



# THE GREATER CITY PLAN

## **A Proposal for Wichita's Future**

*Fix what matters.  
Grow what's next.  
Decide it together.*

**"A static city needs no plan; a growing city profits most from a city plan."**

*A Comprehensive City Plan for Wichita, Kansas (1923)*

## **JANUARY 2026**

For too long, Wichita has been living off infrastructure and civic assets built by earlier generations, and we've stretched them further than they were ever meant to go. It shows up in our streets, our parks, our public spaces, our housing supply, and the basic systems that make a modern city work. The question isn't whether we need to rebuild and modernize Wichita, it's whether we'll do it in a way that actually lifts working families and positions the city to compete and thrive for the next fifty years.

The proposal is simple: a temporary, voter-controlled one percent sales tax with a hard cap and scheduled renewals. Every dollar is pre-allocated to seven public priorities that repair what's worn down, add what's missing, and make life better for everyday Wichitans. Investments include fare-free transit, stronger neighborhoods, more housing choices, digital access, safer public spaces, and modern civic and cultural facilities. This is not a blank check; it's a contract with the voters.

Fairness is at the heart of who we are, and it's built into the heart of the plan. If we're asking working and middle-class people to help rebuild their own city, then the benefits need to touch their daily lives. Fare-free transit, digital access, safer parks, and more housing choices help defray the real impact of the tax for the people paying it. That's how you rebuild a city with dignity and how you keep Wichita a place where people can live, work, raise families, and get ahead.

More than anything, this plan is a statement about who we are, where we've been, and where we're going. Wichita has always been a magnet for doers, dreamers, and builders. We've done it before, and we can do it again. We don't have to settle for drift or decay. We can choose to fix what's broken, add what's missing, and build a Greater City together.



**Chris Pumpelly**

*Past President, Wichita Board of Park Commissioners*



## *Contents*

- **The Public Deal Book**
- **The Peerless Standard** *Implementation Manual*
- **Project Technical Appendix**
- **Appendix A** *Starter Policy Language*
- **Appendix B** *Templates and Checklists*
- **Appendix C** *The Answer for Century II & The Old Library*
- **Appendix D** *Greater Mobility: The Path to 24/7 Transit*

# THE GREATER CITY PLAN

## Wichita's Grand Bargain

### Public Deal Book

**A 20-year, \$2.5B “no-blank-check” public investment contract** funded by a temporary 1.0% city sales tax.

The plan pairs worst-first basic repairs with match-gated civic anchors and real affordability protections, under strict guardrails so voters stay in control.

### Delivery is structured as four voter-controlled 5-year phases:

- Phase 1: Repair & Prove (Years 1–5)
- Phase 2: Strengthen & Enhance (Years 6–10)
- Phase 3: Anchor & Connect (Years 11–15)
- Phase 4: Complete & Maintain (Years 16–20)

## What you get



**A — Foundation:** Worst-first repair of the basics: streets, bridges, water, stormwater, and safety facilities (30.8% of the program).



**B — Neighborhoods & Housing:** Neighborhood stabilization: home repair, blight turnaround, and infill incentives to add housing without displacing residents (10.6%).



**C — Future Systems:** A connected, safer city: Greenway bike/pedestrian citywide loop buildout, with lighting, signals, safety infrastructure and future-ready for transit (8.0%).



**D — Civic Heart & Economic Growth:** Match-gated civic anchors in the Century District: a renewed Century II, a new Performing Arts Center, Convention Center, Amphitheater, and marquee park, surrounded by trees, sports fields, courts, and anchored at a natatorium (19.2%).



**E — Affordability & Access:** Relief and access: a zero-fare transit ramp (with options for 24/7 service plus targeted, means-tested pilots to blunt regressive impacts (6.0%).



**F — Quality of Life:** Everyday quality-of-life: parks refresh, libraries expanded service, aquatics expansion, community markets and entrepreneurship opportunity, expanded tree canopy (17.6%).



**G — Reserves & Endowment:** Permanent wealth and protection: an endowment and stabilization reserve so new assets do not become unfunded liabilities (7.8%).

## What it costs

- Revenue instrument: temporary 1.0% city sales tax (from today's 0.0%).
- Term: up to 20 years, delivered as four 5-year plans.
- Planning anchor (mature yield): approximately \$110,000,000 per year.
- Program size (20-year cap): \$2,500,000,000.
- The program expires at Year 20 and winds down early if voters do not renew it at checkpoints.








## Why trust it

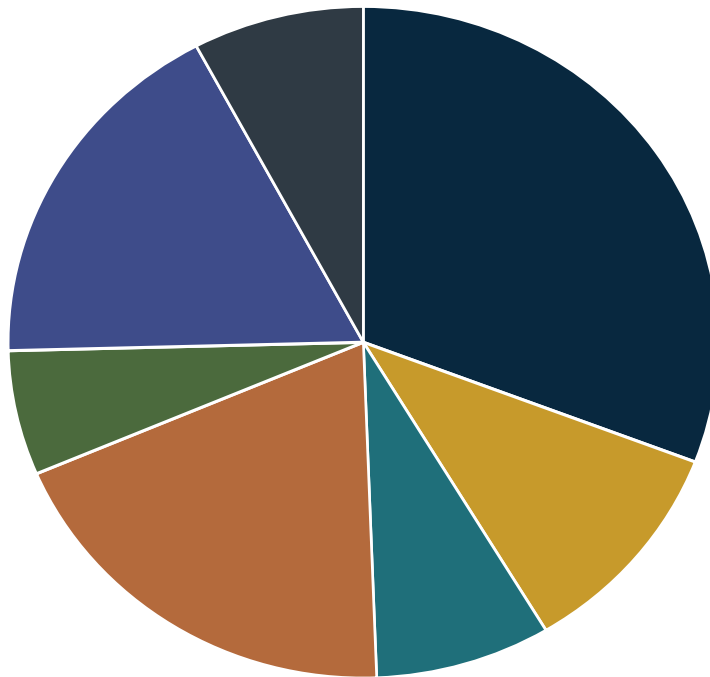
- Kill Switch: voters must reauthorize at Years 5, 10, and 15 or the program winds down and the tax sunsets.
- Lockbox: seven capped legal buckets; transfers to the General Fund are prohibited.
- Maintenance of Effort (MOE): the City must maintain FY2024 Adopted General Fund baselines (indexed annually) for Police, Fire, Public Works & Utilities, Parks & Recreation, and Library; certified annually and independently audited.
- Independent Oversight Authority: citizen-led board with published membership criteria and conflict rules.

- Online dashboard + annual audits: public reporting of contracts, milestones, and change orders; annual independent audits and performance reporting.
- Large-project safeguards: public funding caps, match-gating before vertical construction, change-order limits, escalation controls, and pivot triggers (resize/renovate/defer) if thresholds are not met.

## Investment Map

This is the legal allocation map: seven capped buckets in a lockbox. Funds cannot be transferred to the General Fund, and each 5-year phase must publish project lists, cost ranges, schedules, and metrics before spending.

Bucket	Share	Total
 A — Foundation	30.8%	\$770M
 B — Neighborhoods & Housing	10.6%	\$265M
 C — Future Systems	8.0%	\$200M
 D — Civic Heart & Economic Growth	19.2%	\$480M
 E — Affordability & Access	6.0%	\$150M
 F — Quality of Life	17.6%	\$440M
 G — Reserves & Endowment	7.8%	\$195M



## **Foundation**

**What it funds:** Streets, bridges, water, stormwater, safety facilities

### **Planned allocations (planning-level):**

- Worst-first paving and bridges: \$300,000,000
- Water security (water + sewer renewal; lead service line inventory by Year 2): \$180,000,000
- Stormwater and flood mitigation: \$120,000,000
- Fire/EMS transformation (up to 11 net-new stations over 20 years): \$110,000,000
- Public safety facilities modernization (911/radio/training/resiliency): \$60,000,000

### **What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)**

- Launch worst-first paving and bridge renewals with published condition and safety prioritization.
- Complete the lead service line inventory by Year 2 and begin prioritized replacements.
- Start stormwater fixes in repeated-loss areas and high-risk culvert/bridge locations.
- Site and open up to four net-new Fire/EMS stations where feasible; design stations with crisis stabilization capability.





## Neighborhoods & Housing

**What it funds:** Repair, infill, rehab, stabilization, code and blight tools

### Planned allocations (planning-level):

- Home repair grants (roofs, porches, accessibility, energy efficiency): \$110,000,000
- Vacant/blight turnaround (acquisition, title clearing, remediation, redevelopment): \$55,000,000
- Anti-displacement and repair-to-rent tools: \$30,000,000
- Infill incentives (missing-middle, ADUs, small-lot infill) + process reform: \$70,000,000

### What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)

- Launch home repair grants focused on stabilization, safety, accessibility, and energy efficiency.
- Scale vacant/blight acquisition and remediation to unlock redevelopment and reduce neighborhood drag.
- Pair infill incentives with zoning and process reforms to accelerate missing-middle housing.



## Future Systems

**What it funds:** Greenway Loop, transit readiness, signals, broadband / smart infrastructure

### Planned allocations (planning-level):

- Greenway Loop (continuous pedestrian + cyclist backbone using existing rights-of-way where possible): \$120,000,000
- Rail readiness (quiet Battery Electric Multiple Unit cars - built for short intraurban transit) and right-of-way preservation, contingent on federal match: \$50,000,000
- Signals and mobility tech (safety, reliability, curb management): \$30,000,000

### What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)

- Begin design and early segments of the Greenway Loop using existing rights-of-way where possible (lighting, crossings, trailheads, access points).
- Advance BEMU rail readiness planning and right-of-way preservation; deployment remains contingent on federal match and readiness criteria.
- Implement targeted signal and safety upgrades to reduce crashes and improve travel time reliability.



## Civic Heart & Economic Growth

**What it funds:** Century District: PAC, convention expansion, downtown natatorium; downtown event

### Planned allocations (planning-level):

- Performing Arts Center (design in Phase 1: Repair & Prove (Years 1–5); vertical construction match-gated in Phase 2: Strengthen & Enhance (Years 6–10)): \$200,000,000
- Convention and downtown event infrastructure (expansion + public realm improvements; match-gated): \$115,000,000
- Downtown natatorium and aquatics campus (design in Phase 1: Repair & Prove (Years 1–5); vertical construction match-gated in Phase 2: Strengthen & Enhance (Years 6–10)): \$165,000,000

### What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)

- Design-only work for the PAC, convention expansion, and natatorium in Phase 1: Repair & Prove (Years 1–5).
- Before any vertical construction decisions: publish match-gating thresholds, public funding caps, and pivot triggers (resize/renovate/defer).



## Affordability & Access

**What it funds:** Zero-fare transit ramp, targeted relief, workforce pathways

### Planned allocations (planning-level):

- Zero-fare transit ramp + service standards (operating support): \$85,000,000
- Workforce and apprenticeship pathways tied to the capital program pipeline: \$25,000,000
- Utility and housing stability pilots (targeted, means-tested relief): \$40,000,000

### What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)

- Implement the zero-fare transit ramp and adopt service standards in the first five-year plan.
- Launch targeted, means-tested pilots focused on utility and housing stability.
- Align workforce pathways with the plan's capital delivery pipeline (trades, maintenance, technology, construction management).

## **Quality of Life**

**What it funds:** Citywide parks, libraries, aquatics, community markets, tree canopy expansion

### **Planned allocations (planning-level):**

- Library modernization (branches as learning and workforce hubs): \$90,000,000
- Parks, green space, and tree canopy (canopy treated as infrastructure): \$130,000,000
- Container and night markets (market districts; small-business commons, incl. under-viaduct): \$135,000,000
- Neighborhood pools modernization (pools, learn-to-swim, splash sites): \$50,000,000
- Riverside thermal wellness barge (concession model targets O&M; coverage where feasible): \$35,000,000

### **What to expect early (Phase 1 Repair & Prove (Years 1–5) emphasis)**

- Start visible, citywide 'third place' upgrades: early library, park, and canopy improvements distributed across districts.
- Begin development of market districts and small-business commons (including under-viaduct concepts) with clear operations plans.
- Advance learn-to-swim and neighborhood aquatics modernization planning, sequenced with facilities condition.



## Reserves & Endowment

**What it funds:** Peerless Endowment + stabilization/contingency

### Planned allocations (planning-level):

- Peerless Endowment principal (invested; dividends restricted; 4% spending rule): \$150,000,000
- Stabilization/contingency reserve (volatility buffer; escalation control; schedule protection): \$45,000,000

How this protects taxpayers:

- Endowment dividends are restricted to long-life maintenance and placekeeping (not general salaries) and are capped by a 4% spending rule.
- Stabilization reserves are designed to manage volatility, escalation, and schedule risk so the program can avoid midstream cancellations.

## The No-Blank-Check Contract

This plan is designed to function like a contract with voters, not a blank check. The accountability system is not an add-on. It is the plan.

- Kill Switch: four 5-year plans; voter renewals required at Years 5, 10, and 15. Failure to renew triggers mandatory wind-down and tax sunset.
- Lockbox: seven capped buckets; funds may be spent only for enumerated purposes; no transfers to the General Fund.
- Maintenance of Effort (MOE): FY2024 Adopted General Fund baselines (indexed annually) must be maintained for core departments and independently audited each year.
- Independent Oversight Authority: citizen-led board oversees reporting, audits, and compliance; membership criteria and conflicts rules are published.
- Transparency: district-level online dashboard for contracts, milestones, and change orders; annual independent audits and performance reporting.
- Large-project safeguards: public funding caps; verified match-gating before vertical construction; change-order and escalation controls; pivot triggers if costs or partners do not meet thresholds.
- Five-year plan requirements before spending: publish project lists with schedule windows and delivery metrics; eligibility rules for grant-style programs; cashflow and any debt plan with caps and reserves.

