renter-occupied housing in Anchorage Municipality

2.3 Funding and Organizational Structure

The FRC uses a combination of funding streams to facilitate programming, staffing, maintenance, and capital improvements.

Anchorage Parks and Recreation oversees the management and staffing of the FRC. Buildings on park land, including the FRC, fall under the Municipality's Facility Maintenance department. Voter-approved bond packages fund capital improvements for facilities. The Parks and Recreation annual operating budget and daily visitor fees (\$1 for youth, \$3-5 for adults) support the day-to-day operations and maintenance of the facility. Visitor fees are waived for youth up to 11 years old.

Parks and recreation departments across the country have experienced budget cuts based on larger economic downturns. For example, during "the 2008-2009 financial crisis, parks and recreation departments were among the first places where city leaders sought to trim budgets."⁴ Community members and FRC staff reiterated this perception during public outreach. It is difficult to compare perception to actual changes in operational budget for FRC because operational budget for recreation across the department has historically been combined for all Anchorage recreation facilities.

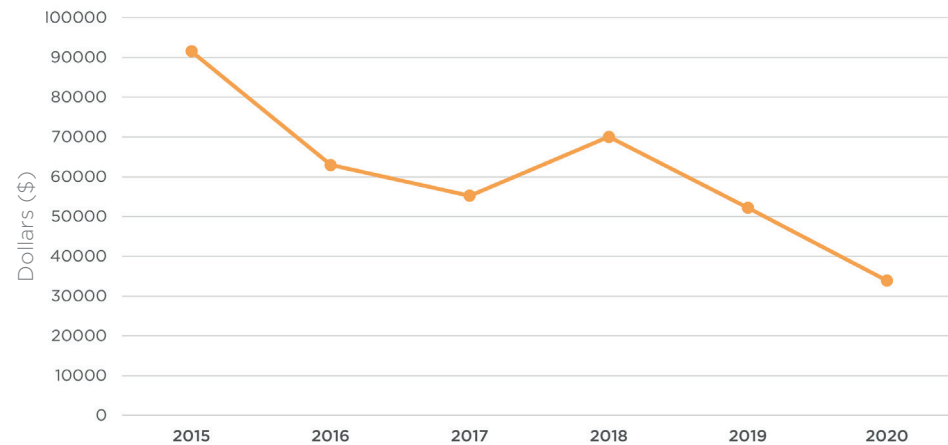


Figure 2D: Annual revenue at Fairview Recreation Center, 2015-2020

Looking at annual revenue over time can reveal community demand and use trends. Annual revenue from FRC program enrollment, memberships, and rentals mostly trends downward since 2015 with a spike in 2018. The pandemic entrenched the downward trend, causing recreation centers around the nation to adapt and react to closures, limitations on gatherings, and mask mandates. While revenues do not affect the recreation operational budget, this context may contribute to a perception of limited funding.

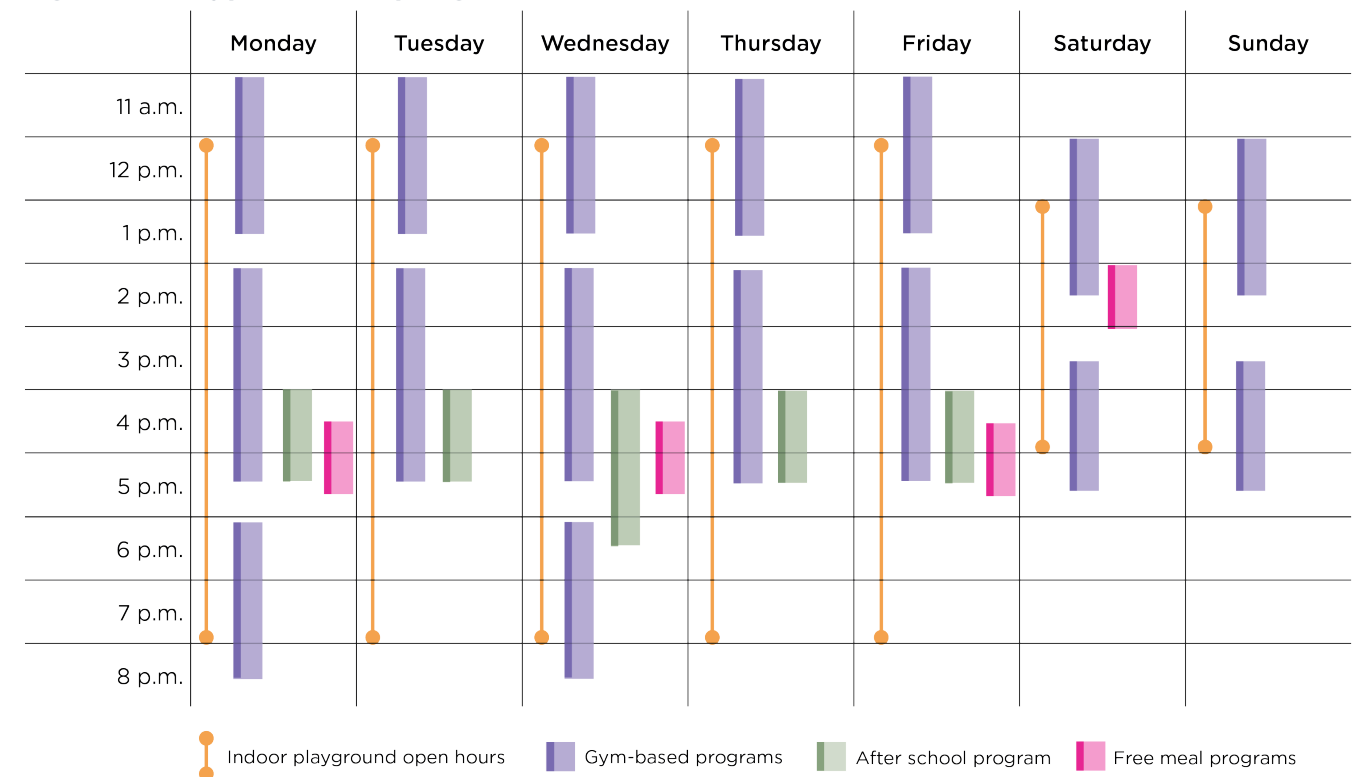
2.4 Core Programming

Fairview hosts several daily and weekly core programs and an annual back-to-school fair.

Core programming refers to recreation programs offered on a regular basis with no pre-determined end date. Many of these programs are hosted in the Main Gym. Since 2020, some programs previously hosted regularly at the center have started serving people virtually, like Alaska Legal Service's landlord-tenant helpline.

- Adult Basketball (Main Gym)
- Youth Basketball (Main Gym)
- 12+ Badminton (Main Gym)
- Seniors Tennis (Main Gym)
- Pickleball (Main Gym)
- Food Bank (twice a month, Parking Lot)
- 18 and under Children's Lunch Box (Parking lot)
- 6-12 years old After School Program (Main Gym/Auxiliary Building/Kitchen)
- Annual Back to School Fair (Parking lot)

Figure 2E: Typical core program schedule at Fairview Recreation Center



The indoor playground is open and free to the public every day. Gym-based programs make up a large portion of programs throughout the week. In the afternoons, after school and free meal programs occur during the center's busiest hours. Weekend programs and indoor playground hours are more limited than weekdays.

⁴ Eldridge, M., Burrowes, K., & Spauster, P. (2019, July 19). Investing in Equitable Urban Park Systems: Emerging Funding Strategies and Tools. City Parks Alliance. Retrieved September 12, 2022, from https://cityparksalliance.org/wp-content/uploads/2019/07/Equity_and_Parks_Funding_7.16.19.pdf

2.4.1 Annual Events and Open Houses

Since 2017, FRC co-hosts an annual Back to School Fair in the parking lot in conjunction with the Anchorage Health Department (AHD). The event is 100% donor-supported and brings together resources for families with schoolchildren, including sports physicals, immunizations, haircuts, and school supplies. Various organizations contribute backpacks, haircuts, and medical screenings. In 2022, over 1,000 people attended, a large increase since its first year with 300 participants.

In 2022, FRC hosted a Halloween-themed open house and carnival to showcase the recreation center's amenities, programs, and classes to the community. The Anchorage Park Foundation assisted with funding the event, and most supplies were donated by supporting partners.

2.4.2 Special Series Programs

The FRC also hosts a variety of partner or volunteer-run programs that change more regularly and respond to current needs in the community. Some examples are described below.

- **Junior SCRUBS Academy:** 20 youth learned about careers in healthcare, behavioral health, and human services through fun and interactive activities, role play, crafts, and guest speakers.
- **Operation ENGAGE:** the Drug Enforcement Administration (DEA) provided a leadership course to 40 youth focused on becoming change agents in their community.
- **Fairview Bikes and Books Slow Roll:** 10-12 youth meet weekly with a volunteer to bike and read in nearby parks, with books donated by Title Wave.
- **Yoga and Meditation:** Offered Mondays in December once a week by Yoga for Mental Health

2.4.3 Free Meal Programs

Both the Fairview and Spenard Community Recreation Centers have partnered with several agencies to provide consistent meals for youth. Since COVID-19, Children's Lunchbox serves approximately 50 pre-packed meals and 20 pantry packs every Monday, Wednesday, and Friday. Between May and July 2022, United Way Hunger Relief program provided daily lunches and dinners for 50 youth. Alaska Regional Hospital committed to serve 50 full-course meals with dessert to youth at FRC twice a month. The FRC also receives meals from a United Way grant until April 2023.

"Staff are extremely welcoming and inclusive, my daughters and I love Fairview Rec Center!" - survey respondent



2.5 User Count Data

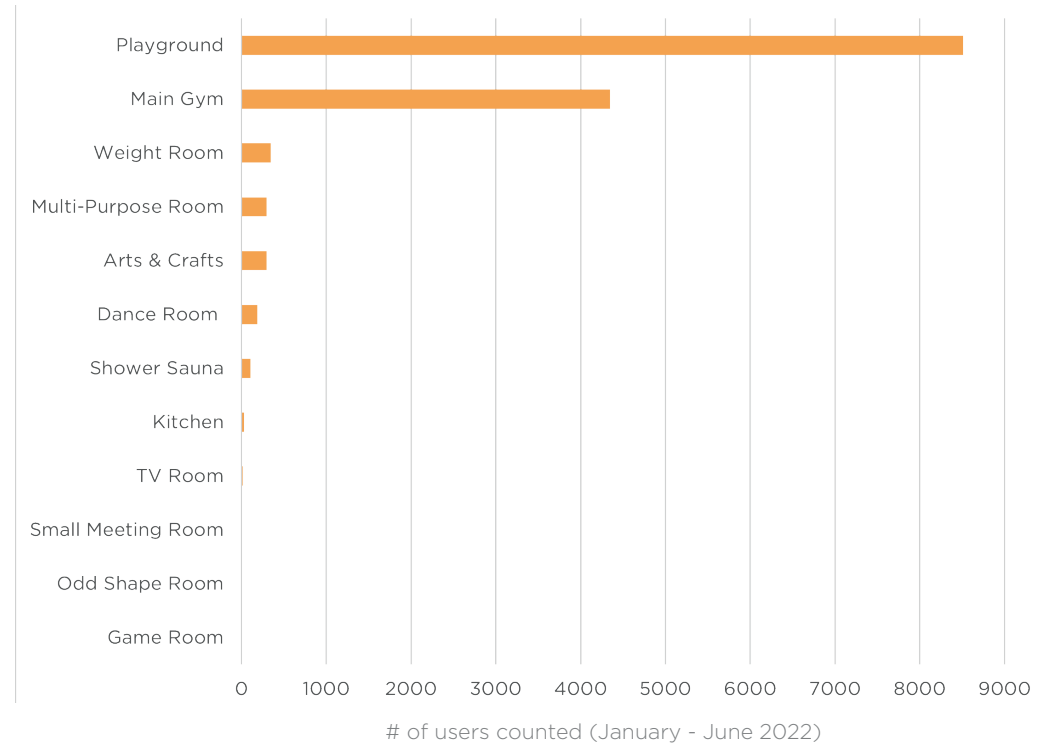
Fairview Recreation Center staff record user counts at hourly increments for each room, revealing the most and least used spaces throughout the facility. In general, most users are counted in rooms with consistent programs and rentals. These counts also provide information on the facility's most popular spaces.⁵

In 2022, a majority of users were counted in the inclusive indoor playground and the main gym. While the playground is not programmed, it is the first of its kind for Anchorage Parks and Recreation,

offering shelter from winter elements and equipment to accommodate youth with varying mobility needs. The main gym supports the majority of FRC's core programs like basketball and tennis. Occasionally, the lobby and hallway support large programs like vaccine clinics. The remaining rooms follow a less predictable pattern, with rentals and special programs driving the number of people counted in these spaces.

