

## **Highlands Recreation District Facility Master Plan Proposal**

Overall Plan Objective: To provide a facility master plan which prioritizes the upgrades of the Highlands pool and pool house, extends the useful life of existing buildings and grounds, makes improvements where feasible to better meet programming needs, identifies viable funding mechanisms and is responsive to community needs. This would involve re-envisioning what the pool could look like, services provided, how we can meet the needs of the community better and maximize the current footprint if possible.

Master Planning / Space Programming: Staff will work with the community to develop concepts on how to improve the pool spaces for aquatics programming, identify new community spaces like the MPR, and tie any proposed facility upgrades into the larger Rec facility and grounds.

Phased Approach: The scope of work being proposed assumes a phased approach for the development of a facility master plan. The preliminary work in this scope will be directed by staff and will establish a foundation for a comprehensive master plan document. A comprehensive master plan will require additional expertise to be considered at various stages of the plan development.

Phase 1 – Facility existing conditions analysis and review  
Duration – 3 months (Feb 2022 – Apr 2022)

A necessary component to any facility master plan is an evaluation of existing conditions to identify and prioritize needed repairs and maintenance, identify code and compliance issues, and provide for corrective actions. District staff will complete the following and report back to the Board using current documentation and resources and/or engage contractors and consultants for cost estimates where necessary. See current list of resources included in this document.

1. Review and update facility asset schedule that includes facility equipment inventory, replacement schedule and cost information.
2. Conduct facility assessment indicating remaining useful life of existing infrastructure, buildings, and systems.
3. Identify any deferred maintenance and repairs that exist with facilities and grounds.
4. Identify any risk management issues that may exist or has been previously identified.
5. Review current documentation concerning ADA accessibility and compliance and include in summary of existing conditions that need to be addressed as part of this plan.
6. Document improvements completed as part of the evaluation and include in the plan.
7. Provide recommendations for corrective measures, estimate costs of corrections as well as alternative solutions.
8. Use data to update current facility asset and improvement documentation and develop a capital improvement plan (CIP) for projects greater than \$25K for ongoing and future capital projects.
9. Identify facility structures and systems that require further inspection and analysis where existing data and resources are insufficient.

Phase 2 – Analysis of facility needs and preferences  
Duration – 6 months (Apr 2022 – Sept 2022)

A process involving identification and prioritization of existing facility capital needs and improvements as well as a community needs analysis to identify potential facility and grounds upgrades. The process will be staff driven and include extensive community engagement with regular and ongoing check-ins with the Board.

1. **HRD Facility Master Plan Advisory Committee** made up of Highlands residents, facility users, current and former board members, neighborhood association members, Senior Network, other stakeholder groups.
  - a. The group will help identify areas we are good at, what improvements are needed and any missed opportunities
  - b. Review various reports and studies that have previously been completed
  - c. Facility tours to learn how the facilities are currently used and issues needing to be addressed
  - d. Inform to receive richer feedback, collaboration on solutions, more creative alternatives
  - e. Provide consultant expertise when additional information is needed or when issues arise (architects, engineers, financial advisors)
  - f. Provide examples of other facilities/pools as well as fieldtrips to similar facilities
2. **Community survey** distributed to all Highlands residents to provide analysis of programs and facilities we currently provide, identify strengths and weaknesses, identify areas for improvement, identify areas not served or underserved, help prioritize facility needs and improvements.
  - a. Review any existing survey data and incorporate as needed
  - b. Survey to be reviewed by Board
  - c. Data collected will be shared with Highlands's residents and will help inform decision making
3. **Project web page** will serve to keep residents informed of the progress of the facility master plan as well to track progress.
4. **Stakeholder meetings and focus groups** will be used to help broaden input on specific aspects of the plan, confirm and validate, and garner support.

Phase 3 – Develop Prioritized Action Plan  
Duration – 3 months (Oct 2022 – Dec 2022)

A prioritized action plan based on analysis of existing conditions, needs assessment, and input from community will be completed by staff which will include the following:

1. Key findings will be summarized
2. An action plan that ranks priorities for improvements whether new or upgrades to existing
3. A matrix of projects will be developed that includes order of magnitude cost estimates, funding mechanisms, timeline for implementation
4. Concepts that have not been developed or fully scoped will be ranked in order of priority based on community feedback and feasibility.
5. One outcome of the action plan is the development of a 5-year capital improvement plan for ongoing and future capital projects.