### Maintenance of Effort (MOE) Baselines

To prevent supplanting, the City must maintain FY2024 baseline General Fund support (indexed annually) for these departments; compliance is certified annually and independently audited.

Department	FY2024 Baseline
Police	\$120,355,256
Fire	\$66,955,194
Public Works & Utilities	\$39,050,313
Cultural Arts, Parks & Recreation	\$28,291,053
Library	\$10,051,138

## Phase 1: Repair & Prove (Years 1–5)

---

Phase 1 is designed to produce visible, measurable improvements by Year 5.

### Core deliverables:

- Enact the zero-fare transit ramp and adopt service standards.
- Launch worst-first paving and bridge renewals.
- Complete lead service line inventory by Year 2; begin prioritized replacements.
- Begin stormwater fixes in repeated-loss areas.
- Site and open up to four net-new Fire/EMS stations where feasible; design stations for crisis stabilization capability.
- Design-only for the PAC, convention expansion, and natatorium; publish match-gating thresholds and pivot triggers before construction decisions.

### Where you will see activity first:

- Citywide: arterial and neighborhood street renewals prioritized by condition and safety, with project lists published before spending.
- Water system: citywide lead service line inventory work, followed by prioritized replacements.
- Flood-prone and repeated-loss areas: targeted stormwater and culvert fixes to reduce recurrent damage.
- Service-gap areas: Fire/EMS station siting and openings (up to four in Phase 1: Repair & Prove (Years 1–5) where feasible).
- Downtown/Century District: design and predevelopment work for the PAC, convention expansion, and natatorium under match-gating rules.
- Greenway corridors: initial trail segments and safety crossings using existing rights-of-way where possible.
- Neighborhood nodes: early library, park, canopy, and market-district predevelopment projects distributed across districts.



## Relief & fairness

---

A broad-based revenue instrument must be paired with real, visible relief. Bucket E is designed to make mobility and stability tangible from the beginning.

### Bucket E allocations (planning-level):

- Zero-fare transit ramp + 24/7 service standards: \$85,000,000.
- Workforce and apprenticeship pathways tied to the capital program pipeline: \$25,000,000.
- Utility and housing stability pilots (targeted, means-tested relief): \$40,000,000.

### What this looks like in practice:

- A staged ramp to zero fares paired with adopted frequency and reliability standards, so zero-fare is not symbolic but functional.
- Targeted pilots that help households bridge cost spikes and reduce housing and utility instability.
- Workforce pathways that connect residents to the jobs created by the program itself (trades, maintenance, technology, construction management), in partnership with employers and unions.

# THE PEERLESS STANDARD

## Implementation & Standards Manual for The Greater City Plan (GCP)

v2 | January 2026

Status: Proposed supplement to be adopted by ordinance as binding eligibility rules and delivery tools.

### Purpose

This manual converts historic planning lessons into enforceable rules and repeatable delivery tools so the Greater City Plan produces durable outcomes, not only construction.

### How to use this manual (in 60 seconds)

- Use Section 2 (Six Standards) as pass/fail eligibility rules for all GCP spending.
- Use Section 3 (Operating mechanisms) to ensure service lasts beyond the tax window.
- Use Section 4 (Delivery system) to standardize what repeats and reduce soft costs.
- Use Section 5 (Enforcement) to manage exceptions transparently and keep the program credible.

## Contents

Section	Title	What it does
1	Standard of Success	Defines non-negotiable outcomes and the Peerless Scorecard
2	The Six Peerless Standards	Binding eligibility rules (pass/fail) for GCP funding
3	Operating mechanisms that last	Operational durability beyond the tax window
4	Delivery system	Pattern book, pre-approved plans, and fast lane review
5	Enforcement and exceptions	Exception process, public log, and audit linkage

## 1) Standard of Success

The Peerless Standard is a set of enforceable rules and repeatable delivery tools that ensure the Greater City Plan (GCP) produces lasting outcomes, not only construction. If the GCP is the investment framework, the Peerless Standard is the implementation contract. Non-negotiable outcomes include:

- **No new liabilities:** Capital must not subsidize expansion that creates new unfunded lifecycle maintenance and replacement obligations.
- **Operations are part of the project:** No major transit or civic upgrade proceeds beyond design without a durable operations plan.
- **Downtown livability essentials:** A thriving downtown requires daily necessities, not only destinations.
- **Street design is destiny:** Repaving without redesign locks in poor outcomes for decades.
- **Neighborhood facilities are modern and repeatable:** Replace obsolete centers using standard hub templates.
- **Maintenance funding is sacred:** Endowment earnings are restricted to state-of-good-repair only, with anti-substitution controls baked in. No more robbing Peter to pay Paul.

**Peerless Scorecard** | Metrics to publish quarterly with web dashboard

- **Core maintenance** – Backlog trend (streets, parks, facilities): Target *Down*
- **Sprawl drag** – Share of infrastructure spend on expansion vs renewal: Target *Down*
- **Transit durability** – High-frequency corridors with funded operations plan: Target *Up*
- **Downtown essentials** – Grocery and pharmacy delivered and operating: Target *Yes*
- **Safety and access** – Serious injury crashes in central area: Target *Down*
- **Neighborhood equity** – Civic hub replacements delivered (by condition priority): Target *Up*

## 2) The Six Peerless Standards

Each standard below operates as a binding eligibility rule for GCP funding. Projects that fail a standard are ineligible unless they pass the published exception process in Section 5.

### 2.1) Fix-It-First / Anti-Sprawl Guardrail (Eligible Service Area + Lifecycle Rule)

Historic gap | Low-density fringe growth increases long-run service costs while the core loses density and tax base. Plans call for repair-first discipline, but execution often drifts toward expansion. GCP risk Without explicit restriction, renewal dollars can indirectly subsidize outward expansion that creates new unfunded maintenance liabilities. Binding rule (eligibility)

- **Renewal-first:** GCP infrastructure dollars are for renewal of existing systems inside a defined Eligible Service Area.
- **Expansion restriction:** Expansion outside the Eligible Service Area is ineligible unless (a)

safety-critical under emergency findings, or (b) fully cost-covered through enforceable benefit districts that pay 100 percent of incremental lifecycle maintenance and replacement costs.

- Lifecycle rule: Any eligible expansion must include a minimum 30-year lifecycle cost coverage plan (maintenance and replacement). Required GCP edits (to embed)
- Define the Eligible Service Area boundary and publish it with the first 5-year plan.
- Add eligibility language to Bucket A and related infrastructure programs tying spending to the Eligible Service Area and lifecycle coverage.
- Require lifecycle cost certification for any proposed expansion exception.

Enforcement (make it real):

- Publish a map of all GCP-funded infrastructure projects with renewal vs expansion classification.
- Require independent audit verification of lifecycle cost coverage for any expansion exception.
- Report quarterly on share of infrastructure spend dedicated to renewal inside the Eligible Service Area. Success metrics (minimum):
- Renewal share increases over time; expansion share declines.
- Backlog trend improves in core service area.
- Any approved expansions demonstrate full lifecycle coverage with audited compliance. Funding implication: No new money required; durable spending discipline.

## 2.2) Transit Operations District (Permanent Operations Funding)

Historic gap | Plans envision strong service, but operations depend on volatile general funds that are often cut when budgets tighten. GCP risk Capital without durable operations creates failure: the asset exists, but service cannot be sustained after the tax window. Binding rule (eligibility):

- No GCP-funded high-frequency corridor investment may proceed beyond design unless: (1) a corridor service plan is adopted (headways and span), and (2) a durable operations funding mechanism is in place for that corridor.
- Operations funding must cover drivers, maintenance, cleaning, security, and lifecycle reserves.

Required GCP edits (to embed)

- Authorize corridor-based Transit Operations Districts (TODs) for designated corridors.
- Restrict TOD proceeds to operations and lifecycle reserves only; prohibit diversion.
- Publish minimum annual service standards and require independent audit verification.

Enforcement (make it real)

- Condition GCP capital drawdowns on adoption of corridor service plan and proof of operations funding.
- Publish corridor-by-corridor operations funding status on the public dashboard.
- Require annual audit of TOD revenues, expenditures, and service delivery outcomes.

Success metrics (minimum)

- High-frequency corridors operate to published headways and span.
- Service reliability and ridership trend improves (where measured).
- Lifecycle reserves are funded and reported.

## 2.3) Downtown Essentials Catalyst (Grocery + Pharmacy)

Historic gap | Downtown plans identify grocery and pharmacy access as a core barrier to becoming a true neighborhood; the market often fails without catalytic support. GCP risk If downtown receives destination anchors without daily essentials, it caps long-run return and residential growth. Binding rule (eligibility):

- Create a dedicated Downtown Essentials Catalyst as an eligible program (treat as essential access, not optional retail).
- Tools must be performance-based and include clawbacks tied to operating covenants.

Required GCP edits (to embed)



- Create a defined line item (Bucket D or Bucket B).
- Allow targeted tools (tenant build-out grant, no-cost ground lease in a city shell, short-duration operating risk reserve with clawbacks).
- Define minimum standards: fresh food square footage, hours, SNAP/WIC acceptance, pharmacy services, minimum operating term, clawbacks. Enforcement (make it real)
- Public RFP with published scoring criteria.
- Quarterly performance reporting during first 24 months of operation.
- Automatic clawback schedule if covenants are not met.

Success metrics (minimum)

- Grocery and pharmacy delivered and operating.
- Downtown household growth and retention trend improves.
- Nearby mixed-use investment signals and vacancy trends improve (where measured).

## 2.4) Grid Restoration + Complete Streets Trigger

Historic gap | Plans recommend two-way conversions and pedestrian comfort, but repaving often reinstalls auto-centric geometry. GCP risk If GCP repaves without redesign, Wichita locks in poor safety and walkability outcomes for decades. Binding rule (eligibility):

- No downtown repave using GCP funds is eligible unless it delivers two-way conversion or protected multimodal safety upgrades using pre-approved cross sections.
- Street rehab must include ADA-compliant crossings and safe bicycle facilities where feasible.

Required GCP edits (to embed)



- Add eligibility language to Bucket A tying downtown street rehab to the Grid Restoration trigger.

- Adopt pre-approved cross sections for downtown corridors.
- Use design-first sequencing (advance design before large construction).

Enforcement (make it real)

- Dashboard reporting: corridor, cross section, and compliance status.
- Publish safety and access metrics where data exists.
- Exceptions must be publicly posted and time-limited.

Success metrics (minimum)

- Miles converted or upgraded to protected facilities increase.
- Serious injury crashes in central area decline.
- Pedestrian activity and retail occupancy trends improve on upgraded corridors (where measured).

## 2.5) Neighborhood Civic Hubs (Repeatable replacement templates)

Historic gap | Many neighborhood facilities are obsolete and mismatched to modern programming and resilience needs. GCP risk Downtown anchors without neighborhood replacements weaken equity and political durability. Binding rule (eligibility):

- If the plan funds major civic anchors, it must also fund a repeatable program to modernize neighborhood civic hubs using standardized templates.

- Replacements must be sequenced by condition score and service gap priority.

Required GCP edits (to embed)



- Create a hub replacement line item (Bucket F or Bucket B).

- Adopt template hub typologies (small, medium, large) with published program requirements and cost ranges.

- Publish a condition and service-gap prioritization method and update annually.

Enforcement (make it real)

- Dashboard: hub pipeline, condition scores, delivery status, and district distribution.
- Each hub publishes an operations plan (staffing and maintenance).
- Use pre-approved plan sets to reduce soft costs and accelerate delivery.

Success metrics (minimum)

- Obsolete facilities replaced on a repeatable schedule.
- Program usage and satisfaction improves (where measured).
- Cooling and warming resilience functions delivered citywide.

## 2.6) Peerless Endowment Lockbox (Maintenance only; anti-substitution)

Historic gap | Maintenance is the recurring stumbling block. When budgets tighten, maintenance is deferred and decay compounds. GCP risk If endowment earnings can be diverted or used to substitute for baseline maintenance, the plan recreates the decay cycle. Binding rule (eligibility)

- Endowment earnings are restricted to maintenance, rehabilitation, lifecycle replacement, and reserves only.
- Endowment dollars cannot be used for new construction, general fund stabilization, or to substitute for existing maintenance appropriations. Required GCP edits (to embed):
  - Restrict endowment spending to state-of-good-repair categories by ordinance.
  - Prohibit general fund substitution explicitly.
  - Require supermajority vote and public notice for amendments; require voter approval for major changes (as applicable).
- Publish a dashboard with asset condition scores and annual maintenance targets achieved.

Enforcement (make it real)

- Annual independent audit of endowment compliance (restricted use and anti-substitution).
- Public reporting of maintenance targets and condition outcomes.
- Permanent public log of any amendments and authorizing votes.

Success metrics (minimum)

- Condition scores improve or hold steady across core asset classes.
- Maintenance backlog trend improves over time.
- Restricted-use compliance verified annually.

## 3) Operating mechanisms that last (beyond the tax window)

The GCP is time-limited. Wichita's needs are not. These mechanisms ensure service and maintenance do not collapse when the temporary tax sunsets.

### 3.1) Coherent civic facilities through co-location (campus rules)

Where it improves service delivery and resilience, encourage civic campus co-location: hubs, libraries, parks, and partner services on shared parcels with clear operational separation and shared resilience infrastructure. Minimum campus rules

- Response time first: apparatus circulation cannot be compromised.