Between January and June 2022, the multi-purpose room was rented 21 times. Outdoor space and the dance studio were each rented 13 times. The arts and crafts room, game room, gym, kitchen, and smaller conference room were rented less than 10 times.

Figure 2G: Total user counts by room in 2022



Based on available data (January – June 2022), 58% of users who signed in were youth. User traffic at the FRC generally peaks between 1 and 3 p.m. when schools are let out for the day. A second smaller spike occurs around 6 p.m., reflecting an after-work user group.

Photo Below: Fairview Recreation Center Indoor Playground in October of 2022.

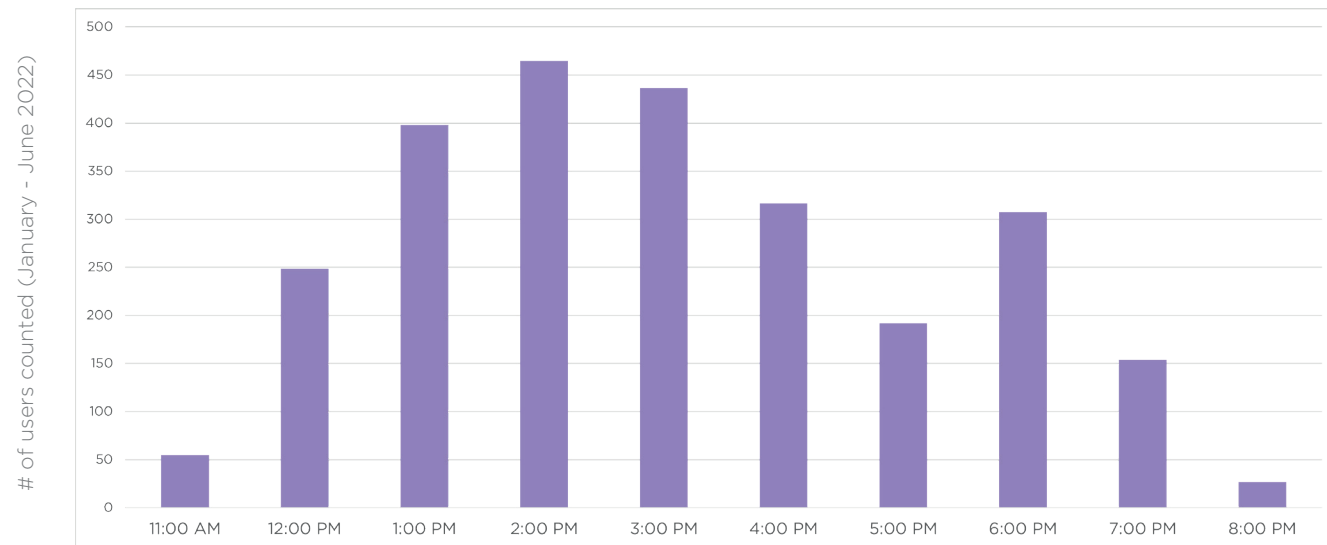


Figure 2F: Average hourly user counts in 2022

⁵ When interpreting these numbers, it is important to note that some users are expected to be counted twice if they stayed longer than 1 hour in the room.



2.6

Marketing and Promotion

Fairview Recreation Center uses a variety of methods to market and promote their amenities and programs.

2.6.1 Flyers and Graphics

FRC staff create their own flyers and graphics to promote events and occasionally seek assistance from the planning and development team to create graphics. The lobby of the FRC houses multiple bulletin boards and two TV monitors to display and share information with the public.

2.6.2 Social Media

Regular posts about events, programs, and FRC hours are shared via Parks and Recreation department accounts on Instagram, Twitter, and Facebook. Select FRC staff are trained to use the department's social media. The department's Public Information Officer maintains regular communication with staff to offer social media guidance and marketing support.

2.6.3 Website

90% of traffic on the Parks and Recreation website comes from mobile phones. Currently, information about the Fairview Recreation Center is housed online including an interactive facility calendar. Events based in parks (outdoors) are hosting on a separate calendar. On the FRC specific page, the main source of program information is a PDF which will eventually be phased out. PDFs not considered digitally accessible. A facility calendar is easier to see from a mobile device, able to be processed by a screen reader, and easier to view on low-bandwidth connections.

NATIONAL RECREATION TRENDS and COVID-19
National participation in fitness activities remains overall lower than pre-COVID levels. Despite this, specific types of group fitness have grown such as yoga, dance-based exercise, strength classes using hand weights, and Pilates. The FRC has hosted group fitness programs in the past, often as a limited series or one-time program. Pickleball is another fast-growing user group nationwide and is already a core program at both Fairview and Spenard recreation centers.

While indoor recreation has declined since COVID, user counts are up on parks and trails in Anchorage. This mirrors the nationally growing popularity of outdoor recreation – in part due to the safety of outdoor activities during COVID, but also because of the added health benefits of spending time in nature. Despite the popularity of outdoor recreation in Anchorage, a long and dark winter season makes indoor recreation a vital resource.

2.7

Marketing Contexts

Compared to other non-profit recreation programs in Anchorage, Fairview and Spenard Recreation Centers consistently offer lower rates for day passes and room rentals. While rates are competitive, program offerings must adapt to recreation trends and community demand.

Centering the Strategic Plan in local and national recreation trends adds important context. According to the National Recreation and Parks Association, some of the top issues influencing the management and operations of parks and recreation departments include:

- **Health Equity and Social Services:** Nationwide, recreation centers adapted to serve their communities during the COVID-19 pandemic. During pandemic peaks, the facility experienced a series of closures to serve as an emergency homeless shelter. Finally, in July 2021, the FRC re-opened to the public. It now continues to host vaccine clinics and hand out tests when materials were available.



Image Above: 1% for Art mural, proposed installation in room proximate to playground.

- **Virtual Programs and Esports:** The pandemic made online group fitness and other online events more common and accessible. Esports and virtual programming can also allow participation from those with health or mobility constraints. FRC staff expressed interest in exploring how Wi-Fi could extend program opportunities at the center without requiring additional staff.
- **Technology and Data:** Parks and recreation departments across the country are broadening the ways they track users, including using app data to show where and when people used different park and recreation amenities. The FRC staff currently collect user information by hand but expressed interest in electronic tools that might streamline data collection.

- **Impacts of Climate Change:** Preparing parks and public spaces for climate resiliency is becoming the norm as cities experience more extreme weather events. The Fairview Community Council is engaged in programs to improve energy efficiency in the neighborhood and have expressed interest in working more closely with the FRC on these topics.
- **Social Media:** Parks are increasingly becoming “insta-worthy” destinations. While many of Anchorage parks are naturally scenic, public art is valued by the Fairview community and there is space for new art installations within the FRC that celebrate its vibrancy and history.⁶ The picture above highlights a render for a proposed mural in the party room across from the indoor playground. The design is by an artist who also resides in Fairview, Karen Larsen.

⁶ Dolesh, R. J. (2021, January 1). Top Trends in Parks and Recreation 2021. National Recreation and Park Association. <https://www.nrpa.org/parks-recreation-magazine/2021/january/top-trends-in-parks-and-recreation-2021/>.

Chapter 3

Planning and Outreach



Methods, Community Advisory Group, Staff Advisory Group, Youth Outreach, Survey, Review Process, Findings, SWOT Analysis

Planning and Outreach

3.1 Methods

The planning team used a multi-faceted approach to collect public and stakeholder feedback, including information gathering and site analysis, a Staff and Community Advisory Group, outreach with youth, and a survey.

3.1.1 Community Advisory Group

The Community Advisory Group (CAG) served as an advisory body for the planning effort. The group was recruited through outreach at the Fairview Community Council and on Parks and Recreation social media. Members included residents, Community Council members, community health workers, facility users, and youth program coordinators. The group participated in two meetings, including one walk through the FRC to provide feedback on existing and desired conditions of the facility. The group also had the opportunity to review the plan draft.

3.1.2 Staff Advisory Group

The Staff Advisory Group (SAG) included park planners, recreation staff and managers, and municipal staff from the Office of Equity and Justice and the Ombudsman's Office. This group met monthly to discuss benchmarks and coordinate outreach and data collection. Planners administered the meetings and compiled the plan. Staff guided content of the plan and provided the on-the-ground expertise.

Several facility walkthroughs during the strategic planning process familiarized planning staff with the existing conditions and issues at the FRC. Some of these issues were able to be resolved through coordination between the planning team, recreation team, and senior administration. These issues included removing broken and hazardous bleachers and installing heat trace to help mitigate ice hazards near the FRC entrances.

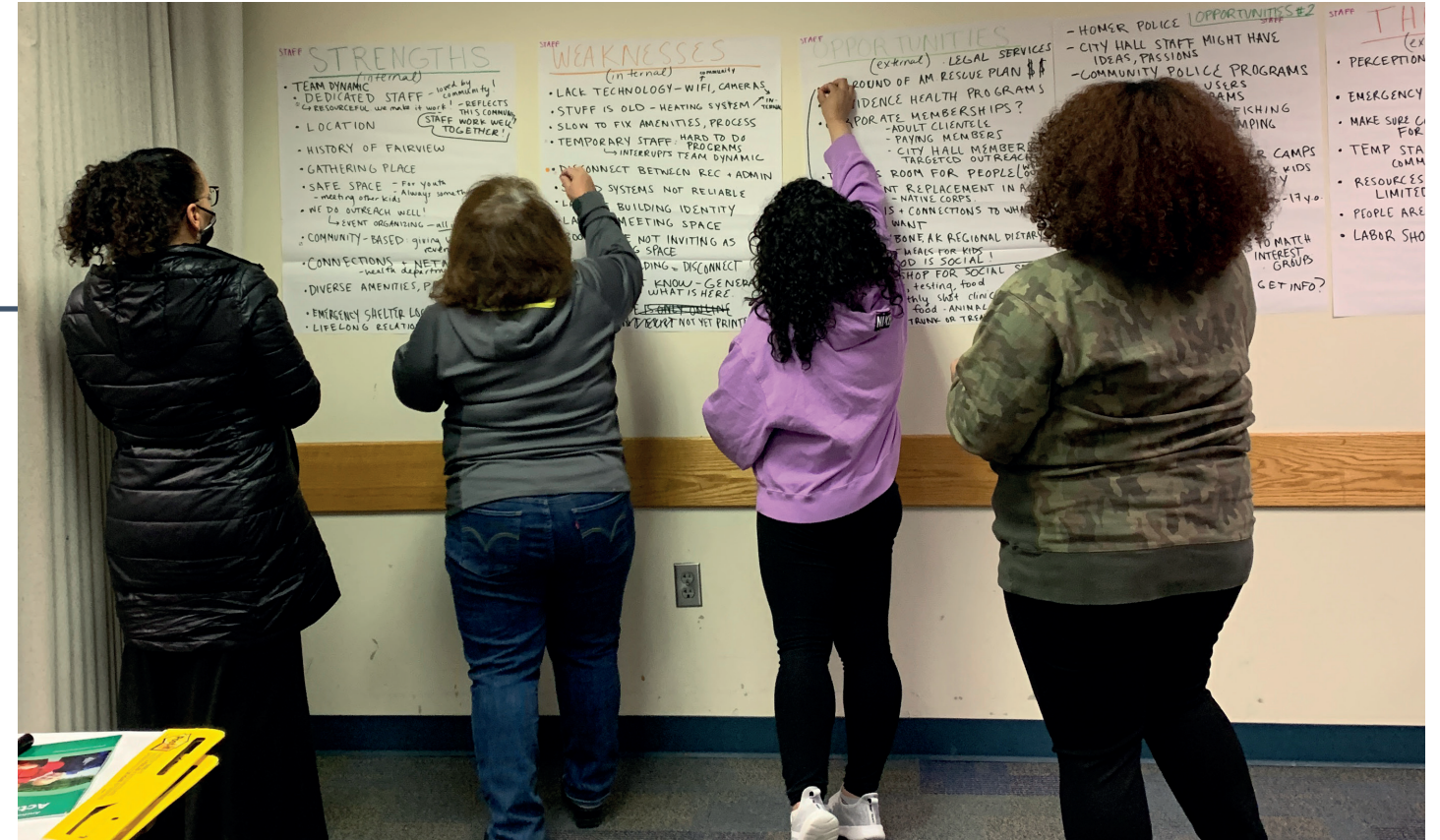


Image Above: Staff rank issues discussed during a Staff Advisory Group Meeting for the Fairview Recreation Center Strategic Plan.

