

4. Action Plan

This chapter makes near term and long term recommendations for SRC based upon the various analyses conducted, the public input received, and the findings presented in this report.

Recommendations are presented in the following groups:

- **Immediate Actions for Facilities Improvements**
actions to improve access and life safety at SRC
- **Operations and Management direction**
Determine operations and management direction before undertaking long term planning for SRC
- **Create a Vision for SRC**
Once operation and management decision is made, create vision for long term use and development of SRC
- **Continue with Phase II of the Master Site Plan process**
Long term plan to implement the Vision

Immediate Actions

IMMEDIATE FACILITIES IMPROVEMENTS

While the facility is in good condition given its age, methods of construction, operation and maintenance over the last 30 years, the following immediate facilities improvements are needed for public safety and accessibility (as soon as practical). The immediate improvements that follow are based upon the conclusions from the facilities analysis. (Please see Chapter 2 for full details).

Non-construction/Minor improvements

- Clear hallway for exit requirements
- Provide occupancy signs
- Supply cups near drinking fountains per regulations

- Add grease interceptor to second floor kitchen, if required
- Install emergency lighting for racquetball courts

Repairs

- Replace flashing at metal/masonry building joints
- Repair masonry cracks at elevator
- Investigate causes and then repair slab cracking
- Replace drainage and surface in outdoor play area
- Clean, snake, and repair damaged downspouts and connections
- Repair missing or damaged floor tile in multi-purpose rooms

Access/ADA/Codes

- Upgrade stairs, exits, and restrooms. Provide ramps and ADA plumbing fixtures per requirements.
- Upgrade utility and power service distribution
- Replace playground equipment
- Widen fire access lane in northeast parking lot
- Correct parking lot for ADA access including striping, signage, and removal of extruded curb
- Install backflow prevention devices in the irrigation system, or separate the sources

Safety

- Fireproof columns in tennis facility
- Conduct formal seismic analysis and improve structure accordingly
- Improve ventilation of heat sources per code
- Provide fire/smoke dampers at area separation walls
- Install check valve at connection to Parkland Water System
- Test and replace drinking fountain backflow devices

Efficiency

- Upgrade lighting and remove PCB ballasts

Create a Vision for SRC

Once the operations and management direction is determined, the County should fully develop the Vision for SRC which will guide its long term use and development.

The Vision would determine:

- The type of facility that SRC will become and will emphasize, such as a community center for the surrounding area, a regional recreation center providing unique programs, etc
- How future physical improvements will be focused
- Which changes will allow the greatest public use and create the greatest value for the facility and the County

Operations and Management Direction

The next step would be to make a decision regarding future operations and management of SRC. Before making the decision, the Executive recommends that there be a joint Executive/County Council public meeting held in the community to hear public opinion. The meeting would be held at SRC or in the vicinity.

Based upon the analyses and the goals identified by the County Council in Resolution R99-90S, Management Option 2 is recommended:

Continue County operation and pursue additional private vendors for programs and activities

This option was selected because it best appears to meet and balance the mutual goals of:

- Reduction of subsidy level
- Assure continued broad public access to an affordable recreation facilities and programs
- Assure protection of County's property and facility assets
- Provide stability for existing vendors and allow enhancements to move forward
- Ability to pursue more efficient use of facilities

(Please see Chapter 2 for full details.)

Continue with Phase II Planning Process

Based upon the conclusions reached from the facilities analyses and the public involvement process and the vision created for SRC, the County should continue this planning process into the Master Site Plan - Phase II.

Looking toward the longer term future, the Master Site Plan Phase II would be the preparation of a long term Plan to further pursue in detail:

- The goal of making the facility more economically self-sufficient
- How to continue to improve and potentially expand the facilities, uses, and services provided at SRC in a phased, programmed manner.

The Master Site Plan Phase II would require additional time and expenditure (12-18 months) to complete the detailed plan and to outline expenditures and phasing.

The Master Site Plan Phase II should include the following components:

OPERATIONS AND MANAGEMENT

With a preferred option selected, management and operations should be further analyzed in terms of :

- Fees/Rate structure and cost recovery
- Addition of vendor services
- Marketing opportunities
- Staffing efficiencies
- Operational efficiencies in terms of energy, security, and other issues.
- More efficient use of the entire site for both active and passive recreation

BUILDING IMPROVEMENTS

Additional needed building improvements are outlined and prioritized in Chapter 2. Those priorities will need to be incorporated into the final plan in conjunction with recommendations for facility expansion.

FACILITIES IMPROVEMENTS

Building and Site Improvements will need to be programmed in a phased manner in conjunction with preparation of the County's Capital Facilities Plan and *Comprehensive Park and Recreation Plan*.

Major investments such as the replacement of the mechanical systems for the ice arena will need to be made in the mid- to long-term and are of a size and scale to warrant programming well in advance of the eventual failure of the system due to age.

EFFICIENCY MEASURES

The following measures are recommended to improve the efficiency of existing operations:

- Investigate relocation of activities within the building such as the concessions/retail sales activities, improvements to the Rainier Room, addition of a catering kitchen, and the conversion of pre-school room to other activities
- Conversion of racquetball courts to other uses

Improved Aesthetics and Marketability

The following actions are recommended to improve the marketing and appeal of SRC:

- Parking lot landscaping
- Improved signage program
- Exploration of sponsorship opportunities

ADDITIONAL FACILITIES OR EXPANSION OF FACILITIES

Expansion of facilities should be examined in terms of the priorities identified during this planning process such as:

Higher Priority

Facilities that received the most support during the public involvement process and stakeholder interviews include:

- A second sheet of ice and related training and spectator facilities

- Improvement of existing indoor tennis courts lighting (energy efficiency) and surfacing. Add additional indoor/covered courts
- A gymnasium/indoor soccer facility
- Upgraded restrooms and locker rooms
- A weight/fitness training facility
- Lighted outdoor playfields and tennis courts
- Addition of youth facilities, perhaps a Boys and Girls Club

Lower Priority

Facilities that were mentioned but received lower levels of support during the public involvement process and stakeholder interviews include:

- A swimming pool
- Addition of skateboard area
- Create new walking areas to replace the running track
- A BMX area
- Training facilities to support skating programs
- Reacquire portion of site owned by the Fire District
- An all-weather athletic field surface
- Alternate parking lot access

ADDITIONAL PROGRAMS

The following programs should be further evaluated for addition to SRC:

- Expand Youth Programs
- Add weight training/additional fitness programs
- Training programs for skaters
- Parenting classes