- Two-entrance rule: public functions and station functions separated.
- Shared resilience: backup power, communications, and a community room for cooling and warming use.
- Unified maintenance: shared sitework designed for low lifecycle cost and standardized replacement. Co-location is optional. The rule is: when co-location is chosen, it must be executed with clear operational separation and resilience standards.

## **4) Delivery system (reduce soft costs; accelerate outcomes)**

To lower costs and accelerate results citywide, standardize what repeats.

### **4.1) Pattern book**

An objective, pass/fail pattern book for frontage types, massing, overhangs, window proportions, materials, lighting, signage, and landscape. Not a style guide; an eligibility and review tool.

### **4.2) Pre-approved plan library**

City-procured plan sets for repeatable building types (small housing, mixed-use shells, civic hub typologies, accessory structures). Projects using pre-approved plans can proceed faster with reduced redesign churn.

### **4.3) GCP Fast Lane**

Projects that meet objective standards or use pre-approved plans receive a predictable review path with published timelines. Minimum deliverables

- Published pattern book with objective criteria and illustrations.
- Pre-approved plan library with licensing terms and cost ranges.
- Fast-lane review checklist with published timelines.
- Dashboard field indicating whether a project used the pattern book and/or pre-approved plans.

## **5) Enforcement and exceptions**

Credibility requires real enforcement. Exceptions should be rare, documented, time-limited, and public.

### **5.1) Eligibility rule (default)**

If a project violates a Peerless Standard, it is ineligible for GCP funding unless it satisfies the exception process.

## **5.2) Exception process (required)**

- Exception request states: which standard, why necessary, and what mitigation replaces the standard.
- Exception includes a signed finding and a timeline for corrective compliance, if applicable.
- Exception is posted publicly at least 14 days before any authorizing vote.
- All exceptions are listed in a permanent, searchable online log.
- Exception approvals are time-limited and re-justified if extended.

## **5.3) Audit linkage**

Independent audits verify standards compliance, restricted-use compliance for endowment earnings, and that any exceptions followed the published process. Findings are summarized on the public dashboard.

# **THE GREATER CITY PLAN**

## **Project & Budget Book**

### **Technical Appendix**

v1.1 | 2026-01-24

This Technical Appendix supports public review and implementation planning. It summarizes the budget framework, governance controls, and bucket-by-bucket program specifications at a planning level.

Top-line facts are locked, while specific project lists are adopted in 5-year delivery contracts that must be published, measurable, and renewed by voters at checkpoints.

## Table of Contents

- 1. How to Use This Technical Appendix
- 2. Master Facts
- 3. Budget Architecture and Financial Assumptions
- 4. Governance, Controls, and Accountability System
- 5. Delivery Framework: Four 5-Year Delivery Contracts
- 6. Bucket Specifications (A through G)
- 7. Implementation Templates and Forms
- 8. Glossary and Definitions

# 1. How to Use This Technical Appendix

This document is written for voters, journalists, civic partners, and implementers who want a deeper view than the public-facing summary. It is designed to be practical. If you only read a few pages, read Sections 2 through 5 and the bucket you care most about.

This appendix is not a binding 20-year construction schedule. Specific project lists are adopted in 5-year delivery contracts, renewed by voters at Years 5, 10, and 15. The plan’s core discipline is that each contract must fit inside the capped buckets and be delivered transparently with audited reporting.

## Document hierarchy

- Locked facts control top-line numbers and guardrails (tax rate, term, caps, renewal checkpoints, and core accountability controls).
- This appendix provides the planning-level allocation structure and bucket specifications used to prepare delivery contracts.
- Each 5-year delivery contract specifies the actual project lists, cost ranges, schedule windows, and metrics before spending.
- Implementation standards set minimum expectations for design quality, operability, accessibility, and long-term maintenance for delivered assets.

## How to interpret numbers

- All dollar amounts are planning-level and expressed in current dollars unless otherwise noted.
- Where cost ranges are required, the range must be published in each 5-year contract and updated through design stages.
- If revenue and construction inflation diverge, projects must be resized, phased, redesigned, or deferred to remain affordable.

# 2. Master Facts

Item	Locked value
Temporary city sales tax rate	1.0% (city sales tax; temporary)
Term / sunset	Up to 20 years; sunsets at Year 20 unless renewed at checkpoints
Mature annual yield (planning anchor)	\$110,000,000 per year
Program size (planning-level)	\$2,500,000,000 over 20 years
Renewal checkpoints (kill switch)	Years 5, 10, 15 (program winds down if not renewed)
Lockbox	Seven capped legal buckets; no transfers to General Fund

Maintenance of Effort (MOE)	FY2024 Adopted General Fund baselines (indexed annually); certified annually and independently audited
Independent oversight + transparency	Citizen-led oversight board; public dashboard; annual independent audits
Large-project safeguards	Public funding caps, match-gating before vertical construction, change-order/escalation controls, and pivot triggers

## 2.1 Legal buckets and totals (20-year)

Bucket	Bucket name	20-year total	Share
A 	Foundation	\$770,000,000	30.8%
B 	Neighborhoods & Housing	\$265,000,000	10.6%
C 	Future Systems	\$200,000,000	8.0%
D 	Civic Heart & Economic Growth	\$480,000,000	19.2%
E 	Affordability & Access	\$150,000,000	6.0%
F 	Quality of Life	\$440,000,000	17.6%
G 	Reserves & Endowment	\$195,000,000	7.8%

## 2.2 Maintenance of effort baselines (FY2024; indexed annually)

Department	FY2024 nominal appropriation (Adopted General Fund baseline)
Police	\$120,355,256
Fire	\$66,958,653
Public Works & Utilities	\$39,049,750
Parks & Recreation	\$28,287,149
Library	\$10,049,599

MOE is indexed annually and certified. The intent is to prevent the new sales tax from replacing existing City effort.

### 3. Budget Architecture and Financial Assumptions

The plan is structured around a conservative planning anchor and strict caps. The budget architecture is intentionally simple: revenues flow into a lockbox; expenditures are restricted to seven capped buckets; and each 5-year contract must be affordable and measurable.

#### 3.1 Revenue model (planning anchor)

- Year 1 yield assumption: \$100,000,000.
- Nominal growth assumption: approximately 2.3% per year (planning-level).
- Mature yield anchor: approximately \$110,000,000 per year.
- Total planning envelope: \$2.5B over 20 years.

Actual revenues will vary with economic cycles. The plan therefore includes a Stabilization Reserve and requires each 5-year contract to be set using updated forecasts and affordability checks.

#### 3.2 Bucket caps and illustrative program line items

The legal buckets are capped. Within each bucket, the illustrative program line items below show planning-level allocation intent. Specific projects are selected and published in each 5-year delivery contract.

##### Bucket A — Foundation

Program line item	20-year allocation
Worst-first repaving, bridges, and corridor repair	\$300,000,000
Water & sewer renewal: pipe renewal, lead service line replacement, critical plant rehabilitation	\$180,000,000
Stormwater / flood mitigation: detention, culverts, drainage improvements	\$120,000,000
Fire/EMS capital program: apparatus, stations, modern equipment	\$110,000,000
Public safety facilities modernization (police evidence, training, dispatch) (capital)	\$60,000,000

##### Bucket B — Neighborhoods & Housing

Program line item	20-year allocation
Neighborhood repair grants: roofs, porches, accessibility, energy efficiency, weatherization	\$110,000,000
Infill & missing-middle incentives: duplexes, rowhouses, ADUs, small-lot infill	\$70,000,000

Vacant/blighted acquisition & turnaround: acquire, clear title, remediate, redeploy	\$55,000,000
Anti-displacement / repair-to-rent tools: stabilization tools for vulnerable residents	\$30,000,000

### Bucket C — Future Systems

Program line item	20-year allocation
Greenway Loop backbone: continuous dedicated paths, bridges, lighting, wayfinding	\$120,000,000
BEMU rail readiness: corridor prep, station prototypes, planning + matching readiness	\$50,000,000
Signals & mobility tech: adaptive signals, safety upgrades, smart infrastructure	\$30,000,000

### Bucket D — Civic Heart & Economic Growth

Program line item	20-year allocation
Performing arts center (public share; match-gated)	\$200,000,000
Convention & downtown event infrastructure (expansion + public realm)	\$115,000,000
Downtown natatorium / thermal wellness anchor (public share; match-gated)	\$165,000,000

### Bucket E — Affordability & Access

Program line item	20-year allocation
Zero-fare transit ramp (incremental operating support)	\$85,000,000
Workforce / apprenticeship pathways (training + placement)	\$25,000,000
Utility + housing stability pilots (targeted relief; eligibility-controlled)	\$40,000,000



## Bucket F — Quality of Life

Program line item	20-year allocation
Neighborhood pools modernization	\$50,000,000
Thermal wellness barge (pilot + build-out)	\$35,000,000
Parks + green space + tree canopy	\$130,000,000
Library modernization	\$90,000,000
Container / night markets and community commerce infrastructure	\$135,000,000

## Bucket G — Reserves & Endowment

Program line item	20-year allocation
Peerless Endowment principal (restricted)	\$150,000,000
Stabilization / contingency reserve (restricted)	\$45,000,000

### 3.3 Illustrative distribution by phase (default)

The percentages below are illustrative defaults used for planning. Actual phase allocations are adopted in each 5-year contract and may shift in response to performance, evolving needs, and affordability.

Phases: Phase 1: Repair & Prove (Years 1–5); Phase 2: Strengthen & Enhance (Years 6–10); Phase 3: Anchor & Connect (Years 11–15); Phase 4: Complete & Maintain (Years 16–20).

Bucket	Phase 1	Phase 2	Phase 3	Phase 4
A — Foundation	35.0%	30.0%	20.0%	15.0%
B — Neighborhoods & Housing	25.0%	35.0%	25.0%	15.0%
C — Future Systems	20.0%	25.0%	25.0%	30.0%
D — Civic Heart & Economic Growth	15.0%	45.0%	20.0%	20.0%
E — Affordability & Access	40.0%	25.0%	20.0%	15.0%
F — Quality of Life	25.0%	25.0%	30.0%	20.0%
G — Reserves & Endowment	20.0%	25.0%	25.0%	30.0%
Program line item	20-year allocation			

### 3.4 Illustrative dollar allocations by 5-year phase

Bucket		Phase 1	Phase 2	Phase 3	Phase 4	20-year total
A — Foundation		\$269,500,000	\$231,000,000	\$154,000,000	\$115,500,000	\$770,000,000
B — Neighborhoods & Housing		\$66,250,000	\$92,750,000	\$66,250,000	\$39,750,000	\$265,000,000
C — Future Systems		\$40,000,000	\$50,000,000	\$50,000,000	\$60,000,000	\$200,000,000
D — Civic Heart & Economic Growth		\$72,000,000	\$216,000,000	\$96,000,000	\$96,000,000	\$480,000,000
E — Affordability & Access		\$60,000,000	\$37,500,000	\$30,000,000	\$22,500,000	\$150,000,000
F — Quality of Life		\$110,000,000	\$110,000,000	\$132,000,000	\$88,000,000	\$440,000,000
G — Reserves & Endowment		\$39,000,000	\$48,750,000	\$48,750,000	\$58,500,000	\$195,000,000
TOTAL		\$656,750,00	\$786,000,000	\$577,000,000	\$480,250,000	\$2,500,000,000

Implementation note: the actual Phase 1: Repair & Prove (Years 1–5) contract must be adopted with a public project list and measurable outcomes. Phases 2 through 4 are renewed by voters and may be adjusted based on performance, evolving needs, and affordability.

## 4. Governance, Controls, and Accountability System

The plan is designed to be governed like a public contract, with explicit controls that limit scope drift. The core governance features are: (1) a kill switch through renewal votes; (2) bucket lockboxes; (3) maintenance of effort to prevent supplantation; (4) independent oversight; and (5) large-project safeguards.

### 4.1 Guardrails summary

- Kill switch renewals at Years 5, 10, 15. Without renewal, the plan winds down and sunsets.
- Lockbox: seven capped legal buckets; funds may not be transferred to the General Fund.
- MOE: FY2024 baselines (indexed) for Police, Fire, Public Works & Utilities, Parks & Recreation, and Library; independently audited.
- Oversight board: empowered to review compliance, publish reporting, and flag deviations.
- Transparency: public dashboard, quarterly updates, annual audits, and publishable project lists.
- Large-project safeguards: public funding caps, match-gating, escalation controls, and pivot triggers.

### 4.2 Audit and reporting cadence (recommended minimum)

- Quarterly: project dashboard update, including schedule, budget-to-actual, and change orders.
- Annually: independent financial audit, MOE certification audit, and a public performance report.
- Per 5-year contract: a public closeout report on what was promised versus delivered.

### 4.3 Change order and escalation discipline (recommended implementation detail)

To protect public trust, change orders and escalation risk must be tracked transparently. Implementers should adopt a threshold policy that triggers oversight review when cumulative change orders exceed predefined percentages.

- Publish change orders by project on the dashboard with narrative justification.
- Require independent cost review before materially expanding scope.
- Apply pivot triggers for large projects: resize, phase, renovate, or defer.
- Maintain a project risk register with mitigation actions and responsible owners.

## 5. Delivery Framework: Four 5-Year Delivery Contracts

The plan's operational backbone is the 5-year delivery contract. The contract is the 'what' that voters can audit. The contract must be published before major spending and must include a complete project list, cost ranges, schedules, and metrics.