3.1.3 Youth Outreach

Because over half of FRC users are youth, the planning team designed a survey specifically to collect feedback from students enrolled in spring break programming. A structured worksheet invited students to write down ideas for things they'd like to see and do at the FRC.

3.1.4 Survey

The planning team also developed an online and paper survey to understand how people currently use the center and to ask about activities and amenities they would like to see at FRC. The paper version received 99 responses and the web version received 13. The results were analyzed as one sample.

3.1.5 Review and Approval Process

Approval of the Fairview Recreation Center Strategic Plan involves seeking support from involved stakeholders:

- Provide opportunity for Staff Advisory Group edits and feedback,
- Provide opportunity for Community Advisory Group edits and feedback,
- Propose a Resolution of Support to the Fairview Community Council, and
- Finalize the plan through a public hearing and resolution of support at the Parks and Recreation Commission.

3.2 Findings

Throughout the planning process, both community members and staff placed immense value on the long-term relationships that FRC staff nurture with users and partners.

Staff were more attuned to facility maintenance needs and capital improvements, while the community perceived systemic issues like funding and economic turbulence as a barrier to the FRC’s success.

Both the community and staff identified plentiful opportunities for programs and partnerships in the FRC’s future.

3.2.1 Common Themes

Findings from the Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercises and surveys resulted in seven common themes described below.

- **Staff:** The value of staff working at the FRC and the relationships they maintain in the community.
- **Partnerships:** Relationships maintained between the FRC and other organizations, often related to programs or services.
- **Programming:** Existing and potential programs hosted at the FRC.
- **Systemic:** Larger societal, economic, and organizational influences that affect FRC operations.
- **Engagement:** Methods used by the recreation center management and staff to encourage more use of the center.
- **Facility:** Issues related to the actual structure and systems of the FRC building.
- **Location:** Concerning the physical location of the FRC in the Fairview neighborhood and how people access the facility.

3.2.2 SWOT Analysis

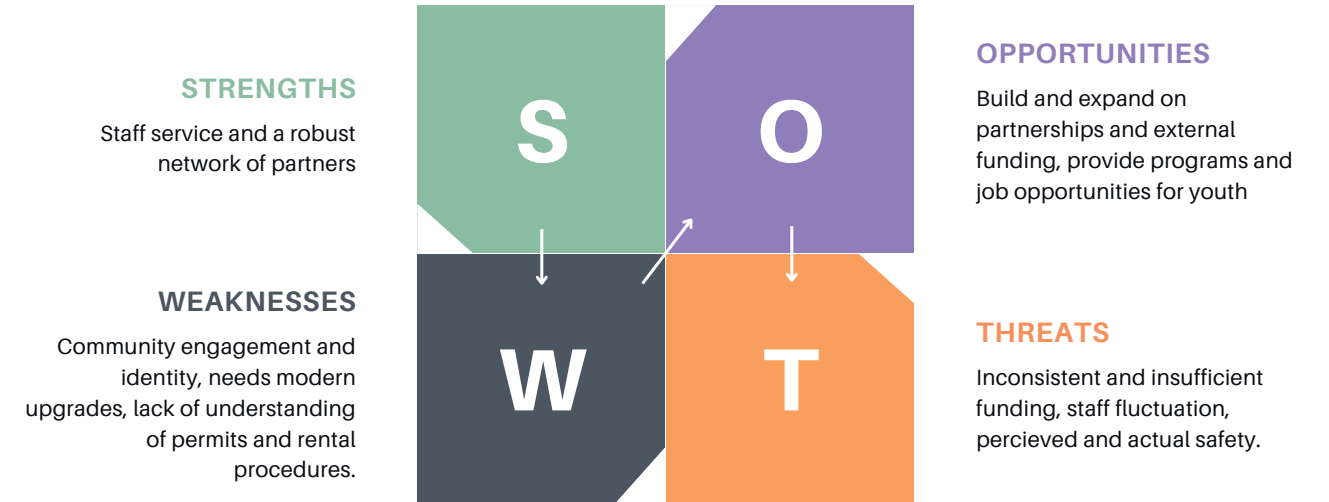
The planning team used two SWOT exercises – one with the Staff Advisory Group, one with the Community Advisory Group – to document FRC strengths, weaknesses, opportunities, and threats. Both groups voted for their top three priorities within each category, shown in the following tables. The planning team then assigned themes to each idea to consolidate findings and inform plan recommendations. More detailed findings are included in Appendix C.

Strengths

Both the Staff and Community Advisory Groups (SAG/CAG) identified very similar strengths of the FRC: FRC staff are highly valued in the community; the FRC provides an important community service; and the FRC maintains a robust network of partners.

Opportunities

Both groups narrowed in on two common opportunities. The first is to build and expand on partnerships and external funding opportunities, specifically with social service organizations, to provide consistent and localized resources for the community. Second, both groups wanted to see the center continue working with and providing programs for youth. Youth programs both provide essential services, like free meals, and also offer opportunities for positive social interactions.



Weaknesses

A recurring weakness was community engagement and identity. The CAG identified a physical lack of FRC identity by pointing out that many people do not know what the recreation center offers, since it lacks signage and visual cues indicating that it is a community space. The CAG also felt the center lacked a long-term vision (although they also described the staff as vision-oriented) which may foster a perception that the center’s purpose is undefined. Lack of identity was reinforced by the staff’s analysis when they identified that people generally do not know what is available at the center.

The staff group placed more emphasis on pragmatic, tangible upgrades needed in the building (i.e. upgraded heating system, new security cameras, and installing Wi-Fi). The community group also identified that a lack of understanding of permits and rental procedures might deter groups from renting a space to provide a community service.

Threats

Both the community and staff perceived the recreation center as receiving inconsistent and insufficient funding. The community perceived a lack of revenue as connected to fluctuating staff and programs. Both groups also perceived that current funding allocation did not match the value that the FRC delivers to the community.

For the staff, the top threat was that staff fluctuation creates a barrier to strong community relationships. Strong relationships were something staff and the community valued highly about the center.

The community identified perceived and actual safety as a threat to the center. Staff expressed concern about the facility’s ability to accommodate an influx of new users due to its conditions. Staff also identified that families are generally experiencing economic hardship since the pandemic.

SWOT Analysis Takeaways

TOP 3 STRENGTHS

Community		Staff	
Theme		Theme	
STAFF	Permanent dedicated staff fosters trust, reflect the diverse community, and are resilient and vision-oriented	STAFF	Dedicated, resourceful, team-oriented staff that is well liked in the community
PARTNERSHIPS	Existing partnerships are strong	ENGAGEMENT	The center is community-based and focused on giving back
LOCATION	Location is ideal for surrounding community, suits needs for underserved folks, multi-modal transport options	PARTNERSHIPS	Diverse network of community partners

TOP 3 OPPORTUNITIES

Community		Staff	
Theme		Theme	
PARTNERSHIPS	Expand on community initiatives, existing local planning efforts, support community champions to connect resources to broad groups	PARTNERSHIPS	Build and expand on external funding opportunities for improvements (i.e. Rescue Plan, AK Native Corporations)
PARTNERSHIPS	Build on partnerships with social service organizations (i.e. Catholic Social Services)	PROGRAMMING	Food programs provide social opportunity for youth (in past Lucky Wishbone, AK Regional have been successful)
ENGAGEMENT	Engage youth in facility improvements	PROGRAMMING	Become a one-stop shop for social services

TOP 3 WEAKNESSES

Community		Staff	
Theme		Theme	
FACILITY	Not enough signage, lack of building identity	FACILITY	Facility is outdated (heating system)
ENGAGEMENT	Lack of distinction on rental rates based on community service/individual/organization	FACILITY	Lacking some technology for internal use (i.e. cameras) and community use (i.e. Wi-Fi)
ENGAGEMENT	Lacks long term vision	ENGAGEMENT	People generally don't know what is available at the center

TOP 3 THREATS

Community		Staff	
Theme		Theme	
SYSTEMIC	"People power." Inconsistent MOA funding causes fluctuation in staff, program, and momentum. seasonal hiring prevents retention (i.e. students)	STAFFING	Temporary staff: don't know the community as well, team dynamic
SYSTEMIC	Outside funding based on bottom lines instead of value provided to community	FACILITY	Making sure the facility is in good shape to accommodate new folks
SYSTEMIC	Perceived and actual safety	SYSTEMIC	Resources for families are limited right now (general socioeconomic hardship)



SURVEY HIGHLIGHTS

Top three takeaways

FRC VISITORS APPRECIATE THE STAFF AND THE FACILITY.

“Staff are extremely welcoming and inclusive, my daughters and I love Fairview Rec Center!”
“Staff is always nice and smiling”
“I’ve been coming here for years. It’s a huge part of my life and I love it”



MORE TYPES OF CORE PROGRAMS COULD ATTRACT MORE USERS



Top suggestions on programs to build from:

- Flag football
- Volleyball
- More tennis!
- Wheel throwing classes
- Swimming
- Basketball tournaments
- Dancing
- Beginner Yoga
- More art and classes
- Break dance
- Tutoring/skill workshops for kids
- Video Games

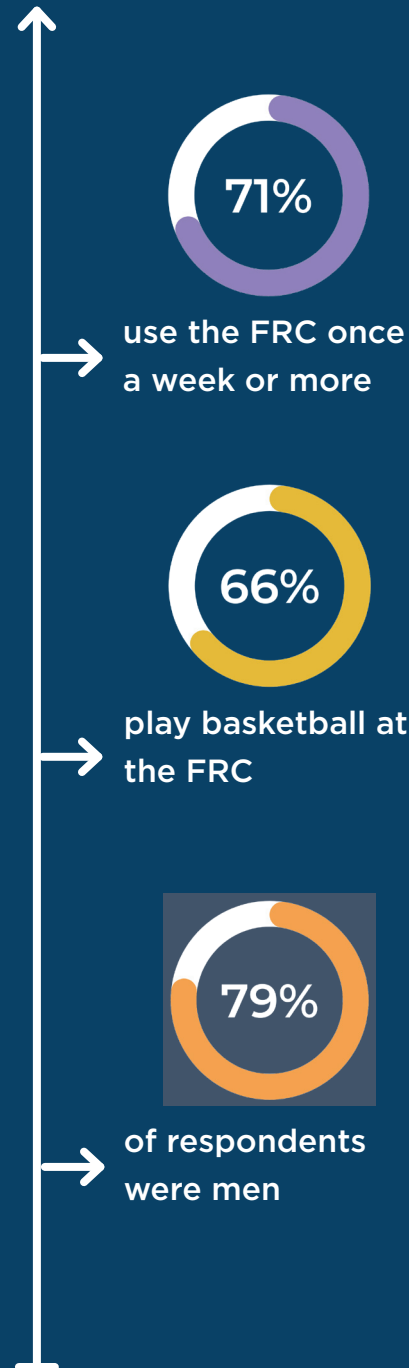
THE FRC ATTRACTS LOYAL USERS THROUGH CORE PROGRAMMING.

79% of respondents were men, 66% play basketball at the FRC, and 71% use the FRC one a week or more. Top days people visit the facility are on Monday, Wednesday, and Friday.



MONDAY, WEDNESDAY, FRIDAY

were most visited days of the week



3.2.3 Community Advisory Group Workshop

In the second Community Advisory Group meeting, the group brainstormed around two topics: 1) potential avenues for partnerships and funding, and 2) ways to promote the center’s identity in tangible and non-tangible ways.⁷

- Partnerships: Ideas included the Fairview Community Council, corporate sponsors, and non-profits and foundations. Two ideas for project-based partnerships included pursuing infrastructure funding and hosting a facility showcase with other municipal agencies.
- Identity: To better promote the center’s identity, the group discussed activating the parking area, improving non-motorized circulation and amenities, and adding signage.

3.2.4 Youth Ideas

A survey asked students to rank things they would like to see in the Fairview Recreation Center – both that would and would not cost money. Younger students were asked more generally about their favorite parks and activities. While older students were more interested in the weight room, gym, and Wi-Fi and other electronics, younger students rated climbing, swimming, biking, and playing outdoors among their favorite activities.⁸ Older students also requested upgrades to the gym and better water fill stations.

3.2.5 Survey Results

112 people responded to the survey. 99 people returned a paper version and 13 filled out the same survey online.⁹ In summary, the survey revealed three takeaways:

- Core programming, like basketball, attracts and retain loyal FRC users. Most survey respondents used to recreation center once a week or more. However, it also revealed the limitations of core programs. For example, only 21% of surveys were filled out by women. While this is not a representative sample, it reveals that current core programming may attract a limited audience.
- More types of programs could attract more users. While many people shared their satisfaction with existing programs, some also expressed an interest in arts and skills courses, group fitness, and additional sports programs like volleyball and flag football.
- FRC visitors appreciate staff and the facility. Many surveys included comments about positive interactions people had with staff and reiterated the important role that Fairview Recreation Center plays in the neighborhood.