## Phase 4 – Funding

Duration – 2 months (Oct 2022 – Nov 2022)

The most significant obstacle for moving this Facility Master Plan forward is funding. This process will help answer the questions: How big of a project are we talking about? What are the “givens” for any large-scale capital project? What funding mechanisms are available to the District and which ones provide the highest prospect of success. Regardless of what funding mechanism(s) are chosen, garnering community support will be essential for advancing the Facility Master Plan. Funding mechanisms to be explored as part of this phase include:

1. **Certificates of Participation (COP)** – The earliest the District can refinance its existing debt without penalty is September 1, 2024. In the meantime, determining the borrowing capacity of the District and/or if it would be advantageous for the District to pay down the current COP to enable it to borrow for future capital projects will be the focus of this task.
2. **General Bond** – In 2020, staff worked with Isom Advisors, which provided the District a preliminary analysis and recommendations for a general bond as a possible funding mechanism for future capital projects. Success of this option depends heavily on having a master plan with capital projects to be funded, community-wide survey, broad community engagement and public information campaign. Groundwork for this begins with the Facility Master Plan Advisory Committee and identifying community champions who can shepherd the project. The establishment of a “Friends of the Rec” Foundation would be a useful tool for advancing this funding solution.
3. **Capital Improvement Plan** – A useful tool that will be investigated as part of this process will include the establishment of a District CIP. The District does not have a funding mechanism or planning process for funding capital projects. Capital projects are funded on a pay as you go model. With few exceptions, the current approach focuses on maintaining existing structures and systems as opposed to making the necessary investments to improve and sustain the District for the future. As a result, the District facilities and grounds have endured years of deferred maintenance and needed repairs leaving them outdated and likely to cost the District more in the long run.
4. **“Friends of the Rec” Foundation** – Some initial work on a foundation to support the District has been done. This concept will be explored further when the Facility Master Plan advances.

### Proposed Project Schedule and Deliverables

February - March	<ul style="list-style-type: none"><li>○ Review available facility documentation and resources</li><li>○ Evaluation of facility conditions including assessment indicating useful life of existing infrastructure, buildings, systems</li><li>○ Document improvements completed as part of the evaluation and include in the plan</li><li>○ Identify deferred maintenance, repairs, needed improvements and provide corrective measures and alternative solutions</li><li>○ Form HRD Facility Master Plan Advisory Committee</li></ul>
April	<ul style="list-style-type: none"><li>○ Develop capital improvement plan (CIP) using existing data for projects greater than \$25K for ongoing and future capital projects</li><li>○ HRD Facility Master Plan Advisory Committee begins meeting to review existing conditions</li></ul>

	<ul style="list-style-type: none"> <li>○ Develop community survey with input from committee</li> <li>○ Project web page is created</li> </ul>
May	<ul style="list-style-type: none"> <li>○ Present community survey to the BOD for review</li> <li>○ Community survey implemented</li> <li>○ HRD Facility Master Plan Advisory Committee</li> </ul>
June	<ul style="list-style-type: none"> <li>○ Community survey implemented</li> <li>○ HRD Facility Master Plan Advisory Committee</li> <li>○ Stakeholder meeting and focus groups</li> <li>○ Space/Program planning concepts developed</li> </ul>
July	<ul style="list-style-type: none"> <li>○ Stakeholder meeting and focus groups</li> <li>○ Space/Program planning concepts developed</li> <li>○ HRD Facility Master Plan Advisory Committee</li> <li>○ Community survey data reviewed</li> <li>○ 5-year capital improvement plan submitted as part of the District FY 2022-23 Budget</li> </ul>
August - September	<ul style="list-style-type: none"> <li>○ Stakeholder meeting and focus groups</li> <li>○ Space/Program planning concepts developed</li> </ul>
October - November	<ul style="list-style-type: none"> <li>○ Present key findings from stakeholder meetings, focus groups and community survey to the BOD</li> <li>○ Explore funding mechanisms for recommended improvements</li> </ul>
December	<ul style="list-style-type: none"> <li>○ Prioritized Action Plan presented to the BOD including key findings, matrix of projects with priority ranking for improvements, presentation of space/program planning concepts, 5-year capital improvement plan</li> </ul>

**Resources**

1. Facility Asset Schedule
2. ADA report from CREATE Access, Architects/Consultants in 2013
3. HRD Reserve Study and Facility Appraisal 2014-2015
4. CAPRI site visit reports and safety inspections
5. ADA Ramp and Restroom project documentation
6. Prop. 68 Playground and Sports Court Project documentation
7. Pool study by Arch Pac Aquatics in 2018
8. Isom Advisors Analysis