### 5.1 Required contents of each 5-year contract

- Portfolio summary by bucket, showing total budget by bucket and major program line items.
- Project list with cost ranges, schedule windows, and explicit success metrics.
- Equity and geography narrative: where benefits land and why (especially for repairs and neighborhood investments).
- Procurement plan and delivery method selection, with a rationale for large projects.
- O&M; plan for assets created or expanded; identify whether endowment earnings or existing budgets support O&M.;
- Risk register and contingency policy, including escalation and change-order thresholds.
- Public dashboard format and reporting cadence for the contract term.

### 5.2 Match-gating and public funding caps (Bucket D)

Civic anchors are match-gated to reduce taxpayer risk and increase leverage. A 5-year contract must define match requirements, acceptable match sources, and the trigger point at which construction may proceed.

- Match commitments must be documented and published before vertical construction.
- If match is not achieved by a defined deadline, pivot triggers require resizing, phasing, renovating existing assets, or deferral.
- Independent cost estimates must be completed at each design stage and published at key milestones.

## 6. Bucket Specifications (A through G)

This section defines what is inside each legal bucket. Each bucket includes: (1) purpose; (2) illustrative programs; (3) examples of what is in scope and out of scope; and (4) example performance metrics and controls for delivery contracts.

### 6.A Bucket A — Foundation

20-year capped budget: \$770,000,000

Purpose: Repair core infrastructure and safety facilities using a worst-first, data-led approach.

#### Illustrative programs (planning-level)

Program line item	20-year allocation
Worst-first repaving, bridges, and corridor repair	\$300,000,000
Water & sewer renewal: pipe renewal, lead service line replacement, critical plant rehabilitation	\$180,000,000
Stormwater / flood mitigation: detention, culverts, drainage improvements	\$120,000,000
Fire/EMS capital program: apparatus, stations, modern equipment	\$110,000,000
Public safety facilities modernization (police evidence, training, dispatch) (capital)	\$60,000,000

#### In scope (examples)

- Street repaving and bridge repair prioritized by condition, safety, and network importance.
- Water and sewer renewal (pipe rehab, lead service line replacements, plant rehabilitation).
- Stormwater upgrades and flood mitigation projects that reduce known hotspot risk.
- Fire/EMS apparatus, stations, and capital improvements tied to response-time and coverage analysis.
- Capital modernization of public safety support facilities (evidence, training, dispatch).

#### Out of scope (examples)

- Routine operating expenses that should be funded through annual budgets.
- Projects without published need/condition data or clear prioritization methodology.
- Major scope expansions without affordability checks and public reporting.

#### Performance metrics (examples for 5-year contracts)

- Lane-miles restored (by condition category) and change in network condition index.

- Water/sewer main replacements and reduction in breaks/overflows.
- Stormwater incidents reduced in identified hotspots.
- Fire/EMS response-time performance and apparatus lifecycle compliance.

## Delivery and controls

- Use a published worst-first methodology and map-based project selection transparency.
- Coordinate paving with utilities to avoid rework and protect lifespan value.
- Publish project-level budgets, schedules, change orders, and closeout outcomes.

## Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Publish a worst-first methodology for street selection, including condition data, safety risk, and equity considerations.
- Maintain an integrated capital map to coordinate paving with water/sewer work.
- Adopt lifecycle policies for Fire/EMS apparatus and station planning; tie net-new stations to response-time and coverage analysis.
- Publish stormwater hotspot list with planned levels of service and target reduction in flood incidents.
- Maintain a construction disruption mitigation plan for businesses and residents.

## Data and reporting fields (recommended minimum)

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes

## 6.B Bucket B — Neighborhoods & Housing

20-year capped budget: \$265,000,000

Purpose: Stabilize neighborhoods, expand attainable housing supply, reduce blight, and prevent displacement through repair, infill, and targeted tools.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Neighborhood repair grants: roofs, porches, accessibility, energy efficiency, weatherization	\$110,000,000
Infill & missing-middle incentives: duplexes, rowhouses, ADUs, small-lot infill	\$70,000,000
Vacant/blighted acquisition & turnaround: acquire, clear title, remediate, redeploy	\$55,000,000
Anti-displacement / repair-to-rent tools: stabilization tools for vulnerable residents	\$30,000,000

### In scope (examples)

- Owner-occupied repair grants and low-cost financing for critical home repairs.
- Accessibility retrofits and aging-in-place upgrades.
- Missing-middle incentives: duplexes, rowhouses, ADUs, small-lot infill on appropriate corridors.
- Vacant/blighted acquisition and remediation with clear re-use outcomes.
- Anti-displacement tools linked to property tax spikes, utility burden, and repair-to-rent conversions.

### Out of scope (examples)

- Programs without eligibility standards, inspection protocols, or fraud controls.
- Permanent operating subsidies that cannot be sustained after the tax sunsets.
- Speculative redevelopment that removes attainable units without replacement.

### Performance metrics (examples for 5-year contracts)

- Number of homes repaired (by type) and share in targeted geographies.
- Net new attainable units delivered (missing-middle, ADUs, small multifamily).
- Vacant/blighted parcels remediated and returned to productive use.
- Displacement risk indicators in targeted corridors (rent burden, eviction filings, tax delinquency).
- Energy savings or utility burden reductions for participating households.

## Delivery and controls

- Publish eligibility rules (income, residency, property condition) and verification process.
- Use standardized scopes-of-work and contractor qualification lists; require inspections at closeout.
- Coordinate with code enforcement and land bank tools; publish clear reuse pipelines.
- Prioritize repair-first strategies to preserve existing housing while adding infill strategically.

## Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Define grant program caps, eligible repair types, inspection standards, and contractor requirements.
- Establish anti-fraud controls (documentation, inspections, clawback conditions).
- Use a transparent scoring rubric for infill incentives that rewards attainable unit delivery and corridor alignment.
- Coordinate with land bank and code enforcement for vacant/blight turnaround; publish pipeline metrics.
- Require a displacement impact statement for redevelopment programs and publish mitigation approaches.

## Data and reporting fields (recommended minimum)

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes



## 6.C Bucket C — Future Systems

20-year capped budget: \$200,000,000

Purpose: Build future systems that expand mobility, connectivity, and resilience, including the Greenway Loop backbone and readiness for regional rail.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Greenway Loop backbone: continuous dedicated paths, bridges, lighting, wayfinding	\$120,000,000
BEMU rail readiness: corridor prep, station prototypes, planning + matching readiness	\$50,000,000
Signals & mobility tech: adaptive signals, safety upgrades, smart infrastructure	\$30,000,000

### In scope (examples)

- Continuous, dedicated multi-use pathways with safe crossings and lighting.
- Bridge connections and wayfinding that complete network continuity.
- Corridor readiness work for BEMU commuter rail (planning, preliminary engineering, prototypes).
- Adaptive signals and safety upgrades that reduce crashes and improve travel reliability.

### Out of scope (examples)

- Standalone showcase technology without measurable safety or reliability outcomes.
- Transit capital that lacks an operating plan or governance readiness.

### Performance metrics (examples for 5-year contracts)

- Miles of continuous Greenway delivered and reduction in network gaps.
- User counts and safety incident rates along new segments.
- Signal performance metrics (travel time reliability, delay reduction).
- BEMU readiness milestones achieved (corridor packages, station prototypes, matching readiness).

### Delivery and controls

- Publish corridor maps, segment priorities, and delivery sequencing.
- Design for safety and comfort: lighting, visibility, crossings, and maintenance plans.
- Use open standards for smart mobility investments and publish performance dashboards.

## Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Adopt corridor standards for the Greenway Loop (cross-section, lighting, crossings, maintenance).
- Prioritize gap-closures that unlock continuous routes before aesthetic enhancements.
- For BEMU readiness: publish readiness milestones and ensure coordination with regional partners.
- For signals: publish before/after performance metrics at treated intersections and corridors.

## Data and reporting fields (recommended minimum)

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes

## 6.D Bucket D — Civic Heart & Economic Growth

20-year capped budget: \$480,000,000

Purpose: Deliver match-gated civic anchors and public-realm investments that strengthen downtown's role as the region's civic heart and economic engine.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Performing arts center (public share; match-gated)	\$200,000,000
Convention & downtown event infrastructure (expansion + public realm)	\$115,000,000
Downtown natatorium / thermal wellness anchor (public share; match-gated)	\$165,000,000

### In scope (examples)

- Public share of the performing arts center (match-gated), including site and enabling infrastructure.
- Convention center expansion and related public realm improvements.
- Downtown natatorium / thermal wellness anchor (match-gated).
- Public space, streetscape, and accessibility improvements that support downtown visitation.

### Out of scope (examples)

- Vertical construction without documented match commitments and published gating approvals.
- Scope expansions that exceed adopted public funding caps without a public pivot decision.

### Performance metrics (examples for 5-year contracts)

- Match secured as a share of total project cost before vertical construction.
- Cost estimate accuracy across design stages and change-order discipline.
- Downtown visitation and event utilization metrics (as defined in contracts).

### Delivery and controls

- Apply match-gating before vertical construction and publish match sources and verification.
- Require independent cost estimates at each design stage and publish key milestones.
- Use pivot triggers to resize, renovate, phase, or defer if affordability thresholds are not met.

### Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Define match requirements and acceptable match sources within each delivery contract.
- Publish public funding caps and enforce change-order thresholds.
- Adopt transparent selection criteria for enabling public realm and access improvements.

### **Data and reporting fields (recommended minimum)**

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes

## 6.E Bucket E — Affordability & Access

20-year capped budget: \$150,000,000

Purpose: Expand affordability and access through zero-fare transit ramping, targeted relief, and workforce pathways.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Zero-fare transit ramp (incremental operating support)	\$85,000,000
Workforce / apprenticeship pathways (training + placement)	\$25,000,000
Utility + housing stability pilots (targeted relief; eligibility-controlled)	\$40,000,000

### In scope (examples)

- Incremental operating support to ramp toward zero-fare transit, with performance requirements.
- Workforce and apprenticeship pathways tied to real employer demand and placement outcomes.
- Eligibility-controlled relief pilots focused on utility burden and housing stability.

### Out of scope (examples)

- Open-ended operating subsidies without measurable outcomes or sunset planning.
- Cash assistance programs without eligibility controls and verification.

### Performance metrics (examples for 5-year contracts)

- Transit ridership and access gains (especially for low-income and car-limited households).
- On-time performance and service reliability metrics for supported service.
- Workforce placement and retention outcomes for program participants.
- Relief program reach, targeting accuracy, and measured stability outcomes.

### Delivery and controls

- Publish eligibility, targeting, and verification protocols.
- Tie funding to measurable performance and publish dashboards.
- Require evaluation plans for pilots before scaling.

### Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Define zero-fare ramp milestones and performance metrics for each contract.
- For workforce: fund proven models, publish placement outcomes, and partner with employers.
- For relief pilots: enforce eligibility and publish reach and outcome metrics.

### **Data and reporting fields (recommended minimum)**

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes

## 6.F Bucket F — Quality of Life

20-year capped budget: \$440,000,000

Purpose: Invest in quality-of-life assets that improve daily experience, neighborhood identity, and long-term attractiveness.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Neighborhood pools modernization	\$50,000,000
Thermal wellness barge (pilot + build-out)	\$35,000,000
Parks + green space + tree canopy	\$130,000,000
Library modernization	\$90,000,000
Container / night markets and community commerce infrastructure	\$135,000,000

### In scope (examples)

- Neighborhood pools modernization and facility lifecycle improvements.
- Thermal wellness barge (pilot and build-out) as a regional-quality amenity.
- Parks, green space, and tree canopy expansions tied to equity and heat resilience.
- Library modernization and neighborhood access improvements.
- Container/night markets and community commerce infrastructure.

### Out of scope (examples)

- Capital projects without defined O&M; support or endowment/operating plan.
- Amenities that lack an access plan for broad community benefit.

### Performance metrics (examples for 5-year contracts)

- Users served, geographic access, and participation metrics for upgraded facilities.
- Tree canopy gains and heat-risk mitigation indicators in targeted areas.
- Library and community market utilization outcomes.
- Operating sustainability metrics for new/expanded amenities.

### Delivery and controls

- Publish siting and equity rationale for facilities and neighborhood investments.

- Tie major amenities to operating plans and maintenance standards.
- Use transparent procurement and publish schedules, budgets, and closeout outcomes.

### **Implementation notes (recommended)**

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Define facility lifecycle standards and publish before/after condition assessments.
- For markets: publish vendor policies, access goals, and community benefit measures.
- For canopy: publish planting targets and survival/maintenance plan.

### **Data and reporting fields (recommended minimum)**

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes



## 6.G Bucket G — Reserves & Endowment

20-year capped budget: \$195,000,000

Purpose: Provide stabilization capacity and a restricted endowment that supports long-term maintenance quality and resilience to revenue volatility.

### Illustrative programs (planning-level)

Program line item	20-year allocation
Peerless Endowment principal (restricted)	\$150,000,000
Stabilization / contingency reserve (restricted)	\$45,000,000

### In scope (examples)

- Restricted endowment principal held to generate earnings for approved purposes.
- Stabilization/contingency reserve used to keep contracts affordable during revenue volatility.
- Reserve policies that are transparent and governed by published rules.

### Out of scope (examples)

- Transfers to the City's General Fund or use as a substitute for baseline budgets.
- Non-transparent reserve draws without published justification.

### Performance metrics (examples for 5-year contracts)

- Endowment principal preserved and earnings deployed per approved policy.
- Reserve balance maintained within adopted policy ranges.
- Use of stabilization funds tied to documented revenue variability and affordability checks.