⁷ Appendix D
⁸ Appendix E
⁹ Appendix F

Chapter 4

Vision, Goals, and Actions



Overview, Vision, Goals

Vision, Goals, and Actions

4.1 Overview

This strategic plan applied a multi-faceted outreach approach to construct a holistic picture of the future of the Fairview Recreation Center.

This section builds on common themes identified by staff and the community to form four overarching goals. Specific objectives and actions create a road map to achieving each goal. This section provides a framework for staff members to revisit and assess goal progress.

Four overarching goals, shown at right, emerged from planning and outreach with staff and the community: 1) upgrading FRC to a well-maintained, modern facility, 2) fostering community and facility identity, 3) building and sustaining partnerships with outside organizations, and 4) prioritizing long-term programs that attract diverse, frequent users.

The goals are supported by core values established in the Anchorage Bowl Park, Natural Resource, and Recreation Facility Plan (2006): to form private-public partnerships, use parks as community building blocks, provide balanced services and facilities for a diverse community, promote access and connections, and create a strong Parks and Recreation organization.

1. Modern Facility

The FRC is a modern facility that is well-maintained.

2. Fostering Community

The FRC is an inviting community space that engages with the public.

3. Sustainable Partnerships

The FRC forges partnerships that sustain quality programs and diversify funding streams.

4. Long-Term Programming

The FRC cultivates resources and staff to support long-term programs

Goal 1: Modern Facility.

The FRC is a modern facility that is well-maintained.

Objective: Address maintenance and technology needs for operations.

This process revealed numerous short-term issues that the Staff Advisory Group helped resolve during the strategic planning process, including removing unsafe bleachers, equipping staff with iPads, procuring new security cameras, and replacing the standard wooden park signage at the facility's south entrance.

Facility walkthroughs also informed a list of capital improvement and maintenance improvements that should be prioritized with existing and future funding. These ideas are summarized in the table to the right.

Actions:

- A full summary of maintenance and technology needs can be found on page 43.

Objective: Upgrade technology to better serve the community.

Wi-Fi was identified as a priority for youth and staff. Wi-fi is a desirable amenity for users and could also be used to facilitate virtual recreation programming and extend the reach of limited permanent staff. Other improvements in the facility should consider how technology can be used to best serve facility users.

Actions:

- Order and install Wi-Fi in facility.
- Establish Wi-Fi use guidelines for staff and the public.
- Continue to assess technology needs for successful delivery of programs.

Objective: Reactivate and reconfigure underused spaces.

The second floor of the auxiliary building has not been programmed since the COVID closures of 2020. Currently, there are not enough staff members to supervise the entire building, so adding new programming to these areas poses a challenge. Relocation of offices or the addition of windows could mitigate some of these concerns.

Actions:

- Consider extending staff supervision by relocating offices near programmed areas.
- Consider dedicating second-floor auxiliary spaces to rentable meeting space, office space, or other use that does not require frequent supervision.
- Add windows on office and meeting room doors to improve sight lines throughout the facility.

Objective: Develop a long-term capital improvement and maintenance action plan.

Facility maintenance needs came up organically throughout the strategic planning process. Many of the improvements are important to the success of long-term programs and partnerships. To prepare for future funding opportunities, FRC staff, senior administrators, and park planners should identify an action plan to establish a shared understanding of priorities for improvement.

Actions:

- Work with facility maintenance to understand the costs associated with the priority improvements identified in this plan.
- Using cost estimates, develop a facility improvement action plan with short, medium, and long-term priorities
- Update the facility improvement plan on an established schedule.

Summary of Maintenance Needs

	Room/Area	Improvement Needed	Cost Estimate
	GYM	Install bleachers	\$55 - 75,000
		Repaint walls and Replace scoreboard	\$10 - 25,000
		Repaint walls	
	WI-FI AND SECURITY	Install wi-fi	In progress
		Install security cameras	In progress
	HVAC AND PLUMBING SYSTEMS	Evaluate and upgrade heating and cooling systems	\$600 - 750,000
	PARKING LOT	Resurface and re-stripe parking area in alignment with revised Title 21 standards	\$60,000
		Upgrade lighting	\$100,000
		Design dedicated pedestrian walkways and add vegetated islands with consideration of event and programming needs	\$25,000
		Add secure bike parking	\$25,000
		Upgrade faded rules and regulations signage	\$10,000
	BREEZEWAY	Repaint wood paneling	\$25 - 30,000
		Upgrade flooring to prevent hazards and drainage issues	\$18 - 25,000
		Add seasonal string lighting throughout hallway	\$5,000
		Add colorful art decals on windows that maintain visibility to outdoors	\$5 - 10,000
	SIGNAGE	Add larger, more visible signage to north side of building	\$30 - 50,000
		Facility-wide signage and wayfinding upgrades	\$30 -
	PLUMBING	Improve water filtration throughout facility	\$30 - 50,000
		Replace water fountains with water fill stations	\$30 - 50,000
	ROOF	Use heat trace to prevent ice build-up on roof and above entrances	Work in progress
	STAIRS AND LANDINGS	Replace old and damaged stair surfacing	\$20 - 25,000
		Repaint and add art and wayfinding in stairwells	\$30,000
	INDOOR PLAYGROUND	Add sound dampening panels	\$40 - 50,000
		Add signage describing how to use play equipment	\$5,000
		Utilize storage rooms effectively and restore adjacent office space for easier supervision	

	Room/Area	Improvement Needed	Cost Estimate
	WEIGHT ROOM	Upgrade damaged equipment	\$10 - 15,000
		Replace mirrors	\$5,000
		Modernize and replace rules signage	\$5,000
	MULTI-PURPOSE ROOM	Electrical Upgrades including upgrade sound system and AV equipment, Upgrade lighting	\$150 - 200,000
		Aesthetic Upgrades including Remove wallpaper and repaint, Replace room divider, Replace carpet, Upgrade tables and chairs	
		Repair / replace dishwasher in kitchen	
	AUX BUILDING UPSTAIRS	Repaint walls, Replace tables, chairs, and other amenities to create rentable meeting room	\$'00,000
		Upgrade lighting to LED and upgrade AV equipment	\$50,000
	DANCE STUDIO	Repaint walls and add new murals by working with community partners, Replace mirrors	\$25,000
		Upgrade sound system	\$6,000
		Add yoga and stretching mats for users to borrow when the space is not programmed	\$1,000
	BATHROOMS, LOCKERS AND SAUNAS	Replace mirrors	\$5,000
		Physical upgrade to sauna entrances, Modernize sauna rules signage	\$30,000
	ARTS AND CRAFTS ROOM	Upgrade to LED lighting	\$20 - 30,000
	MAIN OFFICE	Create a wrap-around front desk to open sight lines with dedicated security station and upgraded technology and signage	400,00
		Repaint and repair damaged walls	30,000
		Upgrade to LED lighting	\$30,000
	LOBBYS AND LANDINGS	Repaint, including the addition of wayfinding	\$30,000
		Upgrade to LED lighting as needed	\$20 - 30,000

Goal 2: Fostering Community.

The FRC is an inviting community space that engages with the public.

Objective: Promote and market the story of the FRC.

Through regular posts about FRC programs and projects, Parks and Recreation social media coordinators can familiarize the public with the facility and its offerings. The website is another tool to reach potential and regular users of the facility. Digital accessibility

Actions:

- Train FRC staff as social media content creators using standard department guidelines.
- Communicate program and event changes on a monthly (or more regular basis) to the Parks and Recreation Public Information Officer to allow for inter agency coordination and event promotion.
- Showcase future facility improvements at the FRC with the public to raise awareness of capital dollars, bond funding, and other public funding sources.
- Consider working with recreation superintendents to combine the parks and facility interactive calendars to increase public access to information and digital accessibility, easier to download on lower bandwidths also because 90% of web traffic is mobile device
- Replace PDF calendar on the FRC website with a facility-based interactive calendar to reduce workload and improve public access to information.

Objective: Improve facility signage and wayfinding.

Members of the public should be able to easily identify the building from the outside. The lobby should also provide internal wayfinding to orient new users to amenities and spaces in the facility. Bulletin boards and resource material areas should be clearly marked and unified in style.

Actions:

- Affix an external permanent sign to building's north side that will be visible from the road.
- Upgrade banner to a permanent sign over the front desk.
- Add internal wayfinding in the lobby.
- Provide modern, unified signage to identify different rooms and amenities.

Objective: Ensure that facility improvements support a variety of non-motorized transportation modes.

Any improvements made to the parking area or exterior of the facility should promote the safe circulation of pedestrians, bicyclists, and bus users through signage, striping, and amenities.

Actions:

- Re-stripe the parking area to include safe pedestrian and bike crossings
- Upgrade wayfinding and rules/regulations signage around parking area.
- Offer secure indoor or outdoor bike storage.

Objective: Ensure that the FRC accommodates different age groups and abilities.

The number of FRC users skyrocketed after the addition of the indoor inclusive playground, confirming the demand for indoor recreation opportunities that accommodate different ages and mobility needs. Future facility improvements should continue to prioritize accessibility and intergenerational amenities.

Actions:

- Provide core programs that target a variety of age groups and abilities.
- Prioritize accessibility in all future capital improvements.

Objective: Maintain the FRC's use as an emergency shelter for the Municipality.

The 2020 COVID-19 emergency response proved the importance of the FRC's dual identity as an emergency shelter. Staff valued this community service and wanted to maintain the FRC's dual purpose as an emergency shelter for the future.

Actions:

- Use social media and the website to communicate emergency uses or closure of the facility with the public.
- Establish a standard protocol for employees of the FRC in case of closure or emergency use.

Goal 3: Sustainable Partnerships.

The FRC forges partnerships that sustain quality programs and diversify funding streams.

Objective: Nurture partnerships with social service organizations.

The FRC's orientation toward community service and embedded neighborhood location make it an ideal location to deliver social service programs. Staff valued this service at the FRC and expressed a desire to serve as a "one-stop shop" for social services. Strong relationships between FRC staff and social service organizations can encourage these organizations to bring services to the FRC and improve quality of life.

Actions:

- Work with social service partners to understand what services are in demand.
- Identify opportunities for permit discount eligibility if the organization provides a free or low-cost service to Anchorage residents that aligns with the mission of Parks and Recreation.
- Identify facility improvements and upgrades that would best accommodate social service partners.
- Label social service resources clearly in FRC lobby with permanent signage.
- List social service program offerings on FRC website.

Objective: Support community champions and local planning efforts.

By collaborating regularly and establishing shared priorities, FRC staff and the Fairview Community Council can maximize public benefit from grants and other resources. The Fairview Neighborhood Plan is one demonstration of the neighborhood's spirited support for public space and community building.

Actions:

- Seek a Resolution of Support for the Strategic Plan from the Fairview Community Council.
- Implement FRC recommendations captured in the Fairview Neighborhood Plan (2014), such as the addition of a computer lab.
- Retain long-term staff to nurture trust between the FRC and the community.
- Visit Fairview Community Council regularly (both FRC staff and park planners) with project and programming updates regarding the FRC.

Objective: Create opportunities for businesses to support FRC through sponsored programs or amenity upgrades.

Sponsorships are an additional source of revenue used by recreation centers that can fill specific gaps in program or amenity offerings. Creating a sliding scale of sponsorship options allows the FRC to maintain flexible relationships and be reactive to changing economic conditions.

Actions:

- Create a list of equipment, programs, or other amenities available to sponsor.
- Conduct outreach to businesses and philanthropic organizations about sponsorship opportunities.
- Recognize sponsors using signage, flyers, social media posts, or other opportunities.

Objective: Develop partnerships and strategies to sustain FRC services.

Both the Community and Staff Advisory Groups expressed interest in developing strategies to shield the recreation center from larger economic changes. As stated in a report on funding strategies by the City Parks Alliance, the "strategic use of partnerships can help share costs, raise in-kind support and allow for the allocation of funds" for specific programs within recreation centers.

Actions:

- Apply successful models (like Children's Lunchbox) to programs that support diverse community needs like job training, childcare, and opportunities for seniors.
- Host an open house to showcase the FRC and how it can provide space and amenities for partner program delivery.

Goal 4: Long-Term Programming. *The FRC cultivates resources and staff to support long-term programs.*

Objective: Target diverse audiences through core programming.

Many of the FRC's core programs are team-sport based activities hosted in the main gym. While these programs are well-attended and attract loyal users, diversifying regular programming can attract new users through arts, dance, cultural skills, and other topics. Evidence-based recreation programming can also help increase participation among target populations who may face more barriers to participation, like women and girls or older adults.