### Delivery and controls

- Publish investment policy, eligible uses, and annual reporting on earnings and draws.
- Publish reserve policy triggers and rationale for any use.

### Implementation notes (recommended)

The items below are recommended implementation details that support the plan's guardrails. They do not add new spending categories; they operationalize transparency, prioritization, and delivery discipline.

- Adopt a conservative investment policy with clear governance and transparency.
- Define reserve draw conditions and require public reporting for each draw.

### Data and reporting fields (recommended minimum)

Field	What to publish
Asset / geography	Segment ID, location, district, and relevant map links
Need / condition	Condition score, risk level, and last renewal date (where applicable)
Proposed scope	Scope summary and what is explicitly excluded
Cost	Range (low-high), current estimate, contingency, and estimate assumptions
Schedule	Milestones: predesign, design, procurement, construction, closeout
Outcomes	Target metrics and measurement method
Equity / access	How benefits reach high-need areas (if applicable)
Compliance	Stage-gate approvals, change orders, audit notes

## 7. Implementation Templates and Forms

The templates below are practical formats for implementing the plan’s guardrails and reporting expectations. They are intended to be used, published, and audited.

### 7.1 Project Charter

Field	Entry
Project name	_____
Bucket (A–G)	_____
Location / geography	_____
Owner / department	_____
Problem / need statement	_____
Scope summary (in/out)	_____
Estimated cost range	_____
Schedule window	_____
Key risks / constraints	_____
Success metrics	_____

#### Required narrative (1–10)

- 1 Define the public problem being solved and the evidence of need.
- 2 Specify what is in scope and out of scope.
- 3 Provide a planning-level cost range and the basis for the estimate.
- 4 Identify delivery method and procurement approach (and why).
- 5 List key milestones and the schedule window.
- 6 Define measurable success metrics and measurement method.
- 7 Describe geographic equity and who benefits (and why).
- 8 Describe operations and maintenance implications and how O&M; will be supported.
- 9 List key risks (cost escalation, schedule, permitting, community disruption) and mitigations.
- 10 Identify required approvals (stage gates), including oversight checkpoints.

## 7.2 Stage-Gate Checklist

Use this checklist to document approvals prior to major commitments. Gate labels may be tailored, but the discipline must remain: no vertical construction without match verification (where required), independent cost review, and published approvals.

### Gate 0 — Concept authorization

- ☐ Problem statement and bucket eligibility confirmed
- ☐ High-level scope and preliminary affordability check
- ☐ Initial risk register created

### Gate 1 — Predesign

- ☐ Site / corridor confirmed; key constraints identified
- ☐ Order-of-magnitude estimate and schedule window published
- ☐ Community engagement plan defined

### Gate 2 — Schematic design

- ☐ Independent cost estimate completed
- ☐ Project scope locked (in/out) and published
- ☐ Procurement method selected and justified

### Gate 3 — Design development

- ☐ Updated independent estimate and contingency policy
- ☐ Value engineering documented (if applicable)
- ☐ Match status verified (Bucket D projects)

### Gate 4 — Construction authorization

- ☐ Final match verification published (if applicable)
- ☐ Contract award documentation published
- ☐ Baseline schedule and dashboard reporting format set

### Gate 5 — Closeout

- ☐ Final cost, change orders, and closeout report published
- ☐ Outcomes measured vs. promised metrics
- ☐ Warranty / O&M; handoff completed

## 7.3 Match-Gating Checklist

Use for match-gated civic anchors. All match commitments must be documented and published before vertical construction.

Key fields	Entry
Project	_____
Total project budget	_____
Public cap (adopted)	_____
Match required	_____
Match sources	_____
Verification method	_____
Deadline	_____

- ☐ Match commitments documented in signed instruments (or equivalent enforceable commitments)
- ☐ Match sources eligible and disclosed (no prohibited sources)
- ☐ Independent verification completed and published
- ☐ Pivot trigger policy defined if match is delayed or reduced
- ☐ Vertical construction authorization withheld until verification complete

## 7.4 Change Order Log (minimum fields)

Use a change order log for every project. Publish it on the dashboard.

Project	Change order Date	#	Reason	\$ impact	% of contract	Approved by
---------	-------------------	---	--------	-----------	---------------	-------------

(Add rows as needed; publish cumulative totals and thresholds.)

## 7.5 Project Risk Register (minimum fields)

Project	Risk	Likelihood	Impact	Mitigation	Owner	Status
---------	------	------------	--------	------------	-------	--------

(Add rows as needed; publish at least quarterly.)

## 7.6 Closeout Report (required for each 5-year contract)

- What was promised (by bucket and major programs)
- What was delivered (project list; scope and budget-to-actual)
- Outcomes achieved (metrics vs. targets)
- Change orders and lessons learned
- O&M; handoffs and known lifecycle obligations

## 7.7 Public Dashboard Snapshot (minimum sections)

- Portfolio summary: budget-to-actual by bucket and major programs
- Project list with status, schedule, and costs
- Change orders and escalation thresholds
- Equity/geography view (map) and narrative
- Audit notes and compliance flags

## 7.8 Open Data Dictionary (minimum fields)

Publish a machine-readable dataset for each project. Include at minimum:

- Project ID; bucket; program line item; title
- Location (address/corridor) + district; geometry link
- Baseline scope summary (in/out)
- Cost range; current estimate; contingency; funding sources
- Schedule milestones; status
- Outcome metrics and reporting cadence
- Change orders (count and cumulative value)
- Stage-gate approvals; audit notes

## 8. Glossary and Definitions

### **5-year delivery contract**

A published, voter-facing portfolio of projects, budgets, schedules, and metrics that gov

### **Bucket / lockbox**

A legally capped funding category. Funds cannot be moved to other purposes outside t

### **Kill switch**

The renewal votes at Years 5, 10, and 15. Without renewal, the program winds down a

### **Maintenance of Effort (MO**

ER)equirement that the City maintains FY2024 baseline funding for key departments (ind

### **Match-gating**

A safeguard requiring that private/philanthropic/partner match funds be secured before

### **Pivot trigger**

A pre-defined decision point that forces resizing, redesigning, renovating, phasing, or d

### **Peerless Endowment**

Invested principal that generates earnings to support eligible operations and maintenanc

### **Worst-first**

A prioritization approach that directs repair dollars to the highest-need assets first, base

### **Stabilization reserve**

A restricted reserve used to manage revenue volatility or defined shocks, not routine sc

# Appendix A

## **Starter policy language (for counsel to refine)**

Plain-language draft provisions intended to be converted into final legal form by counsel, coordinated with the City and adjusted for Kansas law and Wichita charter requirements.

**Use:** These appendices are designed as approval-ready starter materials. Attach Appendix B templates to every 5-year plan and every project approval packet.



## Intent and drafting guidance

This appendix is written to reduce legal drafting effort. Each section includes: (1) a core rule, (2) allowed exceptions, (3) minimum documentation, and (4) public transparency requirements.

### A0) Definitions (starter)

Key definition	Starter definition (plain)
"GCP Funds"	All revenues, interest, and proceeds dedicated to the Greater City Plan program, including any bond proceeds secured solely by the GCP sales tax.
"GCP Eligible Service Area"	Geography defined in the adopted 5-year plan as the primary service area for state-of-good-repair and reinvestment; changes require public notice and findings.
"Major Project"	Any single project with an estimated total cost of \$10 million or more, or designated as an anchor or program-defining asset in a 5-year plan.
"Baseline Scope"	A one-page description of what is included and what is explicitly excluded; used to manage change orders and scope drift.
"Lifecycle Cost Statement"	A standardized 30-year cost summary including annual operations, maintenance, renewal cycles, and identified funding sources.
"Material Amendment"	A change that increases total cost by 15% or more, changes bucket eligibility, adds a new Major Project, or materially changes project outcomes or siting.
"Exception"	A documented, time-limited deviation from an adopted Peerless Standard approved through the findings process and logged publicly.

### A1) Fix-It-First / Expansion Restriction

Core rule: GCP Funds prioritize repair and reinvestment inside the GCP Eligible Service Area. Expansion outside the Eligible Service Area is prohibited except as provided below.

- ☐ **General prohibition.** No GCP Funds shall be used for new municipal infrastructure expansion outside the GCP Eligible Service Area.
- ☐ **Safety-critical emergency exception.** Expansion is allowed only with written emergency findings identifying the safety condition, documenting why an in-area solution is infeasible, and stating why the action is time-sensitive.
- ☐ **Benefit-district full-cost exception.** Expansion is allowed when fully financed through a benefit district or equivalent mechanism that covers incremental capital costs and incremental lifecycle maintenance and replacement costs for at least thirty (30) years.
- ☐ **Minimum documentation.** Any exception request must include a Lifecycle Cost Statement and an alternatives analysis demonstrating the least-cost, least-sprawl option.
- ☐ **Public posting.** Emergency findings and exception documentation must be posted to the dashboard within five (5) business days of approval.

### A2) Transit Operations District (corridor-based)

Purpose: enable reliable high-frequency corridors by dedicating corridor-linked revenue to operations and lifecycle support.

- ☐ **Authorization and boundaries.** The governing body may designate corridor-based Transit Operations Districts (TODs) with mapped boundaries and a published service commitment.
- ☐ **Restricted uses.** TOD revenues are restricted to transit operations, maintenance, security, customer facilities, and fleet lifecycle reserves. Funds shall not be used for unrelated municipal purposes.
- ☐ **Minimum service standards.** For each TOD, publish annual standards (frequency, span of service, reliability target, stop amenity minimums) and report performance quarterly.
- ☐ **Lifecycle reserves.** Maintain a fleet lifecycle reserve with a stated annual contribution and target balance; post reserve status on the dashboard.
- ☐ **Audit.** Annual independent audit shall verify restricted uses and service performance reporting.

### **A3) Grid Restoration Trigger (downtown streets)**

Purpose: when GCP Funds rebuild downtown streets, the work must also restore safe, legible circulation and multimodal safety outcomes.

- ☐ **Trigger.** Any downtown street rehabilitation using GCP Funds must deliver either (i) two-way conversion, or (ii) protected multimodal safety upgrades using pre-approved cross-sections.
- ☐ **Pre-approved cross-sections.** Cross-sections must be adopted in advance and include: protected bikeway treatment, pedestrian crossing enhancements, and curb management.
- ☐ **Exception pathway.** A project may deviate only through the published exception process, with findings addressing safety outcomes and an alternative mitigation package.
- ☐ **Outcome reporting.** Dashboard reporting must include before/after safety and speed data (as available), plus delivery confirmation of cross-section elements.

### **A4) Downtown Essentials Catalyst (grocery and pharmacy)**

Purpose: ensure downtown residents and workers have predictable access to daily needs through performance-based incentives with enforceable protections.

- ☐ **Program creation.** Establish a Downtown Essentials Catalyst program to deliver and maintain at least one full-service grocery and one pharmacy downtown (or an equivalent combined operator).
- ☐ **Performance-based incentives.** Incentives must be tied to measurable service requirements (hours, product breadth, staffing, pricing commitments where applicable).
- ☐ **Covenants and clawbacks.** Agreements must include enforceable covenants, minimum operating term (starter: 10 years), and clawback provisions for early closure or nonperformance.
- ☐ **Site readiness and access.** Program standards must address delivery/loading, transit access, and safe pedestrian access.
- ☐ **Annual review.** Publish annual performance summary and compliance status on the dashboard.

### **A5) Peerless Endowment Lockbox (earnings restrictions)**

Purpose: preserve endowment earnings for long-term upkeep so assets do not degrade after initial capital delivery.

- ☐ **Permitted uses.** Endowment earnings are restricted to maintenance, rehabilitation, lifecycle replacement, and reserves only.
- ☐ **No substitution.** Endowment dollars may not substitute for baseline maintenance appropriations; they must be additive to normal operating budgets.
- ☐ **Maintenance plan required.** Any asset supported by endowment earnings must maintain a posted maintenance and renewal plan with reserve targets.
- ☐ **Audit and publication.** Compliance is independently audited annually and published publicly, including balances and draws by asset category.

### **A6) Procurement and change control (minimum standards)**

Purpose: keep major projects bid-ready, prevent scope drift, and limit uncontrolled escalation.

- ☐ **Procurement plan required.** Any Major Project must adopt a procurement plan stating delivery method, bid packaging, long-lead items, and schedule milestones.
- ☐ **Change-order cap.** Change orders funded by GCP Funds shall be capped (starter: 8%) unless emergency findings are adopted; all change orders must be logged publicly.
- ☐ **Baseline scope lock.** Material scope changes require a public action with findings and updated dashboard documentation.

### **A7) Exceptions (minimum legal process)**

Purpose: keep exceptions rare, time-limited, and visible.

- ☐ **Posting requirement.** Exception requests must be posted publicly at least fourteen (14) days before the vote.
- ☐ **Required findings.** Findings must address necessity, alternatives, mitigation, duration, and a reversion-to-compliance plan.
- ☐ **Exception log.** Maintain a public exception log with project ID, standard(s), decision, and mitigation; include accumulation trigger review each 5-year cycle.

# Appendix B

## Templates and checklists

Use these templates to keep 5-year plans and project approvals consistent, auditable, and aligned with the Peerless Standards.

**Use:** These appendices are designed as approval-ready starter materials. Attach Appendix B templates to every 5-year plan and every project approval packet.

## How to use this appendix

Attach the relevant templates to every approval packet. A project is not approval-ready unless required fields are completed and posted to the dashboard.

## B0) 5-year plan cover sheet (minimum)

Complete once per 5-year delivery contract cycle. This sheet should be published with the plan and updated only through a material amendment.

Cycle	Cycle ____ (Years ____ - ____)	Adoption date	____ / ____ / ____
Total plan value	\$_____ (range)	Primary sponsor	_____ _____

### Bucket allocation summary (A-G)

Attach a one-page summary table showing planned obligations and planned expenditures by bucket, including reserves and endowment contributions.

### Major projects list (caps, match, schedule windows)

List all Major Projects with: public funding cap, required match (if any), delivery method, and schedule window.

### Metrics and reporting

- ☐ Top outcome metrics (baseline and target) for this 5-year cycle are defined and assigned to an owner.
- ☐ Quarterly reporting cadence and annual audit targets are published.
- ☐ Risk register summary (top 10 risks and mitigations) is attached.

## B1) Project eligibility checklist (one page per project)

Project \_\_\_\_\_ Project ID \_\_\_\_\_  
 Location \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_  
 Prepared by \_\_\_\_\_ Department \_\_\_\_\_

Bucket eligibility confirmed (A-G)

☐ A  ☐ B  ☐ C  ☐ D  ☐ E  ☐ F  ☐ G 

### Readiness gates (pass/fail)

- ☐ Project appears on the adopted 5-year plan list (or is an adopted emergency addition with findings).
- ☐ Peerless Standards compliance confirmed (2.1-2.6), or exception request form (B3) is complete and posted at least 14 days before vote.
- ☐ Baseline scope statement is attached and includes explicit exclusions.
- ☐ Estimate class and basis-of-estimate date are stated (conceptual / schematic / pre-bid).
- ☐ Lifecycle Cost Statement (B2) is complete for any Major Project or any project with ongoing operating impacts.

### Required attachments (minimum)

- ☐ Procurement plan and change-order controls (B4) are attached for Major Projects.
- ☐ Operations plan (B2a) is attached for major assets, transit corridors, and facilities with new staffing or security needs.
- ☐ Dashboard entry is created with milestones, schedule window, budget range, and measurable outcomes (B6).

Reviewer sign-off \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_

## B2) Lifecycle cost statement (summary fields)

Provide order-of-magnitude estimates with stated assumptions. Required for Major Projects and for any project with new or increased operating obligations.

Project \_\_\_\_\_ Project ID \_\_\_\_\_

Bucket(s)



Field	Minimum requirement
<b>Asset / project name</b>	Plain-language name plus internal ID; include location.
<b>Estimate class</b>	Conceptual / schematic / pre-bid; include basis-of-estimate date.
<b>Capital cost range (CAPEX)</b>	Hard + soft; include contingency and escalation assumption.
<b>Useful life assumptions</b>	State key assumptions and replacement cycles (roof, MEP, fleet, pavement).
<b>Annual operations cost</b>	Staffing, utilities, maintenance, security; include service-level assumptions.
<b>Lifecycle reserves</b>	Annual reserve contribution and target balance; policy for draws.
<b>Major renewals schedule</b>	30-year schedule of expected renewals with high/low cost ranges.
<b>30-year total cost (OOM)</b>	High/low range and key cost drivers (top 3).
<b>Funding source for operations</b>	Dedicated source or adopted plan (not speculative).
<b>Certification</b>	Signed by department lead; posted publicly with dashboard entry.

Department lead \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

## B2a) Operations plan (minimum one-page)

Required for major assets, facilities, and transit corridors. Attach additional pages as needed.

- ☐ **Operating model.** Hours, service levels, operator (City/contract), and customer service assumptions.
- ☐ **Staffing plan.** FTE by role, coverage model (shifts), and benefits assumption.
- ☐ **Maintenance plan.** Preventive maintenance schedule, warranties, and responsible party.
- ☐ **Utilities and consumables.** Metering assumption, major drivers, and efficiency measures.
- ☐ **Security and safety.** Security posture, lighting/cameras, incident response, and coordination plan.
- ☐ **KPIs.** Define 3-6 KPIs with measurement frequency and owner; include reliability where applicable.

### Notes / assumptions

---

---

---

---

---

---

---

---

---

---

---

---



## B3) Exception request form (minimum fields)

Required only if a standard is not met. Posting must be at least 14 days before vote.

Project

\_\_\_\_\_

Project ID

\_\_\_\_\_

Public posting date

\_\_\_\_ / \_\_\_\_ / \_\_\_\_

Vote date

\_\_\_\_ / \_\_\_\_ / \_\_\_\_

Standard referenced

☐ 2.1 ☐ 2.2 ☐ 2.3 ☐ 2.4 ☐ 2.5 ☐ 2.6

Bucket eligibility confirmed (A-G)

☐ A  ☐ B  ☐ C  ☐ D  ☐ E  ☐ F  ☐ G 

Field	Minimum requirement
Reason for exception	Specific, factual, time-limited; explain why compliance is infeasible now.
Alternatives analysis	List at least two alternatives considered and why rejected.
Mitigation	What replaces the standard to protect outcomes (controls, scope changes, safeguards).
Duration	Start and end date; compliance reversion plan.
Decision	Approve/deny with signed findings; include conditions if approved.

### Findings summary (required)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Decision

☐ Approved

☐ Denied

Approver Name/Title: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

## B4) Procurement plan and change-order controls

Required for Major Projects. Attach supporting schedules as needed.

- ☐ **Delivery method.** DBB / CMAR / DB; state rationale and risk posture.
- ☐ **Bid packaging.** Package list and sequencing; note long-lead items.
- ☐ **Schedule milestones.** Advertise date, award date, NTP, substantial completion window.
- ☐ **Escalation and allowances.** Identify escalation clauses, allowances, alternates, and owner contingencies.
- ☐ **Change-order cap.** State cap % and approval chain; log all change orders publicly.
- ☐ **Contingency governance.** Who can authorize draws, documentation required, and reporting cadence.

## B5) Change-order / contingency draw log

Maintain as a running log for each Major Project. Post updates at least quarterly.

Date	CO / Draw #	Type	Reason	\$ +/-	Approver
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____
____/____/____ —	_____	_____	_____	\$ _____	_____

## B6) Dashboard metrics sheet

Use for each project or program. Metrics must be measurable, with baseline, target, and owner.

Metric	Baseline (value/date/source)	Target (end-of-cycle)	Method / frequency / owner
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

## B7) Match certification (for major anchors, when applicable)

Complete before vertical construction when match-gating applies.

- ☐ Match source name and type (public / philanthropic / private).
- ☐ Amount committed and instrument (agreement, grant award, executed pledge).
- ☐ Conditions and milestones for draw; cancellation or clawback terms.
- ☐ Verification sign-off (Oversight Authority or designated reviewer).

### Verification

Reviewer Name/Title: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# APPENDIX C

## Into the Next Century

### The Century Center: Answer to the Question of Century II and the Old Library

An optional, fully transparent Plus-Up plan that preserves Wichita's civic crown jewel and turns it into a 365-day indoor commons, public market hall, and Civic Arts Institute.

This appendix answers a recurring question from the public: **What is the future of Century II and the Old Library?** The Greater City Plan preserves the Old Library by incorporating it into the expanded convention campus to the south. Century II is already being preserved under the City's adopted capital program for basic building repairs and life-safety upgrades. This appendix presents a separate, optional enhancement package: **The Century Center**.

The Century Center is presented as a **Plus-Up**. It is not assumed or funded inside the Greater City Plan's core 1% sales tax framework unless separately adopted. The purpose is to show the public a credible, buildable future for the building, with clear guardrails, clear costs, and realistic funding paths.

What this Plus-Up delivers	What this Plus-Up does not claim
<ul style="list-style-type: none"> <li>• Keeps Century II's exterior intact and restores the public experience inside.</li> <li>• Converts the Convention Hall into a quiet, no-cost indoor commons open 365 days with Wi-Fi, seating, restrooms, and a staffed City Helpdesk.</li> <li>• Uses the Exhibition Hall as a year-round indoor market hall with local vendors, small-business onramps, and public seating.</li> <li>• Creates a Civic Arts Institute using affordable studios, rehearsal rooms, and public galleries throughout the building.</li> <li>• Adds a Parks &amp; Recreation test-kitchen and small food entrepreneurship program as a civic amenity, not a private food hall.</li> <li>• Implements a clear operating model: safe, clean, high-standards, no nonsense, and measurable.</li> </ul>	<ul style="list-style-type: none"> <li>• Does not change the core Greater City Plan budgets or promises.</li> <li>• Does not presume that the 1% sales tax pays for this unless explicitly voted into a future delivery contract.</li> <li>• Does not assume private redevelopment of Century II or a conversion to apartments, hotel, or retail.</li> <li>• Does not rely on speculative operating income to justify capital decisions.</li> <li>• Does not eliminate the need for professional design, building assessment, and a validated cost estimate.</li> </ul>

**Status:** Optional Plus-Up concept appendix. Planning-level scope and cost ranges. Final scope, schedule, and budget require professional A/E validation and City procurement.

## C0. Purpose and status

The Century Center Plus-Up is a disciplined reuse strategy for Century II. It treats the building as long-term civic infrastructure and proposes a practical conversion from underperforming convention use into a high-value everyday public place.

This appendix is written to be read by a skeptical voter. It is structured as a decision document: what is being proposed, what it costs, how it operates, and what conditions must be met before the City spends public dollars on conversion.

### C0.1 Guardrails (no blank check)

- **Separate authorization:** The Century Center is not assumed inside the core Greater City Plan. It is presented as a Plus-Up and must be adopted separately (Council action and, if tied to the 1% framework, through the next voter-approved 5-year delivery contract).
- **Capital gating:** No conversion construction begins until (1) a validated cost estimate exists, (2) funding sources are executed in writing, and (3) an operating plan is adopted with identified, durable revenues.
- **Operating funding rule:** The Commons can be free and open, but it cannot be unfunded. Any incremental operating cost must be covered by executed agreements (endowment, sponsorship contracts, dedicated revenues, leases) before major spaces open.
- **Scope control:** The exterior form stays intact. The work focuses on interiors, building systems, and user experience. Changes that materially increase the capital program require a published amendment and re-approval.
- **Public access covenant:** The Commons remains no-cost, with posted standards for hours, cleanliness, behavior, and safety. If standards are not met, the City has clear corrective levers (staffing changes, operator changes, or restricted hours).

### C0.2 Relationship to existing commitments

Century II is already the subject of ongoing City capital work focused on roof rehabilitation and life-safety upgrades, with a multi-year improvement plan reported in City budgeting and public communications [1]. That baseline preservation work is assumed to continue. The Century Center Plus-Up is an additional package focused on daily civic use and program conversion.

The Old Library is preserved and enhanced in the Greater City Plan by incorporation into the new convention campus to the south. The core plan treats historic assets as civic value, not as disposable real estate.

## C1. Century II becomes the Century Center

The Century Center is conceived as Wichita's primary indoor civic third place: a climate-controlled commons that is comfortable, dignified, and free to enter. It is paired with a public market hall and a Civic Arts Institute so the building is active throughout the day, evening, and weekends.

### C1.1 Core outcomes

- **Everyday civic use:** A place to sit, read, work, meet, study, and decompress without buying anything.
- **Public service access:** A staffed City Helpdesk that connects residents to permits, housing resources, small business support, workforce programs, and basic navigation of city services.
- **Local commerce on-ramp:** A market hall that prioritizes local vendors and small producers, with transparent vendor standards and a pathway for new entrepreneurs.
- **Real arts infrastructure:** Affordable studios, rehearsal rooms, maker space, galleries, and residency capacity that attract artists because the facilities are serious and the costs are reasonable.
- **Safe and orderly:** Clear conduct standards, visible staff, and operational discipline. The building is welcoming, not permissive.

### C1.2 Program components

- **The Commons (Convention Hall):** indoor park-like seating, daylight and lighting upgrades, quiet areas, small group tables, a reading zone, public restrooms, water stations, and reliable public Wi-Fi. This is the daily anchor.
- **City Helpdesk:** a visible, staffed front-of-house resource hub (rotating City departments plus partner organizations). Think of it as a practical concierge for City systems, not a social-service drop-in center.
- **Market Hall (Exhibition Hall):** year-round stalls for local food and makers, with flexible infrastructure for pop-ups. Designed around public seating and active edges, consistent with public market best practices emphasizing vendor mix, mission, and management [5].
- **Parks & Rec Test Kitchen:** a small, code-compliant kitchen and classroom facility supporting food entrepreneurship, youth culinary pathways, and community cooking education. This is treated as a parks amenity in the same family as pools and rec centers: public-serving and civic-branded.
- **Civic Arts Institute:** low-cost studios, rehearsal rooms, small galleries, and residency capacity distributed through the building. The two theaters remain arts infrastructure, aligned with the Performing Arts Center as the larger new regional anchor.
- **Back-of-house and storage:** retained and upgraded for theater operations, production storage, and City event logistics.

### C1.3 Design principles

- Respect the iconic exterior and roofline; concentrate change inside.
- Make the building bright, legible, and navigable. Darkness is a usability problem in the interior bowl.



- Build for long hours and heavy daily use: durable finishes, easy cleaning, and straightforward security sightlines.
- Prioritize programming and operations, not just capital improvements. The operator model is as important as the architecture.

## C2. Spatial plan and circulation

Century II is large and flexible. The conversion succeeds by assigning each major volume a clear daily purpose, then designing circulation so that visitors can intuitively find the Commons, Market Hall, theaters, and Arts Institute spaces without confusion.