Actions:

- Dedicate time and space for women and girls' activities throughout the facility.
- Develop programs that develop creative and cultural skills, such as art, pottery, cooking, and canning and preserving food.
- Develop programs that provide hands-on skill development for youth, such as a coffee shop using the commercial kitchen.
- Develop programs that provide hands-on skill development for youth, such as a coffee shop using the commercial kitchen.
- Provide regular, low-impact group fitness courses like tai chi and beginner's yoga.
- Develop a computer lab with resources to support tutoring, job skill trainings, and other Internet-based services.
- Monitor program participation to measure success and suitability for the FRC.

Objective: Prioritize core programs and form partnerships to fill specialized needs.

Following the Anchorage Park and Recreation mission of Healthy Parks, Healthy People, the FRC provides core programming and inclusive public space for residents of Anchorage. Leaning on partnership-based programming can expand the number of leisure opportunities and value-added programs hosted at the FRC.

Actions:

- Evaluate new programs based on their potential to serve core needs or develop value-added opportunities.
- Partner with outdoor recreation groups to provide off-site programming for youth.
- Monitor program participation to measure success and suitability for the FRC.

Objective: Support staff with tools and strategies to facilitate programs.

Staff must be equipped with the right tools and resources to carry out program goals described in the Strategic Plan.

Actions:

- Identify new program opportunities based on staff time, tools, and technology.
- Acquire the technology and tools need for high-priority programs.

4.3

Assess and Adapt

Evaluating progress toward the goals will ensure sustainability of the vision captured in this plan. FRC staff already collect abundant data on their users, rentals, and programs. Some of this information is stored on ActiveNet or in Excel spreadsheets. Sharepoint is a cloud-based program for data collection and storage used at the Municipality. Converting analog data collection to cloud-based may reduce the labor of data collection and analysis. Information technology specialists are available at the Municipality to work with staff to set up sustainable data collection systems using standard programs.

4.3.2 Evaluation recommendations

- Continue tracking users of the facility by space and hour in inform program efficacy.
- Transition to a cloud-based data collection format for the sustainability of data and to reduce workload on staff.
- Share and reflect on user data regularly with internal staff, park planning and development staff, and partner organizations to improve program delivery.
- Share highlights of user data with the public periodically to raise awareness of the value delivered by the FRC.
- Conduct regular surveys of users in different seasons to collect feedback on amenities and programs.

4.4

Implementation and Phasing

Discussions with the Staff Advisory Group highlighted the importance of plan phasing and providing structure to the objectives and actions listed in the plan. It also provides planning and development staff and administrators a guide to investing in the facility as funds become available.

Generally, Goal One (Modern Facility) and Goal Two (Fostering Community) focus more on small and large capital improvements while Goal Three (Sustainable Partnerships) and Goal Four (Long-term Programming) make recommendations about partnership building and programs. Staff felt that the FRC had reached a comfortable capacity of new partnerships and programs since the major shift in facility use after COVID-19, and wanted to prioritize items in Goal One and Goal Two over the next two years.

A common thread throughout the staff and community discussions was the lack of public understanding of what the center already offers. The Advisory Groups helped populate a list of physical improvements that can be tackled with small capital dollars, like adding uniform signage, wayfinding, and aesthetic improvements to the lobby and meeting rooms. At the same time as these improvements are made, FRC staff can streamline its social media presence to accomplish marketing and outreach goals without any additional funding needed. These improvements are expected to increase use of the facility, attract new partners, and allow the staff to make informed decisions about program development.

4.4.1 Goals One and Two

Recreation and planning staff began working on relatively low-cost interventions during plan development that would help modernize the facility (Goal One) and foster community engagement (Goal Two):

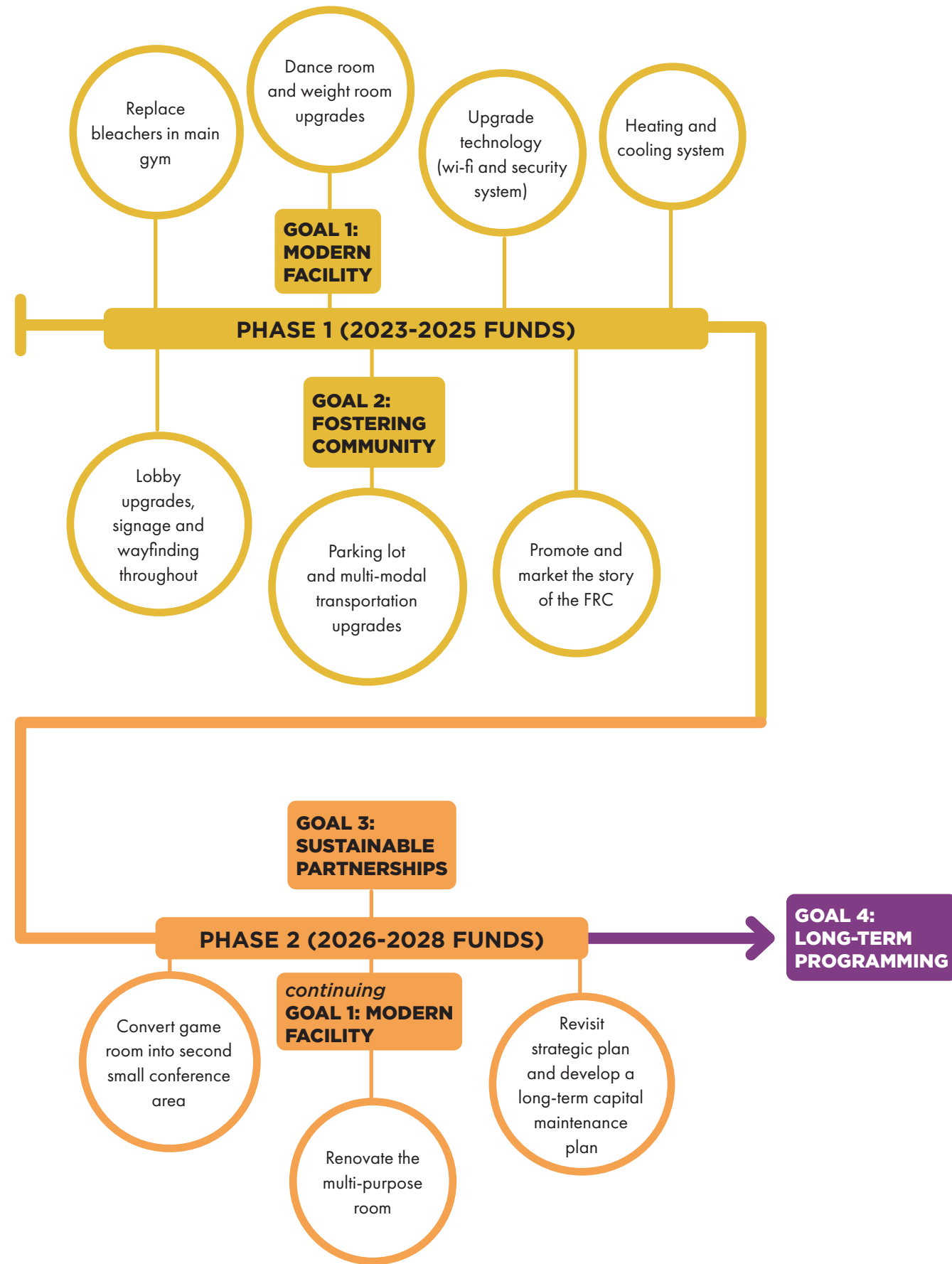
- Replacing the bleachers to allow events and programs to return to the main gym.
- Staff helped create a facility wayfinding plan and establish a brand and design to revitalize the interior. Renderings and design inspiration for this process is shown in Appendix G.
- The Parks and Recreation Public Information Officer provided social media and website training for staff to build FRC identity in the community and showcase projects.

The next priority interventions under Goal One will require additional capital funding:

- Redeveloping the parking lot, including adding secure bicycle storage, defining pedestrian walkways, and adding landscaping.
- Upgrading mirrors and weight room equipment.

Funds are already encumbered for wi-fi and a security system, which are expected to be available later in 2023.





4.4.2 Funding

Park improvement projects in Anchorage are largely funded by voter-support park bonds. To accomplish the recommendations in this plan, the FRC will need to be a priority on bond packages over the next five years. Continued public engagement and showcasing projects on social media can build awareness of value contributed by the FRC. Using data to drive decisions about programs, rentals, amenities, and events will allow the FRC to adapt to changing user habits and prioritize limited funding. Sharing facility needs and planning with Fairview Community Council, Neighborhood Organizations, and the Anchorage Park Foundation may inspire partnerships for future grant funding.

Federal funding is another source of resources for capital projects. The City Parks Alliance provides examples of recreation centers in the Lower 48 using funding from Community Development Block Grants and New Markets Tax Credits, especially in low-income neighborhoods.¹⁰

¹⁰ Community Development Funding: Funding Sources. City Parks Alliance. Retrieved from <https://cityparksalliance.org/funding-hub/community-development-funding/>

4.4.3 Staff Retention

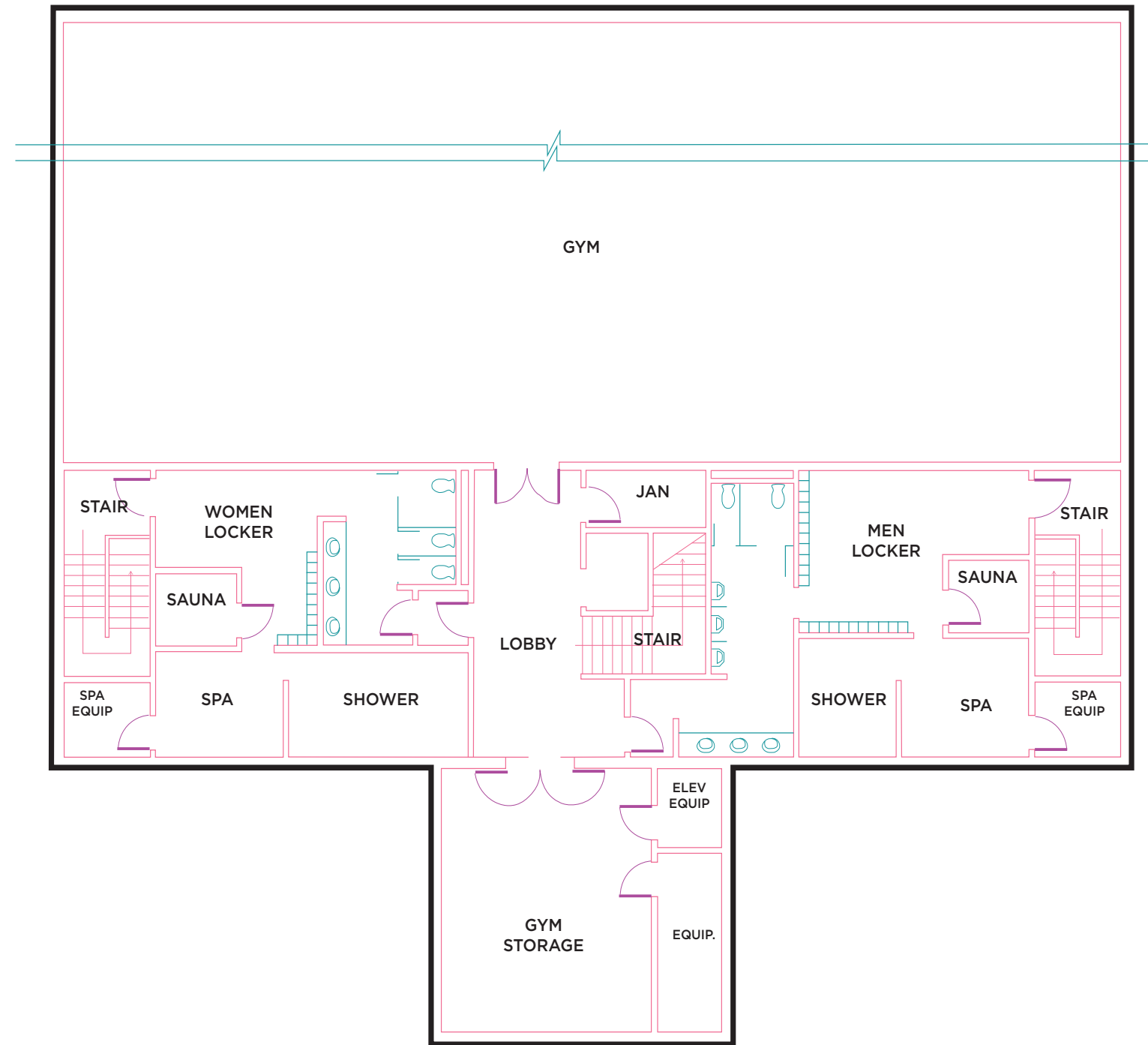
Staff retention was identified as an ongoing issue for the FRC, as many full-time positions are seasonal which interferes with continuity of programs. When evaluating new programs, staff workload and feasibility should be weighed with potential for community benefit. Staff expressed the importance of relying on long-term partnerships and outside organizations to host programs before focusing on long-term in-house programs (Goal Four).