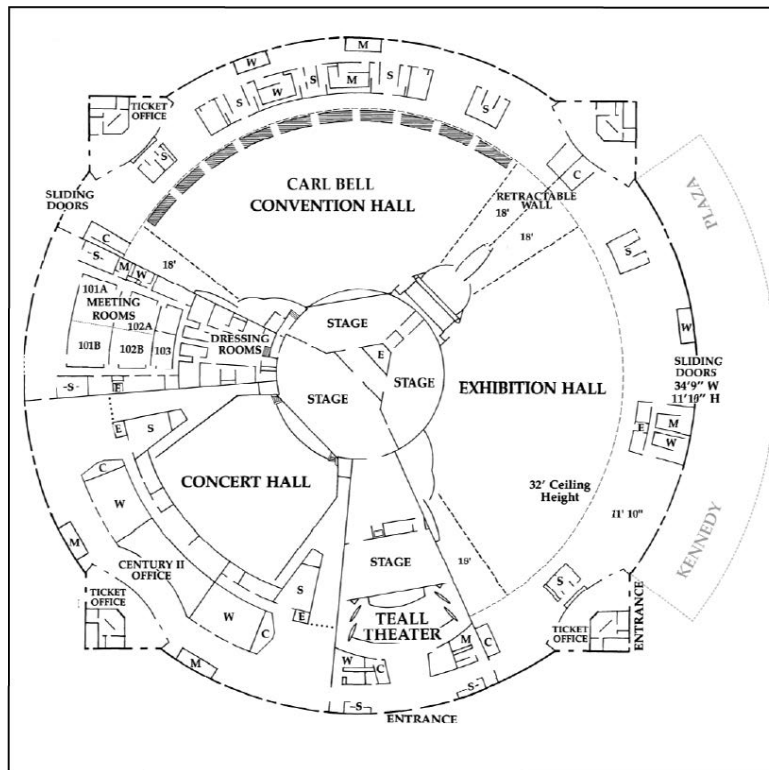


Exhibit C-1. Century II plan reference (annotate in final design development).

### C2.1 Recommended zone allocation (planning-level)

Primary area	Recommended primary use	Notes
Convention Hall	The Commons + City Helpdesk	Daily civic third place; highest standards for safety and cleanliness; no-cost entry
Exhibition Hall	Market Hall + pop-up markets	Vendor mix, seating, and flexible stalls; designed for year-round use.
Theaters and adjacent	Arts Institute + performance support	Studios, rehearsals, production support; coordinated with PAC programming
Upper promenade	Public promenade + gallery walk	Quiet walking loop, exhibits, overlook seating, access controlled after hours.
Basement/service levels	Storage, loading, production, mechanical, training	Retain storage; add practical classroom and support spaces where feasible

### C2.2 Access, hours, and public comfort standards

- **Commons:** target 7:00 a.m. to 10:00 p.m. daily (adjust based on operating plan), with clear late-night closure rules.

- **Market Hall:** target 8:00 a.m. to 8:00 p.m. daily, with earlier vendor prep access; extended hours on event nights and weekends.
- **Promenade:** open during core hours; close during low-staff periods to maintain safety and reduce blind spots.
- **Minimum comfort package:** reliable Wi-Fi, sufficient outlets, water stations, clean restrooms, quiet seating zones, ADA access, and clear wayfinding.

### C3. Civic Arts Institute: practical implementation model

Wichita does not need a symbolic arts institute. It needs real, usable, affordable space that working artists will actually choose. The Civic Arts Institute is designed as an applied production ecosystem: studios, rehearsal rooms, fabrication, teaching, and public-facing galleries integrated into one building.

#### C3.1 What 'real' looks like (benchmarks)

Competitive arts residency and studio programs emphasize reliable workspace, 24/7 studio access (or near it), simple logistics, and opportunities for public engagement. Programs like MASS MoCA's Studios provide private studio access and structured opportunities for open studios and presentations [6]. Wichita can adopt the functional elements without copying the brand.

#### C3.2 Recommended operating structure

- **Operator:** a dedicated nonprofit or a City-affiliated foundation with a board that includes arts professionals, facility operations expertise, and finance discipline.
- **Space allocation policy:** studios and rehearsal rooms leased at below-market rates with clear eligibility and term limits; priority for Wichita-based and Kansas-based artists while keeping a small percentage for visiting residents.
- **Public benefit requirements:** tenants provide public value (open studios, classes, mentorship hours, youth workshops, public talks, gallery participation).
- **Partner network:** WSU, Wichita State applied learning, local arts organizations, theater groups, and regional foundations as program partners, not as informal advisors.
- **Technical support:** shared equipment and training access for safety and quality, especially for maker/fabrication areas.

#### C3.3 Space program (planning-level)

- 40-80 individual studios (mix of small and large) with robust lighting and ventilation.
- 2-4 shared rehearsal rooms (dance, theater, music) with sound control.
- 1 fabrication / maker shop (membership model, staffed for safety).
- 2-3 galleries / exhibit corridors distributed along primary circulation.
- Residency capacity (6-12 artists at a time) using partnerships for housing, with work studios on-site.
- Education rooms for classes, youth programs, and workforce pathways tied to creative trades.

#### C3.4 Safeguards (avoiding mission drift)

- Lease policy prohibits conversion into generic office space.
- Clear building-wide conduct standards apply to tenants and visitors equally.
- Annual performance review tied to public benefit delivery and facility care.
- Cost discipline: fit-out standards are functional and durable, not luxury.

## C4. Market Hall and food entrepreneurship

The Exhibition Hall can support a true public market hall: a place that sells local food and goods, hosts pop-ups, and acts as an everyday gathering space. Public market practice emphasizes the right vendor mix, the right mission, and, most importantly, the right management structure [5]. A market hall without disciplined management becomes inconsistent and fragile.

### C4.1 Vendor mix and physical design

- **Vendor mix:** prioritize local growers/producers, prepared foods with clear quality standards, and makers. Avoid over-concentration of the same concept.
- **Seating and sociability:** seating is not an afterthought. The public space is part of the market product.
- **Flex zones:** design for pop-ups, seasonal vendors, and weekend market intensification without needing special construction.
- **Infrastructure:** shared cold storage, waste management, floor drains where needed, and code-compliant venting for limited cooking.

### C4.2 Parks & Recreation test kitchen (civic amenity)

The test kitchen is positioned as a Parks & Recreation amenity: a small-business and workforce on-ramp that complements community centers. It supports (1) food entrepreneurship training, (2) youth culinary pathways, and (3) community cooking education.

- Two teaching stations plus one commercial prep line (code-compliant).
- Shared equipment storage and sanitation space.
- Scheduling rules that prioritize training, then small business incubation, then special programs.
- Operator partnership with local training providers and community colleges, with clear MOUs.

### C4.3 Management and revenue approach

- **Operator:** either a dedicated market nonprofit under contract with the City, or a City-controlled entity with professional market management.
- **Vendor selection:** transparent, criteria-based selection focused on quality, reliability, local value, and community benefit.
- **Revenue tools:** stall rent, percentage rent for high-performing vendors, event rentals for defined spaces, and sponsorship.
- **Equity tools:** graduated rent for first-year vendors, shared services, and technical assistance tied to performance.

## C5. Operations, safety, and 'no nonsense' standards

A free indoor commons only works if it is managed with discipline. The Century Center must feel safe and calm for families, students, seniors, workers, and visitors. That requires visible staff, consistent rules, and a building designed for clean sightlines and easy maintenance.

### C5.1 Operating standards (minimum)

- **Cleanliness:** restrooms cleaned multiple times per day; trash management visible; furniture and surfaces designed for rapid cleaning.
- **Behavior:** posted code of conduct; consistent enforcement; no harassment; no intimidation; no sleeping camps inside public areas.
- **Security:** trained unarmed security in public areas, coordinated with Wichita Police as needed; cameras and lighting sized for the space.
- **Staff presence:** a staffed information desk, roaming ambassadors, and custodial teams are non-negotiable.
- **Family-ready:** family restroom, lactation-friendly room, hydration, and safe seating zones.

### C5.2 Staffing model (planning-level)

- Facility director / GM (1)
- Operations and maintenance supervisors (2-3)
- Custodial teams (8-14 FTE equivalent depending on hours and contract model)
- Security and ambassadors (10-18 FTE equivalent depending on hours and posture)
- Market manager + vendor services (2-4)
- Arts Institute program team (3-6, could be partner-funded)
- City Helpdesk staffing (rotating City staff plus partners; budgeted separately or via interdepartmental transfer)

### C5.3 Reporting and accountability

- Publish quarterly metrics: hours open, attendance estimates, incidents, response times, cleanliness audits, vendor occupancy, and programming counts.
- Publish an annual lifecycle maintenance plan and funded reserve requirement.
- Use operator contracts with clear performance standards and termination rights for failure to maintain public standards.

## C6. Capital scope and budget (planning-level)

Century II is a 1969-era, 250,000 square-foot facility [2]. The City has already initiated a multi-year capital improvement program focused on roof and systems upgrades [1]. The Century Center Plus-Up adds program conversion, interior modernization, and the everyday public-place features required for a true 365-day commons.

### C6.1 Baseline preservation versus Plus-Up conversion

**Baseline preservation (City program):** roof rehabilitation, fire alarm improvements, air conditioning upgrades, elevator/lift work, Wi-Fi and electrical improvements, and related life-safety and building system projects [1]. These are necessary regardless of long-term reuse.

**Plus-Up conversion (this appendix):** Commons build-out, Market Hall build-out, Arts Institute fit-out, lighting and wayfinding, additional building system modernization beyond the baseline, security and access controls, and public realm improvements to support daily use.

### C6.2 Conversion budget scenarios (incremental to baseline)

Scenario	Incremental CapEx	Scenario
A. Starter conversion	\$40M - \$60M	Opens the Commons and a limited Market Hall with basic fit-out; partial Arts Institute build-out.
B. Recommended	\$70M - \$95M	Full Commons, full Market Hall, meaningful Arts Institute footprint, promenade, and robust wayfinding and safety systems.
C. World-class	\$110M - \$150M	Higher design finish, expanded maker space, deeper MEP modernization, larger galleries, and upgraded plaza connections.

### C6.3 Recommended scenario line-item budget (illustrative)

Line item (Recommended)	Planning estimate
Commons build-out (Convention Hall): seating, finishes, lighting, quiet zones, restrooms refresh	\$18.0M
Market Hall base build (Exhibition Hall): stalls infrastructure, seating, shared cool storage, waste, code upgrades	\$14.0M
Parks & Rec test kitchen + classrooms (build + equipment)	\$6.0M
Civic Arts Institute fit-out: studios, rehearsal, galleries, maker space core	\$15.0M
Promenade and wayfinding: circulation, lighting, signage, access controls	\$4.0M
MEP and electrical modernization beyond baseline (distribution, lighting, controls, etc.)	\$12.0M
Security systems: cameras, access control, monitoring room	\$3.0M
Exterior connections and plaza improvements (basic)	\$4.0M
Design, engineering, permits (15%)	\$11.4M
Contingency (15%)	\$10.8M
<b>&lt;b&gt;Total (incremental to baseline)&lt;/b&gt;</b>	<b>&lt;b&gt;\$99.2M&lt;/b&gt;</b>

**Note:** The line-item total above reflects a fully built Recommended scenario. The scenario range shown earlier assumes scope refinement and potential cost offsets through leveraging baseline projects and phased delivery. Final budgeting requires a building condition assessment, a code and life-safety review, and a professional cost estimate.



## C7. Operating budget and revenue (real-world)

The Commons is intended to be free to enter. That does not mean it is free to operate. The operating plan must be secured before opening hours expand.

### C7.1 Annual operating cost range (planning-level)

For a building of this size and daily public hours, a realistic incremental operating range for the Century Center functions (Commons, Market Hall, Arts Institute programming, extended custodial and security, utilities for longer hours) is **\$6.0M to \$9.5M per year**, depending on hours, staffing posture, and how much programming is partner-funded.

### C7.2 Earned revenue tools (no admission required)

- Market stall rents and percentage rent for high-volume vendors
- Arts Institute studio leases and maker-space memberships (low-cost but real)
- Defined space rentals for events (outside core Commons zones)
- Sponsorship and naming packages (Commons, Market Hall, program series)
- Concession revenue-share on defined vendors (not a pay-to-enter model)

### C7.3 Illustrative annual revenue range

Revenue source	Range (annual)
Market Hall (stalls + % rent + pop-ups)	\$1.2M - \$2.8M
Arts Institute (studios + memberships)	\$0.5M - \$1.2M
Event rentals (defined spaces)	\$0.6M - \$1.5M
Sponsorship / naming (annualized)	\$0.5M - \$1.8M
Other (classes, vending, partnerships)	\$0.2M - \$0.8M
<b>Total earned revenue</b>	<b>\$3.0M - \$8.1M</b>

Depending on the final operating cost posture and the realized earned revenue, the remaining annual support requirement is likely **\$1.5M to \$6.5M per year**. This gap should be covered by durable, pre-committed sources before expanding to full-hour operations.

### C7.4 Operating stability tools

- **Endowment:** a dedicated Century Center endowment that throws off annual operating support and funds lifecycle reinvestment (target \$25M-\$60M depending on gap).
- **Dedicated revenues:** transient guest tax allocation, special assessment district, or dedicated portion of a future convention campus revenue tool.
- **Philanthropy and sponsorship:** multi-year sponsorship contracts that fund programming and staffing, not just capital naming rights.

- **Operator contract discipline:** contracts with clear performance metrics and the ability to replace operators if standards slip.