Appendix



**Building Layout, Summary of Past Plans,
SWOT Analysis Methods, Survey Results,
Youth Survey Results, Community Advisory
Group Workshop**

Appendix A: Building Layout

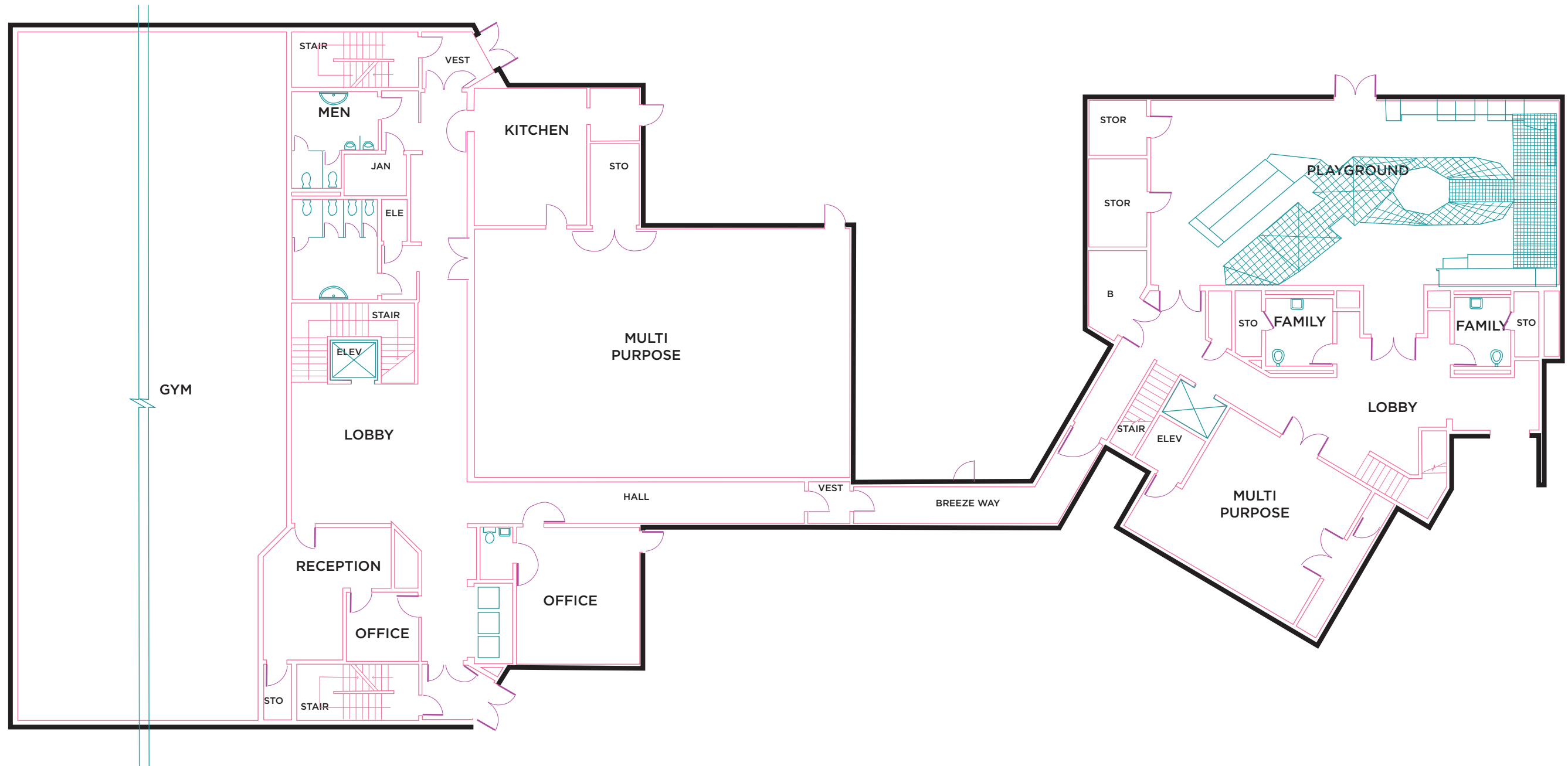


1
1A **FLOOR PLAN - BASEMENT**

FLOOR PLAN AREA = 10,255 SQ. FT

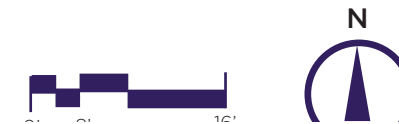


Appendix A:
Building Layout
(cont.)

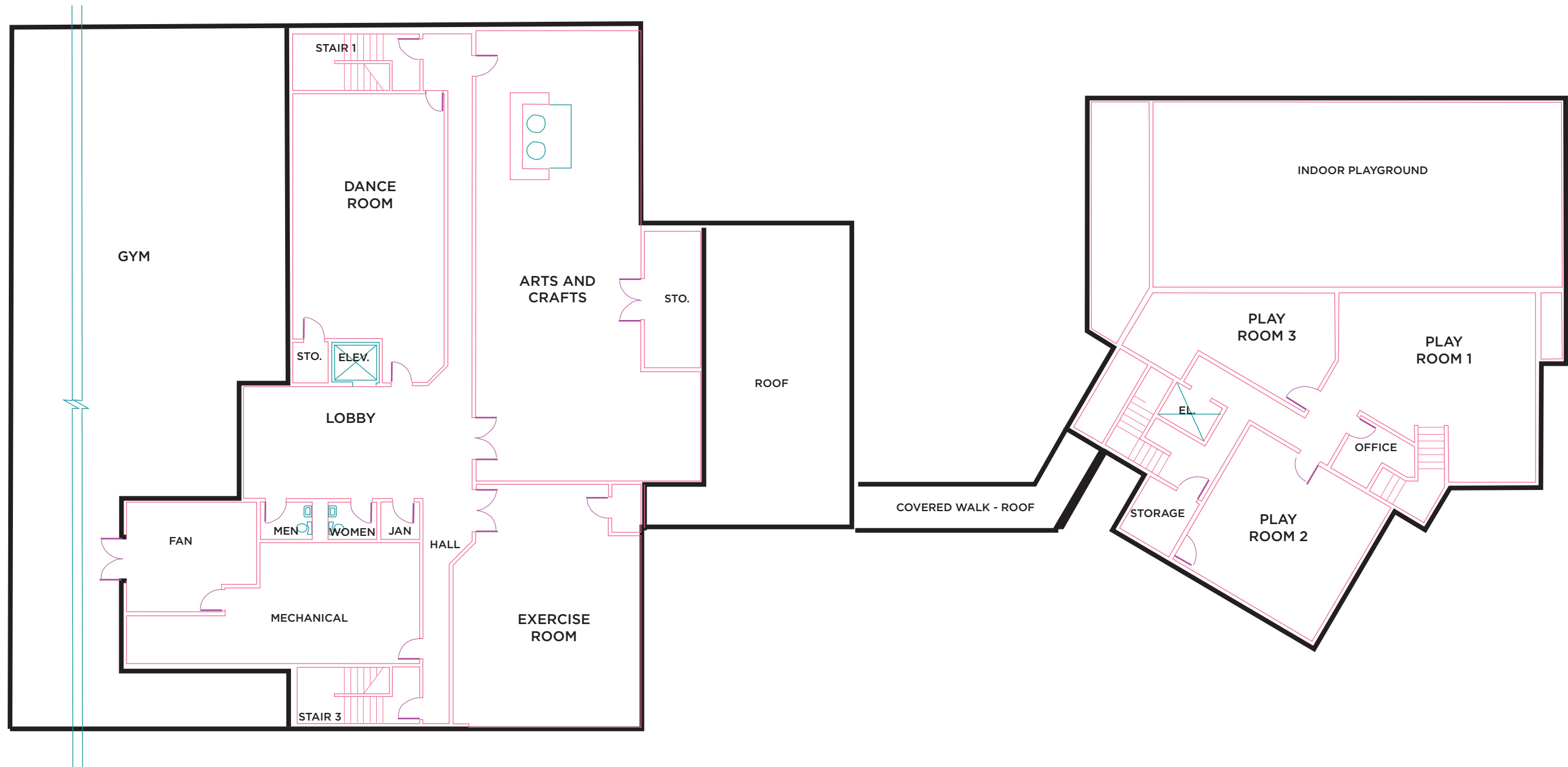


1 FLOOR PLAN - FIRST FLOOR

FLOOR PLAN AREA = 6,100 SQ. FT



Appendix A:
Building Layout
(cont.)



1
A3 **FLOOR PLAN - SECOND FLOOR**

FLOOR PLAN AREA = 7,037 SQ. FT



Appendix B: Summary of Past Plans

Fairview Recreation Center: Facility Program Document and Community Input Survey, 1979

The State Legislature appropriated \$2,000,000 in 1978 for the design and construction of the Fairview Recreation Center. To understand the types of programs, facilities, and amenities desired by the community, the Municipality hired a team of consultants to conduct a series of weekly community meetings and a randomized door-to-door survey. Based on these findings, the top five desired facility components were a gymnasium, kitchen, arts and crafts room, children's playroom, and a dance/martial arts studio.

Fairview Community Plan, October 2006

On March 14, 2006 the Anchorage Assembly passed AR 2006-42(s), a resolution authorizing the Fairview Community Council to write the Fairview Neighborhood Plan.

The Fairview Community Plan was developed "to clarify a sense of place for Fairview" and provide a positive vision to guide private development and public investment in the area. It outlines goals, strategies and action steps that would improve quality of life in the neighborhood. One objective is to establish a high-quality neighborhood-oriented recreation center. Recommended actions include to address operating challenges associated with two separate buildings and limited staff, to initiate a comprehensive re-evaluation of the physical layout of the facility, to educate the Assembly and Administration on the role that youth activities play in crime prevention, and to increase municipal funding for staff and youth programs.

Fairview Projects & Specifications: United Way Day of Caring, June 2007 (Not approved/adopted)

Over two days in June 2007, the Anchorage Park Foundation, Municipality of Anchorage and the Fairview Community Council worked with the United Way of Anchorage to host a Day of Caring event. Volunteers for the event helped restore three Fairview parks and beautify areas of the neighborhood. Land Design North prepared a short plan for further volunteer-based improvements that could be made in the Fairview neighborhood, including the exterior of the FRC. An implementation table breaks down estimated volunteer hours needed to complete the improvements and potential partnerships.

Recommendations include:

- New signage and increased sign visibility (3 recommended locations along Karluk St.).
- A new mural at the north parking lot entrance.
- Repair lawn areas around north parking lot entrance.
- Repair and landscape the north entrance.
- Install utility safety fencing in north courtyard.
- Permanent installation of tables, grills, and trash bins to serve existing use/expand use of this space for community gathering and picnicking.
- A concrete paver pathway and new annual flower beds on southwest end of building.
- Replant annual flower beds in southeast corner of building near south entrance.

Fairview Recreation Center Renovation Study, November 2009 (Not approved/adopted)

As one of the identified action items from the Fairview Community Plan, this renovation study intended to address building deficiencies, explore facility improvement and expansion opportunities, and identify program improvements to better meet community needs. Major elements of the plan include code compliance, energy efficiency, building functionality, safety, programs, and community vision.

In evaluating expansion opportunities, four scenarios are priced out ranging from renovation to building a new city-wide community center. Basic renovations and upgrades of the existing facility are estimated to cost \$1.2 million at the time the plan was written. Recommend improvements included three major themes:

- Operational (energy, systems, and security)
- Functional (use of existing space and cosmetic improvements)
- Code compliance (ADA, architectural, mechanical, and electrical)

A Community Advisory Group created a vision statement for the facility: "A multipurpose community and recreation center that incorporates winter city design elements and strengthens Fairview's civic identity as part of the new downtown." Major themes addressed by this advisory group included facility upgrades, energy efficiency, use of space, functional design, and programming.

Fairview Neighborhood Plan, 2014

Approved by the Planning & Zoning Commission in June 2014 and the Anchorage Assembly in September 2014

The Assembly adopted the Fairview Neighborhood Plan in 2014. The Fairview Community Council and Fairview Business Association envision a vibrant Fairview community that embraces the sub-arctic winter environment, anchored by a strong job-providing commercial sector, a walkable main street with mixed use development, and a safe, stable, and diverse residential area.

One distinct change from the 2006 community plan is the demonstrated desire for Fairview Recreation Center to serve a broader community audience rather than a neighborhood audience. Under the goal to Protect and Improve Neighborhood Character, the plan recommends upgrading the Recreation Center to a Community Center, grow the number of users, and promote community engagement.

Within a goal to Promote Life-Long Learning and Commitment To Excellence In Education, the plan recommends restoring the computer lab at the Recreation Center.

Within the goal to Help Develop a Community With a World-Class Education System, recommended actions include establishing after-school and evening tutoring, study halls and mentoring services at neighborhood locations including the Fairview Recreation Center.

Appendix C: SWOT Analysis Methods

The planning team used a Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise to document concerns and potential solutions related to the Fairview Recreation Center. The planning team assigned themes to each idea to consolidate findings and inform plan recommendations. The planning team completed this exercise both with the Community Advisory Group (CAG) and the Staff Advisory Group (SAG).

For each of the advisory groups, individuals took turns sharing input on the strengths, weaknesses, opportunities, and threats of the FRC. Once a full list was compiled the groups voted on their top three priorities in each SWOT category. These sticker votes are tallied and summarized in the table at right.

SWOT findings were captured in real time by meeting facilitators. At times, the ideas shared may appear contradictory and the analysis considers why these perspectives might be different.

Overlapping themes emerged between the Staff and Community Advisory groups in their SWOT responses and priorities. The themes emphasized by both groups throughout the exercises are described below, along with their relationship to secondary themes.

COMMUNITY ADVISORY GROUP

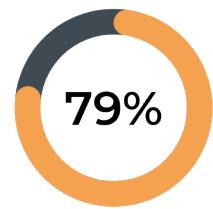
Theme	# of Votes
SYSTEMIC	24
PARTNERSHIPS	23
ENGAGEMENT	21
STAFFING	11
FACILITY	11
PROGRAMMING	8
LOCATION	4
TOTAL	102

STAFF ADVISORY GROUP

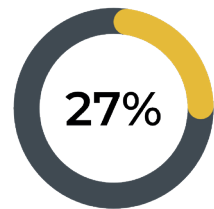
Theme	# of Votes
STAFFING	17
PROGRAMMING	13
PARTNERSHIPS	12
ENGAGEMENT	11
FACILITY	11
SYSTEMIC	5
LOCATION	0
TOTAL	69

Appendix D: Survey Results

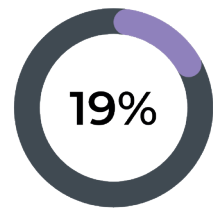
112 people responded to the survey. 99 people returned a paper version and 13 filled out the same survey online. Almost half of respondents (49%) fell between the ages of 18 and 24, and 79% identified as men. The top three racial or ethnic categories selected were Black or African American (27% of respondents); Hispanic, Latino, or Spanish Origin (19%), and White (8%).



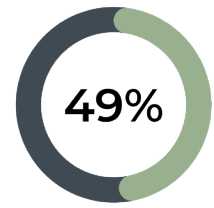
identified as men



Black or African-American



Hispanic, Latino, or Spanish origin



between 18 and 24 years old

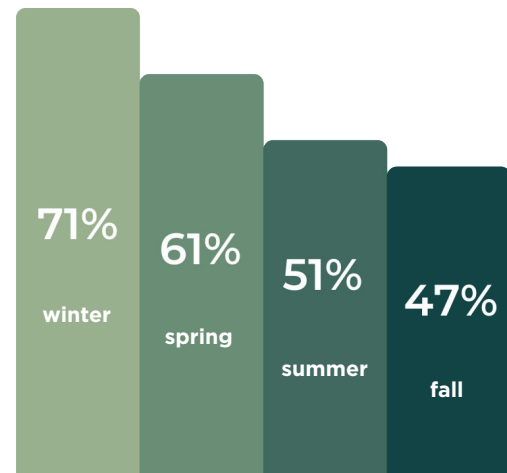


Figure D: Percent of survey respondents who use FRC by season

Use patterns

71% of people who responded to the survey used the recreation center once a week or more, suggesting that they are returning users of core programs. Most respondents said they visit the FRC between 2 p.m. and 7 p.m. which corresponds with user count data collected by FRC staff. Monday, Wednesday, and Friday were the most popular days, which correspond with adult basketball program days. 71% of respondents said they used the FRC in winter (the survey was conducted in winter), followed by 61% in spring, 51% in summer, and 47% in fall.

Activities

Two-thirds of respondents said they played basketball at FRC and were the largest user group represented in this sample. The next most popular activity was Children's Lunch Box.

When asked what programs, activities, and community resources they would like to see available at the recreation center, many left the question blank. Several said they were happy with existing program offerings. Some new ideas contributed included skills and art courses, beginner yoga, break dancing, and additional sports programs like volleyball and tennis.

Appendix E: Youth Survey Results

Students were given a structured survey to record their ideas about the FRC. Older students were prompted to think of ideas for improvements at the FRC that would and would not cost money. Younger students were asked more generally about their favorite parks and activities. Older students were more interested in the weight room, gym, and electronics, while younger students rated climbing, swimming, biking, and playing outdoors among their favorite activities.

TOP IDEAS: NO COST

Dedicated time in the weight room
Tutoring and skills courses
Creative programs
More gym time

TOP IDEAS: COSTS MONEY

Wi-Fi
Gym upgrades
New basketballs, volleyballs
Gaming room
Better water fountain
Computer lab

1 FAVORITES

PARK
Fairview elementary

FOOD
Mt home food culture

PLACE TO HANG OUT
rec center

THING TO DO AFTER SCHOOL
Play basketball

PERSON (AND WHY?)
Paduri cause his funny and chill to play with

TOP FIVE THINGS

What top 5 things could you do to improve the rec center that would NOT cost money?

- 1 Gym time
- 2 Workout room
- 3 Let middle school use the workout room
- 4 Open the rec center work out time
- 5

What top 5 things could you do to improve the rec center that would cost money?

- 1 Rims fix the rims
- 2 the court
- 3 make a pool
- 4 Work out room by the gym
- 5 Better basketballs

I AM:
____ YEARS OLD
____ GRADE
____ GENDER

SOCIAL MEDIA:

ACTIVITY: CIRCLE YOUR TOP THREE

(don't see your favorite? draw it!)

OTHER: _____ OTHER: _____

6 FAVORITES

PARK
Fairview elementary

FOOD
Pizza, wings, burgers

PLACE TO HANG OUT
Bsfs

THING TO DO AFTER SCHOOL
Homework

PERSON (AND WHY?)
me (cause im lit)

TOP FIVE THINGS

What top 5 things could you do to improve the rec center that would NOT cost money?

- 1 Tutoring
- 2 Dance class
- 3 workout
- 4 reading circle (for kids)
- 5

What top 5 things could you do to improve the rec center that would cost money?

- 1 water
- 2 painting
- 3 more gym equipment
- 4 wifi
- 5

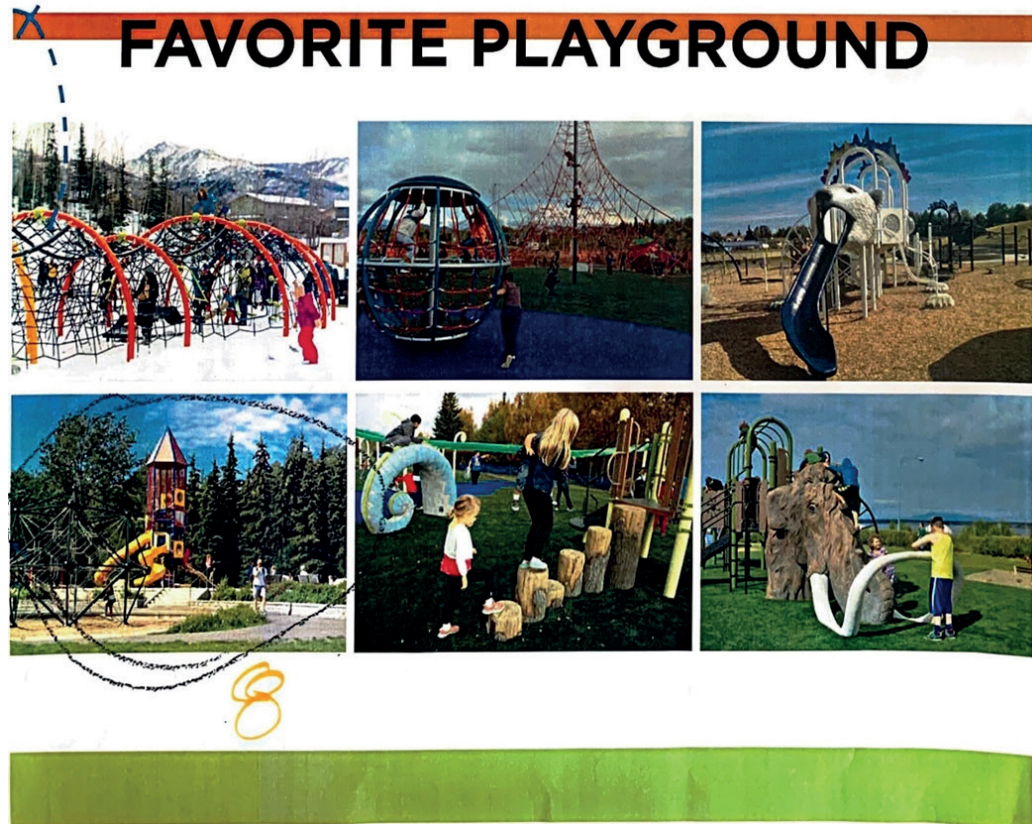
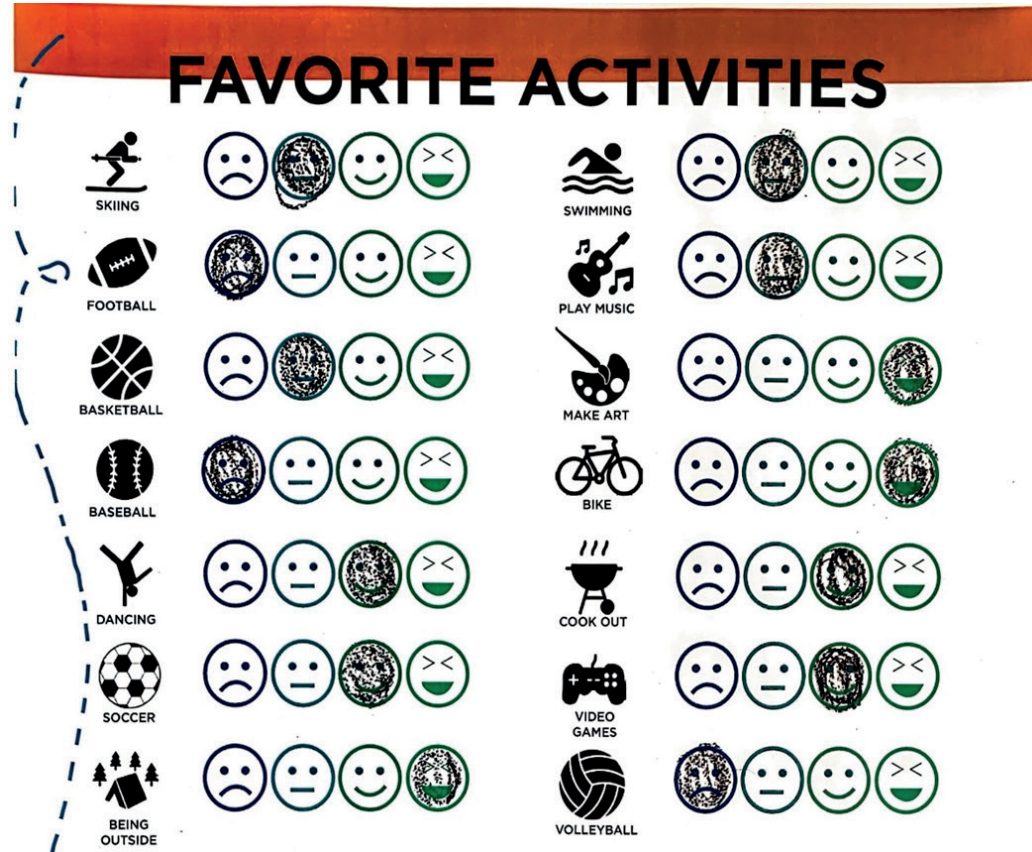
I AM:
14 YEARS OLD
9th GRADE
Female GENDER

SOCIAL MEDIA:

ACTIVITY: CIRCLE YOUR TOP THREE

(don't see your favorite? draw it!)