## C8. Funding pathways and delivery plan

Because the Century Center is presented as a Plus-Up, the default assumption is that it is financed through a blend of non-core sources: future City capital allocations, transient guest tax, philanthropy, grants, and earned revenues. The plan is built to be modular: it can open in phases as funding is secured.

### C8.1 Potential capital sources (illustrative)

- **City capital program (CIP):** additional bonded allocations or pay-as-you-go capital beyond the baseline preservation program.
- **Transient Guest Tax (hotel bed tax):** appropriate because the campus supports downtown visitation and convention competitiveness (subject to policy and legal constraints).
- **Federal and state grants:** EDA for economic development facilities, NEA for arts facilities/programming, USDA and AMS grant programs for market systems support, and workforce pathway grants where eligible.
- **Philanthropy:** naming gifts for the Commons, Market Hall, Arts Institute, or endowment gifts for operations.
- **Tax credit tools (conditional):** if historic designation or eligibility applies, explore state/federal historic tax credits and New Markets Tax Credits, recognizing that eligibility is not assumed.

### C8.2 Match-gating (recommended)

- **Gate 1 - Feasibility:** building condition assessment + code analysis + program test-fit + Class 4/5 estimate.
- **Gate 2 - Funding plan:** signed commitments for at least 80% of capital for the next phase, plus executed operating support for the opening posture.
- **Gate 3 - Design:** schematic design to validate cost and operations, with value engineering before documents.
- **Gate 4 - Build:** phased construction with clear go/no-go decision points; avoid starting spaces that cannot be finished.
- **Gate 5 - Open:** opening plan with staffing, hours, security posture, and performance metrics published before day one.

### C8.3 Phasing (recommended)

- **Phase A (12-18 months):** deliver the Commons core, restrooms refresh, lighting, Wi-Fi, and City Helpdesk. Limited hours initially to prove standards.
- **Phase B (12-24 months):** deliver Market Hall core build with a first cohort of vendors and pop-up programming.
- **Phase C (18-30 months):** deliver Arts Institute studios, rehearsal rooms, galleries, and maker-space core.

- **Phase D (ongoing):** expand programming, grow residency, refine vendor mix, and build the endowment for long-term stability.

## C9. Required deliverables for public approval

Before the City commits to Century Center conversion spending, the following items should be published as a single public packet. This keeps the project legible, reduces surprise, and allows voters and stakeholders to judge the plan on facts.

- Building condition assessment and code/life-safety analysis
- Program plan and spatial test-fit (Commons, Market Hall, Arts Institute, test kitchen)
- Lifecycle cost statement (20-year view) including reserve requirements
- Operating pro forma with identified, executed revenue sources for the opening posture
- Governance and operator structure (board, contracts, performance standards)
- Safety and conduct plan (staffing, enforcement, cameras, hours)
- Procurement strategy and owner-representative plan (risk and cost control)
- Equity and access plan (vendor on-ramps, youth pathways, ADA, family readiness)

### C9.1 Source notes (for key factual inputs)

Key factual inputs referenced here include: the City's reported multi-year Century II improvement plan and project scope [1]; Century II's reported scale and prior repurposing cost estimates cited by the Riverfront Legacy planning process [2]; and public market management principles summarized by Project for Public Spaces [5]. These inputs inform planning ranges but do not replace a building-specific engineering estimate.

### C9.2 References

- 1 [1] KWCH 12 News, "COVID relief funds approved to renovate Century II" (Sept. 20, 2022) and related City CIP reporting on \$18.1M over 10 years. Also Century II facility news on roof rehabilitation timeline (2023-2024).
- 2 [2] Riverfront Legacy Master Plan, FAQ section: Century II size (250,000 sf) and cited repurposing cost estimates (\$180M market-ready; \$272M+ full renovation).
- 3 [5] Project for Public Spaces (PPS), "Ten Qualities of Successful Public Markets" and Market Cities program resources on vendor mix, mission, and management.
- 4 [6] MASS MoCA, The Studios at MASS MoCA: residency operational features (studio access, structure, public engagement opportunities).
- 5 [7] USDA Agricultural Marketing Service and related federal programs: Farmers Market Promotion Program and farmers market program resources (grant pathways and program categories).

# APPENDIX D

## Greater Mobility Plus-Up

Pathway to fare-free access for Wichita residents and 24/7 service

This appendix documents an optional Greater Mobility Plus-Up that can be layered onto the Greater City Plan. It describes a practical path to expand access and hours using a partnership operating model.

**Key premise:** a full citywide 24/7, fare-free network cannot be funded by the temporary 1.0% sales tax alone. This Plus-Up is structured to be achievable only when multi-year partner operating agreements are executed and published.

What this Plus-Up delivers	What it does not claim
<ul style="list-style-type: none"> <li>• Fare-free access for Wichita residents (via a Resident Mobility Pass)</li> <li>• Sunday service on core corridors</li> <li>• Night Owl (overnight) service on 1-3 corridors</li> <li>• Safety posture and performance reporting</li> </ul>	<ul style="list-style-type: none"> <li>• A guarantee of systemwide 24/7 service on every route</li> <li>• An unfunded operating promise</li> <li>• Exclusive school-only routes (service remains public)</li> </ul>

## Status and governance

This appendix is a plus-up pathway. It does not change the Greater City Plan’s core baseline commitments.

Service and fare changes described here require a published operating plan, a lifecycle cost statement, and executed operating funding agreements prior to implementation.

All expansions are subject to the Peerless quarterly scorecard and the 5-year voter renewal checkpoints.

## D0. Purpose and status

The Greater Mobility Plus-Up is an optional operating pathway designed to expand mobility access and service span beyond the baseline transit program.

It is written to be approval-ready under the Peerless Standards: expansions are gated, auditable, and tied to published service plans and quarterly reporting.

**Operating funding rule:** no Lite 24/7 expansion may proceed unless the incremental operating cost is covered by executed, multi-year agreements (or a formally adopted funding ordinance) that are posted publicly.

## D1. Definitions used in this appendix

**Fare-free for Wichita residents** means \$0 out-of-pocket boarding for residents using a Resident Mobility Pass (card or app). A posted full fare remains available for visitors and for fare-policy calculations.

**Lite 24/7** is a minimum overnight mobility guarantee delivered through (1) Night Owl fixed-route service on 1-3 core corridors, (2) Sunday service on the same cores, and (3) complementary coverage required by law and policy.

## D2. Compliance guardrails (design constraints)

**ADA complementary paratransit:** complementary paratransit must be provided during the same hours and days as the fixed-route service it complements (49 CFR 37.131).

**School-related service must remain public:** the Plus-Up may add public trips that serve school bell times, but may not create exclusive school-only routes using federally assisted transit assets. Tripper service is permissible when it remains public and uses regular stops and schedules (49 CFR 605.3).

## D3. Corrected fare-free approach (best-practice structure)

A sustainable fare-free policy is delivered as an eligibility-based product, not as an unstructured open-gate system.

**Resident Mobility Pass:** a no-cost, account-based pass issued to Wichita residents. Riders tap a card or app to board. This preserves ridership data quality, supports customer service, and enables program auditing.

**Posted full fare remains in place:** maintaining a posted full fare protects fare-policy flexibility and supports consistent ADA paratransit fare calculations (paratransit fares are capped relative to fixed-route full fare; discounts do not change the cap).

**Student Mobility Pass:** issued through participating school districts under a joint agreement. This is a distinct product, aligned with school safety and consent procedures, and paired with public bell-time service increases.

## D3a. Program administration requirements

- **Verification options:** city utility account match, Kansas ID with Wichita address, or comparable residency verification.
- **Program outputs (monthly):** active passes, resident boardings, visitor fare revenue, and exception/fraud rate.
- **Sunset/renewal:** pass program renews only with executed replacement funding and published outcomes.

## D4. Lite 24/7 service blueprint (what expands and what stays bounded)

Lite 24/7 expands service where it produces the highest access value per dollar while bounding the overnight footprint for operational control.

**Night Owl corridors:** start with 1 corridor; expand to 2-3 only when performance and funding thresholds are met. Corridors should connect major job centers, a safe transfer hub, and the highest-demand residential areas.

**Sunday core service:** provide Sunday service on the Night Owl corridors and other top ridership cores as the first step toward 7-day reliability.

**Complementary coverage:** provide the required ADA-comparable service for the corridor footprint and hours (49 CFR 37.131).

- **Initial overnight frequency:** 60-minute headways with timed transfers at one hub; improve only when safety and productivity targets are met.
- **Stop safety package:** lighting, visibility, cameras where appropriate, and contracted presence at the hub and key stops.
- **Operations coverage:** defined dispatch/supervision and maintenance coverage for the expanded span.

## D5. Partnership operating model (the funding pathway)

The Plus-Up is designed to be funded primarily through operating purchases by other public and institutional partners, with the City serving as coordinator and contract administrator.

**Mobility Compact:** establish a standing interlocal compact that allows participating agencies to buy mobility outcomes through Wichita Transit (student access, bell-time service, workforce access, overnight mobility).

- **School districts coalition:** purchase Student Mobility Passes and bell-time public trips (tripper-style service).
- **Hospitals and major employers:** purchase workforce passes and sponsor Night Owl corridor operations tied to shift reliability.
- **County and workforce partners:** support access for training, re-entry, and social service mobility where appropriate.



- **State and federal programs:** focus on capital, safety technology, stop improvements, and fleet enablement - do not rely on time-limited grants as the permanent operating base.

## D6. Budget framework (incremental to baseline)

The following ranges are planning-level and must be replaced by an adopted Operations Plan and Lifecycle Cost Statement prior to approval. Cost drivers include added service hours, operator coverage, security posture, and complementary coverage.

The budget table in Section C9 is the required format for approval packets.

- **Resident fare-free (replacement + administration):** \$1.75M to \$2.80M per year.
- **District-funded student mobility purchase (passes + bell-time service):** \$1.40M to \$4.30M per year (partner-funded).
- **Lite 24/7 (Night Owl + Sunday + bounded complementary + safety):** \$3.50M to \$9.30M per year (partner-funded, with City backstop only by ordinance).

## D7. Peerless approval requirements and reporting

- **Required attachments:** Operations Plan; Lifecycle Cost Statement; partner agreements showing executed operating funding; safety plan; and metrics sheet with baseline, target, and owner.
- **Quarterly scorecard (minimum):** on-time performance; incidents per 100,000 service hours; boardings per vehicle revenue hour; corridor coverage; and partner funding under contract.
- **Expansion triggers:** no corridor additions unless two consecutive quarters meet safety and productivity thresholds and partner funding is renewed.

## D8. Five-year pathway (illustrative, gated)

The pathway below is illustrative. The governing principle is contract-first expansion: the City does not add permanent operating commitments unless partner funding is executed, renewed, and publicly posted.

Year	Delivery step	Gate (must be met to proceed)
Year 1	Launch Resident Mobility Pass. Execute Mobility Compact governance. Pilot district student passes + bell-time public trips. Add Sunday service on core corridor(s).	Executed operating replacement funding for resident fares. Executed district agreement(s) with service-hour purchase. Quarterly scorecard baseline published.
Years 2-3	Start Night Owl on 1 corridor with safety package. Add bounded complementary coverage. Implement workforce pass program with employers/hospitals.	Executed Night Owl operating sponsorship (multi-year). Safety metrics below threshold for two quarters. Boardings per service hour meets minimum productivity target.

Years 4-5	Expand to 2-3 Night Owl corridors and/or improve frequency. Expand Sunday network beyond initial cores where justified.	Renewed partner contracts. Service reliability and safety remain in compliance. Lifecycle cost statement updated and published prior to expansion.
-----------	--	--

**Implementation note:** The first deliverable is not “overnight service.” The first deliverable is a mechanism (Resident Mobility Pass) and a Compact that converts fragmented public transportation purchases into one accountable program.

## D9. Budget summary table (required approval format)

Planning-level annual ranges (2026\$), incremental to baseline. Replace with an adopted Operations Plan and Lifecycle Cost Statement prior to authorization.

Component	Annual range (2026\$)	Primary payer(s)	Gate / notes
Resident fare-free (replacement + administration)	\$1.75M - \$2.80M	Replacement partners + City (backstop only by ordinance)	Delivered via Resident Mobility Pass; posted full fare remains available for visitors and policy calculations.
District student mobility purchase (passes + bell-time public trips)	\$1.40M - \$4.30M	Participating USDs (coalition purchase)	Service remains public (tripper-style); regular stops and schedules; districts fund added capacity around bell times.
Night Owl corridors (overnight fixed route, 1-3 corridors)	\$1.80M - \$4.80M	Employers/hospitals + sponsors	Start with 1 corridor; expand only with renewed partner contracts and KPI compliance.
Sunday service on core corridors	\$0.80M - \$1.80M	Sponsors + limited City share	Prioritize highest-demand corridors; first step toward 7-day reliability.
Complementary coverage (corridor-bounded)	\$0.50M - \$1.50M	Sponsors + limited City share	Scope is bounded by the Night Owl footprint and operating hours (ADA hours/days matched to fixed route).
Safety posture (presence + key-stop O&M;)	\$0.40M - \$1.20M	Sponsors + City + partner agencies	Presence at hub and key stops; stop lighting/visibility maintenance; incident response protocols.
Total incremental (all components)	\$6.65M - \$16.00M	Mixed: districts + sponsors + City	Authorization requires executed operating funding agreements and quarterly scorecard publishing.

**Approval packet requirements:** executed partner agreements (term, renewal, and termination), Operations Plan (span, staffing, safety), Lifecycle Cost Statement, and quarterly scorecard metrics.