OTHER: _____ OTHER: _____



Appendix F: Community Advisory Group Workshop

<u>PARTNERSHIP IDEAS</u>	<u>ACTIONS</u>
FAIRVIEW COMMUNITY COUNCIL	Increased partnerships on grants and planning initiatives
INFRASTRUCTURE FUNDING	Example: Building Retrofit grant for public facilities 5,000 ft ² or smaller that could evaluate heating systems and conduct energy efficiency audits
CORPORATE SPONSORS	Activity-based and day-pass sponsorships
NON-PROFITS AND FOUNDATIONS	Community members expressed interest in bringing these partner programs to the FRC: Alaska Humanities Forum Rasmuson Foundation Cook Inlet Housing/CIRI Shiloh Baptist Church Anchorage Downtown Partnership Anchorage Museum
FACILITY SHOWCASE	Showcase the building's rentable space and amenities; invite municipal agencies to co-host (Anchorage Library or Police Department) An open house format could also match interested volunteers with specific, ongoing program support roles

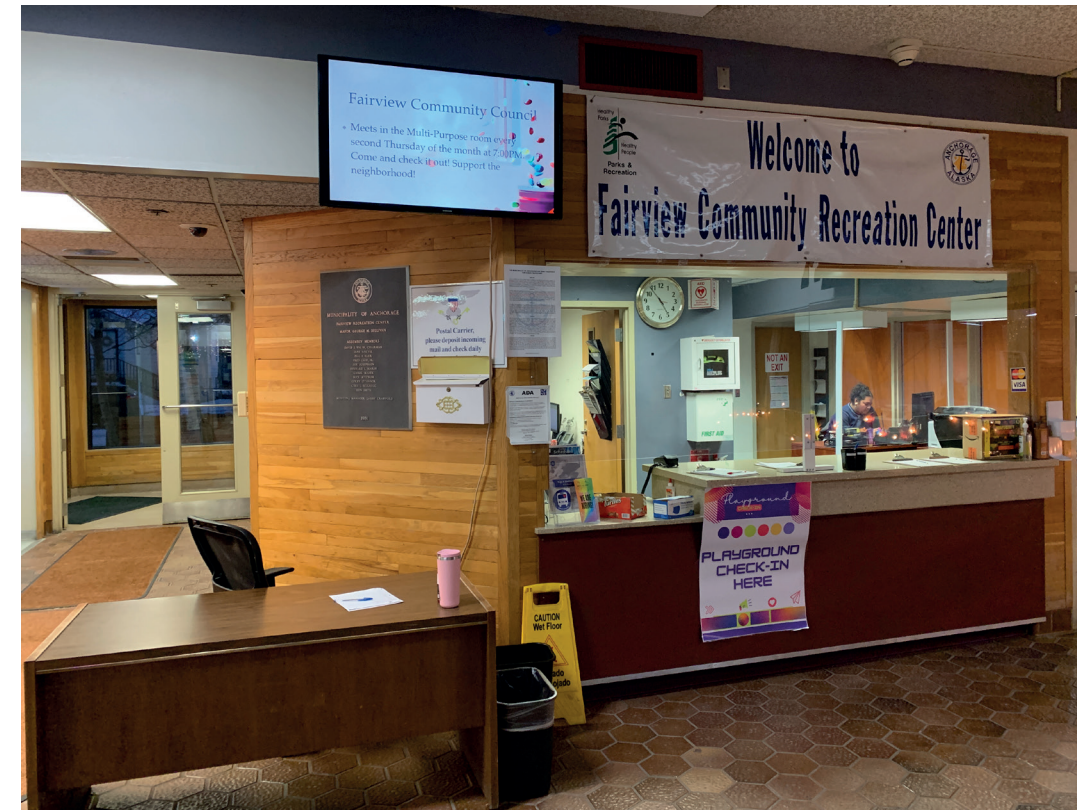
<u>IDENTITY IDEAS</u>	<u>ACTIONS</u>
PARKING AREA IMPROVEMENTS	Spruce up parking area that dominates the north side of the building. Ideas included vegetation, colorful surfacing, or other improvements that support programming of this space
NON-MOTORIZED IMPROVEMENTS	Secure bike parking, circulation for non-motorized users, amenities near bus stop
SIGNAGE	Add larger sign to commonly-used north entrance

Appendix G: 2022 Monthly Rental Attendance

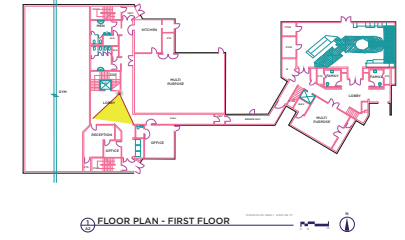
This table provides an overview of rental attendance by space in 2022. The parking lot rental numbers reflect attendees of free meal programs that occur twice a week. Otherwise, the multi-purpose room, gym, and kitchen are most commonly used for rentals.

Rental	J	F	M	A	M	J	J	A	S	O	N	D	TOTAL ATTENDANCE
ARTS AND CRAFTS			135	120									255
DANCE ROOM			135	120	80	20						105	460
GAME ROOM				120									120
GYM	120			320	250		120	200	40	40	110	557	1757
KITCHEN	15			35	40			20	18		9	30	167
MULTI-PURPOSE ROOM	70	50	210	440	100	40	75	470	123	65	640	520	2803
PARKING LOT	600	600	650	600	600	600	600	600	650	600	600	600	7300
SMALL CONFERENCE ROOM			155								30	65	250
TOTAL ATTENDANCE	805	650	1285	1755	1070	660	795	1290	831	705	1389	1877	13112

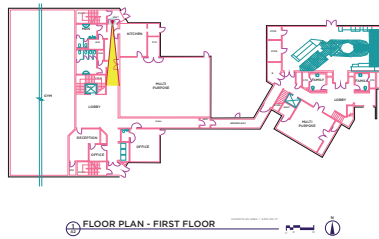
Appendix H: Wayfinding Renders Before and After



Front Desk



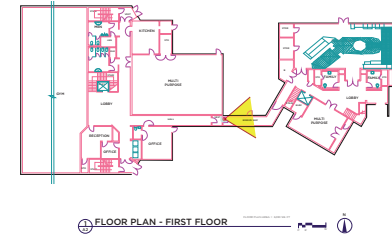
Entryway



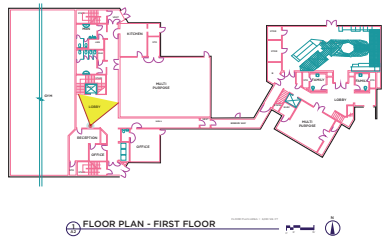
Appendix H: Wayfinding Renders Before and After (cont.)



Breezeway

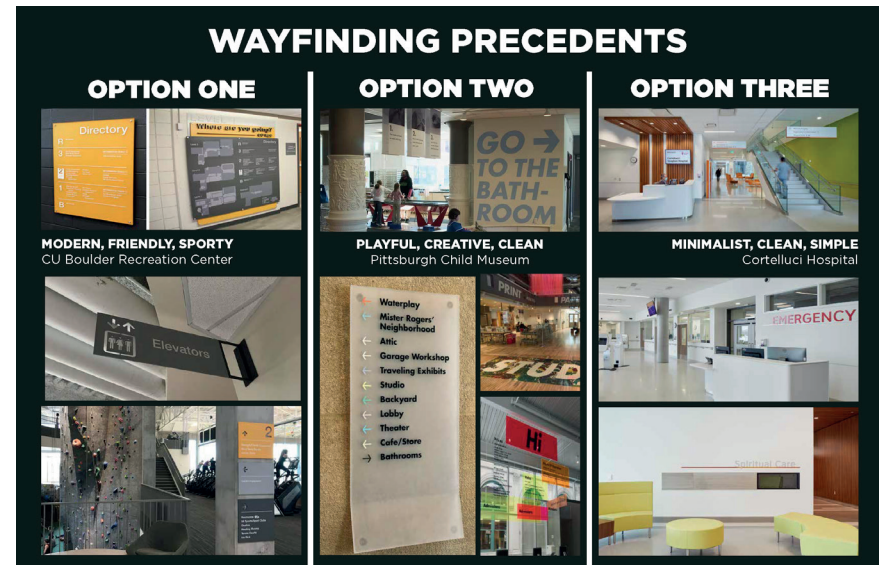


Elevator



Fairview Recreation Center: Wayfinding and Colors

Shared to the Staff Advisory Group via Microsoft 360 Forms



Question One:
"Please rank the wayfinding styles highlighted in the picture above."

- Option 1: Modern, Friendly, Sporty
- Option 2: Playful, Creative, Clean
- Option 3: Minimalist, Clean, Simple



Question Two:
"Please rank the color styles highlighted in the "Color Palettes- Proposed" Graphic."

- Option A: Freshen Up
- Option B: Simplify
- Option C: Brighten

Questions Responses **7**

Fairview Recreation Center Wayfinding and Colors

7 Responses
02:19 Average time to complete
Active Status

[View results](#) [Open in Excel](#)

1. Please rank the wayfinding styles highlighted in the picture above.

[More Details](#)

Rank	Options	First choice	Last choice
1	Option 2: Playful, Creative, Clean	High	Low
2	Option 3: Minimalist, Clean, Sim...	Low	High
3	Option 1: Modern, Friendly, Spo...	Low	Low

2. Please rank the color styles highlighted in the "Color Palettes- Proposed" Graphic.

[More Details](#)

Rank	Options	First choice	Last choice
1	Option A: Freshen Up	High	Low
2	Option C: Brighten	Low	High
3	Option B: Simplify	Low	Low

Appendix I: SAG Survey Responses

Fairview Recreation Center: Improvement Priorities

Shared to the Staff Advisory Group via Microsoft 360 Forms

Question One:

"How would you rank the following large improvements (requiring 250k or more)?

1. Gym related improvements (bleachers, paint, scoreboard);
2. Breezeway upgrades (demolish and rebuild structure);
3. HVAC and Plumbing Improvements;
4. Parking Lot (resurface, restripe, upgrade light fixtures, create more pedestrian and vegetated islands)"

Question Two:

"How would you rank the following medium-large improvements (between 100k-250k)?

1. Front Office/Info Desk (paint, new furniture, carpet and lighting upgrades and open up sightlines with dedicated security station)
2. Upgrade signage on outside of building
3. Multi-Purpose Conference Room (upgrade carpet, fixtures, repaint and re-stain wood, upgrade partition structure)
4. Upgrade rooms in auxiliary building (paint, carpet, purchase new tables/chairs for the ability for user group rentals)"

Question Three:

"How would you rank the following medium sized projects (between 30-100k)?

1. Fitness Room (Upgrade damaged equipment, replace mirrors, modernize and replace rules signage)
2. Indoor signage and wayfinding upgrades
3. Upgrade signage on outside of building (install new signs on parking lot and 9th ave)
4. Dance Studio Upgrades (replace mirrors, upgrade sound system, fresh paint, add yoga and aerobic equipment)
5. Bathrooms/Lockers (Modernize sauna rules signage, replace mirrors)
6. Indoor playground improvements (make permanent signage, additional sound dampening, utilize storage rooms more effectively and restore space for staff)"

Question Four:

"Regarding the Breezeway. Would you rather?"

1. Upgrade select elements (new plexiglass, flooring, and upgrade lights if possible)
2. Demolish and upgrade the entire structure- this is a high priority item
3. Upgrade a little as possible and utilize funding for higher priority items (new plexiglass on south side, install lighting that can be taken down seasonally)"

Fairview Recreation Center: Improvement Priorities

7

Responses

06:19

Average time to complete

Active

Status

View results

Open in Excel

1. How would you rank the following large improvements (requiring 250k or more)

More Details

Rank Options



2. How would you rank the following medium-large improvements (between 100k-250k)

More Details

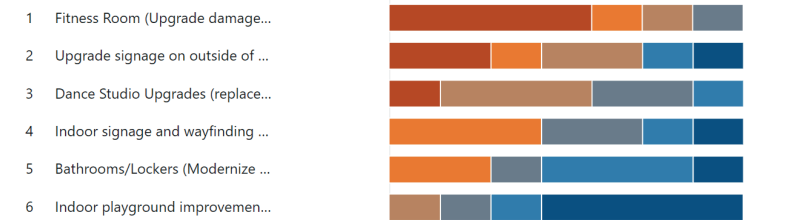
Rank Options



3. How would you rank the following medium sized projects (between 30-100k)

More Details

Rank Options



4. Regarding the Breezeway. Would you rather:

More Details

Rank Options



5. Which of these options best reflects your view on how resources should be allocated:

More Details

- Prioritize upgrades in areas that ... 4
- Prioritize upgrades in under-util... 0
- Evenly spread resources to work... 3

